NEXT IAS

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

(To be filled by candidate)

Name of Candidate : Akhil. T

Roll No. : .....

Registration Number : ..... Date of Examination : 16/07/23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 1 **Code : TC151**

ETHICS ENHANCER TEST 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. : .....

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(For filling by Examiners only)

Evaluator Code :

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

Signature

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC15, 25-07-2023 04:00 PM

Scanned with OKEN Scanner

IMPORTANT INSTRUCTIONS

Next IAS ID: ETRC23ON016, TC-151, 15/07/2023 04:00 PM

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

DONT'S

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

DO'S

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

Scanned with OKEN Scanner

Next IAS ID: ETRC23018, TC151, 18-07-2023 04:00PM

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

Constitution, laws and conscience are the guiding lights in decision making for a public servant. While Constitution and laws are objective & based on authority ethical principles are subjective.

Primacy out of the three

Fundamentally, a public servant should be guided by the constitutional morality.

Laws are framed to bring the procedure to implement the constitutional morality (eg) Equality in constitution supported by prevention of civil disabilities

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

act.

But often laws do not do justifications to values of constitution (eg) Tax evasion by using loop hole of law but against duties enshrined in constitution.

Similarly, our personal ethics should be guided by values of constitution. Such as upholding fraternity.

A persons ethics could be the product of his upbringing + social situations Gandhi said "man is a product of his thought." Hence being guided by constitutional value should take primacy.

Constitution places public at its central concern. This ensures that a public official services his duties giving primacy to public welfare.

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:09 PM

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

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

Civil disobedience means non-violent protest against an unjust law. It becomes integrity based when the protest is non violent (Ahimsa), for a just cause & not to destabilise a state.

eg Gandhi's Salt Satyagraha.

Challenge to personal integrity as a justifiable cause

~~As a~~ There are two sides to the above said scenario.

Justifiable cause when,

↳ the personal integrity is in consonance with larger public good & welfare of public.

eg A police officer asked to commit custodial brutality.

Next IAS ID: ETRC2ION016, TC151, 18-07-2023 04:00 PM
Candidate write on th

by violations of constitutional ethos.
& not keeping larger good of public at heart.

However, it often does not become a justifiable cause

---

① personal integrity may violate civil service value eg Objectivity conflicts empathy when you are forced to demolish encroachment

② One person is bound by code of conduct & code of ethics & uphold them even at cost of personal integrity.

③ often when working with diversity & challenges including corruption in system, diversity of people etc, one needs to display peace & patience & act with restraint keeping larger public good at mind.

Hence it can be argued that civil disobedience should be only last resort when all scopes are exhausted.

Scanned with OKEN Scanner

Next IAS IQ: ERR23GN016, TC151, 18-07-2023 04:00 PM

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

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

Emotions or feelings are how and what one feels in the particular situation. Basic emotions include happiness, anger, fear etc.

It has capacity to influence both ~~positive~~ personal & professional life. ~~unless~~ Unless there is proper Emotional Intelligence (EI), it may lead to -ve consequences.

Emotions that positively affect productivity

① Happiness :- In a state of happiness, one is able to work longer hours with better productivity.

eg Google keeps Pantry to make employees happy.

eg Vacation leaves to make employee happy.

Scanned with OKEN Scanner

(2) Fear :- Fear can act as a motivator in situations. For instance to complete a job time bound & target oriented.

(3) Positivity :- will help one face failures & challenges with hope & cope with it better & work with fortitude.

Emotions that -vely affect productivity

(1) Sadness :- In this state, an employee is less likely able to focus & concentrate this affect productivity & company faces sick leaves

(2) Anger :- "Anger & Intolerance are enemies of correct understanding" said Gandhi. It will lead to poor work culture & lower productivity.

Hence one should use his EI to make success. A Harvard study says success is 80% EQ.

Next IAS ID: ETRC23ON016_TC151_10/7/2023 04:00 PM

(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 is an ability of a person to use his ethical values. is properly ensuring quality of service delivery to recipient.

Importance of ethical efficiency

(1) Without empathy, policy making will not be inclusive in nature.
eg Mid Day Meal scheme implies use of ethical efficiency.

(2.) To build public trust ethical efficiency is integral eg ~~Moral persuations of campaigns are tested around~~ Prime Minister takes Covid vaccine & leads from front.

Scanned with OKEN Scanner

Next IAS ID: ETRC23OND16| TC151, 18-07-2023 04:00 PM

(3) To force behavioural change in moral persuasion of influencing, ethical efficiency is needed - credibility that Swacchh Bharat Abhiyan's success.

~~(4) For overall success & growth, it is~~

(4) To make decisions (eg) Gandhi's Talisman puts the weakest sections in forefront.

However, technical & social efficiency is equally important as well.

(1) India quick to create vaccines in the face of covid. It based on technical efficiency.

(2) Delivering the schemes & its implementation requires social efficiency.

NEXT IAS
Next IAS ID: ETRC23ON016, TC15L, 23-07-2023 04:00 PM

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

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.
Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.
(Answer in 150 words) 10 Marks

Ethics is a set of moral values that guides our right and wrongs. Often his personal ethics impact professional ethics.

Difficulty in compartmentalising

↳ It can be said that "man is a product of his thought, what he thinks, he becomes". A person who believes lying is not wrong will have less hatred towards corruption in professional sphere

↳ Often officers are given discretion in using public money/resource. Here, one's personal ethics may play a role in his professional decision.

Scanned with OKEN Scanner

Candidate write on th

(eg) MPLAD scheme.

↳ often these are conflict within value system. (eg) Empathy bias may violate objectivity in action.

~~(eg) An officer favouring candidate of same~~

Possibility in compartmentalising.

↳ By following to the codes. (eg) code of ethics & code of conduct, one becomes more objective.

↳ Sticking to ethical value of integrity & objectivity

↳ Being completely transparent & accountable (eg) Measures like social audit prevents personal ethics impacting professional ethics.

Scanned with OKEN Scanner

(b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यता से प्राप्त होती है, न कि स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

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

Goodness is a positive quality of wishing and acting for benefit of one and for others as well.

Some people like Gandhi & Kant argues in the innateness of goodness. while others does not believe in it.

Gandhi argues that man is "inherently moral". There is no bad person but only bad act.

However I do feel it is guided by moral rules of rewards.

(1) Often good act is sanctioned by the authority of religions. Eg Langaar is done within Sikh fold.

& Gandhiji was also a religious person.

Scanned with OKEN Scanner

Candidates n write on this

(1) Often moral activities are backed by incentives of law. (eg) Good samaritan law & bravery award.

(2) Even for an altruistic person, he chooses to do good activities in the quest of personal solace & well being.

(4) Similarly goodness can also come from certain experiences such as reformation through guilt (eg) Angulimala's story & reformation.

Hence when backed by incentive a person has more reasons to be good.

Next IAS ID: ETHICSJUN016, TC151, 18-07-2023 04:00 PM

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

(a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही 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 the virtue of acceptance of diverse beliefs & opinions without entering into conflicts.

It is a virtue that requires strength, As to not be offended by contradicting personal beliefs takes courage.

In the contemporary world intolerance is creating disharmony & violence. Problems such as communalism, hate speech, online hate trolls are centred around intolerance.

Gandhi has also said that "intolerance is the enemy of correct understanding."

A country as diverse as

Candidates must not write on this margin

India, requires tolerance to build harmony & for collective growth.

Our history has centred around building tolerance. Values such as "Sarvadharma sambhava" enshrined in our ethos centre around tolerance.

Showing strength to accept diverse view points enhances our understanding & widens our scope.

But on the otherhand one should also remember that tolerance towards unethical act like corruption, patriarchy etc is nothing but cowardice.

Scanned with OKEN Scanner

Next IAS ID: ETBG23CM218, TC151, 18-07-2023 04:00 PM

(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

Placing "other-well being" over "self well being" requires courage of compassion. It is considered as a duty by moral thinkers like Buddha.

Even our constitution enshrines in the Fundamental duty that we need to perform duty to state & other when called upon.

It is to be kept in mind that society is a collection of individuals, interdependence is the key to a harmonious existence. The key to this is each serving the duty to society. For example, preventing robbery in the street by risking our well being will

Candidates must not write on this margin

increase the collective well being of society.

However, often they are not independent. Gandhi has said that "one may find himself at the service of others." Altruism gives salvation to many people. (eg) Ratan Tata's philanthropy

But it should also be kept in mind that in serving the duty to society, one needs to ensure basic needs of self are met. (eg) Physical health is necessary for a politician to serve others.

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(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

History is marred by episodes of conflicts & violences that one may say periods of peace are empty pages. (eg) a world wars happening in very quick successions.

Even historically nations fought each other. War was a legitimate means to acquire wealth (eg) Mughal Empire, Samudra gupta etc.

However, it is the periods of peace that are remembered. for its glory. (eg) Ashoka's Dhammaghosha over Bherighosha.

The periods of peace had a wider impact on the life & well being of public (eg)

Next IAS ID: ETRC23ON616, TEST: 18-07-2023 04:00 PM

Candidates mu
write on this n

Buddha's way of life inspired millions to lead a moral life.

The social harmony that happens during peace results in the collective well being (eg) conflicts were resolved in the Bhakti period.

Although leaders like Gandhiji use peace as a political tool. it is often not talked about. In essence one can say that history books are books on peace dispersed by occational war.

NEXT IAS
Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

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

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

(Answer in 150 words) 10 Marks

Moral values are those values which has universal relevance & that can positively impact the life of public.

eg Honesty is a moral value.

Immoral values on the other hand are largely self centred & often negatively harm the public.

eg Partiality & favouritism.

Moral values.

① Honesty :- Being open & transparent about ones public conduct brings credibility & builds trust.

② Empathy :- In civil services to make policies that are inclusive

Next IAS ID: ETRC28EM36, TC LEL 18-07-2023 04:00 PM

Candidates write on th

& important humane decisions, empathy is necessary (eg) Beti Bachao Beti Padao scheme.

(3) Objectivity :- Conducting the course of action on a pre set rules without any bias & favouritism is a desirable value.

(4) Openness :- Is identified as a desirable public service value, (eg) Lal Bahadur Shastri publically disclosed his assets.

(5) Commitment & Dedication. to service will ensure that ones puts in that extra effort for service delivery with quality (eg) An officer works overtime during disaster management ; Healthcare workers during covid.

Scanned with OKEN Scanner

अनुसार वे कौन सी क्रियाविधियाँ हैं जिनको उपयोग ... (150 शब्दों में उत्तर दीजिए) 10 अंक

सकते हैं?

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

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

The involvement of participation of beneficiaries adds value & commitment to the public service delivery.

Citizen participation ensuring ethics.

(1) **Brings accountability** :- By making public part of decision making (eg) 73rd amendment of Gram Panchayat.

(2) **Creates transparency** :- The mechanisms such as social audits where beneficiary evalues.

(3) **Increased efficiency** :- Reverts corruptions & promotes proper allocation of public fund (eg) RTI mechanism

(4) Improves inclusivity :- (eg) Gram Sabha in Tribal villages involved in decision making (eg) Niyamgiri issue.

(5) Quality delivery of service :- by making the use of grievance redressal systems such as CPGRAMS., IRCTC website.

However at times decisions are to be guided by long term vision which public is often incapable of seeing (eg) Relocation of people for metro project.

Scanned with OKEN Scanner

6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक रूपांतरण कार्यक्रम सलाह, परामर्श और प्रेरणा में विश्वास करते हैं लेकिन कभी-कभी वांछित प्रतिक्रिया प्राप्त करने के लिए थोड़ा 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

Deterrence by law & moral persuasion is a tried tested policy that yields beneficial results.

Why it is a good model

(1) In order to bring attitude change often force is necessary eg fine for smoking in public place along with messages.

(2) When we require a quicker result :-

~~Here Along with Beti Bachao~~

Along with persuasions of social distance messages through phone calls, police was entrusted to fine public for breaking it.

Scanned with OKEN Scanner

Candidates r
write on this

(3) To punish deviant element :- despite nudging through Beti Bachao & Beti Padhao, issues like female genocide exists. Hence force by law is used here eg PCPNDT Act.

However, to bring effects that are sustainable & long lasting, the primary emphasize should lay upon forced behavioural change by persuation.

eg Vaccine campaign for Polio ~~was~~ without force resulting in huge success

But downside is the time & effort involved in it.

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(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

Countries rely upon different aspects to exert their national interest. However moral strength without military or financial may not be the most effective.

Reasons for ineffectiveness.

It is said that "power respects power". A nation possess the ability to bargain only when it has strategic & military strength.

Even countries like India who have traditionally been moral, ethical centred around Ahimsa & Satya had to indulge develop nuclear power to ~~deter~~ protect her

Candidates must not write on this margin

territorial integrity.

Further possessing financial strength can help ensure in helping other nations during crisis. This will further strengthen a country's interest (eg) India helped Sri Lanka during crisis with financial power.

Possessing only moral power may result in nations infringing sovereignity (eg) China's capture of Tibet.

A level of preparedness that is coupled with moral values will enable credibility of trust in global space.

(eg) India engaged in war with Pak in 1971 for moral causes.

Still India is considered "land of peace".

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

खण्ड–B / Section–B

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

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

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

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

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

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

(d) शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Scanned with OKEN Scanner

Next IAS ID: ETRC23EN10, Test Date: 18-07-2023 04:00 PM

Candidates must write on this ma

The case study potrays a situation where one's personal ethics comes in conflict with his duty & associated ethical dilemma.

(a) **Value conflicts in the situation**:

(1) **Personal vs Professional ethics** :- There exist a need to fulfill duty mandated by "crisis of conscience" exists.

(2) **Empathy vs objectivity** :- While I feel empathetic to encroachers I am duty bound to complete duty as well.

(3) **Larger good vs immediate good** :- For the progress of city, clearing encroachment is necessary but the welfare of encroachers is to be kept in mind aswell.

(4) **Prioritising the actions**:- As the sidewalks people more vulnerable than slum dwellers where should one act first?

(5) **Companies benefit** :- Sudden clearing

Next IAS ID: ETRC23ON016 | TC 51 | 18/07/2023 04:00 PM

may not only lead to loss of employment but also may lead to shutting down of company.

(b) Impartiality vs Empathy

An officer is bound by the objective action guided by the mental law, code of ethics of conduct and constitution.

He should primarily be willing to observe the case without empathy bias for quality decision making.

The ultimate goal should be welfare of the public of greatest good for largest number of people.

However, he can use the value of Empathy to look for alternatives of making inclusive decision making.

Scanned with OKEN Scanner

Candidates must write on this ma

(2) Options available

(1) Empathetic treatment towards encroachers. Try convincing department to rethink sudden actions.

However, it goes against collective good of the city. Also often see that such encroachment leads to urban flooding & loss of life when not actively taken a decision. But in this case, it may lead to continued working of factory.

(2). Clearing out encroachment objectively

Here, the duty entrusted on me is completed. The authority of departmental law is upheld. But it may erode public trust & bring apathy. Further, state is responsible to their life & property.

(3) Provide them a time frame & complete the works in due time.

Thus shows concern to their cause. Giving a time frame given

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

transparency and window for people to relocate. Maybe, Govt could take into existing govt schemes the most vulnerable like PM Awaas Yojana.

(d) Viable solutions to tackling slum issue

There is a need to predict the influx of migration. In growing cities, the state could look for options such as building residential complexes.

Efforts should be made to deter illegal encroachment. Periodic ground survey so that encroachment does not develop into settlements.

Also proactive urban planning like worker complexes near Chennai industries can ensure dignified existence to all.

Candidates must not write on this margin

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

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

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

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

(b) क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

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

(d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016; TC: 83, 18-07-2023 04:00 PM

The case points to balancing the need to prevent corruption & to uphold data privacy of one and all as a departmental head. (ends vs means)

(a) Issues involved in the case

(1) Misuse of welfare public resources & by committing welfare fraud.

(2) Corruption by public official undermining their duty to public.

(3) Issue of violating data privacy & even though intention is just

(4) Compromising scheme will affect the safe motherhood which is a basic right.

(b) Violating data privacy for preventing welfare funds.

There is a conflict between the ends vs the means. . There

Candidates mu
write on this n

is a justification for violating data privacy on the following grounds.

↳ The test of proportionality is met: ie the outcome/benefit overweighs the cost.

Such a criteria was put forth by the Honourable Supreme Court.

↳ Complete transparency :- The public has a legal & moral obligation to know what their data is being subjected to. Here an individual should be treated as an "end in itself".

↳ Use of only available data. :- The data that is being used here should only be data available to govt in public (eg Aadhar, Pan card etc. Further, biometric details can be avoided.

↳ Further the cause is centred around safe motherhood which is a noble & benevolent outcome.

Next IAS ID: ETRC23ON0E5 XC151, 18-07-2023 04:00 PM

① Reasons for welfare frauds.

↳ Ethically, such actions are centred around greed & selfishness. Since their fraud compromises honest beneficiary

↳ Systemic flaws, guided by corrupt officials & poor implementation of law adds to such frauds.

↳ Peer pressure, often leads to a multiplier effect of multiple families practicing the same act.

They often forget that "wealth without morality" is one of the seven sins as proposed by Gandhi often they are unaware of implications as well.

Scanned with OKEN Scanner

Candidates must not write on this margin

(Q). Alternative ways of means.

↳ A bottom up "revamp" from within the systems by actions of "show cause" notices against corrupt officials may reduce the scope for systemic corruption.

↳ cultivating integrity on ground by honouring honest couple. & ground level public participation. (eg) Social Audit.

↳ Spreading awareness about impacts of frauds ⇒ deterrence may prevent few from indulging in fraud.

These options would be utilised first before implementing that alternative course of action.

NEXT IAS
Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य आपने 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

Scanned with OKEN Scanner

NEXT IAS
Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

Candidates m
write on this

The case study depicts the options available to you & choices one must make in the face of gross violation of law that may lead to future disasters.

(a) Issues and value violations.

(1) Improper implementation of bidding contract: as it was done at very high speed for the name sake.

(2) Fraudulent environmental report: violating duty entrusted to the department.

(3) Attitude of the head: despite reporting the crime, a lax approach in order to complete target

(4) Giving precedence to immediate targets & personal well being without being concerned about public or state.

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

Merit & demerit

(b)-(i). Options available

Option 1: Longer to the duty at hand.
Respect opinion of the head.

Advantage & disadvantage

Here, I fulfill the duty assigned to me honestly without being party to any sort of corruption. It will lead to meeting revenue target & may prosper the industry & economy.

However, "to see the wrong & not act upon it is cowardice" said Gandhiji. It will create crisis of conscience & affect mental peace. There exists a possibility that unfortunately I may be scapegoated for the inevitable disaster.

Option 2: Do not concur to report; Considering reporting to higher up or whistle blowing.

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

Candidates must not write on this margin

Advantage & disadvantage

It may result in the department not meeting target. The inter personal relationship with the head of dept may get affected.

However, By doing so, I am acting ethically. Gandhi said, "the highest court of justice is the court of conscience." If I had not acted reported, I take moral responsibility to the damage caused by the disaster that happens later.

Chosen course of action will be the 2nd one where I do justice to the public by upholding the duty that I was entrusted with. In the long run, this would turn out to be the more sustainable course of action.

NEXT IAS
Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(d). Environmental consideration vs development

At times environmental considerations have taken precedence. For example an IB report suggested if we had resulted in GDP loss of 2% for country thus affecting well being of country.

However - by and large if have been consistent with overall well being. Sustainable development targets are often in keeping up with utilitarian values of development for benefit of maximum number of people.

Only when environmental considerations are taken into account will it result in inclusive policy making driven by empathy & vision.

Eg Granting tribal rights, setting national parks etc.

Scanned with OKEN Scanner

NEXT IAS ETRC23ON016, TC151, 18-07-2023 04:00PM

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

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

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

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

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

(b) क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

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

(d) क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

Candidates must not write on this margin

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?

(c) Do you think a corporate's social responsibility extends beyond one's immediate community to the international community? Why/Why not?

(d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss. (Answer in 250 words) 20 marks

The case study explores areas of international ethics on whether it is right to do business unethically. However, Gandhi has also said that Commerce without morality is a sin.

(a) Ethical issues involved.

(1) National Interest vs International Ethics

Whether selling military tech to Junta Govt of XYZ is ethical considering it puts national well being at front?

(2) Business without morality - Is selling weaponary a right means to the end of national interest.

(3) Violation of Humanitarian values :-

ABC's scheme to XYZ's potential

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

Candidates must not write on this margin

misuse of weaponary for human right violation.

(b). GAMA & international ethics.

GAMA is a defence manufacturing company. While GAMA's duty is to increase profit maximization. it need not be involved in international ethics. It primarily should focus on quality of products, employee welfare. Since it requires profit for improving tech. & growth of company.

Here the duty of international ethics lies with the govt of ADC. The GAMA should however be willing to adhere to restrictions imposed by the elected state of ADC

NEXT IAS
Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(c) Extend of CSR

CSR extends beyond one's immediate community. It is because, in the current globalised world it is becoming one single family, or "Vasudaivakam kudumbam".

Often a companies profit are derived not from immediate neighbourhood. Hence they should be willing to work for welfare of global community as well.

(d) In fields regarding to critical technology like defence, space & atomic and nuclear energy, there is a need for involvement of govt regulation.

There exists far fetched impact of these technologies in lives of public. Eg A nuclear blast can

Scanned with OKEN Scanner

Next IAS ID: ERR230ND0 CC151, 18-07-2023 04:00 PM

Candidates must not write on this margin

affect life of public.

Regulations in such field ensures that effective safegaurds are put in place.

Further, technology is a double edged sword. Hence a level of restriction to prevent its misuse is necessary & important

Next IAS ID: ETRC23ON016, TC-151, 18-07-2023 04:00 PM

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

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

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

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

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

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

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

(c) क्या आपको लगता है कि बिक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्पन्न हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।

(d) जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन–से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

Scanned with OKEN Scanner

Candidates must not write on this margin

Department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time. Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

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

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

(c) Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.

(d) What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case?

(Answer in 250 words) 20 marks

The case study depicts the dilemma whether after knowing the reality of unethical practices, Mr Sharma of CEO should report it to ~~authority~~ Govt of fear potential loss of business.

(a) Ethical & business issues

(1) Lack of objectivity in selling products to govts and private leading to differential prices.

(2) Misuse of public exchequer for personal benefits by few.

(3) corruption in the system resulting in defrauding the public resource.

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

④ Employee dissatisfaction caused by the malpractise of few. creating a poor work culture.

⑤ Govt procedure that blacklists the company for being honest resulting in a dilemma of whether to be transparent.

⑤ Options available for Mr Sharma & CEO.

① Come clean to the govt displaying honesty & facing potential consequences with grit.

② Hide the truth but this may result in profit maximisation at the risk of being caught later. ~~make~~ This also makes Sharma & CEO complacits in act.

③ Dismiss the employees & prevent such activity in future by making regulations.

Scanned with OKEN Scanner

Candidates must not write on this margin

Here option I would be better morally, ethically & considering potential truth unfolding in a later stage. Further highest court of justice is the court of conscience that one cannot escape.

(b) The organizational culture of giving freedom to employees would not have been the potential cause. But on the other hand only when there is freedom can innovative ideas & higher productivity achieved.

However lack of proper checks mechanism, work place communication & regulatory overchecks with periodic performance review that may have resulted in corruption.

The individual greed prospered in the lack of checks & balance is the ultimate reason.

Next IAS ID: ETRC23ON016, TC151, 18-07-2023 04:00 PM

(d) The company could consider upvisals based on integrity being a criterion. Often corporates appoint integrity officer in MNC to uphold value in their business practices.

Honesty & transparency should be rewarded. Proper background checks to prevent unethical people & continued misconduct into office can be attempted.

Scanned with OKEN Scanner

Candidates must not write on this margin

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

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

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

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

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

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

(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.

Scanned with OKEN Scanner

Next IAS ID: ETRC23CN026, TC151, 18-07-2023 04:00 PM

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

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

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

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

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

(b) What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.

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

(d) What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union?

(Answer in 250 words) 20 marks

The ... often is attempting to create change in the world obstructions of different sort occurs. How one shows perseverance in the face of it is the true test of character.

Scanned with OKEN Scanner

Next IAS ID: ETRC23ON016_TC151, 18-07-2023 04:00 PM

Candidates must not write on this margin

(a) Issues involved

(1) Child marriage in village :- taking place in the name of traditions.

(2) Union strike :- is indirectly denial of means of work for factory of employment for its workers.

(3) Use of threat of violence :- against Rashmi shows poor moral value.

(4) Changed nature of company :- in the face of challenge shows prioritising of profit in the wake of challenges.

(b) Rashmi should first persuade moral & social persuasion :- involve authority as the last resort. Her ability to persuade company of people in long run shows her emotional quotient.

She should use the same to persuade unions first as they are also victims of patriarchy :- Gandhiji

has said "hate the crime but not the criminal".

Further she can spread the message of activist through other means in the meantime (eg) Pamphlet.

However, involving local administration is a necessary means when there is obvious threat of life & when her rights are being violated.

If the manufacturing unit closes → employment reduces & child marriage increases. She should keep this in mind as well.

(c) Company should act responsibly because they have a moral & social commitment to issues happening around.

Not taking an action

Next IAS IDFC023DN01B 5151, 18-07-2023 04:00 PM

Candidates must not write on this margin

is indirectly making them complete accomplice in act. By the saying goes, "Ignorance of law, is not an excuse for crime." Rather than ignoring their responsibilities, taking actions can boost their image & brand value.

(d) The reason for aggressive reactions are multifold.

1) Intolerance :- to new ideas & reasons

2) Violence :- as opposed to the value of Ahimsa. Thus resulted in threats of violence.

3) Patriarchy :- They are victims of Patriarchy conditioned by traditions & customs.

4) Ignorance to law :- is also a factor for their behaviour.

NEXT IAS
Next IAS ID: ETRC23ONL6_TC151, 18-07-2023 04:00 PM

How Rashmi should Act.

↳ She should call for a peaceful meeting with the head of union.

↳ Use effective means of communication to convey dangers of child marriage

(eg) Power point slides.

↳ Let them understand, that health of child is at risk in child marriage citing data of NFHS V.

↳ Elite personalities like Raja Ram Mohan Roy of successful women like Kalpana Chawla to include moral persuasion.

The effort should be continued with perseverance. And as a last resort reporting to authority for greater collective good can be used.