Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM

# NEXT IAS

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

(To be filled by candidate)

**Name of Candidate :** Paras Garg

**Roll No. :** 0861073

**Registration Number :** MT23MACEN226 **Date of Examination :** 15/08/2023

**Exam Centre :** Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

**Test - 4**

**Code : TC074**

# MTS IGP Batch 2023

## GENERAL INSTRUCTIONS

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

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

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

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

.....

**SUBJECT/PAPER**
GENERAL STUDIES

**Invigilator's Sign. :** .....

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM

*(For filling by Examiners only)*

Evaluator Code :

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

Signature

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM

# MACRO COMMENTS

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM

# IMPORTANT INSTRUCTIONS

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

## DONT'S

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

## DO'S

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

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

खण्ड–A / Section–A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss. (Answer in 150 words) 10 Marks

Public service refers to working for the public at large without any expectations of rewards.

Not merely legal but morally principled action → Responsive to the needs of people and not just administrative convenience.

Laws have loopholes.

So, ~~we~~ Public service needs discretion

If moral then ethical governance

Preventing corruption.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

~~Constitution's~~ Loyalty to constitution → Right to equality U/A-14

→ Rights to live with dignity U/A 21

eg → Protecting privacy of citizens.

Loyalty to laws → Implementing Prevention to Corruption Act.

→ National food security Act-2013 to improve nutritional outcomes.

Loyalty to Ethical principles → Compassion, integrity and honesty to ensure inclusion.

Primacy → Golden mean of Aristotle should be applied.

→ Broad principles from constitution

↓

Specifics of laws

↓

Ethics while discretion.

In case of conflict, constitution must be given primacy, as this reprents collective morality.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

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

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

Civil disobedience may be necessary in certain situations

1) When the orders are illegal — Disobey the orders.

2) Questionable orders — Try to convince
— Seek clarification
— Approach superior's superior.

Personal integrity — means there is ~~not~~ sync between

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

one's desires, emotions, thoughts, words and actions.

↓

If the orders are against one's values.

↙ Following order ↓↓ Crisis of ~~conscience~~

↘ Not following ↓↓ Punishment -

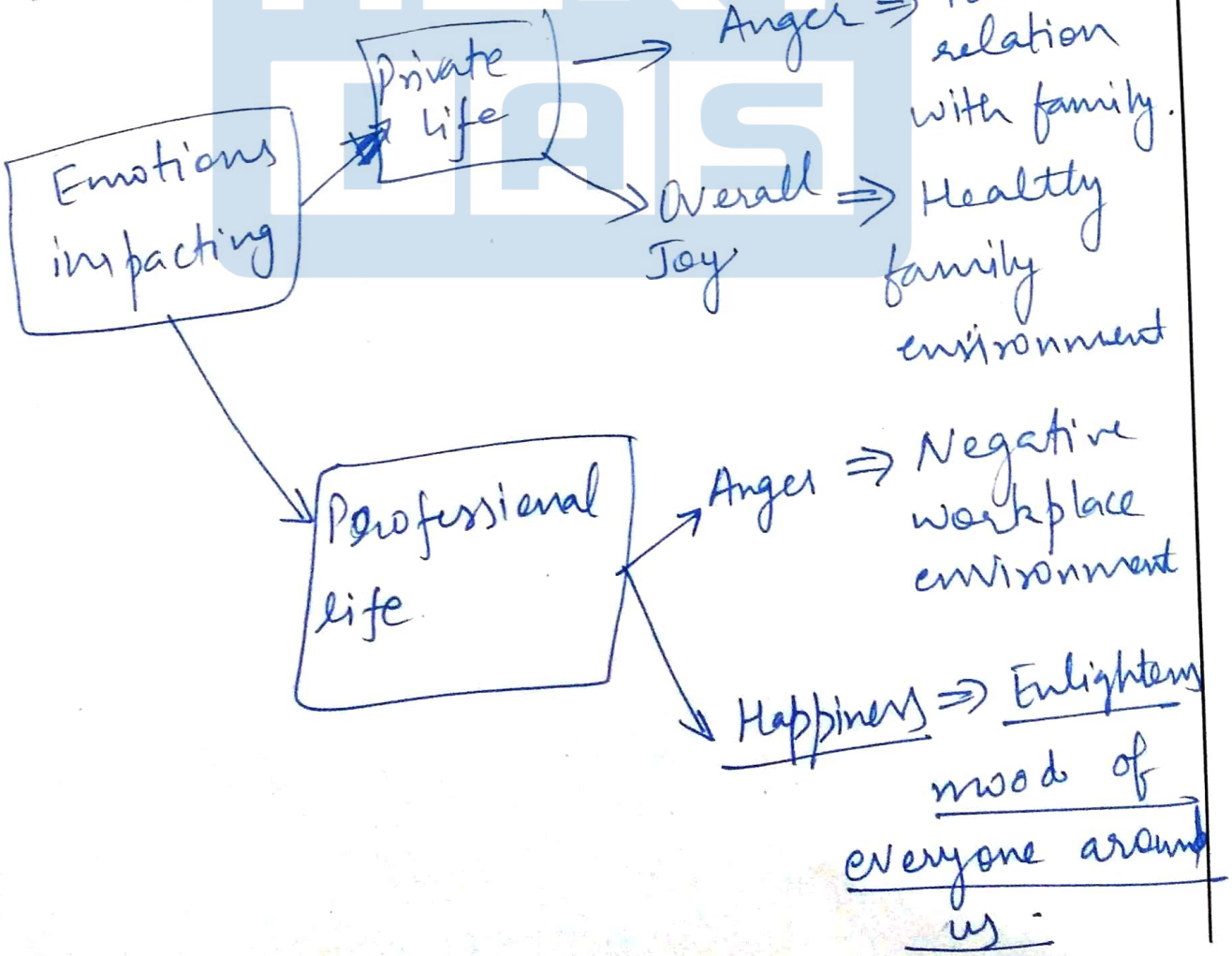
Therefore, one must listen to one's conscience even if it involves punishment. but only after exploring other options.

Candidates must not write on this margin

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

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples. (Answer in 150 words) 10 Marks

Emotions are result of our desires and values. When these get fulfilled we witness positive emotions eg Joy, Happiness after getting a promotion & when not we face negative emotions eg Guilt, sadness.



Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

Emotions negatively impacting workplace productivity :-

1) Anger ⇒ clouds thinking ⇒ irrational decisions.

2) Intolerance ⇒ Poor innovation culture.

3) Indifference ⇒ Decline in productivity with time.

4) Sadness ⇒ Reduce energy ⇒ less work efficiency.

Positive emotions → improving productivity :-

1) Happiness ⇒ Joyous mood ⇒ Energy to do work

2) Cooperative mood ⇒ Difficult tasks are done easily.

3) excitement ⇒ Energetic beginning of a project.

~~In this way~~ We should try to improve Emotional intelligence, so that our emotions work for us and not against us.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates mu
write on this m

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Ethical efficiency means using ethical principles in a way so that there is least conflict among the ethics and we tend to follow an ethical behaviour.

Ethical efficiency ensures
- → Equity – Treating everyone equally.
- → Justice – No one is left behind. eg Antyodaya.
- → Inclusiveness → Everyone is included eg in decision making
- → Sustainable development.
- → Greatest good of greatest number.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

**Ethical efficiency is more important that social and technical efficiency**

1) It provides base over ✱ which other two can develop.

2) Unethical means ⇒ Unsustainable.
   eg Injustice ⇒ Threat to prosperity.

3) "Commerce without ethics is a sin" ✱ Gandhiji

4) Disastrous consequences of not following ethics in long run.

**Ethical efficiency is less important!-**

1) Only when resources are there, they can be distributed eg Everyone's poor v/s some are poor.

2) Social efficiency will lead to ethical efficiency.

Doing an ethical impact assessment can be a way forward in taking decisions involving a dilemma.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this mar

3. (a) "मनुष्य जीवन के एक विभाग (मामले) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में गलत काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता पेशेवर जीवन को प्रभावित करती है या उन दोनों को विभाजित किया जा सकता है? प्रासंगिक उदाहरणों के साथ अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.
Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.
(Answer in 150 words) 10 Marks

Personal ethics involves ethics in personal life such as a democratic v/s authoritative father or mother, a caring spouse v/s an indifferent one, a responsible son v/s an irresponsible one.

One aspect of our life definitely influences others aspects.

eg Issues at home are reflected in issues at office and thus both need to work in sync with following ethical principles to get the best results.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

Personal ethics impacting ~~Personal~~ professional life :-

1) No strict separation

eg Irresponsible son is likely to be an irresponsible officer.

2) Lack of compassion at home
⇓
lack of compassion for vulnerable.

3) Authoritarian tendency at home
⇓
Non cooperation at workplace.

4) Violent at home ⇒ Angry at workplace.

5) Alcoholic in personal life ⇒ Inefficient at workplace.

Can be compartmentalized

1) Many US Presidents → Poor personal life but excellent leaders.

2) Many Indian politicians → Gandhi as leader V/s Gandhi as father.

Using emotional intelligence can help in improving both personal and professional life and also not letting one impact the other.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates mus
write on this ma

3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Goodness is the result of internal imperatives to do what is right, not sanctions from moral rules or rewards from expected consequences. Do you agree? Discuss.(Answer in 150 words) 10 Marks

Goodness means doing good even when no-one is watching. It is an inherent trait, that people are good without any expectation.

eg Lord Rama - leaving home to fulfill his father's word without any desire for reward in future.

Goodness an internal imperative :-

1) Goodness is an end in itself.

2) Doing good is one's duty.

3) Gives happiness - just by doing good acts we get happiness eg Helping a needy.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

4) Satisfaction → eg After helping a poor in getting food.
eg Helping an illiterate in filling form

Moral rules ⇒ Strengthen goodness & Rewards :-

1) Social control → Good behaviours is encouraged and bad behaviours is discouraged
eg Respecting parents is appreciated.

2) Fear of punishment for following bad behaviour eg For not following rules. eg Ostracization for doing unethical acts

3) Become not just good, but good for something. → To get favourable outcomes.

Goodness is appreciated and thus it can become an inherent trait after internalization

Next IAS ID: MT23MACEN226, TC074, 15-09-2023 08:51 PM



Candidates must write on this marg

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

4. (a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही सद्गुण का सार है। सहिष्णु होना एक ताकत है।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."
(Answer in 150 words) 10 Marks

Tolerance refers to a value wherein we respect the other's belief and their rights to express themselves even when we don't agree with them. eg Debate on child marriage
||r
Allowing the other party to express the benefits even when we purely disagree.

Tolerance an act of mind

- Intellectual integrity for respect of other's opinions
- helps in critical analysis
- Difficult for a weak person.
- Ability to listen to counter viewpoint.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

Tolerance a virtue
- → Bring out truth
- → Shayadvada of Jainism - No one has monopoly over what is right.
- → Democratic trait ⇒ Ensures cooperation.

Tolerance is strength
- → Respect for others and belief in oneself
- → Sign of a true leader.
- → Only strong can listen to offensive statements.
  - eg: They allow others to say offensive things about their views.
  - eg: Nehru listening to criticism of AB Vajpayee

Tolerance helps in bringing out the truth by allowing others to voice their opinions and must be encouraged through NEP.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this margin

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

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

An individual is a social animal. Without society, one person has no existence.

First duty for society :-

1) Greatest good of Greatest number (Utilitarian thorugh).

2) ~~Good~~ Bhagvat Gita

↳ Duty to serve the society -

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

3) Ramayana

↳ Personal sacrifices to serve the principles of Dharma.

4) Jainism

↳ Aparigraha → No attachment to material things.

↓

Non violence for benefit of weakest.

5) Buddha → Middle path

↓

Serve society and then indulge in yourself

↙

Too much indulgence will lead to sufferings.

Thus, we should work for society first and ourselves later.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this mar

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

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

Our history books are filled with periods of war for eg → There's lot of information about the world wars but very little has been written on the periods of prolonged peace for eg period of 1820 to 1870 in France when there were no/less wars.

This shows that periods are peace are given less importance in history :-

Why ?

1) Rulers write the history especially after wars to blame the losing party for the war.

2) To increase their influence.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

3) ~~Wars~~ Wars ⇒ change ⇒ Important events are noted.

4) Peace is norm and wars are exception. Only exceptions are noted.

5) Sources of history → literature of courtesans of rulers

→ Newspapers ⇒ Mostly write about negative events.

However, Periods of peace are not insignificant and we must learn about them.

Eg IVC period → Urbanisation → 1500 year long civilization

↓↓

How to remain united with peace.

Eg Growth in USA - from 1787 to 1850 and thereafter making it a world power.

Understanding peace will unearth the role of ethical governance in ensuring prosperity.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this ma...

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

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

(Answer in 150 words) 10 Marks

The Nolan committee and many other committees have given lists of values essential in civil services. However, there are certain non-moral values as well.

| Moral values | Non-moral values |
|---|---|
| 1) Impartiality | 1) Commitment to political executive. |
| 2) Help in welfare of people eg Efficiency. | 2) Can threat the moral fabric of society eg Corruption |
| 3) Help in maintaining Justice eg Compassion | 3) Injustices ↳ Bribes from pass |
| 4) Security of country. eg Following OSA. | 4) Money laundering Drugs ↓ Arms smuggling |

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

| 5 basic moral values | – Reason for being foundational |
|---|---|
| 1) Integrity | Ensures adherence to all values |
| 2) Impartiality | Ensure democracy |
| 3) Honesty | Non-corruption. |
| 4) Objectivity | ⊙ Decisions on merit<br>⊙ Ensures Transparent gov. |
| 5) Accountability | ⊙ Responsiveness to citizen's needs.<br>⊙ Punishment for deviating from ethical behaviour. |

In order to inculcate the moral values and rooting out non-moral values in civil service values based education and sensitization about practical benefits in training must be emphasized..

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this ma...

5.. (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता–संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं?

(150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?

(Answer in 150 words) 10 Marks

Citizen's involvement turns the goverance process from a ~~bo~~ mechanical approach towards citizens into a pro-active and function approach for ensuring their rights.

It ensures transparent and responsible governance.

Effective citizen engagement can facilitate ethics driven governance,

1) Citizen Charter ⇒ Accountability in governance.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

2) Social Audit ⇒ Rooting out corruption.

3) Demands for rights ⇒ Responsiveness of government

4) Grass root democracy ⇒ Needs of people will get priority.

Mechanisms :-

1) Civil Society → help in social Audit.

2) Voice through social Media
   ↳ Highlighting corruption cases.

3) ADR — Reforms in election funding.

4) Official channels — e-Governance
   ↓
   Grievance redressal portals.

Thus, citizens should actively participate in the governance process to ensure Ethical governance.

Next IAS ID: MT23MAGEN226_TG074_15_05_2023 08:51 PM



Candidates must write on this m...

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

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

(Answer in 150 words) 10 Marks

In order to bring a social change in the desired direction that is beneficial for the society all possible democratic steps must be taken. eg Use of force to root out child marriages.

**Mixing force with persuasion :-**

**Yes, it's a good idea :-**

1) PCPNDT Act – to curtail set selective abortion. Strict punishments should be given

2) Certain elements of always

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

act against social change.

eg Tackling Khap Panchayats.

3) To protect human rights.

eg Against Child marriages.

**Not a good idea :-**

1) Social change should come from within in order to be sustainable:-

eg Child marriages still prevalent

2) Illiteracy and lack of education are due to failure of state

↓↓

Cannot be punished.

3) Can make progressive people anti to reforms.

In cases involving human rights violations, we must include force - However, all steps for persuasions must precede this.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates mu
write on this m

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

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also...moral." Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position.
(Answer in 150 words) 10 Marks

Ethical strength is a form of soft power of a nation. But without the hard power such as economy and military it may not get respected.

Examples:-

1) Russia's unilateral move in Vietnam.

2) Tibbet - although ethically correct was invaded

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

3) Bhutan — threats by China due to lack of military powers with Bhutan.

4) India's ethical stands were not listened by USA and Europe after Independence. But eg No diplomatic isolation of Pakistan after following agression

However, Now they are listened to after India became 5th largest economy.

Despite this → Ethical strength is respected and a country should never let it go for temptations.

Next IAS ID: MT23MACEN226_TC074_15-08-2023 08:51 PM


Candidates write on this

## खण्ड–B / Section–B

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

The transition phase to development is very painful. The slums which are result of non-inclusive urban policies need to treated in a humane manner to not violate their basic human rights.

(a) **Value conflicts** :-

1) Official responsibility v/s Compassion and empathy for the vulnerable.

2) Duty towards all the residents of city v/s basic human rights of slum dwellers and people living on sidewalks.

3) Efficiency and effectiveness as an officer v/s Human values as a human being.

4) Rule of law v/s Law in spirit and welfare principles

5) Impartiality v/s Positive discrimination for the vulnerables.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM


Candidates m
write on this

b) **Compromising impartiality for empathy**

**Yes**

1) Functional impartiality means positive discrimination for poor. eg Reservation policy.

2) Equals should be treated equally and unequals should be treated unequally. eg Encroachments for life v/s encroachments for illegal gains can't be treated same way.

3) No crisis of conscience

**NO**

1) Will threaten rule of law. as there is not objective criteria

2) Overall development of city will be threatened. NOT a sustainable solution.

c) **Options available** :-

1) Clearing out the area as per orders.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

2) Refusal to clear the areas.

3) Notice to slum dwellers and others to shift before clearing the area for a few day.

4) Rehabilitation of these people somewhere else..

5) Taking help of NGOs for temparary shelters till permanent arrangements are made.

6) Taking the help of auto-parts companies in rehabilitation.

d) Viable solutions :-

1) Improving housing rents and prices.

Eg PM Awas Yojana, Tenancy Act.

2) Better social security through insurance.

3) Skilling of people living in slums

4) Not allowing slums to develop in the first place.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM

Candidates may write on this m

5) Inclusive urban policies. Eg Transit oriented development so that people can live a little far from their workplace.

It is only ethical to shift the people to a better place having good living conditions along with skilling them so that they can find employment in other areas also.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

8. एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल ज़िम्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और आर्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।

आप इस योजना के कार्यान्वयन और संचालन के लिए ज़िम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए ज़िम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।

आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार–विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफ़ाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

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

(b) क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(c) आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?

(d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

A certain State government was running a welfare scheme for promoting safe motherhood among rural landless laborers' families. The scheme involves the transfer of funds to the beneficiaries to enable them to mitigate income loss due to maternal care responsibilities. Since its implementation, the scheme has done reasonably well on maternal health and economic indicators.

You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bona fide. The families committed the fraud with the help of local officials responsible for scrutinizing the bonafide.

You were concerned because the fraud was seriously undermining the scheme's efficiency. You called for a departmental meeting to discuss and find a solution to the problem. In the meeting, it was decided to merge several available government data sets such as Aadhar cards, voter ID cards, marriage certificates, birth certificates, bank details, and other personal assets. By merging all the data sets, the department would be able to develop the beneficiary's economic profile. And this will help the department scrutinize the documents and detect fraud. This was a comprehensive strategy, but it risked violating an individual's data privacy. As a Department head, you wanted to detect and prevent fraud, but at the same time, you were apprehensive about violating the Data privacy of the stakeholders.

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

(b) Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?

(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

(d) Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates mu
write on this m

This case represents the dilemma between efficient implementation of government schemes v/s issues arising due to data privacy concerns.

a) **Issues involved** :-

1) Corruption in welfare scheme.
   Fake bona-fide.
2) Integration of data leading to data privacy concerns.
3) Indulence of private parties in the fraud.
4) Poor ability to monitor the scheme.
5) Necessity of scheme for safe motherhood.

b) **Violating data privacy to prevent welfare fraud**

→ **Yes, its acceptable**

1) Limited resources with the government.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

2) legitimate public interest in violating the privacy is there (as per S.C guidelines)

3) Only limited privacy is breached i.e. economic privacy.

4) Safe motherhood is more valued than privacy.

5) Privacy has its limitations.

6) Balance - Golden mean by Aristotle

→ Not acceptable :-

1) Privacy is a fundamental Right - U/A-21 (Puttuswamy case in S.C)

2) Can be misused in other areas.

3) May fail judicial test of proportionality.

4) Certain rights are inalienable.

Therefore, as per me, this should be done only with
- sufficient safeguards
- Limited purpose
- Clearly stated guidelines.

Next IAS ID: MT23MACEN246, TC074, 15-08-2023 08:51 PM


c) Reasons for Welfare frauds in the country :-

1) Poor monitoring of Government officials.
2) Poor implementation of anti corruption laws.
3) Poor being vulnerable ⇒ fail to get their rights.
4) Scale — huge population under welfare schemes make it difficult to monitor.
5) Acceptance of corruption in society.
6) Centralized methods — No participation of beneficiaries in implementation.

d) Ways and means to prevent frauds :-

1) Decentralized identification of beneficiaries
2) Social Audit by Gram Sabha.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

3) Citizen charter with mechanism for grievance redressal

4) Using technology - such as Integration of data with suitable safeguards.

5) Strict punishment for corrupt officials.

Corruption is a blot on the governance ecosystem of country that not only affect the resources but also degrades the character of society. This must be uprooted by following ethical Governance.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this s

9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के साथ खनन पट्टों पर बातचीत करने में मदद करना है।

हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित करने की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजी लाने का निर्देश दिया गया। योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुईं और मानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी, आप चुपचाप अपना काम करते रहे।

आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है।

इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

(a) उपरोक्त मामले में आपको कौन–से मुद्दों और मूल्यों का उल्लंघन दिखाई देता हैं?

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

(c) प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।

(d) क्या आपको लगता है कि कभी–कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted in the Department of Mines, and one of your roles is to help your Department Head negotiate mining leases with private contractors.

Recently, the state government demarcated a new mining zone and planned to invite bids for the mining blocs. You were instructed to oversee the bidding process and speed up the contract negotiations. As planned, the tenders were released, bids came in, and tenders were allocated as per the norms. All this happened at a breakneck speed. You wondered, why the hurry? But it was not your place to think and question; you quietly went about your work.

As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked up. You got suspicious and raised the issue with your Head, who politely instructed you to do what you were told, and he reminded you that the Department had revenue targets and was under pressure from the Ministry.

After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

(a) What are the issues and value violations you notice in the above case?

(b) What are the options available to you?

(c) Discuss the advantage and disadvantages of each option and identify your chosen course of action.

(d) Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

This case represents a scenario where the development is being given priority over long term threats to environment which can threaten the entire development.

a) **Issues and value violations**:-

1) Not following law in spirit.

2) Shoddy report ⇒ Violation of law by a Govt. department itself.

3) Environmental ethics - violated.

4) Values of honesty, integrity, transparency, stewardship violated for profit motive

5) No regard for sustainable development.

6) Wilful ignorance by department head.

7) Incompetency to not look at broader picture.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM


b) **Options available :—**

1) To let things stay the way they are.
2) Going to media against this.
3) Trying to convince the department head about stopping this.
4) ~~Stop~~ Unilaterally stopping the mining activity.
5) Placing the reservations on record with department head.
6) Internal whistle blowing

c) **Advantages and Disadvantages :—**

→ **Of option 1**

| Advantages | Disadvantages |
|---|---|
| ⊙ It's not my duty. | ⊙ Dereliction of true duty |
| ⊙ Senior will be happy with me. | ⊙ Environmental damage |
| ⊙ Revenue targets will be met | ⊙ Report may come out in future. |

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

| | Advantages | Disadvantages |
|---|---|---|
| → Of option 4 | ⊙ Protection of environment<br>⊙ Heeding to Inner conscience<br>⊙ Following ~~letter~~ law in spirit | ⊙ May be overruled by seniors.<br>⊙ Can be taken as violation of orders<br>⊙ May not have power to do so. |
| → Of option 2 | Long term<br>⊙ Reputation of department as responsible.<br>⊙ Environment protection | ⊙ Short term reputation will be lost.<br>⊙ Scrutiny may affect seniors and others<br>⊙ Not a responsible thing to do |
| → Other options ~~Consistent~~ | ⊙ May be able to convince and thus stop mining<br>⊙ Graded option. | ⊙ May not work<br>⊙ May be taken as violation of orders. |

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must write on this

In this case, I will try to convince the senior first. If he does not get convinced, I'll do internal whistleblowing and then if things don't work out, I'll go to media.

d) Environmental considerations

Overrated

1) delays development
2) Not practical for a developing country.

Not overrated

1) Only sustainable development is good.
2) Intergenerational equity
3) Preventing disasters.

Considering this, the environmental impact assessment is the only way to balance development and environmental concerns and hence it must be carried on which utmost sincerity and transparency.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM


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

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

(d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss. (Answer in 250 words) 20 marks

International ethics are about aligning the national interest with international peace. However, as this case represents, this may not be an easy task.

a) Issues in the case :-

1) Sovereignty issue - A County is banded by the opinions of other countries.

2) Violations of human rights

3) Profitability motive v/s Responsibility for shareholders for humanity

4) Military Junta - Misuse is possible.

5) Threat to international peace due to sensitive technology.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

b) GAMA should consider international ethics.

Yes

1) Human rights are inviolable.

2) Selling equipments and technology transfer will further boost the power of a dictatorial regime.

3) Injustice anywhere is a threat to justice everywhere. So, it must be condemned and curtailed everywhere.

4) Ethical business is good business and sustainable.

5) Improve its reputation.

NO

1) Nature of business - defence equipments will mostly be used to take lives

2) It's not company's primary responsibility.

Next IAS ID: MT23MACEN226_TC074, 15-09-2023 08:51 PM


3) Primary responsibility towards shareholders must be given priority.

c) **CSR beyond immediate community :—**

**Yes**

1) Certain rights are inviolable.
2) Vasudhaiva Kutumbakam - Entire world is one family.
3) Responsibility to all the stakeholders eg In this case the citizens of XYZ country.

**NO**

1) Responsibility to only those stakeholders where the company is present eg Citizens of ABC country.
2) No objective criteria.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

A) Regulation by Governments :-

PROS

1) Sensitive technology can be misused.
2) It's a global common and not one company can decide.
3) Threat to security of ABC county in future
4) Economics as per ethics of society.

Curtailing Entrepreneurship and Innovation

1) Regulation ⇒ Inability to think freely.
↓
Curtails innovation.

2) Business uncertainty.

Government must act as per international norms of defence exports by ensuring proper safeguards that ~~does~~ restricts the usage of defence equipments.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM


Candidates s write on this

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

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time. Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

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

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

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

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

(Answer in 250 words) 20 marks

This case involves the collusion between government officials and some employees of a company to defraud state exchequer and at the same time affecting the ethical business of the company.

a) **Ethical and Business issues :-**

1) Corruption - Against laws and against one's oath.

2) Personal gain over public welfare by both employees of company

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

and government officials.

3) Threatening the long term reputation of company ⇒ fear of blacklisting
↓
affect on other employees.

4) Failure of both company and government to monitor this.

5) Using loopholes to one's advantage

6) Misuse of discretion by government officials.

b) Options available:-

1) Letting it go and allowing the three employees to stay in company but not doing this in future.

2) Firing the three employees and going to government to tell the truth.

3) Firing the employees but not telling government the truth.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

c] Giving freedom ⇒ Led to this issue

1) Used unethical means because they could.

2) Greed to get maximum commission along with ability to do so.

Inherent nature led to this :-

1) Other employees didn't do anything like this.

2) Freedom is essential to work in own way ⇒ innovation to one's advantage.

Thus, it was due to freedom + inherent nature and lack of monitoring.

→ freedom should be given only when it's accompanied by accountability.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

d) Ethical mechanisms and steps to prevent this in future

1) Ethical guidelines similar to code of conduct for civil servants.

2) Ethical education in training.

3) Making people aware of punishments for deviants eg Fraud scenarios. must be detailed as to what will be considered a fraud.

4) Monitoring → Using technology and regular feedback.

5) Strict punishment to set standards.

6) Ethical competition - Rewarding the most responsible and ethical employees.

Companies must create an environment where the ethical behaviour is encouraged by using Re-inforcement techniques.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

(d) श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

Next IAS ID: MT23MAGEN320, TC0714, 05-08-2023 08:51 PM


Candidates must not write on this margin

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

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

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

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

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

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

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

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

This case represents the social issue of child marriages and patriarchal attitude of workers of the company and the conflict on part of company in its economic responsibility towards shareholders and social responsibility towards the community

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

at large.

(a) Issues involved :-

1) Child marriages ⇒ Taking away the opportunities from children to develop fully. against A-21, of constitution.

2) Local leaders resenting her popularity.

3) Preventing positive social change under the garb of traditions.

4) Company's dereliction of social responsibility.

5) Arm twisting by union leaders.

6) Issues in the voluntary work dissuading people from doing this

Next IAS ID: MT23MACEN226_TC074_15-08-2023 08:51 PM

NEXT IAS
Candidates must not write on this margin

b) Rashmi should follow the following approach

She should convince the company's management

↓

By involving women workers & using emotional intelligence - persuasion

If not convinced

↳ she can go to district administration. for help in awareness generation thru other means.

If convinced

↳ Awareness about issues due to child marriages

↳ Involving good people from the male employees.

↳ Understanding concerns of Trade union leaders.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM



Candidates must not write on this margin

c) Companies - Accepting social problems of regions where they operate

They should

1) Part of CSR for all the stakeholders.
2) Agents of social change.
3) Modernity will benefit the company
4) Reputation of company will improve.
5) Ethical duty to do so.

They should not

1) Primary responsibility towards the shareholders - Profit
2) Not legally mandated to do so.

Next IAS ID: MT23MACEN226, TC074, 15-08-2023 08:51 PM

Candidates must not write on this margin

d) **Reasons** :-

1) Patriarchal mindset.
2) Child marriage of some of their children might have been stopped by Rashmi.
3) Assertion of rights by women.
4) Social change → loss of privileges with men.
↓
Efforts to stop this

**Rashmi's approach towards Union** :-

1) Using logic → to counter them, Child marriage ⇒ Poverty.
2) Emotional appeal → Of rights for their children.
3) Desires – Their wishes to see their children prosper.
4) ethics – Child marriages are injustice to children

Countering child marriages need a comprehensive approach with information, education and sensitization at its heart.