Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 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 : KOSHINDER

Roll No. : PTTP220149

Registration Number : ..... Date of Examination : 6/09/2023

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: PTTP220149, TC074, 06-09-2023 11:13 PM

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 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: PTTP220149, TC074, 06-09-2023 11:13 PM

MACRO COMMENTS

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 refers to providing services to people by government. It requires various principled actions like accountability, transparency etc along with legal aspects like Prevention of Corruption Act.

Need of Constitution, Laws and Ethical Principles :-

① Helps in promoting efficiency in public service delivery.

② Helps in adhering to values of organisation i.e. applied ethics.

③ Promotes good governance by adhering to values like rule of law.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(4) Helps in generating public trust.

(5) Upholds ethics in governance along with probity in governance.

However all three are important for public servant. But if one has to be Choosen then it should be Constitution because :-

(1) Constitution contains philosophy of both laws and ethics.

(2) Various values of good governance are already enshrined in Constitution.
Eg: Equality, freedom.

(3) Essence of public servic spirit lies in Constitutionality. Eg: DPSP.

(4) Ethics in governance, probity are uphold through constitutional morality.
Eg: Socialist in Preamble.

(5) Values like tolerance, Compassion etc lies in preamble. Eg: Secularism.

Hence, Constitution acts as guiding light and even includes legal and ethical aspects for public servants

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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

Civil disobedience refers to not abiding to the laws and rules. Whereas integrity based civil disobedience refers to adherence to only those rules and laws which are just and fair.

Challenge to personal integrity can lead to responsible disobedience because what is right is being decided by the ethics which builds integrity. If an individual thinks the law is not correct then s/he has tendency to disobey. But it may not be justifiable :-

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(1) It may bring friction, disunity among civil servants.

(2) It may erode trust of public which considers it as 'steel frame of India'.

(3) Such disobedience may hamper efficient service delivery to people.

(4) May lead hurdles in upholding rule of law.

(5) Goes against the values like probity in governance.

Way Ahead
- → Institutional reforms can be sought.
- → Various departmental enquiry procedure can be followed.
- → External scrutiny may be sought like CBI, CVC.

Hence, Civil Servant is essential for public service delivery. Therefore its integrity should be preserved at any cost.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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

As per Daniel Goleman for success at any work, 80% Emotions and 20% intelligence is required. Thus emotions significantly impact personal and professional lives.

Primary Emotions Negatively Impacting Workplace Productivity :-

(1) Personal interest leads to work where personal benefit is being seen rather than altruism. Eg: Corruption

(2) Elitism :- It goes against the principle of tolerance thereby poor service spirit develops.

(3) Red Tapism because of Complacency hampers efficiency.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(4) Lack of Obligation towards professional values hampers functioning.

(5) Greedyness goes against the principle of Collectivism and welfare.

Eg: Misuse of CSR funds.

Positive Impacting Emotions

(1) Service spirit enhances overall productivity. Eg: NGO's.

(2) Tolerance promotes diverse views hence reduces friction at workplace.

(3) Compassion helps in innovating new solutions to enhance productivity.

(4) Citizen charter obedience to fulfill professional demands.

(5) Selflessness helps in creating trust among teammates as well as people.

Hence emotions guides our behaviour and has direct impact on productivity.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must write on this s...

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

Technical efficiency helps in better utilisation of limited resource due to expertise whereas social efficiency helps in understanding and fulfilling social needs.

Ethical efficiency refers to understanding what is right and wrong thereby modifying behaviour as per need.

Ethical efficiency is more important :-

(1) It helps in building good character who can utilise both technical and social efficiency.

Eg: Sardar Patel → ability to deal Complex situation made him Iron Man of India.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(2) It helps in judging what is right and what is wrong thus helps in deciding technical and social efficiency.

Eg: Use of automation or traditional means to save jobs.

(3) To decide good or bad based on some established standards like values. eg: Selflessness should be preferred over Greedyness.

(4) To build a moral society, ethical efficiency is required which will in turn generate social and technical efficiency.

(5) In curbing various immoral acts we need ethical efficiency.

Eg: Fight against prejudice.

Hence, ethical efficiency is of crucial need along with technical and social efficiency.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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

Gandhiji, through his quote highlights that man cant live double standard life whereby in one sphere he acts right whereas in other wrong. It simply implies hypocrisy.

For instance, Ram Rahim, Godman who was engaged in spirituality was known for doing good but in other domain he was involved in high immoral acts which highlights hypocrisy.

Personal ethics impacts professional :-

(1) In both the spheres 'self' is common and this self is acting on some same set of basic values.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

Eg: A person who cares for ~~her~~ his mother will also care of his wife and daughter.

2) Same set of values guide this self and generally these values are either right or wrong in both spheres.

Eg: Lieing in personal sphere will also lead to deceiving in professional.

3) Double standards can't be compartmentalised in long term because it is difficult to change attitude for long.

However

- Sometimes personal and professional domains can be compartmentalised.

Eg: Secrecy is desired in intelligence services.

- If institution has strong code of conduct then compartmentalise may exist.

Eg: Army has strict discipline rules

Hence, both private and professional have some linkage but occassionally can be compartmentalised.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 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

Goodness is the outcome of internal imperatives to do what is right rather than needing of some moral or consequences justification.

For instance, a person giving charity for the shake of helping needy doesn't need justification from what morality says or what end results are.

Sometimes human acts in complex environment whereby both deontologist and consequentialist approach may be inadequate to justify an action.

Determinants of goodness

→ Nature of object decides good or bad.
Eg: Truth vs Lie.

→ Circumstances also justify.
Eg: Lieing to save life

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

→ Voluntariness.

→ Lack of awareness yields less justification.

However,

→ Morality is equally important in judging goodness.

Eg:- Gandhiji → Conscience → is highest authority.

→ Consequences do matter in judging goodness. Eg: Greatest Good to Greatest Number of People

→ Means, Conscience have higher chances of generating goodness (Immanual Kant).

→ Agent theory by building good character yields goodness (Aristotle)

Hence, goodness judgement has several parameters in normative ethics.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 refers to having an permissive attitude towards different thoughts, beliefs values.

Eg: Secularism or Sarva Dharma Sambhava

Tolerance develops from mind

- It is shaped through moral values.
- It is based on attitude of individual.
- Circumstances / observation to play role in tolerance.
- Value education.
- Reward and punishment.

Essence of virtue

→ The quality of character is judged based on various values like

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

tolerance.

→ A person of virtues will have higher tolerance.

→ Virtues like courage, temperance, justice and wisdom tends to generate values like compassion, tolerance etc. Hence it is essence of virtues.

Tolerance as strength

↳ Helps in better understanding an issue.
Eg: Diverse opinions

↳ Helps in bringing efficiency.

↳ Promotes other values like honesty, integrity.

↳ Helps in generation of compassion, ~~ethe~~ empathy etc.

Hence tolerance is a critical value which is a strength of human, living in diverse society which leads to Ek Bharat - Sresth Bharat.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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

The essence of being human is to contribute larger to society then only once purpose of life gets fulfilled.

Eg: Human beings like Gandhiji given Satyagraha to society.

As per traditional theories of salvation of soul, our soul will not liberate unitill we not pay 'rina' i.e. social debt.

Eg: Rina of 'Shishya' is to promote teaching of his 'Guru'. i.e. Rishi Rina.

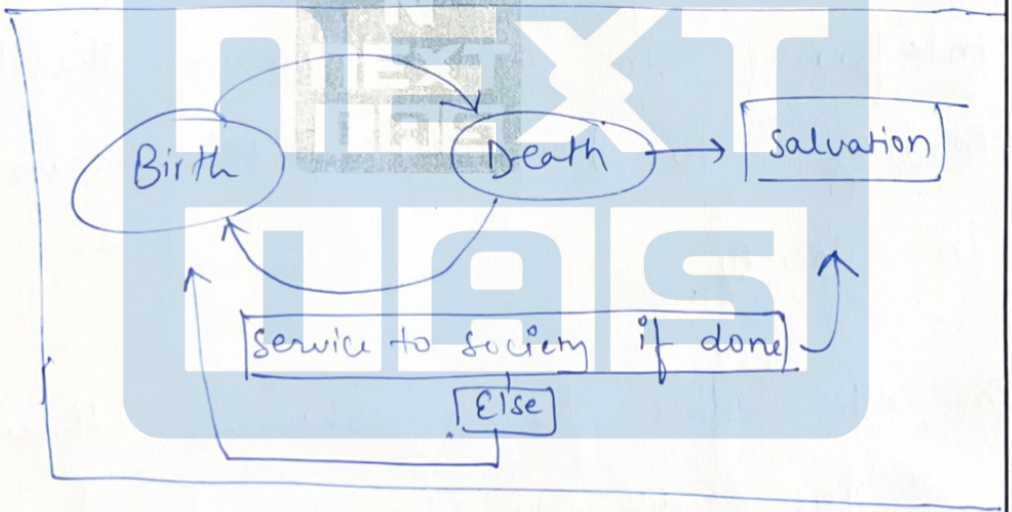
Unitill this social service is not done one cant achieve the salvation.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

Eg: Swami Vivekananda highlighted the concept of 'Daridra Narayana' whereby service to mankind is service to god. Hence, primarily one has to serve the society for larger gain i.e. Salvation.

~~Unless~~ Untill this soul will remain in cycle of birth and death.



Hence, our first duty is to serve society then only one can expect of attaining Salvation.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 quote highlights that peace brings prosperity and helps individuals to live happily without interferring in one - another domain.

For instance, a person who loves peace will focus on self rather than interferring in others domain. Thereby leading to prosperity and calmness in society.

On the other hand, whenever there has been threats to peace, books of history got compiled.

For instance, Ashoka period seen Compilation of various texts because of huge massacre like 'Kalinga'

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

which made historians to fill pages about the incidents.

Similarly, Aurangzeb period remained full of turmoil, despite ~~disperging~~ dispersing authors, historians various texts got compiled highlighting various conflicts taking place during his reign.

Hence, peace is desired for living an ethical and moral life else only history books gets compiled.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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

Moral and nonmoral values refers to set of standards which guides behaviour of an Individual.

Moral values refers to standards which are considered good or right.

Eg: Truth, love, respect.

Non moral values refers to values which are considered wrong or bad.

Eg: violence, greed

5 Foundational values for services

(1) Tolerance :- It helps in having permissive attitude towards different

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

views/ beliefs. Hence helps in serving people better.

(2) Selflessness :- It gives preference to others need rather then of self. Hence better serve society.

(3) Objectivity :- Taking decision based on fact, reasoning etc. It helps in non-partition way of serving people.

(4) Integrity :- Helps in having consistency in thoughts, action and speech. It will promote trust of people along with efficiency.

(5) Accountability :- It is formal answerability based on authority. It helps in bringing peoples trust in servic delivery.

Hence, these 5 values are fundamental in servic delivery.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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

Governance refers to process of decision making and implementation. whereas ethics in governance is based on values like transparency, honesty, probity

Civic Engagement helps in :-

(1) Making officials accountable to their acts. Eg: RTI

(2) Promotes efficiency in governance by enhancing speed and curbing red-tape.
Eg: CPGRAM - Complaint.

(3) Promotes probity in governance.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(4) Promotes values like tolerance to adhere to demand of different people.

(5) Helps in generating Compassion, empathy.

Mechanism with People

(1) Right to vote :- For selecting responsible minister who look at accountability of civil servants.

(2) RTI / social auditing.

(3) CBI / CVC / Lokpal Complaints.

(4) My Gov, CPGRAMS.

(5) Supreme Court / HC / Tribunals.

Hence, citizen involvement enhances ethics in governance.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 effective tool to bring transformation in society but sometimes even one has to go beyond it to meet the need.

Eg: Sardar Patel in integrating provinces used peaceful cum Pressure technique.

Even various schemes of social transformation need various techniques including persuasion.

For instance, prohibition of Child Marriage need both persuasion along with stringent laws to

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

meet the objectives.

Although such stringent action may go against ethics or morality.

For instance, Sri-Lanka in order to prevent territorial integrity abused human rights of Jaffna province.

Hence, along with persuassion other ~~tet~~ methods can be utilised for bringing social transformations but these means should not be unethical and immoral.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 is a tool to serve national interest. This interest can be served either through finance, military or ethics too.

For instance, USA used military power in Afghanistan to deal with Taliban for 9/11 attacks.

Similarly, China used financial power in SriLanka and acquired Hambantota port for increasing footprint in Indian Ocean region.

Moreover, Japan utilises its ethical power in terms of soft power to serve its interest.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

Use of Ethical Strength in present scenario

(1) Ethical power can resolve issues like Russia-Ukraine conflict which is leading to inflation, food and energy security.

(2) Multilateral reforms for global governance can take place only through persuasion because of existance of veto power.

(3) Global cooperation to tackle challenge of climate-change need ethics.

(4) To govern space of global commons need ethical values of equality, respect, dignity etc.

(5) International funding to developing countries, other aids etc all need ethics to govern international relations.

Hence, ethics play crucial role and is an important tool for influencing and meeting national interest.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 है। जिनमे उत्पादन की स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर मात्रा में उपलब्ध है।

जैसे–जैसे विनिर्माण इकाइयों की संख्या में वृद्धि हुई, श्रम की माँग बढती गई, जिससे शहर में मजदूरों की संख्या लगातार बढती गई। शहर में इस बड़ी संख्या में लोगो के आगमन के कारण फुटपाथों पर गन्दी बस्तियों (झुग्गियों) 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 कार्रवाई अमानवीय है, लेकिन आपकी आधिकारिक ज़िम्मेदारियाँ कड़ी निष्पक्ष कार्रवाई 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।

(a) उपरोक्त स्थिति में आपको कौन–से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?

(b) क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।

(c) उपरोक्त स्थिति में कौन–से विकल्प उपलब्ध हैं?

(d) 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.

(a) What value conflicts do you notice in the above situation?

(b) Can an administrator compromise the value of impartiality for empathy? Discuss.

(c) What are the options available in the above situation?

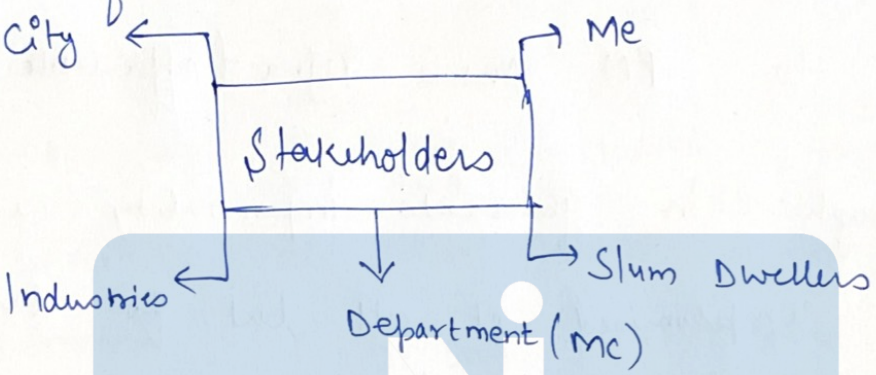
(d) Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

The case highlights the issue of illegal encroachment which is also the current realities of various big cities.



(a) Values at conflict

(1) Compassion v/s official responsibility

(2) Impartiality v/s Vulnerable's plight

(3) Rule based v/s Emotions

(4) Objectivity v/s empathy

(5) Rule of law v/s Inhumanity

(b) Administration works for the larger interest of society. That's why various rules are being made so that administration can work impartially. But

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

these rules have several provisions to work for empathy.

Eg: Encroachment may be diverted to PM Awas Yojna (Affordable Housing)

Although in general impartiality cannot be compromised at all but for larger interest of society (Consequentialist - JS mill) alternative can be looked while adhering to impartiality.

(c) Options available

(1) Anti - Encroachment Drive.

(2) Let them live and encroach.

(3) Passing the judgement to senior for suggestion and then proceeding as suggested by him/her.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(d) Viable Solution

(1) Identify the reason for migration.
Eg: Pull factor or Push factor.

(2) Implement various schemes to provide livelihood at their habitat in rural areas. Eg: MGNREGA, PURA, Vibrant village Programme.

(3) Create Affordable Renting Houses (PM-Awas Yojna) so that migrants do not live in slums.

(4) Regular awareness regarding anti-encroachment drives.

(5) Promote regional development through Farmer Producer organisations (FPO), SHG, NGOs etc.

(6) Regular monitoring of peoples residence to take timely action

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

against illegal settling.

Hence, slum dwellers issues should be tackled morally so that their right to life along with livelihood and habitat do not get compromise along with development of cities.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 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 ज़िम्मेदारियों 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 ज़िम्मेदार 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 ज़िम्मेदार 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 (प्रोफ़ाइल) 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?

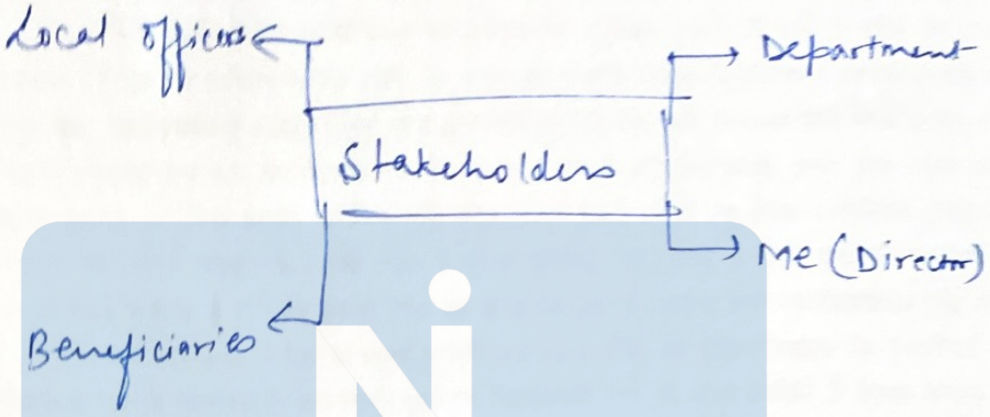
(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

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

(Answer in 250 words) 20 marks

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

The case highlights the issue of data protection (Fundamental right) v/s efficiency by preventing existing frauds.



(a) Issues involved

(1) Preventing fraud v/s Right to Privacy.

(2) Efficiency v/s Fundamental right breach

(3) Institutional integrity v/s individual rights of beneficiaries.

(4) Probity in governance v/s Fundamental rights.

(5) Objectivity v/s individual rights.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(b) As per Theory of Justice by John Rawls Right to Privacy forms part of political right whereas fraud is socio-economic right.

As per Rawls, Political rights should given preference during conflict. But that doesn't mean fraud to let exist.

There is need of taking steps to protect right to privacy like passing personal data protection bill which will protect Right to Privacy. Hence fraud has to be stopped along with maintaining Individuals right to privacy.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(C) Reasons for such frauds.

(1) Existance of loopholes in process.

(2) Corruption is being caused by institution itself i.e. Collusive Corruption

(3) Lack of deterrence among culprits.

(4) Judiciary delay in bringing justice raises morale of such culprits.

(5) Lack of measures of transparency like social auditing, RTI etc.

(6) Social acceptance of Corruption in Indian society (2nd ARC).

(D) Ways to prevent such frauds :-

(1) Bringing transparency in entire process.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(2) Effective grievance redressal Mechanism.

(3) Adequate safeguards to Whistle blowers protection.

(4) Regular check drives to look such issues. Eg: Social Auditing.

(5) Stringent legislation to enhance deterrence against Corruption.

Hence, there is need to bring proactive measures to check prevention of corruption then only India can achieve the target of Sabka Sath - Sabka Vikas i.e. Inclusive development.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

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 हुई 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।

(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.

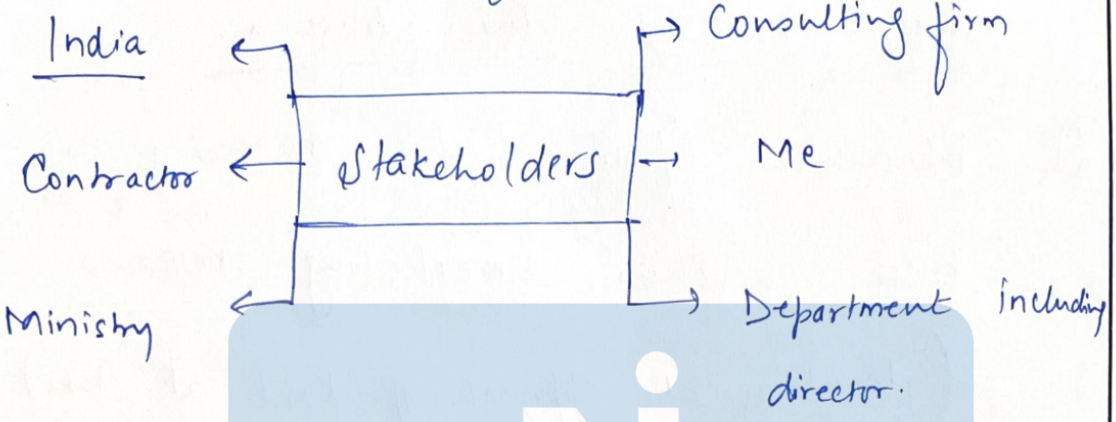
(d) Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

The case highlights the neglect of Environment Impact assessment for vested interests.



(a) Issues and violation of values.

(1) Speedy approval hampering the values of adequate scrutiny hampering 'objectivity'.

(2) Allotment of contract by neglecting EIA thereby against values of environment ethics.

(3) Development (economic) v/s Environment Degradation.

(4) Short term benefits getting priority over long term harms.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(5) Against the principle of probity in governance where contract is being given without due diligence.

(6) Pressure from higher authority to meet revenue neglecting means (deontological approach of Kant at stake).

(b) Options Available

(1) Raising issue to higher authority even higher than present immediate higher authority.

(2) Approaching to NGT for proper environmental adherence.

(3) Neglecting the issue and proceeding to as usual work.

(4) Whistleblowing through media.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(C) Advantages and Disadvantages

(1) Raising issue to higher Authority

Advantage	Disadvantage
→ May cancel the contract and prevent Environment degradation.	→ May not take any action
→ Upholds values of integrity, Probity and Conscience.	→ May penalise in terms of transfer, promotions etc.

(2) Approaching to NGT

Advantages	Disadvantage
→ Holistic understanding of the issue.	→ May delay the entire procedure.
→ Helps in environment Conservations.	→ Personal attacks from department including transfer
→ Sets good precedent.	

(3) Neglecting the issue

Advantage	Disadvantage
→ It may help in generation of revenue.	→ Against the Conscience.
→ May be seniors support in future postings.	→ Sets bad example.
	→ Environmental degradation.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(4) Whistle blowing

Advantage	Disadvantage
→ Bring issue in limelight.	→ Against the departmental process.
→ Environment protection.	→ Friction from higher authorities

I will take 1st option first and if desired result do not come then will proceed to NGT to protect environment.

(d) Environment protection is need of the hour. Various present challenges like Climate Change, sudden extreme weather events etc are because of environmental neglect. Hence Environmental preservation should be top priority if it comes even at cost of development that's why sustainable development i.e. (development + Environment) both should be protected.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

10. 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 बाज़ार तलाश रहा था।

देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाज़ार 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 काफ़ी 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 ज़िम्मेदारी 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?

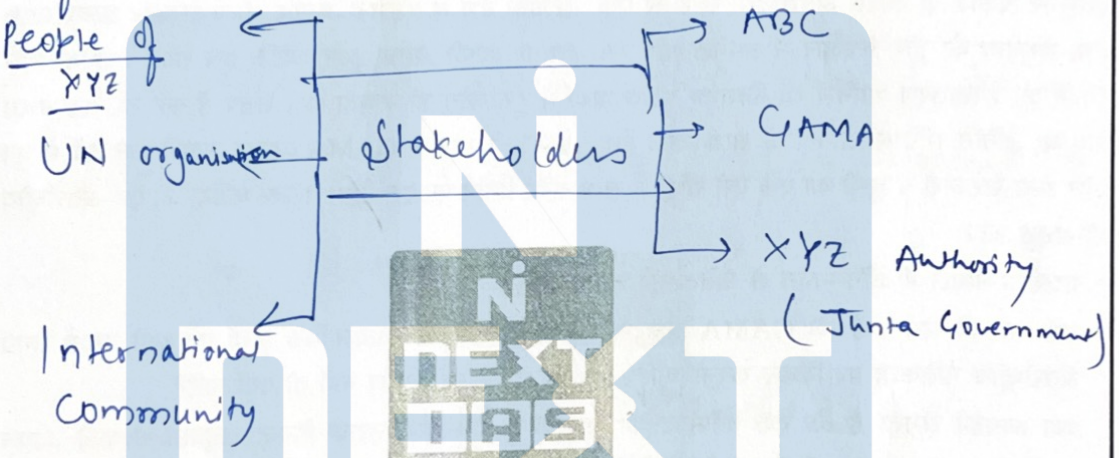
Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(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 highlights the preference of profits over potential threat to humanity.



(a) Ethical Issues

(1) Development of sensitive technology that have dual-use.

(2) Selling of such technology to those parties which may use against human rights.

(3) Profit rather then humanity is getting preferrence.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(4) Short term gain v/s Long term harm.

(5) National interest at cost of humanity.

(b) Any firm while dealing with different nation should abide by the ethical standards set for international affairs because these standards are being set to promote larger welfare of humanity along with generation of values like peace, security, equality, respect to human rights and dignity.

Hence, International ethics should be at core of GAMA which is even involved in that product which is itself a questionmark on Ethics.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(c) Corporate social responsibility is based on principle that entity should benefit not only to shareholders but to all the stakeholders including society.

Extending to International Community
- Will help firm to sustain longer.
- Builds good rapport among international players.
- Abides by corporate governance rules.
- Values like 'Vasudhaiva Kutumbukam' i.e. whole globe is one family.

Should Not Be Extended
- International obligations are yet to develop.
- Immediate community needs may get diluted / subverted.
- Because immediate impact is coming at the place of location. i.e. Use of resources, pollution etc.

(d) Any firm which are dealing into sensitive technology should abide by regulations because :—

1) For healthy development along with abiding with its responsibilities.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(2) Adhering to regulations enhances overall legitimacy.

(3) Entire humanity gets benefitted because of regulations which avoid negative externalities.

(4) Helps in generation of values in corporate sphere i.e. 'Compassionate Capitalism' as highlighted by 'Narayan Murthy'.

However,

→ It may lead to curtailment of innovation in short term but in long term innovation along with values will get developed which will also be in harmony with Gandhian 7 Sin's i.e. SET

Science without humanity.

Hence, adequate regulations should be adhered in order to develop an ethical world followed by peace and morality.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

11. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाज़ार 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 खज़ाने 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।

(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: PTTP220149, TC074, 06-09-2023 11:13 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 highlights the issue of corruption whereby state's exchequer are being misused for personal gains.

(a) Ethical and Business issues

(1) Profit v/s morality

(2) Transparency v/s loss of contracts.

(3) Professional ethics v/s Corruption

(4) Whistleblowing v/s Company's dignity.

(5) Responsible citizen to protect State Exchequer which may lead to cancellation of deal.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(b) Options Available

(1) Exposing the scam

(2) Neglecting the case.

(3) Cancelling the deal silently without highlighting the cause/scam.

(c) Lack of control/regulation also leads to corruption. As it is being said 'power corrupts and absolute power corrupts absolutely'. Thus certain rules, SOP, Code of conduct etc for babu officers should be there.

Individual's Corrupt Nature

It is highlighted by several thinkers like 'Kautilya' that to human have negative character and corruption is his tendency. But if sufficient deterrence measures

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

are taken then this nature can be prevented.

Eg: Prevention of Corruption Act 1988

(D) Steps that can be taken to prevent such unethical behaviour :-

(1) Having code of conduct for its officials.

(2) Citizen Charters for the consumer with adequate focus on grievance redressal.

(3) Strict action against violation of these codes.

(4) Setting example by following high ethical standards by higher authority itself.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(5) Regular auditing to scrutinise any malpractices which are happening.

Hence, for setting a moral business there is need to have moral standards in functioning of such business thatswhy Gandhiji insisted on Commerce without morality is sin.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 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 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।

(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: PTTP220149, TC074, 06-09-2023 11:13 PM

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.

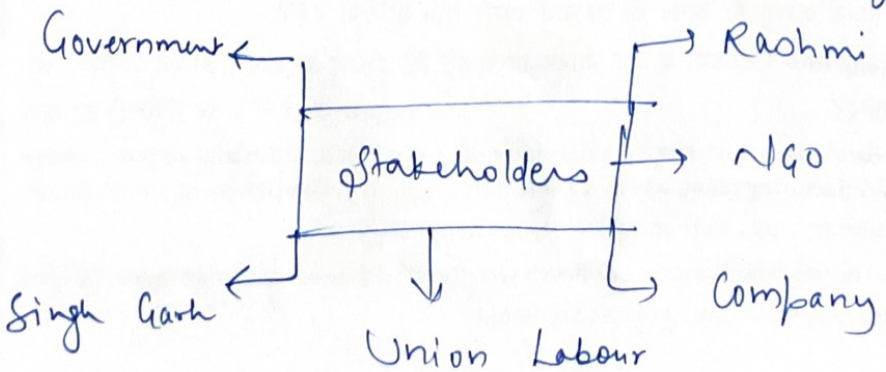
(a) What are the issues involved in the above case?

(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

The case highlights the deep rooted patriarchy which is even hindering NGO's who are acting as an agent of change.



Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

(a) Issues Involved

(1) Issue of Child marriage hampering child rights.

(2) Issue of unemployment opportunities in Singh Garh.

(3) Patriarchy hampering women empowerment.

(4) Labour Union dispite being unethical succesed in its aim to restrict NGO.

(5) Company preferred business or profit rather then societal morality.

(b) Rashmi's Approach

(1) Continue with spreading awareness.

(2) Enhance Contacts to persuade even labour union along with industry management.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(3) Include social media along with print media to bring investment along with curbing child marriage.

(4) Involve with local administration to take proactive measures in preventing young brides.

(5) Sensitise people with diverse means like Nukkad Natak, spreading schemes like Beti Bachao - Beti Padhao, Sukanya samriddhi Yojna.

(c) Company's are the entity of society thus their operation is not only restricted to business rather then for entire society as highlighted by Cadburry Committee of UK. on Corporate Governance.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

Candidates must not write on this margin

Need to Indulge in Social problems

→ It will enhance their Credibility as an institution of society.

→ They have resources which can better tackle social problems. Eg: CSR.

→ Have influential Capacity like Government, media.

→ Promotes ethics in Corporate affairs.

Why should not indulge

→ Their task is to produce goods and service.

→ Might lead to Conflict of interest.

→ May deviate from their goal.

→ May come in conflict with society, due to alleged vested interest.

(d) Worker's Union Protest :—

(1) Deep rooted patriarchy hence attitudinal Change brought aggression.

(2) Fear of their daughters turning against their decisions.

Next IAS ID: PTTP220149, TC074, 06-09-2023 11:13 PM

(3) Fear of increased marriage age need more resources like dowry may further tend to poverty.

(4) Lack of effective Communication between NGO and Union.

(5) Sensitisation of issue is lacking.

Way forward for Rashmi

(1) Engage Constructively with Union to sensitise them.

(2) Highlight the disadvantages ~~of~~ of Child marriage.

(3) Bring women role-model.
Eg: Chhavi Rajawat.

(4) Create awareness of several schemes to get benefit and eradicate child marriage issue.

Hence proactive steps are needed to tackle issue of child marriage which is @ 4% (NFHS 5).