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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 : MRINAL KUMAR

Roll No. : PTTP 221190

Registration Number : .... Date of Examination : 7 Aug

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 4

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : ....

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Evaluator Code :

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

Grand Total

Signature

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

Ethical principles are guiding path to social conduct in a society. They have large impact on public services.

Primacy for loyalty of Public servant

While all three may be important but CONSTITUTION acquires primacy because:-

① The laws, rules and regulations are derived through procedure laid down in Constitution.

② Constitutional morality is the ultimate guiding factor for all aspects of the nature.

③ Civil servants get their existence and authority through constitution only

④ At times, society's ethical principles may be flawed eg→ ethical sanction to child marriage / Caste system.

⑤ At times, laws may be unethical eg→ sanctions to marital rapes, criminalization of Homosexuality.

⑥ Constitution has clearly defined moral and ethical principle of liberty, equality, freedom, brotherhood, Justice, etc which are universal.

⑦ Constitution is derived by the sovereignty exercised by people hence, public servants are eventually loyal to people.

Thus, Constitution must be the guiding factor of loyalty as it is all encompassing and holistic ethical document.

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

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

Integrity is defined as ability to stay true to one's moral principle despite challenging circumstances.

Integrity-based Civil Disobedience.

It is defiance of authority and breaking the chain of command as a protest against compromise of moral and ethical values, that one may disagree with.

Challenge to personal integrity as a justification

It can be justified if:-

① The matter is about violation of law, corruption, pressure to breach the law or betrayal of public trust.

② If the personal integrity is in sync

with constitutional morality

③ Instances: -

↦ Not willing to clear a tender that has been acquired by unfair means.

↦ Disobedience by denying to tap phone calls of minister of opposition

It is not justified if:-

① The personal integrity is based upon biasness, partiality or ego.

② If the matter at hand involves genuine rule of law consideration.

eg → Not logical to disobey if asked to clear out a slum area illegally occupied - even though one may disagree.

Thus, one needs a good moral compass & evaluation of ethical principles and courage to disobey ~~the~~ for cause of righteousness.

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 are essential part of our every day lives that shape our morals, ethics, values and attitudes and are constantly changing.

Emotions impacting workplace productivity

positive Impact

① Happiness
↳ They boost productivity by improving mood, they help in better ~~to~~ social interactions and spread positive energy to people around

eg → Happy employees collaborating well with each other.

② Love → a love for the job boosts the productivity by improving focus, concentration and attention while helps in innovation also

eg → Elon Musk loves tackling digital challenges which inspires his colleague.

Negative Impact

① **Anger** → It distorts decision making and evaluation of an action → leads to adverse consequences.

(eg) → Senior slapping an employee on low performance
→ Buddha "You will not be punished for your anger, you will be punished by your anger."

② **Jealousy & Envy** – They negatively impact the productivity as hampers the social capital and creates faults and divides at workplace.

(eg) → Employees demotivating each other

Thus, it is famously said – "We not nothing but product of our thoughts. What we think, we become". Thus, we must cultivate emotional intelligence.

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

Ethical efficiency in any institution refers to adherence to socially ethical norms and making decisions that do not cause ethical issues.

[Significance of ethical efficiency]

① It preserves moral and ethical balance

② It helps in efficient resolution of conflicts

③ It creates balance in economic viability and social desirability

eg → NOT Constructing a highway through an ancient village

④ It helps to ~~Cons~~ consider interests of all stakeholder and minimize marginalization anyone.

⑤ It ensures judicious resource utilization, for social benefit.

Subjectivity of social / Technical / ethical Efficiency

⊕ Ethical efficiency takes precedence because:-

① Technical efficiency may ignore social aspects & create undesirable outcome

eg → Social/Racial profiling by AI & Facial Recognition Technology

→ Technology & mechanical process ignore marginal section interest.

→ Dams → Tribal Displacement.

② Social efficiency to may favor one major section benefit and deprivation of other.

eg → Absolute equality ignores the socio-economic condition of backward classes

→ Green Revolution brought social development but gave rise to dominant Castes.

Thus ethical efficiency is based on principles of Justice, equity, fairness and equality along with compassion for all.

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

The quote by Mahatma Gandhi puts focus on consistency of character and how being dishonest cannot do anything right.

Significance of a Consistent Character

① It helps to avoid cognitive dissonance

② It keeps an individuals integrity intact and helps to take responsibility of action

eg → Gandhiji accepting jail after Chauri-Chaura incident.

③ It removes any inner conflict or turmoil and helps to see the goals clearly

eg → Despite being a good lawyer, Gandhiji decided to give up practice for people.

④ It helps to keep relation and situation simple and straightforward.

⑤ It enhances credibility.

Challenges to consistent character

① lack of a morally aligned compass.

② Negative attitude formed

③ Conflict of interest
eg → Accepting bribe to support education of children.

④ External pressure and performance pressure.

⑤ Agitated state of mind.

Thus, we need to be conscious of our actions in our lives and avoid conflicting decisions as it only brings in ethical and moral complications.

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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 the value to of choosing the right behavior, thoughts, actions motivated by righteousness.

Goodness → external sanction

① It is more of compelled or forced mechanism.

② One may or may not agree, but Acts good due to vested interests of utilitarianism

③ Involves an element of fear of sanction

(eg) → people wearing seatbelt not because of safety but penalty.

④ Act good to gain reputation & appreciation

(eg) → social media influencers showing off giving charity to gain followers.

Thus, an external sanction acts as long as it is present. It does not guarantee goodness in its absence.

Significance of Goodness as internal imperative

① It is based upon realization of essence of goodness.

② It enables good actions even if no one is watching.

(eg) → Following traffic lights even in absence of any traffic or police.

③ It helps to cultivate a positive attitude towards objects

④ Internal goodness brings immense joy and satisfaction to oneself upon commiting good acts — (eg) Feeding stray dogs

⑤ It builds a good social bond with people due to genuine character

Thus, we must be ourselves and try to develop our own understanding of goodness to stay positive and happy.

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 is the act of bearing ~~it~~ an action which we may disagree or oppose with. We tolerate out of larger good.

Significance of Tolerance.

① It helps to avoid an immediate conflict.

② Intolerance leads to issues like communalism, regionalism and other conflicts.

eg:- Communal riots in Nuh district of Haryana.

③ It builds mental strength and control our emotions.

④ It allows one to think rationally & not act rashfully.

Tolerance as a strength

① Cultivating it requires resistance to emotional urges to react.

eg → Police not attacking protesters do even when they are pelting stones.

② It builds mental strength which is more significant than emotional strength.

③ An intolerant person is prone to emotional manipulation and thinks irrationally.

④ An act of Tolerance is a sign of maturity of intelligence and wisdom

⑤ It gives the ability to survive hardships

eg → Nelson Mandela spent 27 years of life in prison and still didn't give up.

However, tolerance must not be misunderstood as enduring injustice or cowardice. Tolerance is a tool of justice and fairness. Gandhiji said ~~to~~ While emphasizing tolerance "First they ignore you, then they laugh at you, then they fight you, then you win".

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Candidates must not write on this margin

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

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

Several philosophers and authors & visionaries have emphasised the importance of service as a duty and serving ~~other~~ society as our supreme duty.

Significance of selflessness.

① It is an act of paying gratitude for the society

(eg)→ Swami Vivekananda said- 'Service to mankind is the service to god'.

② It is a medium to repay for what the society has given us.

(eg)→ It takes a whole village to nurture a child.

③ As good human beings, it is a moral responsibility to help reduce other's suffering

(eg)→ NGO Akshay Patra Foundation serving

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mid-day meals to 1.8 million children.

④ What we give to society, in long term society gives it back to us in form to respect and gratitude.

⑤ It helps in overall development of socio-economic indicators

⑥ Serving society helps us to have a better understanding of social institutions and dynamics.

⑦ It helps us to find a purpose for ourself

Thus, emphasising upon importance of serving society Gandhiji said -
"The best way to find yourself is to lose yourself in the service of others".

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

While the history books are full of ~~the~~ chronicles of kings, Queens, conflicts, wars, diplomacies, we rarely find periods of peace among them.

This shows, that the peace is often an under-estimated topic among history books and historians, and about life in general.

The periods of peace have a lot of (significance) because:-

① They are times of good administrative policies.

② They promote prosperity, advancement in art and culture

③ Harmony between groups.

However, there have existed periods of peace in history:-

① Ashoka following the policy of Dhamma

② Akbar's reign having harmony of multiple sections

However it is also important to study the periods of conflicts in History because:-

① They teach us what not to do.

② Connect our present conflicts to past and consequences

③ Help to take preventive measures.

Thus, it is important to pay attention to all aspects of past and especially peace because there peace is not just absence of war but presence of justice too

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 non-moral 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

~~While~~ Civil service requires multiple types of values for the outcome of public welfare.

Moral values	Non Moral values
① They decide the question of righteousness.	① They have no angle of right & wrong.
② The are mostly personal	② They are considered as collective as well as personal
eg → Honesty, compassion	eg → efficiency, effectiveness and productivity, profitability.

While both are important, moral values acquire precedence in any department.

Basic Moral values.

① Leadership → ability to guide workforce in a positive direction

eg → TN Seshan changed the face of reputation of entire ECI

② Openness - Ability to involve public in administration

eg → Operation Sulaiman by Parasnath Nair, IAS.

③ integrity - To stay true to one's principles.

eg → M. Visvaraiya - having 2 sets of candle - one for work and one for personal work.

④ Compassion - To help serve the public more effectively.

eg → Armstrong Pame - constructing 100 km road in Manipur through crowd funding.

⑤ Dedication to Service. - To stay committed & innovative

eg → E Sreedharan - Metro Man.

Thus, having a good moral compass is extremely essential in civil services.

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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

Citizen participation is a core feature of Democratic polity & administration.

Significance of participatory Governance

- ① Create Transparency and accountability.
- ② Helps in better implementation of services and schemes.
- ③ Adequate grievance redressal achieved
- ④ Govt. can clearly understand needs of citizen.

[Citizen participation & Ethics driven Government]

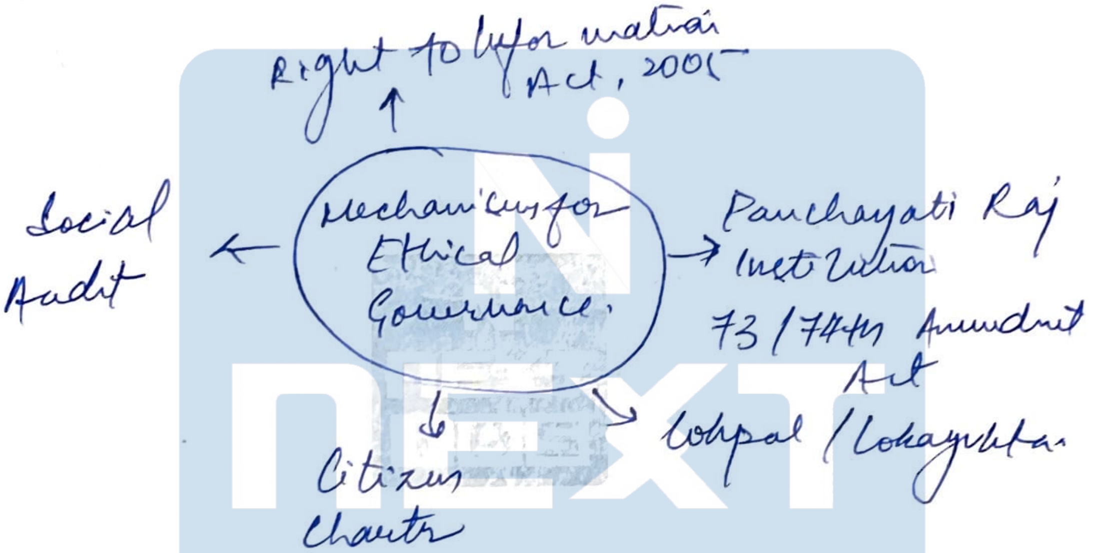
Yes, ~~the~~ it enables! –

① Create due diligence in departments

② Avoids corruption due to fear of people.

③ motivates civil servants to create innovative implementation mechanism.

④ Better service delivery due to constant valued feedback.


Right to Information Act, 2005
Social Audit
Mechanism for Ethical Governance.
Panchayati Raj Institution 73/74th Amendment Act
Citizen Charter
Lokpal / Lokayukta

Thus, it is rightly said: "Sunlight is the best disinfectant". The people act as sunlight to disinfect any instance of corruption of ineffective governance.

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

The success of social welfare schemes depends upon level of understand and behavioural change of people which reflects in their level of acceptance.

Using force as a means of persuasion.

① It often leads to resistance to social welfare.

eg→ laws prohibiting child marriage → under reporting of cases.

② The behavioural change is only temporary it reverts as soon as force is withdrawn.

③ It leads to restance ~~of~~ to bureaucracy congress.

eg→ people voted out ~~Indira Gandhi~~ after forceful population control program

④ It ~~does no~~ enquires greater amount of resources from side of administration.

⑤ It creates a sense of apathy and disengaged towards people.

Actual method of persuasion.

① Reaching out to people and presenting logical and emotional arguments.

② ~~tact~~ Consistent efforts of positive conditioning.

③ Involving local leaders, celebrities and scientists towards spreading the message.

④ Regular follow up, feedback and robust grievance redressal mechanism.

Thus, using force is not only ineffective but also highly unethical as administration exists to serve people not to punish or coerce them.

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

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

(Answer in 150 words) 10 Marks

Foreign policy is a complex domain that is driven by a mix of pragmatism and morality in order to fulfil objectives.

Significance of Ethical Strength today

① It is based based upon idea that all countries must act in a civilized way.

② An. ethical strength earns respect and trust → encourages others to conduct business with us.

eg → India's stand on decolonization through support of NAM got it respect.

→ Countries supported South Africa in abolishing Apartheid.

③ Disregarding moral & ethical values brings shame and disrespect.

Limitations of ethical strength

① Not all countries value neutral ethical norms → some value pragmatism.

(eg) → USA interfering in conflicts of others.

② Sometimes, military strength has greater effect that ethical strength.

(eg) → Countries not expanding territories due to greater military strength of others.

③ Financial strength also generates confidence among others and enables flourishing trade relations.

↳ Countries do not establish relation with ethical ~~&~~ but financially weak countries

(eg) → Sri Lankan crisis.

Thus, foreign policy requires blend of all strength. While ethical strength is a soft power, military & financial strength are ~~hard~~ hard & pragmatic.

खण्ड–B / Section–B

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The given case study is an example of conflict between Compassion V/S official Responsibility

a] Value conflicts in the situation

① Compassion V/S Duty - while former is personal, latter is professional responsibility

② Humanity V/S Rule of law - while it is illegal to encroach public land, it would be inhuman to evict them.

③ Strict implementation V/S stability - There is a threat to disturbance of law & order if went ahead with removal → may impact the city administration.

④ lack of responsibility of state - To ensure adequate urban planning while seeing growing immigration.

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

① The issue is subjective and depends upon situation to situation.

↳ compromise of impartiality → breach of professional ethics and may bolden the lawlessness of slum dwellers.

↳ if a law is just then the principle of duty comes first → impartiality taking precedence over empathy.

↳ impartiality could be compromised in case of unjust law of grave compromise or harm to people.

(eg) → firing at peaceful protesters → impartiality must be compromised.

c) Options available in situation

① Go ahead with with the clearing.

→ would fulfil the mandate of law but create a crisis of conscience.

↳ multiple adversities will have to be faced by poor people.

② Do not proceed with clearing - would question my loyalty to the administration and damage my reputation

↳ ~~D~~.create a relief to street dwellers and secure their livelihood.

③ inform the issue to higher authority and make arrangements for rehabilitation of workers before enforcing a clearing out. = Middle path approach.

d] Solution for tackling slum & Encroachment

① Development of counter magnets and Tier 2/3 cities to divert the migrating population.

② Adequate data collection about population changes to tackle such situations in advance.

③ Adequate planning of land use and urban sprawl regions for settlement of slum populations.

④ frame a slum policy for providing physical and social infrastructure along with rehabilitation camps in such situation.

Given the sensitivity of situation, it is necessary that law is enforced compassionately, keeping all stakeholders in mind. The primary duty of the state is to take care & protect the life + property of its citizen.

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 Adhar 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

The given case study presents an ethical dilemma of means v/s ends while the objective is to promote a larger good.

a] Ethical Issues involved.

① Means V/s ends debate :- violation of privacy amounts to contravention of Art 21

② Mandate of Supreme Court - in KS Puttaswamy Judgement → giving high priority to individual privacy.

③ May lead to surveillance state → prone to misuse the personal details for election purposes

④ Collusive corruption - within bureaucracy impacting the objective of public beneficiary

⑤ Fake certificates & forgery is a legal crime under IPC → depicts moral corruption among public.

b). Justification of violation of data privacy:

Justified:

① If the ~~##~~ data is being used after due deliberation and debates at parliament & parliamentary sanction

② Data privacy could be circumvented if using non-personal meta data for improving the outcome of schemes.

Not Justified:

① Privacy is sacrosanct to people and state does not have authority to interfere.

② It may lead to number of other issues such as data protection against leakage and theft or misuse.

c). Reasons for welfare frauds.

① lack of adequate accountability and Transparency.

② Collusive corruption with 3rd parties.
(eg) selling off PDS grains to market buyers.

NEXT IAS

③ Misuse of discretionary power and complex bureaucratic procedures

④ Lack of awareness among public towards grievance redressal mechanisms.

d]. Ways and means to prevent

① Digitization of financial accounts - to track transfer of funds.

② Direct benefit transfer to beneficiaries in bank account.

③ Using Cashless mode of Transactions
(eg)→ Ayushman Bharat scheme.

④ Geotagging the supply chain to track the movement of supplies

⑤ Strict penalties for offenders.

⑥ Regular Social Audit of the public welfare scheme along with community management.

⑦ An able leadership that can inspire good workculture and probity within department.

NEXT IAS

Thus, stealing public resources ~~at~~ for personal gain is one of the greatest crime. Strict actions must be taken to ensure success of welfare scheme and penalties to wrongdoers.

NEXT IAS

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

9. The given case study presents a conflict between the idea of environment sustainability v/s economic development.

a]. Issues and value violations involved.

① Corruption in bureaucracy - The idea of nexus between corporates and administration leading to crony capitalism.

② Disregard to environment - precedence to economic ~~econo~~ development and profitability.

③ Breach of law - by creating a fraudulent EIA report and bypassing procedure established by law.

④ Means v/s ends. → acquisition of Tender by wrongful mean → against Deontological ethics of Kant.

⑤ Lack of sensitivity in administration - focus at revenue target fulfilling at any cost.

⑥ Potential impact on public – This would lead to disasters which would harm the environment & Withdrawal of economic development

b] & c]. Options available and evaluation

① Proceed with the mining activity.

Merits	Demerits
① Economic development	① Set wrong precedence.
② Meet revenue Targets	② Promoting crony capitalism
③ Industrial development and GDP growth.	③ Failure of performance of duty faithfully
	④ Future impending disaster.
	⑤ Environment degradation

② Do not proceed with the activity

Merits	Demerits
① Safeguard the environment and the people.	① Delay in ~~Ect~~ economic development and deny employment to people.
② Follow procedure of law.	② ~~Set~~ Create attention in department.

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Course of Action of :

Ⓔ I will choose with ① a

① First inform higher ups about the potential implications and cost of future disasters.

② That it could bring entire department into scrutiny if revealed about EIA.

③ I would then re-initiate EIA process with by hiring new consultation firm.

④ Further proceedings based on report only.

Q7. Significance of environmental Considerations

① Govt is taking lots of initiative like Panchamrit, carbon neutrality pledge or ISA. Thus environmental considerations are highly significant

② There are multiple institutions and regulations like CPCB, National Green Tribunal, Environmental protection Act, 1986 to fulfil the environmental responsibility.

③ ~~#~~ Economic development at cost of intergenerational equity is unethical & illogical.

The present project of development in Great Nicobar Region, Forest Conservation Amendment Act and similar such examples.

However we ~~#~~ must remember —

"We do not inherit earth from our Ancestors, we borrow it from our children".

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

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The given case study is an example of achieving objectives at any means possible. While this good in utilitarian aspects, but questionable on other grounds.

a) Ethical issues.

① Pursuit of power - allocating resources to manufacture weapons instead of public welfare.

② Ignorance of track record and political engineer → it has far reaching effects.

eg → Pakistan supported Taliban in beginning, now TTP is attacking Pakistan.

→ USA supporting Mujahaddin, then resulted in Twin Tower attack.

③ Violation of Human Rights of minority ethnic community - Instead of utilizing it, country ABC conducting brutalities.

④ Lack of accountability if the XYZ country leads to further violation or attacks another country.

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⑤ Gandhi's 7 sins - Commerce without morality.

⑥ Silence of Govt over business → displays apathy of Govt towards human rights violation.

b] Corporate & International Ethics.

Yes, they should consider because:—

① They must follow ~~ethics~~ ~~th~~ + Morality in commerce

② According to Kant, ends could only be justified through good means.

③ In case of misuse of technology → it would partially be responsibility of GAMMA company. → would lead to bad reputation

④ It could also threaten country's internal security if technology falls in wrong hands.

⑤ Some countries may distance from ABC and be hold responsible ABC for conflict.

c] Corporate Social Responsibility extent

Yes it extends - IF

① Both the countries have good terms and economic agreements to undertake such measures.

② In case there is a refugee crisis, corporate should help them.

③ In case of disasters or humanitarian crisis like in Afghanistan and Ukraine.

④ Must deal with them on ethical grounds.

No, it doesn't if:

① The actions are not allowed concerning sovereignty issues

② If the Home nation denies any such Act.

Thus, it is permitted considering legality and ethicality.

d]. Regulation of Defense Companies:

Yes the regulation are necessary but

need to be a facilitator more than regulator. because:-

① strike a balance between restriction and promotion

② Balance foreign policy with Economic development

③ Portray country as a responsible and sensitive nation.

④ promote innovation and their ethical use.

Thus, international ethics require blend of morality and pragmatism keeping in mind both immediate & long term objective.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The given case study is about business sustainability v/s professional ethics.

a) Ethical issue involved.

① Commerce without morality - selling Govt. higher than the public.

② Collusive corruption - Misuse of freedom and greed of higher commission.

③ Lack of adequate financial monitoring by company itself.

④ Misuse of Taxpayer's money and poor financial allocation efficiency.

⑤ Threat to business sustainability → many employees could lose job and damage company's reputation.

b] Options available.

① Inform the Govt authorities about the scam along with sufficient evidence.

② Push the matter under the carpet and avoid any complication and deny any allegations.

③]

c] Root cause of the issue.

↓

individual's corrupt nature

① The freedom was misused to join hands with the Govt. which was not sanctioned

② Other employees too had freedom but they did not let greed guide them.

③ individual corruption and the want of higher commission at any cost was the core issue → poor value system and disoriented moral compass.

d] Steps to prevent unethical behaviour

① Regular financial Audit about the selling price

② Creating a code of conduct for the employee to adhere to.

③ Use AI & Data Analytics to foresee and detect any anomaly in financial transaction.

④ Setting right the work culture → by firing employees, taking sufficient legal action and the owner to accept the consequence of the action of company.

Thus, through these steps, corrective course of action could be proceeded with. ~~A~~ In situation like this, one must always remember:-

"Power corrupts. And absolute power corrupts absolutely".

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

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

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

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

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

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

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

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

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

(d) श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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.

Males.

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

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

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

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

(d) What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union? (Answer in 250 words) 20 marks

The given case study explores the dimensions of Child welfare/Justice V/s customary Morality.

a) Issues involved in the case:

① Prevalance of Child marriage. → A social evil banned by legal sanctions → clear contravention of law.

② Lack of objectivity among workers - Families would only worsen their lives in absence of a livelihood - despite this, they choose to support child marriage.

③ Responsibility of local administration to tackle the local social issue which it has failed.

④ Threats of violence - in protection to social evils → reflects social backwardness of society. and rigidness.

⑤ Insensitive notions of conceptions of women's mind

⑥ insensitive attitude of the corporate by rejecting the responsibility.

b]. Options with Roshni

① She could be intimidated by the response and retreat.

② She could take the issue to social media and pressurize the company to support her

③ She could involve the local administration.

Involvement of local Administration

Yes, it could be good idea as the issue involves breach of law and a situation that could turn into a Law Order issue.

Course of Action

① Persuade the company to support her and explain such attitude will bring their market reputation.

② Fighting with her for a good cause would

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Purpose their expectations and would only benefit in long term → it would lead to social development of the district.

③ Inform the local ~~Hathras~~ Authorities and seek their cooperation.

4]. [Social Responsibility of the Companies.]

YES, they must. This is the whole idea behind Corporate "SOCIAL" Responsibility ~~bcs~~ because:-

① They have large scale involvement in local area development.

② They have direct interface with public.

③ They have the financial resources to do so.

④ As according to social contract, they have obligation towards Government and the people.

d] [Reasons for aggressive reaction]

① Deeply entrenched customary morality

② Lack of education & literacy → unable to make a rational decision.

③ Poor awareness about the law & its consequences

④ Vested interests of patriarchal society and notions of girl child as burden.

[Handling of situation]

① She should not back down and be determined to fight for the rights.

② She should not lose her cool and use emotional intelligence to take village/ community leaders into confidence and explain them the extent of issue & implications

③ Lastly she must utilize the administration and social media platforms.

Thus "Two wrongs do not make a Right"!