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Q13

Case study. A private company is known for its efficiency, transparency, and employee welfare. The company though owned by a private individual has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union. One day suddenly in the morning, about 40 men belonging to a political party gatecrashed into the factory demanding jobs in the factory. They threatened the management and employees and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party. The company maintains high standards in integrity and does not extend favors to civil administration that also includes law enforcement agencies. Such incidents occur in the public sector also. (a) Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises? (b) What could be the long-term solution to the issue discussed in the case? (c) Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees, and the performance of the employees. Analyze the consequences of each of your suggested actions.

UPSC Civil Services Mains 2015 · GS IV · 20 marks · Ethics Case Studies

Case Studies on above issues.

Core demand of the question

- Private cooperative-style firm, 700 staff, no union; about 40 political-party men gatecrash demanding jobs while remaining party volunteers. Company gives no favours to administration.
- (a) As CEO, diffuse the volatile day. (b) Long-term solution. (c) Analyse consequences of each action on you, employees and performance

Revision summary

Forty party men occupying a factory is extortion, not job counselling.

Diffuse the day with lockdown, a recorded demand for police, and talks only after they leave the floor - no panic appointments.

- **Long term:** transparent recruitment, lawful protection without bribing administration, and a completed trespass case.

Paying or hiring the mob demoralises 700 employees and wrecks performance.

A worker counter-attack risks blood and cases; it is not a strategy.

Introduction

A factory that refused to buy the police is now hosting a mob that wants a salary and a party card together. My first duty is the safety of 700 people inside. My second is not to purchase a permanent occupation of the rolls.

Body

Stakeholders

- Employees who feel demoralised and threatened.
- The 40 gatecrashers and the political party behind them.
- You as CEO, owners, and lawful job-seekers outside.
- Law enforcement, which this firm has not cultivated with favours.
- The public interest in a factory that pays taxes and does not become a party camp.

Values

- Rule of law, safety, dignity of workers, and refusal of extortion.
- Courage without a macho clash that gets someone killed today.
- **Fair recruitment** later, not a panic hire of a militia.

(a) Diffusing the day

- Do not start a physical fight with 40 men. Lock down inner production if needed, keep women and vulnerable staff away from the gate, and give one calm public instruction: we will talk, we will not be beaten into a roster.
- Call the police in writing and by phone, on speaker with a witness, recording the time. The firm's past refusal of favours does not cancel the State's duty to remove a trespass. If the local station delays, escalate to the Superintendent of Police and the District Magistrate with a written request for protection of life and property.
- **Offer a single meeting in a visible room:** two managers, no signing of appointment letters under threat, water, and a statement that jobs follow advertised process.
- Ask the group to leave the shop floor; talking continues only after the illegal occupation ends. If they refuse, that fact goes in the police complaint.
- Do not distribute cash, "token jobs", or a promise that they can remain party workers on the payroll. That is the demand; paying it today trains the next 40.
- Inform staff in one honest line so that rumours do not start a stampede or a counter-mob.
- Medical aid on stand-by; no hero speeches from the gate.

(b) Long-term solution

- **Institutionalise lawful recruitment:** public notice, criteria, local employment where skill fits, and a record that can be shown to any party.
- **Seek a standing, professional relationship with administration that is clean:** courtesy, compliance, and insistence on equal protection, not envelopes.
- **Worker voice without a captured union:** grievance committees, and if workers later choose a union, deal with it under labour law rather than pretending 700 people have no interests.

- **Legal follow-through:** trespass, intimidation, and, if facts support, unlawful assembly. A withdrawn complaint after a "settlement" invites a sequel.
- **Industry association and State:** ask for a published protocol on political occupation of workplaces.
- Physical security that is defensive, not a private army.

(c) Consequences of actions

- **Action:** immediate police help and refusal to hire under threat.
- **On CEO:** risk of political anger and a delayed rescue if the station is captured; also the only path that keeps the chair honest.
- **On employees:** fear during the wait; then restored dignity if the mob leaves. If police never come, morale falls further - which is why escalation must be real.
- **On performance:** a lost shift today; a saved firm tomorrow. Paying the mob would raise absenteeism of honest workers and destroy productivity through fear.
- **Action:** hire some of the 40 to "calm the day".
- **On CEO:** short peace, long blackmail, possible illegal appointment.
- **On employees:** demoralisation, two classes of staff, pressure to join the party.
- **On performance:** a politicised shop floor, quality fall, and likely a union of the wrong kind - a party cell.
- **Action:** pay cash to leave.
- **On CEO:** cheap today, endless tomorrow.
- **On employees:** shame; some may leave.
- **On performance:** the factory becomes a toll booth.
- **Action:** vigilante eviction by workers.
- **On CEO:** criminal liability if someone dies.
- **On employees:** injury and later cases.
- **On performance:** a war, not a plant.
- **Action:** long-term clean recruitment plus persistent lawful protection.
- **Cost:** time and some political noise.
- **Gain:** the cooperative character that the stem praised can survive.

Flow diagram

Gatecrash for jobs -> Staff safety lockdown
 Staff safety lockdown -> Recorded call to police and DM
 Recorded call to police and DM -> Talk after occupation ends
 Hire under threat -> Permanent blackmail
 Pay to leave -> Factory as toll

Conclusion

- **Today:** protect people, call the State on record, talk only after occupation ends, hire nobody under a stick. Long term: fair jobs, clean insistence on police duty, and a complaint that is not withdrawn. Buying the mob would end the firm's integrity faster than a lost shift.

Facts & figures

Criminal trespass and intimidation

Occupation of a factory with threats is a police matter; a private firm cannot be asked to self-insure against a party mob.

Equal protection of laws

Article 14: a company that does not bribe still has a right to the same law-and-order service as one that does.

Fair recruitment

Advertised criteria beat both nepotism and a political list of forty.

Labour law and unions

Workers may later unionise lawfully; a party militia on the rolls is not a substitute for that right.

Written escalation to DM and SP

Creates a trail when a local station is slow; essential for a firm that has refused informal favours.

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