

UPSC CSE MAINS 2022 GENERAL STUDIES PAPER – 4

SECTION A

1. (a) **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. (Answer in 150 words) 10**

Introduction

According to **Aristotle Wisdom is the highest form of knowledge**. That means Wisdom is about having adequate knowledge and understanding of any situation along with the application of this knowledge. For bureaucrats, wisdom helps to focus on core issues and to deliver effective service delivery and good governance.

Body

Bureaucrats are disincentivized for applying the wisdom in the culture of bona fide error and onus to prove their innocence in the process or investigation. This leads to a lack of innovation and active participation in dealing with the core issues.

- For instance, an 11-year-old girl in one of the Jharkhand districts died of starvation because her ration card was not linked with the Aadhar. Here if the document being the periphery was engrossed by the bureaucrat then malnutrition is the core issue. This leads to inefficient service delivery with a lack of humanism. This is the best example of a travesty of justice with the preoccupation of administration on peripheral issues.

However, for an administrator to bring effective service delivery and good governance in the administration, **he/she has to follow the right means and the right ends**. To achieve this one should never compromise core values of good governance like transparency, accountability, empathy, and compassion.

- For instance – Civil servants bridging loopholes in healthcare and ensuring that the benefits of schemes, and health insurance schemes reach beneficiaries.

In today's world, the administrator requires innovative approaches and adaptability to counter emerging issues like cybercrime, and the spread of hate speech via social media. This adaptability of the bureaucrats should become part of the government such that while focusing upon core issues, peripheral issues don't get adequate attention and justice to be delivered to every citizen.

Conclusion

However, Buddha's "**Madhyamgram**" could be the path that could be adopted while dealing with peripheral issues and core issues to achieve ultimate justice for society.

1. (b) **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 issues or taking critical decisions. Explain with suitable illustrations. (Answer in 150 words) 10**

Introduction

According to **Gandhiji** Honesty, impartiality, objectivity and other public service values are important for everyone especially civil servants/administrators but more important for civil servants is to have Empathy and compassion. They are required for effective service delivery and ethical and good governance.

Body

Empathy refers to understanding what others are feeling. This may be because we ourselves have felt so or we can put ourselves in their shoes. It is viscerally feeling what another feels. Empathy may arise automatically when you witness someone in pain.

Importance of Empathy for Civil Servants

- **Effective policy Implementation** – Empathy enables civil servants to understand other humans' motivation to change and predict how the policy will affect people's behaviour. Example: **Pati.NO.1 campaign done in Agra to encourage Swachh Bharat Abhiyan**, involving both husbands and wives of the district to be a part of the behavioral change after understanding the inhibitions associated with the use of toilets for women.
- **Finding loopholes in policies** – It helps in understanding the lacunas in existing policies and programmes and making appropriate changes. For example, An IAS officer can empathize with persons who lost their land due to developmental projects by framing better policies such as better compensation, rehabilitation, education and health facilities etc
- **Dedication to public service** – Enable civil servants to work with a dedicated service, involving the community at large. Example: **SP Santosh Kumar Singh and SP Amit Kuma received the International Association of Chiefs of Police (IACP)'s 2021 '40 Under 40' Award for their exemplary policing work in Chhattisgarh and UP. SP Santosh Kumar Singh - "neutralizing, arresting, and gaining the surrender of hundreds of Maoists". SP Amit Kuma - Started a special mobile number for the citizens to call and report on crimes and anti-social activities.**
- **Reducing corruption** – It would lead to a reduction in corruption and bring in a lot of credibility. Sacrifice and solidarity for the greater good are easier for people when their leader shows empathy for their struggles

Compassion takes empathy and sympathy a step further. When you are compassionate, you feel the pain of another (i.e., empathy) or you recognize that the person is in pain (i.e., sympathy), and then you do your best to alleviate the person's suffering from that situation. Thus, the emphasis here is on the action and want to help.

Importance of compassion for Civil Servants

- **Betterment of weaker sections** – It makes civil servants work for the betterment of weaker sections. Thus recognising their voice which will be unnoticed most of the time. Example – Rema Rajeshwari, IPS known for restoring a school in the village and ensuring toilets and drinking water for children.
- **Credibility in organisation/administration** – Implementation of programmes keeping in mind weaker sections and avoiding red-tapism makes the public have faith and trust in the administration. Example – **ASP Atul Kulkarni approached a model where the police itself went to the public and asking their grievances** and he also initiated a series of community-driven initiatives to tackle critical issues such as drug abuse, sexual assault and domestic abuse
- **Prevents red-tapism** – Compassion by civil servants makes them avoid strict implementation of rules that can avoid beneficiaries from various schemes. For example – Civil servants help old age people to get Housing benefits under PMAY even though they are missing some of the required documents.
- **Better decision-making** – Compassion helps civil servants to resolve ethical dilemma conditions that can arise in day-to-day administration.

Conclusion

Compassion and empathy help in not only providing effective services to the public but also ensuring credibility in the administration by the public.

2. (a) **The Rules and Regulations provided to all the civil servants are the 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. (Answer in 150 words) 10**

Introduction

Individuals who have a positive attitude will pay attention to the good rather than the bad in the system, rules, regulations, people, situations, and events.

People with a negative attitude ignore the good and pay attention to the bad in the system, rules, regulations, people, situations, and events.

Body

How Positive minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success?

- **Compassion** – Positive minded Civil Servants will have compassion towards weaker sections of the society thus they interpret laws, rules in a positive manner.
Example: Renu Raj IAS officer cracked down on illegal encroachments and reclaimed government land for the use of marginalised communities.
- **Implementation of rules in letter and spirit** – Even though rules and regulations will be strictly implemented by positive minded civil servants, they will also apply ethics towards society while implementing rules.
For instance – TN Seshan fully used his office of Chief election commissioner by strictly implementing MCC and other measures for free and fair elections.
- **Fighting against corrupt systems** – Positive minded civil servants don't use their office for personal gains, rather they curb the corrupt practices by implementing rules in an effective manner.
Example: Vinod Rai in his reports on 2G spectrum and coal allocation aptly applied property audit and brought forward discrepancies in expenditure.

How Negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case?

- **Corruption** – Negative minded officers focus on their self-interest to maximize their gain for themselves from activities by interpreting rules and regulations against the genuine cause/case.
Example: IAS Chandrakala misused her office by involving a sand mafia case in UP.
- **Favouritism** – Negative-minded people often are not able to curb political interference in their day-to-day administration and fear by the politicians makes them to support favouritism and Nepotism in society. For instance, Officer selects an MLA's son for the government job even though he secured less marks compared to other meritorious job seekers.
- **Gender Bias** – Officers supporting patriarchal society treat women in the society as inferior to men and they may not be able to implement rules in favour of women effectively.

Conclusion

Thus it can be said that it is the attitude of a person that decides effective implementation of rules, regulations and providing effective services.

2. (b) 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-to-day functioning? (Answer in 150 words) 10

Introduction

Ethics is the branch of philosophy that involves a systematic study of human actions from the point of view of their rightfulness or wrongfulness.

Body

What does ethics seek to promote in human life?

- **Promoting virtues** – Ethics seek to promote “virtuous” qualities in human life; qualities that help keep peace and harmony in society, as well as lead to prosperity and progress in society. For Example - Compassion, Humanity, Morality, Integrity, and Impartiality.
- **Help to resolve moral issues** -- Ethics does provide good tools for thinking about moral issues. It doesn't always show the right answer to moral problems, but it can eliminate confusion and clarify the issues. After that, it's up to each individual to come to their own conclusions.
- **Creating Credibility** – Someone who has ethical conduct will secure a better position in society, as that person will be trusted more. An Individual who is believed to be driven by ethical and moral values is respected in society even by those who may have not known him/her.
- **Ensures individual as well as social virtues** – Ethics is an attempt to guide human conduct and it is also an attempt to help man in leading a good life by applying moral principles. It aims at individual good as well as a social good, the good of mankind as a whole.
- **Better leadership** – What seems so minimal on a personal level can actually affect the entire society. Personal ethics produce good leadership, which helps create better societies
- **Effective Decision making** – Ethics guides us to make right, just and inclusive decisions aimed at personal as well as societal interests.

How do ethical values assist in the resolution of conflicts faced by individuals?

- **Resolves conflict** – Based on the value system, a person can decide whether means (deontological) are important for him or the end (utilitarian). Example – Whether lying is right to save a person’s life can be easily decided.
- **Dedication to service vs Political interference** – Integrity, impartiality and Probity help individuals to take bold decisions and helps them uphold ethics in society to prevent nepotism and favouritism. Example – Durga Shakti Nagpal and Ashok Khemka stood against corruption because of the values that guided them.
- **Effective public service vs Red-tapism** – Compassion, Humanity, Morality along with Objectivity, Transparency, and accountability help public servants reach the intended beneficiaries.
- **Resolves ethical dilemmas** – Ethical values such as honesty, trustworthiness, and responsibility help guide us along a pathway to deal more effectively with ethical dilemmas.
- **Balancing public and private Life** – Values such as love, care, honesty, etc and values such as Probity, Transparency helps individuals to balance both private and public life thus avoiding conflicts between relationships and Professional life.

Conclusion

Decision-making is always a contentious task, but by being aware of the core values one can minimize internal conflicts and take a decision that best suits his interests.

3. (a) Ethics is knowing the difference between what you have the right to do and what is right to do.’-Potter Stewart
. (Answer in 150 words) 10

Introduction

Ethics are moral principles that govern a person’s behavior or conduct. People often have different and opposing ethical standards. This quote clearly emphasizes the essence of ethics and how our actions could be judged ethical or not.

Body

Ethics are developed from an individual or group’s beliefs, values and morals, which vary from person-to-person and can often be in direct conflict and opposition to another’s. This creates a moral dilemma.

In our personal lives, we may consider an act of favoritism right as it can help or support our relatives or friends, but it is not the right thing to do, as it deprives another person of his opportunity.

As citizens of this country, we may support a particular candidate in the election. Even though we have the right to vote for anybody, we have to evaluate the candidate without any inherent bias of caste, religion or gender.

The **quote also tells us that everything that is legal isn't ethical**. Keeping money that someone dropped is legal, but again, many would find it unethical and wouldn't be the right thing to do.

In public life, Doctors often face ethical dilemmas relating to whether they should inform the patient of his criticality and lessen hope or deliberately mislead him, and improve chances of survival by instilling hope. Even though he should legally inform the patient about his condition, he can not do so in unfavorable conditions.

This right thing to do can also be judged by the "**Viel of ignorance**" concept **proposed by John Rawls**. All people are biased by their situations, so how can people agree on a "social contract" to govern how the world should work?

John Rawls suggests that we should imagine we sit behind a veil of ignorance that keeps us from knowing who we are and identifying with our personal circumstances. By being ignorant of our circumstances, we can more objectively consider how societies should operate. This helps us to know what is right to do, even though we have a choice of doing anything.

Conclusion:

Thus, the quote signifies the stance we should adopt when dealing with ethical dilemmas. We should always do the right thing which is ethical and not just legal.

3. (b) "If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother, and the teacher." – Abdul Kalam.
(Answer in 150 words) 10

Introduction

Moral education in school helps students imbibe virtues and moral habits that build their personalities outside the classroom. These students are tomorrow's citizens and can build a corruption-free society. As Kalam said father, mother, and teacher are people who can make a difference in the minds of students.

Body

Parents play an important role in moral education. From honesty and respect to generosity and kindness, they familiarize us with the moral values which we feel valuable.

Although scientist Marie Curie is best known for being the first woman to win a Nobel Prize, she also raised her two young daughters alone after her husband died. One of their daughters, Irène Joliot-Curie, went on to co-win the Nobel Prize in Chemistry, she said her mother instilled hard work and flexibility in her children: "That one must do some **work seriously and with honesty** and must be independent and not merely amuse oneself in life".

When **Abdul Kalam** was in the fifth standard, a new teacher did not like Kalam, a Muslim boy, sitting next to Ramanadha Sastry, a Brahmin. He sent Kalam to the back seat. When Sastry's father heard of the incident, he **summoned the teacher and told him not to spread the poison of social inequality and communal intolerance in young minds**. He told the teacher to either apologize or leave the school. The teacher regretted his action and he was reformed by this incident. This strengthened kalam's morality towards **tolerance and equality**.

Savitribai Phule, the educationist and social activist was an inspirational figure to young girls. She also encouraged them to write and paint. Her student Mukta Salve became an icon of Dalit feminism and literature. To increase attendance in her schools, Savitribai would give a stipend to children. She held parent-teacher meetings to create awareness among parents on the importance of education. Such initiatives by teachers help build a nation of beautiful minds who are ethically strong.

Conclusion:

Teachers and parents play a vital role in the holistic development of the child. Parents are the first mentor of the

child and the teacher is the second. Both have an immense contribution and responsibility in shaping a child's personality.

3. (c) “Judge your success by what you had to give up in order to get it.”

Dalai Lama. (Answer in 150 words) 10

Introduction

Everything comes at a price. To attain success, you have to give up something for instance for professional success we have to give up leisure, preferred activities, a relaxed way of life and work long hours, be steadfast, and overcome any setback with redoubled effort.

Body

The quote emphasizes on defining success. If we give up on things stated above and achieve a professional promotion or monetary bonus. Can it be called a success? Many studies show that Indian professionals suffer higher stress levels than most worker's globally. Can compromising work-life balance and mental health be called a success? According to Dalai Lama it isn't, because we would have lost more than we gained.

This can be equated with separatism too. For instance, Mohammad Ali Jinnah wanted a nation that protects Muslim interests in the subcontinent. But in the process, Pakistan faced with an identity crisis where religion couldn't hold the country together for long. Therefore, can two nation theory be called a success?

Can War be called a success? Though Allied forces won the Second World War, with the loss of nearly 50 million men, is it really a success? This was the same dilemma which made Emperor Ashoka question his victory and led to his reformation and following the ideals of Ahimsa.

In the age of social media, we often run behind instant gratification in the form of likes and shares. But is spending excessive time on such online platforms be called a success?

This quote also adds up to the means versus ends debate. How we achieve a goal is also important along with what we have achieved. Fake encounters of criminals though may be fair to some, but it cannot be called a success as it undermines the criminal justice system of our society.

Conclusion:

Therefore, according to Dalai Lama success is defined by what we had to let go of. Losing morals, values, mental health, loved ones, etc, cannot be termed a success.

4. (a) What do you understand by **the** term 'good governance'? How far recent initiatives in terms of e-Governance steps taken by the State have helped the beneficiaries? Discuss with suitable examples. (Answer in 150 words) 10

Introduction

According to the **World Bank**, Good Governance is “how power is exercised in the management of a country's economic and social resources for development”.

Body

Good governance.

- Good governance has 8 major characteristics. These are **participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follow the rule of law.**
- It assures that corruption is minimized, the views of minorities are taken into account and the voices of the most vulnerable in society are heard in decision-making.
- Good governance is significant in public institutions to conduct and manage public affairs and resources to guarantee human rights free of abuse and corruption, and with due regard for the rule of law.

How far have e-governance initiatives by the state helped the beneficiaries?

- **Better access to information and quality services for citizens** – ICT would make available timely and reliable information on various aspects of governance.
National e-Governance Plan in Agriculture (NeGPA) through ICT provides timely access to agriculture-related information to the farmers.
- **Better services** – More convenient and reliable, with lower compliance costs, higher quality and value services have been made accessible to the citizens.
Gyandoot service delivery initiative by Madhya Pradesh for providing Income certificates, Domicile certificates, Caste certificates, etc. **SAKALA** - Same initiative by Karnataka.
- **Simplicity, efficiency and accountability in the government** – Application of ICT to governance simplified the functioning of government, enhanced decision-making abilities and increased efficiency across government – all contributing to an overall environment of more accountable government machinery.
Khajane Project in Karnataka -The project has resulted in the computerization of the entire treasury-related activities of the State Government and the system can track every activity right from the approval of the State Budget to the point of rendering accounts to the government.
- **Empowerment of citizens** – The access to information empowers the citizens. The informed citizenry can participate and voice their concerns, which can be accommodated in the programme/ project formulation, implementation, monitoring and service delivery.
Mahila E-Haat by GOI is an online marketing platform for women.
- **Participation of the public in governance** – Enhancement of the reach of government – both spatial and demographic – would also enable better participation of citizens in the process of governance.
- **Reduced bureaucracy** – E-government initiatives minimised the hierarchy of authority for availing any government services.

Conclusion

e-Governance is getting momentum in India, but public awareness and the digital divide are important issues to be addressed.

4. (b) Online methodology is being used for day-to-day meetings, institutional approvals in the administration, and for teaching and learning in education sector to the extent telemedicine in the health sector is getting popular with the approvals of the competent authority. No doubt it has advantages and disadvantages for both the beneficiaries and system at large. Describe and discuss the ethical issues involved in the use of online method particularly to vulnerable section of society. (Answer in 150 words) 10

Introduction

Though Online methodology in the education system, healthcare system, and administration were prevalent before the pandemic, it gained much importance and became more popular during and post-pandemic era.

It has the advantages like Accessibility, Effective service delivery and accountability, at the same time use of online methods also has some ethical issues.

Body

Ethical issues involved in the use of online administration methods.

- **Cybercrime** – Cyberattacks on critically important government websites will result in Data theft of people in the country.
- **Neglecting public participation** – Not all citizens are involved in the decision-making and decision-discussion processes. There is also an issue that people who are directly affected by decisions of state authorities are not involved in the discussion.

Ethical issues involved in the use of online methods in Online learning.

- **Prevalence of poverty** – Poor are disconnected and irrespective of background, some children cannot relate to the online classroom, and many more are losing out on midday meals.
- **Rise in educational inequality** – Globally, 3 out of 4 students who cannot be reached by the remote learning policies come from rural areas and/or belong to the poorest households. Students in rural areas and from disadvantaged families lack access to technology, Internet access, and educational resources

Ethical issues involved in the use of online methods in the health sector.

- **Malpractices by doctors** – There are several cases of a lack of ethical standards in behaviour by hospitals and doctors. For instance prescription of unnecessary tests, violation of ethics in clinical trials, etc.
- **Misuse of medical records** – Patients' personal data and data related to their diseases can be misutilised by medical practitioners for their personal interest, which will violate the Patient's right to privacy, regarding medical details and records.
- **Digital divide** – Digital divide can create potential disparities in access to participation in telemedicine, including for those living in rural areas with limited Internet access, older adults, and those with diverse cultural settings and socioeconomics

Way forward

- The government needs to frame an **effective Data protection policy**.
- Prescribing **code of ethics** for telemedicine, ed-tech industries.
- **Bridging the Digital divide** especially in rural areas and among women.
- **Awareness** to the public Against Data theft, cyber crimes etc.

5. (a) Russia and Ukraine war has been going on for the last seven months. Different countries have taken independent stands and actions 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 affairs. (Answer in 150 words) 10

Introduction

The **Ethics of War** starts by assuming that war is a bad thing, and should be avoided if possible, but it recognizes that there can be situations when war may be the lesser evil of several bad choices. War is a bad thing because it involves deliberately killing or injuring people, and this is fundamentally wrong - an abuse of the victims' human rights. The purpose of war ethics is to help decide **what is right or wrong, both for individuals and countries**, and to contribute to debates on public policy, and ultimately to government and individual action.

Body

Ethical issues are crucial to be considered while launching the war and its continuation.

- **Cause of war** – War can be ethical if its cause was just and beneficial to a larger number of people. Eg-Krishna waged a war against Kauravas to uphold and preserve Dharma.
- **Last resort** – War must be the last resort for a country, war may be initiated after the failure of all means of resolving issues between countries.
- **Public interest or Peace in the world order** – War waged against a particular country must not be with any personal political, or economic motives rather it must be for the public cause or maintain peace in the world order.
- **Proportionality** – Before starting a war, countries need to be aware of the proportionality of success and harm that can result from the war.
- **Discrimination** – War must be waged against enemy combatants, so to avoid a maximum number of civilians from killing.

Ethical issues involved in the given state of affairs.

- In the current war between Russia and Ukraine, the **means of waging war is not just**. Because Russia attacked Ukraine to strengthen its power in the European region.
- War, which was to be the last resort, became the **very first method to resolve the conflicts** between two countries, by avoiding various just and ethical means available to resolve the conflicts.
- War has been started by Russia for the cause of its **self-interest**. Russia thought Ukraine joining NATO may perceive a threat to its independence.
- From the start of the war till now there are **nearly 15000 civilian casualties** which involve children, women, and elders.
- There has been massive **displacement of civilians**.
- **International conventions** against the war were **not** observed during the recent war.
- **Humanitarian assistance** was also **obstructed** by Russia by continuing the war for more than 7 months.

Conclusion

The human tendency over self-interest is raising, this is true even in terms of geopolitics. Waging a war without any just cause is dangerous and can kill thousands of innocent people. Thus countries especially Russia need to follow the **right means like diplomacy** to achieve their motive and try to avoid any form of war.

5. (b) Write short notes on the following in 30 words each :

- (i) Constitutional morality
- (ii) Conflict of interest
- (iii) Probity in public life
- (iv) Challenges of digitalization
- (v) Devotion to duty

Constitutional morality

- Constitutional Morality means **adherence to or being faithful to bottom-line principles of constitutional values**.
- It includes a commitment to an inclusive and democratic political process in which both individual and collective interests are satisfied.
- In the context of the constitution of India, the constitutional values are Democracy, Socialism, Equality, Integrity, etc. briefly it is the preamble which clarifies the constitutional values.

Conflict of interest

- A conflict of interest occurs when there is a **clash between personal (or self-serving) interests and professional duties or responsibilities**.
- Such a conflict occurs when a company or person has a vested interest—such as money, status, knowledge, relationships, or reputation—which puts into question whether their actions, judgment, and/or decision-making can be unbiased.
- When such a situation arises, the party is usually asked to remove themselves, and it is often legally required of them.

Probity in public life

- Probity means **having strong moral standards for honesty, integrity, and values**. Probity encompasses all good values and virtues.
- Probity in public life entails more than simply avoiding corrupt practices but also actively promoting certain values in public service.
- Lack of probity among politicians has become one of the biggest menaces of society.

Challenges of digitalization

- **Data thefts of individuals** are a violation of the right to privacy of an individual.

- **A digital divide exists** in India especially in rural areas and among women.
- Lack of **internet accessibility, Prevalence of poverty, and unemployment** are also hindrances to digitalization.

Devotion to duty

- It ensures civil servants take decisions based on objectivity, and merit thus avoiding nepotism, partiality etc.
- It will ensure the effective implementation of policies.
- It keeps the civil servant motivated to keep working for the betterment of society.

6. (a) 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 persons, and his team. What policy measures would you suggest to strengthen protection mechanism to safeguard the whistle blower? (Answer in 150 words) 10

Introduction

The Whistle-blower Protection Act, 2014 was enacted to enable any person to disclose to a Competent Authority, acts of corruption or wilful misuse of power or discretion, or criminal offences by a public servant. The act also provides adequate safeguards against the victimization of the person making such complaints.

The Companies Act, 2013 also makes it mandatory to set up an audit committee to investigate whistle-blower complaints.

Body

Issues with whistleblowing in India

- The Companies Act, 2013 does not provide a mechanism to protect whistle-blowers.
- The Whistle-Blowers Protection Act, 2014 has not come into force, and the Rules for it have not been finalised.
- Whistle-blowers face legal action, criminal accusations, social disgrace, and the possibility of being fired from any position, office, or job.
- Life-threatening by the accused.

Suggestions to strengthen the protection mechanism to safeguard the whistle-blower.

- **Protection against Retaliation** – Whistle-blower protection laws should provide comprehensive protection against discriminatory or retaliatory personnel action such as Provisions related to broad employment protections for whistle-blowers. (French Law and South African law provides such mechanisms)
- **Criminal and Civil Liability** – More comprehensive whistle-blower protection laws may also provide protection against libel and defamation suits, as such actions can pose a serious deterrent to whistleblowing.
- **Anonymity and Confidentiality** – Like in the USA, disclosure of identity should be prohibited without consent of the whistle-blower except under National and larger public interest.
- **Lower the burden of Proof** – The whistle-blower act needs to lower the burden of proof on persons disclosing such information, this will prevent them from taking too much risk in collecting proof of corruption or illegal activities.
- **Oversight and Enforcement Authorities** – Whistle-blower legislation could designate an independent body that is empowered to receive and investigate complaints of retaliatory, discriminatory or disciplinary action taken against whistle-blowers.
- **Availability of Judicial Review** – Whistle-blower legislation is to ensure that whistle-blowers are entitled to a fair hearing before an impartial forum with a full right of appeal.
- **Remedies and Sanctions for Retaliation** – Remedies Such as compensation, legal actions against threatened persons etc need to be included in the Protection law.

Conclusion

Thus Suitable legislation must be enacted to protect innocent whistle-blowers by including the above points and strengthening the whistle-blower protection mechanism will help in ensuring that the **integrity of democracy** is

protected, cherished, and upheld.

6. (b) In the contemporary world, the 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 Responsibility (CSR) is efficient and sufficient enough to fulfill the social roles and responsibilities needed in the corporate work mandated? Critically examine. (Answer in 150 words) 10

Introduction

Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns into their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a **balance of economic, environmental and social imperatives** ("Triple-Bottom-Line- Approach"), while at the same time addressing the expectations of shareholders and stakeholders.

Body

Importance of Corporate Social Responsibility.

- **Sustainable development** – Different activities like cleaning, establishing seed banks, solid waste management units, and electrification under CSR help to increase the standard of living of the people & their income which increases demands & leads to the growth of the companies indirectly.
- **Community Development** – Several innovative CSR initiatives are gaining traction, in which businesses invest in improving community livelihood by incorporating them into their supply chain. As a result of this, there has been an increase in the income levels of Communities.
- **Poverty alleviation** – CSR activities like creating employment opportunities, women empowerment etc by companies helped to reduce the poverty rate in India.
 - HCL Foundation's flagship program, HCL Uday, provides comprehensive support to underprivileged people, including migrant workers and working children, living in urban slums and on the streets.
- **Supplementing Government in Education, healthcare** – CSR activities by companies have opened mobile clinics, modified government schools etc.
 - Tata Steel Limited started Model School Initiative for providing quality education in Jharkhand, Odisha, and Maharashtra.
- **Environmental Protection** – BHEL has carried out Afforestation activities such as mass tree plantation and the development of green belts. Cumulatively, it has resulted in the development of millions of Square metres of green cover and the plantation of millions of trees to date.

But CSR activities are not sufficient and efficient to fulfil the roles and responsibilities

- **Issues of Transparency** – There is an expression by the companies that there exists a lack of transparency on the part of the local implementing agencies as they do not make adequate efforts to disclose information on their programs, audit issues, impact assessment and utilization of funds
- **Promoting business at the cost of the environment** – An alliance of global investors has accused 37 Indian companies — including Dabur India Ltd, Godrej Consumer Products Ltd and Bharat Petroleum Corporation Ltd — of allegedly not disclosing the full extent of their impact on the climate crisis, water shortage and deforestation.
- **Lack of prioritizing the environment** – In comparison to other equally challenging social issues such as education(38% funding), poverty, health, sanitation(20% of CSR Funding) etc. the environment and related issues somehow failed to gain the desired priority. (gets only 8% of CSR Funding).
- **Non-availability of Well Organised NGOs** – There is a non-availability of well-organised NGOs in remote and rural areas that can assess and identify the real needs of the community and work along with companies to ensure the successful implementation of CSR activities.
- **Responsibility of the state** – Being a democracy, Governments will have a role to play in the Development of society. This role can't be substituted by the CSR activities of a company.

Way forward

- Indian corporates need to prioritise environmental aspects like afforestation and restoration, for their Corporate Social Responsibility spending.
- Beyond just allocating funds, the companies shall conduct regular reviews on the progress of CSR compliance.
- The government must ensure that the activities included in the CSR Policy of a company are implemented by it.
- Government needs to raise awareness about CSR activities in society.

SECTION B

7. 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.

He was a professional company and his local bosses were under pressure from their London-based HQ 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 earner 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 Subhas Verma wanted to see him as he was interested in the position of Manager which was to be filled 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-versed 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 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.

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

(b) Critically examine the options available to Prabhat in the above situation.

(c) Which of the above would be the most appropriate for Prabhat and why? (Answer in 250 words) 20

Synopsis

This case study highlights the aspect of the means versus ends dilemma. Prabhat wants the contract to vanish all his

problems completely but he is also in a dilemma and evaluating the pros and the cons.

a) The ethical issues involved in the case include:

- **Professionalism vs Self-interest:** Prabhat being the Vice President (Marketing) is divided between securing his job and following a professional code of conduct with regard to the contract. Subhas Verma is also being unprofessional here,
- **Honesty vs corruption:** Here, Subhash verma is offering the documents in return for the job, also **Insider trading vs secrecy** where Subash verma is trading it for his own benefits rather than being secretive about it.
- **Emotions vs Ethics:** Prabhat has to choose between the health and education of his family and getting the contract through other means.
- **Moral courage vs moral muteness:** Subhash verma has made his stand clear, Prabhat has to decide whether to collude with him or not.
- **Leadership vs incapacity and integrity:** Prabhat is finding accessing documents of other company attractive than building a strong contract offer. The company is threatening employees with firing, which isn't a good sign of leadership.
- **Company ethics vs company profits:** accessing documents from Subhash would mean that the company is prioritizing profits over ethics.

b) Prabhat has the following options available to him:

- Getting the documents from Subhash and outbidding their rival company
 - Pros:
 - Prabhat would be rewarded by his company.
 - Zero fear of losing his job
 - Cons:
 - Unethical to access Unique Company's documents by bribing their employee.
 - Their company might not be able to service the installation at a lower cost than Unique Electronics, leading to a bad reputation with the defense ministry
- Rejecting the offer of Subhash to grant him a job in return for sensitive information.
 - Pros:
 - Following his moral conscience can lead to long term job satisfaction.
 - May push Prabhat to outbid Unique in a competitive way not by bribing,
 - Cons:
 - May end up not getting the contract and losing his job,
 - Mounting financial troubles would affect the education of his children and the health of his parents.
- Rejecting the offer of Subhash and complaining about his unprofessional behavior to the defense ministry as his CV was received through the ministry.
 - Pros:
 - Good for the country, as Subhash is ready to leak sensitive information about the secretive installation and contractual obligation.
 - This would make sure Prabhat is in good books with the ministry and help him in future contracts.
 - Cons:
 - He may lose a well qualified candidate for his company.
 - His professional and personal life might take a hit if doesn't get the contract.

C) Prabhat should choose the option of rejecting Subhash and launching a complaint against him.

Performance pressure can destroy the ability to think morally. Prabhat should stay away from such pressures, as this would be non-beneficial in the long term. Prabhat should think about the situation in a logical way.

Candidates like Subhash would hurt the company in the long run.

- Not just educational qualifications, integrity and honesty are also the hallmark of a professional. There is no guarantee that Subhash would do the same to Prabhat's company in the future.

Non-beneficial for the company in the long run:

- A company's contract bidding should be based on its ability to service the contract at a certain cost. It would help the company to improve its efficiency and good reputation with the defense ministry.

Dealing with work pressure:

- The Volkswagen emissions scandal, where it had installed "defeat devices" in millions of its diesel-powered cars to cheat emissions rules. Is a good example of not taking shortcuts. As the vice president of marketing, Prabhat should lead by example by working hard and efficiently in securing the contract.

Corruption in society:

- There is no doubt that Subhash's action shows his corrupt attitude and lack of integrity. He is not the solution and in fact he is a part of the problem, as people like him take shortcuts and make it harder for other professionals to be honest and work with practical expectations.
- Keeping the interests of the company in mind he should rise a complaint against Subhash at the defense ministry.

Prabhat should professionally deal with his financial troubles by applying for jobs in other companies with less work pressure and where he is not threatened with firing and by maintaining financial discipline with his spending.

Conclusion

As Wilhelm Reich said "You think the end justifies the means, however vile. I tell you: the end is the means by which you achieve it. **Today's step is tomorrow's life.** Great ends cannot be attained by base means."

8. Ramesh is a 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 with cancer and has been admitted to the leading cancer hospital in 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 a confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out a 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 they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted it 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?

(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?

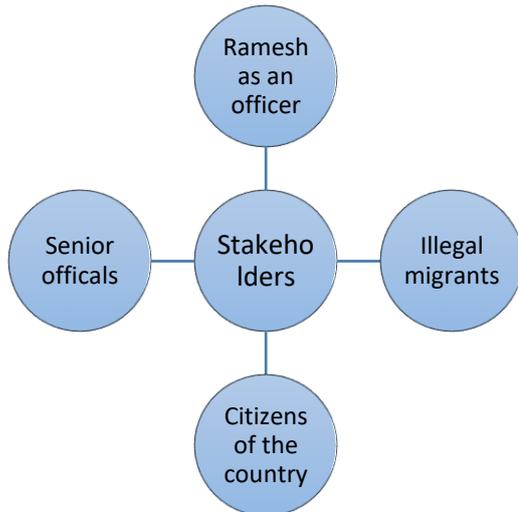
(e) What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country?

(Answer in 250 words) 20

Synopsis

Illegal migration hampers a country's development by increasing pressure on its available resources, land use patterns and employment scenario.

The stakeholders in this scenario include:



A) The options available to Ramesh include:

- Withdrawing the report in accordance with the additional home secretary's command.
- Not withdrawing it and submitting it despite his senior officials not being happy with it.
- Withdrawing the report but whistle blowing his findings to the public as illegal migration affects every citizen.
- Resigning his job, as his work is not being appreciated and is in return threatened with transfers.
- Reporting to the central home ministry about the findings.
- Speaking with the senior officials directly about the reason for withdrawing the report and correct if there are any procedural or factual errors.

B) Ramesh should adopt the last option.

It is unclear as to why the report submitted by him has not been appreciated by the higher authorities. Ramesh should press further to know the reason for the same. If they are unhappy with the effectiveness of the report then Ramesh should re-investigate and produce an effective report.

He should not withdraw it outright, as it is an issue of national security. Here, illegal migrants have documentation like Aadhaar Card, Ration Card and Voter Card forged and they are made to settle down in a particular area of the State. This shows that there are few vested interests within the administration who can do such things. It is clear that, it might make the people in power uncomfortable if someone in the top administration is responsible for this.

During IAS probationers speech in 1947, Sardar Patel emphasized on the importance of civil servants to India he advised them to **maintain the utmost impartiality and incorruptibility** of administration and to render service without fear or favour and without any expectation of extraneous rewards.

In matters like internal security, there should not be any compromise, though Ramesh might face huge inconvenience within his family and ailing mother. These are the after effects, which can be managed with emotional intelligence, our armed soldiers leave families behind in defense of this country and the same should be expected from a civil servant in regards to internal security.

C)
Evaluating each option:

- Withdrawing the report in accordance with the additional home secretary's command.
 - Pros:
 - Professional benefit as he would be on good terms with his senior officers.
 - He wouldn't be transferred which would benefit his ailing mother and his family.
 - Cons:
 - Serious issue of internal security is neglected for the whims of senior officers.
 - Loss of moral conscience as Ramesh knows that the report is important and should be taken seriously.
- Not withdrawing it and submitting it despite his senior officials not being happy with it.

- Pros:
 - Benefit the country as it would push the government to punish the perpetrators of this illegal mafia.
 - Ramesh would be hailed for his prompt actions by the media
- Cons
 - Drawing the ire of his senior officers would jeopardize his professional life.
 - He could get transferred affecting his personal life.
 - He might not know the real reason behind rejecting the report.
- Withdrawing the report but whistle blowing his findings.
 - This would further destabilize the working environment within the administration. This is the last option only when he is sure that the administration is in favour of illegal immigration and the central government has also neglected the issue.
- Reporting to the central home ministry about the findings
 - This would be a favourable option, as the home ministry is responsible for internal security. But, it has to be explored only after Ramesh is sure that the seniors are colluding with the perpetrators of illegal immigration.
- Resigning his job, as his work is not being appreciated and is in return threatened with transfers.
 - This would neither benefit Ramesh nor the country. This is an extreme option that has to be avoided.

(d) The ethical dilemmas being faced by Ramesh include:

- Service to nation vs service to his senior officer
- Integrity vs curbing to the pressure
- Professional hardships vs personal duty as a son and a father
- Honesty vs loss of leadership, being a civil servant Ramesh should be ready to handle political and administrative pressure.
- Moral conscience vs fear of authority
- **Group think vs moral courage:** here Ramesh is forced to accept the whims of his seniors.
- **Power vs inability to do complete justice:** Though Ramesh can investigate it thoroughly he is not sure of what that investigate can achieve.

E)

- **Tighter Border controls:** would deter persons from crossing international borders without authorization.
 - **Strengthening Border Surveillance:** Augmenting the presence of the BSF along the border to effectively man the border is an important step towards better border surveillance.
 - **Border Fencing:** erection of physical barriers like barbed wire fencing and other obstacles at appropriate places.
- **A National refugee law:** that would draw a distinction between refugees and economic migrants, which would provide assistance to genuine asylum seekers. This law should also include punishments against those people who support or promote such illegal migration by facilitating ID cards.
- **Strict vigilance:** A separate investigation team could be formed to collect evidence against the people responsible for illegal migrants obtaining ID cards.
 - **Fast track tribunals** to deal with the issue of illegal migrants and deporting them back to their home country.

Conclusion:

One cannot compromise on internal security as the continuance of illegal immigration into India and their continued stay in India is found to be having serious national security ramifications and poses serious security threats.

9. The Supreme Court has banned mining in the Aravalli Hills to stop the degradation of the forest cover and to maintain ecological balance. However, the stone mining is still prevalent in the border district of the affected State with the 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 a loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overran the police officer, killing him on the spot, and thereafter managed to flee. Police filed an FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with a leading TV channel, suo moto started investigating the case. Within one month, Ashok got a breakthrough by interacting with local people, stone mining mafia and government officials. He prepared his investigative story and presented it to the CMD of the TV channel. He exposed in his investigative report the complete nexus of the stone mafia working with the blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but the 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 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.

- (a) What are the options available with Ashok to cope up with the situation?
- (b) Critically evaluate/examine each of the options identified by Ashok.
- (c) What are the ethical dilemmas being faced by Ashok?
- (d) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- (e) 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? (Answer in 250 words) 20

Synopsis:

In 2022, A Haryana police officer of DSP rank was killed by a mining mafia when he was probing illicit mining. He died on the spot after being run over by a truck. His body was found in an open dumpster. Instances like these have serious consequences on the morale of the bureaucracy.

A) Options available to Ashok include:

- Hand over the investigation report to the CMD.
- Quit his job and forget that he ever did an investigation.
- Not handing over the investigation and reporting the findings online or on other media channels.
- Expanding the report by including the statements of the CMD and the nexus of the channel and the MLA.
- Complaining to the state Lokpal and central Lokpal about the corruption and petitioning at the National green tribunal through an NGO against illegal mining.
- Discussing the issue with other senior journalists and Civil society organizations.

B) The pros and cons of his option include:

- Hand over the investigation report to the CMD.
 - Pros:
 - Would keep him safe against the local MLA who is powerful,
 - Would get a loan for his son's health needs.
 - Cons:
 - His independent functioning in the office would effectively be curtailed as he knows that can't publish the things he wants.
 - He loses his chances to bring justice to the death of the officer and protect the natural ecosystem by shedding light on illegal activities.

- Quit his job and forget that he ever did an investigation: this is an extreme option The CMD and local MLA would still target him, and he would lose financial support to treat his son's ill health.
- Not handing over the investigation and reporting the findings online or in other media channels.
 - Pros: Shed light on illegal activities and spread awareness. Thus generating public opinion against it.
 - Cons: As the MLA is powerful, he might even decide to physically harm Ashok.
- Expanding the report by including the statements of the CMD and the nexus of the channel and the MLA.
- Complaining to the state Lokpal and central Lokpal about the corruption and illegal mining.
- Discussing the issue with other senior journalists and civil society organizations.

The above three options though might be risky as they would pit the local MLA against Ashok. This could help him find avenues of advice (Senior journalists), Grievances (Lokpal), support (civil society organization)

C) Ashok here is in a situation where his findings as a journalist aren't appreciated but in return threatened with unemployment. His ethical dilemmas include

- **Professional conduct vs emotional decision making:** where his son's chronic disease will be suitably adjusted in the loan if he hands over the investigative report to him.
- **Truth vs the fear of authority:** where the powerful local MLA would jeopardize his career and his son's life.
- **Moral action vs diffusion of responsibility:** Ashok can clearly choose not to go further with this investigation.
- **Son's life vs Journalistic ethos-** "Truth", "accuracy", and "objectivity"
- **Duty to country vs self interest:** degradation of the forest cover and ecological imbalance would have long term consequences.
- **Economic interests vs environmental interests**

D) I think Ashok should expand the report by including the role of CMD and seek support and then complain at an appropriate forum.

Forty years ago in 1981, Chief Minister of Maharashtra A R Antulay resigned following the verdict against him by the Bombay High Court in the cement allotment case (Cement Scandal). Almost overnight Arun Shourie, the then-executive editor of the Indian Express, became a national "hero" for his consciously studied and fearlessly pursued investigation of organised corruption in high places. This shows the appreciation one could get for investigative journalism.

Though the world Press Freedom Index where India stands at 150/180 reflects the sorry state of Journalism in India with 4 killed in 2021. We have also positive cases like above. Many scams such as the Harshad Mehta scam were exposed by journalists. Therefore, not reporting isn't an option.

When faced with pressure one has to find the right avenues of support such as Lokpal, the Karnataka Lokayukta played a dominant role in curbing the illegal mining in Bellary during 2009. Aravalli Bachao Citizens Movement, a citizens group, had filed a petition before the National Green Tribunal this year alleging illegal mining at Aravalis. Though Ashok is in dire financial need compromising on the report would indirectly affect the future of thousands of kids who are affected by illegal mining. For instance, Several thousands of women and children scour mica for a pittance in illegal and abandoned mines in Jharkhand to add sparkle to the global cosmetics industry. Ashok can find various sources of financial support such as the Save the Children foundation, Sahyog Care for you, CRY and others.

E) Training police officers:

- **Strengthening emotional Intelligence:** The urge to catch criminals should not be at crossroads with personal safety. As officers are dealing with criminals, they have to be careful against immediate emotional decisions.
- **Training on effective ways and protocols to confront:** For instance, the officer could have used spike strips to stop the vehicle.

- **Never confront without armed assistance:** The team should always be armed with necessary resistance.
- **Always seek backup:** Operations should be monitored with immediate backup stationed to dispatch.
- **Effective communication with the locals:** is important to transform and persuade the locals involved in illegal mining. In March 2017, as additional SP of Bastar, Dr. Abhishek Pallava made headlines for saving the life of a Maoist, Somaru shot during an operation.

Every section of society citizens, police officers, journalists, and judiciary should work together to stop activities like illegal mining.

Conclusion

As Oscar Wilde pointed out “Journalism is printing what someone else does not want to print”. Therefore, Ashok should publish his investigation.

10. 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 a series of competitive tests including written and interviews, 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 the first year, you learned your job well and were appreciated for your performance by the management. The company is doing good business for the last five years in the 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 bid consignment is to be cleared for the domestic market. As a part of the Inspecting Team, you observed the glaring poor quality and brought it to the knowledge of the 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 the domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for the domestic market, will tarnish the image and reputation of the company and will be counter-productive 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.

- (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?
- (Answer in 250 words) 20

Synopsis:

Quality control is important for an organization to build its reputation and brand identity. The stakeholders in this situation include



A) The options available to me include:

- Ignoring the quality control issues.
- Highlighting the quality control issues despite being not to do so.
- Whistleblowing against the quality issues to the Quality Council of India.
- Resigning to the job and finding other opportunities.
- Sharing my grievances and experience within the company online and to the media and attracting public support.

B)

- Ignoring the quality control issues.
 - Pros: Would help to sustain my job at the office.
 - Cons: would hamper my reputation as an efficient inspector in ensuring quality.
- Highlighting the quality control issues despite being not to do so
 - Pros: In accordance with my moral conscience and would lead to better job satisfaction.
 - Cons: Would be fired from the job, would be financially weak and can't support my parents and newlywed wife.
- Whistleblowing against the quality issues to the Quality Council of India
 - Pros: Would have done the morally correct thing, when there are no avenues to complain within the company.
 - Cons: The council might fail to take any action or a strong action would mean a bad reputation and loss of jobs.
- Resigning from the job and finding other opportunities: This would help to find better opportunities elsewhere and work in a supportive environment. But, I would jeopardize the future of my family if I fail to get another job.
- Sharing my grievances and experience within the company online and to the media and attracting public support: this would mean that I'm actively trying to persuade the company to change, but the bad Public opinion created might not hamper the future of the company and would require more time and effort from me to organize and sustain a successful online campaign.

C) The best course of action would be to highlight and share my findings with other senior employees in the company. And reflect that it will lead to loss of reputation of the company which would hamper future sales and long-term business,

In the summer of 2022, many electrical vehicles in India started catching fire leading to a bad reputation. Ola electric which rushed to release its scooters in spite of necessary quality checks, now commands only 7% of EV sales today

down from 25% after its launch. I would prepare a presentation on these lines and would try to convince the top management and other senior employees of the necessity to stop selling poor quality shoes. Resigning would be my other option, if the management fails to reform. My reputation as an employee would get hampered if I continued to work in a company compromised in its values. As I have worked for more than a year and have a good reputation, I have enough confidence to find a new job. Finally, I would share my experience with the company internally and also on my social media accounts. As companies review employee performance, an employee should also evaluate the company. It helps new recruits in getting to know about the work environment and issues plaguing the company.

D) ethical dilemmas faced include:

- **Personal vs professional ethics:** as I'm required to take care of my parents and keep my job.
- **Code of ethics vs code of conduct:** company's policies might require me to adhere to the decisions of top management, but ethics would mean doing the right thing and not what I'm told to do.
- **Customer satisfaction vs profits:** as the bad quality shoes would lead to bad customer satisfaction.
- **Short-term gains vs long-term reputation:** no customer who buys our shoes would buy again after he experiences the quality issue.
- **Staying silent vs speaking out:** speaking out would mean that I have to lose my job.

E) Overlooking the issue would have serious negative consequences:

- Bad customer experience: we would fail to retain our customers.
- Bad reputation: we would fail to attract new customers, as people would have a bad opinion about our brand. In India BATA is the largest shoe company for decades in sales and revenue as it has served people with quality shoes
- Improper work ethics: This would encourage the employees to find shortcuts and hide when things are not favorable.
- Lack of motivation: The inspection team would find no reason to work efficiently as their findings are disregarded.
- Low-quality products overall: The culture of lack of accountability and transparency would not help in producing quality products,
- Wastage of resources: The raw materials used is wasted with less efficiency, customer spending is wasted as the products wouldn't last long.

Conclusion:

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you will do things differently" Warren Buffet.

11. Rakesh was working as a Joint Commissioner in the 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 the City Transport Department. A case strike by the drivers' union of the City Transport Department over the issue of compensation to a driver who died on duty while driving the bus came up before him for a 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 a middle-aged man. It was found that there was an altercation between the driver and the car driver. Heated arguments between them led to a fight and the driver gave him a blow. A lot of passersby 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 to the spot and an FIR was registered. Police investigation revealed that the quarrel was started by the bus driver and he had resorted to physical violence. There exchange of blows between them.

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 years of age and 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 favorable 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?

(Answer in 250 words) 20

Synopsis

Anger management is important for professionals, especially during road rages, which helps to avoid unnecessary escalation.

A) The options available to Rakesh include:

- Not agree with the worker's demand and rule out any possible compensation for the family.
- Quelling the labour protests by means of police action and force, threatening to suspend them if they hold further protests.
- Agree with the worker's demand and sympathetic towards the family and provide compensation and job to the kin.
- Abstain yourself from the investigation and delay the proceeding promising the labour union of fulfilling their demands.
- Investigate further into the matter and know what exactly led to the driver resorting to violence and decide accordingly.

B)

Not agreeing with the worker demand and forcefully stopping the protests.

- Pros: would help the department to save money as the action was in a fit of rage and would send a strong message to other drivers who fail in anger management.
- Cons: worker's voice is suppressed which would lead to an increase in conflicts between the department and workers and the quality of service would meteorite.

Agree to the worker's demand and provide compensation.

- Pros: Help the family who has lost their only breadwinner. Reduce friction between workers and the department, and resume normal transport operation, which is the lifeline of the public.
- Cons: Not decided on the merits of the case. Worker's have to fundamental right to strike and most of the time they result in chaos, conceding to their demands would push them to strike at the first instance every time they have a grievance.

Abstaining from investigation and giving fake promises: this is an extreme option and as a Joint Commissioner in the Transport department, Rakesh is expected to face critical issues and not run away from them.

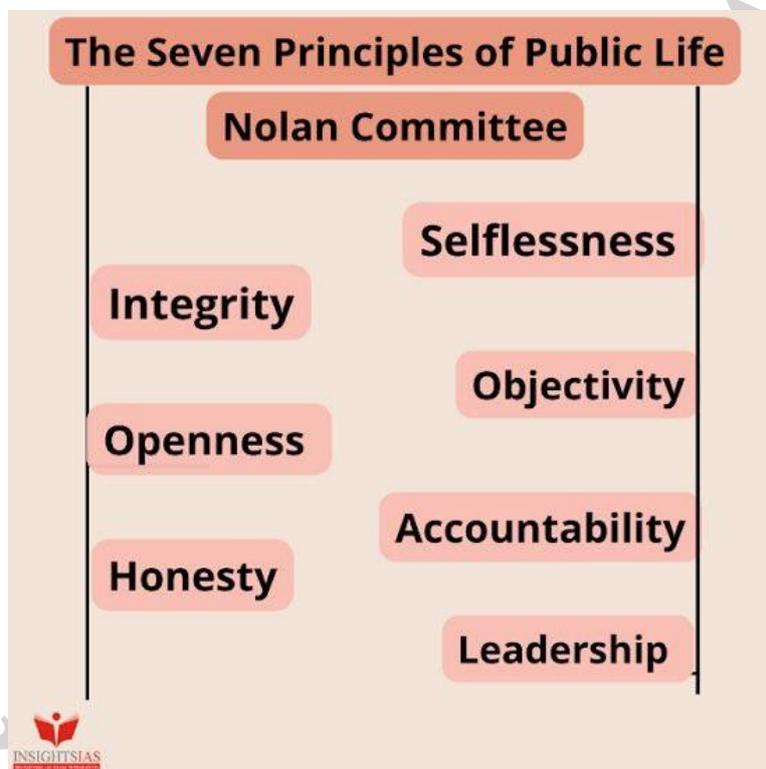
Investigate further into the matter

- Pros: this would help Rakesh to know the exact reason for the behavior and bring any institutional reforms if necessary
- Cons: Time-consuming and strike can still go on, if the results of further investigation are unsatisfactory to the union.

C) The ethical dilemmas faced by Rakesh include:

- **Sympathy vs Objectivity:** He has to choose between deciding on the merits of the case or supporting the poor family.
- **Strike vs discipline:** Worker's have no fundamental right to strike, It should be employed only as a last resort.
- **Anger vs tolerance:** Rakesh should employ emotional intelligence in handling the situation.
- **Empathetic vs strict Leadership:** Rakesh should be empathetic to his drives while at the same time discipline them for resorting to strike.
- **Balancing conflicting demands** among various stakeholders is the need of the hour.

D)



Openness and honesty: Rakesh should decide on providing compensation to the family. As the driver resorted to violence in a fit of rage and he succumbed due to his failure in anger management. This cannot be the reason to punish his family by not giving them the necessary compensation. Compassionate Appointment is followed in India to provide immediate financial assistance to the family who is left in poverty and without any means to sustain their livelihood.

Objectivity: At the same time the role of Rakesh as a commissioner would require him to investigate further and understand the reasons for anger mismanagement by the driver. Was it due to behavioral reaction or is it the result of work pressure? Are drivers being stressed due to increased working hours and driving long buses on congested roads etc?

If that is the case, Rakesh should start internal training to change the attitudes of the drivers, impart emotional intelligence, reduce work hours, and plan shorter-length buses for congested city roads, etc.

Leadership: Rakesh should initiate measures for grievance redressal within the department and communicate the same with the worker's union. Strikes should not be tolerated and disciplinary action initiated against those who create chaos.

Conclusion:

Gandhiji's Talisman emphasizes on doing the right thing for the poorest and the weakest man. The family is at its weakest point and as an employer, the department should compensate them and not withhold benefits.

12. You are appointed as an officer heading the section in Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant workers. Most of the industrial units have got environmental clearance certificates in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper the environment and living species in the region, But in practice. most of these units remain to be polluting units in several ways like air, water, and soil pollution. As such, local people encountered persistent health problems.

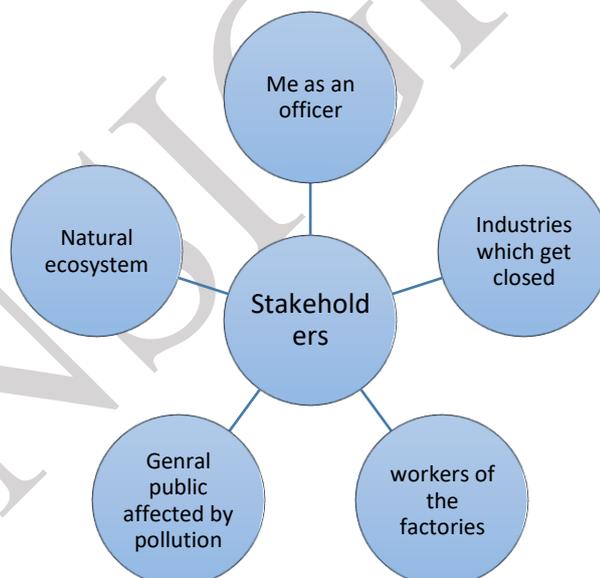
It was confirmed that the majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for a fresh environmental clearance certificate from the competent authority. However, your action met with a hostile response from a section of the industrial 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 and 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 their units, and cause huge financial loss, and 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.
- What type of mechanism would you suggest to ensure environmental compliance?
- What are the ethical dilemmas you faced in exercising your option?

(Answer in 250 words) 20

Synopsis:

Environmental legislations protect the rivers, forests, animals and natural ecosystems from destruction and pollution and implementation is necessary for effective protection. The stakeholders in this scenario include



A) Option available for me includes:

- Take strict action against the Industries in spite of worker's losing their jobs
- Not take any actions considering the worker's livelihood.
- Take action against the industries and appeal to NGT to order them to provide compensation for immediate 3 months during which they could seek fresh clearances.
- Work closely with the company to help them follow their environmental obligations within a short period.

- Quit the job or appeal for a transfer to other departments.
- Encouraging industries and worker's to take legal recourse if they feel their livelihood is threatened.
- Spreading awareness through local NGOs regarding the effects of pollution.
- Seeking protection from the police

B)

Taking strict action against the Industries

- Pros: Improves public health as these industries are polluting the air, water and soil. Protects the local environment from these harmful effects. A lesson to polluting industries in other regions.
- Cons: migrant worker's may lose jobs, leading to insecurity and uncertainty in their livelihood. Shortage of products would affect consumers. Threat to my life from the industries.

Not take any actions considering the worker's livelihood.

- Pros: Boost to industries in the region, economic growth, worker's are satisfied and increase in jobs.
- Cons: The health of the locals would deteriorate further, environmental damage. Environment Pollution Control Board would be depicted as a toothless tiger

Quit the job: extreme option, which should be avoided at any cost.

Legal recourse: This would be beneficial for the worker's if they could make a case that their livelihood is threatened. But, the environment would be further harmed.

Work closely with the company to help them follow their environmental obligations.

- Pros: The Livelihood of the worker's is secured, and at the same time the pollution is controlled.
- Cons: Companies may not be willing to change their ways and could further threaten me with violence.

C) It is clear that industries are polluting. Therefore, they have to seek new approvals as they are not following the norms under previous clearances. As an officer heading the section of the Environment Pollution Control Board, I would work closely with the industries to ensure compliance and its follow-up. I would suggest to them of necessary changes required to reduce pollution.

Though worker's would lose jobs in the short-term, resultant health benefits would far exceed short-term troubles. WHO data reflects that High expenditure on health is impoverishing 55 million Indians annually. Therefore, it is futile to continue working in a polluting environment. I would discuss the same with the worker's and would effectively communicate this message.

If actions aren't taken against these industries they would continue to do so with impunity. It would be harder to take action in further years when more worker's are added. Thus working closely with the company to reduce pollution is the way out.

If industries fail to reform effectively they could be ordered to close. I would appeal to the NGT to direct the industries to pay compensation for worker's and the local population.

I would seek protection from the police as the industries as threatening me. Work with the local NGOs to spread awareness regarding pollution and its effects on health.

D) Ethical dilemmas faced include:

- **Empathy vs duty:** it's my duty as an officer to shut down polluting industries and it's human nature to be empathetic towards the suffering of worker's.
- **Objectivity vs appeals of the worker's:** I should decide on the merits of the case or on the appeals of the poor.
- **Economic growth vs environmental protection:** Growth comes at a cost, but here the cost is overbearing.
- **Sustainable vs monetary growth:** the needs of the upcoming generation would be jeopardized if I decide not to close the industries.
- **Health vs livelihood of the people:** i.e. the right to life or right to livelihood.
- **Integrity vs fear:** I'm receiving violent threats from the industries.

Conclusion

Action has to be taken against the industries as "Environmental pollution is not only humanity's treason to humanity but also a treason to all other living creatures on Earth!" -Mehmet Murat ildan

INSIGHTSIAS