

NEXT IAS

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(To be filled by candidate)

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NEXT IAS Roll No.:

MTS AVE 8004

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Online ☐

Test Code :

119

Time Taken :

MAIN TEST SERIES 2023 (ANUBHAV GS-IV)

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. :

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(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

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2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
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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

Utilitarianism is a principle of maximum happiness to maximum number of people. It was held by J.S. Mill and Jeremy Bentham.

Deontological theory upholds the values employed in means to achieve the right ends.

→ While utilitarianism is a consequentialist theory, deontology is non-consequentialist.

Civil servants are the harbinger of public democracy. They operate as per the situations come on their way.

Some cases of deontologists based civil servants

↳ Rules-based & ensure procedural integrity.

Utilitarian based civil servants.

↳ eg IAS giving ^{social} benefit of an old women who donot have aadhar card.

Ethical pluralism is a common trait that drives bureaucracy.

Ethical pluralism



downward accountability & upward accountability } Good governance

→ The IAS described above gives benefits to old lady but ensure the Aadhaar card is made in the mean time while woman also receives aid.

→ Ethical pluralism helps in realising Gandhian Talisman and trickling down of benefits to the poorest sections of society.

1. (b) लोक सेवा में करिअर 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

Public service is a most sought after option for the youth who search for different avenues of employment. There can be monetary benefits attached, or working for downtrodden as the aim of duty.

Primary motivator for me is compassion.

Compassion refers to the value of pursuing oneself to others choes and trying to get a solution oriented mindframe for betterment of society.

Importance of compassion in public services for me :-

- ① Develop compassionate capitalism while adhering to developmental aspects.

→ In tribal area → dam construction - along with EIA, Social Impact Assessment is a sign of compassion.

- ② It helps to maintain a connect with the people.

- ③ Compassion along with it embraces other values like
 - ↓ Empathy
 - ↓ Kindness
 - ↓ Responsiveness

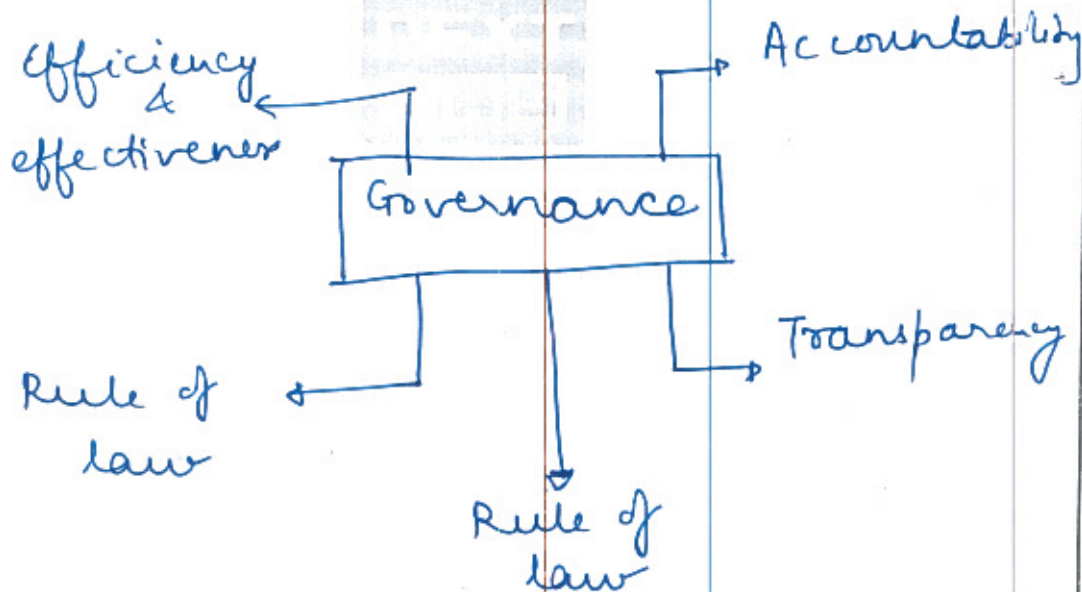
Moreover, along with compassion my motivator is to serve the country, and follow Trusteeship model of Gandhi.

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 अधि त्याग 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

Governance is the process of providing services to the public and users by means of governmental bureaucracy and policy making.



In terms of public health crisis like covid 19, the government is bound to take measures like abdication of liberty such as:-

- ①. Freedom to travel is restricted.
↳ to control spread
- ②. Masks & sanitiser, social distancing mandatory.
- ③. Compulsory licensing policies → affect investors & innovators

Ethical principles guiding govt's
public health policy making :-

- ①. Rather than making absolute restrictions, qualified restrictions & pursued.
↳ During covid, public function had limits in guest invitation.
- ②. Following the norm of least harm principle.
- ③. Prioritise health service dissemination
↳ vaccination to old aged first then to adults.

Ethical values should guide policymaking in every sphere like education, transport, social sector, among others.

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

According to Daniel Goleman, Emotional Intelligence (EI) is the ability to manage, recognise and understand one's emotions along with understanding other's emotions.

Four elements relevant to public services

- Self-awareness
- self-regulation
- Motivation
- Social skills.

Their role in administration :-

① Self awareness - According to a quote of Einstein -

"self awareness is the biggest wisdom".

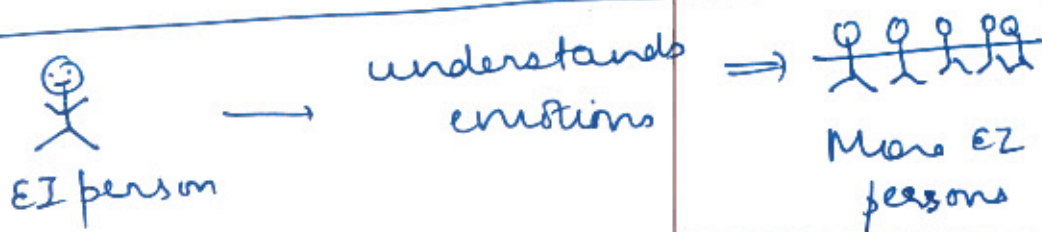
↳ It realises self-actualization and guides decision making.

- ②. Self-regulation :- This means to regulate the interests of self & work with moral conscience.

eg IAS Ashok Khemka's zero tolerance for corruption attitude.

- ③. Motivation :- Since public service is a tough & tiring job, the inner motivation is what drives you everyday for public services.

- ④. Social skills :- The quality of
- Good communication skills.
 - Able leadership.
 - Emotional connect.



The above diagram suggest EI as a multiplier effect in creating good, emotional & humane personality.

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 inherent ethics and morals that guide the human attitudes.

Values lie at the core expressed in human actions :-

Values can be internally aided
externally based.

Eg Value of honesty is expressed in decisions → If my boss is dishonest I decide to quit job.

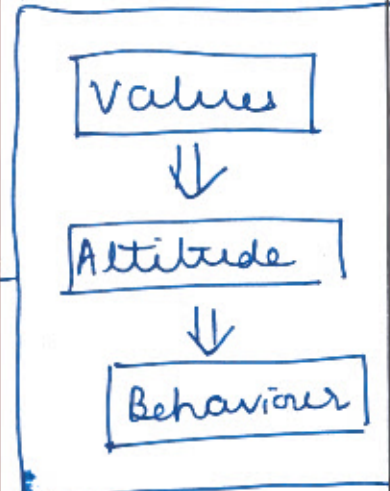
So values are guiding light of actions & decisions.

How values impact behaviour :-

- ① Values internally persuades an individual to form a firm behaviour.

②. Values govern the ethics, ~~values~~ and virtues of an individuals.

③. Values first aid the attitude creation & then gradually as seen in behaviour.



eg Govt. through swach Bharat Abhiyan tried to include value of cleanliness \Rightarrow that changed to attitude of sanity \Downarrow Behaviour of purity in environment.

④. Values affect the Cognitive component of mind which ultimately affects Behavioural component of a man.

Values should be thus guided by virtues like integrity, truthfulness and kindness.

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

Code of ethics is a written document that charts out an ethical framework to be followed by a ^{public} servant. Code of conduct & ^{code of} rules and regulation are the general principles encoded by a department and it includes some rules.

Difference

Code of ethics	Code of conduct	Code of Rules & Regulation
<ul style="list-style-type: none"> ① Ethically pursuant values. ② Generally spelt out to public & public servants ③ Right now it is non-codified. 	<ul style="list-style-type: none"> ① Conduct rules help a civil servant to follow the norms of a servant. ② Codified in <u>code of conduct rules, 1964</u>. 	<ul style="list-style-type: none"> ① General rules that are passed by executive to make <u>uniformity</u> in public service.

Increase in codes & regulations -

PROS :-

- ①. It regulates the work conduct & thus restrict unethical acts.
- ②. Creates a unified civil service system.
- ③. Ensures value of accountable & responsive bureaucracy
↳ thus ↑ public trust.
eg citizen charter.
- ④. It strengthens code of conduct in public service values.
- ⑤. It concretizes resolve to devotion to duty.

CONS -

- ①. It may create a rules-based order ⇒ thus restricting scope of work.
- ②. It restricts freedom to work.
↳ thus ^{civil} servants not able to work as per the standards of protocol.

Thus, optimum number of codes be designed so as to keep civil services lively.

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 अंकों

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

The right governance is a sum total of values, conduct, rules and effective implementation of policies.

The above quote tries to link the happiness to dharma, artha and governance.

Root of happiness is Dharma :-

The righteous paths are the less taken by but are the most virtuous ones. They give a sense of happiness and inner peace.

eg While on road, the old lady unable to cross road, I tried to make her comfortable & cross the road \Rightarrow this gave me utmost happiness.

Root of Dharma is Artha :-

The righteous policies can be created through economies of scale. The economy consisting of funds, human resources is beneficial for the governance to become good governance.

→ PM CARES Fund is a means to achieve righteousness.

Root of Artha is ^{right} good governance :-

But if economy is present & apt, the catch lies in creating an ethical work place and enabling governmental workforce that is full of probity (righteousness) and civil service values.

→ RTI is an aim to achieve artha & governance.

Ethical infrastructure is the lynchpin of artha, dharma and right governance.

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।"

(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 is the inner personal value system that an individual holds.

eg Values of honesty is morality for some people.

Morality is the most underlying feature that defines the thought process, actions and behaviour of a person.

Morality is important in life because :-

- ①. It gives a sense of purpose in life.

eg Hellen Keller through her morals transformed her life of darkness to social humility.

- ②. It make actions grounded in ethics.
- ③. They make the core essence of an individual.
- ④. They makes one's life more happy & contentful.
- ⑤. It not just makes one life pursuant to morals but also creates domino effect on others.

eg Life lessons of Nelson Mandela guided him but also his followers & world.

A life without morality is a barren land without grasses, flowers and trees.

eg A criminal/murderer's life.

Thus, morality is quintessential for reinvigorating salt.

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 a virtue that needs the effective will to pursue the best out of all.

It is a virtuous act.

↳ Helps in keeping good connect with all.

↳ People relations ^{beneficiaries}

↳ Keeps conscience open & broad.

But it is difficult to follow.

since it needs courage,

wisdom to be true to all

& behaviour in just & fair manner.



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

Public administration is a dynamic concept that emphasises upon the inherent potential to engender development through public service works.

Ethical concern in public administration-

- ①. Nexus of public servants and politicians (N. N. Vohra committee)
↳ influence decision making.
- ②. Self interest over public welfare
demoralizes people's trust.
- ③. Red tape, corruption, favoritism
prioritizes the self approval of servants.
- ④. Sanskritisation of corruption.
- ⑤. Rules-based work culture.

Government concerning it has to take financial costs in training.

Yes, it is to an extent justified because.

- ①. It has long-term influence in creating good governance a reality.
- ②. Financial costs are secondary, while welfare is primary concern.
- ③. Through ethical training, attitudinal changes may become values & behaviour concretisation in mind system.

But apart from financial costs, it must be held that it is the inner attitude that defines change. So, civil servants must themselves try harder to pursue self-motivation to gain traction.

Mission Karmayogi is a right step in right direction.

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 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 answerability of a public servant for his / her actions to the public.

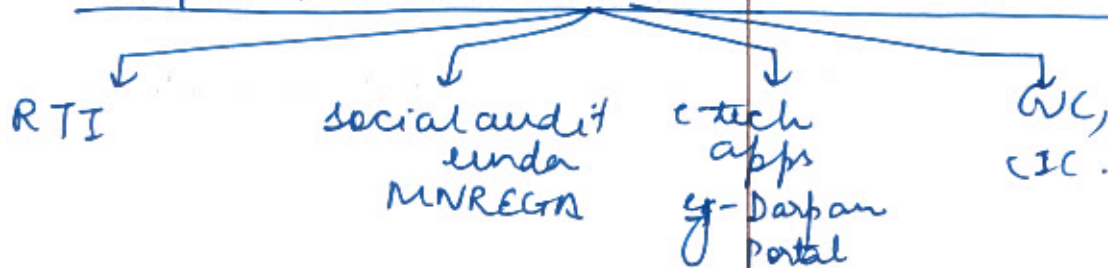
Administrative accountability — The downward accountability that a public official places for a better transparent mechanism.

eg RTI.

Legal accountability :- The people are accountable for the act they pursue to the legal bodies of state.

eg In UK — ~~MLAs~~ Ministers of Parliament are legally responsible for their acts.

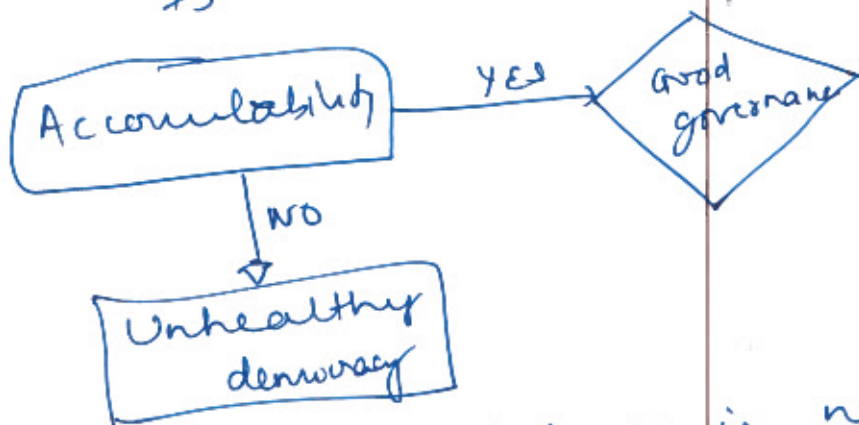
Professional accountability — The work that binds a person to office & is professional competent must follow the instruction of boss & be answerable to people.

Multiple mechanisms to ensure accountability

But India ranks 85th in corruption Perception Index.

Reasons for poor performance of accountability mechanism :-

- ①. Low implementation and execution in letter but not in spirit.
- ②. Lack of performance appraisal mechanism or a 360° view of it.
- ③. Funds underutilisation.
- ④. Posts vacant.
eg CVC, CIC → posts vacancies.



Ethical competence is needed to
create accountability.

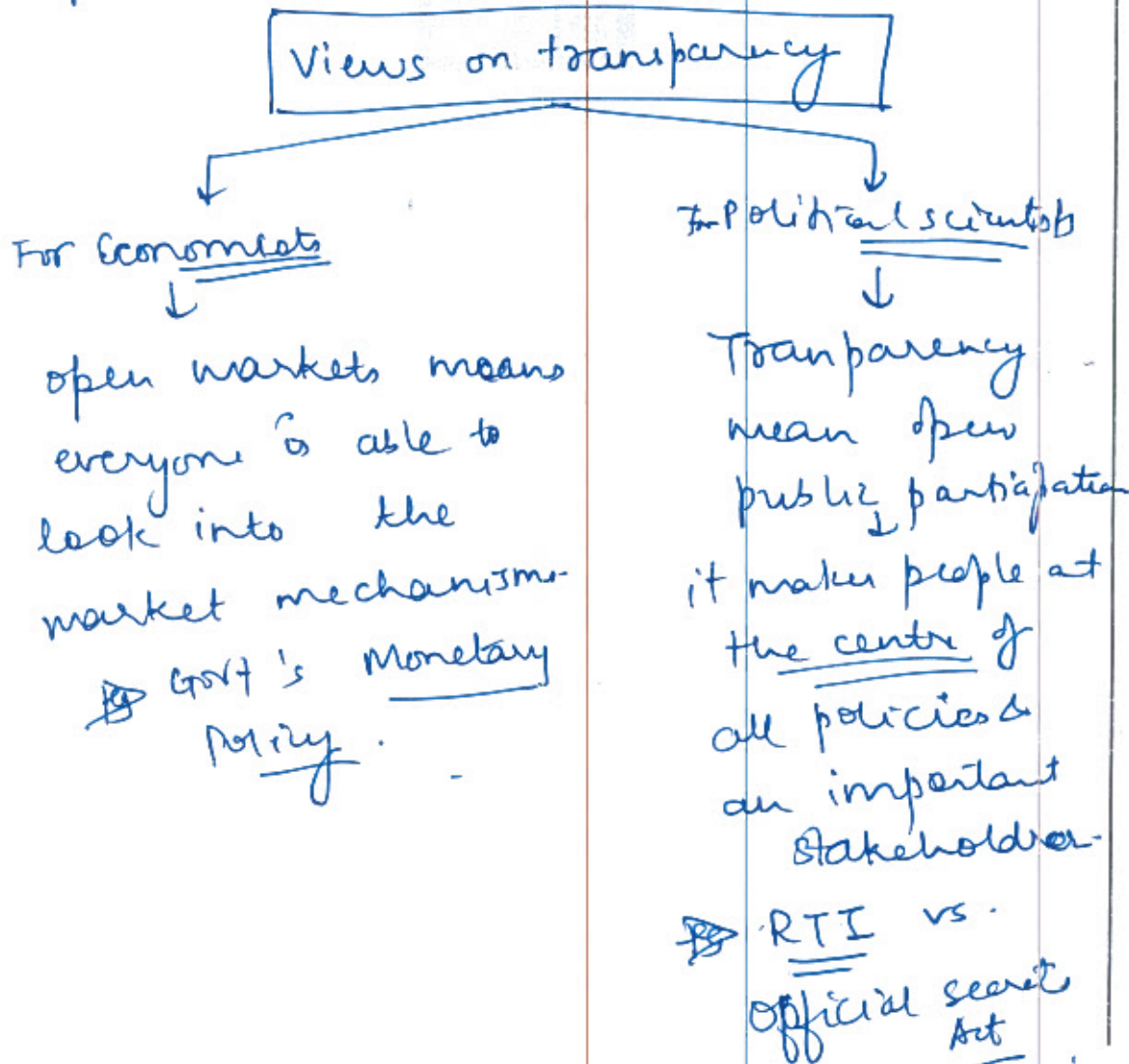
6.

- (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 is the open and fair business and official mechanisms which tries to inform public about acts in a just manner. This is in terms of public administration ethics.



Transparency doesnot necessarily means only flow of information. It has a wider connotation :-

- 1) It includes idea of inclusive & participative decision making.
- 2) It means information dissemination along with truth revelation of data & facts.

Fig Data of census.

- 3) Induces cooperative decision making.
- 4) It considers an entire 360° appraisal of the information.
- 5) It inculcates media & Journalism also to create wide free flow of ideas.
- 6) Tries to make aware citizens.

Transparent mechanisms like Integrity Pact, Citizen charter are the benchmarks for holistic development.

6. (b) अनुनयन अनेक सकारात्मक और समाजानुकूल कार्य निष्पादित करता है। हालाँकि लोग प्रायः अनुनयन को छल-योजना 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 a type of social influence that tries to influence a person's thoughts & attitude based on fair means rather than coercion.

Persuasion → Two aspects

Pro-social

- 1) Lessons from lives of leaders - eg - Swami Vivekananda's Humanism
- 2) Motivational speakers by this trait to influence
eg Sandeep Maheshwari's talks.
- 3) Acts like Beti Bachao
Beti Padhao → infusion of girl child education

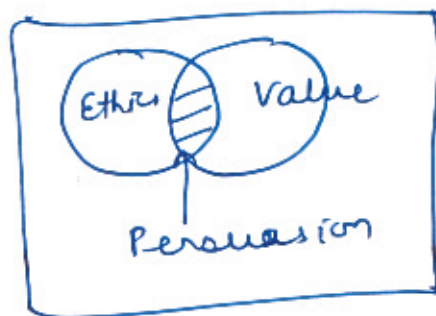
Manipulative

- 1) The peer group tries to persuade a child negatively
eg Bad habits of smoking, bunking classes.
- 2) Negative socialisation of society
eg Build stereotypes & prejudices.

Thus, persuasion should be gentle and have ethical purposes.

Ethical values a persuader must respect

- ①. Long term positive gain must be the core bedrock feature.
- ②. It must not try to change the entire individuality of a person.
- ③. Not cause cognitive dissonance.
- ④. Values of morality, ethicallity, ethical relativism must be imbibed.
- ⑤. Forceful & violent cognition should be ignored & not pursued.



Thus persuasion must be common between ethics & morals.

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 देशी 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

The case study pertains to the dilemma of pursuing a project despite ban on the infrastructure components & pressure surmounting from Ministries.

Stakeholders -

- ① Me as VP (Operations)
- ② Company
- ③ Environment Ministry
- ④ Department of space officials.
- ⑤ Government machinery
- ⑥ Public at large.

Issues involved -

- ① Ruthless capitalism & profit motive as suggested by Department of space. → which is wrong.
- ② Environmental unsustainability in using a critical mineral.
- ③ Tussle between 2 ministries at a row.

④ Prioritization of the work ethics or the business motive.

⑤. Deadline to pursue the ~~last~~ project is near → but approval to main mineral / diversify pending.

⑥. Pursue any act ~~based on~~ under the veil of national interest.
↳ against Ethical capitalism.

2, 3 . Options available to me & their merits, demerits.

①. Pursue what the space department says

Merits	Demerits
①. company reputation to build complete project -	1) Environment Ministry may claim wrong <u>action taken</u> report on company
②. Political stake in completing project fulfilled	2) company's rep. may get tarnished
	3) Environment damage → impact people
	4) 4)

②. Take external help from other countries.

Merits	Demerits
1) Project work completed on time. 2). No dent on company's work culture. 3) Space ministry may provide more such projects in future	1) Environment Ministry may consider it against its rules (as it was 2) Approval for import takes time. (Dilemma).

③. Extend the project & wait for Environment Ministry to clear deadline

Merits	Demerits
①. In consonance with sustainability principle.	1). Ministry of space angry over act.

My course of action -

I would choose a mix of option ② and ③ :-

①. Firstly, I would persuade the Space ministry official to wait for environment ministry controlled allowance of deliverables.

- ① If it gets delays, then take external help from other friendly nations & import it as soon as possible.
- ② Extend the deadline by talking with senior officials.
- ③ Refuse to use national interest to pursue fraudulent means at any cost.
- ④ Complete the project & deliver it on the said timeline.
- ⑤ National interest → is the term used for the larger interest of nation state. No, social justice & development must be top priority by pursuing welfare means and sthit Pragya principles (Bhagvat Gita). As the welfare of people is the first priority rather than gaining in monetary terms.

Thus a balanced & prudent action strategy is the need of the hour.

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 गौर 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 लुखेपन 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।

- इस मामले से जुड़े नैतिक मुद्दे कौन-कौन से हैं?
- आपके पास कौन-से विकल्प उपलब्ध हैं?
- सभी विकल्पों का विश्लेषण कीजिए और अपने द्वारा चुने हुए विकल्प को स्पष्ट कीजिए।
- 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 case study highlights the ethicality towards business client or the government / citizens.

Stakeholders :-

- ① Me as investment banker.
- ② Junior bankers.
- ③ Head Investment Bank Division.
- ④ Clients & one big client.
- ⑤ Banned organisation
- ⑥ Government authorities.

Issues involved -

- ①. Fraud account holders.
- ②. Links of ~~ae~~ client with unauthorised organisation banned by government.
- ③. No action taken against the client.

①. Illegal activities carried on by client.

↳ against FCRA norms.

Q2. Options available & analysis

①. Take action against client & report it to district administration

Merits	Demerits
1) My ^{inner} conscience upheld. 2) In line with <u>rule of law</u> . 3) Fraudsters be penalised.	1) Not in the realm of my business. 2) May to harm my individuality as boss made me to stay away (its not our job).

②. Try to deliberate with client & make him understand mitigation of such acts

Merits	Demerits
①. Hit directly to the culprit ②. Direct action taken.	① It would warn him & he can hide his credentials ② Against the Head's instruction

My course of action -

- ①. Report firstly to Head of Department of Bank -
- ②. If no action taken, then head towards the District Magistrate Police regarding the issue.
- ③. Support them to assist in the case and unearth the scam/issue.

④,

- [4]. In the above case, it is important to note that we as a bank don't disclose anyone else's information but since the said client was illegal, it was necessary to report the issue.
- The repercussions could be

→ aid the external state actor
→ may help terror group
→ incite insurgency.

So, here ~~an~~ ethical capitalism must be pursued along with the aim of creating public trust in bank :-

- create a detailed framework to inform citizens about bank's policy
- Take help of colleague to approve the bank's credibility
↳ awareness & outreach.

Thus, bank must follow the ideals of protecting security & sovereignty of nation along with client satisfaction.

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 ढूँढ़कर 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। 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 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

Stakeholders -

- ① Rashmi
- ② Counsellor victims
- ③ Woman her husband, husband.
(widow)
- ④ Drug peddlers.
- ⑤ Police in charge.
- ⑥ People of locality.
- ⑦ Nation.

Issues & ethical dilemmas :-

- ① Drug dealing.
- ② Deaths due to drug peddling.
- ③ Wife (widow) of a man held
accused based on drug dealing.

- ① Dilemma of self worth for widow vs her plight of no source of income made her to pursue drug dealing.
- ② Contradictory statements by widow
- one c said did drug dealing to support self & child.
 - later said drug dealers wanted her to do so.

2. If I was officer in charge, my action.

- ① Properly investigate the case by starting from widow & Rashmi.
- ② Enquire about drug mafias through connecting the dots.
- ③ After taking holistic view of the event take the decision.

3. Options available -

- ① Consider widow as perpetrator.
- ② External help from IB, RAW & CBI to look into the case.
- ③ Senior police officials can take decision on the above ~~grounds~~ grounds.
- ④

Course of action by Rashmi -

- ①. Rashmi should firstly tell all the truth to the police in-charge.
- ②. Balanced action based on pragmatism; confidentiality be maintained.
- ③. May contact senior IPS officer to look at the case.
- ④. Along with NGO try to persuade officials to take immediate action.

14. In my opinion, widow is a partial victim & partially accused.

- ①. As she should have disclosed the information to police when her husband was dead
↳ Rather she used wrong means (drugs) to earn.
- ②. When drug peddlers were ~~too~~ ~~too~~ threatening her, she should have contacted the NGOs or police.

③. Sustainable livelihood option like MNREGA could have been found by her.

But she can be a victim as well because she being alone felt the brunt of the no money she had.

For this type of cases, strict penalties & stringent laws be put on the drug peddlers to deter such acts (based on ethical infrastructure)

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 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 भाई होने के कारण उसे नौकरी की जरूरत 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।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- पल्लवी के पास कौन-कौन से विकल्प हैं? उन्हें श्री ठाकुर के साथ मुद्दों का समाधान कैसे करना चाहिए?
- आपके अनुसार श्री ठाकुर के साथ समस्या क्या है, यह भावनात्मक बुद्धिमत्ता की कमी है या कुछ और?
- 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.

- What are the issues involved in the above case?
- What are the options Pallavi has? How should she navigate the issues with Mr Thakur?
- What do you think is the problem with Mr Thakur, is it a lack of emotional intelligence or something else?
- How do you think you will be able to help Pallavi?

(Answer in 250 words) 20 Marks

The intense dislike by people for someone becomes a case of negative attitude reflection of the self and may deter work balance for oneself & others.

Q1. Issues involved —

- ①. Unethical behaviour with widow Pallavi.
- ②. Unnecessary harming the conscience of someone.
- ③. Harassment even in public places.
- ④. Abuse of power of Mr. Thakur.
- ⑤. Known door split for me as Librarian.

Q2. Options Pallavi has —

- ①. Complain about Mr. Thakur to the principal.
- ②. Negotiate with Mr. Thakur regarding real dislike of Ms. Pallavi.
- ③. Complain to police against the man under POSH Act, 2013.
- ④. Take help from colleagues.

To navigate issue with Mr Thakur,
following steps can be taken -

- ① Meeting up with him and ask real issue of his hate for Pallavi.
- ② Deliberate about ^{Pallavi's} ~~her~~ conditions & her ~~to~~ circumstances.
- ③ Create a favourable work ethics by solving the dispute persuading him by making things clear.
- ④ Also consider that if any future misdeed may not be good for librarian \Rightarrow as this harms modesty & dignity of women.

13 Problem with Mr. Thakur -

- ① Asympathetic attitude towards the ~~colleagues~~.
- ② Patriarchal nature towards the job by a widow.
- ③ Lack of EI & emotional aptitude.
- ④ conditional quotient.

- ② Poor knowledge about behavioural norms with women / colleagues.

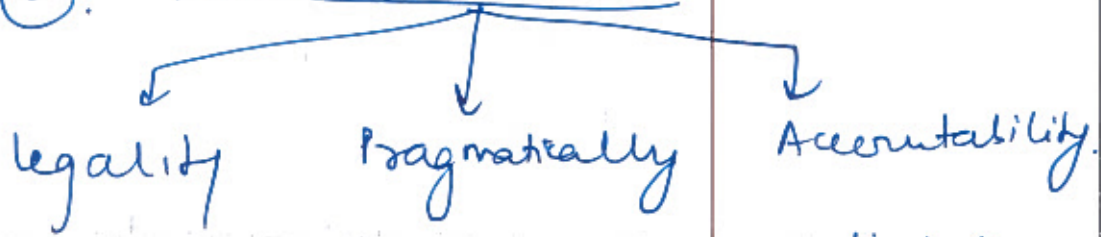
4 . I will help Pallavi by -

- ①. Considering the smallest of the points of the actions of Mr. Thakur & try to understand what actually is the problem.
- ②. If even after good talks with Mr. Thakur, the actions to be taken against him.
- ③. Help Pallavi to meet a doctor to make her mind stable.
- ④. Take her a gap of few days to relax & calm her mind.

Long term measures -

- ①. I will visit the principal & senior teachers regarding & convey such acts to them.
- ②. If things continue, then reach out to police & action taken.

③. Balanced action



④. Create an Internal complaints committee with the help of university to create complaints redressal mechanism.

Thus actions should be taken as per the objective merits of the case.

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 गई। 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 वेहद 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 कार्रवाई 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 political machinery here is filled with corruption, nepotism, fund diversion and misutilisation for personal

benefits. This is a classic case study highlighting the ills of a state machinery.

1] Issues involved -

- ① Risk of threat to party President post of MP.
- ② Threat to the election loss in future.
- ③ Nepotism, bribery cases.
- ④ Fund misutilisation →
- ⑤ Krower - deer split & lack of conscience.

2.3. Options available to MP -

① Disclose the entire scene to media

Merits	Demerits
<ol style="list-style-type: none"> ① Entire negative acts would be unearthed. ② Rule of law upheld. 	<ol style="list-style-type: none"> ① Media trials may disrupt law & order situation. ② My post as party president and promotion will be under risk. ③ Locking horns with CM can be long term pain.

②. Talk with CM & advise him to do illegal acts.

Merits	Demerits
<p>①. Talking with him directly may deter him to do negative rep works.</p> <p>②. My post remains intact.</p> <p>③. Party value & repulse intact.</p>	<p>①. CM may continue to work fraudulently.</p> <p>②. May ask me to join as well in his acts.</p>

③. Take help from NGOs, civil society.

Merits → This will help me support the cause for larger interest.

Course of action ^{to} as an MP —

- ①. Enquire the case thoroughly.
- ②. Take prudent strategy & persuade ill-doers to not commit such mistakes.
- ③. He can make the CM & party

person to know that election
is round the corner & the
acts of corruption & ill's of politics
may cost us election results.

- ④ Civil society & NGOs can help in
creating a sense of pressure on
the politicians to ^{say} no to such
acts.

- ⑤ Try to penalise the wrongdoers
by working with police
↳ as wrong is wrong despite
many people committing it.

14

Political corruption Bureaucratic
corruption

- ① Coercive corruption
mostly

- ② It includes hefty
sum game

- ③ Impact political
environment

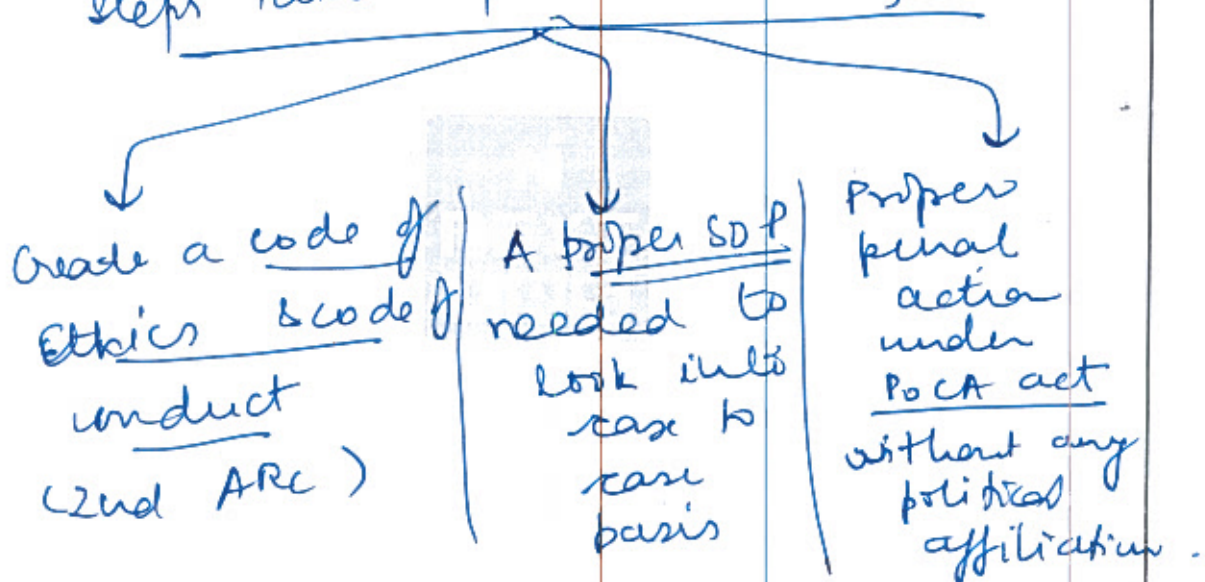
- ① Collusive
bribery &
petty sums
exchanged.
In most cases

- ② Insulates
bureaucracy
from
public
touch.

Bureaucracy can play a role in checking corruption. This is only when bureaucracy is —
politically unbiased

- (i) objective in approach.
- (ii) uncorrupted itself.

Steps taken by bureaucracy



The non-partisanship attitude & political neutrality are the ~~to~~ ^{the} ~~two~~ ^{key} ~~ideas~~ ^{ideas} needed to carry ~~has~~ ^{an} anti-corruption attitude.

12. आप एक प्रमुख सरकारी ठेकेदारी कंपनी एस एंड पी कंस्ट्रक्शंस 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 समालने 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 अंतर्ज्ञान 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 case pertains to the
serious issue of negligence &
ignorance of the critical
infrastructure facilities.

Stakeholders

- ① Mo as senior engineer.
- ② S&P constructions.
- ③ Welders & welders supervisor.
- ④ Supervisor.
- ⑤ New office.
- ⑥ Labour & staff at nuclear facility.
- ⑦ Victims at the site.
- ⑧ Government.

Issues involved

- ① Threat of loss of lives due to
sub: - standard material usage.
- ② Knewer - deer split for the
senior engineer.

- ③. Disclosure of information vs the transfer.
- ④. Whistleblowing activity - its own dangers -
- ⑤. Lack of activity by seniors.
- ⑥. Environmental hazard.
- ⑦. Senior directive vs. Personal conscience as a dilemma.
- ⑧. Truth seeking or hiding with the summon called to senior engineer.

2.3. Options available :-

①. Whistleblowing activity by senior engineer	Demerits
Merits	
<ol style="list-style-type: none"> ①. May angst the senior worker. ②. In done with my conscience 	<ol style="list-style-type: none"> ①. May angst the senior ②. Threat to life of me & my family's engineer himself.

②. Try to persuade the officials

Merits

Demerits

①. Uncompromising attitude ~~for~~ against wrong doing upheld.

②. May deter the wrong works.

③. Utilitarian ethics

①. May have caused my job to be in threat

③. Try to include media, NGOs.

Merits

Demerits

①. The entire idea would be evolved that wrong doing ever in a nuclear facility is wrong.

②. Deterrence effect

③. Media may try to expediently find the case facts

①. Media yell as journalists

②. NGOs may create negative rumours.

My option would be —

Option ② along with following steps

- ①. The persuasion is a gradual tool.
 - ②. If it doesn't work then I would have taken the case to senior secretary level and try to present the case to him.
 - ③. The action taken report be taken to the head officials.
 - ④. Try to bring good reforms while looking up the case —
 - (i) Whistleblower protection laws stringency norms.
 - (ii) complaint & grievance redressal mechanism.
 - (iii) citizen charter regulation.
- 4 . whistle blowing could have been an option —
- This would have saved lives of many (Utilitarianism).

Thus, steps should be taken based on merit of the case.

Space for Rough Work

Candidates must not
write on this margin



Space for Rough Work



Space for Rough Work

Candidates must not
write on this margin

