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Registration Number : NIAS2300020160 Date of Examination : 9 Sept

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test - 4

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

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

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

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

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

(For filling by Examiners only)

Evaluator Code :

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

Signature

MACRO COMMENTS

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खण्ड–A / Section–A

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

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

Public servants perform vital functions like regulatory, welfare, admin. functions. Their ethical competence bring humane governance.

PRIMACY

Among three values ethical principles will have the priority over law & constitution.

REASONS -

(i) Certain laws can be regressive & inhuman

↳ Violation of rights of transgender.

(ii) Conscience voice

↳ "One can escape court of law but not court of conscience."
Gandhi

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iii) Constitution can lean to certain ideology & would be relevant for the period in which it was formed.

iv) Justice
↳ "cases of legitimacy will increase due to unethical governance".

HOWEVER CONSTITUTION AND LAW ARE ALSO IMPORTANT

(i) Sovereign will
↳ law (constitution are the popular will" (Rousseau)

(ii) Constitution is collective wisdom & wisdom of ages (Aristotle)

iii) Source of legitimacy
↳ for civil servant is constitution

iv) Law adherence brings stability & predictability in society.

Ram Manohar says that law is the weapon by which the weak can prevail over strong but it should follow dharma.

Candidates must write on this

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

Mahatma Gandhi said "it is necessary to follow legitimate law but it is also our duty to break the illegitimate laws".

Integrity based civil disobedience suggests :-

(i) Breaking illegitimate laws / order which are against our conscience / integrity.

(ii) However such a breaking of law is for :-

(a) Public interest

(b) In a responsible manner & openly

(c) With the willingness to accept the punishment or consequences.

A CH

A challenge to personal integrity being ground for responsible disobedience suggests the civil servants defying the orders and laws because that is against their value system & integrity.

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SUCH DISOBEDIENCE IS JUSTIFIED BECAUSE

(i) Sometime laws can be regressive
↳ Eg criminalisation of same sex relation

(ii) Orders can be for political interest
↳ Eg to go left on illegal mining

(iii) Laws may not proper legislative sanction
↳ Eg executive orders on privacy violation of citizens.

(iv) Also law can be rigid & not suitable for the prevalent context

(v) Law may promote political & business nexus at cost of public welfare

However such disobedience should be rare and only in proper manner law be broken

Candidates write on this

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

Daniel Goleman in his book "emotional intelligence" said that 90% success depend on the emotional management over the IQ.

PRIMARY EMOTIONS & THEIR IMPACTS

(i) Anger

↳ Negative: It can hamper the team-work & sense of community

→ Positive - Anger of Tata toward unethical practices of Cyrus Mistry sustained the company

(ii) Happiness

↳ Positive - Google has initiatives like "self expression" which boost confidence

↳ Negative → Bentham's pleasure represent happiness without conscience. Eg) Volkswagen's diesel gate scandal

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iii) Pride

↳ Positive :- Microsoft 'pride of workmanship' boost trust of employees in company

↳ Negative :- Pride translating into the arrogance damaged 'Reebok' reputation.

iv) Love

↳ Positive - Infosys initiative like calling employee's parents on functions boost the community & work culture

↳ Negative - Love turning into the business for employees - create distrust.

v) Hatred / Jealousy

↳ ~~Positive~~ Negative :- Hatred / Jealousy promote negative competition. Eg Microsoft vs Apple

↳ Post Positive - Positive competition boost the innovation. Eg Audi vs BMW.

Emotional management
- self awareness
- self management
- self motivation
- desirable behavior

We should make emotions work for ourselves instead of against us

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write on this ma

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

"Warren Buffet said "en recruting people you look for three things- energy, talent & integrity. If integrity is missing the other two will destroy you."

ETHICAL EFFICIENCY IS NEEDED FOR :-

(i) Sustainability

↳ Cadbury said without ethical values a company cannot run for more than two generations.

(ii) Inclusivity

↳ Steps like CSR ensures equitable resource distribution.

iii) Growth

↳ Ethical companies like Tata attract the best talent.

iv) Stability

↳ HDFC could navigate COVID crisis due to ethical management vs ICICI who couldnot

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v) Ensures transparency & accountability
↳ (Eg) Proactive disclosure by Infosys.

IMPORTANCE OF TECHNICAL & SOCIAL EFFICIENCY
- → Continuous innovation (Eg) Tesla
- → Better marketing & product models
- → Social diversity in workforce.

ETHICAL EFFICIENCY IS MORE IMPORTANT

(i) Ensures ⇑ product demand for companies
↳ (Eg) Tata products are trusted more

(ii) compensate for the lack of laws for corporate governance (Uday Kotak comm)

iii) Ensure humane governance
↳ (Eg) Aadhar can exclude people but ethical administrator go extra mile for inclusivity

Ethical efficiency is the compass for engine of the technical efficiency

Candidates m
write on this

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

Concept of integrity in ethics shows the character of man as integral whole. There cannot be two characters of individual.

MAN'S PERSONAL ETHICS IMPACT PROFESSIONAL ETHICS as:-

(i) Socialisation & values
↳ Mahatma Gandhi was spiritual in both private & public life.

(ii) lead to conflict of interest
↳ A judge has to recuse if he is hearing case against his son.

(iii) Can lead to cognitive dissonance
↳ Yudhisthir lying on death of Ashwathama led to crisis of conscience & dissonance.

(iv) Virtue ethics
↳ Kant said that the actions

Candidates must not write on this margin

of individual are ethical only if they can be universalised.

v) Character
↳ * Baba Ram Rahim possess the weak character as dichotomy in personal & public life.

vi) Violation of code of conduct
↳ An IAS cannot take dowry in the private life.

vii) Role model
↳ Vishesharaya is role model because man of integrity.

viii) Leadership of society
↳ masses look upon civil servants as "vanguards of national development".

CHALLENGES IN INTEGRITY
- no code of ethics for the civil servants
- cultural acceptance of the bribery etc.
- Weak law enforcement.

It is said - If character is lost everything is lost. So a civil servant should decompartalise pvt & public life.

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

Gita's 'Nishkama karma' emphasise that an individual should do his dharma without considering the consequences.

GOODNESS IS RESULT OF INTERNAL IMPERATIVE TO DO RIGHT

(i) Conscience's voice
↳ "One can escape court of law but not court of conscience" - Gandhi

(ii) Dharma approach
↳ Dharanam Dharmam Prithvim - one should do his dharma to sustain the social order.

iii) Deontological ethics
↳ Kant said that following dictates of conscience is the categorical imperative.

iv) Summum bonum
↳ following the internal voice will lead to ultimate happiness (Buddha)

Candidates must not write on this margin

(v) To have integrity
↳ Integrity is when what one think, say & do are in congruence.

vi) Virtue ethics
↳ Ashoka followed dhamma to follow his conscience.

vii) Social stability & role model for others.

HOWEVER CONSEQUENCE ALSO MATTER:

(i) National interest
↳ Kautilya's Sama, Dana, Danda, bheda - pragmatic approach.

(ii) Utilitarian ethics
↳ Dam project will displace people but electricity to masses

iii) Cultural relativism
↳ Eg Culture of minority - as non-vegetarian food be tolerated though conscience goes for animal rights

Aristotle said that pragmatic approach of balancing means & ends is the best

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

Toleration comes from word tolerare, which means deliberate act of 'self restraint'. It means having considered attitude toward things which we are indifferent to.

Toleration is act of mind as it means showing understanding toward various perspectives & promoting cultural relativism. Aristotle said "an educated mind will entertain all thoughts without accepting them".

Toleration is virtue as it lead to social harmony. It is a show of strength because toleration requires forgiveness & only strong can forgive.

CONTEMPORARY RELEVANCE

(i) Increasing immigration & cultural mixing — require tolerating all

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culture (Sec

ii) To contain the religious radicalisation & Sarva dharma Sambhav against the clash of civilisation.

iii) To ensure peace of mind & communal harmony in age of social media

iv) for impartial & humane administration
↳ eg allowing citizens freedom of press & protest.

v) for social progress
* J.S Mill said "Even fool should be allowed to speak" as we donot know from where truth will emerge.

vi) Political inclusion & tolerance as a sign of strong democracy.

Way to build tolerance
- Critical thinking
- Develop empathy & compassion
- Inter-cultural dialogue
- Promote free expression in reasonable restriction

- Tolerance is the result of the social progress." - Buddha.

Candidate write on th

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

Swami Vivekanda said that an individual should seek to help his brethern in this world. He should then strive for salvation.

FIRST DUTY TO SERVE SOCIETY BECAUSE

(i) 'Shiva' is every 'jiva'
↳ Human welfare is necessity for the service of god.

(ii) Man is social animal
↳ Gandhiji said 'vaishnav' should know 'prai peer' or sorrow of others

(iii) Build an ethical society
↳ Boddhistavas first ensure help of others then strive for their own salvation.

iv) Inclusivity in society
↳ Gandhi's Talisman suggest to help 'last man' of society.

v) Sri. to strive for salvation (Unlike others)

Candidates must not write on this margin

→ Vivekanda said "I hold every man guilty till anyone is hungry in this world..."

vi) Symbol of compassion & empathy
↳ every religion teach madhav seva.

vii) Rammohan Roy said welfare in this world is real welfare.

viii) Dharma of individual
↳ even four purushtras in Hinduism shows first family / society then moksha.

Challenges
- Brahminical ritual focus on salvation
- Culture of individualism over community
- concept of 'moksha' is mis-interpreted

Arya Samaj says that welfare of individual it can be ensured through welfare of society

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

Napoleon Hill said so that there can be no bad peace and good wars". However war in terms of the periods of resistance are period of change.

Periods of peace are empty pages in history books. It suggests that :-

(i) In part peace was period when not much changes or revolutions happened

(ii) Conflict in term of resistance between traditional & modernity is necessary for emergence of new ideas

↳ Renaissance saw the resistance between the medieval mindset & the modernity idea of equality liberty.

(iii) Also as Socrates said there will be continous battle of ideas

Thesis → Anti-Synthesis → Synthesis

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CONTEMPORARY RELEVANCE:-

(i) Culture of debate & discussion
↳ J.S Mill said deliberation is necessary for the truth to come out.

(ii) Politics of protest
↳ Revolutions such as Arab Spring will be remembered for fight for freedom.

(iii) Fight for the right
↳ India fighting for sovereignty of third world against the authoritarian china is historical.

(iv) Clash of civilisation
↳ churning in term of cultural dialogue is continuing to reach at consensus on global values.

for change the friction & deliberation are necessary

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

Values are like anchor of the ship. They help civil servants to face storms of corruption, nepotism and crony capitalism.

MORAL VALUES	NON MORAL VALUES
(i) Putting self interest over national interest	care for others ↳ Eg TSR Subramanian
(ii) Adhere to higher shelf of the human nature Eg compassion	Polluted by the egoism & lower shelf Eg apathy
(iii) Guided by the constitution Eg accountability	Guided by self interest Eg corruption.
iv) Lead to summon bonum ↳ Eg impartiality	Lead to sorrow & poor character Eg Partisanship

Candidates must not write on this margin

5 BASIC MORAL VALUES :-

(i) Transparency → openness in decision making
Importance (a) Build public trust as RTI
(b) Reduce corruption (Eg) e-governance

(ii) Accountability - liability to give account of
↓
(a) Absolute power (power exercise
will corrupt" (Lord Acton)
(b) Democratic principle of public accountability

(iii) Compassion → urge to help downtrodden
(a) Inclusive governance (Eg) SHG of women
(b) Humane governance over strict law enforcement

(iv) Impartiality → no biasness toward any political party
(a) Ensure fair policy advise to govt -
(b) Proper policy execution

(v) Objectivity - data / fact based decision
(a) Non-prejudiced administration
(b) Objective / data driven governance

Nolan committee has recommended the code of ethics for civil servants to ensure holistic competence - ethical, social, emotional

Candidates write on th

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

Aristotle said "more people are less corruptible". 2nd ARC said participatory governance will lead to ethical administration

PARTICIPATION WILL FACILITATE ETHICAL ADMINISTRATION AS

(i) Accountability mechanism
↳ Social audit of MREGA has reduced corruption.

(ii) Transparent decisions
↳ RTI facilitates exposure of 2G scam.

(iii) Bottom up governance
↳ Gram Sabha through political socialisation make them aware about rights.

iv) Boost morale of bureaucracy
↳ benchmarking services through citizen charter to boost bureaucracy morale.

(v) Better flow of information
↳ confession in administration when

Candidates must not write on this margin

weaker section participate

vii) Pre-legislation consultation

↳ State as "family of families" - interest of all will ensure inclusively (Eg) Ayodhya

MECHANISMS AVAILABLE TO CITIZEN -

(i) Participation → in various capability

↳ (Eg) voting for honest candidate

(ii) Cultural changes

↳ (Eg) society should honour law abiding people like tax payers over law breakers.

iii) Accountable through RTI, social audit.

iv) Refuse to participate in wrong doing

↳ (Eg) donot pay bribe when asked for.

v) Awareness

↳ (Eg) Nukkad Sarpanch Sabha etc for the rights awareness

At the same time citizen have duty to pay their taxes, Shave trust in administrator & cooperate in implementing schemes

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

Social persuasion is the act of changing beliefs of people in a non-coercive manner. However govt has legitimate authority to use the force (Weber).

Utility of persuasion :-

(i) Sustainable change
↳ Toilet usage increased in the Swach Bharat mission.

(ii) Greater acceptability among masses
↳ against child marriage

(iii) No violent protests due to higher legitimacy

(iv) Participatory governance
↳ people themselves participate through social audit etc.

(v) More economical
↳ strict law enforcement is very expensive

Candidates must no
write on this margi

However punitive actions are also needed because :-

(i) Persuasion take time yes.
↳ Punishment for dowry - quick result

(ii) To create deterrence
↳ some people like drug addict may not nudge easily.

(iii) Machiavelli said "fear act better than love when society is traditional"

So a mixture of both is good :-

(i) Quick result but slowly changes are internalised as well

(ii) Fear of punishment but participation of people as well.

(iii) Law enforcement and social transformation simultaneously.

Govt go on the twin wheels of fear & love - Weber.

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

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also ..moral.' Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position. (Answer in 150 words) 10 Marks

Foreign policy aim to secure the national interest. To secure it all strengths - hard power & soft power are deployed.

Importance of soft power
- build good will of country
- Influence public of foreign nation - Eg In Afghanistan India built hospitals.
- cost effective

HOWEVER ETHICAL STRENGTH ALONE WILL NOT BE RESPECTED BECAUSE

(i) Realpolitik
- nations are power seeking & and attack others - Eg 1962 war.

(ii) for defense purpose
- to maintain territorial integrity Eg against Kargil war.

Candidates must not write on this margin

iii) Continuous hybrid warfare
↳ cyber attacks, terror attacks etc.

(iv) lower seeking nature of men (Hobbes)

(v) Financial clout necessary to influence other countries
↳ (Eg) China's Belt & Silk Road initiative

vi) Industrial development necessary for domestic jobs & international investment.

vii) Economic interdependence can be exploited
↳ (Eg) India rely on pharma inputs on China.

viii) Use of power to secure seat in UNSC & other platforms.

ix) It is said "people listen to argument of powerful & not power of argument".
↳ India during NAM as now hosting G20.

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

Candidates must not write on this margin

Recent survey shows that 30% of the urban population live in slums. The govt has started welfare programs but at the same time started anti encroachment drives.

(a) **Value - conflicts** :-

(i) Law vs conscience

↳ Law enforcement is public official's duty but crisis of conscience when vulnerable displaced.

(ii) Humane governance vs protecting the govt land on which slums are constructed

(iii) Social contract of state to enforce to social welfare vs impartial administration

iv) Strict law enforcement vs utilising flexibility in law to ensure social welfare.

2) IMPARTIALITY & EMPATHY :-

(1) Impartiality's importance:-

Impartiality is needed for
- building public trust
- objective policy implementation
- non-prejudiced administration

Also empathy is required for :-

(i) Inclusive governance
↳ Eg: exemption from Aadhar for food grains

(ii) To uplift the 'last man' of society (Gandhi's Talisman)

IMPARTIALITY HAS TO BE BALANCED WITH EMPATHY

(i) Impartiality alone will lead to the fossilized bureaucracy

(ii) Mechanical law implementation w/o empathy will do injustice with vulnerable.

iii) India is a society with huge

Candidates must not write on this margin

disparity thus empathy is required.

OPTIONS AVAILABLE:-

(i) Follow order & remove encroachments

Merit	Demerit
• law is adhered to • hierarchy maintained	• poor have no place to go • lack of compassion

(ii) Follow conscience & donot remove the encroachment

Merit	Demerit
• No cognitive dissonance or conscience crisis • Public trust in administration	• Punishment for law violation • Violated code of conduct

(iii) Use other public land like wasteland which is unutilised with PSUs for rehabilitation with govt permission.

↳ Use PMAY (U) component In Situ Slum Rehabilitation for housing facilities wherever possible.

iv) Viable solutions for

(a) Slums :-

(i) Stop immigration → provide employment & urban amenities in rural areas

(ii) Regularise slums wherever possible
↳ it will extend water, health etc to these areas.

iii) Rope in private sector to rebuild slums
↳ (Eg) Adani group rebuilding dharavi.

iv) Create decentralised jobs

v) Remove those slums which are very recent & continously expanding.

(b) Encroachments

(i) Remove if creating public inconvenience

(ii) Separate land for rehabilitation

(iii) Data about such encroachments & specific reasons

Candidates must not write on this margin

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

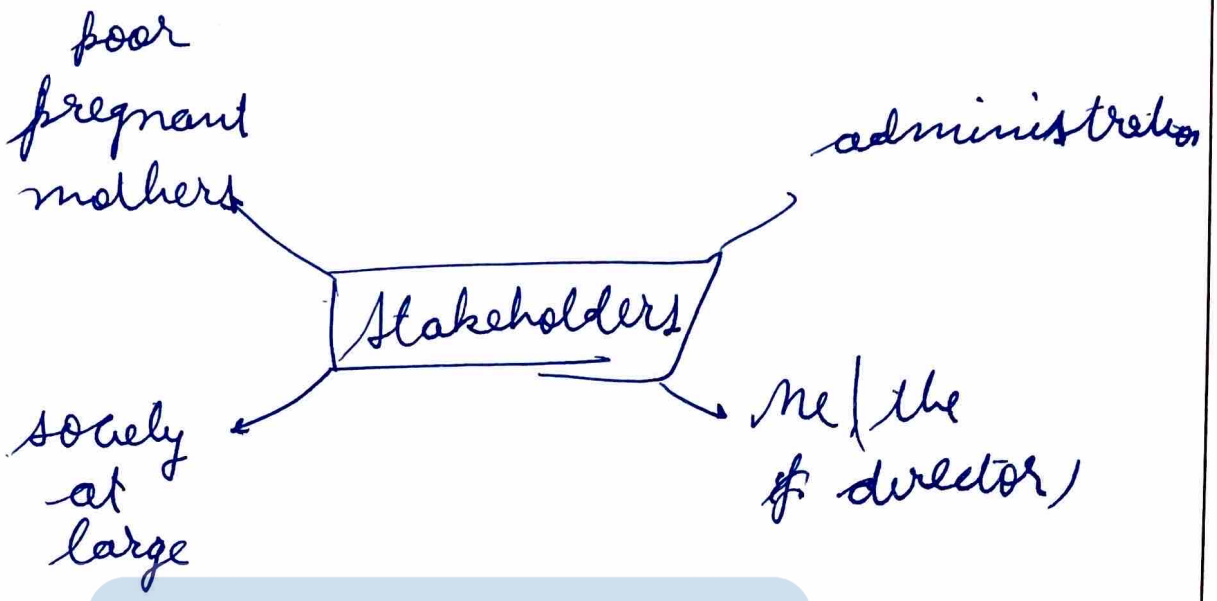
(b) Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?

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

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

(Answer in 250 words) 20 marks

(a)



(b) **Issues involved** :-

(i) Misutilisation of funds – to the wrong ~~per~~ / undeserving ∯ beneficiaries

(ii) Collusion of public officials
↳ corruption - loss of public trust

(iii) Poor landless mother's rights getting violated

(iv) Balancing good governance and right to privacy of citizens. (Art 21)

(v)

Candidates must not write on this margin

(2) Violating data privacy is justified for preventing welfare fraud because:-

(i) Right to privacy has reasonable restrictions (Puttaswamy case)

(ii) Social contract - govt has obligation to deliver the services (Aadhar case)

iii) Limited public resources

iv) To ensure right to life i.e right to health to vulnerable sections

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HOWEVER FOLLOWING PRINCIPLES HAS TO BE FOLLOWED

(i) Proportionality - interference in right to privacy has to be proportional to benefit caused.

(ii) Legitimacy / legality - Interference has to be backed by law.

iii) Oversight - there has to be a monitoring mechanism to avoid misuse

iv) Public consent - data for owner should control consent

REASONS FOR SUCH WELFARE FRAUDS :-

(i) Lack of awareness
↳ Eg only 40% people know about RTI.

(ii) Cultural acceptance of corruption
↳ "chalta hai" attitude

iii) Opacity in decision making
↳ Eg citizen charter are not published

iv) Poor accountability mechanism
↳ Eg Jobayukta is still not activated in many states.

v) Colonial legacy
↳ bureaucrats are 'rule oriented' over service minded.

vi) Nexus / collusion among public official

vii) Lack of pride of workmanship among civil servants.

WAYS AND MEANS TO AVOID SUCH FRAUDS :-

(i) Sensitive training - to inculcate compassion & empathy
↳ Eg ground visits (Hatta committee)

Candidates must not write on this margin

ii) Public awareness

↳ (Eg) proactive RTI disclosure under sec 4 (Eg) Rajasthan ~~Jan~~ Soochna portal

Jan

iii) Inculcate Gandhi's Talisman → to care about last man of society

iv) Promote notion of 'social contract'

↳ (Eg) people are masters in the democracy.

(v) Accountability mechanism be strengthened

↳ (Eg) integrity pacts or integrity testing

To ensure sabka saath, Sabka vikas delivery of public services to right beneficiaries is needed. For this digital governance can be leveraged but with caution

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

Candidates must not write on this margin

Above case study highlighted the EIA norms violation which can endanger sustainable development & panchamrit targets

1 **ISSUES**

(i) Lack of prudence in utilisation of natural resources.

(ii) Legal violation in indirect manner

(iii) Priority of revenue over long term development.

(iv) Local people will face disasters and growth will benefit a minority

Value violation

(i) Priority of ends over means

(ii) Love i.e. sovereign will violated

(iii) Possible collusion between bidders & govt department

(iv) Lack of transparency in the EIA.

(v) Seniors setting a wrong precedent — poor leadership

b] OPTIONS AVAILABLE -

(i) Follow advice of senior
↳ continue the project

(ii) Relay information to higher authorities bypassing hierarchy

(iii) Go to media and blow whistle

c] MERITS & DEMERITS

(i)

Merit	Demerit
• Hierarchy followed • Personal well being like promotion • Fast mineral exploitation → revenue ↑ employment	• Lack of integrity • No courage to withstand pressure • Public trust will dilute

(ii)

Merit	Demerit
• Greater insight into matter • Possible stay on the mining • Greater legitimacy	• Can delay the action → irreversible env. damage • Violated hierarchy • Seniors may also

Candidates must not write on this margin

to your actions	overlook the irregularities

(iv)

Merit	Demerit
• No crisis of conscience • Sustainable development • Good precedence or deterrence for future EIA violation	• Violated the legal grievance redressal procedure. • Mining project will stall → impact local economy.

COURSE OF ACTION -

(i) Objective report preparation on the EIA fraud & possible env impact
↳ bring legitimacy in actions

(ii) Submit report to the & dept. head
↳ chance to reconsider his decision

(iii) Relay report to higher authority
↳ may nudge the govt / ministry

(iv) If Publish articles in newspaper with disclaimers that & possible EIA violation is occuring

v) If nothing comes out then the

should be blown because -

(i) Sustainability of growth is equally important along with speed of growth.

(ii) Build public trust in governance.

d) Sometime environmental considerations are overrated :-

(i) When NGOs with vested interest highlight such issues.

(ii) when alone environment is considered without looking on impact on economy

↳ "coal imperialism" (Economic survey)

However growth be made sustainable

(i) Natural disasters as in Himachal Pradesh will destroy infrastructure

ii) Intrinsic rights of the animals etc.

Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

(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

In above case study there is sin of "wealth without conscience" (commerce without morality).

a) ETHICAL ISSUES INVOLVED

(i) Ends over means - nation earning profit by supplying weapon to parish nation.

(ii) Abetting the human right violation by supplying sensitive technology

(iii) Poor case of corporate social responsibility

iv) Humanity be put over the profit

(v) Poor business ethics too

vi) Issue with corporate governance - govt is silent and not regulating company.

Candidates must not write on this margin

(b) Companies should focus on profit because :-

(i) Necessary to sustain competition

(ii) Earn wealth for nation

(iii) Need for ∫ welfare of shareholders

HOWEVER INTERNATIONAL ETHICS IS PRIOR :-

(i) Global citizen - every corporate has a responsibility toward all human being

(ii) Corporate social responsibility

(iii) Injustice anywhere is threat to justice everywhere

(iv) It will generate goodwill for the company - attract investors & clients

(v) Wealth w/o ~~sin~~ ~~ethics~~ ethics is sin

(vi) Global peace & HR are the UN commitment - respect to institutions

c) CSR extend beyond borders because

(i) Humanity is a universal value
↳ across time & space

(ii) Globalised world
↳ corporate has global clients & workers

(iii) Intrinsic values such as peace, right to dignified life be respected across globe.

iv) Kant's 'categorical imperative' tell that conscience dictates are universal.

d) Regulations may curtail their innovation because

(i) Expensive enforcement
↳ (Eg) data management / localisation is costly.

(ii) Burdensome for small companies
↳ (Eg) fulfilling technical standards

(iii) ↺ continously changing regulation
↳ bring uncertainty

Candidates must not write on this margin

HOWEVER REGULATION IS NECESSARY AS

(i) Ethical use of technology.
↳ (Eg) Ethics office for AI in UK.

(ii) Exponential growth rate of tech
↳ (Eg) ML, deep fake.

(iii) Intrusive technologies

(iv) Impact all spheres of life
↳ (Eg) internet

(v) ~~Dou~~

(v) 'Dual use' nature of the technology

(vi) In wrong hands
↳ nuclear tech with the terrorists

Science without morals can do great damage. So the corporate should balance profit with ethics

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

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

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

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

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

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

(Answer in 250 words) 20 marks

In above case sales person in collusion with the govt. officials have done a fraud by purchasing selling drugs at higher price.

(a) ETHICAL ISSUES -

(i) Corruption

- Sales person colluded with the govt employees.

(ii) Misuse of the freedom given & trust on sales person.

(iii) Mutilation of public resources.

(iv) Dilemma of reputation & survival of company vs adhering to laws by reporting to govt

BUSINESS ISSUES -

(i) Wealth without hard work' sin is committed.

(ii) Profitability over law of the land.

(iii) Whether to ensure business survival or inform govt.

(b) OPTIONS AVAILABLE -

(i) Remove the sales persons & donot report the govt.

(ii) Report the govt about collusion.

Merit	Demerit
• Transparency • Followed law • Took responsibility	• Company blacklisted → unemployment etc. • Poor reputation as leaders

(iii) Hold consultation with the govt

↳ inform them about bonafide mistake of CEO & head

↳ Assure that you take full responsibility

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→ ~~Legal~~ Legal action against salespersons
→ Arbitration to avoid being black-listed.

(c) HAPPENED DUE TO CORRUPT NATURE OF INDIVIDUAL

(i) Freedom is necessary for :-
- Flexibility for demanding situation
- Continuous innovation (Eg) Google.
- Better work culture. (Eg) Tesla.

(ii) However corrupt nature revealed above using -
↳ Violated trust of the head
↳ Colluded with public officials
↳ Put personal interest over public interest

(d) WAY FORWARD TO AVOID SUCH CASES

(i) Sensitive training.
↳ health care is to secure human dignity & freedom.

(ii) Accountability mechanism
↳ digital submission of bids
↳ Eg e-procurement of drugs.

(iii) Decentralised oversight committee
↳ membership of NGO, CSO etc.

iv) Strict punitive action when caught

v) Proper whistle blowing mechanism & grievance redressal system.

vi) Reward honest persons

vii) Utilise block-chain as used by insurance companies to keep a track of prices.

LONG TERM -

(i) Committee with govt & private sector ~~formal~~ participation
↳ build trust
↳ bring transparency

"Doctors are above gods" says Indian scripture. Medical clinics be left alone to be profit.

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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.

Candidates must write on this

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

(a) Issues involved

(i) Child marriage & violation of the rights of children.

(ii) Local economic growth - depend on the factory there.

(iii) Corporate social responsibility to tackle evil of the child marriage.

iv) Traditional mindset of the trade

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union members
↳ persuasion & social influence needed

(v) Law violation
↳ social workers threatened

vi) Dilemma for company
↳ assuage workers or fulfil social responsibility.

(b) COURSE OF ACTION -

(i) Ensure personal safety
↳ involve local police administration & volunteers.
↳ Right to life (Art 21)

(ii) Social influence & persuasion
↳ Utilise local leaders meetings with trade union leaders.
↳ other NGOs may be roped in.
↳ convey legal repercussions for works for :- child marriage
- restriction freedom of assembly in company (Art 19(c))
- local activists for conveying child rights

iii) Parallel consultation with company :-
↳ reputation building of company.
↳ courage to withstand evil
↳ CSR & future human capital is region for company.

iv) Use media to mobilise public opinion

LOCAL ADMINISTRATION SHOULD BE INVOLVED BECAUSE :-

(i) Augment human resources for safety
(ii) Local administrator understand local cultural issues better
(iii) Gram Sabha and women panchayats can be helpful
↳ Eg Nirjan bai dhani in Haryana where child marriage reduced.

(iv) COMPANIES SHOULD OWN SOCIAL RESPONSIBILITY of REGION AS :-
(i) Cadbury said "every company is situated in a society & has responsibility toward that.
(ii) create positive reputation & customers for company

Candidates must not write on this margin

↳ (ii) Tata in Jamshedpur - social infra

(iii) Legal obligation under company act
↳ CSR - to spend 2% of net profits.

(iv) Commerce without morality will be a sin (Gandhiji)

v) Company represent "agent of modernity" amid traditional society
↳ can bring both "material & mental revolution" (Gramsci).

(d) REASONS FOR AGGRESSIVE REACTION OF WORKERS -

(i) Traditional mindset
↳ male think themselves as "guardian of culture & women"

(ii) Illiteracy & lack of awareness about their rights.

(iii) Women themselves are not aware & has poor social mobility.

iv) Seen as interference in their culture

WAY FORWARD FOR RAGHMI :-

(i) Persuasion
↳ consultation with leader of the union.

(ii) Awareness
↳ how they are harming their future generation.

(iii) Removal
↳ about legal supervision under child marriage Act.

(iv) Trust building
↳ giving her own example.

Ambedkar said that social tyranny is worst & it take courage to face it & change it.