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NEXT IAS

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(To be filled by candidate)

Name of Candidate : Vishujeet Singh Holkar

Roll No. : PTTP220305

Registration Number : NIAS2300018 (7 58) Date of Examination : 18/8/23

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.

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

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(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			
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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

2nd ARC calls for adherance to Constitutional duty along with ethical values such as empathy, objectivity, non-partisanship, etc.

Loyalty to constitution

(1) follow constitutional morality as it provides for Rights of all citizens. Eg. fundamental rights

(2) Professional Duty as civil servants derive power from constitution Article 310, 311

(3) Fundamental law of land.

Loyalty to laws

(1) Prevents Discretion of civil servants E.g. Ayushman Bharat rules are same for everyone.

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(2) Acting as implementing body of laws

(3) Provides right based approach

E.g. PDS as right under NFSA, 2013

Loyalty to ethical principles

(1) Provides guidance where law is silent (conscience)

~~Eg.~~

(2) Promotes compassion for vulnerable section.

E.g. Armstrong Pone building road via crowd fundings.

(3) Helps one go beyond duty in emergency.

E.g. K. Rajamanikkam carrying (IAS) rice bags during flood.

All the three need to be balanced as constitutional values & laws provide uniformity, continuity, rights of citizens, & ethical values provide human touch, compassion, action & reform in Bureaucracy.

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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

"It is our duty to disobey unjust laws"

— Mahatma Gandhi

Integrity based civil disobedience means not following the laws which goes against our conscience

E.g. Rosa Park not vacating seat for white traveller.

Role in Civil Services

(1) It can act as bringer of social Change. E.g. Gadhi ji urged salt satyagrah, ~~protected~~ promoted rights of vulnerable section to make salt.

(2) Prevent internal dissonance and crisis of conscience

(3) ~~Eg.~~ E.g. Harsh Mander resigning after 2002 Gujrat riots.

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(3) Promotes active resolution of ~~crisis of conscience~~ ethical dilemma.
E.g. Urging MP / MLA to leverage funds for slums after slum evac removal.

But it is limited:

(1) Personal integrity must be only for public welfare.
E.g. religious integrity must not interfere in secular work.

(2) Civil servants are bound by laws of lands and it will violate professional integrity
E.g. refusing to treat patient by Doctor as patient is terrorist

Hence Civil servants must have integrity guided by public interest
— 2nd ARC

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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 refers to psychological response to ~~the~~ situation or events.

E.g. Happiness after success.

Primary Positive impact of Emotion

1) ~~Gra~~ Happiness: It promotes trust, and optimistic approach at workplace.

2) Gratitude: It promotes better team working capacity.

E.g. E. Shreedharan towards his team after success of Metro

3) Fear: It makes teams more productive & ~~risk~~ success oriented

E.g. Chandrayan 3 based on failure based model

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Negative impact

(1) Anger : It reduces productivity and promotes risk aversion

E.g. Failure of teams to push views in front of managers

(2) Fear : It promotes poor decision making & kills innovation

E.g. Red tapism in Bureaucracy.

(3) Sadness : It promotes pessimistic view of situation.

E.g. 1983 Cricket team was not given adequate funds due to pessimistic outlook of previous results

Emotions play a crucial role in work culture.

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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 calls for highest possible effective use of resources.

Ethical efficiency ensures that work is done in distributive justice manner, i.e., upholding socio-economic rights of all.

Also it promotes upholding of societal ethical standards and hence has greater social support.

Need for technical & social efficiency

(1) Increases the material resource base for society.
E.g. rising per capita income

(2) Promote development of new innovations.

(3) Provides for ethical efficiency as well

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E.g. progressive taxation is both social & ethical

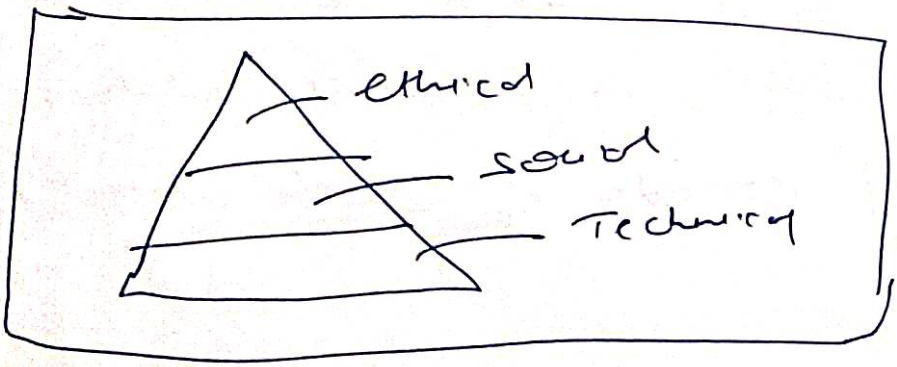
Need for ethical efficiency

(1) Promote highest standard of Probity & integrity in society.

(2) Corrects unjust policies & norms.
E.g. can urge better living for migrant labours.

(3) Protects minority & marginalised sections
E.g. tribal displacement during development projects.

Ethical efficiency must act as driver of technical & social efficiency.



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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

Professional and Personal ethics deal with work and personal relations respectively.

Compartmental Ethics

(1) Do Ethical conduct of both relations is different and one can be absolutely bad person in personal ethics but great professionally.

(1) E.g. J. R. Oppenheimer was successful scientist, felt remorse after Japan nuclear attack as he built those bombs.
But he is said to be arrogant & sexy serving in personal relations

(2) ~~Afzal Hitler~~ Aurangzeb committing

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atrocities against Hindus as ruler but was pious in personal conduct, for his own expense ~~expenses~~ he used to ~~sell~~ make copies Quranes.

Spillover of both ethics

(1) Personal ethics socialisation has effect on professional ~~how~~ conduct.
E.g. Rule of Shivaji was guided was socialisation of Jijabai

(2) Habits continues ~~of~~ & remain same.
E.g. non accountability in personal relations creates ~~arrogance~~ arrogance which reflects in official non accountability.

Hence it is not entirely possible to place these in water tight compartments.

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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

Goodness refers to disposition to do good with others.

Goodness is result of internal imperatives as it is done without any reward.

E.g. Bhai Kanhaiya used to provided water to wonded soldier of both sides during Anandpur sahib battle

Moreover, goodness is done even when no one is looking.

E.g. distribution of Blankets to homeless without taking picture

Goodness sometimes become a habit.

E.g. Mother Teresa working for poor.

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But at the end so there is some moral rules as well

(1) Role of religious values:
E.g. Doing good to get good karma

(2) Social pressuring as to get socially acceptable behaviour
E.g. Peer pressure of participating in cleanliness drive

(3) ~~legally~~ legally defined / forced goodness.
E.g. corporate social responsibility.

Goodness can be both ~~socially~~ morally defined or internal

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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 having fair, objective and permissive attitude to views, objects, etc which are different from ones own.

This quote explains that tolerance can be both inculcated in the mental conditioning itself.

It is further strength in the character of the tolerant person by being open to all kind of thoughts & object

It is the core of promoting other values such as compassion.

E.g. Without tolerance, we cannot be compassionate for animals.

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Contemporary relevance

(1) Rising intolerance & communalism -on of society

(2) To protect rights of marginalised grounds.

E.g. Tribal rights via PESA forest rights act.

(3) Promote rights of LGBTQ+

E.g. same sex marriage rights

(4) To promote rule based international Order

E.g. Avoid conflict and wars

(5) To promote internal peace in mind.

E.g. not hate being keyboard Activist and warrior

Tolerance is a prime virtue in Today's time.

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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 है।" (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

" In order to find yourself lose yourself in service of others"

— Mahatma Gandhi

This quote urges us to be focusing more on our duties towards society rather than focusing only ~~on~~ on our welfare & salvation.

Vivekananda also urged to promote social welfare before promoting spiritual welfare. and

When everyone do their duty, rights of all are automatically secured.

E.g. Baba Amte working for leprosy patients.

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Contemporary relevance

(1) To handle Climate change crisis.
E.g. protection of vulnerable sections as crisis is result of act such section actions.

(2) Rising Humanitarian crisis
E.g. Refugee facing political persecution.

(3) Compassionate Capitalism & looking for ecological, social & economic development.
E.g. Good fellow project of Tata group for senior citizens.

(4) Following rule based international order.
Eg. reducing Border tension and self interest.

"Not self but, non self, should be the motto".

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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

The quote signifies that the importance we as society attach to periods of turmoil.

All of history is mostly about wars, who defeated who but merely focus on other socio economic & developments.

E.g ① Raso of kings & usually contain details of war.

② Medieval History is majorly about war in India from Battle of Terrain to Battle of Plassey.

But there are mention of other development as well E.g.

① Ain-i-Akbari mentions about socio-economic situation.

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Contemporary relevance

(1) Promotion of social economic development like reduction of poverty instead of focusing on conquest.

(2) Promotion of international peace ~~& restore~~ and change of the outlook.

(3) Present significant events also include great turmoil.
Eg. ① Covid Crisis & lockdown
② Russia Ukraine water

(4) Wars have changed, now we have environmental war to combat climate change.

(5) Aim to achieve peace & by winning ecological & economical war.

" war only dead have seen end of war".

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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

Values refers to the views, objects, beliefs which are considered desirable.

moral values	non moral values
① Guided by ethical frameworks	① not guided by ethical framework
② Seek sanction as deterrent	② Workplace norms upholding it.
Eg. Honesty, integrity, etc.	Eg. efficiency & experience,
→ U. Sugamaya disclosing asset information	→ Tata products Nano at low cost.

Foundational values for civil servants.

(1) Empathy for vulnerable sections

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Importance: needed to serve society better.
E.g. Armstrong Pune building people's road.

(2) Integrity: To be honest & consitent.
Importance: To provide uniformity & consistency in governance

(3) Transparency: ~~Opacity~~ Openess of system.
Importance: To prevent despotism & corruption.
E.g. Vinod RAI (CAG) appointing media representative to his office

(4) Spirit of Service: To provide full dedication of civil servant
E.g. A.P.J. Kalam as ISRO Chairman

(5) Sey Selflessness: In order to perform ~~action~~ for others (public welfare) and not sey interest

"Values are necessity of civil servites"

2nd ARC

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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

Citizens are the customer, employer, and be shareholder ~~of nation~~, in public service, hence their role is paramount.

Effective civic engagement to facilitate ethical administration

(1) Promote transparency of system as office need to share information

(2) promotes accountability of officials E.g. Citizen charter puts obligation on officials.

(3) Promotes responsiveness among ~~governance~~ governance. By addressing ~~grievance~~ grievance redressal E.g. Sampark portal in Rajasthan

(4) Empathic governance as people are active participants so they get voice.

E.g. Bar on manual scavenging.

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Current Mechanism

(1) Citizen Charters to hold officials responsible to provide standard of service

(2) Use of RTI. E.g. used to get file ~~noting~~ notings hence promote efficiency in offices

(3) Social Audits such as in MGNREGA promotes transparency

(4) Use of Whistle blower ~~act~~ provision to highlight mistakes. Eg. Satyendra Dubey in NHAI

(5) NGO as watchdogs of policy. Eg. Narmada Bachao Andolan protecting tribal rights

~~Citizens~~ Citizens provide fresh ~~energy~~ energy & insight in governance.

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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

Social transformation occurs with change in social morality

Role of ~~persuasion~~ persuasion

(1) Change the social morality and attitude.
E.g. Use of ~~posters~~ during swachh bharat mission

(2) Promote lasting change.
E.g. Against child marriage which has led to continous decline of same

Mixing with use of force

Positive effect

(1) Protects & promotes rights of ~~women~~ Vulnerable section (& Justice)
E.g. SC/ST prevention of atrocities act.

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...संप्रेषण सलाह, परामर्श और अनुनयन का उपयोग
...प्राप्त करने के लिए कुछ बल का प्रयोग करना
...कल्याण की ऐसी योजना ... का क्रियान्वित करते
...का प्रयोग करना एक उचित विचार है? प्रासंगिक
(150 शब्दों में उत्तर दीजिए) 10 अंक

...and beti padhao" believes in using advice,
...ce is also necessary for getting the desired
...e with persuasion by public administrators
...? Explain with relevant examples
(Answer in 150 words) 10 Marks

...ion occurs
...uid morality

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...change.
...marriage, which
...decline of

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...es rights
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(2) Necessary when social ills are deep rooted.
E.g. strict punishment against sex determination of foetus. (PCPNDT Act.)

(3) To promote public welfare
Eg. Lockdown during COVID-19

Negative result of force

(1) Failed to get lasting change
Eg. forced sterilisation during ~~emergency~~ Emergency did not yield effective result.

(2) Violate rights of vulnerable section.
Eg. Uniform civil code will violate rights of Primitive tribes.

Force can be used as last resort only in exceptional circumstances when persuasion fails.

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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

Foreign relations are a mix of soft (ethical & cultural) power and hard (financial & military) powers.

Political realism theory

It advocates that only military and financial power determine international relations.

E.g. ① China violating UNCLOS rulings.

② Russia Ukraine war.

③ U.S. sanction on Iran despite Iran following nuclear deal rules

Liberal theory

It advocates the interdependency of nations, hence role of ethics in International relations.

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① To Ethical notions get support of other nations.
Eg. India during Non-alignment notions.

② Current climate change dealing of ^ Responsible but common differential capacity.
Eg. Fund transfer to developing world.

③ Development & engagement by small nations at equal footing.
Eg. Sweden, Norway, etc.

To we need **Smart Power** that is mix of soft & Hard power:

(1) Soft power provides cultural & ethical attractiveness
(2) Hard power provides to protect ~~our~~ our interest.
Eg. Ashoka despite policy of Dhamma maintained Army.

International relations are ~~is~~ driven by multiple factors.

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खण्ड-B / Section-B

7. आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी है। 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 है। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर है, 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 लोगों के आगमन के कारण फुटपाथों पर गन्दी बस्तियों (झुग्गियों) और अतिक्रमणों में अल्प अवधि में तेजी से वृद्धि हुई। बीच-बीच में निगम ने गंदी बस्तियों को हटाने के लिए अभियान चलाया, लेकिन कुछ समय बाद गंदी बस्तियाँ फिर से स्थापित हो जाती थी। यह अवैध गंदी बस्तियाँ शहरी दुःस्वप्न बन गई थी।

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

(a) उपरोक्त स्थिति में आपको कौन-से मूल्य संबंधी टकराव/संघर्ष नजर आते है?

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

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This is case of conflict of personal values and professional duty.

(a) Value conflicts in the case.

(1) Professional duty to clear slums versus compassion towards vulnerable section

(2) Rights of land to safe and encroachment free society versus right to shelter & life of migrant labour.

(3) following rule of law vs inward conscience

(4) Duty of state to provide shelter versus its duty to clear encroachment.

(5) Objectivity in governance versus compassion and empathy

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Candidates must write on this

(b) Administrator compromising impartiality for empathy

Positive

↳ Protects rights of vulnerable groups.

↳ Promotes ethical & compassionate governance

↳ Promotes Antodaya and follows Gandhi ji's Talisman

Negative

↳ Encroachment of rights of others

↳ Promotes discretion which is breeding ground of corruption

↳ Collapse of rule of law

↳ Promotes hopelessness in society.

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(c) **Options available**

(1) Go ahead with slum clearance

Merit	Demerit
(1) Internal dissonance (2) violation of rights of slums	Professional integrity follow rule of law

(2) Abandon slum clearance

Merit	Demerit
(1) compassion to slums (2) promotes right to life of slums	(1) violation of duty (2) may face disciplinary action (3) non lawfulness

(3) Rehabilitate slums

Merit	Demerit
(1) Duty upheld (2) compassion (3) respect to rights	(1) increased cost (2) not immediate solution.

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(d) Viable solution to Slum & encroachment

(1) Provide cheap rental options.
Eg. Rental vouchers scheme.

(2) Rural industrialisation to reduce migrant influx

(3) Provide Cheap housing to poor. Eg. PM AWAS Yojana

(4) Provide effective transportation to nearby towns.

Slum Migrant labour prone to be life blood of current industrialisation.

एक राज्य सरकार ग्रामीण भूमिहीन मजदू
योजना चला रही है। इस योजना में लाभ
विसंगतियों के कारण आप इसे
आर्थिक संकेतकों के स्तर पर काफी अ
आप इस योजना के कार्यान्वयन और
द्वारा फर्जी प्रामाणिकता दिखाकर कल्
प्रामाणिकता की जाँच के लिए जिम्मेदा
आप इस बात से चिंतित है क्योंकि धोखा
पर विचार-विमर्श करने और समाधान नि
पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र,
राशन कार्डों (रोट) को विलय करने का नि
आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफ
जाँच करने और धोखाधड़ी का पता लगान
की डेटा गोपनीयता का उल्लंघन होने का
और उसे रोकना चाहते हैं, लेकिन साथ ही
(a) उपरोक्त मामले में कौन-कौन से मु
(b) क्या आपको लगता है कि [illegible]
उल्लंघन उचित है? अगर हाँ तो
(c) आपके अनुसार, देश में होने वाली
है?
(d) [illegible]

A certain State government was runnin
andless laborers' families. The scheme
o mitigate income loss due to materna
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ou are the Director of the Department r
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documents and detect fraud. This was
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re apprehensive about violating the Da
What are the issues involved in the
Do you think violating data privacy
What, according to you, can be the
Are there any ways and means to pr

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

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Case involves balancing various rights of the citizens. such as done in aadhar case verdict.

Q) **Issues involved**

(1) Role of ~~welfare~~ State in promoting welfare of citizens, versus duty of State to uphold other rights such as privacy

(2) Preventing fraud versus risk of exclusion error of genuine beneficiary.

(3) Prevention of corruption among officials and local population

(4) Reducing wasteful govt. expenditure and promote economic efficiency

(5) Balancing various rights of citizens - Privacy & welfare in this case.

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(b) Violation of data privacy

(1) Justified

1.1. Protects other fundamental rights such as right to life. E.g. Pension to destitutes

1.2. No rights are absolute there are exceptions always.

1.3. Violation of privacy is proportional and by legitimate authority.

(2) Not Justified

2.1. These data can be misused by other actors.
E.g. Credit card fraud.

2.2. Free reduces Trust & social capital in society.
E.g. promoting contractualism in relations.

If done for bonafied purpose it is justified within limits.

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(c) Reason for such frauds

(1) Erosion of ethical values of honesty and Justice in society.

(2) Growing materialism and greed. 'There is enough for everyone need but not one's greed'

(3) Collusive corruption by local administrators

(4) Ineffective technological adoption &

(5) lack of monitoring of the schemes.

(6) ~~Gross~~ Social acceptance of such practices.

(7) No punishment to act as ~~for~~ deterrence

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(d) Ways to prevent fraud

(1) Value inculcation against fraud & corruption

(2) Behavioural Nudge against corruption (PM speech on 15 August)

(3) Att Development of Attitute against fraud by mass media campaign

(4) Capacity building among vulnerable beneficiary to call out frauds.

(5) Promotion of social Audit.

(6) Strict punishment against such corrupt bureaucrats.

(7) Leverage technology for combating corruption

"Corruption shakes foundation of society"

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9. आप खान विभाग में कार्यरत है, 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 गई, बोलियाँ प्राप्त हुई और मानदंडों के अनुसार निविदाएँ आवंटित की गई। 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 मनगढंत 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 है?

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

(b) What are the options available to you?

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

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

(Answer in 250 words) 20 marks

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...ाग प्रमुख को निजी ठेकेदारों के साथ

...ब्लॉक के लिए बोलियाँ आमंत्रित करने
...र्ता में तेजी लाने का निर्देश दिया गया।
...के अनुसार निविदाएँ आमंत्रित की गई।
...लेकिन यह आपके सोचने और सवाल

...ओं पर ध्यान आकर्षित करने का निर्देश
...ार्यिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत
...ा कि रिपोर्ट घटिया और मनगढंत थी।
...होने दिनांकपूर्वक आपको वही करने का
...के विभाग के पास राजस्व सम्बन्धी लक्ष्य

...र्ट फर्जी है और जो खनन गतिविधि शुरू
...राज्य झेल नहीं सकता है।
...खाई देता है?

...ा चुनी जाने वाली कार्यवाही की पहचान

...ण संबंधी विचारों को अधिक महत्त्व दिया
(250 शब्दों में उत्तर दीजिए) 20 अंक
...s is to help your Department Head

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...ive environmental disaster which the

...above case?

...and identify your chosen course of

...s overrated at the cost of development?
(Answer in 250 words) 20 marks

Candidates must not write on this margin

This case deals with crisis of development.

(a) **Issues & values violations**

(1) violation of sustainable development and ecology by ignoring EIA report

(2) collusive corruption between contractor and 3rd party of EIA agency

(3) Duty to generate revenue target versus following rule of law

(4) Bureaucratic apathy and rule based order towards laws and environment.

(5) ecological preservation versus economic development done via mining.

(6) ~~loss of pro~~ professional duty to report violation versus obidence to superior

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(b) **Options available**

(1) Keep quiet and let work continue

(2) To take up the issue with higher authority.

(3) Act as whistle blower.

(c) **Evaluation**

Letting

(1) ~~Keeping~~ work continue

Merit	Demerit
(1) Revenue target achieved	(1) Environmental pollution
(2) good will of superior	(2) Cognitive dissonance
(3) economic growth	(3) violation of duty to to follow EIA norms

(2) To take issue to higher auto authority.

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Candidates must not write on this margin

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Environmental
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Merit	Demerit
① Mtg EIA might be conducted ② legal action against Official and agencies involved	① relation with superior get spoiled ② no action might be taken due to authority involvement

③ Whistle Blower.

Merit	Demerit
① EIA to protection of environment ② future precedent will be set ③ Over cognitive resonance	① Revenue target loss ② Reputation of Dept. will go down ③ Risk to personal life.

I will first to go the higher authorities (option 2) and then if no action is taken i will act as whistle blower as this

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will protect environment & protect professional integrity.

(d) Environment can act as hurdle to economic development
(1) increase project cost
(2) Delay in getting approvals

But environ sustainable development leads to:

(1) long term growth and development.
(2) Duty of Humans towards ecology.
(3) combat climate change effects.

It should be ecology with economy not ecology versus economy.

राष्ट्रीय हित को बढ़ावा देना और अंतर्राष्ट्रीय क्षेत्र में प्रभा
मूल मंत्र हैं।
पिछले वर्षों से, ABC देश ने आक्रामक रणनीति से रक्षित
किया। ABC देश जिन व्यवसायों को विकसित करने
प्रौद्योगिकी था। यह अपने अंतरिक्ष और रक्षा उत्पादों के
देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाजार
के लिए प्रोत्साहित किया। इसमें रक्षा उपकरण निर्माताओं
जुटा) द्वारा शासित देश XYZ के साथ संवेदनशील प्रौद्योगि
का एक बड़ा सौदा किया। जो कि एक अच्छा व्यवसाय थ
जैसे ही व्यावसायिक विवरण सार्वजनिक हुआ, GAMA
मानवाधिकार रिकॉर्ड के कारण अंतर्राष्ट्रीय स्तर पर एक परि
गृजातीय समुदाय के मूक नरसंहार में शामिल था। इस बात
प्रौद्योगिकी का हस्तांतरण शामिल था जिसका गलत हाथों में
व्यवसाय था लेकिन संदिग्ध ग्राहकों के साथ। इस बीच, AB
रही, और अन्य सरकारों ने चुप्पी को एक ऐसे राष्ट्र के साथ सा
रूप से अछूत था।

(a) उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं
(b) क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व
अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ
(c) क्या आपको लगता है कि एक कॉर्पोरेट को सामाजिक
अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों,
(d) क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का
संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या
को कम कर सकता है? चर्चा कीजिए।

romoting National interest and gaining influence and p
asic mantras of every country's external policy. Since the
ursued power and expanded its business interests oversea
developing was Defence equipment and Satellite technolo
efense products.
e country encouraged its defense equipment manufactu
plore manufacturing collaborations with other countries G
anufacturers, had recently struck a massive multi billion d
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What are the ethical issues involved in the above case?

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

पिछले दशक से, ABC देश ने आक्रामक रूपरेखे 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 बाजार तलाश रहा था।

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

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

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

This case involves ethical corporate ethics involved with sensitive technology multinational corporations.

(a) **Ethical issues involved**

(1) Profit of the company versus duty towards international order

(2) Potential violation of right to life of persecuted minority by

(3) violation of international rule based order by tying up with military based state

(4) lack of ethical & ~~compassionate~~ compassionate capitalism

(5) Apathy of Nation to ABC by not preventing and

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Criticising GAMA decision

b) Although Corporate ethics is involved with prime motive of profit generation but GAMA must consider international ethics as:

(1) Nature of goods & services provided can be used to violate human rights.

(2) With use of sensitive technology corporation acquire state like characters in responsibility.

(3) International ethics provide for rule based order & prevent normless ness

(4) Means justify ends. violation of no human rights do not justify profits.

(5) Violates philosophy of Vasudev kutumbh as

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it promotes international pariah.

(c) Corporate social responsibility extends beyond one's immediate community:

(1) Nature of effect is globalised.
E.g. carbon emission have global consequence

(2) Although focus should be on immediate community as they bear largest cost but justice should be provided to other vulnerable sections.
E.g. sweatshops in China employing child labour.

(3) Corporation provides direct & indirect benefit to home country via goods & employment

(4) Etc

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(d) Regulation curtailing innovation

① reduced autonomy to corporations

② reduced Research and development expenditure due to low profit possibility.

③ reduced investment in the sector.

④ Bureaucratic redtapism.

Need for regulations

① To provide minimum basic standards to the industry.

② To provide negative list to prevent misuse of technology

③ "With rise of MNCs, co. there is diffusion of public sector & corporate ethics"

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11. श्री शर्मा 400 करोड के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाजार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ बडी 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 बड़े-बड़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी की भावना बढ 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 खजाने 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 बढाया जाए।

(a) इस मामले में कौन-से नैतिक और व्यापसायिक 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

Candidates write on this

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and some corrupt governme
Mr. Sharma immediately re
and whether to inform the g
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losing a lot of business. Mr. S
the case.
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(b) What are the options a
(c) Do you think the organ
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(d) What ethics mechanism
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(a) Ethical
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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

Q/ Ethical & Business issues involved.

① Use of unfair means to generate profit.

② Violation of rule of fair price for personal benefit of commission

③ Collusive corruption between govt. hospital staff & sales representative

④ Doing right thing of informing govt. and get blacklisted or save business and remain profitable

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(5) lack of ~~violation~~ professional integrity of sales person

(6) Option available

① Report the issue to government

Merit	Demerit
① Clear conscience ② corporate responsibility ③ ~~Prog~~ professional integrity.	① Blacklisting by govt. ② loose revenue ③ Bad publicity.

② Do nothing and let things be

Merit	Demerit
① Enjoy profits ② Happy sales representatives	① violation of prof. integrity ② violation of rule of price fails ③ poor culture work

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③ Set internal correction & do not inform govt.

Merit	Demerit
① Protect from Blacklisting ② Protect image of company	① Violation of integrity ② Fear of disclosure by fired employee

(C) Freedom was given to

① ~~Include~~ increase sales legitimately
② work as per our method
③ promote innovation & and creativity.

But it led to

① Discretion among employees which is breeding ground of corruption
② lack of checks & balances

Individual character of employee is also to be blamed here

P.T.O

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(d) To prevent unethical behaviour

(1) Strong work culture based on values and ethics.

(2) Issue code of ethics & code of conduct.

(3) Taking regular feedback and monitoring.

(4) Rewarding ethical behaviour and roles for

(5) reduced performance based incentives (more commission cause of corruption)

" Corruption is breeding ground of all unethical practices and moral demise".

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

इन 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।

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

रश्मि ने सराहनीय काम किया, लेकिन इस दौरान उसने कुछ दुश्मन भी बना लिए। स्थानीय नेता विशेषकर महिलाओं और युवा लड़कियों के बीच उसकी लोकप्रियता से नाराज थे। अपनी गतिविधियों का विस्तार करने के लिए, रश्मि ने जिले के एकमात्र औद्योगिक इकाई के प्रबंधन से संपर्क किया। उसने सफलतापूर्वक कंपनी को अपनी गतिविधियों और एजेंडे में परिवर्तन 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।

रश्मि अपने परिवार में अपनी कार्यशालाएँ और अभियान शुरू किया। यद्यपि प्रारंभिक प्रतिक्रिया ठंडी और कभी-कभी पूर्ण रूप से शत्रुतापूर्ण 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 जारी किया।

प्रबंधन को समर्थन मिलने के एक सप्ताह बाद, यूनियन ने अचानक हड़ताल पर जाने 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 हितों को बढ़ावा दे रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों की शांति 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) प्रस्तुत मामले में कौन-कौन से मुद्दे शामिल हैं?

(b) आपके विचार से रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना उचित होगा? कार्योन्मुख 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) यदि रश्मि को इतना आक्रामक प्रतिक्रिया का क्या करण हो सकता है? आपके अनुसार रश्मि को कार्यकारी समिति को कैसे संचालित करना चाहिए?

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

(a) Ethical issues

(1) culturally ~~inodu~~ induced selective bias of Union against child marriage

(2) violation of rights of children to age childhood

(3) ~~4+3~~

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(3) violation of legal principles of ~~prohibi~~ Child marriage Act.

(4) lack of compassion by industrial plant

(5) Bureaucratic apathy as they do not help genuine genuine NGOs

(6) Profit vs ^social responsibility of corporate.

(b) Rashmi can do the following:

(1) continue with the campaign in her capacity.

(2) meanwhile tie up with local school & regional NGO working in the same field

(3) involve local administration & police for ~~her~~ her

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our safety and promotion of movement.

It would be good to involve local administration

(1) legal mandate to ~~reduce~~ curb child marriage is an administration

(2) It will provide scale & capacity to her NGO

(3) Police force will deter anti-social elements.

But administration can be effected by political pressure.

(C) Companies have prime motive of profit and such

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Social movement can reduce profitability and Act as hurdle to work out.

(1) These movements improve long term sustainability of market

(2) It will improve brand image & credibility.

(3) It is duty of every citizen to protect rights of vulnerable sections.

(d) Reason for such aggressive reaction

(1) Unawareness about evils of child marriage

(2) Jostling by local politician

(3) misplaced sympathy for evil tradition.

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(f) Culturally induced selective bias.

Roshni can

(1) P. Use persuasion to bring about change in view

(2) Grope influential people who are with her approach

(3) Use role models share their stories. like women bringing medals in olympics

(g)

Social evils exist due to deep ~~embedding~~ influence on Social fabric