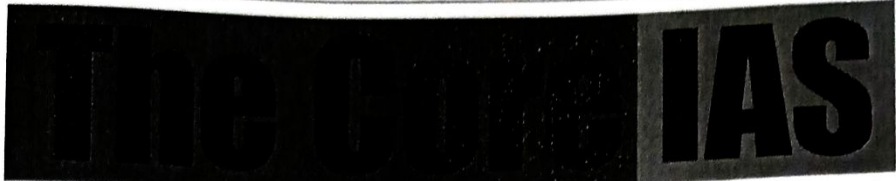


3HR

UPSC CSE 2022



India's First Institute Dedicated to Answer Writing
(A Unit of Just Unlearn)

GENERAL STUDIES MAINS TEST PAPER

CANDIDATES NAME- DEVANSH

REGISTRATION CODE-

MEDIUM-

DATE-

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INSTRUCTIONS

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Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Demand						
Structure						
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Additional Remarks

Section - A

- 1.(a) बुद्धिमानी में निहित है कि किसका ध्यान रखा जाए और क्या अनदेखा किया जाए। नौकरशाही में अपने सामने के मुख्य मुद्दों को अनदेखा करते हुए परिधि में लीन रहने वाले अधिकारी दुर्लभ नहीं हैं। क्या आप इस बात से सहमत हैं कि प्रशासक की इस तरह की व्यस्तता प्रभावी सेवा वितरण और सुशासन की लक्ष्य प्राप्ति की प्रक्रिया में न्याय की विडंबना है? विश्लेषणात्मक मूल्यांकन कीजिए। (उत्तर 150 शब्दों में दीजिए)

Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery, ignoring the core issues before him, is not rare in the bureaucracy- Do you agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance? Critically evaluate.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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Citizen centric public service delivery should be the motto of an administrator as per 2ARC.

Often, administrators are engrossed in peripheral issues.

eg) PDS leakage → not bringing technological solutions for long-

Hampering effective service delivery:

- 1) Delays the delivery of service.
- 2) Quality of the delivered service is bad → low consumer satisfaction

eg running to multiple departments for birth certificate.

Hamper good governance:

- 1) Shows lack of efficiency.
- 2) Could be a result of covert unethical behaviour → corruption.

eg lack of ~~or~~ e-tendering in government project → 2G scam, Coalgate scam.

Corrective measures

→ Sevottam model of public service delivery

→ voluntary retirement to inefficient officials

This way, the rusted steel frame can become truste steel frame of effective service delivery and

good governance.

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(b) बौद्धिक दक्षता और नैतिक गुणों के अलावा सहानुभूति और करुणा कुछ अन्य महत्वपूर्ण वैशिष्ट्य हैं, जो सिविल सेवकों को निर्णायक मामलों को सुलझाने अथवा महत्वपूर्ण निर्णय लेने में अधिक सक्षम बनाते हैं। उपयुक्त उदाहरणों के साथ व्याख्या कीजिए। (उत्तर 150 शब्दों में दीजिए)

Apart from intellectual competency and moral qualities, empathy and compassion are some of the other vital attributes that facilitate the civil servants to be more competent in tackling the crucial issue or taking critical decisions- Explain with suitable illustrations.

उम्मीदवारों को इस हाजिफ में नहीं लिखना चाहिए।
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It is Ethical aptitude and moral attitude that determines one's altitude - zig zag

Empathy and compassion are needed apart from intellectual competence and moral qualities to:

1) Identify well with the actual problems faced by the target group.

eg) Compassionate Kozikode → Prashant Nair IAS → understood plight of hungry.

2) To avoid armchair bureaucracy



and promote 'barefoot bureaucracy'

(eg) Keerti Thalli IAS → walking barefoot to supply ration in Assam flood.

3) To understand that petitioners come from long distance and may be divyang.

(eg) IAS P Nakhari: Accessible public buildings.

4) Going beyond the Weberian principles of rule boundedness to help the vulnerable sections.

(eg) IPS Sagal Kumar paying fees of orphans.

5) To fulfill constitutional mandate of 'welfare state'.

Thus, compassion and empathy are regarded as highest virtue by Geeta.

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2.(a) सभी सिविल सेवकों को प्रदान किए गए नियम और विनियम समान हैं, फिर भी प्रदर्शन में अंतर है। सकारात्मक सोच वाले अधिकारी नियमों और विनियमों के मामले के पक्ष में व्याख्या करने और सफलता प्राप्त करने में समर्थ होते हैं, जबकि नकारात्मक सोच वाले अधिकारी मामले के खिलाफ समान नियमों और विनियमों की व्याख्या करके लक्ष्य प्राप्त करने में असमर्थ होते हैं। सोदाहरण विवेचन कीजिए। (उत्तर 150 शब्दों में दीजिए)

The Rules and Regulations provided to all the civil servants are same yet there is difference in the performance. Positive minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success, whereas negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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Positive attitude is the most important asset of any public servant.

Positive minded officers interpreting rules to favour the case:

1) This reflects their devotion to duty and urge of public service.

2) Granting benefits to old couple under alternate scheme if they are not eligible for which they applied.

2) Breaking the 'chalta hai' culture

and ~~ROA~~ ABCD $\left\{ \begin{array}{l} \text{Avoid} \\ \text{Bypass} \\ \text{Delay} \\ \text{Confuse} \end{array} \right.$ Culture.

eg) Arresting woman culprit who is important for case in night even if prohibited.

However, rules must be bent only to achieve ethical ends.

Negative minded officers:

1) Promoting collusive corruption.

eg) OMR scam of ~~#~~ Sharkhand.

2) Doing dereliction of duty.

eg) Police not filing charge sheet in prescribed time.

Thus positive minded officers must be encouraged.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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(b) यह माना जाता है कि मानवीय कार्यों में नैतिकता का पालन किसी संगठन/व्यवस्था के सुचारु कामकाज को सुनिश्चित करेगा। यदि हाँ, तो नैतिकता मानव जीवन में किसे बढ़ावा देना चाहती है? दिन-प्रतिदिन के कामकाज में उसके सामने आने वाले संघर्षों के समाधान में नैतिक मूल्य किस प्रकार सहायता करते हैं? (उत्तर 150 शब्दों में दीजिए)

It is believed that adherence to ethics in human actions would ensure in smooth functioning of an organization/system. If so, what does ethics seek to promote in human life? How do ethical values assist in the resolution of conflicts faced by him in his day-do-day functioning?

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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Ethics are the set of standards that seek to guide human actions that are right and acceptable to society.

eg) Asteya - non stealing → ethical.

Ethics seek to promote all things in human life

1) Self fulfillment → Abraham Maslow's need hierarchy reflect this (Fig 1).



2) Promotion of happiness.

3) Increase social capital.



4) Reduce unwanted events like Cognitive dissonance.

Ethical values and conflict resolution:

1) Check whether the religious values are right / wrong.

eg) Bali Pratha

2) Check whether laws are ethical

eg) Necrophilia → legal but not ethical

3) Prevent social conflicts.

eg) avoiding untouchability - unethical
→ violates human dignity.

Therefore ethics is the moral Compass of the Society.

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3. निम्नलिखित में से प्रत्येक उद्धरण का आपके विचार से क्या अभिप्राय है?
 What does each of the following quotations mean to you?

- (a) "आपको क्या करने का अधिकार है और आपको क्या करना उचित है के बीच के अंतर को जानना वैशिकता है।" -पोटर स्टीवर्ट (उत्तर 150 शब्दों में दीजिए)
 "Ethics is knowing the difference between what you have the right to do and what is right to do" -Potter Stewart

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The given quote captures the true essence of ethics as:

- 1) Soldiers may have right to kill, but it is not right to kill everybody and anybody
- 2) Civil servants have many discretionary powers, but they should not misuse it.

It is necessary to know this difference to act in socially acceptable way, avoid breaking the rule of law, serving the

best interest of society.

At the personal level it is necessary to avoid crisis of conscience and uphold ethics in personal life.

eg) not engaging in domestic violence.

Present social problems like Ukraine war, communalism, dark patterns of advertising and greedflation all show the violation of this principle.

Therefore, it is important to

Remember "Dharma Rakshati Rakshatah

→ ethics

protect those who protect it

- (b) 'अगर किसी देश को भ्रष्टाचारमुक्त होना है और खूबसूरत दिमागों का देश बनना है, तो मैं दृढ़ता से मानता हूँ कि तीन प्रमुख सामाजिक सदस्य हैं, जो बदलाव ला सकते हैं। वे हैं पिता, माता और शिक्षक।' - ए० पी० जे० अब्दुल कलाम (उत्तर 150 शब्दों में दीजिए)
- If a country is to be corruption free and become a nation of beautiful minds | I strongly feel that there are three key social members who can make a difference- They are father, mother and teacher. & A.P.J. Abdul Kalam

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If you want peace in the world
Start with children
- Gandhiji

The given quote shows how the three social members can frame the character of the child as:

1) Father: Generally children are scared of father → avoid meeting

eg Gandhiji's father scolded him on smoking.

- Father is the role model of many children

eg Capt. Karan Thapar joined army as his father was in army.

2) Mother: She represents the love and care element

- Generally mothers tell moral stories to children → help in character building

→ Inculcate values like compassion

eg) Jijabai raised Shivaji

③ Teacher: Teacher grants formal education to children, teaches discipline, uses reward punishment and watches over children in school.

eg) Sachin's teacher Ramakant Achrekar
However, Hafiz Saeed was also professor

Therefore, these three social elements help build leaders of tomorrow

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- (c) "आपकी सफलता का आकलन इस बात से हो कि इसे पाने के लिए आपको क्या छोड़ना पड़ा।" - दलाई लामा (उत्तर 150 शब्दों में दीजिए)
- "Judge your success by what you had to give up in order to get it" - Dalai Lama

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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This quote reflects the essence that if ethics are given up for achieving success, then that success is no success.

This is because:

- 1) Such success won't make us happy from inside.
- 2) It is not sustainable.
eg Harshad Mehta → later arrested
- 3) Violates other ethical principles like deontology and Gandhian

Talisman.

- eg Hitler found success in terminating Jews in Gas Chamber.

4) It goes against the concept of world peace and Vaandhava Kudumbakam.

⊙ Chinese actions on border - wolf warrior diplomacy.

On the contrary, the examples of Kailash Satyarthi, Mother Teresa, Nelson Mandela and Malala Yousufzai reflect the true meaning of success.

Thus, ethical success would only ensure a better world and better future.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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- (a) सुशासन' से आप क्या समझते हैं? राज्य द्वारा ई-शासन के मामले में उठाई गई हालिया पहलों ने लाभार्थियों को कहाँ तक सहायता पहुँचाई है? उपयुक्त उदाहरणों के साथ विवेचन कीजिए। (उत्तर 150 शब्दों में दीजिए)

What do you understand by the term 'good governance,' How far recent initiative in terms of e-Governance steps taken by the State have helped the beneficiaries? Discuss with suitable examples-

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Governance refers to the exercise of administrative, financial and legislative authority of state.

When governance imbibes principles like transparency, accountability, participation, effectiveness, efficiency, openness, then it's called good governance.

eg) RTI - tool of good governance.

E-governance helping beneficiaries

1) Social justice → granting land records.

eg) SWAMSTVA portal.

2) Provision of subsidy to poor.

eg) PANAL subsidy by PFMS portal.

3) Effective justice delivery (Dist 39A)

eg) E courts mission mode project

4) Enforcing rule of law.

eg) E-FY and zero tax portal

However, lack of digital literacy,
access to internet and lack
of availability of content in
vernacular are hindrances.

Thus, it must be made more
accessible and inclusive for
Sarodaya.

- (b) ऑनलाइन पद्धति का उपयोग दिन-प्रतिदिन प्रशासन की बैठकों, सांस्थानिक अनुमोदन और शिक्षा क्षेत्र में शिक्षण तथा अधिगम से लेकर स्वास्थ्य क्षेत्र में सक्षम अधिकारी के अनुमोदन से टेलीमेडिसिन तक लोकप्रिय हो रहा है। इसमें कोई संदेह नहीं है कि लाभार्थियों और व्यवस्था दोनों के लिए बड़े पैमाने पर इसके लाभ और हानियाँ हैं। विशेषतः समाज के कमजोर समुदाय के लिए ऑनलाइन पद्धति के उपयोग में शामिल नैतिक मामलों का वर्णन तथा विवेचन कीजिए। (उत्तर 150 शब्दों में दीजिए)
- Online methodology is being used for day-to-day meeting, institutional approvals in the health sector and for teaching and learning in education sector to the extent telemedicine administration is getting popular with the approvals of the competent authority. No doubt, its has advantages and disadvantages for both the beneficiaries and the system at large. Describe and discuss the ethical issues involved in the use of online method particularly to the vulnerable section of the society.

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The IT revolution has transformed the governance landscape as:

$IT + IT = IT$ = India Today + Infotech
= India tomorrow

Advantages

- Expanded reach.
- Reduced cost.
- Promoting newer methods
eg Gig economy.

Ethical issues involved:

1) works on the utilitarian principle.

eg depends on the paying capacity

of people

② Rights violations : eg right to privacy via AADHAR data theft

③ Unethical use has led to crimes.

eg cyber thefts

④ Promotes commodification of women.

eg Deep fakes used to create porn

⑤ Lack of effective service delivery

eg death of Santoshi Kumari due to non dispensation of PDS ration.

Thus, it needs to be made more inclusive by cheaper access, spreading digital literacy and strong data protection law

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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ध्यान में रखते हुए स्वतंत्र स्टैंड लिया है और कार्यवाही की है। हम सभी जानते हैं कि मानव त्रासदी पर युद्ध शुरू करते समय और अब तक इसकी निरंतरता पर विचार करना महत्वपूर्ण है? इस मामले में दी गई स्थिति में शामिल नैतिक मुद्दों का औचित्यपूर्ण वर्णन कीजिए। (उत्तर 150 शब्दों में दीजिए)

Russia and Ukraine war has been going on for the last seven months. Different countries have taken independent stands and action keeping in view their own national interests. We are all aware that war has its own impact on the different aspects of society, including human tragedy. What are those ethical issues that are crucial to be considered while launching the war and its continuation so far? (Illustrate with Justification the ethical issues involved in the given state of affair-)

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"Men make war, because war makes them men".

Our world has seen numerous wars like world wars, Peloponnesian war, Indo China war etc.

Ethical issues to be considered:

1) War must be the last resort. (Aquinas)

2) International conventions must be respected:

eg) Geneva convention.

3) Civilian populations must not be targeted (Just war theory)

4) war must not be for narrow self interest garbed as national interest

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Ethical issues in Ukraine war

1) Violation of sovereignty of Ukraine by Russia.

2) Threat of nuclear use → violats right to life of large number of people

3) Human Trafficking of people to fight war.

4) Powers like US instigating the war

As PM said, this is not an era of war but democracy, hence such wars can't be justified and

dialogue and dip lomacy are way forward.



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(b)* निम्नलिखित में से प्रत्येक पर 30 शब्दों में संक्षिप्त टिप्पणी लिखिए :

1. सांविधानिक नैतिकता
2. हितों का संघर्ष
3. सार्वजनिक जीवन में सत्यनिष्ठा
4. डिजिटिकरण की चुनौतियाँ
5. कर्तव्यनिष्ठा

Write short notes on the following in 30 words each%

1. Constitutional morality
2. Conflict of interest
3. Probity in public life
4. Challenges of digitalization
5. Devotion to duty

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① Constitutional morality: It refers to following the constitutional principles against any social principle of morality

eg women entry question in Temple

② When the private and public interest take precedence over ~~it~~ one another conflict of interest results.

eg Judge hearing own case.

③ Probity refers to the adherence to

moral principles, integrity, honesty and decency when dealing with outside world.

eg) Resignation of Shastriji post
Ariya rail accident.

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④ Lack of internet connectivity, digital
literacy, accessibility, power cuts,
gender biasness, cost of service
are all challenges of digitalization

⑤ Devotion to duty refers to the complete dedication of efforts and energy to the sake of duty.

eg) ~~It~~ IAS officer carrying rice bags on back during drought
(Mr. Rajnarayan, IAS)

6.

- (a) भ्रष्टाचार-सूचक (हिसल ब्लोअर) संबंधित अधिकारियों को भ्रष्टाचार और अवैध गतिविधियों, गलत काम और दुराचार की रिपोर्ट करता है। वह निहित स्वार्थी, आरोपी व्यक्तियों तथा उनकी टीम द्वारा गंभीर खतरे, शारीरिक नुकसान और उत्पीड़न के चपेट में आने का जोखिम उठाता है। आप भ्रष्टाचार सूचक (हिसल ब्लोअर) की सुरक्षा के लिए मजबूत सुरक्षा व्यवस्था हेतु किन नीतिगत उपायों का सुझाव देंगे? (उत्तर 150 शब्दों में दीजिए)

Whistle-blower, who reports corruption and illegal activities, wrongdoing and misconduct to the concerned authorities, runs the risk of being exposed to grave danger, physical harm and victimization by the vested interests, accused person and his term. What policy measures would you suggest to strengthen protection mechanism to safeguard the whistle-blower?

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Instances of whistle blowers like Satyendra Dubey and S. Manjunath show the life threatening risks to them.

Policy measures to strengthen protection mechanisms

1) Encouraging whistleblowing culture in companies by reward framework.

2) Stringent law to protect the

identity, life and liberty of the whistleblower.

3) Establishing a fixed standard operating procedure (SOP) to be followed to protect whistleblower.

4) Stringent punishment for harassing and killing whistleblower
→ deterrent effect.

5) Strong grievance redressal mechanism by whistleblowers in each organization (2ARC)

Whistleblowing shows the light on the cancer of corruption in the system. Thus, they must be protected.

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(b) समकालीन दुनिया में धन और रोजगार उत्पन्न करने में कॉर्पोरेट क्षेत्र का योगदान बढ़ रहा है। ऐसा करने में वे जलवायु, पर्यावरणीय संधारणीयता और मानव की जीवन-स्थितियों पर अप्रत्याशित हमले कर रहे हैं। इस पृष्ठभूमि में, क्या आप पाते हैं कि कॉर्पोरेट सामाजिक जिम्मेदारी (सी० एस० आर०) कॉर्पोरेट जगत् में आवश्यक सामाजिक भूमिकाओं और जिम्मेदारियों को पूरा करने में सक्षम और पर्याप्त है जिसके लिए सी० एस० आर० अनिवार्य है? विश्लेषणात्मक परीक्षण कीजिए। (उत्तर 150 शब्दों में दीजिए)

In contemporary world, corporate sector's contribution in generating wealth and employment is increasing. In doing so, they are bringing in unprecedented onslaught on the climate, environmental sustainability and living conditions of human beings. In this background, do you find that Corporate Social Responsibility (CSR) is efficient and sufficient enough to fulfill the social roles and responsibilities needed in the corporate world for which the CSR is mandated? Critically examine.

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CSR is legally mandated for companies. It represents the manifestation of trusteeship principle of Gandhiji

Is CSR efficient and sufficient?

Issues

- ↳ Instances of non fulfillment
- ↳ Collusive collusion with NGOs
- ↳ Geographic skew → not inclusive in nature
- ↳ limited to ~~the~~ certain sectors

→ doesn't result in moral overhaul of companies.

⑨ ITC - producing tobacco products

However, it has produced positive impact also. as:

- 1) Nakhi Kali initiative → girl child education
- 2) Akshay patta + Infosys → feeding the needy.

But, apart from CSR, newer principles like Environmental and social governance (ESG) are needed to make it more holistic.

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- (b) उपर्युक्त मामले में प्रभात के लिए उपलब्ध विकल्पों का आलोचनात्मक परीक्षण कीजिए।
 (c) उपर्युक्त में से कौन-सा विकल्प प्रभात के लिए सर्वाधिक उपयुक्त होगा और क्यों? (उत्तर 250 शब्दों में दीजिए)

Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them- But their best efforts did not yield any positive success or breakthrough.

His was a professional company and his local bosses were under pressure from their London&based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly.

He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favour of the company, his division might have to be closed and he may have to quit his lucrative job.

There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single carner in the family with two school college going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain to his monthly pay packet. Regular EMI for housing loan taken from bank was unavoidable and any default would render him liable for severe legal action.

In the above backdrop, he was hoping for some miracle to happen. There was sudden turn of events. His secretary informed that a gentleman-Subhash Verma wanted to see him as he was interested in the position of Manager which was to be filled in by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence.

During interview of the candidate-Subhash Verma wanted to see him as he was interested in the position of Manager which was to be filled in by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence.

During interview of the candidate-Subhash Verma, he found him technically sound, resourceful and experienced marketer. He seemed to be well-conversant with tendering procedures and having knack of follow-up and liaising in this regard. Prabhat felt that he was better choice than the rest of the candidates who were recently interviewed by him in the last few days.

Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be win&win situation for both&him and the company.

Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much awaited tender and thereby boosting company's

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sales and financial health. He was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removing his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/situation and he asked him to come the next day.

- Discuss the ethical issues involved in the case.
- Critically examine the options available to Prabhat in the above situation.
- Which of the above would be the most appropriate for Prabhat and why?

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The given case presents the scenario of Protagoras paradox, where the two given scenarios are equally appealing.

Ethical issues of the case:

- 1) Against deontological ethics as wrong means to get right ends.
- 2) Violation of virtue ethics : shows lack of integrity, probity.
- 3) Dilemma of personal gains vs principles.
- 4) Theft of bid papers by Subhash

Veema.

5) Loyalty to company vs being ethically upright.

6) Viral Test: If everyone gets to know how deal procured, companies credibility will go down.

7) Reflects Commerce without Morality: a cardinal sin

b) Options available to Prabhat:

1) Accept the offer:

Merits

- 1) Jobs saved.
- 2) Company gains contract.

Demerits

- 1) Against ethical principles
- 2) Promotes unhealthy competition
- 3) Could cause crisis of conscience later

Though, this options may have few merits but is outrightly discarded as is highly unethical

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है।

2) Reject the offer

Merits

- Sets a good and ethical precedent
- Promotes fair and just competition

Demerits

- Company may lose contract
- Division may close down
- Personal responsibilities may not be taken care of because of job loss.

3) Reject the offer and report the matter to the police

Merits

- Rule of law is upheld.

Demerits

- No significant

- Prevents rising of
cleave deril.

demesits

- Action in line
with national
interest.

C] Prabhat must chose the third
course of Action since apart
from above Merits :

a) It shows the 'courage of
conviction' in Prabhat.

b) Shows that ethics are more
important than winning any
contract.

Also, additionally, he must:

1) work hard to frame a good bid so that his company wins the contract

2) otherwise, taking responsibility, he can resign from job voluntarily.

3) Owing to his ethical stance, he will definitely get a better job.

This is necessary since Edmund Burke held that "triumph of evil shows the failure of good men to act. Hence one must act ethically."

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8. रमेश राज्य सिविल सेवा में अधिकारी हैं, जिन्हें 20 साल की सेवा के बाद सीमावर्ती राज्य की राजधानी में तैनात होने: अवसर मिला है। रमेश की माँ को हाल ही में कैंसर का पता चला है और उन्हें शहर के प्रमुख कैंसर अस्पताल में भर्ती कराया गया है। उनके किशोरवय: दो बच्चों को भी शहर के सबसे अच्छे पब्लिक स्कूलों में से एक में प्रवेश मिला है। राज्य के गृह विभाग में निदेशक के रूप में अपनी नियुक्ति में व्यवस्थित हो जाने के बाद, रमेश को खुफिया सूत्रों के माध्यम से गोपनीय रिपोर्ट मिली कि अवैध प्रवासी पड़ोसी देश राज्य में घुसपैठ कर रहे हैं। उन्होंने तय किया कि वे व्यक्तिगत उनके आधार रूप में अपने गृह विभाग की टीम के साथ सीमावर्ती चौकियों की आकस्मिक जाँच करेंगे। उनके लिए आश्चर्य था कि उन्होंने सीमा चौकियों पर सुरक्षा कर्मियों की मिलीभगत से घुसपैठ करने वाले दो परिवारों के 12 सदस्यों को रंगे हाथों पकड़ा। आगे की पूछताछ और जाँच में यह पाया गया कि पड़ोसी देश के प्रवासियों की घुसपैठ के बाद, कार्ड, राशन कार्ड और वोटर कार्ड जैसे जाली दस्तावेज बनाकर उन्हें राज्य के एक विशेष क्षेत्र में बसाया जाता है। रमेश ने विस्तृत और व्यापक रिपोर्ट तैयार कर राज्य के अतिरिक्त सचिव को सौंप दी। हालाँकि, एक सप्ताह के बाद अतिरिक्त गृह सचिव ने उन्हें तलब किया और रिपोर्ट वापस लेने का निर्देश दिया। अतिरिक्त गृह सचिव ने रमेश को बताया कि उच्च अधिकारियों ने उनकी सौंपी गई रिपोर्ट की सराहना नहीं की है। उन्होंने पुनः उन्हें सावधान किया कि यदि वह गोपनीय रिपोर्ट वापस नहीं लेते हैं, तो उन्हें न केवल राज्य की राजधानी की प्रतिष्ठित नियुक्ति से बाहर तैनात कर दिया जाएगा, बल्कि उनकी निकट भविष्य में होनेवाली अगली पदोन्नति खतरे में पड़ जाएगी।

- (a) सीमावर्ती राज्य के गृह विभाग के निदेशक के रूप में रमेश के पास कौन-से विकल्प उपलब्ध हैं?
- (b) रमेश को कौन-सा विकल्प अपनाना चाहिए और क्यों?
- (c) प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन कीजिए।
- (d) रमेश के सामने कौन-सी नैतिक दुविधाएँ हैं?
- (e) पड़ोसी देश से अवैध प्रवासियों की घुसपैठ के खतरे से निपटने के लिए आप किन नीतिगत उपायों का सुझाव देंगे? (उत्तर 250 शब्दों में दीजिए)

Ramesh is State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after rendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director in the Home Department of the State Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out surprise check of the border posts along with his Home Department team- To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Card, Ration Card and Voter Card are also forged and documentation like Aadhaar Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted to the Additional Secretary of the State. However, he has summoned by the Additional Home secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has (not been appreciated) by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy.

- (a) What are the options available to Ramesh as the Director of the Home Department of the bordering State?

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- (b) What option should Ramesh adopt and why?
(c) Critically evaluate each of the options.
(d) What are the ethical dilemmas being faced by Ramesh?
(e) What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country?

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India, being a civilizational state has multiple international borders from where illegal migration is a reality.

eg Immigration of Rohingyas.

A] The options available to Ramesh are :

1) Do nothing and sit quietly.

2) Take premedial measures which are permissible under his level.

3) Follow a graded approach:

a) Personally visit and visit to the super seniors to verify claims of

additional home secretary.

b) Inform the ~~Defense~~ chief minister about the need to stop the infiltration.

c) If nothing works, can leak the report anonymously to the press
→ become whistleblower.

B] Ramesh should adopt the third option as:

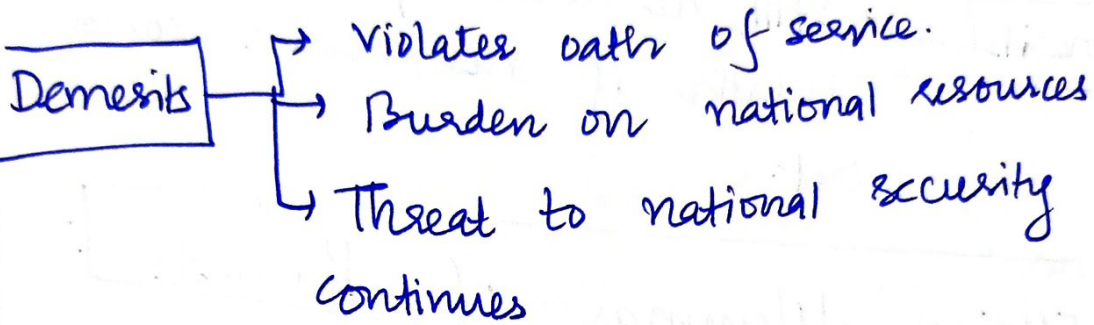
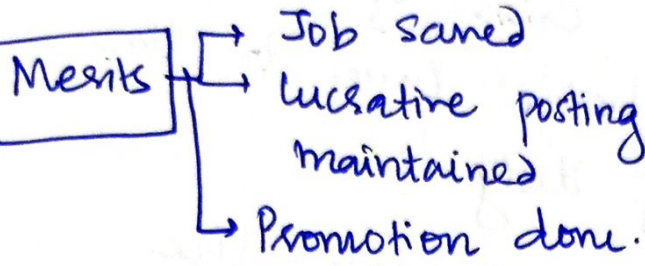
a) Serves the larger public good.

b) Uphold the ethical principles of devotion to duty, patriotism and upholding rule of law.

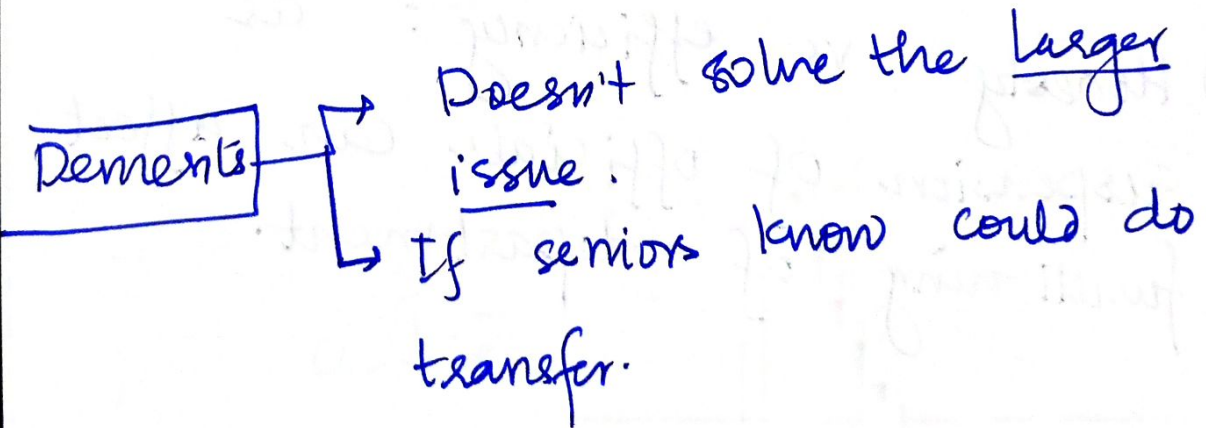
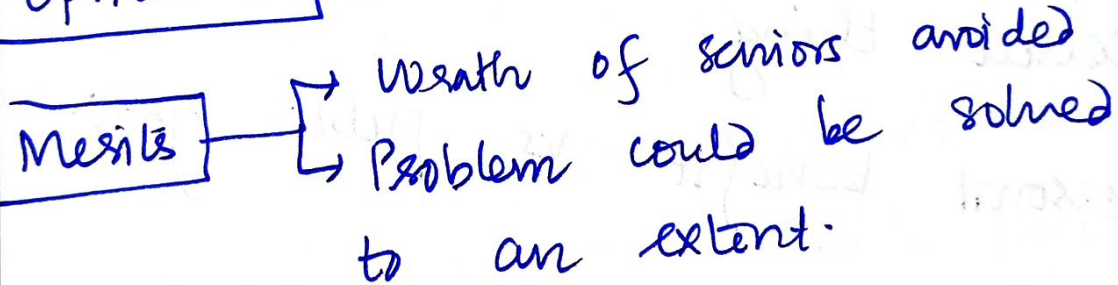
c) In line with the oath of his office: to be honest, upright and follow integrity.

CJ Critical evaluation of options

Option 1:



Option 2 :



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Option 3 :

Merits

- Follows the proper channel
- Prevents crisis of conscience
- Shows being true to the spirit of duty.

Demerits

- Still, he could face the wrath if his name comes out.

D] Ethical dilemmas of Ramesh :

- 1) Superior advise vs doing the correct thing.
- 2) Personal benefit vs public good.
- 3) Honesty vs efficiency : as suspension of officials can affect functioning of department.

E) Policy measures to combat illegal migration:

- 1) Biometric based identity cards to border inhabitants.
- 2) Infusing technology (eg Thermal cameras to reduce infiltration.
- 3) Joint patrols by central forces of both countries where possible.
- 4) Civil constabulary and local intelligence to report such instances
- 5) Strict punishment provisions for people involved in such instances.

This way illegal migration can be curbed

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9. उच्चतम न्यायालय ने वन आवरण के क्षरण को रोकने और पारिस्थितिक संतुलन बनाए रखने के लिए अरावली पहाड़ियों में खनन पर प्रतिबंध लगा दिया है। हालांकि, कुछ भ्रष्ट वन अधिकारियों और राजनेताओं की मिलीभगत से प्रभावित राज्य के सीमावर्ती जिले में पत्थर खनन फिर भी प्रचलित था। हाल ही में प्रभावित जिले में तैनात युवा और सक्रिय एस० पी० ने इस खतरे को रोकने के लिए खुद से वादा किया था। अपनी टीम के साथ अचानक जाँच में, उन्होंने खनन क्षेत्र से बचने की कोशिश कर रहा पत्थर से भरा ट्रक पाया। उसने इस ट्रक को रोकने की कोशिश की लेकिन ट्रक चालक ने पुलिस अधिकारी को कुचल दिया, जिससे उसकी मौके पर ही मौत हो गई और वह इसके बाद वहाँ से भागने में सफल रहा। पुलिस ने प्रथम सूचना रिपोर्ट (एफ० आइ० आर०) दर्ज की लेकिन करीब तीन महीने तक मामले में कोई सफलता हासिल नहीं हुई। अशोक, जो प्रमुख टी० वी० चैनल के साथ काम कर रहे खोजी पत्रकार थे, ने स्वतः संज्ञान से मामले की जाँच शुरू की। एक महीने में ही अशोक को स्थानीय लोगों, पत्थर खनन माफिया और सरकारी अधिकारियों से बातचीत कर सफलता मिली। उन्होंने अपनी खोजी रिपोर्ट तैयार की और टी० वी० चैनल के सी० एम० डी० के सामने पेश की। उन्होंने अपनी जाँच रिपोर्ट में भ्रष्ट पुलिस और सिविल अधिकारियों तथा राजनेताओं के आशीर्वाद से काम करने वाले पत्थर माफिया की पूरी गठजोड़ का खुलासा किया। माफिया में शामिल राजनेता कोई और नहीं बल्कि स्थानीय विधायक थे जो मुख्यमंत्री के बेहद करीबी माने जाते हैं। जाँच रिपोर्ट देखने के बाद सी० एम० डी० ने अशोक को सलाह दी कि वह इलेक्ट्रॉनिक मीडिया के माध्यम से रिपोर्ट को सार्वजनिक करने का विचार छोड़ दे। उन्होंने सूचित किया कि स्थानीय विधायक न केवल टी० वी० चैनल के मालिक के रिश्तेदार थे बल्कि अनौपचारिक रूप से चैनल के साथ 20 प्रतिशत के हिस्सेदार भी हैं। सी० एम० डी० ने अशोक को आगे बताया कि अगर वह जाँच रिपोर्ट उन्हें सौंप दें, तो उनके बेटे की पुरानी बीमारी के लिए टी० वी० चैनल से उधार लिए गए 10 लाख रुपये के सॉफ्ट लोन के अलावा उनकी आगे की पदोन्नति और वेतन में बढ़ोतरी का ध्यान रखा जाएगा।-

- इस स्थिति से निपटने के लिए अशोक के पास क्या विकल्प उपलब्ध हैं?
- अशोक द्वारा चिह्नित किए गए प्रत्येक विकल्प का समालोचनात्मक मूल्यांकन/परीक्षण कीजिए।
- अशोक को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?
- आपको क्या लगता है कि अशोक के लिए किस विकल्प को अपनाना सबसे उपयुक्त होगा और क्यों?
- उपर्युक्त परिदृश्य में, आप ऐसे जिलों में तैनात पुलिस अधिकारियों के लिए किस प्रकार के प्रशिक्षण का सुझाव दें जहाँ पत्थर खनन की अवैध गतिविधियाँ प्रचलित हैं? (उत्तर 250 शब्दों में दीजिए)

The Supreme Court has benned mining in the Aravalli Hills to stop degradation of the forest cover and to maintain ecological balance. However' the stone mining was still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace- In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overrun the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the investigative journalist working with leading TV channel, suo moto started investigating story and presented to the CMD of the TV channel. He exposed in hisinvestigative report the complete neñus of stone mafia working with blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the

soft loan of Rs. 10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him.

- What are the options available with Ashok to cope up with the situation?
- Critically evaluate/examine each of the options identified by Ashok.
- What are the ethical dilemmas being faced by Ashok?
- Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant?

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Stone mining in the Aravallis goes against the constitutional principles of environmental protection under Article 49A.

A) Options available with Ashok:

- Keep quiet and accept the offer.
- Keep quiet but reject the offer.
- Resign from the channel voluntarily and offer his report to another channel or newspaper with a promise that they won't politicize the issue.

And the reporting must be just fair and objective.

B] Critical analysis of the options

Option 1

Merits

- Son could be saved
- Job saved and channel also saved

Demerits

- Injustice to the martyr's SP.
- Gov shows lack of courage to stand for truth

Hence, owing to the highly unethical and immoral nature, this option is not to be considered

Option 2

Merits

- Job is saved

Demerits

- Ethical concerns though reduced still remain

- Threat to his own life and property avoided.

- Sets a bad role model.
- Against the expected code of conduct of a journalist.

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Option 3:

Merits :

- Shows his will to stand for truth
- "Satyameva Jayate upheld"
- Justice to the family of claimant
- Further mining could be stopped

Demerits

- Mafia could be behind his life and property.
- other channels could be wary of taking him.

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C] Ethical dilemmas:

- 1) Saving life of son vs Being true to duty.
- 2) Oron life security vs Justice to the slain SP
- 3) Following Journalistic ethics vs superior advise of keeping quiet.

D] Ashok should adopt the third option as the merits of the option are already given above, also it may:

- 1) Raise his self esteem → Abraham Maslow's need hierarchy theory.
- 2) Fulfills environmental ethics → we have borrowed the earth

from our children.

EJ Type of training needed to police officials:

- i) Interception training: modern weapons and technologies to intercept such vehicles.
- ii) Self defense training: To defend oneself from attacks.
- iii) Ethical training: build integrity, EI and probity to avoid collusive corruption (2ARC).
- iv) Intelligence gathering training

This way such untoward instances can be avoided.

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10. आपने तीन साल पहले एक प्रतिष्ठित संस्थान से एम० बी० ए० किया है लेकिन कोविड-19 से उत्पन्न मंदी के कारण कैम्पस प्लेसमेंट नहीं मिल सका। मगर, बहुत अनुनय तथा लिखित और साक्षात्कार सहित बहुत सारी प्रतियोगी परीक्षाओं की श्रृंखला के बाद, आप एक अग्रणी जूता कंपनी में नौकरी पाने में सफल रहे। आपके वृद्ध माता-पिता हैं, जो आश्रित हैं और आपके साथ रह रहे हैं। आपने भी हाल ही में यह शालीन नौकरी पाकर शादी की है। आपको निरीक्षण अनुभाग में नियुक्त किया गया था, जो अंतिम उत्पाद को मंजूरी देने के लिए जवाबदेह है। पहले एक वर्ष में, आपने अपना काम अच्छी तरह से सीखा और प्रबंधन द्वारा आपके प्रदर्शन की सराहना की गई। कंपनी पिछले पाँच साल से घरेलू बाजार में अच्छा कारोबार कर रही है और इस साल यूरोप और खाड़ी देशों को निर्यात करने का भी फैसला किया गया है। हालाँकि, यूरोप के लिए एक बड़ी खेप को उनके निरीक्षण दल द्वारा कुछ खराब गुणवत्ता के कारण अस्वीकार कर दिया गया और वापस भेज दिया गया था। शीर्ष प्रबंधन ने आदेश दिया कि घरेलू बाजार के लिए पूर्वोक्त खेप की मंजूरी दी जाए। निरीक्षण दल के एक अंग के रूप में आपने स्पष्ट खराब गुणवत्ता को देखा और टीम कमांडर के संज्ञान में लाया। हालाँकि, शीर्ष प्रबंधन ने टीम के सभी सदस्यों को इन कमियों को नजर अंदाज करने की सलाह दी क्योंकि इतना बड़ा नुकसान प्रबंधन नहीं सह सकता। आपके अलावा टीम के बाकी सदस्यों ने स्पष्ट दोषों को नजर अंदाज करते हुए तुरंत हस्ताक्षर कर दिए और घरेलू बाजार के लिए खेप को मंजूरी दे दी। आपने फिर से टीम कमांडर के संज्ञान में लाया कि इस तरह की खेप की अगर घरेलू बाजार के लिए भी मंजूरी दे दी जाती है, तो कंपनी की छवि और प्रतिष्ठा को धक्का लगेगा तथा लंबे समय में प्रतिकूल असर होगा। हालाँकि, आपके शीर्ष प्रबंधन द्वारा आगे सलाह दी गई थी कि यदि आप खेप को मंजूरी नहीं देते हैं, तो कंपनी कुछ अहानिकर कारणों का हवाला देते हुए आपकी सेवा को समाप्त करने में संकोच नहीं करेगी।

- दी गई शर्तों के तहत, निरीक्षण दल के सदस्य के रूप में आपके लिए कौन-से विकल्प उपलब्ध हैं?
- आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का समालोचनात्मक मूल्यांकन कीजिए।
- आप कौन-सा विकल्प अपनाएँगे और क्यों?
- आप किन नैतिक दुविधाओं का सामना कर रहे हैं?
- निरीक्षण दल द्वारा उठाई गई टिप्पणियों की अनदेखी के क्या परिणाम हो सकते हैं? (उत्तर 250 शब्दों में दीजिए)

You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have aged parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In first one year, you learnt your job well and was appreciated for your performance by the management. The company is doing good business for last five years in domestic market and this year it is decided even to export to Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that ibid consignment to be cleared for the domestic market. As a part of Inspecting Team Commander. However, the top management advised all the members of the team to overlook these defects as the management cannot bear such a huge loss. Rest of the team members except you promptly signed and cleared the consignment for domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for domestic market, will tarnish the image and reputation of the company and will be counterproductive in the long run. However, you were further advised by the top management that if you do not clear the consignment, the company will not hesitate to terminate your services citing certain innocuous reasons.

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- (a) Under the given conditions, what are the options available to you as a member of the Inspecting Team?
- (b) Critically evaluate each of the options listed by you.
- (c) What option would you adopt and why?
- (d) What are the ethical dilemmas being faced by you?
- (e) What can be the consequences of overlooking the observations raised by the Inspecting Team?

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The above case study shows the lack of ethical capitalism and corporate ethics among the management of shoe company.

A) Options available as member of team:

- Agree to the team commander's instructions.
- Refuse to follow his instructions and persuade the management.
- Advise the team commander to sell the products at discounts while agreeing to those defects which are not

harmful to consumers and ready others

d) Report the issue to the relevant authorities and be ready to follow the consequences.

B] Evaluation of the options

Option 1)

Merits

Profit to company and losses averted
Position in company saved.

Demerits

Go against principle of fairness to customer.
If known, damage to credibility of the company.

Option 2

Merits

Democratic approach.
On telling them with relevant facts and data they may agree.

Demerits

→ chances of taking action against me.

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Option 3 :

Merits

- Less loss to the company
- Image saved
- Ethical since transparency maintained

Demerits

→ Management might disagree.

Option 4 :

Merits

- Avoid uneasy situations like cognitive dissonance.
- Prevent injustice to consumer
- Law takes its course.

Demerits

→ Can lose job.



C) First I will try for option 2, then go for 3 and finally go for option 4.

Why → Shows the graded approach and following proper channel
 → Gives second chance to the company to agree and correct its mistake

D) Ethical dilemmas faced:

- i) Ethical egoism vs Ethical altruism.
- ii) Loyalty to company vs Fairness to customer.
- iii) Becoming a whistleblower or not.

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E] Consequences of overlooking:

- 1) Might harm the health of the customers (Rights approach)
- 2) Reputation of the company may go down if anyone else complains.
- 3) No guarantee of correcting the wrongs in future.
- 4) Promotes ~~un~~ unethical and unhealthy work culture
- 5) Violation of virtue ethics: compassion, justice and stakeholder capitalism.
- 6) Shows that company values profit over people and principles

Therefore, revolution is started by one man. These measures would help start an ethical revolution

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11. राकेश एक शहर के परिवहन विभाग में संयुक्त आयुक्त के पद पर कार्यरत थे। उनकी नौकरी प्रोफाइल के एक हिस्से के रूप में उन्हें नगर परिवहन विभाग के नियंत्रण और कामकाज की देखरेख का काम सौंपा गया था। नगर परिवहन विभाग के चालक संघ द्वारा, बस चलाते समय ड्यूटी पर मारे गए एक चालक को मुआवजे के मुद्दे पर हड़ताल का मामला उनके "सामने निर्णय के लिए आया था।

उसने देखा कि मृत चालक बस संख्या 528 चला रहा था, जो शहर की व्यस्त और भीड़-भाड़ वाली सड़कों पर गुजरती थी। हुआ यूँ कि रास्ते में एक चौराहे के पास एक अर्धेड उम्र के व्यक्ति द्वारा चलाई जा रही कार और बस की टक्कर में एक हादसा हो गया। पता चला कि बस और कार चालक के बीच कहा-सुनी हुई थी। दोनों के बीच तीखी नोकझोंक हुई और चालक ने उसे धक्का मार दिया। बहुत से राहगीर इकट्ठे हो गए और उन्होंने हस्तक्षेप करने की कोशिश की लेकिन सफलता नहीं मिली। आखिरकार वे दोनों बुरी तरह घायल हो गए और बहुत खून बह रहा था तथा उन्हें पास के अस्पताल ले जाया गया। हादसे में चालक ने दम तोड़ दिया और उसे बचाया नहीं जा सका। अर्धेड उम्र के चालक की भी हालत नाजुक थी लेकिन एक दिन के बाद वह संभल गया और उसे छुट्टी दे दी गई। घटना की सूचना मिलते ही पुलिस मौके पर पहुँच गई और प्रथम सूचना रिपोर्ट दर्ज कर ली गई। पुलिस जाँच में सामने आया कि विवाद की शुरुआत बस चालक ने की थी और उसने शारीरिक हिंसा की थी। उनके बीच मारपीट हुई थी।

नगर परिवहन विभाग प्रबंधन मृत चालक के परिवार को कोई अतिरिक्त मुआवजा नहीं देने पर विचार कर रहा है। नगर परिवहन विभाग प्रबंधन के भेदभाव और गैर-सहानुभूतिपूर्ण रवैये से परिवार बहुत व्यथित, उदास और आंदोलित है। मृत बस चालक की उम्र 52 वर्ष थी, उसके परिवार में पत्नी और स्कूल-कालेज जाने वाली दो बेटियाँ हैं। वह परिवार का इकलौता कमाने वाला था। नगर परिवहन विभाग वर्कर्स यूनियन ने इस मामले को उठाया और जब प्रबंधन से कोई अनुकूल प्रतिक्रिया नहीं मिली, तो उसने हड़ताल पर जाने का फैसला किया। यूनियन की माँग दोहरी थी। पहली, ड्यूटी के दौरान मरने वाले अन्य चालकों को दिया जाने वाला पूरा अतिरिक्त मुआवजा और दूसरी, परिवार के एक सदस्य को रोजगार दिया जाए। 10 दिनों से हड़ताल जारी है और गतिरोध बना हुआ है।

- उपर्युक्त स्थिति से निपटने के लिए राकेश के पास कौन-से विकल्प उपलब्ध हैं?
- राकेश द्वारा चिह्नित किए गए प्रत्येक विकल्प का समालोचनात्मक परीक्षण कीजिए।
- वे कौन-सी नैतिक दुविधाएँ हैं, जिनका राकेश को सामना करना पड़ रहा है?
- उपर्युक्त स्थिति को दूर करने के लिए राकेश क्या कार्यवाही करेंगे? (उत्तर 250 शब्दों में दीजिए)

Rakesh was working as **Joint Commissioner** in Transport Department of a city. As a part of his job profile, among others, he was entrusted with the task of overseeing the control and functioning of City Transport Department. A case of **strike by the drivers'** union of City Transport Department over the issue of **compensation to driver who died on duty while driving the bus** came up before him for decision in the matter.

He gathered that the driver (deceased) was plying Bus No.528 which passed through busy and congested roads of the city. It so happened that near an intersection on the way, there was an accident involving the bus and a car driven by a middle-aged man. It was found that there was **altercation** between the driver and the car driver. Heated arguments between them led to fight and the **driver gave him a blow**. Lot of passerbys had gathered and tried to intervene but without success. Eventually, both of them were badly injured and profusely bleeding and were taken to the nearby hospital. The driver succumbed to the injuries and could not be saved. The middle-aged driver's condition was also critical but after a day, he recovered and was discharged. Police had immediately come at the spot of accident and FIR was registered. Police investigation revealed that the **quarrel** in **question was started by the bus driver** and he had resorted to physical violence. There was exchange of **blows between them**.

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The City Transport Department management is considering of not giving any extra compensation to the driver's (deceased) family. The family is very aggrieved, depressed and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 year of age, was survived by his wife and two school-college going daughters. He was the sole earner of the family. The City Transport Department workers' union took up this case and when found no favourable response from the management] decided to go on strike- The union's demand was two fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains.

- (a) What are the options available to Rakesh to meet the above situation?
 (b) Critically examine each of the options identified by Rakesh.
 (c) What are the ethical dilemmas being faced by Rakesh?
 (d) What course of action would Rakesh adopt to diffuse the above situation?

The given case shows the ugly face of road rage cases, which happen due to lack of emotional intelligence and empathy.

A) options available to Rakesh :

- 1) Agree to the demand of the union.
- 2) Reject the demand of the union
- 3) Bring out a middle path as discussed in part D of question.

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B) Critical examination :

option 1

Merits

- Strike could be called off.
- Transport services resumed.
- Compensation to deceased drivers family granted.

Demerits

- Could setup 'slippery slope' - others could go same path,
- no lesson by other drivers.

option 2 :

Merits

- In line with the committee recommendation.
- A future lesson to the drivers.

Demerits

- could prolong the deadlock

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→ Hardline approach may not work

option 3 :

Merits

- ↳ Equitably benefits all stakeholders
- ↳ Strike is ended.
- ↳ Long term solution to central problem also found.

Demerits → no significant ones

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CJ Ethical dilemmas :

- 1) Justice vs Message towards the deceased's family members.
- 2) Agreeing to the demand of union members vs following committee report.
- 3) Short term solution (easy) vs long

term and difficult situation.

4) Objectivity vs compassion.

5) Rule boundedness vs procedural flexibility.

DJ Course of action to be followed

1) Call the leaders of the union for a meeting.

2) Tell them that giving extra compensation is not justified

as:

i) Fault was of driver

ii) Will set a bad precedent.

3) Promise them of talking personally to the school-college principal of daughters and getting their

fee waived off

4) Driver's wife could be considered for a job in the department as per her skill.

→ This is just as it is not right to punish the family for the fault of the driver.

→ This is in line with being compassionate & empathetic &

altruistic.

5) Convey this long term

also to middle aged man's family
Mandatory ET training to drivers

Installing black box in buses to make them accountable

This way justice is served for all parties.

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12. आपको पर्यावरण प्रदूषण नियंत्रण बोर्ड में अनुभाग का शीर्ष अधिकारी नियुक्त किया जाता है ताकि अनुपालन सुनिश्चित हो और इसकी अनुवर्ती का पालन हो सके। उस क्षेत्र में बड़ी संख्या में लघु और मध्यम उद्योग थे जिन्हें अनापत्ति दी जा चुकी थी। आपको पता चला कि ये उद्योग अनेक प्रवासी कामगारों को रोजगार मुहैया कराते हैं। अधिकांश औद्योगिक इकाइयों के पास पर्यावरणीय अनापत्ति प्रमाण-पत्र हैं। पर्यावरणीय अनापत्ति उन उद्योगों और परियोजनाओं पर अंकुश लगाने के लिए है जो इस क्षेत्र में पर्यावरण और जीवित प्रजातियों को कथित रूप से बाधित करती हैं। लेकिन व्यवहार में इनमें से अधिकांश इकाइयाँ वायु, जल और मृदा प्रदूषित इकाइयाँ बनी हुई हैं। ऐसे में स्थानीय लोगों को लगातार स्वाम् समस्याओं का सामना करना पड़ रहा है।

यह पुष्टि की गई कि अधिकांश उद्योग पर्यावरणीय अनुपालन का उल्लंघन कर रहे थे। आपने नया पर्यावरणीय अनापत्ति प्रमाण-पत्र आवेदन करने और सक्षम अधिकारी से प्राप्त करने के लिए सभी औद्योगिक इकाइयों के लिए नोटिस जारी कर दी। हालाँकि, औद्योगिक इकाइयों के एक वर्ग, अन्य व्यवसायों और स्थानीय राजनेताओं के एक समूह से आपकी कार्यवाही को विरोध प्रतिक्रिया का सामना करना पड़ा। आपके प्रति कामगार भी अत्यंत शत्रुतापूर्ण व्यवहार करने की क्योंकि उन्होंने सोचा कि आपकी कार्यवाही इन औद्योगिक इकाइयों को तालाबंदी की ओर ले जाएगी और इसके परिणामस्वरूप बेरोजगारी के कारण उनकी आजीविका असुरक्षित और अनिश्चित हो जाएगी। कई उद्योग-मालिकों ने दलील के साथ आपके पास पहुँचकर प्रस्तावित किया कि आपको सख्त कार्यवाही शुरू नहीं करनी चाहिए क्योंकि यह उन्हें अपनी इकाइयाँ बंद करने के लिए मजबूर करेगी और भारी वित्तीय हानि तथा बाजार में उनके उत्पादों की कमी का कारण होगा। जाहिर है कि इससे मजदूरों और उपभोक्ताओं की परेशानी ज्यादा होगी। श्रमिक संघ ने भी आपको इकाइयों को बंद करने के खिलाफ प्रतिनिधित्व भेजा। आपको एक साथ अज्ञात कोणों से धमकियाँ मिलने लगीं। हालाँकि, आपको अ कुछ सहकर्मियों का समर्थन मिला जिन्होंने आपको सलाह दी कि आप पर्यावरणीय अनुपालन को सुनिश्चित करने के लिए स्वतंत्र रूप से काम करें। स्थानीय गैर-सरकारी संगठनों ने भी आपका किया और उन्होंने प्रदूषणकारी इकाइयों को तत्काल बंद करने की माँग पेश की।

- प्रदत्त स्थिति में आपके पास कौन-से विकल्प उपलब्ध हैं?
- आपके द्वारा सूचीबद्ध किए गए विकल्पों का आलोचनात्मक परीक्षण कीजिए।
- पर्यावरणीय अनुपालन सुनिश्चित करने के लिए आप किस प्रकार की क्रियाविधि का सुझाव देंगे?
- अपने विकल्पों का उपयोग करने में आपको किन नैतिक दुविधाओं का सामना करना पड़ा? (उत्तर 250 शब्दों में दीजिए)

It was confirmed that majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you representation requesting against the closure of the units. You simultaneously started receiving threats from unknown corners. You however received supports from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately.

- What are the options available to you under the given situation?
- Critically examine the options listed by you.

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- (c) What type of mechanism would you suggest to ensure environmental compliance?
(d) What are the ethical dilemmas you faced in exercising your option?

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"In this spaceship earth, we all
are passengers."

This case shows the flouting of
environmental laws which are
violative of religious ethics,
constitutional morality as well
as global environmental principles.

I - as head of section in Eamt.
↑ Pollution control board



A] options available:

1) Take no action

2) Take strict action against those violators

3) Call a meeting of all the hostile companies.

→ Give them time to ensure compliance.

→ Ask them to pay compensation as per Polluter pays principle.

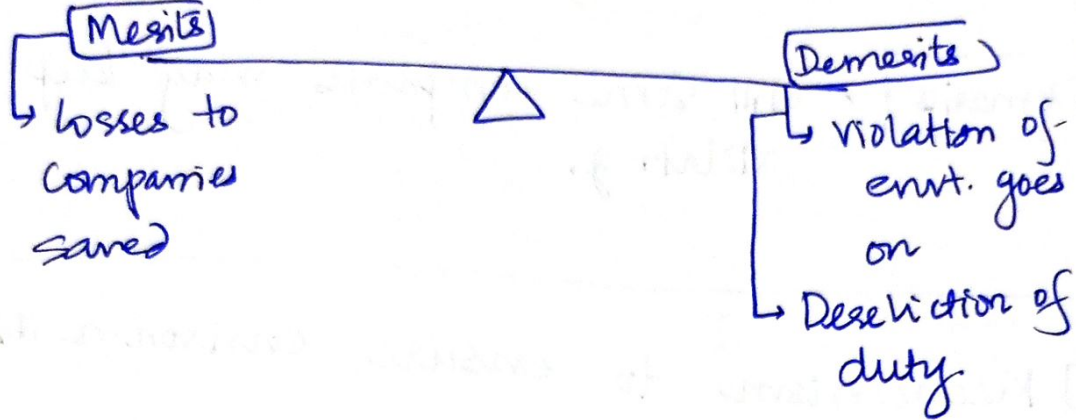
→ Take strict action once deadline is over.

→ Meanwhile get police protection for self.

B] Critical examination of options

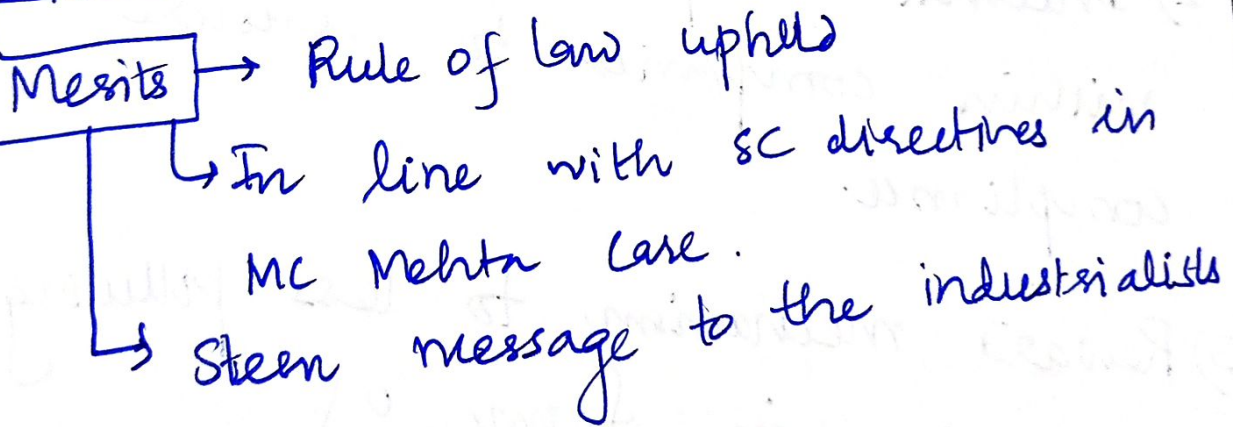
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Option 1:

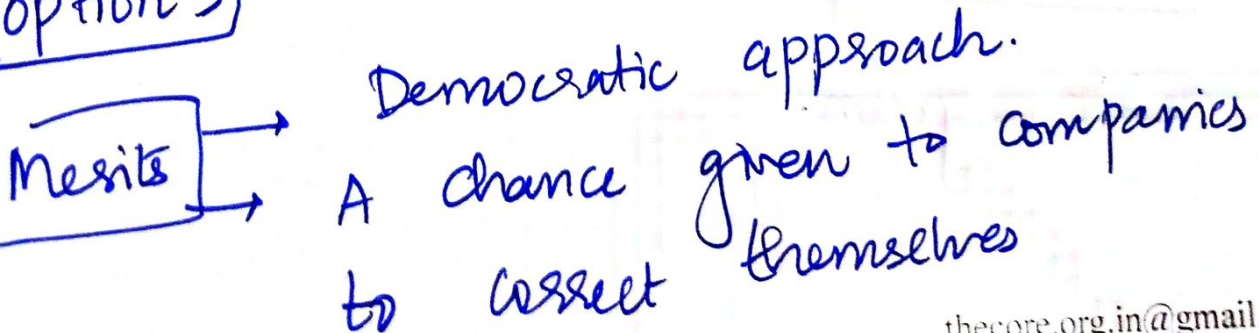


Being unethical, this option is rejected.

Option 2:



option 3



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→ In line with justice as fairness

Demerits → still some companies may keep violating.

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C] Mechanism to ensure environmental compliance:

- 1) sensor based data collection → can't be easily manipulated.
- 2) Internal compliance committees within companies to ensure compliance.
- 3) Reward mechanism to less polluting companies in form of environmental credits like carbon credit system.

4) Companies's charter should contain explicit commitment to protect the environment.

5) Awareness raising by NGOs.

6) Third party audits of polluting companies.

DJ Ethical dilemma:

1) Whether to give second chance or not.

2) Threat to iron life vs environmental protection.

3) Rule boundedness vs procedural flexibility.

However, in the medium to long

term, the essing officials who
granted clearances must also
be punished.

This way, the golden mean
principle ensures happiness to all.

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