

NEXT IAS

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(To be filled by candidate)

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Test Code : TC-058 Program : FLT FLT+

Time Taken : 3 hrs SLT SLT+

MAIN TEST SERIES 2023 (TEST-12)

GENERAL INSTRUCTIONS

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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. :

[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



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खण्ड-A / Section-A

1. (a) अधिकांश सिविल सेवक न तो शुद्ध कर्तव्यवादी 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

In a country as diverse as India, neither duty-based ethics (deontology), nor pure welfare based ethics (utilitarianism) can singularly guide a civil servant.

⊙ only duty based ethics allows for professional competency and duties to be fulfilled but may lead to instances of apathetic behaviour.

eg: A civil servant may not take heed of problems outside his jurisdiction as it would be outside of his duties. This would deny justice to the people.

⊙ pure utilitarianism can ensure overall welfare but may conflict with the command structure

eg: civil servant may during COVID may allow people to travel for essential needs but this goes against duty and may cause disease to spread.

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Instead there is a need for ethical pluralism:

This means that no singular ethical behaviour can be made imperative across all situations. Civil servant must decide what is to be done based on case-to-case examination.

① Ethical relativism: different moral principles in different situations.

eg: Nude protests may be common in urban areas but immoral in rural areas.

② weighting duty towards administration with duty towards overall welfare of the people.

③ Ensuring maximum welfare within the administrative system

eg: using legal means to ensure full support for SC/ST population.

Thus, ethical rigidity will not serve the needs of civil service. Instead integrity combined with ethical pluralism is required.

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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

The motivation for public service can come internally (self-sacrifice & compassion) or be a result of external factors (public service & public values). For me, though all factors are essential, compassion is the strongest motivator.

Compassion

- ⊙ I have a genuine understanding that I am relatively privileged as I received a good education with a stable childhood.
 - ⊙ I feel obliged to provide my services to those not as privileged as myself.
 - ⊙ I want everyone to receive the same life and opportunities that I have had.
- So, compassion for people and a deep longing to be of use to humanity is my primary motivator.

Other motivators

① Public Service is an act of self-sacrifice that elicits pride and strength in the doer.

Gandhiji said: "To find yourself, you must lose yourself in the service of others."

② Committed to public values like altruism, tolerance, upliftment of the downtrodden as exemplified by Mother Teresa, JRD Tata, G.D. Birla is another motivator for public service.

Public Service is an opportunity to uplift humanity and contribute to spreading goodness in the world.

2. (a) कोविड जैसी लोक स्वास्थ्य आपात स्थितियों के प्रबंधन के लिए नीतियाँ विकसित करना, शासन के महत्वपूर्ण 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?

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

during a health emergency (especially one that is contagious), the government often takes away the liberties of citizens in the name of the nation's health security, like restricting movement of the people.

Ethical Principles the Government should follow in policy making:

- ① The principle of proportionality: any restriction on fundamental rights should be proportionate to the cause it intends to achieve. This will ensure that arbitrary violation of fundamental rights does not take place.

② Compassion :- policies need to be understanding of the limitations and compulsions of the ordinary people.

eg: migrants were allowed to travel back to their rural areas as they had nowhere else to go.

③ Ethical framing : government should put itself in the shoes of the people to understand needs like food, health, etc to ensure that tax is not draconian.

④ Utilitarian perspective : overall aim should be to maximize total welfare and minimize losses.

⑤ Balancing religious emotions/actions

eg: Diwali led to spread of omicron - Government should have had a stronger hand to reduce spread by curbing celebrations.

Thus, emergency health situations create ethical dilemmas that need to be carefully considered or else they could spell disaster for the nation.

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

According to Daniel Coleman, 80% of the success of an adult comes from emotional intelligence (EQ).

Components of EQ relevant to Public Service

① Temperance: the ability to give a measured and considerate response to any situation as opposed to extreme responses.

eg: dealing with crisis calmly, with composure like officers during COVID.

② Integrity: the quality of having strong moral principles

eg: not taking the easy way out, but the right way out.

③ Honesty: the quality of truth-based service and accountable actions.

eg: transparency of work in administration

④ Compassion/empathy is the ability to come with others

eg: Modi ji could connect with people who trapped in Ukraine which led to Operation Ganga.



Thus, EQ can transform administration from a rules rules-based system to a roles-based system as per the objectives of the Karmayogi mission.

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

Values are the inbuilt system of moral principles according to which an individual, thinks, acts and responds.

Values Have A Direct Impact on Behaviour

- ① values determine what is ^{right} ~~wrong~~ and wrong for an individual.

eg: for one student, cheating is wrong. For another, it is just a way to beat the system.

- ② values define actions in different settings

eg: In India, when a person touches one's head, it is seen as a blessing. In Thailand, touching the head is rudd.

Thus, ethical relativism leads to different values and different behaviours in different parts of the world.

- ③ Different values have different outcomes in similar situations:

eg: A person with altruistic values will be willing to donate for causes like children's health but a rich person without these values won't do that.

② values also create social outcomes

eg: values of sharing & brotherhood like in Indian society lead to the joint family whereas values of individualism lead to nuclear families / high rate of divorce in USA.

③ values determine political life

eg: India associates caste as one's core identity - hence there is caste-based politics.

Thus, values have a direct impact on behaviour which then decides overall socio-cultural & political outcomes in society.

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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

Various Codes seek to provide an outline of what is right/wrong or acceptable/unacceptable in organizations or even in society as a whole :

Differences between

Codes of Ethics

① more broad - not necessarily restricted to a single place.

② Often universal
eg: it is wrong to hurt someone purposely.

Codes of Conduct

① behavioral aspect in a certain place
eg: school code of conduct or

parliamentary Code of Conduct to maintain respectful & mannered behavior.

Codes of Rules & Regulations

① These are restrictive do's and don'ts that lay out the exact demands of a certain place.

eg: science lab rules include not drinking/eating in the room.

Increasing the number of codes and regulations can be one way to enhance trust because

- it is seen as positive action being taken to resolve the deficiency of trust
- it can deter the negative elements from eroding trust, through penalties

However, it is not an efficient response, because:

- rules and regulation can be undermined through corruption.
- it does not address the root cause that is lack of morality & integrity.
- it is punitive rather than rehabilitative in approach.
- top down approach makes it ineffective.

Public trust is built when each and every public servant is morally upright. This can be achieved through internal reforms and a moral call to action.

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

According to this quote, there is an inextricable link between righteousness, economy and governance such that good governance leads to good economy which then leads to righteous behaviour.

Right Governance → Right Economy

① Firstly, right governance refers to transparent, responsive, empathetic and proactive governance. This creates condition for a strong economy that is open, free, fair and generates employment as well as growth.

eg: Gati'shakti (transparent & proactive governance) will create a strong Artha (economy).

Right Economy → Right Governance

A strong economy creates the possibility of growth for all instead of inequitable growths.

eg: K. Subramanian has said that we must ensure that we "expand the pie" so that we have a bigger pie to distribute.

Implication & Contemporary Relevance :-

- ① Good governance can ensure equitable economic growth through Direct Benefit Transfer and schemes like PM FBY to support low income sectors and thus establish lighteous gov governance.
- ② Better service delivery and stronger response mechanisms (eg: CRAMS) can help economic benefits reach the people (eg: NFSA, food provision, etc) and this can ensure good governance.

Thus, right governance can expand economy and serve the needs of Antyodaya, thereby achieving Dharma.

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4. (b) "सबसे महत्वपूर्ण मानवीय उद्यम है—अपने कृत्यों में नैतिकता के लिए प्रयासरत रहना। हमारा आंतरिक संतुलन और यहीं 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

On the climb up the Himalayas,
Yudhishtira - the most truthful and noble
Pandava, reached the summit whereas all
other brothers and Kunti lost their
lives on the way. Thus, his morality
gave him the honour ~~and dignity~~ of
a dignified death.

Morality Gives Inner Balance

A life lived morally creates inner strength.
eg: a criminal is always on the run
because he fears being discovered/
caught. On the other hand, a moral
individual is unafraid of life or the future.

Morality Defines Our Existence

In times of great moral failures, it is the
morality of others that saved lives.

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eg: In the Holocaust, some Jews survived thanks to the morality and bravery of some Germans who stood against Hitler's ideology.

eg: The Aruno Race could have killed all of humanity during the Cuban Missile Crisis. But morality of Gorbachev ensured that the threat was avoided.

eg: Operation Ganga was carried out to rescue Indians trapped in Ukraine. This was due to the moral imperative that the Indian government felt towards its diaspora.

Morality in our actions gives dignity and beauty to our lives. Thus, it is essential to strive to achieve morality in all our actions.

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

I have often wondered: "Is it selfless if I think that I ~~want~~ to do public service so that I am seen as a good person?" Is it not selfish to do service for the end benefit of pride in myself and my actions?

Humility is the quality of doing service as a duty without the thought of oneself as the doer. It is expressed in the Bhagavad Gita as "Nishkama Karma" and is depicted as the idea that we as humans are vessels through which the Universe carries out its purpose. Just like a vessel cannot claim to be supreme, we must never be prideful of what we do.

But humility dies hard because:

- ⊖ feeling good about oneself pushes one to work harder.

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- ⊖ good feelings can act as a boost to confidence and lead to better and more proactive work in the future.
- ⊖ ~~it~~ is an incentive for service.

However, excessive pride can lead to feelings of superiority and apathy and intolerance.

Thus, it is okay to feel proud of one's actions but it must be tempered such that it doesn't obscure one's duty and morality. As per the Gita, we must remember we are vessels and not the universe itself.

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

Ethical training and provisions entails monetary costs for the government. However, the returns are usually non-monetary, which raises questions on whether such expenditure is justified.

Ethical Concerns & Monetary Costs:

- ⊖ training of officers requires :-
 - allotment of service officers
 - taking time away from work and responsibilities
 - time and resources go into the process of training
- ⊖ cost of overall slowed down administration due to repeated instances of training.

However, this cost of training is justified, because:

① Not training would lead to decay of administrative ethics causing corruption, red-tape and bureaucratic lethargy which would have multiplied long term financial costs.

② Training in ethical standards improves good governance metrics and reduces the burden of a lethargic administration. This also builds social capital like

- trust
- accountability
- citizen-centric governance
- responsive & proactive governance
- government-to-people connect.

Thus, training may have immediate financial costs but it has many more long run intangible benefits and so it is justified.

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

Accountability refers to the answerability of a service-provider along with the transparency of operations.



⊙ Officers' transparency towards their administration as well as the people

eg: Lokpal/ Lokayukta Acts and Right to Information Act.

⊙ Transparency of appointment of judges

eg: NJAC vs Collegium

⊙ Justice needs to be done but also needs to be "seen" to be done.

⊙ A worker's responsiveness to their job and the hierarchy

eg: being able to answer for lapses in a department as its head.

Corruption countries to stain the ~~eco~~ administration ~~data~~ despite acts like Lokpal / Lokayukta / Whistleblowers' Protection Act, etc.

Reasons for Poor Performance of Accountability Mechanism

- 1) low awareness of the systems → people don't use it.
- 2) legislation is not followed by adequate implementation.
- 3) Lack of trust in judiciary due to delays eg: 5 cr cases now pending in Indian courts.
- 4) nexus: people themselves are involved in corruption due to low moral aptitude and bandwagon effect.

Corruption is a social phenomenon. Moral upliftment alongside political reform can ensure accountability in governance.

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6. (a) अर्थशास्त्री पारदर्शिता को खुले बाजारों 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

For Economists, transparency means symmetry of information. This creates a free and open market where all stakeholders can interact fairly. However, in political ethics, transparency means more than that.

Transparency is more than flow of information

① Transparency refers to proactive use of that information.

eg: RTI ~~initiates~~ may ensure that corruption is uncovered, but transparency implies that action is taken to root it out.

② Transparency calls for accountability in public ethics.

eg: A citizen's charter can make a firm transparent but it also makes it amenable to the people.

③ Transparency calls for grassroots participation.

eg: RTI Act Section 4 calls for departments to display information proactively. However, it is the responsibility of citizens to ensure that the government is kept on its toes.

④ Administrative transparency is provided through laws like Lokpal / LokAyukta but only people's assertive actions can bring transparency to fruition.

Thus, in public administration, transparency is not just free flow of information. It is also the responsibility of citizens of a democracy.

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

Persuasion is the act of influencing people to think, act or respond in a particular way often to serve an economic, political or social intention.

This is often confused with manipulation. However, manipulation is different from persuasion as:

- ① it is more controlling and does not allow for the freedom of choice.
 - ② it creates external pressure to force someone to act in a certain way.
 - ③ instead of internal change of heart, it obliges the individual to act in a certain way through coercion.
- This is unethical. But persuasion is not.

Ethical Values A Persuader Must Respect

- ① Freedom of choice as a matter of one's basic liberty. The persuader must always leave the final decision to the individual.
- ② Objectivity in approach: the pros & cons of different cases can be kept so that individual can make an informed choice.
- ③ The act of persuasion must not create fear of acting otherwise or compulsion as this creates an unethical mental pressure.
- ④ Calling on religious/cultural symbols should be done with the intention of instilling courage, not fear in the individual.

Persuasion is seen everywhere - from parents & teachers to advertisements and billboards. It should not create mental pressure on any individual. And finally the objective itself should be moral.

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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 जिम्मेदारी है। एक विशिष्ट कच्चे माल की अनुपलब्धता के कारण एक महत्वपूर्ण प्रदेय समय से पीछे चल रहा है। विचाररहीन सामग्री पर्यावरण के लिए खतरनाक रसायन है जिसे पर्यावरण मंत्रालय ने प्रतिबंधित कर दिया है। लेकिन अंतरिक्ष उद्योग के लिए रासायनिक योगिक के महत्व 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 महत्वपूर्ण है। अंतरिक्ष 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 देशी को स्वीकार करने से इनकार कर दिया और पर्यावरण मंत्रालय के निषेध को दरकिनारा 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 इंतजार 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।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- आपके पास कौन से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के गुण-दोष का विवेचन कीजिए और आपके द्वारा चयनित विकल्प को पुष्ट कीजिए।
- 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.

- What are the issues involved in the above case? (250 words, 20 marks)
- What are the options available to you?
- Discuss the merits and demerits of each option and select your chosen course of action.
- 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

This is a case of conflicting ethics of national security and environmental safety which both come down to the citizens' rights.

1) Issues involved in the case:

- ① Environmental hazard through raw material has implications for environment and human health.
- ② Urgency and national interests in the field of space.
- ③ Issue of professional competency - as VP I am driving a strong, reliable business. However, I also work under a nation's governance mechanism that I must respect. [professional ethics].
- ④ Choice of conscience: Should I support space and business or should I adhere to the provided mechanism?

2) options Available to me include :

- Ⓐ Forego Administrative orders and do the business deal.
- Ⓑ Approach administration with the request to speed up the clearance.

3) Merits of option Ⓐ : forego orders :

- ⓐ business will be propelled
- ⓑ National interests will be served

Demerits of option Ⓐ :

- ⓐ Administration may take action against me and hurt business.
- ⓑ Environmental hazard could lead to severe repercussions (loss of life etc).

I would go with option Ⓑ :

Approach Ministry of Environment with request to speed up process as it has the following merits :

① I will talk to Environment Ministry and thereby control the diplomatic blockage while ensuring hazard concerns are allayed.

② I can negotiate with Space Department to wait until I gather a reply from the ministry citing National Interest.

Thus, I serve National Interest as well as prevent Natural hazard while securing my business.

4) National Interest is a reference to the principle that an action is essential as it directly impacts the safety, security and sovereignty of a nation and its citizens.

Is it justified to prioritise security and economy over social justice?

① Some argue that social justice can only be achieved if there is security and strong economy.

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© However, nation must always adhere to principle of proportionality. Fundamental human rights cannot be abridged arbitrarily.

e.g. some believed that dictatorship was necessary to create a strong India. But India showed that it could ensure security and national interest without having to resort to curbing democratic rights of its citizens.

Thus, national interest is essential for political stability but it cannot be an excuse for taking away social justice.

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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 नियत 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 जारी 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 हफ्तों 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 यह 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 यह 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.

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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

often times, business provides a space for individuals to take advantage of immorality. This makes people complacent, creating a bystander effect when they should be acting proactively and reporting the concerns.

1) Issues involved

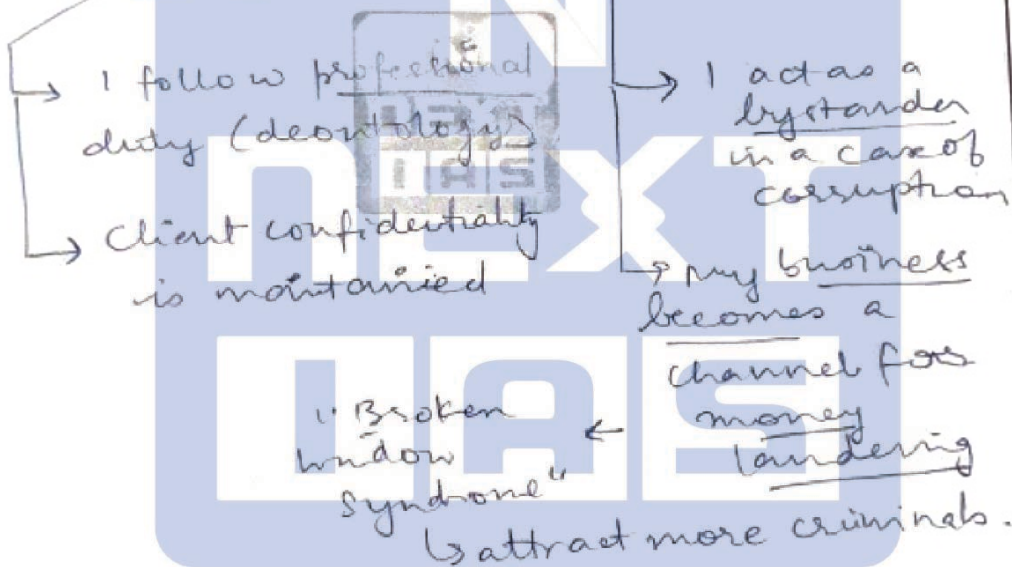
- ⊙ client confidentiality
- ⊙ Rules of the business clashing with government's rules and moral principles.
- ⊙ money laundering and black transaction through shell companies / illegal channels.
- ⊙ Apathy of administration hinting at a political nexus.

2) Options Available:

(A) Ignore the case and continue operation in business.

(B) Report the client to government directly, bypassing the authorities.

3) Merits and Demerits of Option (A)



Merits of Option (B)

1) I act responsibly as an Indian citizen and report the crime.

2) I discourage other moneylenders from taking such steps.

3) I fulfill my moral responsibility by calling out illegal acts.

Benefits of Option B

- ① I do not follow professional ethics as I go against my head's orders.
- ② I may cause business profits to go down - endangering my position/job.
- ③ I involve my company in the legal procedure - raises questions on the reputation of my company.

I will follow Option (B) as it fits my moral principles and will also force the administration to act.

④ Breaching client confidentiality is immoral. However, when client involves themselves in illegal acts, it becomes the responsibility of every witness to resolve the situation by reporting the crime.

⑤ Business ethics must not trump basic ethical values of society & polity.

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⑥ Business ethics must go hand-in-hand with basic ethical priorities such that businesses do not become a safe haven for crime.

⑦ Every businessperson should act as a "capitalist citizen" and reflect moral responsibility to prevent socio-political injustice.

Thus, ethics in any place should aim at overall welfare (utilitarianism).

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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 जिम्मेदारियों 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 खतरा 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 मजबूर 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 जरूरत 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।

- उपरोक्त मामले में कौन से मुद्दे और नैतिक दुविधाएँ शामिल हैं?
- यदि आप प्रभारी अधिकारी होते तो आप मामले को कैसे आगे बढ़ाते?
- प्रासंगिक विकल्पों का पता लगाएँ और सलाह दें कि रश्मी को क्या कदम उठाना चाहिए।
- 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

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.

(Answer in 250 words) 20 Marks

The intricacies of crime are such that perpetrators are often victims themselves which creates a dilemma for law agencies and obstructs the objectivity of dealing with crime.

1) Issues and ethical dilemmas:

- ① subjectivity vs objectivity in law enforcement and policing.
- ② The role of NGOs in rehabilitative justice as opposed to punitive or retributive justice.
- ③ Socio-economic injustice and judicial injustice are the plight of the majority of India's population.
- ④ Drug dealing as an unethical business.

① Child's rights (4 year old son) to education and a secure livelihood [DPSP, Indian Constitution].

2) As the officer in charge: ~~would~~:

① I would hear Rashmi out and let them present their case.

② I would then follow through with an independent investigation, questioning with Rashmi.

③ I would conduct a raid based on Rashmi's information to track down the said drug dealers and curb the practice while also investigating them to confirm Rashmi's claims.

④ If information is established in her favour, I would call for the widow to continue in the rehabilitation centre and support her in her life.

⑤ I would talk to more NGOs / call for crowd funding to support the education and growth of her son.

3) Rashmi can take any of the following options:

a) She can call for an investigation or file an FIR in support of ~~her~~ the widow and against the drug dealer.

b) She can use social media to call for her cause and create a base of support.

c) I can ask authorities informally to reduce the sentence if any and thereby reduce the penalty imposed on her crime.

d) I can go for appeal in court or use Alternative Dispute Resolution Mechanisms to reach a solution.

4) I see the widow as both a victim and an accused:

① Victim:

- she is a victim of her husband's crime that forced her to take the wrong route.

- she is a victim of her social condition of poverty and destitute means of living

- she is a victim of a weak governance mechanism that was unable to provide her with safety & security.

But she is also an accused as she did not take the extra step of finding a new, moral way of escaping her situation.

However, one cannot judge a person's decisions taken under compulsion. The woman was in an unfortunate dilemma, and she did what seemed best to her. An empathetic and compassionate approach is needed to give such victims of socio-economic conditions another chance at life, along with that of their children.

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 जरूरत 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।

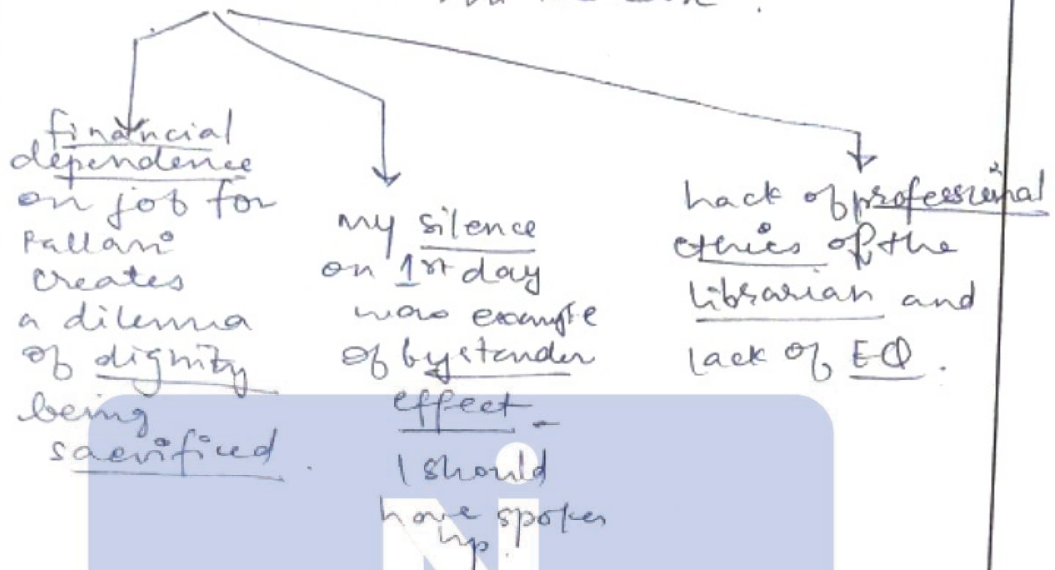
- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- पल्लवी के पास कौन-कौन से विकल्प हैं? उन्हें श्री ठाकुर के साथ मुद्दों का समाधान कैसे करना चाहिए?
- आपके अनुसार श्री ठाकुर के साथ समस्या क्या है, यह भावनात्मक बुद्धिमत्ता की कमी है या कुछ और?
- आपके अनुसार आप पल्लवी की मदद कैसे कर पाएँगे? (250 शब्दों 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.

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

Often, moral weakness of an individual creates implications for others, leading to moral dilemmas and a need for affirmative action.

1) Issues involved in the case :



2) Pallani can either leave the job and preserve her dignity or she can speak up against the librarian.

Navigate The Issues :

- Pallani should confront Mr. Thakur by asking for a time to speak to him privately.
- She can directly ask what problem he has with her.
- If she receives negative reply, she can use HR to file case and bring up the situation indirectly through authorities.
- She can ask for help from colleagues like myself.

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3) Mr. Thakur can be suffering from certain weaknesses:

- lack of emotional intelligence may cause him to take out his anger in the wrong place.
 - perhaps he has a paternalistic attitude and dislikes the sight of working women.
 - Perhaps Mr. Thakur gains pleasure from seeing people squirm due to an underlying "superiority complex".
(Hedonism)
 - There could be internal corruption, Mr. Thakur may want to install a family member in the place of Pallavi.
- But overall, in any case Mr. Thakur has a clear lack of EQ.

4) I can help Pallavi in the following way:

⊙ Since I have long term experience, I hold some prestige and my requests to HR can hold some positive influence.

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① I can gather support amongst other
librarians to act collectively against
~~the~~ Mr. Thakur.

eg: next time he publicly abuses
her, I will speak up against him.

② I can use legal mechanisms like
submitting case under POSH Act or I
can even simply send a note saying
that any future behaviour will be
used against Mr. Thakur.

All in all, abuse of any person
goes against public morality and
should be avoided at all ~~cost~~ cost
^{especially} in white collar institutions like
libraries.

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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। चूंकि 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 महत्वपूर्ण 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?

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

D The above case has the following issues

① Crisis of MP's conscience as he is conflicted between his role as State Party President and his duty to the people.

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① Conflict of hierarchy and lack of internal party democracy. The MP is obliged to follow CM's orders but his concerns may hurt the hierarchical balance.

② Loss of years of hardwork and reputation - the MP must ~~act in accordance with~~ balance his morals and principles with his hard-earned position.

2) Options Available

Ⓐ Lock horns with CM.

Ⓑ Let it go and continue local works.

3) Option B: Overlook the corruption

merits

- ① position of ~~MP~~ MP remains secure.
- ② CM relations remain stable.

demerits

- ① Party will lose elections next year.
- ② moral conscience will be troubled.
- ③ corruption will hurt the people.

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Option A is the better course of action. However, the MP should do it in an emotionally intelligent manner:

① MP should gather facts and figures and show how present situation will lead to electoral disaster.

② This MP should create a liability for the CM and thereby influence him to reduce corruption.

③ MP should show the benefits of his model of work and volunteer to provide those services/training to other MPs.

Overall, the approach should be constructive rather than destructive and negative.

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d) Political corruption takes place majorly in election, funding and is prevalent among MPs / MLAs. In contrast, bureaucratic corruption takes place through administrative channels and officers.

Bureaucracy can definitely play a role in checking corruption as it is often involved in the corrupt practices itself.

- ① vigilant election officers can ensure that any election offences are reported to the ECI.
- ② fast administration can reduce latency in cases
eg: Central Administrative Tribunal and Lokpal/Lokayukta cases can be sped up to curtail corruption.
- ③ Surveillance and monitoring as well as penalty can discourage corrupt politicians.

Thus, bureaucracy and political agents can act as a check-and-balance system to control corruption and ensure transparency.



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 जिम्मेदारियों के साथ-साथ आप सुरक्षा प्रमारी 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 नीकरी की आवश्यकता थी, इसलिए आप चुपचाप अपने नए कार्यस्थल पर लौट आए।

पाँच वर्षों के बाद परमाणु रिएक्टर पाइप फटने के कारण खबरों 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 नजर आया। परमाणु संयंत्र बंद कर दिया गया और जाँच शुरू कर दी गई। निर्माण के दौरान सुरक्षा की जिम्मेदारी संभालने के कारण आपको पूछताछ के लिए भी बुलाया गया था। आप दुविधा में थे कि सुरक्षा समझौता का सच बताएँ या इसे छुपाकर नीकरी 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।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- उपरोक्त दुविधा की स्थिति में आपके पास क्या विकल्प मौजूद हैं?
- विकल्पों का मूल्यांकन करने के बाद पहचान कीजिए कि आप कौन-सा विकल्प चुनेंगे?
- क्या आपको लगता है कि पाँच साल पहले आवाज 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.

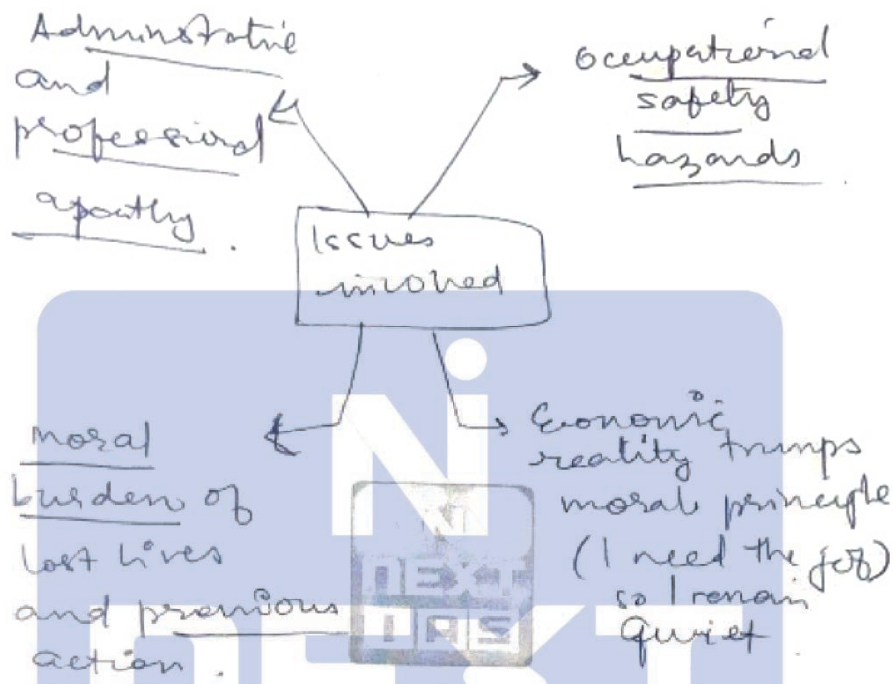
You called a meeting of the welding supervisors to instruct them to rectify the faulty weldings. But even after two weeks, the welds were not fixed, and when asked, the supervisors said they had instructions from the superiors to go ahead with the way it is. You were shocked at this compromise of safety. 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 or 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.

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

(Answer in 250 words) 20 Marks

D .



- 2) I have the following option :
- (A) lie about the situation
 - (B) tell the truth

- 3) (A) merits:
- I will be saved from the legal proceedings and burden, ~~of job~~
 - I will retain my job.

Demerits:

- I will carry moral burden and remain guilty for the situation.
- I will also fail to bring administrative issues to light.

I would choose Option (B) because although I may lose my job, I will fulfill my responsibility and adhere to my moral principles. In any case, my job can be secured through appeal on moral grounds.

- 4) Whistleblowing would have been a good option 5 years ago as it
- would have saved lives in the long run.
 - lower position job was a lower sacrifice than today's position
 - I wouldn't carry the guilt of bystander effect and moral failing
 - I would have initiated reforms which would have ripple effects.

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Thus, ~~in~~ when given a chance to speak up, one must always take it lest one regrets it later in life when more is lost than what would have been lost by speaking up.



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