# NEXT IAS

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(To be filled by candidate)

Name of Candidate : ~~AT~~ MOHIT GUPTA

NEXT IAS Roll No.: ~~A1M24GCRA017~~ Date of Examination : 23/08/23

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test Code : TC058

Time Taken : _____

Program : FLT ☐ FLT+ ☐ SLT ☐ SLT+ ☑

# MAIN TEST SERIES 2023
## (TEST-12)

## GENERAL INSTRUCTIONS

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

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

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

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

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

[To be filled by the STUDENT]

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

[To be filled by the EXAMINER]

| Evaluator's response |
| --- |
| |

*(For filling by Examiners only)*

Evaluator Code :

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

Signature

MACRO COMMENTS

## IMPORTANT INSTRUCTIONS

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

### DONT'S

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

### DO'S

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

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खण्ड–A / Section–A

1. (a) अधिकांश सिविल सेवक न तो शुद्ध कर्त्तव्यवादी हैं और न ही शुद्ध उपयोगितावादी, बल्कि वे एक प्रकार के नैतिक बहुलवाद के अनुसार कार्य करते हैं।" क्या आप इस विचार से सहमत हैं? उपयुक्त उदाहरणों के साथ अपने मत पर चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Most civil servants are neither pure deontologists nor pure utilitarians, but they operate according to a kind of ethical pluralism." Do you agree? Discuss your position with suitable examples. (Answer in 150 words) 10 Marks

Ans) Civil Servants deal in public discourse where varied situations demand appropriate response leading to ethical pluralism.

## Ethical Pluralism in Civil Services

(1) Upholding rules, regulations, laws & Constitution is the foremost duty of Civil servants.

Ex:- Ensuring rule of law in their jurisdiction at any & all cost.

(2) Holding Public Service Ethos as ethical duty :- (a) Public Interest First

(b) Doing no Harm

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(C) Devotion to Duty.

(Ex) :- Punctuality & Discipline in official & non-official conduct.

(3) Policy Decisions are contingent on utilitarian principles for MAXIMISING PUBLIC WELFARE.

(Ex) :- Social Expenditure for housing, food security, health etc.

(4) Using Compassion & empathy to deal with Vulnerable sections & distress situations. (Ex). Handling a child rape case & controlling social tensions.

Ethical Competency of civil servant rest on his ability to employ best course of action according to situation.

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1. (b) लोक सेवा में करियर बनाने और लोक सेवा का निष्पादन करने की प्रेरणा लोक सेवा के प्रति आकर्षण, लोक मूल्यों के प्रति प्रतिबद्धता, आत्म–परित्याग और करुणा के कारण हो सकती है। उपर्युक्त चारों में से आपके लिए प्राथमिक लोक सेवा प्रेरक क्या है? अपने प्रेरक कारक को स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

The motivation to seek a career in public service and perform public service can be due to attraction to public service, commitment to public values, self-sacrifice and compassion. Among the four, what is the primary public service motivator for you? Explain your motivating factor.

(Answer in 150 words) 10 Marks

Ans) "Commitment to Public Values" acts as primary motivator for me because of following reasons:-

(1) Disposition to act for public welfare by optimum utilization of resources & choices at disposal.

(2) Civic Patriotism which involves Contribution to community development. Personal well-being can be ensured only through social well-being.

(3) Upholding democratic values like inclusivity, pluralism & tolerance.

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To uphold national fabric, it is important for civil servant to uphold secular ethos.

(4) Efficiency & Effectiveness in public service delivery. Ensuring "quality of life" for all citizens. (Ex) Best use of public funds.

(5) To promote impartiality & non-partisanship for maintaining transparency in public conduct. An impartial administrator can build public trust.

(6) Service (Seva) as the highest virtue. As Gandhiji emphasized that public service is the path of self-contentment.

Public Values create orientation for other focussed behaviour & use of personal talent for public welfare; which motivates [illegible] to seek career in public service.

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2. (a) कोविड जैसी लोक स्वास्थ्य आपात स्थितियों के प्रबंधन के लिए नीतियाँ विकसित करना, शासन के महत्त्वपूर्ण क्षेत्रों में से एक है। ऐसी स्वास्थ्य आपात स्थितियों से निपटने के दौरान सरकार ऐसे उपाय कर सकती है, जिसमें नागरिकों की ओर से स्वतंत्रता का अधित्याग शामिल हो। आपके अनुसार सरकार की लोक स्वास्थ्य नीति कौन-से नैतिक सिद्धांतों द्वारा निर्देशित होनी चाहिए?

(150 शब्दों में उत्तर दीजिए) 10 अंक

One of the critical areas of governance is developing policies for managing public health emergencies such as COVID. While tackling such health emergencies, the government may take measures that involve the abdication of liberty on the part of the citizens. According to you, what ethical principles should guide the government's public health policymaking?

(Answer in 150 words) 10 Marks

Ans) Individual well being is contingent on social well being, which justifies limit on civil individual liberties in crisis situations like war, pandemic etc.

**Ethical Principles guiding Public Health Policymaking**

① Inclusivity & Compassion: Equity in public health accessibility should be the guiding principle. Special provisions for vulnerable sections. Ex: 5 lakh insurance cover under Jan Aarogya Yojana.

② Capability Enhancement: Public Health

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is not just curative, but should improve quality of life through nutritional status, awareness about health etc. It should empower individuals.

③ Restrictions in health emergencies's

(a) Intention should be bonafide.

(b) Restrictions to be proportional

(c) Limited to specific purpose.

④ Fiduciary Responsibility for efficient & effective use of public fund.

⑤ Making health personnel aware & sensitive towards patients needs. Training should inculcate emotional capabilities & empathy quotient.

Good Health is an ethical right of all citizens & ethical responsibility of the government.

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2. (b) लोक सेवाओं हेतु प्रासंगिक भावनात्मक बुद्धिमत्ता के किन्हीं चार घटकों की पहचान कीजिए। प्रशासनिक निर्णयन में उनकी भूमिका स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Identify any four components of emotional intelligence relevant to public services. Explain their role in administrative decision-making. (Answer in 150 words) 10 Marks

Ans) Emotional Intelligence (EI) is the ability to identify & understand emotions, use emotions as guide to actions while dealing with others.

**EI in administrative decision making**

(1) Emotional Self Awareness :- is To understand your emotional response to a situation.

(ii) Employing emotions to achieve goals of public service-

Ex :- Emotional Appeal by administrator in Communal charged situation can calm down crowd.

(2) Stress Management :- is Identifying stress markers & devising strategies to

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Cope with stress:-

(ii) It prevents hasty & inconsiderate decisions; instils Confidence & optimism in Civil Servants.

(iii) Stress management at workplace can increase organisational efficiency.

(3) Interpersonal Relationships: (i) Identifying emotional state of other person.

(ii) Compassionate listening and active recognition of their emotions.

(iii) Choose appropriate response (Case Ethics)

(4) General Mood & optimism: EI help instil happiness & optimism in crisis situation. It helps in quick Emotional Adjustment by EI flexibility.

EI abilities help civil servants to use emotions for them, instead of against them.

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3. (a) मूल्य मानवीय व्यवहार की विस्तृत दुनिया के मूल में निहित होते हैं तथा व्यक्ति के प्रत्येक निर्णय और कार्य में व्यक्त होते हैं। उपर्युक्त कथन को ध्यान में रखते हुए उदाहरणों की सहायता से समझाइए कि मूल्य किसी व्यक्ति के व्यवहार को कैसे प्रभावित करते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Values lie at the core of the diverse world of human behaviour and are expressed in every human decision and action. In keeping with the above statement, explain with the help of illustrations how values impact an individual's behaviour. (Answer in 150 words) 10 Marks

Ans) Values are the metrics to determine the worthiness of action by evaluating it against accepted standards. Ex :- Honesty & Truthfulness at all cost.

**Values impacting individual behaviour**

① Values help resolve dilemma for ethical course of action. Thus, it guides human conduct. Ex :- Human Dignity should not be violated through actions.

② Values also help determine socially acceptable behaviour. They help choose between right & wrong. Ex :- Asteya or Non-Stealing maintains social trust.

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(3) Values guide us how to complete any action. They constantly point us towards right intention & right means to act. (Ex) :- Nishkama Karma - work without attachment to result.

(4) Values help us evaluate other's action. They help shape our world view & form social associations. (Ex) :- Friendship with disciplined students & not notorious ones.

(5) Values provide able leadership Qualities. (Ex) : Gandhi (Non-Violence) & Mandela (Forgiveness)

Values are tool for our conscience. They form the basis parameter for every act & decision.

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3. (b) नैतिक संहिता, आचार संहिता और नियम–विनियम संहिता के बीच अंतर स्पष्ट कीजिए। क्या आपको लगता है कि संहिता और विनियमों की संख्या में वृद्धि लोक विश्वास और सत्यनिष्ठा में गिरावट का एक सर्वोत्तम प्रतिक्रिया है? क्यों/क्यों नहीं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Explain the difference between codes of ethics, codes of conduct and codes of rules and regulations. Do you think an increase in the number of codes and regulations is an efficient response to the decline of public trust and integrity issues? Why/why not? (Answer in 150 words) 10 Marks

Ans3b) Codes help to provide guidance for conduct of civil servant. Various types of codes are:

(1) Code of Ethics: Sufficiently general & based on ethical principles departmental values & moral prescriptions. Voluntarily observed & not legally enforced.

(2) Code of Conduct: Detailed document of prescriptions & prohibitions. Specific in nature & legally enforceable.

(3) Code on Rules & Regulations: Concerned with specific aspects of service like policies, schemes, organizational codes etc. Can have legal backing (policies)

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or recommendatory (Ex: Dressing rules on public functions)

Increase in Rules & regulations are not an efficient way to deal with declining public trusts & integrity issues.

- Integrity is character attribute & cannot be externally imposed.
- Rules & Regulations cannot be exhaustive. It demands voluntary commitment.
- Sustainable solutions demands actions on part of civil servants.
- Public trust can be built by effectiveness & efficiency in operation; quality of service delivery & transparent mechanisms.

Former President Kalam rightly said, "Integrity & Moral Commitment comes from within not without".

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4. निम्नलिखित उद्धरणों के अर्थ स्पष्ट कीजिए।

Explain the meaning of the following quotations and discuss their contemporary relevance.

(a) प्रसन्नता का मूल धर्म (धार्मिकता) है, धर्म का मूल अर्थ (अर्थव्यवस्था) है, अर्थ का मूल सुशासन है।" (150 शब्दों में उत्तर दीजिए) 10 अंक

The root of happiness is Dharma (righteousness), the root of Dharma is Artha (economy), the root of Artha is right governance." (Answer in 150 words) 10 Marks

Ans 4) Happiness is the ultimate ends of human life (Epicureanism) & the same can be achieved through ethical conduct.

**Analysis of the given quote**

(1) Root of happiness is Dharma : Dharma is a set of prescriptions (Vidhi) & prohibitions (Nishedh). By following rightful conduct one can minimise pain & maximise personal well-being.

(2) Righteous conduct demands ~~et~~ ethical economic actions : (i) Appropriate patterns of consumption (Santosha/Contentment)

(ii) Rightfull ways to earn

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(iii) Sharing of resources for social well-being.

(3) Governance is about service delivery. Rightfully & efficient use of resources (Arthaa) can ensure maximum happiness for maximum people. Additionally, rightful decisions for the soul of governance decisions. (Ex): Social Sector Spending

Contemporary Relevance

(1) Rising socio-economic inequalities & Demand for redistribution of Arthaa through righteousness in governance.

(2) Check the increasing political & corporate corruption.

(3) Sustainable & inclusive growth by Dharma based governance.

Governance should be modelled on Principles of Dharma & Arthaa.

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4. (b) "सबसे महत्त्वपूर्ण मानवीय उद्यम है–अपने कृत्यों में नैतिकता के लिए प्रयासरत रहना। हमारा आंतरिक संतुलन और यहाँ तक कि हमारा अस्तित्व भी इसी पर निर्भर करता है। हमारे कृत्यों में नैतिकता ही जीवन को सौंदर्य और गरिमा प्रदान कर सकती है।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"The most important human endeavour is the striving for morality in our actions. Our inner balance and even our existence depend on it. Only morality in our actions can give beauty and dignity to life." (Answer in 150 words) 10 Marks

Ans 4) Conscience is the moral compass which evaluate all our actions & generate ~~interest~~ internal guilt or contentment.

**Importance of Morality in our action**

(1) Maximising mental peace due to absence of guilt. Ex: Not engaging in Criminal activities to earn money.

(2) Morality leads to social welfare which is the basis of personal well-being. Ex: Not constructing buildings at significant environmental costs.

(3) Moral actions preserve dignity of others which in turn preserves our

Candidates must not write on this margin

own dignity (Page V).

(Ex) : Not ~~lies~~ using humans as means.

(4) Morality will generate positive emotions like happiness, optimism & contentment.

(Ex) : Abstaining from greedy actions & leading minimalist life.

(5) Contentment of moral actions will develop gratitude. Gratitude is realising that own life is worthwhile & accepting positive contributions of society to own life.

(6) Moral individual will quickly resolve crisis of conscience. (Ex) : Not engaging in public corruption for private gain.

"A satisfied conscience acts as key to well-lived life."

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4. (c) "विनम्रता सभी सद्गुणों में से सबसे कठिन मूल्य है; 'स्वयं के बारे में अच्छा सोचने की इच्छा को मारना' से अधिक कठिन कुछ भी नहीं है।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"Humility is the most difficult of all virtues to achieve; nothing dies harder than the desire to think well of oneself." (Answer in 150 words) 10 Marks

Ans) Humility is the ability to accept own shortcomings, invite suggestions & positive recognition of ~~Commitment~~ scope to improve.

**Humility as most difficult virtue**

(1) Humility demands ethical competency. It is about self reflection of one's capabilities & acceptance of limitations.

Ex:- External Affairs Minister S Jaishankar admitted than China is much more economically & militarily powerful. Acceptance acts as first step to improvement.

(2) Humility is ability to listen to

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suggestion of all stakeholders - like staff, general public, seniors etc. It helps gain diverse viewpoints which help enrich decision making.

(3) Humility involves acceptances of mistakes & wrong actions. Not all actions can be justified through abuse of power.

(Ex): Lal Bahadur Shastri accepted his mistakes post dreadful railway accidents.

(4) Humility does not endanger official reputation, rather it enhances ~~post~~ officeholders credibility. (Ex): Hon'ble PM touching feet of 80 year old Padma Award Recipient.

Humility enriches character & leads to better decisions & actions.

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5. (a) लोक प्रशासन के भीतर और लोक नीति तैयार करते समय नैतिक चिंताओं को प्राथमिकता देने से प्रशिक्षण और अन्य खर्चों के रूप में मौद्रिक लागत आती है। क्या आपको लगता है कि सरकार द्वारा नैतिक मानकों को सक्रिय रूप से अपनाने की वित्तीय लागत उचित है? विवेचना कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Prioritising ethical concerns within public administration and policy has monetary costs in terms of training and other expenses. Do you think the financial cost of actively pursuing ethical standards by the government is justified? Discuss. (Answer in 150 words) 10 Marks

Ans 5) Mission Karmyogi of Indian Government aims at ethical competency along with administrative efficiency reflecting that it is justified to pursue ethical standards even at financial costs.

The benefits of same are:

(1) An ethical administration will be incorruptible & morally upright. This will solve the issue of bureaucratic corruption. Return on such ethical investment is high.

(2) Effectiveness, Efficiency & Innovativeness of administration while utilising

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public funds will decrease wasteful expenditure. It will ensure best use of public resources.

(3) An ethically designed policy will be inclusive & empower people. Such Human Resource Development will yield significant dividend.

(4) Ensure better quality of service delivery by maintaining procedural correctness & maintaing impartiality. This will ensure better targetting & output of policy.

(5) All citizens will have increased trust in governance & policies. This can be leveraged for faster development.

The returns of such ethical capacity buildings are enormous & will justify the costs and delay at initial stages.

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5. (b) प्रशासनिक, विधिक और पेशेवर जवाबदेही के बीच अंतर स्पष्ट कीजिए। अनेक संस्थागत जवाबदेही तंत्र होने के बावजूद सरकार व्यवस्थित भ्रष्टाचार पर अंकुश लगाने में विफल रही है। आपके अनुसार जवाबदेही तंत्र के खराब निष्पादन के क्या कारण हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Distinguish between administrative, legal and professional accountability. Despite multiple institutional accountability mechanisms, the government has failed to make a dent in systemic corruption. What do you think are the reasons for the poor performance of accountability mechanisms? (Answer in 150 words) 10 Marks

Ans) "Accountability is the sum of Answerability, Enforceability & Responsibility".

(1) Administrative Accountability :- (i) Accountability towards department (Superior)

(ii) Accountability towards public.

Ex :- Best use of public funds by Civil Servant

(2) Legal Accountability :- is legal responsibility for consequences of an actions.

Ex :- Police are legally responsible for custodial deaths.

(ii) Sanctions are decided by judiciary.

(3) Professional Accountability :- (i) Probity in action which is personal integrity along with procedural uprightness.

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(iii) Answerability towards Choosen Course of action. (Ex): Surgeon has professional accountability for patients life.

**Reason for poor performance of accountability mechanisms**

(1) Poor Record of Voluntary accountability.

(2) Hard Accountability like official enquiries have delays, lack of evidence etc.

(3) Power dynamics & misuse of official positions.

(4) Low awareness among citizens about their rights.

(5) Collusion of vigilance officers & higher bureaucracy.

Accountability must come from within as morally professional & ethical duty.

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6. (a) अर्थशास्त्री पारदर्शिता को खुले बाज़ारों के लिए एक शर्त के रूप में देखते हैं, जबकि राजनीतिक वैज्ञानिक इसे प्रशासन में लोक भागीदारी बढ़ाने हेतु एक शर्त के रूप में देखते हैं। लोक प्रशासनिक नैतिकता में पारदर्शिता का क्या अभिप्राय है? क्या यह केवल सूचना का प्रवाह है या उससे भी अधिक? स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Economists view transparency as a condition for open markets, and political scientists view it as a condition for public participation. What does transparency imply in public administration ethics? Is it only a flow of information or more than that? Explain.

(Answer in 150 words) 10 Marks

Ans) Transparency in public administration is not restricted to mere provision of information but a mechanism to build public trust.

**Transparency in Public Administration**

(1) Complete ~~provision~~ information which is accessible to public.

Ex:- Dashboard, RTIs etc.

(2) Transparency is refrain from abuse of official powers for self interest

Ex:- Avoiding Corruption in public office.

(3) Transparency is about voluntary disclosure of all facts & information

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Considered before arriving at a decision.

(Ex) :- Minutes of official meetings.

(4) Transparency is about people's participation - right from design of policy to delivery of services.

(5) Minimizing gap between public & state officials. (Ex) :- Confidence Building Measures through community participation.

(6) Transparency reflects following up on consequences of policy - Any negative fallouts must be admitted & rectified.

Transparency is not a voluntary choice but a right of citizens in democratic setup.

Candidates must not write on this margin

6. (b) अनुनयन अनेक सकारात्मक और समाजानुकूल कार्य निष्पादित करता है। हालाँकि लोग प्रायः अनुनयन को छलयोजना से जोड़ते हैं और इसे अनैतिक मानते हैं। एक अनुनयकर्ता को किन नैतिक मूल्यों का सम्मान करना चाहिए ताकि अनुनयन की नैतिकता सुनिश्चित हो सके? स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Persuasion performs a number of positive, prosocial functions. However, people often equate persuasion with manipulation and consider it unethical. What are the ethical values a persuader must respect to ensure the ethicality of the act of persuasion? Explain.

(Answer in 150 words) 10 Marks

Ans 6) Persuasion is an act aimed at attitude change in a person through means of speech, words, actions, campaigns etc. Eg:- Beti Bachao Beti Padhao

**Ethical Values related to persuasion**

(1) Respect the voluntary adherance of the audience. There must not be an element of coercion or force.

(2) Persuasion for right cause & to improve overall social well-being.

(3) Persuasion with right intent. Personal interest should not

Candidates must not write on this margin

impact persuasion campaign.

(4) Honesty & Truthfulness while outlining objectives of an action. Mentioning costs involved is also necessary.

(5) Using right means & right resources.

(Ex): Refrain from illegal funding of campaign.

(6) Element of Altruism & Service mentality.

An ethically pursued campaign can work ~~wonders~~ wonders & effectively ensure mindset change. Swachh Bharat Mission & Pulse Polio Ravivar are shining examples of same.

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## खण्ड–B / Section–B

7. आप एक ऐसी कंपनी के उपाध्यक्ष (परिचालन) हैं जो सरकारी अंतरिक्ष एजेंसियों के लिए स्पेस प्रोब और उपग्रह उपकरण बनाकर आपूर्ति करती है। कंपनी चार दशकों से अधिक समय से व्यवसाय में है और इसने उच्च गुणवत्ता वाले उत्पादों के उत्पादन और वितरण में काफी विशेषज्ञता हासिल की है। कंपनी का कारोबार अच्छा चल रहा है।

परिचालन उपाध्यक्ष के रूप में परियोजनाओं और प्रदेय को समय पर पूरा करना आपकी ज़िम्मेदारी है। एक विशिष्ट कच्चे माल की अनुपलब्धता के कारण एक महत्त्वपूर्ण प्रदेय समय से पीछे चल रहा है। विचाराधीन सामग्री पर्यावरण के लिए खतरनाक रसायन है जिसे पर्यावरण मंत्रालय ने प्रतिबंधित कर दिया है। लेकिन अंतरिक्ष उद्योग के लिए रासायनिक यौगिक के महत्त्व को देखते हुए पर्यावरण मंत्रालय आगामी तीन सप्ताह में इसके नियंत्रित उपयोग की अनुमति देने की योजना बना रहा है। आपके और कंपनी प्रबंधन के पास तीन सप्ताह तक प्रतीक्षा करने का समय नहीं है।

इसके अलावा प्रदेय को समय पर पूरा करने के लिए अंतरिक्ष विभाग की ओर से अत्यधिक दबाव है, क्योंकि परियोजना राजनीतिक दृष्टि से बहुत महत्त्वपूर्ण है। आंतरिक चर्चाओं के बाद आपने अंतरिक्ष विभाग के अधिकारियों से मुलाकात कर स्थिति को समझाया और समय सीमा बढ़ाने का अनुरोध किया। जब बैठक हुई तो विभाग के अधिकारियों के रवैये से आप हैरान रह गये। उन्होंने किसी भी देरी को स्वीकार करने से इनकार कर दिया और पर्यावरण मंत्रालय के निषेध को दरकिनार करते हुए रसायन की खरीद और उपयोग का सुझाव दिया। उन्होंने इसे उचित ठहराते हुए कहा कि मंत्रालय कुछ हफ्तों में नियंत्रित उपयोग की अनुमति देगा ही, तो इंतज़ार क्यों किया जाए? इसके अलावा उन्होंने बताया कि पर्यावरण मंत्रालय अंतरिक्ष प्राथमिकताओं और उनकी जटिलताओं को नहीं समझता है। उनका यह भी कहना था कि राष्ट्रीय हित के नाम पर सब कुछ जायज़ है।

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

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प के गुण–दोष का विवेचन कीजिए और आपके द्वारा चयनित विकल्प को पुष्ट कीजिए।

(d) राष्ट्रहित से आप क्या समझते हैं? क्या आपको लगता है कि किसी राष्ट्र के लिए सामाजिक न्याय और सामाजिक विकास की प्राथमिकताओं से ऊपर सुरक्षा और अर्थव्यवस्था को प्राथमिकता देना नैतिक रूप से उचित है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are the VP (Operations) of a company that manufactures and supplies space probes and satellite equipment to Government space agencies. The company has been in the business for over four decades and has built considerable expertise in producing and delivering high-quality products. The business was good.

As VP of Operations, it was your responsibility to ensure the completion of projects and deliverables on time. A critical deliverable was running behind schedule due to the non-availability of a specific raw material. The material in question was an environmentally hazardous chemical that the Environmental Ministry banned. But considering the importance of the chemical compound for the space industry, the Environment Ministry was planning to allow controlled use in about three weeks. You and the company management didn't have three week waiting time.

Further, there was severe pressure from the Department of Space to complete the deliverable on time as a lot was riding politically on the project. After internal discussions, you met the Space Department officials to explain the predicament and request a deadline extension. When the meeting happened, you were shocked by the attitude of the Department officials. They refused to accept any delay and suggested circumventing the environmental ministry's prohibition and procuring and using the chemical. They justified it by saying the ministry would allow controlled use in a few weeks. So, why wait? Besides, they noted that the environment ministry doesn't understand space priorities and their intricacies. They pointed out that everything is justified in the name of national interest. (250 words, 20 marks)

1. What are the issues involved in the above case?
2. What are the options available to you?
3. Discuss the merits and demerits of each option and select your chosen course of action.
4. What do you understand by National Interest? Do you think it is ethically justified for a nation to prioritise security and economics over and above social justice and social development priorities?

(Answer in 250 words) 20 Marks

Candidates must not write on this margin

## Ethically Hazardous Chemical

Ans 1) The issues involved in the above case are rooted in timely completion of project against legal hurdles's

(1) Reputation of company at stake with excellent track record (High Stakes)

(2) Use of hazardous chemical - Can create environmental problems.

(3) Rigid attitude of Dept of Space officials Contradiction in demand of two government departments.

(4) Push for engaging in illegal action - issue of political corruption.

(5) Choosing unethical means to justify ends.

(6) Personal ethics in contradiction with national interest.

Candidates must not write on this margin

Ans) Options available in this situation are:

(a) Following my duty as VP and procuring the hazardous chemical for timely completion of project.

(b) Denying to engage in unethical & illegal action. ~~Appraise~~ the environment ministry of emergency requirement, but refusing to procure hazardous chemical.

(c) Withdrawal from the project either by resignation or recusal. By abandoning personal responsibility, to ensure own conscience is not harmed.

Candidates must not write on this margin

Ans 3) (1) Following the duty bound option will ensure timely completion of project. It will benefit company, space department & national requirements but will come at great cost of indulging in illegal act (integrity violation), environmental degradation & personal guilt.

(2) Abandoning the responsibility will ensure clear conscience, but the same task can be fulfilled through other person by space department. It will result only in personal benefit but national loss.

(3) I will go with second option & deny illegal procurement. Ends cannot justify means; only right course of action can present right results. Upholding integrity in crisis situation is ethical responsibility of person with power.

Candidates must not write on this margin

Ans 4) National interest is not a ~~toto~~ narrow perception of material success. It is a broad concept : (a) upholding law of the land.

(b) Acting in manner which ensure social justice; refraining from corruption.

(c) Integrity in observance of duties

⇒ In my personal opinion social justice & social development should be topmost priority. Accentuating ~~its~~ growth & blind chase of profits will result in socio-economic inequalities.

Ensuring human dignity, quality of life & equity in development should be the goal of all governance activities.

"Development should be qualitative not merely quantitative".

Candidates must not write on this margin

8. आप देश के सबसे बड़े निजी बैंकों में से एक में निवेश बैंकर के रूप में काम कर रहे हैं। आप स्वतंत्र रूप से 15 जूनियर बैंकरों की एक टीम को लीड कर रहे हैं और सीधे निवेश बैंकिंग प्रभाग के प्रमुख को रिपोर्ट करते हैं। आपने नौकरी में रहते हुए कुल परिसंपत्ति और आय में उच्च निवल मूल्य वाले व्यक्तियों के साथ भी नेटवर्क बनाया। नेटवर्किंग का उद्देश्य उन्हें इस बात के लिए राजी करना था कि उनकी आय और परिसंपत्ति का प्रबंधन आपके बैंक द्वारा किया जाए। इन वर्षों में आप बैंक के लिए बहुत सारे ग्राहक ले आये और आपने कुछ बड़े ग्राहकों की परिसंपत्तियों और खातों का प्रबंधन किया।

आपने एक बहुत बड़े व्यावसायिक ग्राहक के खाते का प्रबंधन किया, जिसे अपनी कंपनी के विदेशी खातों से अक्सर धन प्राप्त होता है। पिछले छह महीनों में, आपने देखा कि उसके खाते में काफी संख्या में विदेशी मुद्रा लेनदेन हुए हैं। और यह पैसा आगे चलकर देश के भीतर छोटे–छोटे स्थानों पर ले जाया गया। जब आपने धन की आवाजाही पर नज़र रखी, तो आपने देखा कि धन उन क्षेत्रों में स्थानांतरित किया गया था, जहाँ ग्राहक का कोई व्यावसायिक लेनदेन नहीं था। सरकारी नियमों के अनुसार बैंक को विदेशी मुद्रा निधि के बड़े प्रवाह और ग्राहक विवरण पर रिपोर्ट करने की आवश्यकता होती है। आपने यह विवरण अपने प्रमुख को भेज दिया, जिन्होंने इसे संबंधित अधिकारियों को भेज दिया।

जब लेन–देन लगातार ज़ारी रहा तो आपको संदेह हुआ। जाँच करने पर आपको पता चला कि ग्राहक का राष्ट्र–विरोधी गतिविधियों को वित्त पोषित करने हेतु प्रतिबंधित संगठनों के साथ लेनदेन था। आपने वही जानकारी अपने प्रमुख के साथ साझा की और उनसे अधिकारियों को रिपोर्ट करने का अनुरोध किया। उन्होंने कहा कि वह इस पर गौर करेंगे, परंतु उन्होंने ऐसा नहीं किया। कुछ हफ़्तों के बाद आपने मामला फिर से उठाया और इस बार उन्होंने आपसे रूखेपन से कहा कि नियम यह निर्धारित करते हैं कि खाते की जानकारी प्रदान की जानी चाहिए जो बैंक ने कर दिया है। इसकी जाँच करना और कार्रवाई करना अधिकारियों पर निर्भर है। इसमें बैंक की कोई गलती नहीं है, क्योंकि वह कानून का पालन कर रहा है। इसके अलावा, प्रमुख ने आपको बताया कि ग्राहक से बैंक को अच्छा व्यवसाय मिल रहा है। आप चिंतित थे कि आगे क्या करना है, क्योंकि आप जानते थे कि यह ग्राहक बैंक के व्यवसाय अच्छा है, लेकिन वह वास्तव में अच्छा नहीं है।

(a) इस मामले से जुड़े नैतिक मुद्दे कौन–कौन से हैं?

(b) आपके पास कौन–से विकल्प उपलब्ध हैं?

(c) सभी विकल्पों का विश्लेषण कीजिए और अपने द्वारा चुने हुए विकल्प को स्पष्ट कीजिए।

(d) क्या आपको लगता है कि उपरोक्त मामले में ग्राहक की गोपनीयता और विश्वास के उल्लंघन को उचित ठहराया जा सकता है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You work as an investment banker with one of the country's biggest private banks. You independently handled a team of 15 junior bankers and reported directly to the Head Investment Banking Division. You also networked with individuals with a high net worth in assets and income as part of your job. The purpose of networking was to persuade them to have their income and assets managed by your bank. Over the years, you had brought in a lot of clients for the bank, and you managed assets and accounts for a few big clients.

You managed a client with a very sizeable business account, and he frequently received remittances from offshore accounts of his company. In the last six months, you could notice a considerable number of forex transactions had happened in his account. And the money was further moved around to smaller locations within the country. When you tracked the money movement, you noticed that funds were transferred to areas where the client had no business dealings. Government regulations required the bank to report a large inflow of forex funds and client details. You forwarded the details to your Head, who forwarded it to the relevant authorities.

When the transactions continued unabated, you got suspicious. On scrutiny, you discovered that the client had dealings with organisations banned by the government for funding anti-national activities. You shared the same information with your Head and requested him to report to the authorities. He said he would look into it. But he didn't. After a few weeks, you raised the matter again, and this time, he curtly told you that the regulations stipulate that account information had to be furnished, which the bank did. It was up to the authorities to scrutinise and take action. The bank was not at fault as it was complying with the law. Further, the Head told you the client was good business for the bank. You were concerned about what to do next as you knew the client was good business, but he was up to no good.

Candidates must not write on this margin

1. What are the issues involved in the case?
2. What are the options available to you?
3. Select your course of action after analysing all the options
4. Do you think breaching client confidentiality and trust can be justified in the above case?

(Answer in 250 words) 20 Marks

## DANGEROUS CLIENT

Ans) Ethical issues involved in this case are:

(1) Foreign funding & threat to national security. Financial support are backbone of anti-national activities.

(2) Integrity issue as the boss refused to take active stance in the issue.

(3) Personal Profit against public interest. Though it results in good business, but is a threat to national security.

(4) Minimal Compliance → Moral Myopia by Bank. If Non-Responsive authorities further strengthen this myopic view.

(5) Confidentiality against legal requirements.

Candidates must not write on this margin

Ans 2) The options available in the following situation are:

(a) Prioritising personal & professional interests. Since duty to report has been done, there is no further responsibility. Additionally, good business to bank will result in personal incentives.

(b) Reporting to higher authorities & appraising them of threat to national security.

(c) Continuing with other clients while dissociating with the illegal activities. Leaving further actions to authorities & continuing business as usual.

Ans 3) "Every choice comes with a cost; it is a matter of priority". Issues & merits with all options are:

Candidates must not write on this margin

(a) Since case has already been reported, responsibility as bankers stands fulfilled. It is morally justified to act in professional interest by fulfilling legal requirements. However, going with first action will result in integrity violation, compromise national security & threaten public welfare.

(b) Going by third option, will ensure my own interests without any personal guilt. However continued illegal transactions will pose threat to national security.

(c) I will prefer reporting to higher authorities even if it comes at significant personal cost. Duty towards nation triumph hedonistic tendencies. Any harm to national security is harm to oneself also.

Candidates must not write on this margin

Ans4) Confidentiality & trust are backbone of all business activities. However, in this case the breach is justified because:

(a) Threat to national security is topmost issue. No business can sustainably operate if national security is in danger.

(b) Fiduciary responsibilities demand ethical action from both parties. One has no moral responsibility to mask other's unethical actions.

(c) Integrity is about responsibility to larger society & not merely to client. A banker is morally accountable to report such transactions.

Hawala & Money laundering are nations' biggest threat, thus necessitating ethical action against same.

Candidates must not write on this margin

9. रश्मी एक गैर–सरकारी संगठन के साथ काम करती है जो पूरे राज्य में गैर–आवासीय कौशल विकास केंद्र संचालित करता है। संगठन मुख्य रूप से नशाखोरी से निकाल कर बचाए गए लोगों को प्रशिक्षित करने का कार्य करता है जो समाज के कमजोर वर्गों से आते हैं। इसका उद्देश्य रोजगार के अवसर ढूँढकर उनका कौशल बढ़ाना, उनका पुनर्वास करना और अंततः उन्हें समुदाय में फिर से शामिल करना है।

रश्मी की ज़िम्मेदारियों में पीड़ितों को परामर्श देना और उन्हें नए जीवन के लिए मानसिक और भावनात्मक रूप से तैयार करना शामिल है। इस काम में नशे की लत वाले लोगों के साथ व्यक्तिगत बातचीत करना शामिल है। कभी–कभी उसे इस स्तर की व्यक्तिगत जानकारी प्राप्त हो जाती है जो दूसरों के पास नहीं होती है।

पिछले महीने अधिकारियों द्वारा एक 23 वर्षीय विधवा को केंद्र पर लाया गया। रश्मी ने उससे बातचीत की तो पता चला कि उस विधवा को नशीली दवाओं का लत उसके पति द्वारा लगाया गया था, जो नशे का आदी था और आपराधिक इतिहास वाला था। कुछ पैसों के विवाद के कारण ड्रग डीलरों ने उसकी हत्या कर दी थी।

विधवा ने रश्मी के सामने स्वीकार किया कि अपने पति की मृत्यु के बाद उसने अपना और अपने 4 साल के बच्चे का भरण–पोषण करने के लिए ड्रग्स बेचना शुरू कर दिया था। यह एक ऐसी बात थी जिसके बारे में पुलिस को जानकारी नहीं थी। इसके अलावा उसने खुलासा किया कि उसे और उसके बच्चे की जान को उन ड्रग डीलरों से ख़तरा है, जिनका उसके पति पर पैसा बकाया है।

पिछले महीने में रश्मी को एहसास हुआ कि विधवा सीखने में लगनशील थी और एक नई शुरुआत करने के लिए प्रतिबद्ध थी। एक दिन रश्मी ने देखा कि वह लगभग एक सप्ताह से अनुपस्थित है। इधर–उधर पूछने के बाद रश्मी को पता चला कि उसे ड्रग्स बेचने के आरोप में गिरफ्तार कर लिया गया है। रश्मी उससे मिलने गई, विधवा रश्मी को देखकर भावुक हो गई और घटनाक्रम के बारे में बताया। विधवा ने कहा कि उसे उन डीलरों द्वारा ड्रग्स बेचने के लिए मज़बूर किया गया, जिनका उसके पति पर पैसा बकाया था और जब उसने पुलिस अधिकारियों को यह बताने की कोशिश की, तो उन्होंने उस पर विश्वास करने से इनकार कर दिया तथा उसे एक आरोपी के रूप में माना। उसे मदद की ज़रूरत है। उसकी दुर्दशा से आहत होकर रश्मी कुछ वरिष्ठ एनजीओ कार्यकर्ताओं के साथ विधवा के मामले की पैरवी करने के लिए वरिष्ठ प्रभारी अधिकारी से मिलने गई। रश्मी ने उन्हें समझाने की कोशिश की कि विधवा स्वयं एक पीड़िता है, आरोपी नहीं।

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

(b) यदि आप प्रभारी अधिकारी होते तो आप मामले को कैसे आगे बढ़ाते?

(c) प्रासंगिक विकल्पों का पता लगाएँ और सलाह दें कि रश्मी को क्या कदम उठाना चाहिए।

(d) आप विधवा को कैसे देखेंगे– उसके पति के अपराध की शिकार या आरोपी के रूप में? औचित्य सिद्ध कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

Rashmi worked with an NGO that operated non-residential State wide skill development centres. The organisation's work primarily involved upskilling rescued drug addicts who belong to vulnerable sections of society. The objective was to upskill and rehabilitate them by finding employment opportunities and finally reintegrating them within the community.

Rashmi's responsibilities included counselling the victims and preparing them mentally and emotionally for a new life. The job involved a lot of one-on-one interaction with the addicts, and sometimes she was privy to personal information that others didn't have.

Last month the authorities brought a 23-year-old widow to the centre. As Rashmi interacted with her, she discovered that the widow was introduced to drugs by her husband, who was an addict and had a history of crime. He apparently was killed by drug dealers because of some monetary dispute.

The widow confessed to Rashmi that after the death of her husband, she had started selling drugs to support herself and her 4-year-old. This was a detail the police were unaware of. Further, she revealed that she and her child's life were in danger from the drug dealers her husband owed money to.

In the last month, Rashmi noticed she was diligent in learning and committed to making a fresh start. One day Rashmi saw that she had been absent for almost a week. After asking around, Rashmi discovered that she had been arrested for peddling drugs. Rashmi went to meet her, and the widow became emotional seeing Rashmi and narrated the sequence of events. The widow said she was forced to sell drugs by the dealers to whom her husband owed money, and when she tried telling this to the police authorities, they

Candidates must not write on this margin

refused to believe her and treated her as an accused. She needed help. Rashmi, moved by her plight, went with some of the Senior NGO workers to meet the Senior Officer in Charge to plead the widow's case. Rashmi tried to persuade them that the widow was a victim, not the accused.

1. What are the issues and ethical dilemmas involved in the above case?
2. How would you proceed with the case if you were the officer in charge?
3. Explore relevant options and advise what course of action Rashmi should take.
4. How would you see the widow as a victim of her husband's crime or an accused? Justify.

DRUG MENACE (Answer in 250 words) 20 Marks

Ans) Ethical issues involved in this case are:

(1) Violence - Death of husband & threat to life.

(2) Issue of drug issue - substance abuse is self harm & destroys society.

(3) Illegal Act of selling drugs.

(4) Violation of Human Dignity - Coercion to sell drugs.

(5) Quality of life of vulnerable people like widow & 4 year old child.

Ethical dilemmas in this case are :

(1) Illegal act of peddling drugs against involuntary coercion by mafia.

(2) Acting by rule book or compassionate understanding of situation

(3) Personal involvement in public crime

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Ans) This is a unique case with multiple ethical considerations & legal ramifications. My course of action would be:

(a) Shifting of widow from jail to correctional facilities under police protection.

(b) ~~Examine~~ whether an element of coercion was involved or not ie. carrying out unbiased investigation.

(c) Nabbing the drug dealer who appears to be actual perpetrator of crime.

(d) ~~Counter~~ Submitting detailed report to local judiciary with all facts. Special reference to vulnerable situation of widow with no intention to commit crime.

Candidates must not write on this margin

Ans 3) Options available to Rashmi are:

(a) Since it's a matter of public crime, let the ~~law~~ law take it's action. Creating impediments in operations of police can result in personal losses too.

(b) Considering the unique situation of widow, pursue her case that she was victim of her circumstances. She did not have any autonomy. Since the widow confided in Rashmi, it is her moral responsibility to fight for her cause.

Course of action for Rashmi: Fight for acquittal of widow; ~~put~~ help her to complete rehabilitation & secure an alternate source of employment.

As a social worker, it is duty of Rashmi to prioritise interests of vulnerable sections over self-interest.

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Ans 4) In my personal opinion, widow is a victim of her husband's crime because

(a) She was treated as means by her husband. Her dignity was violated by compromising on her autonomy to make choices.

(b) She did not have wilful intent to sell drugs. Due to past debts, she was coerced by drug mafia.

(c) Compassionate understanding of her situation will help Rashmi & DGP to act in considerate manner. She requires protection of law & not punishment.

(d) Blind application of law will punish the victim while the accused still roam free (drug dealers).

"Human Dignity is priceless & must be protected at all costs" (Pope II).

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10. आप दस वर्षों से एक राज्य विश्वविद्यालय में सहायक पुस्तकालयाध्यक्ष के पद पर कार्यरत हैं। पिछले दस वर्षों में आपने सभी शैक्षणिक और अनुसंधान क्षेत्रों में विश्वविद्यालय का विकास देखा है। जैसे–जैसे विश्वविद्यालय का विस्तार हुआ, इसने नए विभाग और अनुसंधान प्रयोगशालाएँ शुरू कीं, नए पाठ्यक्रम शुरू किए और नए कर्मचारियों को नियुक्त किया। नए शैक्षणिक पाठ्यक्रमों के आने के साथ, पुस्तकालय में पुस्तकों, पत्रिकाओं और ऑनलाइन शोध सुविधाओं के मामले में भी वृद्धि हुई है। पुस्तकालय को एक नई टीम की आवश्यकता है, और इसके लिए संविदा कर्मचारियों को लेकर आया गया। ऐसी ही एक अनुबंधित पुस्तकालय काउंटर कर्मचारी पल्लवी है, जो चार साल से पुस्तकालय में है। वह एक मेहनती कर्मचारी है, रिकॉर्ड रखने में सावधानी बरतने वाली और सार्वजनिक व्यवहार में विनम्र है, लेकिन किसी तरह पुस्तकालयाध्यक्ष श्री ठाकुर को उससे व्यक्तिगत नापसंदगी हो गई थी। वह सार्वजनिक रूप से छात्रों की उपस्थिति में भी पल्लवी का अपमान करने का कोई अवसर नहीं चूकता है। पल्लवी ने कभी भी इस उत्पीड़न के बारे में शिकायत नहीं की, क्योंकि एक विधवा एवं एकल माँ होने के कारण उसे नौकरी की ज़रूरत थी, और वह श्री ठाकुर को उसे नौकरी से निकालने का कोई कारण नहीं देना चाहती थी। एक दिन मामला कुछ हद तक बिगड़ गया जब श्री ठाकुर ने पूरे स्टाफ के सामने पल्लवी को अपशब्द कहे। आप इसे बर्दाश्त नहीं कर सके। आप हस्तक्षेप करना चाहते थे, लेकिन आपने ऐसा नहीं किया। अगले दिन जब आप अपनी अपराधबोध से ग्रसित और परेशान अंतरात्मा के साथ पुस्तकालय पहुँचे तो आपने पल्लवी से बात की और उसकी मदद करने का फैसला किया।

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

(b) पल्लवी के पास कौन–कौन से विकल्प हैं? उन्हें श्री ठाकुर के साथ मुद्दों का समाधान कैसे करना चाहिए?

(c) आपके अनुसार श्री ठाकुर के साथ समस्या क्या है, यह भावनात्मक बुद्धिमत्ता की कमी है या कुछ और?

(d) आपके अनुसार आप पल्लवी की मदद कैसे कर पाएँगे? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are working as an Assistant Librarian in a State University for ten years. In the last ten years, you had witnessed the growth of the university in all academic and research areas. As the university expanded, it commissioned new departments and research labs, launched new courses and hired new staff. With new academic courses coming in, the library also grew in terms of books, periodicals and online research facilities. The library needed a new team, and it brought in contractual staff. One such contractual library counter staff was Pallavi, who was with the library for four years. She was a diligent staff, meticulous in record-keeping and courteous in public dealings. But somehow the Librarian Mr Thakur had taken a personal dislike to her. He never lost an occasion to insult Pallavi even in the presence of students publicly. Pallavi never complained about this harassment as being a widowed single mother she needed the job, and she didn't want to give any reason to Mr Thakur to dismiss her. One day things went a little out of line with Mr Thakur verbally abusing Pallavi in front of the entire staff. You couldn't bear it, and you wanted to intervene, but you didn't. But the next day when reached the library with your guilty and troubled conscience, you talk to Pallavi and decide to help her.

1. What are the issues involved in the above case?
2. What are the options Pallavi has? How should she navigate the issues with Mr Thakur?
3. What do you think is the problem with Mr Thakur, is it a lack of emotional intelligence or something else?
4. How do you think you will be able to help Pallavi? (Answer in 250 words) 20 Marks

LIBRARY DILEMMA

Ans) The ethical issues in this case are rooted in following call of Conscience to help Pallavi :-

(1) Verbal violence which treats

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Pallavi as lesser individual than Mr. Thakur.

(2) Silence on injustice which equates to Complicitness & is source of guilt.

(3) Unique situation of Pallavi as her dignity is violated but she cannot quit jobs.

(4) Compassion against personal interests as ~~your~~ own job might also get affected.

(5) Gendered violence & Helplessness

(6) Exploitation of Contracted workers.

Ans) Options available with Pallavi are:

a) Remain quiet as job is important at the cost of humiliation & loss of self-respect.

b) Voice out against unjust actions of Mr. Thakur. Involving other staff

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members to raise this issue.

(c) Go and talk directly to Mr. Thakur. Confronting the problem head on is a doubly edged sword - it can result in Mr. Thakur realising his mistake or reactionary action might result in loss of job.

Fallavi should speak out against the unethical actions of Mr. Thakur. By appealing to conscience of other staff members, a united resistance against Mr. Thakur would be the appropriate course of action.

Ans3) Multiple issues can be directly pointed out in Mr. Thakur's behaviour :

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(a) Lack of emotional intelligence as he does not understand unique & distressful situation of Pallavi. Violating her dignity through verbal abuse (violence) is direct evidence of low EQ.

(b) Misuse of authority position. Exploiting Contracted workers who are vulnerable point to misplaced abuse of power.

(c) Stereotypical & prejudicial attitude towards other gender.

(d) Lack of virtues & character based on empathy & Compassion.

Ans) As an Assistant Librarian, my actions to help Pallavi can be:

(a) Directly talking to Mr. Thakur &

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making him realise his mistake.
Since there is no question of my own job security, direct confrontation would display moral courage.

(b) Draft an application against Mr. Thakur & submit to higher authorities. Additional support can be garnered by signatures of fellow staff.

(c) It is my moral responsibility to help Pallavi because
- Alleviate personal guilt.
- Improve situation for Pallavi.
- Action against injustice.

"To be a mute spectator to injustice, is akin to participate in it" (Gandhiji)

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11. एक प्रभावशाली राजनेता तथा तीसरी बार के सांसद अपने राज्य में बुनियादी ढाँचे के विकास कार्यों विशेष रूप से सड़कों और सिंचाई–नहरों के लिए जाने जाते हैं। उनके विकासात्मक कार्यों और उनकी साख को ध्यान में रखते हुए पार्टी ने उन्हें पार्टी का प्रदेश अध्यक्ष नियुक्त किया। चूँकि उनकी पार्टी राज्य में सत्तारूढ़ पार्टी भी है, इसलिए सांसद ने मुख्यमंत्री के साथ मिलकर काम करना शुरू कर दिया। पार्टी अध्यक्ष बनने के छह महीने बाद, सांसद को पता चला कि विकास निधि की एक बड़ी राशि पार्टी की प्रचार गतिविधियों में लगा दी गई। इसके अलावा कुछ बड़ी विकास परियोजनाएँ मुख्यमंत्री और उनके कुछ करीबी मंत्रियों के रिश्तेदारों को आवंटित की गईं। राज्य सरकार ने जिस प्रकार विकास निधि का प्रबंधन किया, उससे सांसद न तो प्रभावित थे और न ही खुश थे, क्योंकि पार्टी ने विकास और स्वच्छ प्रशासन का वादा करके पिछला चुनाव जीता था। राज्य के मंत्रालयों में बहुत अधिक वित्तीय भ्रष्टाचार था। कुछ मंत्रियों ने निजी उद्देश्यों के लिए राज्य मशीनरी का इस्तेमाल किया। वह जानते थे कि यदि पार्टी वैसे ही काम करती रही जैसे अभी कर रही है, तो अगले चुनावों में यह एक चुनावी आपदा साबित होगी। सांसद एक अंतरात्मा वाले राजनेता थे। उनकी दुविधा थी कि एक पार्टी अध्यक्ष के रूप में यह सुनिश्चित करना था कि उनकी पार्टी अगले चुनाव में जीत हासिल करें। ऐसा करने के लिए उन्हें राज्य प्रशासन को साफ–सुथरा करना था, जिसका मतलब था पार्टी के वरिष्ठ सदस्यों द्वारा समर्थित एक बेहद शक्तिशाली व्यक्ति (मुख्यमंत्री) के साथ टकराव। और महत्त्वपूर्ण बात यह है कि सांसद अपने राजनीतिक करियर को जोखिम में डालने को तैयार नहीं थे, जिसे उन्होंने वर्षों की कड़ी मेहनत के बाद बनाया था।

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

(b) उपरोक्त मामले में सांसद के पास कौन–कौन से विकल्प उपलब्ध हैं?

(c) सभी विकल्पों का मूल्यांकन कीजिए और सांसद को कार्रवाई का तरीका सुझाइए।

(d) राजनीतिक और नौकरशाही भ्रष्टाचार के बीच अंतर स्पष्ट कीजिए। क्या नौकरशाही राजनीतिक भ्रष्टाचार पर रोक लगाने में भूमिका निभा सकती है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

An influential politician, a third-time MP, was known in his State for his infrastructure development works, especially roads and irrigation canals. Acknowledging his developmental work and goodwill, the Party appointed him the State Party President. Since his Party is also the ruling Party in the State, the MP has started working closely with the Chief Minister. After six months of becoming the Party President, the MP learned that a sizable amount of development funds were diverted to party promotional activities. Further, a few mega-development projects were allocated to the relatives of the CM and a few of his close ministers. The MP was neither impressed nor happy with how the State government managed the development funds because the Party had won the last elections promising development and clean administration. There was a lot of financial corruption in the State ministries; some of the ministers used the State machinery for personal purposes. He knew if the Party continued to function the way it is now, it would be an electoral disaster in the next elections. The MP was a politician with a conscience. His dilemma was that, as a Party President, he had to ensure his Party won the next elections. To do that, he had to clean up the State administration, which meant locking horns with the CM, an extremely powerful figure well-supported by the Party's senior members. And importantly, the MP was unwilling to risk his political career, which he had built after years of hard work.

1. What do you think are the issues involved in the above case?
2. What options are available to the MP in the above case?
3. Evaluate the options and suggest a course of action to the MP.
4. Distinguish between political and bureaucratic corruption. Can bureaucracy play a role in checking political corruption?

(Answer in 250 words) 20 Marks

Politician With A CONSCIENCE

And Ethical issues involved in this Case are's

1. Corroption & misuse of public funds.

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(2) Partiality & conflict of interest → Party's interest against self interest; Public Duty against personal profit

(3) ~~Bf~~ Violation of public trust & fiduciary responsibility of politicians.

(4) Immediate gains at cost of long term interest.

(5) Guilt & Personal conflict of Conscience

Ans2) Options involved to MP in above case are's

(1) Following the call of Conscience, speak out against corruption by acting against Chief Minister. Official Complaint against CM & other functionaries can be filed.

(2) Continue with the current situation to protect party's image & personal

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Corcor: Not engaging in unnecessary activism at personal cost.

(c) Resigning from the post of Party President and continue focussing on own work. This will prevent any personal guilt while protecting political Carrer.

Ans 3) (1) By speaking out against the party's corruption; MP will uphold public trust & prevent more corruption. As a political figure, it is his responsibility to act in public interest in impartial & non-partisan manner. Though this may harm his political carrer but protect his inner conscience.

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(2) Continuing the status quo will protect his political career but result in trust deficit with public, violation of integrity misuse of fund & personal guilt. A person with conscience is unlikely to choose such path.

(3) By choosing third option, though personal interests - conscience & career are protected, but heavy loss will be borne by public.

⇒ Course of action for MP:

(1) Try internal negotiations within party as last effort to save party's image.

(2) If these are unsuccessful, then non-corrupt members can be united. Filing an official complaint can be followed by floating a new party with honest members.

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Ans 4)

| Political Corruption | Bureaucratic Corruption |
|---|---|
| (1) Done by elected representatives | (1) Done by civil servants & public functionaries |
| (2) Misuse of power by misappropriation of State funds, nepotism etc. | (2) Misuse of power through procedural lapses, bribes & kickbacks |
| (3) Larger in operation but easier to remove by change of government | (3) Structural corruption weakens system & difficult to remove |

Bureaucracy can effectively check political corruption by: (1) Responsible Disobedience by not complying with corrupt orders

(2) Maintaining probity & integrity.

(3) Pushing for transparency & accountability in use of funds & allotment of tenders.

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12. आप एक प्रमुख सरकारी ठेकेदारी कंपनी एस एंड पी कंस्ट्रक्शन के लिए काम करने वाले वरिष्ठ इंजीनियर हैं। आप एक परमाणु रिएक्टर संयंत्र के निर्माण स्थल पर काम कर रहे हैं। कार्य स्थल पर अन्य ज़िम्मेदारियों के साथ-साथ आप सुरक्षा प्रभारी भी हैं। एक दिन जब आपने अपना साप्ताहिक सुरक्षा ऑडिट किया, तो आपने देखा कि वेल्डर ने प्रक्रियाओं का पालन नहीं किया था और कुछ अनुभागों में गलत सामग्री का उपयोग किया था। स्थिति खतरनाक थी क्योंकि रिएक्टर कोर तक शीतलक ले जाने वाले पानी के पाइपों पर कुछ दोषपूर्ण वेल्ड दिखाई देने लगे थे। यदि सुरक्षा बैकअप एक साथ विफल हो जाए तो पाइपों के टूटने से आपदा आ सकती है।

आपने वेल्डिंग पर्यवेक्षकों की बैठक बुलाकर उन्हें खराब वेल्डिंग को सुधारने के निर्देश दिए, लेकिन दो सप्ताह के बाद भी खराब वेल्ड ठीक नहीं हुए और जब पूछा गया तो पर्यवेक्षकों ने कहा कि उन्हें वरिष्ठों से निर्देश मिला है कि जिस तरह से काम किया जा रहा है, वैसा ही किया जाए। सुरक्षा के साथ समझौते पर आप हैरान रह गए। आप वरिष्ठ प्रबंधन के साथ इस पर चर्चा करने के लिए मुख्यालय गए। सुधारात्मक कार्रवाई करने के बजाय वरिष्ठ प्रबंधन ने आपको एक अलग कार्य स्थल पर स्थानांतरित कर दिया और आपको परमाणु कार्य स्थल की सुरक्षा प्रथाओं पर चर्चा न करने की चेतावनी दी। आपको नौकरी की आवश्यकता थी, इसलिए आप चुपचाप अपने नए कार्यस्थल पर लौट आए।

पाँच वर्षों के बाद परमाणु रिएक्टर पाइप फटने के कारण ख़बरों में था, जिसमें दस इंजीनियरों की मौत हो गई थी और इसके परिणाम के कारण पड़ोसी गाँवों को खाली करना पड़ा था। आपको अपना डर सच होता हुआ नज़र आया। परमाणु संयंत्र बंद कर दिया गया और जाँच शुरू कर दी गई। निर्माण के दौरान सुरक्षा की ज़िम्मेदारी संभालने के कारण आपको पूछताछ के लिए भी बुलाया गया था। आप दुविधा में थे कि सुरक्षा समझौता का सच बताएँ या इसे छुपाकर नौकरी पर बने रहें। इसके अलावा आपकी अंतरात्मा आपको परेशान कर रही थी कि आप तुरंत स्थानांतरण लेने के बजाय पाँच साल पहले ही कुछ कर सकते थे।

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

(b) उपरोक्त दुविधा की स्थिति में आपके पास क्या विकल्प मौजूद हैं?

(c) विकल्पों का मूल्यांकन करने के बाद पहचान कीजिए कि आप कौन-सा विकल्प चुनेंगे?

(d) क्या आपको लगता है कि पाँच साल पहले आवाज़ उठाना एक अच्छा विकल्प हो सकता था?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a senior engineer working for S & P Constructions, a prominent government contractor. You are working at a construction site building a nuclear reactor facility. Along with other responsibilities at the site, you were also the safety in charge. One day as you did your weekly safety audit, you noticed that the welders had not followed procedures and used the wrong materials in some sections. The situation was hazardous since some defective welds appeared on the water pipes carrying coolant to the reactor core. The rupture of the pipes could cause disaster if safety backups failed simultaneously.

You called a meeting of the welding supervisors to instruct them to rectify the faulty weldings. But even after two weeks, the welds were not fixed, and when asked, the supervisors said they had instructions from the superiors to go ahead with the way it is. You were shocked at this compromise of safety. You travelled to the HQ to discuss this with the senior management. Instead of taking corrective action, the senior management transferred you to a different site and warned you about discussing the safety practices of the nuclear site. You needed the job, so you returned to your new workplace quietly.

After five years, the nuclear reactor was in the news for pipe bursts, killing ten engineers and due to the fallout, the neighbouring villages had to be evacuated. You could see your fears coming true. The nuclear facility was shut down, and an inquiry was instituted. You were also summoned for questioning as you handled safety during the construction. You were in a dilemma; tell the truth of safety compromise or hide it and keep the job. Further, your conscience was troubling you that you could have done something five years back instead of quickly taking the transfer.

1. What are the issues involved in the above case?
2. What options do you have in the above dilemma?
3. After evaluating the options, identify which option you would choose.
4. Do you think whistle-blowing could have been a good option five years back?

(Answer in 250 words) 20 Marks

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## NUCLEAR DISASTER

Ans 12)

Ethical Issues involved in this case are Rooted in unfortunate loss of lives & nuclear accident impacts :

1. Compromising safety of public through gross negligence by administration.
2. Personal Interests (Job) against Public responsibility
3. Fixing Accountability of nuclear disaster
4. Inability to act when administration refused to accept shortcomings.
5. Conflict of Conscience.
6. Loss of life which was preventable.
7. Environmental Fallouts of nuclear disaster.

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Ans 2) Options in this case are :-

(a) Remaining silent about shortcomings during the enquiry to protect your own job.

(b) Complete truth during investigation highlighting the administrative lapses & negligence even after direct concerns of public safety.

(c) Revealing your own reportings without mentioning apathetic attitude of senior management.

Ans 3) (a) Choosing the first option will prevent job loss as it will be difficult to fix accountability. However, this is clearly a violation of integrity, source

Candidates must not write on this margin

of guilt & injustice to the victims of accident.

(b) Mentioning selective information to avoid any reaction from superiors can help prevent the job while clearing own conscience as you provided objective information. However, incomplete truth is equal to falsehood as those responsible for the ~~acci~~ disaster will go unpunished.

(c) I would go with second option & Reveal Complete information. Already a mistake was committed by not acting against supervisors 5 years back, this should not be compounded with silence which would not only violate integrity but also does wrong with the affected.

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Though it may result in personal loss, but it's scale is insignificant to the cost borne by public.

Ans 4) Whistleblowing refers to the act of unearthing unethical & corrupt practices of an organisation by it's employee.

It could have been right choice :

(1) Nuclear Disaster and loss of life would have not resulted.

(2) Public Safety should be prioritised at all cost.

(3) Integrity & Honest conduct by fulfilling demands of job.

(4) Personal conflict of conscience would be resolved.

"Small negligence can lead to big disasters".

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