NEXT IAS

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NEXT IAS Roll No.: ..... **Date of Examination :** 28/1/24

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test Code : _____

Time Taken : _____

Program : FLT ☐ FLT+ ☐ SLT ☐ SLT+ ☐

MAIN TEST SERIES 2023

(TEST-12)

GENERAL INSTRUCTIONS

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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. : .....

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)
Took 4 hours 10 minutes

[To be filled by the EXAMINER]

Evaluator's response

(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

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2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
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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 कर्त्तव्यवादी 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

Deontogism is an idea that believes that a good outcome is as important as the means.

Eg:- Immanuel Kant's idea of 'duty for duty's sake'

Utilitarianism of Jeremy Bentham believes that every ~~shou~~ action should focus on maximisation of 'greater happines for a larger number of peope'.

Civil servants' actions ~~are~~ based on

I Pure deontology

① Environmental Impact Assessment surveys before every commercial project

② Indian Army's civilian outreach programmes for confidence building

II Pure utilitarianism

① Provision of public goods such as 'Right to Internet' as a Right in Kerala.

Candidates must n
write on this marg

2) Affirmative actions for the betterment of depressed classes.

Civil Servants are neither pure deontogists nor utilotarian

① Both their actions and outcomes should be correct and uphold public interest
↳ Due to public accountability

② They are guided by Code of Conduct and Service rules - which are derived from multiple sources
↳ Producing ethical pluralism.

③ Their actions can be judged only by context and not based on the underlying ideology

Eg:- During Covid, Police used force to prevent public from violating norms (Consequentialism)

If police uses violence during normal times, it is against fundamental rights (Deontology).

4) Happiness of the greater number as the only goal is limited by the Constitution.
Eg:- Art 29, 30.

So, Civil Servants are governed by an ethical pluralism of foundational values focused of welfare of Society

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

Government is the largest welfare provider and public services lies at the heart of this welfare mission.

Different facets of public service

I **Attraction to public service**

↳ Due to the power, privileges, security and competitive pay

Eg:- Cornwallis made Civil Services as the highest paid job in the world, ~~1855~~ 1795.

II **Commitment to public values**

↳ Such as Objectivity, Honesty, Openness, Loyalty, Integrity, Selflessness and Accountability

Eg:- Gandhiji's Talisman.

III **Self Sacrifice**

Dedicating oneself for the service of others

Candidates must n write on this marg

eg:- V. Saigayam IAS remained unmarried and helped to educate 500 underprivileged children.

V Comparsion

eg:- IAS Smita Sabharwal solves peoples problems by involving and understanding stakeholders in Telangana.

My motivation is a combination of all the four facets of public service

Attraction

① Commitment → Self Sacrifice → Comparsion

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If you I am attracted to something, I will commit to its values, and self sacrifice for its cause of Comparsion being the core value of service. ~~I will~~

② I feel that one cannot exist without the other and my motivation is rooted in all the four.

2. (a) कोविड जैसी लोक स्वास्थ्य आपात स्थितियों के प्रबंधन के लिए नीतियाँ विकसित करना, शासन के महत्त्वपूर्ण 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

We had more visible policing and curb of citizens rights during Covid pandemic that saved many lives.

Eg:- Curfews and quarantine of affected areas.

Liberties that were restricted or abdicated
- → Right to freedom of movement
- → Right to assemble and protest
- → Right to practice trade
- → Right against arrest and detention

Ethical principles that should govern public health governance

① Consequentialism
↳ To meet with externalities like Covid

Eg:- Police should be able to limit peoples movements..

Candidates must n
write on this marg

② Deontology - Governments should ensure fairness while providing medical aid and facilities

③ Right to Information (Article 19(a))
- Patients should have the right to know regarding their conditions

④ Right to health
↳ To ensure equity in health provisions Eg. Ayushman Bharat.

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⑤ Subsidiarity - Local bodies should be empowered to give primary health care.

⑥ Objectivity - Doctors should be objective and impartial while dealing with different cases.

Governments should come up with a National health policy as well as State health policies to deal with various exigencies like Covid, Nipah etc..

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

Emotional Intelligence is the ability to accurately percieve emotions, generate emotions, understand emotions and Emotional intelligence and regulate emotions ~~to~~ for effective decision making.

Components of Emotional intelligence relevant to public service



David Coleman's components of Emotional Intelligence

I **Empathy**

↳ Empathy is the ability to accurately percieve the emotions ~~of~~ o expressed by others, both verbally and non verbally.

Eg: IAS Armstrong Palme identified the

Candidates must not write on this marg

difficulty faced by people and constructed a bridge on his own for them.

II. **Managing relationships**

↳ Public servants should balance and maintain harmony between different stakeholders

Eg: IAS Ajith Doval was successful in bringing militants to negotiating table through his measures.

III. **Self awareness**

↳ Ability to understand ones own strengths and weaknesses, ~~that~~ and use them for public welfare.

Eg: M. Visvesvaraya used his acumen in Civil engineering to build irrigation facilities in Mysore while being the Vicechancellor of Mysore University

IV. **Self motivation**

↳ Regular drive to help the public

Eg: IAS Parameswaran Iyer (Former Secretary, Jal Shakthi), removed human faeces from a pit in Telangana.

These values should form the Core of Civil Service values.

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 Constitutes the rights and wrongs held by an individual Constituting their conduct.

Values are core of human behaviour → Formed by influences like family, School, Religion, geography, Castes Culture etc..

Values → Thoughts → Actions → Attitude → Behaviour

Subjective and ~~depends~~ Contextual
Eg:- Gender discrimination is a positive value in Saudi Arabia

Virtuaes are morally good traits.

Values influence behaviour in many ways

Value	Behaviour
① Patriarchy	→ Gender discrimination in behaviour / Eg:- Do System of dowry.
② Liberty	→ Democratic decision making Eg:- India.

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3) Justice → Equal treatment of all

4) Empathy → Comparsion towards other people

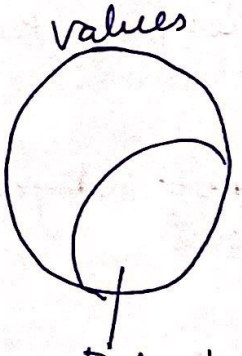
Eg: 2018 Magsaysay awardee Bharat Vatvani working for mentally ill patients.

5) Integrity → Coorruption free governance

Eg: A.P.J. Abdul Kalam didn't recieve gifts during his tenure.

6) Although values influence behaviour all values cannot translate into behaviour

Eg: A person holding communal mindset still keep tolerance in his Social life due to Social Sensitivities



7) Behaviour also influence values.

Eg: Mandatory use of helmets has promoted the value of drivers safety on Indian roads (MoRT Study)

8) Human In addition to values, human behaviour is also shaped by a many other elements like Society, Constitution etc..

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

We have different codes to regulate our public servants and ensure maximum productivity.

Code of ethics	Code of conduct	Codes of rules & regulations
① Maximum values expected	① Minimum standards of public service	① Prescriptions and Sanctions to ~~po~~ ensure due diligence.
② Cannot be ~~impose~~ impored	② Sanctioned by law	② Sanctioned by law
③ Voluntary	③ Mandatory	③ Mandatory
④ Moral force	④ Legal & Moral	④ Legal force
⑤ Uncodified	⑤ Codified Eg:- Civil Service Conduct rules, 1954	⑤ Codified Eg: All India Service rules.
⑥ Subjective and large flexibility	⑥ Objective and limited flexibility	⑥ Procedural and rules.

Candidates must n
write on this marg

Increare in number of rules and codes are an efficient response

Yes

① Rules and Change may need to update with time
Eg: Lateral entry

② Increares accountability
Eg: CVC, SVC

③ Bared on Max weber's idea of bureaucracy

No

① Reduces self initiative
~~Might~~

② Leading to risk averse nature and red tapism

③ Change should happen through moral force than legal force
↳ No to information of the individual.

④ Increares one more layer into already Complex governance.

Focus should be given to training than more legislations such as the prerent i-Got Karmayogi, 360 degree feedbacks, Mid-career training etc..

4. निम्नलिखित उद्धरणों के अर्थ स्पष्ट कीजिए।

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

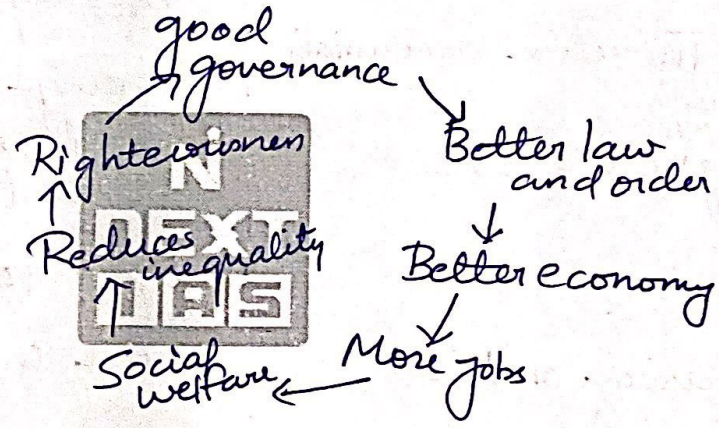
(a) प्रसन्नता का मूल धर्म (धार्मिकता) है, धर्म का मूल अर्थ (अर्थव्यवस्था) है, अर्थ का मूल सुशासन है।"

(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

This quote from Bhagavat Gita underlines the importance of ~~right~~ good governance to improve the ~~my~~ happiness of the citizens



This sums up the Indian idea of 'Purushartha' which underlines the importance of Artha, Kama, ~~and~~ Dharma and Moksha.

Right Governance → Right economy

① Reduces crony capitalism.

② Equitable growth
Eg:- Article 39(b) and (c)

③ Reduces corruption and favouritism

Candidates must n write on this marg

Right economy → Righteousness

① Social Welfare at the centre
Eg: 'Socialism' in preamble

② Reduces inequality → Better law and order
Eg: Affirmative action, Kerala model

Righteousness → Happiness

① Bhutan topping the Global Happiness index
due to :) Reduced poverty
2) Better human development Indices
3) Reduced Crime etc

3) Increases Citizens confidence in governance

This quote is synonymous Kautilya's prescription that 'A King should find happiness in the happiness & well being of his subjects'.

4. (b) "सबसे महत्त्वपूर्ण 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।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"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."
(Answer in 150 words) 10 Marks

Morality refers to the values and beliefs that are held by a human being as sacred guiding his actions and beliefs

→ Humans ~~en~~ strive for morality in actions as
① Violation of morality leads to Cognitive dissonance (destroys inner balance)
② Permanent Impairment of ~~Good~~ voice of Consciousness (Lead to criminal acts)

→ Morality in our acts can ~~to~~ give beauty and dignity :–
As Gandhiji said' there is a Court above all Court and this is the Court of Conscience"
↳ Morality answers to ones own

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write on this marg

Conscience

↳ Morally good traits are the duty of human beings according to Kant's Categorical Imperative

Contemporary relevance

Globally

① Morality of War

Eg: Israel prosecuted at ICJ for Civilian deaths and Genocide in Gaza

② Morality of Calamities

Eg: Developed Countries hoarded vaccines affecting underdeveloped countries

Personally

① Individual interest VS public interest

Eg: BRO changed the route of a project after it Groned a sacred grove held by tribals as important for their beliefs.

Morality, if it should stay relevant needs to be updated with changing times and values.

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।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"Humility is the most difficult of all virtues to achieve; nothing dies harder than the desire to think well of oneself."
(Answer in 150 words) 10 Marks

Humility is the ability to see oneself grounded due to the realisation of own strengths and weaknenes.

Eg: Nehru asking people to call him Prathama sevak than Pradhan Mantri.

→ It is the most difficult of all virtues as, ① It requires the death of ego

② Materialism makes people more self centric

③ Present system teaches selfishnes and Competition over humility and Comparsion.

→ Desire to think well of oneself is harder to die

① ~~Due to~~ Requires empathy and Comparsion

Candidates must n
write on this marg

② As Swami Vivekananda says "Find yourself by loosing yourself in the Service of others"

Contemporary relevance

Q I Socially,

① Respecting elders

- Indian culture of respecting elders by standing on their entry signifies humility

II Individually,

1) Gender bias

- It requires humility and respect to develop values of feminism and equality over patriarchy

2) Devotion

- The best form of prayer is by submitting oneself to the divinity of God.

Humility is inherent in our culture and civilisation which is rooted in the idea of 'Atithi devo Bhava'.

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

Eth Governance without ethics is tyranny. & Prioritising ethical Concerns will have monetary costs such as,

1) Special Courts (Lokpal Act)
2) Manpower (for RTI, Lokpal etc.)
3) Infrastructure (RTI, Lokpal, CVC etc.)

Financial Cost is justified

Yes

1) Eth If the governance lacks ethics, it will deteriorate into Corruption and at autarchy
2) Violate the fundamental rights if we won't prioritise ethical Standards
   Eg- RTI based on Article 21

No

1) It reduces the efficiency of administration
   ↳ As bureaucrats hesitate to take important decisions due to

Candidates must n
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3) Improves the quality of administration

↳ eg: 'Corruption thrives at dark places and avoids light'
- Benjamin Franklin

backlash

2) Delivery of services should be focussed instead of ethical standards.

Despite the two sides of the argument I feel the our governance model should focus on prioritising ethical Concerns without compromising the quality and efficiency

Eg: 1) Mechanism to weed out frivolous RTI requests

2) Citizen centric governance

Ethics and ethos are an important pillar of Good governance,

5. (b) प्रशासनिक, विधिक और पेशेवर जवाबदेही के बीच अंतर स्पष्ट कीजिए। अनेक संस्थागत जवाबदेही तंत्र होने के बावजूद सरकार व्यवस्थित भ्रष्टाचार पर अंकुश लगाने में विफल रही है। आपके अनुसार जवाबदेही तंत्र के ख़राब 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 involves answerability to a formal system.

Accountability = Responsibility + Answerability

Administrative	Legal	Professional
Hierarchies & Vigilance Commission	Service rules	Code of Conduct
Media	Lagislative	360° feedback
	Budgetary	Performance evaluation.

Accountability
- Administrative
  - ↳ Within the executive
  - ↳ Departmental and extra judicial
  - ↳ Bared on Service rules
- Legal
  - ↳ Lagislative and Judicial
  - ↳ Bared on IPC, CrPC etc..
- Professional
  - ↳ Lesser punitive measures
  - ↳ Influences Career growth.

Eg:- Performance appraisal in Corporates.

Candidates must n
write on this marg

Reasons for poor performance of measures

1) Seniority principle - Promotion based on seniority reduces the viability of punitive measures

2) Conflict of ~~interest~~ - Administrative measures usually done by a department on its own staff
   Eg: Internal Complaints Committee

3) Article 311: Protects Civil Servants from judicial actions
   ↳ Long pendency in judiciary

4) ~~Lack~~ Complexity of administration with multiple Veto points and decision points

Measures taken

1) 360° feedback mechanism
2) i-Got Karmayogi - for training
3) CVC and SVC
4) Compulsory retirement.

Government should also adopt mechanisms from Corporates to ensure productivity (2nd ARC).

6. (a) अर्थशास्त्री पारदर्शिता को खुले बाज़ारों 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 is the provision of private information for public good.

Transparency

Transparency I~~t~~s As a condition for Open market

1. Freedom of trade and enterprise
2. Lack of restrictive trade practices
   Eg:- CCI, 2002
3. Free entry and exit.

If **In public administration ethics**

1) As a flow of information
   1) From a tradition of Secrecy to a tradition of openness
      Eg:- RTI Act 2005
   2) Information as a public good (Economic Survey 2014-15)

Candidates must n write on this marg

3) Reduction of Corrupt practices

Eg: "Corruption thrives at dark places".

4) Empowers common citizens

↳ Participative decision making

↳ Growth of Citizens as participants in decision making than beneficiaries

Eg: Social audit of MGNREGA

2) Other aspects

1) ~~Provision of~~ Amartya Sen's Capability approach

- Humans should be made Capable to define their own growth than States deciding for them

2) Participatory decision making

3) Subsidiarity (2nd ARC)

Eg: Local governance

Transparency & Accountability are the twin Mantras for good governance.

6. (b) अनुनयन अनेक सकारात्मक 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 is the targetted act of behavioural change of another person, to ensure conformity or compliance as decided by the persuader

Eg:- Nudge to wear helmets

NEXT IAS

Persuasion	Manipulation
1) Voluntary	1) Coercive
2) With the will and Choice of the target	2) Without the will and Choice of the target group
3) Provision of right information to make a Conscious Choice	3) Fake information to meet the ends of the manipulator
4) Eg:- Nudge theory	4) Eg:- Fake news Creating communal frenzy.

Candidates must n
write on this marg

Ethical values that the persuador need to respect

① Respect - Persuador need to respect intellect and will of the target
Eg: 'Give up Subsidy' campaign to give up fuel subsidy.

② Right Transparency - Persuador should provide necessary information to make conscious choice
Eg: Advertisements on Cigarette cover

③ Good will - Persuasion should be for the benefit of the target than the persuador
Eg: Campaign against slavery.

④ National interest
Eg: Campaign of Celebrities for Swachh Bharat.

Economic Survey identifies nudge as an effective tool to ensure behavioural change leading to Social reform.

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 ज़िम्मेदारी है। एक विशिष्ट कच्चे माल की अनुपलब्धता के कारण एक महत्त्वपूर्ण 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 महत्त्व 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 महत्त्वपूर्ण 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 इंतज़ार 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।

(a) उपरोक्त मामले में कौन–कौन से नैतिक मुद्दे शामिल हैं?

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प के गुण–दोष का विवेचन कीजिए और आपके द्वारा चयनित विकल्प को पुष्ट कीजिए।

(d) 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.

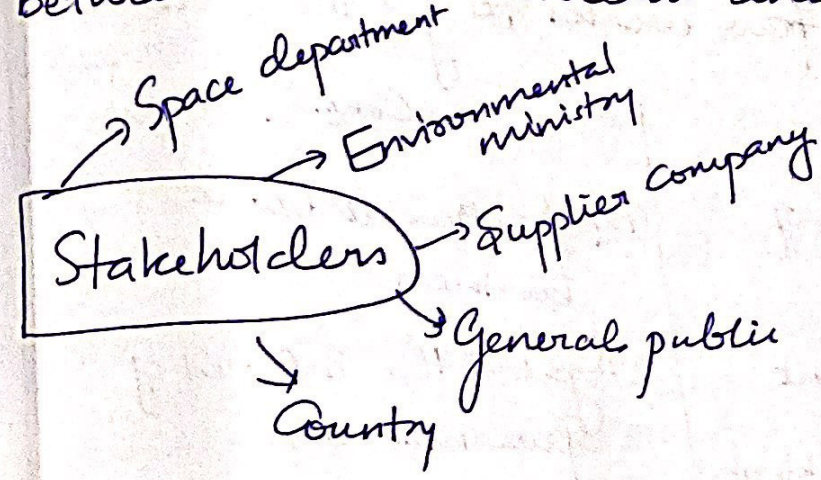
Further, there was severe pressure from the Department of Space to complete the deliverable on time as a lot was riding politically on the project. After internal discussions, you met the Space Department officials to explain the predicament and request a deadline extension. When the meeting happened, 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)

1. What are the issues involved in the above case?
2. What are the options available to you?
3. Discuss the merits and demerits of each option and select your chosen course of action.
4. 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

Candidates must n
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This is a Conflict of interest between National interest and public health



a) Ethical issues involved

① Violation of environmental regulation for national interest
↳ Potential environmental hazard.

② Lack of Coordination between different departments
↳ Environmental ministry unmindful of Space ministry

③ ~~Govt~~ Development Vs Environment

④ Corporate interests ~~Commenting~~ by over Environmental safety

⑤ Lack of timely decision making

⑥ Departmental apathy and red tapism

(b) I have the following options before me

I wait for few weeks to get the clearance

Pros	Cons
(1) Uphold rule of law	(1) Potential to loose business
(2) Pro-environment	(2) Against the interest of Space ministry
(3) Prevents any backlash for not following rules	(3) Might delay the launch causing losses.

II ~~Give the~~ Use the chemical before the clearance

Pros	Cons
(1) Uphold national interest	(1) Face backlashes if the clearance doesn't come through
(2) Space ministry is able to meet target	(2) Against public welfare and Sustainable practices.

III Involve Stakeholders such as higher officials from different department and debate the course of action.

Pros	Cons
(1) Consultative decision making	(1) No unanimity of opinion

Candidates must n
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② Might speedup Environmental ministry's action.

③ **National interest** ~~involves~~ are the ~~terri interests~~ interests that involves the development and ~~wellbeing~~ realisation of its demographic, geographic, economical and territorial interests.

Ethically justified to prioritise security and economies over Social justice and Social development

NEXT IAS

Yes

① Strong economy translates to more employment and Social welfare.

② Security ensures the unity and territorial integrity
↳ Inevitable for the Sovereignty

No

① People are the ultimate Sovereigns - Social justice should be the primary goal.

② Might lead to majoritarianism ~~Eg: Indi~~ and human rights violations
Eg: Hashimpura Violence in UP where police fired at unarmed civilians.

③ Increases the unity and discipline - Promotes fraternity among people
Eg: Fundamental Rights.

③ Might lead to security threats
Eg: Naxalism from developmental disregard.

④ Uphold the interest of the powerful and stronger Section
Eg: Myanmar denying Citizenship to Rohingyas

Government should keep a balance between Security and Social development, and it should prioritise either of the two based on contexts.

NEXT IAS

Candidates must n
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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 ज़ारी 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 हफ़्तों के बाद आपने मामला फिर से उठाया और इस बार उन्होंने आपसे रूखेपन 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.

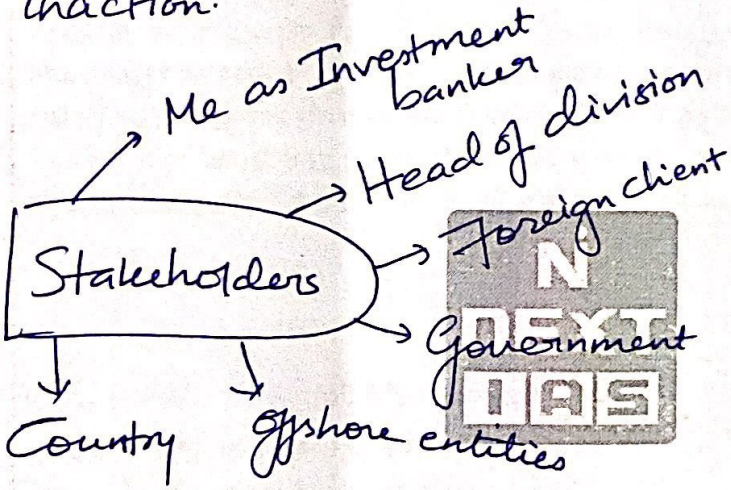
You managed a client with a very sizeable business account, and he frequently received remittances from offshore accounts of his company. In the last six months, you could notice a considerable number of forex transactions had happened in his account. And the money was further moved around to smaller 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

This is a Case study dealing with the ~~banks~~ intersection of Commercial Interests, national Security and Government's inaction.



NEXT IAS

(a) Ethical issues involved

① ~~Conflict~~ Institutional apathy and inaction
↳ Towards ~~a~~ a case of National Security
↳ Abdication of responsibilities

② Business interest affected by National interests

③ Right to privacy of Clients

④ Ethical Corporate governance
↳ Limits of Company's liability

Candidates must n
write on this marg

⑤ Vulnerability of banking channels towards anti-National interests

② Options available before me

① Keep reporting it to the head.

Pros	Cons
1.1 Fulfill my duty	1.1 It might keep channeling to anti state activities
1.2 Doesn't loose interests	1.2 Government Inaction.
1.3 Abdication of responsibility	

② Make the report public

Pros	Cons
2.1 Might loose busines	2.1 Suspicious client will get investigated.
2.2 Affects the Credibility of banking system	

③ Escalate to higher officials after collecting more information

Pros	Cons
3.1 Prompt action	3.1 Might loose busines
3.2 No backlash towards the bank	

3.3 Uphold National interest

③ My ideal course of action will be the third choice that I mentioned as above:

1 & 3.1) ~~Escate~~ Collect more information

3.2) Escalate to higher officials in hierarchy

3.3) Ensure action on the suspicious account.

④ Breaching client privacy can be justified

Arguments for:

① National interests are an exception for Right to privacy.

② Can turn banking channels as a channel to fund anti national activities

Eg: Swiss bank accounts

③ Protects public interests and long term Credibility of banks.

Candidates must n
write on this marg

Arguments against:

① It reduces client confidence in banking system

2) Might ~~loose~~ make the ~~client~~ ~~vulnerable~~ to client's business prone to scrutiny based on mere suspicion.

Ethical Corporate governance involves upholding national interest as 'nation' is the main stakeholder in Corporate governance,

NEXT IAS

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 ज़िम्मेदारियों 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 ख़तरा 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। रश्मी 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 मज़बूर 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 ज़रूरत 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।

(a) उपरोक्त मामले में कौन से मुद्दे और नैतिक दुविधाएँ शामिल हैं?

(b) यदि आप प्रभारी अधिकारी होते तो आप मामले को कैसे आगे बढ़ाते?

(c) प्रासंगिक विकल्पों का पता लगाएँ और सलाह दें कि रश्मी को क्या कदम उठाना चाहिए।

(d) 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

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This Carestudy involves the interrection of poverty and its result in collusion of coime.

Stakeholders
- Rashmi
- widow
- widows child
- Police
- Country
- Doug dealers
- Rashmi's NGO.

NEXT IAS

① Ethical issues ~~involved~~ and dilemmas

I Ethical issues

1.1) Poverty pushing the widow to coime

1.2) Drug abuse as a part of domestic abuse
↳ widow being made to use drugs by her husband

1.3) Safety of the family and issues of doug videnca

II Ethical dilemmas

1.4) Compassion Vs Rule of law.

1.5) Individual ~~interest~~ Comparision Vs. National interest

1.6) Gender abuse Vs Drug proliferation

② I would

~~①~~ 2.1) Investigate the source of widows drugs

2.2) Look at the monetary benefits that she has accumulated

2.3) Move the widow and the child to a rehabilitation centre is she is found no guilty

2.4) Track the source of the drugs.

NEXT IAS

Reasons:

① widow is a criminal even if she turned into drug peddling due to poverty

② She can be effectively protected if Police can track down the source

③ Options before Rashmi

① Raise public opinion for the widow

Pros	Cons
1.1) widow might be let scotts free	1.1) Disrupt due course of Law.

Candidates must n
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1.2) Better for her 4 year old child

1.2) She might be a convict

1.3) Against public interest

② Let the case proceed on its own

Pros

2.1) Uphold rule of law

2.2) Uphold public interest

Cons

2.1) Widow won't be able to prove her innocence

2.2) Traumatise the child.

NEXT IAS

③ Appoint an advocate to fight her case.

Pros

3.1) Uphold due course of law

3.2) Uphold the rights of widow and her child

Cons

3.1) It might take time to prove her innocence

Rashmi should:

① Appoint an advocate to fight the case

② Let the proceeding happen as per law

③ Save the widow if she is innocent.

④ Widow as

Victim	Accused
4.1) She was pushed into drugs as domestic abuse	4.1) She turned into drug peddling to ~~feed~~ due to poverty
4.2) She showed a change of heart when she got the chance	4.2) She became a drug peddler even though she was coerced (didn't report to law enforcement)
4.3) Coerced into drug peddling for Safety reasons.	



Despite there, the widow is a victim rather than an accused as she showed a change of heart when she got the chance.

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0. 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 मेहनती 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

This case involves upholding the rights of Pallavi and against the uncertainties of her got contractual job

Stakeholders
- Me as Assistant librarian
- Pallavi
- Librarian Mr. Thakur
- University

① Ethical Issues Involved

1.1) Gender abuse at workplaces.

1.2) Violation of right to dignity (Article 21)

1.3) Absence of job security
↳ Leading to abuse and harassment

1.4) Toxic workplace atmosphere / Toxic work culture

1.5) Personal egoism affecting workplace productivity

② Options before Pallavi

2.1) Take no action against Mr. Thakur

Pros	Cons
① Save her job	① Incentivise him to abuse more
② He might stop at some point	② Proliferation of domestic abuse

Candidates must n
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2.2) Escalate it to higher authorities

Pros	Cons
① Action against Mr. Thakur	① She will loose her job
② Uphold her dignity at workplace.	② She might face bureaucratic backlash.

2.3) Communicate it to other colleagues and take a Coordinated response

Pros	Cons
① Her job might be saved	① ~~Mr. Thakur~~ Animosity of Librarian.
② She will be able to uphold her dignity	
③ Action against Librarian.	

NEXT IAS

3) Problems with Mr Thakur

① Lack of Emotional intelligence

↳ Not able to empathise with Pallavi's background

↳ Not able to understand Emotions created as an outcome of his abuse

↳ Not able to control or regulate his emotions.

② Other potential reasons:

↳ Caste, Community, gender and other biases.

④ Ways to help Palkavi

① Reporting it to higher authorities

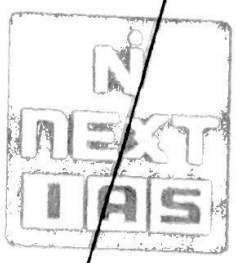
② Constituting an Internal Complaints Committee to look into the matter (POSH Act, 2013)

③ Motivate Palkavi to register the Complaint at SHEbox which promotes anonymous reporting

④ Create awareness among other staff against Verbal abuse

It is the Constitutional duty to uphold the rights of women in our workplaces as India is moving from women development to women led development.

Candidates must
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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 उनकी 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 महत्त्वपूर्ण 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।

(a) आपके अनुसार उपरोक्त मामले में कौन–कौन से नैतिक मुद्दे शामिल हैं?

(b) उपरोक्त मामले में सांसद के पास कौन–कौन से विकल्प उपलब्ध हैं?

(c) सभी विकल्पों का मूल्यांकन कीजिए और सांसद को कार्रवाई का तरीका सुझाइए।

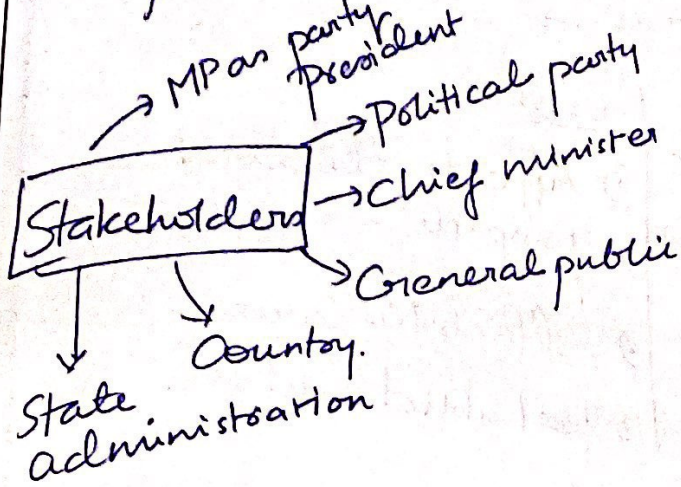
(d) राजनीतिक और नौकरशाही भ्रष्टाचार के बीच अंतर स्पष्ट कीजिए। क्या नौकरशाही राजनीतिक भ्रष्टाचार पर रोक लगाने में भूमिका निभा सकती है? (250 शब्दों में उत्तर दीजिए) 20 अंक

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.

1. What do you think are the issues involved in the above case?
2. What options are available to the MP in the above case?
3. Evaluate the options and suggest a course of action to the MP.
4. Distinguish between political and bureaucratic corruption. Can bureaucracy play a role in checking political corruption? (Answer in 250 words) 20 Marks

Candidates must n
write on this marg

In this case study, the MP has to uphold public interest without compromising his personal as well as stake holders interests



① Issues involved

1.1) Politico-Corporate nexus

↳ Allocating public projects based on personal interests

1.2) Collusive Corruption

1.3) Sectional (~~State~~ Party) interests over public interests

1.4) Conflict between personal political ambitions versus public service values

1.5) Lack of public spirited values among political leaders.

(2) Options available before MP

2.1) ~~Make the~~ Take prompt action against the Concerned ministers

Pros	Cons
1) Upheld public interest	1) Affects electoral prospects
2) Upheld long term interests	2) Affects his career
	3) ~~Po~~ Public backlash.

2.2) Take no action

Pros	Cons
1) Saves his career	1) Against long term economic sustainability
2) Growth of his party	2) Can come to public scrutiny in future
3) Electoral dividents	3) Against public service values.

2.3) Initiate an enquiry and involve Senior Leaders

Pros	Cons
1) Upheld public interest	1) Animosity of chief minister
2) Doesn't affect	

Career growth.

3) Informed decision making.

③ Course of action: If I would go with the third alternative as discussed above

① Initiate an enquiry

② Involve consultation with Senior leaders

③ Take actions based on their suggestions.

④ Corruption

Bureacratic	Political
① ~~Mostly~~ Coercive and Collusive	① ~~Go~~ Mostly Collusive
② Exists specialised mechanisms like CVC, SVC, Lokpal etc..	② Investigated through regular means
③ Mostly politico bureaucratic- Politicians as masters	③ Snow ball and radiate into bureaucracy

④ Colonial Legacy | ⑤ Post Independent phenomenon.

Bureaucrats
~~Politicians~~ can play a role in checking political Corruption

Yes	No
① Not motivated by electoral interests Eg:- ED arresting politicians	① Politicians are ultimate masters
② Rules based – Impartial and objective	② ~~Lack of~~ Political biases Eg:- ED targetting Opposition Leaders
③ Non partisan – Selected on merit rather than elected by politicians. Eg:- UPSC CSE	③ Politico bureaucratic nexures
④ ~~Fixed~~ Service conditions - ~~A~~ Lack of dependence on politicians	④ Lengthy litigations.

Despite all these, Strong institutions and legislations led by capable bureaucrats can reduce Corruption Eg: T.N Seshan in Elections.

12. आप एक प्रमुख सरकारी ठेकेदारी 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 ख़बरों 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।

(a) उपरोक्त मामले में कौन–कौन से नैतिक मुद्दे शामिल हैं?

(b) उपरोक्त दुविधा की स्थिति में आपके पास क्या विकल्प मौजूद हैं?

(c) विकल्पों का मूल्यांकन करने के बाद पहचान कीजिए कि आप कौन–सा विकल्प चुनेंगे?

(d) क्या आपको लगता है कि पाँच साल पहले आवाज 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.

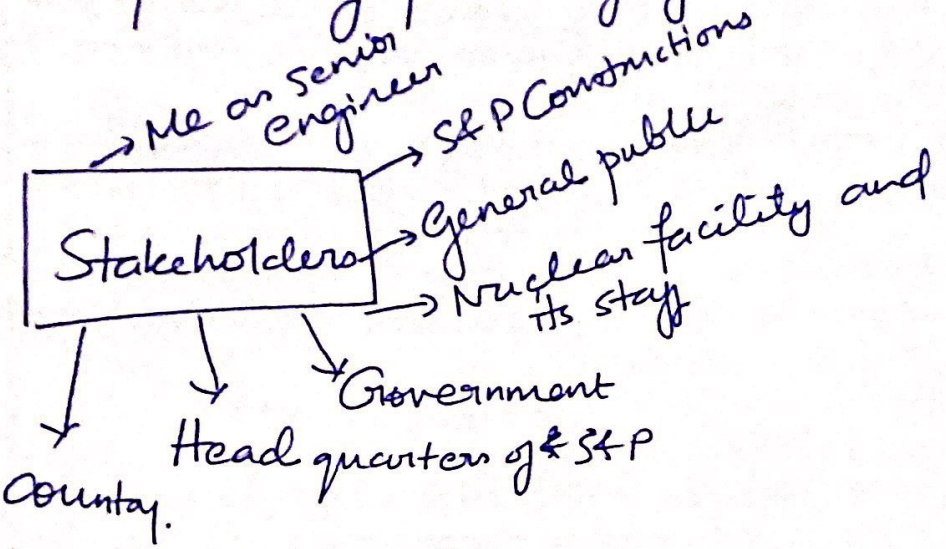
You called a meeting of the welding supervisors to instruct them to rectify the faulty weldings. But even after two weeks, the welds were not fixed, and when asked, the supervisors said they had instructions from the superiors to go ahead with the way it is. You were shocked at this compromise of safety. 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.

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

(Answer in 250 words) 20 Marks

This is a classical case of Corporate interests Compromising public safety.



(A) Ethical Issues involved

① ~~Crony Capital~~ Issue of Crony Capitalism
↳ disregard for public safety.

② Issue of Public interest over personal interests

③ Lack of environmental compliance of and Safety measures in public projects

④ Vulnerability of general public towards Industrial Corruption

⑤ Collusive Corruption
↳ Collusion by being silent
Eg: for 1984 Bhopal tragedy.

② Available options

2.1) ~~hide it and keep the job~~ Tell the truth of Safety Compromise

~~Pros~~ Cons

~~① Uphold the interest of company~~

② ① Bureaucratic backlash

② Might get prosecuted for ~~not~~ keeping silent

③ Affects the future of the Company

Cons ~~Pros~~

① Upholds long term interests

② Uphold general public interest

③ Reduces instances of Corruption

④ ~~Prevents~~ Uphold ~~pub~~ Corporate ethics.

2.2) Hide it and keep the job

~~Co~~ Pros

① Favourable for the Company

② Protects the job

Cons

① Snowball into bigger scams

② Radiates into other fields

③ Against Corporate ethics

2.3) ③ My choice of action would be the first alternative

- Tell the truth about Safety Compromise

Reasons:

① Moral responsibility being an accomplice in corrupting or for keeping Silence

② Silence and inaction might lead to more corruption and Radiation into other fields.

④ Whistle blowing could have been a good option

Yes	No
① would have Saved lives - if there info was an enquiry	① Could've compromised the Career
② Could have prevented more corruption	② Severe official backlash
③ Save Might have led to more ethical practices	③ Officials should have disregarded even if intimidated.

Instead of Whistleblowing,

I should have escalated the matter into higher echelons to ensure prompt action.

~~this~~ Ethics is indespensable in Corporate governance as business without Conscience is one of the ~~evils~~ sins ~~as~~ according to Gandhi

Space for Rough Work

