NEXT IAS

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(To be filled by candidate)

Name of Candidate : MOHIT GUPTA

NEXT IAS Roll No.: AIM24GCRA077 Date of Examination : 27/8/23

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test Code : TC054 Program : SLT ☐ SLT+ ☑

MAIN TEST SERIES 2023
(SECTIONAL TEST-8)

GENERAL INSTRUCTIONS

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

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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

Start Time : 15:30 pm

End Time : 18:41 pm

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks		Marks	Total
1 . (a)	1				
1. (b)	3				
2. (a)	5				
2. (b)	7				
3. (a)	9				
3. (b)	11				
4. (a)	13				
4. (b)	15				
5. (a)	19				
5. (b)	21				
6. (a)	23				
6. (b)	25				
7.	27				
8.	32				
9.	38				
10.	43				
11.	48				
12.	53				
			Grand Total		

Signature

MACRO COMMENTS

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3. Write legibly and neatly. Do not write in bad/illegible handwritings.
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खण्ड–A / Section–A

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

"वापस लौटाने" की भारतीय अवधारणा और सिविल सेवकों के लिए मार्गदर्शक मूल्य के रूप में इसकी प्रासंगिकता की व्याख्या कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Explain the Indian concept of "giving it back" and its relevance as a guiding value for civil servants.

(Answer in 150 words) 10 Marks

Ans 1(a) Gratitude & Service (Seva) are the values behind the concept of "giving it back".

Indian Concept of "Giving it back"

(1) At individual level, it refers to recognition of contribution of others & environment in a self well-lived life. Gratitude is the medium to return these benefits based on reciprocity. (Eg) - Engaging in voluntary community activities.

(2) At community level: Redistribution of resources with special consideration of

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Vulnerable sections. (Ex) - Ensuring tribal justice.

(3) At state level, it refers to serviceability.

Engaging in other-focussed behaviour without expectation of any returns.

Relevance as guiding value of Civil Servant

(1) Ensure welfare orientation in decision making.

(2) Connectedness to good of society

(3) Recognition of social inputs in individual's success - Gratitude mindset.

(4) Upholding fiduciary responsibilities.

(Ex) :- Rational use of Public Funds

(5) Avoiding conflict of interest.

By maintaining seva as highest ideal, a Civil servant reduces risk of unethical actions-

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ans (b) Ethical Behaviour of Public Servant impact not only welfare of society & institutional dignity, but ensure personal contentment too.

Influences on Public Servant's Ethical Decision-Making

(1) Personal :- (i) Character/Qualities/ Virtues / Value structure of individual.

(ii) Past Experiences → Wisdom.

(2) Institutional Influences :- (i) Public Service Values (Ex :- CBI's motto of Sevarth, Sudakshartha)

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(ii) Codes for workplace appropriate behaviours (Ex):- Code of Conduct.

(iii) Accountability Mechanisms. (Ex):- Fear of official enquiry; Workplace Culture.

(3) Social Influences :- (i) Values of society - (Ex):- Emphasis on honesty, truthfulness etc.

(ii) Social structure & hierarchies.

(Ex):- Compassion for vulnerable sections

(iii) Principles of Doing No Harm.

(4) Constitutional & Democratic Influence - (Ex):- Upholding Rule of law.

(5) Dynamics of individual scenarios.

Moral Conscience accounts for all these factors before choosing course of action.

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

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

(Answer in 150 words) 10 Marks

Ans:) Avoiding 'Conflict of Interest' is about balancing the demands of service & personal ambitions.

Balancing Career & Service obligations

(1) Practicing impartiality & non-partisanship in day-to-day actions.

(2) No Public Action must be directed for personal gain. Rawls argue to avoid this conflict 'Veil of Ignorance' must be employed.

(3) Integrity driven Career: (a) Moral Conscientiousness

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(b) Moral Commitment

(c) Moral Accountability

(d) Moral Consistency

(4) Any temptation to engage in integrity compromising behaviour should be curbed.

(5) Broader View of Public Service Career:

Public Service call & career growth are correlated & not conflicted. By engaging in welfarist actions & incorruptible attitude / behaviour, a civil servant also ensures personal career growth.

Ex: Not facing corruption graft cases.

Public Servants should realise their career is for people's welfare & to ensure promotion of public interest.

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2. (b) "जिस तरह करुणा के बिना सक्षमता निष्ठुर और अमानवीय हो सकती है; उसी तरह, सक्षमता के बिना करुणा मदद माँगने वाले व्यक्तियों के लिए अर्थहीन हो सकती है।" उपयुक्त दृष्टांत की सहायता से सार्वजनिक सेवाओं के संदर्भ में उपरोक्त की व्याख्या कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ans 2) Competence & Compassion are two virtues of a 'complete public servant' who can do justice & promote public interest.

Competence without Compassion

Adolf Hitler was an able politician, efficient tactician, great military general & a popular leader - However, selfish imperialist motives, lack of empathy & Compassion & intolerant attitude resulted in inevitable defeat of Germany, genocide for jews & sufferings for millions - Without Compassion, comp-

Candidates must not write on this margin

force is misused for selfish, inconsiderate & barbaric ends.

Compassion without Competency

A public servant dealing with flood victims. Though he/she maybe aware of their acute sufferings & genuinely want to ameliorate them, but without administrative efficiency, best use of minimal resources, prioritizing evacuation etc. i.e. without Competence, he/she will do more harm than good.

Wise & Efficient use of Competence can ensure inclusive growth & trust in society.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ans 3a) Constitutional Principles, laws & Ethical Principles act as trinity for determining the conduct of public functionaries.

All three have ~~equal~~ own importance as all operate in different situations, however ethical principles gain primacy because:

① Upholding honesty, truthfulness in actions, maintaining humaneness & compassion & following effectiveness & efficiency in decisions will ensure that Constitutional Morality is adhered to.

Ex: Implementing Beti Bachao, Beti Padho with efficiency for Gender Justice.

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(2) Adhering to prescribed duties & maintaining impartial attitude in daily work will ensure that legal principles are adhered to. (Ex). Maintain Rule of Laws.

(3) Ethics gain primacy as it also prescribes Conduct in unique situations where Constitution's & laws' role is limited. Daily public interaction, Following Public Service values & cultivating humane mindset are ethical behaviour.

(4) Ethical behaviour ensures probity at institutional level & integrity at personal level.

Our laws & Constitution are itself modeled on ethical principles, justifying the relevance & wider ambit of ethics.

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

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

Ans 3) Responsible Disobedience refers to refusal to follow unethical orders of superiors (bureaucrats & politicians).

Integrity-based civil disobedience: Any disobedience which result ~~due to conflict~~ to prevent violation of Justice, Honesty, Impartiality, word-Action Consistency & Public welfare. It must have following Characteristics:

(a) It must defy wrong orders only; it should not question organizational hierarchy.

(b) It should unfold through just methods.

(c) Must be used as a last resort.

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(Ex): Not shooting vulnerable refugees even after Commander's order.

Personal Integrity is justifiable cause for responsible disobedience

(1) Duty is towards people, constitution & laws. There exists no moral responsibility to carry out unethical orders.

(2) Prevent personal guilt & can also shield from future scrutiny.

(3) Integrity violation to amounts to fraud/corruption. Public servant must refrain from it at all costs.

(4) 'Principle of Doing No Harm' is Supreme public service dictum.

"It is better to be right, than be lawful" (Thoreau).

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

(a) इंद्रियाँ समय-समय पर धोखा देती हैं, और जिन लोगों ने हमें एक बार भी धोखा दिया है, उन पर कभी भी पूरा भरोसा न करना बुद्धिमानी है। (150 शब्दों में उत्तर दीजिए) 10 अंक
The senses deceive from time to time, and it is prudent never to trust wholly those who have deceived us even once. (Answer in 150 words) 10 Marks

Ans (a) " often what appears to be true is false & often falsehood looks true".

Wisdom demands rational investigation of sensory information because :

(a) Discover the complete facts about the case to take objective decisions.

Ex : Countering fakeness in digital era.

(b) Avoiding prejudiced/stereotypical attitude. Tolerance & accepting differences demands ~~acceptance~~ understanding at deeper level. Ex : Countering communal narratives -

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(3) A holistic decision can only be taken with complete knowledge of facts ie. Objectivity. (Ex) :- Objectivity in Justice Delivery Systems.

(4) Ethical Competency demands that one must look beyond the obvious. This helps us in discovering vested motives & unethical interests.

(Ex) :- Questioning development discourse vis-a-vis environmental costs.

(5) Know through senses & process through mind.

A rational & ethical person is moral committed to know context & ramifications completely before deciding course of action.

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4. (b) "सार्वजनिक मामलों के प्रति उदासीनता के लिए अच्छे लोगों को जो क़ीमत 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

Ans 4(b) " The greatest tragedy of current political discourse is that - the able & the competent view it as cesspit of corruption"
(Woodrow Wilson)

Indifference by good men towards public affairs

(1) Extreme drive for selfish interests without engaging in community affairs.

(2) Abandoning moral responsibility to utilise ethical competency & professional efficiency for public good.

(3) Create a culture of indifference - where future generations also see public

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affairs as worthless -

(4) Capture of power positions by inefficient & uncapable rulers -

Price Paid by this indifference

(1) Corruption of funds, Abuse of Power & Violation of basic human rights -

(Ex) :- Nepotism & Political Misappropriation of funds -

(2) Subpar decision making & regression for developmental path - (Ex) :- Engaging in wasteful wars -

(3) Rising inequality & unrest

(4) Self-orientation also gets harmed in long term -

Vivekananda's call for able youth participation

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4. (c) "मनुष्यों ने स्वभाव को थोड़ा भ्रष्ट किया होगा, क्योंकि वे जन्मजात भेड़िये नहीं थे, और वे भेड़िये बन गये हैं।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"Men must have corrupted nature a little, for they were not born wolves and they have become wolves."
(Answer in 150 words) 10 Marks

Ans 4) Rising Conflicts, Violence & disorganization is a reflection of man-induced distortions in present society.

Man Corrupting Nature
- Treating Humans as ends
- Blind Pursuit of Personal Profits
- Immoral Actions like we were not born wolves which is reflected by :-
- Literal threat to natural environment.

(1) Ancient texts & records reflecting benign culture of earlier civilizations.

(2) No Greed Dominance.

(3) Coexistence & Codevelopment in early societies.

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Man have become wolves

(1) Using any means to achieve selfish ends. (Ex):- Politicians using identity politics & Communal violence for elections.

(2) Treating others as means to earn profits. (Ex):- MNCs engaging in surveillance capitalisms.

(3) Declining Consensus & Rising Conflicts.

(Ex):- Countries using military power for unjust annexations.

(4) Scant regard for others needs & positions.

(5) Environmental Destruction.

'Dharma', 'Daya', 'Seva' & 'Prem' can reverse this process of imminent destruction.

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

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

Ans 5) "It is foolish to think that emotions are worthless. Emotions along with body & mind determine human actions". (Damasio)

Primary Emotions impacting workplace productivity

(1) Happiness : (i) Increases positive outlook & capability to work.

(ii) Increases confidence & optimism to deal with challenges.

(iii) A happy mind can function efficiently throughout day.

Ex: Accepting failures with optimism at workplace

(2) Anger : (i) Negatively impacts your

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efficiency.

(ii) Damages interpersonal relationship.

(iii) Tarnish public image.

Ex:- Civil servant shouting on loan-distressed farmers or flood victims.

(3) Sadness :- (i) Lowers thinking capability of brain.

(ii) Pessimistic outlook towards difficulties.

Ex:- Productivity drop post trauma at personal.

(4) Fear :- (i) Hinders capability to tackle challenges.

(ii) Policy Paralysis may occur.

(5) Disgust → Decrease productivity by promoting apathy to vulnerables.

"Emotional Intelligence is about making your emotions work for you & not against you".

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not?

Answer in 150 words) 10 Marks

Ans 5b) Ethical Efficiency refers to Ethical Competence which ensures:

(i) Application of ethical principles & values in individual actions & decisions.

(ii) Knowing the cost of unethical action & refraining from it.

(iii) Employing Public First & No Harm approach at workplace.

(iv) Choosing the best course of action & maximizing public welfare.

(v) Avoidance of Conflict of interest.

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Ethical Efficiency is more important than technical & social efficiency :

(i) Formed encompasses efficiency & effectiveness which is crux of latter.

(ii) Prevent any misuse of resources for private gains.

(iii) Acts as guiding principle for technical & social efficiency.

(iv) Maximizes good

However limitations are :

(a) Only ethical efficiency is like Morals without power - lame & Not Useful.

(b) Might involve extra costs in the process.

All three must be balanced & all three must be viewed as components of a whole.

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

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

(Answer in 150 words) 10 Marks

Ans 6a) Moral Values are those values which acts as source of guide for Conscience. They demand active efforts on the part of individuals to engage in morally correct public decision making.

Non-Moral Values are akin to indifference or apathy to morality. It ~~is~~ does not require active agency and is correlated with minimal fulfilment of public duty.

Ex:- Moral Action could be to provide relief to displaced slum dwellers while non moral actions is mere eviction as a part of duty.

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5 Basic Foundational Moral Values

(1) Honesty & Truthfulness :- Ensures that personal & professional accountability is there & uphold public trust.

(2) Discipline :- Principled following of one's role without disturbing the demands of service. (Ex) :- Daily Attendance at workplace.

(3) Dedication (Nishtha) :- Ensures one fulfills their job without any reciprocal expectation; ensures public welfare.

(4) Compassion :- Broader view of public duty while ensuring minority is protected at all costs.

(5) Reliability :- Basis of productivity & trust among colleagues & superiors.

Personal Morality ensures professional success & contentment of mind.

Candidates must not write on this margin

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ans (b) Liberal Democracies are found on the bedrock of civic engagement in governance processes.

Civic Engagement facilitating ethics driven governance

(1) Ensure accountability of civil servants & transparency of mechanisms.

(2) Ensures best utilization of public funds.

(3) Diverse interests can be basis of inclusive & citizen centric governance.

(4) Ensure Quality of Service Delivery

Candidates must not write on this margin

as demands will be addressed in real time setting.

(5) Quick updation of policies.

Better trust & Confidence in system.

Mechanisms for ~~ethics~~ citizens in governance to ensure ethics

(1) Participatory Governance → Grievance Redressal Quick & Effective
- Inviting Public Comments on Policies
- Questioning implementation procedures

(2) Social Audit Accountability Mechanisms
- Ex - Panchayat auditing MGNREGA.

(3) Promotion of officers based on public report.

(4) Direct Communication - Ex Jansunwai
A responsive citizenry will keep public officials at toes & ensure ethical governance.

Candidates must not write on this margin

खण्ड–B / Section–B

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

SLUM SAGA

Ans (a) Growing slum & homeless population along with rapid urbanisation reflect unequal & non-inclusive growth pattern. Value Conflicts in this case are:

(a) Urban beautification as part of urban planning against basic human rights of street dwellers.

(b) Procedural uprightness against Conscience - Crisis of Conscience.

(c) Demands of Official Duty against Compassion towards Vulnerable.

(d) Homeless which result by removal of encroachment - Short term quick fix against long term structural measures.

Candidates must not write on this margin

Ans 1) Empathy demands understanding the emotions, distress situation & vulnerable position of the powerless.

However, empathy can take precedence over impartiality.

(a) when official actions violate human rights.

(b) Compassionate administration receptive to demands of vulnerable section.

(c) Impartiality is not about treating everyone equally. Empathy is about EQUITY → Treating unequals differently

One can engage in empathetic action without violating the impartiality principle → Harmonious relationship

Candidates must not write on this margin

Ans) Options available in the ~~available~~ above situation are:

(a) ~~for~~ Following call of duty, removing the encroachments in prompt manner. Additional actions can be taken for illegal occupation.

(b) Giving time to slumdwellers so they can go back to their villages. This will prevent sudden eviction while ensuring removal of encroachment.

(c) Using administrative powers, plan for relocation & resettlement of slumdwellers. Special demands can be made to government to ensure JUSTICE to people.

Candidates must not write on this margin

(d) Slums create problem not only for slumdwellers (Hygiene, Sanitation, Public Facility, poverty issues etc) but to overall urban settlements. Measures to tackle illegal slum encroachments:

(a) Devising relocation plans under government schemes - (Ex) - Awas Yojana - In-situ slum redevelopment.

(b) Planned urbanisation & integrating slum issues in urban master plans.

(c) Involving Industries & Corporates - no employee must be illegal slumdweller.

(d) Community participation & capability enhancement.

(e) Attacking the root of slums → POVERTY.

Candidates must not write on this margin

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

WELFARIST Dilemma

Ans a)

Ethical Issues involved in above Case are :-

(a) Targetted Delivery of Service designed for Vulnerable sections.

(b) Misappropriation / Fraud of public funds.

(c) Privacy Violation against Quality of Service Delivery.

(d) Individual Rights against institutional efficiency.

(e) Collusion by other officials in fraud i.e. Bureaucratic Corruption

(f) Integrity of Director at stake.

Candidates must not write on this margin

(b) In my personal opinion, violating data privacy to prevent welfare fraud is NOT JUSTIFIED because:

(a) Just ends cannot justify unjust means.

(b) Privacy is linked to larger issue of autonomy & Human Dignity. Government cannot compromise on human autonomy. (Treating Humans as Ends)

(c) Government as biggest data fiduciaries have responsibility to protect privacy not violate it.

(d) Floodgates will open for any violation. Any abuse of power can be 'explained' (sugarcoated) for larger welfare cause.

Candidates must not write on this margin

(c) Reasons for such welfare frauds in the country are:-

(i) Collusion by lower bureaucracy → without involvement of lower level government employees such corruption is not possible.

(ii) Lack of infrastructural capabilities to identify bogus beneficiaries.

(iii) Widespread poverty & deprivation.

(iv) Selfish attitude & corrupt values of well-off people.

(v) Weak workplace culture (Ethics Management) in government offices

(vi) Lack of punitive actions against corrupt officials & bogus beneficiaries.

Candidates must not write on this margin

(d) New Unique pathways can be used to prevent such frauds without violating data privacy.

(e) Use of technology at lower bureaucracy level. (Ex) - Faceless identification of beneficiaries; Digital Verification of documents.

(b) Social Audit Mechanism can be strengthened (Ex):- Social audit of funds used.

(c) Enforcing Code of Conduct & code of ethics. Corrupt officials must be punished in a time bound manner.

(d) Decentralization through Community's identification of beneficiaries.

As a long term measure, we need to remove material deprivations & ensure human resource development.

Candidates must not write on this margin

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

(b) What are the options available to you?

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

MINING MENACE

Issues & Value Violations in this case are:

1. Corporate Malpractice by Consulting firm engaged in contract.
2. Bureaucratic Collusion in Corruption → Integrity Compromising behaviour.
3. Human Growth against environmental sustainability
4. Lack of transparency in allocated contract & accountability of Departmental Head
5. Official orders against Personal Integrity
6. Abuse of power
7. Moral Myopia - neglecting long term environmental hazards

Candidates must not write on this margin

(b) Options available in this case are:

(i) Follow the orders of Department Head & pursue the project without any further delay.

(ii) Prepare a proper report of corporate corruption, environmental hazard & the orders by departmental head. Refuse to continue work on the project & submit report to the ministry.

(iii) Resign from the position owing to dilemma between personal integrity & orders of superior. Approaching the media to expose malpractices.

Candidates must not write on this margin

Ans (c) (1) Going by first option :-

Advantages :- Secure personal interests, achieve ministry's target & goodwill of superiors.

Disadvantages :- Harm to Environment, loss of personal integrity & public fraud.

(2) Going by third option benefits are quick action of malpractice & personal guilt could be avoided - However, this will fault in tarnishing departmental image & personal job loss.

(3) Second option will be my Choosen Course of action by lodging report to higher authorities - Integrity to self & "Sustainability for Environment" triumph any personal or vested interests.

Candidates must not write on this margin

(d) In my opinion, environmental considerations are still not given requisite importance in developmental discourse.

Environmental Considerations are paramount:

(i) Sustainability of human life depends on it (Eg) - Supply of resources.

(ii) Environmental Degradation affects Vulnerable Communities most.

(iii) Class Hedonism is sure path to human destruction. Responsible Anthropocentrism bordering biocentrism should be the way forward.

Without harmony in nature, well-being of life or robust governance cannot be ensured.

Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MEDICINE MALPRACTICE

Ans) Ethical & business issues in this case are :-

(i) Corporate profits against the loss to public (expensive medicine)

(ii) Corruption by Company officials & public officials.

(iii) Collusion between corrupt sales person & government officials — UNHOLY NEXUS.

(IV) Affect on workplace culture & other employees.

Candidates must not write on this margin

(v) Integrity against personal & professional interests.

(vi) Misuse of public funds.

(vii) Repercussions of integrity upholding behaviours – blacklisting.

(b) Options available to Mr. Sharma & CEO are:

(1) Prioritising Public interest & integrity, report the complete issue to the government.

(2) Upholding company's & personal interests, refuse to take any action.

(3) Fire those sales officials & give stern warning to all other employees without registering official complaints.

⇒ The best course of action could be to report the corruption to government

Candidates must not write on this margin

with Complete details of the people involved. Though it may come at great cost, yet it will help resolve the systemic issue of Corruption.

Ans(C) Individual Corrupt nature is the root cause of all integrity compromising behaviour because:

(a) Autonomy increase personal stake & hence efficiency of the job.

(b) A Corrupt person would always evolve a wayout irrespective of degree of autonomy or restriction.

(c) External Accountability has limited impact. Moral Conscience

Candidates must not write on this margin

& ~~if~~ incorruptible attitude are virtues that come from within.

(d) Ethics mechanisms to deal with the above case are's

(1) Training their manpower → Sensitization about markets & beneficiaries i.e. ultimate cost of corruption is borne by middle class & poor.

(2) Accountability & Transparency → open disclosure of price of sale to all hospitals through digital dashboards.

(3) Prompt Punitive Action against Corrupt — to deter future occurings.

(4) Engaging with governments in ethical training.

Candidates must not write on this margin

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

व्यावसायिक तौर पर पिछले 15 सालों में दोनों आगे 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 ये 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 वह कर्तव्य, दायित्व या परिणाम होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

As you started the inquiry, you realized Ajay was closely involved with the Minister and his deals. As evidence started piling up, you were shocked to notice Ajay's questionable decisions favoring the Minister and friends. Further, you found evidence of Ajay having assets disproportionately much higher than his declared sources of income. When you shared the details with the Secretary, he immediately ordered you

Candidates must not write on this margin

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

CORRUPT FRIEND

2 Dilemmas

Ans 1a) Ethical issues involved in this case:

(a) Impartiality & Non-partisanship was disincentivised while partisan behaviour was rewarded.

(b) Corruption & misuse of public funds.

(c) Conflict of interest - Personal relationship against professional responsibility.

(d) Nexus of corruption between politicians & bureaucrats.

(e) Unintended emotional distress to family.

(f) Confidentiality against friendship obligations

Candidates must not write on this margin

(b) Options available in this case are:

(1) Upholding the call of duty, raid the premises of Ajay & carry out investigation without fear or favour.

(2) Resign from the job as your personal & professional commitments are at conflict.

(3) Intimate the Ajay about pending raids & then carry out searches per official directives.

(c) Analysis of the options:

(1) Going by duty option, we could unearth corruption nexus, be impartial

Candidates must not write on this margin

& uphold public service values. Though this may cause loss of friendship & guilt due to family's suffering, however NATION & PUBLIC comes first

~~This is~~ (2) Resigning would ensure clear conscience & no guilt. However, this will result in violation of integrity & impartiality expectations from public servant.

(3) By intimating Ajay we can save family reputation & friendship while carrying out duties. However, our own uprightness & integrity stands violated & public corruption would continue unabated.

∴ I would go forward with First option

Candidates must not write on this margin

& Conduct Rules -

Ans d) Duty should be the only motivation in this case.

(i) Public officials are expected to keep personal interests aside. Public interest should be protected at all costs.

(ii) Corruption is a systemic termite. Overlooking corruption is not only violation of public trust but a fraud on service & constitutional values.

(iii) Punishing the corrupt is important to promote Probity in public services & deter the corrupt.

Civil servants are steel frame of a nation; Devotion to Duty & Impartiality indicate their strength.

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12. आप एक युवा पुलिस अधिकारी हैं जो अपने कुछ बैचमेट्स के साथ फील्ड ट्रेनिंग ले रहे हैं। आप और विकास एक पुलिस स्टेशन में दो सप्ताह बिता रहे हैं और फील्ड–स्तरीय पुलिसिंग की बारीकियों को सीख रहे हैं। हर दिन कुछ नया सीखने को मिलता है। एक दोपहर स्टेशन को थोक बाजार बीट में काम करने वाले एक बीट कांस्टेबल से एक संकटपूर्ण कॉल प्राप्त हुई। व्यापारियों के दो समूहों के बीच झगड़ा शुरू हो गया और जो जल्द ही हिंसक हो गया। उन्होंने अपने सहकर्मी के साथ हस्तक्षेप करने की कोशिश की, लेकिन वे चीजों को नियंत्रण में रखने में असफल रहे। कुछ व्यापारी सिपाहियों के खिलाफ हो गये और उन्हें लोहे की छड़ों से पीटना शुरू कर दिया। कॉल तब आई जब एक कांस्टेबल के सिर पर गंभीर चोटें आईं और उसे आपातकालीन देखभाल की आवश्यकता थी।

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

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

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

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

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

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

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

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

A team rushed to the spot to help and take charge of the situation. By the time the team reached, the miscreants had fled the scene. The injured constable was rushed to the hospital in a very precarious condition. Seeing their colleague severely hurt and struggling for life, the station was enraged and determined to apprehend the culprits.

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

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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

Revenge Policing

Ans) Ethical Issues involved in this case are :-

(i) Violence → Against Constable
→ Against Suspect by miscreants

(ii) Collegiality (Team Spirit) against personal integrity.

(iii) Abuse of Power by Policemen. (Custodial Violence)

(iv) Dishonest statements by Vikas & other policemen.

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(v) Rage & Revenge in policing measures → Street justice approach

(vi) Multiple integrity compromising behaviour.

(vii) Personal morals at conflict

(b) A principle-oriented & rule abiding police personnel would:

(a) Report the actual happenings at police station.

(b) Report why such situation arose (tale of injured constable)

(c) Answer the investigation with honesty

The above course of action is suitable because:

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(1) Integrity :→ (i) Moral Commitment: Being truthful even in adverse situation

(ii) Moral Conscientousness: Accepting the efforts to maintain integrity.

(2) Revenge-policing will lead to fear & terror in society; Erosion of public trust.

(3) Violation of human rights through custodial violence is unjustified.

(4) ~~Some~~ Colleague's situation cannot justify unethical actions of policemen.

Ans (c) Both loyalty & impartiality are basic civil service values. However,

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(1) Collegiality should be to promote departmental integrity & efficiency; not a compulsion against personal morals.

(2) Being impartial requires moral courage to "stand by the right" at all costs.

(3) There is no moral responsibility on civil servant to be equal partner in crime for every misdeed by colleague.

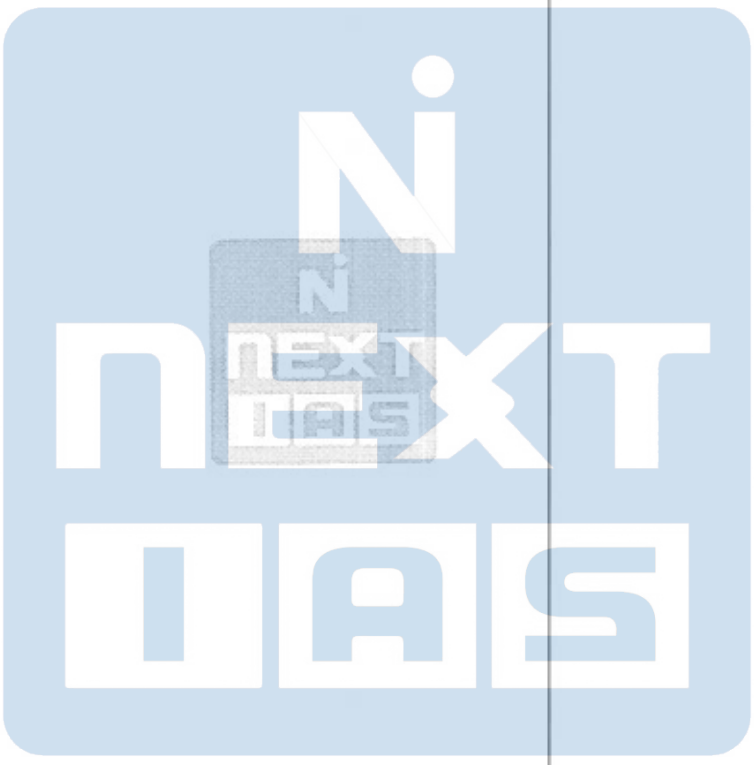
(4) Personal conscience would be at conflict leading to ethical crisis.

Loyalty to Department takes a backseat where impartial conduct uphold basic human rights & public welfare.

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Space for Rough Work

NEXT IAS