Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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Name of Candidate : AAYUSH SRIVASTAVA

Roll No. : PTTP220111

Registration Number : ..... Date of Examination : 18 Aug, 2023

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ■

Test - 4 **Code : TC074**

MTS IGP Batch 2023

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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
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Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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		

Signature

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

MACRO COMMENTS

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
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Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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

'In real world, law floats in the sea of ethics'

Public service includes positions of huge discretion and power. They can't merely stick to legalities but must take morally principled actions to uphold public trust.

Reasons for loyalty to constitution, laws and ethical principles ⟹

loyalty to constitution

1) supreme law of the land showcasing ideals of freedom struggle

Eg. ideals of justice, equality also part of Code of ethics

2) constitutional morality must supercede social and customary morality

Eg. Durga shakti Nagpal upholding ideals of secularism by breaking wall causing communalism

3) backbone of Indian administration when in dilemma

Eg. any action must uphold Fundamental Rights

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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loyalty to laws

1) St. Thomas aquinas called them 'ordinance of reason' [ex.] made by legislature so essence of democracy

2) prevent arbitrary decisions and decrease discretion [ex.] proper process of FRA to decrease discretion

3) minimum standards set which need to be upheld [ex.] National Food security Act mandate PDS shops

loyalty to ethical principles

1) still lot of grey areas need to be solved [ex.] choosing between development or environment in Niyamgiri hills

2) uphold personal integrity [ex.] Responsible disobedience in Telgi scam

3) shape spirit of service based on principle of beneficience and maximalism [ex.] Divya Devarajan leaving gondi to help tribes

Among these, I think loyalty to ethical principle is most important in official functions as it's guided by conscience and helps public servant put 'people & citizen' first; take principled stances and in this process uphold constitutional vision [ex.] S377 etc. laws although criminalized homosexuality civil servants guided by ethical principles created awareness changing the laws over time.

This is quintessential to become 'Karmayogis' of India.

Next IAS ID: PTPR2021L TO 14-08-2023 09:48 PM

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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 represents the 'Unity of Virtues' as per Aristotle.

Dworkin gave the concept of Integrity based civil disobedience which guides public service morality beyond Weberian strict hierarchies and puts 'citizen first'

Concept of Integrity based civil disobedience ⟹

1) Helps take principled stance even to seniors if integrity challenged Eg. Sam Manekshaw uprightly telling Indira Gandhi he needed time to prepare the army for war

2) Helps have the courage of speaking truth to power (Socrates) Eg. In Telgi scam, IPS officer exposed scam by disobeying with immediate senior and filing complaint

3) It builds courage of conviction and builds public trust in civil servants Eg. Whistleblowing about scams by E. Snowden

4) complements tools of integrity of organization & upholds Values of organization Eg. Shanti, Seva, Nyaya is important for Delhi police

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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Challenge to personal integrity as reasonable cause for disobedience ⟹

1) In matters of conscience laws of majority don't hold (Gandhi) so if for larger public interest it may be correct
   Eg. Ashok Khemka stood up gainst corruption

2) Bogus charges of corruption or sexual harassment to apply pressure needs to be countered Eg. false Posh charges claimed

3) Art 311 provides reasonable protection, civil servants need to take risks to uphold ideal Eg. Speak gainst corruption in office even by seniors (CVC recommends)

But caution needs to be kept as ⟹

1) May lead to decrease in organizational trust within
2) may cause poor work culture and frequent disobediences
3) personal integrity is subjective and laws are ordinance of reasons
4) may lead to 'activism' within civil servants

Civil servants need to take the golden mean (Aristotle) path and ensure all their actions stand the test of their code of conduct and code of ethics. Only then can they be truly called the 'steel frame' of India

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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 can get us on the way or off it. "When awareness is brought to emotions, power is brought to our lives".

Emotions being physical arousals guiding our moods and behaviours impact our lives significantly

Emotions affecting personal and professional lives ⇒

1) shape our cognition to a problem Eg. optimistic or pessimistic view same data

2) shapes our initial response to situation Eg. actor bursting out in anger over subordinates mistake ruined image

3) prevents emotional contagion Eg. COVID-19 time, doctors needed high EI to function

4) shapes our relationships Eg. trust and love build them while, envy and jealousy destroys

Primary emotions impacting workplace productivity ⇒

Positive impact → 1) calmness in pressure is a sign of true leader Eg. captain sully landing plane in river due to calmness

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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positive impact

→ 2) optimism and positive attitude increases productivity ▷ e.g. 'getting things done' attitude of Armstrong Pam built people's road

→ 3) happiness and satisfaction with work ▷ e.g. Ikigai concept of Japan and Kaizen method to increase productivity

→ 4) innovativeness and comfort to make mistakes ▷ e.g. ideation cells in Google to discuss ideas openly

Negative impact

→ 1) poor work culture leading to sorrow ▷ e.g. great resignation and quite quitting in USA

→ 2) panicle and pessimism over results ▷ e.g. manager scolding employees creates vicious cycle of bad results

→ 3) envy and jealousy between employees due to over competition

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As more and more AI enters our workplaces, more and more EI is needed too. Emotional regulation must be ensured via group activities, a culture of collaboration, Circular responsibilities etc. to ensure high productivity and satisfaction.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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

Efficiency refers to 'rational utilization' of resources for a predefined goal. Technical, social and ethical efficiency forms the holy trinity of public service delivery

Ethical efficiency → What it ensures?

1) ensures fulfillment of promise of ethics Eg. IAS Sanjay Kumar built Apna Bacha Model to decrease IMR
2) ensures public trust and gives legitimacy to govern
Eg. Village named after Divya Devrajan due to efforts in tribals
3) ensures common good and civic republicanism
Eg. IAS putting ACs in hospital ward built trust
4) builds capabilities of the most destitute and vulnerable as per Amartya Sen Eg. IAS Saroop Nandiri's Cafe-able for PwD persons

Ethical efficiency vs. technical and social efficiency

Importance of technical and Social efficiency
→ 1) efficient resource utilization
Eg. PFMS for fund use
→ 2) use of technology for service delivery
Eg. e-NAM in Assam

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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3) fulfills social needs of health, education, hunger etc.

Eg: TPDS providing food, Kendriya Vidyalayas built

4) fulfills broad goals but may not focus on Uptake

Eg: toilets built but not used.

Yet, ethical efficiency is even more important than these as

1) principle of beneficence and maximalism upheld (2nd ARC)

Eg: Armstrong Pame made road despite lack of resource

2) prevents corruption and ensures probity in governance

Eg: IAS Kamal Kishore declared corruption in Nagpur

3) promotes innovation and out of box thinking

Eg: IAS Sandeep Nanduri's cafe-to-able concept

4) fulfills promise of governance even if resources unavailable

Eg: 'Project 37' where convergence of civil society, NGO & government funds

5) prevents conflicts and ensures peace of society

Eg: Kaumi Mucts & interlocutors in Nagaland (NSCN past)

6) Builds dharma (family) based on credibility and trust

Eg: Smita Sabharwal's 'fund your city' yourself

Thus although technical & social efficiency are important, the Ethical efficiency of individuals determines the success of individual and organization

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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

Aristotle's unity of virtues and plato's cardinal virtue theory states that virtues don't exist in isolation. Either all exist or none exist in a person. Gandhiji talks about ethics in personal and privat life linked to public life intricately.

personal ethics and professional life compartmentalized

1) possible to separate work from home by following balance

2) following code of conduct and laws without exercising personal discretion ⇒ patriarchal minded person can still issue voter cards to women based on procedures

3) different set of values needed in both places as personal ethics based on trust, love, empathy while public life needs more technical and social efficiency

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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personal ethics impacting professional life ⇒

1) Integrity in behaviour and virtues as habits to be practiced at all times (Aristotle)

Eg. IPS beating wife at home can't protect women from domestic violence

2) failing of entitlement and VIP culture prevents compassion in public life Eg. IAS officer walking dog in stadium

3) lack of emotional intelligence at home leads to poor work culture even in professional life Eg. IAS slapping a person during COVID

4) materialism and greed in personal life may lead to corruption in public life Eg. Harshad Mehta scandal

5) repressive social attitudes visible in public life

Eg. not hiring lower caste even if same qualification (Thorat commission report)

Thus even though we can compartmentalize personal and professional ethics by strict rule enforcement they clearly impact each other whenever discretion arises. India's journey to Viksit Bharat is to be shaped by people inculcating good personal ethics Eg. Panch pran by PM

Next IAS ID: PTTP[illegible] TC071 [illegible]8-2023 09:48 PM

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3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Doing your 'duty' and being a moral agent are convertible terms as per Gandhiji. "Human progress comes from shared moral purpose, within and without" (Maxwell)

Internal imperative to do good is more relevant than external impositions due to following reasons ⟹

Goodness as a result of internal imperative ⟹

While external rewards (eg: civil service awards) or sanctions from moral rule (eg: Code of conducts) are important yet internal imperative is the essence of goodness

"2 things awe me the most, the starry sky above me and the moral law within me" — I. Kant

goodness as result of internal imperative

→ 1) leads to conviction towards a cause

(eg: Mandela spending 27 years in jail to end apartheid)

→ 2) gives courage to sacrifice life for principles (eg: Bhagat singh)

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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3) tackle ethical dilemmas and issues better

Eg. SC stopped Vedanta from exploiting Niyamgiri hills despite loss of economy

4) prevents misuse of discretion and collusive corruption

Eg. civil servants despite incharge of public funds act with probity via internal goodness

5) builds positive attitude towards goals and 'getting things done'

Eg. IAS praveen kumar's IEC campaigns in Tamil Nadu to increase Saakshar in Aspirational Districts.

6) prevents abuse of power and take ethical stance despite odds Eg. saint rescuing scorpion despite being bitten repeatedly.

7) rational utilization of resources even if no law Eg. Life campaign

Eg. Give it up campaign to decrease subsidy burden

Thus goodness while may be pushed by external tools of integrity like social audit, RTI etc.; internal imperative to do right is the essence of morality as shaped by conscience.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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.

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

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."
(Answer in 150 words) 10 Marks

Tolerance refers to a permissive attitude towards everything, especially to ideas and persons we don't like. Vivekananda was a huge promoter of tolerance and advised not just to tolerate but positively embrace others.

Meaning of quote ⇒

1) Tolerance is accepting differences based on subjectivity of perceptions Eg. racism is a myth as 99.9% genes similar, so mind must accept beyond skin colors

2) Tolerance promotes @ cultural relativism and historical particularism Eg. Tribal cultures and rituals like polyandry based on their circumstance and history.

3) Tolerance is the essence of virtues as after tolerance comes empathy and compassion

Eg. Ashoka's conversion from Bherighosh to Dhammaghosh done after he became tolerant

Next IAS ID: PTTP220114, TC074, 16-08-2023 09:48 PM

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4) Tolerance represents strength of character. It's the sign of an educated mind to be able to entertain a thought without accepting it" (Aristotle)

Eg: Mandela not having any animosity towards White when he became president etched his name in history

5) Tolerance builds peace and 'shared prosperity' based on spirit of pluralism and multiculturalism Eg: Ashoka's 12th rock edict and Indian secularism based on principled distance

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Contemporary relevance ⇒

1) prevent ethnic conflicts and divides Eg: Manipur tensions decrease

2) prevents communalism and regionalism Eg: Babri Masjid issues sorted

3) Decreases secessionist tendencies : BR Ambedkar said "We are firstly and lastly all Indians" Eg: Khalistan movement decreased in punjab recently

4) helps positively embrace differences Eg: India in G20 acting as voice of global south

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Tolerance is a strength and promotes unity in Diversity of India and is part of our history and identity of 'Sarva Dharma sambhav'

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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4. (b) "समाज की सेवा करना हमारा प्रथम कर्तव्य है, और हमारे द्वारा ऐसा करने के बाद, हम अपनी आत्माओं के उद्धार में पूर्णतः भाग ले सकते हैं।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"It is our first duty to serve society, and after we have done that, we may attend wholly to the salvation of our souls." (Answer in 150 words) 10 Marks

A. schweitzer talked of the "reverance for life" and duty to serve society as the prime goal of humanity.

Carol Gilligan's ethics of care also has premise that it's our duty to serve society first

Meaning of quote ⇒

1) Plato's organismic analogy of society tells that we must exist like parts of an organism & co-exist (interdependent)

Eg ▷ Interdependence of polity on economy and vice versa ≠

2) first duty is to serve the society even based on Indian philosophy of 'Rina and Rebirth'

3) service to man has been equated to service of God by Vivekanand Eg ▷ Mother Teresa called service of destitute as her religion.

4) service is the root of all Dharma as per Gita too and it leads to salvation of souls

Eg ▷ Pandavas serving society helped them win support of Krishna

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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5) Spirit of service and duty with dutyfulness is essence of civil service too Eg: Seva paramo Dharma as motto

6) Once we've served society to best of our ability it leads to self actualization (A. Maslow) and helps make us spiritual Eg: Sai Baba's service to society & Nanak's service made them liberated

Contemporary relevance of quotes ⟹

1) Root of concept of Trusteeship and Aparigraha form of Corporate social Responsibility Eg: S135A of companies Act

2) Religious and spiritual centres like ISCKON, gurudwaras engaged in service first Eg: O_2 langars in COVID

3) Karmayogis of India (civil servants) work on basis of 'Seva' bhaav (service oriented) Eg: Delhi police motto is seva, shanti and Nyaya

Service to society is one of the caligorical imperatives which simultaneously gives salvation to our souls.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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4. (c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं" (150 शब्दों में उत्तर दीजिए) 10 अंक

"Periods of peace are the empty pages in the history books" (Answer in 150 words) 10 Marks

"History is written by the victors."

While it's believed that history is the story of War and peace (Leo Tolstoy) ; periods of peace are often overshadowed by violence, wars, revolutions & the like

history as periods of war & violence ⇒

1) history was written by people whose patrons were rulers & conquerors Eg. Allahabad Inscription by Harisena eulogises Samudragupta

2) Wars and violence are periods of great change and revolution Eg. World Wars and Industrial Revolutions linked to each other

3) Wars and victories celebrated grandly by building monuments and statues Eg. Cholas built Gangaikond Cholapuram on defeating Northern kings

Yet periods of peace aren't completely empty pages

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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1) Art and culture progresses during times of peace

Eg. Gupta golden age famous for Kalidas Meghdootam & Vikramank devcharitam by Bhasa

2) peace leads to growth of empires and trade

Eg. IVC as a peaceful civilization traded with Sumerians & Bulls etc found in W. Asia

3) periods of peace showcase stability and hence strong kings Eg. Akbar's rule was a period of peace (Akbar Name) and his philosophies of Din-e-Ilahi, Ibadat khana, built etc. past of history + Indica by Megasthanese in Mauryas

contemporary relevance ⟹ 1) Revisionist and sub-altern trends in history Eg. Romila Thapar's feminist critique of Mahabharat

2) Freedom struggle on the contrary known only for peaceful gandhian movements & now focus more on role of revolutionaries too Eg. recent book by Sanjeev Sanyal

History is a dialectical debate between war and peace and both are equally important to understand today.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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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

If India fails, it'll be due to failure of the civil servants as per W.B. Donham. Values in civil services has been talked extensively by several committees (most importantly Nolan) and can be broadly divided into moral & non moral values

Difference between Moral & Non moral values ⇒

Moral values	Non Moral Values
1) linked to ethics of service ⇒ compassion	1) linked to processes and efficiency ⇒ objective
2) helps resolve ethical dilemmas ⇒ Integrity to principles	2) helps in rational resource utilization ⇒ impartiality
3) given in Code of ethics, 1993	3) given in Code of Conduct, 1988
4) prevents abuse of power & ensures probity in governance ⇒ beneficience, courage	4) prevents delays and discretion ⇒ efficient, innovativeness

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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5 basic moral values that can become foundational ⇒

1) **Honesty and Integrity** → helps in abiding by principles and gain public trust ("Caesar's wife must be above all suspicion") Eg. Judge recusing in conflict of interest via honesty

2) **Accountability and openness** ⇒ promote transparency via citizen centric administration and upholds answerability Eg. suo-moto disclosure of information before RTI

3) **empathy and compassion** ⇒ builds 'OHANA' (shared humanity) with public and based on spirit of Antyodaya (Talisman of Gandhiji) Eg. IPS Arif Sheikh's Chuppi Tod campaign

4) **spirit of service and duty** ⇒ go beyond work assigned and get things done despite obstacles Eg. move from rule abiding Ivory tower bureaucracy to humane servants

5) **Justice and spirit of tolerance** ⇒ Make impartial and objective decisions beyond fear and favour

Thus above values can act as foundational stones for modern Karmayogis and help in progress of India.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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5.. (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता–संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?
(Answer in 150 words) 10 Marks

Jan Bhagidari is the mascot for citizen participation in Governance. When a nation has an involved citizenry, it deepens democracy and keeps administration on its toes.

Effective civic engagement mechanisms facilitating ethics in public administration →

1) Ensures transparency of public office by data sharing to public Eg. MyGov. and e-office

2) Accountability of administration upheld via tools of Social audit, citizen report cards etc.

3) Bottom up policy making taking into account ground realities Eg. panchayat visions (Grampanchayat development plan based on Sabki Yojana Sabka Vikas) @ 100

4) Effective Implementation of policies Eg. Swacch Bharat mission in Indore = ODF++

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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5) policy feedback and grievance redressal mechanisms

Eg. sevottam model of process reengineering based on feedback from people

6) people ensure innovation and push for reforms

Eg. Bunker Roy's Barefoot university making ground level solar engineers

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Mechanisms which citizens use for ensuring ethics in administration

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1) social audits of government funds to decrease corruption

2) Citizen report cards to track performance of IAS officers

3) Gram sabha participation to make plans Eg. PESA, 5th schedule & FRA implement

4) e-governance models to engage citizens

Eg. UPI, e-SATHI, e-NAM etc.

5) civil society organizations and pressure group formation

Eg. FICCI, IFFCO etc.
, DICCI

Citizen centric administration and participatory governance are the essence of good governance as per World Bank.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक परिवर्तन कार्यक्रम सलाह, परामर्श और अनुनयन का उपयोग करने में विश्वास करते हैं लेकिन कभी–कभी वांछित प्रतिक्रिया प्राप्त करने के लिए कुछ बल का प्रयोग करना भी आवश्यक होता है। क्या आपको लगता है कि सामाजिक रूपांतरण की ऐसी योजनाओं को क्रियान्वित करते समय सार्वजनिक प्रशासकों द्वारा अनुनयन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counseling, and persuasion but sometimes a little force is also necessary for getting the desired response. Do you think it is a good idea to mix little force with persuasion by public administrators while implementing social schemes of transformation? Explain with relevant examples.

(Answer in 150 words) 10 Marks

'character is the best form of persuasion' as per Aristotle.

Daniel Cialdini gave tools of persuasion such as compliance, obeying, conformity etc. which mixed power, authority, status, charisma and force to obtain results. Government social change programmes face issues of persuasion too

Arguments against using force with persuasion ⇒

1) against spirit of freedom and liberty and forces majoritarian ethics over minority

eg. homogenization of Tribals like patriliny bill among Matrilineal Khasis

2) May cause anguish and dissatisfaction due to loss of customs and traditions eg. khap panchayat atrocities when administration leaves

3) Doesn't give people time to adjust due to deadline

eg. public shaming to impose ODF targets under Swacch Bharat

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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However arguments for using controlled force with persuasion →

1) upholds constitutional morality over Social morality
   eg. sabarimala temples opened by SC via law for women
2) uses Nudge where default option is the favourable one
   eg. celebrating daughter birth with rose in Haryana
3) In unblemished common good, a little force may be used as per Tirukkural eg. to decrease fringe elements like drug peddlers in campaign of de-addiction
4) Using behavioural science to overcome intellectual barriers eg. PARI the doll to decrease diarrhoea in Bihar : Niti Ayog
5) people need nudges and stimulus if uneducated
   eg. vaccination in tribals in chattisgarh done by false threat of denial of MNREGA jobs for their own good

Thus a Madhyam way is needed between persuasion & use of force. As far as possible behavioural science & persuasion tools like using traditional Boulawa songs in MP to bring girls to school etc. should be used to change hearts.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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6. (b) अंततः प्रत्येक देश की विदेश नीति उस देश की शक्ति पर निर्भर करती है। शक्ति सैन्य या वित्तीय हो सकती है और...नैतिक भी हो सकती है। क्या आपको लगता है कि आज के विश्व में सैन्य या वित्तीय शक्ति के बिना नैतिक शक्ति का सम्मान किया जाएगा? अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also...moral." Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position.

(Answer in 150 words) 10 Marks

Real politik philosophy bases foreign policy of countries on strength. Machiavellian Prince and Kautilya's Arthashastra also focussed upon the power of kings over others as essence of foreign policy

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Ethical strength without military and financial strength ⇒

Will not be respected

1) Global uncertainities and wars in 21st century make power necessary
   Eg: China's rise leading to cold War 2.0

2) multilateral order skewed and shaped by financial strength
   Eg: IMF and World Bank funded mainly by USA

3) Decreasing ethics in International relations
   Eg: Wog warrior diplomacy of China & Salami slicing tactics in Ladakh and Galwan

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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Yet, a case may be made that ethical strength has it's own importance as follows →

Will be expected

1) moral strength to talk based on democratic ideals Eg. G20 presidency to Indonesia

2) builds partnerships based on shared ideals Eg. democratic nations

3) leads to justice and voice to weaker nations Eg. Voice of global south summit by India

4) can act as intermediator between countries Eg. India as potential intermediary in Russia - Ukraine War talks

5) Role for reforms in multilateralism based on ethical strength Eg. India's No first use nuclear policy, global war on terrorism etc. (NORMS asked at UN)

New orientation towards reformed multilateral system

Thus a mix of all 3 strengths is needed in today's world to make an impact

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

Candidates must not write on this margin

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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Above case highlights the issue of ghettoization and slum proliferation in urban areas. The recent Haldwani evictions protests after administration's call to evict them overnight and SC's stay on the orders to consider the 'humane angle' based on Olga Tellis case is a model to follow

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Value conflicts in the above situation ⇒

1) personal empathy vs official duties

2) compassion towards vulnerable vs objectivity sections

3) economic development duality between islands of prosperity (industries) vs oceans of deprivation (slums)

4) legal course of action vs sympathy to humanity (evict slum dwellers)

Can an administrator compromise impartiality for empathy?

While impartiality is a foundational value of civil servants and leads to justice and objectivity in decision making.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

Candidates must not write on this margin

Yet ; situation demands ; civil servants may have to value empathy. A14 : equal protection ; the law has the spirit ; equal protection for equals and allows for impartiality for broader social justice goals ▷ Eg: Reservations given in A15(4) and 16(4)

Thus empathy can be favoured ; 1) to help the most poor without bargaining power (Gandhiji's Talisman for Antyodaya)

2) ; within ambit ; law and with advice ; seniors

3) precedents must be checked and impartiality must be restored by capacity building.

▷ Eg: giving jobs to street side people & house under PM Awas Yojana and hence evicting after this

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Options available in the above situation ⇒

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1) Evict the slum dwellers and people on sidewalks (as legal course ; action and based on impartiality but against social justice)

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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2) Do not evict the people on sidewalks but evict slums (performance of duty but impartiality compromised and may lead to hostility)

3) capacity building and innovative thinking by providing alternate houses to them under some government schemes on priority basis

(both legality, impartiality and justice upheld)

Viable solutions to tackle illegal slums and encroachments in urban areas ⇒

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1) Development of counter magnets within rural areas to decrease in-migrants into urban regions

2) providing proper social infrastructure to migrants under PM Awas Yojana, Swadhar Grihas, Tenancy reforms etc. to prevent illegal slums

3) skill development and employment to existing slum dwellers to improve prosperity and living conditions

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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4) legalization of land and property rights of living for more than a certain period as per Supreme court guidelines

5) proper law and order maintenance and records of properties to check encroachments in real time.

Urbanization isn't a choice but a reality and as per World population prospect more than 50% India will turn urban by 2030. Hence such reforms must be undertaken in mission mode.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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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 आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए ज़िम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Next IAS ID: PTTR230341_TQ5F1 18-08-2023 09:48 PM

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Data privacy is a part of Right to privacy under A21 as per puttuswamy judgement of supreme court. Goverment agencies for data driven and evidence based policies risk infringing data privacy violating their fiduciary duty.

The National Data governance Policy framework and Gatishakti model of layered data integration are models to emulate.

Issues involved in the above case ⇒

1) issue of unsafe maternity among rural landless due to societal attitudes, & lack of education and poverty

2) efficiency of government schemes compromised by collusion between beneficiaries and government servants at ground level

3) Lack of autonomy and decision making power with women

4) Use of data integration for public service delivery leads to risk of Orwellian Big Brotherism and surveillance

Ⓔ Pegasus, panama paper leak, cambridge Analytica issue case etc.

5) Data privacy of beneficiaries vs welfare state

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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b) Data privacy violation is not justified to prevent welfare frauds as it violate Kant's categorical Imperative of universalization. Since such violations involve lot of discretion and possibility of misuse so can't be universalized. Similarly, they are wrong means to the end of welfare. so violate Gandhian philosophy. Lastly it violate fiduciary trust of people on government.

c) Reasons for such welfare frauds | ⟹

1) Wrong cognition of government servants based on materialism and narrow perception of good life

2) Underdevelopment and poor beneficiaries seen as freeriders rather than 'humans with needs'

3) corruption ~~is~~ in culture of India due to attitude of 'chalta hai'

4) lot of discretion and monopoly to government servants at ground levels with little accountability : 2nd ARC

5) low bargaining power of beneficiaries and low autonomy of vulnerable sections

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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Ways and means to prevent such frauds ⇒

1) Minimizing human interface by digitalization based on spirit of minimum government, maximum governance

Eg. Transaction based digital accountability system for SHG-Bank Linkage in Nalbari, Assam (civil servic Award)

2) ethical training of government officials under Mission Karmayogi

3) ensuring accountability via tools like social audit, PFMS, citizen charter, RTI etc.

4) layering and connection of all data sets to decrease approvals and clearances based on 'Gatishakti' model

Eg. IDMOs in each office (Integrated data management offices)

5) citizen awareness generation by IEC campaigns & convergence of schemes following 'whole of government' approach.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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By following these steps efficiency of welfare schemes can increase manifold. Direct Benefit transfers like PM Jan Dhan Yojana & e-governance have increased quality of service delivery manifold.



Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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

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

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

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

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

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

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

(d) क्या आपको लगता है कि कभी–कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

(b) What are the options available to you?

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

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

(Answer in 250 words) 20 marks

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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'ecology is the permanent economy'. & "We have only one civilization, the human civilization" — Nasseri.

Above quotes highlight the importance of environmental conservation in state activities. As an employee of Mining department in this case, issues of inefficient bidding, poor EIA reports and value economy over environment have come up.

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a) Issues & Value violations in above case →

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1) ecological development over sustainability
2) greed of revenues over needs of individuals (Gandhiji)
3) poor integrity of bideling process due to hurried nature
4) poor work culture due to head focussing only on revenue
5) cooked up EIA report violating public trust & fiduciary duty of governance.

Options available — Advs & Disadvs + Chosen course of action

(B & C) ⟹

Next IAS ID: PTTR230114-TG0Z4-18-08-2023 09:48 PM

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1) let the company with allocated tender proceed with mining operations

Why? → 1) won the tender legally
→ 2) huge time and revenue pressure on my department resolved
→ 3) advice of senior to duty of organizational hierarchy.

Why not → 1) lead to massive environmental destruction
→ 2) poor EIA report harpers integrity of company
→ 3) violate deep ecology and ecosophy principles and based on mindless consumption (Gadgil report)

2) Stop the process ; conduct further enquiry into bidding process ; report EIA report to seniors.

Why → 1) save environment
→ 2) uphold public trust
→ 3) maintain integrity of process
→ 4) Show courage of conviction

Why not?
→ 1) delays
→ 2) loss of revenue
→ 3) disobey senior

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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My course of action will be based on 2nd option as follows :=>

1) immediately stop all operations of new company

2) conduct an enquiry and a fresh EIA report preparation based on public consultations

3) persuade my head about grave environmental consequences of the project & the necessity of well done EIA (part of A21 → right to clean environment)

4) if head doesn't listen, I will respectfully escalate the issues to further ups and show the depth of the violations

5) Have a new bidding process after proper procedures based on swiss challenge method.

6) In the long term, create accountability measures to ensure the EIA reports are upheld on ground.

Thus by holistically approaching the situation I'll be able to show courage and protect my conscience while protecting environment

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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a) Environmental considerations vs development

overrated?

→ 1) may lead to delays just because of red tapism [eg:] EIA clearances decrease EODB for mining companies

2) tools like CAMPA, rehabilitation of displaced etc. decrease environmental losses

3) environmental lobby don't see larger developmental picture which may lead to inclusive growth and 'circular' economy creation

→ 'Myopic View' taken

That being said, usually environmental considerations are quintessential in developmental discourse. Tools like NCAVES, Green GDP, sovereign green bonds etc. are important tools to account for them. EIA reports, NGT quick justice etc. are important to reach sustainable development goals.

'Prakrati Rakshati Rakshitah' (nature protects if protected)

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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

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

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

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

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

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

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

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

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

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

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

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

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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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

Ethics in International relations are governed by trinity of national interest, security and global humanity. Indian ideal of 'Vasudhaiv Kutumbakam' (whole world is a family) guide its foreign policy. In the above case good business deals with questionable international clients is highlighted as it several issues

a) Ethical issues involved in above case →

1) International relations driven by hunger for power compromising ethics (Real politik and hegemonic ideologies like Machiavellian)

2) Defence exports and collaboration with companies in countries of questionable ethical stands (eg. country XYZ)

3) compromise of human rights in foreign country for own national interest

4) supporting international pariahs for gain in global order.

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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5) Buisness morality & commerce without morality being one of Gandhiji's 7 sins.

(b) Buisness interests with international ethics consideration? ⇒

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a) Need Not to consider International ethics as

→ 1) Buisness sole objective in capitalistic society is profits
Eg: East India company of british

→ 2) Utilitarian goals of maximizing pleasure within own country fulfilled

→ 3) No international law to govern buisness deals based on ethicality ⇒ legal

→ 4) promotes own national interest on concepts Sama, Dama, Danda, Bheda of chanakya
Eg: cost benefit analysis of food leading to accidents controversy

But there are more strong reasons to consider international ethics as follows ⇒

1) May lead to loss of brand value so even against self interest Eg: NIKE

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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2) Buisness which makes nothing but money is a poor buisness & ideals of global trusteeship apply.

3) Corporate social responsibility extends to full society & not bounded by borders.

4) Kant's categorical imperative to never use humans as an end and follow path of duty.

5) Gita's philosophy of Sarve Bhavantu sukhinah and the Dharma lays in seeing humanity as whole

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c) CSR indeed extends beyond one's immediate community as ⇒

1) Buisnesses are tools of empowerment as per V. Kurien so they must not lead to Human rights violations

2) Jainism's Aparigraha philosophy makes buisnesses trustees of people's resources. If they conduct buisness internationally this principle is extended

3) John Rawl's veil of ignorance don't differentiate between own & international communities.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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4) Plato's unity of virtues says that virtue is a practice & is integrated. An ethical business must uphold CSR values even internationally Eg. Bill & Melinda Reliance gates foundation - International CSR

(d) Defence sector companies must be regulated by their respective governments as ⇒

1) Regulation does not mean suppression of innovation in any way & merely streamlines process

2) Huge issues of national security & common good at stake so duty of government to ensure ethics

3) Strategic sector of government having large scale future imports

4) Government can act as a supporter providing funds, accelerators, get international deals etc.

Eg. Technology transfer under QUAD

⇒ Upholds social contract where companies conduct business within contract of government regulation

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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

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

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

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

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

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

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

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

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

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

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

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

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

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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collusive corrupt

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.

?? new

(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

Collusive corruption between government employees and (2nd ARC) private sector agents is a scourge on the society leading to gross fraud violations and defrauds the state exchequer. Corruption has bandwagon effects and is a threat against nation and Anti patriotic as per J.F Kennedy. Above case involves such dilemmas faced by Mr. Sharma

a) Ethical and business issues involved in the case

1) pharmaceutical company linked to social justice and affordable healthcare so public interest at stake

2) Abuse of discretionary power by field agents showing poor ethical ecosystem and materialism in employees

3) Aptitude without integrity with employees colluding with government for extra commissions

4) government employees doing corruption violating Prevention of Corruption

Next IAS ID: PTTP60411_TOPA_18-08-2023 09:48 PM

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5) poor unity in company with employees discriting over commissions

6) Issue of 'fairness' of price

7) larger public interest vs organizational interest as risk of getting blacklisted.

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b) options available with Mr. Sharma & CEO ⟹

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1) Let the status quo prevail as organizational blacklisting is unaffordable.

2) Disclose entire information to government and face consequences of corrupt staff.

3) Take the innovative path, by first internally firing the corrupt employees. Then re-imbursing the hospitals for extra dues payed. And then reporting to the government about their corrupt employees. This way blacklisting will also be prevented.

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c) As per me while organization giving complete discretion with zero accountability is a procedural issue

Next IAS ID: PTTP022141, TC:STA, 16-08-2023 09:48 PM

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corruption occured due to individual corrupt nature of employees as → 1) other employees were their who didn't do corruption

→ 2) Discretion merely gives freedom to innovate and indulging in corruption is individual's mistake

→ 3) Virtue ethics tells that individual lack of virtues is the cause of corruption

→ 4) organizational culture had the data transparency which brought the fraud to forefront. Corrupt staff ignored these for petty commissions.

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d) Ethical mechanisms & steps by company to prevent unethical behaviour →

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1) Ethical training of employees by HR department explaining code of conduct, legal issues and strict punishments if indulge in corruption

2) Making staff accountable by real time data monitoring of sale made and comparing mean price between cities, towns, government, private etc. to see anomalies.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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3) ensure good work culture where transparency and ethics awards given to honor the honest.

4) Conduct regular meetings with staff and setting realistic targets of profits to prevent undue pressure

5) Increase in digital technology use by applying for e-sale of medicine Eg e-sanjeevani app, e-pharmacies etc.

Corporate ethics should not be solely based on profit making aims and must ensure their social responsibility and highest level of integrity.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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

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

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

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

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

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

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

(b) आपको क्या लगता है रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना अच्छा विचार होगा? कार्यान्वयन योग्य कार्यवाही का सुझाव दीजिए।

(c) क्या आपको लगता है कि कंपनियों को उस क्षेत्र की सामाजिक समस्याओं के लिए भी जिम्मेदारी स्वीकार करनी चाहिए जहाँ वे अपना कार्य करती हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(d) श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Singh Garh is a primarily rural district with minimal, relatively insignificant industrial activity, except for one consumer goods manufacturing plant, which was the primary source of employment. Development indicators such as health, literacy, etc., were much below the national average.

Along with developmental issues, another grave concern was the slow rise in child marriages. Despite the legal sanctions, child marriage continued to rise unabated.

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Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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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

" Law determines what the society should do, but culture decides what the society actually does" as per Andre Beteille. Above case highlights the issue of child marriages in Singh Garh and the difficulties NGOs like Rashmi's face in dissuading people from it.

a) Issues involved in above case ⇒

1) child marriage increase in Singh garh despite Prevention of child marriage act ⇒ poor laws implementation

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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2) child marriage issues linked to developmental issues in society

3) local leaders following customary morality over constitutional morality, becoming enemy of Rashmi

4) The company in short run not being able to control Union strikes for unjust causes showing poor work culture.

5) companies not doing their social responsibility in face of adversity

b) In this case Rashmi should first ensure her safety as the union is threatening violent actions. After this she should check with local administration about the child marriages (if any) being done within the company employees. She should use her network of informants to find conclusive proof against the families going for child marriage. She should simultaneously negotiate with the company management reminding them the principles of trusteeship and the high ideals

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of women empowerment set by Anusuya Sarabhai, Tessy Thomas etc. She should search for innovative methods to campaign by organizing Nukkad Nataks, traditional dances based on child marriage theme etc. within company functions. Lastly, the administration should be helped to implement the law and take legal actions if the families don't stop.

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c) Companies should indeed adopt social problems of their regions as CSR essence lies in localization of solutions. This is the reason so many priority sectors are provided, and incentive is given to invest in rural and backward regions. Several countries also work on 'adopt a social problem' philosophy for CSR to target one specific social sector. This upholds delivery with precision. It builds capabilities of vulnerable as per A. Sen's Development as freedom.

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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(d)

Reasons for aggressive union reaction

→ 1) violation of age old traditions

→ 2) personal issues being discussed in offices

→ 3) patriarchal minded and fear of corruption of women's minds

→ 4) low level of trust on local administration and developmental issues create fear of job loss is caught.

How Rahmi should handle the workers union →

1) Ensure personal safety with help of local administration and company management

2) persuade them about importance of these social activities

3) ensure that no job loss will take place

4) Tell them that personal and public ethics are interlinked

Next IAS ID: PTTP220111_TC074_18-08-2023 09:48 PM

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5) Show positive work of their daughters leading and creating many more such companies one day

6) Ensure company builds 'Collaborative relationships' with employees and no union avoidance takes place

(Harvard business Review recommends)

In this way Rashmi will show practicality, courage of conviction, innovativeness and use governmental steps for common good. This will eventually solve the issue of child marriage. empowering the girls of Singh Gaon

Next IAS ID: PTTP220111, TC074, 18-08-2023 09:48 PM

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