

NEXT IAS

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(To be filled by candidate)

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Roll No. :

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Test - 4

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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. :

खण्ड-A / Section-A

Candidate
write on this

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 is provision of public utility, and public goods, by public servants, for economic capital, social capital and human capital development.

① requires loyalty to constitution :-

- ① Has the foundation for public servants to discharge their duty (Articles 31, etc)
- All actions of public servants must be in line with constitution (Article 13)
- It has the principles that should guide action (Preamble, Article 37, etc)

requires loyalty to laws :-

- While constitution only provides over-arching setup, it is laws that guide in different situations

② (eg) Disaster management Act - guides different

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

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

Civil disobedience is the active or passive refusal by a citizen to disobey certain laws/orders of the government, that are deemed to be unethical/immoral.

"Integrity based civil disobedience" is civil disobedience which follows 3 principles (as according to John Rawls) :

1. The law/order being opposed is leading to direct injustice.
2. There is no alternative, i.e., civil disobedience is being used as a last resort.
3. It is being used in a way that will not destabilize general law and order.

In some situations, YES challenge to personal integrity can be justifiable cause for responsible disobedience.

1. When aforementioned 3 principles by John Rawls are met.
2. (ie) → all other possibilities have been exhausted
→ it will not lead to disproportionate harm.

3. Integrity is one of foundational values according to 2nd ARC, Nolan Committee, etc; hence challenge to integrity may be justifiable cause.

4. Challenge to personal integrity
↓
may lead to crisis of conscience.

5. Challenge to integrity ⇒ may lead to social harm

(eg:) whistleblowing about violation of privacy by Edward Snowden

6. In the same context, Gandhiji undertook civil disobedience.

However, Gandhiji ensured it is in line with principles of John Rawls.

(eg:) Emphasis on PEACEFUL PICKETING

7. Supreme Court and High Courts have upheld freedom of expression of public servants

However, civil servants must exercise such action with caution, only as a last resort, and after ensuring that the national interest and law and order will not be affected.

2. (क) व्यक्तिगत और व्यावसायिक जीवन को महत्वपूर्ण रूप से प्रभावित करने वाले प्रमुख भावों (भावनाएँ) का विवरण और व्यावसायिक जीवन को महत्वपूर्ण रूप से प्रभावित करने वाले प्रमुख भावों के सकारात्मक और नकारात्मक प्रभावों को प्रभावित करने वाले उदाहरणों के साथ समझा 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

In our personal lives, it is our emotions that determine our inter-personal interactions.

And in professional lives, according to research by Daniel Goleman, 67% of abilities deemed necessary for leadership are linked to emotional intelligence.

Primary emotions that positively impact workplace productivity:

1. TRUST → avoids duplication of efforts.
2. Transparency:
 - all employees know about work and status of work of other employees
 - all stakeholders know what to expect.
 - productivity is not wasted on communication / expectation management.

(eg) SCALE system followed by Indian IT companies

3. Responsibility - once a task has been assigned,

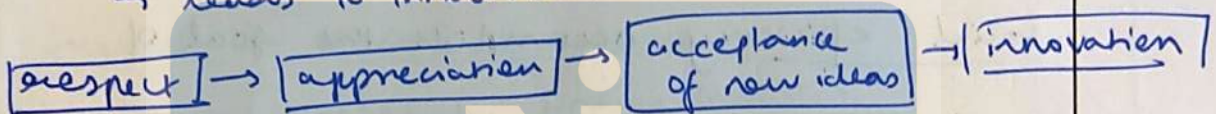
it has to be carried out.

(Q5) Google - it does not matter whether you finish the task in 2 hours or 24 hours - "go home only after fulfilling responsibility"

4. Mutual respect and appreciation:

→ leads to greater satisfaction

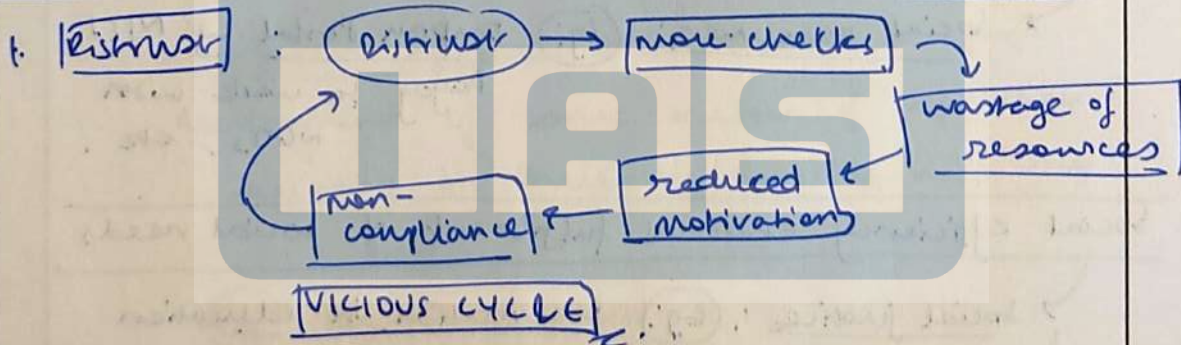
→ leads to innovation.



5. Merit based rewards and punishments

↓
Leads to high levels of motivation

Emotions that negatively impact productivity



2. Nepotism: leads to demotivation.

3. High stress and pressure: negatively impacts productivity.

4. Jealousy: leads to lack of collaboration

Thus, for good workculture - foremost focus should be on trust, transparency and merit

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 महत्वपूर्ण 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 is the missing piece of the puzzle that ensures technical and social efficiency accomplish the goal of national progress

Technical efficiency ensuring resource utilization

- ↳ Human resource: (Eg.) Agripath in armed forces
- ↳ Economic resource: (Eg.) audit by CAG
- ↳ Social resources: (Eg.) Sampan Portal by MITI
Ayog to work with NGOs, etc.

Social efficiency ensures fulfilment of social needs

- ↳ social justice: (Eg.) Reservation in education
- ↳ Social development: (Eg.) access to healthcare
via PM-JAY.
- ↳ social security: (Eg.) MUNREGA as
safety net
- ↳ social audit

Yet, without ethical efficiency, they are incomplete:

1. development must be in line with the ethical and cultural context.

(Eg.) Panchsheel for tribal development

2. Hence, Kautilya said: progress must keep in mind :-
 → Trayi (cultural context),
 → Karte (policy)
 → Dandaneeti (enforcement)
 → Anvikshiki (philosophical and ethical framework)

3. In the same context, Thiruvalluvar in Thirukkural -
 focused on ethical governance,
 as re-iterated by Finance Minister.

4. Ethical efficiency ensures no one is left behind
 ↓
Sarvodaya Antyodaya

5. Ethical efficiency is based on relational ethics:
 → a different approach may be needed for development of some section of population - depending on their relationship with the State.

(Eg) for North East.

6. Hence, the theme of Budget 2023 was -
"Trust based governance"

↓
 to bring ethical efficiency in administration.

Thus, YES, ethical efficiency is more important,
 as without it, the other two are incomplete

Hence, focus must shift to steps such as Outcome budget,
MISSION LIFE, etc

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

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.

Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.

(Answer in 150 words) 10 Marks

The given quote reminds of another by Gandhiji -

"When thoughts, words and deeds are in harmony, there is peace".

Gandhiji not only believed that different aspects of life cannot be compartmentalized, Gandhiji also believed that even actions and thoughts cannot be compartmentalized.

Personal and professional ethics are like yin and yang.



Impact of personal ethics on professional ethics

1. Professional ethics is built on foundation of personal ethics.

(Eg.) as mentioned Gandhiji's quote.

2. Personal ethics of any one employee affects professional ethics of entire organization

(eg:) recently one employee of Canara Bank - Confin was caught embezzling funds.

↓
entire organization suffered, penalized.

3. Similarly, if one employee lies about his work

↓
team can't finish the work on time.

Impact of professional ethics on personal:

1. Employee learns from values of organization.

(eg:) research has shown that regular employees are more disciplined in personal lives.

2. Code of conduct of organization impacts individual values

3. "Work from home" is further blurring lines between personal and professional ethics

Hence, it is because of this interdependence

that values of leaders such as Bhim Premji

are reflected in the values of their organizations

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

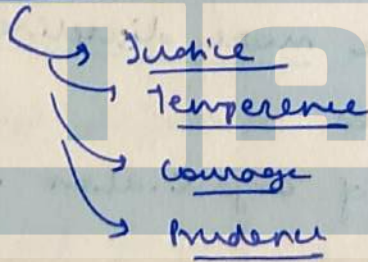
The given ~~is~~ statement is based on
Aristotelean ethics or "virtue ethics".

For most part, yes, I agree with the
statement.

1. It is inherent goodness of character
that leads to "goodness of action".

2. "virtue ethics"

2. cardinal values are thus based on the principle



3. If internal imperatives is present, external
circumstances do not impact the actions

(Eg): good samaritans help accident
victims irrespective of external rules.

4. Hence, there are many cases of
whistle blowers.

Despite possible moral/legal sanctions,
whistle blowers release information for
social good

5. There are many cases wherein strangers
return wallets / lose properties to police/owners
without expectation of reward

6. Thus, lost and found rooms - at railway
stations, etc are based on this principle.

7. Civil servants display courage of conviction -
foundational value - to do what is right -
irrespective of any fear or favour.

Yet, at the same time, there are also instances
of goodness outside of internal imperatives.

1. Goodness due to social pressure, peer pressure

(Eg.) Charity

2. Corporate social responsibility - due to
statutory law

3. Use of nudge, behavioural economics -
recommended by Economic surveys

(Eg.) to improve tax compliance

Hence, goodness while mostly from internal imperatives,
can exist everywhere.

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 सदगुण का सार है। सहिष्णु होना एक ताकत है।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."

(Answer in 150 words) 10 Marks

Tolerance is about the inherent strength of character of the mind.

Gandhiji used to say multiple times, satyagraha is not for the weak.

Tolerance is not passive acceptance, it requires active participation.

It is about prudence, temperance, courage and justice - the 4 golden mean virtues.

↳ need courage for tolerance
(eg.) during Dharama Satyagraha

↳ need spirit of justice for tolerance

↳ need temperance for tolerance:

to find right balance of action and inaction

(eg.) in response to law and order.

Contemporary relevance

(I) : At individual level:

1. Need value of tolerance to stay mentally healthy in era of social media

2. Need virtue of tolerance to preserve energy to raise voice against injustice

3. Need tolerance to accept new ideas

(i) : At society level

1. Tolerance is key virtue of Indian society - has accommodated, assimilated diverse cultures and traditions.

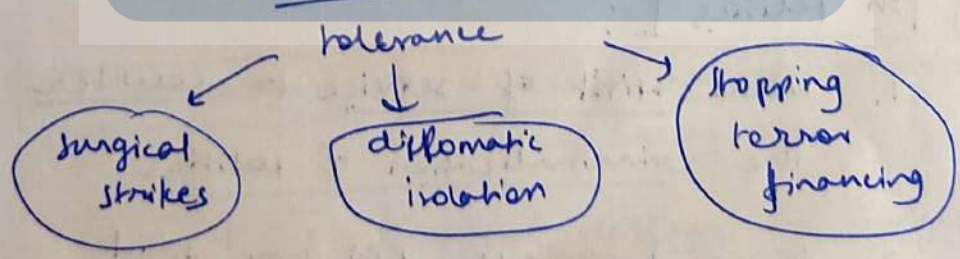
2. This has allowed Indian society to sustain through the ages, without losing touch with roots.

3. Extremely relevant in era of communalism, etc

(ii) : At international level.

1. To show restraint to injust activities.

(eg) acts of terrorism by Pakistan
↓
needs calibrated action after



2. Similarly, tolerance needed in response to geopolitical volatility

(eg) Russia - Ukraine crisis.

Hence, tolerance is a foundational value for civil servants

4. (b) "समाज की सेवा करना हमारा प्रथम कर्तव्य है, और हमारे द्वारा ऐसा करने के बाद, हम अपनी आत्माओं के उद्धार में पूर्णतः भाग ले सकते हैं।"
(150 शब्दों में उत्तर दीजिए) 10 अंक
- "It is our first duty to serve society, and after we have done that, we may attend wholly to the salvation of our souls."
(Answer in 150 words) 10 Marks

The given quote represents the Bodhisatva philosophy of Mahayana Buddhism - wherein Bodhisatvas delay their own salvation - to help others in their path to enlightenment //

The quote also means that in modern societies, glued together by social contract - our first responsibility is to this contract that makes modern life possible.

Contemporary relevance:

(i) In politics:

1. Need spirit of service to counter the criminalization of politics
2. Hence honorable PM has said "Pradhan Sevak, not Pradhan Mantri"

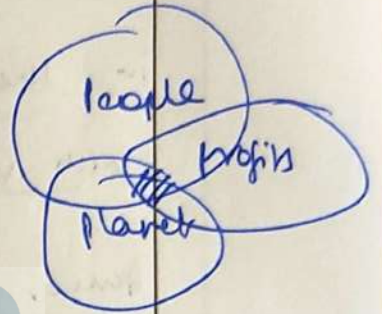
(ii) in economics:

1. Taxation is the economic glue of social contract - Economic surveys.

2. Hence, all eligible taxpayers must pay taxes

3. Similarly, corporates have moral responsibility to society.

↓
 (Eg): Narayan Murthy referred to "compassionate capitalism" and "stakeholder capitalism"



(II) : in administration

1. first duty is with respect to integrity and zero corruption

(Eg): Satyendra Dubey and Shanmugan Manjunath gave up their lives for clean administration

(IV) : in health → duty to ensure access and affordability of healthcare

(Eg): patent waiver for COVID vaccines/medicines.

(V) : in education → to reach women, children, LWE areas, etc

(Eg): barefoot college by Bunker Roy //

(VI) : for environment → need to focus on sustainability of environment before personal mindless consumption - MISSION LIFE //

Hence, spirit of service is key to sustainability in modern era - for self too "the best way to discover oneself is to lose yourself in service of others"

4. (c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं" (150 शब्दों में उत्तर दीजिए) 10 अंक
 "Periods of peace are the empty pages in the history books" (Answer in 150 words) 10 Marks

History is the "study of change", and often in the old times, change was accompanied with violence.

Hence, there is no mention of the long periods of peace in our history books, even though the periods of peace would inevitably have been longer.

Focus on violence also represents an the bias of historians, as they have focused more on the same.

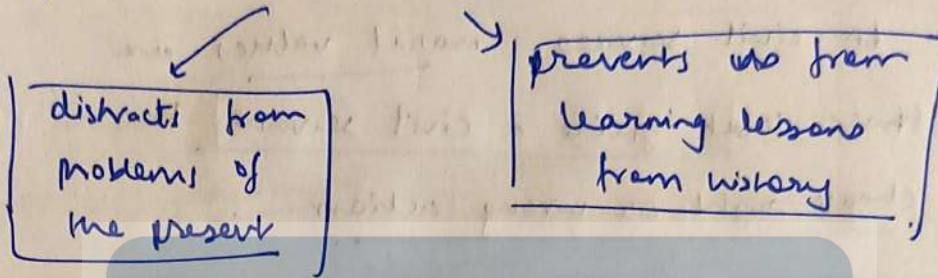
Finally, less focus on peace is also a limitation posed by lack of sources of history for peaceful periods.

Present day relevance of this is :

1. We need to realize that most of the past was peaceful, and ~~can~~ ensure

that we do not pay disproportionate weightage to violence.

2. Disproportionate focus on past violence



3. focus must be on understanding why violence happened, and learning from it so it does not get repeated.

4. for example, : from experience of world wars, we must strengthen multilateral institutions

↓
Hence honorable PM has called for NORMS - a reformed multilateralism, at UN

5. Similarly, domestically, we must learn from communal violence of the past, and take steps to build social capital, for enduring peace

If we do not take aforementioned steps, there will be very few empty pages in history books of the future //

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

Q In civil services, moral values are those that guide a civil servant to choose right or wrong action.

They help a civil servant systemizing, defending and choosing the right/wrong conduct.

Non-moral / amoral values are those unrelated to right or wrong decision making.

Moral values : integrity, transparency, etc

Non-moral values : enthusiasm, etc

5 foundational values

① : Integrity

→ "adherence to moral and ethical principles, and soundness of character"

→ integrity in (thoughts), (words) and (deeds)

→ Most foundational

→ without violating integrity, no wrong can be done

↓
hence foremost



(I) : Objectivity :

- to ensure fairness, impartiality & unbiasedness
- to inculcate trust
- to ensure decisions are justifiable
- to eliminate biases from decision making

(II) : Empathy :

- to understand problems, issues
- to ensure that work comes naturally.
- "without empathy, civil service is a job
with empathy, it's a joy"

(IV) : Transparency :

- "sunlight is best disinfectant"
- to adhere to legal responsibility

(Eg): Section 4, RTI

- "Justice must not only be done, it
must also be seen to be done"

(V) : Efficiency :

- "justice delayed is justice denied"
- to ensure taxpayer's money not wasted
- to use govt resources, as if they
were one's own //

These foundational values must be adhered to
by all civil servants //

5..

(b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता-संचालित प्रशासन को सुगुमता 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

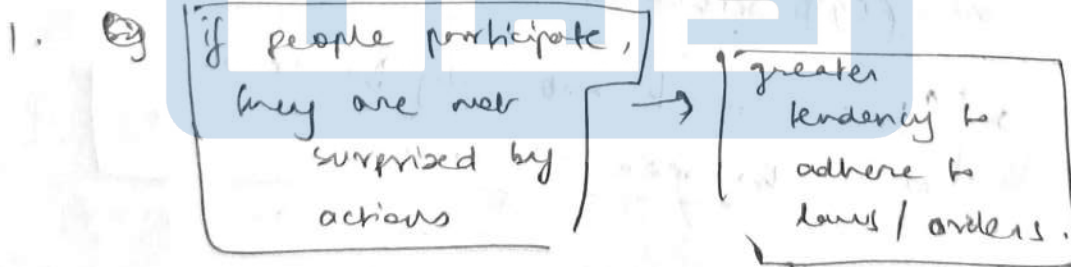
Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?

(Answer in 150 words) 10 Marks

Participatory and consensus-based governance are 2 core principles of ethics in governance.

⊕ Citizen's involvement in decision making is critical to ethics.

hence ~~and~~ yes, I agree, effective civic engagement mechanisms can facilitate ethics-driven administration.



2. Pre-built consensus

3. Buy-in of "Buy-in" of citizens

(Eg.) Swachh Bharat

↓
better compliance, lesser resistance

↓
less resources spent on compliance.

4. The resources which are saved can be further used to improve development.
5. Like wise - citizen involvement creates trust
[Trust creates similar virtuous cycle]
6. Citizens ^B understand rationale for govt actions
 ↓
 feel part of the process
 ↓
 desire to jointly ~~to~~ tackle the constraint.

(Eg): demonetization:
 despite hardship - people participated,
 as they understood the issue

7. feel sense of pride - in being part of the process

(Eg): [Selfie with Daughter] - Beti Bachao
Beti Padhao

Mechanisms that citizens can use

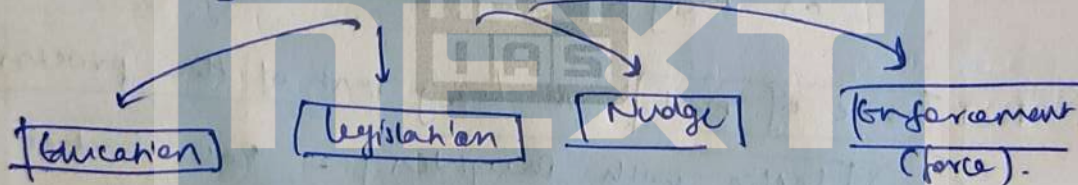
1. Social audit (Eg): MUNREGA.
2. Feedback (2-way) (Eg): My Gov. in
3. Complaints / grievances
 (Eg): CPCRGAME portal
4. Public discussions
 (Eg): in Environment Impact Assessment
hearings
5. ward Committees, Gram Sabha, etc

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

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

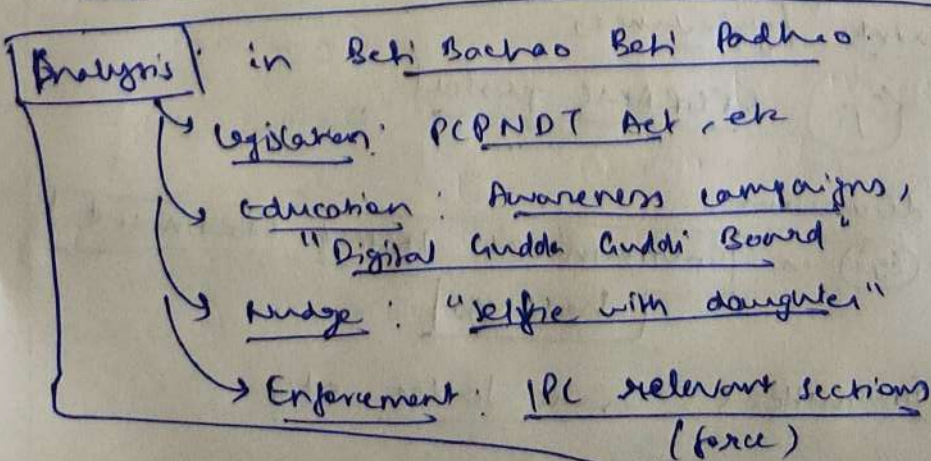
(Answer in 150 words) 10 Marks

According to Nobel prize winning behavioural economist Richard Thaler, who gave the "Nudge theory" - there are 4 ways to bring social transformation



In this context, yes, it is a good idea to mix a little force with persuasion.

All the 4 components must balance and complement each other.



Analysis : Swachh Bharat :

- ↳ Legislation : Water Act 1980
- ↳ Education : awareness , ODF , etc
- ↳ Nudge : " Parivara Band " campaign , etc.
- ↳ Enforcement : Fines for open defecation.

All are needed in harmony as :

1. Education : → creates awareness
→ makes people understand pros and cons, etc
2. Legislation : → creates foundation for administration to act.
3. Nudge : → pushes people from inertia.
→ ensures that habits can change.
4. Enforcement : → plays critical role.
→ ensures that any citizens who may not be convinced by above 3 methods - do not prevent execution
→ create right/wrong in minds of citizens from the point of view of punishment.

Hence, little force is needed, but only to the extent that it complements above 3 mechanisms.

If it is overdone ⇒ it will backfire. (eg: Child Labour Amendment 2012)

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

The first statement ~~states~~ relates to a "realist" view of international ethics -

wherein foreign policy is seen from the eyes of strength.

Military strength determining foreign policy:

1. Hard power can be used to stop / start aggression against nations which are wastile

(Eg.) Israel.

2. It can also be used to perverse ends

(Eg.) Pakistan use of military strength to harbour terrorism

Economic strength determining foreign policy:

1. To deal with unilateral global economic decisions

(Eg.) India's decision to not adhere to price cap on Russian oil

2. To coerce nations based on economic power.

(Eg.) USA, China, etc

Moral strength determining foreign policy.

1. Non-alignment / multi-alignment

(Eg.) NAM as alternative during Cold War

2. Based on non-violence.

(Eg.) impact of Gandhi on global leaders.

(Eg.) similarly, impact of Nelson Mandela,
in achieving independence for
South Africa

3. Based on values

(Eg.) values of climate justice of
Small Island Developing Nations (SIDS)

Ethical strength without military or financial
strength in today's world:

1. Space for ethical strength is shrinking
in "realist" foreign policy of all
nations

2. Yet, it is not completely gone,
it is still respected.

3. Respected in resolving civil wars.

(Eg.) Columbia - FARC conflict since 1964 -
resolved - Nobel Peace Prize

→ work of Art of Living foundation appreciated

4. Respected in resolving climate crisis

(Eg.) voice of small island states (Eg.) Vanuatu

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 इकाइयों छोटे पैमाने की इकाइयों हैं। जिनमें उत्पादन की स्वचालित इकाइयों कम हैं। अधिकांश इकाइयों 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 लोगों के आगमन के कारण फुटपाथों पर गंदी बस्तियाँ (झुग्गियाँ) 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 कार्यवाही अमानवीय है, लेकिन आपकी आधिकारिक जिम्मेदारियाँ कड़ी निष्पक्ष कार्यवाही 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।

- उपरोक्त स्थिति में आपको कौन-से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?
- क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।
- उपरोक्त स्थिति में कौन-से विकल्प उपलब्ध हैं?
- शहरी क्षेत्रों में अवैध मलिन बस्तियाँ 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.

- What value conflicts do you notice in the above situation?
- Can an administrator compromise the value of impartiality for empathy? Discuss.
- What are the options available in the above situation?
- Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

The given case study reminds of the harmful effects of gentrification on the local inhabitants ; and also of cases related to incomplete rehabilitation for developmental projects.

(a) Value conflicts in given situation :

1. Principle of adherence to duty
vs
empathy and compassion

2. Ethical dilemma
deontological ethics vs teleological ethics
(duty based) (benefit based).

3. Crisis of conscience :
Thoughts and deeds not in consonance.

4. Right to shelter of slum and sidewalk dwellers vs Right to movement, etc of city inhabitants.

5. Imp value of administrative impartiality vs ethical governance

6. Obedient bureaucracy vs ethical bureaucracy

(b) For Administrators, impartiality and empathy are both foundational values.

Administrator may compromise on impartiality for empathy only as if

1. as a last resort
2. not compromising would lead to grave injustice
3. the compromise is proportional to the benefit the administrator seeks to achieve
(doctrine of proportionality)
4. The administrator shall take all possible steps to take empathetic action within the boundary of impartiality
Doctrine of harmonious construction
5. Administrator must immediately inform the govt / courts
(ie) uphold accountability
6. Administrator must make a solid case based on teleological ethics, (ie) do objective analysis of the benefit his action will achieve for society

7. Buddhism "doctrine of skillful means" -

supports such compromise in situations

such as these

8. Bhagavad Gita's principle of "sthana, kaal, patra" also is in consonance with compromise in such situations

(c). Options available in above situation:

1. Disobey the order
2. Follow the order in letter and spirit
3. Find a middle path

Possible middle path action: (in above situation)

1. Work with ball bearings and auto parts manufacturers for temporary assistance. (which employ the labourers)
2. Jointly approach the municipal administration for long term solution.
3. Displacement of labourers will directly harm the economy in this case - lead to unemployment

4. Possible slum redevelopment project in long term - involving govt as well as CSR funds

5. Supreme court judgement:

Fajesh K Singh vs State of UP (2019)

Right to shelter is a fundamental right, no

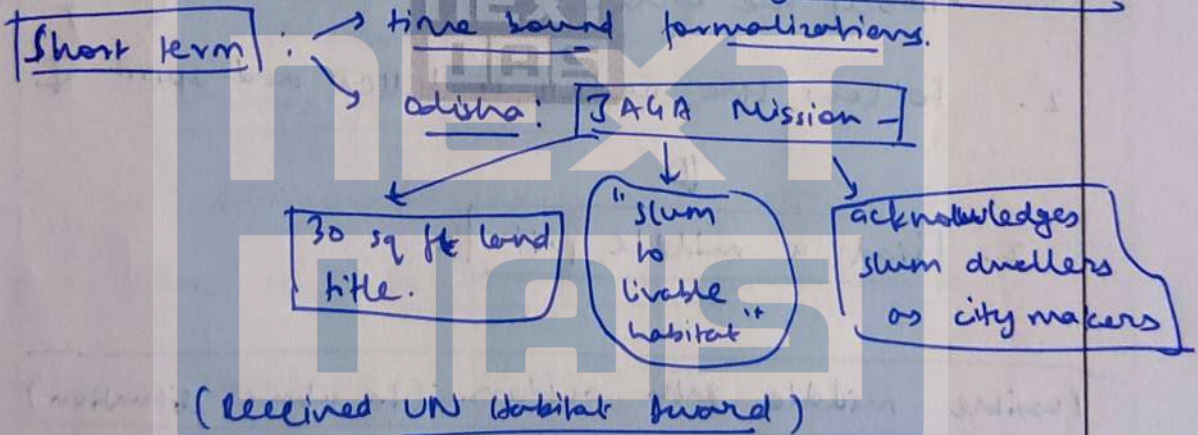
one can be forcibly evicted

(under Article 21)



Use this judgement for rehabilitation

(d). long viable solutions for tackling illegal slums:



long term → slum ~~rehab~~ redevelopment
(eg. Dharavi)

↳ Transit oriented development

- Budget 2022

↳ development of public transport.

forementioned steps will help achieve SDG 10

Sustainable cities

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 जिम्मेदारियों 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 अच्छे प्रदर्शन किया है।

आप इस योजना के कार्यान्वयन और संचालन के लिए जिम्मेदार 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 जिम्मेदार 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 (प्रोफाइल) 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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- 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?
- आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?
- 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 bonafide. 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.

- What are the issues involved in the above case?
- Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?
- What, according to you, can be the reasons for such welfare frauds happening in the country?
- Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

(a) The given case reminds of Supreme Court judgement in the Aadhaar case - privacy may be violated only if the benefits sought cannot be achieved any other way and the objective is a necessity //

(a). Issues involved :

1. efficiency v/s privacy
2. right to maternity relief v/s right to life
(Article 41) (covering right to privacy) (Article 21)
3. conflict of v/d Ross prima facie principles :

principle of beneficence (to ensure scheme achieves its objectives)	v/s	principle of non-maleficence (to ensure there is no collateral damage).
--	-----	--
4. Integrity (to ensure zero leakage) v/s empathy (towards privacy of beneficiaries)
5. potential violation of privacy of all just because of FEW BAD APPLES

(b). Compromise of data privacy to prevent welfare fraud. :

ONLY IF :

1. No other alternative
2. The scale of the fraud justifies such action
3. Such violation of privacy will not ~~have~~ have a disproportionately high impact on any other sphere of life.
(doctrine of proportionality) //
4. In such a situation, utilitarian principles -
(maximum benefit for maximum number of people) - justify such action
5. Deontological / Kantian principles -
adherence to duty - also justify such action

However,

(IF) → extent of fraud is minor
→ or if only few people are involved,
and taking the action will also
penalize those not involved,

then compromise would not be justified. //

(c) Reasons for such frauds :

(I) : on part of the govt officials
involved :

1. lack of ethics / morals in those govt officials
2. lack of emotional intelligence

↓
about the impact of their actions

3. "culture of corruption"
4. moral bankruptcy
5. inefficient vigilance mechanism of govt.

(II) : on part of the citizens involved

1. desire to make "quick money"
2. unemployment in society
3. loopholes in schemes which are exploited by citizens

(III) : Issues in scheme design itself :

1. loopholes.
2. lack of clarity / ambiguous definitions
3. Untrained bureaucrats / politicians who design such schemes
(lack of expertise)

(d) ways and means to prevent such fraud:-

(f) : Societal solution :

1. Build moral and ethical capital in society
2. Moral education amongst youth
3. Societal vigilance :

(g) : SECC census :

details of census published in
Gram Sabha

↓
anyone may object

4. Similarly, details of beneficiaries may
be given to Gram Sabha :

If any one is a bogus beneficiary

↓
Gram Sabha may highlight

(in line with hondhrian principle of trusteeship
and Gram Swaraj).

(II) : within govt :

1. stricter punishment to corrupt officials
2. better vigilance.

(III) : Technological solutions :

1. surveillance using data, as mentioned in case.
2. DBT

(IV) : Better design of laws, schemes -
no loopholes

These steps will help reduce such fraud, and
strengthen govt institutions, in line with SDG 16 //

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।

- उपरोक्त मामले में आपको कौन-से मुद्दों और मूल्यों का उल्लंघन दिखाई देता है?
- आपके पास कौन-से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।
- क्या आपको लगता है कि कभी-कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्व 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.

- What are the issues and value violations you notice in the above case?
- What are the options available to you?
- Discuss the advantage and disadvantages of each option and identify your chosen course of action.
- Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

The given case reminds of various ecological disasters due to illegal mining - such as the river floods due to illegal sand mining across the country.

(a). Issues :

1. Pressure to meet revenue targets at the cost of procedure
2. fraudulent report
3. EIA not done properly.
4. No concern for disaster and its subsequent cost if mining starts

Value violations :

1. Integrity - EPA 1986 Act not followed
2. Sustainability - potential disaster if no action
3. Transparency -
EIA is built on pillar of transparency
public hearing, etc
4. Breaking the law
5. Against constitution (Article 48A, etc).

(b) Options available :

1. Do as asked
2. Attempt to convince the supervisor
3. Resign
4. Whistle blow

(c) Option I : Do as asked :

Merits : No apparent merits

Demerits : → disaster
 → massive cost to state in future
 (for minor revenue benefit in present).

→ Against law. (EPA 1986)

→ against deontological ethics : -

[duty to follow law]

→ against teleological ethics :

(future cost will outweigh present benefit)

Option II : Attempt to convince supervisor :

Merits : → May lead to new bidding with proper procedure

↓
future cost saved

→ will ensure environment is not harmed

Demerits : → Head may not agree
(supervisor).

Option III : Resign:

Merit : personal integrity safeguarded

Demerits : other demerits remain
from option I

Option IV : whistle blow:

Merit : same as option II.

Demerit : Disciplinary action potentially, etc

course of action :

1. I would first attempt to take my findings
to my head, and explain to him

gravity of the issue

2. I would inform him that criminal

action may be taken against us,

for fraudulent EIA, according to

EPA 1986 //

3. I would also inform him - we may be

potentially rewarded - for saving the state

from future costs.

9. However, if I am not able to convince -
I would take option IV, i.e. whistleblowing,
as a last resort.

(d). (a)

Yes, environmental considerations are
sometimes overlooked.

1. We follow anthropocentric approach to environmental ethics.
2. Environment is seen as a means.
3. Short term benefits outweigh the long term repercussions.
4. Hence, environmental concerns are overlooked.

We must realize:

"No matter what we do, we cannot destroy
the environment fully, but if she
so desires, environment can destroy us
completely".

and "Earth is not a gift from ancestors,
but a debt from our descendants".

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 बाजार 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।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- 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?
- क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक जिम्मेदारी उसके निकट समुदाय से कही बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- 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.

- What are the ethical issues involved in the above case?

- (b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?
- (c) Do you think a corporate's social responsibility extends beyond one's immediate community to the international community? Why/Why not?
- (d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss.

(Answer in 250 words) 20 ma. ks

The given case reminds of transfer of questionable technology by USA nations such as USA, China and Russia to questionable allies such as Pakistan, etc.

(or) Ethical issues;

1. reckless pursuit of $\$$ influence and power in international arena
2. proliferation of weapons technology
3. poor human rights record, genocide of minority by military junta.
4. To what extent can State interfere in working of a private business?
5. To what extent should private companies be bound by human rights constraints?
6. Who should be the authority to ensure these constraints are adhered to, internationally?

7. morals vs building relations with those accused / responsible for genocide

8. Indirectly (undermining democracy)

(b) Extent to which corporate businesses such as UNAMA should consider international ethics while pursuing business interests :

They should consider ~~business~~

1. In context of violence / war.

(eg) arms export.

2. In context of human rights violations.

(eg) forced labour.

3. In context of sustainable development and pollution

(eg) mining (cross-border), CBDR principles.

4. In context of labour rights :

(eg) fair wages, working hours, etc.

5. In context of adherence to international treaties, conventions.

(eg) UNFCCC, or UN-CBD, etc.

Challenges

1. Lack of level playing field, uniform applicability of such ethics by companies.
2. If one company does it, others are forced to do it, to not lose market share / stay competitive.

(Eg:) if one company pollutes environment of foreign country to same costs, so do all other.

3. Selective application of ethics

(Eg:) concern about Blacks in USA, [but not] about Uighurs in China. (who in fact face much worse abuse)

4. No enforcement

Way forward:

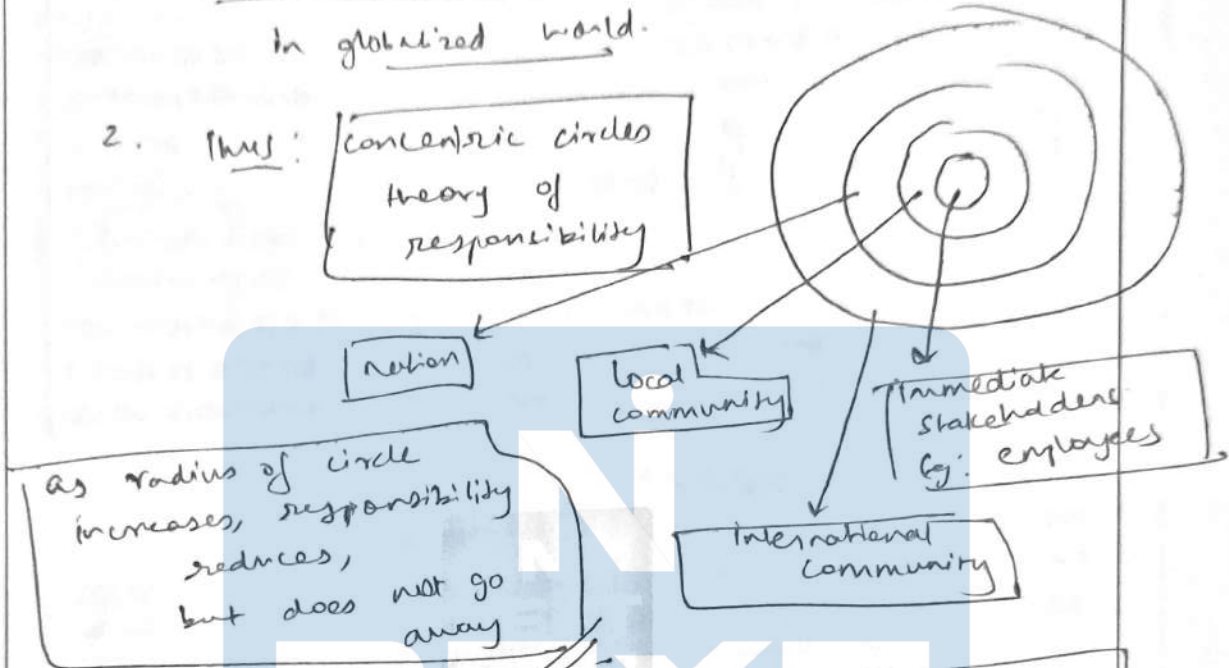
1. common application of ethical principles, by consensus
2. oversight - objective - by unbiased body

↓
[to prevent proliferation of weapons] etc //

(c) Corporate's responsibility beyond immediate community to international community.

1. Problems of world are interconnected, in globalized world.

2. Thus: concentric circles theory of responsibility



This is because: "poverty anywhere is threat to prosperity everywhere"

(d) Regulation of defence sector companies. need for regulation to prevent proliferation in wrong hands

to prevent technology from reaching terrorists

"terrorism is worst abuse of human rights" - S. Jaishankar

Who should regulate

→ nation
→ but there is need for international oversight to

to ensure no company can gain undue advantage

Aforementioned steps from part (b) must be implemented //

11.

श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (विक्री प्रमुख) थे। कंपनी के मुख्य बाजार 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 विक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों की उनके बड़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे विक्री 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। पृष्ठछाछ 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 विक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खजाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि विक्री 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।

- इस मामले में कौन-से नैतिक और व्यावसायिक मुद्दे शामिल हैं?
- श्री शर्मा और सीईओ के पास कौन-कौन से विकल्प उपलब्ध हैं?
- क्या आपको लगता है कि विक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्पन्न हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।
- जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन-से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

- What are the ethical and business issues involved in the case?
 - What are the options available to Mr. Sharma and the CEO?
 - 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.
 - What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case?
- (Answer in 250 words) 20 marks

The given case is one of corruption by certain
govt ~~govt~~ officials, in collusion with pvt
agents - to waste taxpayer money paid
by ordinary hardworking citizens

It is amongst the highest of all crimes in
govt administration.

(a) Ethical issues;

1. Mis-selling by company sales agents

2. Company sales agents getting
higher commission for mis-selling

↓
Perverse incentives

3. corruption by govt officials

4. Govt hospital forced to buy medicine at
higher price

5. State exchequer scammed.

6. tax payer money wasted

7. Govt audit / internal vigilance mechanisms failed

Business issues :

1. Business considerations v/s ethical considerations

2. Profit v/s transparency

3. concern amongst Mr Sharma and CEO
about being blacklisted for doing the
right thing

↓

Ideally, State should create an
environment where people feel
confident about doing the right
thing, and apprehensive about
wrong thing.

(b) Options available :

1. fire them do nothing
(neither fire employees,
nor inform govt).

2. fire employees, not inform govt

3. fire employees, inform govt, file case
under POCA 1988

(B) - The best course of action would be Option 3

1. Employees should be fired.

↓
to set an example, to ensure there is no wrongdoing again

2. Govt should be informed

→ wp loss prima facie principle of beneficence, honesty

→ deontological (duty), teleological (benefit) ethics.

→ if gov't finds out later, the firm may also be implicated, and get in more trouble

3. POCA 1988 (prevention against corruption) case should be filed, against said employees as well as the gov't servants

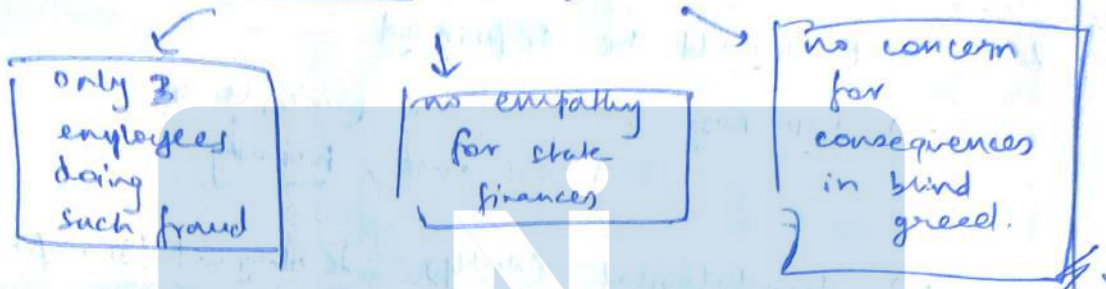
(c). The problem was due to individuals' corrupt nature :

1. org culture of giving operational freedom

is important → for making getting the best out of employees,

→ also for providing employees opportunity to learn

2. It is in line with principle of subsidiarity
3. yet, it must be accompanied with checks and balances
4. In this case, it is clearly a case of corrupt nature as:



Such corrupt employees must be punished

(d) Ethics measures and steps to be taken

1. Compulsory ethics training
(eg:) along the lines of compulsory training required for POSIA Act.
 2. Employees may be asked to repeat above training every year
 3. Above training to have case studies and examples - of behaviour not to be followed
 4. Swift punishment to guilty - highlighting their examples - to (Behavioural economics) discourage repeat offenders
 5. Internal audit - regular.
- These steps will improve organisational integrity

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 मुद्दों 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 यूनिन 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, यूनिन 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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- 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।
- 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?
- श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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.

- What are the issues involved in the above case?
- 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.
- Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?
- What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union?

(Answer in 250 words) 20 marks

The given case is about the extent to which a community's social issues are also that of a business, and about [role of] [pressure groups] in bringing about / stopping social change

(a) Issues:

- child marriage
- Resistance by local leaders (to Rashmi's activities)

3. Threat of violence by Trade Union
4. Strike by Trade Union
5. Company dis-associating itself from NGO
post the strike.
6. Company refusing to take any responsibility
for community's social problem

- (b). Approach for Rashmi:
1. the police complaint against Union leaders
(for threatening her with violence)
(Section 506 IPC, etc)
 2. Complaint via Marriage Act } prohibition of child
}, against Trade Union.
 3. Work with local administration, as well
as the company - to de-register such
violent trade union.
 4. Continuous attempts to re-engage the
company management
 5. work with other civil society/companies
in the region

6. work with media -

→ to highlight her work

→ create awareness

→ highlight violence and threats, so
that the blackmailers refrain

from making such threats in future.

(C) Yes companies should accept responsibility to some extent, for the social problems in their community.

1. Discharging their share of responsibility would also help them grow more sustainably

↓

thus ensuring long term profitability

2. In this case, for example,

it will endear company to females.

↓

→ potential female consumers

→ potential female employees, in future

3. Similarly, environmental sustainability ensures [long term survival]

4. Concern for alcohol addiction ensures higher productivity of labour

5. Concern for health issues ensures healthy workforce

6. Also, if company helps community,

community also helps the company in times of stress. //

(d) Reasons for aggressive reaction from worker union.

1. Perceived threat to culture

2. Lesser potential politicization of issue.
(Trade Unions are frequently associated with political parties)

3. Potential incitement by village elders

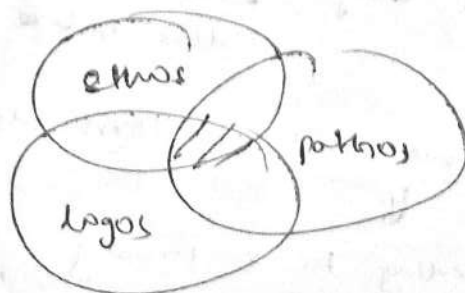
4. Lack of trust, in any civil society/modern values

5. Poor past experience with modern ideas

↓
Leading to mistrust. //

Kashmir should take following steps to handle Union :

1. Identify the reason for their strong reaction.
2. Use Carrot - stick approach.
3. For those elements who are violent / threatening her
 ↓
work with police
4. for those members who are distrustful / who don't have awareness
 ↓
 → create awareness
 → highlight experiences / stories to win their trust
 → educate them about benefits of late marriage
5. Use Aristotelean persuasion approach



ethos - reason for late marriage.

logos - involve emotions - by highlighting ill-effects of child marriage

ethos - showcase role models