Test Code 417 : 7th sept 2014 Module

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GENERAL STUDIES (Test Code : 417)

7th sept Module

Name of Candidate	ARVIND SINGH	Registration No.	28556
Schedule		Module	175
Place	ORN	Time	5:30 – 8:30
Date	18/11/2014		
Classroom		Distance Learning	
Classroom & Distance Learning			

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1	10	
2	10	
3	10	
4	10	
5	10	
6	10	
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9	10	
10	10	
11	10	
12	10	
13	5	
14	25	
15	20	
16	20	
17	20	
18	15	
19	10	
20	15	

Total Marks Obtained

Remarks:

Signature of Examiner

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
   उत्तर-पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक नम्बर आदि।
2. There are TWENTY-FIVE questions printed both in HINDI and in ENGLISH.
   इसमें पच्चीस प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों में छपे हैं।
3. All questions are compulsory.
   सभी प्रश्न अनिवार्य हैं।
4. The number of marks carried by a question/part is indicated against it.
   प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
   प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश-पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यू.सी.ए.) पुस्तिका के मुख-पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
6. Word limit in questions, if specified, should be adhered to.
   प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
7. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.
   उत्तर-पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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GENERAL STUDIES (Test Code : 417)

Overall Macro comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

All The Best

Section A

Answer the following questions in not more than the word limit specified for each in the parenthesis:

1. Are all professions morally equivalent or are some superior to others? (150 words) 10

   क्या सभी व्यवसाय नैतिक दृष्टि से समान होते हैं या कुछ अन्य से श्रेष्ठ होते हैं?

Don't write anything this margin (इस भाग में कुछ ना लिखें)

Don't write anything this margin (इस भाग में कुछ ना लिखें)

2. How are ethical judgments different from judgments of personal preference, taste, or prejudice? (150 words) 10
नैतिक निर्णय किस प्रकार से व्यक्तिगत प्राथमिकता/वरीयता, रुचि अथवा पूर्वाग्रह से भिन्न होते हैं?

• Ethical judgements are based on the standards set by a society or a professional association or organisation. So the ~~centre~~ origin of ethical judgement is not the individual, unlike the case of personal preference, taste or prejudice.

- The code of Ethics is relatively permanent, while personal preferences tastes etc may change very quickly
- Ethical judgements are mostly based on modern values like equality, freedom, liberty etc, while personal preference may have components of prejudices and regressive values (eg. value of patriarchy)
- The code of conduct, based on the code of ethics, has a set of punishment or sanctions, if it is violated. No such sanction exist for personal preference.
- The code of ethics is based on principles, while taste and personal preference may not have any philosophical basis.

3. What are the major ethical concerns governing the functioning of government organisations? How are they different from those in private organisations? (150 words) 10
सरकारी संगठनों की कार्य-पद्धति के संचालन से संबंधित प्रमुख नैतिक चिन्ताएं क्या हैं? ये निजी संगठनों से किस प्रकार भिन्न हैं?

~~Ans~~ Government organisations are relatively complex organisations, which tries to meet multiple objectives like social, economic, political etc. Private organisations have profits as the utmost priority.

Major Ethical concerns in Government Organisation:

(i) Accountability
- both horizontal and vertical accountability
- govt organisations are finally accountable to the society at large.

(ii) Transparency
- eg. RTI
- but in private sector, their is limited transparency (eg. only to SEBI)

(iii) Leadership
- government organisation must be a role model for the private sector
- eg. PSU were envisaged as the model employers.

(iv) Integrity
- Only profit can not be its sole motto
- consistancy in the objectives of the government policies and with that of the objectives of the organisation is necessary.

(v) Compassion
- it must espouse the values of compassion towards the weaker section
- eg. the policy of reservation

4. What is corporate governance? How is it important in the Indian corporate sector? How will the mandatory provision of corporate social responsibility change the perception of private sector in the eyes of common man? (150 words) 10

कार्पोरेट गवर्नेंस (Corporate governance) क्या है? भारतीय कार्पोरेट क्षेत्रों में यह किस प्रकार से महत्वपूर्ण है? कार्पोरेट सामाजिक जिम्मेदारी (Corporate social responsibility) के अनिवार्य प्रावधान, सामान्य लोगों की नजर में निजी क्षेत्र की धारणा को किस प्रकार बदलेगें?

Corporate Governance is the processes, systems and policies to promote the interest of all the stakeholders like customers, employees, shareholders, owners, local community as well as the society as a whole.

It serves the interest of the company, society and environment

in an integrated way, without compromising one over the other. Thus corporate governance requires
- transparency
- accountability
- compliance with all the laws and regulations
- securing the interest of all the stakeholders.

Importance:

In the Indian corporate sector, the level of trust of the people has gone down after satyam scam. Thus corporate governance will help in increasing the trust level of the people.
- a well governed company, attracts and retains best talent. Human Resource is very critical and more important than capital.

- a company with high level of corporate governance like Tata has a high brand image. Thus customers are willing to trust it and pay higher prices
- it gets less into legal entangles. It thus saves cost.

Mandatory Provisions:

The mandatory provisions of CSR of spending 2% of net profit, preferably in the local community will build a ~~tie~~ link of trust with the community.

The perception will change only in the long-term provided corporates do in keeping with the spirit of the law and not only its letters.

5. B. R. Ambedkar was an ardent supporter of the claims of liberty, equality and fraternity. Explain the relevance of his teaching in modern day India and how they act as a backbone for our socio-political development. (150 words) 10

बी. आर. अम्बेडकर स्वतंत्रता, समानता और बंधुता के दावों के प्रबल समर्थक थे। आधुनिक काल में उनकी शिक्षाओं की प्रासंगिकता की व्याख्या कीजिये और ये किस प्रकार से हमारे सामाजिक-राजनीतिक विकास के लिए आधारशिला हैं?

B.R. Ambedkar had modern values of liberty, equality and fraternity. He believed in the annihilation of castes and equality in all spheres of life for complete development of India.

His Relevance of teachings:

(i) India is a rare case of a successful democracy in South Asia
- it is because of the modern values that our constitution reflects.
- otherwise, as in case of Srilanka or Pakistan, majoritarianism would have replaced democracy.

(ii) India has the 2nd largest muslim population.
- the special safeguards for minorities

have helped in preserving their unique culture

(iii) India already had a women PM and President, when US still do not have.
— it is because of the ideals of equality and liberty.

(iv) India is a leader of NAM and G-33 in WTO
— Art 51 and the ideals of fraternity are responsible for it.

(v) SC/STs/OBCs are rising up in the social hierarchy
— Even our present PM belongs to the OBC community.

Thus B.R. Ambedkar contribution is unmatched in making India a modern country.

6. As the interaction and collaboration among the nations is continuously increasing, so is the number of ethical issues between them on the global arena? Justify with examples. (150 words) 10

जैसे-जैसे राष्ट्रों के बीच पारस्परिक अंतःक्रिया और सहयोग लगातार बढ़ रहा है, उसी क्रम में वैश्विक परिदृश्य में उनके मध्य नैतिक मुद्दों की संख्या बढ़ रही है। उदाहरण के साथ औचित्य सिद्ध कीजिए।

Ethical Issues in International Relations :

(i) Doctrine of the Global Commons

- since traditionally global commons ~~to~~ were out of the claims of political sovereignity of any country, so it was misused a lot e.g. outer space, seas, arctic and antarctica

- but now new hegemony is seen

by powerful countries like China
eg. China is repeatedly violating the UN Convention on the Law of seas (UNCLOS) and is threatening smaller nations like Vietnam, Philippines.

In outer space, their is a danger of satellite collision.

The Arctic route will serve the economy of the developed nations, but due to rising sea levels poor countries will be submerged.

(ii) Doctrine of 'Common But Differentiated Responsibility'
- Developed countries are historically responsible for GHG emissions
- But US has not even ratified Kyoto protocol.

(iii) Terrorism as a state policy
- e.g. Pakistan is using non-state actors against India.

(iv) Doctrine of 'Right to Protect'
- Under its garb, countries like US, France are invading many smaller countries.
- e.g. Iraq, Afghanistan were demolished.

(v) Conflict between Global South and Global North
- poor countries are demanding special concessions in WTO
- e.g. recent rejection of TFA agreement by India under Bali meeting of WTO.

(vi) Issue of reform in UNSC

Thus ~~con~~ new dimensions of conflict have emerged. They need to be rectified with consensus of the developing countries.

7. While it is important to expose a wrongdoing, 'a whistleblower should have the moral backing behind his act of whistleblowing. Comment. (150 words) 10

यद्यपि एक गलत कार्य को उद्घाटित करना महत्वपूर्ण है तथापि व्हीसलब्लोवर के अपने इस कार्य के पीछे नैतिक आधार भी होना चाहिए।

~~whistle~~ whistleblowing is an act of exposing an illegal or unethical conduct in an organisation, either private or public, which has already occured or has a potential to occur, for a larger public cause or societal benefit.

Thus the very definition of whistleblowing incorporates the moral dimension of the act of whistleblowing. While it may not be easy to ascertain the motive of the whistleblower, but nevertheless it remains important.

Motives could be:

- to simply get a share in the recovery of the illegitimate resources
  In US, such provision exists in their law
- with an ill-will to settle ~~sec~~ a personal grudge with a ~~colleague~~ colleague.
- for getting fame in media

However, such motives will defeat the noble objectives of whistleblowers. It may lead to filing of many frivolous cases.

Thus motives must be checked at the trial stage.

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8. Integrity is different from honesty and is probably the most important attribute for a Civil Servant. Elaborate. (150 words) 10
सत्यनिष्ठा ईमानदारी से भिन्न होती है और संभवतः यह एक सिविल सेवक के लिए सबसे बड़ा गुण होता है। विस्तार से बताइए।

Integrity means consistancy of thought and action and using the same benchmark for judging others as one would himself like to be judged. It is not only limited to the level of financial integrity, but also covers moral integrity

Honesty is ~~nearly~~ merely one component of Integrity.

While one may be honest because of the pressure of the situation, but for integrity, the conviction comes from within.

Eg. Under CCTV surveillance, a police constable may not demand bribe, which he otherwise would have. Thus although he is acting in an honest way, but his conviction from inner conscience is not there.

In case of Mahatma Gandhi, he practised what he preached

E.g. he focused on personal hygiene and sanitation. So he himself cleaned his toilets and even convinced his wife to do so. So he used the

same benchmark to judge others.
This is called as integrity.

Thus integrity is the most important value for a civil servant, as it incorporates the values of
- honesty
- compassion
- transparency
- accountability

and it is derived from the voice of conscience.

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9. Colleges and schools are a microcosm of the real world. Elaborate as to how these are instrumental in character-building. Also suggest certain measures through which these institutions can play a greater role in the current scenario. (150 words) 10

विद्यालय और कॉलेज वास्तविक जगत के सूक्ष्म रूप होते हैं। चरित्र निर्माण में ये किस प्रकार से सहायक होते हैं? विस्तार से बताइये। इसके अलावा कुछ उपायों को भी सुझाइये जिसके द्वारा वर्तमान परिदृश्य में इन संस्थाओं की वृहद् भूमिका सुनिश्चित की जा सके।

Colleges and schools are the second stage of socialization. The first stage is the family.

However, it is at college and school level that a child gets the values of

(i) Universalism
- Unlike, the family, his locus and focus is not only his family members, but the whole society and nation becomes his focus.

(ii) Team spirit is developed
- schools provide mechanism to work in teams through sports, assignments, games etc.

(iii) Diversity is accomodated and appreciated.
- ~~to~~ students of different castes

and communities interact.

(iv) spirit of Nationalism and Internationalism develops
– e.g. through national anthem

(v) modern values like equality, fraternity, liberty are taught in social sciences.

(vi) Patriarchal values are subdued in co-ed colleges.

Measures Recommended:

(i) More Team based Activity should be done.

(ii) Moral Science subject must use a more interactive pedagogy to engage students

(iii) Field visits to villages and to Dalit slums etc to make them more sensitive.

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(iv) Assign responsibility to teach poor students.

10. Gandhi's compassion towards the weaker sections makes him different from other social reformers. What are the lessons that it conveys? Discuss a situation where you have shown compassion towards weaker sections of the society. (150 words) 10

कमजोर वर्गों के प्रति गाँधी जी का करुणा भाव उन्हें अन्य सामाजिक सुधारकों से अलग करता है। इससे हमें क्या शिक्षा मिलती है? एक ऐसी स्थिति की चर्चा कीजिए जब अपने समाज के कमजोर वर्गों के प्रति करुणा दिखाई थी।

Gandhi's compassion was based on the actual practice and understanding the real sufferings of the marginalised people.

He practised what he preached. On Poverty: When he saw that such an overwhelming majority of our population is poor, then he

took a pledge to only use a bare minimum cloth. This was based on the principle of limits to needs.

- Du caste :

He asked the upper castes to do penance for the historic atrocities done upon lower caste. For this he opened All India Harijan Association.

He himself took the task of cleaning his toilet, so that menial jobs should not be reserved for any one section of society.

- For women

In this freedom struggle he had integrated the issues of women and tried to empower them.

- In Dandi March, women were shouldering very high responsibility (eg - Sarojini Naidu).

My own situation:
My college (IIM) has great facilities provided by the government. But the villages near by were very poor. Thus I along with my few friends started a committee called as 'Sohayoga' which was meant for teaching poor children.

We use interactive pedagogy to engage the attention of the children. Also we helped many drop-out girls in getting re-admitted to government schools.

11. While individual beliefs and values determine one's subjective responsibility, it is the operational environment which guides/shapes the objective responsibility. Congruence between the two is inevitable for realizing the goal of objectivity in administrative decisions. Analyse. (150 words) 10

व्यक्तिगत मान्यताएं और मूल्य एक व्यक्ति की आत्मनिष्ठ उत्तरदायित्व को निर्धारित करते हैं, जबकि कार्यात्मक (operational) पर्यावरण वस्तुनिष्ठ उत्तरदायित्व को आकार देता है/निर्देशित करता है। दोनों के बीच अनुरूपता प्रशासनिक निर्णयों में वस्तुनिष्ठता के लक्ष्य को साकार करने के लिए अपरिहार्य है। विश्लेषण कीजिए।

The values like compassion and the Discretionary powers vested in an authority may have subjective interpretation by the officer. Also the region, culture, family etc may also shape an individual's values in a different way.

However, for an administrative action, the supreme value is that of our constitution. Thus this one-over-arching value creates an objective responsibility for an administrator.

Eg: a Doctor may hate a criminal. But the constitutional values demand that compassion should be shown while treating him. At the same time the code of ethics of the profession of medicine too demands that he should first treat a criminal.

Thus it is necessary that a private individual must be transformed into an administrator. For this congruence of the two values is necessary, otherwise the officer will face cognitive dissonance or the crisis of conscience in taking administrative decisions.

For this training and sensitization is necessary. In any case constitutional values must be supremely held and

any deviation from it must be strictly dealt with.

12. "Indian constitution is a treasure trove of ethical values for civil servants." Illustrate. (150 words) 10
"भारतीय संविधान सिविल सेवकों के लिए नैतिक मूल्यों की निधि (कोष) है"। वर्णन कीजिए।

Indian constitution is a treasure of the modern values of governance and humanity.

The Preamble:

- talks about the ideals like Liberty, Equality and Fraternity
  - it had revolutionized France and Europe
  - these values were instrumental

in transforming the regressive civil servants of France into one of the most effective, efficient, accountable and compassionate civil servants atleast for their own people.

- The idea of secularism
  - guides our civil servants in a multi-ethnic and multi-religious society like India.
- Ideals of socialism
  - means civil servants must be compassionate and empathetic to the marginalized people

The Fundamental Rights:

- Art 14
  - provides equality of all
- Art 19
  - freedom of speech
  - freedom of press

Art 21
- thus they restrict on the undue powers of the civil servants

The Directive Principle of State Policy
- Art 51
  - peace and International harmony
  - Thus our IFS officers gets a guiding principle.

Fundamental Duty
- it puts same obligation on civil servants as that of citizens
  - thus both are equal

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13. What are values? How are they different from ethics? (100 words) 5
मूल्य क्या होते हैं? ये नैतिकता से किस प्रकार भिन्न हैं?

- The source of values is the individual itself.
- whereas the source of ethics is the society, a formal professional association, organisation etc.

However, every ethics is based on some value.
eg. If one values human life, then the code of ethics of medicine will obligate a doctor to save the life of even a dreaded criminal like Kasab.

- However, values may be based on prejudices and could be regressive like patriarchal values of Khap panchayat.
But ethics is based on modern ideals of humanism and rationality.

Section B

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

निम्नलिखित प्रश्नों में, प्रस्तुत मामलों का अध्ययन ध्यान से कीजिए और उसके बाद पूछे गए प्रश्नों का उत्तर दीजिए (लगभग 250 शब्दों में):

14. You are judging a high profile case of a rich businessman who is accused of holding back money of numerous investors in the country. You are facing tremendous pressure from politicians and an industrial lobby, asking you to be lenient towards the businessman as he has created close to a million jobs in the country and his bad reputation will be disastrous for the economy.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

A. Ask the senior judge to transfer you from the case.

B. Ignore all the pressure tactics by various groups completely.

C. Increase the duration of the court hearing to soothe down the pressure.

D. Hold the case in abeyance and ask for an inquiry report from the regulatory body.

E. Ask the media to stop reporting the case with such fanfare.

Also indicate (without necessarily restricting to the above options), what would you advise, giving proper reasons. 25

आप एक ऐसे धनी व्यवसाय के उच्च स्तरीय केस की सुनवाई कर रहे हैं, जिस पर देश के कई निवेशकों का पैसा हड़पने का आरोप है। आप राजनेताओं और औद्योगिक लॉबी की तरफ से अत्यधिक दबाव झेल रहे हैं, जो आपसे उद्योगपति की तरफ उदार होने के लिए कह रहे हैं, क्योंकि उसने देश में लगभग लाखों की संख्या में रोजगार उत्पन्न किये हैं और उसकी बुरी छवि से अर्थव्यवस्था को भारी नुकसान पहुँचेगा।

कुछ वैकल्पिक सुझाव नीचे दिये गये हैं। कृपया सभी विकल्पों के गुणों और दोषों का मूल्यांकन करें:

a. वरिष्ठ न्यायाधीशों से खुद को इस केस से स्थानांतरण के लिए कहेंगे।

b. विभिन्न समूहों की सभी दबाव रणनीतियों को पूर्ण रूप से अनदेखा कर देगें।

c. दबाव को शांत करने हेतु, न्यायालय की सुनवाई की अवधि में वृद्धि कर देगें।

d. केस को ठंडे बस्ते मे डाल देगें और नियामक संस्था को जाँच के लिए कहेगें।

e. मीडिया को इस केस को जोर-शोर से दिखाने से रोकेंगे।

इसके साथ ही यह भी इंगित करें कि (सिर्फ ऊपर दिए गए विकल्पों तक सीमित न रहते हुए) आपकी क्या सलाह है, उचित तर्क भी प्रस्तुत करें।

Ethical Dilemma

- Strictly implementing Rule of Law vs negative externality on economy and livelihood of people

Evaluating options

(A) Merit:
- Unnecessary tremendous pressure of the case will be relaxed
- ~~[illegible]~~ may be a judge who can handle the pressure in a better way can be appointed

Demerit:
- the principle of duty towards the job is ~~appointed~~ violated
- the voice of conscience will make cognitive dissonance in the minds of an upright judge
- there is no guarantee that other cases

will not involve similar kind of pressure.
• Not recommended.

(B) Merit:
- objectivity and complete impartiality in taking a decision based on Rule of Law will be ensured
- a decision without fear or favour, thus miscarriage of justice will be minimised.

Demerit
- all pressure groups are not illegitimate
- judge and administrators must have compassion for the weaker section.
- may be certain key facts may have emerged from these groups.

(C) Merit
- Undue pressure will soothe down
- all sides will get sufficient time to present their arguments
- judge may get time to come up with certain judicial innovation to protect the interest of workers & economy

Demerit:
- justice delayed is justice denied.

- it will set a wrong precedent
- already Indian courts are burdened with too many cases.
- Not recommended.

(D) Merit
- Regulatory bodies are technically more equipped than judicial courts. So better analysis could be done.
- this will give some time to soothe down the pressure

Demerit.
- if the objective is to soothe down the pressure, by increasing one more layer in the process, then it is against the spirit of law and justice.
- may set a wrong precedent.

(E) Merit
- This will help very much in soothing down the pressure
- 'Trial by Media' will be prevented

Demerit.
- Against the spirit of Freedom of speech Art 19(1)(a)

- backlash by media groups will only add to the pressure.
- Not Recommended

Recommended Action:

Rule of Law cannot be compromised under any circumstances. At the same time compassion for the weaker section who are affected by negative externality of the case is also important. So the judge must do the following:

Step 1: Trial of the businessman strictly on the basis of facts & rule of law

Step 2: Direct the government to create an interim body of ~~[illegible]~~ professional managers to take over the functioning of the companies of the businessman, in case of his arrest. Services of SEBI may be utilised.

15. Jyoti Gupta is the environmental compliance manager for a small plastics manufacturing company. She is currently faced with a dilemma on whether or not to spend money on a new technology that will reduce the level of a particular toxin in the wastewater that flows out from the back of the factory into a lake.

The factory's emission levels are already within legal limits. However, Jyoti knows that environmental regulations for this particular toxin are lagging behind scientific evidence. In fact, a scientist from the university had been quoted in the newspaper recently, saying that if emission levels stayed at this level, the fish in the lake and rivers in the area might soon have to be declared unsafe for human consumption.

Further, if companies in the region don't engage in some self-regulation on this issue, there is reason to fear that the government — backed by public opinion — may force companies to begin using the new technology, and may also begin requiring monthly emission level reports (which would be both expensive and time consuming).

But the company's environmental compliance budget is tight. Asking for this new technology to be installed would put Jyoti's department over-budget, and could jeopardize the company's ability to show a profit this year.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. Jyoti should focus on her company's financial performance and profits and forget the environmental issue as the compliance budget is already tight.
2. As the emission levels of the company are within legal limits, Jyoti should wait for new governmental regulations first and only after that should think about taking any action.
3. Jyoti should proactively report the matter to the higher management and ensure proper measures are taken but still profits of the company should receive the utmost priority.

Also indicate (without necessarily restricting to the above options), what would you advise, giving proper reasons. 20

ज्योति गुप्ता एक छोटी प्लास्टिक विनिर्माण कंपनी की पर्यावरण अनुपालन प्रबंधक (environmental compliance manager) है। वर्तमान में वह एक दुविधा से गुजर रही है कि उन्हें एक ऐसी नयी तकनीक पर धन खर्च करना चाहिए या नहीं जिससे कि अपशिष्ट जल में एक विशेष विषैले पदार्थ के स्तर में कमी लायी जा सकती है जो कि कारखाने के पीछे से एक झील में मिलता है।

कारखाने का उत्सर्जन स्तर पहले से ही कानूनी दायरे के अंदर है। यद्यपि, ज्योति को पता है कि इस विषाक्त पदार्थ के उत्सर्जन संबंधी कानून वैज्ञानिक प्रमाण से अभिपुष्ट नहीं हैं। यहाँ तक कि हाल में ही विश्वविद्यालय के एक वैज्ञानिक ने एक समाचार पत्र में उद्धरित

किया है कि यदि उत्सर्जन का स्तर यही रहा तो उस क्षेत्र की नदियों और झीलों में पायी जाने वाली मछलियों को मनुष्यों के खाने के लिए असुरक्षित घोषित करनी पड़ेगी। पुनः यदि उस क्षेत्र की कंपनियाँ इस विषय में स्व-नियमन के कदम नहीं उठाती हैं, तो पर्याप्त कारण है कि सरकार-जनता की राय द्वारा समर्थित होकर कंपनियों को नयी तकनीकी के प्रयोग के लिए बाध्य कर सकती है (जो कि महँगी और समय लेने वाली, दोनों होगी)।

लेकिन कंपनी का पर्यावरण अनुपालन बजट तंग है। इस नयी तकनीक को स्थापित करने की मांग से ज्योति के विभाग का खर्च बजट से ऊपर निकल जायेगा और इसके चलते कंपनी के इस वर्ष लाभ दिखाने की क्षमता पर खतरा उत्पन्न हो सकता है।

कुछ वैकल्पिक सुझाव दिये गये हैं। विकल्पों में से प्रत्येक के गुणों और दोषों का मूल्यांकन करें:

1. ज्योति को अपनी कंपनी के वित्तीय प्रदर्शन और मुनाफे पर ध्यान केन्द्रित करना चाहिए और पर्यावरण के मुद्दे को भूल जाना चाहिए, क्योंकि अनुपालन बजट पहले से ही तंग है।

2. चूंकि कंपनी के उत्सर्जन का स्तर कानूनी सीमा के भीतर हैं। अतः सर्वप्रथम ज्योति को नए सरकारी नियमों के बनने का इंतजार करना चाहिए और उसके बाद ही कोई कार्रवाई करने के बारे में सोचना चाहिए।

3. ज्योति को त्वरित रूप से इन मामले के बारे में उच्च प्रबंधन को अवगत करना चाहिए और सुनिश्चित करना चाहिए कि उचित कदम उठाये जाएँ, किन्तु अभी भी कंपनी के मुनाफे को सर्वोच्च प्राथमिकता देनी चाहिए।

इसके साथ ही यह भी इंगित करें कि (सिर्फ ऊपर दिये गए विकल्पों तक सीमित न रहते हुए) आपकी क्या सलाह है, उचित तर्क भी प्रस्तुत करें।

Ethical Dilemma :

- Letter of law vs spirit of law
- Balancing corporate social responsibility (CSR) with financial prudence

This case demands an innovative approach as well as proactive stand by Jyoti to ensure that both environmental ethics and profits ~~are~~ ~~to~~ remain compatible.

Option Evaluation

(1) Merit:
- This will reduce any pressure on Jyoti and the tasks will become easy.
- profits will be ensured. This is essential for the sustainability of the company.

Demerit
- CSR has been ignored
- Environmental ethics has been ignored
- it is only a short term escape route. In future the problem will become too big.
- Image of company may be hit.

(2) Merit
- Letter of law is followed. So it is a legal stand
- Profits will be ensured

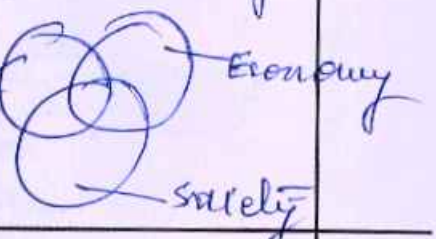
Demerit
- Same as the above ~~case~~ option
- Other companies may take a proactive step. Thus they will gain public perception.
- In any case, after government regulation, compliance will become more costly.

(3) Merit
- An administrator must be pro-active and have fore-sight.
- It is part of the duty to pro-actively suggest to the top management.
- If proper measures are taken then company will gain first movers advantage. Brand value will increase for being environmentally ethical.
- In any case it will become a government rule after some time.

Demerit
- Additional resources may be required

Recommendation:

A proactive stand on CSR ~~and~~ and Environment along with ensuring profits is the best way for a sustainable business



- Also innovative mechanisms should be used to garner additional funds.

Step 1: Convince top management about pro-active adoption of this technology

Step 2: Use innovative mechanisms like:
- claim funds under the Clean Development Mechanism (CDM) of the UNFCCC for reducing pollution and GHGs
- Use this in the advertisement to build brand image. Further prices of high end products may be slightly increased. Environment conscious citizens will willingly pay for higher prices as in case of organic foods.

16. Ronak has heard from his manager that their organization will be downsizing; it could be as little as 5 percent or as much as 30 percent. However, the supervisor told Ronak that "we're all under strict orders to keep it quiet" so that the agency's best employees will not seek other jobs. Mohan (one of the finest professionals in Ronak's unit), upon hearing the downsizing rumors, told Ronak that he was sure that he could get another job at a new business if a reduction in force occurred. However, openings at the new business will close soon. Mohan asked Ronak, "Will there be layoffs?" and "Should I get another job now?"
(a) What are the options available to Ronak?
(b) Evaluate each of these options and highlight which option you would have preferred, giving reasons for the same. 20

रोनक ने अपने मैनेजर से सुना है कि उसकी कंपनी में पदों की संख्या घटाई जाएगी; यह कम से कम 5 प्रतिशत से लेकर अधिकतम 30 प्रतिशत तक हो सकती है। हालांकि निरीक्षक ने रोनक को बताया है कि "हमें इसे गुप्त रखने के सख्त आदेश हैं" जिससे कंपनी के सबसे अच्छे कर्मचारी कहीं और नौकरियों की तलाश न करें।

मोहन (रोनक की इकाई का एक अच्छा कर्मचारी) ने पदों की संख्या में कटौती की इन अफवाहों को सुनकर रोनक से बताया कि उसे यकीन है कि यदि पदों की संख्या में कटौती की जाती है, तो उसे एक नए व्यवसाय/व्यापार में नौकरी मिल सकती है। हालाँकि उस नए व्यवसाय/व्यापार में भर्तियाँ जल्द ही समाप्त हो जायेंगी। मोहन ने रोनक से पूछा कि "क्या छटनी होगी?" और "क्या अब मुझे नयी नौकरी ढूंढ लेनी चाहिए?"

a. रोनक के पास में विकल्प उपलब्ध हैं?

b. उन सभी विकल्पों का मूल्यांकन कीजिए और उस विकल्प को उचित तर्कों के माध्यम से उल्लिखित कीजिए जिसे आपने चुना है।

Ethical Dilemma:

- Loyalty and duty towards organisation vs duty and responsibility towards subordinate
- passively following the directions of the supervisor vs proactively suggesting innovative steps for long term gains and short-term stability in this chaos.

Don't write anything this margin (इस भाग में कुछ ना लिखें)

Options available:

(i) Ronak should deny the rumours about downsizing

Merit
- strictly following the orders of the supervisor
- showing loyalty towards organisation
- it may prevent mass-exodus

Demerit
- in any case it is a lie
- responsibility towards subordinate compromised
- later on if Mohan is sacked, then he may develop ill-will or may even harm Rohan.

(ii) Ronak should simply tell the truth about possibility of downsizing

Merit
- it is only a possibility. Not a surety that Mohan will be sacked
- Ronak will not be blamed in future by Ronak.
- the onus is now shifted to Mohan and not on Rohan.

Demerit
- Rohan fails to show Emotional Intelligence, It shows that he buckled under pressure.
- compromised loyalty to company.

(iii) Talk to senior management about the status of Mohan and then respond

Merit
- ~~Mohan~~ Onus is not on Rohan.
- Rohan will be relieved of the pressure.
- In any case only top management knows the complete facts.

Demerit
- It is shirking of responsibility
- It may then become a precedent.

Recommendation:
• The duty towards the company as well as towards the employees need to be aligned. One should not be at

the cost of other.

- This is a short term chaos. So emotional intelligence, leadership is required.
- Rumour mongering must be checked.
- A proactive communication from the management will help in checking unsubstantiated rumours. Otherwise, it will spread like a wildfire.

So following step may be taken:

Step 1: Mohan must proactive suggest an innovative mechanism to the top management. Suggest them to hire a professional recruitment consultant, who will be assigned to help the retrenched employees get another job. This will assest the insecurities of employees.

Step 2: Frankly tell Mohan that being one of the finest professional, he assures that his job should be ~~very~~ safe. Also a loyalty at time will be fruitful for future. However, to quit or not should be his individual decision.

17. Mr. Sinha assigns a research problem in a high school calculus class. The problem is quite difficult and will require collaborative time and effort of a team. Mr. Sinha divides the class into groups of four students, gives them instructions, and tells them when the problem will be due.

Pradeep's group has an initial meeting and decides to divide up the work and then collaborate the information. Veena, one of Pradeep's group members, offers to write a particular section of the paper based on some great information she found on the Internet. The other members of the group, including Pradeep, divide the remaining work and proceed with their respective research.

One week before the project is due, Pradeep finds out that Veena has chosen to "copy and paste" most of her paper from the Internet source. Pradeep picks up on Veena's plagiarism and knows it is wrong, but he needs an "A" on this research problem in order to pass Calculus. Pradeep confronts Veena and asks her to redo her paper without plagiarizing, but Veena claims she is too busy with her other class work. She assures Pradeep that Mr. Sinha will never discover the plagiarism, and that if he does, she will take complete blame for it.

Pradeep finds himself in an extremely uncomfortable position. He feels partly responsible for the plagiarism because he is a part of the same group and he knows about it as well.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. Pradeep should forget about plagiarism as it is a common practice and ultimately he is not the one who did it.
2. Pradeep should highlight the issue to the whole group and then decide after taking everybody's advice.
3. Pradeep should talk directly to Mr. Sinha and leave it to him to take the right course of action.
4. Pradeep should himself redo the work of Veena and then submit the paper.

Also indicate (without necessarily restricting to the above options), what would you advise, giving proper reasons. 20

श्रीमान सिन्हा ने हाई स्कूल के अवकल गणित (calculus) की कक्षा को एक शोध का सवाल हल करने को दिया। सवाल अत्यंत ही कठिन है और जिसके एक समूह के सहयोगात्मक प्रयास और समय की आवश्यकता होगी। श्रीमान सिन्हा कक्षा को चार-चार छात्रों के समूह में बांटते हैं, उन्हें निर्देश देते हैं और उन्हें बताते हैं कि सवाल का जवाब कब तक चाहिए।

प्रदीप के समूह की एक प्रारंभिक बैठक हुई और कार्य को विभाजित कर, सूचनाओं को संकलित करने का निर्णय लिया गया। प्रदीप के समूह की एक सदस्या वीणा, इंटरनेट पर प्राप्त एक महत्वपूर्ण जानकारी के आधार पर शोध-पत्र के एक हिस्से को लिखने का

सुझाव देती है। प्रदीप सहित समूह के अन्य सदस्य शेष काम को विभाजित करते हैं और अपने संबंधित अनुसंधान के साथ आगे बढ़ते हैं।

प्रोजेक्ट जमा करने से एक सप्ताह पूर्व प्रदीप को पता चलता है कि वीणा ने शोध पत्र का अधिकांश भाग इंटरनेट से "कॉपी और पेस्ट" किया है। प्रदीप को वीणा की इस साहित्यिक चोरी का पता चल गया है और वह जानता है कि यह गलत है, लेकिन उसे इस शोध पत्र के माध्यम से कैलकुलस में उत्तीर्ण होने हेतु "A" श्रेणी चाहिए। प्रदीप वीणा का विरोध करता है और वह उससे इस शोध-पत्र को पुन: चोरी किये पूर्ण करने के लिए कहता है, लेकिन वीणा कहती है कि वह कक्षा के और दूसरे कार्यों में अत्यधिक व्यस्त है। वह प्रदीप को भरोसा दिलाती है कि सिन्हा जी इस साहित्यिक चोरी को कभी भी पकड़ नहीं पाएंगे और यदि पकड़ भी लिया तो इसकी सम्पूर्ण जिम्मेदारी वह स्वयं ले लेगी।

प्रदीप अपने आप को अत्यधिक असहज स्थिति में पाता है। वह इस साहित्यिक चोरी में अपने आप को भी जिम्मेदार मानता है, क्योंकि वह भी इस समूह का एक सदस्य है और इस चोरी के विषय में पता भी है।

कुछ वैकल्पिक सुझाव नीचे दिये गये हैं। कृपया प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन करें:

1. प्रदीप को इस साहित्यिक चोरी के विषय में भूल जाना चाहिए क्योंकि आजकल यह सामान्य बात और आखिरकार उसने यह चोरी नहीं की है।

2. प्रदीप को इस समस्या के बारे में पूरे समूह को अवगत करा देना चाहिए और फिर सभी की सलाह से निर्णय लेना चाहिए।

3. प्रदीप को सीधे सिन्हा जी से बात करनी चाहिए और आगे की उचित कार्यवाही उन पर छोड़ देनी चाहिए।

4.प्रदीप को वीणा के इस कार्य को स्वयं पुन: करना चाहिए और फिर शोध पत्र जमा करना चाहिए। इसके साथ ही यह भी इंगित करें कि (सिर्फ ऊपर दिये गए विकल्पों तक सीमित न रहते हुए) आपकी क्या सलाह है, उचित तर्क भी प्रस्तुत करें।

Ethical Dilemma:

- Passing in an immediate exam vs passing in the long term with values
- Role as a leader of a team, as well as a friend vs inviting the wrath of Veena

Values of integrity, honesty, dedication, hard work cannot be compromised under any circumstances.
A small compromise with values in early life will make it a habit for future as well.

Option Evaluation:

(1) Merit:
- He will remain in the good books of Veena
- Pradeep ~~will~~ may finally pass the exam
- In any case Veena is ready to take the complete blame, if caught.

Demerit:
- It is a compromise with integrity honesty, dedication.
- Pradeep fails in his role of a leader as well as a true friend
- Other team members are in dark.
- It is not guaranteed that M. Sinha will not know about this.

(2) Merit
- All the team member's right to know is respected.
- it will add to the peer pressure on Veena to change her mind
- Veena will not solely blame Pradeep.

Demerit
- if the other members too want to compromise with the values and support Veena, it will become difficult for Pradeep to follow the right path.

(3) Merit
- Onus of responsibility will shift from Pradeep.
- Pradeep will be saved from the wrath/anger of Mr. Sinha
- Veena will have no option than to drop the idea of ~~fake~~ plagiarism

Demerit:
- Pradeep must have shown his responsibility as a team-leader and as a friend. This is shirking of responsibility

- Mr. Sinha may be too strict and may spoil the career of Veena.

(4) Merit:
- scope of Plagiarism from the project is removed
- Veena will be obviously happy and relationship will not suffer.

Demerit
- This does not address the real issue of compromise with values.
- Veena will be encouraged to adopt this route in future too.
- It is not sure if Pradeep can complete the additional work in such a ~~short~~ short time.

Recommended Action:

Step1: Politely but firmly tell Veena that ~~the~~ Plagiarism is not at all acceptable. She should never do this again and rectify the mistake by doing original work in this project.

Step2: If she does not agree, then strictly warn her about consequences. Tell the whole situation to the team and warn her that he intends to tell Mr. Sinha as well. Ask her to redo the work.

Step3: As a last resort, if she does not agree then only, tell Mr. Sinha.

18. A terrorist group states that it has concealed a nuclear bomb in Delhi. The authorities have captured the leader of the group. He says that he knows the location of the bomb. He refuses to reveal the location. Torture is guaranteed to produce the information needed to ensure the diffusal of the bomb.

(a) Is it ethically acceptable for the authorities to have him tortured to find out where the bomb is and thus save thousands of lives?

(b) Suppose instead of catching the leader, the authorities have captured his 16 year old daughter. She is refusing to cooperate with the authorities. In your opinion is it morally justified to have her tortured to acquire necessary information and save thousands of lives? 15

एक आतंकवादी संगठन का कहना है कि उन्होंने दिल्ली में परमाणु बम छुपाया है। प्राधिकारियों ने उस संगठन के नेता को पकड़ लिया वह कहता है कि उसे बम की अवस्थिति मालूम है। उसने बम की अवस्थिति बताने से इंकार कर दिया है। बम को निष्क्रिय करने हेतु आवश्यक सूचना प्राप्ति के लिए उसे प्रताड़ित किया जाना आवश्यक है।

a. क्या प्राधिकारियों के लिए नैतिकता की दृष्टि से यह स्वीकार्य है कि उसवे प्रताड़ित किया जाये और बम का पता लगाया जाये जिससे हजारों जाने बचायी जा सकें?

b. यदि मान लिया जाये कि उस नेता को पकड़ने की बजाय, अधिकारियों ने उसकी 16 वर्ष की बेटी को पकड़ लिया होता और वह प्राधिकारियों के साथ सहयोग करने से मना कर रही होती।

Ethical Dilemma:

- Human Rights of a terrorist vs the safety of the life of hundreds of citizens
- Normal criminal activity vs the doctrine of the rarest of rare crime
- Passively using torture vs using innovative or sophisticated methods as a substitute in the first place
- Seeing a terrorist as an isolated individual vs seeing him as only a component of his family

Options Evaluation

(a) The Gandhian philosophy of Non-violence does not allow torture. He overthrew the mighty British Empire with this doctrine. As per I. Kant, if the means are not right end can never be right. So torture is not ethically justified as per these theories.

However, the Indian Constitution has a special provisions like Preventive Detention. It is an exceptional provision where a person without being first proven as guilty can be detained for the larger societal benefit. Also in India, we have the doctrine of the Rarest of the Rare case as per Supreme Court. Thus as per these principles, in very exceptional or ~~emer~~ emergency situation, torture may be used for larger societal benefit

Recommendation:

Step 1: First use innovative and

sophisticated techniques like Hypnotism and sedatory medicines (the way it is used in the detector test). In an unconscious mind try to extract information.

Step 2: Only as a last resort, if this does not work, then use physical torture. But immediately provide medical care after extracting information.

(b) In this case, the daughter is an innocent citizen. It is morally, ethically and legally not allowed to use an innocent citizen, be it a family member of a terrorist as a bargaining chip.

At maximum, the terrorist may be given disillusionment that if he does not reveal the secret, then her daughter may be harmed. In reality no harm should be done to her.

19. You are in a supermarket with your younger brother. Your brother draws your attention to a young child stealing food packets from the counter. He looks needy and he is taking advantage of the crowded store which the owner fails to manage in peak hours. The owner has a reputation of being a greedy and mean person.

What will you do and why? 10

आप अपने छोटे भाई के साथ एक सुपरमार्केट में हैं। आपका भाई, कांउटर से भोजन के पैकेट चोरी करते हुए एक बच्चे की तरफ आपका आकर्षित करता है। वह जरूरतमंद लग रहा है और वह दुकान में भीड़ का लाभ ले रहा है, जिसे दुकान का मालिक व्यस्ततम समय में संभाल पाने में असमर्थ है। मालिक एक लालची और मतलबी व्यक्ति के रूप में जाना जाता है।

आप क्या करेंगे और क्यों करेंगे?

Ethical Dilemma :

- Reforming the young child by ~~yourself~~ myself or handing him over to the greedy and mean owner.
- Taking only short term measure ~~to~~ or to take some innovative steps for long term rehabilitation and food guarantee of the child

This situation demands that I should

- reform the wrong values in the child by instilling the values of honesty, integrity truthfulness and hard work.

- act as a role-model to the young brother, so he also learn from this episode.

Short term Action:

- I will ask the young child to return the food packet, in a polite way. ~~I will then~~ If he does not heed my advise, then I will strictly warn him that I will inform the owner. This is done so that he finally return the stolen packet.
- Then I will enquire about his condition and buy a food packet myself and give it to him.
- As he has stolen food packet only, so I can assume that he must be a poor, hungry child.
- I will teach him values of honesty, integrity and truthfulness.

Long Term Action:

- To ensure guaranteed food everyday along with education, I will take steps to admit him in a government school. Under Mid Day Meal (MDM) scheme he will be benefited.
- If he has no parents, then I will help him to get admission in an orphanage.
- I will also teach these values to my young brother.

Don't write anything this margin (इस भाग में कुछ ना लिखें)

20. During your election duty you caught hold of a vehicle full of cash. On inquiry, it was revealed to you that the vehicle belongs to a very popular politician of the region and even the exit polls are predicting his victory. The politician calls you up to release the vehicle. You try to approach your senior to seek advice but can't reach him.

(a) What are the options available to you?

(b) What course of action will you take? 15

अपनी चुनाव ड्यूटी के दौरान आपने नकदी से भरा एक वाहन पकड़ लिया। जाँच करने पर आप को पता चला कि वाहन क्षेत्र के एक बहुत लोकप्रिय राजनेता का है और यहाँ तक कि एग्जिट पोल उसकी जीत की भविष्यवाणी कर रहे हैं। राजनेता वाहन छोड़ने के लिए आप पर दबाव बना रहे हैं। सलाह लेने के लिए आपने अपने वरिष्ठ अधिकारी से संपर्क करने की कोशिश की, किन्तु सफल नहीं हो सके।

a. आप के पास उपलब्ध विकल्प क्या है?

b. आप क्या कार्यवाही करेंगे?

Their is No Ethical Dilemma in this case. This is a purely administrative matter, that requires a pragmatic approach so that

- conflict may be minimized
- unnecessary pressure may be minimized
- physical harm to self may be minimized

without compromising with the
- demand of duty and
- the rule of law

Options Available:

i) Follow the orders of the politician and release the vehicle.

Merit
- No conflict
- No pressure

Demerit
- Rule of law is compromised
- The subordinates will be demoralised

(ii) Strictly tell the politician that ~~the~~ the officer will not follow this illegal order -

Merit
- Rule of law and integrity preserved
- subordinates morale will increase

Demerit
- Unnecessary pressure and conflict will follow
- politician's supporters may physically harm you.

(iii) Tell that it is now late and the matter is under the Election Commission's authority

Recommended Course of Action:

I will tell that the details of the cash and vehicle number has already been registered in the official log book and a copy of same has already been send to the local office of the Election Commission. Thus ~~the~~ I have no authority on this matter.

I will also tell that some local media people have taken the photographs of the vehicle when it was seized, so this issue is now in the public domain.

The idea is to strictly implement the Rule of Law. No body is above the law. But while implementing it do it innovatively without unnecessarily getting into conflict. However, if the politician is adamant, then strictly tell that ~~I~~ I cannot do any illegal activity. Later on, inform this episode to seniors and Election Commission.