Phone No : 8739816959,

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

NEXT IAS

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

(To be filled by candidate)

Name of Candidate : NISHCHAL JAIN

NEXT IAS Roll No.: MT23SLTON009 Date of Examination : 24.08.2023

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test Code : TC064 Program : SLT ☑ SLT+ ☐

MAIN TEST SERIES 2023
(SECTIONAL TEST-8)

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. : .....

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)

[To be filled by the EXAMINER]

Evaluator's response

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	38			
10.	43			
11.	48			
12.	53			
Grand Total				

Signature

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

MACRO COMMENTS

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

IMPORTANT INSTRUCTIONS

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

DONT'S

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

DO'S

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

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must no write on this margi

खण्ड–A / Section–A

1. (a) "राज्य लोगों से केवल उनकी समृद्धि सुनिश्चित करने के लिए 'कर' लेता है, जैसे सूर्य पृथ्वी से नमी लेता है और उसे हजार गुना मात्रा में वापस कर देता है।" कालिदास।

"वापस लौटाने" की भारतीय अवधारणा और सिविल सेवकों के लिए मार्गदर्शक मूल्य के रूप में इसकी प्रासंगिकता की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"The State took taxes from the people only to ensure their prosperity in return like the sun takes moisture from the earth only to give it back in thousandfold measure." Kalidasa.

Explain the Indian concept of "giving it back" and its relevance as a guiding value for civil servants. (Answer in 150 words) 10 Marks

The Indian notion of state essentially based on the prelent of welfare of citizens.

eg. Ashoka's welfare policies.

Concept of "giving it back"

- It aims to seek certain resources and legitimacy from the citizens with their consents which in turn helps the citizens to ensure ease of living.
- Society makes a person successful and it duty of that person to take care of needs of the society in

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

return."

"Best way to find yourself is to lose yourself in service of others"

Relevance for civil servants

1). Dedication of duty: to go beyond mandate to perform our task.

Eg E. Sreedharan — metro project before deadline

2) Following spirit of law along with letter.

Eg S. Sankaran Nair for abolition of bonded labour.

3). Ensuring social harmony and peace.

Eg Civil servant controlling riots

4) Putting extra hours into service.

Eg Saumya Pandey joined service next day of her delivery.

Dedication + Compassion → best way to give back to society

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

1. (b) लोक सेवा, एक नौकरशाही संरचना में निहित होती है जिसमें प्राधिकार की स्पष्ट सीमा, मूल्य मानकीकरण और जवाबदेही तंत्र होते हैं। ऐसी संरचना के भीतर काम करते हुए, आपके अनुसार वे कौन से प्रभाव हैं जो लोक सेवक के नैतिक निर्णय लेने को प्रभावित करते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service takes place in a bureaucratic structure with clear lines of authority, value standardization, and accountability mechanisms. Working within such a structure, what do you think are the influences that impact the public servant's ethical decision-making?

(Answer in 150 words) 10 Marks

Public service to serving the public to ensure welfare scheme implementation and maintaining rule of law.

Bureaucracy
- → Hierarchy (authority chain)
- → value standardisation (Code of conduct)
- → accountability (RTI).

Factors influencing ethical decision-making

1) Oath to the Constitution : upholding sacrosanct constitutional values.

2). Role models in services
   eg → T. N. Sheshan as Election Commissioner of India

3) Code of conduct of an officer.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

4) Precedences set by seniors

↳ may lead to ethical decision
OR
↳ slippery slope

5). Commands by seniors and bosses.

6) Societal Pressure: it comes naturally due to social upbringing.

7). Pressure by Media
↳ sometimes act as deterrent factor against unethical decision.

8) Internal conscience.

↳ It brings convergence to our values systems and actions.

↳ Integrity of civil servant.

There are enough guides to public servant but choosing right path defines his/her ethics.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

2. (a) पेशेवर रूप में, सिविल सेवक कैरियर केंद्रित और स्वार्थ–निष्ठ भी होते हैं। साथ ही, उनका सेवा लोकाचार उन पर निस्वार्थ भाव से सार्वजनिक हित की सेवा करने का दायित्व भी थोपता है। क्या एक सिविल सेवक के लिए करियर और सेवा दायित्व में सामंजस्य बिठाना संभव है? अपनी स्थिति स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

As professionals, civil servants are career focused and are also self-interested. At the same time, their service ethos imposes an obligation to serve the public interest selflessly. Is it possible for a civil servant to reconcile career and service obligation? Explain your position.

(Answer in 150 words) 10 Marks

The Indian model of civil services requires certain basic values such as selflessness but pp due to aspirations of personal growth, civil servant may act selfish in some cases.

Contradictions in career focused and selfless.

---

1). Career focused would abide by every order of superiors while selfless would take only rightful orders.

2). Career focused → easy and lucrative postings

Selfless → ~~d~~ up for challenging ~~tasks~~.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

3) Career focused → crucial do only as per mandate

Selfless → dedication + going beyond mandate

However it is possible to reconcile both these things as.

- Selfless → challenging tasks → Better learning opportunity → Better financial → Career growth.
- Selfless → inner peace and conscience consistency → Better zeal to work → growth.
- Selfless → completing all assignments effectively → Performance appraisal → Career growth.

Selfless civil servant having dedication and integrity is bound to go distance in career.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must write on this ma

2. (b) "जिस तरह करुणा के बिना सक्षमता निष्ठुर और अमानवीय हो सकती है; उसी तरह, सक्षमता के बिना करुणा मदद माँगने वाले व्यक्तियों के लिए अर्थहीन हो सकती है।" उपयुक्त दृष्टांत की सहायता से सार्वजनिक सेवाओं के संदर्भ में उपरोक्त की व्याख्या कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

"While competence without compassion can be brutal and inhumane; similarly, compassion without competence can be meaningless for persons seeking help." Explain the above with the help of a suitable illustration in the context of public services.

(Answer in 150 words) 10 Marks

Above quote resemble the following quote by Aristotle.

'Integrity without aptitude is lame and aptitude without integrity is dangerous'.

Meaning of the quote

(I) Anyone with competence (i.e. abilities) have power to perform tasks perfectly but if it is not in favour of overall mankind, then it can lead to disaster.

Eg Nuclear attack on Japan by USA.

(II) However on the flip side, having compassion only is not enough. one need to build capabilities to practice compassion by actions.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

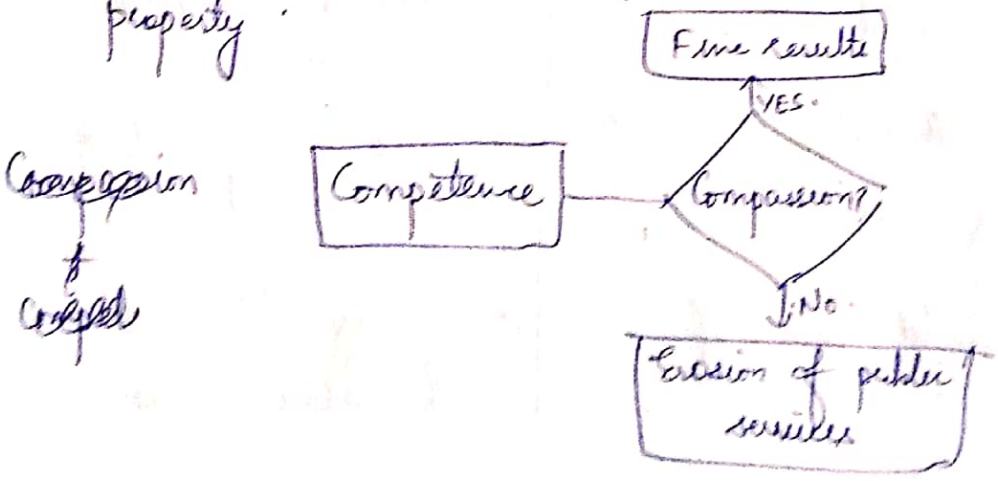
eg SIDS countries having compassion for their citizens but doesn't have competence to act.

Content of Public services

1) Any civil servant having sympathy for needy person but doesn't have enough innovative techniques to help him is a meaningless.

2) While one who knows the laws and its loopholes and no intend compulsion to act fairly and is betraying the citizens.

eg Jharkhand IAS having 400 Crore property.



Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

3. (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

"A bookroom civil servant may be lesser effective than a spirited civil servant" : Henry Kissinger.

Although above quote had the content of foreign affairs but it is also applicable for other dimensions of civil services.

Thus, a civil servant should dive deep to understand the spirit of the law rather than just letter of it

Public service requires

Legal action
- To avoid any breach of law
- Uphold law of the land.

Morally principled action
- Keep the spirit of law intact
- Justify literal meaning of public service

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Three guides of civil servant

(I) Constitution and (II) Laws.

- Oath of allegiance to the constitution
- Respecting ideals of founding fathers
- Respecting public mandate.

(III) Ethical Principles -

- Provide moral map to act on a task.
- Consistency in values and decision
  ↳ avoiding crisis of conscience.

However we need to give equal weightage to all as our laws and constitutions also reflects basic ethical principles which can't be ignored by a civil servant.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must write on this ma

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

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

'Integrity based civil disobedience' refers to respectfull declining to orders of superiors when they become challenge to personal integrity

eg → British Indian Army refusing to fire

Challenge to personal integrity → justifiable cause for responsible disobedience

- When personal values system is aligned with constitutional values, then civil disobedience could be justified.

eg → Politician ordering arrest of person criticizing him on social media but civil servant is supporting freedom of expression would not accept the order.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

- However there may be a case where civil servant's personal belief system is not in line with values provided by constitution, then it cannot be justified -

eg> Vegetarian civil servant refusing to implement egg distribution in Mid-day-Meal can not be justified.

- On the top of everything, there comes constitutional and universal values. Apart from that, a civil servant should follow his/her code of conduct subject to constitutional

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must write on this mar

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

(a) इंद्रियाँ समय–समय पर धोखा देती हैं, और जिन लोगों ने हमें एक बार भी धोखा दिया है, उन पर कभी भी पूरा भरोसा न करना बुद्धिमानी है। (150 शब्दों में उत्तर दीजिए) 10 अंक

The senses deceive from time to time, and it is prudent never to trust wholly those who have deceived us even once. (Answer in 150 words) 10 Marks

Above quote states that, it is better to analyse each and everything around us in depth and not to take anything on face value.

- People, today, might carry a facade of goodness but may turn out to be evil.
  - It might hamper our trust in public in general.

Eg Baba Bhanti telling Kharag Singh not to repeat the act with someone else as it will lead to general trust erosion in the society.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Contemporary Relevance

1) People getting betrayed by relatives
   ↳ most of the rapists are known to victims.

2) Fake news prevalence in society.
   ↳ necessary to fact-check each and every news that comes across our eyes.

3) Rising cybercrimes
   ↳ Based on online trust.

4) Need audit of most of the things in public administration.

Till the time betrayal is there in the society, trust could be built only through cautious approach

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

4. (b) "सार्वजनिक मामलों के प्रति उदासीनता के लिए अच्छे लोगों को जो कीमत चुकानी पड़ती है, वह है बुरे लोगों द्वारा शासित होना।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"The price good men pay for indifference to public affairs is to be ruled by evil men." (Answer in 150 words) 10 Marks

As they say, "it is not the violence of bad people but silence of good people hurts the society the most."

Reason ~~for~~ When the good men choose not to react on the evil, it legitimises the evil, and boost its confidence.

↳ Ultimately getting rule by them.

Reason for silence of good men

1) Moral muteness : due to societal pressure

2) Moral Myopia : inability to see long term consequences.

3) Ethical Inertia : Reluctance to act to save our ethics

eg Khaps ordering unjust things and good people staying silent.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Contemporary Relevance

1) Criminalisation of politics
   ↳ 43% elected MPs facing criminal charges because people are indifferent to their acts.

2). Goon culture and violence in certain
   ↳ parts of countries
   ↳ people staying silent on Bengal poll violence may get haunted by it someday.

3). 'Injustice anywhere is threat to justice everywhere' Martin Luther King Jr.

4) Need people to raise their voices against injustice and violence to ensure defeat of evil.
   Eg PIL for Manipur violence.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

4. (c) "मनुष्यों ने स्वभाव को थोड़ा भ्रष्ट किया होगा, क्योंकि वे जन्मजात भेड़िये नहीं थे, और वे भेड़िये बन गये हैं।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"Men must have corrupted nature a little, for they were not born wolves, and they have become wolves."
(Answer in 150 words) 10 Marks

A newly born child is the most innocent human being as he/she doesn't carry any immoral values by birth.

- Above quote explains that, human being by virtue have to deity to attain the highest standards of ethics and morality but they didn't mainly due to choice as well as circumstances

- **Reasons for getting corrupted**

1) Lack of good role models.
2) Greed and dishonesty installed through primary socialisation.
3) Fast success and shortcuts rather than putting hardwork.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

4) Parochial self interests rather than unblemished common good.

Relevance in today's context

1) Lot of social evils like Corruption, hierarchy, atrocities etc. developed over time due to serve the interests of the few.

2). Corrupt nature of human tend to carry out injustice to others which render us no lesser than wolf

eg caste based atrocities

3). Corrupted nature is hindering the success of society as a whole.

4) Thus we need societal and personal level interventions to throw out the evils and make a just and humane society.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

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

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples.

(Answer in 150 words) 10 Marks

Emotions are intense feelings which drives us to act one way or the other towards an object/person.

Emotions impacting personal lives
- defining nature of relationship with others
- defined closeness
- Personal image being made.

Emotions impacting workplace productivity

POSITIVELY

1) Happiness – keeps workplace joyful and stress free.

2) Calmness – brings stability to the workplace..

3) Essential strictness – ensures ~~stress free~~ ensures discipline -

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

4) Excitement : Keeps workplace charged up.

eg celebrating festivals and giving surprise parties.

NEGATIVELY.

1). Anger : stressful workplace.

eg seniors scolding juniors on petty issues

2) Frustration : it is contagious, travels from one collegue to another.

3). Indifference : leads to less interactive workplace.

Thus emotions have crucial role to play in setting work culture.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Ethical efficiency refers to analysing the ~~cake~~ degree to which an ~~anctn~~ action is ethically sound.

Ethical efficiency ensures.

1) Right means used to achieve certain goal.

2). Ethical decision making in the process.

3). ~~aaa~~ Non-violation of universal ethics such as truth, compassion, honesty etc.

Importance of ethical efficiency

1) assess the morality of the outcome apart from objective criteria.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

2). Ethical efficiency ensure just and fairness of the process.

3). It also allows us to fulfill Technical and social efficiency.

However technical and social efficiency are also significant as -

1) It brings tangible output in front of society.

2) They could be judged on objective criteria which is measurable.

Case study : US vaccine hoarding.

↳ Technical efficiency : Partial

↳ social efficiency : Full.

↳ ethical efficiency : Zero.

Thus ethical efficiency should be an important indicator along with Technical and social efficiency

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

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

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

(Answer in 150 words) 10 Marks

Moral values are those values which could be considered as universal in application and can't be disputed while serving citizens. eg> Integrity

Non-moral values are values whose origin could be traced in parochial self interest and which do not serve public at large eg> Selfish actions.

Five basic values.

Values.	Why Foundational?
i) Integrity.	To ensure uprightness of public servant across time and interested parties. eg> Ashok Khemka — crusader of honesty.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

2) Objectivity.	To ensure that decision are based on observable phenomena rather that emotions, beliefs etc eg Sam Manekshaw objective assessment to PM about war.
3) Openness.	To instill public trust in civil servant and the department in general.. eg U. Sagayam declared his assets
4) Selflessness	To drive a civil servant to go for public interest rather than personal interest
5) Courage	To take enterprising decisions and ready to face consequences eg Neerja Bhanot saved life of her passengers

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

6. (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 engagement in a governance structure is the very essence of a decentralised democracy.

Civic engagement mechanism → Ethics driven administration

1) Would compel administration to keep societal interest as primary.

2) Holding administration accountable for dereliction of duty

3) Ensuring justice to the last mile citizen
   eg: Concept of Sarvodaya / Antyodaya

4) Citizens can act as watchdogs in front of administration.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

However to ensure citizen participation there are few pre-requisites:

- Value based education to citizens
- Legal literacy
  - making them aware of their rights
- Empowering citizens by providing basic amenities.

Mechanism to ensure ethics in governance

1) Right to Information Act, RTI
   - Annually 60-70 lakh application
2) Social audit of welfare scheme
   - Eg MNREGA
3) Awareness about citizens' Charter.
4) Using Grievance Redressal Mechanism.
5) Whistle-blowing against injustice
6) PIL in court
7) Use power of ballot in election.

Article 40 envisages direct citizen participation in India.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates mu
write on this m

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 हैं। जिनमें उत्पादन की स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर मात्रा में उपलब्ध है।

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Above case study highlights most common but serious problems faced today by our cities and role of local authorities to overcome those issues.

Conflicts in above situation

1). Basic human rights vs clearing encroachments (i.e. duty).

2). Keeping one problem above other
↳ sidewalks vs. slums.

3) Right to reclaim city spaces. vs. Right to reside in city.

4). Employment rights vs. Following rule of law.

5) Endless proliferation of slums if action not taken.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin.

Compromising impartiality for empathy

YES.

- Going beyond the mandate to help others
- Protecting the spirit of the constitution and UDHR.

NO. (My stand as the candidate this)

- Against code of conduct of a civil servant.
- Partiality in such matters will leave a section of population (i.e. slum) feeling injustice.

Options available in above situation

(I) Drives against slum dwellers as well as sidewalks without any hiccups.

- Rule of law
- Following mandate

- Lack of compassion
- Render them homeless
- Labour shortage in city

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(II). Action against slums but not against sidewalks

• protecting rights of sidewalks → compassion • action against illegal slums.	• partiality • sense of injustice among slum dwellers

(III). No action against any of them

• Keeping people happy. • Labour supply uninterrupted	• perpetuating problem • incentivising slums and sidewalks.

My action

(IV) Removing both the encroachment but assuring affordable housing for them within the city under Affordable Rental Housing scheme (ARHS)

↳ Ensure rule of law

↳ Compassion

↳ impartiality

↳ labourer – dignity of labour

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Viable solutions

1) Not legitimising slums for political advantages.

2). Affordable housing → RIICO, MHADA etc.

3) Planned suburbanisation

4) Keeping residential - industry distance in mind.

5). Transport facilities from houses to industrial unit.

6) Strict action against illegal encroachment as provided by the law.

We should aspire to build 'Cities for the future' which ensures adequate space and dignity to all.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

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

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Above case study highlights the ethical dilemma faced by an official with conflicting public values on either side of the problem.

(a) Ethical issues involved in the case are.

1) Fake production of certificates
   ↳ Forgery against state.

2). Collusion with local officials.
   ↳ corruption by public servant.

3) Misutilization of state funds.

4) Privacy of all residents of that locality.

5). Profiting of beneficiaries without their consent.

6). Other beneficiaries missing out due to fraud by others.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(b). Violating data privacy to prevent welfare fraud.

(I) Justified

- May save money from public exchequer — stewardship
- Innovative solution to this problem.
- Money ultimately going to serve the citizen's needs.
  ↳ Teleological ethics.

(II) Can't be justified.

- Article 21 provides protection to right to privacy (Puttaswamy judgement).
- Purity of means is also important
  ↳ Deontological ethics
- Beyond the mandate of director
  ↳ against code of conduct.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(c). **Reasons for such frauds.**

1) Lack of scrutiny.
   ↳ Social audit by Gram Sabha, CSOs etc

2) Lack of provision for punishment specifically for such cases.
   ↳ It is not the severity of law but the certainty that acts as a deterent factor.

3). Slippery slope syndrome.
   ↳ Once committed → not punished → urge us to do it again.

4). Lack of outcome audit in the country.

5) Lack of ethical literacy.

6) Political patronage to such frauds
   eg> fraud AWAS houses in Bengal.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Preventing such frauds requires following actions.

1) Periodical review of schemes and funds disbursement.

2) Decentralised audit mechanism. [eg. Gram Sabha.]

3) Promote culture of whistle blowing and prevent their victimisation
   - Whistle-blowers protection Act, 2014.

4). Fixing accountability on public servants in case of misappropriation of funds

5) Prevention of Corruption Act should be strictly applied.

Thus welfare schemes can be made effective only with community participation

Scanned with CamScanner

Candidates must not write on this margin

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

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Above case study gives eye overview of perpetual environment vs. development debate in light of various challenges.

Issues and value violations involved

1) Quicker bidding process without due diligence
   ↳ dereliction of duty.

2). Fraudelent EIA Report
   ↳ betrayal to state and government

3) Instruction of senior to keep quiet.
   ↳ might be the case of higher level corruption.

4). Meeting revenue ~~cost~~ ~~of~~ targets at the cost of environment.

5). Massive environmental disaster expected
   ↳ violating environmental ethics.

6) Miner - officials nexus.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(b) Options available to me are.

(I) Follow the instructions of seniors and taking no action.

(II) Whistleblowing about EIA report in media.

(III) Reporting the incident to the Chief Ministers / Ministry of Mines.

(c). **Analysis of options**

(I)

Advantages	Disadvantages
• Following administrative hierarchy • good books of seniors • Revenue generation for state	• Crisis of conscience • Environmental disasters. • against code of ethics.

(II)

Advantages	Disadvantages
• Public pressure may lead to quick action	• violating orders of seniors

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

• Transparency	• may not be seen as mature conduct

(III) Advantages	Disadvantages
• Following chain of command • direct higher level intervention	• Bypassing seniors • May get delayed action or no action

Course of Action

I would first go with option (III) i.e. intimidating the government about the consequences of mining in that area.

If action not taken, then option (II) would be the last resort available.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Justification

- We depend on mother earth for our survival and thus it needs to be protected at all cost.

(d). Environmental considerations are sometimes considered overrated eg Chardham project

as. because. → widespread development deficit
→ Poverty
→ need of critical border infrastructure

However, it does not always needs to be taken into account because.

↳ development against environmental interests is unsustainable in long term.

↳ lead to resource crunch for upcoming generation.

Hence tools like EIA are mandatory to give meaning to development.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

10. 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

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

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

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

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

(d) What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case? (Answer in 250 words) 20 marks

Given case study analyses the issue of corporate ethics and governance and pertaining dilemmas faced by them.

Ethical and Business issues involved.

1) Corrupt government officials

2) Profiteering out of public exchequer by ~~salesman~~ sales agents.

3). Compromising with public health issues.

4). Undue advantage of company's free work culture.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(b) **Options available to Mr. Sharma and CEO**

(I) Directly report the government about the scam.

Advantages	Disadvantages
• Saving public money.	• Blacklisting by government.

(II) Taking no action

Merits	Demerits
• Saving company from getting blacklisted.	• Crisis of conscience • Taxpayer's money misused

(III) Repenting to the government while making case for their free work culture.

↳ Merits and demerits are same as (I) option

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

Course of action

- Option (III) would be preferred option as it would strike corruption to the core, making officials and sales agents liable. and ensuring safety of public exchequer.

(c). Work culture leading to problems

Some people may attribute the issue to work culture because

- Excessive freedom granted
- Lack of scrutiny of deals

However, I believe that individual's corrupt nature led to the problem as

- Not every sales agent was doing this.
- Company's intentions were not malafide in giving freedom.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

(d) Mechanism and steps

1) Do not with the freedom to select agents as the restriction may hamper innovation

2) However, vesting of such discretion should be done at higher level.

3) Independent audit mechanism.

4) Integrity Pact with employees and hospitals.
↳ under the watch of IEM (Independent External Monitor) as per guidelines of CVC.

Thus four pillars of corporate ethics (Fairness, Independence, accountability and Transparency) could be ensured.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

11. आप और अजय एक साथ कॉलेज में थे, सिविल सेवा परीक्षा के लिए उत्तीर्ण हुए, प्रशिक्षित हुए और एक ही राज्य में काम किया। इन वर्षों में, आप और अजय अच्छे दोस्त और सहकर्मी बन गये। यहाँ तक कि पारिवारिक रूप से भी आप दोनों काफी करीब आ गए और छुट्टियाँ और त्योहारों को एक साथ मनाने लगे।

व्यावसायिक तौर पर पिछले 15 सालों में दोनों आगे बढ़े, लेकिन आपके और अजय के रास्ते अलग–अलग थे। आपने राजनीतिक आकाओं से दूरी बनाए रखा, तटस्थ रहना पसंद किया और किसी भी समूह, लॉबी या विचारधारा से जुड़े रहने से परहेज किया। लेकिन अजय अपने झुकाव को लेकर विवेकशील नहीं थे और वह अच्छे नेटवर्क और पहुँच वालों से जुड़े हुए थे। अपनी नेटवर्किंग के कारण, अजय की पोस्टिंग को हमेशा 'प्लम पोस्टिंग' माना जाता था। अजय को 'शहरी अवसंरचना परियोजनाओं' के सीएमडी के रूप में तैनात किया गया, जो एक भारी लागत वाली हाई–प्रोफाइल परियोजना है। साथ ही आप तीन वर्षों से राज्य योजना आयोग में कार्यरत हैं और अपनी पदोन्नति एवं नवीन पदस्थापना की प्रतीक्षा कर रहे हैं।

जब नई पोस्टिंग की घोषणा हुई तो आप सतर्कता विभाग में अपना स्थानांतरण देखकर आश्चर्यचकित रह गये। कार्यभार संभालने के एक महीने के भीतर ही आपके विभागीय सचिव ने आपको एक मंत्री और उनके परिवार से जुड़े भूमि सौदों की विवेकपूर्ण जाँच करने का आदेश दिया। आपको सख्ती से कहा गया कि इसे गुप्त रखें और जाँच के बारे में सचिव के अलावा किसी और के साथ कोई भी जानकारी साझा न करें।

जैसे ही आपने पूछताछ शुरू की, आपको एहसास हुआ कि अजय, मंत्री और उनके सौदों के साथ घनिष्ठ रूप से जुड़ा हुआ है। जैसे–जैसे सबूत इकट्ठा होने लगे, आप मंत्री और दोस्तों के पक्ष में अजय के संदिग्ध फैसलों को देखकर चकित रह गए। इसके अलावा, आपको अजय के पास उसकी घोषित आय के स्रोतों से कहीं अधिक संपत्ति होने के सबूत भी मिले। जब आपने सचिव के साथ विवरण साझा किया, तो उन्होंने तुरंत आपको अजय के कार्यालय और घर की तलाशी लेने का आदेश दिया क्योंकि उनका मानना है कि अजय ही वह माध्यम है जिसके माध्यम से वे मंत्री को संदिग्ध भूमि सौदों के लिए पकड़ सकते हैं।

आप असमंजस में हैं क्योंकि आप जानते हैं कि तलाशी अभियान से अजय की प्रतिष्ठा धूमिल होगी और परिवार के लिए यह दुखद

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

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

(c) विकल्पों का विश्लेषण करने के बाद अपनी चुनी हुई कार्रवाई का चयन करें।

(d) उपरोक्त मामले में आपकी नैतिक प्रेरणा क्या होनी चाहिए? क्या यह कर्तव्य, दायित्व या परिणाम होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You and Ajay were in college together, qualified for the civil services examination, trained, and worked in the same State. Over the years, you and Ajay became good friends and colleagues. Even the families became close to the extent of taking vacations and celebrating festivals together.

Professionally, in the last 15 years, both grew, but the paths you and Ajay took differed. You kept your distance from political masters, preferred to be neutral, and refrained from being identified with any group, lobby, or ideology. But Ajay was not discreet about his leanings, and he was well-networked and connected. Because of his networking, Ajay always had postings considered "plum postings." Ajay was posted as CMD of Urban Infrastructure Projects, a high-profile Project with a huge outlay. At the same time, you were working in State Planning Commission for three years and were awaiting your promotion and new posting.

When new postings were announced, you were surprised to see your transfer to Vigilance Department. Within a month of taking charge, you were ordered by your Departmental Secretary to conduct an inquiry discreetly into land dealings involving a Minister and his family. You were strictly told to keep it discreet and not to share any information about the investigation with anybody besides the Secretary.

As you started the inquiry, you realized Ajay was closely involved with the Minister and his deals. As evidence started piling up, you were shocked to notice Ajay's questionable decisions favoring the Minister and friends. Further, you found evidence of Ajay having assets disproportionately much higher than his declared sources of income. When you shared the details with the Secretary, he immediately ordered you

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

to search Ajay's office and home as he believed Ajay was the medium through which they could catch the Minister for shady land deals.

You were in a bind as you knew a search operation would tarnish Ajay's reputation and be traumatic for the family.

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

(b) What are the options available to you?

(c) Select your chosen course of action after analyzing the options.

(d) What must be your moral motivation in the above case? Should it be duty, care, or consequences?

(Answer in 250 words) 20 Marks

This case study calls to take action and decision be between personal and professional interests.

Ethical issues and dilemmas involved

1) Ajay's partiality and political leanings.

2) Getting posting orders on the basis of favouritism instead of merit.

3) Favouring ministers in land dealings
↳ violating objectivity criteria.

4) Disproportionate assets
↳ corruption by Ajay.

5) Friendship vs. Professional duty.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

6). Friend's reputation vs. corruption charges

7) Family's trauma vs. code of conduct.

(b) **Options available to me.**

(I) Informing Ajay about the incident and giving him time to confess guilt.

Advantage	Disadvantage
• May save friendship • Chance to accused to confess.	• He can buy time to set everything in order. • may inform minister • violating oath of secrecy.

(II) Taking no action

Merits	Demerits
• Saving relations •	• slippery slope syndrome • Crisis of conscience • known does not

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(III) Act as per senior's instructions

Merits	Demerits
• Following seniors' order. • action against corruption	• lose a friend. • family trauma

(c) **Course of Action**

I would prefer option (III) and conduct searches in Ajay's house because:

(a) Professional duty – being a vigilance officer

(b) My value system call for action against wrong and unethical behaviour

(c) Corrupt officials and minister should be exposed.

(d) **Moral Motivation in above case.**

(I) CARE

- Care for Ajay's reputation and

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

family would lead to biased action.

(II) CONSEQUECES

- Consequence of loss
  - losing a friend may deter me from acting against him.

(III) DUTY

- This should be the ultimate moral motivation for any civil servant as they have duty to follow code of ethics consisting of Objectivity, truth, integrity, selflessness etc.
- Deterring from it may lead to dereliction of duty.

Hence it is the duty which should decide our professional conduct.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

12. आप एक युवा पुलिस अधिकारी हैं जो अपने कुछ बैचमेट्स के साथ फील्ड ट्रेनिंग ले रहे हैं। आप और विकास एक पुलिस स्टेशन में दो सप्ताह बिता रहे हैं और फील्ड–स्तरीय पुलिसिंग की बारीकियों को सीख रहे हैं। हर दिन कुछ नया सीखने को मिलता है।

एक दोपहर स्टेशन को थोक बाजार बीट में काम करने वाले एक बीट कांस्टेबल से एक संकटपूर्ण कॉल प्राप्त हुई। व्यापारियों के दो समूहों के बीच झगड़ा शुरू हो गया और जो जल्द ही हिंसक हो गया। उन्होंने अपने सहकर्मी के साथ हस्तक्षेप करने की कोशिश की, लेकिन वे चीजों को नियंत्रण में रखने में असफल रहे। कुछ व्यापारी सिपाहियों के खिलाफ हो गये और उन्हें लोहे की छड़ों से पीटना शुरू कर दिया। कॉल तब आई जब एक कांस्टेबल के सिर पर गंभीर चोटें आईं और उसे आपातकालीन देखभाल की आवश्यकता थी।

मदद के लिए एक टीम मौके पर पहुँची और स्थिति को संभाला। जब तक टीम पहुँची, बदमाश मौके से भाग चुके थे। घायल कांस्टेबल को बेहद नाजुक हालत में अस्पताल ले जाया गया। अपने सहकर्मी को गंभीर रूप से घायल और जीवन के लिए संघर्ष करते देख, थाना क्रोधित हो गया और अपराधियों को पकड़ने के लिए दृढ़ संकल्पित हो गया।

देर शाम तक थाने की टीम ने कुछ बदमाशों को हिरासत में ले लिया, लेकिन कुछ अभी भी लापता थे। पकड़े गए बदमाशों को रात भर हिरासत में रखा गया और अगले दिन अदालत में पेश किया जाना था। उस रात आपने और विकास ने देखा कि कुछ वरिष्ठ पुलिसकर्मी अधिक जानकारी के लिए और पुलिसकर्मियों से दूर रहने का सबक सिखाने के लिए बदमाशों की जमकर पिटाई कर रहे थे। यह सब कुछ घंटों तक जारी रहा, और जब तक यह रुका, बदमाशों में से एक बुरी तरह से कांप रहा था जो कि उसे हृदय रोग के पूर्व इतिहास के कारण मामूली स्ट्रोक आया था। उसे अस्पताल ले जाया गयाय सौभाग्य से, वह बच गया। रात का घटनाक्रम मुख्यालय तक पहुँच तो जाँच बैठाई गई।

पूछताछ के दौरान थाने में मौजूद सभी लोगों को पूछताछ के लिए बुलाया गया। उपस्थित सभी लोगों ने पिटाई को कुछ थप्पड़ों के अलावा और कुछ नहीं कहकर कम महत्त्व दिया। आपसे और विकास से भी अनौपचारिक रूप से इस घटना को कमतर करने का अनुरोध किया गया था। विकास आराम से इसे कमतर आँक रहा था, लेकिन आप असहज थे और आपको लगा कि सच्चाई से हटकर कुछ भी बोलना आपकी ईमानदारी के खिलाफ है। आप सोच रहे हैं कि क्या पुलिस सुरक्षा के लिए है, हिरासत सुरक्षा के लिए है, और जो हुआ वह दुर्व्यवहार है, सेवा मूल्यों के विरुद्ध है। आप तनाव में हैं और विकल्पों पर विचार कर रहे हैं।

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

(b) आपके अनुसार उपरोक्त मामले में सिद्धांत–उन्मुख और नियम–पालन करने वाले पुलिस कर्मियों को क्या करना चाहिए और क्यों? तर्क दीजिए।

(c) आपके अनुसार सिविल सेवा में किसे प्राथमिकता दी जानी चाहिए, विभाग के प्रति निष्ठा, या अपने निर्णयों और सेवा मूल्यों में निष्पक्ष और गैर–पक्षपातपूर्ण होना? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are a young police officer undergoing field training along with some of your batchmates. You and Vikas are spending two weeks in a police station learning the nitty gritty and nuances of field-level policing. Every day there was something new to learn.

One afternoon the Station received a distress call from a beat constable working the wholesale market beat. A quarrel had broken out between two groups of traders and which soon turned violent. He tried intervening with his colleague, but they failed to keep things in control. Some traders turned against the constables and started beating them with iron rods. The call came in when one of the constables had taken severe blows to the head, and he needed emergency attention.

A team rushed to the spot to help and take charge of the situation. By the time the team reached, the miscreants had fled the scene. The injured constable was rushed to the hospital in a very precarious condition. Seeing their colleague severely hurt and struggling for life, the station was enraged and determined to apprehend the culprits.

By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

day. That night you and Vikas noticed that a few senior policemen were seriously beating up the miscreants for more information and to teach them a lesson to keep off from policemen. The "treatment" continued for a few hours, and by the time it stopped, one of the miscreants was severely shaken that he had a minor stroke because of a prior history of a heart condition. He was rushed to the hospital; fortunately, he survived. When the events of the night reached HQ, an inquiry was instituted.

During the inquiry, everyone in the Station was called in for questioning. All of them present played down the beatings as few slaps and nothing more. You and Vikas were also informally requested to play down the incident. Vikas was comfortably underplaying it, but you were uncomfortable and felt it was against your integrity to speak something far from the truth. You were wondering if police are for safety, custody is for protection, and what happened was abuse which was against the service values. You were tensed and weighed the options.

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

(b) What do you think principle-oriented and rule-abiding police personnel must do in the above case? Why? Justify

(c) What do you think must assume priority in civil service, loyalty to the department, or being impartial and non-partisan in your decisions and service values?

(Answer in 250 words) 20 Marks

Above case study poses a dilemma in front of me to speak against the department or not.

Ethical issues involved

1) Quarrel turning violent
   - ↳ erosion of values in society
   - ↳ diluting significance of dialogue and discussion.

2) Beating Constable
   - ↳ Taking law in hand.
   - ↳ violence against state
   - ↳ no respect for human lives.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

3) Miscreants fleeing the scene.
   ↳ cowardly behaviour — couldn't face law.

4) Custodial torture by policemen
   ↳ against code of conduct
   ↳ against right of prisoners

5) ~~Beating~~ Deciding case in police station itself
   ↳ undermining judiciary
   ↳ against criminal justice system

6) Playing down the beatings
   ↳ Lack of courage to take responsibility
   ↳ Falsehood.

7) Lack of accountability

(b) Course of action for principled-oriented and rule-abiding police personnel.

- He needs to tell the truth to the inquiry Commission without

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

any pressure or fear from colleagues.

- Allegiance to the constitution requires one to present a true picture.
- Concealing one instance of custodial torture may lead to slippery slope syndrome and so may allow police to do more excesses.
- Police stations can't be turned into Kangaroo courts
- His/Her ethics would not allow him/her to speak the false things.
- Perpetrators should be brought to justice at all cost.
- Law should be allowed to take its own course in case of leaders.

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

(c). **Priority in civil services**

Perks of loyalty → May always please seniors

→ Help in getting plum postings

→ Relations with colleagues would be healthy.

My stand: Being impartial and non-partisan should always take primacy as department itself survives on the base of such officers rather than just loyal officers.

- Mere loyalty may develop whole chain of corrupt and dishonest officers which may in turn corrupt the work culture from within
- Besides this, service values are

Scanned with CamScanner

Next IAS ID: MT23SLTON009, TC054, 28-08-2023 01:32 PM

Candidates must not write on this margin

designed in such a way that it caters to the need of department.

- Value-based department is needed in civil services to raise the public trust in the services

Scanned with CamScanner