

# NEXT IAS

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(To be filled by candidate)

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Eshani Anand

NEXT IAS Roll No.:

MT23FLTON003

Date of Examination :

Exam Centre : Old Rajinder Nagar

Bhopal

Online

Test Code :

TC004

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

Signature

MACRO COMMENTS



**IMPORTANT INSTRUCTIONS**

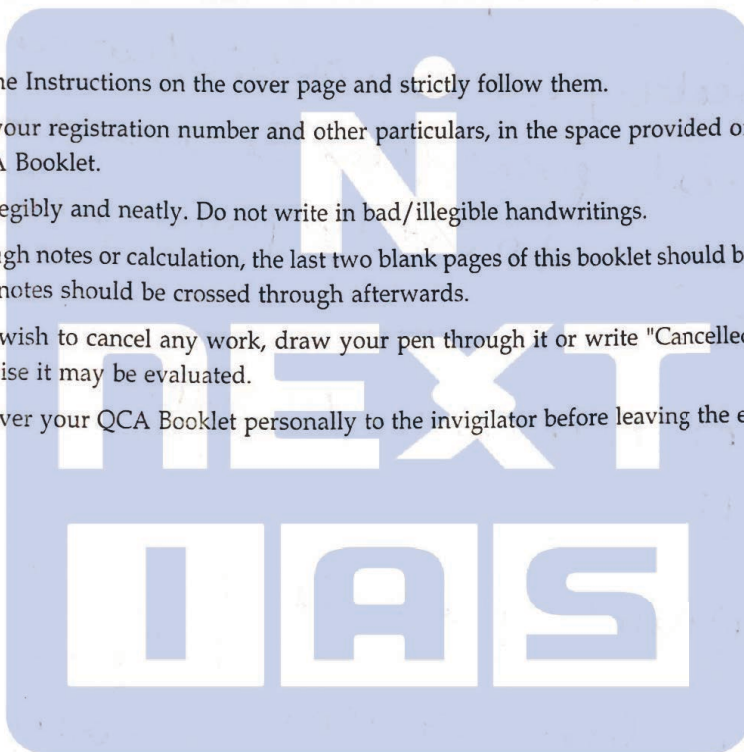
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1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
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2. 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.





## खण्ड-A / Section-A

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

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

Public Services is guided by the trifecta of laws, Constitution and ethical principles. Each ensure legally and morally principled action.

ETHICAL PRINCIPLES ACQUIRE PRIMACY :-

APJ Abdul Kalam said,

“When there is righteous in heart, there is beauty in character;

When there is beauty in character there is peace in the nation”

Thus he gives

primacy to

Intrinsic

values—  
ethics

a) Righteous-  
ness

b) Beautiful  
character

## Ethical Principles creating foundation for law and the Constitution :-

a) RIGHTFOUSNESS ensures

1) Upright civil servant who can then apply law

19) Ensuring Impact assessment of a dam is a law, and a law abiding and ethical public servant can do it well

b) Beautiful character ensures

① Compassion and ② Tolerance

These then lead the public servant to attain Constitutional ideas.

① → can lead to Article 14, 15 - Right to Equality to vulnerable

② → can lead to brotherhood fraternity

But, law and Constitution themselves can be sources of ethical principles, such as Power Prohibition Act (women empowerment) or Preamble values.

Thus, all ③ are equally important.



- (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 is a type of civil disobedience when there is a challenge to one's integrity. It aims to tilt the scale of the injustice in organisation in favour of one's integrity.

YES, A CHALLENGE CAN BE A JUSTIFIABLE CAUSE

- ① If decision goes against foundational values such as transparency, accountability, fairness and aims to curb corruption :-

eg Ashok Khemka, an officer has been transferred due to his opposition to various immoral and corrupt policies of government. As these



went against personal integrity,  
his responsible disobedience was  
valid.

However, this may not always  
be justified.

\* CANNOT BE JUSTIFIED :-

① "the definition of integrity" can  
be subjective and the extent can  
vary from person to person.

eg In Tamil Nadu, a junior  
officer submitted an open  
letter as his superior officer  
had scolded him for not  
performing his duty. He  
called it ABUSE despite the  
senior having affable reputation

Thus, CIVIL DISOBEDIENCE cannot be  
OUT OF SENSITIVITY AND and excuse  
TO REMAIN UNACCOUNTABLE.

Balance is that, when integrity is  
based on citizen charter, code of  
ethics, conduct rules, constitution &  
foundational values then some  
DISOBEDIENCE IS VALID as per "organisational  
rules".

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 said to reflect the hormonal activity in our bodies. They drive us to act and behave in a certain manner leading to productivity.

NEGATIVE EMOTIONS IMPACTING PRODUCTIVITY :-

(1) ANGER: Marcus Aurelius said that anger eats away sanity and is a "SILENT TAX" on our peace of mind.

(eg) An officer slapped a citizen when he repeatedly asked for some governmental assistance for his mother's surgery. By showing anger, the officer partook in non performance of duty.



## ② JEALOUSY AND VENGEFULNESS

These can lead to sadness,  
exasperation and loss of morale to  
remain dedicated

Fig → At a startup in Bangalore  
a jealous employee ruined a  
product design presentation of a  
 budding intern. This cost him  
valuable time to think of new  
ideas on his own.

## POSITIVE EMOTIONS :-

① HAPPINESS: Happiness in  
disposition breeds usefulness, satisfac  
tion,  
growth mindset. When work  
becomes pleasure due to happiness,  
productivity rises

Fig → The ISRO scientists have  
their passion set in  
autonomy and research and can  
thus prove productivity even  
on a frugal budget

② Thus emotions impact our  
lives and must be harnessed in a  
good manner. Emotions are like  
horses, we should set them to train  
as well.



- (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 utilisation or application of ethical principles to attain efficient ~~results~~ <sup>ends</sup> in life, society and nations.

Ethical Efficiency ensures :-

- ① MORAL EQUILIBRIUM : principle of having strong conviction of an ethical decision and using energy in right direction

eg) Durga Shakti Nagpal's strict takedown of sand mafia

- ② Saves from Energy spent on crisis of conscience : Crisis of conscience can cause us to 'dilly-dally' or be lost in vacillations. Ethical efficiency ensures there's no "substantial tax" of a wrong decision



eg) Nelson Mandela forgiving the apartheid regime

⑤ Moral Turpitude and Ethical Fading is reduced :- Ethical efficiency ensures we stick to our principles and do not let them recede.

eg) An IAS officer was slapped by an angry mob, but he retained equanimity. Thus ethical efficiency ensures the aforementioned ideas and mainly reserves emotions and behaviours for better use.

Ethical efficiency is more important than technical efficiency as gives a humanistic goal to achieve using technology.

eg) Atenu's Accord is an accord of "solidarity" ensuring resource use.

Similarly ethical efficiency gives compassionate, empathetic drive to attain goals.

In various cases, it may not be more important when "means" are more important than utility.



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

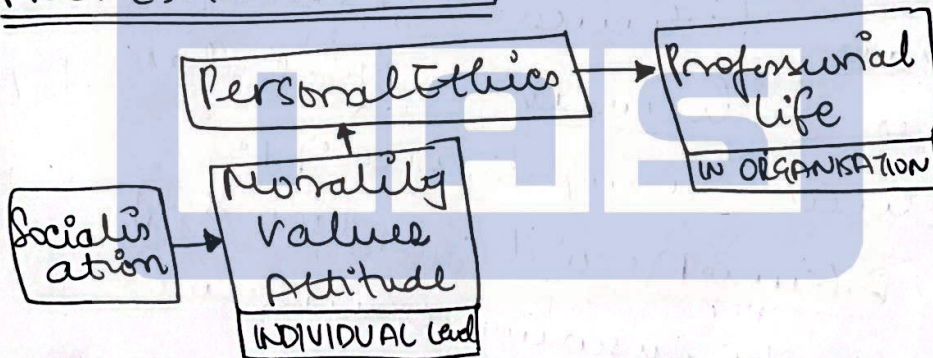
"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.

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

Integrity is the most superior virtue as per Kant. In the above quote, Gandhiji also says that there cannot be EXCEPTIONS to ethical actions.

INDIVIDUAL'S PERSONAL ETHICS IMPACT PROFESSIONAL LIFE :-



- ① Empathy: Virtue can be practiced in profession, if the individual is empathetic to family, friends and other private relations.



② Discipline and Uprightness:-

eg → usually, a punctual and dedicated student has good work ethic at home.

③ Dedication to Public Service for a civil servant:-

eg → If he/she immorally practices untouchability, then he/she will not be dedicated to cause of social upliftment of the lower castes.

Thus they cannot be compartmentalised.

Yet in SOME cases it is necessary to COMPARTMENTALISE

As a civil servant, sand mafia threatening to kidnap my child

Personal Ethics

→ Relent, Rescue from job and save family.

Complain to Police but NOT the chosen option

Professional Life

→ Show courage and uphold PUBLIC SERVICE

chosen option

Thence, there are cases where they will be compartmentalised



- (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

Rousseau said that inbornly all humans are good and have a moral compass navigating right from wrong.

GOODNESS IS RESULT OF  
INTERNAL IMPERATIVES

- ① Occurs due to experiences and internalisation:-

eg BUDDHA - as a prince noticed  
④ sites on his visit to kingdom -  
of death, sickness etc. These  
experiences changed him and  
he chose a path of love & goodness.

- ② Result of our attitudes and socialisation:-

eg If a child is taught that sharing  
is carrying, he/she makes that  
his/her inner voice.

eg If a child lives in bigotry, hostility



Then he/she may learn to be cynical and not good.

③ Result of emotional intelligence and constructive self talk :-

eg Mother Teresa used her self awareness of another's suffering and this allowed her to generate empathy & goodness and compassion :



However; moral rules and rewards are also external

imperatives of goodness :-

① Sanctions from moral rules

eg Protection of Civil Rights Act 1955 -> Sanctions bad behaviour of untouchability

② Rewards from expected consequences

eg in Kakkibakki tribe, a raging alcoholic is stigmatised until good behaviour is learnt

Thus, goodness can be both intrinsic & extrinsic through rules & sanctions



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

Tolerance is defined as the acceptance and empathy we show for people of different background, genders, races, religions etc. It also stems from ARTICLE 15 of our constitution.

TOLERATE IS PURELY AN ACT OF MIND :-

① Childhood socialisation creates a 'cognitive map' of the tolerance we have to people.

Req) of Parents are  
Casteist and segregate → Child learns & becomes less tolerant  
utensils for domestic help

MIND INTERNALISES  
↓  
Attitude of  
stigmatisation



② Dalai Lama says if one has "Mental Pollution" then he/she remains ignorant → results in intolerance.

eg) Hitlers' wrongful assumption that Jews caused the loss of Germany in war → Mental Pollution → "Intolerance in mind"

Essence of Virtue:-

When we tolerate - we overcome biases, inner complexes and wrongful attitude. For a virtuous person this comes with ease. Thus to tolerate in the mind, is an act of virtue.

eg) Swami Vivekananda said, all religions meet same end, he is espousing virtues and tolerance.

To Tolerate is a strength:- It is famously said that, "In order to understand, I destroyed myself": Courage and Emotion  
AL

INTELLIGENCE is needed to overcome intolerant mindsets.



(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

Leo Tolstoy said that the "ultimate aim of humanity is to serve mankind". It is our duty and aim to uplift those around us before we partake in self-gains, personal benefits.

It is our duty to serve society :-

We must espouse an "other regarding" attitude and then enjoy the pleasures.

Wholly to salvation of our souls :-

Salvation of our souls can be interpreted different ways

Hedonistic Pleasures

Enjoying our riches, success, fame, etc.

Satisfaction of living a virtuous life

"Eudaimonia" -> Concept of Aristotle - to live a life of labour & virtue



① Examples of service to society  
and attending to hedonistic  
pleasures :-

(eg) Acts of Corporate Social Responsibility  
(i) Companies must do their  
part then reap real profits

TOKIO COOP, set up school in Tenkasi  
to teach rural children. Then they  
expanded the proceeds of profit to  
other ventures

② Examples of service to society &  
Satisfaction of the virtuous service:

This satisfaction acts as 'salvation/  
fulfilment of souls'

(eg) Mother Teresa and Florence  
Nightingale performed duty to the  
needy and felt emancipated in  
their souls.

Sometimes salvation of soul is needed  
before we perform duty :-

Chandragupta Maurya, after  
a famine turned to Jainism to atone  
for his subjects' suffering and then  
decided to serve the people



(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

George Orwell said that "History is written by the winners". Thus it can be said that the victors of wars conflict a mass power of the pen and fill memorabilia with their conquests.

YES, THE PERIODS OF PEACE ARE EMPTY :-

\*① Boost ego of King :- Treatise like Baburnama, Akbarnama talk of their conquests

② Ramayana and Mahabharat depict war as their major theme

③ Autobiographies of Napoleon, Adolf Hitler do not deviate from their political conquests.



Thus, the empty pages or the pages unwritten are left to be understood as peaceful times. They are thought to be less important to be etched in sand of time.

However, it is not the case always

① Even though Mahabharat & Ramayana talk of war, they are books on values like COURAGE & BRAVERY. Conversation of Arjun & Krishna are written, so are the stories of brotherhood and loyalty in Ramayana.

② Sangan texts, Father's "So Yo Ki", Tataka tales, Charak Samhita fill their pages with peaceful times.

It can be concluded that, what the writer feels is important, he/she gives thrust upon. Peace or war on a page exists in the mind of the author.



Candidates must not write on this margin

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

\* Moral values are those that adhere to the ethical and professional norms of the organisation and help in achieving constitutional goals.

Non-moral values are the opposite and bring frustration in context of civil services

**DISTINGUISHING** :-

| MORAL Values                      | IMMORAL VALUES                                  |
|-----------------------------------|---|
| Based on public service           | self service and self aggrandisement            |
| Ethical Governance                | Corrupt Governance                              |
| Esponse citizen centric behaviour | Esponse "might is right" & ambushing SITUATIONS |



(Eg) Moral values :- Transparency,  
compassion, tolerance

(Eg) Immoral values :- Elitism,  
corruption, nepotism, Partisanship

### 5 BASIC MORAL VALUES AND REASONS SO:-

| VALUE                  | REASON   |
|------------------------|--|
| Integrity              | Thoughts<br>Action<br>Belief → <u>Aligned</u><br>↓<br>Quality of Service |
| Probity                | - adds transparency and creates culture of openness                      |
| Compassion and Empathy | - Dedication to public service   |
| Objectivity            | - Espouses uprightiness & honesty  |
| Perseverence           | - Courage to say no to material benefits, bribes                         |

Thus, these values remain foundational



- (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

[Kautilya] said that "a good government cannot work alone, it needs the citizens, just like how a cart needs all its wheels". This underlines the importance of citizens in decision making.

YES, EFFECTIVE CIVIC ENGAGEMENT FACILITATE ETHICS-DRIVEN ADMINISTRATION :-

① Engagement of Gram Sabha

eg → Social audit by Gram Sabha in ICDS program in Telangana ensures growth for all

Expounds "INCLUSIVITY" and concept of "GRAMRAJYA" and "SARVODAYA"

② Engagement of



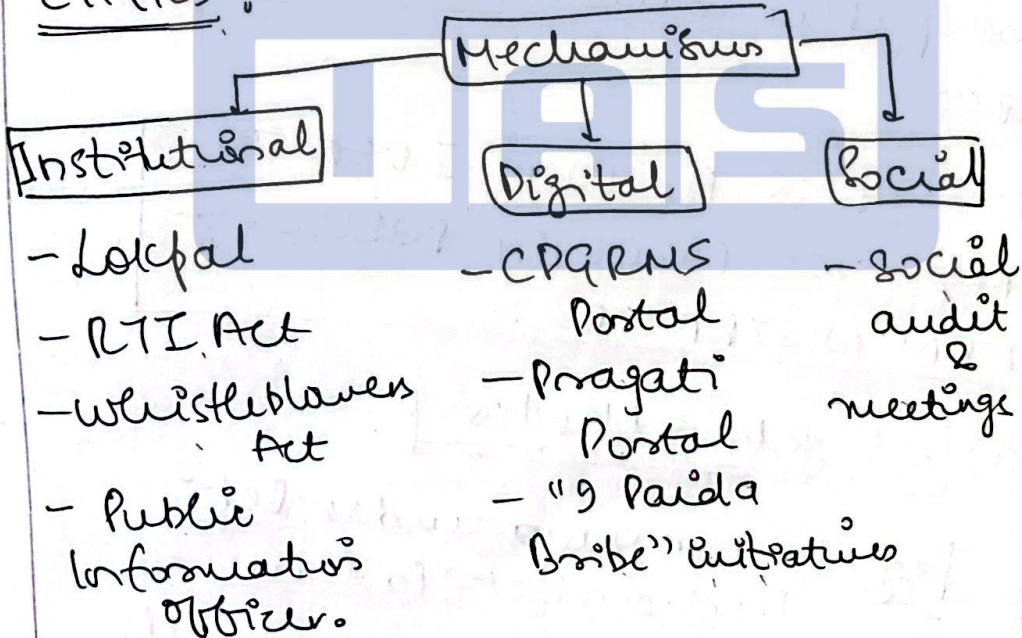
Civil Society Organisations  
 eg) Using RTI, the financial accountability can be got for projects

Esposes  
Transparency,  
Accountability,  
Fairness

③ Participatory Rural Appraisal with self help groups :-

Ensures women empowerment  
last mile connectivity

MECHANISMS FOR ENSURING ETHICS :-



Citizen engagement fulfils the idea that government is for the people, by the people and of the people, thereby ensuring ethical government



## NEXT IAS

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6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक परिवर्तन कार्यक्रम सलाह, परामर्श और अनुमन्यन 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 करने के समय सार्वजनिक प्रशासकों द्वारा अनुमन्यन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंका

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

Social transformation is a gradual process to eliminate slowly the poisons of backward thinking. Thus, they need a bit of force. Many campaigns like Swachh Bharat Abhiyan, Beti Bachao Beti Padhao use public administrators as the force.

YES, IT IS A GOOD IDEA TO MIX USE FORCE BY PUBLIC ADMINISTRATORS :-

① It gets attention :-

eg) In Haryana, under Beti Bachao Beti Padhao,

administrators launched "Selfie with Daughter" for people to post

pictures with daughter. Thus, NOD95 brings attention.



## ② Generates interest:-

eg In Bihar, a female IAS officer held social plays and workshops to build awareness on malnutrition. So she depicted Ram as "SUPOSHAN RAM" and Shrimata as "KUPOSHAN Shrimata".

## ③ Instills desire and can lead to action:-

eg Niti Aayog reported that AASHA workers went door to door with a dried up doll to show mothers evils of diarrhoea and create desire of better feeding practices.

## ④ Depiction and Eradication of misinformation needs force:-

eg Parameerwan Dyer while leading Swachh Bharat Abhiyan entered a manhole himself to depict behaviour change.

## ⑤ Something if repeated is made familiar and remembered:-

eg repeating slogans with buses, billboards etc created positive handwashing habits in people during WASH Campaign in Chennai.

when force strikes a chord with a citizen AFFECTIVE COGNITION it causes change.



- (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

Foreign Policy is about maximising strengths and minimising weaknesses to forge relations. Comprehensive National Power measures ③ components - military, softpower and Capital.

NO, MILITARY AND FINANCIAL MUSCLE IS RESPECTED IN TODAY'S WORLD :- (MORE THAN ETHICAL STRENGTH)

- ① Japan and South Korea after Russian Ukraine conflict have increased military export and budgets knowing that MI9HT is being respected.
- ② Despite talks of dedollarisation and indigenisation of other currencies, American dollar is still financially powerful due



to American economic size. Despite  
this the world is focusing on  
military strength and financial  
muscle than ethics.  
However there are some exceptions

① Switzerland has remained a  
ethical and peaceful nation &  
is respected for neutrality.

② India: Even though we possess  
military and financial muscle  
WE ARE KNOWN FOR OUR  
ETHICS:-

2.1 Humanism: (eg) we are  
called "firefighters" of region  
due to bailout to Sri Lanka,  
and rescue of Turkey Earthquake  
Survivors

2.2 Shared responsibility and  
Solidarity

(eg) 'Global South' representative

(eg) on success of Chandrayaan 3  
we dedicated success to Global  
South

THUS, INTEGRITY AND VALUES show  
reliability and promise. Thus ethics of India  
trump the military muscle.



## NEXT IAS

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## 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 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 (slum) 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 दुस्वप्न 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 को 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 लगता है कि आपकी विभागीय कार्यवाही अमानवीय है, लेकिन आपकी आधिकारिक जिम्मेदारियों 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 प्रशासनिक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? क्यों/कीजिए।
- उपरोक्त स्थिति में कौन-से विकल्प उपलब्ध हैं?
- शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यावहार्य 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.

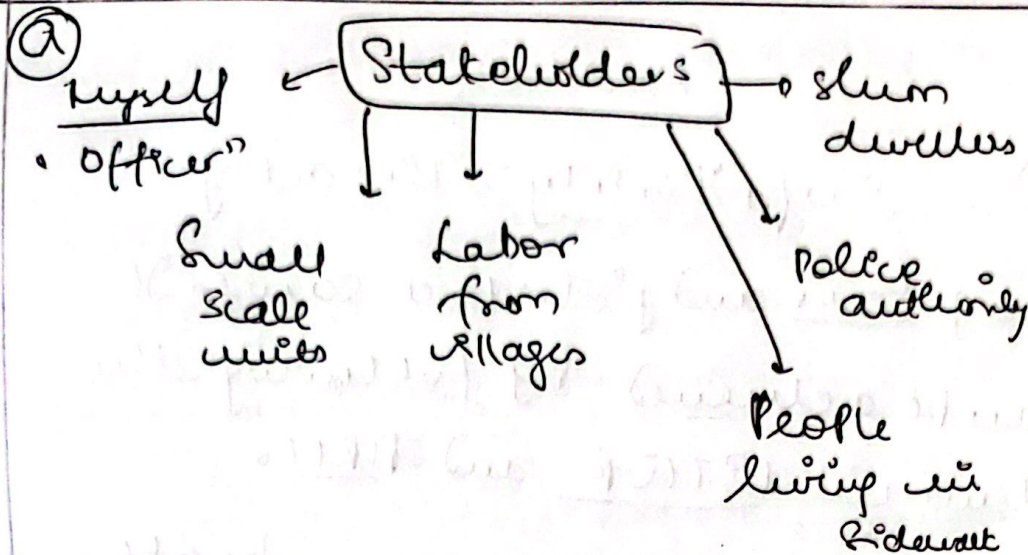
As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflow of laborers into the city. This influx of people into the town led to a mushrooming of slums and encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out the slums, 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





### Ethical/Value Conflicts :-

#### ① Myself :-

1.1 Duty to Department & law (vs) Compassion to Sidewalk dwellers

1.2 welfare, urbanicity and development (vs) welfare of sidewalk dwellers

1.3 Public interest (vs) homelessness of city sidewalk dwellers

#### ② SIDEWALK DWELLERS :-

2.1 Joblessness (vs) Unemployment  
Marginalisation in city

⑥ Impartiality is the act of being fair and just to a cause. It can be achieved by following the law in LETTER and SPIRIT.

→ Sometimes the law may be apt in letter but not in SPIRIT ⇒

For example: Rules say the encroachment drive is necessary but it discounts the SOCIAL REPERCUSSIONS AND HUMANE TOUCH that policy making needs.

→ Thus Impartiality (can) be compromised for empathy ONLY IF:

- 1) Law is inadequate to handle
- 2) There is large vulnerability of population
- 3) Repercussions warrants a special case
- 4) The facts and scenarios have



been comprehensively looked at by the administrator.

5) RISKS OF SUCH A DECISION ARE ALSO TAKEN CARE OF.

(i) In this case :-

1) I will do the encroachment drive as per rules of the department

2) I will also drop in writing the uniqueness and vulnerability of the sidewalk dwellers.

(C) OPTIONS AVAILABLE :-

1) Continue the drive and ignore condition of the sidewalk dwellers.

Gains

Follow law in letter

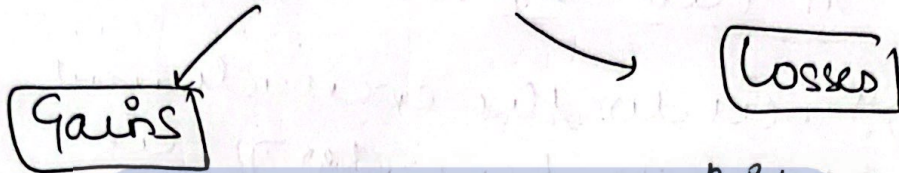
Losses

Empathy and tolerance compromised

2) Continue drive to ~~do~~ clear out illegal shacks, but create new



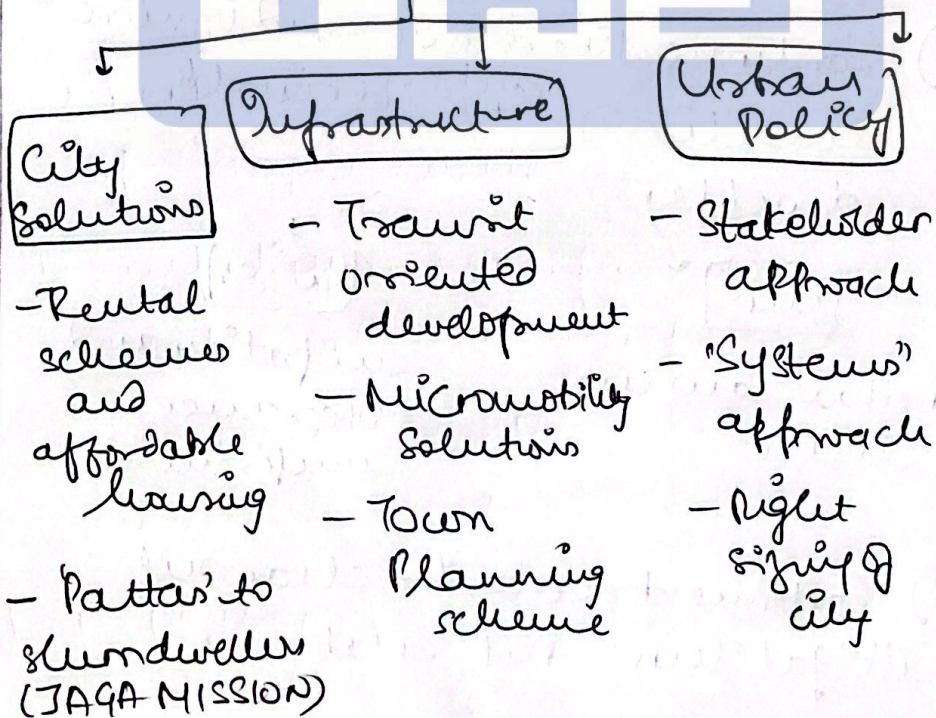
Housing and Rehabilitation  
Solutions for the sidewalk dwellers and slum inhabitants



- Gains**
- Welfare state mandates
  - Empathy and Compassion
  - Urban nightmare is sorted

- Losses**
- Risk: & that I have gone beyond call of duty/ action the department needed

(d) SOLUTIONS TO TACKLE  
SLUMS





8.

एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल 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 घिबित हैं क्योंकि धोखाधड़ी योजना को 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 समुच्चय (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 आपका 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 है? 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.

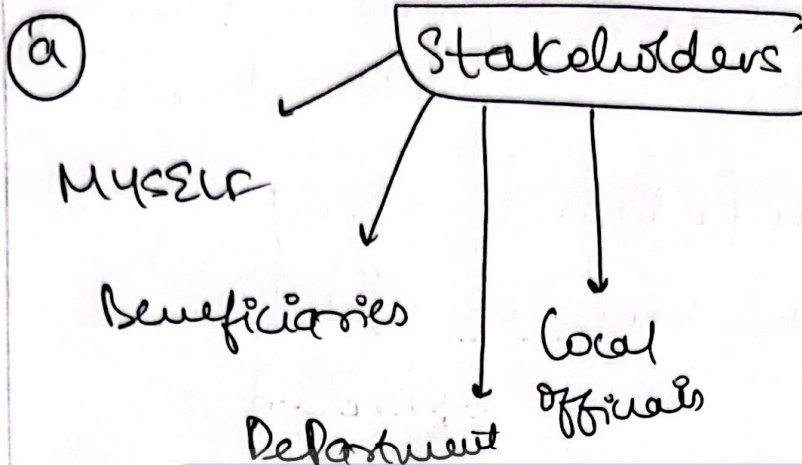
You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bonafide. The families committed the fraud with the help of local officials responsible for scrutinizing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





**MYSELF** :- 'Ethical Issues'

- ① Poor quality of service due to collusion of my office members at local level
- ② Malpractices and loss of government funding in this policy
- ③ Better targeting (vs) data privacy concerns
- ④ Empathy and compassion to maternal ~~care~~ beneficiaries
- ⑤ Inclusion Exclusion errors in a successful scheme.

**BENEFICIARIES** ① Injustice to those



mothers that cannot avail  
scheme.

② misibilisation of their woes  
by collusion officials

### LOCAL OFFICIALS

① Collusion and nexus → self  
gain and self preservation

② Dereliction of duty and  
not upholding trustworthy work  
culture

⑥ VIOLATING DATA PRIVACY

① IS JUSTIFIED to PREVENT  
fraud :-

1.1 Utilitarian Ethics say that  
if decision has a positive  
goal, then it can be done

1.2 Better targeting of beneficiaries  
and welfare state can protect  
the vulnerable (Article 18 of  
DPSP)

1.3 upholds "Gandhi's Talisman" - to

think of the poorest faces and then decide.

1.4: Upholds empathy,  
compassion and curbs  
pilgrages

② IS NOT JUSTIFIED, TO VIOLATE  
PRIVACY FOR WELFARE  
FRAUD :-

2.1 : Data breach can further  
make the beneficiaries  
vulnerable.

2.2 : It can lead to "data  
Capitalism" → where big  
corporates get access to data  
and ~~misuse~~ misuse this  
information.

2.3 : Right to Privacy is a fundamental  
right under Article 21 (In  
Puttaswamy case)

Reason for welfare fraud :-



## Administrative and Political

causes :-

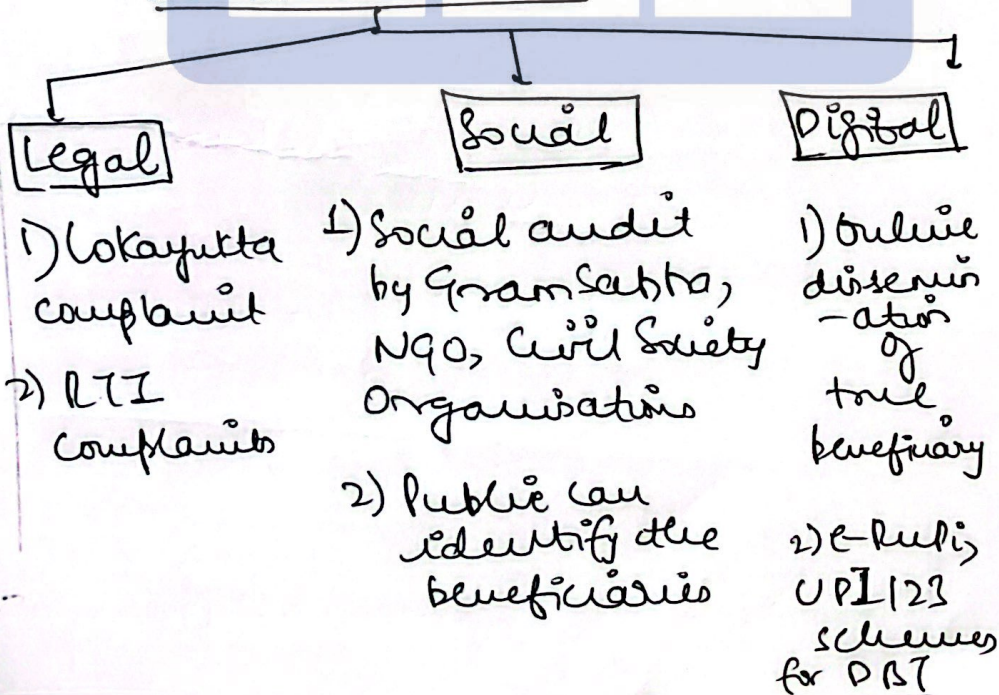
- 1) Collusion and nexus → the locals want to make quick gains in service
- 2) Self before service idea

Digital failures :- → Improper use of

public financial management systems, lack of checks and periodic review by authorities

Public :- No social audit, 'moral rotteness' on part of families committing fraud.

④ YES THERE ARE WAYS TO PREVENT FRAUD :-





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 सन्वन्धी 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.

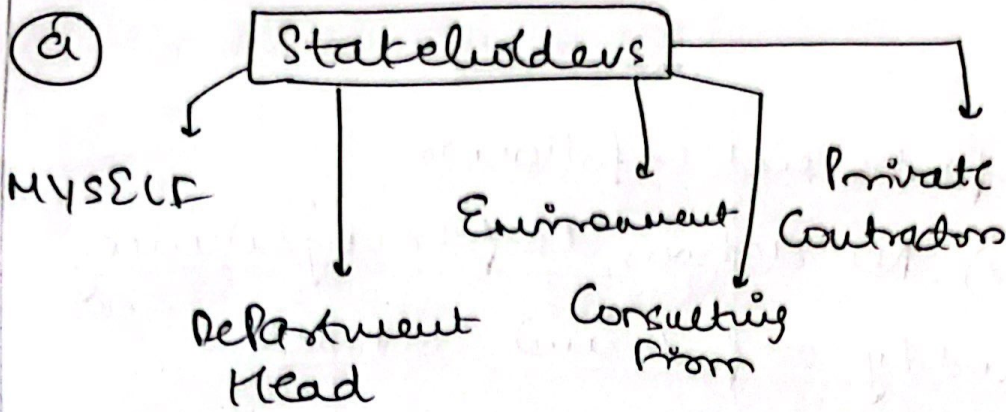
As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked 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





ISSUES AND VIOLATIONS NOTICED FOR EACH STAKEHOLDER :-

① MYSELF - ISSUES

- 1.1) Public duty to uphold environmental ethics
- 1.2) Pressure from superiors to hush the case
- 1.3) Prioritising revenue targets over due process and ethical considerations of Environmental Impact Assessment

VALUES VIOLATED → Transparency, environmentalism, Monetary gain over lawful methods

② Department Head

- 2.1) Setting wrong precedent for



department to follow.

2.2) No action, despite cognisance of  
shoddy report and contracts.

values → Dereliction of duty,  
accountability compromised

③ Private Contractors :-

Issues - 3.1) Self aggrandisement  
and prioritising money  
over humanism to  
environment

3.2) Compromising on → wealth  
without work  
② Sins of Gandhi → Commerce  
without  
morality

values → Selfishness, Dishonesty

④ OPTIONS AVAILABLE :-

1) Inaction and remain quiet  
about findings (Do as directed)



- 2) Take case and report to media to undo the injustice
- 3) Recusal from department on finding out the truth
- 4) write a report on the findings, submit it to department head and also Chief Secretary / Top most secretary about findings and show accountability.

### (C) ADVANTAGE AND DISADVANTAGE

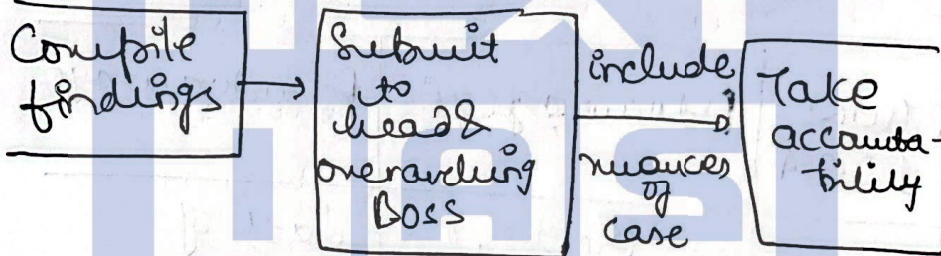
| OPTION -<br>1, 2, 3, 4      | Advantage  | Disadvantage   |
|-----------------------------|--|--|
| ① Inaction and remain quiet | No Political Adversities from professional higherups             | Lack of transparency & Professional duty compromised |
| ② Report to Media           | "As Sunshine is best disinfectant" the transparency is accounted | Brings disrepute & ignominy to department            |



Candidates must write on this margin

|                                   | ADVANTAGE  | DISADVANTAGE                                      |
|-----------------------------------|--|---|
| ③ Recusal                         | Revenue targets of ministry are met                  | Lack of emotional intelligence and integrity      |
| ④ Submit a report and take action | - Upholds environmentalism<br>- Sm<br>- Transparency | - Revenue targets of ministry are met<br>- DELAYS |

Course of action:-



④ Environmental Considerations

are overrated at cost of development

① India has to grow economically and pull people out of poverty

are NOT overrated

① long term impact of environmental disasters on poor only later

thus, a balanced approach is needed



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।

- (a) उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- (b) क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- (c) क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक ज़िम्मेदारी उसके निकट समुदाय से कही बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- (d) क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

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

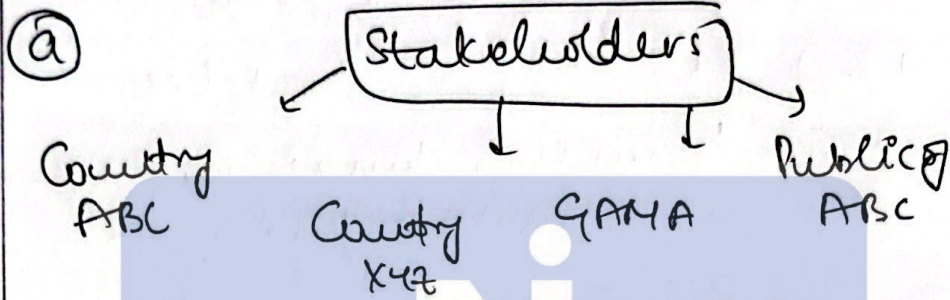
The country encouraged its defense equipment manufacturing companies to find new markets and explore manufacturing collaborations with other countries. GAMA, one of the major defense equipment manufacturers, had recently struck a massive multi-billion dollar deal involving sensitive technology transfer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

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

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



- (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



Ethical issues on part of Country ABC :-

① Priority of defence and national interest over XYZ's internal ethical human rights record

② 2 Ethical dilemmas it faces with respect to regulation of Company

Pacing problem  
 Technology and economics usually outpaces law → so tough to regulate GAMA

Coolidge dilemma  
 ↳ law is seen as "curtailing innovation", so not done by ABC



⑤ Influence in international arena (vs) values and peace

Country X47 - Issues :-

① Genocide and abhorrent victimisation of the vulnerable

② Psychological harm to people trumped by military and self gain gains

QAMA :-

① Prioritising money over regard for life

② Setting precedent for other manufacturers to follow & trade with an unethical Junta → WRONGFUL

PRECEDENT

Public of ABC :-

① Sitence of government → lack of accountability and not creating 'culture of trust'

⑥ CORPORATES ~~ARE~~ LIKE QAMA



must consider international ethics:-

① Corporates are emerging as big players in international order ⇒ HETEROPOURAL WORLD and cannot remain oblivious of the impact they cause

② Conscientiousness behaviour is needed to ensure that they positively impact people with their business

MUST NOT CONSIDER

Justice Fair and free market based are needed for successful use of resources; innovation; profits ⇒ boost national interest also

③ CORPORATE SOCIAL RESPONSIBILITY EXTENDS BEYOND ONE'S COMMUNITY:-

1) To build trust between nations:-

eg) Vedanta Corp got into



trouble with Australian stakeholders  
for mining projects

2) Guarantees ethical and prudent  
behaviour and benefit sharing  
for all

eg) Patent violation by USA Companies  
in Amazon denied the locals  
of benefits of AYATWASCA plant

IT DOES NOT EXTEND :-

1) Laws may vary from place to  
place and ideological differences  
can come → communist,  
Capitalist etc

(d) Regulation may curtail their  
innovation → lead to more  
licensing, delays, resource and  
personnel controls.

Must be regulated because → fear  
of misuse by untrustworthy  
recipients, black marketing of  
technology, finally affects the  
nation in long run.

slow, transparent movement of info  
exchange between governments, companies,  
public is needed. Soft touch regulations &  
PEER & COLLABORATIVE REVIEW CAN BE DONE.



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 बैचैनी 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-संचित 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 प्रभट 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 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 प्रभट 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 तत्व 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



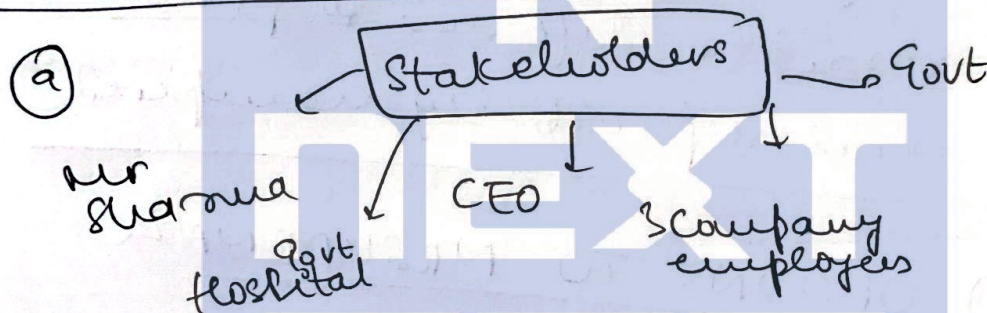
department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

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

This case study talks about fraudulent activities in pharma sector and lack of due diligence, and ugly collusion



Ethical Issues :-

Government Hospital

- ① forced to pay exorbitant, unfair price
- ② impacts public expenditure
- ③ long term harm on businesses
- ④ Corruption and derelict duty by government staff



Business Issues

- ① Abdication of fiduciary duty if not reported
  - ② Maleficence to stakeholders & Company by corrupt employees
  - ③ Self before service and due regard for life and corporate social responsibility hampered
- 
- ⑥ OPTIONS TO MR. SHARMA & CEO:-
- ① Do not inform government to maintain repute and clientele in the government
  - ② Fire the staff doing ill deeds but remain quiet vis-a-vis the government
  - ③ Inform the government, extend



written apology; disclose the collusion; promise better price recovery in future.

### (c) ORGANISATIONAL CULTURE :-

↳ Led to the Issue

- Lack of due diligence
- Pride and ego in the workers due to new found freedom
- No reviews, and the corruption went unchecked

↳ Individuals corrupt nature was the Issue

- Fading of personal integrity & lapse of morality was cause

↓  
Other employees were not involved  
↓  
So personal nature is cause

### (d) ETHICAL MECHANISMS AND

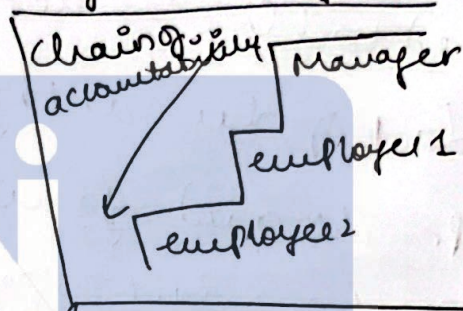


## STEPS TO PREVENT UNETHICAL BEHAVIOUR:-

### ① Personnel and Structural Mechanisms:-

1.1 Create a system of "waterfall hierarchy"

inducing accountability



1.2 "Buddy System" where an employee is paired with another that cross verifies their work

② Digital Solutions :- Using in house apps to track frequency, compulsory clocking of all deals

### ③ Sensitisation & Ethical Training

Proscriptive

strict in house punishment for deviants, can result in firing

Prescriptive

sharing best practices, ethical value awareness



12.

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

यहाँ विवासात्मक 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 मुखबिरो 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 ठीकी 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 ब्रूट 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.

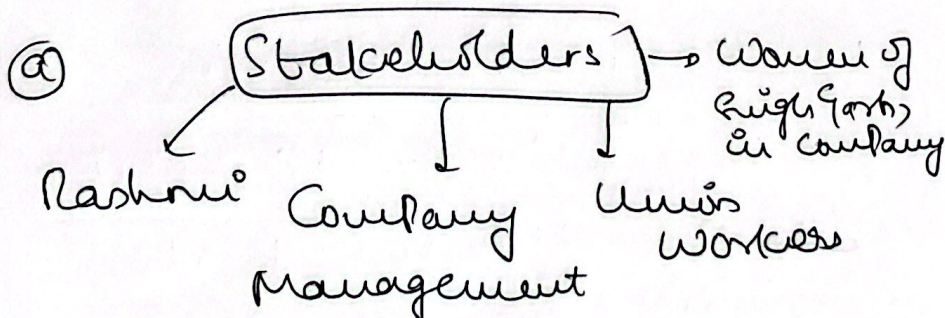
As she started her workshops and campaign on the company premises, the initial response was lukewarm and, at times, complete indifference. But she persevered. After a couple of months, one day, the company union members stopped her from entering the company and even threatened her with violence. Rashmi 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

This case study discusses values of social responsibility by company, social change and persuasion.





Rashmi's End

- ① hindrance from orthodox elements over social change and women empowerment
- ② Absence of integrity from the management → changed stance after union opposed her
- ③ Dedication to weaker sections but multidimensional resistance

Company Management

- ① Abdication from social responsibility.
- ② "Selectively" upholding employee welfare
  - ↓
  - women's questions denounced
  - ↓
  - Supporting the union's side
- ③ Partaking in commerce without morality

Union → Obscurantist views are espoused



### (b) Rashmi's Course of Action :-

- 1) Emotional Intelligence: 1st to be self aware of the problem & the opposition to find balanced way out
- 2) Adopt empathy and conflict management
- 3) Talk to Union leaders →
  - explain to them the pitfalls of child marriage.
  - Explain that child marriage is not prescribed in cultural texts
  - It is against Constitutional values

YES, SHE CAN INVOLVE THE LOCAL ADMINISTRATION AFTER THIS :-

- ① Take up issue with women & child department of the area → explain the intent and get support



② Ask the local District Magistrate to intervene and manage the issue of Union (vs) Rashmi, as state intervention may plead legitimacy,

However Rashmi must ~~take~~ show courage and determination to convince them herself too.

③ Corporate Social Responsibility is socially responsible behaviour in places where—

- 1) Business products are sold
- 2) Employees are employed
- 3) Manufacturing is done
- 4) Stakeholders are involved

Thus company cannot be unmindful of their negative externalities

eg Zara, textile brand said it employed many in its workshops, but in developing nations they were child workers

So social problems cannot be denied.



NEXT IAS

Pg 57

Candidates must not  
write on this marginIT SHOULD NOT ACCEPT:

Companies are responsible to shareholders and customers, not everyone as they are driven by laissez faire. To conclude, so, regulation of their corporate ethics is imperative as it will boost image of company in long run.

(d) Reasons for Aggressive Reaction

- ↳ Patriarchy and traditionalist view point
- ↳ Stigmatised and prejudiced attitude
- ↳ Orthodox and fearing changes threatened by RASHMI

I think Rashmi should —

- ① Have integrity and fortitude
  - ② Talk to Union and management
  - ③ Get assistance from Self Help groups, NGO, local administration
- She should be perseverant and maintain emotional intelligence.



Space for Rough Work





NEXT IAS

Pg. 59

Candidates must not  
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Space for Rough Work

