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NEXT IAS

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(To be filled by candidate)

Name of Candidate : Mahi Sharma

NEXT IAS Roll No.: A1N24GCRA010 Date of Examination : 06/08/2023

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test Code : TC025 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.

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

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

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

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

[To be filled by the STUDENT]

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

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1 . (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
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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1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any leaves from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
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1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

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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

The above quotes means that 'nothing comes for free, one has to always pay for the services one recieves."

Examples:

① Taxes collected are used for welfare schemes.

② we water trees, it gives us fruits.

Indian concept of "giving it back"

→ It is enshrined in Indian value of "Dana" (donations) and Gratitude.

→ It is propogated by major religions as well as Indian culture.

Eg: we never ~~return~~ return any empty vessel to our neighbour

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→ for example in corporate social responsibility, corporates gives back to the society which is a consumer.

Ex Tata funds

→ legal position :- "fair and equitable sharing" of traditional resources in National Biodiversity Act.

Guiding value for civil servant :-

→ It will enable the civil servant to contribute to society by keeping public interest above own.

Ex IAS OP Chaudhary's education model in Dantewara and Bastar

→ whole society contributes in the development of ones personality, thus it reflects in the action/inaction of civil servants

Ex IAS Athar Amir's action against childmarriage

Thus, what is there, has a price, and it must be return for maintaining balance in the society.

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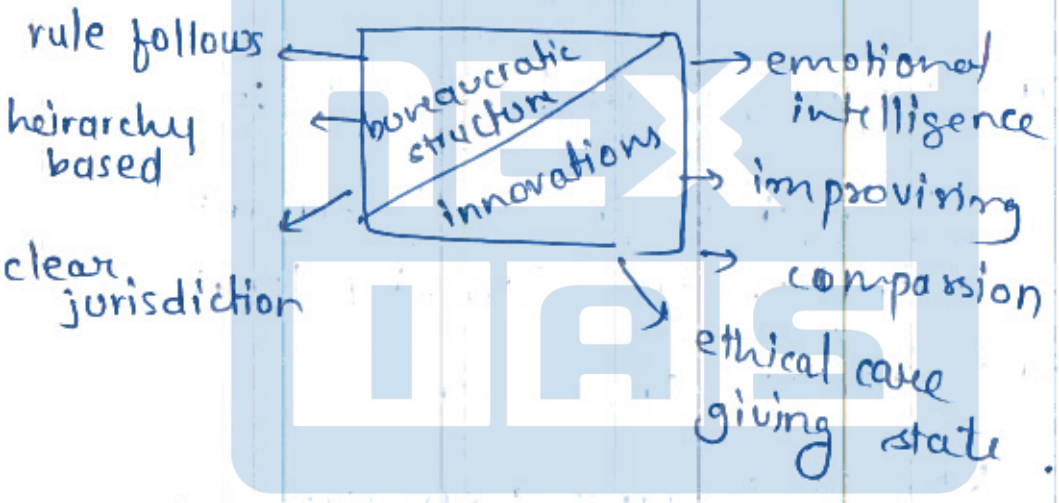
1. (b) लोक सेवा, एक नौकरशाही संरचना में निहित होती है जिसमें प्राधिकार की स्पष्ट सीमा , मूल्य मानकीकरण और जवाबदेही तंत्र होते हैं। ऐसी संरचना के भीतर काम करते हुए, आपके अनुसार वे कौन से प्रभाव हैं जो लोक सेवक के नैतिक निर्णय लेने को प्रभावित करते हैं?

(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

Majorly, public services in a bureaucratic structure follows weber's model with clear lines of authority, value standaddization etc.



Impact on public servantks ethical decision making :

→ laws, knowledge boundaries, expertise, authority & jurisdiction acts as a guide for ethical actions.

Candidates must not write on this margin

→ accountability mechanisms helps to keep public interest above

accounability + Transparency ⟹ civic empowerment

Ex Citizen charter, RTI.

→ Emotional Intelligence fosters compassion, care in public servants action and thus enables ethical decision making.

Ex Assam cadre IAS officer visits flood striken districts in mud.

→ values of political neutrality, free from religious and caste baisaers leads to impartiality.

Thus, civic masses are the ultimate beneficiaries, which must be catered through ethical-decision making by public servants.

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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

Civil services provides a balanced platform for serving the public interest and personal career growth.

Career focused and self interest:

Positives:
- promotion
- capacity building
- personality development.

Negatives:
- "dedicated bureaucracy"
- bribes
- nepotism (selfishness)

Possible to reconcile career and service obligation:

→ Civil servants should separate their public and professional spheres.

Candidates must not write on this margin

→ They should follow the motto and vision of the organisation

Eg: Jan Seva, Desh Bhakti → motto of MP police

→ They must follow the values of impartiality, integrity, compassion and emotional intelligence.

Eg: IAS Ashok Khemka → one of the examples of integrity.

→ Value free and honest works done by public servants improves their professional status → at least it won't lead to demotion.

Thus, striking a perfect balance between personal career (egoism) and public interest (altruistic) is the need of the civil servant to realise the goals of Indian bureaucracy.

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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

The above quote suggests us that their should be a fine balance between ⇔ emotions and expertise, was coined by Aristotle:

"Knowledge without character is a wild beast loosed upon this world."

⇔ Hitler.

→ Competence without comparsion:

→ It can lead to trust deficit

- between public servant and public
- and within the organisation

→ It will create an unhealthy work space → leading to falling efficiency of the output.

Candidates must not write on this margin

→ People in association work for effectively than in isolation. for association, compassion is pre-requisite. Ex: group task, participatory decision making.

Compassion without competence

→ It will undermine the credibility of the actions and would decline the output.

Ex: what if one is compassionate towards minority section but not competent enough to handle a mob attack on minorities.

→ Without competence, juniors will not follow your orders. because you need to be an example setter.

Thus, 2C = compassion and competence are two bedrocks of an ethical and vibrant civil servant

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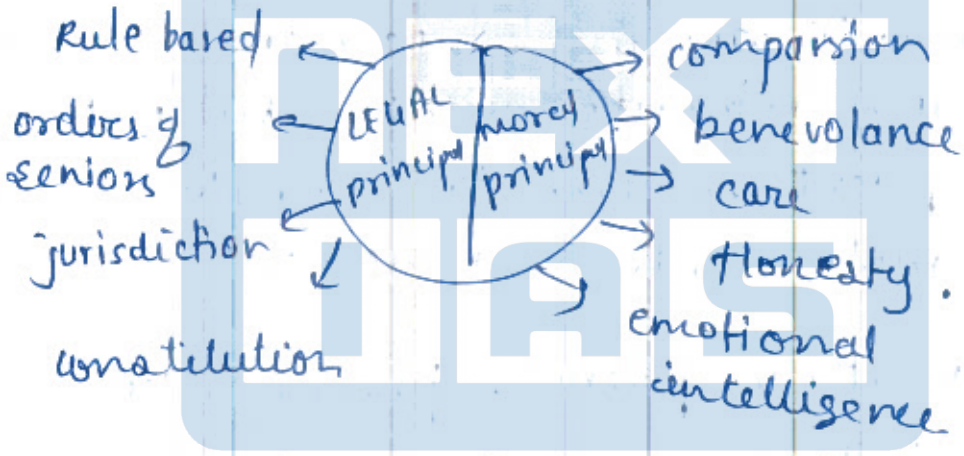
3. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों?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

Public service in order to achieve wider public interest is based upon legal and moral principals to increase efficiency & output.



Loyalty to the constitution and laws.

→ constitution is the ultimate law of the land and based on ethical principles of equality and liberty.

Candidates must not write on this margin

→ It brings consistency in actions
→ Less scope for procedural lapses
→ Provision for punishment for violating the rules.

Loyalty to ethical principles.:-

Law + ethics ⇒ SMART & VIBRANT CIVIL SERVAN

S = selfless, M = motivated; A = Accountable;
R = Revisionary; T = Tolerance / Transparency.

→ Ethical principles guide beyond law.

Ex Delhi police constable Seema Dhaka saved 78 kidnapped children in 2 months → not mandated by law.

→ It leaves no scope for personal/ internal guilt.

→ Enhance credibility and bridges trust deficit.

Thus, the loyalty to the constitution, law and ethical principles need to be balanced.

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

Candidates must not write on this margin

Integrity based civil disobedience means a (non-voilent public act) against an unjust law with an intent to effect the change in the law. because it harms the (integrity principles)

Ex Tribals under (sunderlal Bahuguna) hugging trees (chipkoo movement) to change the policy for deforestation.

Prerequisite to civil disobedience →
- clear injustices
- Non-voilent
- not threatening govt. stability

Ex Dandi March and civil disobedience by MK Gandhi.

Candidates must not write on this margin

Challenge to personal integrity – cause for civil disobedience':-

→ It will help you to uphold your own moral principles

→ No guilt left.

→ Firm in your actions and words.

Not justified for civil disobedience

→ Personal moral and integrity principle may ~~be~~ hold contradiction with wider public interest.

▷ China replaced singing girls in asian sports event → can be voilative of ones honesty principle. But national interest is above all.

→ Will undermine the working output and efficiency of the organization

→ will lead to culture of frequent civil disobedience

Thus, ~~in~~ every actions in civil services should be taken on [merits] and [national interest]

Candidates must not write on this margin

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

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

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

The above quote focuses on [internal] [conflict] between [emotions] and [ethical principles].

[Meaning]: Internal senses and impulses guides you on the basis of emotions — greed, anger, hatred, bais, love etc which deceives you from being impartial and non partisan. Thus they should not be completely relied on and logics play an important role in decision making.

Ex> Public servants taking / accepting expensive gifts.

Candidates must not write on this margin

Relavance :

① Reduces nepotism and integrity based action.

Ex TK Sinha exposed election malpractice of his own uncle – the then finance Minister of India.

② Leads to non-arbitrariness and impartiality.

③ Decisions based on emotional intelligence

④ Reduces Corruption in the public services and high moral and will power.

Ex former IRS officer Amay Patnaik exposed scam of ₹ 400 cr in 1980s → not swayed by greed (Raid movie)

Thus, in contemporary times, one should use his/~~her~~ her senses upto to extent which makes him compassion – NOT A SLAVE of EMOTIONS

4. (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

Candidates must not write on this margin

The quote highlights the responsibility of all the members of the society towards social issues.

Meaning: It means that silence and indifference of good people is more dangerous and can lead to evil people controlling the society and taking advantage out of it further oppressing the masses.

"silence of gentlemen is dangerous than evils of devil."

People don't vote responsibly and a greedy and dishonest man comes to power and rule for next 5 years.

Candidates must not write on this margin

Contemporary Relavance :-

→ In parliamentary democracy like India, good people don't want to contest elections → leading to dishonest people's victory.

→ Recently **Delhi murder** case of **21 year girl with knife** → people passing from there did not stop the guy. That guy can tomorrow harm those people also.

→ **Whistle blowers** do not compromise their ethical principles and expose corruption. → otherwise it would have created hegemony of corrupted officials

→ "Giving back to society" through intellectual participation.

Thus, it is the responsibility of every member of the society to take active part in social issues

↳ strengthen - **GRASSROOT DEMOCRACY**

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

Candidates must not write on this margin

The above quote focus on the socialization pattern, value system of the society and mans ethical principles.

Meaning: No one teaches corruption in mother's womb. It is the society which teaches dishonest practices as a means to faster results.

Ex → Father promising to gift a bycycle on getting 1st rank.

→ Prevalant situation of "neglact to hard work".

↳ Ex Guide reading (20 question) before college exam.

→ Some schools sponered cheating during practical exams.

Candidates must not write on this margin

Practical Relavance :-

→ Of men have **acquired** the corrupted trait from the society, so it is again easy to mold them into ethical persons.

→ **Healthy and Honest environment**.

Ex integrity and honesty shops in schools where students were set free to ~~be~~ take anything while no one is watching them.

→ **Reward of Honesty**: Example for adopting moral and ethical principles

Ex: Nepal rewards 5 honest officers every year

→ Parents need to set example by behaving honestly and with integrity.

→ Leaving the company of dishonest friends.

Thus, in order to become an honest and ethical person, good environment in must

Candidates must not write on this margin

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

Emotions are the [internal] [impulses] that guide your actions and they are getting due focus due to the emerging concept of [emotional intelligence]

impact on personal and professional life

[positive]
- makes you other focused
- compassion
- ethical actions.

[~~Positive~~] [Negative]
- revenge taking
- Hatred
- caste / religion ↓ prejudices

Ex discriminating against minority groups or lower caste groups → violation of human dignity.

Candidates must not write on this margin

Impact of Emotions

Positive impacting Emotions

→ **Care** → makes you other focused and considerate about the uniqueness of vulnerable sections
Ex enchroachment drive and slums.

→ **Joy & Happiness** → makes you more satisfied and contentment and increases output.
Ex
↳ Training to become dancer with joy is better than becoming IAS due to societal pressure

→ **sufficiency** → leads to reducing corruption

Negatively Impacting

→ ~~xenocentric~~ **ethnocentric emotions**
↳ discrimination
↳ Human dignity violated

→ **Affectionate** leads to nepotism and corruption
Ex → chiefs of many state wrestling federation come from one family only.

→ **Revenge and Anger** → Makes you hostile, arrogant and undermines impartiality.

Candidates must not write on this margin

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

Resource utilization and fulfillment of social needs are the two important goals of public services which must be catered.

Technical efficiency & resource mobilization

- changing era of digitalization
  - Ex: GeM
- Digitization of records → reduced corruption Ex: SWAMITVA.
- field expertise enhances efficiency
  - Ex: Manmohan singh as Finance minister
- It leads to prudence.

Social efficiency → bridges trust deficit.

- achieves wider public interest
- accountability
- community participation

Candidates must not write on this margin

Ethical efficiency ensures following:

→ Rightfulness of the actions.

→ Actions driven by emotional intelligence.

→ Make you other focused.

→ Public interest over self interest

Ex public servants don't attend family ceremonies due to 24x7 duty.

→ Strong devotion to duty.

Ex IAS Ashok Khemka

Relation between ethical, social and technical efficiency

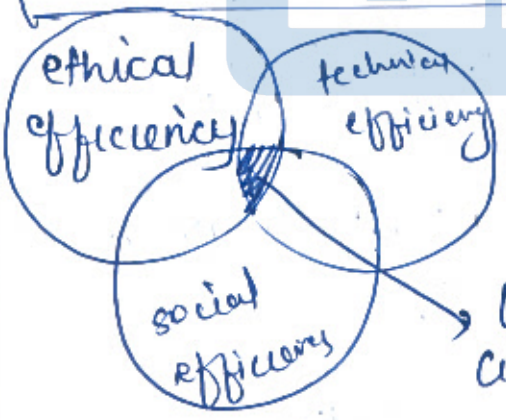


Fig. 1

All the three needs to be balanced. None can singly achieve the goal of public empowerment and capacity building

Candidates must no write on this margi

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

Values are guide to our action and inactions and they can be classified into:

Values

Moral values

(i) Develops with one's behaviour
(ii) Internal aspect
(iii) Related to customs prevelant in the society
(iv) Represent dynamicity ~~dynamicity~~

Non-moral values

(i) It may be acquired witnessing the society.
(ii) Not accepted by the wider society.
(iii) Make you selfish

Represent status quoi A
Ex - arrogance

Basic moral values as foundational values.

1. **Integrity** : It is consistent and uncompromising holding of honesty and is crucial

Candidates must not write on this margin

to ethical services

② **Devotion to duty** → unstinting devotion to duty reflected in **Nishkam karm**.

Ex Armstrong Pane (IAS) making a bridge with the help of villagers

③ **Courage**: Inaction/action after calculating the risks.

Socrates says → courage is the highest moral value..

④ **Kindness** → It makes you compassionate and other focused and helps you take decisions

Ex Human trafficking survivor.

⑤ **Generosity** → absence of arrogance and hostility. It makes you polite and **impartial**. It bridges **trust deficit**.

Other → truthfulness, Honesty, Benevolence, Patience, Prudence

Moral values plays and important roles for providing services to the people in achieving **good governance**.

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

In Gandhian ideology, citizen involvement or grassroot democracy is the highest virtue (Gram Rajya) and makes governance as ethical governance.

Governance ← citizen's participation → Ethical governance

Civic engagment facilitating ethics-driven administration :-

→ Identify the issues faced by local population.

→ Identify the aspirations of the local people

→ capacity building of the local people

Candidates must not write on this margin

→ Bridges the trust deficit.
→ Makes them transparent & accountable

Ex ① Jan chetna campaign in Maharastra.
② Policies open for public discussion

Mechanisms to ensure ethics in governance by citizens:

① **Social audits** → It can expose the procedurable lapses and make the officials accoutable

② **Right to information** → Making official transprent and answerable

③ **Citizen's charter** :- Timely delivery of services

④ **NGOs** :- They pressure the administration to adhere to ethical principles

Thus, civic masses play an important role in ethics driven administration.

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?

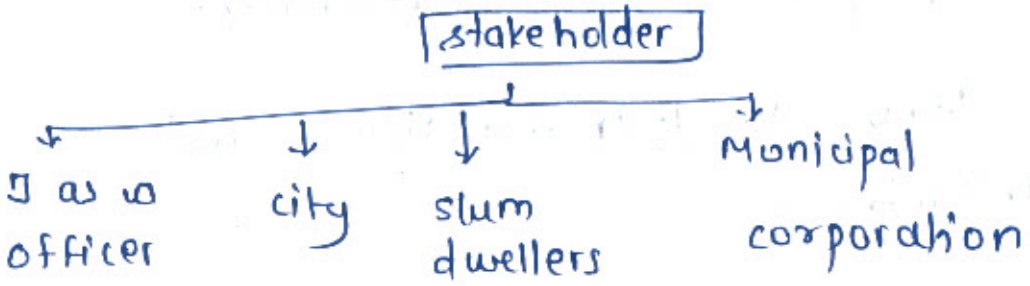
(b) Can an administrator compromise the value of impartiality for empathy? Discuss.

(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



(a) **Value conflicts** :-

(i) compassion (vs) official duties

(ii) care (vs) impartiality.

(iii) ethical principal (vs) inhumanity

(iv) capacity building (vs)

(b) **Compromising impartiality for empathy.**

→ If the situation is unique, care approach is needed

Ex PWD, widows, rape survivours

→ Impartiality can be practiced among only **equals**

Ex our approach towards an old destitute man and young guy needs to differ

Candidates must no write on this margi

→ **Not compromising impartiality**

→ It leads to discrimination and arbitariness

→ Sets a bad precedent → swaying away by emotions.

Thus, emotions and logics must be balanced through an emotional ethical reaction.

(c) **options vavaib available**:

(i) **Rule based** → continue the clearing drive as it is a legal order and I will be safe from scrutiny.

(ii) **compassion based**; leaving the slum dwellers at their place as they are vulnerable. But I can face legal scrutiny.

Candidates must not write on this margin

(iii) **Impartiality based**: Giving slum dwellers sufficient time to vacate the place.

(iv) **Care approach**: will not continue drive for short term and take measures for their capacity building; pursuing industries to give them a residential place or try to shift them in Affordable Rental Housing.

(d) **Solutions for tackling slums and enchroachments in urban areas :-**

→ Digitalization and proper maintenance of land records.

→ Rationalizing rents so that slums do not grow.

↳ Model Tenancy Act.

Candidates must no
write on this margi

→ Clearing encroachment ~~fffo~~ drive from time to time.

→ Space allocation for migrants

Eg: Recently IAS Tina ~~Dadi~~ Dabi allocated land to migrated people.

→ The actions of "Patwaris" need to be scrutnized from time to time.

Today urban areas need to be free of encroachmats for their sustainable development (smart city mission)

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 (प्रोफाइल) 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 health 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

scheme and fraud.)



- I as a director
- maternal health beneficiaries
- fraud families & officials
- Department as a whole

Issues involved.

(i) Breach of privacy.
(ii) Efficiency of the scheme.
(iii) Targeted beneficiaries are lacking
(iv) Lack of honesty & integrity of local officials.
(v) Department's image and wastage of public fund.

In country like India, govt. is the largest data fiduciary.

Voilating data privacy is justified

→ To better target beneficiaries
→ To stop wastage of public funds (prudence)
→ Greater public interest.

Candidates must not write on this margin

→ To make fraud. officials accountable

→ To bridge the trust deficit ~~bet~~ between govt and the public.

Data privacy voilation is not justified.

→ further widens the trust between public and the administration

→ Breach of data and selling on dark web.

Ex ① Recent AIIMS cyber attack
② Akira virus attack on govt. sites increased by 45% → [MHA]

→ economic profile will enable fraud officials to calculate [BRIBE PRICE] of the individuals.

Reasons for welfare fraods.

→ Greed of the families and local officials. (weak will power)

Ex 0.18% Ayushman Bharat cards are fraud (Health ministry)

Candidates must not write on this margin

→ Lack of proper record maintenance for scrutiny.

→ Some govt. schemes exclude deserving sections.

→ Poor economic conditions of the masses.

→ Values of honesty and integrity are absent

(d) Means to prevent such frauds.

→ Proper maintainence of the data

→ Comprehensive coverage of the schemes.

→ Departmental actions against fraud officials.

→ On random basis, physical checking of the information given by beneficiaries.

Candidates must not write on this margin

→ Digitization of records and data.

IEA - ehealth cards.

Welfare measures and data privacy sometimes contradict each other but to "greater public interest, privacy should take back seat."

- Supreme court of India

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

Environment & Development

stakeholders

- I was a member of Dept. of Mines
- Head of Dept
- Contractor
- state
- people and society as whole

(a) Issues and value voilations

→ Environmental concerns.
→ Departmental efficiency and target
→ Unfair EIA (corruption)
→ safety of local people.
→ Procedural lapses.
→ Developmental issues

value voilations
→ Honesty.
→ public service.
→ Integrity
→ prudence.

(b) Options available

(i) Rule based: Not stoping the mining as it has passed the EIA test.

Candidates must not write on this margin

(ii) Duty of public service → would stop the mining because of environmental concern.

(iii) Revisionary : Once again going for environmental assement.

~~(c)~~ Merits and demerits

(i) Not stoping mining

Merit :- (i) Revenue target completion
(ii) No confrontation with the HOD.

Demerit :- (i) Environmental disaster.
(ii) People's safety
(iii) States Loss.

(ii) Revisionary → one more EIA.

Merit :- (i) More credible results.
(ii) More time to take decision

Demerit : (i) conflict with HOD
(ii) ~~Halting development process~~ etc.

Candidates must not write on this margin

(iii) **Stopping the mining**

Merit: ① Environmental concerns addressed.

② Safety of people ensured.

③ No long term financial losses.

④ Setting a precedence for honesty.

Demerit: ① conflict with HOD

② Revenue targets not fulfilled.

③ Halting developmental activities and livelihood opportunities.

Choosen course of action

I will go for one more EIA and if find the same environmental concern, I will bring it into consideration because revenue target completion is not above people safety.

"Department revenue shall not pose threat to **breadwinners** of vulnerable families".

Candidates must not write on this margin

(d) Today, world and India is grapling with the challenge of climate change which requires environmental considerations also.

→ Overrated at cost of Development

→ Ex: Kundankulam and Tarapor nuclear power plant protest by NGO for environment are motivated.

→ India is a developing country and needs to exploit the resources.

→ Halts economic activity.

→ According to Kinsley curve → development leads to environment protection.

But → development is not acceptable at environmental costs because it lowers the life security of the people at sustainable development — judicious resource use shall be the aim.

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 खज़ाने 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

Candidates must not write on this margin

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

Stakeholders
- Mr. Sharma - All India Sales Head
- CEO of the company
- fraud sales man
- fraud govt. officials
- public at large
- govt.

Ethical issues
- Honesty lack
- lack of integrity
- weak will power (corruption)
- Public safety and prudence.
- lack of devotion to public service (fraud officials of govt)

Business issues
- fair commission
- profit (vs) honesty.
- fair procedural follow ups.
- corporate ethics.

Candidates must not write on this margin

(b) Options available to Mr. Sharma and CEO.

→ Driven by profits, they can be silent over the issue

→ They can replace the 3 fraud salesman with other salesman.

→ They can give a warning of action against dishonest salesman if not complied with norms.

→ They can find out the 3 salesman

→ They can bring this matter in Healthx department consideration

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(c) Role of organizational culture of freedom:-

→ It helps in innovation and improvement

→ Sense of participation → enhances output.

→ In line with corporate ethics.

Candidates must not write on this margin

~~But~~ | Individual corrupt nature.

→ Weak will power.
→ Dishonesty
→ Greed ; absence of contentment.
→ lack ethical principles.

But → organisational culture of freedom must have check and balances like periodically checking performance report and well defined regulation for operation of work as said.

"Free hand leads to innovation but unregulated free hand can cause disaster."

Ethics mechanisms and steps

① Ethics mechanisms

→ Ethical counselling of salesman
→ promoting ethical principals

Candidates must not write on this margin

in the organisation.

Steps

→ setting a **fair price** ± x% ⇒ thus giving an objective criteria

→ Rewarding **honest + efficient** salesman inspires others to be honest.

→ Regular checking up performance report and if some fault is found, immediate actions should be taken

→ code of conduct formulation

→ Regularly visiting the clients for price comparision

Public health is a serious issue in India, and it should get primacy over individual greed. and corporate profit—

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 वे मंत्री को संदिग्ध भूमि सौदों के लिए पकड़ सकते हैं।

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

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

(b) आपके पास कौन से विकल्प उपलब्ध हैं?

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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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

stakeholders

- I in vigilence dept.
- Ajay and family
- Ministers
- Secretary of the Dept

(a) **Ethical issues**

(1) lack of honesty and integrity.
(2) corruption
(3) disproptionate asset holding.
(4) political leaning

Ethical dilemma

(1) duty (vs) friendship.
(2) Honesty (vs) affection.

(b) **Options available**

(i) will cook up the report in favour of Ajay.

(ii) will take honest step and

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present appropriate report and will proceed with it.

(iii) Will leave the case and request to give it to other official.

~~(c)~~ Course of action and analysis of the options

(i) Faulty report.

Merit: ① Save Ajay's image
② strengthen friendship
③ financial gains for me extra

Demerit: ① loss to state exchequer
② My ethical principles are compromised.

(ii) True report and taking action

Merit: ① Fulfilment of my duty.
② self satisfaction

Demerit: ① Tarnishing Ajay's image
② Break up in Friendship
③ Internal guilt and accusation from Ajay's family.

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(c) Refraining from the case

Merit

① My personal biases are not involved.

② No accumulation of guilt.

Demerit :- My image as not a honest and daring officer

Course of action

I will refrain myself from the case as findings by me face the threat of baises or for my friendship and it will not lead guilt accumulation inside me. and my professional life would not affect by my personal relations

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(d) Moral motivation guides ones actions on the determinants of care, duty and consequences.

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My moral motivation :

In this particular case, duty should be my moral motivation as care and consequence can influence my decisions in Ajay's favour

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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

stakeholders → I as an intigrate trainee
→ miscreants
→ police officers

(a) Ethical issues

→ boundaries of duty.
→ voilation of human dignity
→ image of the dept.
→ safety of detentionors
→ safety of constables.
→ public service ethos.

(b) Principle-oriented and rule-abiding police personnel should do the following:—

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→ Taking custody of the miscreants.
→ Try to make them speak truth
  ((with no voilence))
  ↳ By giving a punishment concession to them.
→ Shall file a chargsheet and present them in the court.
→ wait the further orders of the court.
→ should not take the matters into own hands.

(c) Priority to loyalty to department

→ Fullfilling of departmental goals.
→ Good image of the department
→ Trust building among colleagues.
→ commitment to higher ethical principles
→ associational actions brings more efficiency.

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priority to impartiality and non-partisanship

→ adhering to highest ethical principles

→ Non-arbitrariness and non-discriminative.

→ Upholding human dignity.

→ Respecting jurisdiction separation

→ Credibility & action and reduce trust deficit between department and the public

Thus, both loyalty to department and priority to impartiality and non-partisanship are of equal importance that guide actions of civil services

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