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NEXT IAS

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(To be filled by candidate)

Name of Candidate : ARYAN SHARMA

NEXT IAS Roll No.: A1M24GCL1006 (GSPM23B13100) Date of Examination : 03-09-2023

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☑

Test Code : TC054 Program : SLT ☐ SLT+ ☑

MAIN TEST SERIES 2023
(SECTIONAL TEST-8)

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

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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)

[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			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	38			
10.	43			
11.	48			
12.	53			
Grand Total				

Signature

MACRO COMMENTS

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

1. (a) "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

Indian history has been full of ethical values and 'giving it back" is seen among scriptures of Geeta to Vedas and Upnishads.

Concept of "giving it back":-

↳ It is related to the concept of reciprocity when the recieving party is assumed to return the favours as it recieved or in multifold way.

↳ It also relates to concept of 'Daan' and 'Altruism' as observed in the Sikhism also eg: LANGAR.

↳ It ensures that society lives in harmony

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maintaing social fabic, tolerance and upholding respect for each other. Example:

↳ 12th Rock edict of Ashoka mentions respecting others religion

↳ Brihadaranyak Upnishad — Dama (self control) / Daya (charity).

Guiding value for civil servants — Relevance :—

- Power assumed by them must be ensured in public welfare upholding democratic attitude.
- Consequentialst also says to uphold utilitarian principle which can be alone by upholding "giving it back"
- Towards subaltern section
- Proper fund management
- Public goods for all.

Indian values are central to civil servants as also seen while drafting of "Mission Karmyogi"

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1. (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 refers to making sure that goods and services are delivered in a quick and positive way without any discrepancy to all people / citizens.

Bureaucratic structure :-

- **Authority clear lines** → helps to maintain discipline through organisation and thus effective decision making
- **Value Standardisation** → Assured through various codes which are central for efficient working
- **Accountability** → makes sure that public functions are performed transparently and timely

Influences for ethical decision making :-

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(1) Role models :— This could be great historians, or examply leaders. Eg: APJ Abdul Kalam. and Swami Vivekanand for youth. (Tolerant approach)

(2) Other civil servants :— Past civil servants could be a source of motivation Eg: TH Sheshan for electoral reforms.

(3) Family and education :— Values inculcated during socialization could instill ethical values. Eg: IAS Sakshi Sanghney recently credited her mother in an interview for her ethical behaviour during Kerala floods.

(4) Past experiences :— Sometimes past experience ensures people inculcated with values of Compassion Eg: Karna in Mahabharata.

Various influences play a major role, thus ensuring public servants works towards citizen centric governance.

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2. (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 services is one of strongest pillars of Indian democracy where civil servants join for different reasons but make ensure that they are responsible in good governance.

Career focused civil servants :-

↳ Joining for better job → Ensures job security → Good relations with family ← Quality of life is better.

Serve public interest selflessly :-

↳ Public interest at forefront → own life may have some issues due to it → own life quality turns decreases ← But ensures public don't suffer.

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Reconciliation of career and service obligation :-

Possible

- Strong ethical values and ensuring transparency in working
- Emotional intelligence (EI)
- Working good life and work balance.
- Honesty and accountability along with empathy & compassion

Not possible

- More tilted towards any one side may due to lack of EI.
- Keeping personal interest over one's professional one and indulging in corrupt practice
- Lack of ethical competency.
- Empathy biasness.

Though career growth and service obligation sometimes become difficult, but at normal times and upholding morality and integrity it form a circle thus complementing each other as service obligated officials are rewarded thus ensuring a good career.

Upholding values & could ensure both.

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2. (b) "जिस तरह करुणा के बिना सक्षमता निष्ठुर और अमानवीय हो सकती है, 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 (Intelligence) without compassion is blunt
Compassion without competence is numb"
— Bhagvad Geeta

Competence and compassion may appear on opposite sides but both are crutial to ensure a trust based governance upholding citizen centric approach.

Competence without compassion = Brutal and Inhumane

↳ Competent officials hold office due to their skills but lack of compassion makes them blind towards human dignity.

eg: SP Balveer Singh (TN) uprooted the teeth during custodial torture

* Tripura DM misbehaving with guests at marriage.

Candidates must not write on this margin

* Recent Suspension of Goa DM for misbehaving with girl
* Tribal girl 6-yr old died due to non-availability of Ration Card.

Compassion without Competence = Meaningless

↳ Resources lie at the behest of ensuring public service delivery as mentioned that, "Artha (Economy) is sine qua non for good governance" by Chanakya.

Examples :-

* Some public officials were compassionate towards 3rd gender but unlike 2014 case, they are not recognised as the transgenders for whatever happened in history". CJI said, "we are sorry for
* Competency is not only with resources but also due to lack of Courage, fortitude some officials are not able to take such steps.

Compassion and competency both lies at the root of free. of good governance — Buddha.

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3. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss.
(Answer in 150 words) 10 Marks

Morality is a set of codes engraved in person's mind which helps him in ethical decision making. and loyalty is further ensured through displaying moral behaviour.

Public service requires :—

Morality towards
- Vulnerable
- Public
- Ownself
- Department

Legal towards
- Constitution
- Department
- Nation.
- Political leaders.

Loyalty as in different modes :—

Conclusion

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1) **Constitution** :- Constitution as said supreme law, loyalty is must to ensure Civic duty upholding women dignity, environment protection (Article 48A), and many other provisions.

2) **Laws** :- Loyalty towards law for wherever sections such as Protection of Civil Rights Act, SC/ST prevention of atrocities 1989 etc.

3) **Ethical principles** :- Ethical principles like accountability, non partisan ship, transparency are at the core of public servant.

Among three, Constitutional loyalty acquire primary as it is fundamental law of land and makes ensure we repect security and sovereignty of nation

As PM said, "Nation first and always first", it could be guiding light for officials.

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3. (b) "सत्यनिष्ठा पर आधारित सविनय अवज्ञा" से आप क्या समझते हैं? क्या आपको लगता है कि व्यक्तिगत सत्यनिष्ठा को चुनौती देना सिविल सेवाओं में जिम्मेदार अवज्ञा का न्यायसंगत कारण हो सकता है? व्याख्या कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by "integrity-based civil disobedience"? Do you think a challenge to personal integrity can be a justifiable cause for responsible disobedience in civil services? Explain.
(Answer in 150 words) 10 Marks

"Integrity is when no one is watching you"
— CE Lewis.

Integrity is one of five principles stressed by President in her inagural speach.

Integrity based civil disobedience :-

Situation :- Any action → Against the integrity of a official / citizen

May lead to conscience crisis for official → Thus not following that action path → Disobedience

A challenge to personal integrity as a cause for responsible disobedience :-

Candidates must not write on this margin

Responsible disobedience is not following the orders of a senior when official feel that they may cause harm to anyone or to society at large.

Justified when

- Any order harms social good
  eg:- Clearing slums
- Fast clearance to highway projects without assesment
- Unexpectedly action.
- Performed for personal gains
  eg:- allocating contracts mines to relatives.
- Discrepancy in social welfare scheme implementation

Not justified when

- Officer who is doing disobedience is having personal matter involved eg:- His own
- Community may loose if he follows order
- Just to portray himself as agent of change.
- Proper reports are not scrutinised

Thus responsible disobedience requires case to case basic scrutiny, otherwise it may lead to institutional decay.

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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

Emotional intelligence refers to understanding one's own emotion as well as others and differentiating between them.

Meaning of quotation :—

Senses deceive time to time

H. Truman said "Trust but verify" when this is not followed, we blindly follow our senses says leading to deceived.

Accepting the facts as they are without fact checking (Lack of integrity)

Senses derived from emotion

Negative

Emotions

Experience (Bad)

Senses

May be deceived

Candidates must not write on this margin

Why not to trust wholly!-

↳ Due to world increasingly, being individualistic trust wholly is tough in these situations.

↳ further decievement may cause another loss which could be greater than the first one

↳ Erosion of trust has already taken place.

Sometimes can be trusted

- If the person had accepted the mistake
- Undertaking the under-lying situation carefully.

- Social & Interpersonal capital increases
- So that positive relations could be built.

* Senses can be a great guide for a person to make decision in future, but they must be guided with rationality & objectivity.

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4. (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

The above quote deals with the issue of how powerful men rules the citizens by acquiring power through unlawful means.

Price good men pay for indifference :-

↳ Suffer due to less resource allocation.

Eg: 1% funds of SBM used in training.

↳ Indifferent attitude of powerful men leads to inequality

Eg: World Inequality report – 57% of wealth by 10% individuals.

↳ Indifference leads to against values of Gandhi's Talisman.

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Price of being ruled by evil men :—

↳ Here being ruled by does not mean in political sence only but relates to the power they acquire economically (gender Pay Gap when men rule female due to patriarchial attitude of society), socially (caste based discrimination (still prevalent in society), racially (recent attrocity against Nahel Merzouk) and sometimes even intellectualy (Powerful / developed nations not sharing technology with poor nations).

Contemporary relevance :

- Materialism led to more inequalities
- Required due to demands of rule based order
- Inclusivity towards all

Nation R2P.

Human dignity and autonomy must be ensured in this Century by depoliticising global issues.

Candidates must not write on this margin

4. (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

* India ranks 83/181 in the Transparency International Corruption perception Index which highlights the menace of corruption.

Meaning of statement:-

* Corruption have engulfed humans in every sphere due to the social acceptance of corruption.
* Reasons of corruption are derived from ~~its~~ humans greed towards more and more resource gathering

Not born wolves :-

* Humans have not been inherently such greedy and corrupt but as the time passaged due to materialism, needs grew and

Candidates must not write on this margin

today have become compact (wolves)

eg:- Augusta westland deal in 2013.

* It further leads to more unjustified declarations to stop those who try to expose such acts

eg:- Satyendra Dube in Golden Quadrilateral Project.

* **Contemporary Relevance:-**

1) Corruption acted as menace, as CAG report highlights loss of ₹ 9500 Cr. in only one scheme during 2019.

2) IAS Pooja Singhal (JK). in mining question scams.

Solution:

- Ethical Training modules
- Strict Ar. 311 implementation (2nd ARC)
- Santhanam committe reports

Transparency could act as vaccine towards disease of corruption.

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5. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples. (Answer in 150 words) 10 Marks

Emotions are a set of feelings which if used in positive way can lead to wonderful life but if not understood may be disastrous.

Impact on lives :

Personal

- Stress management
- personal growth
- Inner peace.
- Cordial relations.

Professional

- Career growth
- Organisational good work culture
- New achievements.

Emotions that impact workplace :-

(A) **Positively :-**

(1) **Love and respect :-** & ensures social amity

Candidates must not write on this margin

among workers and thus increases productivity

eg: Google's workplace.

(2) **Excitement:-** It makes sure everyone is charged and pumped for own as well as workplace growth.

(3) **Tolerance:-** Maintain inclusivity and equitable growth of all eg: TATA.

(B) Negatively:-

(1) **Work pressure:** Recent incident of quite quitting and quite firing.

(2) **Fear and apprehension:** It creates insecurity among workers about their jobs. eg: Mass layoffs recently.

(3) **women ~~exp~~ exclusive:-** Leads to human (women) dignity decline.

Ensuring good work culture so that both individual & organization grow should be the aim.

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5. (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्त्वपूर्ण है? क्यों/क्यों नहीं?

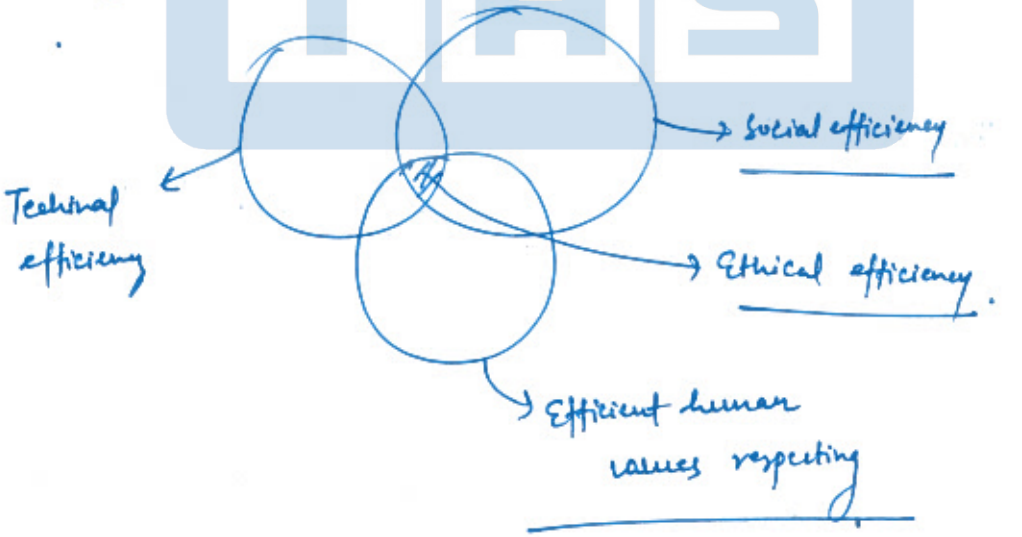
(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not? (Answer in 150 words) 10 Marks

Efficiency is defined as utilizing minimal resources for maximum output, thus benefitting both reciever and producer (giver).

Ethical efficiency :-

↳ It ensures that human values are respected along with them providing the required services.



Ethical efficiency over technical and social :-

Candidates must not write on this margin

(Yes) — Technical & social ensures only that resources are less used and needs fulfilled but not ensured equitable distribution

— ethical efficiency ensures positive affirmative action by taking one step forward. eg: Inclusion of Dhurwa community who are outside due to spelling mistake as Dhanwa from ST list in Jharkhand.

(No) — Ethical efficiency ensured only when Technical & social efficiency is possible. Without financial prudence there is no technical efficiency which makes the whole idea of ethical fund. Similarly if all people's need not met due to ethical biasness, social is not ensured.

Thus all 3 efficiencies need to work in tandem to ensure nation strives for inclusiveness

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6. (a) सिविल सेवा के संदर्भ में नैतिक और गैर–नैतिक मूल्यों के बीच अंतर बताइए। 5 मूल नैतिक मूल्यों की पहचान कीजिए जो किसी भी विभाग की सभी सेवाओं के लिए आधारभूत मूल्यों के रूप में काम कर सकते हैं। कारण बताइए कि क्यों उन मूल्यों को आधारभूत माना जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

In the context of civil service, distinguish between moral and nonmoral values. Identify 5 basic moral values that can serve as foundational values for all services irrespective of the department. Give reasons why those values can be considered foundational.

(Answer in 150 words) 10 Marks

Values are set of codes which instill prescriptive and proscriptive actions so that right decision making is possible.

Moral v/s Non Moral values :-

Moral

- Compassion
- Empathy
- Tolerance
- Respect for all
- Transparency
- Responsibility.

(Set of 5 moral values).

Non Moral

- Moral values instill positive behaviour, better decision making ability, good interpersonal relations, social harmony.
- Non moral values instill unempathetic, exclusive, bureaucratic, attitude

Candidates must not write on this margin

which leads to breakdown of social fabric and Sabaltern suffers the most.

* Moral values and non moral values also differ in terms of applicability as displaying the moral values is difficult task and it requires person to be transparent, responsible and quick without any biasness coherces in non-moral values it is easy to implement.

- Five foundational values :- could be Tolerance, Integrity, accountability, compassionate and Transparency as all of these are essential irrespective of department

- Why :- → Ensure holistic principle coverage
  → Inclusivity is ensured
  → In line with Gandhi's Talisman.

Values of transparency and accountability are also mentioned as wheels of chariot of ethical governance (2nd ARC)

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6. (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता–संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?
(Answer in 150 words) 10 Marks

2nd ARC says the citizen centric administration requires deep commitment & dedication towards feedback driven model by citizen themselves.

Why citizen involvement required!
- Ensure grievance redressal timely
- Social auditing
- Need based approach.

Effective civic management → ethics driven administration

Yes!- → Civic engagement ensures their needs are calculated

e.g.:- IAS Amit Gupta rehabilated citizens from menace of manual scavenging by taking feedback from them (Jalya Dalao campaign)

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* Khatiya Baithaks (old ag. gram sabha) in MP.

(No) → It may lead to some miscreant using it for own agenda.

Eg: Involvement of NGO's for their own agenda

2022 – Banning of POET NGO in name of tribal development → fund diversion.

Mechanism to ensure citizens used for ethic in Governance :–

* Sendhaim model could be their best example

- Feedback
- Rights based approach
- Grievance

* Social Audit
* Letters from citizen
* Mann ki Baat
* my gov. in etc.

Participatory governance could lead to ethical Governance – 15th Finance Commission

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खण्ड–B / Section–B

7. आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी हैं। यह शहर बॉल बियरिंग और ऑटो पार्ट्स के निर्माण के लिए जाना जाता है। अधिकांश विनिर्माण इकाइयाँ छोटे पैमाने की इकाइयाँ है। जिनमे उत्पादन की स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर मात्रा में उपलब्ध है।

जैसे–जैसे विनिर्माण इकाइयों की संख्या में वृद्धि हुई, श्रम की माँग बढती गई, जिससे शहर में मजदूरों की संख्या लगातार बढती गई। शहर में इस बड़ी संख्या में लोगो के आगमन के कारण फुटपाथों पर गन्दी बस्तियों (झुग्गियों) और अतिक्रमणों में अल्प अवधि में तेजी से वृद्धि हुई। बीच–बीच में निगम ने गंदी बस्तियों को हटाने के लिए अभियान चलाया, लेकिन कुछ समय बाद गंदी बस्तियाँ फिर से स्थापित हो जाती थी। यह अवैध गंदी बस्तियाँ शहरी दुःस्वप्न बन गई थीं। आपको पुलिस अधिकारियों की मदद से अतिक्रमण और गंदी बस्तियों को हटाने की जिम्मेदारी दी गई। जैसे ही आपने अभियान शुरू किया, आपको एहसास हुआ कि फुटपाथ पर रहने वाले लोग मलिन बस्तियों (slum) में रहने वालों की तुलना में अधिक दयनीय स्थिति में हैं। कई फुटपाथवासी हाल ही में अपने गाँवों में अपनी संपत्ति बेचकर शहर आए हैं। अब यदि आप उन्हें बाहर निकालेंगे तो उनके पास जाने के लिए कोई जगह नहीं होगी। आपका हृदय उनके लिए दुखी है, और आपको लगा कि आपकी विभागीय कार्रवाई अमानवीय है, लेकिन आपकी आधिकारिक ज़िम्मेदारियाँ कड़ी निष्पक्ष कार्रवाई की माँग करती हैं। आप अपने आधिकारिक कर्त्तव्यों से समझौता किए बिना फुटपाथ पर रहने वालों की मदद करने का तरीका खोजने के लिए आतुर हैं।

(a) उपरोक्त स्थिति में आपको कौन–से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?

(b) क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।

(c) उपरोक्त स्थिति में कौन–से विकल्प उपलब्ध हैं?

(d) शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a young officer working with the Municipal Corporation of an industrial city. The city was known for manufacturing ball bearings and auto parts. Most manufacturing units were small-scale units with very little production process automation. The units relied on manual labor, which was in abundance due to the villages close by.

As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflow of laborers into the city. This influx of people into the town led to a mushrooming of slums and encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out the slums, but after a time, the slums came back. The illegal slums had become an urban nightmare.

You were given the responsibility of clearing out the encroachments and slums with the help of Police authorities. As you started the drive, you realized that the people living by the sidewalks were vulnerable compared to the slum dwellers. Many sidewalk dwellers had recently come to the city after selling their properties in their villages. Now if you drive them out, they have no place to go. Your heart went out to them, and you felt that your departmental action was inhumane, but your official responsibilities demanded stern impartial action. You are desperate to find a way to help the sidewalk dwellers without compromising your official duties.

(a) What value conflicts do you notice in the above situation?

(b) Can an administrator compromise the value of impartiality for empathy? Discuss.

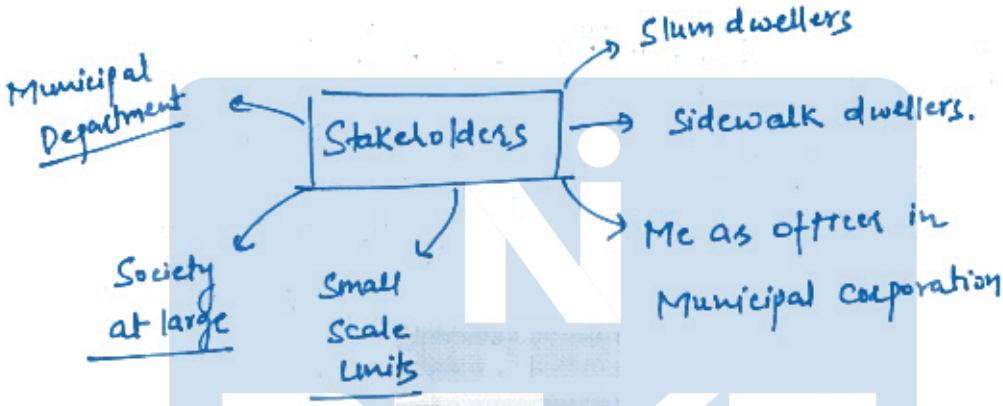
(c) What are the options available in the above situation?

(d) Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

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Ans. The above case study deals with the problem of slums and sidewalk dwellers in urban areas. A research by Pew organisation claims that 65% of Indian cities have slums.



a) **Value Conflicts in above situation**

① Rule based order (following my duty) v/s compassion towards vulnerable sections.

② Human dignity vs Professional duty.

③ Impartiality (By doing official action) v/s being soft towards needy people.

④ Settling of sidewalk dwellers if slums cleared as they have sold their village land.

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b) An administrator needs to be impartial in performing his official roles but some times need to be empathetic also especially towards subaltern sections.

Situations when impartiality over empathy
- National security
- sovereignity
- upholding public order
- if threat to social fabric if not being impartial.

When empathy over impartiality
- Subaltern sections
- Providing larger good for society.
- Access to a common good, if it serves the purpose of most people.
- Ensuring human dignity

c) Options available in the situation are as follows :-

Candidates must not write on this margin

(1) Duty based approach by clearing slums and sidewalk dwelling places

(2) Being compassionate and providing shelter relief for dwellers and then removing the slums.

(3) Keeping the slums as it is.

2nd option would be the best course of action which can be done through convergence and collaboration among NGOs, Government schemes (PMAY-U, MGNREGA etc).

d) Urban slums have become a main issue. One survey suggests that even 38% of our smart cities have slums and over it as predicted by UN World Population Fund report our population in urban areas will be above 55% by 2050. thus adding salt to the injury. In this regard, some steps for tackling illegal slum areas are:—

Candidates must not write on this margin

① Mapping the areas before setting up new factories and creating habitation for the labourers.

② Convergence among govern. schemes such as PMAY-U, MGNREGA and MPLADS.

③ Proper survey of workers required in factories and other daily vendors and small scale manufacturing shops.

④ Ensuring proper drinking and sanitation facilities

⑤ Reducing income disparities among the people.

⑥ Sustainable urbanisation eg: Suraksha Setu model of Surat on 4P principle :- People, Plan, Project and Preparedness.

In this way, increasing population of proliferating slums could be managed.

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8. एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल ज़िम्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और आर्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।

आप इस योजना के कार्यान्वयन और संचालन के लिए ज़िम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए ज़िम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।

आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार–विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफ़ाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

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

(b) क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(c) आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?

(d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

A certain State government was running a welfare scheme for promoting safe motherhood among rural landless laborers' families. The scheme involves the transfer of funds to the beneficiaries to enable them to mitigate income loss due to maternal care responsibilities. Since its implementation, the scheme has done reasonably well on maternal health and economic indicators.

You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bona fide. The families committed the fraud with the help of local officials responsible for scrutinizing the bonafide.

You were concerned because the fraud was seriously undermining the scheme's efficiency. You called for a departmental meeting to discuss and find a solution to the problem. In the meeting, it was decided to merge several available government data sets such as Aadhar cards, voter ID cards, marriage certificates, birth certificates, bank details, and other personal assets. By merging all the data sets, the department would be able to develop the beneficiary's economic profile. And this will help the department scrutinize the documents and detect fraud. This was a comprehensive strategy, but it risked violating an individual's data privacy. As a Department head, you wanted to detect and prevent fraud, but at the same time, you were apprehensive about violating the Data privacy of the stakeholders.

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

(b) Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?

(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

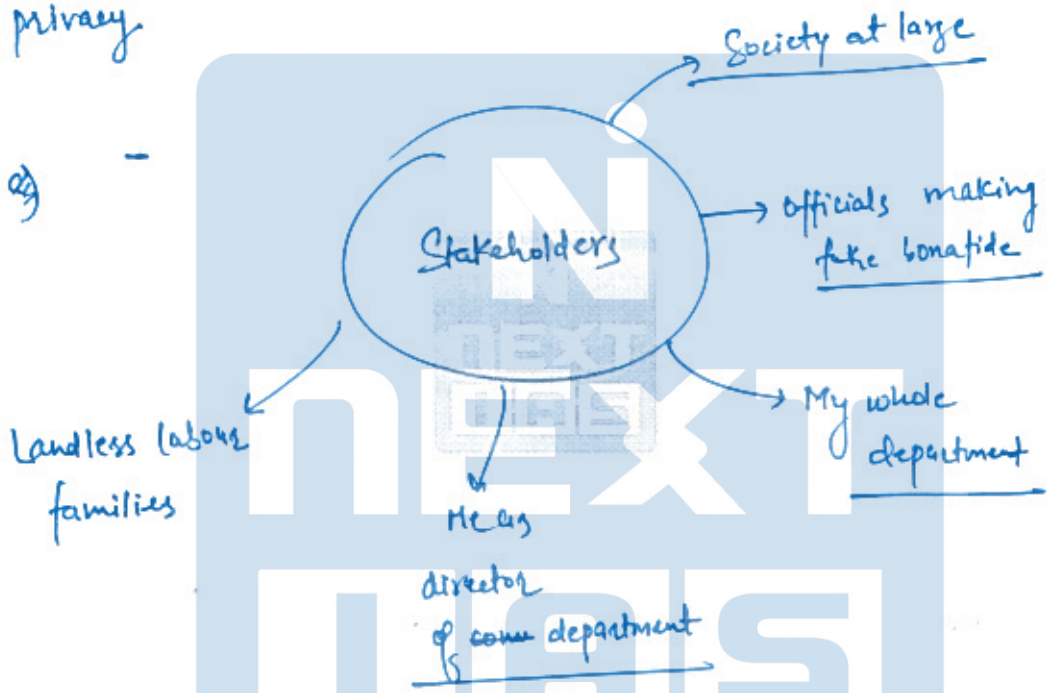
(d) Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

Candidates must not write on this margin

• Data privacy is the new concern emerging mostly with 4th industrial Revolution coming up as said, "Data is the new gold", data could generate billions revenue for companies but at the cost of people's privacy.

Eg -



a) Issues involved in the above case! —

1) Data privacy of citizens v/s proper implementation of scheme.

2) welfare of the people v/s human dignity (privacy)

Candidates must not write on this margin

3) Weeding out institutional corruption. v/s Infringing into people's personal data.

4) Responsibility / Duty of proper implementation.

5) Data privacy vis-a-vis welfare fraud :-

(A) Justified :-

1) Implementation of welfare scheme will lead to better quality of life thus utilitarian approach.

2) Justice based approach by providing benefits.

3) Deontological as its my duty to implement scheme.

4) Ensuring professional integrity

5) Using the same people's data for them.

6) Ensuring that data fraud and leakage doesn't happen

(B) Not Justified :-

(1) Against bodily autonomy.

(2) May fuel discriminations thus hampering social fabric.

Candidates must not write on this margin

(3) Against ethos of trust based governance.

In this scenario, data privacy could be violated but first by revealing all the information about our course of action to families, then obtaining consent and ensuring proper cyber infrastructure to prevent data leakages.

c) Welfare frauds happening reasons

- Acceptance of corruption as a social norm
- Honest officials being considered as square in the round peg
- Bureaucratic attidue instead of democratic
- Lack of objectivity and rationality

→ Considering public goods as personal.

→ Lack of probity as 2nd ARC → Probity is pre-requisite of eliminating corruption.

→ overcentralisation of funds.

Candidates must not write on this margin

- Lack of proper budgeting. (CAG report)

a) Means and ways to prevent such frads :-

(1) E-governance : As PM Modi said E-governance is the economic governance eg :- SAARTHI Initi-ative in Pune.

(2) Proper scrutiny of accounts by ensuring social and legal auditing.

(3) Innovative ways like GeoTagging in MGNREGA and MPLADS.

(4) Ethical training module of officials. (2nd ARC)

(5) Decentralisation of funds.

(6) One size fit approach to region based.

There is a need to remove such fund diversions, as Chanakya said Economy (Artha) is foundation of good governance.

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9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के साथ खनन पट्टों पर बातचीत करने में मदद करना है।

हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित करने की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजी लाने का निर्देश दिया गया। योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुई और मानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे।

आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है।

इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

(a) उपरोक्त मामले में आपको कौन–से मुद्दों और मूल्यों का उल्लंघन दिखाई देता हैं?

(b) आपके पास कौन–से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।

(d) क्या आपको लगता है कि कभी–कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted in the Department of Mines, and one of your roles is to help your Department Head negotiate mining leases with private contractors.

Recently, the state government demarcated a new mining zone and planned to invite bids for the mining blocs. You were instructed to oversee the bidding process and speed up the contract negotiations. As planned, the tenders were released, bids came in, and tenders were allocated as per the norms. All this happened at a breakneck speed. You wondered, why the hurry? But it was not your place to think and question; you quietly went about your work.

As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked up. You got suspicious and raised the issue with your Head, who politely instructed you to do what you were told, and he reminded you that the Department had revenue targets and was under pressure from the Ministry.

After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

(a) What are the issues and value violations you notice in the above case?

(b) What are the options available to you?

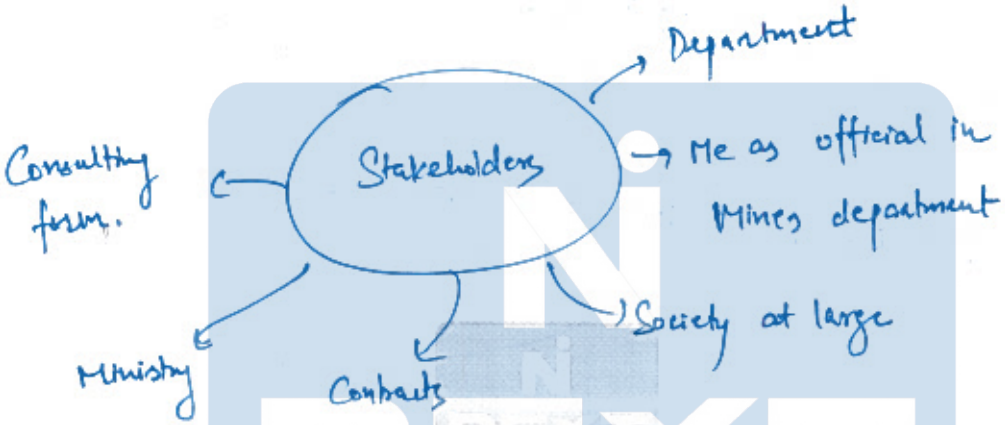
(c) Discuss the advantage and disadvantages of each option and identify your chosen course of action.

(d) Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

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Environmental degradation for the development related initiating is the problem which has increased over the years due to growing industrialisation as the population demands are bumping up.



a) Issues in the above case:-

1) Upholding instructions as given by senior v/s environmental concern.

2) Development v/s environment conservation.

2) Institutional corruption (as report is fraudlent).

Violations noticed → EIA not done properly. (legally irresponsible)

→ Ministries pressuring for revenue targets.

→ Against the social contract

Candidates must not write on this margin

5) Options available to me!-

(1) Go ahead with the seniors instructions.

(2) Reporting the act to investigative authorities.

6) Evaluation of options!-

(1) Following the seniors instructions :-

Merits

- Help in ensuring revenue targets.
- Following senior instructions
- No loss of revenue for department.
- Contractors department good relations.
- Consulting firm will be saved from legal issues.

Demerits

- Environmental disaster.
- Against social contract
- Against the people's dignity.
- Consulting firm's & company act will be overshadowed.
- Legal issues will pop up as due EIA is not done.

Candidates must not write on this margin

② Reporting out to investigative authorities

Merits

- May ensure EIA is done and penalty on firm so that in future such acts not be performed.
- Environmental conservation.
- Civic duty upheld by me.
- Gandhi's Sarvodaya (as all will be uplifted if ~~same~~ safe environment is provided)

Demerits

- Loss of revenue
- Department may be jeopardised for delay in targets.
- Contractors revenue will be lost
- Consulting firm may face legal issues.

Course of action:

Reporting to investigative authorities

↓

EIA is done in proper time and following procedure

↓

After that mining starts

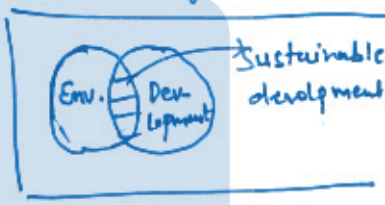
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will lead to sustainable developments.

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a) Environmental Considerations overrated at cost of development !—

Yes
- Sometimes just to halt economic development
  eg: Kundalculum. NP.
- Only some people propagating agenda
- Some people want to show them agent of social change.
- Foreign funded NGO's role.



No
- People's live ultimately ensured ing good environment
- Genuine concerns infringing Right to life.
- mostly in Tribal areas as they are unheard off.

Thus, Sustainable development which is also the goal of UN SDG by 2020 is the ultimate way ahead.

Candidates must not write on this margin

10. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाज़ार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ बड़ी मात्रा में कारोबार किया।

श्री शर्मा ने फील्ड सेल्स एजेंटों को ग्राहकों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतंत्रता दे रखी थी। इस रणनीति ने कंपनी के लिए अच्छा काम किया।

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य निजी अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बढ़े–चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत–सचेत ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले में सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खज़ाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि बिक्री कर्मचारियों के साथ कैसे व्यवहार किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

(a) इस मामले में कौन–से नैतिक और व्यावसायिक मुद्दे शामिल हैं?

(b) श्री शर्मा और सीईओ के पास कौन–कौन से विकल्प उपलब्ध हैं?

(c) क्या आपको लगता है कि बिक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्पन्न हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।

(d) जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन–से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है? (250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Sharma was the All India Sales Head of a pharmaceutical company with a turnover of 400 crores. The company's main markets were small towns and tier 2 cities. Further, the company did a sizeable amount of business with state government hospitals and health centers.

Mr. Sharma had given a lot of freedom to field sales agents to strike deals and negotiate prices with clients. This strategy worked well for the company.

Recently Mr. Sharma received word that three company employees were selling products to government hospitals and health centers at a higher price than they were selling to other private hospitals and health centers. The employees were with the company for over five years and were good performers. A few sales staff informally raised the issue of the three getting relatively higher commissions because of their inflated deals. And this was creating a sense of unease among the sales staff. A cursory review of the account of the three showed that, in many instances, the government hospitals were paying more than other private institutions.

Under procurement rules, the government is supposed to pay a fair price, one that other cost-conscious customers pay. On inquiry, Mr. Sharma found that the three were not alone; government purchase

Candidates must not write on this margin

department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

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

(b) What are the options available to Mr. Sharma and the CEO?

(c) Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.

(d) What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case? (Answer in 250 words) 20 marks

Above case deals with nexus between company's employees and government officials in procurement.



a) **Ethical issues:**

1) Professional integrity of employees v/s Personal benefit

2) Institutionalisation of corruption:

3) for Mr. Sharma and CEO of telling government

Candidates must not write on this margin

against nexus thus upholding civic duty or their company's profit be ensured.

Business issues :-

a) Unsustainable business practices ie one of Gandhi's social sins of commerce without morality.

b) High revenue targets set by companies.

c) Nexus with government officials.

d) Unequitable.

b) Options available to Mr. Sharma and CEO

(1) Inform the government about whole thing.

(2) Firing off the employees and then continuing their work.

(3) Keeping things as it is because of revenue targets being met.

(4) Holding talks with employees and asking not to do such activities.

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c) Cause of problem :-

a) Organisational culture of freedom :-

1) No strict rules and regulations, thus not able to ensure accountability.

2) Lack of strictness lead to decline of probity

3) In business culture, rules ensure that employees remain transparent and impartial.

b) Individual corrupt nature :-

1) Greed is one of door to hell (as said in BHAGVAD GEETA) it leads to such practises.

2) Materialism thought being increasing

3) Social inequality leading to gap people's ever increasing wants.

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Thought both the factors have contribution but more it was individual corrupt nature, as only 3 employees were involved while there are others also, for whom Company's rule are same.

d) **Steps :-**

* Novartis, a company which rates its employees on basis of ethical values such practices could be adopted.
* Coca-cola uses "Trasparency Intl" data to map bribery risks — could be implemented.
* Sustainable business reports could be prepared.
* Ethical Training modules
* Automatization of data related to sales.
* Proper scrutnity

"A Business which produces money, and nothing else is not a good business", thus revenue generation must be ensured along ethical culture.

Candidates must not write on this margin

11. 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 बढे, 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.

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

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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?

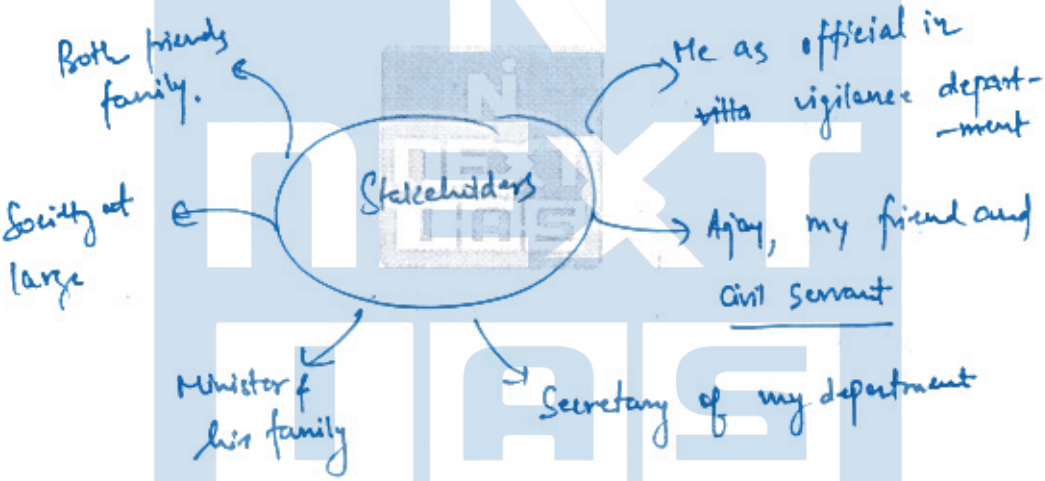
(b) What are the options available to you?

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

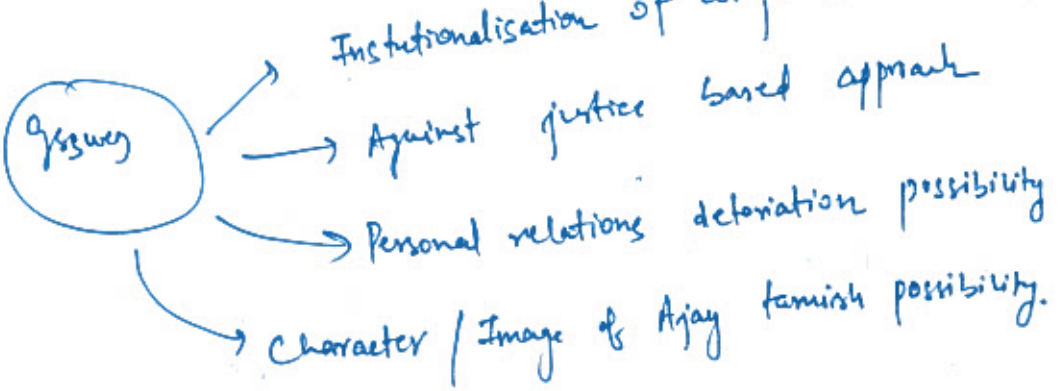
(d) What must be your moral motivation in the above case? Should it be duty, care, or consequences?

(Answer in 250 words) 20 Marks

Above case deals with the nexus between public officials and political leaders. leading to institutionalisation of corruption.



a) Ethical issues and dilemmas :-



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Ethical Dilemmas :-

1) Personal relations V/S Professional integrity.

2) Consequences of search on friend's characters V/S Duty to weed out corruption.

3) Going against ministers V/S Staying quiet in the department.

4) Options available are :-

(1) Upholding my duty and search the house.

(2) ~~Resigning from the job to~~

(2) Refusing to do search and thus resigning.

c) Analyzing the options :-

(1) Upholding my duty & search house

Merits

- Duty based approach
- Uphold professional integrity

Demerits

- Personal relations with Ajay will deteriorate
- Familial relations

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- Nexus will be broken between minister and officials
- Utilitarian as maximum people benefit

will also suffer.
- Loss to Ajay's reputation.

(2) Refusing from search and resign.

De Merits

- Bad precedent from future
- Lack of courage
- Against my duty
- Corruption will not be checked thus people suffer.

~~Dem~~ Merits

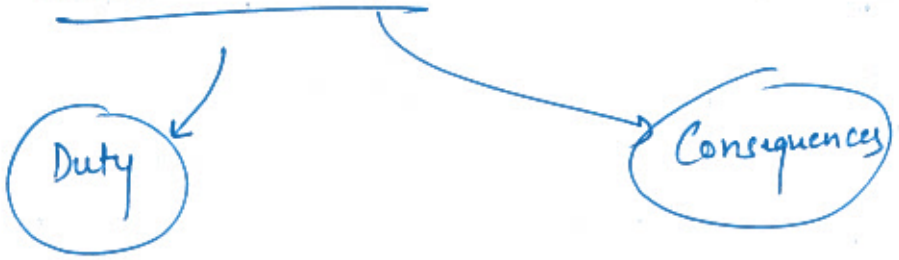
- Friendship will be upheld
- Good relations. maintained.
- Ajay's image is safe

Course of Action :-

Searching the house as Ajay is ~~also~~ responsible for his wrong doing, it is also against his deontological role and thus a search will ensure that such methods are weeded out and ultimately people / citizens' social contract is upheld.

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d) Moral motivation



- will ensure I portray myself as honest and integral officer who does not let personal relations come in path of professional ensuring Nirbhaya Karma (Geeta).

- will ensure I portray myself as one who can help my personally related people in times they need this showing a consequentialist approach but it will be a parochial way

So, the moral motivation in above should be

Duty based

" Corruption is the disease and vaccine is Transparency"

thus breaking political & bureaucratic nexus is mandatory.

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12. 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 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

Candidates must not write on this margin

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.

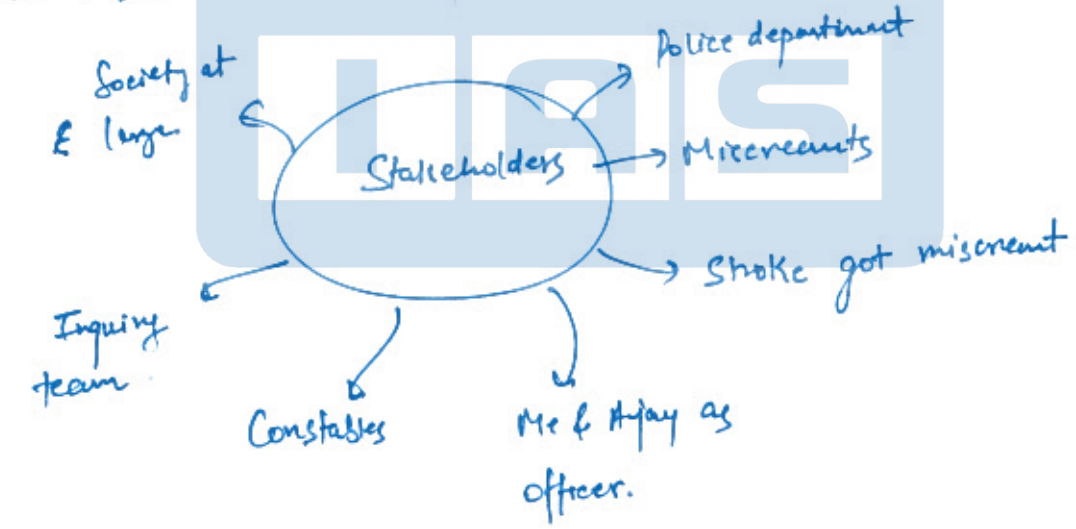
(a) What are the ethical issues involved in the above case?

(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

In above case the issue is related to custodial torture, as per MHA there are 200+ deaths in 2021 related to this.



a) Ethical issues involved:

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(1) Custodial torture by police department

(2) Justice for the constable who has been beaten.

(3) Speaking against own department U/S upholding true facts to ensure miscreants are punished.

(4) Rule of law fallen by police officials in their own hand which is against Constitution

(5) Lack of empathy & Emotional intelligence.

b) Course of action for a principle oriented and Rule abiding police personell :-

(1) Since, the act is against Constitutional norms the responsibility lies with judiciary not police.

(2) Act is also against human dignity, so he must report true facts to the inquiry committee.

(3) Since, the miscreants were involved in violence against the own department, anger among the officials is very high, at this

Candidates must not write on this margin

fine police official must engage all and teach the values of emotional intelligence.

(4) Senior policement should also be involved in the talks and making sure that such acts are not repeated.

c) Priority in Civil service :—

(1) Loyalty to department :—

* It is of utmost importance and as per Kantian duty holding principle also.
* Ensures disciplined and efficient department
* Increases efficacy as there is we-feeling.
* Better coordination among higher and lower ranj officials as everyone holds same principle.
* Required at time of emergency and national security

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(b) Impartiality and Non-Partisan :-

* Impartiality is one of wheel of chariot of ethical governance, other being accountability (2nd ARC)

* Non partisanship ensures no biasness thus decisions are objective & rational.

* It makes sure that personal priorities don't hamper professional thus ensuring efficiency and efficacy

* Trust based governance is ensured.

Both values are integral and there must not be made any compromise, until a special situation demands.

As National Police Comission in 1997 said

Candidates must not write on this margin

that people need to understand that "Police Service is a service and not a force", so minimising acts of custodial deaths / torture be ensured by police officials.

NEXT IAS

Candidates must not write on this margin

Space for Rough Work



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Space for Rough Work

