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GENERAL STUDIES (TEST CODE : 860)

Name of Candidate	Pandhi Tej	Registration Number	34271
Medium Hindi/Eng.	Eng	Date	11/08/17
Center	ORH		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
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।

75, 3rd Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1st Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

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 advertising of a product of the company/organisation to pursue potential customers/users to use the service/product.

Ethical Issues in marketing

(1) Wrong / Untruthful marketing

claims are unverified (or) verified by unauthentic sources of many products

eg: Cure of diabetes in 7 days etc

Weight loss of 20kg in 10 days

(2) Celebrities marketing for products they don't use

A mark of lack of integrity, and motive of money driving over public health/service

eg: Celebrities like bollywood actors, cricketers
exercise great social influence and endorse for
sugar drinks like Coca Cola etc

(3) Marketing of unethical services

eg: Sex selection operations advertised online

(4) Driving of stereotypes and prejudices

eg: Fair skin is showed as superior than
dark skin. Eg: Fairness creams etc.

There needs to be an independent
regulator ~~for~~ with detailed guidelines for companies
marketing online & through media, TV etc.

'Compassionate Capitalism' & 'Corporate governance

ethics framework to be developed. Celebrities should

take Integrity Pledges in accessing their social influence

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 the ideals cherished or prized by an individual / society / organisation to help guide their behaviours, thought & actions.

Challenges of Indian society

- (1) Deeply entrenched caste system, prejudices etc
- (2) Gender justice denied
- (3) Communalism, ~~the~~ regionalism for vested political interests
- (4) Class division of society and looking down upon of depressed class.

Value education - Need

- (1) Need for developing values since childhood through family, society & education

(2) Values like 'gender equality', 'social justice' are to be developed through being role models in family eg: equal treatment of sons & daughters eg: Treating domestic workers with dignity, respect

(3) Society can teach values like 'universalism', 'tolerance', and thus help in solving the caste & communal problems.

(4) Schools teach values of 'liberty', 'equality', 'integrity' through policies like uniform, school prayers, celebration of great individuals etc.

(5) Political class ^{and administration} needs education of values like 'selflessness', 'integrity', 'honesty', 'transparency' for effective service delivery.

Thus value education can help persons & society to confront the challenges faced by Indian society

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।

Ethics is the common set of principles that a society follows to help guide actions of individual & collective actions.

→ Being corrupt means being untruthful in fulfilling duty and using power for personal gain & private interests.

eg: Taking bribes, collusive corruption with industrialists etc.

Ethics is Preventive while law is curative

Examples- (1) A public servant with ethical values will deny bribe offered. A public servant adhering to law might look for loopholes in the law to gain personal interests

(2) Before enacting Prevention of Corruption Act,
Code of conduct of Civil servants would guide
personal decisions than legality of actions.

(3) Ethics act as first line of defence to
stop doing any actions that is not taking
public interest, law takes into account the
actions after they are committed and hence
remedial.

eg: if Mr. Raja was ethical in his duty
of Telecom Minister, he wouldn't have committed
2G scam, whereas now law is now taking action
against post facto the action.

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?

Values are the ideals cherished or prized by an individual/family/society to help guide their action, thought and behaviour.

Role of parents

(1) First role models in life

eg: if our mother acts kindly to domestic workers, the children automatically learn values of kindness, dignity

(2) First source of socialization

eg: All the earliest connections like uncles, relatives etc. come from parents & hence important role in value building.

(3) Family = tool through which society transmits values to next generation.

eg: Patriarchy isn't something innate but ~~is~~ is transmitted through family to further generations.

If a family is female headed (or) gender equal, then children automatically imbibe gender justice.

Different values - Reasons

- (1) External influences like friends, peers, society
- (2) Education - through school, teachers
- (3) Globalisation - more culture of 'universalism', 'cosmopolitanism'
- (4) Breaking/weakening of familial ties - individualism
- (5) Events that happen in one's own life.

In current days, values like 'equality', 'social justice', 'gender justice' are all valued more by current generation than older generation.

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।

Public service means ~~the~~ taking up responsibility

for working towards common good of all

stakeholders in just, fair manner ; using

the common resources of the public .

eg. 1) Civil Servants acting as responsible for
public goods

2) Companies acting for public good through
individual interest & actions

3) NGOs working selflessly for vulnerable
sections of society.

Public service doesn't necessarily

mean taking up huge tasks of public good but even individual actions of upholding fundamental duties.

eg: (1) Keeping household, surroundings &

not littering on roads is public service

(2) Offering seat to elderly on ~~the~~ metros is public service

(3) Going to rescue of a woman being catcalled & harassed at public places/private places

Thus, civil services is not the only avenue for public service but the scope of go. on's actions gets bigger because of the framework in which civil servants act in their duties.

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 सद्गुण' (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?

'Civic Virtues' are virtues that citizens should follow to promote social harmony, common good of the public at large.

eg: Not littering on roads is civic virtue.

Not smoking in public places is a civic virtue.

Challenges in practising civic virtues

(1) Lack of awareness in citizens about fundamental duties.

(2) Not amicable environment eg: Overflowing and infrastructure dustbins in public places.

(3) Criminals & rise of intolerance. eg: If there is a link to personal life when you try

rescuing a women facing sexual harassment

(4) Lack of proper legislation.

eg: Whistle blower protection is not adequate.

According to Prevention of corruption act,
(PoCA)

bribe giver is not a criminal. This leads to

per complacent behaviour among citizens.

Strategies

(1) Increase awareness through campaigns like
Swatch Bharat Mission

(2) Strengthening of legislation - Whistle blower
protection, PoCA.

(3) Legislations like Good Samaritan law are
steps in positive direction. Awareness needs to
be built about such legislation

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।

Mahatma Gandhi, the father of our nation
has a profound impact on lives of all Indians
and my life too.

- (1) Ideals of truth & non violence
- (2) Idea of Satyagraha
- (3) Indomitable will at face of adversity
- (4) Ideas of 'Trusteeship' & Capitalism

All these ideas have impact in everyday
life where I follow only truth even though
it has possible repercussions. Ideas of non violence
has lead to development of a very positive

personality of me.

✶ Gandhiji's Talisman

Whenever in doubt, check if your actions ~~into~~ influence the poorest of the pool in a +ve way and help him out of poverty.

This was the ideal which helped me in a lot of situations especially when quitting my corporate job to embark upon civil services preparation. I am confident that my actions ^{as a} civil servant will be directed to the poorest of the pool and be important in fulfilling duties as a civil servant

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 बिलम्बों को समाप्त करने के लिए नैतिक शासन के महत्वपूर्ण तत्व क्या होने चाहिए? परीक्षण कीजिए।

Governance is the administrative mechanisms and procedures directed towards socioeconomic development of the country. It is important for prosperity and equity at the same time because:

- (1) Social sector activities like health, education.
- (2) Good governance leads to private sector investment which in turn translates to prosperity.
- (3) Constitutional machinery is directed towards vulnerable sections of the population thus promoting equity in the society.

Key elements of ethical governance to eliminate corruption:

- (1) Public Service Motto in service delivery.
- (2) Values like Transparency, Accountability, Honesty, Efficiency, Integrity, Objectivity in all actions.
- (3) Impartiality in awarding contracts
- (4) ~~Eff~~ Bias towards vulnerable sections so that service delivery is directed towards the intended beneficiaries.

Unethical governance is the 'main reason for coercive & collusive corruption rampant in our country. Code of ethics & Civil Service Conduct rules would be a good step in eliminating corruption.

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।

Corporates are also public servants because the capital they raise is from the people in general. They must act in a motive of fiduciary responsibility of public resources. However, trust in private sector is undermined because:

(1) Excessive profit seeking without 'trickling down the benefits'. for eg: displacement of indigenous communities while mining and not adequately rehabilitating

(2) Income & wages of top management increasing

disproportionately hence increasing income gap

eg: The ratio of top employee income to the

bottom employee in private sector companies is

around 10x higher than public sector companies.

☞ Profit seeking attitude has lead to

failure of corporate governance in India.

eg: Satyam scandal where accounting firm

was bribed for showing excessive book profits.

Other reasons for failure of corporate governance

- (1) Lack of appropriate legislation & enforcement
- (2) Slow judicial processes (B) eg: Easy bail

for top echelons of companies have led to

degradation of ethical values.

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?

Globalization has lead to excessive profit seeking and the idea of 'compassionate capitalism' is ignored. This leads to income inequality, health hazards & resource mismanagement.

eg: Mismanagement in auctions like spectrum auction,

Obesity increasing due to drinks like CocaCola.

Ethical dilemmas faced by Civil servants

(i) Efficiency (vs) equity

'Ease of Doing Business' etc have led to easy establishment of companies but their regulation also needs to strengthened.

(2) 'short term benefits' (vs) 'long term benefits'

Polluting industry might generate jobs in short term but health of citizens is at risk.

Approach to handle ethical dilemmas - Changes

(1) From 'Inspector Raj' regime to 'automatic approval of FDI'. The burden of ethical regulation is now on the companies to self regulate.

(2) 'Behind the door secret arrangements' to 'Right to Information'. RTI has changed the attitude of civil servants to incorporate values like transparency in their working and hence leading to open auctions.

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।

Independent directors are the persons on the board of directors who aren't involved and aren't benefitted economically from the ^{financial} transactions of the company.

Role in Corporate Governance

(1) To ensure that actions of the executive body aren't directed towards personal interests than public interest.

eg: To control the CEOs etc from raising their salaries disproportionately.

(2) To ensure public resources are managed efficiently and equitably.

eg: Decisions of executives can be questioned on grounds of environmental concerns, social externalities etc

Importance of Independent Directors

(1) TO adhere to values of professionalism, fiduciary responsibility & etc.

(2) To uphold ethics in corporate governance.

In the era of globalisation and liberalisation, ethics in corporate governance are much needed so that natural, public and human resources are utilised in manner beneficial to every body.

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।

Morality = Individual's set of rules and values
and standard that help him decide the

right/wrong in a particular situation.

Freedom = to have the liberty to do whatever
one wants to do.

→ There is inherently no conflict between morality

According to Kant,
and freedom. Morality arises from the

rational and natural restrictions to freedom

that get applied because of practical considerations.

eg: Individual freedom shouldn't freedom of other
human being and the line is drawn based on
morality.

Kant's categorical imperative :

Morality arises from the most rational and natural considerations and restrictions

→ This rational and practical restrictions to freedom, Kant calls as 'Categorical imperative'.

Even in the case of fundamental rights of freedom of speech according to 19(1), the restrictions are when public order, national security etc come into question and these arise from most natural interpretation of ethics of society and not from a person's prerogative -

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।

As a child and as an elderly person, human being
is dependent on parents and children respectively
in their respective stages of life. Parents' and
children kindness and love towards a being
define and affect the life of everybody. But
→ When in the stage of adulthood till we
become physically incapable, human beings (some of
them) neglect kindness towards others for personal
interests and personal happiness.

Relevance in Indian Society

In our society of joint families & community living values, children are considerably more dependent on parents compared to western societies which are more individualistic.

→ Recent incidents of violence towards women, communal riots, caste based riots, neglect of old age parents all point out towards lack of kindness and love towards fellow human beings.

→ Kindness should be imbibed right from childhood through value education, morals from parents, society and school so that our society becomes more tolerant towards differences and can live in harmony.

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?

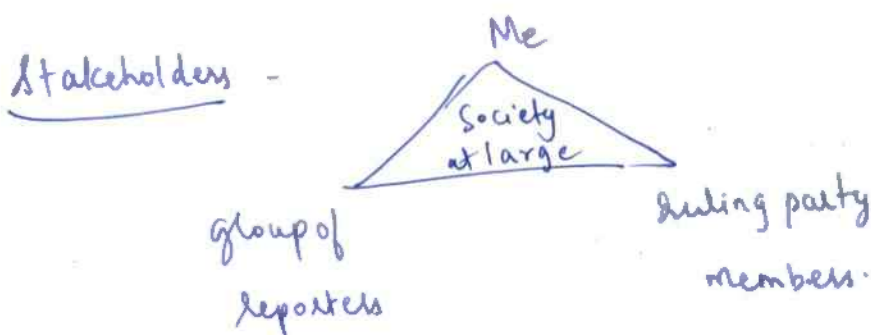
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आप एक प्रशिक्षु संवाददाता (रिपोर्टर) के रूप में, सत्ताधारी दल की राज्य इकाई द्वारा आयोजित एक राजनीतिक कार्यक्रम में संवाददाताओं के एक छोटे से समूह के साथ गए हैं। कार्यक्रम के बाद रात्रि-भोजन में आपसे सम्मिलित होने के लिए कहा गया। रात्रि-भोजन के दौरान 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?



a) Ethical Issues Involved

(1) Rule of law & equality before law

④ Ruling party members treated differently
by law enforcement agencies

(2) Professional ethics

Ignoring the incident by group of reporters

(3) Integrity (vs) Hypocrisy

Ruling party brings the law but doesn't follow it

(4) Rights (liberty) (vs) Duty (law)

Right to liberty for consumption choices of
oneself (vs) duty to follow law.

(b) In such a scenario, reporters should act with
integrity to ~~keep~~ bring light on the issue
of hypocrisy of ruling party members.

(1) Take ample evidence of incident through
photographs, videographs.

- (2) Persuade the group to publish the report and act with professional integrity.
- (3) Approach law enforcement authority like police etc to strictly follow rule of law and remind them ' Nobody is above law'
- (4) If police are complacent / tied to political masters, use innovative media like twitter, facebook to gain ground and publicity for the issue.
- (5) Try to find out the sources of alcohol served and ~~point~~ let law take its course of action later.

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।

The ethical dilemma in this situation is a
'Good (vs) Good' dilemma where there is merit

in the case of the lady on compassionate grounds and there is also a need to follow the procedures, rules, regulations and act with 'equality' to all applied candidates.

Options	Merit	Demerit
1) Ignore the MLA	a) Following the rules & procedures b) Equality of opportunity to other applicants c) Will find out most efficient candidate for ASHA workers d) Loyalty to legislative	a) Against the MLA might have repercussions b) Compassionate grounds like war martyr can't be ignored
2) Speak to superior	a) Taking authorities into confidence	a) Delay in procedure of appointment

	b) Experience is being valued	b) Superior might need any favour from politician & hence misguide you.
3) Appoint the lady	a) Compassion to the lady b) Eligible candidate c) good relationship with MLA	a) Against ethos of 'equality' of opportunity b) Might lead to further cases of nepotism & favoritism

Course of Action :

(1) The lady should be interviewed like any other candidates and check the regulations for and Standard Operating Procedures guidelines in appointment in cases of compassionate grounds.

- 2) Check if the lady is most eligible among applied candidates.
- 3) If she is not, check for other govt initiatives for helping war martyred-widows and help her in getting a decent livelihood.
- 4) In the case of she getting appointed, put the ~~start~~ case in public records so that your decision is transparent & accountable to other applicants.

Reasons :

- (1) Followed Standard Operating procedures.
- (2) ~~Heads~~ Justifies both the ideals of 'compassion', 'equality of opportunity', 'efficiency'

(3) Respecting the good motive of MLA in helping a war widow.

(4) Exemplary behaviour by putting public record of your actions.

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?

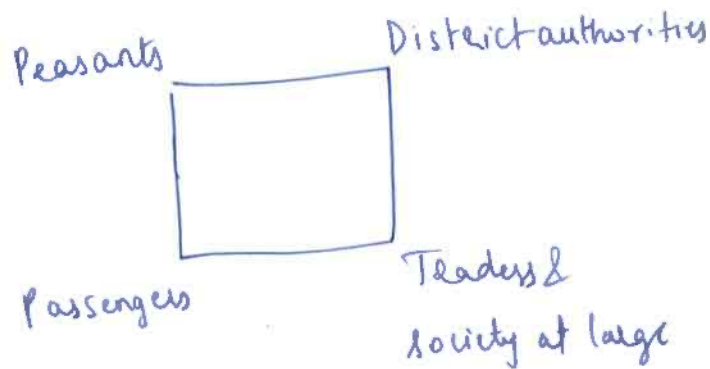
Ethical Issues involved in this case are:

(1) Peasant distress not heeded by political & district leadership.

(2) Peasant protest harassing the passengers of whole society.

(3) Trade & commerce disrupted, because of problems of one section of society.

Stakeholders that need to be taken into
confidence in the action are



a)

Course of Action :

- (1) First, try to persuade the leaders of peasant community to shift their protest to other location so that public in general aren't disturbed.
- (2) Passengers facing problems are to addressed and make sure that it won't spiral into a law and order situation.
- (3) Cater to immediate demands of peasants & passengers if any.

(4) Contact police (railway police first) and other district officers like DM to take necessary action.

(5) Immediately also inform other stations' officials about the blockade and try to reroute other trains if possible and necessary.

(6) Contact politicians (local) having influence in peasant community to negotiate & persuade peasant protesters to call off their protest & negotiate with government peacefully.

b) How emotional intelligence helps

(1) In understanding the reasons for peasants protesting, showing empathy to their cause.

(2) In taking necessary action without haste and

making sure it won't spiral into law and order situation

(3) showing leadership capabilities by persuading passengers to empathize with cause of peasants

(C) Long term Action

(1) Take precautionary steps even while peasant disturbance/other disturbances are brewing in the district in general.

(2) Help peasants in trade & commerce of their goods in my own jurisdiction so that their situation is alleviated.

(3) Establish links with inter departmental networks so that such future situations can be

redressed in a quick & efficient & just manner

(E)

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. 20

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।

Above case is classic example of

'Integrity (vs) Efficiency' dilemmas that
are faced in public administration.

Values involved are :

- | | |
|--------------------|--------------------------|
| (1) Integrity | (4) National Security |
| (2) National pride | (5) Transparency |
| (3) Economy | (6) Efficiency, |
| | (7) International Ethics |

(a) Ethical Dilemmas faced

(1) Integrity (vs) Economy

Strategic & economic implications for the country ~~and~~ (vs) personal values of honesty, integrity

(2) Utilitarianism (vs) Motive/means

If the bid is accepted, it helps in economic growth of nation but the means to achieve this growth is dishonest.

(3) National Pride/Security (vs) Transparency

If the bid is secured, it helps in improving Indian image globally but if the details of corruption come out in public, it will be a blot in image of whole nation.

(b) Ethics in International Relations

Ethics are not bound by national boundaries unlike laws whose jurisdiction ends at the borders of the country. There is a great necessity for ethical guidelines & standards in all international dealings because, action of one individual can discredit the whole nation when you're acting at international stage on behalf of country.

However, domestic concerns aren't to be ignored and are mostly superior to ethics in international relations.

(c)

Course of Action

- (1) Immediately apprise of the situation to higher authorities.
- (2) Make evidence of officials of foreign country demanding the bribe/interests
- (3) Get a written order of action from superiors.
- (4) about further course of action.
- (4) Look for any mechanisms (local & global) to enforce objectivity in decision making.
- (5) ~~Make a detailed report~~ and submit a detailed report of the situation.

(5) If there are any other higher officers in the foreign ~~country~~ ~~domestic interests~~ country, apprise them of the situation and make sure guilty are punished.

Merits

- (1) Taking superiors into confidence.
- (2) Domestic interests are ^{sometimes} superior than integrity in dealing with international transactions.
- (3) Law enforcement mechanisms are looked for justice will finally prevail

Demerits

- (1) Lack of integrity & transparency in transactions
- (2) Succumb to corruption for domestic economic interests.

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।

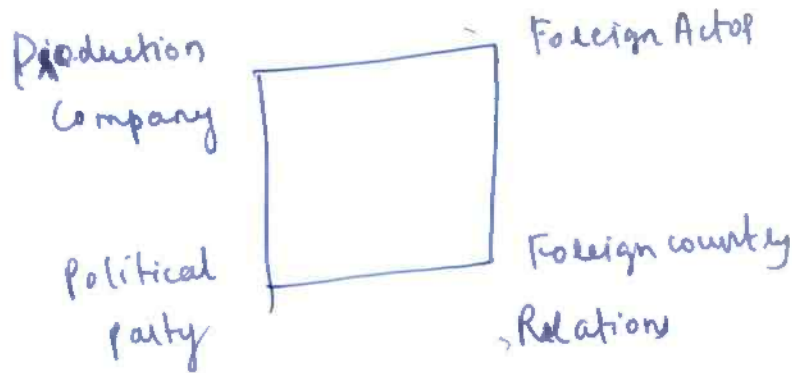
अब जबकि आप देश की मनोदशा एवं फिल्म को उसके वर्तमान स्वरूप में जारी करने से जनता में होने वाली प्रतिक्रियाओं से अवगत हैं, किन्तु साथ ही आप यह भी जानते हैं कि फिल्म की इस अवस्था में उस अभिनेता को प्रतिस्थापित करना व्यवहार्य नहीं है क्योंकि फिल्म में उसकी पर्याप्त भूमिका है। सिनेमा जगत में एक वर्ग ऐसा भी 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 सगझौता 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?

Stakeholders involved :



(a) Options available

- (a) Check for feasibility of replacing the actor
- (b) Talk to government officials for protection of film as there is nothing illegal & immoral in your actions & Release the film normally
- (c) Delay the release of film to a later date when relations get better.

(b) Options	Merits	Demerits
a) Replace the actor	1) Respecting public sentiment 2) More acceptance of film in public 3) Nationalist Film release without any disturbance	(1) Succumb to political pressures (2) Against Universalism (3) No fault of actor for his/her government action 4) Narrow idea of nationalism 5) Mobocracy encouraged
b) Talk to Govt officials	1) Respecting artist's dignity & freedom of speech 2) 'Fortitude' & 'Conviction' in legal & moral actions 3) Expanding the idea of 'nationalism' (4) Public awareness	(1) Public sentiment against the film might affect movie revenue (2) Political interests can cause harm to property & people as protest

1) Delay the
release of
film

1) Practical &
pragmatic

2) Respecting the
dignity of actor.

3) Public sentiment
respected.

1) Encouraging
mobocracy

~~2) Pub~~

2) Succumb to
vested political
interests

Course of Action

Course of action would be a mix of all 3 options
by judging the grave situation.

This incident is similar to 'Fawad Khan'
incident in 'Ae Dil Hai Mushkil' movie where
a political party in Maharashtra threatened
Karan Johar for the movie.

However such a mob-mentality mustn't be encouraged as it is against ideals of 'dignity', 'universalism', freedom of speech?

- (1) Take govt officials into confidence.
- (2) Issue a public statement clearly mentioning the stand & why it isn't ethical to remove the actor from the movie.
- (3) Release the movie as per the schedule & (a) with slight delay depending on seriousness of the situation.
- (4) Negotiation with political party & taking solidarity with Indian nationalism will help the cause.

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) है।

(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।

a)

Ethical Issues involved

(1) Standard Operating procedures (vs)

Superior orders -

(2) Conflict of interest of your superior in
awarding the contract

(3) Professional ethics of the superior.

(4) Corporate culture & Organisational values

(5) Public interest (vs) private interest.

(6) Legality (vs) Morality of an action.

(b) Conflict of interest is the ethical dilemma
that arises when individuals under a
fiduciary responsibility of the public/company,
act in ways that further their personal

interests rather than the public interest.

Here, the company superior is under a fiduciary responsibility of all shareholders and public at large and hence has to adhere to ideals of 'efficiency' & 'Economy'. It should & put public interests over private interests and act 'objectively' with integrity in awarding the contract.

Hence this case qualifies the as a conflict of interest situation.

(1) ~~Ways of Awarding contracts~~

(1) Through competitive bidding

~~This works~~

(1) Ways of Awarding Contracts

(1) Through competitive bidding

Merits	Demerits
(1) Economy & Efficiency	(1) Time taking
(2) Equality of opportunities	(2) Lengthy & cumbersome procedure
(3) Public interest	
(4) Corporate Responsibility	

(2) To personal companiesDemerits -

- (1) Corporate ethics & professional ethics compromised
- (2) Not economic neither efficient
- (3) Fiduciary responsibility ignored.

→ No merits in awarding to personal companies.

(3) Through partnership & collaboration

If similar contracts keep arising regularly,
bidding everytime is costly in time & economically.

Then companies can choose to collaborate
or do a partnership with another company
for allocating all such works for a fixed
amount of time (say 5-10 years)

Merits (1) Economic & efficient
(2) Public interest triumphs.

~~Red~~

