Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

NEXT IAS

NEXT IAS (Head Office) : 27-B, Pusa Road, Metro Pillar no. 118, Near Karol Bagh Metro, New Delhi-110060
Bhopal Centre: Plot No. 46, ZONE-2, M.P. Nagar, Bhopal-462011
Ph: 8081300200, 8827664612 | **E-mail**: mts@nextias.com | **Web:** www.nextias.com

(To be filled by candidate)

Name of Candidate : KORAPOTHULA SREEKAR RAJ

Roll No. : PTTP221185

Registration Number : ..... Date of Examination : 30-Jul-22 (2PM-5:30PM)

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 4

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 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. : .....

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	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			
Grand Total				

Signature

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

MACRO COMMENTS

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates write on th

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

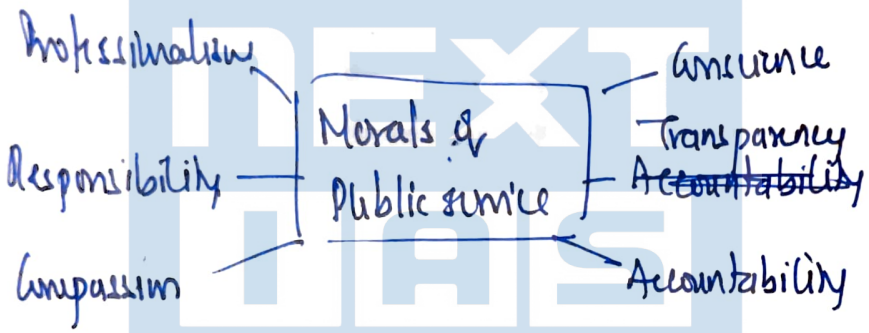
Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss.

(Answer in 150 words) 10 Marks

Public service includes offering loyal

alliance to the constitution in serving for public's

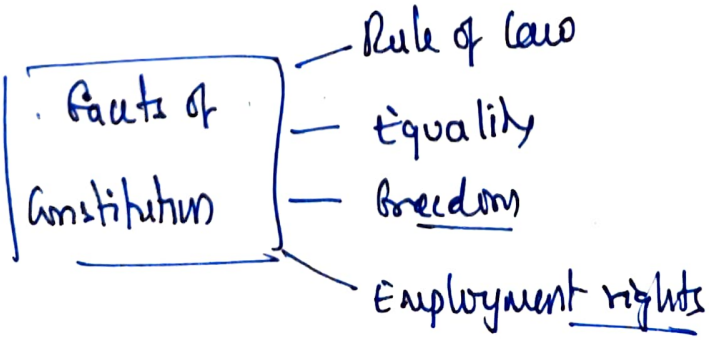
interest and development:



Primacy among Constitution, laws, ethical principles:-

i) As a public servant, individual is sworn to apply constitutionalism across situations.

2)



Next IAS ID: PTTP221185_TC074_30-07-2023 08:48 PM

Candidates must not write on this margin

3) Constitution outlays the importance of public servants to provide certain basic rights

4) Ex:- Against bonded labour, discrimination

4) Constitution acts as a guidebook in offering public service and the requirements.

5) Constitutional principles make their way into Civil Service Conduct Rules, All India Service Rules, Code of Conduct for public service

While laws and ethical principles are equally important if not more, Constitution's precedence enables prudence in public service and rightful allocation of resources.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m
write on this

1. (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 can be understood as honest, uprightness attitude irrespective of situation, while civil disobedience is standing against rules, laws that are deemed immoral/wrong.

Thus, integrity based civil disobedience can be understood as non-conscientiousness adherence to moral attitudes across scenarios.

Relation between personal integrity and disobedience in civil services:-

1) Personal integrity is unquestionable across situation, which influence character traits.

2) There are myriad ways to bring a change in the society: apart from disobedience

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

2.1) Consultation with stakeholder to design alternate amicable patterns

2.2) Deliberation with higher authority expressing displeasure and proposing alternative solutions

3) Disobedience could lead to disruption in offering public service which goes against spirit of service.

4) However, if the situation is grave with disastrous consequences, then disobedience can be justified.

As Mahatma Gandhi states, "it is only right to protest, if the law isn't right. enables disobedience in civil service but it must be seen that alternative solutions are proposed to resolve issues of integrity.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates n write on this

2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण 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 culmination of feelings and behavior traits that vary on basis of situation & determine the state of individuals life and have cumulative impact on people around them.

Impact of primary emotions on Productivity:-

1) Positive impact:-

1.1) Joy/Happy - Enables positive work culture with scope of collaboration.

1.2) Empathy:- Understanding the issues from their point of view ⇒ design better solutions

1.3) Cheerful:- Increases approachability among public and fellow colleagues.

↳ Ex:- Positive outlook over life will have optimistic forecast of life.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

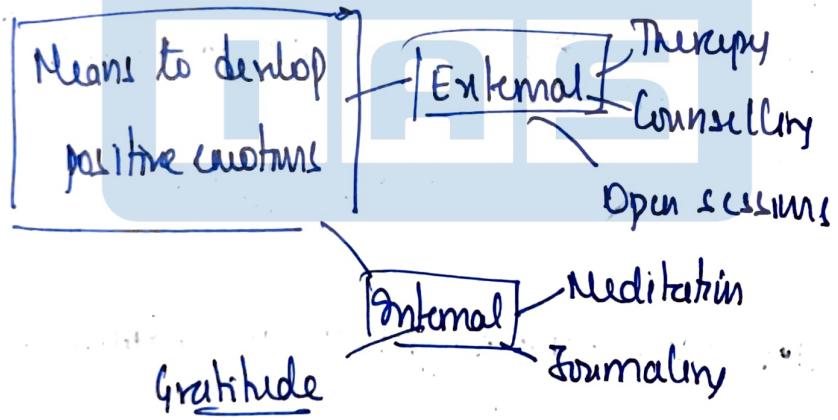
2) Negative impact:-

2.1) Angst:- Unnecessary condemnations threatening work culture and productivity.

2.2) Sadness - Derails the mood and curtails productivity.

↳ Ex:- Mahatma Gandhi - "We are what we think, our thoughts represent us"

2.2) fear:- Apprehension to take any decision



Thus emotions have critical impact not just on the individual but also on workplace productivity.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m... write on this ...

2. (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 महत्त्वपूर्ण 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 can be understood as adherence to right processes and methods to ensure rightful access to resources and fulfillment of needs.

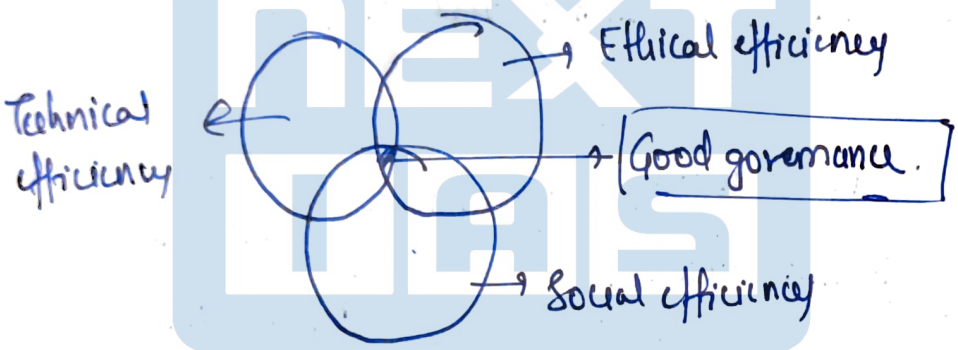


Fig:- Relation between efficiency and governance

Importance of ethical efficiency over technical and social efficiency!:

1) Promote summum bonum - good for all, promptly equitable distribution.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

2) Establish high ethical standards act as great precursor for technical and social efficiency.

3) Ethical efficiency will drive work place culture towards ethical standards.

↳ Ex:- IAS Pulkit Jain going to office and sending selfie for attendance and colleagues started replicating the behavior

Importance of technical efficiency and social efficiency over ethical efficiency :-

1) In this technocratic world, lack of technical efficiency will lead to resource wastage

2) Lack of social efficiency will lead to mis-allocation of resources leading to skewed address needs

↳ Ex:- Spending on statues instead of health

Thus, a culmination of ethical, technical and social efficiency are required to derive good governance mechanism (fig ①)

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m... write on this ...

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

Gandhi's statement provides that public and professional life are interlinked and can't be compartmentalized as mutually exclusive

Interrelatedness of personal ethics and professional life :-

1) Honesty - The act of truth telling, truth speaking can't be compartmentalized across situations.

2) Integrity - Individual must act synchronously across situations.

Ex :- Acting at red signal in the morning and zooming away at night.

3) Accountability - Answerable to actions taken

Ex :- Vishweraya used 2 candles - Personal use, Professional use.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

4) Responsibility:- Owning one's actions

↳ Eg:- Resignation of Suresh Prabhu, Train accident Navy chief DK Joshi - INS Sindhurakshak mishap

Independence of personal ethics and professional life:-

1) Moral circle:- The circle of moral influence can't be extended to entire world and is limited

2) Love, caring towards family member and doesn't apply to professional life

3) Thoughts on LGBTQ, marriage, euthanasia can be kept personal and need not interfere with professional life

Thus, personal life and professional life have several interdependencies and independence, which can be deciphered using moral attitude and moral values.

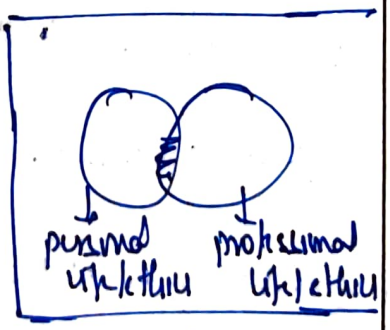


fig:- Relation of life

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates mu
write on this m

3. (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 मे 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

Human actions decipher the goodness as a result. The end product of goodness depends on the means utilised to achieve the goodness.

Internal imperatives influencing goodness:-

1) Voluntariness:- Individual must take the responsibility on his own.

Ex:- Donations to NGO / social service

2) Knowledgeable:- The individual must be informed about potential reactions to a response.

Ex:- Investing in Saudi stock exchange

3) Choice:- There must be choice to pick an action for the individual.

Ex:- Giving a seat to elderly woman in metro. — Yes / No

Candidates must not write on this margin

Role of sanctions and rewards in goodness:-

1) Sanctions define pre-determined behavior

Ex:- Wearing helmet riding a bike - Involuntary, no choice

2) ~~Goodness~~ Rewards: It is impossible to objectively evaluate the reward system

4/Ex:- Double edge effect by Thomas Aquinas Trolley problem. - Ultimately leading to loss of life/limb.

Thus, Categorical Imperative by Immanuel Kant and idea of Nishkama Karma with aid in the practice of aligning internal imperatives towards goodness.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m
write on this

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.

4. (a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही सद्गुण 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 accepting divergent thoughts, even though one doesn't agree with them. It is to acknowledge various perspective without grading them as inferior or superior.

[Views on Tolerance:]

1) Locke, Gandhi promoted for tolerance to increase cohesion within society.

2) Dalai Lama stated that "Tolerance and compassion aren't weakness, they are strength"

3) Tolerance promotes brotherhood and strengthens the bond of community.

4) It limits the emergence of regional feelings and communal hatred.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

5) Voltaire argued that he will listen to other's point of view, even though he disagrees with it.

Tolerance as an essence of virtue.

1) Tolerance builds Eudomonia as suggested by Aristotle.

2) Tolerance enables the virtues of good manners and conformity to social cohesion.

↳ Eg:- Sikhs offering gurudwara space for muslims to offer Namaz

3) Tolerance builds providing aid to anyone in need

↳ Eg:- Sikhs offering langar during COVID-19.

Thus, tolerance is an impeccable strength and a virtue that must be built by every individual to promote unity and sustenance of human race.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates mu
write on this m

4. (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

As Mahatma Gandhi state, "Service to mankind is service to god". it establishes the virtue of serving society to achieve salvation.

The notion of serving society is also mentioned in Jabala Upanishad where a segment of life is to serve family, guests etc.

As it is said, anyone can't help everyone but anyone can help someone. This was seen during COVID-19 pandemic as communities helped each other through tough times.

The material culture and ethics have changed towards egoism. As Ayn Rand puts it, there is no moral obligation towards others.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

The globalised capitalistic world has prioritised personal development over everything else and that impacts serving the society.

Wealth inequality rising as per world inequality report and Oxfam reports indicate decreasing trends of altruistic behaviour.

As Swami Vivekananda said that individuals should seek serve the society at large to promote collective wellbeing. and ensure the collective spirit are upheld

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates mus
write on this m

4. (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 history has witnessed several humulterous blocks of violent wars filled with agony, bloodshed and loss of lives.

Periods of peace as empty pages:-

1) Peace is often underrated as it ensures development.
2) Prosperity is witnessed with rise in population, collaboration.
3) The empty pages can be filled with happy faces, bright sunshine looking onto fields.

It is however to have empty page waiting to be written than possessing page charred with blood.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this m

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

Civil services are given the responsibility to ensure social justice, rule of law, good governance and implement policies.

Distinguishing moral and nonmoral values:-

Moral values	Nonmoral values
1) Determine the ability / character in professional life	1) Limiting impact on character/abilities in professional life
2) Ex:- Integrity, Responsibility	2) Ex:- food choices,
3) Have impact on functioning of public service	3) Limited impact / influence on service delivery

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

5 moral values and its reasons:-

Moral value	foundational reason
1) Integrity	1) It upholds the spirit of the public office.
2) Responsibility	2) Owning decisions as moral obligation of job
3) Transparency	3) Conducting operations in open manner build trust
4) Compassion	4) Understanding the difficulties faced by individuals
5) Honesty	5) Shakespeare. There is no legacy as rich as honesty.

Civil services should uphold the tenets of foundational values to ensure public trust and quality service delivery.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m
write on this m

5.. (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण 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

Ethics in goremanu can be understood as adherence to good standards in provisioning public service delivery.

Role of citizen engagement in ethical administration:

1) Active citizenry promote accountability in goremance mechanism. Eg:- Citizen charter

2) Increased transparency in administrative setup

↳ Eg:- Pune Municipal Corporation opens its books one day every week for citizen scrutiny.

3) Ensuring rightful allocation of resources

↳ Eg:- Social audit

4) Foster collaboration and cooperation across levels

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

Mechanisms to involve ~~ethics~~ citizens for ethics in governance :-

1) Right to Information clause should be amended to increase its proficiency.
   - Ex:- Section 8(1) prohibits disclosure
2) Pro-active disclosure of data.
   - Ex:- Jan Soochna (Rajasthan)
     Mahathi Kanija (Karnataka)
3) Establishing standard operating procedures for ~~Govt~~ Citizen meetings with administration.

Citizens should be provided avenues to engage with administration to ensure ethics in governance.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this ma

6. (a) "बेटी बचाओ,और बेटी पढाओ" 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

The approach of carrot and stick has seen widespread usage across scenarios to derive intended outcome.

Potential of using little force:-

1) Promote action aligned with desired objective

2) Punishment's against adherence

↳ Venkatachalaiah said that quantum of punishment and severity provides deterrence

3) Additional nudge towards behavioral change

4) There is potential if public administrators actively persuade for social transformation

↳ (Eg:-) Anudeep Durishetty go using Anganwadi services for ensuring child

Next IAS ID: PTTP221185_TC074_30-07-2023 08:48 PM

Candidates must not write on this margin

Impediments of using force:-

1) Top-down approaches have little efficacy in bringing long lasting social change.
   ↳ Ex:- Child marriage, Discrimination
2) Potential revolt for using force to drive behaviour could erase the gains made in recent times.
3) Poor track record of utilising force due to limited state capacity.

While a mix of force with persuasion can aid in bringing social change, it must be utilised cautiously in a calibrated manner to not clean authoritative.. These measures can lead to bridge gap between ideal and realised potential of social schemes

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this m

6. (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

foreign policy has evolved over time with unilateral power to rising multilateral power due to increasing weight of nations.

Role of ethical strength:-

1) The historical antecedents dictate the role of a nation in upholding ethical principles

Ex:- India is not sanctioned unlike Iran due to its historical foreign policy.

2) Garnish respect and adulation to uphold global spirit.

Ex:- India's non-alignment, France's laissez faire.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

3) Promote pivotal role to broker peace -

The role of Turkey, Germany, France in mediating peace is due to ethical strength.

Limitation of ethical strength:

1) Non-tangible:- Ethical strength is non-tangible unlike financial and military strength, which can be quantified and thus scaled.

2) Perception battle - Every nation aspiring to portray strong ethical strength despite flaws

↳ Ex:- China curtailing rights of Uighurs, alternatively seeking global power status

While financial and military strength are pivotal, ethical strength plays a critical role in determining the nation's overall strength.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

The case finds resemblance with the recent eviction drives conducted across India where the habitants are displaced post destruction of illegal encroachments.

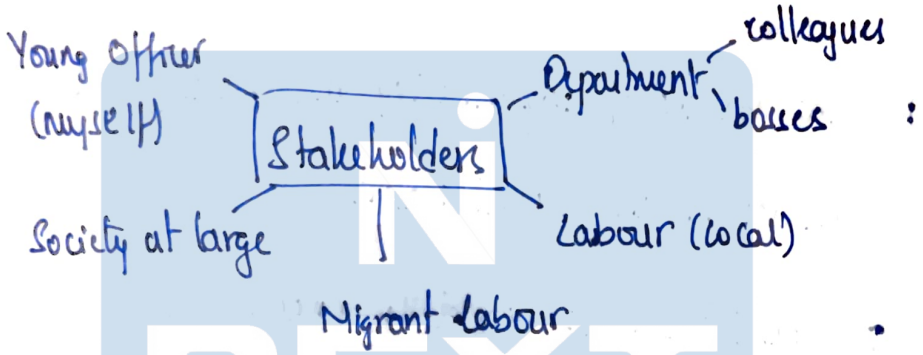


fig- Stakeholders of the case

a) **Conflicts faced in this situation:-**

1) Official duty (vs) Humanity - Conducting impartial action vis against safeguarding fellow human rights

2) Ends vs. means - Looking to clear illegal encroachments without adhering to rightful process

3) Legality (vs) Morality - The adherence to legal procedure to the fundamental conflict with morals.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

4) Urban dwellers satisfaction in life at the expense of slum dwellers difficulties.

5) Human value being considered different across different stages:

(b) The values of impartiality and empathy at conflict in an administrator:-

1) Administrator is bound to execute the legal procedures, emphasizing impartiality in role.

2) Empathy is understanding other people's suffering and connecting to their pain.

3) Both the values play hand-in-hand and one doesn't have to go against other in administration.

4) For example, if daily wage labourer's fingerprints are altered due to work and denied rations, we can find alternate method (like iris scan) to validate instead of rejecting benefits.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

5) The values of Nishkama Karma, Categorical Imperative and Aristotle mean of Virtue ethics play critical role in ~~balancing~~ justifying empathy and impartiality.

(c) Options available in this situation:

1) Stern impartial action - Clearing out illegal encroachments and slums

2) Providing notice period of certain time period, post which subsequent action be taken.

3) Going ~~acting~~ against rules and stopping the drive altogether in favor of slum dwellers

(d) Viable solutions to tackle illegal slums:-

1) Short term:-

1.1) Creating master plan for urban area with adequate zoning for affordable housing.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m
write on this

1.2) Awareness to avail government schemes. for housing. Ex:- PMAY(G)

1.3) Engaging communities to be sensitive towards struggles of certain communities for short while

2) long term:

2.1) Developing housing units affordable to slum dwellers.

2.2) Mandating rules to employers to enable housing provision during project stay

2.3) Strict regulation against occupation of illegal encroachments.

Migrant labour leave their village, house and family with a hope to earn better livlihood and. In the process, it must not be at the cost of their dignity and affordable means should be provided to ensure their rights.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

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।

(a) उपरोक्त मामले में कौन–कौन से मुद्दे शामिल हैं?

(b) 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?

(c) आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?

(d) 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 bonafide.

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.

(a) What are the issues involved in the above case?

(b) Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?

(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

(d) Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

According to Transparency International's Corruption Index, India ranks in 87th position out of 140 countries, thus establishing the extent of deep-rooted corruption prevalent in society.

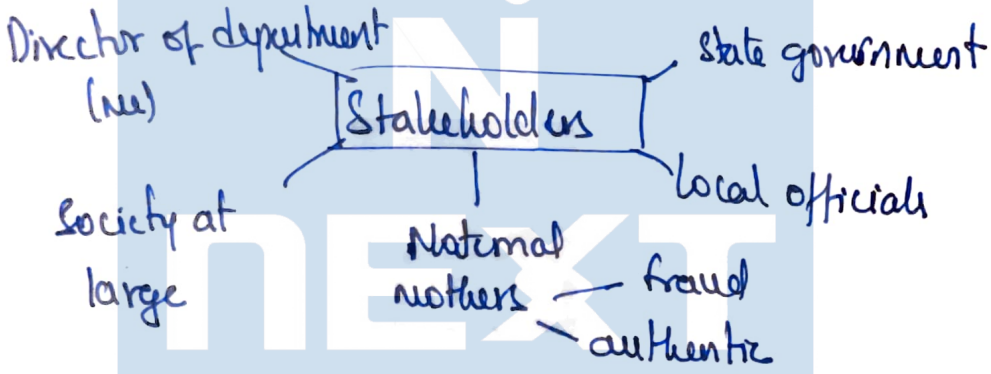


Fig:- Stakeholders in the case

(a) Issues involved in the case:-

1) Fooling the state under the garb of achieving economic returns.

2) Misuse of public office by local officials, thus derailing the spirit of public service

3) Rights of individual – privacy protection and its extent

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

4) Audacity to deepe government with an expectation that limited state can't identify the fake beneficiaries.

(b) Justification on violating data privacy:

1) Technology is fundamentally amoral and it is in the hands of the individuals and actions determine the morality of usage.

2) While data privacy is fundamental right under Article 21, fundamental rights come with its own restrictions.

3) If the objective is to disincentivise aberrant (or) corrupt behavior, then the means are justified.

4) As Mahatma Gandhi says, "if the law is not right, it is alright to disobey"

5) Thus, to ensure the efficient flow of welfare state resources, belligerent behavior must be curtailed

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m
write on this

(c) Reasons for such welfare frauds in India:-

1) Individual:-

1.1) Changing moral values towards egoism.

1.2) Abject poverty & (known-doer split) or consumer needs

1.3) Poor ethical competence

2) Institutional:-

2.1) Poor work culture

2.2) Lax implementation of checks and balances

2.3) Lack of audit, performance reviews

3) Social:-

3.1) Fraudulent behavior is not condemned

3.2) Kaushik Basu - Normalization of Corruption

3.3) Considering it part and parcel of life

4) Economic:-

4.1) Materialistic tendencies

4.2) Urge to gain money, irrespective of means

4.3) Enabling financial mechanisms

& Cryptocurrency, tokens etc

Next IAS ID: PTTP221185_TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

(d) Ways and means to prevent fraud:-

1) Individual:-

1.1) Ethical education and training

1.2) Enculturation should be with integrity

1.3) Teaching right means for development

1.4) Exposure to the fate of people charged with corruption

2) Institutional:-

2.1) Technology - surveillance audit,

2.2) Performance review

2.3) Stringent regulations against aberrant stances

3) Social:-

3.1) Exposure of punishment to crimes.

3.2) Condemning corruption.

As Woodrow Wilson states, "Corruption avoids open places" and it is important that transparency and accountability is inculcated in public offices to eradicate prevalence of fraud.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates m
write on this

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 पढा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढंत 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 बडे पैमानें पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

(a) उपरोक्त मामले में आपको कौन–से मुद्दों और मूल्यों का उल्लंघन दिखाई देता हैं?

(b) आपके पास कौन–से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।

(d) 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.

(a) What are the issues and value violations you notice in the above case?

(b) What are the options available to you?

(c) Discuss the advantage and disadvantages of each option and identify your chosen course of action.

(d) Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

Next IAS ID: PTTP221185_TC074_30-07-2023 08:48 PM

Candidates must not write on this margin

This case establishes the differences between economic development and environmental sustainability, which are often at loggerheads with each other instead of finding a suitable compromise.

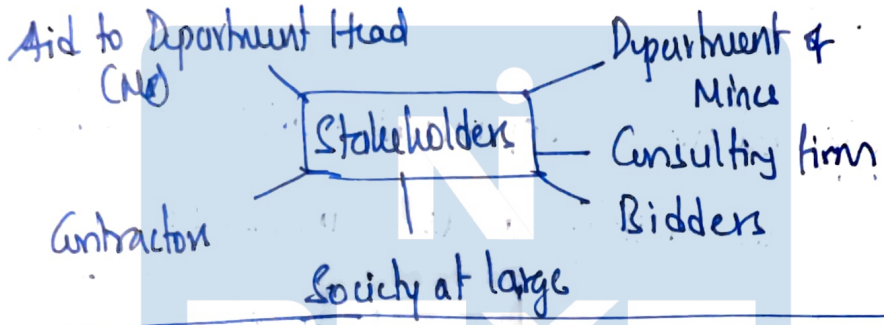


fig- Stakeholders in the case

(a) Issues and value volitions in the case:-

1) Development vs sustainability - Achieving one at the cost of another

2) Short term gains at the expense of long term losses vis-a-vis environmental destruction

3) Inadequate adherence of provisions - EIA is blindsided to achieve targets

4) Ends vs Means - Moral duty is admonished

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates mu
write on this m

at the expense of meeting revenue targets.

5) Egoism - Lack of moral obligation towards environment and looking to meet only targets.

(b4c) Options available - Merits and De-merits

Option A- Adhering to Department Head's suggestion and politely do as I am instructed

Merits	De-merits
1) Career progression	1) Crisis of Conscience
2) Impression of my head	2) Ignorance of process
3) Progression of work, leads to better rating and revenues	3) Slippery slope - All it takes is a moment to lose all the character built over years

Option B: Indicating the identifications to higher authorities to take corrective measure at ~~pause~~ the mining process

Merits	De-Merits
1) Departmental enquiry	1) Might not support your claims

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

2) Conscience satisfaction 3) Categorical imperative - adherence to moral duty	2) Increased animosity in work place 3) Career in jeopardy

Option C:- Leaking the information and turning into whistleblower under Whistleblower act, 2006

Merits	DeMerits
1) Adherence to duty. 2) Conscience is satisfied 3) Ensuring justice is delivered	1) Career in jeopardy 2) Legal hassels 3) Potential threat to me and family

Course of Action:-

1) I will proceed with Option B and based on the response, I will decide on Option C.
2) Ensuring justice is critical to developmental process.
3) Environment protection and economic development should co-exist, which is not in this case.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates mu
write on this ma

(d) Environment as overrated to development.

1) Atharva veda mentions protection of Environment as bounded duty while development is a contemporary concept

2) Development can be achieved in myriad ways but not at the cost of environment.

3) Destruction of Environment will have detrimental consequences on development.

↳ Eg:- Thoreau: "What use is a house if you don't have a planet to put it on"

4) The plans to protect Environment is indeed plans to protect humanity from extinction.

As Henry Poulton states, "Environment and Economy are not two sides of the coin, but same side of a coin", thus instead alienating, each of them should be seen as integral parts.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

10. राष्ट्रीय हित को बढावा देना और अंतर्राष्ट्रीय क्षेत्र में प्रभाव और शक्ति प्राप्त करना प्रत्येक देश की विदेश नीति के दो मूल मत्र 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 जुटा) द्वारा शासित देश XYZ के साथ संवेदनशील प्रौद्योगिकी हस्तांतरण और उपकरणों से संबंधित कई अरब डॉलर का एक बडा 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।

(a) उपरोक्त मामले में कौन–कौन से नैतिक मुद्दे शामिल हैं?

(b) 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?

(c) क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक जिम्मेदारी उसके निकट समुदाय से कही बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(d) 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.

(a) What are the ethical issues involved in the above case?

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this mar

(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

The case is similar to the involvement of China in sending arms and ammunition to Myanmar to gain influence and corporate profits resulting in strengthening junta control over the state.

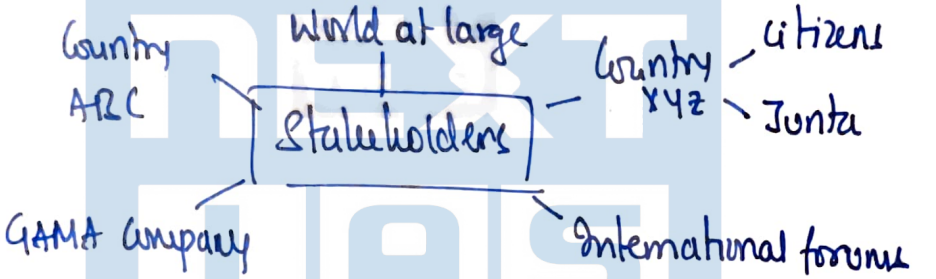


fig:- Stakeholders in the case

(a) Ethical issues involved in the case:-

1) Differential perception of human life. :- XYZ country's humans are felt inferior as GAMA supplies defense tech. technology

2) Promoting and extending peace instead of deliberately for peace.

Next IAS ID: PTTP221185_TC074_30-07-2023 08:48 PM

Candidates must not write on this margin

3) Violence is seen as solution while it is tantamount to defeat, as said by Gandhi.

4) Ends vs Means - Delirious means are adhered by country ABC to gain international influence

5) Against ~~Hot~~ Harm principle by JS Mills as proliferation of arms causes harm to people

(b) **International ethics and its role during pursuance of business interests :-**

No :-

1) Business interests have often taken precedence instead of international ethics. Ex:- Uighur labour to produce Nike, Adidas clothes.

2) Business interests are paramount - development.

International ethics as critical ahead of business interests

1) Brand value. Ethisphere research observed higher market share of 14.4% for ethical companies

2) Vasudhaiva Kutumbakam :- The world is one family and pulling out business interests

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this ma

4) Ex:- Companies pulled out of Russia en-masse due to brazen invasion of Ukraine.

The world is built on community and without international ethics, there will be no humanity left for business interests.

c. Limits to Corporate Social responsibility:-

Extends to international community:-

1) Inequity - Poor countries don't have ability or companies to fund development.

2) Cost benefit analysis - Meagre amount spent on poor household will bring significant impact.

3) fosters relationship and influence of country

Ex:- Carbon credits purchased by foreign firms

Limit to one's immediate community

1) Promotes development of the market - Perhaps market will reciprocate with higher turnover for business

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

2) Increased publicity and marketing of company's ~~altruistic~~ altruistic behaviour

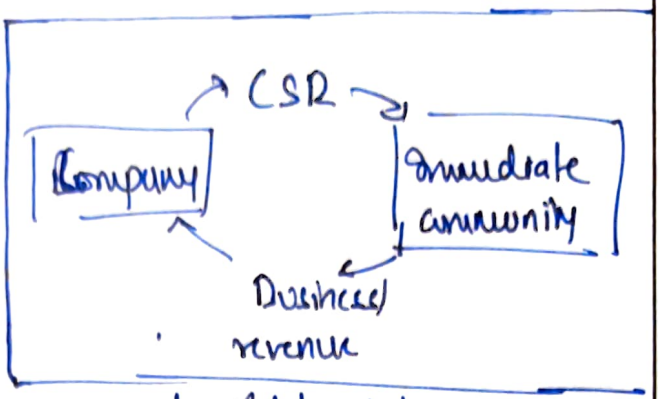


fig- Relation between CSR and community

Companies must expand beyond boundary and aid the countries in need.

⑧ Rules on expansion of Defense companies:-

1) Critical technology should be regulated
   ↳ Wassenaar agreement, ~~MTCR~~, NSG, CTBT etc

2) Corporate ethics must be planned and inbibed in its ~~the~~ business practices.

3) Independent authority to validate the necessity and validity of dealings
   ↳ Albert Einstein states, "We cannot design solution with the same thinking used in creating problems"

As Noam Chomsky states, "there is no easy thing to fight terrorism, stop participating in it" global, forums must come together in achieving it.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this mar

11. श्री शर्मा 400 करोड 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 बडी मात्रा मे 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 केंद्रो को बेचे जाने वाले उत्पादों की तुलना मे अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कपनी मे हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनो को उनके बढे–चढे सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिको मे बेचैनी की भावना बढ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना मे 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 बढाया जाए।

(a) इस मामले में कौन–से नैतिक और व्यावसायिक मुद्दे शामिल हैं?

(b) श्री शर्मा और सीईओ के पास कौन–कौन से विकल्प उपलब्ध हैं?

(c) 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।

(d) 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

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

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.

(a) What are the ethical and business issues involved in the case?

(b) What are the options available to Mr. Sharma and the CEO?

(c) 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.

(d) 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

The case exemplifies a situation wherein certain individuals (sales people) collude with officials of government to misuse office for private gains, thus defrauding company and state.

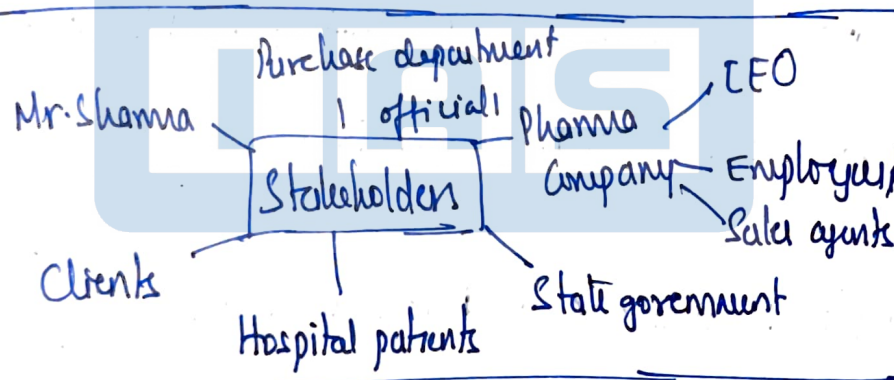


fig. Stakeholders in the case

(a) Ethical and business issues involved in this case,

1) Altruism (vs) Egoism - The freedom provided by

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must write on this mar

the company to promote independent thinking is misused for personal gain.

2) Integrity of the institutions - The ethics of the institutions can invalidated due to acts of its employee

3) Stakeholders vs Larger public - Collusion among stakeholders without concern about larger public

4) Ends vs Means - Aligning with Teleological views instead of adhering to moral duty.

5) Code of Conduct of organisations are violated to attain material benefits.

(b) Options available to Mr. Sharma and CEO:-

Option A:- Not raising the issue further and continuing business as usual scenario

Option B:- Immediately informing government and removing employees for going against corporate ethics.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

Option c:- Through internal investigation and returning the additional gains to government and explaining the scenario.

Option c is prudent option to continue operations and also paying back money earned through convoluted means.

(c) Enabling mechanisms of individual's corrupt nature.

1) Organizational freedom must also come with checks and balances

2) Ethical proclivity since childhood will also impact individual's moral standing.

3) The materialistic values of current times increase susceptibility to corruption.

Though, it is difficult to ascertain one individual factor, it could be culmination of various factor with significant variation among people.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates mus
write on this ma

(d) Mechanisms and steps to prevent unethical behaviour:-

1) Consistent ethical training aligning with the values of the company.

2) Strong and ethically sound mid-level and top-level management as they are inspirational for work culture and practices

3) Corporate disclosure norms aligning with but industry practices to promote ethical businesses.

4) Independent audits of financial books, business practices. ⇨ Ethisphere research

As Narayana Murthy states, "

Corporate governance must emanate from top-management. Companies should aspire and inspire its employees to adhere by strong ethical behaviours

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

12. सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपभोक्ता वस्तु विनिर्माण संयंत्र को छोड़कर न्यूनतम एवं अपेक्षाकृत महत्त्वहीन 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 गईं, 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 कमी–कमी 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।

(a) उपरोक्त मामले में कौन–कौन से मुद्दे शामिल हैं?

(b) 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।

(c) 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?

(d) 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.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

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.

(a) What are the issues involved in the above case?

(b) 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.

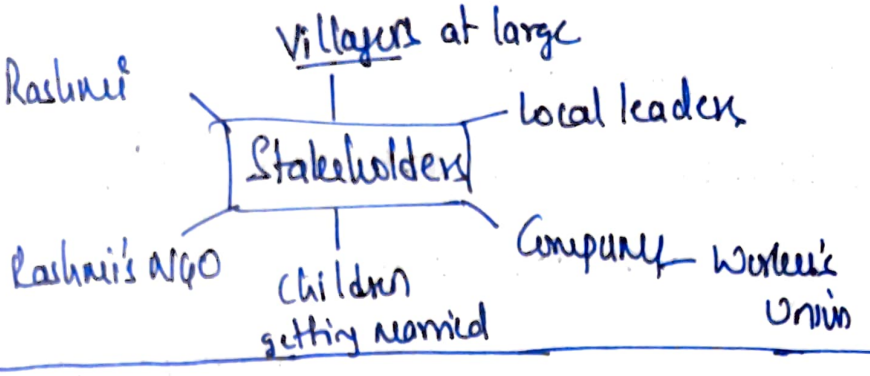
(c) Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?

(d) 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

Although child marriage have decreased significantly over the past two decades, NFHS 2019-20 reveal that 15.7% of women are married before attaining legal age, which has consequential effects on husband-wife relation, maternal life etc,

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin



(a) **Issues involved in the case:-**

1) Lack of Tolerance in adapting to change in traditions as per rural development across humanity

2) Threatening violence instead of peaceful deliberations to reach consensus.

3) Denial of consent - The opinion of women/children are considered nominal without any effect.

4) Supremacy of customs and lack of willingness to change in accomodating varying beliefs.

(b) **Rashmi's Course of Action:-**

Rashmi should persevere with the worthy goal of eradicating child marriage in following progress

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

1) Local administration.

1.1) Provision to ensure safety and security of her NGO. from violent acts.

1.2) Understanding the social complexities of the Singh Garh village to design solutions

1.3) Knowing the influential personality that shape the opinion of the public.

1.4) Persuade administration to run educational campaigns, programs against child marriage. to promote awareness about legal solutions

2) Influencers:

2.1) Rashmi must engage with influential personalities. - Union head, local leader, religious priests. to explain the need to eradicate child marriage.

2.2) Engage in thorough discussion and debates to decipher the need for change in tradition.

Next IAS ID: PTTP221185_TC074_30-07-2023 08:48 PM

Candidates must not write on this margin

3) Company:-

3.1) Continuous open lane of communication with company to allow workshops.

3.2) Engaging women through discussions on liberation against child marriage.

4 Eyes SHE-BOX, FM in company.

4) Village:-

4.1) Exposition of villagers to movie, media explaining need to ban child marriage

4.2) Open-night discussions with influential leaders supporting need to change behaviour

4.3) Promoting bottom-up change to create a lasting impact on village's psyche.

Even though it is a long and arduous battle, the fruits of labor will be imminent for Rachna's efforts on child marriage eradication.

Next IAS ID: PTTP221185, TC074, 30-07-2023 08:48 PM

Candidates must not write on this margin

(A) Reasons for aggressive reaction from women:

1) Patriarchal mindset - The notion that women an opposing change in any format.

2) Possibility of change - Aggression is means of suppression and then is hope that children are standing up against atrocities.

3) Conditioning:- Historical precedence may have brandished their response to violence

Means to engage:-

(1) Debate and discussion with company representatives as liason officers

(2) Women in the family can play critical role in changing their thoughts

(3) Influential persons can shape their thoughts

"Parivarthanmeva Sthiramasti" - Change is the only constant must be inbibed into their psyche and gradually align them against child marriage