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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, 8827666612 | E-mail: mts@nextias.com | Web: www.nextias.com

(To be filled by candidate)

Name of Candidate : PRIYANKA PRIYADARSHINI

Roll No. :

Registration Number : Date of Examination :

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.

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SUBJECT/PAPER
GENERAL STUDIES

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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				

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MACRO COMMENTS

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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.
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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 involves administration of law and order and appropriate schemes all in the interest of public welfare. "Public interest" is of paramount consideration, which can only be ensured when balance between laws and ethics is maintained.

Loyalty to Constitution, laws & Ethics

↳ Laws like SC ST prevention of Atrocities Act, Indian Penal Code, Criminal procedure code

↳ Ethical principles like Honesty, integrity, objectivity (Nolan principles)

↳ Constitution → A. 14, 15, 16 (equality); A 25, 26, 27 (secularism)

What attains precedence

Depending on the facts and circumstances, the three are paramount.

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However, the constitution attains precedence, as because :-

① it is the fundamental law of the land and is superior to all laws, which in essence flow from it - (Austin)

② it is an ethical document, encompassing all ethical principles :-

(i) equality, secularism, unity, integrity (Preamble)

(ii) limits absolutism (Constitutionalism → I.C. Poudyal case)

(iii) mandates integrity of public servants by "doctrine of pleasure" of Art. 311

(iv) imposes positive & negative limitations by providing for rights & duties (fundamental rights & DPSPs)

③ It is in consonance with a -

↳ deontological approach (Kant)
↳ virtuous approach. (Socrates)
↳ temperance - as prevents arbitrariness (A.14)
↳ cardinal virtue (Plato)

All laws, rules and acts are tested on the anvil of constitution.

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

What do you understand by "integrity-based civil disobedience"? Do you think a challenge to personal integrity can be a justifiable cause for responsible disobedience in civil services? Explain. (Answer in 150 words) 10 Marks

Integrity based civil disobedience stands for the disobedience to laws, rules and orders on account of them not being in line with one's thoughts, actions, ethics and personal morality / principles.

Integrity as per Gandhi, refers to the condition of concurrence between thoughts, speech & action. However, when one has to do/carry out functions that one stands against, he may face cognitive dissonance and for the sake of his ethical integrity, he may choose to disobey the same. When the same happens within the architecture of civil services, it may be a justifiable cause for "civil disobedience" within civil services.

Why it is a justifiable cause

① An ethical administrator can perpetuate an ethical ecosystem

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↳ Plato's Philosopher king -

② Maslow's hierarchy has denoted self actualisation as the highest need of man.

③ Integrity in governance promotes citizen trust → more confidence in society → more human capital → quality growth & development.

eg Ambedkar resigned due to passing of Hindu Code Bill.

eg However :-

① it may lead to administrative hurdles.
eg implementation of AFSPA.

② conflict of personal & professional ethics have to be resolved with minimum cost to society.
eg implementation of MTP Act when personally against it -

Disobedience in civil service should be restricted to furtherance of good governance as "righteousness" is the basis of it (Confucius).

However, it cannot be so as to challenge the hierarchical structure (weber) causing long term damage to public interest.

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

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

Emotions are the affective component of human attitude that influences one's behaviour.

C - Cognitive

A - Affective (Emotions) → Attitude → Behaviour

B - Behaviour

Primary Emotions that impact workplace productivity

Positive :-

① happiness :- ↓

↳ Karl Barth said, happiness is the highest state of gratitude.

↳ it enables one to take positive decisions and works in a constructive manner.

② state of mental calm

↳ helps in decision making.

↳ eg the covid 19 required calm decision making which is not reactive.

↳ eg freedom fighters like Gandhi use calm before taking a decision.

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③ Contentment

↳ being satisfied with one's feelings necessary for integrity.

↳ (eg) corruption roots from greed and is as vicious as terrorism (Santhanam committee)

Negative

① anger.

↳ known to "corrode the very vessel it is put in".

↳ affects sense of judgment and sound decision making.

↳ (eg) Chauri Chaura 1922) ↳ (eg) Fed fort protests

② greed

↳ affects public interest → promotes corruption

↳ misutilisation of public funds

③ over-excitement.

↳ leads to carelessness and inadvertent mistakes.

↳ (eg) disasters like Phailin, kerala floods, DMs of Gurgaon and krishna Iyer (Kerala) acted judiciously.

Thus, paramount to channelize emotions in a manner such that administration is effective.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not? (Answer in 150 words) 10 Marks

Ethical efficiency refers to the sound resolution of ethical dilemmas in a manner such that good is promoted and public interest is ensured.

More important than technical and social efficiency

SOCIAL :-

(1) Ethical efficiency will enable in prioritisation of social needs.

↳ eg importance to vulnerables (Sarvodaya through antyodaya)

(2) It will enable in safeguarding liberty

↳ Mill's principle enables in setting limits on reasonable restrictions.

(3) it enables in establishing justice

↳ distributive justice of Aristotle.

(4) it safeguards dignity of human being.

TECHNICAL

(1) It enables in ensuring security in governance

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↳ transparency and accountability form basis of efficient utilization of funds.

(2) Social efficiency will calls for frequent financial audits. (2nd ARC 14th report)

(3) it calls for electronic publication of records
↳ enabling citizen trust.
↳ eliminating corruption.

More important → Yes, as :-

(1) Due to afore mentioned reasons, it ensures social efficiency via efficient allocation of resources (A·38).

(2) It ensures technical efficiency by ensuring efficient utilization of funds along the Leviathan model of efficient service delivery.
(A·37 :- welfare State)

Thus, in furtherance of "principled" governance, while the three are essential, ethical efficiency gains more prominence.

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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

Personal life and ethics in personal life has a profound impact on one's professional life as well as the "values" in personal life such as honesty, integrity, impartiality are implemented at a professional level at a larger scale.

Impact

① Personal relations & professional responsibility interplay.

eg teacher can develop personal relations with the students

→ can give her own example; → children can share weakness.

② certain professional spheres require personal quality.

eg insolvency → criteria for disqualification

eg criminal conviction →

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(3) a person having "impartiality" is will not be able to be objective when personal relations are involved.

(eg) Panchayarneshwar story.

(4) "dedication & spirit of service" → applicable to both.

However compartmentalization required :-

(1) love for family cannot affect one's public functions

(2) national interest : 1st duty (seva parma dharma)

(Service = duty)

Hence, while strict compartmentalization of public and private this is not possible, it may be desirable in some situations ; like :-

(1) implementation of AFSPA :

(2) implementation of anti-abortion laws by a pro-rights individual

(3) justice v/s mercy.

(4) killing civilians v/s safeguarding national interest

(5) env v/s development (tribal perspective)

} Issues (pub v/s pvt views)

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3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसको 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

Gandhiji said, "There is one court above all and that is the court of conscience". Thus, the 'internal imperative' to do what is right refers to the 'voice of conscience" (Sandels)

Goodness results from internal imperatives

① voice of conscience is based on universal rules which includes categorical imperative"
↳ Kant

② They are based on justice, equity, good conscience

③ "rule of reason approach" :- Descartes 'evil genius' argument

④ help in preferring 'means over ends'

⑤ long term and sustainability of action
↳ regulated by one's own moral compass

not sanctions from moral rules

① sanctions seek to create deterrence ; but do not ensure non-recurrence

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(2) Ethical values need more objective treatment.

↳ persuasion, influence, introspection.

↓ ↓ ↓

Social proofing role playing focusing on thoughts (Gandhi)

2nd step.

Newton from rewards

① promotes end based functioning

② doesn't focus on the "why" of following a code of conduct

However

↳ Gita provides → "dand" under Sam dandh dand bhed

↳ punishment → effectiveness w/ criminal justice system

↳ 'rewards' relevant as per 'instrumental conditioning"

Hence, "conscience" should be nurtured & should not be suppressed.

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

(a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही 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

Voltaire said, "I may not agree with what you say but I shall forever defend your right to say it". This shows tolerance as a virtue.

Toleration :- act of mind

(1) Tolerance comes from "cognition" that coexistence of differing views is important.

(2) Amartya Sen - "Argumentative India" → provides for debate and dissent and their importance.

(3) Existence of "freedom of speech" involves "tolerance" at its root

↓

(4) involves "self restraint" → which comes from active conscious decision making

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virtues :-

① Plato has regarded tolerance / temperance as one of the 4 golden virtues.

② Aristotle provides for the "golden mean"

eg

deff.	tolerance	excess
cowardice	courage	foolhardiness

Strength :-

① self restraint shows strength of character as ↓

requires humility ; servitude ; acceptance of multiple truths (anchantarade)

eg Nehru was criticized after 1962 war → he was patient throughout.

However, "tolerating evil amounts to injustice" as per Thomas Mann and should be avoided.

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(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

Vivekanand Tagore said, "I dreamt & saw s life is service ... acted & saw service is joy".

The importance of service in the maintenance of an ethical ecosystem cannot be emphasized enough.

First duty :- serve society

↳ Vivekanand reminded that "service to mankind / society" is service to God.

↳ serving can bring "happiness" as for it is a virtuous act and safeguarding of virtue important for happiness (charity).

↳ It can help lessen the issues in the society.

eg acts of charity promoted by Adiya
↳ Langar (Sikhism)
↳ Zakaat (Islam)

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↳ furthers the interests of welfare, social cohesion.

eg Mother Teresa said, doesn't matter how much you give but how much you put into giving.

↳ helps in clearing one's conscience and avoiding cognitive dissonance.

eg

Salvation of souls

↳ Serving of society can satisfy our spirit and conscience.

↳ it will enable us to realise our "blessings".

↳ will help achieve "spiritual humanism" of Deen Dayal upadhay & "Antyodaya" principle of Gandhi.

Thus will help us achieve 'moksha' by 'seva' & as seva is parmo dharma (supreme duty) & 'dharma' is means to achieve salvation / moksha.

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(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

"War doesn't determine who is right, only who is left". There have been an overt emphasis over "wars" in study of history; however "peace" goes unnoticed.

Why are periods of peace ⇒ empty pages :-

① Adversity → is the best teacher.

eg "Time's definition of good & bad" (Khalil Gibran)

Thus, wars enable us to 'learn' about civilisation, mankind more than peace periods.

② Important to "not repeat" a war :-

→ documentation of Nazism, fascism, world wars have enabled in taking active steps to prevent recurrence.

→ led to league of nations → UN

→ Nuclear attack on Japan → Nuclear treaties

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(3) However :-

(1) process of establishment of peace involves war.

(2) India's freedom struggle.

(2) There is hardly a "peace period"

(1) world wars succeeded by cold war.

(2) 'state of nature' of man is violation, selfish :- Hobbes

steps that can be taken

(1) establishment of ethical ecosystem
↳ valuing liberty, equality, justice.

(2) following of 'social contract' effectively.
↳ Locke (rights included)

APJ Abdul Kalam said, for there to be peace & order in the world, it has to start from "within".

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

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

(Answer in 150 words) 10 Marks

Civil services is the steel framework of the country. For the framework to be effective, it is essential that morality in actions & morality in implementation is maintained.

Moral values

⇒ refers to the values that are essential for maintenance of morality in the society.

eg Nolan's 7 values:-

integrity, dedication, objectivity, impartiality etc

non moral values

refers to values that have no correlation to morality.

eg distribution of funds

eg implementation of schemes etc.

moral values that can form foundational values

(1) Integrity:- involves consistency in thoughts, words, actions (Gandhiji)

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→ ~~foundational as impact~~

(2) impartiality :- without preference / bias
↳ in consonance with principles of natural justice.

(3) objectivity :- involves decision making without influence of external factors.
→ fairness & → justice
ensured

(4) compassion :- involves "public spirit" at the core of affairs

(1) dedication :- commitment with passion
(eg) Vinesaraya (ii) ISRO scientists
(iii) M. Sridharan (cartoonist)

why foundational → helps in public trust
↳ maintaining dignity of public service
↳ efficiency & effectiveness
↳ social good-> cooperation; collaboration
↳ nation building

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(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

"public participation is crucial for effective citizen centric governance. Such participation should occur at policy formulation, implementation, post-implementation: feedback level.

Effective civic engagement → ethics driven admin

① will improve capturing of demand.
- eg ST policy of odhan govt
- 'mor sarkaar' initiative.

② will reduce friction in implementation
- eg swach Bharat Abhiyaan

③ will improve grievance redressal
- eg programs :- consumer protection.

④ will promote transparency
- eg proactive disclosure : sec. 4(1)(b).

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(5) will decimate red tapism and corruption. (Andhra)

mechanisms to ensure Ethics in gov. by citizens

(1) Ensuring transparency via :-

(1.1) RTI Act applications

(1.2) complaints to Lokpal, CVC etc.

(1.3) social audits (Meghalaya)

(1.4) Jan Bhagidaari Schemes (Rajasthan)

(1.5) e-governance initiatives usage

→ PRAGATI portal (responsiveness)

→ Parivesh portal) (env. ll)

(1.6) protests → (Rakesh Vaishnav v. UOI)

Farm Bills case → right to Art. 19(1)(b)

(1.7) civil society & pressure groups

Yes, for effective citizen centric governance necessary that citizens play an active role.

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(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

machiavelli said, it is good to be feared & loved "for a leader and if can't be both, he should be rather feared. Shows the importance of rule based order and sanction based functioning.

Mixing force with persuasion

Positives :-

1. will lead to compliance.
2. will create deterrence.
3. will improve performance of scheme/ initiative.
4. ~~will~~

Negatives :-

1. will not change the mentality of individual.

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② non internalisation of the said conduct.

③ JS Verma committee said, more than severity of punishment, certainty of punishment is important.

↳ Here, more than force, the presence of severity it may be important; thus

important to regulate the amount of force to be used for a purpose.

① 'Orgalorn' said → lasting change has to be brought about by touching one's heart.

However → force may be important for eradication of socially unjust practices → dowry
→ discrimination → child marriage
→ insult to SC ST → sex selection.

But → for 'transformative' exercises such as →

① equal space for transgenders ③ abhorring gender stereotypes;
② promoting gender equality

Conciliatory means must be used such as social sanction, example setting, role modelling etc.

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(b) अंतत 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

"Soft power" as propounded by Joseph Nye, is gaining a significant position in international relations in recent times. Ethical competence forms an important element of it.

POWER

hard power
→ military strength
→ financial sanctions

soft power
→ ethics, morality
→ culture, values

Ethical strength - respected?

① "vasudaiva kutumbakam" → world is one large family forms the basis of India's leadership of G20. → respected

② Covid 19 saw solidarity and brotherhood amongst nations.

eg → India's vaccine maitri.

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(eg) → US granting oxygen to India.

(eg) → relaxation of trade restrictions

(eg) → non patenting of vaccines around the world.

(3) Russia Ukraine war saw new forms of help and assistance

(eg) → India rescuing students of other countries via operation Ganga.

(eg) → India supplying wheat (despite wheat ban) to France.

(4) However :-

(1) China's debt trap diplomacy - cheekbook diplo & wolf warrior diplomacy causing "fear induced respect".

(2) 'nuclear power domain' and close club of P5 & NPT nations → prevents ethical ecosystem.

⇓

However, lack of ethical competence of china, has led to China +1 strategy (lack of credibility) and India's philanthropic leadership has prompted it as 'vishwaguru" → Thus, Ethical strength - NEGLECTED.

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खण्ड–B / Section–B

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।

जैस–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 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 थी।

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 गांवों 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

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The aforementioned case study presents the classic administrative dilemma of objectivity v/s compassion.

(a)

The other prominent value conflicts are :-

1. law v/s ethics
2. impartiality v/s empathy.
3. organisational duty v/s social responsibility
4. public duty v/s social duty.
5. following of rules v/s call of conscience
6. administrative justice v/s distributive justice

(b)

An administrator when faced with the dilemma of choosing between impartiality & empathy, has to choose that option which brings more justice, equity & good conscience in the given situation, as dictated by Aristotle.

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Compromising impartiality :-

① will cause chaos and affect rule of law.

② will affect citizen trust and social cohesion

③ will promote illegal actions

④ will affect morality of governance.

~~Therefore~~ However,

compassionate situations exist where :-

① vulnerability exists

② distributive justice needed.

③ call of conscience demands action.

④ balancing needs to be undertaken

} EMPATHY demanded.

Therefore,

① balancing of values needs to be undertaken.

② rules / laws should not be violated.

③ "affirmative action" mechanisms should be promoted (A.I.M)

④ if "discretion" provided → action can be taken accordingly to alleviate problems.

↓

⑤ However, "impartiality" should not be compromised

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(c) options available :-

① to provide for clearing out of slums.

② to maintain inaction on account of empathy and compassion.

③ to provide for suitable displacement measures and rehabilitation of slumdwellers & roadside-walk dwellers

④ to involve civil society organisations, NGOs, voluntary organisations in alleviating the situation.

⑤ appropriate skill mapping drive, livelihood creation drives undertaken; displacement/destruction of slums halted until suitable alternative arrangements have been made.

(d) Viable solutions for tackling such situations

① creation of affordable housing

(eg) Awas Yojana.

② appropriate land demarcation for residence of migrants with drainage, sanitation checks in place.

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(3) involvement of PPP in the rehabilitation of slum dwellers.

(4) suitable inspection measures at a periodic scale.

(5) employment opportunities enhancement at

→ urban level :- will increase income & affordability of legal housing

→ rural level :- will increase the pull-back factor of rural areas reducing migration.

Illegal encroachments in urban areas do not just affect the aesthetic value, violate law but also affect the health, life and productivity of slum dwellers.

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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 आपका परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए जिम्मदार 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 है? 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

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The aforementioned case study highlights the issue of privacy v/s surveillance state which rose prominently during discussions around the Aadhar judgment :- K S Puttaswamy v. UOI, which declared right to privacy as a fundamental right u/A-21

(a)

Issues involved in the case :-

1. surveillance state v/s right to privacy.
2. perception society and its regulation.
3. public welfare v/s individual rights
4. social duty v/s individual liberty
5. welfare state v/s parens patriae doctrine
6. DPSP (Art. 37 welfare state) v/s FR (A-21 → right to privacy)

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(B)

violating data privacy may not be justified to prevent welfare fraud as because :-

① will violate an individual's right to life and personal liberty (A-21) :- K S Puttaswamy.

② will compromise on an individual's rights under "social contract"

→ rights conception of "Locke".

③ will violate "good governance" principles

→ "righteousness" is the foundation of good governance : Aristotle.

④

→ "Swarajya" conception of State will be affected.

However

① 'consent' can be taken before accessing such data.

② "public information" classification of data protection act can be resorted to.

③ "public interest" may stimulate such action but transparency, accountability, responsibility should be maintained.

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⑨ SC Puttaswamy directions

↳ Proportionality ↳ Legality ↳ Legitimacy

Triple test should be satisfied.

(c)

Reasons for occurrence of such welfare frauds in India :-

① large scale poverty → 21% (Tendulkar committee)

② high health burden → 22%, (WHO)

↓

③ out of pocket expenditure - 49%.

↓

④ prevalence of leakages of schemes - 46% CAFSA.

Ethical :-

① narrow conception of life

② addictive effective / domino effect of corruption. (Human civilisation effect)

③ faulty "attitude"

↙ ↓ ↘

emotion cognition behaviour

(inability to get benefits - uncertainties) ⇒ (will not be able to get benefits) ⇒ welfare frauds

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(4) lack of deterrence ; enforcement and penal measures.

Ways to prevent such fraud

(1) digitisation of schemes - usage of ICT ; e-governance initiatives

(2) maintenance of records

(3) penal / enforcement measures in place to ensure deterrence

(4) persuasion - social influence mechanisms.

(a) advertisements - by influential people.

"jaanit mera jaani".

(5) improving economic parameters of society.

→ skill development (a) PMKVY

→ poverty alleviation (a) MGNREGA.

→ public health insurance (a) NDHM

(6) improving ethical parameters of society.

→ common good approach
→ reciprocity principle.
→ rationality inducement
→ involving emotions

} ETHICAL ECOSYSTEM

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

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

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

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

(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

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The 'triumph of evil occurs on failure of good men to speak" as per Edmund Burke. However, as per hierarchial ethics of Wilson, can voice be raised against the rules & hierarchial demand?

(a)

Issues and value violations :

① social responsibility towards people.

② environmental responsibility → sustainability for future generations (SDG)
↳ Brundtland report

③ following of orders v/s crisis of conscience

④ righteousness v/s professional duty

⑤ short term gains v/s long term gains.
massive

⑥ → revenue targets v/s loss to state exchequer

→ profits v/s environment disaster.

⑥ professional ethics v/s morality

⑦ corruption ; transparency & accountability principles violated
↳ penalty of governance ✗

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(b)

Options available are :-

① to let the mining allocations ground undisturbed.

② to take up the issue with the media

③ to make a report on the matter and inform the authorities.

④ resignation.

(c) (i)

① to let mining allocations go unchecked

merits

→ professional duty.

→ no personal harm

→ revenue targets met with.

demerits

→ crisis of conscience (Lavasa)

→ against integrity

→ against sustainability.

→ perpetuation of corruption

→ failure to act

→ life of regrets (PN Haksar)

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(2) take up issue with media

merits

(1) attention to matter.
↓
allocations can be scrapped
↓
public good
↓
danger to env. averted.

demerits

(1) public duty hampered
(2) professional integrity ↓
↓
professional ethics ×
(3) hierarchial ethics ×
(4) personal harm
(5) integrity of public office & reputation of office ×

(3) ~~make a report on the matter~~ resignation

merits

⇒ safeguarding of 'moral value within" - Kant

⇒ cognitive dissonance prevention

demerits

⇒ running away from battlefield

⇒ professional duty → public/social duty ×

Chosen course of action :-

↳ make a report on matter & inform authorities :-

merits

⇒ involving emotions & rationality of superiors

⇒ in line with professional duty-

demerits

⇒ may harm personal prospects

⇒ may cause personal hardships

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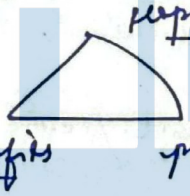
- in line with social responsibility.
- categorical imperative (Kant)
- consequentialist ethics
- breaking of chain of command

~~Extra~~

(d)

Environment v/s development has been an age old debate continued upto recent times. However, env considerations are to be considered as because:-

1. sustainability of decision is important for sustenance of lives, livelihood, ecosystem
2. in line with the 3P principle



3. "we do not inherit environment from ancestors we borrow it from our future generations"
4. trusteeship principle
5. common good approach :- tribals, vulnerable animals, birds' interests taken into account
6. utilitarian principle (Bentham)
7. environmental ethics of Gandhi.

"Do not count your chickens before they hatch" - Aesop's fable

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

जैसे ही व्यावसायिक विवरण सार्वजनिक हुआ, GAMA की बहुत आलोचना हुई क्योंकि XYZ अपने खराब मानवाधिकार रिकॉर्ड के कारण अंतर्राष्ट्रीय स्तर पर एक परित्यक्त देश था। इसके अलावा, सैन्य सरकार अल्पसंख्यक नृजातीय समुदाय के मूक नरसंहार में शामिल था। इस बात पर 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?

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(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

One of Gandhi's 7 sins was "commerce without morality". This case study highlights the classic dilemma that countries face with respect to following of ethics while pursuing commercial relations.

(a)

Ethical issue involved

1. national interest v/s ethical responsibility.
2. national duty v/s international duty
3. profit v/s principles.
4. commercial gain v/s moral gain.
5. advancement of monetary benefit v/s preservation of conscientous guilt.
6. furtheration of genocide

2. national security interest : sensitive technology with international parials.

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Corporate business like Gama should consider international ethics as :-

① commerce w/o morality is a cardinal sin (Gandhi)

② balance between profits and principles necessary for sustainability (Aristotle)

③ public perception preservation for sustenance of brand value.

④ ends don't justify the means

⑤ being a party to "injustice" indirectly, will invite further injustice (Ex Mandela)

↳ injustice anywhere is a threat to justice everywhere.

⑥ "international peace" & solidarity for prosperity of commerce and miners (As per)

(c)

Corporate's social responsibility extends beyond immediate community as :-

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① Concept of vasudeva kutumbakam (world is one big family)

② international relations form an integral part of national interest & social interest.

↳ diaspora impact (from US immigrants)

↳ soft power attractiveness (Joseph Nye)

↳ impact on social development via immigration laws priority watch Report of US imports business (EODB)

↳ investment climate & attractiveness also depends on international perception of the business.

⑤ Ratan Tata

⑥ Stock prices falling for Adani after Hindenburg issue.

(d)

some amount of regulation may be necessary for defence sector companies as:-

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① national security is of foremost duty

② principle of welfare state (Yogakshema) demands it.

③ sensitive technology can be misused by wrong hands.

eg state sponsored terrorism in Pakistan (ISIS); China :- Uighurs etc.

④ may impact world peace and India is a responsible world power standing for disarmament

eg india's nuclear doctrine 2004.

Thus, the amount of state control while limited to extent of promoting national security should be promoted.

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श्री शर्मा 400 करोड़ का टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाजार छोटे शहर 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 कर्मियों 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

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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 provided case study deals with the issue of business interest v/s national interest.

Other prominent ethical issues involved are :-

① profit v/s ethical responsibility

② Safeguarding the image of the business v/s protecting the government from getting defrauded

③ corrective justice to be accorded to the corrupt govt. officials and sales persons at the cost of interest of the company.

④ corporate ethics in promoting ethical business practices.

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(b)

Options available to Mr Sharma & CEO :

① to ignore the matter.

② to inform the authorities about the corrupt nexus

③ to bring the corrupt officials to justice by dismissing them and inform about the corrupt govt. officials separately via Whistleblowers Protection Act, CVC mechanisms

(c)

The reason for the occurrence of such issues is the corrupt nature of individuals as :-

① greed, hedonism pushes one to undertake such acts.

② "narrow perception of life"

③ "additive effect of corruption" is personal.

④ a corrupt individual can find the means to bend the rule in new and honest setting ⑤ tax avoidance

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However, the business should have in

① both appropriate reporting & surveillance mechanisms

② adequate grievance redressal mechanisms should have existed.

③ audit reports should have been filed frequently.

④ penal measures to deter corruption should have existed

→ more so as the business was dealing with a sensitive domain of health & had direct bearing on the national exchequer.

(d) mechanisms that could be implemented:-

① laws & rules to punish corrupting mechanisms

② appointing of an audit board & a grievance redressal officer

③ creating mechanisms of whistle blowing

④ creating accountability & transparency mechanisms.

⑤ example setting of firing the corrupt officials.

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

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

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

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

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

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

(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.

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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 provided case study revolves around the inability of society to evolve & let go of past regressive rituals and issues faced by revolutionaries on that account, as has been historically observed since time of Raja Ram Mohan Roy - Ishwar Chandra Vidyasagar etc.

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(a)

Issues involved in the case :-

① social responsibility of company to protect progressive actions v/s professional responsibility towards welfare of the industry.

② ethical responsibility to stand up for the right & respect the workers' choice

③ balance between profit & philanthropy.

④ limitations of social responsibility

⑤ workers' right to protest their culture v/s Lashmi's right to bring about a change.

(b)

In the given case study facts, Lashmi can :-

① Inform the board administration about the issue.

② request for a consultation mechanism with the workers' group

③ request govt. to conduct sensitisation programs

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(3) seek help for the implementation of prohibition of child marriage act.

(4) take support from the company to allow the functioning of the NGO outside of its premises and keep the support existing under CSR. (companies act 2013)

It would be a wise idea to involve the local administration as :-

(1) her NGO seek to further the very cause which forms a prepersonal responsibility of the administration.

(2) it will provide her cause an effective assistance as the admin can suggest her ways to contribute to the cause of child marriage effectively by involving her in sensitisation programs.

(( ))

Yes, the corporates should accept responsibility of social problems as :-

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(1) that would enable them to "give back" to the society
↳ compassionate capitalism (Tata)

(2) builds their social image.

(3) they have the "capital" & "manpower" & "reach" which the administration may not have.
↳ economies of scale can be used to create lasting impact on society.

(4) brings satisfaction to the employees.

(5) brings legitimacy to their existence and

(6) adds value to their shareholder / stock satisfaction.

(d)

The reason for such a reaction could be :-

(1) the resistance to change

(2) exertion of patriarchy by force.

(3) ~~non acceptance of~~ moral myopia

(4) bounded ethicality due to eco-chamber effect.

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(3) spreading of false consensus

(4) attribution error

(5) & confirmation bias :- "Parable of Allegory of caves" concept

Hence, Lashmi should :-

(1) use means of persuasion and social change

(eg) → Anjolaru said "change can be brought about by touching hearts"

(2) employing example setting.

(eg) → example of societies like Bilwara

(eg) → showing "Piplantri" village example.

(3) → bringing societalonal changes

(eg) → selfie with daughter campaign.

(4) employ emotional intelligence

→ in convincing the people by a speech (Martin Luther King "I have a dream")

(5) ensure enforcement of prohibition of child marriage act.

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