

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 : VISHNU SABICUMAR

Roll No. : PTPP 220297

Registration Number : Date of Examination : 13/08/2023

Exam Centre : Old Rajinder Nagar Bhopal Online

Test - 4

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

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

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

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

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

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. :

(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

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.

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 given that have vast responsibility and deal with large number of human lives, they must be morally and legally principled to ensure the welfare of all.

Public service prescribes loyalty to constitution as they take oath in name of constitution. They ought to be loyal to laws as they are expected to work within the frames of law to prevent misuse of power. They should imbibe ethical principles because ethical principles ensure a civil servant is working for welfare & wellbeing of citizen.

Of all the three, perhaps primacy must be given to Constitution as it forms the bedrock of all the laws within the country. Constitution is an amalgamation of law and ethics, thus making a civil servant rule bound and compassionate at same time.

Constitutional values like Justice, Liberty, Equality ensure compassion and care is followed by the civil servant. It also ensures that civil servant is imbuing these ethical principles within the rule of law. Thus it's a mixture of Kantian ethics, Utilitarian perspective and care ethics. Constitution also ensures that virtues like prudence, temperance are imbued by civil servant.

The trinity of Constitution, Ethics, and Law must work together in public service as duty ~~and~~ care, compassion and welfare can ensure public service truly means ["Seva"] is done to public.

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

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

(Answer in 150 words) 10 Marks

Integrity based civil disobedience

means disobeying unjust laws. Integrity requires a person to disobey unjust laws just as integrity leads a person to obey just laws. Gandhi's civil disobedience movement is an example of such disobedience.

A civil disobedience is justified when the root cause of suffering is injustice, when the methods are non violent and when there are no hidden agendas of the movement but simply to undo the wrong. Similar tenets of responsible civil disobedience were given by Rawls.

Personal integrity challenge as a cause of ~~is~~ justification for responsible

Disobedience ~~can be~~ in civil service can be justified. A person who values non-partisanship, accountability, respect for constitution considers all of them as a part of integrity. When any of these are violated, it threatens the sanctity of civil services which can hamper its functioning. Thus at such junctions challenge to personal integrity can be justified.

However, looking from multicultural perspectives, a person's personal integrity values differ from culture to culture. They would be at odds with civil services values. A person coming from western societies would find it against his integrity to follow the chain of command which civil services follow. Therefore disobedience in civil service at such junctions won't be justified.

Challenge to personal integrity can be justified if the values challenged are universal and disobedience to challenge them would result in well being of all, without causing any harm to others, just like Martin Luther did.

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 drive human behaviour. A person having the ability to control over emotions can excel in their personal and professional lives. According to Daniel Goleman, a person's success is 80% Emotional intelligence, 20% his/hers IQ.

Primary emotions that affect workplace productivity

Positively

- 1) Happiness ensures increase in our productivity as cortisol hormones and dopamine released, ensuring better working.
- 2) Satisfaction leads us to take as much as what is required. It reduces anxiety and greed to outcompete others.
- 3) Tolerance ensures we are open to others, ideas & view points leading to better decision making.

These positive emotions can lead to better interaction and socialisation and bonding, making workplace more inclusive and mindful place to work.

Negatively

- 1) Anger leads us to take irrational decisions affecting our performance and company's performance.
- 2) Envy prevents fostering of meaningful relations among employees, leading to mistrust.
- 3) Stress and anxiety caps our potential to work as our energy is focussed on our worries rather than our work. It also prevents concentration on the task.

A person who is able to maximise positive & minimize negative emotions will be able to ensure success in his personal and professional lives.

2. (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्वपूर्ण है? क्यों/क्यों नहीं?
(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Ethical efficiency ensures the fulfillment of ethical needs and demands of the human society with minimal inputs. Ethical efficiency ensures that the human society is rule bound and doesn't go into anarchy due to extremes of ethical bankruptcy or ethical overload.

Ethical efficiency is important as it ensures the orderly functioning of society. However, its importance is similar to that of technical and social efficiency.

Technical efficiency is required in a world where resources are scarce. Only when resources are utilised effectively it can lead to best possible outcomes for all. If technical efficiency isn't there it can lead to inequality which is against ethical efficiency. It can create anarchy in

society through revolution like French Revolution

Social efficiency is equally important to ensure preservation of human society. Only when human's needs like shelter, food, water, a decent living are fulfilled, then only he will feel belonged to the society. Social efficiency ensures legitimacy to the society.

Ethical Efficiency, social and technical efficiency reflect the duty of humans to utilise everything responsibly. Only when all these are present, can the idea of social welfare and wellbeing of all be ensured.

Ethical, technical and social well being are a triumvirate with equal role and importance to support the foundations of human society & human laws.

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

Gandhi's views ~~on~~ against
separation of public and private ethics hold
good today. Given man is an individual
having both private and professional spheres,
both cannot be compartmentalized.

Individual's personal ethics
impacts his professional life as they guide
the behaviour in professional sphere too.

Eg → Gandhi's personal ethics of non violence
guided him to conduct Satyagraha for
National Movement.

Feminists argue against
compartmentalization of public and private
by calling "personal is political".
Person's influence of personal ethics

influences his/her attitude in professional sphere

eg- A child who sees his mother facing violence at home considers it normal to be misogynistic at workplace

Personal ethics of care and compassion led to many great impacts in professional lives which led to well being for many in society.

eg → Jamsetji Tata's ethics of care & help led to charity by Tata group in professional sphere.

However, the standards and parameters of personal and professional ethics are quite different. Personal ethics is more care driven, informal. While professional is objective and formal one.

Nonetheless, the compartmentalisation must be to the extent to ensure efficiency and to prevent nepotism in organisations to ensure maximum efficiency at ethical standards.

3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Goodness is many a times seen innate in human beings. A small child deciding to help an injured puppy shows goodness is inherent, not taught.

The internal conscience to do what is right drives a person to do good. A person fears doing bad because pain reverse humans dislike crisis of conscience which arises when our inner sense values rightness while we do a wrong action.

However, what constitutes right is not only inherent. It is also learnt from sanctions from moral rules or rewards from such behaviour. Childhood moral stories like Pandabanta, Jataki.

taught us morals, therefore guiding us how to act in kindness and goodness.

1) Almost all religious scriptures teach the value of dana (charity), tolerance and seva which is symbol of goodness.

2) Rewarding good behaviour through praises or material rewards also elicits good behaviour.

In psychology its called conditioning.

3) Learning goodness from role models like parents, superheroes, grandparents also instills a sense of goodness for self esteem.

4) School, colleges through value education also instill goodness among children. Visiting slums, hospitals etc imbibe people with benevolence, compassion.

Thus goodness is innate. But it is also nurtured through moral rules, sanctions & rewards leading to a complete development of human personality.

निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए तथा उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।

Explain the meaning of the following quotations and discuss their contemporary relevance.

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

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

(Answer in 150 words) 10 Marks

The quote shows the importance of tolerance in our lives. The basis of human society is tolerance as we live harmoniously due to tolerance towards ideas, beliefs, faiths and to each other.

Tolerance ensures that we are open to other's ideas & voices. It helps to get new perspectives helping to find solutions to problems. Listening is a symbol of tolerance as people feel valued and belonged when someone is there to listen.

In today's society filled with intolerance and hate crimes, tolerance remains the panacea to all problems.

Tolerance to listen to the demands of warring groups ensure that the grievances are addressed. Half of the job is done when a person is made to feel good. Thus tolerance can help in meaningful resolution of Russia-Ukraine war.

Tolerance to faith and beliefs can ensure people of different faiths coexist peacefully and with trust. Today's crimes of mob lynching, hate speeches can be eradicated if tolerance is imbibed among youths.

Tolerance is a symbol of strength.

It requires great will power and strength to accommodate views points that are exactly opposite to ours as it involves our ego. It involves a duty to protect others, their freedom to criticise us. Tolerance is the key to progress as diversity of opinion & belief will drive the society to reformation.

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

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

Aristotle had stressed on civic duties of a person, the obligations that a person has to fulfill to his state and society. Human existence and needs are fulfilled by society, therefore its human duty to serve the society.

Indian society & philosophy also places first importance on duty to society. Ideas like Nishkama Karma (duty without suspect), Sarve Santu Sukhina (may all be good & happy) and Vasudhaiva Kutumbakam reflect the same. Even Indian philosophy which focuses on salvation & moksha stresses on fulfilling duty to society.

The duty to serve society is in form of doing charity, helping

others, using resources responsibly. It is of primary importance to ensure that society is in equilibrium without any upheavals.

The duty towards society is also reflected through schemes like Swachh Bharat Abhiyan, Beti Padhwa Beti Bachao where primacy is given to our duty towards society to ensure its well being.

Automatically when the duty towards society is fulfilled, a person attains salvation. Charity is seen as a means to moksha. Charity is nothing but our duty to help the vulnerable compatriots. Therefore humans must give up hedonism of maximising their own well being & focus on fulfilling their duties (Kant) for welfare of society.

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

The above quote shows the importance of peace in a contradictory manner. It suggests that peace is characterised by lack of activity as history is replete with pages of activities and actions through wars.

Human history is characterised by numerous wars. In fact history is termed as study of wars. In such a situation peace is given little importance as war like attitude is glorified. warrior cultures are glorified among men.

Peace is seen as a weak characteristic, a weak value which is medicated. Today's culture promotes violence and war loving people as powerful. Mussolini had said "war

"make men and men make war" Such attitudes influence war like behaviours among people, dispersing peace.

Today's world marred with Russia Ukraine war, civil wars in Sudan, Niger etc need positive attitude towards peace. Symbol of strength associated towards war is preventing meaningful resolutions. War is seen as a symbol of prestige and power leading to no sides backing down.

There needs to be promotion of culture of peace among people. The UNESCO's culture of peace promotion programme along with core values can help in restoring the importance of peace.

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

Civil services, there are certain values which guide the behaviour of the civil servants and the organisation. Moral values help in good & ethical functioning while non moral values prevent in efficient functioning.

Moral values	Non moral values
→ empathy, compassion	→ accountability, objectivity
→ ensure humane functioning of <u>civil services</u>	→ ensure <u>rule based</u> functioning
→ Different actions as per <u>unique circumstances</u>	→ <u>one size fits all</u> approach

The 5 basic foundational values of civil services are

1) Empathy → ensures civil servant is cognizant of other's grievances so that they could help & serve them.

2) Compassion → helps the civil servant come out of "chalta hai" attitude and go the extra mile to serve the people.

3) Public Spirit (Seva) — ensures that the power is used for public well being & welfare

4) Integrity — holds the civil servant steadfast to the morals holds making them disciplined and ethical

5) Honesty → to ensure transparency in the services

The foundational values in civil service ensure that civil services functions for the well being & development of the citizen

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

Participatory decision

making can ensure ethics in governance
as effective civic engagement makes the
administration more responsible and
accountable to the people.

Effective civic engagement also
empowers the citizens to question the
government leading to responsible and
transparent governance.

Effective mechanisms for ensuring
ethics in governance

- 1) Transparency through RTI can make
government transparent.
- 2) Social audits can make the govt more

accountable to the people over resource utilisation

- 1) Use of e-tools like CPGRAMS for grievance redressal make it more responsive
- 2) People raising demands for development over politics of religion can raise the standard of governance.
- 3) Use of social media to input demands against Govt can make Govt more attuned to people's needs.
- 4) PRI and LSG can lead to people's action plan for themselves making development 'Jan Bhagidari'.

Civic engagement & greater utilisation of capacity can ensure high standards of ethics are upheld in administrations

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

Persuasion is a good technique to change the negative attitude of people and force social changes in the society from bottom to up approach. Incentives in schemes like Beti Bachao Beti Padhao help in effective persuasion.

However, if persuasion is weak through different agents, like social media, influencers etc, then little force use is justified as it leads to better outcome. It is ethical as per consequentialism.

Dowry is a social evil which is prevalent even after multiple persuasions. Even stringent laws couldn't eradicate dowry.

Multiple persuasion campaigns against marital rape couldn't stop the crime.

Thus at such crucial junctures, little amount of force is justified to achieve a greater good.

However use of force must be proportionate. Out of proportion use of force is not justified as it violates other person's right to hold opinion.

Proper persuasion to engender social & behavioural change must be done to ensure social evils gone & social harmony comes in.

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

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

(Answer in 150 words) 10 Marks

India's strength today is a combination of its ethical strengths, ~~to~~ military strengths and financial muscle. World listens to India because it is a responsible power using her power for other's well being.

China on other hand is a military & financial power larger than India. But it is the ethical acts of India through vaccine diplomacy, global south conclave which makes world to turn to India.

ethical strength is also a source of soft power

Democracy is the biggest soft power & ethical strength. India's relations with west especially with USA is due to the ethical strength of democracy.

However ethical strength must be backed by financial & military might. It to be taken seriously.

World wants to reap benefits from the military & financial muscles of other countries. Thus to be taken seriously, military, eco power is a prerequisite.

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 (झुगियाँ) 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.

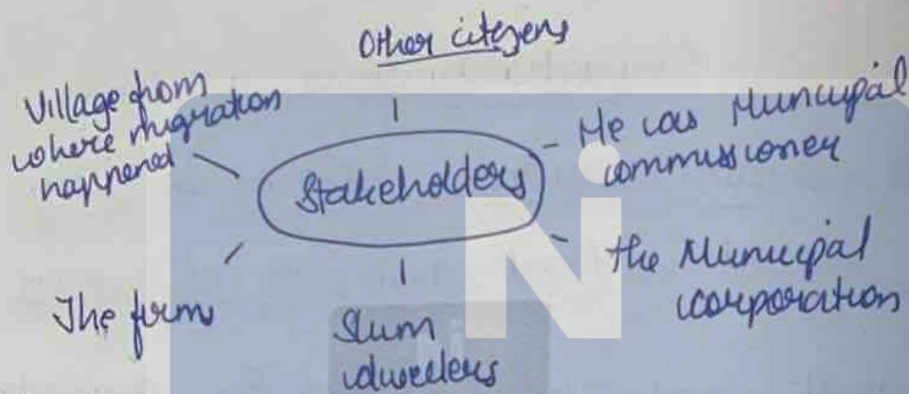
As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflow of laborers into the city. This influx of people into the town led to a mushrooming of slums and encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out the slums,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

The above case study shows the implications of unplanned urbanisation and unplanned migration leading to reduction in well being of the vulnerable sections of society.



(a)

The case study shows conflict b/w multiple values.

- 1) Value of duty consciousness vs Compassion and care.
- 2) Rule of law vs Benevolence - whether to remove the illegal dwellers or to allow them based on benevolence.
- 3) Obligation to Department vs Obligation to welfare of poor.

-) Objectivity is by evicting the people vs Subjectivity by taking note of their unique circumstances.

(b)

Impartiality forms a core value of a civil servant, helping in duty bound conduct without any fear or favour.

Ensures that civil servant abides the Constitution and works for the well being of all objectively.

However, the core ethics give leeway for civil servant to compromise impartiality to bring in empathy to ensure that unique circumstances and situations were taken care of. When a civil servant deals with a disabled, or a physically challenged person, some rules cannot be applied to them.

Aristotle also terms it unjust to treat unequals equally. Therefore unique situations allow civil servant to place empathy over impartiality.

to ensure public good and welfare for all.

Empathy must not lead to empathy overload or else it would lead to inefficiency and flouting of rules.

(c) Options available are.

1. Evicting the illegal dwellers, doing my duty as per the rules.
2. Letting go of the duty by requesting someone else to do my duty to prevent crisis of conscience.
3. Persuading the authorities to halt the eviction, finding them alternative rehabilitation measures and rehabilitating them.

(d) There are both short term & long term viable solutions to deal with such scenarios:

Short term

- 1) Building rehabilitation shelters for the vulnerable to ensure shelter.

NEXT IAS

Candidates
write on this

1) Land mapping and delimiting through DLIRIMP to secure land rights of govt, deterring encroachments.

2) Provision of Housing (affordable) and quality services including sanitation through PM Awas Yojana, Jal Jeevan Mission. This ensures quality life.

3) Slum redevelopment through PPP model to face lift the slums (Chawari model)

long term.

4) Rural infrastructure and economy development through MSMEs to prevent distress migration

5) Inclusive spaces as Smart cities & AMRUT mission to prevent slum development.

6) Eradication of waste, religious consciousness to prevent slum based ghettoisation.

A long term planning which involves all the stakeholders can ensure sustainable urbanisation free from encroachment

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 धोखाघड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए जिम्मेदार स्थानीय अधिकारियों की मदद से धोखाघड़ी को अंजाम दिया है। आप इस बात से चिंतित हैं क्योंकि धोखाघड़ी 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 धोखाघड़ी 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 धोखाघड़ी 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 धोखाघड़ी 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 धोखाघड़ी के क्या कारण हो सकते हैं?
 - क्या ऐसी धोखाघड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

(Answer in 250 words) 20 marks

a) The case study shows the large scale problem of leakage in govt welfare programmes due to ethical bankruptcy among people. This is leading to denial of rights to many eligible beneficiaries due to inefficient utilisation of resource.

(a) The issues involved in the case are:

- ethical erosion among beneficiaries as they are misusing a good scheme.
- corruption among public officials as they are colluding with local people.
- Issue of possible breach of privacy which is a Constitutional Moral as per Puttaswamy Judgement.
- Poor regulation and implementation of the scheme.

b) Violation of data privacy would be justified looking from Utilitarian perspective as it leads to Greatest Happiness for Greatest Number. By violating privacy if Govt is able to rationalise the scheme, it would bring in better resource use ensuring welfare reaches to all without any leakage. Computerisation would also lead to increased transparency and accountability as Govt has records to show to the people.

However, the Kantian categorical Imperativism suggests its highly unethical as the action itself is immoral. The outrage of dark web and data being sold reduces the ethicality of action.

At the end of the day, if the welfare is to be increased, breach of privacy by integrating all data sets must be done. Govt can complement it with Data Protection Act to ensure privacy & welfare.

(c) Given India's commitment of being a welfare state, there are a host of welfare schemes. However different issues lead to welfare fraud. They are.

- 1) Culture of corruption among people as people believe corrupt ways can lead to ineligible achievements.
- 2) Corruption nexus and collusion between the govt officials & people.
- 3) Reduced integrity and suspect for law among citizens.
- 4) Lack of proper regulatory and auditing mechanisms to oversee the schemes.
- 5) Rising cost & inflation push people to welfare fraud to ensure good standard of living.
- 6) Lack of deterrence by punishment.

(d) There were multiple ways to remove such frauds.

-) Imbibe integrity by stewarding integrity through integrity models (Nepal) or Honest stores (Kerala).
-) conducting regular audits of the schemes by CAG or social audits (Meghalaya, Mizoram).
-) Digitisation of the schemes to reduce bureaucratization ~~and~~ discretion.
-) effective punishment for those who do welfare fraud by giving jail terms.
-) Increasing people's well being & standard of living through development to reduce dependence on welfare schemes.

effective digitisation and ethical literacy among people would ensure that welfare frauds are reduced, ensuring the benefits reach to last mile standing, leading to Antyodaya.

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

The case study shows the larger issue of environment vs development debate where people were choosing development at any cost, having serious repercussions for the environment and society.

(a)

Issues and value violation observed there are:

- Violation of rule of law as EIA was flouted.
- Disrespect constitutional morality as right to life violated by going ahead with project.
- Moral bankruptcy among contractors and department.
- Ethical erosion among seniors to achieve revenue targets by any means.

(b) options available to me case.

- 1) going ahead with the report and assisting with the mining project as per rule of law
- 2) immediately halting the activity of mining by revoking the clearance.
- 3) Drafting a detailed report of my findings and submitting to the Ministry of Environment

(c)

Option 1).

The first option's advantage is that I am doing my duty as per the orders of my seniors, respecting the chain of command.

It also ensures my well being.

However, the option would lead to crisis of conscience as my action wouldn't be in sync with my values. It would also cause great destruction when disaster strikes causing sufferings for poor.

option 2.

It would ensure the well being of all the people. It would also show my integrity.

and commitment towards environment. However there are risks of idemotion and suspension as I displayed by seniors and intruded into another ident is work.

Option 3

This option would balance my duty bound action along with compassion for environment. It also reflects my ability to go the extra mile to ensure well being and welfare for all. However, the report drafting would take time and it not necessary that my report would be submitted.

(d) Traditionally Environment and development have been seen as crossheads against each. Environment serves a barrier of development. However the strategy of development at any cost brought serious repercussions as

development did not seem possible.

Eg - Jashmati is not fit for even habitation now

Therefore environment and

development must be balanced through

sustainable development. green technologies,

green means ensure that development is

inclusive for all. compassionate development

through SMART Cities, Hydrogen Missions

ensure environmental considerations aren't

overshadowed for development.

For development to be successful,

environmental considerations have to be factored

in, to ensure development leads to progress

for all.

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

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

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

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

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक जिम्मेदारी उसके निकट समुदाय से 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

The case study shows the classic dilemmas any country faces while advancing their national interests. It shows the ethical dilemmas of choosing between national interests and ethics.

- (a) The ethical issues involved in the case
- 1) Denial of right to life through oppression by the Junta.
 - 2) Violation of International morals propounded by UDHR 1948.
 - 3) Risk of being instrumental in oppressing people.
 - 4) Lack of compassion and tolerance in

the Junta.

- 1) Risk of losing international credibility for ABC.
- 2) unethical action of ABC in dealing with XYZ as per Kantian categorical imperatives

(b)

Corporate Businesses like GAMA while dealing with international clients & international sphere cannot have the same moral framework as in domestic sphere.

- 1) As per Immoral Realism, GAMA shouldn't consider ethics and continue dealing with the company as long as it promotes national interest and secures the country. This is important because in IR, there is self help for crisis management.

However going by Kantian's notions, GAMA must incorporate ethics in business deal with international ethics like respect for human rights to ensure that the world doesn't devend to anarchy

through civil works.

The best strategy would be to let GAMA do the business without considering international ethics while the GAMA's host country using its influence over XYZ to pursue international ethics by asking XYZ to respect Human Rights.

(c)

Corporate Social Responsibility

extends beyond one's community as:

1) Globalisation has created corporates who have loyal communities across the globe. Therefore its their responsibility to help for their welfare.

2) Global problems require global solutions.

eg Madagascar famine due to climate change requires support from corporates all over world.

① Whole world is a family as per "Vasudhiva
Kutumbakam" therefore important for
corporates to extend CSR to wellbeing of
international community through care &
compassion

(d)

Given the sensitive and
highly secure nature of such firms, defense
sector companies must be regulated by countries

- ① it prevents them from dealing with non
state actors like terrorist groups for making
profits
- ② prevents transfer of power & technology to
foreign states
- ③ ensures power is distributed and not concentrated
in one company or few individuals
- ④ prevents irresponsible use and upholds
national interests

Countries & businesses must
regulate themselves as there are no
overarching institutions to govern IR. High
ethical standards of IR can ensure peace in
world today

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 बढ़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-सचेत ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले में सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के 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 भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।
- जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन-से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

- What are the ethical and business issues involved in the case?
- What are the options available to Mr. Sharma and the CEO?
- Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.
- What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case? (Answer in 250 words) 20 marks

The case study shows the fraudulent procurement process by the govt and the corruption nexus between private sector and govt.

- (a) ethical issues involved in case are
- corruption due to ethical erosion among govt employees.
 - inequality among the firm's workers due to profit motive.
 - Poor Quality of Service from Govt Hospital as resource misallocation happening when govt hospital paying higher price.

Business issues involved are

- 1) Lack of proper regulatory and supervisory mechanisms over employees.
- 2) Precedence of greed over corporate responsibility.
- 3) Excessive power transferred to employees increasing their discretion.

(b) Options available to Mr Sharma and CEO are.

- 1) Filing the employees (corrupt) and reporting the incident to Govt.
- 2) Letting go of the matter and act as nothing happened for the sake of company's welfare.
- 3) Submitting the report of Enquiry to company board and govt and let law take its action as per Prevention of Corruption Act.

(7) The problem arose because of a mixture of both - giving freedom to sales force and corrupt nature of the individuals.

It was the corrupt nature, lack of integrity and honesty which led people to misuse the freedom given to them.

Only those 3 employees misused the freedom given to them. Others used their freedom to make decisions to work for uninnovative solutions for the company and society.

However, excess of freedom also is the cause because it meant unbridled power & discretion to salesperson. Lord Bryce said "power corrupts & absolute power corrupts absolutely. Lack of accountability and supervision incentivised the salespersons to misuse their power & position.

Thus there needs to be optimal mix of freedom & regulation to ensure best outcome.

(d) Company can undertake following
steps and mechanisms.

-) Rewarding honest behaviours and ethical employees through ethical employee award (Nepal Model).
-) Signing integrity pacts ensuring ingrained integrity for appraisals.
-) Proper reporting mechanisms to ensure regulatory forbearance.
-) Digitisation of operations to ensure merit based conduct of sales.
-) Regular auditing to ensure such scams come to ground at initial stage itself.
-) Collusion with state by ensuring greater coordination through Vigilance Bureau where govt procurement comes in.

As synergy b/w state & cooperates with light regulations is required to ensure eradication of corruption due to discretion.

सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपमोक्ता 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 विकासात्मक मुद्दों के साथ-साथ, एक और गंभीर चिंता बाल विवाह में हो रही धीमी वृद्धि थी। कानूनी प्रतिबंधों के बावजूद, बाल विवाह बेरोकटोक बढ़ता जा रहा था।

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

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

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

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

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आपको क्या लगता है रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना अच्छा विचार होगा? कार्यान्वयन योग्य कार्यवाही का सुझाव दीजिए।
- क्या आपको लगता है कि कंपनियों को उस क्षेत्र की सामाजिक समस्याओं के लिए भी जिम्मेदारी स्वीकार करनी चाहिए जहाँ वे अपना कार्य करती हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

- What are the issues involved in the above case?
- What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.
- Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?
- What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union?

(Answer in 250 words) 20 marks

The case study shows intersectionality of multiple problems with one of them being resistance to modern ideas and progress to upkeep traditions. It also shows the issue of misuse of power by union for wrong purposes.

(a) Issues involved in the case are:

- 1) Violation of Equality by subjecting women to child marriage.
- 2) Precedence of greed over social responsibility as company gave in to the union.
- 3) Misuse of power (collective power) by MBO to coerce twist Rashmi.
- 4) Underdevelopment among certain societies leading to prevalence of taboos like child marriage.
- 5) Diffusion of moral responsibility among corporate as they refuse to stand for the noble cause.

(b) Rashmi should take a multipronged strategy, involving all the

stakeholders including the Union, local leaders, the corporate and the women. She must definitely hope in local administration because law would ensure legitimacy to her action and give power to her voice.

- Why
- 1) Talking with the Union and local leaders who present their ideas } To make them feel involved and understand their perspective
- 2) Sensitising the women and children of the firm by meeting them separately. She has to do the extra mile for this noble cause. } To empower the women & ensure demand for reforms is led by women themselves
- 3) Persuading the union and local leaders using traditional and holy scriptures and religious leaders to give up child marriage } To change their minds & views by introducing progressive ideas prevalent in society

2) If persuasion fails, then calling in law enforcement is last resort to enforce the total good of banning child marriage

Consequentialism
leads to greatest Happiness for Greatest number
=> deters future course of child marriage

3) Corporates must be persuaded to be supportive as they could use this opportunity for positive branding, earning goodwill

4)

The companies must accept the social responsibilities of regions they operate because the region has played an important role in the success of that company. It has provided them with land, labour, capital. Thus it is the responsibility of the company to give back.

Also companies inadvertently pollutes or causes harm to the region. Therefore it

is their duty to ensure the well being of the region.

going by utilitarianism or deontology, both consider company as responsible for the region as it causes benefits for the firm and its the duty of the firm.

(d)

The reasons for aggressive reaction of worker union might be due to

- 1) presence of local leaders and their kins who support child marriage
- 2) culture of poverty which lead those people to see women as liability - they want child marriage to end their liability as soon as possible.

hashmi must involve the union and make them feel secured by discussing with them. Telling and persuading them about the ideas & benefits of delayed marriage, ills of child marriage should be done. They should be considered as an important stakeholder