

NEXT IAS

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(To be filled by candidate)

Name of Candidate :	ANKIT AGRAWAL		
Roll No. :	PTTP220280	(UPSC : 0602108)	
Registration Number :	PTTP 220280	Date of Examination :	20/8/23
Exam Centre :	Old Rajinder Nagar ☐	Bhopal ☐	Online ☒

Test - 8

Start Time: 10 AM
End Time: 1 PM

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)

Handwritten text area for student queries, featuring horizontal dashed lines for writing.

[To be filled by the EXAMINER]

Evaluator's response

Handwritten text area for evaluator's response, featuring horizontal dashed lines for writing.

(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



खण्ड-A / Section-A

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

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

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

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

Indian concept of "giving it back" is a form of gratitude which means having sense of thankfulness for what one has received from society and thus reciprocating back by working for welfare of society.

eg. Kanada Actor Raj Kumar use to make frequent visit to London to study about metro rail & suggest Karnataka Government required measures for Namma Metro. He use to spend his own money for these trips.

Relevance for civil servants

① Dedication toward Public Service →

eg. Sudhakar Sindhe died at age of 23 by serving people during COVID through non-stop inspection of services by Government hospital.

② Compassion for weaker section of society

(eg) following Gandhiji's Taliman idea.

③ Acting as Positive Role model for youths

(eg) Anand Kumar IAS use to teach children from unprivileged background in his free time.

④ Innovation & going beyond call of duty

(eg) Anu Pragy IAS Odisha cadre imported cheap materials for providing electricity to backward district of Keonjhar

(eg) Pame Anshwong crowd funded to build 100 Km road.

⑤ Public Interest over Private Interest

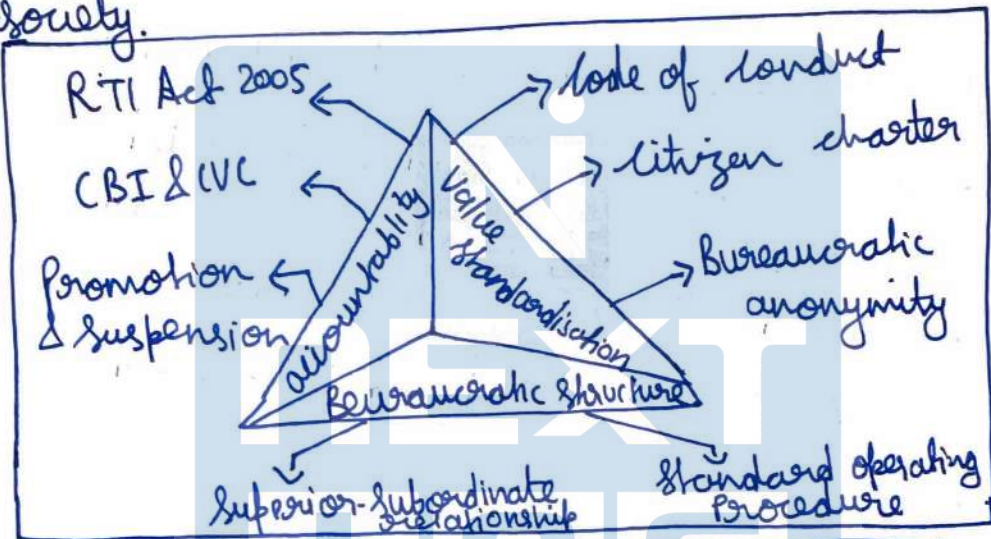
The concept of giving it back is relevant for every member of society for development of India in "Karkarya Kall" through "Jan Bhagidari"

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

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

(Answer in 150 words) 10 Marks

Public Service is defined as provision of goods & services by administration in such a way that it ensures welfare of society.



Influences that Impact ethical decision making

- ① Procedural Rigidity → (eg) Forensic Investigation before allowing admission of victim in hospital.
- ② Political Interference → (eg) Threat of transfer or suspension in cases involving high profile personality.
 - ↳ Delay in Investigation of Jain Hawala case.

③ Conflict of Interest → Public welfare
Vs Private responsibilities

(eg) Sagatika Nath Parents Attacked as
she was Investigating Exam leak scam in
Balarore.

④ Superior's order → For instance shoot
at site order to clear tribals from
their land for mining company.

⑤ Code of conduct → All India civil services
conduct Rule prohibit civil servant
from taking expensive gifts.

For ensuring ethical
decision making by public servant
there is need for capacity building,
citizen centric governance, emotional
intelligence, building right attitude, skills,
etc. (PM Modi during National training
conclave).

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by the terms 'ethics' and 'integrity'? Do you think they are interrelated? Explain with examples the relationship between ethics and integrity in the context of public administration. (Answer in 150 words) 10 Marks

Ethics is defined as what is considered right & wrong by society whereas Integrity is defined as upholding & adhering the highest principle of honesty & probity in day to day activities.

eg. Constitutional values are example of ethics whereas adherence to it in all the circumstance is Integrity.

Inter-relation between Ethics & Integrity

① Ethics set benchmark for correct behaviour & action.

eg. Non-violence during Independence movement.

② Integrity tries to achieve this benchmark through actions.

eg. Mahatma Gandhi withdrawing from NCM after Chauri-Chaura Incident.

③ They can also be in conflict

(eg) non-stealing is considered ethical but to save life one needs to steal drugs → is that act of integrity or violation of it leads to conflict.

Relationship in context of Public Administration

① Adherence to code of conduct & code of ethics

② Managing ethical dilemmas such as following superior unethical order v/s Rule of law

③ Balancing between empathy and Impartiality

④ Managing conflict between ethics in private & professional life.

Ethics is a skill (M.M. Jennings) which if one is able to learn can follow the value of Integrity without any hardship

- (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 is defined as having purity of thought & emotions while performing some action.

Emotionally Intelligent behaviour is defined as ability to understand one's own emotion and that of others to facilitate our action & interaction.

Relevant Emotional Intelligence Components

① Self Awareness → Understanding of one's own values, belief, strength, emotion etc.

↳ guide ethical behaviour by sticking to ethical values while making decision

eg India abstaining from voting against Russia in UN considering its value of National Interest.

② Emotional Regulation → controlling negative emotions & subjectivity in decision making.

↳ guide ethical behaviour by acting with calmness & with objectivity.

(eg.) Comedian host of Oscars did not react after Will Smith slapped him in front of whole Hollywood.

③ Social Skills → build interpersonal relationship.

↳ guide ethical behaviour by collective upliftment in any action.

(eg.) PM Modi gave slogan of Sabka Saath Sabka Vikas.

④ Empathy → help in dedication towards public service, build tolerance, etc.

(eg.) Ananya Das slum rehabilitation in Lucknow.

Emotional Intelligence is necessary for ethical behaviour as it brings awareness to our emotion which help us to connect with people through heart.

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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

Good life is a subjective concept but in general it means contentment and gratitude for what we have. It can be equated with happiness or Eudamonia as said by Socrates & Plato.

Duty + Sympathetic feeling for Good Life

① Gives sense of purpose to life

eg. Scientist has duty to innovate but if he has purpose of advancement of humanity, it will become more fruitful.

② Give sense of Impact making

eg. Attribution rates at more than 20% in IT companies as it just relates to duty & they do not see their impact.

③ Provides credibility → duty along with empathy gain social capital

eg. Mahatma & Shreeadharan.

④ Sense of Satisfaction → eg. Kailash Sahyadhi left well paying corporate job to fight against child labour.

⑤ Tranquil life → Epicurus believed one can enjoy tranquil life only by working for others & deriving happiness from it.

Duty alone or good alone not sufficient to be Moral

① Duty & Sympathy can lead to harm to society if lack in values

eg. Osama Bin Laden involvement in 9/11 was based on duty toward religion and sympathy for Taliban

② Rule of law & legality → considered moral by society but sometimes duty & collective good forces its violation

eg. Russia military operation on Ukraine

Sense of duty when combined with empathy and compassion within the bounds of law can lead to peaceful society and thus good life for all.

- (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

Education of youth in today's classroom determine the fate of nation in next generation as they become policymakers & policy followers of tomorrow (A. Lincoln).

Role of higher education in promoting Integrity education → Public culture of Integrity

① Civic Sense & Public values → Higher education teaches youth about environment sustainability and solving problems of vulnerable section.

eg. No littering in bus stops, no honking near schools.

② Compassion for weaker section → Higher education institution provide opportunity to Intermix with student from different class & caste.

eg. Lord Krishna in Gurukul developed value of empathy & compassion for students of who were less privileged.

③ Scientific temper and objectivity → devoid of prejudices & unethical thinking

(eg) Mental health challenges biggest cause of anti social behaviour.

Role in promotion of corruption free Political culture

① Development of Political attitude

Engagement in Political debates

(eg) Coffee table discussions

Accountability holding

(eg) Social media like Twitter

Understanding of intention behind Policies

② Participation in Politics → Increased youth participation through college Politics

Higher education play major role in socialisation process which require not only scientific education but also teaching of values like teamwork, discipline, equality, etc to ensure correct use of knowledge.

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) इन्द्रियों 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

Trust is defined as belief on someone or something which is difficult to build but easy to break. Once broken, it is even more difficult to repair.

eg. British backtracking on promise of dominion status acted as final nail in coffin of British Raj in India.

Reasons for irreparable damage to trust

① Shows lack of integrity on other persons part

② Lack of credibility and commitment to promise made

eg. ISRO stopped depending on other countries & build its own indigenous cryogenic system

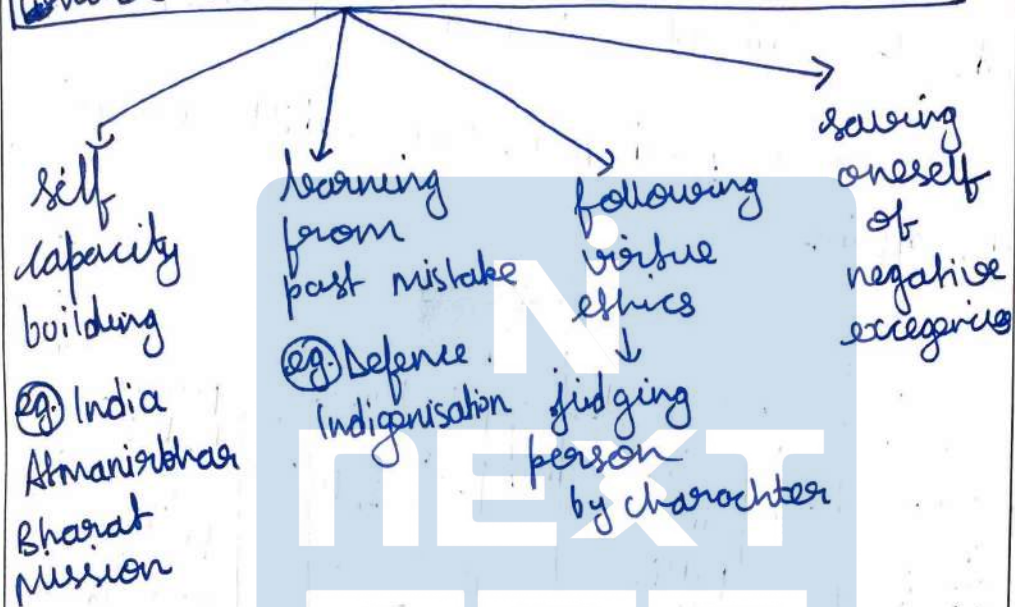
② opportunism and utilitarian nature of the person

eg. Lukaku (Inter & Chelsea football player) unwanted by any football club fan due to frequent shifting of loyalties.

④ creates uncertainty & negative attitude

eg India diversifying its crude oil source due to instability in Middle East.

Benefits of not trusting wholly who ~~where~~ deceived us



Trust is an important factor in nation building as it impact political process, governance process, economic development, etc which is also reflected in slogan of "Sabka Sath Sabka Vikas and Sabka Viswas"

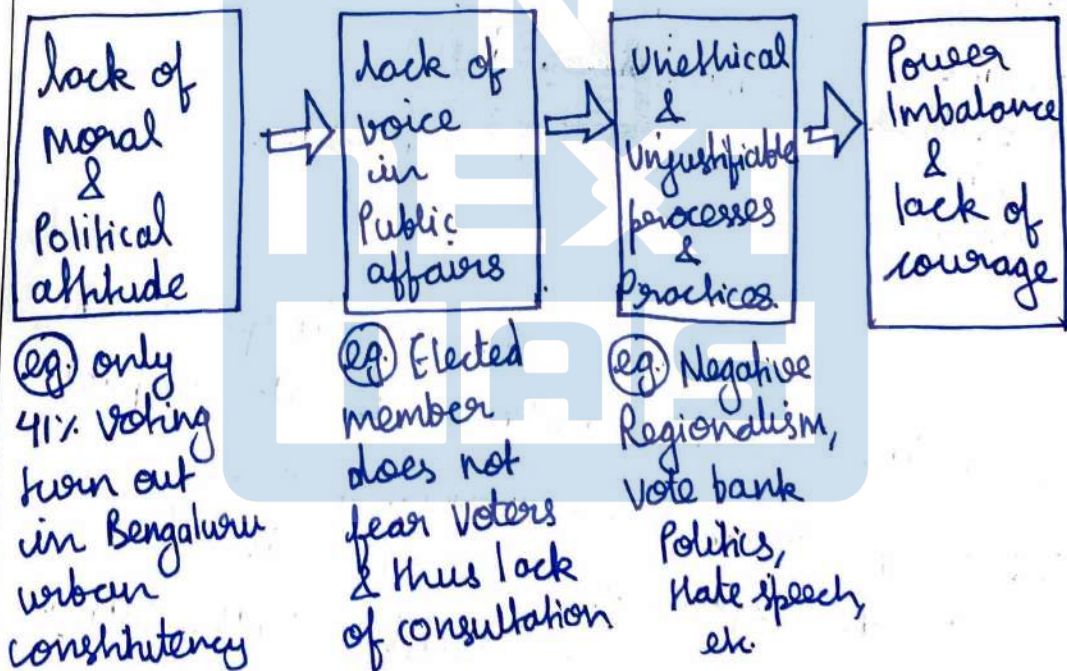
- (b) "सार्वजनिक मामलों के प्रति उदासीनता के लिए अच्छे लोगों को जो कीमत चुकानी पड़ती है, वह है बुरे लोगों द्वारा शासित होना।" (150 शब्दों में उत्तर दीजिए) 10 अंक

"The price good men pay for indifference to public affairs is to be ruled by evil men."

(Answer in 150 words) 10 Marks

The above quote mean that when people are not open to speak up or does not have any opinion on public affairs, it leads to rule of evil men and evil processes.

Reasons why good men have Indifference to Public affairs



Consequences in form of Ruled by evil Men

① Utilitarianism & Consequentialism over deontological approach in public affairs

eg. Vaccine or no benefit of scheme during COVID in many countries

② Appeasement of evil leading to destruction

(eg) Allies appeasement of Hitler to counter communism led to ~~two~~ World War II

③ Lack of reforms → both democratic and governance

(eg) Socrates questioning method to challenge Status-Quo still used to bring many reform like decriminalisation of Section 377 IPC

④ Against idea of collective & distributive and corrective justice.

(eg) Political Interference in high profile cases like Jain Hawala case, Noida murder case.

Indifference to Public affair by good men need to be tackled by building courage, developing moral & political attitude through mechanisms like RTI Act, Social audit, etc.

- (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

A person's value system & attitude is shaped through socialisation process, experiences, circumstances, etc which shapes his/her actions, thought & belief.

eg. Actions & thoughts of Naxal group shaped by past experiences of exploitation and alienation.

Reasons for corrupted nature

- ① Poor socialisation → by family, media, peers, etc.

eg. rising cases of drug abuse in Punjab due to poor role models.

- ② Cognitive component of Attitude → learnings, opinions, etc corrupted

eg. Racism chants in football stadiums of Spain against Brazilian Vinicius junior

- ③ Affective component of Attitude → bitterness, agitation, disgust, revengefulness, etc based on past experience.

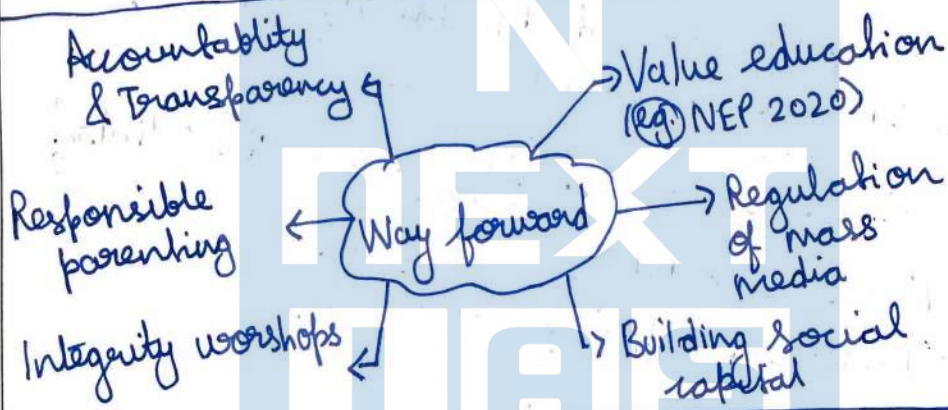
eg. Hitler & Germany starting World War II to take revenge against Treaty of Versailles.

④ Consumerism & Materialism → Westernisation of value system leading to culture of opportunism

(eg) Nirav Modi, Vijaya Mallya. Scam for leading lavish life

⑤ Social media & Competition → Cyber bullying, pornography, Echo chambers, etc.

(eg) Deep fakes of celebrities, phishing from call centers, mob lynching, etc.



just like ethics is a skill, corrupted nature is also a product of habit & character development thus there should be focus on reskilling through value based learnings.

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

Conflict of Interest is defined as choice between personal gain and public welfare where there is high chance of misuse of public authority to achieve personal gains.

eg. Tender for road construction to company owned by family member, ~~like~~ Videocon & ICICI bank case.

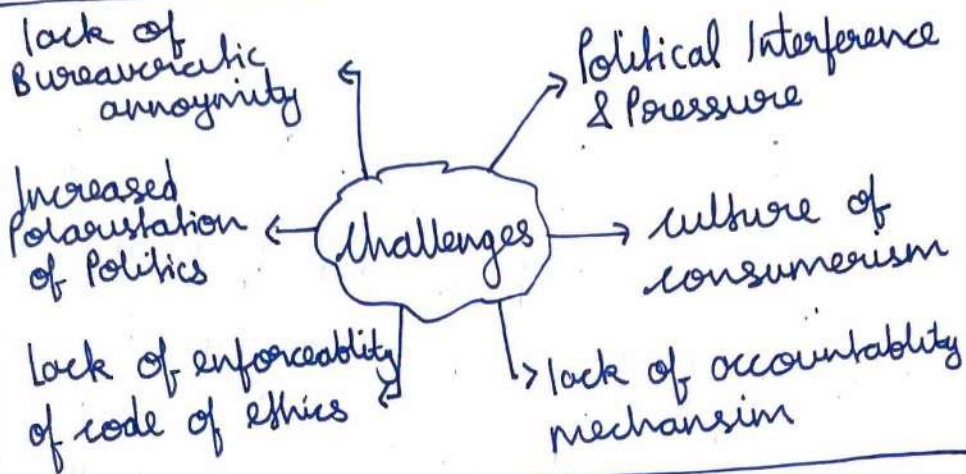
Reconciliation between career & service obligation

- ① Dedication to public service for self satisfaction & happiness at work.
- ② Compassion toward weaker section to gain trust of both public & supervisors
eg. Ananya Das IAS Odisha cadre promoted after her rehabilitation work in Cuttack.

- ③ Laws, Rules & Regulation → eg. All India civil services conduct Rule

- ④ Emotional Intelligence → Self restraint, resisting temptation, social networking

eg. Clean record of Kiran Bedi made her one of the role model for civil services



Way forward

- ① Value education, citizen centric governance, right attitude & skills (National training college)
- ② Increase Transparency through RTI, Jan Soochna Portal, etc.
- ③ Civil services board & minimum tenure of 2 year
- ④ Merit based promotion & district posting

Government to overhaul the services has launched Mission Karmyogi and focussing on skill based competencies which will help in balancing career and service obligations.

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

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

Competence is defined as latent, skill or ability to perform functions effectively

eg. Police personnel trained in situational analysis, communication skill & legal aptitude

Compassion is defined as working passionately to remove pain & suffering of others.

eg. Kailash Satyarthi Initiative against child labour & human trafficking

Competence without compassion: brutal & inhumane

① Misuse of power & authority → eg. enforcing lockdown with lathi charge during COVID

② Lack of empathy & self restraint → eg. clearance to Korbha coal mines in Hardwar Aranya region affecting tribal livelihood

③ Custodial violence & torture → eg. Death of activist Shan Swamy

④ Exploiting legal loopholes for corruption → "Corruption is most brutal weapon causing poverty" (Mahatma Gandhi)

Compassion without Competence Meaningless

- ① Lack of authority → civil servant compassionate toward refugee but no power to rehabilitate (eg) India not signatory to Refugee Convention
- ② Misguided help → (eg) lack of legal aptitude make constables in Police station not oppose unethical means of investigation.
- ③ Lack of Viability → economic, legal & social
 (eg) NGT criticised for putting heavy penalty on companies which they are not capable of paying.

To ensure effective governance process there is thus requirement of both required aptitude and attitude.

6. (a) क्या दुनिया के एक हिस्से में व्यक्तियों का कष्ट उन विदेशियों पर सहायता की नैतिक माँग उत्पन्न करती है जो उनसे दूर रहते हैं? क्या सहायता की ये नैतिक माँगें न्यायसंगत हैं? क्या अभाव के समय अंतर्राष्ट्रीय समुदाय की मदद करने में विफल रहने के लिए सरकारों को नैतिक रूप से जिम्मेदार ठहराया जा सकता है? चर्चा कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

Does the suffering of individuals in one part of the world generate moral demands of assistance on those foreigners who live far away from them? Are these moral demands of assistance justified? Can governments be held morally responsible for failing to help the international community in times of deprivation? Discuss.
(Answer in 150 words) 10 Marks

"Injustice anywhere is threat to justice everywhere". In today's globalised world, suffering in part of world has spill over effect and cascading effect thus the role of global community becomes important.

Moral Demands of Assistance

① There are certain universal values which require collective protection.

eg. Right to life, dignity, peace, justice, etc.

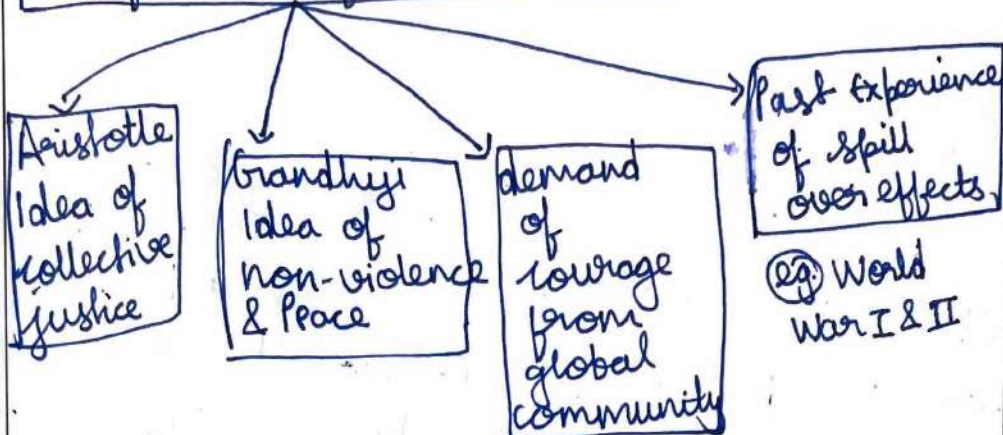
② Trust and reciprocity to build social capital

eg. India helping Sri Lanka during economic crises

③ Idea of Vasudev Kuthumbhaham → one earth one family → thus obligation toward welfare of family

eg. India assisting Turkey through operation Dost.

Justification of Moral demands



Holding Governments morally Responsible

① International agreements & treaties

eg. UN charter, SDG goals, Beijing Declaration

② Domestic Politics

eg. USA criticised by its own people during Vietnam war

③ Responsibility toward humanity

eg. food grain supply to East Africa suffering from droughts.

Intergenerational Inequity

eg. US financing
Ukraine through
Public debt.

Moral responsibility
unjustified

Resource constraint

eg. Heat waves
in India affect
wheat
Production

National Interest

Recent, Russia-Ukraine war, Myanmar Military coup, Sudan conflict, etc. has shown how lack of assistance can impact the whole world thus every country based on their capacity should provide some assistance for collective justice.

- (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 ethics is closely related to probity in administration i.e. adherence to highest principles of Integrity, honesty, trust, etc. for delivery of Public service.

eg. Nolan Committee listed 7 values including objectivity, Integrity, non-partisanship, tolerance, empathy, etc.

Ethical Misconduct due to Departmental culture

① Bribery & Corruption → Monopolisation of service delivery promote this culture

eg. frequent cases of TT on train asking for bribery to travel without reservation.

② Lack of responsiveness → Ineffective citizen charter, poor grievance redressal mechanism

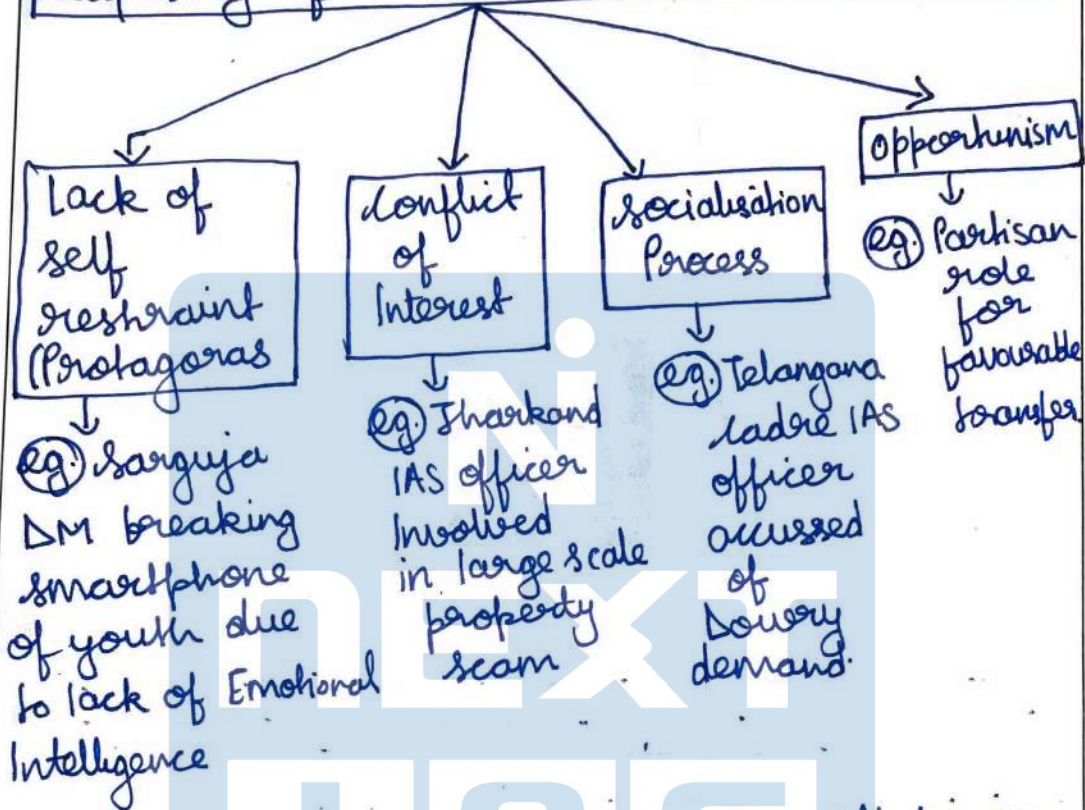
eg. Indian Postal Service charter not updated since 1980s

③ Biasness & Partisanship → due to Political Interference, frequent transfers, etc.

eg. Delay of Investigation in Jain Hawala case.

- ④ Arbitrariness & excesses → due to lack of accountability and lack of capacity
 eg. Police excesses during COVID-19 lockdown.

Culpability of Individual with weak will power



To provide for ethics in Public administration there is need for multifaceted approach including code of conduct, citizen charter, transparency mechanism, setting accountability, etc.

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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आस्थावान नेताओं को प्रभावशाली और प्रेरक के रूप में उपयोग करने के क्या फायदे और नुकसान हैं?
- यदि आस्थावान नेता नहीं हैं, तो व्यवहार संबंधी बाधाओं को तोड़ने के लिए आपके पास अन्य विकल्प क्या हैं?
- 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.

- What are the issues involved in the above case?
- What are the advantages and disadvantages of using Faith leaders as influencers and persuaders?

- (e) 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

Risk perception in case of health hazard plays a major role in tackling the issue of poor health indicator in a region which require active behavioural nudge to build trust.

a) Issues Involved in case

- i) Double burden of low literacy & poor health indicator reinforcing each other
- ii) Incorrect perception among population regarding health service
- iii) Behavioural barrier in form of cognitive and affective component of attitude difficult to alter in short term.
- iv) Social persuasion of public policy by involving religious/faith leaders may lead to lack of inclusivity.
- v) Crises of conscience in DDO regarding use of faith leaders as influencers

Advantages	Disadvantages
i) <u>Effective social persuasion</u> through <u>compliance & identification mechanism</u>	i) Involving <u>religion</u> in <u>public policy</u> <u>implementation</u> can be seen against <u>secularism</u>

- | | |
|--|---|
| <p>ii) <u>Can give quick short term results</u></p> <p>iii) <u>Trust of community on faith leader will smoothen the process</u></p> <p>iv) <u>Evidence of success in neighbouring district</u></p> | <p>ii) <u>Increased sense of power to faith leaders</u></p> <p>iii) <u>Lack of Inclusivity and may show biasness and Partiality of administration</u></p> <p>iv) <u>Reinforcing Institutions of superstition, myth, etc</u></p> |
|--|---|

c) Other Options for Breaking Behavioural Barriers.

① Incentive based approach

eg) one month ration free ~~to~~ after getting all the immunisation

② Collaborating with NGOs & SHGs

eg) In Kalahandi (tribal district) in Odisha NGOs tasked to provide healthcare service as locals trust their own members

③ Nukkad Natak, street plays, Advertisement

eg) Innovative ads like those used by life insurance companies

④ Social Influence → Roping in Panchayat leaders, requesting CM or sports personalities.

(eg) PM Modi's call of "Jaan hai toh Jahani hain" Influenced behaviour of people during COVID

⑤ TINA factor → There is no alternative

(eg) During COVID, mask & vaccine or no entry in public & private premises

d) Involvement of Faith leader in Government Scheme

Argument for

↳ a) Utilitarian approach → outcome more important than means to judge ethical action

↳ b) Virtue ethics → if character of faith leader good then no harm.

↳ c) Participatory approach → Involving community in policy implementation

↳ d) Trust in Public service delivery → by filling gap or inefficiency of administration

↳ e) New Values of civil services → moving away from procedural rigidity and decentralised community & region wise approach.

Argument against

- b a) Ignoring means to achieve the desired outcome
- b b) May reflect value of Impartiality and biasness
- b c) lack of objectivity in policy implementation

As an implementing official, DDO should explore all possible ways through which health indicators can be improved. It requires objectivity, decision making skills, emotional intelligence, innovativeness, etc on his/her part to achieve the desired objective.

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 हैं। आवश्यक सेवाओं में मातृ एवं शिशु स्वास्थ्य देखभाल, बीपीएल परिवारों को पोषण सबंधी सहायता, पेयजल उपलब्धता आदि शामिल हैं।

आपकी एजेंसी ने नियमित आधिकारिक संचालन और शिकायतों को संभालने के लिए 15 कर्मचारियों को नियुक्त किया है। चूंकि 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 हैं 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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आपके लिए कार्रवाई के कौन से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प की जाँच कीजिए और अपनी चुनी हुई कार्यवाही की पुष्टि कीजिए।
- 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.

- What are the issues involved in the above case?
- What are the action options available to you?

- (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 above case showcase deterioration of work culture in public department due to range of factors including understaffing and high work burden leading to decline in quality of service delivery.

a) Issues Involved

- i) Not all employee ready to go beyond call of duty
- ii) Lack of overtime pay reducing incentive to go beyond normal obligations.
- iii) Lack of standardisation & procedure to fix/allot time to certain tasks.
- iv) Lack of updation of agency rule with evolving nature of service delivery.
- v) Lack of care of employees affect employer employee relationship thus impact work culture
- vi) Apathy of Headquarters for lack of consideration of demand and thus lack of long term vision

vii) change in attitude and behaviour of functionaries leading to decline in quality public service delivery.

b)
& c)

Action options available & Evaluation

option	Merit	Demerit
① Taking strict Action against employees as suggested by HQ	a) Quality of service delivery may improve b) compliance with order of superior	a) Attention may become toxic c) chances of strikes and lockouts
② Raise objection with HQ regarding poor working condition and lack of incentives	a) Working condition may improve b) Improvement of work culture c) Incentive to work overtime	a) May lose job as they might replace me with other b) May set wrong precedence.
③ Informal & formal discussion with team members to streamline work and improve service quality along with setting system & process for incentives.	a) short term measure to improve interaction with public b) long term benefit of sustained good work culture c) Motivation in work.	a) there may be lack of consensus

c) Course of Action

option 3 seems to be most suitable as :-

- i) Improve service quality → both in short & long term
- ii) creation of process → to avoid any such events in future.
- iii) Improving work culture → motivation and team effort to solve issue.
- iv) Dedication to Public service → setting objective of dedication toward vulnerable section.

d) Dignity

Dignity is defined as sense of respect and personal integrity toward self.

Human Dignity

Social dignity

Dignity of person

eg. Respect toward all with values like equality, fairness, etc.

employment is form of dignity in life.

Dignity of society.

It is measured by belief, customs & practices of society

eg. dignity of SC or ST community in society

Common dignity violations in Government Department:-

- a) ill treatment of subordinate staff
- b) Bribery & corruption to clear files or issue caste certificate, driving licence, etc
- c) custodial violence in police stations
- d) Allegations of sexual harassment against women
- e) Poor quality of Health services in Government hospitals
(eg. no place to sit while waiting in queue even for elderly).

Quality service delivery is possible only when there is capacity building of functionaries & there is good work culture for which Government has launched Mission Karmayogi and National Training Conclave.

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

कुछ आपूर्तिकर्ताओं ने इसे शीघ्र पैसा कमाने के अवसर के रूप में देखा। उन्होंने अपनी उत्पादन सुविधा की सीमाएँ बढ़ानी शुरू कर दी और सुरक्षा और श्रम कानूनों की कोई परवाह नहीं की। दुर्भाग्य से, एक आपूर्तिकर्ता की भंडारण सुविधा में आग लग गई और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई।

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

The above case shows lack of corporate governance by focussing only on profitability with disregard of legal & ethical obligation on part of company toward its stakeholders.

a) Ethical Issues Involved

i) Lack of inspection of suppliers facility policy or safety standard show value of carelessness & fearlessness toward law.

ii) Suppliers stretching the limit of production shows lack of empathy toward labours & greediness on their part.

iii) Death of 22 workers due to mishandling and lack of sense of responsibility.

iv) Violation of right to life & thus constitutional values.

v) Denial by company to pay liability show indifference attitude & lack of compassion even after the death of workers.

vi) Consequentialism, commerce without morality (one of the sins mentioned by Gandhi).

b7

Company's position on paying damage.

Liable

- i) Moral responsibility → for outsourcing production to irresponsible suppliers
- ii) Legal responsibility → outsourcing breaking of law to suppliers
 - ↳ ultimate objective was to maintain supply chain without care for any law.
- iii) Justice Approach → Supreme Court in MC Mehta case gave the concept of absolute liability for hazardous Industries.

May not be liable

- a) if contract does not mention it
- b) if the companies set terms & conditions of safety in contracts
- c) Not directly involved & not directly forced suppliers as it was incentive based model.

In my opinion company must compensate if there are certain legal obligation and even if not then on the basis of moral responsibility it should.

c7 Moral Responsibility,

It means adhering to moral values held by society in our behaviour and attitude even when we are unwilling to perform the same.

Situation when person become morally responsible

- ↳ a) when dealing with something which may impact society
- ↳ b) if the person or company can only perform the task to achieve certain objective
- ↳ c) when society expect us to do so
- ↳ d) legal obligations.

Corporate governance in present times need to move beyond traditional stakeholder and focus on environment and social responsibility to ensure long term sustainability.



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

- उपरोक्त मामले में कौन से नैतिक मुद्दे और दुविधाएँ शामिल हैं?
- आपके पास कौन से विकल्प उपलब्ध हैं?
- विकल्पों का विश्लेषण करने के बाद अपनी चुनी हुई कार्रवाई का चयन करें।
- उपरोक्त मामले में आपकी नैतिक प्रेरणा क्या होनी चाहिए? क्या यह कर्तव्य, दायित्व या परिणाम होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

As you started the inquiry, you realized Ajay was closely involved with the Minister. 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.

- What are the ethical issues and dilemmas involved in the above case?
 - What are the options available to you?
 - Select your chosen course of action after analyzing the options.
 - 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 relates to difficult choice between saving private & interpersonal relationship and performance of duty to ensure rule of law and justice.

a7 Ethical Issues

- ① Question of Impersonal bureaucratic nature of life for you & Ajay
- ② Involvement of Ajay in corruption scandal shows lack of integrity & probity
- ③ Lack of control over desire leading to greed that is against the idea of survival in long term (Epicurus).
- ④ Question the character of Ajay both in professional & personal life (virtue ethics of Aristotle).

- ⑤ The inquiry not only affect Ajay but also his ~~own~~ whole family thus lack of family ethics in part of Ajay
- ⑥ Ajay not following virtues of Nishkam Karma by focussing on shortcuts & rewards

Ethical Dilemmas

- ① Personal relationship V/s Integrity
- ② Loyalty toward friend V/s Loyalty to Rule of Law and Justice
- ③ Reputation of Ajay V/s Own Self Image
- ④ Concern for trauma of Ajay's family V/s concern for public welfare
- ⑤ Performing duty & following superior's order V/s Principle of Natural justice and withdraw from case as close connection.

b) Options Available

- 2c) i) conduct Inquiry with honesty & integrity and search office and home

Merits

- ↳ Honesty, Integrity & performing my duty
- ↳ Best equipped to handle this case as extra information due to past relationship

Demerits

- ↳ May create doubt in public & superior if nothing conclusive found
- ↳ would destroy relationship with Ajay & family.

ii) Withdraw from the case

Merits	Demerits
a) Principle of Natural justice	a) Running away from responsibility
b) More objective & Ruthless search operation	b) May affect future prospects
c) Trust of public & superior	

iii) Deliberation with superior & family

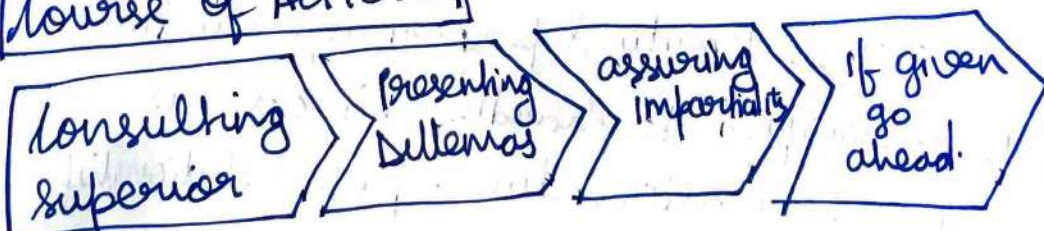
Merit

- a) More perspective taking
- b) Assuring Impartial handling of case

Demerit

- a) Still destroy relationships.

c) Course of Action



conduct honest investigation as duty to nation & public welfare over duty to self interest or relationships.

Moral Motivation

① Duty: Non-performance of duty is considered corruption (2nd ARC)

- ↳ Dedication to public service
- ↳ Rule of law
- ↳ upholding constitutional value
- ↳ probity in governance.
- ↳ Avoiding regret, guilt & crises of conscience in future.

② Consequences → Avoidance of such cases can have both personal & societal implications

- ↳ lack of trust of superior for future tasks
- ↳ set wrong precedence
- ↳ encourage wrong doers to escape wrong doing consequences.

According to Margaret Chaz, the first & last duty of civil servant is toward dedication to public service while upholding Rule of law.

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 चोट आई 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।

दर 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 महत्व 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।

- उपरोक्त मामले में कौन से नैतिक मुद्दे शामिल हैं?
- आपके अनुसार उपरोक्त मामले में सिद्धांत-उन्मुख और नियम-पालन करने वाले पुलिस कर्मियों को क्या करना चाहिए और क्यों? तर्क दीजिए।
- आपके अनुसार सिविल सेवा में किसे प्राथमिकता दी जानी चाहिए, विभाग के प्रति निष्ठा, या अपने निर्णयों और सेवा मूल्यों में निष्पक्ष और गैर-पक्षपातपूर्ण होना? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following 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.

- What are the ethical issues involved in the above case?
- What do you think principle-oriented and rule-abiding police personnel must do in the above case? Why? Justify
- 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

According to Independent Survey, the incidence of custodial violence is on rise of which Supreme Court has also taken cognizance.

a) Ethical Issues Involved

- ① Failure of constables to control violence in community thus ineffectiveness in work which also show apathy constraint
- ② Attack on public servant performing his official duty is unacceptable legally & morally.

- ③ Lack of emotional resiliant & Intelligence on part of police team in handling the miscreant & witnesses
- ④ Beating up of miscreants shows lack of self resiliant and violation of human rights and supreme court guidelines
- ⑤ Lack of data of previous medical condition of miscreants could have led to loss of human life
- ⑥ Lack of honesty & Integrity by Police department along with Vikas who has just joined services.
- ⑦ Crisis of conscience to follow superior order & save departmental Image or adhere to personal and professional Integrity.

b7 Course of Action for Principle-oriented and rule Abiding Police Personnel

Action	Justification
a) Internal discussion through meeting to introspect & decide course of Action	i) Introspection ii) Assessment of situation iii) Understanding views of all
b) Protesting against Playing down the	i) Objectivity ii) fairness

custodial Action in departmental Inquiry	iii) honesty iv) Integrity
c) Persuading other to resolve crises of conscience	i) Departmental Image in long term ii) Positive work culture

Under no circumstances, police personnel should play down the event as it can have long term impact on work culture & could have set wrong precedence leading to trust deficit between public & police.

c) Priority in Civil Service

Loyalty to department is an important feature of Bureaucracy and administration but there are certain fundamental values which are essential for probity & cannot be compromised.

❖ Impartial & Non-Partisanship is one of them :-

i) Kautilya said 'impartiality provides for Sharna Neeti (Probity in governance).

ii) Important for trust of public
on administration

(eg) COWIN App for vaccine created trust
in whole vaccination process.

iii) Conflict resolution

(eg) SSP Akash Kulkarni being impartial
handled student protest by understanding
their perspective.

iv) Stability & continuity of Governance process

↳ civil services part of permanent
executive.

v) Quality service delivery

(eg) Handing licence to fair price shop
under NFSA 2013 in impartial manner ensure
no nexus & thus ~~lack~~ avoidance of corruption.

PM Modi recently advocated
for SMART Policing to change the
Image of police in eyes of people and
to ensure law and order in society

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

निर्माण के कुछ 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 अत्यंत 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 हैं जातीयता के अलावा उनका भारत से कोई लेना-देना नहीं है। 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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं ?
- 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 ?
- 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

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

Due to deglobalisation wave sweeping across the world with coming up of far right government, the racism & discrimination against immigrants have increased that is also showcased in the given case.

a7

Issues in the case

- ① Lack of consideration of issues that arose with construction before approval
- ② Impact on quality of life of people due to noise of construction
- ③ Instead of finding solution together or consulting with Indian community, the locals started campaigning creating tensions.
- ④ Local city councilors lack of non-partiality & using argument of tolerance to show intolerance.

⑤ Petition by local politician to demolish the religious structure can create communal tension.

⑥ Expression of latent racism & Intolerance found in report thus lack of social cohesion.

⑦ Ambassador denial to duty towards well being of diaspora.

⑧ Consequentialism over justice & deontological approach by Ambassador.

b7 Ambassador's Position of Prioritizing Economy

Justifiable	Non-Justified
a7 National Interest dominate International relation	a7 Against the idea of fairness & justice for all
b7 Consequentialism & unilateral approach (benefiting 1.4 billion people back home)	b7 Diaspora act as soft power for a country and act as living bridge
c7 India's target of becoming developed country by 2047 require economic engagement with other countries	c7 Host country's image of even not taking care of their own natives thus lack of empathy

In my opinion, Ambassador should not just prioritise economics as relations between two countries which are negotiating economic agreement not just depend on facts & figures but also values such as democracy, respect for human right, justice, etc thus by protecting interest of diaspora it can further strengthen foundation of relationship which will increase trust for such agreements.

c) Perspectives to Guide Indian Foreign Policy

are

a) Idea of Vasudev Kuttumbhakam (One Earth, one world, one family)

b) largest diaspora in world (32 million)

c) To emerge as global leader & fill gap in service to developing & underdeveloped nation

d) Voice of global south.

Consequentialism

a) Bordered by hostile neighbours thus

require support & partnership with all nation even military regimes like Junta of Myanmar.

b) Realism International affairs doctrine to protect National Interest & sovereignty

c) Aspirations & dreams of 1.4 billion people

Duty

a) toward mother earth thus cooperation against climate change

b) Duty as regional & global leader

c) Duty toward friends like Russia with whom we have historical relationship

d) Duty toward peace & security (UN Charter)

India in the era of

global divide & cold War 2.0 along with rising sense of anti-globalisation need to maintain balance between duty care & consequentialism to ensure fair & just world.