



## GS - IV EXPLANATIONS

### Section A

**Qn1. (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 (150 words) 10 marks**

#### Answer:

William James, the father of psychology in the US, once said, "The art of being wise is knowing what to overlook." When we find ourselves in uncomfortable situations, learn to stop letting the untrue or irrational thoughts take over. If we do, will find ourselves living entirely different lives. We begin to filter out the lies, and focus on the positive, true information. Overtime, we react less strongly to interpersonal conflict, and, instead, just let it be.

An officer being engrossed with the periphery ignoring the core issues before him is not rare in the Bureaucracy. The reasons for the following are as follows:

- **Overcoming conflict:** In the Elevate phase of our engagement with customers, we help the organization align around outcomes. Ensuring that people are contributing to the overall goals without overlapping one another and creating incentives for collaboration when two organizations need to work together can help to mitigate the possibility of conflict.
- **Imperialism:** Imperialism happens when one group or organization tries to impose a certain way of thinking, behaving, and believing on another group.
- **Conflict exists when some agencies work at cross-purposes with other agencies.** The Agricultural Research Service tells farmers how to grow crops more efficiently, while the Agricultural Stabilization and Conservation Service pays farmers to grow fewer crops.

Examples are as follows:

1. **Any negligence in passing a construction site could cause a heavy loss of life which will be a huge injustice.**
2. **If a bureaucrat is trying to know only whether the school is opening or not and neglecting whether the children are coming or not will lead towards poor governance.**

Hence I completely agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance.

**Way forward.**

- Increasing the competence of officials through regular training.
- Change of attitude from colonial to development bureaucracy.



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- Multi-stakeholder approach – involvement of non-governmental organizations, civil society, citizens in decision-making and implementation.
- 360-degree performance appraisal – holding officers accountable.
- Converting expenditure into results for effective evaluation.

Recently, the government announced a 'Karmayogi' mission to transform the bureaucracy from a rule-based to a role-based one based on solving key issues, efficient and effective service delivery and good governance.

**(b). Apart from intellectual competency and moral qualities, empathy and compassion are some of the other viral attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions. Explain with suitable illustrations. (150 words) 10 marks**

**Answer:**

Competences are the skills, knowledge, and behaviors that lead to the successful performance of civil servants. Intellectual competencies help in achieving objectivity and cooperation, while moral qualities help build character and ensure ethical management.

**Desirable competencies of civil servants**

• See the big picture.
• Change and improvement.
• Make effective decisions.
• Lead by example and with clear communication.
• Cooperation and partnership.
• Capacity building for all.
• Achieving commercial results.
• Providing quality services.
• Value for money.
• Pace delivery.

Empathy means the ability to imagine yourself in the place of another and understand the feelings, desires, ideas, goals and actions. Compassion goes a step further, where one feels not only empathy but also a desire to help alleviate another person's suffering. So the emphasis here is on action and willingness to help.

**The Role of Empathy and Compassion in Governance:**

1. Provides a sense of relatedness and interest.



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2. Establishes a sense of belonging with citizens.
3. It allows us to better understand how others feel so that we can respond appropriately in different situations.
4. Ensures that officials act sensitively and interpret rules to advance the public interest.
5. Basic quality of administration in a welfare state.

Civil Servants who have shown exceptional empathy and compassion – **Shri. P Narhari** converted Gwalior into a barrier-free and disabled city. **Armstrong Pame** - Built Peoples Road. Compassionate Operation **Kozhikode Suleimani** Feed the Poor by **Prasanth Nair**. A wall of kindness to provide useful goods to those in need. **Dharmveer Jakhad** created **aapni pathshala** to help the children of migrant workers in education.

**Qn2. (a) The Rules and Regulations provided to all the Civil servants are the same, yet there is a 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 interacting the same Rules and Regulations against the case. Discuss with illustrations. (150 words) 10 mark**

**Answer:**

Rules and regulations are made to achieve the common good and to ensure uniformity in management. Although the rules are the same for all civil servants like the conduct rules of 1961, they differ in performance.

**This difference is the result of the different approach of state officials to approach a specific case an idea of the civil service as a whole, as can be seen from the following analysis:**

**A positive-thinking officer (holds a thought public service and values of integrity, objectivity, transparency, empathy, and compassion)**

1. **Treat rules as means to an end, i.e. public services and welfare**
2. **It reduces the number of cases of conflict of interest.**
  - a. **For e.g. awarding bids through open and transparent auction**
3. **A problem solving attitude leading to innovation and out of box solutions.**
  - a. **For e.g. IAS Shashanka Ala Initiative My School, My Garden to fight malnutrition in Mizoram most backward district**
4. **Orientation to change.**

**Negative-minded officer (elitist attitude, prioritizing personal interest, apathetic attitude towards public issues)**

1. **Rules as an end in themselves (e.g. a woman died in an ambulance in traffic jam due to movement 2021 Kanpur Cavalcade President)**
2. **Increase the number of conflict of interest cases**



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- a. For e.g. mitigation using close-favoring rules in tendering auctions.
3. ABCD approach e.g. avoids, circumvent, confuse and delay: leads to red tape, corruption.
4. Status-Quoist

Thus, the attitude of the civil servant will determine the altitude of their success in implementing the rules and regulations in both letter and spirit.

(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? (150 words) 10 marks

**Answer:**

The work of organizations like ISRO, TATA shows that adherence to ethics in human action ensures smooth progress functioning of the organization. According to United Nation Development Programme (UNDP), the ethical public officer promotes socio-economic development and unethical behaviours threaten development and loss of trust in public institutions.

**Importance of ETHICS in human life:**

- **Integrity and honesty:** Ethics help maintain a strong sense of purpose and conviction about one's work. They provide the best solution that can meet halfway with the beneficiaries.
  - For example; E Sreedharan and his role in the development of the metro and its success in the country.
- **Fulfillment of Higher Order Needs:** The Role of Mahatma Gandhi's Satyagraha in the Liberation of India. It provides the best solution that can meet halfway with the beneficiaries.
- **Better decision-making:** Driven by the values of objectivity, impartiality, empathy and compassion.
  - For others. eg: the administration has shown agility in dealing with the COVID crisis despite a lack of resources.
- **Positive minded officers:** They ensure that scheme is carried out for the purpose it was created rather than worrying about administrative aspect of implementation of the scheme.
  - For Example: When an officer at bank sends an official at the home of senior citizen for the banking services instead of refusing for the service.

**The assistance of ethical values in conflict resolution:**



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- **Impartiality:** for example, prevents favoring a son over a daughter in battle, even if it is his fault
- **Objectivity:** For example, Gandhi took the tough decision to withdraw the NCM after the chauri-chaura incident
- **Sense of responsibility:** for example, my sister accepted the act of stealing Rs 100 from my father's wallet when it was her fault employed as an innocent household help.

So ethics always help us navigate through the turbulent waters of life by being honest and having a clear conscience, thereby opening the way to the attainment of the **SUMMUM BONUM**.

**Qn3. What does each of the following quotations mean to you?**

(a) "Ethics is knowing the difference between what you have the right to do and what is right to do." -Potter Stewart (150 words) 10 marks

**Answer:**

Ethics is a set of standards that a society sets for itself that governs its behavior, choices, and actions. Ethics is the systematic study of human behavior in terms of its rightness or wrongness. Ethics is the study of what is right or wrong in human conduct. It is a branch of philosophy that involves systematizing, defending and recommending concepts of right and wrong behavior. Ethics seeks to resolve questions of human morality by defining concepts such as good and evil, right and wrong, virtue and vice, justice and crime.

**A rights-based approach focuses on rights holders and their claims:**

1. A legal obligation arises on the part of others.
2. The bearer is entitled to rights and the right to claim rights.
3. The authority to make the duty bearer responsible.
4. Is responsible for respecting the rights of others.
5. Based on a universal moral and legal-rational background.

For example, Nazi Germany saw it as its right to assert its domination over the world, but it only brought it about death and misery upon mankind.

**However, ethics is not only about enforcing rights, but also about focusing on procedural fairness action:**

1. Violation of rights is punishable; however, ethical violations only have a moral sanction.
2. Gandhiji said that rights are organically linked with the performance of duties.



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3. Law enforcement may not always be ethically correct (e.g. slavery in the US, forced labor in China)
4. Deontology strongly adheres to the principle of fairness of means instead of authority to commit
5. immoral act.

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

**Answer:**

Socialization is the process of building an individual's attitude and it is a continuous process which takes place throughout life. However, three main elements play the most important role in this process the initial stages are father, mother and teacher.

A newborn child is like a blank slate. It is the parents and teachers, who give a shape to the child like a clay pot is given shape by its maker. In our childhood, our parents and teachers used to tell us moral stories. Through this, they inculcate values to make an asset and valuable citizen for our nation. It teaches him what it is wrong and what is right. These are as follows:

TEACHER	MOTHER	FATHER
<ul style="list-style-type: none"> <li>• Discipline.</li> <li>• Spirit of enquiry.</li> <li>• Punctuality.</li> <li>• Equality.</li> <li>• Sensitization towards the weaker section.</li> <li>• A moral guide to the students.</li> </ul>	<ul style="list-style-type: none"> <li>• Love and kindness</li> <li>• Empathy for the weaker section.</li> <li>• Sacrifice for the family.</li> <li>• Balancing work and personal life.</li> <li>• Emotional intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Developing social skills</b></li> <li>• <b>Social interaction</b></li> <li>• Hard work.</li> <li>• Courage and fortitude.</li> <li>• Integrity of character.</li> <li>• Confidence</li> <li>• Resilience</li> <li>• Respect</li> </ul>

- If the child sees that his parents returned the extra money they accidentally got from the street vendor, then he will develop honesty as a character. Parents can also teach him values such as greed is a bad habit and honesty is the best policy.
- Dr. Kalam learned respect for all religions through the multicultural atmosphere in his home.

The teacher is the child's second guide, where the child spends the second most time. The student tries to imitate teacher and takes the teacher's lessons very seriously. The teacher also inculcates the spirit of inquiry in the student which can develop his mind.



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The teacher also becomes the student's moral guide, he can develop moral values as a matter of course by Guru Dronacharya, Socrates, Swami Ramakrishna Pramahans etc.

Thus, the role of father, mother and teacher remains supreme if the country is to become corruption free and a state beautiful minds.

(c) "Judge your success by what you had to give up in order to get it"- Dalai Lama (150 words) 10 marks

### Answer:

We all desire success; success means the state of achieving and accomplishing a goal or object. Being successful means achieving planned goals and desired visions.

Success provides confidence, security, a sense of well-being, the ability to contribute at a higher level, hope, and leadership. Without success, you, the group, your company, your goals, dreams, and even entire civilizations cease survive.

However, success may come at a price, in order to achieve success, one may have to give up something - one's preferred leisure time activities, sleep and a relaxed lifestyle. Instead, one must work long hours, persevere and overcome any setback with double the effort. So when a person achieves success, it must be measured against what they had to sacrifice to make it possible achieve that.

- It may happen that personal relationships are compromised in order to achieve success.
- Long-term goals are compromised for immediate success.
- Means v/s ends the debate.
- Success at Kalinga came at a huge humanitarian cost, changing King Ashoka's view of war forever
- Success at any cost (Hitler's invasion of Poland)
- If success comes at the cost of compromising honesty and integrity, then it is not worthy.
- If success creates a conflict of interest, then it must be avoided or the conflict must be resolved first.

So the Dalai Lama's saying that success should be measured by what you had to give up in order to achieve that. Hence, Dalai Lama has rightly said that one's success must be judged by the sacrifices he has to made to achieve his goals. By setting the priorities, we can achieve all our goals. Because failing individuals have given priorities to short term pleasure.





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**Qn4. (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. (150 words) 10 marks**

**Answer:**

“Good governance” is relatively a new term which has come to limelight in 1990s; however, the principle of good governance is not new to the Indian society. While throwing attention over the state of affairs in ancient India, it is noticed that the king or the ruler was bounded by the dharma which precisely meant to ensure good governance to the people.

**Features of Good Governance:**

- **Participation:** Participation in the concept of good governance here is an opportunity for everyone to voice their opinions through institutions or representations. In addition, everyone, without exception, has the right to freedom of association and expression.
- **Rule of law:** To implement good governance, the legal framework in the country must be enforced impartially, especially concerning human rights law.
- **Transparency:** Transparency means that every policy taken and implemented by the government must be carried out under existing regulations. In addition, there must be a guarantee that any information related to the policy can be accessed by everyone, especially those who are directly affected by the policy.
- **Responsiveness:** Good governance needs institutions and processes to attempt to serve all stakeholders within a reasonable time.
- **Consensus oriented:** This fifth principle is related to the decision-making process. When the decision-making process cannot accommodate everyone's wishes, then at a minimum, the decision must be a decision that can be accepted by everyone and does not harm anyone.
- **Equity and inclusiveness:** Good governance ensures justice for the community. Everyone has the same opportunity to maintain and improve their welfare.
- **Effectiveness and efficiency:** Every decision-making process and its institutions must be able to produce decisions that meet every community need. Community resources must also be utilised optimally by the government.
- **Accountability:** All institutions involved in good governance have full responsibility to the public for the sake of improving the quality of society.

**Major Initiatives Recently** two major initiatives have been taken up in India for empowering common man and effective functioning of governance which include **Right to Information and E-Governance.**

1. **Right to Information:** The citizens are the center of democratic governance. Every citizen has right to participate in public life, governance and society. Right to Information is derived from the fundamental right of freedom of speech and expression under Article 19 of the Indian Constitution which says that “All the citizens shall have the right to freedom of speech and expression. As a party to the International Covenant





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on Civil and Political Rights (ICCPR), India is under an international obligation to effectively guarantee to citizens the Right to Information as per Article 19 of the ICCPR.

2. **E-Governance:** E-governance is the public sector's use of ICTs with the aim to improve information and service delivery, encourage citizen participation in decision-making and make government more accountable, transparent and efficient.

### Conclusion

With e-governance, public actions coming under public glare would certainly induce norms and values of accountability, openness, integrity, fairness, equity, responsibility and justice in the administrative culture. Rather, administration would become efficient and responsive.

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

### Answer:

Digitization refers to the application of ICT to make government SMART – simple, moral, accountable, responsive and Transparent. Ethical problems are those matters that fit as situations or matters where the individual is a moral being he engages his moral intellect to make a decision as to whether something is right or wrong. Ethical issues in use online methods are –

1. Privacy – refers to the “zone of inaccessibility” that surrounds a person. Privacy is also a recognized foundation right. Solitude, anonymity and intimacy are also cherished human values that digitization calls into question.
2. Trust – Because government information is generally sensitive and subject to misuse, there is an element of trust plugged in.
3. Data protection - Prevention of misuse of personal data.
4. Right to be forgotten – Prevent any display of personal data once the purpose for which the data was made available has ended.
5. Computerized Decisions – Relying on computers to make decisions is a new phenomenon of artificial Intelligence (AI) is created. He lacks the human touch. The moral status of a machine cannot be equal to a human being.
6. Security initiatives – E-governance is still vulnerable to security breaches. There are three aspects to data security confidentiality, integrity and availability of information.
7. Cybercrimes – new technologies creating new opportunities for crime, new ways to steal and new ways to harm other.
8. Dependence on technology – our dependence on systems and our vulnerability to system errors and bad data the quality has increased. However, our social rules



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and laws have not yet adapted to this addiction. Standards for ensuring the accuracy and reliability of information systems is not universally accepted and enforced.

9. Digital divide – governance becomes an ethical issue when ICT tools cannot be afforded by all citizens. to be served by their government. The problems of the "digital divide" dividing society into "haves" and "have-nots".
10. Reliability – system crashes, hacking problem.

Thus, the goals of digital governance must ensure that they do not violate the goals of ethical governance. Online methodology has led to wider acceptance for 'Work from Home', which has provided a boost to encourage careers and managing work-life balance. Teleconsultation has made it easy for patients and doctors to connect at ease, especially during the time of pandemic.

**Qn5. (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. (150 words) 10 marks

**Answer:**

Securing the national interest is the highest goal of foreign policy. War is also seen as a means of security national interest. 'National Interest' is a key concept in International Relations. All the nations are always engaged in the process of fulfilling or securing the goals of their national interests. The foreign policy of each nation is formulated on the basis of its national interest and it is always at work for securing its goals.

**However, just war theory lays down the principles of war to be ethical, war must be:**

- Employed by a legitimate authority (state)
- In a just cause.
- Pay with the right intentions.
- Have a high probability of success.
- Be a last resort.
- Be reasonable.

**In addition, there are three principles for conduct in war:**

- Discrimination (distinguishing between enemy combatants and non-combatants).
- Proportionality (the damage must be proportionate to the gains achieved).
- Actions must be militarily necessary



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In addition, there are the Indian principles of dharmayuddha, universal peace and non-violence, Panchsheel, non-aggressive, no first use.

Even in the current war, Prime Minister Modi tried to open a new window of peace in Ukraine by conveying his message Russian President Putin declared that "the era of war is over". "The meaning of national interest is survival—the protection of physical, political and cultural identity against encroachments by other nation-states"—Morgenthau.

**(b) Write short notes on the following in 30 words each: 10 marks**

**(i) Constitutional morality**

Constitutional morality means adhering to the principles enshrined in the constitution. These principles include equality, respecting diversity, equal opportunity to all the gender, caste, religion and having fraternity among all. Principles of upholding the constitutional morality:

- Not indulging in the hate speech against any religion. Recently supreme court had banned a series on news channel highlighting that it targeted a specific community and violated morality of fraternity.
- Bringing more women in public sphere through reservation or providing good care and education.
- Changing the customs or traditions which discriminated against a specific caste or gender. Like not allowing in a temple or not letting them ride a horse during a wedding ceremony.
- Maintaining the welfare objective of the state where government must work towards upliftment of the downtrodden rather than plainly privatizing all.
- Taking decision through debate and discussion whether in household or at government level. It leads to empowerment of all.
- Ensuring rationality, efficiency in distribution of the resources.

**(ii) Conflict of interest**

A conflict of interest occurs when an entity or individual becomes unreliable because of 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.

- A conflict of interest occurs when a person's or entity's vested interests raise a question of whether their actions, judgment, and/or decision-making can be unbiased.



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- In business, a conflict of interest arises when a person chooses personal gain over duties to their employer, or to an organization in which they are a stakeholder, or exploits their position for personal gain in some way.
- Conflicts of interest often have legal ramifications.

### (iii) Probity in public life

**Probity in governance** is defined as following the highest standards of ethics. It means adhering to the values of integrity, honesty, trustworthiness, and uprightness etc. It demands constitutional morality from the civil servant where upholding the individual's rights, empathy for the poor and complete dedication to their welfare. Methods to oversee probity:

- Describing clear **code of conduct** and providing for code of ethics as provided by the 2nd ARC.
- Mandatory declaration of the assets of public employee along with assets of spouse and dependent children.
- **Bringing transparency** in the administration through voluntary disclosure of information, implementation of RTI act in letter and spirit.
- **Giving legal backing** to citizen charter and linking it with e governance and right to services.
- **Bringing rights based approach** of welfares where right to health, right to correct nutrition should be brought out.

Probity in governance is the initial stage towards facilitating of good governance. It will harness role of private sector and civil society in the optimum way while ensuring empowerment of citizens

### (iv) Challenges of digitalization

A common obstacle to a digital transformation is a lack of understanding of the process and the necessary steps required to complete it. Additionally, a lack of resources, both financial and technological, and strategy.

- **Business model evolution:** One of the most significant digital transformation challenges is the need to adapt your current organization's business model and align it with the overall digital change that is taking place around us.
- **The sheer volume of digital data:** One of the most significant digital transformation challenges is the massive amount of digital data generated. These days, it seems like we generate an overwhelming amount of digital data. It's clear that the key to a successful campaign is to collect as much data as possible and then make sense of it.
- **Disruptive technology advancement:** Digital technologies are constantly evolving. Today, the only thing that is certain is that it keeps changing. The way we listen to music, and the way we shop





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online and use social media are all different than they were just a few years ago.

- **Increasingly complex regulatory frameworks:** With the increasing complexity of the regulatory framework, businesses are becoming more and more reliant on external help. There is a need for quality assurance to get the job done and ensure compliance with regulations.

### (v) Devotion to duty

Devotion to duty is a virtue of great importance. You cannot claim much credit for doing your duty through external compulsion. Along with integrity and secrecy, devotion to duty has been omnipresent amongst the founding principles of armed forces, judiciaries and government bodies across the world. Consequently, devotion to duty was a natural fit into the lofty ideals that post-independence political masters expected of their officers.

- Devotion to duty, as a moral tenet, has been discussed in India since several millennia. It is remarkable that the concept has endured and made its way into regulations that govern 21st century bureaucracy.
- The principle is surprisingly agile too. Whether it is a nurse at a panchayat hospital, a Colonel at the border or a percussionist in front of his audience, application of the principle brings immediate clarity and conviction.
- Devotion to Duty perhaps sits at the heart of most gallant decisions people take in fulfilling the responsibilities their families, their employers and their country have placed on them, without even realizing it.
- Devotion to duty in its purest form is a timeless charm of immediate practical applicability. As the country marches ahead into an era of breakneck innovation, complex geopolitical considerations and a domestic recovery after the pandemic, it is an opportune time for all servants of Bharat, both civil and uniformed to re-look at this eternal ideal and re-discover the relationship with their duties.

**Qn6. (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 the protection mechanism to safeguard the whistle-blower? (150 words) 10 marks**

#### Answer:

The Uber Files incident has once again highlighted the importance of whistleblowing in the fight against the threat of corruption. Whistleblowing refers to reporting wrongdoing that occurs in an organization.

#### Whistleblower Protection Issues:

##### 1. Physical harm and victimization:



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- **Murder of Satendra Dubey:** Submitting the issue as an anonymous person will protect the life of the Whistle blower.
- Around 100 RTI activists have been killed across the country since the introduction of the RTI Act.

**2. Loss of livelihood:** Whistleblowers are sometimes cornered in the organization and in extreme situations are forced quit your job.

**3. Legislative shortcomings:**

- The internal mechanism established by the Companies Act remains subject to the management of the company company. The whistleblower will remain completely at the whim of management.
- Deficiencies in the Whistleblower Protection Act 2014
  - Limited to civil servants
  - The competent authority for receiving complaints of victimization is usually a senior official in hierarchy. This makes it difficult for the whistleblower to obtain any protection;
  - Does not allow submission and investigation of anonymous complaints;
  - Failure to put the law into practice by framing the rules.

### Policy measures to improve whistleblower protection:

**1. Amend the Act on the Protection of Whistleblowers**

- **Provide Universal Protection:** Many states in the US (like Florida, Hawaii) include both public and private sector employers under whistleblower protection laws.
- **Allowing anonymous complaints**
- **Create a robust reward mechanism for motivation.** At the same time fines against false and frivolous complaints also need to be strengthened.
- **Formulation of rules necessary to put the law into practice.**

**2. Whistleblowers' freedom to report their complaints to independent bodies, not to higher officials.** For example, in the US there are separate offices established under different laws with neutral investigators who are responsible for investigating any claims brought to them by the whistleblower. They are specially designed to receive and investigate whistleblower complaints.

Whistleblowers should therefore have an ecosystem to expose the illegal practices that take place within it any organization under the mandate of the United Nations Convention against Corruption to which India belongs signatory.

**(b) In the contemporary world, the corporate sector's contribution to generating wealth and employment is increasing. In doing so, they are bringing in an unprecedented**





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onslaught on the climate, environmental sustainability and living conditions of human beings. In this background, do you find that Corporate Social Responsibility (CSR) is efficient and sufficient enough to fulfil the social roles and responsibilities needed in the corporate world for which CSR is mandated? Critically examine. (150 words) 10 marks

### Answer:

Globally, the main contributor to GDP and employment is the corporate sector. However, it has negative externalities in formal form such as pollution, global warming and climate change workforce.

**Corporate social responsibility (CSR)** is a self-regulating business model that helps a company be socially accountable to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.

- CSR helps both improve various aspects of society as well as promote a positive brand image of companies.
- Corporate responsibility programs are also a great way to raise morale in the workplace.
- CSRs are often broken into four categories: environmental impacts, ethical responsibility, philanthropic endeavors, and financial responsibilities.

In this context, although **corporate social responsibility (CSR)** focuses on ensuring environmental sustainability, skill development, women empowerment etc. have been very beneficial to society (eg Tata's Project MANSI, Mahindra's Nanhi Kali.) but this alone is not sufficient to fulfill the social duties required in the corporate world:



### Issues and Concerns:





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1. **Post-mortem approach:** For e.g. a company that makes a profit by damaging the environment and later exploits it percentage of profit to plant trees; this is not a sustainable practice. Society should switch to green ways of generation profit first.
2. **Wrong intention:** the purpose is often only to build a brand image, not a sense of responsibility.
3. **Only medium** and large corporate houses are involved in CSR activities,
4. The way out is responsible growth and adherence to sustainability principles in all business operations.

So the need of the hour is to move from corporate social responsibility to corporate social responsibility, to monitor advancing interventions, sharing best practices, and also the ideal of sustainable and compassionate capitalism, as it is said forward Narayan Murthy.

### Section B

**Qn7. Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough. His was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly.**

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

**There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single 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-Subhash Verma wanted to see him as he was interested in the position of Manager which was to be filled in by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence.**

**During interview of the candidate Subhash Verma, he found him technically sound, resourceful and experienced marketer. He seemed to be well-conversant with tendering**



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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.

1) Discuss the ethical issues involved in the case.

As the company's vice-president (marketing), it is Prabhat's duty to support both financial and ethical well-being of the company for its sustainable long-term growth.

### Associated ethical issues -

- Integrity and trust issue with Subhas Verma-if Subhas Verma can cheat with his current company for the gain of managerial post, then what is guarantee that he will not cheat this company for further higher gains?
- Professional ethics vs personal ethics-Professional ethics demands to stick over the rules of professionalism. Subhas Verma's offer of handing over secret document is violation of professional ethics as well as personal integrity. If Prabhat accepts the offer, then it will also be considered as violation of professional ethics and personal ethics.
- Issue of conflict of conscience with Prabhat- Responsibility of two school going children and old ailing mother are prime concerns of Prabhat. Pressure of Job insecurity and serious family responsibility creates a conflict situation in his conscience.
- Self- Interest vs Morality- Subhas Verma's offer of handing over the secret document to Prabhat for gaining managerial post is an act of selfishness at the cost of public morality.
- Issues of corporate ethics violation- if Prabhat accepts the Subhas's secret documents and offer him as Manager post. Then this will be the case of serious



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violation of corporate ethics. This violation is entitled to legal battle if these things disclosed in public.

- End vs Means –if Prabhat accepts subhas Verma's secret documents then it will be the clear case of achieving the end goal by using wrong means.

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

### Options available to Prabhat

#### 1. Appoint Subhash:

- Merit
  - Profit for the company by defeating a competing company
  - A talented person, a contribution to society
  - Personal benefit because he can get him a job by helping him get a contract
- Demerit
  - Transactions guided by the vice of greed
  - Crisis of conscience for Prabhat
  - Compromise work ethic
  - Lack of confidence to enter into an agreement on merit

#### 2. Do not name Subhash

- Merit
  - Prabhat as a man of integrity
  - Confidence to get a deal on merit
  - Set a good precedent
- Demerit
  - the company may lose business
  - Prabhat could lose his job

#### 3. Not naming Subhash but taking papers from him

- Merit
  - Can help secure business for the company
  - Securing your job
- Demerit
  - Poor integrity and leadership qualities
  - Compromise work ethic
  - The company's reputation could be tarnished if these facts were to come to light in the future



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

The most appropriate option for Prabhat is option 2 i.e., rejecting the candidature of Subhash and his offer to supply bid papers of rival company. Being the Vice-President, it is duty of Prabhat to think of long-term gains and sustainable and ethical growth of the company rather than getting swayed by short term gains and short cuts to success which might bring more harm to the company in the future. Firstly, Prabhat needs to have confidence in his abilities to secure the deal on merits for his company. Secondly, there is no guarantee that Subhash, if appointed, in future will not harm Prabhat's company for his personal benefit as he is a man of poor integrity.

Thus, ethical route to profits for the company is the right choice and will surely bear fruits in long run.

**Qn8. Ramesh is State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after Tendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director, in the Home Department of the State, Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out surprise check of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted to the Additional Secretary of the State. However, he has summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy.**

**1) What are the options available to Ramesh as the Director of the Home Department of the bordering State?**

As the director of the border state's home department, it is Ramesh's duty to ensure security state and national security. The issue of illegal migration must be seriously addressed due to its dangerous impact in the form of pressure on resources, illegal activities of migrants, chances of ethnic conflicts, forced changes in demographics etc.

**The options available to Ramesh as the Director of the Border State Home Department:**



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- Toe the line of the Additional Secretary and take back the report
- Refer to the Chief Secretary and, if necessary, the Home Secretary
- Send a copy of the report to the Central Ministry of Home Affairs
- He can also try involving his superiors by bringing the issue at hand to their notice and persuade them to take appropriate action.
- He can also forward the report directly to the Union Home Ministry and highlight (a) the issue of illegal immigration and (b) the non-cooperative attitude of his superiors at the state level.
- He can share the report with the media for compelling the higher authorities to address the issue.

### 2) What option should Ramesh adopt and why?

Ramesh should accept option 2 and keep option 3 as the last message if nothing fruitful is achieved in the second option.

- Firstly, it will clearly highlight his dedication and commitment to public service, courage and conviction respect for constitutional morality. Ensuring the safety of citizens and the country is a primary civic duty servant.
- Secondly, it could lead to swift action by the Chief Secretary or Minister to deal with the threat of illegal migration both for reasons of responsibility and so as not to damage the electoral prospects of governance party in the next election.
- Corrupt senior officials as well as security personnel at border crossings may also be severely punished he abuses his position for personal gain and bets on the security of the state.
- It can even raise the issue of document forgery on a large scale
- It could lead to personal trouble if the Chief Secretary/Minister asked him to take back his report as he could to receive the punishment of banishment from the city, which makes it difficult to treat his mother and his children's studies. But joining the state civil service ramesh was aware that he might have to deal with such situations but still he took office because of the primacy he gave to public service over personal interest. An alternative arrangement can be such as providing accommodation for the family only in the city.

### 3) Critically evaluate each of the options.

To get in the line of Additional Secretary and take back the message-

#### (a) Merits

- His appointment as director and position in the city will be secured
- Good relations with the senior

#### (b) Demerits:



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- Lack of personal and professional integrity
- Endangering the security of the state with serious consequences for the future
- Crisis of conscience - it will take away his peace of mind

2. To refer to the Chief Secretary and, if necessary, to the Minister of the Interior

(a) Merits

- The primacy of national security
- The problem of illegal migration could be solved quickly
- Detect wrongdoing in the home department

(b) Demerits

- They too cannot take any action
- Sent penalty
- Personal interest will be hurt

3. Send a copy of the report to the Central Ministry of Home Affairs

(a) Merits

- Shows courage and conviction
- A man of integrity
- The intervention of the Center can ensure the national interests and security of the state

(b) Demerits

- Hostile relations with state bureaucracy
- Show the state government in a bad light for its inaction and sitting on the report

4) What are the ethical dilemmas being faced by Ramesh?

**Ethical dimensions faced by Ramesh:**

- The threat of illegal migration
- Corruption of security personnel
- Forgery of documents
- The problem of law and order in the future
- Pressure from seniors to retract report highlighting poor institutional integrity and institutionalization corruption.
- Conflict of interest (public interest versus personal trouble)



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5) What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country? (250 words) 20 marks

Political measures to combat the threat of infiltration of illegal migrants from a neighboring country

- Strengthening the protection of border areas through increased use of technology (lasers, thermal imaging)
- Zero tolerance for corrupt officials
- Bilateral negotiations and cooperation with a neighboring country
- Developing options to legalize migration through work permits, where possible, as an asset

A multi-pronged approach will therefore be needed to address the threat of illegality in a sustainable and lasting manner migration.

Qn9. The Supreme Court has banned mining in the Aravalli Hills to stop degradation of the forest cover and to maintain ecological balance. However, the stone mining was still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overrun the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with leading TV channel, suo moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining mafia and government officials, He prepared his investigative story and presented to the CMD of the TV channel. He exposed in his investigative report the complete nexus of stone mafia working with blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of 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.

1) What are the options available with Ashok to cope up with the situation?





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The case study deals with the issue of illegal mining and the related threat to law and order. This also includes journalistic ethics, collusive corruption, the connection of the mining mafia and politicians, ecological balance, ensuring compliance to the Hon. order of the Supreme Court.

### Stakeholders:

- Corrupt forest, police and civil officials
- Illegal miners and mafia.
- Young SP (deceased)
- Ashok (Investigative Journalist)
- news network (Ashok's employer)
- Local MLA.

### (a) Options available to Ashok to handle the situation.

- Do not report.
- Report to higher authorities.
- Release the message online.
- Send message to other media channels.

### 2) Critically evaluate/examine each of the options identified by Ashok.

- Do not report.
  - Merit:
    - Instantly in the good books of CMD
    - Further promotion and salary increase.
    - A concessional loan of 10 million will be taken care of.
  - Demerits:
    - My conscience will bother me.
    - Violates my integrity.
    - Against journalistic ethics.
    - Injustice on the young SP who laid down his life.
- Report to higher authorities.
  - Merit:
    - Relevant to follow the next logical step.
    - Involvement of central investigative agencies we expand the scope of the investigation.
  - Demerits:
    - Higher authorities may not be interested in them
    - In case the rot is deep, it goes all the way to the local MLA and CM.
    - Time consuming process.
    - Safety of whistleblowers.
- Leave a message online.
  - Merits:



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- Information will be publicly available.
- Presenting my case directly to the public.
- Social media is a good medium to reveal such things cases.
- **Demerits:**
  - The message may not gain attention online.
  - Can be ignored as media sensationalism.
  - The threat to life still persists.
- **Send a message to other media channels.**
  - **Merits:**
    - It can be other likeminded honest media channels interest in carefully researched message.
    - Wins both nationally and internationally.
    - Addressing all parts of society, including civil society, higher civil services, judiciary, nation level leadership at once.
  - **Demerits:**
    - It is hard to find such an honest channel.
    - I may not get due credit and recognition.
    - No other deficiencies.

3) What are the ethical dilemmas being faced by Ashok?

Ethical dilemmas faced by Ashok: -

- **Personal priorities versus professional ethics.**
- **Covert clandestine corruption versus professional integrity.**
- **Seeking the truth versus inventing or suppressing the truth.**
- **Acting independently without fear or favor versus acting under influence.**

4) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?

Option best suited for Ashok:

- **Ashoka's best course of action is to first try to convince CMD to post the message on his channel, appeal to his human values of emotion and rationality, remind him of his journalistic ethics rather than seeing the point purely from a profit and loss point of view.**
- **If they don't agree, then the next best course is to find another news outlet and give after due investigation them a message to be published on the channel. In this way, Ashok will be able to satisfy his conscience and do justice to his professional and personal values.**

5) 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? (250 words)  
20 marks



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- **Preemptive Training** – Persuasion and negotiation skills to implement Supreme Court order and acceptance local villagers into confidence.
- **Self-defense training** - Develop a strong and technologically equipped force, especially with regard to the emerging challenges of organized crime.
- **Training to act in teams**, march with flags and be careful during individual field visits.
- **Create a strong network of information** - use of conventional methods and ICT to create an information network with regard to illegal mining.
- **Integrity of character**- Such incidents occur when information is leaked from the department, identify those employees who work for the mafia and punish them.
- **End the link between** corrupt police officials and the mafia.

**Qn10** You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have aged parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In first one year, you learnt your job well and was appreciated for your performance by the management. The company is doing good business for last five years in domestic market and this year it is decided even to export to Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that ibid consignment to be cleared for the domestic market. As a part of Inspecting Team, you observed the glaring poor quality and brought 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 domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for domestic market, will tarnish the image and reputation of the company and will be 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.

1) Under the given conditions, what are the options available to you as a member of the Inspecting Team?

The case study deals with the issue of the impact of covid on youth, the responsibility of youth towards the sick parents and family, quality of service provision, corporate culture where profit is prioritized over the disproportion of social goals between service standards in domestic and international markets.

Stakeholders involved:



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- Me as an inspection manager in a footwear company.
- Family members
- Company management.
- Brand image.
- Society as a whole.

### Ethical dilemmas:

- Integrity versus work flexibility.
- Corporate transparency and accountability.
- Balancing personal and work life.
- Corporate ethics against profiteering.
- End vs. means relationship.
- Relationship with the company vs relationship with larger company

### Options available to you as a member of the inspection team.

1. Reluctantly sign the document.
2. Convince management to reconsider its decision.
3. Convince the management to sell the product in a sale with a defective product warning.
4. Refuse to sign the document.

### 2) Critically evaluate each of the options listed by you.

#### 1. Reluctantly sign the document.

##### a. Merits:

- i. Will save hard earned work after covid leadership recession.
- ii. Personal responsibilities as a family the marriage is taken care of.

##### b. Demerits:

- i. Against my core values of impartiality a Justice.
- ii. Against the core values of the corporation which it has a good image.
- iii. Against business ethics

#### 2. Convince management to reconsider its decision.

##### a. Merits:

- i. It will save the company from legal proceedings if messages appear.
- ii. In the age of digital communication, a tough competition, no such practices have time to go out.
- iii. Equality of treatment with regard to European clients as well as Indian clients

##### b. Demerits:

- i. It is difficult to convince senior management because they prioritize profit over procedural Justice.



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- ii. If management does not agree, it will anger against me and I could be isolated.
3. Convince the management to sell the product in a sale with a defective product warning.
  - a. Merits:
    - i. This can work as a middle ground.
    - ii. Only those buyers who are ready for it compromise between quality and price will buy product.
    - iii. The company will be able to partially recover losses.
  - b. Demerits:
    - i. Upper management may not agree with this.
    - ii. If the management is determined to completely restore amount, they may reject the idea.
4. Refuse to sign the document.
  - a. Merits:
    - i. It satisfies my values as an individual, and manager and the core value of rejecting the poor standard product as inspection leader team.
    - ii. Domestic market will be spared consumption of rejected shipment.
    - iii. Doing company as a favor the product is of significantly poor quality.
  - b. Demerits:
    - i. Work is important to me because of my family responsibilities.
    - ii. It may be difficult to find other work locally COVID economic recession.

3) What option would you adopt and why?

My chosen option will be-

- First I will try to convince the company to reconsider their decision as it is a good brand with high trust customers.
- Such a shipment, if it is also handled for the domestic market, will damage the image and reputation of the company and will be counterproductive in the long run.
- As a last option, I would suggest option 3 to partially recover the input costs.
- Under no circumstances will I sign for a consignment for sale in India.

4) What are the ethical dilemmas being faced by you?

In this case the ethical dilemma is: -

1. Self-Interests vs. Public Interest: - How can I save my job or fulfill my duty to society by doing so recognize the truth or expose the truth and lose your job



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2. Corporate ethics against profiteering by unethical means, how the company wants me to erase the wrong shipment and make a profit while disregarding the laws of the land.
3. Choosing a hard life by subscribing to the principles of integrity and truthfulness because it can cause loss work or choose the easy life by submitting to society's dictates.
4. End versus means the relationship is completely ignored by society. They violate the rules of business ethics and practice in terms of the duality of standards for selling a product in different markets.
5. Relationship with co-workers and relationship with the larger company, because revealing the truth may affect my work, while not revealing it can cause loss to the larger company and set of norms.

5) What can be the consequences of overlooking the observations raised by the Inspecting Team? (250 words) 20 marks

### Consequences of ignoring observations made by the inspection team.

- Loss of trust in society
- Damages the social image of the company.
- Limited product quality.
- Loss of revenue for the company
- Damage to social image.
- Financial losses can be recovered, but image loss is not so easily recovered

Qn11. Rakesh was working as Joint Commissioner in Transport Department of a city. As a part of his job profile, among others, he was entrusted with the task of overseeing the control and functioning of City Transport Department. A case of strike by the drivers' union of City Transport Department over the issue of compensation to a driver who died on duty while driving the bus came up before him for decision in the matter.

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

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



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and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 years of age, was survived by his wife and two school-college going daughters. He was the sole earner of the family. The City Transport Department workers' union took up this case and when found no favourable response from the management, decided to go on strike. The union's demand was two-fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains.

### 1) What are the options available to Rakesh to meet the above situation?

The above case study is an example of the dilemma between professional duty and human values. Situation it requires the need to find a balance between being able to maintain professionalism but not lose our human values.

#### Stakeholders

- Rakesh as Transport Commissioner department.
- Deceased bus driver.
- A middle-aged man.
- Union of drivers.
- The family of the deceased bus driver.

#### The options available to Rakesh to meet the above situation.

- Providing compensation to the family.
- Providing employment and compensation to the family.
- Denial of employment and compensation to family.
- Denial of employment and compensation to family under undue union pressure, but find other schemes by which help can be provided to the family.

### 2) Critically examine each of the options identified by Rakesh.

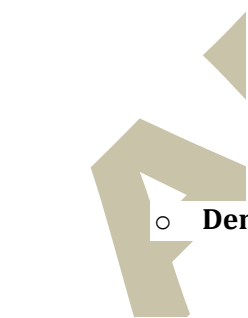
- **Providing compensation to the family.**
  - **Merits:**
    - It can be done out of compassion.
    - Compassionate behavior to deceased family, family support members including daughters.
    - Calms and lends a helping hand damaged family.
    - May end 10-day strike
  - **Demerits:**
    - Violating the discipline of others.
    - It was the driver who lost his temper as seen in FIR.
    - Permissiveness can further encourage such behavior.
    - Unfair and unfair demands should not be agreed upon on.





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- **Providing employment and compensation to the family.**
  - **Merits:**
    - This goes beyond mere compassion and creates job opportunity for future.
    - Gain loyalty and trust Corporate drivers.
    - It also ends the strike.
  - **Demerits:**
    - Violating the discipline of others.
    - It was the driver who lost his temper as seen in FIR.
    - Permissiveness can further encourage such behavior.
    - Unfair and unfair demands should not be agreed upon on.
- **Denial of employment and compensation to family.**
  - **Merits:**
    - As is evident, the passionate dispute between the driver and the driver of the car occurred and the driver lost his temperament.
    - FIR reveals that there was an argument started the bus driver and resorted to physical violence.
  - **Demerits:**
    - Shows an inhumane attitude towards the family.
    - Driver was the sole bread winner of the family.
    - A family should not be punished for a mistake Driver.
    - Loss of trust in the company by other drivers.
- **Denial of employment and compensation to family under undue union pressure, but find other schemes by which help can be provided to the family.**
  - **Merits:**
    - Demonstrates conviction of character and integrity.
    - It is evident that the fault was with the driver, he lost nature, he not only threatened his own life but compromised the lives of others bus.
    - The Union is also wrong here and making efforts undue pressure.
    - Even if it is clear that the driver was at fault, but it is not right to punish his family for his bad behavior so i will search and release PF, and any other schemes I can provide that the education of his daughters is taken away take care of.
  - **Demerits:**
    - No Demerits



### 3) What are the ethical dilemmas being faced by Rakesh?

#### Ethical dilemmas facing Rakesh

- Behavior of professional duties versus human values
- Conflict resolution versus choosing the right thing.
- Show strength of conviction, withstand pressure to influence independent judgement.
- The principle of justice versus empathy and compassion for the deceased family.



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**4) What course of action would Rakesh adopt to diffuse the above situation? (250 words)  
20 marks**

The Rakesh would adopt the Option 4 for diffusing the above situation as it says that Denial of employment and compensation to family under undue union pressure, but find other schemes by which help can be provided to the family.

**Qn12. 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 certificate in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper 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 majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became very 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 them to close their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you representation requesting against the closure of the units, You simultaneously started receiving threats from unknown corners. You however received supports from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately.**

**1) What are the options available to you under the given situation?**

The case study presents issues such as environmental management, compliance, development dilemma and job creation vs. environmental protection, the rights of other living species in the environment, the rights of other people who they are facing health problems.

### Stakeholders

- Me as an officer in EPCB.
- Industries.



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- Migrant workers and their families.
- Owners of these industries
- Other personal interests and local politicians.

### **The options available to me in the given situation.**

1. Proceed with fresh notification to all industrial units for submission of latest certificates of compliance, till then all close the unit.
2. Continue in the previous state
3. Fix meetings between different stakeholders and find a middle ground.
4. I would call a meeting with all the owners of the industries and environmental NGOs and talk with them to come to some common ground like setting a limit on using harmful elements and using better alternatives wherever available or possible, and with the help of the NGOs convince the medium industries to take new environmental clearance etc.

### **2) Critically examine the options listed by you.**

1. **Proceed with fresh notification to all industrial units for submission of latest certificates of compliance, till then all close the unit.**

**a. Merits:**

- i. Strict compliance.
- ii. Compliance with the principles of the rule of law.
- iii. The environment is protected.
- iv. Health care is provided.

**b. Demerits:**

- i. Loss of jobs.
- ii. Migrant labor issues may be a concern.
- iii. Alternative employment for migrants.
- iv. Deindustrialization.

2. **Continue in the previous state**

**a. Merits:**

- i. Job losses will be avoided.
- ii. Industry concerns are addressed.

**b. Demerits:**

- i. Compliance with the environment.
- ii. Against Article 21, the right to a clean environment.

3. **Fix meetings between different stakeholders and find a middle ground.**

**a. Merits:**

- i. A consensus was reached.
- ii. All stakeholders will be heard.

**b. Demerits:**

- i. It can further complicate the problem.
- ii. It is difficult to find common ground.



## GS - IV EXPLANATIONS

4. Take a breather, continue with the previous permission confirmation and make sure at the end of the cycle strict compliance for new certificate

a. Merits:

- i. It gives the industry an opportunity to reform themselves.
- ii. The problem of migrant labor is being addressed.

b. Demerits:

- i. There may not be an immediate health problem addressed.

3) What type of mechanism would you suggest to ensure environmental compliance?

**Mechanism for ensuring compliance with the environment:**

- The issuing department is also to blame, here the misconduct occurred with the consent of the control authorities as well as industry, this should be examined.
- EIA of these industries.
- A technological mechanism to ensure frequent inspections.
- Prohibition of new industries without proper approval.
- Consent should be taken on a case-by-case basis and not become another bureaucratic process corruption growth.
- A committee headed by a retired HC judge may be set up to grant such permissions.
- Awareness of environmental issues and treating the environment as a common heritage for future generations.

4) What are the ethical dilemmas you faced in exercising your option? (250 words) 20 marks

**Ethical dilemmas we face when exercising options:**

- Development vs environmentalism.
- Integrity of character and courage of conviction in the performance of duty against the odds.
- After due process of law.
- Deontology vs utilitarian approach.
- The right to a healthy life versus the right to employment.
- Adherence to procedure in the interest of his vs. compliance with the spirit of the law. (Verification obtained in theory, but in practice industries remain polluting units.