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Name of Candidate : KORAPOTHULA SREEKAR RAJ

Roll No. : PTTP221185

Registration Number : ..... Date of Examination : 28-8-23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 8

Code : TC078

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 59 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

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

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

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

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

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(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

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MACRO COMMENTS

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खण्ड–A / Section–A

1. (a) "राज्य लोगों से केवल उनकी समृद्धि सुनिश्चित करने के लिए 'कर' लेता है, जैसे सूर्य पृथ्वी से नमी लेता है और उसे हजार गुना मात्रा में वापस कर देता है।" कालिदास

"वापस लौटाने" की भारतीय अवधारणा और सिविल सेवकों के लिए मार्गदर्शक मूल्य के रूप में इसकी प्रासंगिकता की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"The State took taxes from the people only to ensure their prosperity in return like the sun takes moisture from the earth only to give it back in thousandfold measure." *Kalidasa.*

Explain the Indian concept of "giving it back" and its relevance as a guiding value for civil servants. (Answer in 150 words) 10 Marks

Kalidasa in this statement ~~establishes~~ establishes the role of the state in redistribution akin to the role of the sun

Indian concept of giving it back:

1) Vedas prescribe the various Rinas - repaying debts
   Dev Rina - Repayments to God → Pujas
   Atithi Rina - To guest → service
   Pitru Rina - To father → Giving grandchild

2) Ancient India valued the idea of reciprocity between villagers in sharing the produce

3) The Indian community still performs redistribution despite the incidence of market economy.
   Ex: festival food fests

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Relevance of "giving it back" as guiding value of civil servants :-

1) Civil servants are to serve the people. i.e, to give it back to people in terms of service

2) Civil servants find avenues to improve lives and livelihood. Ex: Divya Duraipan IAS learning Tamil language to identify their issues

3) Formalising efforts to improve the efficacy of programs. Ex: Suna Gowdarrajan - "Kudumbashree"

4) Serving for the welfare of the people

Ex: Vishnugopal IAS using data analytics to manage oxygen in Tirunelveli during covid pandemic

Thus, the notion of giving it back permeates across the society and acts as guiding light to civil servants

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(b) लोक सेवा, एक नौकरशाही संरचना में निहित होती है जिसमें प्राधिकार की स्पष्ट सीमा, मूल्य मानकीकरण और जवाबदेही तंत्र होते हैं। ऐसी संरचना के भीतर काम करते हुए, आपके अनुसार वे कौन से प्रभाव हैं जो लोक सेवक के नैतिक निर्णय लेने को प्रभावित करते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service takes place in a bureaucratic structure with clear lines of authority, value standardization, and accountability mechanisms. Working within such a structure, what do you think are the influences that impact the public servant's ethical decision-making?

(Answer in 150 words) 10 Marks

Public service can be understood as offering service without expecting anything in return.

Public service in bureaucratic structure

-i- Adherence to rules - The established standard operating procedures (SOPs) to provide service

-ii- Availability of system - The structures of grievance redressal mechanisms for accountability

-iii- Values are standardised across the service

Ex: Integrity, Coordination, Honesty

-iv- The authoritarian structure are delineated with establishment of hierarchies in decision making. Ex: Role and responsibilities of collector and secretary.

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Impact on public servant's decision making due to prevalence of structural influences:

1) Prescribe conformity to procedures established by the structure.

2) Avoidance of conflict situation due to available remedies in the past situations

3) Could limit innovative tendencies of civil servants due to bureaucratic structure.

4) Striving for objectivity could delay decision making by public servants.

Thus, public servants are influenced due to structural influences that are present to standardize the services provided.

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2. (a) 'नैतिकता' और 'सत्यनिष्ठा' शब्दों से आप क्या समझते हैं? क्या आपको लगता है कि वे एक दूसरे से संबंधित हैं? लोक प्रशासन के संदर्भ में नैतिकता और सत्यनिष्ठा के बीच संबंध को उदाहरण सहित स्पष्ट कीजिए ।

(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by the terms' ethics' and 'integrity'? Do you think they are interrelated? Explain with examples the relationship between ethics and integrity in the context of public administration.

(Answer in 150 words) 10 Marks

Ethics is defined as branch of philosophy that aligns by what is right and avoids what is wrong. It is based on "common bonum" principle

Integrity can be understood as allegiance to behavioral traits across time and space.

↳ Feature Terms - Honesty, Transparency, Responsibility

Interrelationship of Ethics and Integrity:-

1) Ethics and integrity drive the actions of individuals

2) Integrity acts as precursor as it decides ~~that~~ the rightness of an action.

3) Examples: Doing Practice safety is integrity and in ethics it can be manifested as 'prudence'.

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Relation between ethics and integrity in public administration:-

1) Responsibility:- Civil services are to adhere by highest ethical standards with integrity.

↳ Ex:- CBI's investigation on Satyam Scam

2) Honesty:- Ethical action to disclose is materialised through actions of honest action

↳ Ex:- Sagayam IAS disclosing wealth.

3) Spirit of service:- The urge to public service is turned into action through accountable actions

↳ Ex:- IAS Pulkit Singh - selfie as attendance

IAS Saumya Sharma - work after conceiving child

Thus, ethics and integrity are interrelated and ensure the right application of values by civil servants.

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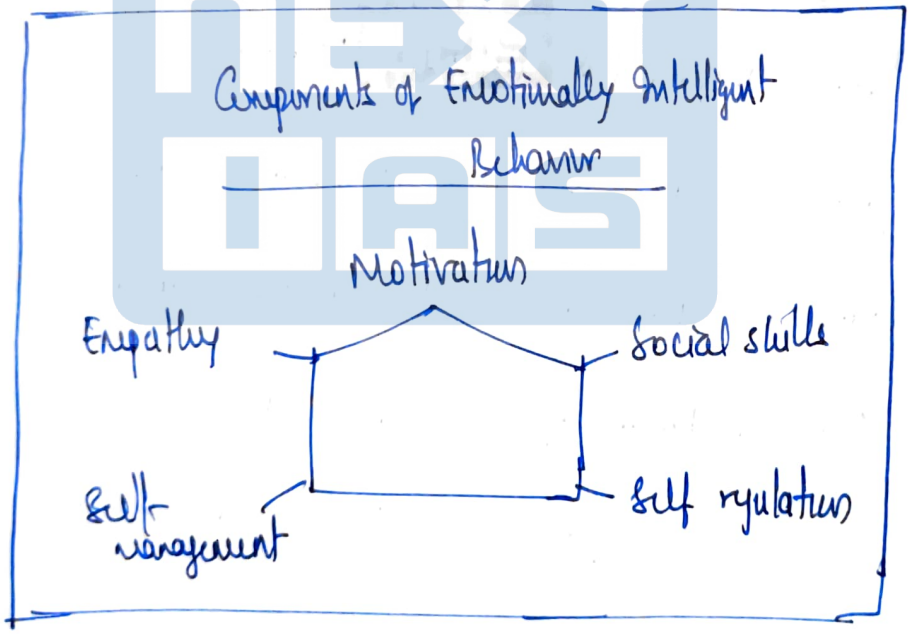
(b) 'नैतिक व्यवहार' और 'भावनात्मक बुद्धिमत्तापूर्ण व्यवहार' शब्दों से आप क्या समझते हैं? प्रासंगिक भावनात्मक बुद्धिमत्ता घटकों की पहचान कीजिए जो नैतिक व्यवहार के लिए एक विश्वसनीय मार्गदर्शक के रूप में कार्य करते हैं।

(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by the terms ethical behavior' and 'emotionally intelligent behavior'? Identify the relevant emotional intelligence components that act as a reliable guide to ethical behavior.

(Answer in 150 words) 10 Marks

Ethical behavior is the norm of adherig to highest order of ethics across time and space. Emotionally intelligent behavior is adhering to emotional intelligence traits to execute actions across time and space



Relevant emotional intelligent components to drive ethical behavior

1) Self-regulation - This ensures adherence to

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civil service values of honesty, transparency, responsibility.

↳ Ex: Justice Kurian declining dinner by Italian authority during Italian marines case

2) Self-management - Identifying the ideal behavioral traits for professional excellence.

↳ Ex: 2nd ARC recommends specialization in domain for civil servants

3) Motivation - Amplifying the drive to perform rightful actions. Ex: Institutional rewards for upholding ethics

4) Empathy - Ensuring justice to the citizens.

↳ Ex: Ravi Krishna IAS also called as "Suli Krishna" due to his work in Kashmir

Thus Emotional intelligence traits aid in guiding ethical behaviour across situations

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3. (a) "अच्छा जीवन प्राप्त करने के लिए, कर्तव्य पर्याप्त नहीं हैय किसी को दूसरों के प्रति सहानुभूतिपूर्ण भावनाओं को विकसित करने की आवश्यकता होती है, और नैतिक होने के लिए न तो अकेले कर्तव्य और न ही इच्छाशक्ति पर्याप्त है। क्या आप उपरोक्त कथन से सहमत है? अपनी स्थिति का औचित्य सिद्ध कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"To achieve a good life, duty is not sufficient; one needs to develop one's sympathetic feelings for others, and neither duty alone nor good will alone are sufficient to be moral." Do you agree with the above statement? Justify your position. (Answer in 150 words) 10 Marks

Morals are subjective principles that drive individual's actions. Immanuel Kant suggests that morality isn't about getting happiness but to evaluate whether we deserve happiness (good life)

Importance of sympathetic feelings alongside duty and goodness to be moral:

1) Understanding the sufferings of others.

Ex: Kathiravan IAS, collector of Erode gave 20k rupees from his account to old, blind couple during covid pandemic as they found 20k in old demonetisation

2) Expanding the spirit of service

Ex: Providing rations to daily wage labourers, ~~who~~ through IRIS scan when fingerprints are damaged.

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3) Improving accessibility of service to all people.

Ex. Stairs and lift for challenged people

4) Understanding the issues of locals

Ex. Divya Dharshini IAS learned gond language to understand the issues of Gonds.

5) Offering help (or) aid based on rumour situation

Ex. Donation, philanthropy,

Thus sympathy will lead to development of leading a rural life.

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(b) वैज्ञानिक दृष्टिकोण, नवोन्मेशी मानसिकता और प्रबुद्ध नागरिकों का विकास करना उच्च शिक्षण संस्थानों का प्रमुख उद्देश्य है। क्या उच्च शिक्षण संस्थान सत्यनिष्ठा की लोक संस्कृति और भ्रष्टाचार मुक्त राजनीतिक संस्कृति स्थापित करने के लिए युवाओं के मध्य सत्यनिष्ठा की शिक्षा को बढ़ावा देने में सहायक सिद्ध हो सकते हैं? यदि हाँ, तो कैसे?

(150 शब्दों में उत्तर दीजिए) 10 अंक

Developing a Scientific temper, innovative mindset, and civic-conscious citizens are major objectives of higher educational institutions. Can higher educational institutions be instrumental in promoting integrity education among youth to establish a public culture of integrity and a corruption-free political culture? If yes, how? (Answer in 150 words) 10 Marks

Recent resignation of Subyasachi Das from Ashoka university has sparked the controversy of scientific temper among higher-educational institutions

Importance of higher-educational institutions (HEI):-

-i- Cultural exchange broadening individual perspective

-ii- Challenging norms, ideas through hypothesis testing, debates and discussion

-iii- fostering innovation through innovation, team work

Role of HEI in promoting integrity education:-

1) Enabling youth to debate, decipher on contentious issues without intervention

Ex: JNU violence on CAA protests

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2) Data manipulation erodes the trust and reliability of educational institutions

↳ Ex: Stanford university head resignation

3) Exchanging thoughts, perspectives and ~~data~~ ideas

↳ Ex: IITs banning discussions on certain topics

4) Independence - Administrative independence enables promoting integrity education.

↳ Ex: Appointment of vice-chancellor

5) Critical analysis of findings and testing to validate findings of the result.

↳ Ex: Peer review.

Thus the integrity education can be fostered if the HEI aligns to the principles of scientific temper and empower students as civic-conscious citizens.

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4. निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए और उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।
Explain the meaning of the following quotations and discuss their contemporary relevance.

(a) इंद्रियाँ समय–समय पर धोखा देती हैं, और जिन लोगों ने हमें एक बार भी धोखा दिया है, उन पर कभी भी पूरा भरोसा न करना बुद्धिमानी है। (150 शब्दों में उत्तर दीजिए) 10 अंक

The senses deceive from time to time, and it is prudent never to trust wholly those who have deceived us even once. (Answer in 150 words) 10 Marks

The statement establishes to not rely on sense/intuitive convictions to trust others as it is often can be deceiving.

Views on establishing trust:-

1) Jean Paul Sartre state that, life exists between Birth and Death and that's choice.
↳ It needs to be carefully nurtured to prevent nurture

2) Viktor Frankl establishes that there exists a thought between stimulus and response.
↳ The thought should be objective and not intuitive

3) It is often that the decisions of a firm are based on Consensus through through testing

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as the liability of sense/gut feeling is high.

4) financial instruments rely on mathematical models instead of relying on sense to extend loan

5) Isaac Asimov said that one needs to wipe their windows often to reestablish their vision (senses) (values, trust)

Then is undeniable correlation that psycopaths are often termed as charming, trustworthy by victims because they let their senses prevail over objective thinking. This explains the vulnerability of senses for which it can deceive an individual more often than not.

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(b) "सार्वजनिक मामलों के प्रति उदासीनता के लिए अच्छे लोगों को जो कीमत चुकानी पडती है, वह है बुरे लोगों द्वारा शासित होना।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"The price good men pay for indifference to public affairs is to be ruled by evil men." (Answer in 150 words) 10 Marks

This statement indicates the importance of participation / active citizenry to ensure the citizen interests are prevailed.

The lack of checks and balances promote the rise of self-interests and despotic rule led by evil men.

The rule of Hitler establishes the rule that was confirmed by majority, leading to evil acts of Holocaust and displacement.

The colonial regimes were given uncontrolled access to land and revenues, leading to concentration of power in the hands of British.

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Rousseau opined that public must have authority on the rules. Plato and Socrate call for a philosopher king elected by knowledgeable individuals for their but interest.

Accountability systems enable the ~~legislature~~ functioning of public affairs. The incidence of Russian-Ukraine war is associated to the acts of belligerent Putin as head of Russia.

Thus as George Washington states, silence against atrocity leads people to slaughter house, epitomize the need of active citizenry by population.

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(c) "मनुष्यों ने स्वभाव को थोड़ा भ्रष्ट किया होगा, क्योंकि वे जन्मजात भेड़िये नहीं थे, और वे भेड़िये बन गये हैं।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"Men must have corrupted nature a little, for they were not born wolves, and they have become wolves." (Answer in 150 words) 10 Marks

Corruption can be defined as misuse of public office for private gains.

Corruption = Discretion + Power - Accountability.

The statement establishes that lack of check mechanisms proliferate corruptive behavior.

It is the circumstance that empower the corruptive behavior. Gibbons described that the fall of Roman Empire is due to rise of corruption.

Thus it is the system prevalent that will influence the behavioral traits.

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To counter the spread of vice, Rousseau has recommended the ethical education to inculcate ideal standards of behaviour.

Along with this the accountability mechanism must be established to prevent any belligerent activities by men in power.

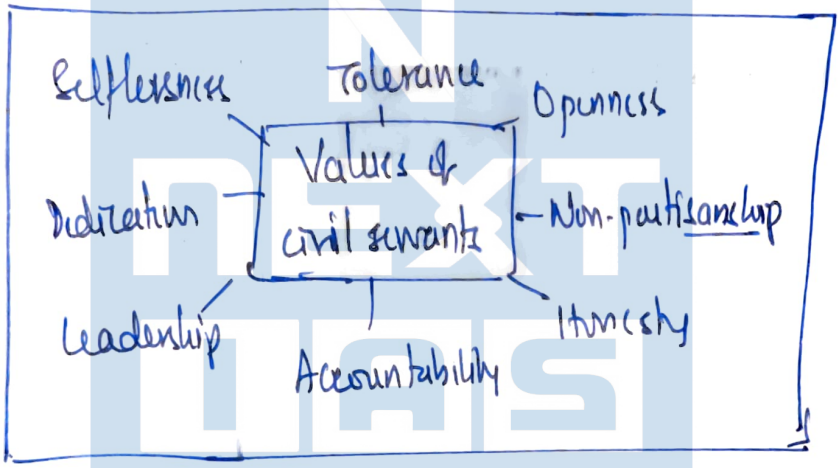
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5. (a) पेशेवर रूप में, सिविल सेवक कैरियर केंद्रित और स्वार्थ–निष्ठ भी होते हैं। साथ ही, उनका सेवा लोकाचार उन पर निस्वार्थ भाव से सार्वजनिक हित की सेवा करने का दायित्व भी थोपता है। क्या एक सिविल सेवक के लिए करियर और सेवा दायित्व में सामंजस्य बिठाना संभव है? अपनी स्थिति स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

As professionals, civil servants are career focused and are also self-interested. At the same time, their service ethos imposes an obligation to serve the public interest selflessly. Is it possible for a civil servant to reconcile career and service obligation? Explain your position.

(Answer in 150 words) 10 Marks

Civil servants are individuals advanced with the responsibility to ensure rule of laws, social justice, policy implementation.



Priorities of civil servants in executing their roles.

1) Civil servants must abide by the principles to conduct their role along "Nishkama Karma".

2) The moral duty should drive the actions of civil servants without focusing on end-results.

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3) The objective of civil servant is to offer public service and that must be solemnly followed.

4) 2nd ARC has promoted that individual assessment and meritocracy as basis for career development

5) Yugandhar committee also recommended assessment with review at periodic level to promote service orientation.

Mission Karmayogi is taken to promote citizen centric performance and re-align the needs of civil servants as per the requirements of 21st century.

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(b) "जिस तरह करुणा के बिना सक्षमता निष्ठुर और अमानवीय हो सकती हैय उसी तरह, सक्षमता के बिना करुणा मदद माँगने वाले व्यक्तियों के लिए अर्थहीन हो सकती है।" उपयुक्त दृष्टांत की सहायता से सार्वजनिक सेवाओं के संदर्भ में उपरोक्त की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"While competence without compassion can be brutal and inhumane; similarly, compassion without competence can be meaningless for persons seeking help." Explain the above with the help of a suitable illustration in the context of public services. (Answer in 150 words) 10 Marks

Competence is individual's ability to perform the tasks. Compassion is restless urge to aid the vulnerable and needful.

Balancing between Competence and Compassion:-

1) Balancing both aspects provide optimum output

4 Ex: while deploying technology to provide ration, daily wage labourers suffer from smudged fingerprints.

Competence denies provision of benefits while compassion suggests exemption for benefit

Balance → Utilizing IRIS scans to provide the benefits and also satisfy the rules

2) Similarly, rightful application of competence and

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Compassion enables satisfaction for all stakeholders

↳ Ex: Rehabilitation of people due to developmental projects - Dam Construction, Environmental protection

5) Lack of compassion will lead violence, agitation

↳ Ex: Niyamgiri movement

4) Lack of competence will lead to deficit in goal-setting and policy making, weakening the role of public service.

Thus a rightful balance of Compassion and competence is required to extract maximum utility in public service

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6. (a) क्या दुनिया के एक हिस्से में व्यक्तियों का कष्ट उन विदेशियों पर सहायता की नैतिक माँग उत्पन्न करती है जो उनसे दूर रहते हैं? क्या सहायता की ये नैतिक माँगें न्यायसंगत हैं? क्या अभाव के समय अंतर्राष्ट्रीय समुदाय की मदद करने में विफल रहने के लिए सरकारों को नैतिक रूप से जिम्मेदार ठहराया जा सकता है? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Does the suffering of individuals in one part of the world generate moral demands of assistance on those foreigners who live far away from them? Are these moral demands of assistance justified? Can governments be held morally responsible for failing to help the international community in times of deprivation? Discuss.

(Answer in 150 words) 10 Marks

The statement establishes the causal linkage between different groups of population spread out across the world.

Suffering of individuals in one world generate demands of assistance on foreigner living far away.

1) Humane approach to protect others in need.
   - Ex: Operation Dost in Turkey.

2) Collectivism spirit - Helping each other in times of need
   - Margaret Mead - Kindness is hallmark of civilisation

3) Togetherness. To extend the feeling of oneness and struggle to be shared and also double joy.

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Justification of moral demands -

-i- Moral responsibility - It is the responsibility to assuage the demands through support.

Ex: Loss and damage fund at COP-27

-ii- Inequity in resource generation means differentiated responsibility in covering calamities due to resource generation Ex: Kyoto protocol, Climate reparation

Government moral responsibility held on three of need

i) While there are courts of justice to deal with government's responsibility, government should proactively involve in collectivistic spirit.

ii) Failure - faltering in helping vulnerable will alienate the community.

The maxim of "Vasudhaiva Kutumbakam" must be practiced to promote oneness - the world is one family.

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(b) सिविल सेवा नैतिकता का संबंध प्रबंधन से है। यह जितना विभागीय मामला है उतना ही व्यक्तिगत मामला भी है। जो नेता नैतिक आचरण को सुविधाजनक बनाने वाली प्रणालियाँ बनाने में विफल रहते हैं, वे भी उतने ही दोषी हैं जितने वे जो नैतिक कदाचार में लिप्त हैं। क्या आपको लगता है कि विभागीय संस्कृति नैतिक कदाचार को बढ़ावा देती है या कमजोर इच्छाशक्ति वाला व्यक्ति दोषी है? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Civil Services ethics has everything to do with management. It is as much a Departmental as a personal issue. Leaders who fail to create systems that facilitate ethical conduct are equally to blame as much as those who indulge in ethical misconduct. Do you think the Departmental culture leads to ethical misconduct or is the individual with weak willpower culpable? Discuss. (Answer in 150 words) 10 Marks

Civil Services are responsible for public service and uphold public trust in the office.

Departmental culture leading to ethical misconduct:-

1) Delay in prosecution and trial process erodes the trust in department proceedings.

2) Selective posting - The transfer to "hard postings" enable the culture of ethical misconduct

e.g. Ex: Ashok Khemka.

3) Targeting of individuals for exhibiting honesty.

e.g. Ex: Durga Shakti Nagpal case due to exposition of sandmafia.

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Individual will leading to misconduct:

1) Civil servants are provided with discretion to empower public services but are misplaced.
   ↳ Ex: Sandeep Khiwar couple - Delhi stadium

2) The poor ethical conduct has spillover effect on their work front. Ex: Tashi couple.

3) Poor enforcement mechanism to align key values of civil service eliminate empower misconduct. Ex: Check mechanism.

Thus departmental culture and individual willpower must rise to the demands of civil service to strengthen the "steel frame" idealised by Sardar Vallabhai Patel.

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खण्ड–B / Section–B

7. आप कम साक्षरता दर और खराब स्वास्थ्य संकेतक वाले जिले में जिला विकास अधिकारी के रूप में तैनात हैं। जैसे ही आपने कार्यभार संभाला, आपके स्वास्थ्य सचिव ने स्पष्ट निर्देश दिए कि आपकी प्राथमिकता स्वास्थ्य सेवाओं की आपूर्ति में वृद्धि करके स्वास्थ्य संकेतकों में सुधार करना है।

कार्यभार संभालने के बाद, आपने स्वास्थ्य सेवाओं में सुधार के तरीकों का अध्ययन करने और उनकी पहचान करने के लिए जिले का दौरा किया। अपनी क्षेत्रीय यात्रा के दौरान, आपको पता चला कि मुद्दा सेवाओं की पहुँच का नहीं हैय यह कुछ और ही है। आपने पाया कि समस्या मिथकों, भ्रांतियों और कुप्रथाओं का है जो स्वास्थ्य देखभाल सेवाओं को अपनाने में बाधा बन रही हैं। उदाहरण के लिए, लोगों का मानना है कि टीके नपुंसकता का कारण बनते हैं, टीकाकरण जन्म नियंत्रण के लिए किया जाता है, प्रसवपूर्व देखभाल का उपयोग माँ और बच्चे के स्वास्थ्य के लिए प्रतिकूल है, इत्यादि।

आपने महसूस किया कि ये मान्यताएँ व्यवहार संबंधी बाधाएँ हैं जो स्वास्थ्य और पोषण सेवाओं के रास्ते में बाधक हैं। और इन व्यवहार संबंधी बाधाओं के कारण अग्रिम पंक्ति के कार्यकर्ताओं का पहुँचना मुश्किल हो गया है।

आपने स्वास्थ्य सचिव के साथ अपने अवलोकन पर चर्चा की, और उन्होंने आपको पड़ोसी जिले के डीडीओ से सीख लेने की सलाह दी, जो कुछ अच्छा काम कर रहे हैं। जब आप पडोसी डीडीओ से मिले, तो आपको पता चला कि वह लोगों को मनाने के लिए आस्थावान नेता के प्रभाव और पहुँच का उपयोग कर रहा है। आप व्यवहार संबंधी बाधाओं को दूर करने में मदद के लिए आस्थावान नेताओं को शामिल करने के बारे में आशंकित हैं। एक सिविल सेवक के रूप में, आपको लगा कि स्वास्थ्य सेवा योजनाओं में आस्थावान नेताओं को शामिल करना एक गलती होगी। जब आपने सचिव के साथ अपनी आशंकाएँ साझा कीं, तो उन्होंने दृढतापूर्वक आपको प्रयास करने और कुछ नया करने का निर्देश दिया।

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

(b) आस्थावान नेताओं को प्रभावषाली और प्रेरक के रूप में उपयोग करने के क्या फायदे और नुकसान हैं?

(c) यदि आस्थावान नेता नहीं हैं, तो व्यवहार संबंधी बाधाओं को तोड़ने के लिए आपके पास अन्य विकल्प क्या हैं?

(d) क्या आपको लगता है कि एक सिविल सेवक के लिए सरकारी योजनाओं को बढावा देने में आस्थावान नेताओं को शामिल करना नैतिक रूप से सही है? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted as a District Development officer in a district with a low literacy rate and poor health indicators. As you took charge, your Health Secretary had given express instructions that your priority is to improve health indicators by enhancing the delivery of healthcare services.

After taking over, you traveled around the district to study and identify ways of improving healthcare services. During your field trip, you discovered that the issue was not the accessibility of services; it was something else. You found the problem was the myths, misconceptions, and malpractices that hindered the uptake of health care services. For instance, people believed that vaccines caused impotence, immunization was equivalent to birth control, using antenatal care was counterproductive to the health of the mother and baby, and so on.

You realize that these beliefs were the behavioral barriers that stood in the way of health and nutrition services. And these behavioral barriers made it difficult for front-line workers to reach out.

You discussed your observations with the Health Secretary, and he advised you to seek inputs from the neighboring district DDO who was doing some good work. When you met with the neighboring DDO, you learned he was experimenting with using the Faith leader's influence and reach to persuade people. You were unsure about roping in faith leaders to help you overcome the behavioral barriers. As a civil servant, you felt it would be a mistake to involve faith leaders in health service schemes. When you shared your apprehensions with the Secretary, he firmly instructed you to try and innovate.

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

(b) What are the advantages and disadvantages of using Faith leaders as influencers and persuaders?

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(c) If not faith leaders, what are your other options for breaking the behavioral barriers?

(d) Do you think it is ethically right for a civil servant to involve faith leaders in promoting government schemes?

(Answer in 250 words) 20 Marks

This case involves a government employee aspiring to improve health outcomes but came across a similar situation wherein convoluted means are adhered to achieve the ends in teleological manner.

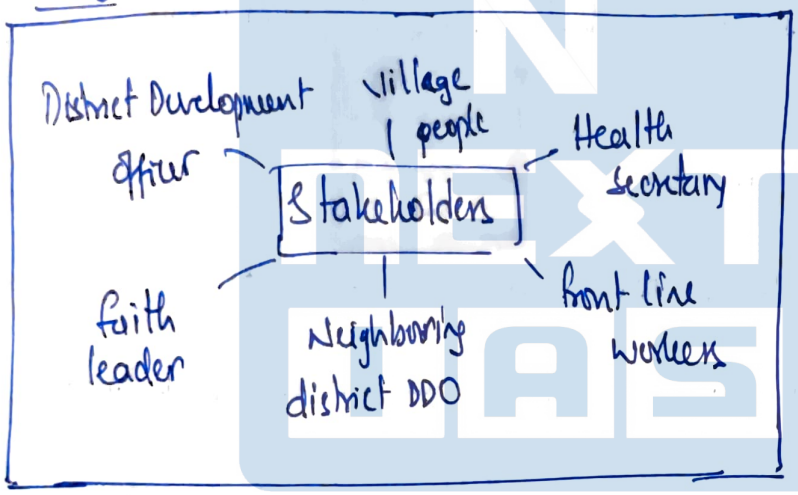


fig- Stakeholders in the case

(a) Issues involved in the case:-

1) Reliance on archaic means of myths, misconceptions and malpractices & against healthcare development

2) Ends(re) means - To achieve better health outcomes, dubious means are adhered to.

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3) Persuasion - Manufacturing consent through association with belief, rather than facts

4) Objectivity - Villagers aren't provided with the absolute conviction on the need to adhere by modern healthcare practices.

(b) Advantages and Disadvantages of using faith leaders.

i) Advantages:

1.1) Close confidante - Faith leader's words are believed to be words of god, so acceptance rate is high.

1.2) Conformity - There is little scope of agitation against faith leader's opinions.

1.3) Achieving the ends of greater acceptance to healthcare among citizens.

1.4) Satisfying on completing the objectives of the administration

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2) Disadvantages

2.1) Sets wrong precedent - Aligning with faith leader instead of empowering citizens goes against civil service values of transparency, honesty.

2.2) Association with faith leader can influence the impact of administrative setup upon any controversy.

2.3) Slippery slope - Instead of improving number through facts, persuading through faith leader can become norm
↳ Eg: Sending children to school.

c) Other options for breaking behavioral barriers:-

1) Rapport - I will influence villagers by establishing rapport with villagers and gaining their trust.

2) Social conformity - I will lead the charge and influence fellow colleagues to avail public healthcare services to validate the systems, and increase trust.

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3) Marketing - Utilizing hoardings, posters to promote the efficacy of healthcare services.

4) Linkages with other basic schemes as a prerequisite condition for the benefit of the citizens

5) Creating jingles, audio music to generate interest and curiosity among public.

(d) Ethical foundations of using faith leaders by civil servants in promoting government schemes

1) While it seem like a low hanging fruit, it acts as band-aid measure. to improve performance.

2) Any difference in opinion with faith leader could lead to reversal in outcomes and further alienation

3) Allegiance with faith leader could lead to controversies if any harmful statement is made.

While it is necessary to improve ethical standards, the categorical imperative deon of moral duty should be adhered by to achieve ends.

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आप एक एजेंसी 'विशेष प्रयोजन साधन' के प्रमुख हैं, जो आवश्यक सेवाओं की अंतिम-मील वितरण की निगरानी करने और आपके अधिकार क्षेत्र के भीतर नागरिकों की बाधाओं और शिकायतों को सुलझाने के लिए जिम्मेदार है। आवश्यक सेवाओं में मातृ एवं शिशु स्वास्थ्य देखभाल, बीपीएल परिवारों को पोषण संबंधी सहायता, पेयजल उपलब्धता आदि शामिल है।

आपकी एजेंसी ने नियमित आधिकारिक संचालन और शिकायतों को संभालने के लिए 15 कर्मचारियों को नियुक्त किया है। चूँकि एजेंसी शिकायतो का निपटान करती है, इसलिए प्रतिदिन भारी मात्रा में सार्वजनिक व्यवहार होता है। कभी-कभी एजेंसी के अधिकारियो को नियमित कार्यालय का काम पूरा करने के लिए कार्यालय समय से परे काम करना पडता है, क्योंकि सार्वजनिक व्यवहार मे कार्यालय के अधिकांश घंटे लग जाते हैं। कर्मचारी अतिरिक्त काम करने से नाखुश थे क्योंकि उन्हें कोई ओवरटाइम भुगतान नही किया जाता है। उनमें से कुछ ने अनौपचारिक रूप से आपके साथ इस मुद्दे को उठाया, लेकिन आप असहाय है क्योंकि एजेंसी के नियम किसी भी यात्रा या ओवरटाइम भत्ते की अनुमति नहीं देते हैं। आपने इस मामले को मुख्यालय के समक्ष उठाने का प्रयास किया लेकिन कोई फायदा नहीं हुआ।

काम का तनाव धीरे-धीरे कर्मचारियों के बीच दिखने लगा, वे शिकायतकर्ताओं से चिड़चिड़े हो गए और कभी-कभी उन पर चिल्लाने लगते हैं। अशिष्टता के अलावा, कर्मचारियों की भाषा दुर्व्यवहारपूर्ण, अपमानजनक और कभी-कभी जातिवादी होती जा रही है। आपने पाया कि उनमें से विशेष रूप से 4 ऐसे हैं जो शिकायतों से निपटने के दौरान बहुत अपमानजनक और भेदभावपूर्ण व्यवहार कर रहे है। मुखिया के रूप में आपने उन्हें चेतावनी दी, परंतु उनके कार्यकारी दृष्टिकोण में कोई उल्लेखनीय परिवर्तन नही आया। आपकी समस्या को और बढाने के लिए, कुछ ग्रामीणों ने, अपने सरपंच के माध्यम से, आपके मुख्यालय में अशिष्ट, अपमानजनक और भेदभावपूर्ण व्यवहार का मुद्दा उठाया। मुख्यालय ने तुरंत आपको कार्रवाई करने और एक सम्मानजनक और गरिमापूर्ण कार्यस्थल बनाने का निर्देश दिया।

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

(b) आपके लिए कार्रवाई के कौन से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प की जाँच कीजिए और अपनी चुनी हुई कार्यवाही की पुष्टि कीजिए।

(d) मर्यादा से आप क्या समझते हैं? मानवीय और सामाजिक मर्यादा के बीच अंतर बताइए? सरकारी विभागों में देखे जाने वाले सामान्य मर्यादा उल्लंघनों की पहचान कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

You are the Head of an Agency, a special purpose vehicle, responsible for overseeing the last-mile delivery of essential services and sorting out bottlenecks and grievances of the citizens within your jurisdiction. The essential services included Maternal and infant health care, nutritional support to BPL families, drinking water availability, etc.

Your agency employed a staff of 15 to carry out regular official operations and handle grievances. Since the agency dealt with complaints, there was an enormous amount of public dealing daily. Sometimes the agency officials had to work beyond office hours to finish the regular office work as public dealings took away most of the office hours. The employees were unhappy doing the extra bit as they were not paid any overtime. A few of them informally raised the issue with you, but you were helpless as the agency rules didn't allow any travel or overtime allowances. You tried taking up the matter with HQ but to no avail.

The work stress gradually started showing up among the staff, they became irritable with the complainants, and at times they shouted at them. Besides rudeness, the staff's language became abusive, derogatory, and sometimes casteist. You could notice that there were 4 of them in particular who were getting very abusive and discriminatory while handling grievances. As the Head, you warned them, but there was no marked change in their work attitude. To compound your problem, some of the villagers, through their Sarpanch, raised the issue of rude, disrespectful, and discriminatory behavior with your HQ. The HQ immediately instructed you to take action and create a respectful and dignified workspace.

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

(b) What are the action options available to you?

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(c) Examine each of the options and identify your chosen course of action

(d) What do you understand by dignity? Distinguish between human and social dignity? Identify the common dignity violations that one notices in government departments.

(Answer in 250 words) 20 Marks

This case represents the unpurnded effect of poor work culture enabling its effects on broader public in terms of grievance resolution.

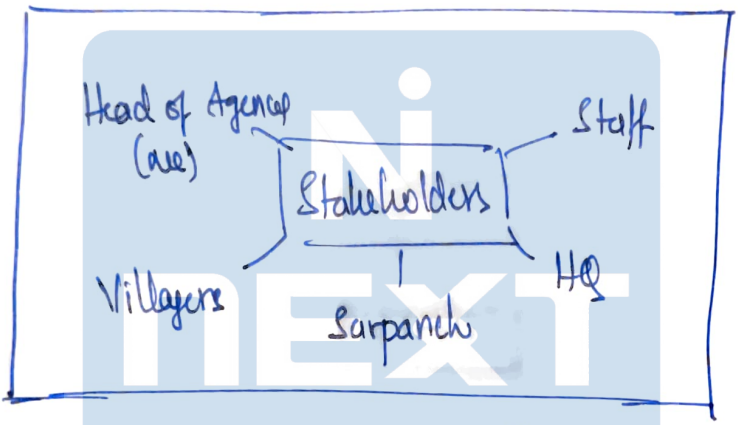


fig. Stakeholder in the case

(a) Issues involved in the case:

-i- Responsibility - The responsibility of the staff to adhere by the norms, rules of duty wordial are violated.

-ii- Inhumane response to staff grievance. by the HQ

-iii - Lack of rural attitude and rural values in approaching work situations.

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-iv- Against Directive Principles of state (Article 42) in providing humane conditions to work.

Etc Options available and examination:

Option A: Suspending 4 of the staff members pending investigations.

Merits	De-merits
1) Establishing normalcy 2) Satisfying villagers against unruly behavior 3) Warning for not adhering to work culture	1) Could lead to mass resignations 2) Erosion of work-culture 3) Increased workload on the rest of staff

Option B: Escalating the issue of Sarpanch to HQ to motivate actions.

Merits	De-merits
1) Support from staff	1) Could lead to complete disbandment of team

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2) The potential to meet employer demands	2) Career in jeopardy
3) Continuing work as the matter is pending	3) The grievances of villagers of unruly behaviour remains unaddressed

Option C: Resigning from the role taking moral responsibility

Merits	De-Merits
1) Responsibility as leader to enforce positive culture	1) Career in risk due to questionable values
2) Peace of mind	2) Crisis of conscience for not resolving issues

Course of Action:

1) I will pick Option A as it is responsibility to serve the villagers and negative attitude isn't conducive to reputation of agency.

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2) I will transparently inform ~~that~~ to ~~*~~ HQ about current situation and enable them to take prompt action before further deterioration

3) I will persuade Sarpanch that action has been taken and assure him that such incident will not be repeated.

4) I will inform the employees that casteist remarks could land them in jail. (Atrocities act, 1989)

(d) Dignity is valuing the life of an individual and respecting their presence, thought etc.

→ Human dignity - Associating dignity to personal action

Social dignity - Associating dignity in social action

→ Common dignity violations in government departments are - Rudeness, Disrespect, against elderly, women, Discriminatory behavior along caste, wealth etc.

All humans must be treated equal with the mantra of "Nishkama Karma"

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9. मुंबई में मुख्यालय वाली एक प्रमुख फार्मास्युटिकल कंपनी का परिचालन दुनिया भर में है। यह जेनेरिक दवाओं का एक बड़ा उत्पादक और निर्यातक है। इसकी उत्पादन सुविधाएँ देश भर में फैली हुई हैं। महामारी के बाद, कंपनी ने अपनी जेनेरिक दवाओं की माँग में तेजी से वृद्धि देखी और माँग को पूरा करने के लिए, कंपनी ने छोटे निर्माताओं को उत्पादन का अनुबंध दिया। सौदा यह है कि अनुबंधित आपूर्तिकर्ता पूर्व निर्धारित कार्यक्रम के भीतर एक निर्दिष्ट मात्रा में दवाओं की आपूर्ति करेगा, और डिलीवरी पर भुगतान जारी किया जाएगा। कंपनी ने आपूर्तिकर्ता की सुविधाओं, नीतियों या सुरक्षा मानकों की परवाह नहीं की। यह देनदारियों के बिना आपूर्ति श्रृंखला को चालू रखने का एक सरल व्यापारिक सौदा है।

कुछ आपूर्तिकर्ताओं ने इसे शीघ्र पैसा कमाने के अवसर के रूप में देखा। उन्होंने अपनी उत्पादन सुविधा की सीमाएँ बढ़ानी शुरू कर दी और सुरक्षा और श्रम कानूनों की कोई परवाह नहीं की। दुर्भाग्य से, एक आपूर्तिकर्ता की भंडारण सुविधा में आग लग गई और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और दवा कंपनी पर क्षतिपूर्ति के लिए मुकदमा दायर किया। आपूर्तिकर्ता नुकसान का भुगतान करने के लिए सहमत हो गया, लेकिन कंपनी ने किसी भी देनदारी से इनकार कर दिया क्योंकि वे सीधे तौर पर शामिल नहीं थी। इस बीच, परिवार का प्रतिनिधित्व करने वाले वकीलों ने दावा किया कि कंपनी इस त्रासदी के लिए नैतिक रूप से जिम्मेदार है क्योंकि उन्होंने सुरक्षा के लिए उत्पादन सुविधा का निरीक्षण नहीं किया और हर चीज के प्रति उदासीन थे। परिवारों का मानना है कि कंपनी पूरी तरह से परिणामवादी है, जो अपनी आपूर्ति लाइनों को चालू रखने के बारे में चिंतित है, चाहे लागत कुछ भी हो।

(a) उपरोक्त मामले में कौन से नैतिक मुद्दे षामिल हैं? (50 शब्दों में) 5 अंक

(b) नुकसान का भुगतान करने पर कंपनी की स्थिति का नैतिक रूप से विश्लेषण कीजिए और बताइए कि क्यों–क्यों नहीं कंपनी को नुकसान के लिए उत्तरदायी होना चाहिए। (120 शब्द) 10 अंक

(c) नैतिक उत्तरदायित्व शब्द से आप क्या समझते हैं? आप कब सोचते हैं कि कोई व्यक्ति या इकाई किए गए कार्यों के लिए नैतिक रूप से जिम्मेदार होता है? (80 शब्दों में) 5 अंक

A major pharmaceutical company headquartered in Mumbai had worldwide operations. It was a big producer and exporter of generic drugs. It has production facilities spread around the country. After the pandemic, the company saw an exponential growth in demand for its generic drugs, and to meet the demand, the company contracted out production to small manufacturers. The deal was that the contracted supplier would supply a specified quantity of drugs within the prearranged schedule, and on delivery, the payments were released. The company didn't bother about the supplier's facilities, policies, or safety standards. It was a simple business deal of keeping the supply chain running without liabilities.

Some suppliers saw this as an opportunity to make some quick money. They started stretching the limits of their production facility and didn't mind compromising with safety and labor laws. Unfortunately, a supplier's storage facility caught fire, and 22 workers died in the tragedy. The production facility was closed, and the dead workers' families sued the supplier and pharmaceutical company for damages. The supplier agreed to pay the damages, but the company denied any liabilities as they were not directly involved. Meanwhile, the lawyers representing the family claimed that the company was morally responsible for the tragedy because they didn't inspect the production facility for safety and were indifferent to everything. The families considered the company to be outright consequentialists worried about keeping their supply lines running, whatever the cost.

(a) What are the ethical issues involved in the above case? (50 words) 5 marks

(b) Ethically analyze the company's position on paying damages and justify why/ why not the company should be liable for damages. (120 words) 10 marks.

(c) What do you understand by the term moral responsibility? When do you think a person or an entity becomes morally responsible for actions committed or omitted? (80 words) 5 marks

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This case represents the situation the consumer nations to generate revenues comes at the cost of safety and labor law violations leading to unfortunate death of workers.

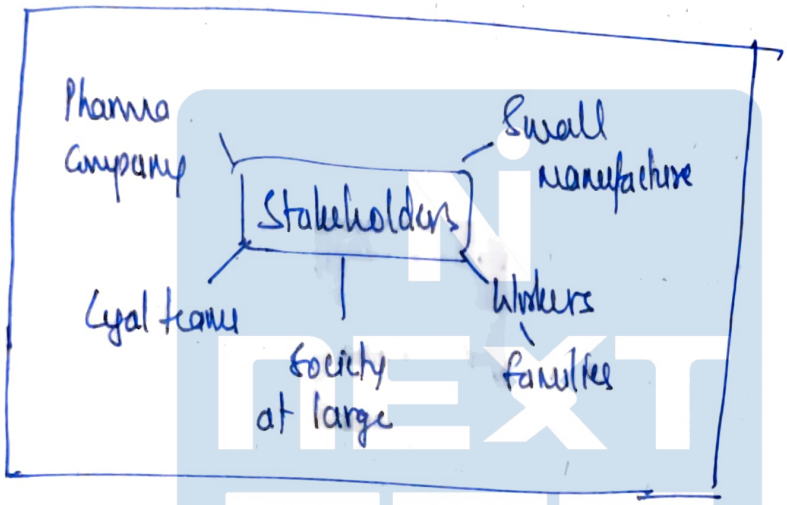


Fig- Stakeholders in the case

(a) Ethical issues involved in the case.

1) Deontological vs Teleological - focusing on the ends irrespective of means adhered.

2) Abdication of responsibility in supporting the families of dead workers of company.

3) Apathy towards worker's plight and their struggle, decrease the motivation of employees.

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4) Egoism - Personal welfare (Growth of manufacturing company) as the sole objective.

5) Profits are prioritized instead of stakeholder welfare

(b) Company's position on paying damages:-

1) Reasons on why the company should be liable:-

1.1) Moral universalism (Noam Chomsky). If the small manufacture is liable, the work contracted by pharma company remains liable.

1.2) Accountability:- The actions taken should be reciprocated through support

1.3) Breach of trust between company and workers as they are not looked after by company.

1.4) Injustice - The practice of not paying is unlawful and unfair.

2) Reasons why the company should'nt be liable:-

2.1) Transfer of responsibility - By contracting work,

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the company also transferred the responsibility to the small manufacturer.

2) Slippery slope - The manufacturer with global operations could tie up in multiple such incidents upon occurrence.

3) Compliance costs - The pharma company would have to spend extra to adhere to highest practices.

(c) Moral responsibility - The act of owning up to one's actions instead of denouncing them.

→ Situation when person/entity becomes morally responsible for action committed.

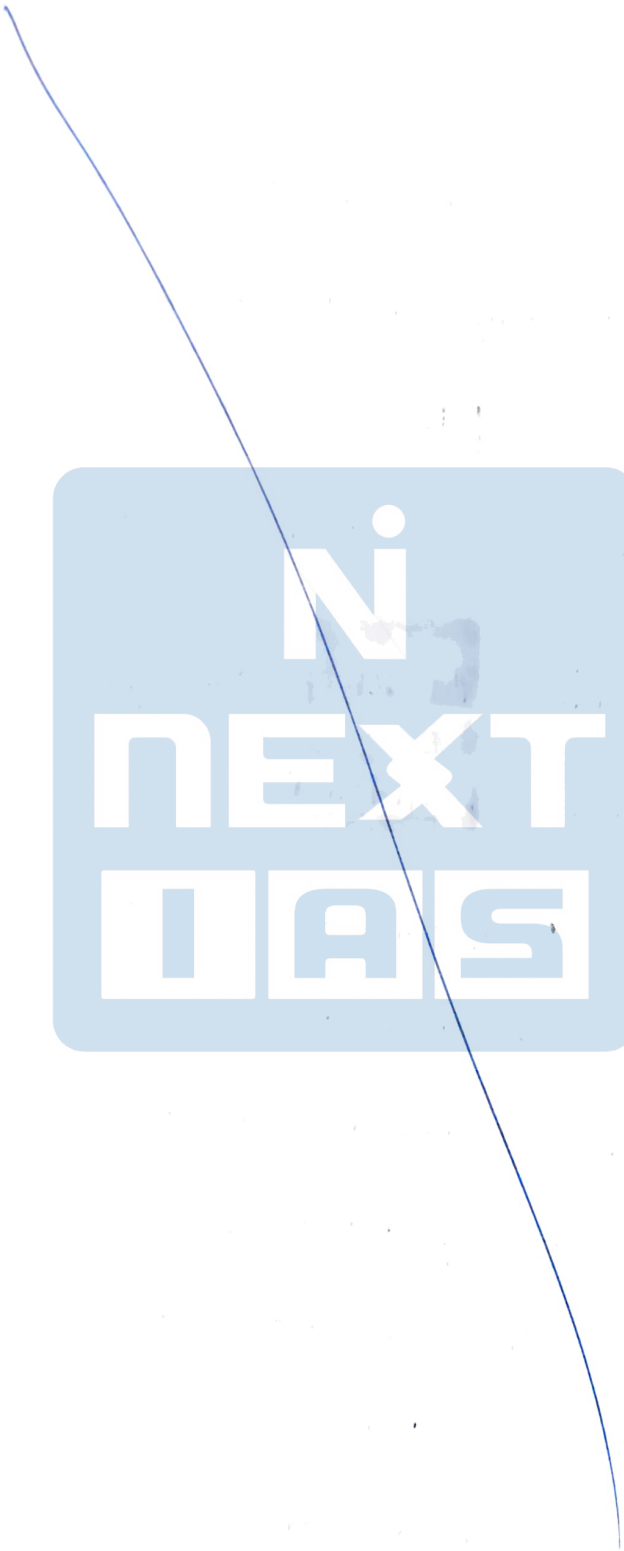
1) Knowledge: When the incident occurred is based on predictable outcome perceived before

2) Involuntary - The action is taken is taken wilfully and through deliberate action

3) Freedom - The action is taken without any collusion or outside influence.

Thus, the pharma company must adhere to moral responsibility and adhere the victims in some form

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10. आप और अजय एक साथ कॉलेज में थे, सिविल सेवा परीक्षा के लिए उत्तीर्ण हुए, प्रशिक्षित हुए और एक ही राज्य में काम किया। इन वर्षों में, आप और अजय अच्छे दोस्त और सहकर्मी बन गये। यहाँ तक कि पारिवारिक रूप से भी आप दोनों काफी करीब आ गए और छुट्टियाँ और त्योहारों को एक साथ मनाने लगे।

व्यावसायिक तौर पर पिछले 15 सालों में दोनों आगे बढ़े, लेकिन आपके और अजय के रास्ते अलग-अलग थे। आपने राजनीतिक आकाओं से दूरी बनाए रखा, तटस्थ रहना पसंद किया और किसी भी समूह, लॉबी या विचारधारा से जुड़े रहने से परहेज किया। लेकिन अजय अपने झुकाव को लेकर विवेकशील नहीं थे और वह अच्छे नेटवर्क और पहुँच वालों से जुड़े हुए थे। अपनी नेटवर्किंग के कारण, अजय की पोस्टिंग को हमेशा 'प्लम पोस्टिंग' माना जाता था। अजय को 'शहरी अवसंरचना परियोजनाओं' के सीएमडी के रूप में तैनात किया गया, जो एक भारी लागत वाली हाई-प्रोफाइल परियोजना है। साथ ही आप तीन वर्षों से राज्य योजना आयोग में कार्यरत हैं और अपनी पदोन्नति एवं नवीन पदस्थापना की प्रतीक्षा कर रहे हैं।

जब नई पोस्टिंग की घोषणा हुई तो आप सतर्कता विभाग में अपना स्थानांतरण देखकर आश्चर्यचकित रह गये। कार्यभार संभालने के एक महीने के भीतर ही आपके विभागीय सचिव ने आपको एक मंत्री और उनके परिवार से जुड़े भूमि सौदों की विवेकपूर्ण जाँच करने का आदेश दिया। आपको सख्ती से कहा गया कि इसे गुप्त रखें और जाँच के बारे में सचिव के अलावा किसी और के साथ कोई भी जानकारी साझा न करें।

जैसे ही आपने पूछताछ शुरू की, आपको एहसास हुआ कि अजय, मंत्री और उनके सौदों के साथ घनिष्ठ रूप से जुड़ा हुआ है। जैसे-जैसे सबूत इकट्ठा होने लगे, आप मंत्री और दोस्तों के पक्ष में अजय के संदिग्ध फैसलों को देखकर चकित रह गए। इसके अलावा, आपको अजय के पास उसकी घोषित आय के स्रोतों से कहीं अधिक संपत्ति होने के सबूत भी मिले। जब आपने सचिव के साथ विवरण साझा किया, तो उन्होंने तुरंत आपको अजय के कार्यालय और घर की तलाशी लेने का आदेश दिया क्योंकि उनका मानना है कि अजय ही वह माध्यम है जिसके माध्यम से वे मंत्री को संदिग्ध भूमि सौदों के लिए पकड़ सकते हैं।

आप असमंजस में हैं क्योंकि आप जानते हैं कि तलाशी अभियान से अजय की प्रतिष्ठा धूमिल होगी और परिवार के लिए यह दुखद

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

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

(c) विकल्पों का विश्लेषण करने के बाद अपनी चुनी हुई कार्रवाई का चयन करें।

(d) उपरोक्त मामले में आपकी नैतिक प्रेरणा क्या होनी चाहिए? क्या यह कर्तव्य, दायित्व या परिणाम होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You and Ajay were in college together, qualified for the civil services examination, trained, and worked in the same State. Over the years, you and Ajay became good friends and colleagues. Even the families became close to the extent of taking vacations and celebrating festivals together.

Professionally, in the last 15 years, both grew, but the paths you and Ajay took differed. You kept your distance from political masters, preferred to be neutral, and refrained from being identified with any group, lobby, or ideology. But Ajay was not discreet about his leanings, and he was well-networked and connected. Because of his networking, Ajay always had postings considered "plum postings." Ajay was posted as CMD of Urban Infrastructure Projects, a high-profile Project with a huge outlay. At the same time, you were working in State Planning Commission for three years and were awaiting your promotion and new posting.

When new postings were announced, you were surprised to see your transfer to Vigilance Department. Within a month of taking charge, you were ordered by your Departmental Secretary to conduct an inquiry discreetly into land dealings involving a Minister and his family. You were strictly told to keep it discreet and not to share any information about the investigation with anybody besides the Secretary.

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As you started the inquiry, you realized Ajay was closely involved with the Minister and his deals. As evidence started piling up, you were shocked to notice Ajay's questionable decisions favoring the Minister and friends. Further, you found evidence of Ajay having assets disproportionately much higher than his declared sources of income. When you shared the details with the Secretary, he immediately ordered you to search Ajay's office and home as he believed Ajay was the medium through which they could catch the Minister for shady land deals.

You were in a bind as you knew a search operation would tarnish Ajay's reputation and be traumatic for the family.

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

(b) What are the options available to you?

(c) Select your chosen course of action after analyzing the options.

(d) What must be your moral motivation in the above case? Should it be duty, care, or consequences?

(Answer in 250 words) 20 Marks

Civil service is part of administration responsible for rule of law, social justice and policy implementation. This case indicates a dialectic situation where officials take divergent career paths due to action taken.

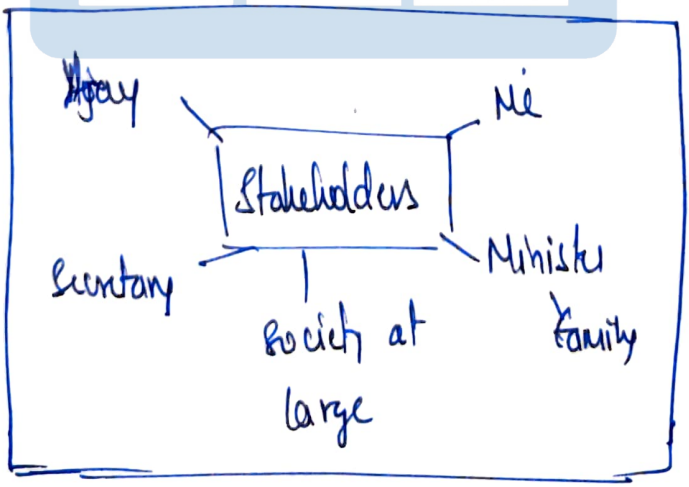


Fig. Stakeholders in the case

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(a) Ethical issues and dilemmas:-

1) Violation of cardinal principles of civil services by Ajay - integrity, transparency etc.

2) Violation of non-partisanship. Neutrality against any individuals misutilized by Ajay.

3) Corruption by Ajay through dealings with Minister

4) Friendship vs duty. The dilemma to pick one over the other.

5) Personal values vs Professional values. Kindness, affection in contrast to the application of impartiality

[b,c] Options available, evaluation:

[Option A:] Marching ahead to search Ajay's premises for concrete evidence

Merits	De-Merits
1) Standing by duty of civil servant	1) Friendship with Ajay will be fractured

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2) Upholding the values of civil servant 3) Motivation to uphold honesty, justice	2) Relation with Ajay's family will be ruptured 3) Potentially finding him innocent ⇒ ~~Crisis of~~ Guilt

Option B: Contacting ~~Impressing~~ Ajay beforehand to confirm the findings by me

Merits	De-Merits
1) Valuing friendship 2) Maintaining relationship with Ajay and family 3) Performing duty to analyze findings	1) Ajay could lie to me 2) He could hide the documents before search 3) Could be turned as ~~me~~ if I was siding with Ajay

Option C: Requesting Secretary to forward the file to others

Merits	De-Merits
1) Balancing work and friendship 2) Peace of mind	1) Crisis of Conscience 2) The respect earned will be tarnished

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Course of Action:

-i- I will pick option (A) as it is my duty to execute the values of civil services

-ii- Responsibility to uphold values of justice overcome values of friendship.

-iii- Sets the precedent that no one is spared in the name of justice and re-establishing the role of civil servants

(d) **Moral motivation in this case**

-i- As a civil servant, duty takes precedent across situations in time and space.

-ii- The maxim of 'Nishkama Karma' drives the actions of civil servant wherein ends and consequences are non-consequential.

As civil servant, it is necessary to uphold the trust in the office through transparent, accountable and responsible actions

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11. आप एक युवा पुलिस अधिकारी हैं जो अपने कुछ बैचमेट्स के साथ फील्ड ट्रेनिंग ले रहे हैं। आप और विकास एक पुलिस स्टेशन में दो सप्ताह बिता रहे हैं और फील्ड–स्तरीय पुलिसिंग की बारीकियों को सीख रहे हैं। हर दिन कुछ नया सीखने को मिलता है।

एक दोपहर स्टेशन को थोक बाजार बीट में काम करने वाले एक बीट कांस्टेबल से एक संकटपूर्ण कॉल प्राप्त हुई। व्यापारियों के दो समूहों के बीच झगड़ा शुरू हो गया और जो जल्द ही हिंसक हो गया। उन्होंने अपने सहकर्मी के साथ हस्तक्षेप करने की कोशिश की, लेकिन वे चीजों को नियंत्रण में रखने में असफल रहे। कुछ व्यापारी सिपाहियों के खिलाफ हो गये और उन्हें लोहे की छड़ों से पीटना शुरू कर दिया। कॉल तब आई जब एक कांस्टेबल के सिर पर गंभीर चोटें आईं और उसे आपातकालीन देखभाल की आवश्यकता थी।

मदद के लिए एक टीम मौके पर पहुँची और स्थिति को संभाला। जब तक टीम पहुँची, बदमाश मौके से भाग चुके थे। घायल कांस्टेबल को बेहद नाजुक हालत में अस्पताल ले जाया गया। अपने सहकर्मी को गंभीर रूप से घायल और जीवन के लिए संघर्ष करते देख, थाना क्रोधित हो गया और अपराधियों को पकड़ने के लिए दृढ़ संकल्पित हो गया।

देर शाम तक थाने की टीम ने कुछ बदमाशों को हिरासत में ले लिया, लेकिन कुछ अभी भी लापता थे। पकड़े गए बदमाशों को रात भर हिरासत में रखा गया और अगले दिन अदालत में पेश किया जाना था। उस रात आपने और विकास ने देखा कि कुछ वरिष्ठ पुलिसकर्मी अधिक जानकारी के लिए और पुलिसकर्मियों से दूर रहने का सबक सिखाने के लिए बदमाशों की जमकर पिटाई कर रहे थे। यह सब कुछ घंटों तक जारी रहा, और जब तक यह रुका, बदमाशों में से एक बुरी तरह से कांप रहा था जो कि उसे हृदय रोग के पूर्व इतिहास के कारण मामूली स्ट्रोक आया था। उसे अस्पताल ले जाया गयाय सौभाग्य से, वह बच गया। रात का घटनाक्रम मुख्यालय तक पहुँचा तो जाँच बैठाई गई।

पूछताछ के दौरान थाने में मौजूद सभी लोगों को पूछताछ के लिए बुलाया गया। उपस्थित सभी लोगों ने पिटाई को कुछ थप्पड़ों के अलावा और कुछ नहीं कहकर कम महत्त्व दिया। आपसे और विकास से भी अनौपचारिक रूप से इस घटना को कमतर करने का अनुरोध किया गया था। विकास आराम से इसे कमतर आँक रहा था, लेकिन आप असहज थे और आपको लगा कि सच्चाई से हटकर कुछ भी बोलना आपकी ईमानदारी के खिलाफ है। आप सोच रहे हैं कि क्या पुलिस सुरक्षा के लिए है, हिरासत सुरक्षा के लिए है, और जो हुआ वह दुर्व्यवहार है, सेवा मूल्यों के विरुद्ध है। आप तनाव में हैं और विकल्पों पर विचार कर रहे हैं।

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

(b) आपके अनुसार उपरोक्त मामले में सिद्धांत–उन्मुख और नियम–पालन करने वाले पुलिस कर्मियों को क्या करना चाहिए और क्यों? तर्क दीजिए।

(c) आपके अनुसार सिविल सेवा में किसे प्राथमिकता दी जानी चाहिए, विभाग के प्रति निष्ठा, या अपने निर्णयों और सेवा मूल्यों में निष्पक्ष और गैर–पक्षपातपूर्ण होना? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are a young police officer undergoing field training along with some of your batchmates. You and Vikas are spending two weeks in a police station learning the nitty gritty and nuances of field-level policing. Every day there was something new to learn.

One afternoon the Station received a distress call from a beat constable working the wholesale market beat. A quarrel had broken out between two groups of traders and which soon turned violent. He tried intervening with his colleague, but they failed to keep things in control. Some traders turned against the constables and started beating them with iron rods. The call came in when one of the constables had taken severe blows to the head, and he needed emergency attention.

A team rushed to the spot to help and take charge of the situation. By the time the team reached, the miscreants had fled the scene. The injured constable was rushed to the hospital in a very precarious

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condition. Seeing their colleague severely hurt and struggling for life, the station was enraged and determined to apprehend the culprits.

By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following day. That night you and Vikas noticed that a few senior policemen were seriously beating up the miscreants for more information and to teach them a lesson to keep off from policemen. The "treatment" continued for a few hours, and by the time it stopped, one of the miscreants was severely shaken that he had a minor stroke because of a prior history of a heart condition. He was rushed to the hospital; fortunately, he survived. When the events of the night reached HQ, an inquiry was instituted.

During the inquiry, everyone in the Station was called in for questioning. All of them present played down the beatings as few slaps and nothing more. You and Vikas were also informally requested to play down the incident. Vikas was comfortably underplaying it, but you were uncomfortable and felt it was against your integrity to speak something far from the truth. You were wondering if police are for safety, custody is for protection, and what happened was abuse which was against the service values. You were tensed and weighed the options.

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

(b) What do you think principle-oriented and rule-abiding police personnel must do in the above case? Why? Justify

(c) What do you think must assume priority in civil service, loyalty to the department, or being impartial and non-partisan in your decisions and service values?

(Answer in 250 words) 20 Marks

While police are created in independent India to protect citizens, the attitudes are derived from colonial India where people treated as subjects leading to unfortunate incidents.

Eg.: Jayaram - Bunicle case

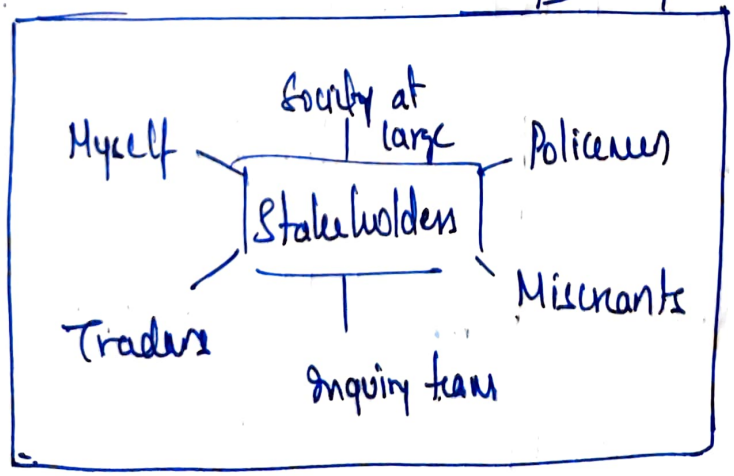


fig- Stakeholders in the case

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(a) Ethical issues in the case:-

-i- Moral responsibility of police to protect citizens has been abrogated.

-ii- Apathy by both traders and policemen in hurting/ possibly violence at others indiscriminately timely

-iii- Honesty. Policemen perpetrating violence are downplaying the incident.

-iv- Violence is seen as best medicine for revenge/ instead of justice. /judiciary. to reveal truth.

-v- Lack of absolute identification as some miscreants are missing and investigation is ongoing.

(b) The actions of police personnel in the above case:-

Action	Justification
i) Collecting evidence from crime scene through interview, surveillance	i) To identify the right set of people then to prosecute.

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2) Setting up multiple teams to catch and put them in jail	2) Following the standard operating procedures (SOPs) to ensure justice
3) fair treatment in jail and providing them in justice	3) Due process of law to enforce actions on them

(c) Priorities in civil service :-

-i- Values of civil service are being impartial, non-partisan as described in 2nd ARC

-ii- As Paul Appleby suggest public morality should be higher since it has cascading effect on public.

-iii- The role of civil servants is to serve larger public but not rule over them and non-partisan decision making provides equal justice for all.

It is to uphold the cardinal principles of justice and civil service values. to ensure trust in the office and spirit among officers.

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12. आप विदेश सेवा के एक अधिकारी हैं जो विदेश में किसी दूतावास में कार्यरत हैं। आपका एक कर्तव्य स्थानीय भारतीय समुदाय, जो देश के सबसे बडे अप्रवासी समूहों में से एक है, के साथ संपर्क स्थापित करना है।

धनी भारतीय अप्रवासियों का एक समूह अपनी भाषा और संस्कृति को बढावा देने के लिए एक पूजा स्थल और एक स्कूल बनाना चाहता है। स्कूल का उद्देश्य आप्रवासियों के बीच भारतीय संस्कृति को बढावा देने और संरक्षित करने के लिए एक केंद्र के रूप में कार्य करना है। भारतीय समुदाय के नेताओं ने भूमि अधिग्रहण के लिए सभी कानूनी प्रक्रियाओं को पूरा किया, भवन योजनाओं को नगर परिषद से मंजूरी दिलाई और सभी स्वीकृतियों के साथ, निर्माण कार्य शुरू हुआ।

निर्माण के कुछ महीनो बाद, स्थानीय लोगों ने शोर के बारे में शिकायत करना शुरू कर दिया और धीरे–धीरे एक धार्मिक संरचना के निर्माण के खिलाफ एक अभियान शुरू हो गया। स्थानीय नगर पार्षदों ने इसमें भाग लिया और यह मुद्दा उठाया कि कैसे भारतीय प्रवासियो के पास अपना सांस्कृतिक स्थान होने से अन्य आप्रवासी समुदायों की ओर से भी इसी तरह की माँग की जाएगी। और इससे विभिन्न जातीय समूहों के बीच असहिष्णुता बढ़ सकती है। स्थानीय राजनेताओं ने निर्माण को रोकने और जो कुछ भी बनाया गया था उसे ध्वस्त करने के लिए एक सार्वजनिक मुकदमा दायर किया। भारतीय समुदाय ने उनके मुकदमे का जवाब दिया और मदद के लिए दूतावास से संपर्क किया। वे चाहते थे कि राजदूत इस मुद्दे को सरकार के सामने उठाएँ।

इस बीच, राजदूत ने आपको इस मुद्दे को समझने और एक रिपोर्ट तैयार करने के लिए भारतीय समुदाय के नेताओं से मिलने के लिए नियुक्त किया। आपने समुदाय के नेताओं से मुलाकात की और पाया कि भारतीय समुदाय के प्रति स्थानीय नापसंदगी का कारण केवल अव्यक्त नस्लवाद और असहिष्णुता की अभिव्यक्ति थी। आपने राजदूत के समक्ष अपना अवलोकन प्रस्तुत किया और उनसे कुछ करने का अनुरोध किया क्योंकि भारतीय सही थे और नस्लवादी व्यवहार के शिकार हो रहे थे। बदले में, राजदूत ने उत्तर दिया कि वह स्थानीय राजनीति में नहीं पड़ना चाहते। भारतीय उस देश के नागरिक हैंय जातीयता के अलावा उनका भारत से कोई लेना–देना नहीं हैं। इसके अलावा, आने वाले हफ्तों में दोनों देशों के बीच एक महत्वपूर्ण आर्थिक समझौते पर हस्ताक्षर होने वाले हैं, और वह कुछ स्थानीय राजनीति को लेकर दोनों देशों के बीच बढ़ते संबधों को खतरे में नहीं डालना चाहते हैं। आप यह देखकर आश्चर्यचकित रह गए कि अर्थनीति को प्रवासी भारतीयों पर प्राथमिकता मिल रही है।

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

(b) क्या आप प्रवासी भारतीयों की मदद के बजाय अर्थनीति को प्राथमिकता देने के राजदूत के रुख से सहमत हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं ?

(c) दायित्व, परिणामवाद और कर्तव्य के बीच, आपके अनुसार भारतीय विदेश नीति का मार्गदर्शन करने के लिए उपयुक्त परिप्रेक्ष्य क्या है? तर्क दीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

You are a Foreign Service official working in an embassy overseas. One of your duties was to liaise with the local Indian community, one of the country's largest immigrant groups.

A group of wealthy Indian immigrants wanted to build a place of worship and a school to promote their language and culture. The school was intended to act as a center for promoting and preserving Indian culture among the immigrants. The Indian community leaders went through all the legal procedures to acquire the land, got the building plans approved by the city council, and with all the approvals in place, the construction work began.

A few months into the construction, the locals started complaining about noise, and slowly a campaign began against the construction of a religious structure. The local city councilors joined in and raised the issue of how Indian immigrants having their own cultural space will lead to a similar demand from other immigrant communities. And this may escalate intolerance among different ethnic groups. The local politicians filed a public lawsuit to halt the construction and demolish whatever was built. Indian community responded with their lawsuit and approached the embassy for help. They wanted the Ambassador to take up the issue with the government.

Meanwhile, the Ambassador deputed you to meet the Indian community leaders to understand the issue and prepare a report. You met with the community leaders and found that the reason for local antipathy towards the Indian community was just an expression of latent racism and intolerance. You presented

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your observations to the Ambassador and requested him to do something as the Indians were on the right and were being victims of racist behavior. The Ambassador, in turn, replied that he would not like to get involved in local politics. The Indians were citizens of that country; they had nothing to do with India besides ethnicity. Further, a crucial Economic agreement was about to be signed between the two countries in the coming weeks, and he did not want to jeopardize the growing relations between the two countries over some local politics. You were shocked to see economics getting priority over the diaspora.

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

(b) Do you agree with the Ambassador's position of prioritizing economics over helping the diaspora? Why/why not?

(c) Among Care, Consequentialism, and Duty, what do you think is the appropriate perspective to guide Indian Foreign policy? Justify. (Answer in 250 words) 20 Marks

Indian diaspora are spread across the world and make up significant soft-power for India. However, they are subjected to racism and intolerance across several nations, fearing for life and creating a sense of insecurity.

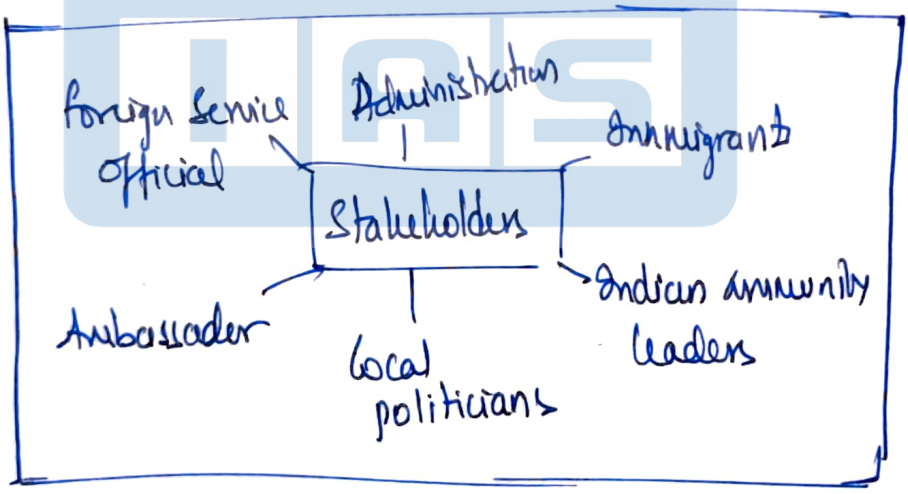


fig- Stakeholders in the case

(a) Issues involved in the cases

1) Racism - The blatant hatred towards activities

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of other groups despite scientific methods disproving the presence of "race".

2) Tolerance - Dividing the community further along ethnic lines instead of cohesive attitudes.

3) Skewed priorities. The economics are prioritised instead of human issues.

4) Avoidance of Golden rule (Bhagavan Mahabharata) - Impeding discomfort on others.

5) Lack of altruistic tendencies and looking for one's calm, peace over others struggle.

(6) The positioning of economics ~~over~~ and helping diaspora.

1) Economics over helping diaspora:

1.1) Economic deal could have been in the works for more than the construction started

1.2) Setback could erode the relations between nations that are carefully crafted.

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1.3) Highlighting this issue might delay/cancel the economic agreement.

2) Helping diaspora over economics

2.1) The situation might aggravate into physical violence

2.2) Diaspora will feel alienated if their feelings and grievances are unheard of.

2.3) Diaspora could start social media campaign which could show the administration in poor light and further impact economic signing.

(c) The role of care, consequentialism and duty to guide Indian foreign policy.

1) Indian foreign policy aspires to balance the tenets of care, consequentialism and duty.

2) Duty should be prioritised over care and consequentialism in foreign policy..

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3) It is the objectives established in the echelons., that must be reverberated by officials.

4) Establishing cordial relations are built on care and antiquentialism and yet it is the duty that drives these actions in a periodic-manner instead of event-oriented or episodic manner.

While racism against diaspora and economic agreements are sensitive and important topics, efforts must be made in duty-bound manner to achieve normalcy in both situations