

# 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 : MANAN BHAT

NEXT IAS Roll No.: MT23MACEN240 Date of Examination : 27/8/2023

Exam Centre : Old Rajinder Nagar  Bhopal  Online

Test Code: TC038 Program : FLT  FLT+

## MAIN TEST SERIES 2023 (FULL LENGTH TEST-4)

### GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 59 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. : .....

(For filling by Examiners only)

Evaluator Code :

Q.No	PgNo.	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			
<b>Grand Total</b>				

Signature

MACRO COMMENTS



## IMPORTANT INSTRUCTIONS

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

### DONT'S

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

### DO'S

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

**NEXT IAS**

Candidates must write on this side

**खण्ड-A / Section-A**

1. (a) लोक सेवा के लिए केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्यवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवा के संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार में इन तीनों में से किसे आधिकारिक कर्तव्यों 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

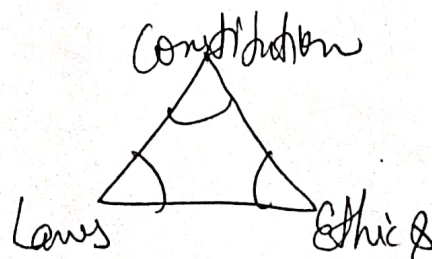
Public service demand adhering to path of dharma and serve the goal of public service delivery with most efficiently.

Public service - blend of moral + Rules

They are not only the steel frame, but the frame with a great heart to accommodate every section of society.

(Ex) → DM Indragani ate the <sup>midday meal</sup> food cooked by widow to break the stereotype.

Public Servant's Loyalty



## NEXT IAS

Pg 2

Candidates must  
write on this marginCandidates must not  
write on this margin

While carrying out official functions:-  
There is a need of all the three  
like:-

a) Constitution act as the ultimate  
guiding light for every citizen of  
nation. It promotes the ideal of  
Equality:- (Ex) → No discrimination in public  
service like PDS.

Dignified life (Ex) → civil servants making right  
policies to ensure better livelihoods like MANREGA

b) Ethics:- Ensure that all the  
decisions are made while keeping the  
most vulnerable in mind (Gandhi's Tolism)

(Ex) → showing tolerance while tackling communal  
issues without any personal bias.

c) Rules & laws are meant to make  
smooth functioning of bureaucracy.

Although Constitution & Ethics are the primary  
elements for official functions where laws  
act as subsidiary guiding path

## NEXT IAS

Pg 3

Candidates  
write on this

- (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

Integrity based civil disobedience ensures the proper way of showing dissent where without usage of any coercion or other force, disobedience is shown.

It is necessary evil to curb excessively yes membership in public services.

Responsible disobedience is justified when personal integrity is challenged:-

- a) To ensure correct decision making without any robotic command structure (Ex) → Denying political master

## NEXT IAS

Pg 4

Candidates must  
write on this.Candidates must not  
write on this margin

to implement policy if it causing loss  
to exchequer & is a political tool.

b) To ensure rights of most vulnerable  
are not compromised (Ex) → To ensure  
proper substance over freedom of expression  
of legislators if it is causing hate in society.

c) To uphold the ideals of Shama  
(Ex) → Even Bojum wayed war against his  
cousins to ensure path of Shama.

d) To make public service free from  
corruption and any undue political  
pressure (Ex) → Amit Kohra IPS, shows  
civil disobedience to orders of CM  
of Bihar during Model Code of Conduct.

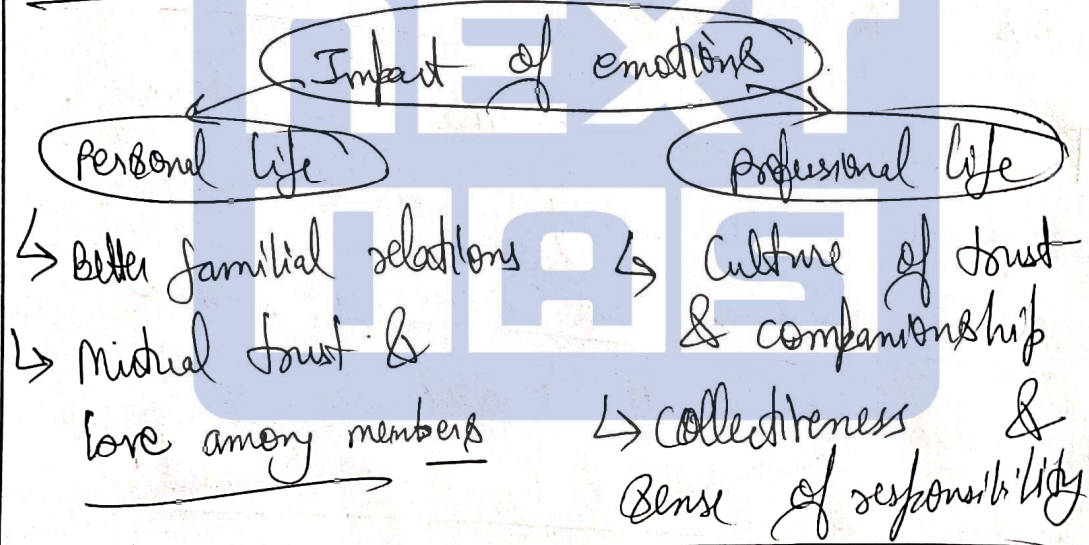
Hence, Civil Servant has primary motive  
to serve the people and in order  
to achieve right aim, s/he must  
follow right path fearlessly.



2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्वपूर्ण 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 the important tool to express the views of person and build a warm relationship with others.



Primary emotions having :-

Negative Impact :-

- a) Emotions which express jealousy, worry, etc lead to lack of proper

functioning of organisation (Ex) → fear of missing deadline leading to less efficiency.

b) Emotions of mistrust, where subordinates are reprimanded for small mistakes lead to improper work in organisation.

c) Lack of balance between personal & professional life leading to less efficiency.

### Positive building :-

a) Building mutual trust, warm relationship among employees

(Ex) Discussing goals in informal Tea party.

b) Understanding constraints of each other and hence proper work allocation

(Ex) Female employees during pregnancy are supported so as to increase their efficiency.

c) Promoting sense of responsibility by delegation of work and hence leading to proper functioning of organisation. Emotions of human being make them more close to each other & promote better functioning.

- (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

In order to fulfill the goals of public service delivery, all three efficiency i.e. - Technical, social & Ethical efficiency are required.

Ethical efficiency ensure :-

- Lowest decision making without any bias (Ex) → During flood government tender
- Faster delivery of service & decision making.
- Building warm relationship with colleagues
- To always follow the right path to achieve right aim.

(Ex) → Hippocratic oath by doctor develop sense of responsibility to treat every patient

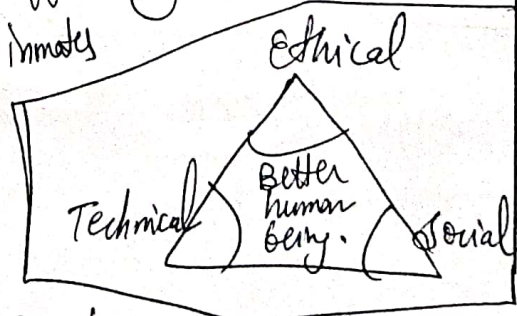
irrespective of caste, class, gender etc.

Ethical efficiency is more important because:-

- 1) Pre-requisite to achieve other two efficiency, as without proper values, other two are futile
- 2) It makes the person more tolerant and sense of responsibility is developed (Ex) → Tackling slum proliferation while at the same time ensuring house for displaced.
- 3) Ethical efficiency promote value based decisions, hence pre-requisite to develop non-partisanship & impartiality (Ex) → D. Rooka IPS, being jail

DIN, use ethical efficiency and promote same treatment for all inmates irrespective of political pressure.

However, the need of the hour is a proper inclusion of all three:-



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.

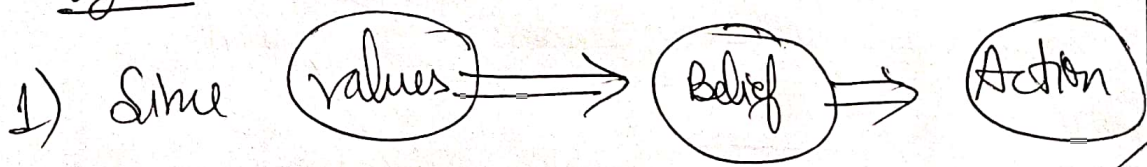
Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.

(Answer in 150 words) 10 Marks

Above quote means that a person who is virtuous & moral ~~in~~ will always remain so in every walk of life.

(Ex) → A honest and bold person like Abraham Lincoln never compromised his values and always remain staunch critic of slavery & even abolish it.

Individual's personal ethics are replicated in his/her professional life:-



hence, the values of love, courage, empathy, honesty, will lead to belief that is always pro-people and hence actions are compassionate.

(Ex) → Gandhiji, being a non violent & Ahimsawadi remain same either being a lawyer in foreign land or being a social reformer in India.

2) Personality & Personal ethics are build upon the religious values, legal aspects, upbringing etc. hence they are reflected in all walks of life.

Although proper training, rehabilitation center act as the institution where personal ethics can be developed so as to make a life of person more worthy.

- (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

It is inner conscience of person, which motivates him/her to do good & right irrespective of the benefits associated with it.

It is true as:-

even the philosophy of Niskam Karma promote such beliefs where person instead of caring about the end results must follow the path of Dharma to achieve ultimate Salvation

(Ex) → Mother Teresa's philanthropic nature to help needy & poor was never aimed to get any benefits but for the benefit of others.

Candidates  
write on thisCandidates must not  
write on this margin

Even in the Islamic theology,  
this thing is reflected that, a  
person must do charity in a  
way that it is done as a  
duty rather as any favour.

Hence, goodness lies in the inner  
conscience to achieve self-worthiness  
without any ~~external~~ moral/  
legal compulsion or in desire to  
get benefits.

(Ex) → Gautam Buddha preached equality  
& denounced caste system to ensure  
humane values without any care of  
wards.



4.

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.

(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

Above quote means:-

Tolerance required inner strength and  
 it is virtuous if one is tolerant.  
 While it requires much strength  
 to be tolerant.

Just like Gandhiji during national freedom  
 struggle tolerate apathy of English and  
 smash them.

Contemp. Relevance:-

1) To cherish diversity in society,  
 one must be tolerant to controversial  
 thoughts. (Ex) → LGBTIQ+ community is  
 resisted with tooth & nail whenever they

voiced for civil & social rights.

2) Military personnels :- and commanders are so from in tolerating all the adversities like alien places, harsh weather, difficult terrain & etc. & still remain from and guard the nation.

3) Parliament :- Government must try to tolerate the opposition and emphatically debate must be done to ensure proper functioning of Parliament.

Criticism - a) One can't tolerate in every situation (EX) → In situation of national threat, we have to retaliate like Surgical Strikes on Pak.

b) To voice for the downtrodden (EX) → Malala Yusufzai stand for the cause of female education.

Hence, tolerance must be a tool to ensure peace & accommodation.

- (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

Above quote signifies that primary duty of woman is to serve society and then only one can achieve Moksha i.e. salvation

Contemp. Relevance:-

1) Civil Servants:- i.e. शीलत १२५ भूषण १२-  
service of others before self and  
surrender from in attaining the  
goal of Public Service delivery

(Ex) → Dr. Anam Bhatia IPS served day & night from  
darker days covid-19 outbreak to ensure  
supply of essential services societal  
of his jurisdiction.

Candidates  
write on thisCandidates must not  
write on this margin

2) To attain the idea of Ram Rajya as envisaged by Gandhi, we should serve others like:- weaker sections especially Dalits:- about their civil & political rights (Ex) → Kanshisamji did for their emancipation.

women:- for equal rights in every sphere

LGBTIQ+ :- like NAZ Foundation did to fight legal battle which emerged as NAZDA judgement and ensure their safeguard in society.

Hence, Service of society, is the ultimate form of charity.

(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

Above quote signifies that, during peace, there is nothing worthy to record and hence no history is mentioned of that period.

Contemp. Reference:-

a) Recent Russia-Ukraine war :- ~~is~~ could be remembered in the history as a war of hegemony between the east & western ally.

Critic:-

a) Period of peace are usually considered as the golden period of history and find

due place in history -

(Ex) → Maurya period, where Samudragupta after establishing a empire led it to new heights.

(Ex) → Ashoka's adoption of Buddhism & adopting peace.

(Ex) → Akbar's decision to achieve "Sulh-e-kuhl" is also a moment where peace finds place in pages of history.

Hence, history is not only a place to mention the bloodshed, shed of war but it also reflects the peace, prosperity & glory of the past.

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

values which have positive impact and are virtuous are termed as moral and vice versa for non-moral values. Moral values leads

to fulfilment of inner voice of humans.

5 basic values : As foundation

1) Integrity :-

→ Act as the gully pillar of all other values like honesty, Ensures effective public service delivery in all sphere.

Ex → T.N. Sheshan remain man of integrity during his term as CEC.

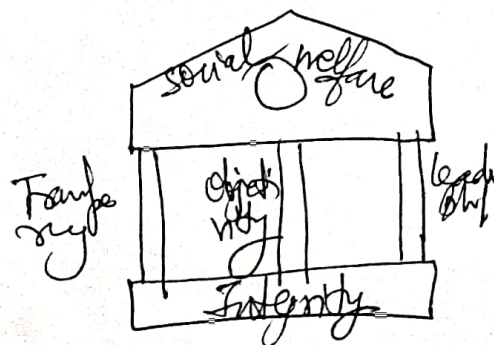
2) Compassion:- To promote love & affection for weaker section and people of different values as if yours. (Ex) → help to refugees even if they are outsider.

3) Leadership:- To act as a role model for others & guide a better direction.

4) Selflessness:- To adhere to ideas of 'Service before self' & promote Sampurnam.

5) Transparency:- To curb corruption & promote efficient ideals of RTI Act 2005.

These values would lead to efficient public service delivery.





- (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 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



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

In order to lead people follow certain ideals, approach of carrot & stick is used.

values needed to bring change :-

- Advice :- for awareness
- Counseling :- to change point of view.
- Persuasion :- to change thought process

What if little force is used?

1) Deterrence :- home better discipline in implementation.

(Ex) → Nominal fees of ₹10 for RTI makes applicants responsible.

Candidates must not write on this margin

Candidates must not write on this margin

2) Coercion: so as to get faster results, otherwise delay in implementation.

However it may backfire, & due to:

1) less acceptability

(Ex) → India forced vasectomy in 1970s

2) Mistrust & Supremacy among citizens.

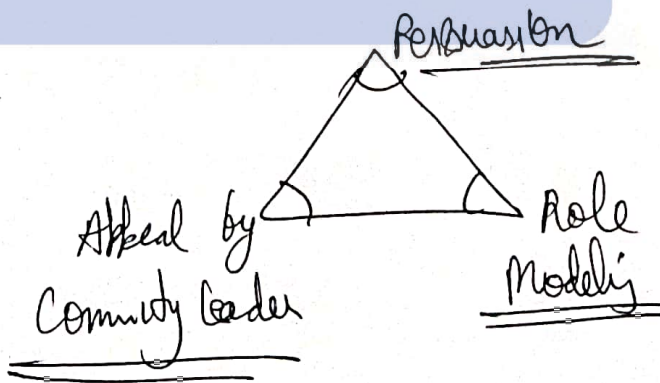
3) Lack of approach in implementation.

4) Partial procedures

↳ lead to criminalisation.

Effective way!

This way can act in a more efficient manner.



(Ex) → Traditional Shamans are used along with doctors in tribal areas to promote better health.

- (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



## NEXT IAS

Candidates  
write

## 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। जिनमें उत्पादन की स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर मात्रा में उपलब्ध हैं।

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 (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।

- 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 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.

- 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

Case:- Given case depicts a scenario where a public servant is facing dilemma in either treading over the path of civil servant or whether he should show empathy for the vulnerable cases.

(a) Value conflicts in above situation:-

- i) Public Service duty VS empathy for vulnerable section.
- ii) Bureaucratic order VS voice of conscience.
- iii) Law & order VS illegal encroachment.
- iv) Law VS humanity.
- v) Official responsibility VS Personal values of compassion.

b) However administrator can jeopardize impartiality for empathy in certain cases :-

i) When the interest of vulnerable section is at stake ie:- Gandhian Talisman.

ii) As per Kant's deontology, there can be no wrong means to achieve right aim.

However, an administrator must try to balance interest of minorities against majority by finding a middle path ie:- Madhyamarga of Buddha.

(c) Options available :-

i) To clear the encroachment with the help of police.

Pro	Cons
<ul style="list-style-type: none"> <li>↳ Law is upheld</li> <li>↳ Better city environment</li> </ul>	<ul style="list-style-type: none"> <li>↳ Loss of life &amp; livelihoods of weaker sections</li> <li>↳ Cognitive <u>dissonance</u></li> </ul>

Candidates  
write on thisCandidates must not  
write on this margin

ii) To defy the order and try to maintain status quo.

Pro

Cons

↳ Poor people can reside there.

↳ Industry would function properly because of abundant labour.

↳ Haphazard unsustainable city development.

↳ Bureaucratic deadlock

iii) To ensure alternate houses for labourers and try to implement schemes like :-

a) Affordable Rental House Complex

[to provide cheap houses at reasonable price]

b) P-M Awas Yojna (Urban)

[to ensure house for marginalized]

After proper accommodation, encroachment can be cleared with effectively by ensuring a proper safeguard for all.



d) Ways to tackle Slums & encroachments in Urban Areas

i) Sustainable city growth & planning

↳ following schemes like PM Awas Yojna in letter & spirit.

↳ development of center magnets to ease pressure in cities.

ii) Affordable rental complex for weaker section to ensure better livelihoods.

iii) Slum Redevelopment Program (Ex) → Dharavi redevelopment project to ensure better facilities for all.

Hence, with better earning and confidence building with the migrants, slum proliferation can be stopped.

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 अच्छा 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 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.

- 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

Given case depicts a scenario of fake beneficiaries garnering the welfare fund of scheme leading to financial loss of exchequer. It also shows the collusive corruption where even some officers are involved.

a) Stakeholders	Issues
i) Government/ State	<ul style="list-style-type: none"> <li>↳ Loss of public's money</li> <li>↳ needy &amp; poor is not getting their due share.</li> <li>↳ Pervailing corruption dismantling trust of people</li> </ul>
ii) me as Director of Dept.	<ul style="list-style-type: none"> <li>↳ To tackle corruption and ensure that only eligible beneficiary get funds.</li> </ul>
iii) <u>Public</u>	<ul style="list-style-type: none"> <li>↳ loss of taxpayers' money in pervailing fraud.</li> <li>↳ Issue of their data privacy if scrutiny is to be done.</li> </ul>

b) Data Privacy breach is :-

Justified	not justified
<p>↳ As per <u>Bentham's</u> Utilitarianism for greater happiness for greater number of people it is a viable option.</p> <p>↳ To ensure <u>proper</u> functioning of scheme.</p> <p>↳ Since <u>government</u> has <u>bonafide</u> intention, hence Art 21 is not absolute</p>	<p>↳ As per <u>Kant's</u> <u>deontology</u>, there can be no wrong means to achieve right aim.</p> <p>↳ Right to privacy is <u>fundamental</u> right.</p> <p>Art 21 :- <u>Puttaswamy judgement</u></p> <p>↳ because till date, we don't have any <u>data</u> <u>protection</u> law, hence difficult to ensure data breach safety.</p>

c) Reasons for such frauds:-

- ↳ Subculture of corruption & erosion of moral values (Ex) → Parents asking their ward to give bribe to ensure better seat in bank.
- ↳ Lack of public scrutiny and proper audits.

↳ Less rigour to speak against such  
frauds hence Whistleblower spirit is  
missing.

↳ Lack of power with institutes like  
Lokpal & Lokayukt., hence less deterrence.

(d) Means to prevent such fraud:-

1) Proper Social Audit & Departmental  
Audit to ensure proper usage of funds

2) Technical solutions like:-

↳ Jan-Dhan - Ahar - Mobile Jany.

3) Values inculcation among stakeholders:-

↳ Civil/Public servants :- Mission Kanyoji

↳ Students / Citizens :- awareness via role modeling etc.

4) Honoring honest descent like:-

↳ Whistleblower must be duly protected

↳ RTI Activists can serve as model for  
others.

- 5) Proper functioning of institutes like
- ↳ CAG = power of propriety audit
  - ↳ CVC
  - ↳ CIC = all parameters must be filled as per.
  - ↳ State vigilance etc.

Above ways can be fruitful to ensure proper functioning of governmental organisation and curb the financial frauds in schemes.

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 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.

- 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

### Facts of case:-

- i) I am posted in Mining dept.
- ii) Mining bids were invited.
- iii) All process get completed very fast.
- iv) EIA report submitted by contractor was fraudulent.
- v) Department is ignoring environmental aspects to achieve fiscal targets.

- a) **Issues** →
- Department is paying no attention to EIA report.
  - Department is just want to complete the revenue targets.
  - Environmental aspects are at stake.
  - This whole haphazard mining may cause disaster.
  - My role as a helper to my department's head is leading me to dilemma.



value violations :-

- ↳ Lack of environmentalism.
- ↳ Adherence to Jesmanship by my department.
- ↳ Public service spirit and path of Dharma not followed by my seniors.

b)  
& c)

options available to me :-

- i) To politely follow the order and remain silent (loyal subordinate)

Pro

Cons

↳ Fiscal target of department could be achieved.

↳ I won't face any ire of my seniors leading to Status-Quoism

↳ Environmental damage could take place

↳ Moral dissonance on my part.

↳ Loss of Integrity and remorse

↳

## NEXT IAS

Pg 40

Candidates must not  
write on this margin

ii) To raise this issue and refuse to follow orders and complaint about it to higher authorities.

Pro	Cons
<ul style="list-style-type: none"> <li>↳ Project would be stopped.</li> <li>↳ It will show courage on my part.</li> <li>↳ Role model for other honest officials.</li> <li>↳ No environmental damage</li> </ul>	<ul style="list-style-type: none"> <li>↳ I may face ire of my superiors.</li> <li>↳ Against the bureaucratic order.</li> <li>↳ Revenue targets of department would not be achieved.</li> </ul>

iii) To ensure that my departmental head is persuaded by me for proper EIA process so as to ensure no environmental hazard. I will use my emotional intelligence to convince him that if any disaster took place due to mining then ultimately mining department would be sued which may jeopardize public trust and department's values.

- d) Envtl. considerations are necessary enit:-
- ↳ To ensure proper likelihood of weaker sections Ext-Tribals & Prast dwellers
  - ↳ To ensure sustainable targets achieve net zero as soon as possible.

Hence,  
Proper EIA is a much needed for proper planning and ensuring safe, disaster resilient and sustainable infrastructure (SDG-9) development

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 रीन्य 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, रीन्य 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 कहीं 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 marks

Case:- Above case depicts the handson ideas of Science without humanity, and commerce without morality are sth.

ABC country in order to achieve economic goals is providing sensitive dual use technology to XYZ country which may lead to international havoc.

a) Ethical issues involved:-

- i) Monetary gains over humanistic values of peace & security for all.
- ii) National interest of ABC Vs Global peace
- iii) Financial gains of GAMA Vs Usage of those weapons for subjugation of vulnerable.

NEXT IAS

Pg. 11

Candidates should not  
write on this margin

b) GAMA must consider ethical because:-  
international

i) To ensure proper implementation of  
Universal Declaration of Human Rights:-

- Safety for all
- To curb any sort of violence against humanity
- Right to live with dignity of people.

ii) To ensure commerce with morality  
(Gandhian idea)

iii) Kant's deontology:- There can be no  
wrong means like trading with military  
junta to gain right aim of making  
monetary benefits.

c) Corporate's social responsibility extends  
to entire community across the globe:-

i) Because the resources used by corporate  
it belong to entire mankind &  
not a single nation like oxygen,  
water etc.

b) WAMA must consider ethical international because:-

i) To ensure proper implementation of Universal Declaration of Human Rights:-

- Safety for all
- To curb any sort of violence against humanity.
- Right to live with dignity of people.

ii) To ensure commerce with morality  
(Rohdian idea)

iii) Kant's deontology:- There can be no wrong means like trading with military junta to gain right aim of making monetary benefits.

c) Corporate's social responsibility extends to entire community across the globe:-

i) Because the resources used by corporate do belong to entire mankind & not a single nation like oxygen, water etc.

ii) In globalised world, whole world is a global village, hence any change or decision have far reaching impact. (Ex) Effect of 2008 Subprime crisis engulfed the entire globe.

iii) Since, they are like justice of God (Vandhan principles) hence their responsibility lies beyond the borders.

(d) Defence sector companies need to be regulated :-

i) To ensure that dual use technology doesn't get into hands of enemies like South Korea.

ii) So that weapons & technology is used for defensive purpose rather than retaliatory actions.

iii) To curb their usage in organised crime and only responsible



government are engaged in such deals.

Certain safeguards against usage of such dual use technology:-

↳ USA's CAATSA Act

↳ Nuclear Supply Control Regime

↳ Action by FATF on evasive nations.

However regulation will not curtail entrepreneurship & innovation & thus:-

→ Efficient & advanced weapons for defense use are permissible to be used by nation for border security & safety.

Hence, in this regard responsible business is the need of the

hour to ensure that such

weapons are not used against the  
humanity.

11.

श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री 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 बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बड़े-बड़े 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।

- 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 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।
- 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

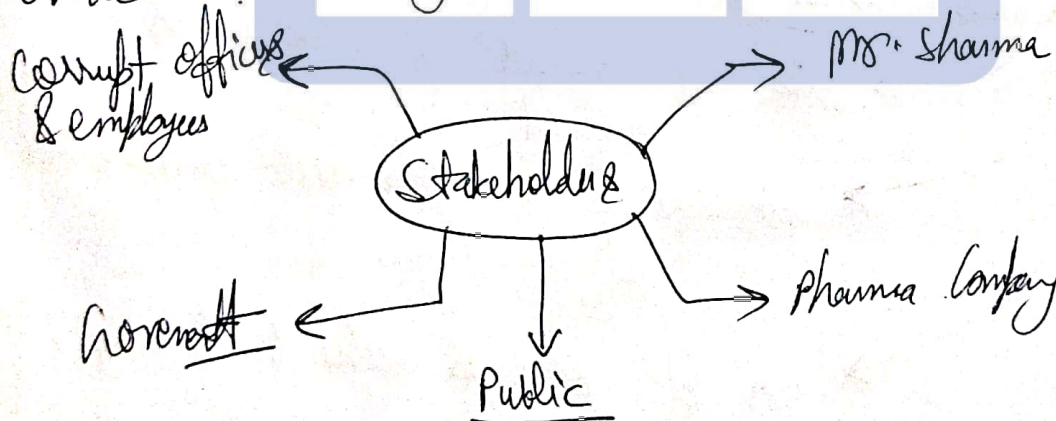
Candidates must not write on this margin

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

Given case depicts a scenario where corruption is taking place by charging higher price of the products and knowingly evade corrupt officials & employees. Government officials indulge in such act to monetary benefits.



a) Ethical issues :-

i) Loss of exchequer and taxpayer's money.

ii) Personal gains of corrupt employees  
vs high cost to government.

iii) Responsible behaviour of Mrs. Sharma  
may jeopardize the sale and market  
of pharma company.

iv) Integrity & honesty of Mrs. Sharma  
vs Apathetic attitude of government  
in blacklisting of pharma company.

Business issues

→ Loss of repute if news is  
unveiled.

→ Lax and irresponsible behavior  
of employees

→ Lack of business ethics leading  
to collusive corruption

6) Options available to Mr. Sharma & EED

i) To expose their employees

Legal way  
hence ethical

→ They may lose  
government tender

→ Bad fame to  
company

ii) To remain silent

Company will  
not suffer market  
loss

→ loss to  
exchequer

→ moral dissonance  
on their part

iii) most viable option :- to take a stand  
against such unlawful activities as:-

"One who stands for nothing will  
fall for everything" - Malcolm-X

Firstly :- Inform the government officials  
against such nexus.

Secondly :- They must be requested to not  
expose such matter as it would  
bring both government & company in  
bad name.

Lastly, since, Mr Sharma has shown such integrity, chances are there that Pharma Co. would not lose the market.

(c) It is said by Abraham Lincoln:  
 "Nearly all men can face adversity, but if you want to test a man's character, give him power!"

hence, it can be argued that it's not the freedom to sales force that led to issue but lack of self monitoring & inherent nature of corrupt conscience led to such issue.

- (d) Steps by company (Ethical mechanisms)
- ↳ Role modeling (Like Mr. Sharma did, he is perfect example of it)
  - ↳ value inculcation :- by training & persuasion
  - ↳ Rewards & Penalty :- to guide expected behavior.
  - ↳ Emotional Intelligence :- to persuade them to show empathy and work effectively.

सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपमोक्षा 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 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।

- 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.

## NEXT IAS

Candidates  
write on this

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.

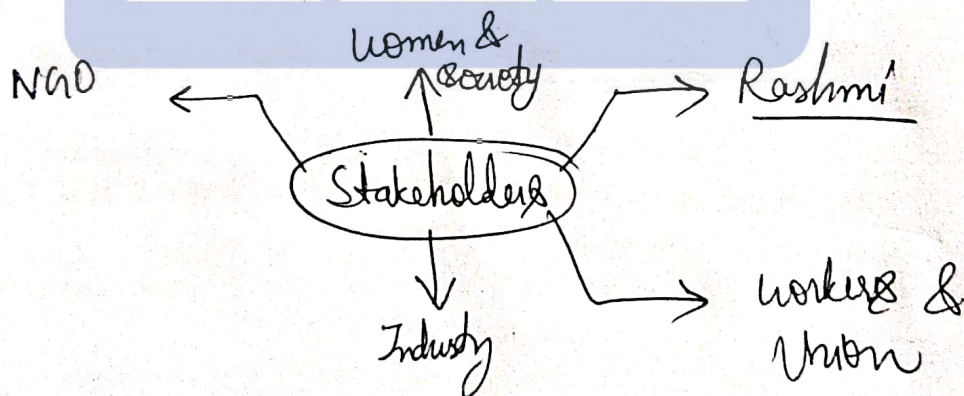
Rashmi did commendable work, but she made some enemies in the process. The local leaders resented her popularity with women and young girls in particular. To expand her activities, Rashmi contacted the management of the only industrial unit in the district. She successfully persuaded the company to contribute 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





Issues involved:-

- a) Issue of child marriage
- b) Issue of ardency of people to follow child marriage
- c) Union members creating pressure on company.
- d) Rashmi not getting support of society (Lukman response)
- e) Ardency of industry to further support Rashmi.

b) Rashmi should go for:-

- ↳ Persuade people to give up child marriage.
- ↳ Emotional Intelligence to make others aware.
- ↳ Engage community leaders for mass appeal.

**NEXT IAS**

Candidates may write on this page

If she involve local admin:-

+ve

-ve

↳ Implementation of Law

↳ Strike won't be withdrawn

↳ Child marriage can be stopped

↳ loss of people's faith in Roshni

(C) Co. to be socially aware:-

↳ To promote ideals of Commerce with morality

↳ Sustainable moral growth

↳ Better social relationships