

NEXT IAS

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(To be filled by candidate)

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Roll No. : 0117376

Registration Number : MT23 MAC EN 224 Date of Examination : 7/9/2023

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Test - 8

Time taken: 3 hours

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.

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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)

Inadvertently missed out OG(d) in answer.

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

Evaluator Code :

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

Signature

MACRO COMMENTS



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

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

'Giving it back' denotes idea of charity which is rooted in values of altruism, compassion, ethical conduct & righteousness.

(eg) CSR norms implies companies take efforts in field of healthcare, poverty reduction etc.

The Indian values like charity, is shown in religious doctrines & practices like Zakat in Islam, langar in Sikhism, etc. It guides our moral conduct and practices.

'Relevance for civil servants'

(a) Trustees of public : The more we give to public we get confidence, trust and blessings of public. It strengthens democracy.

(eg) Armstrong Lane - People's Road in Manipal.

(b) 'Collective good' is ensured. and 'equity' principle is upheld. (eg) teaching of slum children by Nitin Sukanya, IAS - Her 'Slums to Harvard' Campaign

(c) Satisfaction and our well being of civil servants

(d) it builds public morale, ensures collective participation that is helpful in situations like Covid-19, conflict management (eg) riots, disasters etc.

Reverence is a virtue essential for civil servants. Gandhi's Tolstoyan must also guide our action.

- (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

Departmental Ethics are value guidance & norms that helps public servant is dealing with dilemmas and discharge of service with fairness.

Public Service values

Bureaucratic

Constitutional Ethics.

- ① authority
- ① hierarchy
- ① rules orders
- ① Top down decision making
- ① Seniority principle

- ① Justice
- ① Equity & fairness
- ① Merit
- ① fraternity

Influences that impacts dilemmas

- (a) "Departmental loyalty" can cause dilemmas between Department versus public trust & farmers.
- (y) diving inquiry against police brutality in Tamil Nadu
- (b) "Internal influences": our moral values like gender / caste biases or superstition.
- (c) Bihar IAS using caste remarks against own employee
- (c) "External influence" — like political pressure, influence of pressure group, favoritism (nepotism)
- "Birthright Syndrome"
- (d) "Constitutional morality" — rooted in liberty, equality, fraternity etc.

2nd ARC in 13th report calls for

Public Service Code + determine ethical actions

based on constitutional values

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

"Integrity is doing the right thing even when known one is watching"
— Oprah Winfrey

Ethics are set of principles that guide human action & conduct and determine our behaviour, choices etc. They are based on values.

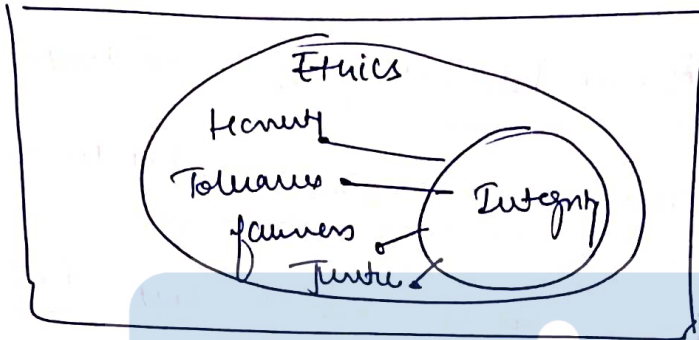
(e.g.) Honesty, Tolerance etc

Integrity implies upholding the moral values at all the times without fail despite the influences, whether internal & external, which may cause to act otherwise.

Relationship of Integrity & Ethics

① both are related and integrity is a on such value under broad ethical discourse

- ① Integrity ensures conduct remains ethical at all times 1 places and situations



- ① In public administration it is essential and discernible in action

- (eg) Niraj Yadav, IAS (UP), land allocation scam
body deals show lack of integrity and
loss of public trust

- ① Integrity will ensure - a civil servant's conduct remains ethical (eg) Swarodish Samvanshi IAS,
MP, - donated his 1 week salary for tribal cause

- ① Integrity and uprightness it all times builds public trust. (eg) Vaithan Meena, IAS, (Uttarakhand)
displayed transparency in recharging water sources

They are interlinked and must be deployed
in all ethical conduct of civil servants.

- (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 a conduct that highlights the moral principles and values of the moral agent. It is nothing but morality in action.

- (e) Rahul Dravid standing in a queue during PTM of his children. outside school among general public.

Emotionally Intelligent behaviour implies action based on understanding of own emotions and other emotions and taking right decision despite emotional turbulence.

- (e) Captain Sully landing airplane in ~~the~~ Hudson River in U.S.

Capt. Vikram Batra, protecting his own soldiers on battle of Tiger Hill (1999 Kargil)

Ethical & Actions & Emotional Intelligent Components

- (a) "Restraint" : over one's thought and emotions and analysing it to determine emotional awareness.
- (b) "moral courage" to take ^{right} decisions despite unfavourable circumstances
- (c) Resilience to take steps despite failures
- (d) motivation for self confidence and for fellow colleagues during tough times.
- (eg) M.S. Dhoni during 2011 world cup final match.

Emotional Intelligence Quotient gets you recruited while Emotional Intelligence gets you promoted. E-I generation & excellence is lusty for public service & self development.

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

"What good is a man if he cannot feel & act?"
— Socrates.

Duty, Sympathy and culture are essential facets in study of ethical discourse.

The feeling of sympathy is needed to understand the situation of others and relate with others' pain & suffering. This ensures

ethical decision and develops altruistic environment. (eg) Mother Teresa's act in poverty ridden area.

Along with sympathy, sense of duty is also important for common good & good life.

As Swami. Vivekananda says.

"Worship of Jna is the worship of Sheva"
↓ ↓
Humans God.

(9) Savitri Bai Phule work in plague hit areas in Bombay - done out of sympathy & duty

(eg) ~~Satyam~~ Adarsh Icam — dereliction of duty
towards soldiers & nation and lack of companions
towards martyrs.

Along with sympathy & duty, Moral

courage, diligence and perseverance is needed as a man's true character is tested only in times of adversity and courage & diligence are needed to maintain excellence.

Charaka identified other virtues such as courage, diligence, wisdom etc. They are essential in discharge of ethical duties in civil services.

- (b) वैज्ञानिक दृष्टिकोण, नवोन्मेशी मानसिकता और प्रबुद्ध नागरिकों का विकास करना उच्च शिक्षण संस्थानों का प्रमुख उद्देश्य है। क्या उच्च शिक्षण संस्थान सत्यनिष्ठा की लोक संस्कृति और भ्रष्टाचार मुक्त राजनीतिक संस्कृति स्थापित करने के लिए युवाओं के मध्य सत्यनिष्ठा की शिक्षा को बढ़ावा देने में सहायक सिद्ध हो सकते हैं? यदि हाँ, तो कैसे? (150 शब्दों में उत्तर दीजिए) 10 अंक

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

"Knowledge and character building are true goals of education."
— Martin Luther King Jr.

Role of Higher Educational Institutions

- ① Apart from parents & peers, schools/colleges are conditioners of human minds and value oriented teaching based on tolerance, civic sense etc will make citizens a social asset.
- ② "Future of a Nation is built in classrooms"
If students are targeted ill-effects of corruption, values of honesty, integrity & fairness

they are more likely to conduct in a the same manner.

① Education builds Nationality, scientific temper & curiosity.

These elements are necessary for National mindset & innovation. This will build scientific temper. Even Albert Einstein vouch for such education.

② Education based on tolerance, farmers, respect for others, gender sensitivity, moral courage can make students unlike and serve → this build "social capital" and "demographic dividend" is enhanced.

As Abdullah Kalam stresses, on role of educational institution, New Education Policy (2020) is a step in right direction.

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

"I am upset not because you
have deceived me, but because
I cannot trust you anymore."
- Friedrich Nietzsche.

The statement signifies importance of
human judgement to determine the reality
and role of trust in forging human social
Capital.

Senses are the barometer that enable individuals
to determine reality and analyse the
situations.

(eg) One can determine the presence of
inequality based on Caste & gender
and take corrective actions to
undo the norms.

It is also relevant in political democracy as politicians rely on emotional weapons like cultural beliefs and norms to target vote bank during elections.

This defeats the idea of responsible & accountable governance based on good governance parameters (e.g.) corruption free offices etc

Trust is an outcome of faisful relationships, honesty and non-violence in mutual interactions. If all elements are present, it can build strong foundation for mutual relations.

However, infidelity can break trust and damage the social relationships.

(e.g.) Biasedness of Manpower police towards kuki tribes.

Trust and patronality are cornerstones of good governance in civil services.

- (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

"Indifference is the worst disease that can affect the mankind"
— Dr. Ambedkar.

Indifference implies ignorance and turning blind eye to happenings around us. That are unethical and against collective good.

Relevance in present times

- (a) "Corruption is a norm & Honesty is an aberration"

Corruption of politics & corruption is an acceptable norm in society. This results in criminals starting getting elected and phenomenon of "law breakers becoming law makers". (437. MP's in Lok Sabha)

(b) institutionalisation of gender & caste norms
can hurt Constitutional goals

(c) glass ceiling effect in organisations
affects women empowerment and low
representation of SC/ST in bureaucracy
defeats social justice.

It is essential that indifference in
governance must be avoided as Democracy is
a participatory sport and it is for business a
business to be left to the government alone.

Vigilant citizenry & empowered
institutions are needed for effective and

ethical governance in India

- (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

Confucius highlights the moral goodness ^{inherent in} of each individual and everyone is born morally good and it is the society that imparts evil knowledge to him.

The statement implies that men are born good and it is the social conditioning & situations that makes him evil and similar to qualities of wolves (anger, revenge, violence etc)

Present relevance of statement

- ① The increasing crime rate among women display attraction of social values among humans.

Every day, 19 women are nailed to death doors
to dowry cases

① Caste based discrimination

② gender violence like eve teasing, rapes etc
are manifestation of evil getting normalised
and accepted by some sections of society.

Further, weak criminal justice system
incentive such corrupt norms & actions.

As per Martin Luther King Jr., No one is

born with hatred. They are taught how to hate.

Similarly, value based education, ethics

restorative justice, & humility can be imparted to
humans to drive out their moral darkness.

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

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

(Answer in 150 words) 10 Marks

In India's career based civil services,
individuals serve from recruitment till
their retirement.

As professionals, they have desires
 to grow & reach their highest potential
 as per Maslow's "self actualisation" need.

However, they are also entrusted
 with public duties to be performed.:

① selflessly

② with equity

③ without
bias

④ Honestly.

Conflicts arise when the public duties
 & professional aims are at logger heads.

(27) denial of discharge of duties by doctors to avoid post partum death to protect self interest - and it shows denial of service to public

(9) taking lawful but politically fatal decisions can cost cause the conflict like Broshant Nair's 'Sulphuric Campaign' in Kerala.

Measures needed:

(a) career growth opportunity : by performance based incentives (2nd ARC suggests it)

(b) Reward mechanism (Pavlovian Theory) : incentivise good character & selfless service

(27) Seema Dhaka, Delhi Police Constable rescued 76 orphans from trafficking.

A mutual integration of service goals & personal interest is needed as shown by Douglas McGregor (Theory Y)

- (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 denotes capability and

ability to discharge duties.

Compassion denotes actionable

behaviour based on empathy to alleviate

sufferings of others.

It is said that a woman/girl child is raped twice in India, first by perpetrator and second by courts.

Perpetrators may have competence but without

sympathy & value based action.

Competence can be brutal and inhumane

write, showy comparison without competence
can be fatal.

eg Salvo judum case - hitting tribals
to form a force to fight Naxals. Since
competence is lacking - it may prove
meaningless & can be counter productive.

Harmony of comparison &
competence is necessary in civil services.

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

The ability to connect with suffering

of others makes us human.

Justification of moral demands:

- (a) Seeking help in disasters is a humane act and shows helplessness.

All ethical conduct warrants, help towards

sufferers it must be judicious, timely and immediate.

- (g) operation ~~terrors~~ ^{Ganga} during Ukraine crisis.

Governments can be kept morally responsible
as global commitments and morality
(care ethics) warrant mutual help &
support.

Philosophy of Vasudhaiva Kutumbakam
warrants moral responsibility to help others in
need and others can help hold governments
accountable in crises
(e) during COVID-19, → vaccine Maitri.

- (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

“

Corruption is a denotation

from public duties”

- J. S. Nye.

Ethical leadership — essential to create
enabling ecosystem for ethical conduct in
organisation based on Departmental values

(e) Shanti Sava Aay of Delhi police.

Role modelling can create examples that
are mimicked by subordinates and
create a healthy culture in organisation.

Personal Reasons — Corruption is often related to 'moral temptations' and individuals

of weak willpower can cause harm to:

↳ Departmental ethos

↳ public trust & confidence

↳ denigrates culture of organisation

2nd ARC suggested Public Service

Code & ethical role modelling for

ethical conduct rooted in constitutional

morality & ethics

खण्ड-B / Section-B

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

कार्यभार संभालने के बाद, आपने स्वास्थ्य सेवाओं में सुधार के तरीकों का अध्ययन करने और उनकी पहचान करने के लिए जिले का दौरा किया। अपनी क्षेत्रीय यात्रा के दौरान, आपको पता चला कि मुद्दा सेवाओं की पहुँच का नहीं है यह कुछ और ही है। आपने पाया कि समस्या मिथकों, भ्रांतियों और कुप्रथाओं का है जो स्वास्थ्य देखभाल सेवाओं को अपनाने में बाधा बन रही हैं। उदाहरण के लिए, लोगों का मानना है कि टीके नपुंसकता का कारण बनते हैं, टीकाकरण जन्म नियंत्रण के लिए किया जाता है, प्रसवपूर्व देखभाल का उपयोग माँ और बच्चे के स्वास्थ्य के लिए प्रतिकूल है, इत्यादि।

आपने महसूस किया कि ये मान्यताएँ व्यवहार संबंधी बाधाएँ हैं जो स्वास्थ्य और पोषण सेवाओं के रास्ते में बाधक हैं। और इन व्यवहार संबंधी बाधाओं के कारण अग्रिम पंक्ति के कार्यकर्ताओं का पहुँचना मुश्किल हो गया है।

आपने स्वास्थ्य सचिव के साथ अपने अवलोकन पर चर्चा की, और उन्होंने आपको पड़ोसी जिले के डीडीओ से सीख लेने की सलाह दी, जो कुछ अच्छा काम कर रहे हैं। जब आप पड़ोसी डीडीओ से मिले, तो आपको पता चला कि वह लोगों को मनाने के लिए आस्थावान नेता के प्रभाव और पहुँच का उपयोग कर रहा है। आप व्यवहार संबंधी बाधाओं को दूर करने में मदद के लिए आस्थावान नेताओं को शामिल करने के बारे में आशंकित हैं। एक सिविल सेवक के रूप में, आपको लगा कि स्वास्थ्य सेवा योजनाओं में आस्थावान नेताओं को शामिल करना एक गलती होगी। जब आपने सचिव के साथ अपनी आशंकाएँ साझा कीं, तो उन्होंने दृढ़तापूर्वक आपको प्रयास करने और कुछ नया करने का निर्देश दिया।

- 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?

- (c) If not faith leaders, what are your other options for breaking the behavioral barriers?
- (d) Do you think it is ethically right for a civil servant to involve faith leaders in promoting government schemes?
- (Answer in 250 words) 20 Marks

"Ignorance & Indifference is the worst disease that can impact mankind."

- Dr. Ambedkar

The case shows the behavioural issues and conflict between traditional and old values versus modern & new values.

(a) Ethical issues involved in case

Stakeholder

Issues

(a) citizens

- reluctant to change their beliefs
- poor health indicators, a roadblock to human development.
- superstition & myths.

(b) frontline workers

- inability to counter the risks
- lack of competence & ability

(c) Mussey

- biased towards faith based leaders
- Reluctant to learn from best practices.
- my own behavioural barriers.

(b) Advantages of many faith leaders

(i) they can connect better with masses as they enjoy the trust and confidence

(ii) can use religion to break myths & barriers

(eg) of Hanuman bringing Sargeerini from Kundaas.
Same way modern medicines are also Sargeerini.

(iii) Role modelling : (eg) they can themselves take vaccines in front of all people.

(iv) religion also promotes health consciousness, cleanliness and Sanitation.

Disadvantages of many faith leaders

(i) India is a multi-ethnic & religiously diverse.
Hence, minority may not accept it.

(ii) Under garb of religion, mysticism & superstition can be promoted by faith based leaders
(eg) in tribal hamlets → use of iron rods etc

(iii) possible influence of religion in administration,
It is against secular principles of constitution.

(iv) undermines modern scientific development
when religion has to be taken for help.

Certain biases against certain elements are there in
religion. (e.g) against dalits, women etc.

© Apart from faith leaders, other instruments
are also available for ethical persuasion and
confidence building.

like, other actors

- local politicians
- sports players.
- actors/actresses
- engaged / educated citizens.
- evidence based approach.

① local politicians can also help to break myths.

They enjoy confidence of masses.

② sports players like Geeta Phogat, Saina Nehwal etc
can be roped in for idea propagation

(c) actors & influencers (eg) Anshu Bachan for Covid-19 vaccines, Vidya Balan for toilets etc

(d) evidence based actions - myself as a DM can take vaccines in front of all, take medicines, show side effects of ill-health & sanitation.

(e) many vernacular languages (eg) language of tribals.

(a) Ethical governance is a collective endeavour. and if seen from deontological & consequentialist approach, both are justified as faith based leaders can instil trust, confidence among people and being rationality & objectivity.

It is essential to involve faith based leaders of all religions & sects and have context sensitivity.

It is also important to promote scientific temper which is also a fundamental duty (a/p 31(A))

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 संबंधी 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

"Be kind, for everyone is fighting a hard battle"

Kindness is a natural virtue among humans & especially public servants. The case shows frustrations & unkind attitude due to work pressure.

(a) Issues involved in case

Stakeholders

Issues

(a) employees

- derogatory & apathetic behaviour
- lack of sympathy & tolerance

(g) Casteist remarks

- No 'equal pay for equal work'

(g) They worked overtime

(b) Headquarters

- lack of sensitivity towards human resource challenges
- rigidity and apathy on part of Headquarters.

① myself

- slowly explorations
- lack moral building among employees

② general

- inadequate attention towards healthcare
- shows low priority towards backward areas.

③ (b) Actions available and Evaluation of option

(i) ignore the complaints of villagers silently and follow status quo.

Merits

- ① reduce personal burden
- ② less Headquarter & field offices friction.

Demerits

- ① against duty of civil servant
- ② against public service duty & citizen charter

(ii) show ethical leadership and take up matters with Headquarters again

Merits

- ① employee satisfaction
- ② better remuneration

Demerits

- ① may deny the requests
- ② delays in action

(ii) moral building of employees and motivation

generation

Merits

- ① team work & service delivery
- ② high performance output

Demerits

- ① denial of monetary compensation
- ② in future it may corrupt

(iv) take up of technology to reduce problems

Merits

- ① service excellence
- ② convenience
- ③ reduced problems

Demerits

- ① costly technology
- ② employee training cost

(c) Course of Action

It is prudent to apply options (ii), (iv) & (iv) simultaneously.

(i) take up issue of dissatisfaction of employees and low morale on service delivery and request for

monetary & non monetary incentives for extra time
and for more human resources.

(ii) if this request is turned down, request for
technology adoption like Computers, Kiosks,
tele-bots etc to resolve grievances of citizens.

Also request for more fund allocation

(iii) build morale of employees through sensitivity
training & tell them about Gandhi's Tolismans
and importance of ethics like honesty, diligence,
moral courage and persistence in service
delivery.

(iv) lodge enquiry against officials who used
harsh remarks. Request police station to
take action under SCST Act 1989

(v) Continuous moral building and ventilation
therapy as suggested by Elton Mayo.

(vi) build resilience through awareness of Emotional Intelligence.

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

कुछ आपूर्तिकर्ताओं ने इसे शीघ्र पैसा कमाने के अवसर के रूप में देखा। उन्होंने अपनी उत्पादन सुविधा की सीमाएँ बढ़ानी शुरू कर दीं और सुरक्षा और श्रम कानूनों की कोई परवाह नहीं की। दुर्भाग्य से, एक आपूर्तिकर्ता की भंडारण सुविधा में आग लग गई और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और दवा कंपनी पर क्षतिपूर्ति के लिए मुकदमा दायर किया। आपूर्तिकर्ता नुकसान का भुगतान करने के लिए सहमत हो गया, लेकिन कंपनी ने किसी भी देनदारी से इनकार कर दिया क्योंकि वे सीधे तौर पर शामिल नहीं थीं। इस बीच, परिवार का प्रतिनिधित्व करने वाले वकीलों ने दावा किया कि कंपनी इस त्रासदी के लिए नैतिक रूप से जिम्मेदार है क्योंकि उन्होंने सुरक्षा के लिए उत्पादन सुविधा का निरीक्षण नहीं किया और हर चीज के प्रति उदासीन थे। परिवारों का मानना है कि कंपनी पूरी तरह से परिणामवादी है, जो अपनी आपूर्ति लाइनों को चालू रखने के बारे में चिंतित है, चाहे लागत कुछ भी हो।

- (a) उपरोक्त मामले में कौन से नैतिक मुद्दे शामिल हैं? (50 शब्दों में) 5 अंक
- (b) नुकसान का भुगतान करने पर कंपनी की स्थिति का नैतिक रूप से विश्लेषण कीजिए और बताइए कि क्यों-क्यों नहीं कंपनी को नुकसान के लिए उत्तरदायी होना चाहिए। (120 शब्द) 10 अंक
- (c) नैतिक उत्तरदायित्व शब्द से आप क्या समझते हैं? आप कब सोचते हैं कि कोई व्यक्ति या इकाई किए गए कार्यों के लिए नैतिक रूप से जिम्मेदार होता है? (80 शब्दों में) 5 अंक

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

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

- (a) What are the ethical issues involved in the above case? (50 words) 5 marks
- (b) Ethically analyze the company's position on paying damages and justify why/ why not the company should be liable for damages. (120 words) 10 marks.
- (c) What do you understand by the term moral responsibility? When do you think a person or an entity becomes morally responsible for actions committed or omitted? (80 words) 5 marks

The case is an example of Gandhi's Kin,
"Business without morality" i.e. profits defined the
 means of business operations.

a) Ethical issues

Stakeholder

Issues

(i) Company

- dereliction of duty
- ag. action against ethical Capitalism
- moral subversion of duties and accountability

(ii) Suppliers

- lack of ethical governance
- violation of Basic norms of Supply chain, Building code
norms for fire safety

(iii) workers & family

- loss of livelihood and family members
- extreme poverty
- no compensation
- "Justice delayed is justice denied"

⑥ Why should company not pay for damage?

- ↳ capitalism thrives on profits and returns
- ↳ It is duty of state and supplier to ensure compliance of norms & laws
- ↳ Company not directly related to the incident.

Why should company pay for damages?

- ↳ "Moral accountability" towards stakeholders like Suppliers, workers & their family members
- ↳ Socrates says "What good is a man who cannot feel and act?" — showing sympathy & compassion is part of human endeavour towards common good of all
- ↳ Company is directly related to all operations under contracts. Hence morally responsible.
- ↳ apologising & compensation would earn brand value and show capitalism entrenched in integrity.

(c) Moral Responsibility is being answerable towards moral actions & conduct and being liable for facing actions for immoral conduct. It is related to moral accountability.

(eg) L.B. Shastri resigning from Railway ministry after train accident.

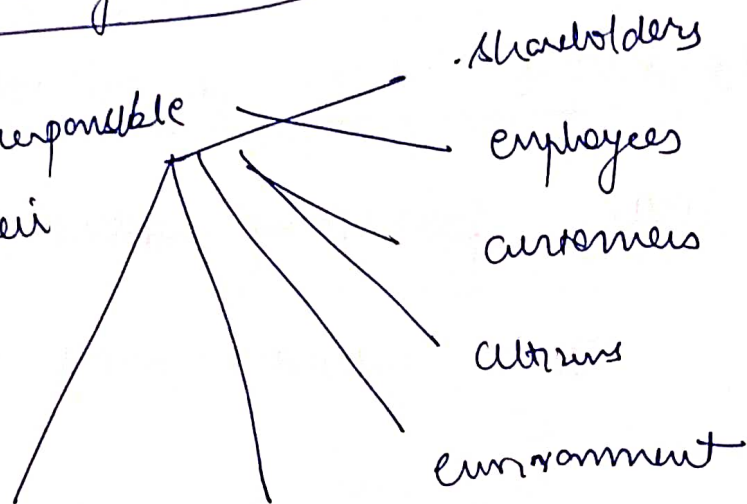
A person is morally responsible when their actions & inactions, directly or indirectly affect the others.

(eg) Bystander effect during road accidents show lack of moral responsibility towards victims and lack of courage to take actions as good Samaritans.

An entity is also morally responsible for all their actions & inactions which affect all their stakeholders. Acknowledging is shows

ethical corporate governance

Company are responsible
towards their



Institution

government

As per business, a moral action is

determined by duty towards their stated roles.

Then ethical principles correlates with moral
responsibility.

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

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

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

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

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

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

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

- 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 case is of moral distress and dilemma faced during action concerning both public life & private spheres.

(a) Ethical Issues

↳ questionable decisions of Ajay and lack of due diligence towards laws.

↳ disproportionate assets of Ajay — shows under influence of moral degeneration and may be act of corruption

↳ distress caused due to Ajay being a close friend.

Ethical dilemma

- ↳ whether, show neutrality & moderate and do search & serve or value friendship?
- ↳ preserve friendly relations at the cost of dereliction of public duty?
- ↳ whether I should warn Ajay about the case informally or discharge the duty with impartiality?

(b) Options available. & their analysis

4(c)

- (i) Informally convey Ajay about enquiry in land deals and ask him to back off

Merits

- ① Hold friendship in high ideal
- ② Preserve relationships

Demerits

- ① against Shame of public service
 - ↳ impartiality
 - ↳ fairness

- (ii) Conduct enquiry without biasness

Demerits

Merits

- ① neutrality, fairness in service delivery.
- ② loss of trust & friendship

① loss of public money avoided

① deterrence towards wrongful actions

① friction between Ajay & I,

(iii) Call in sick and seek leave/transfer

Merits

① preserve friendship

① avoid moral dissonance

Demerits

① dereliction of duty

① lack of moral courage & conviction

① Course of Action

① I would go ahead with equity discreetly and analyse facts of case and gather data by upholding values of impartiality, fairness and trust of public in services.

① Conduct searches in office & home of Ajay by giving him warrants and tell him, ~~that~~ he

not should consider it against our friendship
but it is discharge of public service in
impartial & transparent manner.

① collect evidences and share with Secretary
for objective decision making and prepare
case for resolution

② if possible, board on core, write vigilance's
assistance.

③ The action must be done as per kaustham
principles of Duty as public servants are trustees
of public trust and confidence and oath
to Constitution needs to be adhered to.

The values of firmness, transparency,
impartiality and avoidance of interest must be.
upheld at all times for effective public service
delivery.

As Socrates says, "Do the right thing
even if it is costly".

11.

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

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

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

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

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

- 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

former CTI N.v. Pananna one observed,
police stations are places where violation of
human rights are rampant. This case similar to
 the violation of human duty as happened in
Retnonkulam incident (Tamil Nadu).

(a) Ethical issues involved

Stakeholders

(a) traders,
general public

Issues

— long tolerance and value of
non-violence

(b) miscreants

— beating of constables :- obstructing
civil servants in discharge of duty

(c) police officials

— violation of principle - "Accused are innocent until proven guilty"

— violation of human dignity

— excessive use of police power

— dereliction of incidents in enquiry
(shows apathy)

(d) virtues

— loss of values - transparency, courage
and impartiality

(e) Dilemma

— Caught between police two options:
value honesty or value police hierarchy
dictates

(b)

As trustees of public, police must

show restraint and follow rule of law and

adhere to impartiality, fairness and empathy
towards all

Police must treat accused as innocent
until proven guilty and avoid all forms of brutality

and torture

① use technology to identify miscreants & evidences like CCTV cameras, facial detection technology, finger printing etc

② In enquiry, all facts must be disclosed and officials involved in lockup violence must be held accountable for torture

As "Rakshak cannot be a Rakshak"

It is essential as with great powers come great responsibility " and winning public confidence is detrimental towards healthy & safe civil environment.

③ In ethical delivery service, both loyalty to department and impartiality & non-partisanship approach are essential. Since they are not mutually contradictory.

(9) "Shanti Seva Nyay" of Delhi Police (Motto)
 embodies both public service and departmental
values of fairness & justice.

In event of conflict between two, the
large public interest warrants that impartial,
non partisan approach is adopted so that public
service delivery is efficient, transparent
 and in public interest (based on Utilitarianism)

In matters of style one should flow like
stream but in matters of principles, one should
stand like a rock". It is application and services.

आप विदेश सेवा के एक अधिकारी हैं जो विदेश में किसी दूतावास में कार्यरत हैं। आपका एक कर्तव्य स्थानीय भारतीय समुदाय, जो देश के सबसे बड़े अप्रवासी समूहों में से एक है, के साथ संपर्क स्थापित करना है।

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

निर्माण के कुछ महीनों बाद, स्थानीय लोगों ने शोर के बारे में शिकायत करना शुरू कर दिया और धीरे-धीरे एक धार्मिक संरचना के निर्माण के खिलाफ एक अभियान शुरू हो गया। स्थानीय नगर पार्षदों ने इसमें भाग लिया और यह मुद्दा उठाया कि कैसे भारतीय प्रवासियों के पास अपना सांस्कृतिक स्थान होने से अन्य आप्रवासी समुदायों की ओर से भी इसी तरह की माँग की जाएगी। और इससे विभिन्न जातीय समूहों के बीच असहिष्णुता बढ़ सकती है। स्थानीय राजनेताओं ने निर्माण को रोकने और जो कुछ भी बनाया गया था उसे ध्वस्त करने के लिए एक सार्वजनिक मुकदमा दायर किया। भारतीय समुदाय ने उनके मुकदमे का जवाब दिया और मदद के लिए दूतावास से संपर्क किया। वे चाहते थे कि राजदूत इस मुद्दे को सरकार के सामने उठाएँ।

इस बीच, राजदूत ने आपको इस मुद्दे को समझने और एक रिपोर्ट तैयार करने के लिए भारतीय समुदाय के नेताओं से मिलने के लिए नियुक्त किया। आपने समुदाय के नेताओं से मुलाकात की और पाया कि भारतीय समुदाय के प्रति स्थानीय नापसंदगी का कारण केवल अव्यक्त नस्लवाद और असहिष्णुता की अभिव्यक्ति थी। आपने राजदूत के समक्ष अपना अवलोकन प्रस्तुत किया और उनसे कुछ करने का अनुरोध किया क्योंकि भारतीय सही थे और नस्लवादी व्यवहार के शिकार हो रहे थे। बदले में, राजदूत ने उत्तर दिया कि वह स्थानीय राजनीति में नहीं पड़ना चाहते। भारतीय उस देश के नागरिक हैं जो 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.

- What are the issues involved in the above case?
- Do you agree with the Ambassador's position of prioritizing economics over helping the diaspora? Why/why not?
- 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

The case shows economic rationality
taking over issue of racism, inequality and
imbalance

① Ethical issues involved in case

Stakeholders

Issues

② Myself

— prioritizing local sentiments & values over national interest

③ Ambassador

— Consequentialism (ends justify means)
— Ignorance of Preamble values of
science, farmers, etc

④ Local Indian Community

— admittant 'to' more cultural place and schools

(d) local residents

- Reason, intolerance, bigotry,
on their part
- the project was legally
sanctioned and lawful.

(b) Ambanador's position: Pragmatic concerns
over Diaspora issue

Yes

→ Since, local Indians (PIO) are not
citizens and Panchsheel Principle

Womant's non-interference in other
nation's matters

→ In foreign affairs, "ends justify means"
(consequentialism) — and utilitarianism

is needed (larger interest of Indians
rather than local PIOs)

No

→ dereliction of value oriented duties.

Tolerance, fairness, impartiality etc

are necessary components and dispos

are India's strength. They are tools of
India's soft power.

→ India's impact has raised issue of ill-treatment of minorities in other countries (e.g. Taliban against Sikh minorities).

(c) India's foreign policy must be guided by all-time approaches of — care, consequentialism & duty — based on context and situations.

In case of disasters, care approach based on compassion, love, sympathy is essential for ensuring common good of humanity.

(e.g.) operation Dosth in Türkiye.

In situation of larger interest of Indians, like in economic pact deal in this case, the utilitarianism must guide as, local politics and minority interest and fallout of

conflict can harm India's exports and GDP.

Hence Reasons must prevail over
emotions.

In situation of conflict, like in
Ukraine-Russia crisis, duty to ensure peace
and calling off hostilities must guide actions.

India aims to buy Volkswagen and
peach Vasudhava putnam, the A3
approaches are needed to meet its culture
interest.

NEXT IAS

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Space for Rough Work

Candidates must
write on this m

