Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

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 : ARFA USMANI

Roll No. : PTTP 221371

Registration Number : ..... Date of Examination : 22-08-23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 4 (GS 4) **Code : TC074**

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

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

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

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

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

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

(For filling by Examiners only)

Evaluator Code :

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

Signature

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

MACRO COMMENTS

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

Public service is crucial in the administration to ensure inclusive, sustainable and compassionate development of any country.

Constitution, Laws & Ethics

* A public servant's loyalty to constitution is of utmost importance, for it is the basic law of land, esp in India. It provides a legal framework along with values like liberty, equality, fraternity and social justice (constitutional morality).

* Primacy to constitution, to a great extent, automatically ensures legal and ethical compliance.

* Laws are framed within the framework of constitution.

* Both laws and constitution are a formal expression of ethical principles of society, thus, it is 2 sides of the same coin kind of situation mostly.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* For eg, even if a person practices certain caste-based rituals in private life, in public life, utmost impartiality is required to uphold fundamental rights of the citizens.

All three are the guiding compass of a public servant, but constitution is the fountainhead of the other 2. However, Nuremberg trials also highlight the need to adhere to principles of natural justice, which is already ensured in the Indian constitution.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

Civil disobedience is non-compliance to law of the land. Though as a rule, laws should be followed in letter and spirit, certain exceptions exist.

* Gandhiji famously launched the Civil Disobedience Movement (CDM) by breaking the salt law in 1930. His integrity didn't allow him to follow many colonial laws (eg: sedition).
* However, Gandhiji always surrendered himself to the court for due trial as per law, reflecting his values. He relied on forces of satyagraha and seeing a moral victory (eg: jailed for sedition in 1922)
* Similarly, Nelson Mandela and Martin Lr. King Jr defied unjust laws of their countries.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

Sometimes, ethics are ahead of laws, and it becomes necessary to ~~defy~~ defy laws and thus change them to reflect the new morality of society.

However, it should be non-violent, and standards of ethics should be very high. Law abiding is the norm in democracies. Even the Indian Constitution provides fundamental right to peacefully protest against unjust laws.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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 indeed play a great role by influencing our thoughts, actions, habits and character.

Negative Emotions

* In the workplace, jealousy of peers can hamper productivity (eg: focusing more on others' performance appraisal than own)

* Carried forward emotions from personal life (eg: family problems should be left before entering work place).

* Complacence, hatred, anger are other emotions with negative effects.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

Positive Emotions

- Happiness and positive attitude. Eg: focusing on what can be done instead of complaining about what can't
- Perseverance, willingness to learn from failures. Eg: being innovative when something doesn't work, like IAS Anusha Pandey People's Road.
- Helping others, builds a healthy working environment; instead of trying to pull others down.
- Leadership and proactiveness.

Emotional intelligence can help become aware of and manage our emotions to our advantage, instead of being ruled by them.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

Technical efficiency is use of technology to achieve the objectives of any action. For eg, DBT for subsidy transfers has helped plug leakages and corruption.

Social efficiency, similarly, helps achieve social objectives of any action by tools like social audits (eg: MGNREGA).

Ethical Efficiency

* Ethical efficiency refers to adherence to ethical principles at all times. Ethics is the framework which helps us decide on moral actions to take based on right and wrong.

* Yes, ethical efficiency is more important

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

than technical and social efficiency. As Warren Buffet had remarked, intelligence & energy without integrity can kill an organisation.

* An ethics-first approach ensures long term sustainability, enhances trust, and abides by principles of honesty, integrity and compassion. Even if it may prove less efficient than other approaches in the short term, it pays off in the long run.

* For eg, an ethical officer will put values first in tricky situations like Aadhar-based authentication failing of a PDS beneficiary. More than mere compliance, he/she will go the extra mile to ensure both, that rule of law & principles of natural justice both are followed.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

Gandhiji's statement aptly captures the fact that compartmentalisation of values cannot be ethical. A person who has strong values and moral character will carry it in all his actions, no matter how tough the going gets. If he can compromise in one situation, he is not an ethical person to begin with.

Personal vs Professional Ethics

→ Personal ethics guide one's personal lives and relationships, while professional ethics entail adherence to professional code of conduct (eg: Hippocratic oath for doctors).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* Personal ethics impact professional ethics. For eg, a public servant who upholds caste-based discrimination in private life is unlikely to go the extra mile to remove this practice in public life (eg: IAS officers who eat food cooked by Dalits in Midday meal)

↓ However, it is possible to hold a certain degree of compartmentalisation as well. For eg. a civil servant may be religious in private life, but sticks to a strict objective based methodology to grant permission for various religious processions.

Thus, the relationship between private and professional ethics is tricky, and to some extent, they can exhibit compartmentalisation too.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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 is the trait in humans to do right by others, just for the sake of it, and without any ulterior motives (eg: feeding abandoned animals).

Source of Goodness

* Goodness, by definition, results from internal imperatives. Kant's categorical imperative to uphold this. Any desire for rewards diminishes the intrinsic moral goodness of the act.

Eg: auto rickshaw drivers returning forgotten wallet of rider. Sometimes, they even refuse any reward for this by the rider.

* Sanctions from moral rules and laws do force individuals to behave a certain way (eg: reservation in RTE, CSR).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

However, from an ethical point of view, & such acts are in legal compliance, and not-acts of goodness. For eg, superficial CSR Compliance of some companies.

Thus, goodness is an internally driven unique trait of humans, and value based education can help inculcate them. However, nudging individuals to behave ethically by society and Companies is an established practices, and is ethical from a utilitarian point of view (eg: bravery awards on Republic Day).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

The above quote highlights the importance of tolerance. Tolerance entails acceptance and love for the other and the different. Instead of being afraid or intimidated, tolerance guides us to be open to change and learn from each other. Even if the differences are irreconcilable, tolerance enables us to find ways to co-exist peacefully, focusing on universal values like humanity, love and empathy.

For eg, Indian society has been tolerant since millennia, and the diversity it has helped develop among is India's greatest strengths.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

Contemporary Relevance

* Social media, fake news, hate speech, ideological battle often polarise people into camps. Tolerance can help achieve common ground. (eg: Constructive comments on ideas instead of abusing the person in comments)

* Democracy, by definition, includes tolerance. Competing ideas are put to vote, and peaceful elections and transfer of power (eg: India) help indicate acceptance.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

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

The above quote highlights the importance of selfless service. Gandhiji too said that the best way to find ~~one~~ oneself is to lose in the service of others.

* Serving society is of paramount importance. Man is a social animal, and relies on society and nature for his survival. Thus, serving society is his way of giving back.

* Serving society can be done in any way, including donations and performing one's profession diligently (eg: paying taxes, teaching).

* Serving society automatically leads to salvation of soul. By giving, we receive much more. We understand ourselves

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

in a richer manner, and inculcate values like love, honesty, empathy and openness.

* No liberated soul is selfish. A liberated person serves society and helps others (eg: Buddha).

Thus, the link between serving society and salvation of soul is close, and one cannot exist without the other.

Contemporary Relevance

* Individualistic tendencies are on rise (eg: celebrating achievements on social media). Serving society can help us experience more meaningful happiness.

* Capitalism celebrates profit, but without paying back to society, it is an endless meaningless pursuit (eg: Gandhiji's trusteeship model).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

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

The above statement reflects the unfortunate reality of how history is filled with details of wars and violent battles.

* History, as is taught, entails a detailed ~~history~~ account of empires, wars, successions and more. Peaceful periods get relatively short attention of historians.

For eg. details of world wars vs renaissance. Many more people know about the former than the latter.

* However, a nuanced understanding is required. History of humankind has been violent till WW2, and thus, there is an element of truth to the coverage.

* Just like news covers exceptional events, history books cover important events, which are often violent.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* For past 70-80 years, the world has been largely peaceful, with great advances in fields of IT, biology, space, entertainment, transport and more. These are not empty pages, but vibrant, dynamic pages.

This quotes nudges to rethink our approach to teaching & studying history, with placing equal focus on peaceful periods. However, focusing on mistakes helps us learn from them and not repeat them (eg: genocide of Jews in WW2).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

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

(Answer in 150 words) 10 Marks

Moral values form the bedrock of civil service, and Nolan Committee, 2nd ARC have recognised foundational values for it.

Moral vs nonmoral

* Nonmoral values entail a strict adherence to rules and regulations, without considering their spirit (status quoist- Webecian model).

* Moral values like integrity and accountability guide the civil servant to be proactive and deliver a citizen-centric model of governance.

5 moral values

1. Integrity: Refers to consistency in thoughts & actions, and adherence to highest principles of moral standards (eg: IAS Ashok Khemka)

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

2. Accountability

Taking responsibility of one's actions. It is crucial in maintaing public trust.

(eg: Lal Bahadur Shastri's resignation taking moral responsibility of train accident)

3. Selflessness

Ensures primacy of public interest over self. Enables going beyond call of duty.

(eg: various officers during Covid worked 24*7)

4. Leadership

Being innovative and proactive in taking charge and solving problems.

(eg: Crowdfunding initiatives)

5. Objectivity

Taking rational decisions based on laws and facts. Ensures public trust, and enhances efficiency.

(eg: recusal from Conflict of interest cases).

Apart from this, openness and honesty are also important.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

Ethics-driven administration does require citizen's involvement, for they are the biggest stakeholder of the process. It is their money which funds the administration.

* Citizens' engagement check corruption by asking questions & keeping the governance accountable.

* They also provide feedback and help correct systemic flaws.

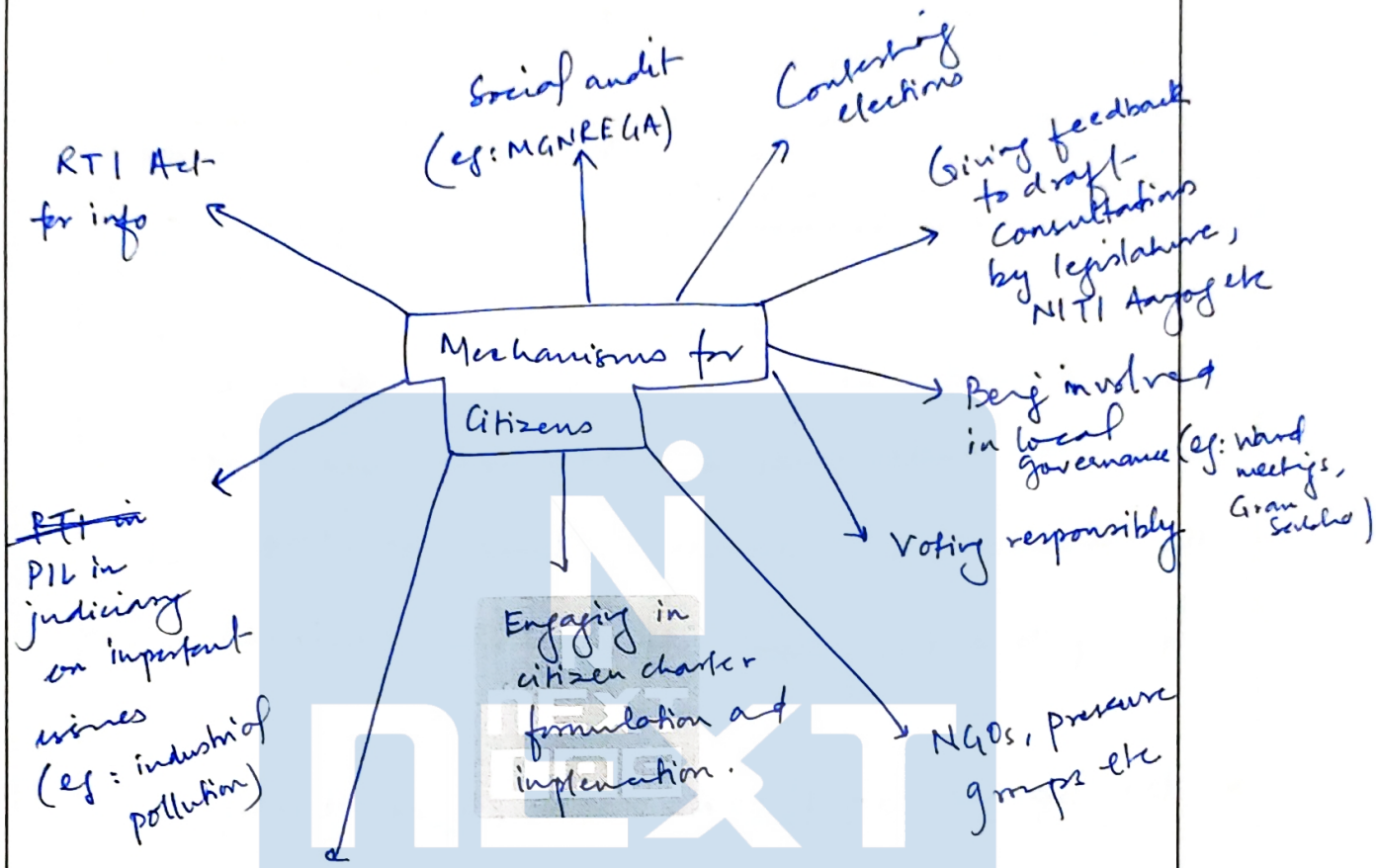
* Enhances trust, which leads to a thriving civil society sector.

* Enables an atmosphere of harmony and progress, and private sector too thrives in such environment.

* Ensures inclusive and sustainable development (eg: environment conservation)

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin



Thus, in a thriving democracy, many avenues ~~~~ are available to a citizen to engage constructively with the govt.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must n... write on this margin

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

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

(Answer in 150 words) 10 Marks

Social transformation is a complex task, and a multi-faceted approach increases its chances of success. Thus a mix of persuasion and force is desirable.

* Beti Bachao Beti Padhao has legal backing via PCPNDT (PCPNDT) Act and RTE act. Thus, here too a mix is seen. But persuasion aids in effectiveness of laws. Number of schemes to aid girl child also exist. (eg: Sukanya Samriddhi Yojana).

* Issues like child marriage, child labour, are other similar issues. More than legal framework, community level engagement (eg: respected locals) and education can bring desirable change.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* However, for issues like dowry, domestic violence, sexual harrasment, child abuse (POCSO) more than social persuasion, force of law is needed to act as deterrent and set examples. Awareness of laws and effective trial would be more effective.

* Programs like Swachch Bharat Abhiyaan are a case-in-point of the power of persuasion to bring social change.

Thus, depending on context, a mix of persuasion and force is required.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

CNP (Comprehensive National Power) is the concept use in international geopolitics to denote a ~~nat~~ country's total standing in the international areaa. It ~~includ~~ includes military, financial & moral strength.

* Moral strength is important, as seen from China. Despite its military & financial muscle, it lacks the legitimacy of USA, Europe and India.

* Countries like North Korea, Russia, Saudi Arabia, Belarus, Israel also lack moral legitimacy for similar reasons.

* However, certain threshold of military and financial power is also required. African and Latin American nations, which lack these, are a case-in-point.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* Other factors like history (eg: Nelson Mandela for South Africa), civilisational linkages, food, music, movies, space power etc also constitute a nation's soft power.

India's non-alignment ideology during Cold War is an example of moral legitimacy making up for lack of military / financial strength. However, in today's world, a complex dynamic is at play, with technological might increasingly playing a key role as well (eg: Taiwan & semiconductor).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must no write on this margin

खण्ड–B / Section–B

7. आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी हैं। यह शहर बॉल बियरिंग और ऑटो पार्ट्स के निर्माण के लिए जाना जाता है। अधिकांश विनिर्माण इकाइयाँ छोटे पैमाने की इकाइयाँ है। 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

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

The case study highlights a conflict between personal vs professional ethics.

(a) ✓ values of empathy vs adherence to call of duty to clear encroachments

✓ ~~value~~ economic development not being inclusive

✓ problems of unplanned urbanisation

✓ lack of capacity of Municipal Corporation to check the growth of slums and provide affordable housing

✓ Nuisance value to urban residents

✓ Difficulty in access of sidewalk by pedestrians etc

✓ Sanitation issue of sidewalk encroachment

✓ Vulnerability of sidewalk dwellers to environment and accidents etc.

(b) In this case study, value of impartiality can't be compromised. Professional duty has to be followed, and the actions are ethical from a utilatrian perspective as well.

Empathy can ~~drive~~ be a drive to find innovative solutions, and to work for long term policy solutions so that such

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must write on this margin

problems don't arise in the first place.

Thus, empathy can ensure a more compassionate attitude, but it cannot be a license to give up the value of impartiality. Such exceptions can decrease trust in governance (social contract), set wrong precedent and can give rise to possibility of slippery slope.

(c) Option 1 Go ahead with sidewalk clearance drive

While this will ensure compliance to official duty, the administrator may feel cognitive dissonance for not being able to uphold empathy.

Option 2 Go easy on sidewalk dwellers.

While the administrator may feel relieved, the problem remains, and probably will grow because of such pardoning. Commitment to duty is also compromised.

Option 3 Clear with innovative solution

Innovative solution (eg: roping in NGOs, ensuring access to PM Awas Yojana, enabling affordable housing unit, talking to MSMEs to provide housing solution for its workers etc) ⇒

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

will balance both, personal & professional ethics.

(d) Tackling Slums & Encroachments

- Implementation of PM AY
- Affordable housing projects by local govt (eg: working men/women hostels)
- Use of tech like aerial surveillance to prevent growth of slums
- Cooperating with civil society (NGOs, Charitable orgs etc) to provide sustainable solutions in cases of paucity of funds
- Effective land use policy and managements (eg: clearance of residential projects promptly)
- Regular drives to ~~block~~ clear slums etc
- Regional growth so that distress migration is reduced (eg: MGNREGA).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

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

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must n... write on this margin

Right to privacy has been upheld as fundamental right by SC, ~~hence~~ subject to reasonable exceptions. This case study presents one such dilemma.

(a) Issues Involved

- Misuse of govt fund
- Fraud by citizen to obtain scheme benefits
- Corruptions among local officials
- means vs end ~~dbg~~ debate: violation of data privacy to check fraud
- fund misappropriation potentially hampering access by genuine beneficiaries, resulting in loss of economic & health loss among them.
- govt's objective of improving maternal health compromised
- accessibility of fake certificates (can also lead to similar problems in other schemes)

(b) No, in this case violating data privacy is not justified. SC has laid guidelines for use of pvt data for effective implementation of welfare schemes (consent based, proportionate, legal backing). Since these are not met, it would be akin to defying SC judgement. Two wrongs don't make a right.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

As dept head, I can forward the problem along with proposed solution to state govt, and with due process this can be done. Maintaing transparency in such sensitive issues can't be compromised.

(c) Reasons for such Welfare Frauds

* Institutional corruption, as seen from collusion of local officials. Strict disciplinary action, and policy of zero tolerance is required.
* Policy design flaws, which leaves loopholes to be ~~exp~~ exploited by various stakeholders.
* Lack of moral values among citizens & officials alike.
* Access to mechanisms of accessing fake documents with ease.
* Low ~~d~~ adoption of technology, giving discretionary powers to local officials to approve. Use of tech would check this while maintaing end to end transparency (eg: who approved a false claim).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must write on this margin

(d) Ways & Means To Prevent

* Designing policy with no loopholes. Running pilot to check for loopholes first.
* Greater adoption of technology.
* Policy of zero tolerance against colluding officials
* Dismantling production of fake IDs and documents for various schemes.
* With Data Protection Bill, ~~work~~ passed, making use of such data driven solutions while ensuring compliance to law
* Value based teaching of citizen & officials both.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must n... 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

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

The case study reflects the seeming conflict b/w development and environmental compliance.

(a) Issues & Values Violations

* Development at the cost of envt
* Corruption in the bidding process
* Fraudelent EIA report by contractor company.
* Pressure of revenue targets from mining
* Seeming lax environmental compliance of Head in compliance.
* Commitment to duty vs listening to senior

(b) Option 1: Do as the Head tells me to.
Let the contractor go ahead with mining

Option 2: Flag the issue of lax in environmental Compliance with higher authorities.

(c) Option 1: Do as Head tells me

Merits	Demerits
* No friction with senior * Revenue targets met	* Fraudelent EIA report overlooked. Possible legal ramifications in the future. * Envtl consequences

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must write on this margin

Option 2: Flag the issue

Merits	Demerits
* Legal Compliance of envtl laws	* Problem in meeting revenue targets
* Fraudulent activity of contractor reported	* Friction with senior
* Major envt disaster averted	

Chosen course I would stand firm on my ground, and try to persuade the Head to see reason. Not only is the continuation of ~~my~~ mining illegal under this circumstance, it will also lead to environmental & economic ramifications in the future (eg: Himachal floods).

If the Head doesn't agree, I will prepare a detailed report of my findings, and report it to higher authorities in the Department (eg: vigilance bureau).

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

(d) No, envt considerations are not overrated. Only short-sightedness and a narrow definition of development can lead to such thinking. India is among the most climate vulnerable countries of the world, and sustainable development is both, a moral imperative and a necessity.

* Economic cost of neglecting environment (eg: damage of national highways in Uttarakhand rains)
* Green dev. leads to generation of jobs as well
* Cost of disaster management (eg: floods, landslides etc) is huge.
* International obligations of India (eg: COP27)

Thus, development, by definition is sustainable development.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

(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

The case study highlights the ~~to~~ ethical problems associated with arms trade.

(a) Ethical issues

* Possibility of landing of sensitive defense tech in irresponsible hands (Junta)
* Access of to sensitive tech by non-state actors ~~is~~ since XYZ doesn't have a responsible govt
* Strategic silence of ABC
* Continued violation of ~~the~~ human rights of ethnic Community in XYZ.

(b) Yes, businesses such as GAMA must consider international ethics.

Reasons

* Profit cannot be placed above lives and rights of ethnic minorities being persecuted in their own country. Such issues require coordinate efforts from all for sustainable solution. Giving arms is akin to being accomplice in such genocide.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* Stakeholder-led capitalism is required over shareholder-led. GAMA is ignoring the society and people in blind pursuit of profit.

* This culture is also in violation of established international laws & groupings like expsl. control regimes (eg: Wassenaar Grp, Australia Group etc).

* Dealing in sensitive defense tech requires utmost vigilance to prevent access by nefarious actors, for if landed in the hands of terrorists, whole world would suffer.

(C) Yes, a corporate's social responsibility extends beyond immediate community.

Reasons

* This is an era of globalisation, and in the long terms, corporate $ will feel the consequences of its short-sighted actions (eg: Taliban backed terrorism in Pakistan)

* Adherence to international laws like UN Human Rights and membership of groupings like UN by host country places obligations of following its charter.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must n... write on this margin

- Compliance with principles of natural justice
- Stakeholder-led development
- Sustainable profit & existence of company requires adherence to ethics.

(d) A balance is required to regulate such companies without stifling innovation. Corporatisation is one such possible solution (India with Ordnance Factory Board).

- Pvt sector is driven entirely by profit, and short-tenure of CEO coupled with pressure to perform well at the stock market may cloud judgement.
- Public sector can keep the long term objective in view while taking decisions.
- Protection from non-state actors requires intelligence inputs of highest order, and it's only available with national govts.
- Nat'l govts are also regulated by international laws and export-control groups (eg: Convention on Biological Weapon).

Thus, for sectors like defence & atomic energy, higher degree of govt regulation is required.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must no write on this margin

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

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

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

The case study highlights unethical work culture due to corruption among some employees.

(a) Ethical & business issues

* Loss of govt funds because of artificially inflated prices
* Unethical salespersons
* Unethical govt staff
* Potential of being blacklisted by govt when the issue comes to light.
* Lowering of morale of honest salespersons
* Cost of healthcare inflated for common citizen.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

(b) Option 1: Pull in the corrupt sales staff without informing govt ~~enforcing~~

This would solve the problem for company, but govt corruption would continue via other companies. Would put the honest sales staff of Mr Sharma's company.

Option 2: Inform the govt about the corruption, along with disciplinary action against own staff.

This would fix the systemic issue for all stakeholders, but the company may be blacklisted as Mr Sharma fears. A case and appeal can be made against this by showing actions taken to prevent such actions in future.

(c) Since only 3 sales staff indulged in such practices, the problem is not systemic. However, some regulation of this freedom was desirable.

* Regular audit of sales of individual staff would have flagged this discrepancy

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* Along with commission, volume of sales conducted could also be rewarded for certain milestone. This would decrease the incentive to indulge in corruption.

* Regular traing of sales staff since they operate in an important sector of health. Their actions have wide ranging effects on society.

Thus, balancing freedom with light-touch supervision is required.

(d) Ethics Mechanisms & steps

* Quality traing ~~incorporta~~ incorporating detailed frameworks (deontological, utilitarian etc) along with interactive workshops.

* ~~Delivering~~ Delivering msg via stories (eg: nukkad natak)
(eg: play on how high medicine cost leads to death of a poor).

* Making aware of laws & policies in place can act as deterrent

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* Personalised training as per the experience of sales staff.

* Making aware of medical ethics.

* Rewarding ethical behavior

* Time to time refreshment along with innovative measures is required.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The case study highlights the complexity of social change ~~was~~ which are now seen as part of tradition.

~~(a)~~

(a) Issues Involved

* Hindrance to Rashmi & her NGO by society
* ~~Threat~~ Use of strike by union to force its demand on the company
* Low development in Singh Gaeh (Industry, social indicators)
* Child marriage in Singh Gaeh

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

- Withdrawal of support to Rashmi by the Company
- Apathy towards social crimes of the Company
- Resistance to change of society
- Enemies of Rashmi due to her progressive attitude
- Patriarchal mindset of society
- Threat to Rashmi's safety by union.

(b) Rashmi's course of action

- Bring together the girls she has saved to talk to the management and persuade.
- Bring successful role model from outside as well.
- If the company still hesitates, involve local administration to assuage their fear of strike by union.
- Rashmi should also ensure her own safety given the threats.
- Resume activities in the company.
- Rashmi should involve a reputed local man for greater effectiveness of her message.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

- Collaborate with local govt to increase awareness of child marriage laws & its enforcement

(c) Yes, a stakeholder-driven model is required. Companies need to give back to the society they operate in. Other than CSR, companies should do more (like the one in case study initially).

- Improving society eventually improves the productivity of workers.
- Leads to development of the region. Product-demand would increase.
- Intrinsic worth of the act alone is enough.

(d) Reasons for aggressive reaction

- Perceived attack to tradition, and by extension, identity
- Lack of education & development in the area.

Next IAS ID: PTTP221371, TC074, 23-08-2023 12:43 AM

Candidates must not write on this margin

* Natural resistance to change in status quo.
* Current system is more favorable to men as they hold power. They view societal power as zero sum.

Rashmi's Response to Union.

* Threats of violence should be reported in police.
* Awareness about the legality of actions such as child marriage & strike.
* She should try to convince ~~the~~ a few influential members of the union first- to get her foot through the door.
* Rope in religious leaders to debunk myths of child marriage being traditional.
* Organise meetings with girls who have escaped child marriage and are now successful.

Thus, a host of varied actions are required.