

# NEXT IAS

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(To be filled by candidate)

Name of Candidate : Annapurna Singh

NEXT IAS Roll No.: PTTP 220600 Date of Examination : .....

Exam Centre : Old Rajinder Nagar  Bhopal  Online

Test Code : TC074 Program : FLT  FLT+

## MAIN TEST SERIES 2023 (FULL LENGTH TEST-4)

### GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 59 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

Candidates must read the instructions on this page and the following pages carefully before attempting the paper.

Candidates should attempt the questions strictly in accordance with the instructions specified in the question paper and in the space prescribed under each question in the booklet. Any answer written outside the space allotted may not be given credit.

Question paper will be provided separately and can be taken by the candidates after conclusion of the exam.

SUBJECT/PAPER:  
GENERAL STUDIES

Invigilator's Sign. : .....

(For filling by Examiners only)

Evaluator Code :

Q.No	PgNo.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
4. (c)	17			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	37			
10.	42			
11.	47			
12.	52			
<b>Grand Total</b>				

Signature

MACRO COMMENTS



## IMPORTANT INSTRUCTIONS

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

### DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any leaves from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

### DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

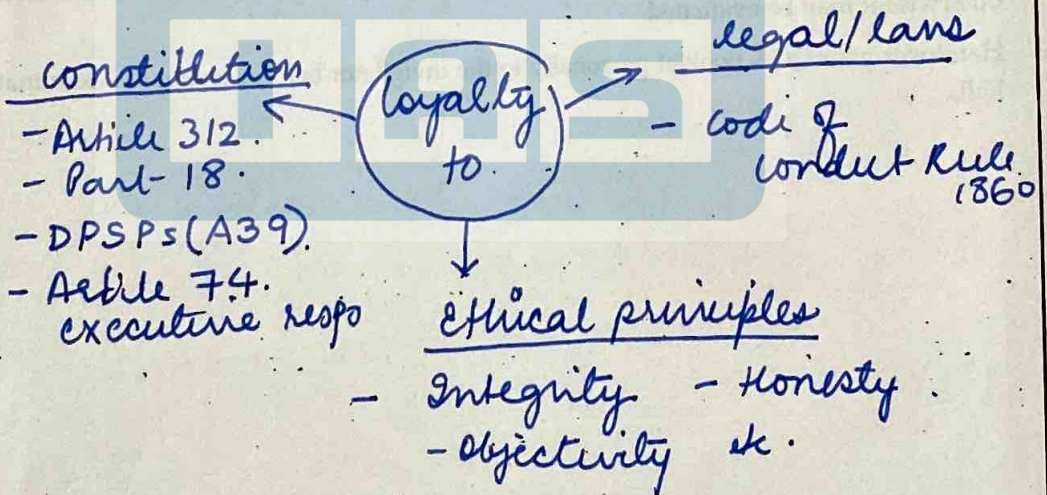
खण्ड-A / Section-A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss. (Answer in 150 words) 10 Marks

"In public service, if character is lost, everything is lost"

Legal principled actions guided by code of conduct rules, constitution, laws, and morally principled actions by a code of ethics & conscience.



Primacy & reason

constitution or Ethical principles or laws.

depending on ones situations

o Constitutional primacy → ① Reflects vision of founding fathers for service delivery  
 → ② skeleton to decision making with constitutional morality, Liberty, Equality etc  
ex - Preamble justice, equality

Ethical principles & laws must be balanced

o Ethical principles > laws  
 → ① When humanisation of public service needed  
eg - Mysuru Mayor delivering checks to deceased family of employee personally during covid

o laws > Ethical principles  
 → ① Objectivity in decision makes  
eg - Punishing Adolescent in Nirbhaya gang rape for heinous crime.

Hence relative subjectivity as the guiding light with underlining motto for public servants i.e.

"Sheelam param Bhushanam"

- (b) "सत्यनिष्ठा पर आधारित सविनय अवज्ञा" से आप क्या समझते हैं? क्या आपको लगता है कि व्यक्तिगत सत्यनिष्ठा को चुनौती देना सिविल सेवाओं में जिम्मेदार अवज्ञा का न्यायसंगत कारण हो सकता है? व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

(What do you understand by "integrity-based civil disobedience"? Do you think a challenge to personal integrity can be a justifiable cause for responsible disobedience in civil services? Explain.

(Answer in 150 words) 10 Marks

Integrity based civil disobedience refers to non compromise with ones values & ideals even if authority or laws demands so.

ex - Mahatma Gandhi in Champaran Satyagraha for justice for farmers.

Challenge to personal integrity justifiable of civil services disobedience:-

① "If laws are unjust, it becomes our moral duty to not follow them"  
- Mahatma Gandhi

② To uphold Maslow's hierarchy of satisfaction

ex - Without adherence to personal integrity, personal satisfaction hampered

③ Moral turpitude in face of political pressure is solved.

ex - Durga Shakti Nagpal against sand mafia nexus.

Not justifiable cause

① leads to ethical subjectivity

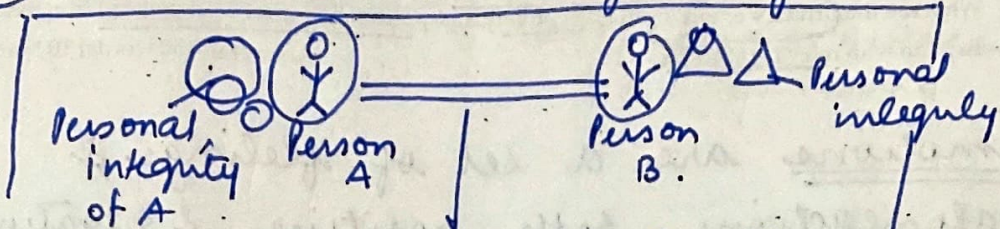


fig: variation in personal integrity

Civil service rules as common framework.

② Mature democracy like ours have filtered laws diluting need for civil disobedience in services

③ Other channels

↳ CAT, SAT

↳ whistleblowing in dept. hierarchy etc.

Instead Professional integrity rather than personal must be adhered to to ensure smooth functioning.

2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples. (Answer in 150 words) 10 Marks

Emotions are a set of feelings & val reactions, both positive & negative, that are a result of human affective, cognitive & behavioural situation

eg- Captain Batra's patriotic emotions (Kargil war)  
Emotions impacting :-

<u>Personal lives</u>	<u>Professional lives</u>
<p>① <u>Positive impact</u></p> <p>② <u>Happiness</u> creates a healthy family environment &amp; relation</p>	<p>① <u>Positive impact</u></p> <p>Brings good workplace efficiency</p> <p>eg- Google's work culture</p>
<p>② <u>Negative impact</u></p> <p>eg- Jealousy of Kaikei in Ramayana affect</p>	<p>② <u>Negative</u></p> <p>Anger of SP in manipulated to thrashing of boy violating covid norms [Bureaucratic apathy]</p>

Primary emotions impacting workplace productivity :-

Emotion

Impact on productivity

I Negative

1. Jealousy to co workers' success

- ① can led to self doubt.
- ② apathy to the worker.
- ③ reduces own performance

2. Anger at workplace

- ① on subordinates  
[eg] can hurt innovation & harmon. relation
- ② towards seniors  
↳ unhealthy workplace

II Positive

③ Compassion

- ↳ improve inclusivity
- [eg] zomato period leaves
- ↳ reciprocation leads to good work env & leadership [eg] APJ Kalam

④ determination

- ↳ Efficiency in output
- [eg] T.N Seshan.

Negative emotions are like acid that will affect the vessel & surrounding, but positive emotions are the anti dose to the acid. Positive emotions can ripple effective service delivery

- (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्वपूर्ण है? क्यों/क्यों नहीं?

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not?

(Answer in 150 words) 10 Marks

Ethical efficiency is the balance of ethical values & efficient service delivery.

ex - Jamboli Ayyaj in Bastar tribal district for basic service delivery

Ethical efficiency ensures :-

- ① A combination of

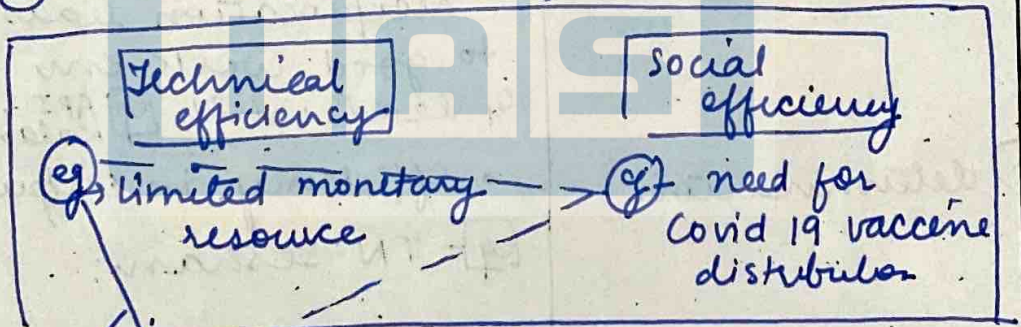


Fig. Combination  
eg) Transparency in delivery by Arogya Setu app.

- ② Timely delivery of justice

eg - e courts & NALSA.

- ③ upholds Gandhian talisman

& "Knowledge without character" is a sin in principle.

Ethical efficiency vs Technical & Social efficiency

More important

- ① Efficiency without ethics can lead to resource use & meeting needs without INCLUSIVITY.
- ② Minimalist guy principle based on Rules only without ethical efficiency.

Not more important

- ① Rather a balance of 3 is required for ends meeting just means [utilitarianism + deontology]
- ② This will lead to good governance by ethical & e-governance.

"In looking for things to hire, look for ethics, energy & efficiency in people. But without the first, the other two will kill you."

- W. Buffet

3.

(a) "मनुष्य जीवन के एक विभाग (मामले) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में गलत काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता पेशेवर जीवन को प्रभावित करती है या उन दोनों को विभाजित किया जा सकता है? प्रासंगिक उदाहरणों के साथ अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

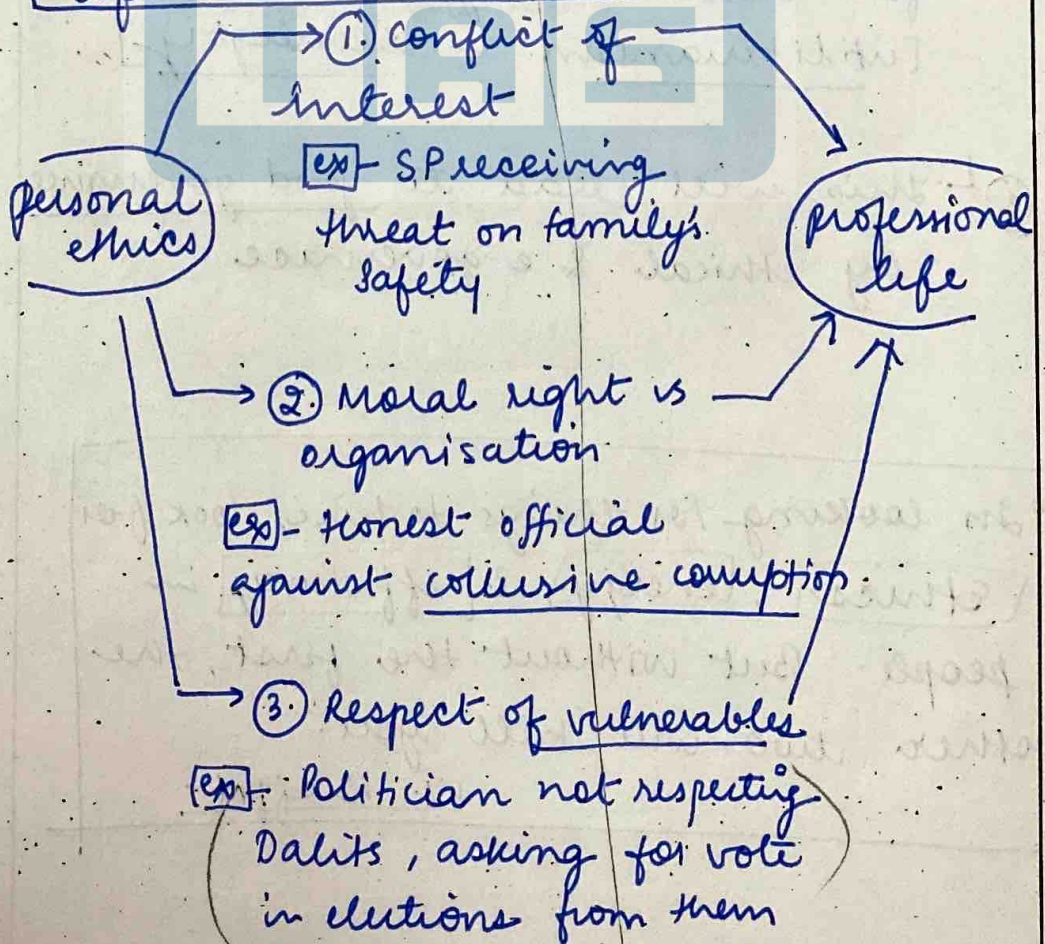
"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.

Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.

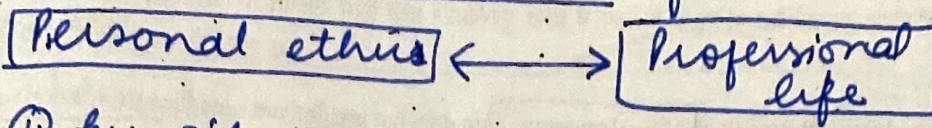
(Answer in 150 words) 10 Marks

In the above quote, Gandhiji ~~has~~ highlights the overlap of life's personal & professional spheres & need for universal righteousness & integrity

personal ethics impacting professional life:-



Possibility of compartmentalisation of



① by silos approach

ex- Keshabchandra Sen advocated ~~for~~ <sup>against</sup> child marriage.  
Married daughter ~~as a~~ <sup>as a</sup> child.

② Practising Emotional intelligence

ex- A father who lost his job still plays & eats with his kids. by 'social skill' & 'self awareness'

③ Optimistic attitude for professional

ex- TV anchor delivers news on husband's death at prime time

Overall, as Gandhiji states, need for upholding personal & professional integrity is the way out

- (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Goodness is the result of internal imperatives to do what is right, not sanctions from moral rules or rewards from expected consequences. Do you agree? Discuss. (Answer in 150 words) 10 Marks

“Ethics is knowing the difference between what is right & what one has the right to do” - M Porter.  
~~It is~~ <sup>It is</sup> this knowledge that leads people on path of Goodness.

Goodness as a result of internal imperatives :-

① Internal locus of control guides goodness.

ex - AKbar's secular policies

② conscience as the guiding light

ex - U sagyya (IAS) declaration of income as goodness in governance

③ Guided by :-

Morality	→ to do right
Attitude	→ affection for others
Aptitude	→ ability to do <del>right</del> good

ex - India's goodness as a voice of Global south.

Goodness not sanctioned from moral rules

↳ Rules and sanctions are not sustainable for goodness.

ex - Napoleon's Spanish conquest

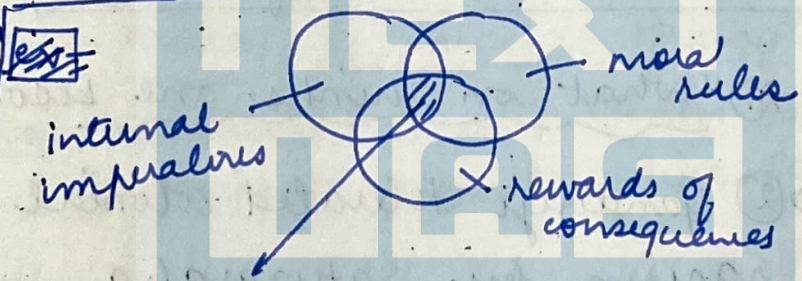
Goodness not sanctioned from rewards

↳ doesn't uphold Mill's theory of qualitative good.

↳ temporary in nature

↳ fails deontological means vs ends imperative

Rather



ex -> Good Samaritan accolades during golden hour of road run

↳ IT policy: highlighting high & regular payers.

A sensitisation based approach for a collective good by will & way is the solution

4. निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए तथा उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।  
 Explain the meaning of the following quotations and discuss their contemporary relevance.

(a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही सदगुण का सार है। सहिष्णु होना एक ताकत है।"

(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."

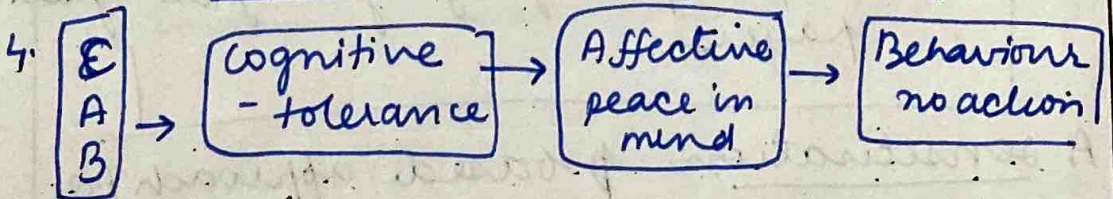
(Answer in 150 words) 10 Marks

Tolerance is the respect, acceptance & appreciation for other's opinions even with diverging interests or outcomes.

ex - Akbar's Dini-Ilahi  
 - Indian secularism etc.

Tolerance as an act of mind :-

- ① "What one thinks, one becomes"
- ② Gandhiji tolerated colonial racism by Satyagraha.
- ③ Allows mind to non reciprocation in face of adversity.

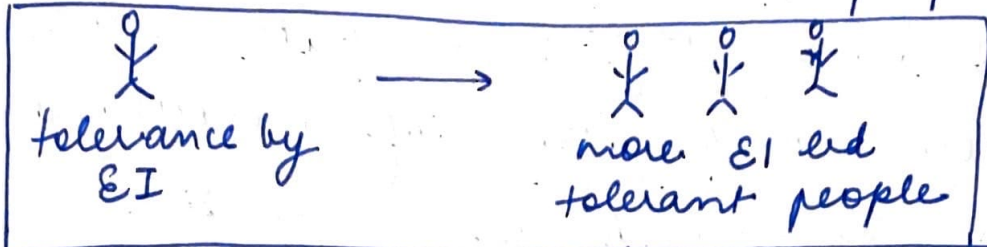


Essence of virtue

⑤ → "An eye for an eye makes whole world blind"

6 ↳ Tolerance prevents venge ideology, promotes peace

7 ↳ has power to create better people



eg - Bhakti ideology.

Tolerance as strength :-

↳ "master of the world have been master of self" Invincitus

↳ practicing tolerance requires moral & physical strength.

ex - ~~was~~ Ancient times, women tolerated unjust practices like sati.

However, tolerance at the time of crisis may cause problems

ex - Tolerance to inequality can cause anarchy, Naxalism

ex - Tolerance to Global warming was fortunately not followed by Greta Thunberg

Hence, wisdom on when, where & how to practice tolerance is needed.

- (b) "समाज की सेवा करना हमारा प्रथम कर्तव्य है, और हमारे द्वारा ऐसा करने के बाद, हम अपनी आत्माओं के उद्धार में पूर्णतः भाग ले सकते हैं।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"It is our first duty to serve society, and after we have done that, we may attend wholly to the salvation of our souls." (Answer in 150 words) 10 Marks

It is rightly said that we are all a combination of a thousand of others around us. Hence, for salvation of our souls, it is necessary to serve the thousands.

First duty to serve society

① For upholding Utilitarianism  
ex - Mother Teresa

② Ensuring Trusteeship principle  
ex - Towards environment that provides us basic services

③ For a better society  
ex - Bodhisattvas delaying own enlightenment for others

this attending to salvation of our souls

④ A greater sense of satisfaction

by Summum Bonum

ex - Ratan Tata practicing simplistic lifestyle after philanthropic actions

⑤ This leads to true salvation of souls

ex - Davidyanarayana principle of vivekanand holds true

However,

Primacy to serve self also sometimes needed to: -

↳ Improve aptitude by acquiring skills & education to serve others

↳ Reforming self:

"Change thyself before changing the world"

Hence by creating Da Vinci's multifaceted humans with a common goals of serving society may truly lead to a Ramrajya

- (c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं" (150 शब्दों में उत्तर दीजिए) 10 अंक  
 "Periods of peace are the empty pages in the history books" (Answer in 150 words) 10 Marks

The above quote highlights how peace has been episodic since earlier times & wars have been glorified.

### Peace as empty pages

Reasons :-

- ① There has been no stagnant peace presence in history  
 ↳ constant struggles & wars
- ② Peace is subjective  
 ↳ war for some can be peace for other, [Treaty of Versailles]
- ③ Glorification of war  
 ↳ impartial tilt & Eurocentricism
- ④ Weak perception of peace.

However, not entirely so.

### Peace not empty pages :-

- ① Peace brought stability

ex - Post 1975 situation

war, peace for Bangladesh.

② Peace showed Emotional intelligence

ex

Sardar Patel & reunification as  
a form of peace

③ ~~Was~~ Peace as universal good takes  
a necessary requirement

ex - Post Cuban crisis overcome  
as peace restored.

Peace is the need from SDG 16 to  
diplomatic thrust in wars. The  
recent TV tales of Hibakusha (Hiro-  
shima survivors) are signposts of  
how empty pages of peace can be  
detrimental

5. (a) सिविल सेवा के संदर्भ में नैतिक और गैर-नैतिक मूल्यों के बीच अंतर बताइए। 5 मूल नैतिक मूल्यों की पहचान कीजिए जो किसी भी विभाग की सभी सेवाओं के लिए आधारभूत मूल्यों के रूप में काम कर सकते हैं। कारण बताइए कि क्यों उन मूल्यों को आधारभूत माना जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

In the context of civil service, distinguish between moral and nonmoral values. Identify 5 basic moral values that can serve as foundational values for all services irrespective of the department. Give reasons why those values can be considered foundational.

(Answer in 150 words) 10 Marks

Morality is the internal locus of control that leads ones goodness of action.

for civil services

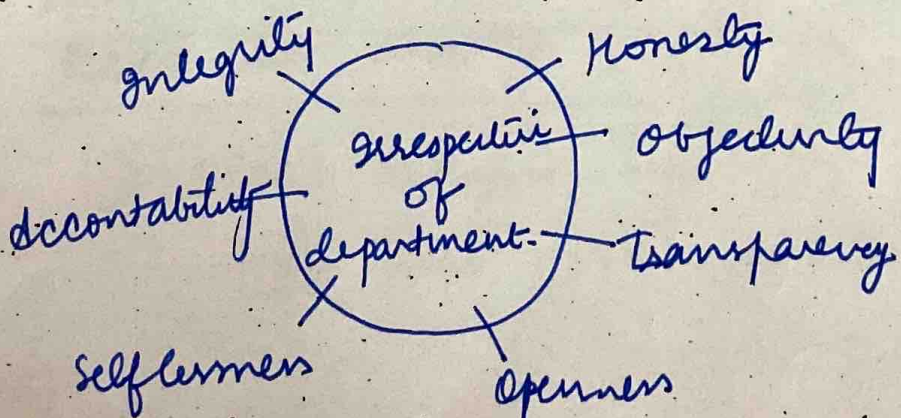
moral

1. Integrity as it ensures rightness of character (Sheelam param bhushanam)
2. Empathy for karmayogi princ
3. Objectivity for Civil services Rules 1961.

non moral

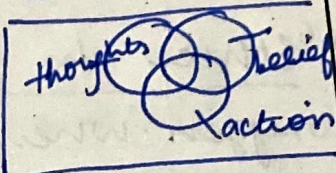
1. Dishonesty that erodes public trust & corruption
2. Apathy that lead to grey tower image
3. Non neutrality that bogs to political pressure.

Foundational values (Nclam principles)



Reasons :-

- ① Objectivity → allows interdepartmental fairness & coherence to service rules  
ex - against corruption (Prevention of Corruption Act (1988))
- ② Integrity → allows positive attitude for citizens to services by professional integrity  

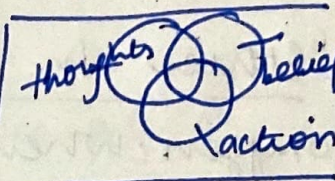
Thoughts  Feelings  
Action

 ex - TN Seshan (metro man)
- ③ Honesty leads to transparency & promotes Good governance.  
ex - In finance department.
- ④ Selflessness uphold services duty bondedness (Kant's deontology).
- ⑤ Openness is crucial for service transparency & inspiring others to  
ex - U. Saggyam.

"Service to man is service to God"  
must be upheld by following these moral values.

Reasons :-

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thoughts  belief  
 action

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"Service to man is service to God"  
must be upheld by following these moral values.

(b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता-संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं?  
(150 शब्दों में उत्तर दीजिए) 10 अंक

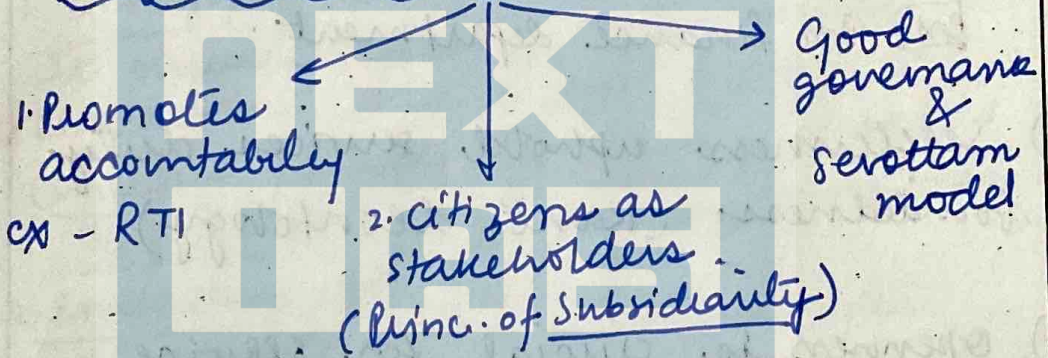
Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?

(Answer in 150 words) 10 Marks

66 Ethics in governance is like oxygen. When it is lost, everything is lost??

- NR Pillai  
(1st Cabinet Secretary)

citizens involvement critical :-



effective civic engagement for ethical administration :-

① Bottom up principle → promotes localised solutions

ex - Pani panchayat, Odisha

② allows better handling of issues  
ex - Mo Panchayati Raj is now

Localising SDG under GDPF.

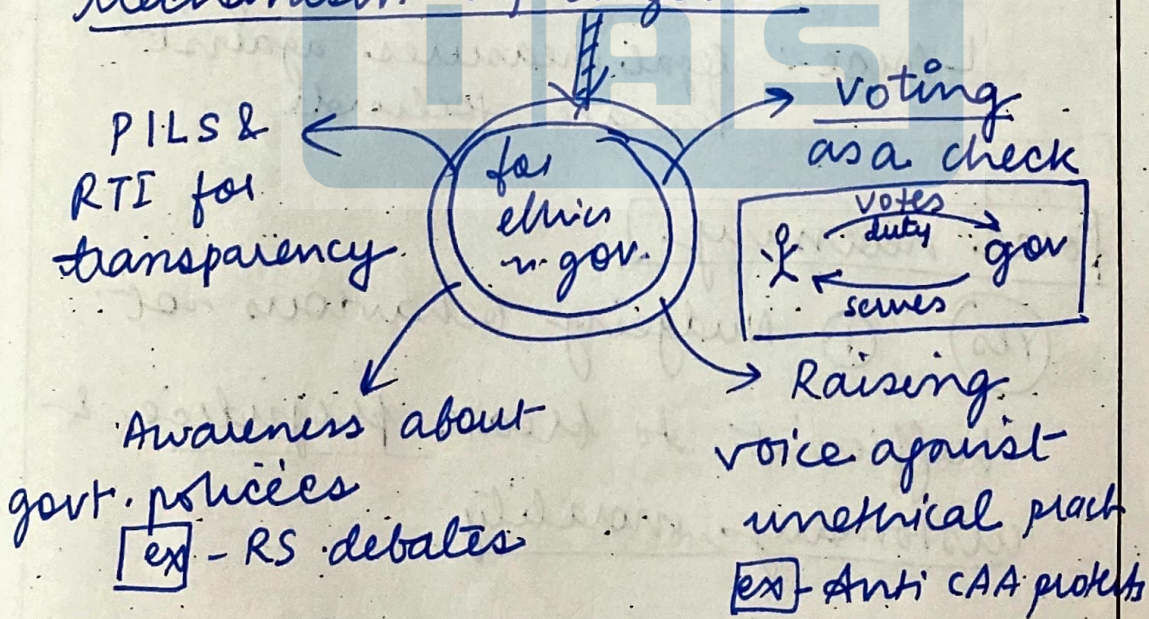
- ③ Promotes accountability as civic participation maintains checks  
ex - MGNREGA social audits.

Can not facilitate

- ① lack of expertise of functionaries
- ② Poor funds devolution (no fiscal decentralisation)
- ③ civil engagement inability to prioritise necessary functions

ex - School building repair vs Panchayat's building renovation.

Mechanism by citizens



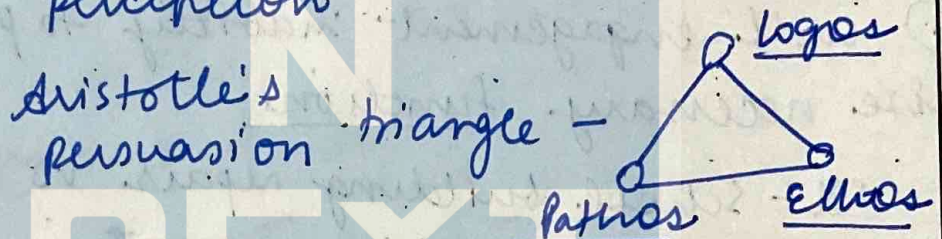
Hence citizens are both facilitator & benefiter from ethics in governance

6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक परिवर्तन कार्यक्रम सलाह, परामर्श और अनुनयन का उपयोग करने में विश्वास करते हैं लेकिन कभी-कभी वांछित प्रतिक्रिया प्राप्त करने के लिए कुछ बल का प्रयोग करना भी आवश्यक होता है। क्या आपको लगता है कि सामाजिक रूपांतरण की ऐसी योजनाओं को क्रियान्वित करते समय सार्वजनिक प्रशासकों द्वारा अनुनयन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counseling, and persuasion but sometimes a little force is also necessary for getting the desired response. Do you think it is a good idea to mix little force with persuasion by public administrators while implementing social schemes of transformation? Explain with relevant examples.

(Answer in 150 words) 10 Marks

Persuasion is an ability to make others do things based on our perception.



- ex Beti bachao  
 ↳ counseling, advice : # selfie with daughter  
 ↳ force : legal measures against female foeticide

force necessary

(Yes) ① Nudging behaviours not sufficient to break prejudice & customary morality

② force as Attitude builder by direct action -

ex PC PNDT act

③ Rewards & punishment as Kohlberg model for moral conditioning  
↳ creates deterrence against wrong

(No)

1. Force can be short lived
2. long term transformation by sensitisation only
3. force can generate apathy

[ex] - National Population Policy 1975

Hence, it is a better idea to mix  
persuasion & force

[ex] - Swachh Bharat: 15<sup>th</sup> FC  
tied grants to ODF+ status

[ex] - <sup>Subsidy</sup> ~~tax~~ give up' & honouring honest  
tax payers

+  
ED crackdown, punishing tax evaders

↳ force & persuasion for fiscal  
health improvement

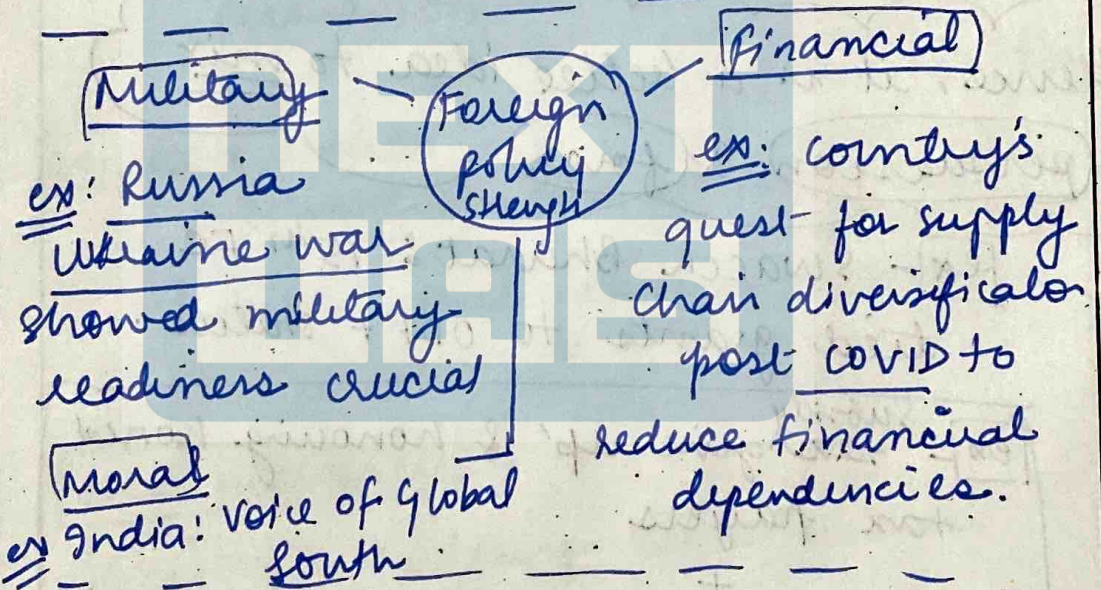
Thus, Aristotle's golden mean is the  
way out - for social transformation

- (b) अंततः प्रत्येक देश की विदेश नीति उस देश की शक्ति पर निर्भर करती है। शक्ति सैन्य या वित्तीय हो सकती है और नैतिक भी हो सकती है। क्या आपको लगता है कि आज के विश्व में सैन्य या वित्तीय शक्ति के बिना नैतिक शक्ति का सम्मान किया जाएगा? अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also...moral. Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position.

(Answer in 150 words) 10 Marks

Power of bullets vs power of ballots dichotomy where bullets stand for muscle & ballots for morality finds reference in foreign policy also.



① Respect for ethical strength without ~~muscle~~ muscle : Yes

② Need of Ethical lighthouse in times of crisis.

② Global community hinges on international ethics of peace & just world.

However, Muscle is crucial :-

① Without Military, financial muscle, country can't ensure own safety.

ex - Bhutan vs USA.

② With <sup>financial</sup> muscle, legitimacy derived.

ex China in 2000s, India TODAY.

③ Military muscle needed for creating deterrence.

ex India's nuclear doctrine of no first use.

Also has ethical component

Hence foreign policy without ethics, military & finance would be imbalanced. Need to for Rule based & Value based global order in line with UN charter.

खण्ड-B / Section-B

7. आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी हैं। यह शहर बॉल बियरिंग और ऑटो पार्ट्स के निर्माण के लिए जाना जाता है। अधिकांश विनिर्माण इकाइयाँ छोटे पैमाने की इकाइयाँ हैं। जिनमें उत्पादन की स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर मात्रा में उपलब्ध हैं।

जैसे-जैसे विनिर्माण इकाइयों की संख्या में वृद्धि हुई, श्रम की माँग बढ़ती गई, जिससे शहर में मजदूरों की संख्या लगातार बढ़ती गई। शहर में इस बड़ी संख्या में लोगों के आगमन के कारण फुटपाथों पर गंदी बस्तियाँ (झुग्गियाँ) और अतिक्रमणों में अल्प अवधि में तेजी से वृद्धि हुई। बीच-बीच में निगम ने गंदी बस्तियों को हटाने के लिए अभियान चलाया, लेकिन कुछ समय बाद गंदी बस्तियाँ फिर से स्थापित हो जाती थी। यह अवैध गंदी बस्तियाँ शहरी दुःस्वप्न बन गई थीं।

आपको पुलिस अधिकारियों की मदद से अतिक्रमण और गंदी बस्तियों को हटाने की जिम्मेदारी दी गई। जैसे ही आपने अभियान शुरू किया, आपको एहसास हुआ कि फुटपाथ पर रहने वाले लोग मलिन बस्तियों (slum) में रहने वालों की तुलना में अधिक दयनीय स्थिति में हैं। कई फुटपाथवासी हाल ही में अपने गाँवों में अपनी संपत्ति बेचकर शहर आए हैं। अब यदि आप उन्हें बाहर निकालेंगे तो उनके पास जाने के लिए कोई जगह नहीं होगी। आपका हृदय उनके लिए दुखी है, और आपको लगा कि आपकी विभागीय कार्यवाही अमानवीय है, लेकिन आपकी आधिकारिक जिम्मेदारियाँ कड़ी निष्पक्ष कार्यवाही की माँग करती हैं। आप अपने आधिकारिक कर्तव्यों से समझौता किए बिना फुटपाथ पर रहने वालों की मदद करने का तरीका खोजने के लिए आतुर हैं।

- उपरोक्त स्थिति में आपको कौन-से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?
- क्या कोई प्रशासक समानभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।
- उपरोक्त स्थिति में कौन-से विकल्प उपलब्ध हैं?
- शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a young officer working with the Municipal Corporation of an industrial city. The city was known for manufacturing ball bearings and auto parts. Most manufacturing units were small-scale units with very little production process automation. The units relied on manual labor, which was in abundance due to the villages close by.

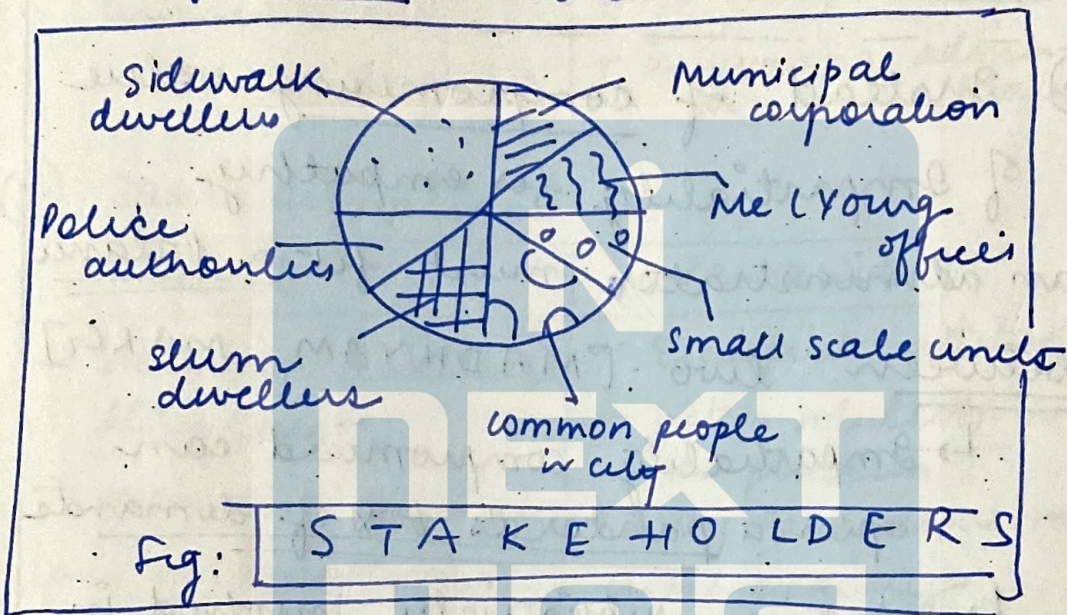
As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflow of laborers into the city. This influx of people into the town led to a mushrooming of slums and encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out the slums but after a time, the slums came back. The illegal slums had become an urban nightmare.

You were given the responsibility of clearing out the encroachments and slums with the help of Police authorities. As you started the drive, you realized that the people living by the sidewalks were vulnerable compared to the slum dwellers. Many sidewalk dwellers had recently come to the city after selling their properties in their villages. Now if you drive them out, they have no place to go. Your heart went out to them, and you felt that your departmental action was inhumane, but your official responsibilities demanded stern impartial action. You are desperate to find a way to help the sidewalk dwellers without compromising your official duties.

- What value conflicts do you notice in the above situation?
- Can an administrator compromise the value of impartiality for empathy? Discuss.
- What are the options available in the above situation?
- Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

The above case study is a reflection of our current urban landscapes facing the slum conundrum between ethics & laws. It is a clear case of conflict between private & professional values.



(a) value conflicts :-

- ① **social development** vs **Economic development** - as city relied on these units but workers here didn't have basic rights in the city
- ② **law** vs **humanity** - as illegal encroachments create problems in city administration but
- ③ **Personal morality** vs **Professional adherence** conflict

for me (young officer)

④ Compassion vs objectivity in dealing with this situation

⑤ impartial Inclusive growth value vs numerical, aesthetic growth of city

⑥ Instead of compromising value of impartiality for empathy an administrator must fit a balance between two. [MADHYAM MARG]

↳ Impartiality compromised can open a pandora's box of demands

↳ Relative subjectivity involved in working based on emotions only

↳ Against NOLAN principles, if compromised

However, by balancing both :-

↳ Ethical efficiency, along with social efficiency be ensured

ex - APJ Abdul Kalam was impartial & impartial

### ② Options available

#### ① Clear the encroachment as ordered.

<u>Merits</u>	<u>Demerits</u>
<ul style="list-style-type: none"> <li>→ Official responsibility met.</li> <li>→ menace of illegal slums solved.</li> </ul>	<ul style="list-style-type: none"> <li>→ Only temporary solution</li> <li>→ unjust to workers without place to live</li> <li>→ inhumane administration</li> </ul>

#### ② Take no action

<u>Merits</u>	<u>Demerits</u>
<ul style="list-style-type: none"> <li>→ sidewalk dwellers stay put</li> <li>→ humane approach as no uprooting</li> </ul>	<ul style="list-style-type: none"> <li>→ Escapist attitude</li> <li>→ not a solution to the problem.</li> <li>→ may face departmental enquiry</li> </ul>

#### ③ Helping sidewalk dwellers without compromising official duties by:-

- ① Initiating a talk with a representative from slum community & taking them into confidence of my intentions
- ② Utilizing social schemes like existing PM Awas houses & pushing for in situ slum rehabilitation

3. Persuading seniors to provide time for such rehabilitation citing:-

> Slums have migrants → skin action can lead to inter state dispute

(ex- Maharashtra Bihar case)

> Slum dwellers crucial for city's economy &

> Permanence of solution not lies in uprooting drive.

4. Data base of these on Chanpatiya model

5. After time provision, well ensure that settlements blocking city choke points be shifted as immediate measure

Hence by EI, innovation & objectivity I would tackle this situation.

④ Solutions for tackling slums:-

① New Urbanism & planned city development to support influx.

② SOP in place for the slum council with long term vision

③ Proper implementation of policies:-

L RURBAN mission

L PM Awas

L ensuring basic amenities.

L Karmayogi <sup>NOT</sup> sensitisation of officers

It must be realised that slums are NOT a problem, rather a result of lopsided urban policies

8.

एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल जिम्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और आर्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।

आप इस योजना के कार्यान्वयन और संचालन के लिए जिम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए जिम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।

आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार-विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?
- क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

A certain State government was running a welfare scheme for promoting safe motherhood among rural landless laborers' families. The scheme involves the transfer of funds to the beneficiaries to enable them to mitigate income loss due to maternal care responsibilities. Since its implementation, the scheme has done reasonably well on maternal health and economic indicators.

You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bona fide. The families committed the fraud with the help of local officials responsible for scrutinizing the bona fide.

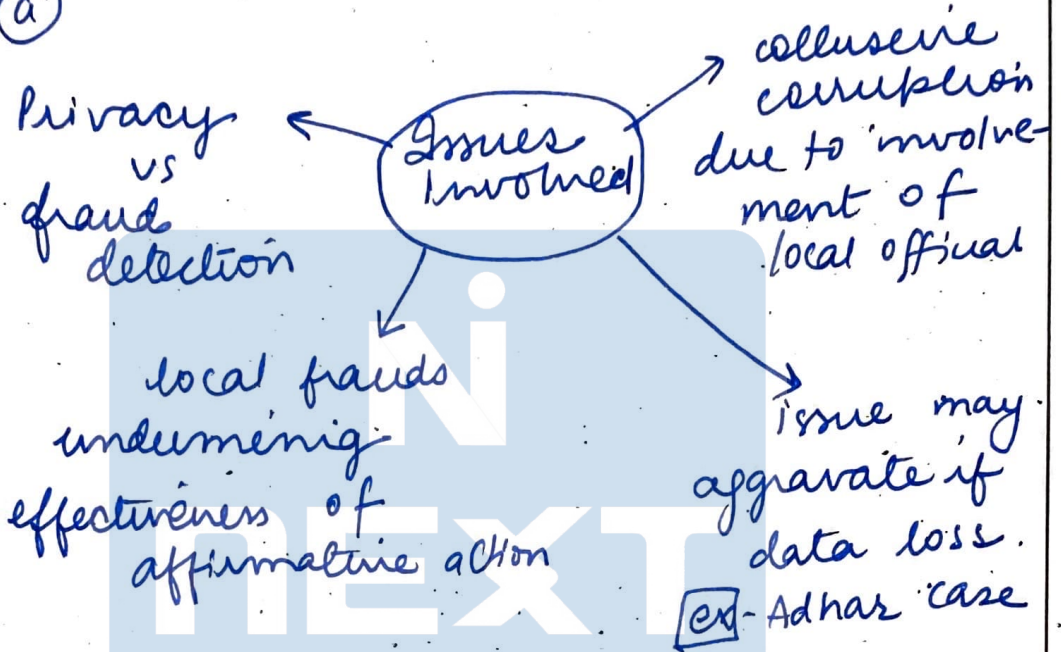
You were concerned because the fraud was seriously undermining the scheme's efficiency. You called for a departmental meeting to discuss and find a solution to the problem. In the meeting, it was decided to merge several available government data sets such as Aadhar cards, voter ID cards, marriage certificates, birth certificates, bank details, and other personal assets. By merging all the data sets, the department would be able to develop the beneficiary's economic profile. And this will help the department scrutinize the documents and detect fraud. This was a comprehensive strategy, but it risked violating an individual's data privacy. As a Department head, you wanted to detect and prevent fraud, but at the same time, you were apprehensive about violating the Data privacy of the stakeholders.

- What are the issues involved in the above case?
- Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?
- What, according to you, can be the reasons for such welfare frauds happening in the country?
- Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

Data privacy is an intrinsic part of individual's right to life (Article 21) as cited in Anvar Pottuswamy judgement

(a)



(b) Violating data privacy justified

(Yes) :-

- ① states responsibility of social justice (DPSP)
- ② Utilitarianism & Cicerus's summum Bonum
- ③ Good intent in line with Amelius Doctrine of Double effects

No

- ↳ Panopticon or surveillance state
- ↳ Against Kant's deontology as  
purity of means not considered.  
(Gandhian values)
- ↳ Against constitutional morality

However, if Triple proportionality is met ~~for~~ (Anuradha Bhasin case) & state can ensure Data safety than it can be considered with certain limitations

### (C) Welfare frauds reasons:-

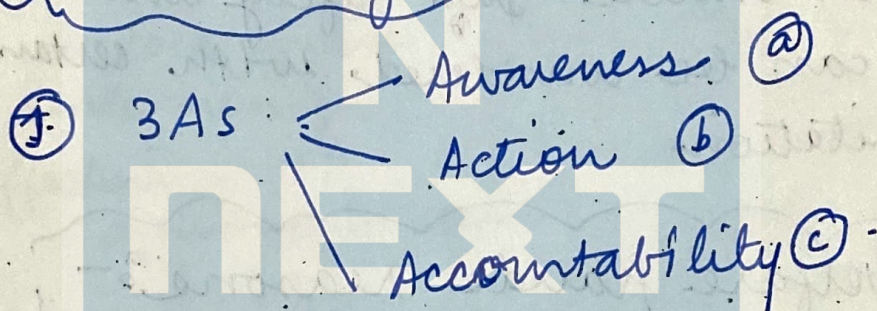
- (1) Erosion of social morality
  - ex - people frauding poor people without compassion
- (2) Lack of awareness
  - ex - citizen get trapped on false scams & promises
- (3) Greed for windfall & instant benefits
  - ex - Phishing messages
- (4) Digital divide & lack of cyber awareness

⑤ Trusting of Govt. as welfare schemes from state makes people put guards down

⑥ Failure of administrators to catch & punish perpetrators

⑦ Sometimes collusive corruption.

④ Preventing frauds by :-



① aware the citizens of the knitty grannies of welfare schemes by:-

- ↳ transparency
- ↳ Citizen charter

② Action on part of :-

- ① State → to contain such frauds
  - ↳ cells to monitor online action
  - ↳ Regulations by reward punishment mechanism

citizen → responsible actions without  
getting honey-trapped.  
↳ following discipline guidelines

© Accountability by audits of scheme.  
as feedback mechanism.

It is crucial that nudge theory for  
sensitisation be followed as welfare  
frauds are astain on social comparison

N  
NEXT  
IAS

9.

आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के साथ खनन पट्टों पर बातचीत करने में मदद करना है।

हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित करने की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजी लाने का निर्देश दिया गया। योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुईं और मानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे।

आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है।

इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

- उपरोक्त मामले में आपको कौन-से मुद्दों और मूल्यों का उल्लंघन दिखाई देता है?
- आपके पास कौन-से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।
- क्या आपको लगता है कि कभी-कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted in the Department of Mines, and one of your roles is to help your Department Head negotiate mining leases with private contractors.

Recently, the state government demarcated a new mining zone and planned to invite bids for the mining blocs. You were instructed to oversee the bidding process and speed up the contract negotiations. As planned, the tenders were released, bids came in, and tenders were allocated as per the norms. All this happened at a breakneck speed. You wondered, why the hurry? But it was not your place to think and question; you quietly went about your work.

As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked up. You got suspicious and raised the issue with your Head, who politely instructed you to do what you were told, and he reminded you that the Department had revenue targets and was under pressure from the Ministry.

After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

- What are the issues and value violations you notice in the above case?
- What are the options available to you?
- Discuss the advantage and disadvantages of each option and identify your chosen course of action.
- Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

The environment versus development debate gives rise to the above case study.

→ (a) Issues and value violations

Issues

Value violations

① Environmental issue  
 ↳ fraudulent report can trigger a disaster in the region

→ Objectivity fading  
 → neutrality erosion  
 → transparency lost  
 → ~~eth~~ honesty violation

② Administrative issue  
 ↳ principle of subsidiarity & public participation lost

→ social contract hurt  
 → environment as a means & not end in itself (Deontol-  
 ogy)

↳ lack of role based execution  
 ↳ means < ends for dept. of mines

③ Politico-legal issue

↳ case of fraud & dept. corruption  
 ↳ EIA bypassing also against rules

→ (b) OPTIONS AVAILABLE

① ensure that fraudulent report be exposed & due SOP followed

② Follow the guidelines of seniors & do as instructed by seniors

③ Stop the mining activity on lines of fraudulent report

→ ④ C Adv. & Disadv  
— EXPOSE

① Merit	Demerit
① Duty ethics followed	① loss of revenue & image of dept
② Prevention of disaster	② may suffer organisational apathy
③ No moral turpitude	

⑤ KEEP QUIET

(M)	(D)
① Dept. hierarchy followed	① Env. disaster leading to loss of life & property
② No revenue loss	② accountability on dept.
③ EIA bypassing for utilitarian growth	
③ stop mining	
(M)	(D)
① Action in line with position	① can face transfer etc.
② No harm to region	② Hierarchical pressure can increase
③	

cause of action

(i) ~~to~~ My intention would be  
to ensure that 'NO HARM'  
principle is followed

↓  
• Seeing the gravity of impact &  
my accountability as Dept head, I  
would as my senior to give his  
non-compliable instruction into writing

↓  
• Parallely, I would send a detailed  
report to ~~my~~ the regional stakehol-  
der.

• I would objectively follow the  
EIA guidelines & try to halt the  
project for time being

• If hierarchical pressure continues,  
I would report the matter to  
ministry

• Accountability of dept. & dept head  
would be cited if some tragedy  
occurs. I would ensure my  
part as dept. head is in line  
by means > ends.

(d) Env. concerns overruled at cost of development.

~~Yes~~ No

① Env. has a carrying capacity

② Environment disasters can undo development  
∴ Prevention necessary

③ Trusteeship to environment necessary for development  
No Yes

① Development curbed when env. numbers inflated.

② Sometimes vested interest leads to Eco terrorism

③ Greenpeace

But

"Prakriti Rakshati Rakshita"  
[nature protects when protected]

Hence we must balance env. & development by following

E. Schumacher principle to prevent tragedies like Joshimath landslides

राष्ट्रीय हित को बढ़ावा देना और अंतर्राष्ट्रीय क्षेत्र में प्रभाव और शक्ति प्राप्त करना प्रत्येक देश की विदेश नीति के दो मूल मंत्र हैं।

पिछले दशक से, ABC देश ने आक्रामक तरीके से शक्ति हासिल की और विदेशों में अपने व्यावसायिक हितों का विस्तार किया। ABC देश जिन व्यवसायों को विकसित करने में रुचि रखता था उनमें से एक, रक्षा उपकरण और उपग्रह प्रौद्योगिकी था। यह अपने अंतरिक्ष और रक्षा उत्पादों के लिए बाजार तलाश रहा था।

देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाजार खोजने और अन्य देशों के साथ विनिर्माण सहयोग तलाशने के लिए प्रोत्साहित किया। प्रमुख रक्षा उपकरण निर्माताओं में से एक, GAMA ने हाल ही में सैन्य सरकार (मिलिट्री जुंटा) द्वारा शासित देश XYZ के साथ संवेदनशील प्रौद्योगिकी हस्तांतरण और उपकरणों से संबंधित कई अरब डॉलर का एक बड़ा सौदा किया। जो कि एक अच्छा व्यवसाय था।

जैसे ही व्यावसायिक विवरण सार्वजनिक हुआ, GAMA की बहुत आलोचना हुई क्योंकि XYZ अपने खराब मानवाधिकार रिकॉर्ड के कारण अंतर्राष्ट्रीय स्तर पर एक परित्यक्त देश था। इसके अलावा, सैन्य सरकार अल्पसंख्यक नृजातीय समुदाय के मूक नरसंहार में शामिल था। इस बात पर काफी हंगामा हुआ क्योंकि इस सौदे में संवेदनशील प्रौद्योगिकी का हस्तांतरण शामिल था जिसका गलत हाथों में दुरुपयोग हो सकता था। संक्षेप में कहे तो, यह अच्छा व्यवसाय था लेकिन संदिग्ध ग्राहकों के साथ। इस बीच, ABC की सरकार GAMA व्यापार समझौते के बारे में चुप रही, और अन्य सरकारों ने चुप्पी को एक ऐसे राष्ट्र के साथ संबंध बनाने का एक सूक्ष्म तरीका बताया जो एक अंतर्राष्ट्रीय रूप से अछूत था।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक जिम्मेदारी उसके निकट समुदाय से कहीं बढ़कर अंतर्राष्ट्रीय समुदाय तक फ़ैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

Promoting National interest and gaining influence and power in the International arena are the two basic mantras of every country's external policy. Since the last decade, country ABC has aggressively pursued power and expanded its business interests overseas. One of the businesses ABC was interested in developing was Defence equipment and Satellite technology. It was seeking markets for its space and defense products.

The country encouraged its defense equipment manufacturing companies to find new markets and explore manufacturing collaborations with other countries. GAMA, one of the major defense equipment manufacturers, had recently struck a massive multi-billion dollar deal involving sensitive technology transfer and equipment with a country XYZ ruled by Military Junta. It was good business.

As the business details became public, much criticism came GAMA's way because XYZ was an international pariah because of its poor human rights record. Further, the Junta indulged in a silent genocide of a minority ethnic community. There was a lot of uproar because the deal involved transferring sensitive technology that could be misused in the wrong hands. In short, it was good business but with questionable clients. Meanwhile, the government of ABC kept silent about the GAMA business deal, and other governments interpreted the silence as a subtle way of building relations with a nation that was an international pariah.

- What are the ethical issues involved in the above case?

- (b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?
- (c) Do you think a corporate's social responsibility extends beyond one's immediate community to the international community? Why/Why not?
- (d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss. (Answer in 250 words) 20 marks

International ethics is governed by  
"no permanent friends or enemies  
but only permanent interests". However,  
commerce without morality is a sin  
 -Gandhiji

→ a) Ethical issues

- ① monetary gain vs principled deal
- ② issue of misuse of 'sensitive tech' by wrong stakeholders
- ③ issues with country of ABC  
 or no silence → "only thing necessary for evil to win..."
- ④ Post human rights record ignored  
 ↳ Profit vs People issue of Triple bottom line
- ⑤ Indirect support of 'silent ethnic genocide' by ABC - issue of NOT compassionate capitalism's

(b) International ethics while  
business interest

Yes

(1) Gorbachev's non divisibility  
principle :-

"No one is safe until everyone is  
safe"

(2) To uphold UN charter values of  
"collaborated strides towards better  
& more peaceful" world.

(3) For Kant's categorical imperative

↳ corporates won't want to  
be dealt with by others similarly.

No

(1) corporate ethics builds on profit

(2) Thirukkural states

"It's wise to dance to tune of  
changing world"

(3) International ethics is subjective  
to global headwinds.

(c) CSR extension beyond community

Yes	No
① Humanity & responsibility towards society not limited by border.	① CSR extension to international community can harm <u>life boat</u> ethics
② Vasudhaiva Kutumbham (Mundaka Upanishad)	② limited resources issue
③ One Earth, One family, one future	③ Subjectivity of CSR of every geography

However, CSR must not be limited to immediate community. Kindness spreads & creates a domino. So will the CSR & positive business ethics

→ ① Defence companies regulation

Yes	No
→ <u>Invisible hand</u> of <u>trust</u> to honour the social contract	→ Innovation needed for solutions of complex problems

- Liberty must also be limited when 'other's nose starts'
- Govt. accountable for defence companies' actions in international arena, hence should regulate.

Regulation can stick 'red tape' to entrepreneurial energy.

However, soft regulation & monitoring must be followed to ensure business ethics followed by defence companies.

"Our value doesn't confer from what we sell, but from the trust we create"

N. Murthy committee

11. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाजार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ बड़ी मात्रा में कारोबार किया।

श्री शर्मा ने फील्ड सेल्स एजेंटों को ग्राहकों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतंत्रता दे रखी थी। इस रणनीति ने कंपनी के लिए अच्छा काम किया।

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य निजी अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बढ़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-सचेत ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले में सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खजाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि बिक्री कर्मचारियों के साथ कैसे व्यवहार किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

- इस मामले में कौन-से नैतिक और व्यावसायिक मुद्दे शामिल हैं?
- श्री शर्मा और सीईओ के पास कौन-कौन से विकल्प उपलब्ध हैं?
- क्या आपको लगता है कि बिक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्पन्न हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।
- जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन-से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है? (250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Sharma was the All India Sales Head of a pharmaceutical company with a turnover of 400 crores. The company's main markets were small towns and tier 2 cities. Further, the company did a sizeable amount of business with state government hospitals and health centers.

Mr. Sharma had given a lot of freedom to field sales agents to strike deals and negotiate prices with clients. This strategy worked well for the company.

Recently Mr. Sharma received word that three company employees were selling products to government hospitals and health centers at a higher price than they were selling to other private hospitals and health centers. The employees were with the company for over five years and were good performers. A few sales staff informally raised the issue of the three getting relatively higher commissions because of their inflated deals. And this was creating a sense of unease among the sales staff. A cursory review of the account of the three showed that, in many instances, the government hospitals were paying more than other private institutions.

Under procurement rules, the government is supposed to pay a fair price, one that other cost-conscious customers pay. On inquiry, Mr. Sharma found that the three were not alone; government purchase

department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

Mr. Sharma immediately reported it to his CEO and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

- What are the ethical and business issues involved in the case?
- What are the options available to Mr. Sharma and the CEO?
- Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.
- What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case? (Answer in 250 words) 20 marks

"In looking for things to hire, look for integrity, energy & efficiency. And without the first, the other two will kill you."

### Ethical & business issues

- Dilemma over informing govt. & getting blacklisted or status quo
- Issue of profit vs people
- Professional integrity issue of the company employees
- Issue of collusive corruption in purchase department
- Issue of defrauding state excheques & eroding social contract.

→ (b) Options available

(1) Report the issue to govt. & face the repercussions

(2) Keep quiet & turn blind eye to these fundings

(3) take immediate action after informing govt. & inter business investigation

(c) Problem was due to :-

Organisational freedom :-

- Rules based limitations are necessary
- Liberty without laws can lead to tyranny — & in this case corruption
- Profit motive overpowered organisational ~~so~~ business ethics due to excessive freedom.

### Individual corrupt nature :-

- moral upstanding reflected in professional conduct
- Ethical fading & moral myopia of the individuals lead to corruption

Hence a combination of clear system of procedure of organisation with strict No corruption policy and individuals integrity needed

### (d) Company can :-

Short term → identify such cases by

→ Internal working committee

→ Release a no tolerance

against such as to prevent unethical behaviour

→ Role modeling & instrument conditioning by immediate action against guilty employees

Model  
long term → ① set standards for  
 company's ethical actions by  
 expressing the issue to govt. and  
 not be a hand in glove to the issue

"Silence of good men <sup>in</sup> leads times  
 of crisis finds no place in hell"

→ ② clear cut laydown of SOP for  
employees.

→ ③ Rewarding good employees  
for ethical conduct.

Business must be contended by  
 good capitalism

"Sai itna dijiye ja me kutumbh  
 samae, mai bhi bukha na lahun,  
sadhu na bhukha jae"

12.

सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपभोक्ता वस्तु विनिर्माण संयंत्र को छोड़कर न्यूनतम एवं अपेक्षाकृत महत्वहीन औद्योगिक क्रियाकलाप है, जो रोजगार का प्राथमिक स्रोत है। यहाँ स्वास्थ्य, साक्षरता आदि जैसे विकास संकेतक राष्ट्रीय औसत से काफी नीचे थे।

यहाँ विकासात्मक मुद्दों के साथ-साथ, एक और गंभीर चिंता बाल विवाह में हो रही धीमी वृद्धि थी। कानूनी प्रतिबंधों के बावजूद, बाल विवाह बेरोकटोक बढ़ता जा रहा था।

सामाजिक कार्य में स्नातकोत्तर रश्मि, जो कम उम्र में विवाह से बच गई, ने बाल विवाह पीड़ितों को बचाने और पुनर्वास के लिए एक गैर सरकारी संगठन शुरू किया। पिछले पाँच वर्षों में उसने कई युवा लड़कियों को बाल विवाह का शिकार होने से बचाया। उसकी कार्यशैली सरल थी। उसने गाँवों में मुखबिरों का एक नेटवर्क विकसित किया था जो उसे सूचनाएँ देता था और सत्यापन करने के बाद, स्थानीय कानून प्रवर्तन कर्मियों की मदद से रश्मि बाल विवाह को होने से रोक देती थी।

रश्मि ने सराहनीय काम किया, लेकिन इस दौरान उसने कुछ दुश्मन भी बना लिए। स्थानीय नेता विशेषकर महिलाओं और युवा लड़कियों के बीच उसकी लोकप्रियता से नाराज थे। अपनी गतिविधियों का विस्तार करने के लिए, रश्मि ने जिले की एकमात्र औद्योगिक इकाई के प्रबंधन से संपर्क किया। उसने सफलतापूर्वक कंपनी को अपनी गतिविधियों और एनजीओ में योगदान देने के लिए राजी कर लिया। कंपनी ने उसे बाल विवाह के मुद्दे के बारे में जागरूकता बढ़ाने के लिए श्रमिकों के लिए कार्यशालाएँ आयोजित करने हेतु अपनी सुविधाओं तक पहुँच भी दी।

उसने कंपनी परिसर में अपनी कार्यशालाएँ और अभियान शुरू किया। यद्यपि प्रारंभिक प्रतिक्रिया ठंडी और कभी-कभी पूरी तरह से उदासीन थी। लेकिन वह डटी रही। कुछ महीनों के बाद, एक दिन कंपनी यूनियन के सदस्यों ने उसे कंपनी में प्रवेश करने से रोक दिया और उसके साथ हिंसा करने की धमकी भी दी। रश्मि ने प्रबंधन से बात की, जिन्होंने उसका समर्थन किया और उसकी सुरक्षा सुनिश्चित की। प्रबंधन ने रश्मि और उसके एनजीओ का समर्थन करते हुए एक सर्कुलर (परिपत्र) जारी किया।

प्रबंधन को आश्चर्य हुआ, सर्कुलर के एक सप्ताह बाद, यूनियन ने अचानक हड़ताल का आह्वान किया और एनजीओ की गतिविधियाँ जारी रहने पर काम बंद रखने की धमकी दी। कार्यकर्ताओं का मानना था कि रश्मि का अभियान महिलाओं के दिमाग को भ्रष्ट कर रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों को शांत करने की कोशिश की। रश्मि ने समुदाय के प्रति अपनी सामाजिक जिम्मेदारी पर प्रकाश डालकर प्रबंधन को समझाने की कोशिश की। लेकिन प्रबंधन ने दो टूक जवाब दिया कि हर सामाजिक समस्या उनकी नैतिक जिम्मेदारी नहीं है। रश्मि प्रबंधन के फैसले से निराश थी और सोच रही थी कि कंपनी को अपने अभियानों में कैसे शामिल किया जाए।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आपको क्या लगता है रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना अच्छा विचार होगा? कार्यान्वयन योग्य कार्यवाही का सुझाव दीजिए।
- क्या आपको लगता है कि कंपनियों को उस क्षेत्र की सामाजिक समस्याओं के लिए भी जिम्मेदारी स्वीकार करनी चाहिए जहाँ वे अपना कार्य करती हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

Singh Garh is a primarily rural district with minimal, relatively insignificant industrial activity, except for one consumer goods manufacturing plant, which was the primary source of employment. Development indicators such as health, literacy, etc., were much below the national average.

Along with developmental issues, another grave concern was the slow rise in child marriages. Despite the legal sanctions, child marriage continued to rise unabated..

Rashmi, a social work postgraduate who escaped an early marriage, started an NGO for rescuing and rehabilitating child marriage victims. In the last five years, she saved a lot of young girls from becoming victims of child marriage. Her modus Operandi was simple. She had developed a network of informants in villages who relayed information to her, and after verifying, Rashmi with help from local law enforcement personnel, prevented the marriage from happening.

Rashmi did commendable work, but she made some enemies in the process. The local leaders resented her popularity with women and young girls in particular. To expand her activities, Rashmi contacted the management of the only industrial unit in the district. She successfully persuaded the company to contribute to her activities and the NGO. The company even gave her access to their facilities to conduct workshops for workers to raise awareness about the issue of child marriage.

As she started her workshops and campaign on the company premises, the initial response was lukewarm and, at times, complete indifference. But she persevered. After a couple of months, one day, the company union members stopped her from entering the company and even threatened her with violence. Rashmi spoke with the management, who supported her and ensured her safety. The management issued a circular supporting Rashmi and her NGO.

To management's surprise, after a week of the circular, the Union called for a flash strike and threatened to continue the work stoppage if the NGO activities continued. The workers believed that Rashmi's campaign was corrupting the women's minds and disrespecting their traditions. The company's management seeing the aggressive reaction sought to assuage the workers by stopping the NGO activities. Rashmi tried to persuade the management by highlighting their social responsibility to the community. But the management was curt in replying that every social problem is not their moral responsibility. Rashmi was disappointed with the management's decision and wondered how best to involve the company in her campaigns.

- What are the issues involved in the above case?
- What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.
- Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?
- What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union? (Answer in 250 words) 20 marks

The above case study requires a trusteeship approach by company's management, union workers, local women, local leaders & Rashmi and her NGO.

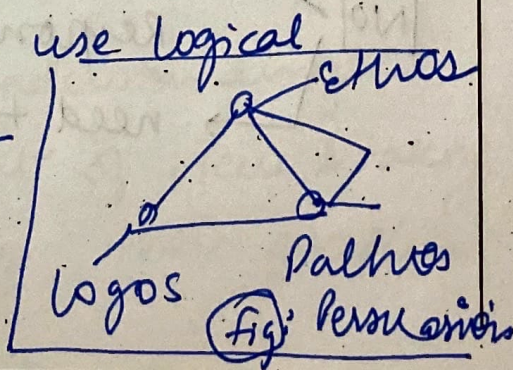
(a) Issue involved

⑥ course of action:-

1. Rashmi should not be deterred by these roadblocks & continue to persuade the management
2. To tackle the core issue - Rashmi needs perception management of union workers.
3. With her emotional intelligence & identifying an 'agent of change' from within the workers, some strides can be made
4. Rashmi can persuade the local women on affective component to save their girls to fix attitude

↳ Women as drivers of change  
model like chipko andolan

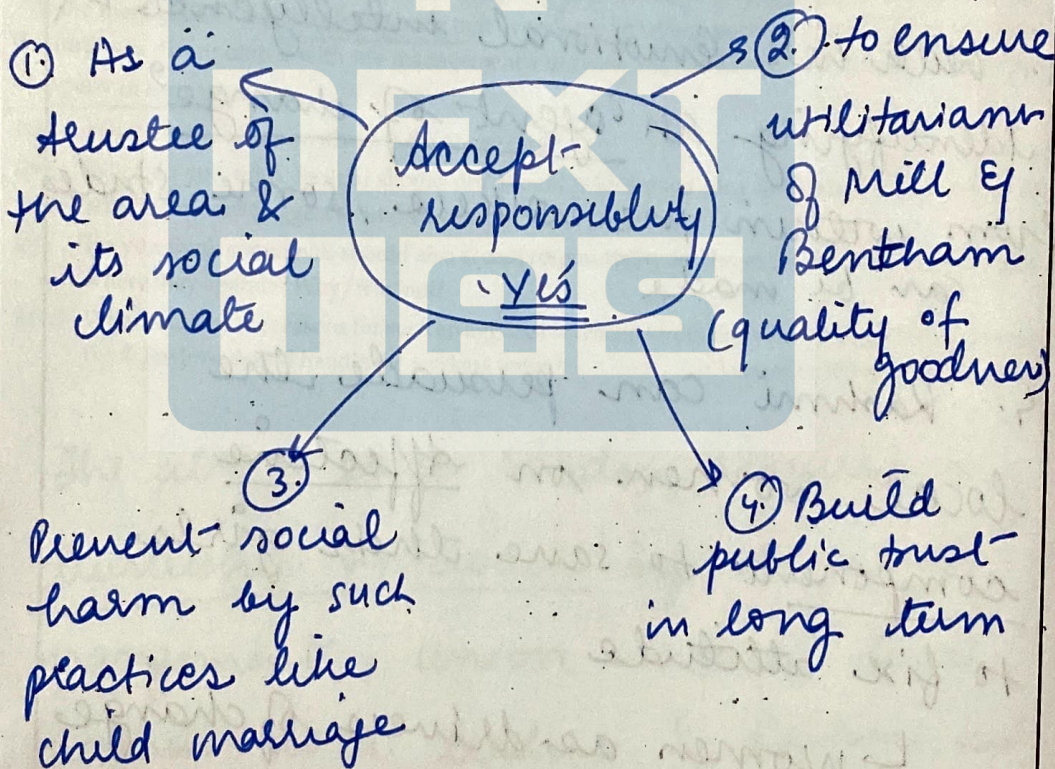
5. Rashmi can also use logical persuasion citing illegality of



child marriages & repercussions  
workers could face

6. she may also involve her NGOs  
reach to bring role models to  
clear perception and benefits of  
not sticking to this delegatory  
practice

— (C) Company's should :-



NO

companies are not  
Responsible for social climate  
need to focus on profit

↳ However, social welfare & economic capacity too are closely interlinked

↳ Besides, companies have a moral responsibility of fiduciaries of the region of operation.

↳ Hence they should accept responsibility

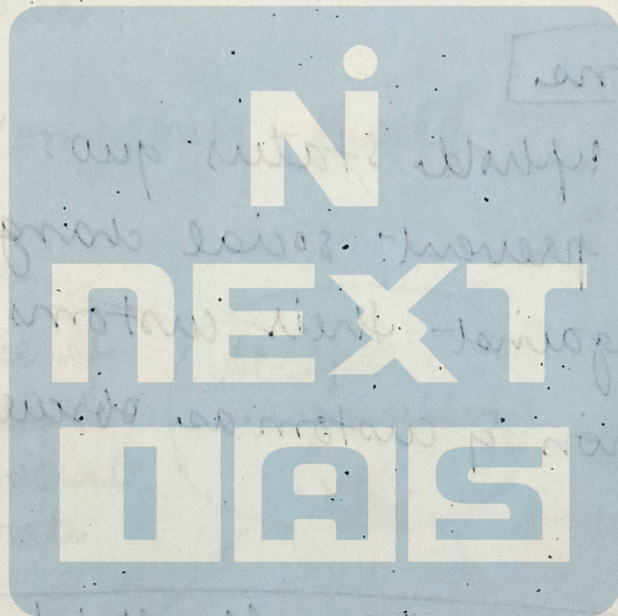
#### (d) Reasons

1. To uphold status quo.
2. To prevent social change as against their customs
3. Religion & custom as obscurantism.

Rashmi can handle this by:-

1. Courage & determination to stick to her cause
2. EI in persuading company & workers themselves
3. Empathy by understanding the workers point of view & taking actions to rectify their perception

4. Integrity & politico-legal aid.
  5. Leadership to be the changemaker.
- Hence Rashmi can bring change for sustainable development 4 (SDG 5) & 6 Beti Bachao, beti Padho diction.



Candidates write on this