

# NEXT IAS

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(To be filled by candidate)

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NEXT IAS Roll No.:	<u>MT234024001</u>	Date of Examination : <u>23 Aug 23</u>
Exam Centre : Old Rajinder Nagar	<input checked="" type="checkbox"/>	Bhopal <input type="checkbox"/> Online <input type="checkbox"/>

Test Code : <u>117</u>	Time Taken : _____
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## MAIN TEST SERIES 2023 (ANUBHAV GS-IV)

### 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.

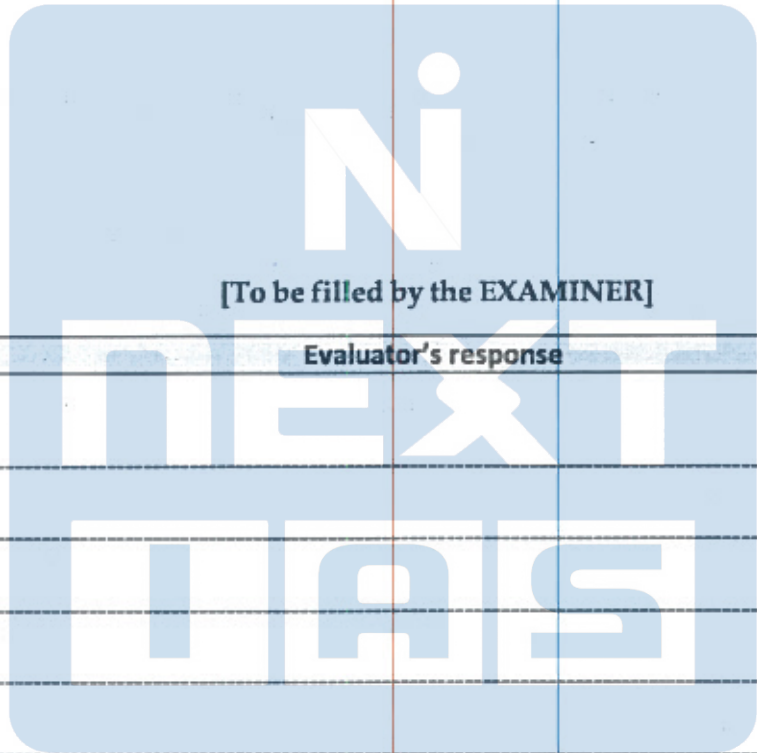
SUBJECT/PAPER GENERAL STUDIES	Invigilator's Sign. : .....
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[To be filled by the STUDENT]

**Student's Queries for the Evaluator (if any write them below)**


[To be filled by the EXAMINER]

**Evaluator's response**

(For filling by Examiners only)

Evaluator Code :

Q.No	PgNo.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
4. (c)	17			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	37			
10.	42			
11.	47			
12.	52			
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) अधिकांश सिविल सेवक न तो शुद्ध कर्तव्यवादी हैं और न ही शुद्ध उपयोगितावादी, बल्कि वे एक प्रकार के नैतिक बहुलवाद के अनुसार कार्य करते हैं। क्या आप इस विचार से सहमत हैं? उपयुक्त उदाहरणों के साथ अपने मत पर चर्चा कीजिए।  
(150 शब्दों में उत्तर दीजिए) 10 अंक

Most civil servants are neither pure deontologists nor pure utilitarians, but they operate according to a kind of ethical pluralism." Do you agree? Discuss your position with suitable examples.

(Answer in 150 words) 10 Marks

While deontology deals with reliance on one's duty (Kant), Utilitarianism (Bentham) desires maximum pleasure for maximum number of people.

Emerging challenges and new governance models require civil servants to employ a mix of above methods, viz - Ethical pluralism -

- (1) Avoid Ritualism - Too much duty oriented leads to red tapism and formation of Irony Tower.

New age governance should refrain from being ritualistic.

Ex - IAS Rahul Kumar ate at a widow's house (not his duty perse)

- (2) Innovation in justice delivery  
- allowing elderly without matching fit getting access to PDS ration is an innovative

definition of one's duty → not just  
serve people, but also make their  
lives easier.

(3) Climate Reparations - Utilitarian  
approach would highlight that all nations  
should equally contribute for climate  
change adaptations, but Common  
But differentiated Responsibility, approach  
added the element of Justice in it.

(4) Multiple variables - Felicacy Calculus  
that measures pain and pleasure,  
now has risk associated to it.  
Ex - stalling of development projects  
during COVID-19

(5) Fostitude during times of distress  
by Durga Shakti against sand mafias

(6) Humane approach to governance  
needs ethical pluralism. Ex - Collector  
bro Pransath Nair's operation Sule manu.

Thus, ethical pluralism is a pre-requisite  
to ensure Summun bonum - the greatest  
good for one and all.



1. (b) लोक सेवा में करियर बनाने और लोक सेवा का निष्पादन करने की प्रेरणा लोक सेवा के प्रति आकर्षण, लोक मूल्यों के प्रति प्रतिबद्धता, आत्म-परित्याग और करुणा के कारण हो सकती है। उपर्युक्त चारों में से आपके लिए प्राथमिक लोक सेवा प्रेरक क्या है? अपने प्रेरक कारक को स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

The motivation to seek a career in public service and perform public service can be due to attraction to public service, commitment to public values, self-sacrifice and compassion. Among the four, what is the primary public service motivator for you? Explain your motivating factor.

(Answer in 150 words) 10 Marks

Motivation to seek a career in public service is always internal and deeply personal - with different individuals having different motives for the same.

Among the four mentioned, the primary motivator would be attraction to public service, because -:

(1) Wide array of opportunities - from helping a child to access study to helping a widow gain access to ration, public services has a lot to offer.

(2) Present state of affairs unsatisfactory with large scale disparities, uneven development, one feels motivated to change the situation - lets live the adage - "Be the change you wish to see in the world".

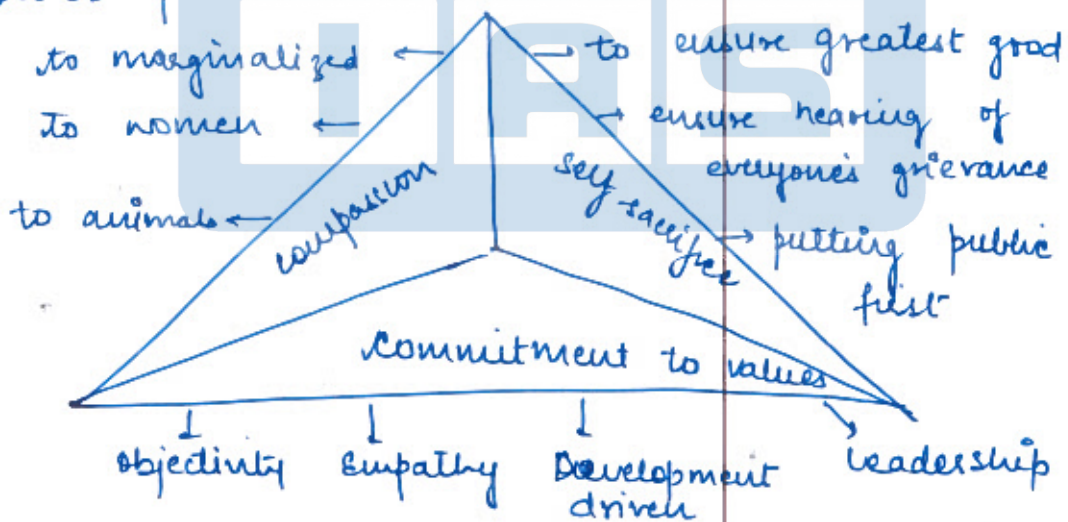
(3) Gives an opportunity to help distressed sectors - safety of women, ensuring child labour isn't practised, rain basera for poor during winters can be done via public services

(4) Large scale change can be brought

Ex- IAS Panna Tude went through difficult Terrain to listen to tribal grievance.

(5) Ensure accountability to public - Ex- Citizen charter, public display of fund utilization etc.

Other factors:



Thus, amongst the various motivations to join civil services, at the heart of it lies Sarvo Param Dharma (Seva is the biggest dharma)

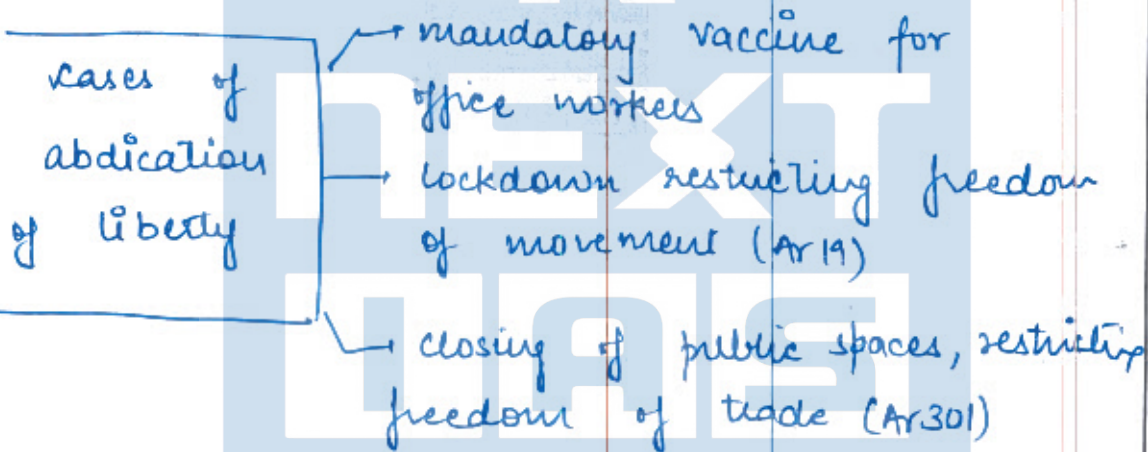


2. (a) कोविड जैसी लोक स्वास्थ्य आपात स्थितियों के प्रबंधन के लिए नीतियाँ विकसित करना, शासन के महत्वपूर्ण क्षेत्रों में से एक है। ऐसी स्वास्थ्य आपात स्थितियों से निपटने के दौरान सरकार ऐसे उपाय कर सकती है, जिसमें नागरिकों की ओर से स्वतंत्रता का अधित्याग शामिल हो। आपके अनुसार सरकार की लोक स्वास्थ्य नीति कौन-से नैतिक सिद्धांतों द्वारा निर्देशित होनी चाहिए? (150 शब्दों में उत्तर दीजिए) 10 अंक

One of the critical areas of governance is developing policies for managing public health emergencies such as COVID. While tackling such health emergencies, the government may take measures that involve the abdication of liberty on the part of the citizens. According to you, what ethical principles should guide the government's public health policymaking?

(Answer in 150 words) 10 Marks

Anti-vaccine campaigns often cry loud about government abdicating their liberty, but utilitarianism principle and adherence to scientific principles (fundamental Duty) requires this.



Ethical principles guiding public health policy making

- (1) Utilitarianism - Greatest good for the greatest people by enforcing social distancing norms during COVID-19

(2) Justice approach - wherein poor should be given special treatment to tide through the disaster.

Ex - Atmanirbhar Package of ₹20 trillion, PMSvanidhi for street vendors and Ganib Kalyan Yojana

(3) The common good approach - The good of maximum should be ensured. Ex - free vaccines distribution.

(4) Deontological approach - duty of the government to ensure that all get services. Ex - government crackdown on reundesini hoarders.

(5) Gandhian philosophy - of reaching the last man standing i.e. Sarvodaya through antyodaya. Ex - government officials vaccinating people of Dharavi.

Thus, principle of Dai-dra Narayan of Swami Vivekanand of helping the poor, should be guiding light of government's public health policymaking



2. (b) लोक सेवाओं हेतु प्रासंगिक भावनात्मक बुद्धिमत्ता के किन्हीं चार घटकों की पहचान कीजिए। प्रशासनिक निर्णयन में उनकी भूमिका स्पष्ट कीजिए।  
(150 शब्दों में उत्तर दीजिए) 10 अंक

Identify any four components of emotional intelligence relevant to public services. Explain their role in administrative decision-making.  
(Answer in 150 words) 10 Marks

Indian philosophy defines emotional intelligence as "stithpragya" wherein one is aware of one's own emotions and that of others.

Components of EI relevant to public services

(1) Self awareness - knowing when one is in the perfect state of mind, can help in delivering public service better.  
Ex - one might be angry at a situation, but instead of publicly humiliating anyone, better take a moment

(2) Awareness of others' emotion

Ex - people treating a woman as witch and troubling her. You may know that this is unscientific, but to make people understand, you will have to explain them so.

(3) Empathy - to the cause of public service to deliver policies better.

Ex- allowing poor to gain access to ration without having ration cards

(4) Self Regulation - to ensure no heat of the moment decisions are taken.

### Role in decision making

(1) Guide to take decisions in ethical dilemma - Ex- temple in road's route what to do → based on belief of the people there, not the public servants.

(2) Ensure justice delivery - by understanding others perspective and will lead to humane decision making.

Ex- enforcing No child labour rule, while providing job to parents.

Thus, "chittshuddhi" should remain at the heart of decision making

to enable both emotional quotient

and adversity quotient

3. (a) मूल्य मानवीय व्यवहार की विस्तृत दुनिया के मूल में निहित होते हैं तथा व्यक्ति के प्रत्येक निर्णय और कार्य में व्यक्त होते हैं। उपर्युक्त कथन को ध्यान में रखते हुए उदाहरणों की सहायता से समझाइए कि मूल्य किसी व्यक्ति के व्यवहार को कैसे प्रभावित करते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Values lie at the core of the diverse world of human behaviour and are expressed in every human decision and action. In keeping with the above statement, explain with the help of illustrations how values impact an individual's behaviour. (Answer in 150 words) 10 Marks

Values are the basis of which all everyday behaviour is guided - they are the disposition towards an act or a situation.

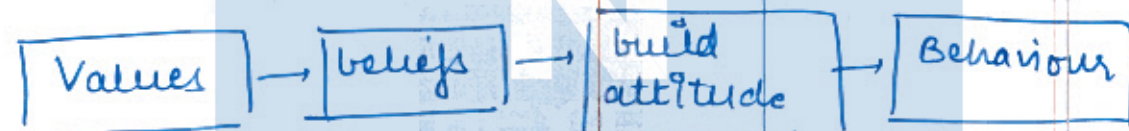


Fig explaining values affecting behaviour

Values' expression in individual's behaviour

(1) Public conduct guided by values

Ex - a priest would wash a stone daily, considering it to be God, due to his religious values.

(2) Builds Emotional Intelligence

Ex - knowing one is patriarchal, one can refrain from taking decisions of appointment, as his/her values



might be against a woman candidate.

### (3) Guides Political behaviour

Ex - Leftist values will build such an attitude that their political behaviour would lean towards such ideology

### (4) Determines Conduct

Ex - A pet lover would value his/her pets like one's children, reflecting the high status to one's values.

### (5) Public service also reveals values

Ex - Ashok Khemka got transferred so many times still didn't leave his values.

- Satyendra Dubey lost his life to fight corruption (reflects his values)

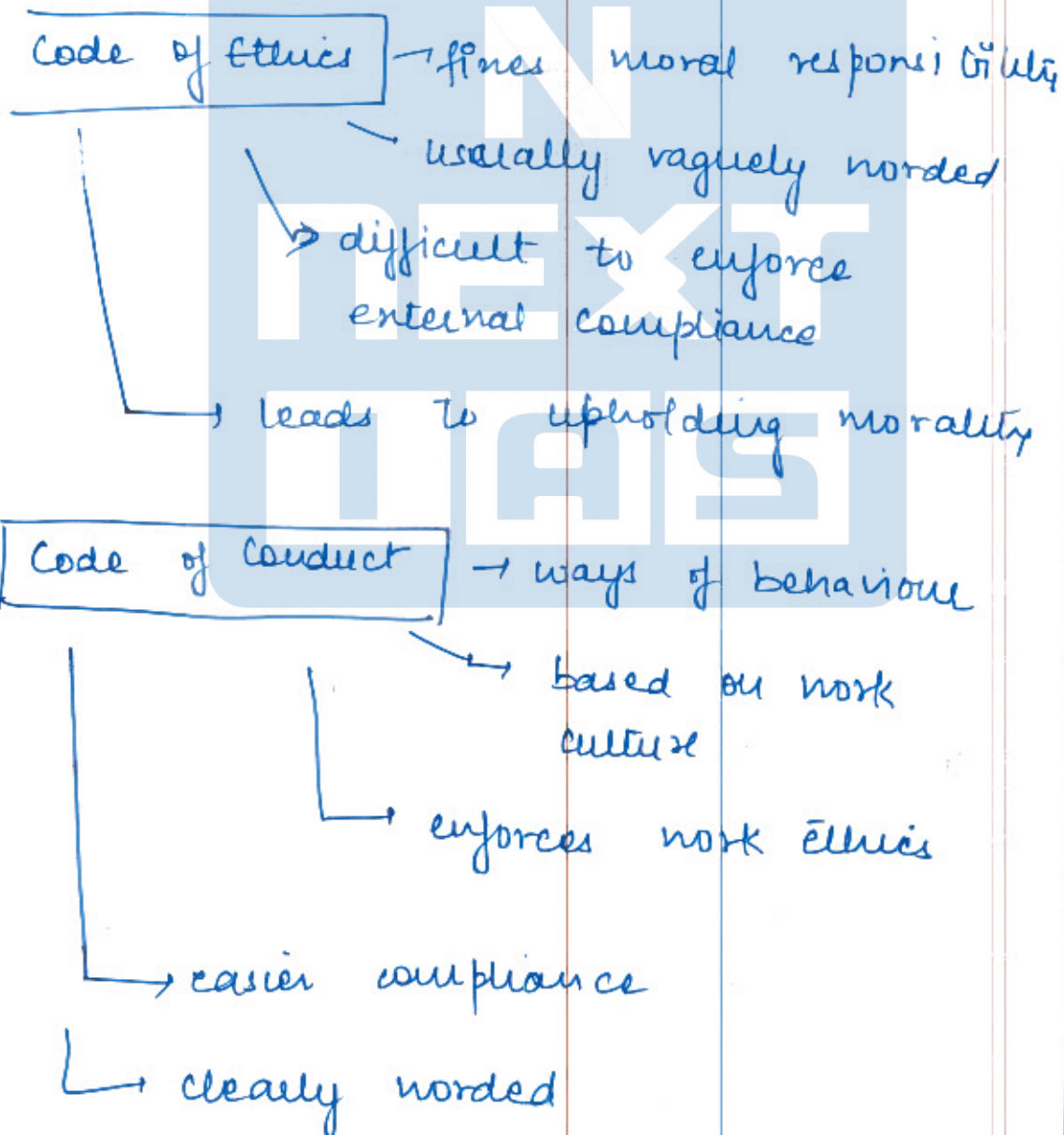
- Gandhiji called off NCM as he valued Non-violence

Thus, values are the north star that guides one's attitude and conduct.

3. (b) नैतिक संहिता, आचार संहिता और नियम-विनियम संहिता के बीच अंतर स्पष्ट कीजिए। क्या आपको लगता है कि संहिता और विनियमों की संख्या में वृद्धि लोक विश्वास और सत्यनिष्ठा में गिरावट का एक सर्वोत्तम प्रतिक्रिया है? क्यों/क्यों नहीं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Explain the difference between codes of ethics, codes of conduct and codes of rules and regulations. Do you think an increase in the number of codes and regulations is an efficient response to the decline of public trust and integrity issues? Why/why not? (Answer in 150 words) 10 Marks

While code of Ethics is a moral yardstick, code of conduct imposes conduct related directions and further reinforced by code of regulations.



code of rules → negative orders to not do "something"  
↳ compliance by service rules

Increasing codes as a response to public trust and integrity issues

successful → leads to building up of trust  
↳ outcomes decided. Ex- APAR report  
↳ builds public faith  
↳ trust based governance

No → mere rules  
↳ difficult to enforce  
↳ can be breached

Thus, to ensure effective response to declining public trust, these rules should be used along with disciplinary action on their breach.



4. निम्नलिखित उद्धरणों के अर्थ स्पष्ट कीजिए।

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

(a) प्रसन्नता का मूल धर्म (धार्मिकता) है, धर्म का मूल अर्थ (अर्थव्यवस्था) है, अर्थ का मूल सुशासन है।"

(150 शब्दों में उत्तर दीजिए) 10 अंक

The root of happiness is Dharma (righteousness), the root of Dharma is Artha (economy), the root of Artha is right governance."

(Answer in 150 words) 10 Marks

Gandhiji Explains that root of happiness is Dharma and involves doing the right thing at the right time to the right person.

Root of happiness is Dharma, whose root is Artha, whose root is governance

(1) Helping a man in distress would bring happiness. (Dharma)

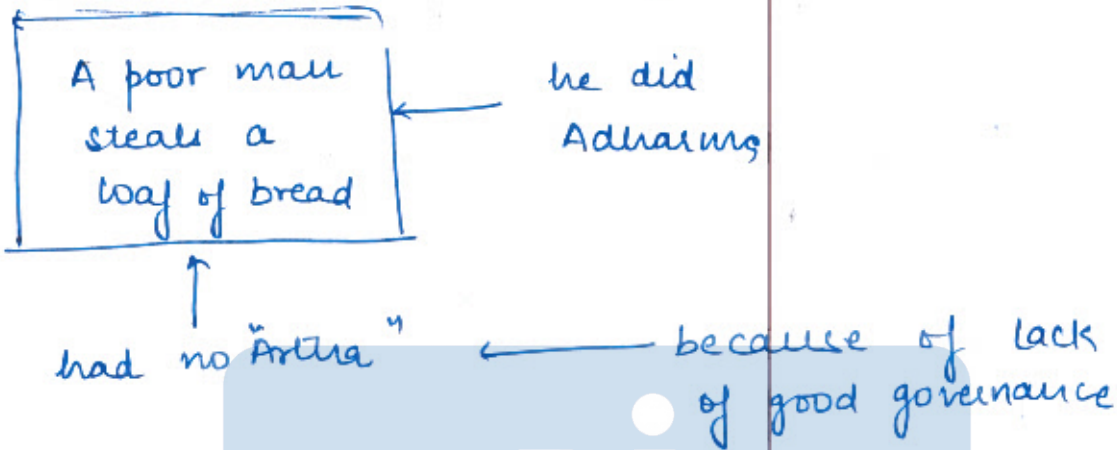
↑ This would require that one has the capacity to help others (in terms of Economy)

↑ This can be ensured when developmental dividends are justly divided.

(2) At national level too, India can help other nations (to get vaccine access)

requires own economy (2.7 trillion GDP) ← right international governance (Ex-WTO)

13) This chain if broken even from one point can lead to negative consequences



Contemporary Relevance: Good governance is the basic level that can lead to good economics and ensure everyone does their Dharma. En

① Poorly distributed developmental dividends (bad governance) ⇒ social ills like poverty, illiteracy ⇒ Adharma like crimes ⇒ unhappy society

② Similarly, seeping of corruption in govt service ⇒ reduced development and again vicious cycle like above

Thus, to seek happiness for one and all, good governance is the base of all.



4. (b) "सबसे महत्वपूर्ण मानवीय उद्यम है—अपने कृत्यों में नैतिकता के लिए प्रयासरत रहना। हमारा आंतरिक संतुलन और यहाँ तक कि हमारा अस्तित्व भी इसी पर निर्भर करता है। हमारे कृत्यों में नैतिकता ही जीवन को सौंदर्य और गरिमा प्रदान कर सकती है।"
- "The most important human endeavour is the striving for morality in our actions. Our inner balance and even our existence depend on it. Only morality in our actions can give beauty and dignity to life."
- (150 शब्दों में उत्तर दीजिए) 10 अंक  
(Answer in 150 words) 10 Marks

Morality refers to those values which we hold dear to us and help us in understanding right and wrong, thereby modulating our behaviour

Morality in actions - most important human endeavour

(1) It's easier to fight for one's principles, than to stand by them in practice -

Ex- One might be against corruption in public service, but may accept bribes once s/he enters the service

(2) Ends should not start explaining the means. Ex- to ensure quick justice, one can't come to mob lynching

These examples show, how to include morality in one's action, it can become difficult to settle our inner balance

(3) Good Examples - Raja Ram Mohan Roy was able to stand for his morality (that went against ethics) - led to banning of sati : beauty and dignity to life

(4) Individual actions like standing against the wrongdoers can help bring dignity and beauty to life.  
Ex - If one sees eve teasing and speaks against it  $\Rightarrow$  beauty and dignity to life.

(5) Public service - to ensure that one's morals of being anti-corrupt are upheld, one can say No to bribes (Debo Na, Lebo Na of Assam) - will bring in dignity to life.

Thus, standing up for our morality might be difficult but if done it will uphold principle of 'sheelam  
Param Bhushanam' (character is the biggest virtue).

4. (c) "विनम्रता सभी सद्गुणों में से सबसे कठिन मूल्य है; 'स्वयं के बारे में अच्छा सोचने की इच्छा को मारना' से अधिक कठिन कुछ भी नहीं है।"  
 "Humility is the most difficult of all virtues to achieve; nothing dies harder than the desire to think well of oneself."  
 (150 शब्दों में उत्तर दीजिए) 10 अंक  
 (Answer in 150 words) 10 Marks

Humility is the virtue of being calm and down to earth, despite being at an influential position.

Humility is the most difficult as

(1) People derive confidence from raising self worth.

Ex- people seen shouting on their subordinates to show they are the boss!

(2) People understand it as a status symbol to have an indifferent attitude

Ex- calling a waiter in a restaurant by clicking one's finger.

(3) Lack of Emotional Intelligence as one's self worth is derived from not having humility.

(4) It is something one has and not what one is i.e. it has to



be developed and many people fail to see that.

Ex - A peon and a CEO should have different attitudes, but both should possess humility.

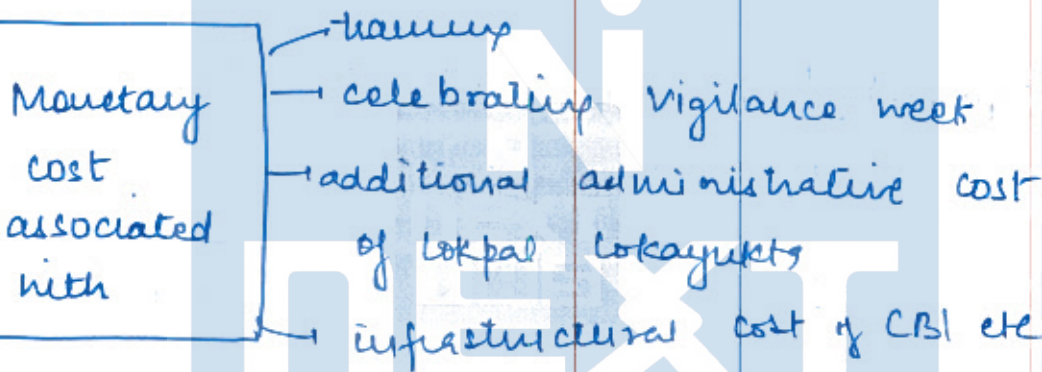
### Ways of inculcating it

- (1) Understand oneself - You are not your "designation" (MD/CEO etc)
  - (2) Practice meditation
  - (3) Persuasion training - treat others as you would like yourself to be treated.
  - (4) Ensure that you value a human's intrinsic worth and not just his/her status.
  - (5) Humility if taught in schools can leave a mark for generations.
- Thus, humility should be the north star of one's personality development.

5. (a) लोक प्रशासन के भीतर और लोक नीति तैयार करते समय नैतिक चिंताओं को प्राथमिकता देने से प्रशिक्षण और अन्य खर्चों के रूप में मौद्रिक लागत आती है। क्या आपको लगता है कि सरकार द्वारा नैतिक मानकों को सक्रिय रूप से अपनाने की वित्तीय लागत उचित है? विवेचना कीजिए।  
(150 शब्दों में उत्तर दीजिए) 10 अंक

Prioritising ethical concerns within public administration and policy has monetary costs in terms of training and other expenses. Do you think the financial cost of actively pursuing ethical standards by the government is justified? Discuss.  
(Answer in 150 words) 10 Marks

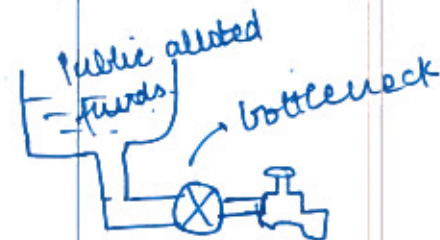
while in short terms, prioritising Ethical concerns can have monetary repercussions, but in long term they are bound to accrue benefits-



Justification of financial cost

(1) Ensure public money isn't misutilized in future.

(2) Will revert back multiplied due to <sup>non</sup> leakage of funds



clearing this bottleneck is a short term cost with long term benefits



- (3) inculcate morality across generations
- (4) Raises awareness among citizens about their rights in the system.  
Ex- PIPDS Act
- (5) Ensure transparency and accountability is upheld & leading to good governance
- (6) Such persuasion will build an attitude against corruption, helping one in the long term
- (7) Ensure people pursue their Dharma
- (8) on line with common good approach
- (9) Utilitarian principle followed as it will help everyone.

Thus, short term costs will help in mitigating long term costs and thereby lead to Anuait Kal in public service.

5. (b) प्रशासनिक, विधिक और पेशेवर जवाबदेही के बीच अंतर स्पष्ट कीजिए। अनेक संस्थागत जवाबदेही तंत्र होने के बावजूद सरकार व्यवस्थित भ्रष्टाचार पर अंकुर लगाने में विफल रही है। आपके अनुसार जवाबदेही तंत्र के खराब निष्पादन के क्या कारण हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Distinguish between administrative, legal and professional accountability. Despite multiple institutional accountability mechanisms, the government has failed to make a dent in systemic corruption. What do you think are the reasons for the poor performance of accountability mechanisms? (Answer in 150 words) 10 Marks

Accountability refers to the condition of being legally responsible for one's deed in a service.

	administrative	legal	Professional
definition	being accountable to one's boss and administrative machinery	-accountable to law of the land	-accountable to one's boss
adherence to	public service rules	Laws and Constitution	work ethics
scope	Wide	less	lesser
Impact	Maximum	Mid	least

India's rank in corruption perception index is abysmally low, highlighting failure on governments part to make a change

Reasons for poor performance of accountability mechanisms

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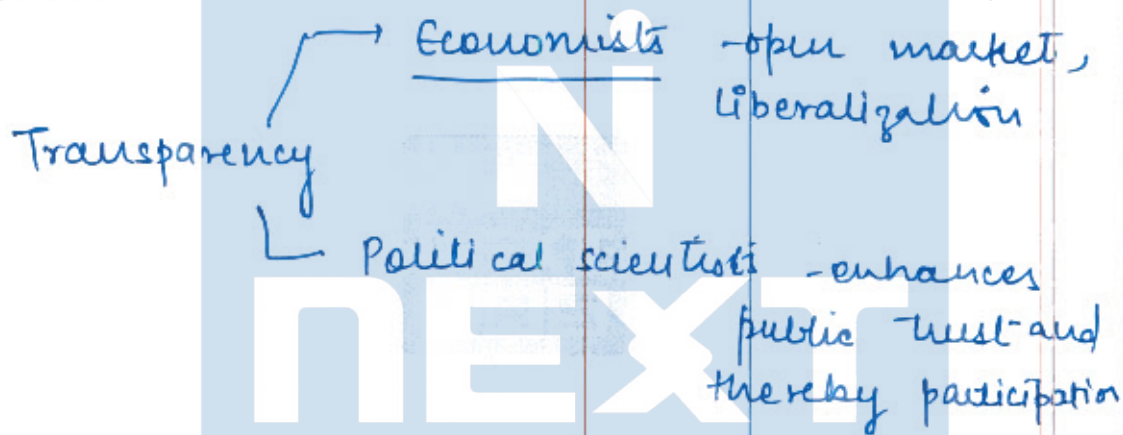
- (1) Historical reasons - Corruption has become a way of life, understood as grease to a system.
  - (2) Legal loopholes - taken advantage of by civil servants
  - (3) Lack of political will to take strict actions (48% MPs of Lok Sabha have criminal cases against them → shows their moral compass)
  - (4) Attitude of "Chalta hai"
  - (5) Large scale power to civil servants has given them high chances of misusing them.
  - (6) Lack of grievance redressal - less than half states have appointed Lokayuktas
- Thus, corruption has become the giant hydra which is becoming difficult for the government to tame.



6. (a) अर्थशास्त्री पारदर्शिता को खुले बाजारों के लिए एक शर्त के रूप में देखते हैं, जबकि राजनीतिक वैज्ञानिक इसे प्रशासन में लोक भागीदारी बढ़ाने हेतु एक शर्त के रूप में देखते हैं। लोक प्रशासनिक नैतिकता में पारदर्शिता का क्या अभिप्राय है? क्या यह केवल सूचना का प्रवाह है या उससे भी अधिक? स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- Economists view transparency as a condition for open markets, and political scientists view it as a condition for public participation. What does transparency imply in public administration ethics? Is it only a flow of information or more than that? Explain.

(Answer in 150 words) 10 Marks

Transparency implies being open to the works been done in an organization and is a principle of good governance



Transparency in public administration ethics

Ⓐ Personal transparency

① declare one's assets online

② utilize public infrastructure

for public works only

Ex - M. Visvesvaraya used public vehicle to resign and came back in his

personal vehicle.

### (B) Professional transparency

- (1) All records open to probity
- (2) Ensure public trust is maintained
- (3) Ensure citizen charter is in place to enforce serottam model
- (4) Social Audit of schemes can also ensure it

Transparency = flow of information and

- (a) Ensuring integrity
- (b) available for 3rd party assessment
- (c) online updation on use of public funds
- (d) honesty in government functioning along with empathy

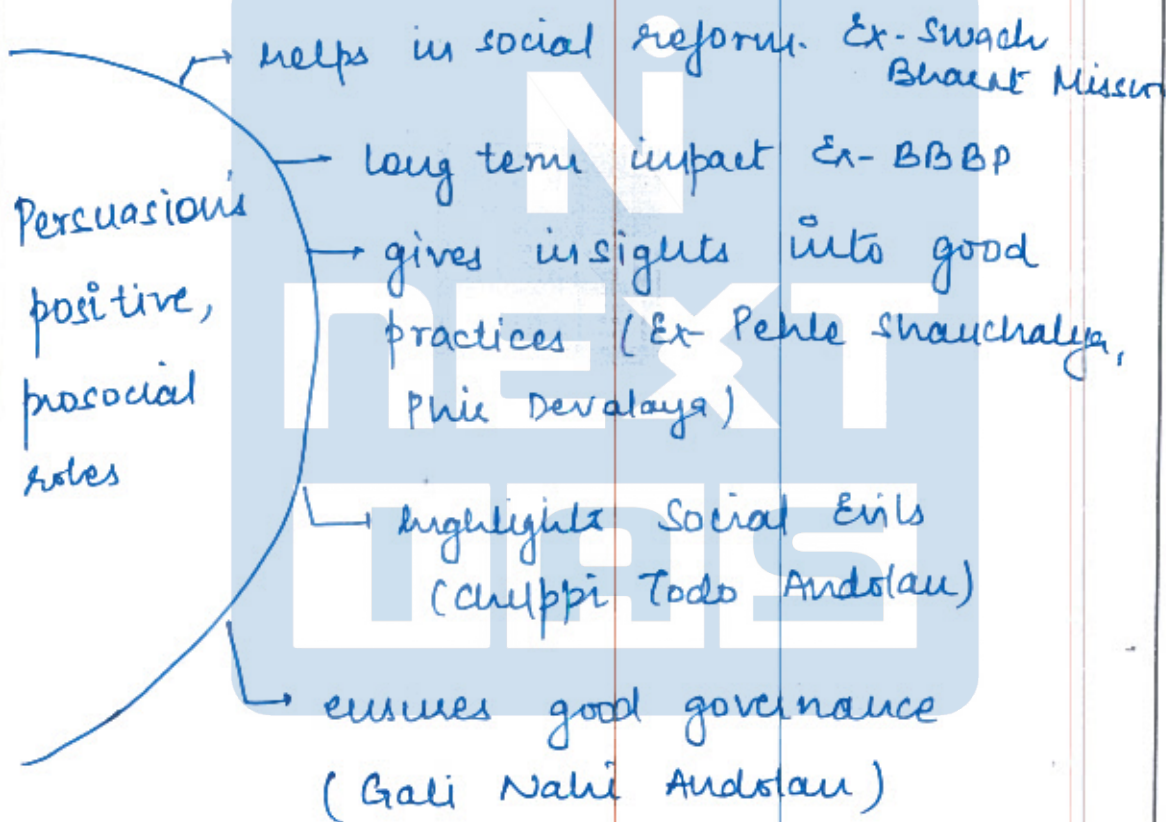
Thus, accountability is a pre condition for fruitful delivery of public services and ensuring Trust based governance

6. (b) अनुनयन अनेक सकात्मक और समाजानुकूल कार्य निष्पादित करता है। हालाँकि लोग प्रायः अनुनयन को छलयोजना से जोड़ते हैं और इसे अनैतिक मानते हैं। एक अनुनयकर्ता को किन नैतिक मूल्यों का सम्मान करना चाहिए ताकि अनुनयन की नैतिकता सुनिश्चित हो सके? स्पष्ट कीजिए।  
(150 शब्दों में उत्तर दीजिए) 10 अंक

Persuasion performs a number of positive, prosocial functions. However, people often equate persuasion with manipulation and consider it unethical. What are the ethical values a persuader must respect to ensure the ethicality of the act of persuasion? Explain.

(Answer in 150 words) 10 Marks

Persuasion refers to the method of influencing others to do or not do an act.



Equating with manipulation

(a) It might look as if someone is doing it for one's personal interest



(b) Modern life has made it difficult for people to trust others of having no personal gains.

(c) May be because attitudes are difficult to change.

Ethical values to be respected

- 1) Don't hit directly at someone's core value.
- 2) Use a speaker who is most trusted  
↳ village headmen
- 3) Ensure easy language
- 4) Doesn't look like a quid pro quo

Thus, persuasion shouldn't look like manipulation to ensure people adhere to it

## खण्ड-B / Section-B

7. आप एक ऐसी कंपनी के उपाध्यक्ष (परिचालन) हैं जो सरकारी अंतरिक्ष एजेंसियों के लिए स्पेस प्रोब और उपग्रह उपकरण बनाकर आपूर्ति करती है। कंपनी चार दशकों से अधिक समय से व्यवसाय में है और इसने उच्च गुणवत्ता वाले उत्पादों के उत्पादन और वितरण में काफी विशेषज्ञता हासिल की है। कंपनी का कारोबार अच्छा चल रहा है।

परिचालन उपाध्यक्ष के रूप में परियोजनाओं और प्रदेय को समय पर पूरा करना आपकी जिम्मेदारी है। एक विशिष्ट कच्चे माल की अनुपलब्धता के कारण एक महत्वपूर्ण प्रदेय समय से पीछे चल रहा है। विचाराधीन सामग्री पर्यावरण के लिए खतरनाक रसायन है जिसे पर्यावरण मंत्रालय ने प्रतिबंधित कर दिया है। लेकिन अंतरिक्ष उद्योग के लिए रासायनिक यौगिक के महत्व को देखते हुए पर्यावरण मंत्रालय आगामी तीन सप्ताह में इसके नियंत्रित उपयोग की अनुमति देने की योजना बना रहा है। आपके और कंपनी प्रबंधन के पास तीन सप्ताह तक प्रतीक्षा करने का समय नहीं है।

इसके अलावा प्रदेय को समय पर पूरा करने के लिए अंतरिक्ष विभाग की ओर से अत्यधिक दबाव है, क्योंकि परियोजना राजनीतिक दृष्टि से बहुत महत्वपूर्ण है। आंतरिक चर्चाओं के बाद आपने अंतरिक्ष विभाग के अधिकारियों से मुलाकात कर स्थिति को समझाया और समय सीमा बढ़ाने का अनुरोध किया। जब बैठक हुई तो विभाग के अधिकारियों के रवैये से आप हैरान रह गये। उन्होंने किसी भी देरी को स्वीकार करने से इनकार कर दिया और पर्यावरण मंत्रालय के निषेध को दरकिनार करते हुए रसायन की खरीद और उपयोग का सुझाव दिया। उन्होंने इसे उचित ठहराते हुए कहा कि मंत्रालय कुछ हफ्तों में नियंत्रित उपयोग की अनुमति देगा ही, तो इंतजार क्यों किया जाए? इसके अलावा उन्होंने बताया कि पर्यावरण मंत्रालय अंतरिक्ष प्राथमिकताओं और उनकी जटिलताओं को नहीं समझता है। उनका यह भी कहना था कि राष्ट्रीय हित के नाम पर सब कुछ जायज़ है।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- आपके पास कौन से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के गुण-दोष का विवेचन कीजिए और आपके द्वारा चयनित विकल्प को पुष्ट कीजिए।
- राष्ट्रहित से आप क्या समझते हैं? क्या आपको लगता है कि किसी राष्ट्र के लिए सामाजिक न्याय और सामाजिक विकास की प्राथमिकताओं से ऊपर सुरक्षा और अर्थव्यवस्था को प्राथमिकता देना नैतिक रूप से उचित है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are the VP (Operations) of a company that manufactures and supplies space probes and satellite equipment to Government space agencies. The company has been in the business for over four decades and has built considerable expertise in producing and delivering high-quality products. The business was good.

As VP of Operations, it was your responsibility to ensure the completion of projects and deliverables on time. A critical deliverable was running behind schedule due to the non-availability of a specific raw material. The material in question was an environmentally hazardous chemical that the Environmental Ministry banned. But considering the importance of the chemical compound for the space industry, the Environment Ministry was planning to allow controlled use in about three weeks. You and the company management didn't have three week waiting time.

Further, there was severe pressure from the Department of Space to complete the deliverable on time as a lot was riding politically on the project. After internal discussions, you met the Space Department officials to explain the predicament and request a deadline extension. When the meeting happened, you were shocked by the attitude of the Department officials. They refused to accept any delay and suggested circumventing the environmental ministry's prohibition and procuring and using the chemical. They justified it by saying the ministry would allow controlled use in a few weeks. So, why wait? Besides, they noted that the environment ministry doesn't understand space priorities and their intricacies. They pointed out that everything is justified in the name of national interest. (250 words, 20 marks)

- What are the issues involved in the above case?
- What are the options available to you?
- Discuss the merits and demerits of each option and select your chosen course of action.
- What do you understand by National Interest? Do you think it is ethically justified for a nation to prioritise security and economics over and above social justice and social development priorities?

(Answer in 250 words) 20 Marks



① ~~Issues involved in~~ circumventing legal channels has become a normal de tour and to do such a thing has become systemic, with officials suggesting one another to do it.

① Issues involved

(a) Completion of project in the given timeline is a priority for space programs.

(b) Use of hazardous chemical by illegal procuring it might danger lives - what if a spill occurs?  
who will take responsibility

(c) Attitude of space department officials who are ready to circumvent rules to reach a hasty decision.

(d) What happens to state program, if the project is not delivered on time?



(2) Options available

(a) listen to space officials and abide by their demand.

(b) Wait for three weeks, procure the material and then give a go-ahead

(c) Write a separate plea to Environment Ministry to allow use of that material.

(d) Involve PMO in getting the required help - use social capital.

(3)

(a)

Merits

(1) space program will be delivered on time

(2) Will ensure your image of an efficient VP doesn't get tarnished

Demerits

(1) Illegal and unethical

(2) might lead to "quid pro quo" questions, as procurement is illegal now  
→ and law will treat you on this

<p>(b) Merits</p> <ol style="list-style-type: none"> <li>① Ethical and legal</li> <li>② Ensure things happen the right way</li> <li>③ No doubt on one's integrity</li> </ol>	<p>Demerits</p> <ol style="list-style-type: none"> <li>① Delay the project</li> <li>② against the duty to uplift scientific temperament</li> </ol>
<p>(c) Merits</p> <ol style="list-style-type: none"> <li>① Taking the legal route and ensuring justice to space program</li> </ol>	<p>Demerits</p> <ol style="list-style-type: none"> <li>① might not get a response</li> <li>② delay the project</li> </ol>
<p>(d) Merits</p> <ol style="list-style-type: none"> <li>① will get help</li> <li>② legal</li> </ol>	<p>Demerits</p> <ol style="list-style-type: none"> <li>① might get rejected</li> <li>② some delay</li> </ol>

It would be advisable to take step (c) and if that doesn't take off well proceed to step (d). The governments focus on space programs will lead to them helping us quickly

slight delay in delivery of project won't take away the company's social capital, as it has delivered materials for a long time now.

④ National interest is the collective interest of the nation against any threat.

It should not be used as a force to enforce any policy which executive deems fit. Having said that security and economy should be prioritised because they are the flagbearers of bringing social justice and development.

Thus, based on a case-to-case basis, one's superintendence over others should be kept in line with our DPSP.



8. आप देश के सबसे बड़े निजी बैंकों में से एक में निवेश बैंकर के रूप में काम कर रहे हैं। आप स्वतंत्र रूप से 15 जूनियर बैंकरों की एक टीम को लीड कर रहे हैं और सीधे निवेश बैंकिंग प्रभाग के प्रमुख को रिपोर्ट करते हैं। आपने नौकरी में रहते हुए कुल परिसंपत्ति और आय में उच्च निवल मूल्य वाले व्यक्तियों के साथ भी नेटवर्क बनाया। नेटवर्किंग का उद्देश्य उन्हें इस बात के लिए राजी करना था कि उनकी आय और परिसंपत्ति का प्रबंधन आपके बैंक द्वारा किया जाए। इन वर्षों में आप बैंक के लिए बहुत सारे ग्राहक ले आये और आपने कुछ बड़े ग्राहकों की परिसंपत्तियों और खातों का प्रबंधन किया।

आपने एक बहुत बड़े व्यावसायिक ग्राहक के खाते का प्रबंधन किया, जिसे अपनी कंपनी के विदेशी खातों से अक्सर धन प्राप्त होता है। पिछले छह महीनों में, आपने देखा कि उसके खाते में काफी संख्या में विदेशी मुद्रा लेनदेन हुए हैं। और यह पैसा आगे चलकर देश के भीतर छोटे-छोटे स्थानों पर ले जाया गया। जब आपने धन की आवाजाही पर नज़र रखी, तो आपने देखा कि धन उन क्षेत्रों में स्थानांतरित किया गया था, जहाँ ग्राहक का कोई व्यावसायिक लेनदेन नहीं था। सरकारी नियमों के अनुसार बैंक को विदेशी मुद्रा निधि के बड़े प्रवाह और ग्राहक विवरण पर रिपोर्ट करने की आवश्यकता होती है। आपने यह विवरण अपने प्रमुख को भेज दिया, जिन्होंने इसे संबंधित अधिकारियों को भेज दिया।

जब लेन-देन लगातार जारी रहा तो आपको संदेह हुआ। जाँच करने पर आपको पता चला कि ग्राहक का राष्ट्र-विरोधी गतिविधियों को वित्त पोषित करने हेतु प्रतिबंधित संगठनों के साथ लेनदेन था। आपने वही जानकारी अपने प्रमुख के साथ साझा की और उनसे अधिकारियों को रिपोर्ट करने का अनुरोध किया। उन्होंने कहा कि वह इस पर गौर करेंगे, परंतु उन्होंने ऐसा नहीं किया। कुछ हफ्तों के बाद आपने मामला फिर से उठाया और इस बार उन्होंने आपसे रुखेभन से कहा कि नियम यह निर्धारित करते हैं कि खाते की जानकारी प्रदान की जानी चाहिए जो बैंक ने कर दिया है। इसकी जाँच करना और कार्रवाई करना अधिकारियों पर निर्भर है। इसमें बैंक की कोई गलती नहीं है, क्योंकि वह कानून का पालन कर रहा है। इसके अलावा, प्रमुख ने आपको बताया कि ग्राहक से बैंक को अच्छा व्यवसाय मिल रहा है। आप चिंतित थे कि आगे क्या करना है, क्योंकि आप जानते थे कि यह ग्राहक बैंक के व्यवसाय अच्छा है, लेकिन वह वास्तव में अच्छा नहीं है।

- (a) इस मामले से जुड़े नैतिक मुद्दे कौन-कौन से हैं?  
 (b) आपके पास कौन-से विकल्प उपलब्ध हैं?  
 (c) सभी विकल्पों का विश्लेषण कीजिए और अपने द्वारा चुने हुए विकल्प को स्पष्ट कीजिए।  
 (d) क्या आपको लगता है कि उपरोक्त मामले में ग्राहक की गोपनीयता और विश्वास के उल्लंघन को उचित ठहराया जा सकता है? (250 शब्दों में उत्तर दीजिए) 20 अंक

You work as an investment banker with one of the country's biggest private banks. You independently handled a team of 15 junior bankers and reported directly to the Head Investment Banking Division. You also networked with individuals with a high net worth in assets and income as part of your job. The purpose of networking was to persuade them to have their income and assets managed by your bank. Over the years, you had brought in a lot of clients for the bank, and you managed assets and accounts for a few big clients.

You managed a client with a very sizeable business account, and he frequently received remittances from offshore accounts of his company. In the last six months, you could notice a considerable number of forex transactions had happened in his account. And the money was further moved around to smaller locations within the country. When you tracked the money movement, you noticed that funds were transferred to areas where the client had no business dealings. Government regulations required the bank to report a large inflow of forex funds and client details. You forwarded the details to your Head, who forwarded it to the relevant authorities.

When the transactions continued unabated, you got suspicious. On scrutiny, you discovered that the client had dealings with organisations banned by the government for funding anti-national activities. You shared the same information with your Head and requested him to report to the authorities. He said he would look into it. But he didn't. After a few weeks, you raised the matter again, and this time, he curtly told you that the regulations stipulate that account information had to be furnished, which the bank did. It was up to the authorities to scrutinise and take action. The bank was not at fault as it was complying with the law. Further, the Head told you the client was good business for the bank. You were concerned about what to do next as you knew the client was good business, but he was up to no good.

1. What are the issues involved in the case?
2. What are the options available to you?
3. Select your course of action after analysing all the options
4. Do you think breaching client confidentiality and trust can be justified in the above case?

(Answer in 250 words) 20 Marks

The cases involving private interest vs public good have become a new normal in the modern world, as highlighted in this case study too.

### ① Issues involved

- ① Boss isn't doing his duty of raising alarm against the client.
- ② Should the client be left unabated just because he gives good business?  
(Ethics vs Economics)
- ③ Why are the authorities above not taking action?
- ④ Can client confidentiality be breached to secure public interest
- ⑤ The case can have grave social implications for society

- ② Options available
- ① To do nothing

Merit	Dement
<ul style="list-style-type: none"> <li>① Boss remains happy</li> <li>② client business keeps coming in</li> </ul>	<ul style="list-style-type: none"> <li>① Crises of conscience</li> <li>② Threat to National security</li> </ul>

- ⑥ To directly speak to the client

Merit	Dement
<ul style="list-style-type: none"> <li>① Direct confrontation</li> <li>② Maybe the doubts were wrong and someone else was using his account</li> </ul>	<ul style="list-style-type: none"> <li>① Threat to one's life</li> <li>② May lead to client siphoning off to other bank and carrying out his trade from other place</li> </ul>



③ Speak to authorities above

Merit	Demerit
<p>① No rises of conscience</p> <p>② in line with National security and public interest</p>	<p>① Circumvent authority of boss</p> <p>② lead to loss of customer business for bank</p>

③ Thus analysing the above actions, it would be wise to go with

③ option to ensure action is taken against the client

It would be in line with utilitarian and common good principle and can actually prevent a serious disaster from happening.

④ Breaching client confidentiality and trust is justified here as bankers are eyes of the public and they should report any nefarious activities.

saving life from terrorist activities is a much bigger aim than breach of confidentiality.

Thus, one should go by the Greek saying "let Evil rule the world, but not through me to ensure that people's life isn't threatened and virtuosity is upheld."



9. रश्मी एक गैर-सरकारी संगठन के साथ काम करती है जो पूरे राज्य में गैर-आवासीय कौशल विकास केंद्र संचालित करता है। संगठन मुख्य रूप से नशाखोरी से निकाल कर बचाए गए लोगों को प्रशिक्षित करने का कार्य करता है जो समाज के कमजोर वर्गों से आते हैं। इसका उद्देश्य रोजगार के अवसर ढूँढकर उनका कौशल बढ़ाना, उनका पुनर्वास करना और अंततः उन्हें समुदाय में फिर से शामिल करना है।

रश्मी की जिम्मेदारियों में पीड़ितों को परामर्श देना और उन्हें नए जीवन के लिए मानसिक और भावनात्मक रूप से तैयार करना शामिल है। इस काम में नशे की लत वाले लोगों के साथ व्यक्तिगत बातचीत करना शामिल है। कभी-कभी उसे इस स्तर की व्यक्तिगत जानकारी प्राप्त हो जाती है जो दूसरों के पास नहीं होती है।

पिछले महीने अधिकारियों द्वारा एक 23 वर्षीय विधवा को केंद्र पर लाया गया। रश्मी ने उससे बातचीत की तो पता चला कि उस विधवा को नशीली दवाओं का लत उसके पति द्वारा लगाया गया था, जो नशे का आदी था और आपराधिक इतिहास वाला था। कुछ पैसों के विवाद के कारण ड्रग डीलरों ने उसकी हत्या कर दी थी।

विधवा ने रश्मी के सामने स्वीकार किया कि अपने पति की मृत्यु के बाद उसने अपना और अपने 4 साल के बच्चे का भरण-पोषण करने के लिए ड्रग्स बेचना शुरू कर दिया था। यह एक ऐसी बात थी जिसके बारे में पुलिस को जानकारी नहीं थी। इसके अलावा उसने खुलासा किया कि उसे और उसके बच्चे की जान को उन ड्रग डीलरों से खतरा है, जिनका उसके पति पर पैसा बकाया है।

पिछले महीने में रश्मी को एहसास हुआ कि विधवा सीखने में लगनशील थी और एक नई शुरुआत करने के लिए प्रतिबद्ध थी। एक दिन रश्मी ने देखा कि वह लगभग एक सप्ताह से अनुपस्थित है। इधर-उधर पूछने के बाद रश्मी को पता चला कि उसे ड्रग्स बेचने के आरोप में गिरफ्तार कर लिया गया है। रश्मा उससे मिलने गई, विधवा रश्मी को देखकर भावुक हो गई और घटनाक्रम के बारे में बताया। विधवा ने कहा कि उसे उन डीलरों द्वारा ड्रग्स बेचने के लिए मजबूर किया गया, जिनका उसके पति पर पैसा बकाया था और जब उसने पुलिस अधिकारियों को यह बताने की कोशिश की, तो उन्होंने उस पर विश्वास करने से इनकार कर दिया तथा उसे एक आरोपी के रूप में माना। उसे मदद की जरूरत है। उसकी दुर्दशा से आहत होकर रश्मी कुछ वरिष्ठ एनजीओ कार्यकर्ताओं के साथ विधवा के मामले की पैरवी करने के लिए वरिष्ठ प्रभारी अधिकारी से मिलने गई। रश्मी ने उन्हें समझाने की कोशिश की कि विधवा स्वयं एक पीड़िता है, आरोपी नहीं।

- उपरोक्त मामले में कौन से मुद्दे और नैतिक दुविधाएँ शामिल हैं?
- यदि आप प्रभारी अधिकारी होते तो आप मामले को कैसे आगे बढ़ाते?
- प्रासंगिक विकल्पों का पता लगाएँ और सलाह दें कि रश्मी को क्या कदम उठाना चाहिए।
- आप विधवा को कैसे देखेंगे- उसके पति के अपराध की शिकार या आरोपी के रूप में? औचित्य सिद्ध कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

Rashmi worked with an NGO that operated non-residential State wide skill development centres. The organisation's work primarily involved upskilling rescued drug addicts who belong to vulnerable sections of society. The objective was to upskill and rehabilitate them by finding employment opportunities and finally reintegrating them within the community.

Rashmi's responsibilities included counselling the victims and preparing them mentally and emotionally for a new life. The job involved a lot of one-on-one interaction with the addicts, and sometimes she was privy to personal information that others didn't have.

Last month the authorities brought a 23-year-old widow to the centre. As Rashmi interacted with her, she discovered that the widow was introduced to drugs by her husband, who was an addict and had a history of crime. He apparently was killed by drug dealers because of some monetary dispute.

The widow confessed to Rashmi that after the death of her husband, she had started selling drugs to support herself and her 4-year-old. This was a detail the police were unaware of. Further, she revealed that she and her child's life were in danger from the drug dealers her husband owed money to.

In the last month, Rashmi noticed she was diligent in learning and committed to making a fresh start. One day Rashmi saw that she had been absent for almost a week. After asking around, Rashmi discovered that she had been arrested for peddling drugs. Rashmi went to meet her, and the widow became emotional seeing Rashmi and narrated the sequence of events. The widow said she was forced to sell drugs by the dealers to whom her husband owed money, and when she tried telling this to the police authorities, they



refused to believe her and treated her as an accused. She needed help. Rashmi, moved by her plight, went with some of the Senior NGO workers to meet the Senior Officer in Charge to plead the widow's case. Rashmi tried to persuade them that the widow was a victim, not the accused.

1. What are the issues and ethical dilemmas involved in the above case?
2. How would you proceed with the case if you were the officer in charge?
3. Explore relevant options and advise what course of action Rashmi should take.
4. How would you see the widow as a victim of her husband's crime or an accused? Justify.

(Answer in 250 words) 20 Marks

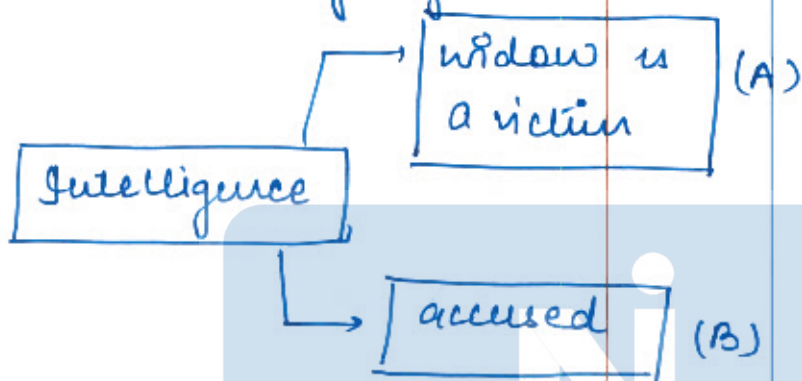
Drug trafficking is a slow poison, and police officials are bound to take strong action against drug peddlers, but the case here is different.

### ① Issues and ethical dilemmas

- (a) Is it right to sell drugs to sustain one's living?
- (b) What course of action will be able to save the widow?
- (c) What about the child's future?
- (d) How will one gather the proof for all this story?
- (e) Should justice be retributive or punishment oriented?
- (f) Plight of widow vs larger crime of selling the drug.

② As an officer in charge, one will have to proceed on facts

(A) Use intelligence to know about the veracity of Rashmi's claim



b) If widow is a victim, utilize discretionary powers and use file notings to prove her victimisation

Also, provide her safety from the drug peddlers, get her son enrolled in a school and applaud

Rashmi for her efforts

c) If she doesn't come out clean, use the strictest provisions against her, as she is spoiling the youth. Send her child to school to not waste his childhood.

(d) Ask Rashmi to prove their NGO's stand - that they aren't a part of the larger group of drug peddlers

③ Rashmi has the following options

① Ask the officer for help and give some evidence for widow's innocence

② If the officer doesn't help in any way approach his/her seniors

③ If this plan fails too, approach the media.

④ Use the good will and social capital of NGO to launch a jan andolan for the widow to give her justice.

⑤ Ensure that some political leaders are also roped in to make the widow's case stronger



### Widow as a victim

- ↳ drug started by husband
- ↳ debt of drug peddler forced her to sell drugs
- ↳ has a small child to fend for

### Widow as abuser

- ↳ could have stood against the situation, ensure taking moral high ground
  - ↳ should understand the far-fetched negative consequences
- Thus, in the spirit of Nichikama  
Karma ~~Yashini~~ should ensure full help to the widow

10.

आप दस वर्षों से एक राज्य विश्वविद्यालय में सहायक पुस्तकालयाध्यक्ष के पद पर कार्यरत हैं। पिछले दस वर्षों में आपने सभी शैक्षणिक और अनुसंधान क्षेत्रों में विश्वविद्यालय का विकास देखा है। जैसे-जैसे विश्वविद्यालय का विस्तार हुआ, इसने नए विभाग और अनुसंधान प्रयोगशालाएँ शुरू कीं, नए पाठ्यक्रम शुरू किए और नए कर्मचारियों को नियुक्त किया। नए शैक्षणिक पाठ्यक्रमों के आने के साथ, पुस्तकालय में पुस्तकों, पत्रिकाओं और ऑनलाइन शोध सुविधाओं के मामले में भी वृद्धि हुई है। पुस्तकालय को एक नई टीम की आवश्यकता है, और इसके लिए संविदा कर्मचारियों को लेकर आया गया। ऐसी ही एक अनुबंधित पुस्तकालय काउंटर कर्मचारी पल्लवी है, जो चार साल से पुस्तकालय में है। वह एक महनती कर्मचारी है, रिकॉर्ड रखने में सावधानी बरतने वाली और सार्वजनिक व्यवहार में विनम्र है, लेकिन किसी तरह पुस्तकालयाध्यक्ष श्री ठाकुर को उससे व्यक्तिगत नापसंदगी हो गई थी। वह सार्वजनिक रूप से छात्रों की उपस्थिति में भी पल्लवी का अपमान करने का कोई अवसर नहीं चूकता है। पल्लवी ने कभी भी इस उत्पीड़न के बारे में शिकायत नहीं की, क्योंकि एक विधवा एवं एकल माँ होने के कारण उसे नौकरी की ज़रूरत थी, और वह श्री ठाकुर को उसे नौकरी से निकालने का कोई कारण नहीं देना चाहती थी। एक दिन मामला कुछ हद तक बिगड़ गया जब श्री ठाकुर ने पूरे स्टाफ के सामने पल्लवी को अपशब्द कहे। आप इसे बर्दाश्त नहीं कर सके। आप हस्तक्षेप करना चाहते थे, लेकिन आपने ऐसा नहीं किया। अगले दिन जब आप अपनी अपराधबोध से ग्रसित और परेशान अंतरात्मा के साथ पुस्तकालय पहुँचे तो आपने पल्लवी से बात की और उसकी मदद करने का फैसला किया।

- (a) उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- (b) पल्लवी के पास कौन-कौन से विकल्प हैं? उन्हें श्री ठाकुर के साथ मुद्दों का समाधान कैसे करना चाहिए?
- (c) आपके अनुसार श्री ठाकुर के साथ समस्या क्या है, यह भावनात्मक बुद्धिमत्ता की कमी है या कुछ और?
- (d) आपके अनुसार आप पल्लवी की मदद कैसे कर पाएँगे? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are working as an Assistant Librarian in a State University for ten years. In the last ten years, you had witnessed the growth of the university in all academic and research areas. As the university expanded, it commissioned new departments and research labs, launched new courses and hired new staff. With new academic courses coming in, the library also grew in terms of books, periodicals and online research facilities. The library needed a new team, and it brought in contractual staff. One such contractual library counter staff was Pallavi, who was with the library for four years. She was a diligent staff, meticulous in record-keeping and courteous in public dealings. But somehow the Librarian Mr Thakur had taken a personal dislike to her. He never lost an occasion to insult Pallavi even in the presence of students publicly. Pallavi never complained about this harassment as being a widowed single mother she needed the job, and she didn't want to give any reason to Mr Thakur to dismiss her. One day things went a little out of line with Mr Thakur verbally abusing Pallavi in front of the entire staff. You couldn't bear it, and you wanted to intervene, but you didn't. But the next day when reached the library with your guilty and troubled conscience, you talk to Pallavi and decide to help her.

1. What are the issues involved in the above case?
2. What are the options Pallavi has? How should she navigate the issues with Mr Thakur?
3. What do you think is the problem with Mr Thakur, is it a lack of emotional intelligence or something else?
4. How do you think you will be able to help Pallavi? (Answer in 250 words) 20 Marks

The cases of not standing up during such situations often brings into play crises of conscience and one needs to resolve it to be able to live peacefully.

(1) Issues involved in the above case

- a) Reason for Mr Thakur's dislike
- b) Can he publicly humiliate her?
- c) Just because she desperately needs the job, is it ok to abuse her?
- d) Why are others not standing up for her
- e) What impact will it have on students, what will they learn out of this situation
- f) How is this mental abuse affecting Pallavi.



② Options with Pallavi

(a) Abuse Mr. Shakur

↳ will show her lack of Emotional Intelligence

↳ "An eye for an eye, will make the whole world blind".

(b) Complain about Mr. Shakur

↳ will further sour their relations

↳ what if Mr. Shakur has good rapport with everyone else

(c) Speak to Mr. Shakur directly

↳ ask him why he holds a grudge against Pallavi - may be it's a misunderstanding

↳ develop personal rapport and make him realise his fault of publically abusing her

③ There can be many problems with Mr. Ghakur.

① Lack of EI -

- maybe he isn't able to understand what his problem is
- sadistic nature
- Using anger of some other place in office
- lack of self awareness about his emotions
- absence of self regulation

② Other reasons

- Pallavi might have done something
- Maybe Pallavi reminded him of somebody he didn't like now
- someone else might be telling him wrong facts about Pallavi.

#### ④ help for Pallavi

- ① speak to Mr. Thakur directly. Explain to him about his rude behaviour that is absolutely uncalled for.
- ② If possible arrange a meeting of Pallavi and Mr. Thakur and be a mediator for them.
- ③ simultaneously explain to Mr. Thakur about her efficiency and good behaviour. Thus, there is a need for Mr. Thakur to know his Manodashq (EI) to help deal with the matter and I can be an effective channel to do the same.



11. एक प्रभावशाली राजनेता तथा तीसरी बार के सांसद अपने राज्य में बुनियादी ढाँचे के विकास कार्यों विशेष रूप से सड़कों और सिंचाई-नहरों के लिए जाने जाते हैं। उनके विकासात्मक कार्यों और उनकी साख को ध्यान में रखते हुए पार्टी ने उन्हें पार्टी का प्रदेश अध्यक्ष नियुक्त किया। चूँकि उनकी पार्टी राज्य में सत्तारूढ़ पार्टी भी है, इसलिए सांसद ने मुख्यमंत्री के साथ मिलकर काम करना शुरू कर दिया। पार्टी अध्यक्ष बनने के छह महीने बाद, सांसद को पता चला कि विकास निधि की एक बड़ी राशि पार्टी की प्रचार गतिविधियों में लगा दी गई। इसके अलावा कुछ बड़ी विकास परियोजनाएँ मुख्यमंत्री और उनके कुछ करीबी मंत्रियों के रिश्तेदारों को आवंटित की गईं। राज्य सरकार ने जिस प्रकार विकास निधि का प्रबंधन किया, उससे सांसद न तो प्रभावित थे और न ही खुश थे, क्योंकि पार्टी ने विकास और स्वच्छ प्रशासन का वादा करके पिछला चुनाव जीता था। राज्य के मंत्रालयों में बहुत अधिक वित्तीय भ्रष्टाचार था। कुछ मंत्रियों ने निजी उद्देश्यों के लिए राज्य मशीनरी का इस्तेमाल किया। वह जानते थे कि यदि पार्टी वैसे ही काम करती रही जैसे अभी कर रही है, तो अगले चुनावों में यह एक चुनावी आपदा साबित होगी। सांसद एक अंतरात्मा वाले राजनेता थे। उनकी दुविधा थी कि एक पार्टी अध्यक्ष के रूप में यह सुनिश्चित करना था कि उनको पार्टी अगले चुनाव में जीत हासिल करें। ऐसा करने के लिए उन्हें राज्य प्रशासन को साफ-सुथरा करना था, जिसका मतलब था पार्टी के वरिष्ठ सदस्यों द्वारा समर्थित एक बेहद शक्तिशाली व्यक्ति (मुख्यमंत्री) के साथ टकराव। और महत्वपूर्ण बात यह है कि सांसद अपने राजनीतिक करियर को जोखिम में डालने को तैयार नहीं थे, जिसे उन्होंने वर्षों की कड़ी मेहनत के बाद बनाया था।

- आपके अनुसार उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- उपरोक्त मामले में सांसद के पास कौन-कौन से विकल्प उपलब्ध हैं?
- सभी विकल्पों का मूल्यांकन कीजिए और सांसद को कार्यवाही का तरीका सुझाइए।
- राजनीतिक और नौकरशाही भ्रष्टाचार के बीच अंतर स्पष्ट कीजिए। क्या नौकरशाही राजनीतिक भ्रष्टाचार पर रोक लगाने में भूमिका निभा सकती है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

An influential politician, a third-time MP, was known in his State for his infrastructure development works, especially roads and irrigation canals. Acknowledging his developmental work and goodwill, the Party appointed him the State Party President. Since his Party is also the ruling Party in the State, the MP has started working closely with the Chief Minister. After six months of becoming the Party President, the MP learned that a sizable amount of development funds were diverted to party promotional activities. Further, a few mega-development projects were allocated to the relatives of the CM and a few of his close ministers. The MP was neither impressed nor happy with how the State government managed the development funds because the Party had won the last elections promising development and clean administration. There was a lot of financial corruption in the State ministries; some of the ministers used the State machinery for personal purposes. He knew if the Party continued to function the way it is now, it would be an electoral disaster in the next elections. The MP was a politician with a conscience. His dilemma was that, as a Party President, he had to ensure his Party won the next elections. To do that, he had to clean up the State administration, which meant locking horns with the CM, an extremely powerful figure well-supported by the Party's senior members. And importantly, the MP was unwilling to risk his political career, which he had built after years of hard work.

- What do you think are the issues involved in the above case?
- What options are available to the MP in the above case?
- Evaluate the options and suggest a course of action to the MP.
- Distinguish between political and bureaucratic corruption. Can bureaucracy play a role in checking political corruption?

(Answer in 250 words) 20 Marks

The cases of financial misappropriation by those in power is on the rise leading to such situations of crises of conscience.

(1) Issues involved

- a) If the MP opens up the misappropriation case, party's image would get tarnished
- b) Any accusation against the CM, won't be taken well by his supporters
- c) he would need ample finances and proof to prove that there were financial misappropriation
- d) What if his party members don't support him and are hand in glove with corruption
- e) What if party loses the next election, who will take responsibility



② options available

- a) Take strict action against CM
- b) collect evidence and show it to party workers and garner support
- c) Refer the case to Lokpal / Lokayuktas and start an enquiry
- d) let the CM forego!

③ (a) strict action

Merit	Demerit
<p>① strong action will ensure <sup>in future</sup> people abstain from corruption</p> <p>② immediate resolution to the problem</p>	<p>① absence of support</p> <p>② his CM's supporters might launch a vicious campaign against MP</p>

(b) Evidence collection

Merit	Demerit
<p>① will give evidence</p>	<p>① suspicion of CM</p> <p>② wrath of party workers</p>



② Strong case against the CM

③ Lokpal referral

Merit	Demerit
<p>① No crises of conscience</p> <p>② Demerit on Party promises of clean development</p>	<p>① against party workers</p> <p>② relations with CM will be strained forever</p>

④ No action

Merit	Demerit
<p>① good relations</p> <p>② No stress of proving him guilty</p>	<p>① Crises of conscience</p> <p>② against public trust</p>

Course of action should be (c) followed by (d) to ensure effective justice delivery.

(4)

Political Corruption

Bureaucratic Corruption

(1) at politician level

(1) by bureaucrat

(2) legislative level

(2) Executive level



both lead to loss of public trust

bureaucracy can check corruption by

- (1) transparent fund disbursement
- (2) CAB audit at regular intervals
- (3) ensure all fund reaches beneficiary

As mentioned in Kautilya's Arthashastra, Kautak Shodhan

(corruption erosion) is most important

12.

आप एक प्रमुख सरकारी टेकेदारी कंपनी एस एंड पी कंस्ट्रक्शन के लिए काम करने वाले वरिष्ठ इंजीनियर हैं। आप एक परमाणु रिएक्टर संयंत्र के निर्माण स्थल पर काम कर रहे हैं। कार्य स्थल पर अन्य जिम्मेदारियों के साथ-साथ आप सुरक्षा प्रभारी भी हैं। एक दिन जब आपने अपना साप्ताहिक सुरक्षा ऑडिट किया, तो आपने देखा कि वेल्डर ने प्रक्रियाओं का पालन नहीं किया था और कुछ अनुभागों में गलत सामग्री का उपयोग किया था। स्थिति खतरनाक थी क्योंकि रिएक्टर कोर तक शीतलक ले जाने वाले पानी के पाइपों पर कुछ दोषपूर्ण वेल्ड दिखाई देने लगे थे। यदि सुरक्षा बैकअप एक साथ विफल हो जाए तो पाइपों के टूटने से आपदा आ सकती है।

आपने वेल्डिंग पर्यवेक्षकों की बैठक बुलाकर उन्हें खराब वेल्डिंग को सुधारने के निर्देश दिए, लेकिन दो सप्ताह के बाद भी खराब वेल्ड ठीक नहीं हुए और जब पूछा गया तो पर्यवेक्षकों ने कहा कि उन्हें वरिष्ठों से निर्देश मिला है कि जिस तरह से काम किया जा रहा है, वैसा ही किया जाए। सुरक्षा के साथ समझौते पर आप हैरान रह गए। आप वरिष्ठ प्रबंधन के साथ इस पर चर्चा करने के लिए मुख्यालय गए। सुधारात्मक कार्रवाई करने के बजाय वरिष्ठ प्रबंधन ने आपको एक अलग कार्य स्थल पर स्थानांतरित कर दिया और आपको परमाणु कार्य स्थल की सुरक्षा प्रथाओं पर चर्चा न करने की चेतावनी दी। आपको नौकरी की आवश्यकता थी, इसलिए आप चुपचाप अपने नए कार्यस्थल पर लौट आए।

पाँच वर्षों के बाद परमाणु रिएक्टर पाइप फटने के कारण खबरों में था, जिसमें दस इंजीनियरों की मौत हो गई थी और इसके परिणाम के कारण पड़ोसी गाँवों को खाली करना पड़ा था। आपको अपना डर सच होता हुआ नज़र आया। परमाणु संयंत्र बंद कर दिया गया और जाँच शुरू कर दी गई। निर्माण के दौरान सुरक्षा की जिम्मेदारी संभालने के कारण आपको पूछताछ के लिए भी बुलाया गया था। आप दुविधा में थे कि सुरक्षा समझौता का सच बताएँ या इसे छुपाकर नौकरी पर बने रहें। इसके अलावा आपकी अंतरात्मा आपको परेशान कर रही थी कि आप तुरंत स्थानांतरण लेने के बजाय पाँच साल पहले ही कुछ कर सकते थे।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- उपरोक्त दुविधा की स्थिति में आपके पास क्या विकल्प मौजूद हैं?
- विकल्पों का मूल्यांकन करने के बाद पहचान कीजिए कि आप कौन-सा विकल्प चुनेंगे?
- क्या आपको लगता है कि पाँच साल पहले आवाज़ उठाना एक अच्छा विकल्प हो सकता था?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a senior engineer working for S & P Constructions, a prominent government contractor. You are working at a construction site building a nuclear reactor facility. Along with other responsibilities at the site, you were also the safety in charge. One day as you did your weekly safety audit, you noticed that the welders had not followed procedures and used the wrong materials in some sections. The situation was hazardous since some defective welds appeared on the water pipes carrying coolant to the reactor core. The rupture of the pipes could cause disaster if safety backups failed simultaneously.

You called a meeting of the welding supervisors to instruct them to rectify the faulty weldings. But even after two weeks, the welds were not fixed, and when asked, the supervisors said they had instructions from the superiors to go ahead with the way it is. You were shocked at this compromise of safety. You travelled to the HQ to discuss this with the senior management. Instead of taking corrective action, the senior management transferred you to a different site and warned you about discussing the safety practices of the nuclear site. You needed the job, so you returned to your new workplace quietly.

After five years, the nuclear reactor was in the news for pipe bursts, killing ten engineers and due to the fallout, the neighbouring villages had to be evacuated. You could see your fears coming true. The nuclear facility was shut down, and an inquiry was instituted. You were also summoned for questioning as you handled safety during the construction. You were in a dilemma; tell the truth of safety compromise or hide it and keep the job. Further, your conscience was troubling you that you could have done something five years back instead of quickly taking the transfer.

- What are the issues involved in the above case?
- What options do you have in the above dilemma?
- After evaluating the options, identify which option you would choose.
- Do you think whistle-blowing could have been a good option five years back?

(Answer in 250 words) 20 Marks



The cases of bending under seniors' pressure have heightened the cases of ethical dilemmas in jobs.

1) Issues involved

a) Should you speak the truth and risk losing the job

b) Should you raise alarm against the superiors who didn't adhere to your advice then

c) Was it correct on your part to have left the situation

d) How to manage the crisis of conscience that led to the recent mayhem

2) Options available

a) speak the truth

Merits

- 1) Reduce crises of conscience
- 2) Lead to effective action against the perpetrators

Demerits

- 1) will lose job
- 2) senior too will lose job.

(b) Keep memo

Merits

- 1) Job restored
- 2) good rapport with seniors

Demerits

- 1) crises of conscience
- 2) who will be responsible for the mayhem - your conscience will pinch you forever

③ listen to your conscience, speak up against everyone

### Merits

- good for your conscience
- perpetrators will get punished
- closure to the village people who lost their homes & families of engineers

### Demerits

- lose your job and senior's support

③ ③ option should be taken to ensure that justice is given

to all stakeholders involved viz

→ people of village

→ families of engineers who lost life

↳ self conscience



④ Whistle blowing could have been the best option and would have prevented the recent mayhem.

A file noting highlighting the ineffectiveness of the system would have saved the lives of the engineers and one would have not lost to one's conscience.

It will remain a lifelong pain as to why one didn't speak up then and ensured

Nishkama Karma.

Space for Rough Work



Space for Rough Work

Candidates must not  
write on this margin





Space for Rough Work

Candidates must not  
write on this margin

