

Karan More (B1)

time- 93 min



# UPSC Super Simplified

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INDEX TABLE			INSTRUCTIONS
Q.No.	Maximum Marks	Marks Obtained	
1	20		
2	20		
3	20		
4	20		
5	20		
6	20		
Total Marks Obtained :			1. Do furnish the appropriate details in the answer sheet (viz. Name, Mobile Number and Mail Id). All questions are compulsory. 2. The number of marks carried by a question/ part is indicated against it. 3. 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. 4. Word limit in questions, if specified, should be adhered to. 5. Any page or portion of the page left blank in the 'Question-Cum-Answer Booklet must be clearly struck off.
Remarks :			

Q.1) You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tendered her resignation and left your office.

1. What are the options available to you?
2. Evaluate each of these options and choose the option you would adopt, giving reasons. (250 words)20

Above case reflects the dilemma today's organisation face whether to choose employees with integrity of character or with aptitude, and ability to perform.

Since Mr. A has shown performance but his personal conduct reflects the lack of character following can be options available as Executive Director

1) Asking the female Mrs. X to reconsider her resignation by assuring her that strict warning will be served to Mr. A.

merit	demerit
1) Mrs. X may listen & Mr. A will heed to warning	2) Mrs. X may not listen & instead can go to police

2) company's high performance can be maintained.

3) matter will disposed off

2) Despite warning Mr. A may continue misbehaviour without any fear of actions

3) shedding of responsibility - will set bad precedent.

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2) Asking Mrs. X to consider her & company's career, growth prospects & contribution of Mr. A & then asking her to ignore the matter

merit

dement

i) company's performance can be maintained.

2) Mrs. X may consider it considering her career prospects

i) Mr. A's misbehaviour will go unpunished

ii) will impact work culture

iii) Against spirit of Good Corporate practice

3) Assuring Mrs. X has her complaint will be taken to Internal complaint committee & also Mr. A will be give chance to present his side of



the case.

merit

Demerits

- i) will ensure uphold of POSH act - legal immunity
- ii) will boost ethical image of company
- iii) Mrs. X case will set example for others to ensure gender inclusivity

- i) ECC may not be impartial
- ii) the conclusion of case may take time
- iii) Mr. A may not contribute to company's performance

Considering above options most appropriate option would be option 3 as

- i) It will uphold the legal aspect & also company's legal responsibility
- ii) most importantly It will create gender friendly conditions & will serve warning for others
- iii) It will send message that integrity of character is measure of performance not just output.

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iv) Good image of new emerging brand of company will attract fresh talent & work culture will be democratic.

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Organisation as Warren Baffet said  
need to focus on integrity over intelligence  
& energy. and despite performance,  
efficiency if character is lost everything  
is lost.

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Q.2) You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposals of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared.

1. What are the options available to you?
2. Evaluate each of these options and choose the option which you would adopt, giving reasons. (250 words)20

Above case is a clear case of ethical dilemma a chairperson of interview Board may face whether to uphold the merit & justice or compromise it for some perceived later gains like here modernisation of technical institute.

Being the chairperson of interview Board following are the options available

i) Succumbing to the request of Personal Secretary - favouring candidate of his choice in return for sanction of funds to institute.

### Evaluation

- i) This may seem obvious choice without any immediate loss but it will sacrifice merit & integrity of interview process
- ii) It will be injustice to the aspirants.

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iii) Most importantly it will create cognitive dissonance if chairperson is person of morality

I) Another option would be outrightly refusing PS demand & asking him whether he agrees or not it is his duty to do his job

### Evaluation

- i) This move reflects courage of conviction & will uphold merit & Justice in process
- ii) But PS may create other issues to get things done & also may derail the funds sanction.

II) ~~Not only~~ outright Asking PS that it is against law & rule of institute & if PS threatens going to senior official directly seeking his/her intervention

i) This will keep intact integrity of the process at the same time bringing senior official in the

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top will ensure that despite PS efforts funds will be sanctioned as by law.

ii) ~~Senior~~ But senior official may be involved in it - it will further create issues

The most appropriate option would be option 3 as

- ① It will uphold the professional ethics as well as moral principles of chairperson
- ② Promoting fairness in interview process will improve the image of institute & uphold Justice
- ③ for requirement of fund senior officials can intervene.

Here choice for chairperson is to choose between ethical capital of institute and physical capital but the right choice would be ethical capital.

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Q.3) Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area. So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India, however, this age is 14 years.

The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say that employing children saves the costs for these units leading to higher profits to the owners.

On your visit to one of the units at Sivakasi, the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

- i. Bring out and discuss the ethical issues involved in the above case.
- ii. What would be your reaction after your above visit? (250 words) 20

child labour is worst form of ethical crisis that today's society suffers as it not only deprives children of their physical, social, moral, spiritual growth but also makes nation poorer in the long run.

considering the facts of the case like

- 1) false representation of firm as household firm
- 2) legal loopholes being misused
- 3) firecracker industry vital livelihood support for locals.

The following ethical issues can be raised

- ① Denial of right to education, right to protection against exploitation & most importantly right to dignified human existence to children
- ② Reflects ethical egoism & selfishness displayed by owners of firms.
- ③ Reflects socially & environmentally and also ethically unsustainable model of economic growth.
- ④ Governance Gaps & Discompassionate admin.

Considering above ethical issues my Reaction would be that

- i) Proper investigation of all such firms misusing legal loopholes
- ii) firstly asking all firms who are found in faulty practices to voluntarily comply in lieu of certain compensation & lenient treatment.

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iii) Those who don't comply taking action against them.

iv) For children found in such firms comply postponing will needs for their reintegration in schools, Proper child care etc.

v) As livelihood of region depends upon fireworks industry adults may be permitted to work

vi) As long term measure promoting alternative industries, skills, business like SHGs for women etc. → for sustaining livelihood.

The case also requires bringing sensitization about child labour as bringing laws will not help unless society as a whole embrace the change.

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Q.4) Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined. He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice. Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? (250 words) 20

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for the spirited young civil servants like Rameshwar seeing the pathetic condition of administration described above not only morally diminishing but reflects institutional crisis & lack of culture of integrity.

As a responsible friend and also a person of high moral values my advice to Rameshwar would be in options like

↳ Treat such bureopathological issues as part of service & focus on career goals instead of acting as crusader

→ But the above option <sup>will</sup> reflect the self-interest of Rameshwar at the cost of larger good.

(ii) Rameshwar can be told that he should approach to senior officials narrate his case & see what happens

→ no doubt it will bring to the notice of seniors the ground issues but senior themselves are involved then Rameshwar may face harassment.

(iii) Nextly if Rameshwar is satisfied that seniors are not listening & the conditions prevailing will cause harm to civil service values then he must bring it to the notice of public

→ However, it will be seen as extreme step and Rameshwar will face harassment & there is no guarantee that action will be taken.

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considering the case for Rameshwar it is important that he should not compromise his integrity & must display courage to stand against wrong.

Rameshwar can be reminded of the role models like Ashok Khemka, Sanjeev Chaturvedi, T.N. Seshan who stood for the what they considered right.

Honesty has a price but in the long run what is the cost of guilt of ignoring wrong is far more than short term difficulties.

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Q.5) Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival. Discuss some feasible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development. (250 words) 20

The development vs environment conflict emanates from the faulty conception of development which need to be viewed in today's times from multidimensional & socioeconomics & environmental perspective.

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\* why conflict betw.  
Development &  
Environment

① Industrial grand  
model of development  
ignoring ecology of  
countries  
e.g. mining at the  
cost of environment

② Linear model  
of development  
like take-make-  
& dispose  
e.g. 8 million tonnes  
each year in oceans

③ Development - targets  
in trillions of dollars  
not in natural capital  
creation

④ Gandhiji -  
enough for  
everyone's need  
not for anyone's  
greed - but  
still consumerism  
e.g. 1/3rd food wastage  
in developed world.

Hence to eliminate this conflict  
Need is to have

i) Reconceptualising Development

e.g. small is beautiful model instead  
of grand model

↳ localised solutions to local problems  
by using local resources.

↳ e.g. Experiments in Bhutan  
to minimise waste & promote  
integrated livelihood.



## 2) Reimagining Pillars of development

- ① Nature based solutions for livelihood  
e.g. Bombo in northeast
- ② Accounting for natural capital creation
  - Green GDP
  - Accounting for ecosystem services
- Community led development not corporate led.

3) Realising carrying capacity of ecosystem & keeping Hotspots integrity protected  
e.g. ESZ in western Ghats.

4) Protecting & Homing the interest of tribal & forest fringe communities

e.g. FRA, 2006

Chattisgarh model of procuring minor forest produce.

5) Environmental Governance

legal regime / polluter pay principles / sanctions for violation

- continuous monitoring instead of environmental clearance
- Community involvement in EIA report in proper spirit.

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6) Sustainable relations through circular economy & wise consumption & production cycles  
↳ implementing SPUs / moving away from fossil fuel.

7) International collaborations through UNFCCC / UNEP / World Bank  
↳ on common but differentiated Responsibility principle (CBDR)

If we see development from people-planet & Prosperity for all perspective environmental health becomes integral part of it & there is not environment vs development rather environment and development as without healthy

Environmental development is what  
UNPP called as Ruthless, hopeless &  
futureless.

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Q.6) One of the scientists working in the R&D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 30 crores. It was unlikely that the company would recover the costs as the disease was rampant only in poverty-stricken areas having very little market otherwise. If you were the CEO, then—

- (a) identify the various actions that you could take;  
(b) evaluate the pros and cons of each of your actions. (250 words) 20

Certainly Good Health is luxury of the elite as neither governments nor private players have time, & resources to target the health concerns that affect the poor.

for Pharma companies through investing in R&D is choice of future profit & risk is involved in trials but what matters to company lives & dignity of tribals or R&D expenditure is the main question.

\* Hence As a CEO following actions can be taken

I) Ignoring the positive impact the drug promise as it will not have significant

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gains to company

→ Though no one will question company for not investing in R&D but it will at the cost of social Responsibility & life of tribals

2) Taking the issue to the Board of directors meeting - seeking their opinion - whether company should invest in R&D → if they approve then doing R&D if not then not doing

→ Certainly BoD will take into consideration financial health of company & shareholders interest and may or may not invest in R&D.

Pros	Cons
i) CEO will get BoD sanction → legitimacy to decision ii) Boost ethical image of company - may have long term gains	i) high cost-risk for company ii) R&D may not succeed & CEO may face sanctions

iii) tribals will be relieved of ill health

iv) overall growth of society & pharma company

iii) Drug may adversely react  
- risk averse tribals needs to be convinced.

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12) CEO - can partner with Government, NGOs like B & M Gates foundation, GAVI to help gather funds for R & D & collectively find solutions

Pros

Cons

① Involvement of Govt, NGOs - legitimacy to company

② Govt. can convince tribal - trust based relation between them for vaccines

③ NGOs can help in ground works, volunteer support

i) Process may delay  
2) CEO may not succeed in his/her endeavours  
3) Company may face losses.



Considering above evaluation for  
CEO going for collaboration will  
MNCs/Government seems better  
option

No doubt for corporate companies  
Profit & shareholders concerns are  
sole agenda for investment but  
need is of today's times what  
COVID-19 reminded us that threat to  
health anywhere is threat to health  
everywhere

Today need is to have ethical  
corporate social Responsibility incorporating  
compassionate capitalism by focusing  
on Planet - People - Profit & stakeholders  
interest

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