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(To be filled by candidate)

Name of Candidate : YASH KANWAT

Roll No. : PTTP 220323

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

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test - 8

Code : TC078

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

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

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

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

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

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

Evaluator Code :

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

Signature

MACRO COMMENTS

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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.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

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

Candidates must not write on this margin

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

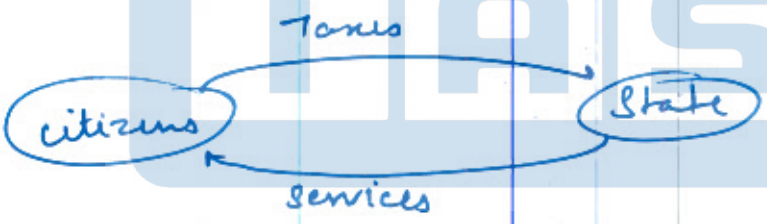
"वापस लौटाने" की भारतीय अवधारणा और सिविल सेवकों के लिए मार्गदर्शक मूल्य के रूप में इसकी प्रासंगिकता की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"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

In India the concept of giving it back is propounded like values of Dana and Zakaat.

The above quote highlights the importance of give and take relation between state and citizens



Relevance of 'giving it back' for civil servants

1.) Ensures fiscal prudence.

(Eg) civil servants will handle public purse with care and economic prudence.

Candidates must not write on this margin

2.) Better service delivery for public money

(Eg) services like DBT of MSP for farm produce

3.) Will help increase trust of public in civil services.

4.) Increase value of core ethics
↳ civil servants will focus on rule and outcome rather than rule based.

5.) Better targeting and delivery of social security services for vulnerable section.
↳ upholding value of compassion.

(Eg) 100 km road Lance Armstrong operation sulemani by Prashant Nayak.

Thus giving it back will make civil services more humane while servicing humans.

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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

Weber characterised bureaucracy as a steelframe work with defined hierarchy, clear authority, standardization of values and accountability mechanisms.

Factors influencing public servants decision making in such structure

1.) Constitutional value of equality, liberty, fraternity.

2.) Ideals of organisation

(Eg) CBI : industry, impartiality, integrity

Delhi Police : Shanti, Seva, Nyay

3.) Hierarchical structure of organisation and senior orders.

4.) Accountability mechanisms like CVC, CBI, CAG

Candidates must not write on this margin

5) Public service values like Compassion, integrity, non partisanship, impartiality

(Eg). work of Divya Devrajan
• integrity shown by Durga Shakti Nagpal.

6.) Personal belief system and moral values.

(Eg) Building of 100 km road by Anstrong Pune despite lack of funds

7.) Consequences and determinants of ethics.

Therefore, above mentioned factors influence public servant's decision making.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

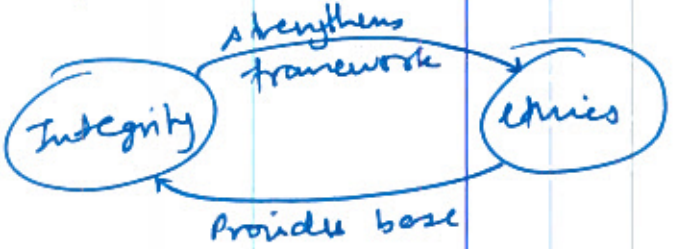
(Answer in 150 words) 10 Marks

Ethics refers to universal standards of determining rightness or wrongfulness of action to achieve common good.

Integrity refers to the value of upholding principles irrespective of situation.

Interrelation between between ethics and integrity

1) They share interrelated connection.
2) strong sense of integrity will ensure upholding of ethics.
3) similarly strong ethical values and foundation will uphold integrity irrespective of situation.



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Relation of ethics and integrity in context of public administration

1.) Strong ethical foundation of administration will help prevent act of lack of integrity

(Eg) Police not using force in custody

2.) Individuals with strong integrity will try to change work culture and improve ethical standard of administration

(Eg) Durgashakti Nagpal

Kiran Bedi : transformed jail system

3.) Will help reduce corrupt authority.

4.) will uphold sense and dedication to duty.

(Eg) Corona frontline workers

Hence to uphold probity in administration there is need for code of ethics as recommended by 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

Ethical behaviour refers to behaviour as per ethical norms and standards

Eg Not stealing to earn money is ethical behaviour

Emotionally Intelligent Behaviour refers to understanding and regulating one's own emotions to act in competent ~~compound~~ manner and of other's emotions.

Eg Emotionally intelligent behaviour shown by doctors during covid-19 pandemic.

Components of Emotional Intelligence as a guide for relevant ~~intelligence~~ ethical behaviour

1.) Self awarness about one's own emotion gives courage of conviction

Candidates must not write on this margin

2) Self regulation ensures emotions are used for and not against ourselves.

3) Social management of emotions of others to improve work culture interpersonal relationship.

4) Empathy provides viewpoint by putting ourselves in shoes of others.

5) Social skill to regulate emotions as per need

(19) Emotional intelligence employed by Airhostess who regulate their emotions to ease tensions of fellow passengers.

Thereby identifying these components one can use them to act in ethical behaviour increasing his social utility.

Candidates must not write on this margin

3. (a) "अच्छा जीवन प्राप्त करने के लिए, कर्तव्य पर्याप्त नहीं है; 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

The above quote highlights the importance sympathy, empathy along with duty and good will to achieve good life and be moral.

Why duty and good will alone not sufficient

1.) Duty ensures rule bound procedure.
↳ it does not provide scope for leniency due to one's condition
(b) condition of exclusion inclusion in scheme are fixed

2.) Similarly good will does not ensure proactive behaviour to help others

Role of sympathetic feeling in achieving good life and be moral

Candidates must not write on this margin

1) Provides empathetic perspective of putting oneself in others shoes

(Eg) During freedom struggle Gandhiji stayed with local people to understand their grievances.

2) It provides complementary viewpoint

3) Better service delivery upholding duty (Eg) creating certain exemptions to give benefit to vulnerable

4) Helps in moral action

(Eg) Altruism of Mother Teresa who selflessly helped others.

The example of Boddhisatvas fully justifies this quote, where not only enlightened themselves but also helped other to achieve nirvana making both duty and life complete.

Candidates must not write on this margin

(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

"Knowledge without character" is a sin as per Mahatma Gandhi.

Higher education represents tertiary level of education system

Role of higher education promoting integrity education

1) Will produce youth with integrity.

2) This will ensure strong values while voting in elections based on merit alone

3) The youth with high integrity will translate into work culture with high integrity

Limitations

1) Low takers of higher education

(Eg) AISHE report: Gross enrollment ratio - 27%.

Candidates must not write on this margin

2) Regional imbalance in higher education

3) Caste, gender disparity can act as hindrance

1) Dominance of primary socialisation and primary education in forming value system of students

Way forward

1) Implementation of value based NEP 2020

2) Improving access to higher education

3) Improving primary socialisation and Education system to produce integrity based students.

Students of today represents future of nation hence need to promote higher education and education in general for public culture of integrity and corruption free polities.

Candidates must not write on this margin

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

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

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

The quote highlights the importance of informed decision making and not depending on senses.

The senses deciev from time to time as they are dependent of environment of the time. Since environment changes thus, our senses changes

why never to trust wholly those who have deciev us even once

1) In Mahabharat the Pandavas, trusted Kauravas. However, the later deceived the former and took all their resources.

Similarly placing trust on Kaurava again the Pandava were captured in Burning palace.

Candidates must not write on this margin

Similarly a person who deceived us once can do it again as he keeps his personal motives and benefits prior to the relations.

(Eg) The British rule deceived the INC leaders. However, later on when INC and citizen of India did not show trust then we achieved independence

Therefore, one needs critical application of mind and Emotional Intelligence to handle above situation while dealing with deceiving personalities

Candidates must not write on this margin

(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 quote highlights the importance of good men to pay attention to public affairs to prevent rule by evil men.

Good men represents people with high moral character. They raise voice against ethical misconduct.

Eg Vinod Rai, CAG (former) unearthed 2g scam, commonwealth scam

While evil man represents people with low moral character. They indulge in personal gratification

Eg Chhatisgarh IAS amassing crore by misappropriating MGNREGA fund.

Candidates must not write on this margin

When good men pay indifference to public affair

1) Issue of corruption.
2) Communalisation and Regional secessionist tendencies
3) Dominance of Khap Panchayats upholding backward patriarchal norms.
4) use of muscle power and criminalisation of politics
   (a) ADR report 4-27. criminal MPs in 14th Lok Sabha

Way forward

1) need for good men to participate in public affair
2) Turn an evil man into good men by changing socialisation

For good governance need for good men participation

Candidates must not write on this margin

(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 quote highlights the changing behaviour of humans which is not inline with original intent of nature.

Men not born wolves

1) Companionship based relation
2) Ethical framework high. High morality in society.
3) Principle of equality.
4) Virtuous values prevailed
   - (Eg) Buddhist value of madhyamarg
   - Jaina values of asceticism
   - Hinduism : Vasudhaiv Kutumbhakamk

Men becoming wolves

1) Becoming savages.

Candidates must not write on this margin

2) cutthroat competition to maximise profit
3) Subversion of human values.
4) Criminal activities rising
5) Companionship relation eroded.
6) Human nasty, Brutish. — Hobbes

Way forward

1) Role of socialising agent need be strengthened
2) Value based education
3) commerce with morality be promoted.
4) fostering global brotherhood.

for man is a social and ethical animal. Therefore need to revert back from wolves to humans

Candidates must not write on this margin

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

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

(Answer in 150 words) 10 Marks

Civil services is based on delicate balance between personal interest and public interest. The balance should always tilt to the latter as public nature of the service.

Yes, It is posible for civil servant to reconcile career with service obligation

i) upholding value of integrity and non partisanship will allow to work objectively. This also improves credentials of civil servants improving career growth

(Eg) Kiran Bedi due to her nonpartisan working prison reforms got better career progress

ii) Value of NishKama Karma Creates balance between profress and work.

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Challenges

1) Politicisation of bureaucracy
   - (Eg) Illegal postings
   - Shuffling of honest officers.

2) Cylindrical nature of promotion i.e fixed time promotion for all irrespective of innovation

3) Delayed promotions or harsh and frequent transfers
   - (Eg) Ashok Khemka IAS Haryana cadre

Way forward

1) Forming civil service Board as upheld by SC in TSR Subramanium case.

2) Innovation and incentive based promotion.

3) Upskilling and mid-career training to increase career growth.

4) Code of conduct for minister and code of ethics for civil servants

Timely career progression is quintessential to satisfy self interest and [illegible] dedication to service

Candidates must not write on this margin

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

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

Competence refers to aptitude of an individual to do a task in efficient manner

Compassion refers to the urge to help someone to help him uplift from vulnerability

Competence without compassion

1) Focus on outcome and data without quality of public service.

(Eg) while data and fund being used status of PwD remains same.

2) High aptitude and low value system promotes corruption as highlighted by DOPT manual.

3) Rule based service delivery more focus (Eg) Jharkhand PDS

Candidates must not write on this margin

system related death due to non-availability of documents.

Compassion without competence

1.) Non government officials cannot use public funds to help vulnerable sections.

2.) Compassion can sometimes overlook impartiality and result in excess fund utilisation. Affecting future use case.

Way forward

Following 'golden means' by suitable choosing middle path and avoiding excess between competence and compassion.

These two values can help uphold the ideals of Antodyaya to Sarvodaya.

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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

Today's world is a globalised world. We are far more connected today then ever in the past. This has led to ethical dilemma whether to help foreigners who live far or not.

Morally justified demands

1.) Global citizenship concept cross cutting across national boundaries.

2.) Turning blind eye of injustice does not end injustice.

3.) Humanitarian aid as means to uphold humanity does not limit itself by boundaries and geographical reach.

4.) DO onto others what you would want for your self. If the situation

Candidates must not write on this margin

were switched we would also expect help.

5.) Gandhi's Talisman and Rabindranath Tagore's Global brotherhood concept justified.

6.) India provided assistance during earthquakes, Tsunami and covid as a result its relationship developed better (consequentialism)

7.) Spread of Global NGOs like 'feed Yemen' can help and provide platform.

8.) Nations are morally responsible as principle of common brotherhood and determinants of ethics justified.

(Eg) USA is morally responsible to help Afghanistan rebuild from scratch.

(Eg) Refugee deaths due to non acceptance

Therefore Globalisation is to stay and we should come out of narrow nationalism to uphold human values of compassion, care, foster brotherhood.

Candidates must not write on this margin

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

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

Civil services is sometimes refered to as managerial services by virtue of its managing role..

1) Managing between personal and professional ethics.

2) Managing public funds.

3) Managing between different aspirations of different social groups.

Reason for ethical misconduct

(A) Role of Departmental work culture

1) Lack of ethical conduct in work culture may breed ground for ethical misconduct.

2) It may lead to delayed goal and target achievement

3) Affect in proper functioning.

Candidates must not write on this margin

4) Can lead to corruption as ethical framework not strictly upheld.

(B) Role of weak will power of individual

1) Lacks leadership quality to change work culture

2) Low integrity and courage of conviction to stand up against wrong ethical misconduct.

3) Easily influenced by work culture for ethical misconduct

Ways to address ethical misconduct

1) Code of ethics and code of conduct

2) Actionable accountability mechanism.

3) Role of external accountability like citizen charter, RTI.

4) Role technological interventions like digital audit, CCTV to deter ethical misconduct

To reduce misconduct there is need to improve both work culture and willpower of individual

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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?

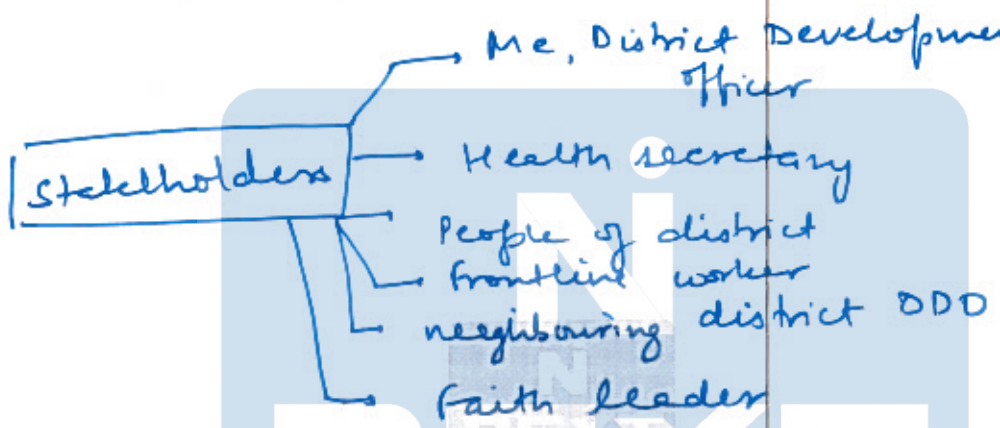
(b) What are the advantages and disadvantages of using Faith leaders as influencers and persuaders?

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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

The present case study highlights the role played by behaviour as a barrier to health and nutrition services



(A) Issues involved

1) Low literacy and poor health indicators against right to dignified life.

2) Prevalence of myths, misconceptions and malpractices against health services. Negative role of Behavioural attitude

3) Negative attitude affecting duty of front-line workers.

Candidates must not write on this margin

4) Involvement of faith leader by neighbouring DDO. Intermixing religion and state.

(B) The involvement of faith leaders present both advantages and challenges

Advantages

1.) use of faith leader's charismatic authority to influence people.

2.) May reduce prevalence of myth, misconception.

3.) May act as agent of social change by taking health services.

4.) Neighbouring District benefitted

Disadvantages

1.) Involvement of religious leader may create communal character.

2.) Antithetical to idea of secularism.

3.) May not result in encompassing change.

Candidates must not write on this margin

4) Not all communities may respond positively.

(L) Other methods of Breaking behavioural barriers

1) Leadership of DDO, myself taking health services (Eg) During vaccine drive for covid, DMs proactively took first shot.

2) Educational institution need to inculcate scientific temper in children who can act as persuading agent.

3) Enrolling NGOs, SHGs to remove myth, misconception.

4) use of Monetary and non-monetary incentive. (Eg) institutional birth increased due to maternity benefit and monetary gain.

Candidates must not write on this margin

(D) Ethicality of involving faith leaders for promoting schemes

Not justified

1) Secular credential of state erodes.

2) Not all community members belong to same religion.

3) Choice of leader may also affect state scheme success.

Justified

1) Involvement of faith leaders ensure greatest participants in scheme.

2) Faith also build upon values of core ethics and compassion

(Eg) Buddhism and Jainism

2) Faith sponsored social services uphold their credentials

(Eg) hospitals are given by different faith leaders.

Ultimately involvement of faith leaders should result in better indicator development for all communities.

Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

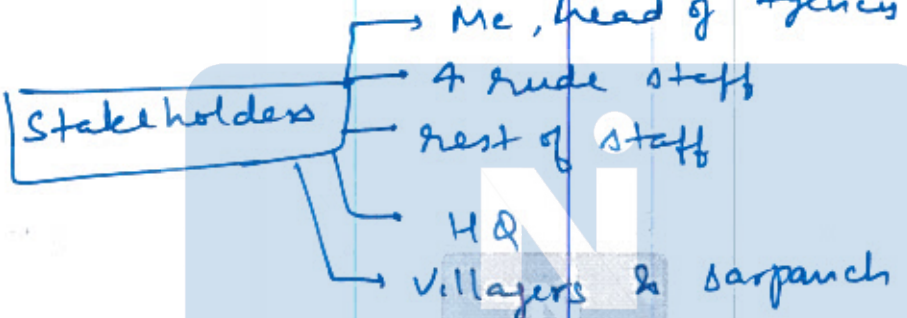
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(c) Examine each of the options and identify your chosen course of action

(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

The present case study highlights ethical issue of deteriorating work culture and its effect on grievance redressal.



(A) **Issues involved**

1) Work extension without corresponding compensation.

2) Diminishing work culture affecting grievance redressed.

3) Use of casteist and derogatory language shows lack of virtue.

4) Lack of in-house mechanism for grievance redressal of employees

5) Delayed public service delivery and affected quality

Candidates must not write on this margin

(B) Options available

1) Take action and remove employee

Merit	Demerit
1) May act as deterrent	1) short term measure
2) Reducing instances of derogatory language	2) will increase work pressure

2) Try to provide counselling

Merit	Demerit
1) will help resolve interpersonal relations	1) Does not solve core problem
2) Provide avenue to address grievances	2) Time taking in nature

3) Talk up the matter in HQ

Merit	Demerit
1) will allow seniors to take action	1) May no result in concrete solution
2) will provide long term solution	2) Delay will affect grievance redressal
	3) Shows lack of exemplary behaviour

Candidates must not write on this margin

(c) Course of Action

It will based on option 2 & option 3 combined. The main idea is to provide avenue for employees to address their grievances.

1.) Providing in-agency counselling and psychological help.

2.) Awarding best behaviour as a mechanism to influence behaviour

(Eg) Integrity Icon

3.) Taking up the matter of non compensation with HQ and ask for solution.

4.) Use of technology to bring automation and streamlining repitative task.

5.) Persuading villagers to file complaint via single point of contact for targeted grievance

Candidates must not write on this margin

redressal.

6.) Finding avenue for adhoc appointment till HC takes order.

(D) Dignity refers to one's self esteem in social setting. A sense of self respect.

Human dignity is concept of dignity common to every individual

Social dignity is concept of dignity by virtue of being part of a social order.

Common dignity violations at government departments

1.) Lack of timely redressal.
2.) Power differentials seen in form of delayed work and red tapism
3.) Use of corruption.
4.) Use of derogatory language and casteist slurs

upholding human dignity is essential component of good governance

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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.

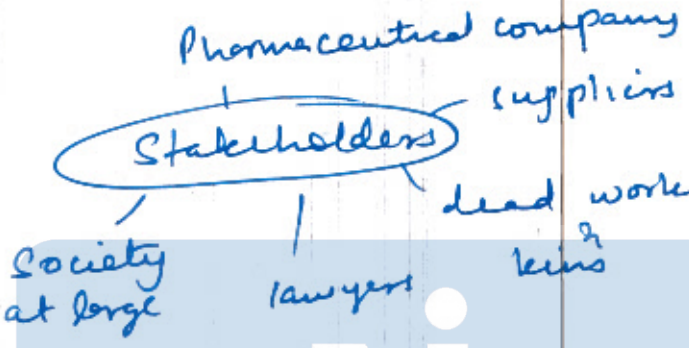
(a) What are the ethical issues involved in the above case? (50 words) 5 marks

(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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The case study highlights the classic dilemma of People - planet - profit along with the debate of means V/S ends.



(A) Ethical issues involved

1) Ends over means: Pharmaceutical company prioritised profit and continuous supply chain over safety.

2) Lack of moral responsibility over death of 22 workers.

3.) Lack of safety and Hazard prevention leading to death of 22 workers against Right to life and Right to Safe working environment.

4.) Loss of breadwinners for family affect their social life and economic security

Candidates must not write on this margin

(B) Analyzing company's position on paying damages

Not justified

1) No direct involvement in accident.

2) Supply chain essential to ensure regular supply of drugs in post covid period (Greatest good to greatest number)

3) Consequential ethics justifies non payment

Not justified

1) Moral responsibility of company due its profit motive overlook safety standards

2) Means over ends profit earning and supply chain continuity cannot justify death of workers.

3) Commerce without morality sin as per Gandhiji.

Hence, the company is ethically under compulsion on paying damages

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(c) Moral responsibility refers to inward accountability to oneself by virtue of one's own moral values.

Eg Student having moral responsibility to complete given homework as moral justifies timely completion and submission.

A person is morally responsible in both cases whether for actions omitted or actions committed.

Eg A civil servant not given PDS benefit to vulnerable due to absence of documents. It is act of commission. However rules justify but moral responsibility does not.

Eg In the given case it was moral responsibility by virtue of omission that company's supplier committed act.

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Upholding Moral Responsibility

shows virtuous value of individual

and organisations.

NEXT IAS

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

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

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

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

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

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

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

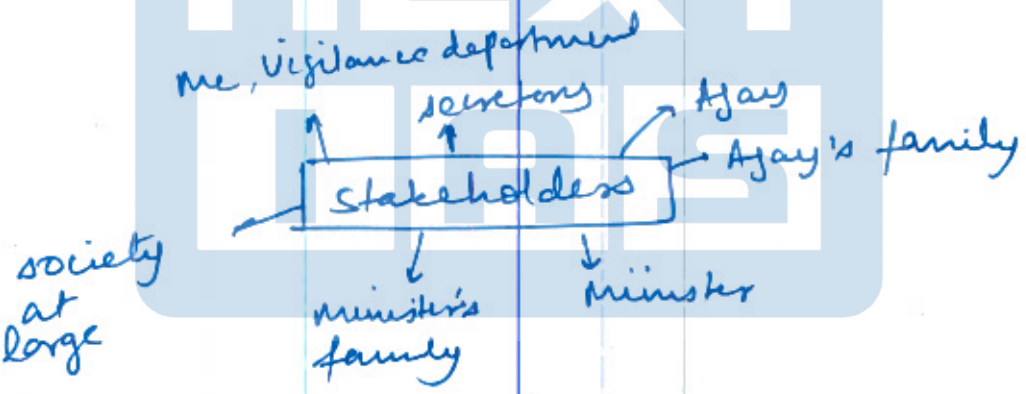
(b) What are the options available to you?

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

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

(Answer in 250 words) 20 Marks

The above case highlights need of non partisanship and integrity while working as public servant to uphold Probity. This was also highlighted by Nolan commission



(A) Ethical issues involved

1) Lack of non partisanship shown by Ajay

2) Issue of plum postings erodes integrity in civil services. Politicisation of Bureaucracy.

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2.) Corruption charges and evidences against Ajay and minister shows lack of ethical virtues and misuse of position.

Ethical Dilemmas

1.) Professional ethics vs Personal ethics
↳ investigating Ajay's office as per order or not.

2.) Issue of nonpartisanship vs career growth
↳ (Eg) Plum posting to Ajay for political leaning

3.) Public service vs Personal gratification
(Eg) corruption charges amount to misuse of public fund for personal gain.

Candidates must not write on this margin

(b) Options available

1) Taking action as per order and search Ajay's office

Merit	demerit
1) may get evidence for minister's corrupt charges 2) upholding probity	1) may tarnish Ajay reputation 2) traumatic for family

2) Asking secretary to directly take action on Minister

Merit	Demerit
1) Ajay won't be made scapegoat 2) will set future precedent	1) may not get full proof 2) Affect my personal conscience.

(c) Course of Action

1) Acting as per order of departmental secretary

2) will ensure details of investigation are kept confidential until full investigation done

3) will provide family support to

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Ajay's family as they are not involved in corruption and should not suffer for act not done.

Ans

(D) In the above case moral motivation should come from all three:

(i) Duty

→ Duty of vigilance department to act against corruption.

→ civil service values of impartiality and objectivity.

(ii) Love

→ upholding care of Ajay's family and Ajay's mental health which may get affected due to action.

(iii) Consequences

→ such activity will reduce future corrupt acts.

→ Evidences against Minister will improve credentials of department.

Follow Gandhi's Talisman to overcome such ethical dilemmas.

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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

Candidates must not write on this margin

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

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

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

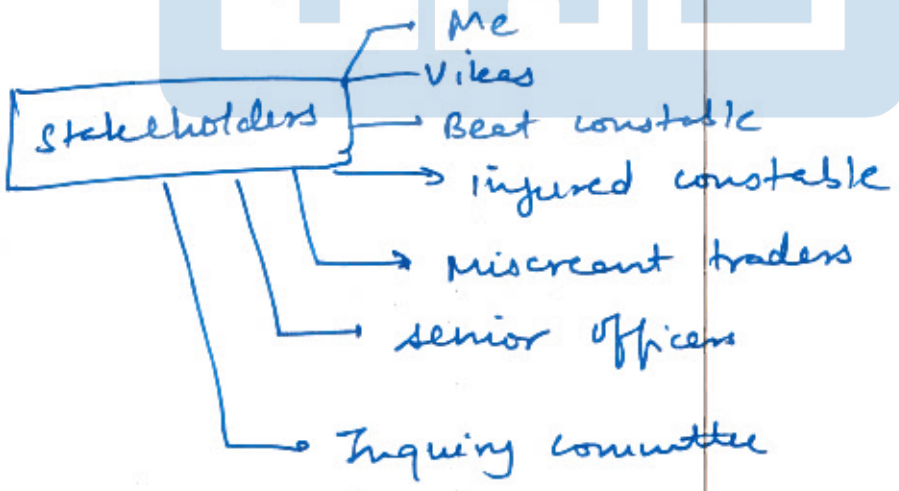
(a) What are the ethical issues involved in the above case?

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

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

(Answer in 250 words) 20 Marks

Custodial violences and related death are a blot on police service.



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(A) Ethical issues involved

1.) Instances of violence between traders and altercation against idea of harmony.

2.) Attack on beat constables is violation of Rule of law.

3.) Treatment to in custody miscreants by senior officers show lack of exemplary behaviour, against the idea of seva, abuse of power.

4.) Underplaying of beatings as few slap by colleagues & vikas shows lack of integrity and non partisanship.

(B) Principle oriented police personnel refers to officers abiding principle of seva, justice, integrity at every level.

while Rule oriented police personnel refers to officers upholding laws,

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statute and departmental rules to uphold rule of law.

Role to be played in above case

1.) Abiding by the rule and taking in custody of miscreant and presenting in front of magistrate.

2.) Principle based police personnel will not underplay custodial violence and uphold integrity

3) Meeting treatment to in person custody miscreants

4.) Taking confidence building mechanism between traders and between police and traders

(C) **Loyalty to department** refers to allegiance and dedication to department and devoting oneself to achieve goals of department.

1) It ensures better interpersonal relations.

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2) It ensures better work culture.

3) Better hierarchy and service delivery is ensured.

Impartiality refers to the act of being objective and taking decisions on merit.

Non partisanship refers to non allegiance to any groups. It allows objective and impartial functioning.

1) Allows objective decision making.

2) Upholding integrity and service values.

3) will help in address wrong doings
(Eg) case study highlights custodial violence

4) will help in better targeted services.

There is a need to find Madhya marg between loyalty to department and impartiality, non partisanship in our decision making

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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

Candidates must not write on this margin

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

As per Ministry of External Affairs India has the largest diaspora. Recently, Remittances touched $100 billion mark highlighting the important role of diaspora

Stakeholders
- Me, foreign serving official
- local indian community
- local city councillor
- Ambassador
- general society

(A) Issues involved in the case

1) construction led noises affecting population.

2) Protest against construction despite legal support and approval.

3) Creation of own cultural space may open pandora box with other communities also asking the same.

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4) Protest against indian diaspora having latent racism and intolerance

5) Challenges of Diaspora between own country and country by ethnicity

c) Priority of economics over diaspora

e.g. (93) Ambassador not involving in local politics due to closing in of economic agreement

(B) Justification of Ambassador's position economics over diaspora

Justified

1) Interest of own citizen over ethnicity ties of foreign citizens.

2) Non involvement in other country politics

3) Criticality of agreement justifies position (Determinants of ethics)

4) Duty of Ambassador National interest.

Not justified

1) Diaspora cultural ambassador of nation. Not helping them hurting over long term prospect

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2) Racism is injustice and injustice anywhere is threat to peace everywhere.

3) Spread of soft power also aligns with national ethics.

4) Lack of exemplary behaviour shown by Ambassador: Lack of empathy and compassion.

Way Forward

1) Taking up the matter of racism with counterpart.

2) Highlighting the importance of diaspora for both nations.

3) Highlighting the legality of construction as approval granted

4) Diaspora can initiate dialogue and understand demand of other community. Foster feeling of Brotherhood.

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(c) The appropriate policy perspective to guide foreign policy is mix of Care and Duty.

Care perspective

1.) Humanitarian aid (Eg) Operation Dost during Turkey Earthquakes

2.) Provided covid vaccine to underdeveloped nations

3.) Uplifting citizens stuck in civil wars (Eg) Libya, Nigeria

Duty Perspective

1.) Ideas of Yogakshema highlights this principle.

2.) uplifting voice of global south as moral duty of India.

3.) Strategic location and Net security Provider in Indo-Pacific region is duty to uphold rule based regime.

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Space for Rough Work

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