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NEXT IAS

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(To be filled by candidate)

Name of Candidate : RAVI MEENA

NEXT IAS Roll No.: NIAS2300018260 Date of Examination : 12.08.23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test Code : TC042 Program : FLT ☐ FLT+ ☑

MAIN TEST SERIES 2023
(FULL LENGTH TEST-8)

GENERAL INSTRUCTIONS

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

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

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

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

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

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[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)
① Not able to complete paper in time - Took 30 Minutes Extra! How to address!
② Finding it difficult to comprehend the demand of 'section-A' question, specially First 5-6 questions? How to address?

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Evaluator's response

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(For filling by Examiners only)

Evaluator Code :

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

Signature

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MACRO COMMENTS

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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.
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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.
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

KOSH MOOL DANDA' - Revenue is the Backbone or root of Administration - Kautilya

Taxes are levied by states or countries for ensuring redistribution of Income in a country. State collect taxes and give it back in form of Infrastructure [Road, rail, Airport etc], subsidies to weaker section [Agri subsisdies, student scholarship etc] and maintain Law & order stability for Economic Prosperity.

e.g.: During covid period Indian government launched Atmanirbhar Bharat - providing 20 Lakh crore support to different sectors in emergency times.

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Indian concept of "Giving it Back"

(1) State ensure social justice by providing relief to weaker section.
Eg: Cash Transfer under PM KISAN

(2) Principle of Trusteeship – where state holds resources & ensure equitable distribution

(3) Concept of sarvodaya – welfare of all

Relevance for civil servant

(1) Ensuring Last Mile connectivity
Eg: vaccine reaching in remote Areas of Arunachal

(2) As per Gandhi's Talisman – helping the person who is last in line

(3) Proper utilization of Taxpayer's Money.
Eg: Efficiency & Economy in Road construction.

People pay to State (Taxes, Fees etc.) State gives it back to People (welfare measures, Projects)

Many civil servants need to properly utilise Public Fund.

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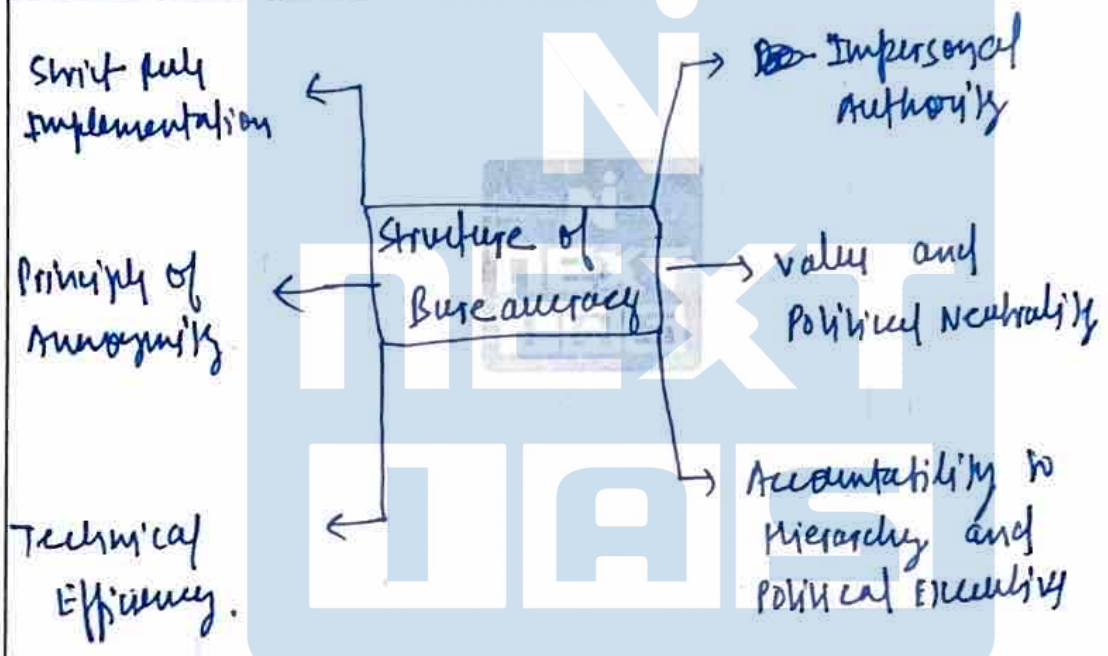
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(b) लोक सेवा, एक नौकरशाही संरचना में निहित होती है जिसमें प्राधिकार की स्पष्ट सीमा, मूल्य मानकीकरण और जवाबदेही तंत्र होते हैं। ऐसी संरचना के भीतर काम करते हुए, आपके अनुसार वे कौन से प्रभाव हैं जो लोक सेवक के नैतिक निर्णय लेने को प्रभावित करते हैं?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

Max Weberian Bureaucracy has been given responsibility for delivering public service in India.



Influences that impact Ethical Decision Making in such structure

1. Working as per Rule of Law
   Eg: S.I. Nirmal Singh facing Ambassador of U.N. during crackdown.
2. Showing Punctuality
   Eg: UPSC - timely conduct of Exams.

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3. Impartiality and Non-Partisanship.
   E.g. T.N. Seshan's Tenure as CEC

4. working with objectivity
   E.g. E-Auction of Coal Block

5. showing Integrity and Honesty.
   E.g. IAS Ashok Khemka.

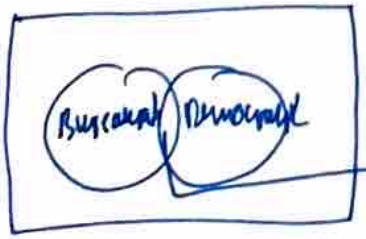
6. Secrecy
   E.g. Official secrets Act E.g. oath of confidentiality

However this Formal mechanism of working has various shortcomings:-

① Red-Tapism ② Rigid adherence to rules & regulation
③ Status Quo ④ Lack of Innovation and Initiative
⑤ ~~torture~~ Formalism - discrepancy in Behaviour.

But this is changing with citizen centric Administration in Governance Eg

① Initiative E.g. 100 kilometre Road - Army Strong Pansy
② Empathy & compassion, operation sadbhavna
③ Rule Based to Role Based Bureaucracy [Mission Karmayogi]



→ Both Attitude are needed for Holistic competence.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

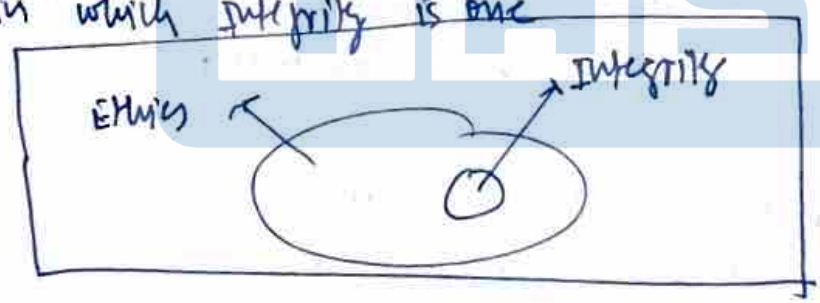
What do you understand by the terms' ethics' and 'integrity'? Do you think they are interrelated? Explain with examples the relationship between ethics and integrity in the context of public administration.

(Answer in 150 words) 10 Marks

Ethics is standards of human conduct on universal basis regarding right or wrong behaviour. Ex: TRUTHFULNESS, RESPECT

Integrity is the wholeness of character - consistency between what you think, speak and Act Ex: stopping at red light at 12AM in Night.

Yes they are interrelated as Ethics is broad set of values and Principles in which Integrity is one



Eg: - M. Visvesvaraya was Ethically competent leader.

↳ carried two candles for personal and professional work - to maintain integrity.

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Relationship between them in context of Public Administration

1. Administrative Ethics is most important in P.A. in which Integrity is foundational Pillar.
   e.g. Integrity - 1 foundation value in Nolan Principles.
2. Civil servants with integrity ~~shoot~~ maintain Ethics.
   e.g. Satyendra Dubey exposed corruption in NHAI & sacrificed his life.
3. Institutional integrity for organizational Ethics
   e.g. Election Commission, UPSC
4. Fiscal Ethics and Prudent Usage of resources maintained by integrity.
   e.g. Government E-Market Place.

Many Ethics and Integrity cannot be fragmented in any context from each other. They are most important guiding light for civil servant - 2nd ARC

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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

When Behaviour of person is guided by Ethical standards, it is Ethical Behaviour.

e.g. Mother Teresa working for Poor & marginalised [Empathy & compassion]

When a person gauges emotion of him and others, behave in a manner which is suitable to they emotions - it is emotionally intelligent Behaviour.

e.g. Talking calmly and listening - to open up a shy person.

Relevant E.I. components - Reliable guide to Ethical Behaviour

1. Self Awareness - Knowing own Emotions.

e.g. Knowing not to take decision when in Anger.

2. Self Regulation - Behaving in manner which is right

e.g. Resisting Temptation to gain through illicit Activity like corruption

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(3) Empathy - Putting yourself in shoes of others

Eg> IAS Saurab Dwivedi sat on floor when disabled person was not able to sit on chair

(4) Motivation - Influencing others & self to act in desired manner.

Eg> Nelson Mandela challenged his followers to work against racism.

(5) Social Skills - to get social desirable Behaviour

Eg> IPS Chetan Kathoria sang National Anthem with protestors to pacify them and preventing Law & order situation.

Emotional intelligence → Ethical Behaviour

It act as torch light for Ethically competent society.

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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

Duty is doing our part which is assigned to us or our basic responsibility towards others as we exist as human being.

e.g. Pay taxes on time is 1 duty.

Sympathetic Feeling works on concept of going beyond duty and feeling the pain of others and taking action for same

e.g. Tata not only taxes but also do Philanthropic Activities.

To achieve a good life

(I) Doing duty alone not sufficient

- It will not result in Internal satisfaction.
- will not get the joy of helping others beyond duty.

e.g. A civil servant rejecting Ration due to incomplete document will have COGNITIVE DISSONANCE.

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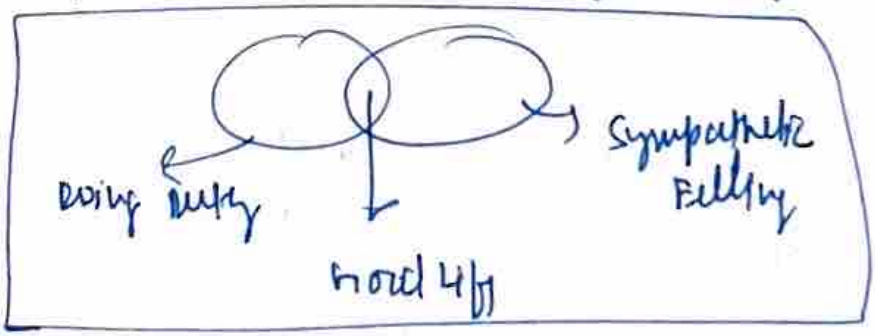
(II) Good will alone not sufficient

- If don't perform our duty by not taking action as per mind will result in moral built [Not coming office on time & doing assigned work]
- ~~Doing~~ Neglecting duty and engaging in other works will lead moral corruption.

Hence Both are needed as explained below:-

1. Civil servants working within frame of duty but initiating also.
   - E.g. 100 KM Road built by someone Penny.
   - E.g. T.N. Seshan as CEC
2. Maintaining Integrity in Professional and Personal life fulfilling both duties.

Hence duty and sympathetic feeling are needed for a good life.



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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Scientific Temper is having rational Attitude which is free from Biases and Prejudices.

Innovative Mindset means have change oriented attitude to take initiative and Problem solving Attitude.

Civic-conscious citizen refers to citizens performing their civic duty like paying tax, cleanliness and respecting others etc.

Higher Educational institution like IIT, IIM etc provide this through Scientific Learning, Experimental Based Learning, freedom to think and question, challenging to solve problem and moral science for citizen duties

Integrity Education is education which focuses on teaching values and moral principles in addition to technical education.

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Role of Higher Educational Institutions

(I) To establish a public culture of integrity

1. Through lesson on Ethics and integrity in classrooms.
2. Presenting stories of men with absolute integrity.
3. Adding them as part of Grading system.
4. Linking professional knowledge to integrity
5. ↳ Intelligence



(II) CORRUPTION FREE POLITICAL CULTURE

1. organising debates and discussion on political issues
2. Promoting youth to take part in politics

   e.g. Youth politics.

3. Taking part in Election, Holding administration accountable.

In this way Higher Education can help in realising these goals.

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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 senses refers to our intuition regarding something right or wrong.

It can be right or wrong in many situation and we should be guided by them but not fully trust them.

e.g. sense of fear regarding deteriorating health → Action- Taking pregnancy - right step.

e.g. Fear of failing in exam - Not giving exam - wrong step.

Trust is one the cardinal emotion which is build over period but can be broken in 1 second.

It is prudent never to trust wholly those who ~~who~~ have deceived one because:-

(1) They can decline us again which will result in havoc for us.

e.g. Britannica Chamberlain gave deal chance to Hitler - resulted in future.

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② By trusting wholly we take ourself granted and give responsibility to others for taking action which might not be fruitful in situations.

Eg: The person might be under pressure and may not act with honesty.

② Contemporary relevance

① A civil servant who is engaged in corruption cannot be forgiven as he is bound to act in similar manner again and

② In International relation, India has been deceived by Pakistan, resulting in India talking to Pakistan only on Issue Basis.

In this way Trust should be guided by careful considerations

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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

"The only thing necessary for triumph of evil is for good men to do nothing"

The given quote emphasises that evil does not win because of it strength but due to the fact that good remain indifferent.

E.g.→ Hitler rise and his Fascist policy due to policy of non-Appeasment by Britain.

Contemporary Relevance

1. When people from good background with honest and Ethical Attitude do not take part in Politics it result in criminalisation of Politics.

E.g.→ Criminal Background candidates in Parliament — 44%.

2. When citizen do not raise voice against Poor services.

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Eg: Pathetic conditions of Indian roads in Municipal Areas.

(3) Focussing on having completion of own work

Eg: Giving birth for speedy implementation to officials.

But there have been good men which resulted in reforms.

(1) Role of civil society organisation

Eg: MKSS → RTI (transparency)
→ Jansunwai — Holding Administration Accountable.

(2) People Leading Movement

Eg: India Against Corruption — Setting up of Lokpal.

Hence it can be concluded Good Men need to lead from Front

Good Men → Remain indifferent → Rule by Evil Men → Poor Governance

Take steps → Good Governance

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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

The inherent nature of men is to do good things as per Greek Philosphers like Socrates, Aristotle etc.

E.g. A child gives his toy to another child without any expectation.

But men has to must have corrupted nature in contemporary times:-

(1) For personal gains and greeds.

E.g. Environmental degradation.

(2) Ill-Intended Ambitions.

E.g. Era of wars and conflict between countries like china.

(3) Stealing and adopting dishonest practices

E.g. Fake reviews, cheap copies, etc on online portals selling products.

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④ Use of wrong means for Achieving Higher Ends in life.

e.g. → Corruption - Taking Bribe.

⑤ Materialistic and consumeristic society is a ready way for Maximizing gains

⑥ Selfishness more & not focusing on societal goods.

e.g. → Rising Inequality → 1 - 43% wealth [OXFAM]

These tendencies need to be overcome in contemporary times ~~to be~~. by building social capital, increasing Ethical literacy and True Meaning of Happiness need to be taught

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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

In India, Civil Services is life long career Based Bureaucracy which is motivated by timely Promotion as per Seniority.

e.g. states of OGAS [organised Group 'A' Servis] to various civil services.

But ~~Hoje~~ they are guided by servis ethos like :-

① SELFLESSNESS ② PUBLIC INTEREST ③ COMPASSION etc.

Possibility for civil Servant to reconcile career and servis obligation

Arguments in Favour

① Going beyond duty and getting out of turn promotion.

e.g. Delhi Policy – out of Turn Promotion to constable exposing child trafficking racket.

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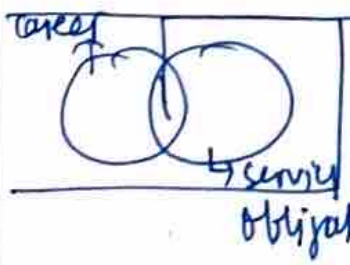
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(2) When Act performed with selflessness, their is inner peace which improves performance.
e.g. career of current NSA Ajit Doval

(3) Taking initiative and innovative measure.
e.g. Kundan Kumar, IAS got Best P.M. Award
Award — A.I. at 10th & 12th Board student

(4) ~~Good~~ working with Empathy and compassion.
e.g. Divya Nagaraju learnt hindi to connect with tribal — named village by villager after him — DIVYA-PUR

Challenges
- when not promoted by self-interest but selfishness.
  e.g. declaring their District ODF under SBA ~~within~~ before attaining for gaining appreciation.
- Not taking decision due to fear of vigilance
  e.g. Non-utilisation CAMPA Fund.



→ A middle path need to be adopted as service obligations are ultimately in self interest.

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

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

Public Servants in India are recruited on Merit Basis & having Technical Efficiency and ~~x~~ moulded with Ethical Framework during Training.

Competency without compassion can be Brutal

~~to RYDE~~

1. Strict Adherence to rule & regulation. Finding error in ~~of~~ pension application of old person but not helping it getting it correct.

2. ~~Following~~ Following Organizational Hierchy

ie. eviction of illegal Encroachment from Footpath in winter without rehabilitation

3. Discipline and duty ~~ie~~ strict observation of lockdown during COVID without allowing needy ones to more like Pregnant women.

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Compassion without competency

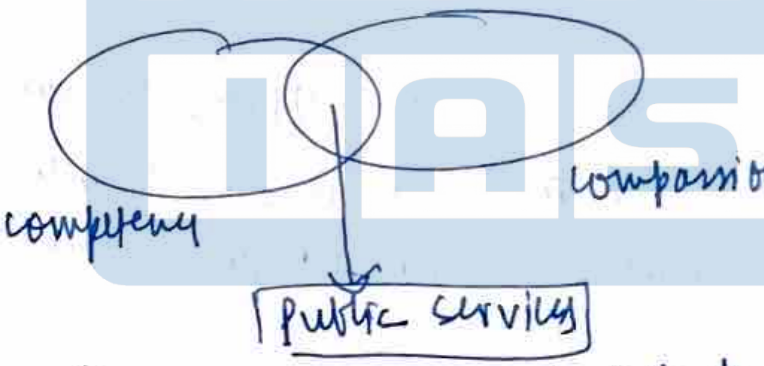
1. Not having Problem solving approach

E.g. unable to find solutions while making road and a ~~sap~~ sacred grove coming in between.

2. Desire to help but lack of funds

E.g. Not able to ~~help~~ help people suffering from hunger.

Both competency & Compassion are needed



E.g. Smita Sabharwal initiating 'Fund your city scheme' in warangal for development.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Candidates must not write on this margin

Various of world like Africa, Middle East and parts of south Asia are suffering from :-

- Conflict - Hideley hunger
- climate change crisis and disaster.
- Refugee Issues
- Extreme poverty

These suffering demands of assistance on others like Europe Providing particular amount for each refugee rehabilitated by Turkey.

MORAL DEMAND JUSTIFIED

Arguments in Favour

(1) To respect Basic Human rights & values.

e.g. Food Assistance under world Food Programme.

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② You should help your Neighbour when Fire is in his house, otherwise it will burn your house.

E.g. Bangladesh setting up refugee camp for Rohingya immigrant.

③ To maintain overall peace & stability across globe.

Arguments against

① First right on share of pie is of local persons to ensure their prosperity.

② National security E.g. Turning Back of Rohingya refugee by India.

Can Government be held morally responsible

YES

① When not shown quid pro quo in difficult times

② Denying Equal access E.g. vaccine Hoarding.

NO

① For Prioritising Nation Interest First

② over citizen's need

Hence Government need to synthesis National and International Interest to promote peaceful Flourishing for all.

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

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

Thy adherence to ethical framework in an organisation depends on various factor like individual, leader, work culture etc.

Role of departmental culture in Ethical misconduct

① Observational learning:- A new recruit starts to come late after observing that everyone is coming late.

② When efficiency is not punished, employee gets demoralised

③ Lack of reward to performers demotivates them for performance.
eg:- current Trend in Indian Bureaucracy

④ Lack of opportunities for performance despite having competency.
eg:- constant Transfers — Low Performance
Raju Narayan Swamy in Kerala.

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Individual with weak willpower is culpable

(1) Lack Temperance to resist temptation to gain through illegal means.

Eg: Young IRS officer of 2016 batch caught red handed.

(2) Lack of Attitude to change and zeal to perform

Eg: Not doing his duty & giving required effort.

(3) Lack of willpower to think of innovative solution

(4) Lack of courage to take actions through proper channel.

Reformation on Both hands are needed

Institution

- Promote Equity - Reward & Punishment
- Healthy work culture.
- Posting and Promotion on Performance Basis

Individual

- Training in ethical Framework
- values in Education

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खण्ड–B / Section–B

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

कार्यभार संभालने के बाद, आपने स्वास्थ्य सेवाओं में सुधार के तरीकों का अध्ययन करने और उनकी पहचान करने के लिए जिले का दौरा किया। अपनी क्षेत्रीय यात्रा के दौरान, आपको पता चला कि मुद्दा सेवाओं की पहुँच का नहीं है, 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 प्रभावशाली 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?

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

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

(Answer in 250 words) 20 Marks

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This case suffers the lack of scientific Temper, Rationality and literacy acting as barrier to Healthy & Prosperous Society.

(A) **Issues involved in the case**

(1) Lack of scientific Temper

(2) Belief in superstition etc.

(3) Having Biased and Prejudiced attitude.

(4) Means of using Faith Leaders versus End of overcoming Behavioural Barriers to ensure Healthy development

(5) Malpractices in Healthcare services.

(6) Idealism of choosing right ways versus Practicality of achieving universal Health coverage.

(7) Use of Techniques of persuasion or Manipulation

(8) vaccine Resistance.

(B) ~~(1) Advantages of using Faith Leaders~~

~~(i) It will influence people to adopt~~

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(B)(I) Advantages of using Faith Leaders

1. Influencing to people to adopt Best Practices of Health.
2. Behavioural change in Attitude of person towards vaccines, Ante-Natal care
3. Better conditions of women and children.
4. Economic benefits by saving life and using them in Producting Activities
5. saving Demographic dividend.

(II) Disadvantages of using Faith Leaders

1. Inadequate development of Rational Attitude
2. one Form of Illogical Faith replaced by another type.
3. can misuse this as for Personal Gains
4. Lack of Focus on changing cognitive component of Attitude.
5. Result might not be in favour.
6. Lack of long lasting change.

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(c) **Other options**

Focussing on CAB component of Attitude change

(1) **COGNITIVE** → Increase literacy especially Health literacy

→ Giving reasoning and using Dialectic methods to counter their arguments

→ showcase Better result of Health in other District by usage of Hospital, vaccine & Medical

→ show their reduction in Financial Expenditure

→ using AYUSH – Alternative Medicine

(2) **Affective**

→ show some Movie like PADMAN, TOILET etc showing importance

→ Fear Section – through Poster, Pamphlet

→ Present People who have benefited

(3) **Behavioural**

→ Those People who are on it pro-side could be persuaded to persuade others

→ Giving Fiscal Incentive – Eg: Matrivig vandan Yojana.

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(1) Use of Faith Leaders in Government schemes

It is Ethically right if

(1) Persuasion on Basis of Logic and reason
(2) understanding them benefits of Association with Government schemes.
(3) Not misuse of his association.
(4) Doing without changing anything.
(5) Administration decides the way forward for same and final decision making

Wrong if

(1) If based on creating other superstition & myths
(2) Misusing for own benefits.
(3) Neglecting true cause and not addressing them..

Hence limited usage of Faith leaders along with other measure is way ahead.

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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 अधिकाश 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?

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

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

(Answer in 250 words) 20 Marks

This can pertains to providing Quality service delivery to citizens while maintaining morale and Motivation of Employees and having healthy work culture

(A) Issues involved in case

(1) Lack of Equity Factor of Motivation for Employees. leading to low morale

(2) Lack of soft Behaviour and citizen centricity

(3) Inappropriate Grievance redressal Mechanism

(4) Lack of Finance for last mile delivery

(5) Idealistic policy making by HQ without inputs of Grassroot

(6) Lack of service Motive

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Ans [B+C] OPTION AVAILABLE and their evaluation

Option ① Take Action as per HQ directive

Merit

(i) Followed Professional Duty.
(ii) Discipline Maintained
(iii) Punishment to Errant officials & setting example
(iv) Dignity of villagers maintained

Demerit

(i) Neglect of Demand of Employees
(ii) Lack of democratic work culture
(iii) Employee's Morale Further Down.

OPTION 2 [Take No Action]

Merit

(i) Team orientation of SPV
(ii) Morale of Employee Maintained
(iii) Employee not punished for thing beyond their control.

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Demerit

① Poor delivery of service and GRM
② Lack of citizen centricness
③ Violation of orders of superiors
④ Company may loose contract and might be dismissed.

My adopted option

OPTION 3 Take Action with Light Touch

① * Impose small penalty on they officials of Token amount Rs. 1.
② Transfer them to other sections.
③ sensitivity Training of all officials.
④ Talking with HQ to raise Extra allowance for Extra work by Lady ~~officer~~ staff in user charge
⑤ Training in soft skills of Employee
⑥ Leading by Example and making them understand the service motive
⑦ Citizen charter could be formulated

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where services provided at certain values and standards to ensure resolution to issue.

④ **Dignity** ⇒ It means to respect the self-respect of individual and not violating his Basic Human values.

Human Dignity	Social Dignity
- Dignity of individual ⇒ abusing due to individual shortcomings	- Dignity of group ⇒ abusing on casts Basis
- Individual Rights	- Group Rights

COMMON DIGNITY VIOLATIONS

① Not respecting time of others
② Abusing on casts/sex/religion Basis.
③ Treating them as Free riders
④ Passing Bad comments.

The work culture at Public organisations need to be improved.

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

कुछ आपूर्तिकर्ताओं ने इसे शीघ्र पैसा कमाने के अवसर के रूप में देखा। उन्होंने अपनी उत्पादन सुविधा की सीमाएँ बढ़ानी शुरू कर 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 षामिल हैं? (50 शब्दों में) 5 अंक

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

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

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

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

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

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

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

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This case reflects the Principle of Business without Morality and Greed of Profit without adhering to Corporate social Responsibility.

(A) **Ethical Issues Involved**

1. Lack of drug safety
2. Lack of worker safety.
3. Denying its Larger Corporate social Responsibility
4. Use of Immoral Means for Achieving Ends of Maximising Profit
5. Lack of Following Principles, Rules and regulation while giving contract.

(B) As the company is not the employer of Labours died, it only procured supply from small companies. Hence it is not legally liable on paying damages.

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However, as companies are property of society as per corporate governance principle, hence it should pay for damages because :-

(i) Moral responsibility as worker is more indirectly working for company.

(ii) Principle of Ethics & compassion should be shown - as due to Labourers workers - company was able to make Profit

(iv) Company is also responsible as it did not checked safety regulation were matched or not.

(v) Justice to worker is must.

© Moral responsibility refers to concept where an entity is responsible due basic human values, ensuring equity and maintaining Justice. It ensures inner Peace and Commitment.

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Reasons for Morally responsibly for actions committed or omitted

1. To ensure credibility in society
2. Enhance social capital
3. Having Trust and compassion as guiding principles.

When person or Entity becomes Morally Responsible

1. Due to Negligence of Entity.
2. When Justice is Breached
3. Larger responsibility towards stakeholders.
4. It is indirectly responsible for commission or omission.
5. To promote Serendipity.

"In Good of All Good of individual is contained".

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

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

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

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

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

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

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

(b) What are the options available to you?

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

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

(Answer in 250 words) 20 Marks

This case pertains to conflict between Loyalty towards friend and adherence to Truthfulness and maintaining Probity in Governance.

(A) Ethical Issues and Dilemma Involved

(1) Professional Integrity versus personal relation of personal nature

(2) Menace of corruption eating system.

(3) Involvement of conflict of interest while raiding Friend's House.

(4) Political – Bureaucratic alliance and ~~corrupt~~ Nexus

(5) ~~Friend of Arara~~

(5) Disruption in Family Relations.

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(B) OPTIONS AVAILABLE

① Taking action as secretary's Directive, conducting raid and take Measures as per findings.

② Informing Friend about raid, to take Measures for Protection and they conduct raid

③ Refusing [from] case as it involve conflict of Interest

(C) My course of Actions

- I will tell secretary about my relation with Ajay. and persuade him assign this case to other officers. as it involves conflict of Interest

↳ If he says in affirmative then it is OK but if not then I will-

① conduct raid as per procedure with secrecy.

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② collect Evidences and file a proper chargesheet as per procedure

③ I will look objectively on facts and carry on my duty according Dharma Principle

④ whatever be the consequences I will not show any kind of leniency.

⑤ simultaneously I will hold my family to provide support [personal + emotional] to Ajay's family.

⑥ I will persuade Ajay to resist and stay away from these type of activities.

① In above case my Motivation would be to uphold my duty with integrity

- Professional conduct is must and wrong doers must be punished as per Law without any favours

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- The case could be given from perspective of providing Emotional support but no leniency in investigation.

Here I would be like to be friend of character, taking action as per Law, which would have been taken by someone else in future. I am just doing my NISHKAMA KARMA.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 Marks

The case describes lack of respect for Police among people as well as high Handedness of police leading to Trust deficit between citizen and Police.

(A) **Ethical Issues involved**

(1) Lack of social capital and harmonisty between citizen

(2) Lack of Respect towards Police by citizen

(3) High Handedness of Police.

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④ Feeling of Revenge among Police officials
⑤ Custodial Torture Prevalent in Lock-up
⑥ Lack of Trust between Police and Citizens
⑦ Hy Professional Integrity versus Personal Relations in Police Department.

(B) Principle-oriented and Rule Abiding Police-Personnel-Actions

① They must visit the site and conduct proper Investigation
② Collect Evidences and check CCTV Footage and analyse.
③ Record statement of People who were present at that time
④ Simultaneously ensure that situation remains peaceful and no Miscreants is able to Exploit situation.
⑤ With Evidences, caught the culprits and record their statements. and

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produce them before Magistrate.

(6) Invoke proper sections as per IPC and file chargesheet with all facts and evidences

(7) Pursue case along with public prosecutor to ensure that Justice Happens and culprits are Punished by court of Law.

(8) Meanwhile provide support to injured police personnel and their families.

(c) Impartiality and Non-partisanship are cardinal values in civil service which should be given preference over loyalty to department, only then Public interest and Law of land will be upheld.—

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① It will to enhance Trust among citizen

② Enhance social-capital

③ Respect for Police among citizen will increase

④ Rule of Law will to uphold

⑤ Loyalty to Department, should to to Loyalty to Ethos of Department which can to uphold only when there is Impartiality [motto of CBI]

"An eye for Eye will make whole world Blind" -- Mahatma Gandhi

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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) Apathy of Ambassador over Diaspora - Praveen Bhartiya

(2) Economic Power over Soft Power

(3) Attitude of racism being faced despite of gaining citizenship.

(4) Lack of religious rights to Indian Diaspora

(5) Balancing National Interests with Interest of person with Indian origin

(6) Issue with construction and resulting temporary disturbance arising out of it

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(B) Although Ambassador's Position of Prioritizing Economics could be beneficial in short ~~time~~ term but ~~it~~ it will lead long term loss :-

① Loss of soft Powers

② Locals there can advocate India's Position in Political Sphere of host country which could lead to benefit in Future

③ Neglect of Human values & Human Rights.

④ Tolerating Prevalency of Racism is not right

(C) Consequentialism is most appropriate perspective to guide Indian Foreign Policy. because :-

(i) National Interest are locked hit

(ii) ~~Be~~ Greatest Good to Greatest Number of People.

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But consequentialism should be thought from Broad perspective, when included with care and duty it will have larger benefits. as

① Care will lead to India's Enhance status and upgraded soft power.

② Duty will lead to showing Ethics in International Relation increasing trust between global citizens.

Hence Diaspora are most important ingredient of soft power India — Taking Brand India outside — in turn making India Economically powerful.

It should be guided by Philosophy of Vasudev Kutumbakam — "World is one for all"

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