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(To be filled by candidate)

Code : TC158

Name of Candidate : Akansh Dhull

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Registration Number : Date of Examination : 20/08/2023

Exam Centre : Old Rajinder Nagar

Bhopal

Online

MTS - RAPID TEST-4 : 2023

GENERAL INSTRUCTIONS

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

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

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

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

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. :

(For filling by Examiners only)

Evaluator Code :

Q.No	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

MACRO COMMENTS

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

खण्ड-A / Section-A

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

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

Public service constitutes anything related to public function and duty. From street beat officers to Prime Minister everyone is a public servant.

Public Service Loyalty

<u>Constitution</u>	<u>Laws</u>	<u>Ethical Principles</u>
<p><u>Constitutional morality and doctrine</u></p> <p>→ <u>Positive discrimination</u></p>	<p>- Specific mandate</p> <p>→ RTA should be followed</p> <p>MVA, 2019</p>	<p>- Nolan Committee and Ind ARC</p> <p>→ Empathy, Transparency</p>

All 3 guide Civil Servant.

Primacy in Official Function

- ① Specific law should be primary as it is specialised and subject oriented.
- PoCSO Act, 2012 should give civil servants while dealing with child case

② Ethical principles are subjective and if applied will affect consistency of Weberian Bureaucracy

↳ Scheme benefit without documents is bad precedent

③ Law also derives mandate from societal ethics through Parliament.

↳

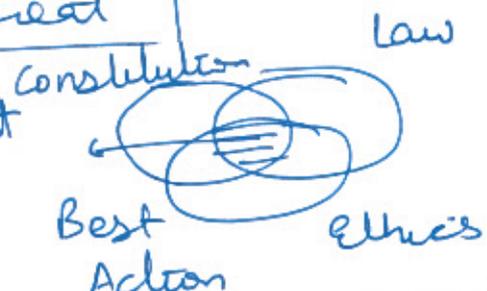
④ Duty Ethics of Civil servant - Kant says every individual should focus on individual ethics

↳ Ethics of doctor is not differential between patient

Harmonise all these

↳ Undertaking court mandated eviction but only following due process and giving time; preparing alternative arrangement

while the civil servant should listen to heart where ethics reside, final decision should be of mind guided



h.u. h.u.

- (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

"Non Cooperation with evil is as much a duty as cooperation with good" — Gandhiji

Integrity refers to steadfast consistency to moral principles ~~के~~ Yudhishthira from Mahabharata

Integrity based Civil Disobedience

- ① It refers to violation of law as it doesn't conform to moral principles

~~के~~ Salt law by Gandhiji to counter oppressor

- ② It is about placing self ideals over legal sanctions.

~~के~~ Edward Snowden leaking classified files

Disobedience by civil servant for Integrity

Benefits

→ Integrity is a primary value
(3rd ARC)

- ② Leadership by example and living by ideals. \Rightarrow Whistleblowers \rightarrow Satyendra Dubey
- ③ Sets examples for other sectors
- \Rightarrow Encourages corporate governance and ethics \rightarrow call out by Francis Haugen.

Challenges

① Bad Precedent

- Creates anarchy and chaos

② Violates categorical imperative

\Rightarrow Civil servant's 'Dharma' is to follow the law.

③ Rule of law

- While colonial India had different circumstances, in present times we live in a democratic, representative government.

④ Misused by miscreants for personal benefits; Conflict with law

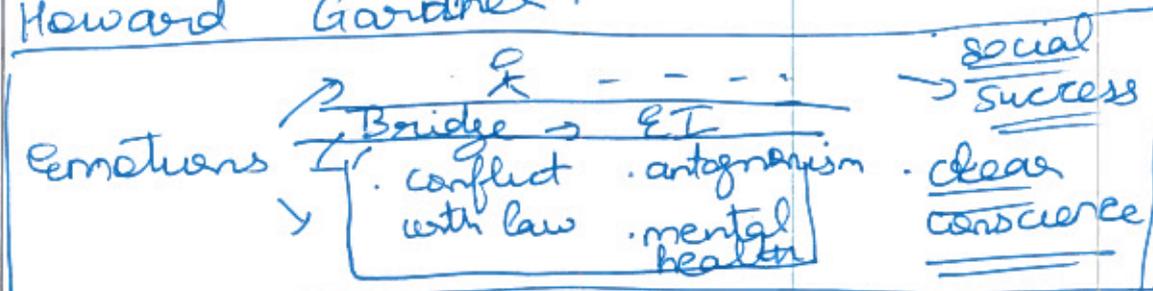
While civil servant should not compromise with integrity, it should be by better guidance management and application of law.

"Integrity is lifeblood of democracy, without the power in its veins"

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

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

Emotional Intelligence refers to the ability to understand one's and other's emotions and regulate one's emotions for benefit. It was given by Howard Gardner.



Emotions Impact

① Positive impact on productivity

① Excitement

- Over new assignment leads to putting long hours.

② Happiness

- Positive environment and culture.

↳ Happiness classes in Google.

③ Optimism

- Solves crisis ; better dealing with stress
↳ MS Dhoni in tense situations

④ Calmness and Empathy

- Better team building and high morale.
- Crisis mgt \rightarrow Chetan Rathore (IPS) managing crowd

Negative Impact of some emotions

① Stress \rightarrow leads to reduce quantity of work and lesses

② Frightened \rightarrow Due to adversity i.e. loss of courage of conviction \rightarrow Abdication of post by soldier

③ Jealousy \rightarrow Issue when batchmate made senior \rightarrow Affects team based working

However the same emotion can have differing impact. \rightarrow Anger.

Gandhiji \rightarrow said that anger is a double edged sword. like electricity.

Positive Impact

\rightarrow Motivates to work harder

Negative Impact

\rightarrow \rightarrow Violence

Thus more than emotions it is about how we channelise them to our benefit using emotional intelligence

"EI is intelligence to nth level"

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ethical efficiency ensures Balancing conflicting ideals, means VS ends, individual interest and societal interest.

~~Let~~ Compassion in eviction while following rule of law.

Superiority of Ethical Efficiency

① Long Term perspective

- Considers impact on future generations

~~Let~~ ESG based corporate Capitalism.

② Balancing all stakeholders even if unviable

~~Let~~ Reaching the vulnerable sections like Antodya ~~Let~~ Mission for NVTG.

③ Counter to prevailing social dogmas.

↳ Decriminalisation of homosexuality even if it violates social needs.

→ Thus ethical efficiency leads to social progress ~~for~~ women rights

④ Future oriented

- Ethics guide future development principle.

↳ Principles like equality while developing Metaverse

However at times technical and social efficiency can be beneficial

Technical

→ Development of nuclear bomb for national security & deterrence

→ Aspirations should be in ethical efficiency

↳ EIA methodology giving sanctity to projects

A just state is ethical considerations with situations

Social needs

↳ Respecting tribal culture like child marriage

Be in embracing ^{the other} Technological / Social

Ethical

what balances practical

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

Ethics refers to the standards of judging thought and behaviour at the societal level. Ethics are built on individual morality and some other factors

✶ Abortion in India is moral while not in USA

Compartmental Nature of Ethics

① Differing ideals and standards
Personal ————— Professional

✶ Jain chef practising vegetarianism → Jain Chef working in KFC

② Different categorical imperative as per situation
as focusing on duty ethics

✶ Transactional attitude of business woman but selflessness as a mother

However individuals nature cannot be compartmentalised. Besides humans are social animals - Aristotle

Impact of Public Ethics on Private life	<table border="1"> <tr> <td>Private</td> <td>Public</td> </tr> <tr> <td>↙</td> <td>↘</td> </tr> </table>	Private	Public	↙	↘
Private	Public				
↙	↘				

① Societal ideals like woman empowerment and equality getting absorbed.

↳ Beti Bachao → Improvement in sex ratio.

② Differential morality as per culture.

↳ Japanese society is family oriented American society is individualistic

→ Respect for elders [Idea of Interpellation] 2 'habitus'

Private life on Public

① Supreme Court judges of USA take on abortion as per their ideology

② 'Sanskritisation of corruption' → Kaushik Basu
→ Socially frozen corruption mars public life

while there can be differential ethics, some fundamental ethical principles are common to all life, society, time
↳ empathy

- (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

Plato believed that ethics is about knowledge and once it is achieved a person is bound to be ethical. However Aristotle believed that ethics is not natural and has to be inculcated. "The spirit is ~~strong~~ but the flesh is weak." willing

Goodness from internal imperatives

- ① Role of individual consciousness
eg Same-sex couples despite social bias
- ② Goodness even when legal void
eg People following red light even when there is no law
- ③ Doing the right thing without reward.
eg Anonymous donations → Dasvant concept of 'Sukhsm'; langar
- ④ Breaking law to live upto own standards eg Gandhi in Champaran

However above mentioned view is
paternal and utopian [Gandhiji's
Ram Rajya]

Sanctions from Moral Rules

- ① Social sanctions influence behaviour
and one's action
- ☞ In Indian society, people abstain
from drinking in public setting fearing
backlash.
- ② ~~Sex~~ Sex is taboo but India is
highest consumer of porn

Thus goodness is also artificially constructed

Rewards from Expected consequences

- ① lying in an interview to get job
- Heit Activation theory → we show
traits which give results
- ② Impression management
☞ Empathy shown by salesman to gain
trust

Human Nature is multifaceted.
While in some areas it might be
innately altruistic in others it might
be artificial. Thus we require strong
simulations.

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

(a) "सहिष्णुता विशुद्ध रूप से वित्त का कार्य है। यही सद्गुण का सार है। सहिष्णु होना एक ताकत है।"
 (150 शब्दों में उत्तर दीजिए) 10 अंक

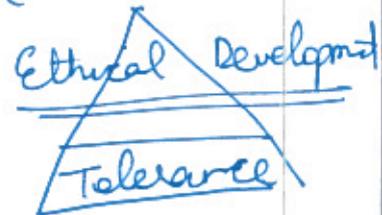
"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."

(Answer in 150 words) 10 Marks

Tolerance is a civilisational ethos cutting across societies.

"I will disagree with what you say, but will defend to death your right to say it" - Voltaire

Tolerance is fundamental to societal ethics, individual freedom and diversity.



India's pluralism tolerant to different forms of worship → 'Sarguna' and 'Nirguna', Bhakti

Why Virtue ?

① Creates social progress and develops new ideas

② Death of Socrates, Copernicus shunned science

② Virtue of 'human being'

- Ensures development of animal having consciousness

~~eg~~ Intolerance is common to animal

Why strength?

① Exposure to differential ideas and perspective → Creates Psychological unease.

② Builds courage of conviction

~~eg~~ Tolerance of Gandhiji against violence

Limits to tolerance

① Tolerance should be linked to values. It should not mean lavishness of justice

~~eg~~ Intolerance to sexual violence, domestic abuse

② Tolerance is also influenced by sentiment ~~eg~~ Qwan burning in Sweden

Thus a fine balance should be struck between tolerance and

- (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

"Man is Social Animal" - Aristotle

According to him, individual derives value from society and is meaningless without it. The greek word 'idiotes' [Idiot today] is associated to a man ignorant to social life.

Duty to serve Society

- ① "Service to society is service to god" - Vivekananda

Thus salvation is intrinsic to society.

② Ethics of payback

Ethical longtermism posits that the idea of salvation is byproduct of social progress. Thus it is important to give back.

③ Mythological inspirations

- Even Gods like Lord Rama and Lord Krishna contributed to 'Dharma'

↳ 14 years 'vanvas' of Rama

All this becomes more important for public servant.

→ Doctrine of State Action → Public service spirit should be followed if there is any public duty even off duty.

However we have also seen the reverse route

Salvation of Soul → Societal Duty

① Gautama Buddha first gained self enlightenment and then gave the message to society

② "Be the change you want to see in world" — Gandhiji

This saves from hypocrisy

Harmony Between both



→ Both should go hand in hand.

However other desires of human except salvation should be subsumed.

✗ Wealth, greed etc.

Sophists idea of tranquility of mind should be followed. It will lead to self interest

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

Candidates must not
write on this margin

5. (a) सिविल सेवा के संदर्भ में नैतिक और गैर-नैतिक मूल्यों के बीच अंतर बताइए। 5 मूल नैतिक मूल्यों को 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

Candidates must not
write on this margin

- (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता-संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार ये 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

Citizen centric governance is an indicator of an ethical state. At the same time, it is sin qua non in upholding social contract theory.

Citizen Centric Engagement and Ethics in Administration

① Checks and Balances through social audit

- It reduces corruption in administration

☞ PAEG says social audit reduced leakage in MGNREGA

② Builds accountability

☞ RTI is an invisible monitor.

It reduces vanity projects and imbues frugality in administration

③ Last mile delivery

- Government's endeavour of 'Antyodaya' can be better handled due to

Beneficiary identification & inclusion

④ Better Services quality

- Responsiveness in administration and embracing 'servant leadership'

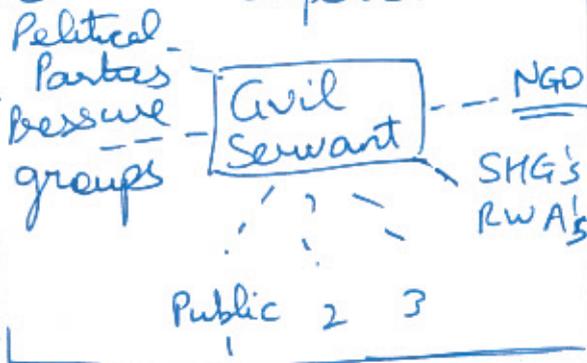
⇒ CM Window in Haryana → Quicker

Mechanism that citizens can use

① Formation of Civil Society organisations

⇒ Internet Governance
Forum guiding

policy formulation as per needs



② Legislation push and PIL's

⇒ Naz Foundation for homosexuality decriminalisation

③ Pressure groups

⇒ RWA going to PM to ensure traffic management.

while healthy, positive citizen engagement can create responsiveness an undisciplined and anarchist approach can cause roadblocks for everyone (⇒ Amrit Sahni case). Thus citizens should follow others while engaging

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 refers to the ability to influence individuals towards behavioural change.

~~eg~~ Advertisement by celebrities.

Mixing persuasion with force

① Carrot and stick approach

- Individual appropriate action

~~eg~~ Dogmatism countered by force creating deterrence. while creating positive environment.

② Not all people have same ethical ideals due to different conditioning

~~eg~~ High son preference and low sex ratio.

③ Difficulty to change long built ideals in short time

Thus legal sanction catalyse change
in short term

① Reversal of process ^{Changed} (people will persuade)
 Persuasion $\xrightarrow{\text{long term}}$ Change $\xleftarrow{\text{short}}$ Law

Challenge of Mixing

① Creates atmosphere of fear
~~↳~~ Death Penalty \rightarrow George Orwell
 Myanmar story.

② Sanction may not be deterrent
 enough.

~~↳~~ Illegal abortions in India still
 continue

③ Difficulty in implementation.

~~↳~~ Corruption and collusion challenges

However some times force act
 as force multiplier ~~↳~~ Revolutionary

terrorism in national movement)
 However state should ensure just,
 fair application of law without
 discrimination

- (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

"India gave the world Buddha, not Yuddh" - PM Modi

Indian exceptionalism is valued across the world due to its strong civilisational ethos such as tolerance, inclusivity, Vasudeva Kutumbakam

Respect to Ethical Strength

① Builds Soft power

"Best propaganda is no propaganda"
Thus countries like Scandinavia get everyone's respect.

② Principle of fairness

- India's neutrality is globally seeked

~~Key~~ Role of India in mediation of Korean war, 1960

- Ukraine asking India to intervene in war.

Limitations of Ethical Strength

① 'Realpolitik'

- Idea of national interest supersedes
~~is~~ India silent on Palestine issue due
 to its strong partnership with Israel

② Lacking of tangible deterrence

- This led to "atoms for peace".
~~is~~ Nuclear weapons.

"Might is right outlook"

③ Risks of being irrelevant

~~is~~ Chinese invasion of Tibet.

"War in Ukraine made Japan realise
 relationship between pacifism and realism"

Way Forward

However in long run only ethical
 imperative matters. Besides military
 and financial power is 'transient'
 and 'zero sum game'

India should project itself as leader
 of the modern world by promoting
 a just, ethical world order.

खण्ड-B / Section-B

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

जैसे-जैसे विनिर्माण इकाइयों की संख्या में वृद्धि हुई, श्रम की माँग बढ़ती गई, जिससे शहर में मजदूरों की संख्या लगातार बढ़ती गई। शहर में इस बड़ी संख्या में लोगों के आगमन के कारण फुटपाथों पर गंदी बस्तियाँ (झुगियाँ) 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 थीं। यह अवैध गंदी बस्तियाँ शहरी दुस्वप्न 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 जिम्मेदारियाँ 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।

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

(Answer in 250 words) 20 marks

Recent cases related to eviction ~~ie~~ Khoru Basti has highlighted the haphazard urbanisation of India and brought ethical imperatives of the welfare state to forefront.

a) Value Conflicts

① Right to city VS Rule of law

- While Olga Tellis judgement provides right to livelihood it may violate the legal system

② Empathy to people VS Larger interest

- While concern for sidewalkers is relevant, it may set up bad precedent and have long term bearing.

③ Following superior's order VS Personal morality

While at a personal level, the order seems unjust, disobeying it would mean abdication of duty.

④ Reason VS Emotion

While reason is belistic and ~~dis~~ dispassionate, emotion is situational

③ Public Service appearing as disservice

- It appears that following orders would violate oath of allegiance

6) Impartiality refers to the quality of not being influenced by different interests, ideas and ideologies even if they are your own.

Merit of Compromising Impartiality

① Immediate justice

- ~~It~~ ~~is~~ ~~the~~ ~~well~~ ~~being~~ ~~of~~ ~~the~~ ~~dweller~~ ~~s~~ ~~is~~ ~~maintained~~

② Better use of discretion

- Use in public interest

Challenges

① sets bad precedent → Develops a culture of 'alibi' i.e. poor courage of conviction to act.

② Empathy is subjective

~~It~~ ~~is~~ ~~not~~ ~~everyone's~~ ~~feel~~ ~~ings~~ ~~empathy~~ ~~for~~ ~~one's~~ ~~pet~~ ~~but~~ ~~not~~ ~~every~~ ~~animal~~

③ Creates instability and bias

~~It~~ ~~is~~ ~~empathy~~ ~~towards~~ ~~one's~~ ~~caste~~ ~~members~~ → Destroys merit based selection

Thus compromising impartiality will be detrimental to foundation of bureaucracy

c) Various options available are

1) To refuse order / of eviction due to Demerit

Merit	Delay
-------	-------

① Saves from <u>knower-deer split</u>	① Personal risk is transfer
---------------------------------------	--

② Relief to poor.	② Violates ideals of civil service
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② To undertaken eviction as lit

Merit	Demerit
→ long term benefit → Utilitarianism → Urban cities problem solving	→ Violates vulnerable sections (Art 21 Right to life & dignity)

Best option (Misc of both)

① Providing time period to slum dwellers to make arrangements.

② Methods to rehabilitate victims for short run

③ Writing to authorities demanding funds for welfare.

④ Following Toofan Singh case → Following legal order should not violate individual rights.

d) Solutions to tackling Illegal slums are

① In-situ slum rehabilitation

↳ Adani led Dharavi project

② Better urban planning and data mgt

↳ Regional plans ↳ NCR level planning to address influx

③ Making arrangements through increased capacity

↳ Prefab technology led houses
Affordable Housing and Rental Complexes

④ Helistic policies

Horizontal

- RRTS to manage transit across distance

Vertical

- Dual use building
(Tactical urbanism)

"Slums are problems not to be solved but managed"

Public servants should highlight the environmental degradation inherent in encroachment. However any action should not violate dignity of vulnerable sections as Gandhiji said strength of state depends on how it treats vulnerable sections

8.

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bonafide. 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.

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

(Answer in 250 words) 20 marks

Schemes like Matru Vandana Yojana provide with cash transfer to reduce pregnancy loss. However we have seen huge leakages in recent years.

a) Issues involved in above case

① Fraud by Citizens

- To gain benefits, citizens are ready to violate ethics

② Corruption by Verifiers

- Those meant to provide safeguards are hands in glove.

③ Data Privacy

Art 21 & gives privacy as FR (Puttuswamy case)

④ Technology as double edged sword

- While it can reduce leakage, it can also increase individual profiling and surveillance

⑤ Means VS Ends

- While reducing leakage is a valid end, it is not wise to violate

privacy to achieve it

B) Welfare frauds seriously undermine the developmental potential of a state given the opportunity cost of funds.

Violating data privacy for larger goal is a classic case of FR > DPSP and have evolved jurisprudence over the years.

Supreme court in Anwaradha Basin case has said that privacy can be violated if there is proportionality, a legitimate state aim and legal safeguards

This should be the guide in the following case.

Thus the director should provide safeguards like data anonymisation, data consent from judiciary.

while data privacy needs to be safeguarded, it has to be balanced with other ideals

Q) Reasons for such welfare frauds are

① Lack of public morality

- Fundamental Duties are not upheld by citizen

- low citizen consciousness

② Self Interest > Societal interest

- It leads to involvement of public servants in corruptions.

- Individuals having limited idea of self ~~dear~~ interest.

③ lack of economic opportunities with citizens and shows their flight

④ Cost of fraud < Benefit of fraud

No punishment to citizens even if awareness about such frauds

⑤ Easy way to manipulate due to lack of safeguards

⑥ Concept of public service not absorbed by civil servants. lack of ethical training

- ① Such frauds can be prevented by taking a calibrated, multipronged and holistic approach.

Soft Touches measures

- ① Sensitivity training of public servants
- ② Awareness about public funds to public. Building consciousness of public over public resources
- ③ Reward the 'good samaritans' by providing social respect.

Hard Touch measures

- ① Punishing the recalcitrant officers
- ② Use data as tool to create trail of money → block funds
- ③ Disqualification of individuals from all government schemes if fraud detected

- ④ Building multilevel safeguards
- ⑤ Voucher cross checking before disbursement

An ethical state should provide benefit to the needy but also double up as strong state to preserve its capacity.

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

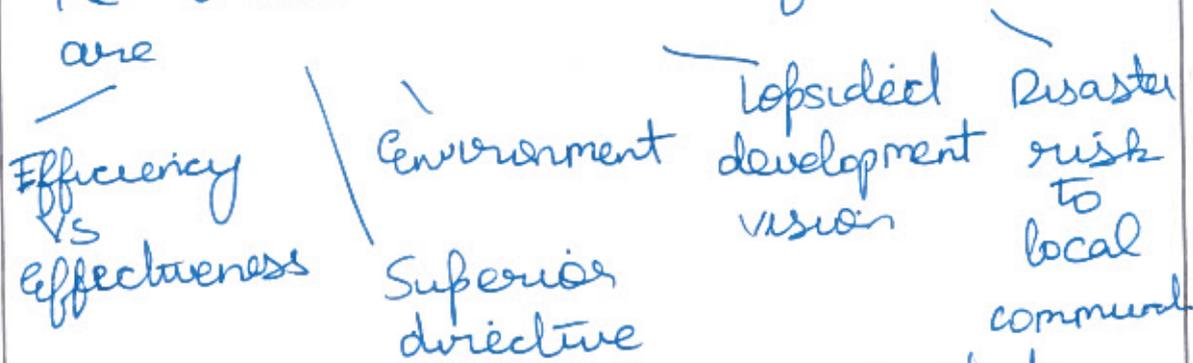
As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked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

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

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

(Answer in 250 words) 20 marks

The various dimensions of this case are



while revenue enhancement of state is required, it should not be done by having a Faustian bargain with environmental ethics

a) Various issues in the case are

① Development vs Environment

Environmental degradation as collateral damage to economic prosperity

② Short Term vs Long Term

- While immediate benefits may accrue it will lead to long term losses like degradation, disaster.

③ Uranium mining in Jharsuguda.

③ Personal vs Superior directive

- While my ideal of service to the nation asks me to whistleblow,

it may violate hierarchy

① Risk of corruption and collusion of senior and contractors

③ Fiduciary duty towards individuals and communities of the region who are likely to bear the brunt.

[b+c]

various options available are

① To not do anything and follow order

Merit	Demerit
① Personal safety as following duty.	① Culture of <u>Shibi</u> - against realising my full potential
② Enhanced revenue for the State	② <u>Knewer</u> does <u>spal</u>
③ Immediate benefits to local community	③ <u>Motivated blindness</u>

② To ~~make~~ ~~provide~~ refuse to give mining license

Merit	Demerit
① Following procedural propriety i.e. - Means > Ends	① Risk of <u>transfer</u> and <u>even safety</u>
② Holistic action	② <u>Attack</u> on IAS <u>Beati</u> by Mafia
④ Long Term Costs > Short Term win	② Anti Development perception

However a golden mean between both options need to be struck.

"The choice between for and against is mind's greatest disease" - Buddha

Thus the following action be submitted

- ① Preparing the file holistically and asking superior's order in writing
- ② Using emotional intelligence to convince superior of the disastrous consequences
- ③ Making the invisible stakeholders visible by liaising with CSO, NGO's and environmental organisations.
- ④ Encouraging local media and groups to demand transparency around EIA provisions and demanding a public hearing

While rules and regulations need not be violated, they should always be applied with deft

~~rep~~ Ashwathama episode in Mahabharata

At the same a civil servant should ~~ambly~~ voices unheard.

d) IB report said that NGO's like Greenpeace acts as roadblock in achieving India's development priorities. However, at holistic level environment considerations are fair

① Justice to residents

While development will be important to nation building it will create local impacts ~~lep~~ Munari's lung disease

② Aggravates Disaster risk

- Disaster will wipe out much more than development gains ~~lep~~ Kedarnath case

③ Value to unborn

"We have not borrowed ... unborn Grandhiji inherited"

④ Respect to Fundamental rights

~~lep~~ Dignity → Risk from instance like Bhopal gas tragedy.

Thus a holistic, administrative system can ensure better ends through better means.

"There is no planet B". Thus we should have sustainable development

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 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?

- (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

"We are heading towards a nearer, smaller and poorer world."

While the world is progressing militarily, it is doing so by trampling on ethical ideals.

Wagner group operations in Africa

Ethical Issues

① Corporate greed

- Companies are not concerned about the impact of their actions till they make profit.

② Violation of UDHR

- In name of national interests, companies trample on rights of international citizens

③ Limited application of Ethics

- Nationalism as limits to rights, obligation in an international world.

④ Means > Ends

- Disregard to consequences of the

aim .

USA providing arms to Israel which are used against Palestinians.

⑤ lack of regulation of defence industry
- Risks of weapons reaching non state actors \rightarrow IS, Taliban

b) International Ethics refers to the principles guiding interactions between nations / companies \rightarrow Geneva Convention

on war.

Reasons necessitating companies to consider ethics

① Vasudeva Kutumbakam

- World is one family and obligation towards every citizen.

② Common global challenges

Genocide by Junta \rightarrow Crisis and Migration \rightarrow Immigration Influx

Thus any act will have a ripple effect \rightarrow Thus Zero Sum game

③ long term interests $>$ short term

④ lack of international regulation.

ie fill legal void

Challenges in consideration

① Moral relativism

Leg Taliban state has own understanding of laws.

② Lack of accountability

- No action on private companies in case of acting in greed.

Thus individual investors should build ethics by negatively valuing such companies \Rightarrow ESG investing.

c) Corporate Social Responsibility is a principle of redistributive justice ie ploughing back profits to society and have social considerations in mind

Benefits of International CSR

① Ethical capitalism

- Reduce ugly face of capitalism seen by MNC's violating labour laws in Asia.

② Global fraternity

- Reduce international conflict

Benefits of National CSR

- ① Differential obligations ~~of~~ Corporate obligated towards parent nation
- ② "Charity begins at home" → Meeting domestic demands.

Even in CSR can't be applied, ethical principles that give identity to company should be universal

- d) In the name of innovation, giving free pass to companies may be deleterious
- | Regulation Merit | Challenges |
|--|--|
| <ol style="list-style-type: none"> ① Avoid misuse due to high potency risks of Bombs / Nuclear tech ② May lead into wrong hands otherwise. ③ Consistency in dealing ④ International peace (Art 51) | <ol style="list-style-type: none"> ① Flight of innovation due to regulation ② Delay innovation as risk of leakage ③ Reduce pace of development of Industrial Paj India. |

While internal regulation by companies is the ideal, the state should keep a check on entities to ensure national peace and world peace

11.

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

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

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य निजी अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ विक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बढ़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे विक्री 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-संचेत ग्राहक भुगतान करते हैं। पृष्ठताछ 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 विक्री 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 विक्री कर्मचारियों के साथ कैसे व्यवहार किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

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

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

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

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

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

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

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

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

The case presents a classic case of Public Private Partnership in corruption leading to every capitalism

a) Dilemma created are

Ethical Dilemmas and Business Dilemma

① Self Harm vs Social Benefit

Harm to sales order if reporting of wrongdoing which will save societal resources

② Loyalty to ideals vs loyalty to company

- While Mr Sharma has issues with wrongdoing, reporting may make him bad employee

③ Ethical ideals vs collateral Damage

- Following ethics on own account

may lead to job losses

④ Justice for fellow employees VS
~~long~~ issues of 'Espert de corps
 in company!

B) Options available

- To not report the matter

Merit
 → Safeguard company
position

→ Personal security
 to MR Sharma
 → Forgetting past
 and mending future

to report the matter

Merit
 → Social standing
 enhanced
 → Morale boost of
 genuine employees

Demerit

→ Issue of
Bad morale

→ Not serving ~~Bad~~
 society → Bad
 reputation

Demerit

→ Survival of
 company

→ Rent in sales
 for a while

c) Sales duping to earn extra
 commission is unfortunately common
 in private sector.

Multifaceted Reasons

- ① Corporate pressure to cut deals
- ② Demands for probity by govt enterprise
- ③ Greed to earn extra on account of low salary
- ④ Lack of organisational ethics and values
- ⑤ Culture of perform and perish and no stability.

Thus independence of sales and freedom to deal is one reason but larger reason remains individual greed as even promotions are based on targets.

- d) Company can take various steps to reduce wrongdoing
- ① Ethical interview and tests before hiring especially in

discretion based jobs

- ② Using ethical metric to guide job placement.
- ③ Training and development should incorporate sensitivity training
- ④ Better monitoring mechanisms
 - ↳ 360° performance appraisal
- ⑤ Building strong organisation culture
 - Culture is an impersonal monitor.
- ⑥ Performance appraisal should be qualitative
 - ↳ Balanced score card

The company should lead by example and build image of corporate

capitalism. ↳ Tata's to act as guide to employee's action and build long term goodwill

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

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

सामाजिक कार्य में स्नातकोत्तर रश्मि, जो कम उम्र में विवाह से बच गई, ने बाल विवाह पीड़ितों को बचाने और पुनर्वास के लिए एक गैर सरकारी संगठन शुरू किया। पिछले पाँच वर्षों में उसने कई युवा लड़कियों को बाल विवाह का शिकार होने से बचाया। उसकी कार्यशैली सरल थी। उसने गाँवों में मुखविरों 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.

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

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