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(To be filled by candidate)

Name of Candidate : JAHNAVI

Roll No. : PTTP 22 1071

Registration Number : ..... Date of Examination : 3/9/23

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. : .....

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)
Not able to complete exam on time. Taking alot of time in initial few ques & will ~~reduce~~ not filling entire two pages have negative impact? Any other suggestions?

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
4. (c)	17			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	37			
10.	42			
11.	47			
12.	52			
Grand Total				

Signature

MACRO COMMENTS

IMPORTANT INSTRUCTIONS

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DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any leaves from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

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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

state - citizen have a social contract (Thomas Hobbes) wherein state has power over citizens for protecting their rights. This aligns with Indian concept of 'giving it back'.

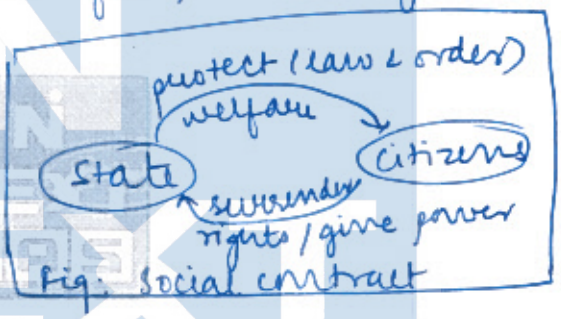


Fig: Social contract

State must treat its subjects like its children and always work for their welfare (King Ashoka). Thus historically seen.

This is taken up by leaders like Mahatma Gandhi in his trusteeship model - where rich hold wealth in trust and use it to give back to society. Also he forewarded the idea of 'turning the other cheek'.

Also, philosophically 'giving back' - part of 'theory of karma'.

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Thus every action (positive or negative) has equal & consequitive reaction. Also seen in concept of 'daan', 'zakat (in Muslims), etc.

Relevance for civil services (CS) -

(1) compassion to vulnerable section
Eg - SR Shankaran (called people's DM) - worked for indigenous communities.

(2) Prevents corruption - as goes against conscience → promotes transparency
Eg - Usugamya revealed assets on ~~before~~ website before any obligations.

(3) Team spirit (esprit decorps) - by giving back support & help.
Eg - entire team of chandrayaan 3 celebrated.

By visiting orphanage, nudging to give 2% salary, promoting religious organisations (Gurudwara - langar), one can further 'giving back' concept.

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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

Bureaucracy is defined by weberian 'steel frame' structure and since we live in welfare state, public service takes place within this structure.

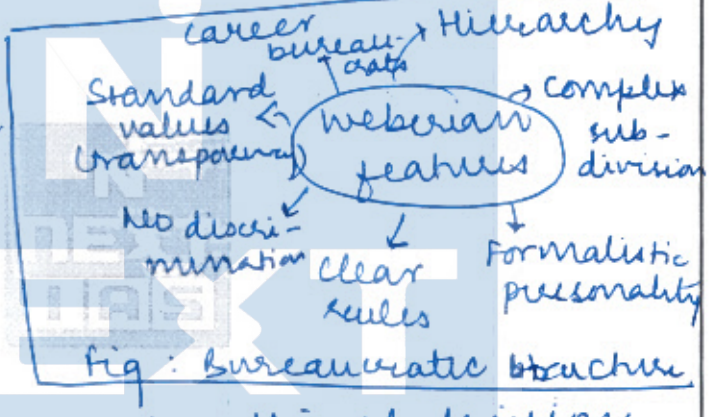


fig: Bureaucratic structure

'Governance is a moral issue and government officials are moral agents'.

Thus they have to take ethical decisions.

Influences that impact such ethical decision-making -

① **Leader** of organisation - and the role/example set by them.

Eg - K. Sivan took responsibility of failure of chandrayaan 2, while success to all - ISRO culture.

② **Religious** values - defining individual morality. Eg - 'do only that which

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you can show to God' maxim of Sikhism

③ Laws & rules - giving clear priorities & patterns.
Eg - in choosing ~~suppl~~ contracts, awardees (objective criteria)

④ Political leader - as responsible to them.
Eg - priority to Swacch Bharat abhiyan, women issues, etc.

⑤ Societal expectations -
expected to help ~~et~~ vulnerable first
Thus seperate line for women, old age
Eg - seats reserved in metro.

⑥ values - like objectivity, non-partisanship, impartiality, etc.
Eg - in transfer postings.

Challenges
→ ① political pressure
→ ② corrupt work culture
→ ③ No incentive to be ethical
→ ④ punishment for being ethical (Satyendra Dubey killed in Golden Quadilateral whistleblowing)
→ ⑤ societal acceptance of bribery.

Thus by providing incentives to ethical behaviour like 360° evaluation, special promotions, etc. can promote ethics in public service.

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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 refers to those standards of right & wrong, provided to us by external source (society, religion). Not following them leads to dissonance, ostricization, etc

Eg - touching elders feet, respecting women, etc

Integrity refers to adhering to some given set of values such as compassion, empathy, dependibility, respect, etc. It is when what you think, what you say & what you do are in harmony.

Eg - Mukhangini DM - child's delivery not in private but in government hospital.

Ethics and integrity feed into one another.

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Ethics —give value seems→ Integrity

challenges reinforces.

Ethics → integrity

① Truthfulness - 'Honesty as highest virtue' seen in society

↳ ↑ transparency, probity

(Eg - online assets, RTI, GST &, E shreedharan (metro man)

② compassion (ethic) Harshika Singh Mandla (MP)

↳ Eg - DM worked on female literacy

Integrity → ethics

① challenged by integrity of ⊕ leaders

Eg - Sati (ethics) challenged by Raja rammohan roy's integrity

- Ishwar chandra on women's education

② Individuals work reinforce ethics.

Eg - laws like maintainence of parents & older people act.

Thus ethics must be promoted as 'without ethics, a man is like a beast loosened upon this world' - Albert camus

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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 behaviour refers to those acts of a person which is guided by ethical attitudes he/she holds.

Eg - helping old women cross street

Emotionally intelligent (EI) behaviour are those guided by strong EI component a person has.

EI is the ability of a person to use reasons in emotions and to use emotions in reasoning.

Eg - using logic/emotions to calm crowd (Agnipath students - reminding of hardwork they have done)

EI components that guide ethical behaviour are -

① Recognising emotions in people and taking decisions accordingly.

Eg - police use firing, tear gas, lathi charge or persuasion depends on emotions

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② **Recognising self potential** - for realistic goal-setting and not face failures in life.

Eg - Hitler over-estimated in potential in art → resentment.

- Kota students suicide as over-estimation

③ **Managing relations** - useful to know what is appropriate when.

Eg - Banaras sankat mochan bomb blasts 2006 - religious leaders of both communities came forward to calm situation.

④ **Motivation** - to self and others.

Eg - 'coffee with collector' initiative in Dantewada (Odisha) - help in choosing career.

~~EI is better than IQ~~ ~~not integer~~

EI is not win of ~~head~~ heart over head but a unique integration of both leading to ethical behaviour.

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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 हैं? 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

~~Morality~~ &

Virtue like happiness must be desired for itself' - Aristotle. Virtues however denot alone lead to happiness. To achieve that 'summum bonum', one needs integration of duties to good will.

Duty importance in morality -

① **Sense of purpose** - to people, to direct their energy.

Eg - rehabilitation programs in jails to give moral aspects.

② **Supports family** -

Duty of father, mother towards child & helps build next generation

③ **Builds resilience** - to face difficult challenges.

Eg - Indian spies risking life for duty (Ajit Doval)

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④ Ultimate sacrifice → to protect national sovereignity.
Eg - captain Vikram Batra.

Sympathetic feelings / good will → morality

① Sense of community
↳ support each other Eg - COVID donations
- Narayanrao Babadhkar, sacrified his ventilator machine for younger person in MP during COVID crisis

② Weakest protected
↳ police supporting Dalit's riding horse → going beyond duty to ensure no issues.

③ Environmental justice
↳ concepts like CBDR, polluter pay when recognise problems.

④ Animal welfare - 'I judge the greatness of nation by how its animals are treated' - Gandhiji

Thus both duty & good will essential to build a moral, just, caring society & establish 'Ram Rajya' as Gandhiji envisioned

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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

The biggest manifestation of absence of ethics is corruption' - ARC 2 Thus to ensure integrity & no corruption in public life, need to infuse integrity & ethics. Here role of higher educational institutions can be instrumental -

1. formative years (adolescent age)
2. ~~Diff~~ Exposed to different ideologies for first-time.
3. Introduced to university politics
4. Cradle of leadership development
   ↳ political culture impacted (eg - ABVP → BJP)
5. outside family for first time → need ~~not~~ to develop strong internal compas of integrity.
6. leadership role of teachers, seniors, etc

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Challenges

① Politicisation of campus (Eg - Anti Brahmin slogan in JNU)

② corruption to get in. (Eg - medical seat bribery)

③ universities being intolerant to social discussions (Eg - S. Asian university's undertaking of no agitations, etc.

④ Issues like ragging (Jadhavpur university case), discrimination (IIT Bombay - Solanki case)

To develop values in youth for corruption free political environment & integrity

- Transparent elections
- anti-discrimination guidelines (IIT Bombay)
- Reward integrity (fest leader)
- Teacher-student bond (open to discuss)
- Strict anti-corruption measures.
- Bring in inspiring leaders (Dr. Kalam used to visit many)

Thus like a ~~bee~~ 'caterpillar turned into butterfly', these higher education institutions can help bring youth out of their cocoon.

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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 quote is close to analogy of 'I think therefore I am' of Descarte, as he stated that senses are not true indicators of what is out there. senses may deceive a person and thus to trust them completely would not be prudent.

Relevance -

① Fake news - being spread - can see through eyes - but maybe false
Eg - Manipur sexual abuse after fake news of abuse of women of other community

② Deepfakes - videos morphed becoming too close to reality, need to be discerned through thinking.
Eg - Mark Zukerberg's video of him overtaking world.

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③ Judiciary - often face cases where truth is elaborately hidden.

Eg - Arushi - Talwar murder case → need rationality + senses to solve.

④ Spiritual / religious experiences

↳ can't be seen but felt.

Eg - Buddha's transformation

Thus essential that we rationality to fill gaps in what senses can't perceive.

Rationality → wisdom → right decisions → harmony → happiness

Thus the amalgamation of rationality & senses needed.

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(b) "सार्वजनिक मामलों के प्रति उदासीनता के लिए अच्छे लोगों को जो कीमत चुकानी पड़ती 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

Aristotle stated that one must ~~be~~ inculcate political atlitude and take actine participation of in politics otherwise they will be ruled by evil men.

Relevance -

(1) Rise of authoritarian powers
Eg - china's Xi Jinping, Russia's Putin, Niger's recent coup rise of General Ichtiem.

(2) No support to democratic rallies
Eg - in Hongkong though 80% were supportive of ~~opposition~~ revolution not

(3) Democratic slip prementum -
Eg - Israel's protests against judicial reforms to protect democracy

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(4) Rise of ethical leaders against unethical ones —

↳ Eg - Indian leaders like Nehru, Gandhi, Patel, against Britishers when political attitude developed in India.

(5) Relevant issues taken up —

↳ focus on development (not identity politics) - 'Sabka Sath, Sabka Vikas' follow.

However, in already authoritarian societies use of force (China Tiannmen square massacre), indoctrination (North Korea), abuse (Saudi's human rights), neo colonial attitudes leading to strongmen support (Niger, Gabon), ~~and~~ can limit what good men can do.

Thus need courage & remember - 'It is better to live like a lion one day, than die like a sheep thousand times' - Tipu Sultan

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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

'Humanity is not being human but being humane'. Often men turn inhuman & wolf-like. They let their inner animal over morality & reduce to 'dog eat dog' world situation.

Seen in -

① Rising rape cases - 26% rise from last year.

② Sexual abuse - Manipur case

③ wars - Ukraine - Russia (Bucha massacre - Nagorno Karabakh region

④ Discrimination -
↳ Boy in Jalore, Rajasthan died because he touched 'upper' caste pot.

⑤ Apathy to poor
Eg - skyscrapers & slums side by side (Mumbai)

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⑥ Colonialism - Jallianwala bagh incident.
↳ Bengal famine - constructed one. (2 mn died)

To ensure this doesn't happen -

① value education - 'knowledge is 1st virtue' (Socrates)

② Role of role models - Lee Kuan Yu, Singapore

③ Strict criminal justice system
↳ strictly action
Eg - Atiq Ahmed 1st murder at 16 age
↳ could have been stopped then.

④ Religious morality rise
↳ common brotherhood, fraternity

Thus with this humanity can be restored.

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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 (CS) are the permanent executive that forms the backbone of governance in India.

Self interested → professional work
→ only source of money
→ life long career.

service ethos → serve public selflessly
→ constitutional obligation
→ nature of service.

Possible to reconcile two -

Enlightened self interest

① ~~Altruistic ego~~
↳ realising our interest in ~~the~~ when interest of others upheld

Eg - ~~security~~ law & order → protect our family too

② Self interest in other rewards
↳ happiness by helping others.
↳ Blessings of people

Candidates must not write on this margin

↳ larger social network.

↳ Respect from society

↳ As role model for family.

③ **Sense of purpose** in job

↳ undertake changes / transformation

Eg - Mission Shakti - women empowerment

↳ develop community.

When not reconciled leads to corruption, dissatisfaction, poor service delivery, etc.

Thus need to build positive work culture, incentivise other aspects to help us reconcile.

Candidates must not write on this margin

(b) "जिस तरह करुणा के बिना सक्षमता निष्ठुर और अमानवीय हो सकती हैय ऐसी 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

'A would without ethics is like a bottomless pit' - Geeta. ~~However~~

Thus ethics needed in public service. However, 'ethical officer without skill, is like a solidier without gun'.

competence without compassion brutal

① PDS - aadhar linkage efficient however not giving ration as finger prints didnt match leading to starvation death → Jharkhand

② Teachers - heavy burden on children ~~to~~ if discrimination then -ve life long impact

Eg - Rajasthan - child ~~died~~ suicide due to harassment by ~~teacher~~ teacher

- Muzaffarnagar - teacher asking others to beat a minority kid

Candidates must not write on this margin

(3)

Comparison with out competence meaniples

(1)

Candidates must not write on this margin

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

Injustice anywhere is threat to justice everywhere'. Recent cases of Ukraine-Russia war, Nagarno-Karabakh war, Israel-Gaza conflict, coups in Niger, etc. have questioned the moral implications on foreigners.

Moral demands generated	Not generated
• Common good & peace hurt	• Limited resources to use
• Help fellow human beings	• Fuel war industry
• Injustice prevail	• Different regimes
• Just war theory upheld (Thomas Aquinas)	• May create nationalism impact
• Promote strong men across world (eg coup in Gabon as nothing done in Niger)	• Neo-colonialism issue

Candidates must not write on this margin

Moral demands → feed hungry
→ Interfere when human rights hurt
→ Fiscal support.

Justified as → Part of one earth = one family (vasudhaiva kutumbkam)
→ Positive for all (multiplier effect)
Eg - ↑ prosperity → ↑ demand
↑ goods
→ colonial baggage (justice to they - as grew due to exploitation)

Governments ~~as~~ should be held morally responsible - Eg - vaccine nationalism of west made Africa suffer. However practically doing so not possible without interfering in sovereignty, and fuelling instability

Thus countries must come forward themselves to promote 'global good'

Candidates must not write on this margin

(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

Management in government department involves – optimum utilization of resources, supporting honest officials, punishing corrupt ones, quick grievance redressal, etc.

Ethical misconduct – a departmental issue –

↳ New probationers – inducted into it

↳ staff not supportive

↳ limited resources – use own money for public work → corruption

↳ Demands of seniors → money to felicitate, hold ceremonies, etc. → corruption

↳ The work culture of a company

Candidates must not write on this margin

determined by the ~~worst behaviour~~ its leader is willing to tolerate'.

Ethical misconduct an individual issue

↳ can resist temptation of money
↳ crony capitalism seen Eg - Ponzi Singhal-IAS (200 cr property)
↳ leaders themselves corrupt
↳ trickles down.

Thus leaders must create ethical work culture by
- probity
- 360° evaluation
- objectivity in HR
- use technology
- grievance redressal.

while also recruiting people with strong will power
- psychometric tests
- GS4 (ethics) exam training for it

with these ethical system can be developed.

Candidates must not write on this margin

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 पड़ोसी 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 दृढ़तापूर्वक 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 बढ़ावा 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?

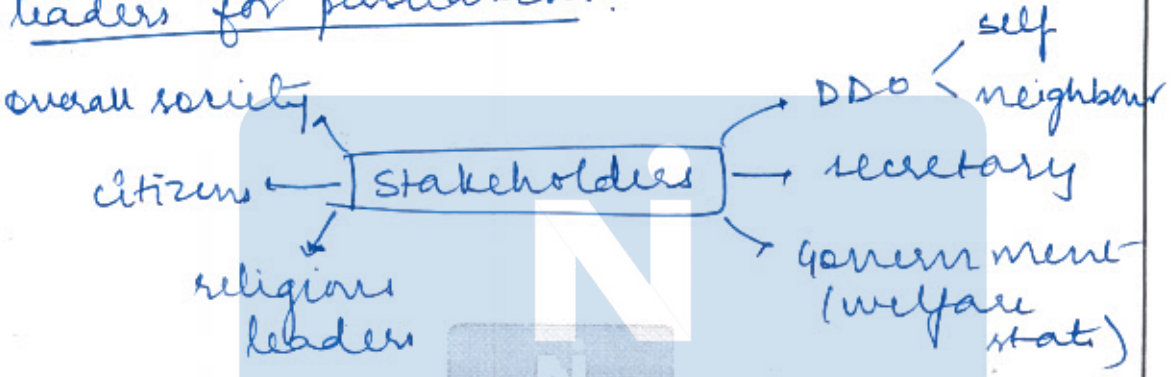
Candidates must not write on this margin

(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

The case involves ~~inter~~ delimma over intermingling of faith in welfare state and extend of use of religious leaders for persuasion.



(a) Issues involved in case —

1. Duty as DDO to promote welfare.
2. Welfare state failure [low literacy / poor health
3. Role of myths in defining behaviour
4. Lack of scientific temper in people
5. Science application gap seen.
6. Inability of frontline workers to do their jobs - resistance faced.
7. Influence (more than just in religion) of faith leaders.
8. Ethicality of persuasion.

Candidates must not write on this margin

⑨ Extend of using faith leaders in service schemes.

(b) Faith leaders as influencers.

Advantages

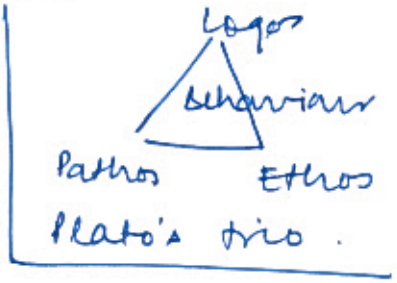
- ① Positive influence on people.
- ② social capital generated by them used
- ③ Effective public delivery of social goods.
- ④ cross-sectional collaboration of leaders (administrative & religious) for welfare.

Disadvantages

- ① overemphasis on religion
- ② Secularism principle – religion in public life be avoided – seperation of state.
- ③ Opportunity to develop scientific temper lost
- ④ Perpetuates dependence on religion
- ⑤ Exclusion error – if leader of only one community sought.

Candidates must not write on this margin

(✓) Other ways to break behaviour barriers -



Plato's trio.

① Emotionally influencing them by -

↳ Impact of ignoring health services on their children highlighted - through audio-video message.

↳ Movies highlighting same should be shown.

② Intellectual influence

↳ Giving explanation

↳ Statistics of other villages & how it improved post using ~~Leading members~~ services.

↳ collaborate with doctors, scientists

③ Behaviour influence

↳ Bring other members & get them vaccinated in front of people

↳ Get self vaccinated, use medicines & create trust.

↳ Incentives for same be given (Abhijeet Banerjee - Poor economics)

Candidates must not write on this margin

(d)

Ethically involving faith leaders is right as -

↳ India, a religious society - a reality that shouldn't be ignored

↳ warm relations - help in crisis as well

↳ Utilitarian principle → end of welfare state fulfilled.

↳ ~~Virtues ethic~~ public good ~~of~~ health, services, harmony maintained.

However over emphasis on it must be avoided and other methods must be simultaneously used as well.

Candidates must not write on this margin

8. 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 शिकायतों का निपटान करती है. इसलिए प्रतिदिन भारी मात्रा में सार्वजनिक व्यवहार होता है। कभी–कभी एजेंसी के अधिकारियों को नियमित कार्यालय का काम पूरा करने के लिए कार्यालय समय से परे काम करना पड़ता है, क्योंकि सार्वजनिक व्यवहार में कार्यालय के अधिकांश घंटे लग जाते हैं। कर्मचारी अतिरिक्त काम करने से नाखुश थे क्योंकि उन्हें कोई ओवरटाइम भुगतान नहीं 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 हैं। मुखिया के रूप में आपने उन्हें चेतावनी दी, परंतु उनके कार्यकारी दृष्टिकोण में कोई उल्लेखनीय परिवर्तन नहीं आया। आपकी समस्या को और बढ़ाने 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?

Candidates must not write on this margin

(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

work culture and its impact on employees and other involved is an ethical issue. excessive working hours ~~leads to~~ ~~[illegible]~~ has several repercussions on one's behaviour. The case deals with these repercussions.

(a) **Issues involved** –

1. Large workload in grievance redressal
2. scarce resources leading to undue pressure on few.
3. No extra pay for extra work
4. work - life balance disrupted
5. Lackadisical attitude at HQ
6. Behaviour getting unethical due to time paucity, irritation
7. Inherent biases coming out.
8. HQ not realising the root cause of problems.
9. Need to create respectful environment but inability to support staff

Candidates must not write on this margin

(iii) Laws (no extra pay) creating hinderance in quality service delivery.

(b) Action options available -

Option 1 - firing the 4 employees and finding a substitutes as the 4 were spoiling work culture ~~& etc~~

Option 2 - highlighting issue of excess work linked to this issue to HQ & then asking - reinforcement (more staff), law changes (extra pay) or technology infusion (chatbot)

Option 3 - highlighting issue to public, optimising, etc
- more ~~investment~~ informal support (games, team goals, etc.) to workers → positive environment

(c) Option 4

Pro	**Con**
• Establish authority	• Morale of others down
• Grievance redressal	• Injustice to those 4

Candidates must not write on this margin

Option 2

+ve	-ve
• May see reasoning • In line with public-employee welfare	• May lead to nothing • Scarce resources • continued lackadisical attitude • Issue of those 4 still present

Option 3 -

+ve	-ve
• ~~Use~~ Frugality • Team spirit ↑	• Issues remain

I will choose to press on option 2, while doing option 3 as well ~~as~~ in meantime; so that both internal changes & external support helps.

(d)

Dignity is sense of self respect, self worth of a person. This however gets developed through one's character, how one holds in crucial moments, how public percieve them, etc.

Candidates must not write on this margin

Human dignity	Social dignity
Inherent.	Cultivated.
Due to being born as human (universal declaration of human rights)	Due to one's standing in society (Eg - teacher, doctor)
Eg - R. to eat, equality, respect	Eg - ~~Equality~~ as guest- lecturer, leaders etc.

Common dignity violations in government

1. Staff misused, abused by officer
2. Casual sexism
3. High handedness of seniors
4. Making people wait unnecessarily
5. Not being there ~~when~~ ~~called~~ even after prior ~~meet~~ date given, etc.

Candidates must not write on this margin

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 दीं 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 शामिल 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

Candidates must not write on this margin

The case involves pharmaceutical companies stretching supply ~~of~~ to fulfill growing demand while compromising safety & laws leading to tragedy.

(a) **Ethical issues** -

- Liability of pharmaceutical companies to check their suppliers facilities
- Business model that keep contract without such liabilities
- Profit by supplying ~~to~~ seen as supreme (ethical fading)
- R. to life of labourers hurt
- Rule of law hurt - labour & safety law
- R. to life of consumers hurt - poor safety norms.
- Repatriation seen as enough for human life's lost
- Denial of any liability by big pharma (Moral myopia)
- Poverty ~~to~~ spiral → poor depend on generic medicines → poor quality
  → poor labourers hurt/died.

Candidates must not write on this margin

(b) Companies position's ethical analysis

should pay	should'nt pay
• R. to life of labourers hurt.	• Business models ↳ not legally required to pay
• Moral responsibility towards society	• Pandora's box ↳ many such lawsuits may occur
• Repute for company ↳ good will ↳ profits in long term	• Profitability of company hurts
• Social justice	• Reputation hurt if not handled properly.
• common good & social trust in ~~co~~ company ↑.	• free market mechanism doesn't require it to pay.
• Rule of law upheld	
• demonstration effect for other companies.	
• Ethical funding high → can use to expand	

company 'should pay' as it will benefit these labourer's families, society & its profit in long term

Candidates must not write on this margin

(c)

Moral responsibility is when ~~company's~~ there is no direct accountability i.e. enforcement, punishment, etc. however there is involvement & conscience knows that you are responsible.

Becomes morally responsible –

(1) One's action – directly or indirectly influence others.

(2) Other party vulnerable / can't protect self
eg – teachers for children even after school

(3) Conscience tells so.

(4) Have power → 'with great power comes great responsibilities'

Thus company should accept its moral responsibility

~~Harsh~~ 'Profitability & morality are not antagonistic. Infact that's the only way of long term profit' – Ford.

Candidates must not write on this margin



Candidates must not write on this margin

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.

Candidates must not write on this margin

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

The case involves bureaucratic - political nexus leading to corruption and dealing with same when personal relations involved

a) Ethical issues & dilemmas

- ① Non partisanship lost
- ② corruption - disproportionate assets.
- ③ Personal bonds vs professional duty
- ④ 'Plum postings' given to 'well connected'
- ⑤ 'questionable decisions' of Ajay
  - ↳ unethical decision making of civil servant (CS)
- ⑥ Public trust in CS broken
- ⑦ Minister & family - trust as leader broken
- ⑧ Potential conflict of interest

Candidates must not write on this margin

b) Options -

(1) Recuse from case telling secretary about personal relations involved & potential conflict of interest (family relations)

(2) conduct raid, upholding duties above everything else.

(3) Help Ajay by leaking about impending raid - protecting friend & his family & also his image.

(4) Option 1

+ve	-ve
• Save self from getting personally involved • Family relations saved	• Dereliction of duty • Public trust hurt • May not save relation - as they will see who started the case & didn't inform.

Candidates must not write on this margin

Option 2

+ve	-ve
• Expose nexus • Strengthen anti-corruption drive • May reveal huge corruption - save public exchequer. • Appreciation for being honest self	• Personal life impacted • Duty as friend hurt.

Option 3 –

+ve	-ve
Duty as friend ↑	• compromise public trust • Hurt public exchequer • Against conscience • ~~Ma~~ Makes me complicit in crime. • Lifetime of honest reputation hurt.

Will choose option 2 as it will ensure that justice prevails, while upholding

Candidates must not write on this margin

my own obligations, duties.

d) Moral motivation in above case would be duty & not –

Care – would lead to care of one over several
prepetrate nexus
against morals, duties, etc.

Consequence – unknown
deontological – means > ends
dont know how to handle.

Thus moral motivation must be one of duty that prevails.

Candidates must not write on this margin

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

Candidates must not write on this margin

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

Police torture & violence in police station is a serious issue highlighted by ~~Too~~ recent TN case where an IPS officer was involved in brutally torturing people. There is urgent need to address the issue whatever be the causes.

(a) **Ethical issues** -

(1) violence being resorted to, to settle disputes

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② Fear of law less → beating constable

③ Police excesses → to instill fear

④ Police brutality → to extract information

⑤ Rule of law hurt

⑥ Acceptance of such excesses by everyone in police station (Moral muteness)

⑦ Vivas - a young trainee officer ready to be complicit → morality of young recruits expected to be high

⑧ Right to life of those arrested hurt

(b) Rule abiding police personnel must -

① Prevented such brutal 'treatments'

② Report truthfully on who was involved in same

③ work on finding culprit to ensure justice to fellow ~~police~~ constable.

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Reason -

↳ creates negative public image → hurts in long run.

↳ Rule of law - noone above law.

↳ If law protecters will break law, then noone is safe in society' - SC in Dalqu case (Maharashtra)

↳ work culture vitiated.

↳ Quick justice delivery needed.

(c) Priority should be - Department then self. Eg - (bias to India not world peace by soldier)

However in most cases - positive, non-partisan, impartial decisions are in favour of department & departmental loyalty is not loyalty to people in it but to the institute - where long term

Candidates must not write on this margin

benefit lies in speaking the truth.

Thus two are not mutually exclusive but in rare cases where they are institutions will come first as my judgement may be myopic (may seem right at time) but wrong overall. To overcome such doubts resort to → deontology, value ethics, constitutional values, etc to seek guidance.

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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 बड़े अप्रवासी समूहों में से एक है, के साथ संपर्क स्थापित करना है।

धनी भारतीय अप्रवासियों का एक समूह अपनी भाषा और संस्कृति को बढ़ावा देने के लिए एक पूजा स्थल और एक स्कूल बनाना चाहता है। स्कूल का उद्देश्य आप्रवासियों के बीच भारतीय संस्कृति को बढ़ावा 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 महीनों 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 प्रवासियों 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 संबंधों 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

a) Issues involved -

1. Latent racism against Indian diaspora.
2. Local political leaders promoting same.
3. Intolerance in society over minorities cultural spaces.
4. India's interest in economic deal
5. Ambassador's limitation on involvement in local politics and duty to Indian citizens first
6. economics being put over diaspora
7. International ethics
8. support needed by diaspora abroad.

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Yes, I agree with ambassador -

↳ Primary duty → positive relations between countries

↳ support Indian citizens (economic deal will bring jobs to many in India)

↳ Rich community having influence must come together & sort issues

↳ International issues if local politics involvement happens.

↳ Diaspora support be given howerby -

↳ take up the issue informally with leaders involved.

↳ support diaspora leaders infomally form a pressure group.

↳ Need to create positive reception to Indian culture.

↳ Hold cultural fests, etc to have warmth

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(c) All the three are needed to guide IAs. It depends on situation to which it is being applied –

(1) care – for diaspora in need.
  └ for people back home

(2) consequentialism – for ~~so~~ sovereignity / security of country / large deals involved

(3) duty – overall guidance by it.

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Space for Rough Work



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Space for Rough Work

NEXT IAS