

NEXT IAS

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(To be filled by candidate)

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NEXT IAS Roll No.: _____ Date of Examination : _____

Exam Centre : Old Rajinder Nagar ☐

Bhopal ☐

Online ☒

Test Code : _____

Program :

FLT ☒

FLT+ ☐

MAIN TEST SERIES 2023 (FULL LENGTH TEST-8)

GENERAL INSTRUCTIONS

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

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

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

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

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : _____

[To be filled by the STUDENT]

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

Took 4.5 hours on gram writing
5 months after mains.

[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

IMPORTANT INSTRUCTIONS

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DONT'S

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.
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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.
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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 अर्थशास्त्र 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 idea of 'giving it back'
or commitment to public service and
Service delivery are important to ensure the
idea of 'welfare state'

Indian Concept of 'giving it back'

- ① Sovereignty in India is popular 'sovereignty' where people are the ultimate sovereigns.
- ② Indian state is a 'welfare' state where the ultimate end of the state is the welfare of its people.
- ③ Based on the age old Indian beliefs
 - ↳ 'Service to Jiva is Service to Shiva' - Swami Vivekananda
 - ↳ 'Find yourself by losing yourself in the working for others' - Gandhi

Relevance of 'giving it back' for Civil Servants

- ① Forms the basis for 'citizen centric governance'
↳ which is an essential feature of 'good governance'
- ② Builds credibility and public trust in governance
↳ Helps in the deepening of democracy.
- ③ Reduces discretion and corruption
↳ People as equal partners in decision making.
- ④ Reduces inequality in the society
- ⑤ Inline with our Constitutional ethos.
↳ Idea of Socialism and Welfare measures in Directive principles of State policy.
Eg: Article 39(b) and ~~31~~ 39(c)

Challenges

- ① Rampant Corruption.
- ② Systemic issues eg: Leakages.
- ③ Traditional factors eg: Untouchability

The idea of 'giving it back' or public service is inevitable to ensure strong & equitable growth.

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

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

(Answer in 150 words) 10 Marks

Public service is the provision of public goods and services, by a government go agency.

Clear lines of Authority
- Hierarchical order

Features of Public service (Max Weber)

- Merit based
- Value standardization
- Civil service values
- Accountability mechanisms.
Eg. Vigilance Commission.

Influences that impact public servants decision making

- ① Public Law vs personal Conscience
Eg. provision of Development induced displacement.
- ② Personal biases
Eg. Stereotypes, biased on caste, religion etc.
- ③ Conflicting values

Eg- Personal Vs professional interest
Corruption etc.

④ Risk averse nature and bureaucratic apathy
↳ To prevent accountability of actions.

⑤ Colonial legacy of unchallenged authority and discretions
↳ Made citizens as mendicants and civil servants as masters
↳ Babudom syndrome.

⑥ Challenges

- ① Corruption Eg- Collusive nature since 1991.
- ② Focus on procedure than results.
- ③ Lack of public accountability
- ④ Populist measures
Eg:- Allocation culture.

Measures

- ① Mid career training
Eg- iGot Karmayogi
- ② 360 degree feedback mechanism.
- ③ Citizen charter and public audit
Eg- Sevottam model.
Citizens as participants rather than beneficiaries of decision making.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ethics are the standards of rights and wrongs necessary for the existence of a Society. eg- Code of Ethics

Integrity is the value of uprightness and unwavering commitment to public service values and rules.

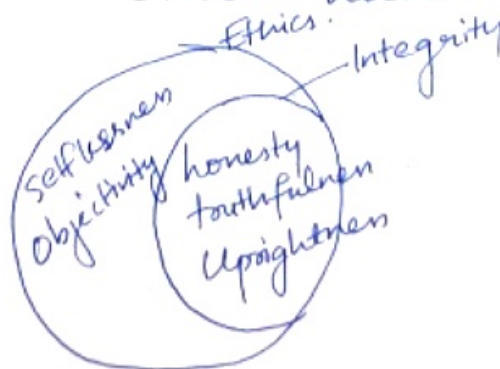
They are interrelated as,

- ① Integrity forms an essential component of ethical governance.



Eg- Dr A.P.J. Abdul Kalam didn't receive gifts during his presidency.

- ② The value of integrity reinforces other Civil Service ethical values
Eg-



Gurusadas Mohapatra IES was murdered fighting corruption in Golden quadrilateral

③ Lack of integrity will lead to corruption

Eg. Satyam Scam where K. Raju was convicted for lack of integrity despite high competence.

④ Both are in symbiotic relationship
↳ One cannot exist without other.

Some measures to ensure integrity in India

① Civil Service Conduct Rules.

② State and Central Vigilance Commissions.

③ Lokpal and Lokayuktha Act, 2013.

④ Right to Information Act.

⑤ Public Service guarantee Acts of different States.

Integrity is indispensable to ensure ethical governance in public sphere.

- (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 behaviours are governed by ethical values which are rights and wrongs governing the societies

Eg. Code of Ethics of Civil Servants.

Emotionally intelligent behaviours are governed by those actions which are governed by perceiving, creating and modifying the right emotions based on the intelligence or emotional quotient of the perceiver, for the right decision making.

Eg. Solving people's problems through their own participation by Telangana cadre officer Smita Sabharwal IAS.

Relevant Emotional Intelligence components for ethical behaviour

① Motivation Self awareness -

to ensure ~~ones~~ own abilities and
inabilities to guide decision making

② Motivation - To motivate oneself and
others based on accurately generating
right emotions.

Eg- Effective feedback mechanism.

- Improves efficiency and effectiveness

③ Identifying and perceiving emotions

- To reduce discords.

- Important for citizen centric governance.

- Prevent 'iron cage of objectivity'

Eg. Provision of ration when the Aadhar
verification doesn't work

④ Generating right emotions

- To ensure justice and fairness

- To prevent biases and corruption.

Eg. Promotion of Swachh Bharat
Abhiyan through celebrities.

Emotional intelligence is
inevitable to ensure welfare of the
people and a civil servant should
have ~~Intel~~ a balance between
Intelligence and emotional quotient

3.

- (a) "अच्छा जीवन प्राप्त करने के लिए, कर्तव्य पर्याप्त नहीं है। किसी को दूसरों के प्रति सहानुभूतिपूर्ण भावनाओं को विकसित करने की आवश्यकता होती है, और नैतिक होने के लिए न तो अकेले कर्तव्य और न ही इच्छाशक्ति पर्याप्त है। क्या आप उपरोक्त कथन से सहमत हैं? अपनी स्थिति का औचित्य सिद्ध कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"To achieve a good life, duty is not sufficient; one needs to develop one's sympathetic feelings for others, and neither duty alone nor good will alone are sufficient to be moral." Do you agree with the above statement? Justify your position. (Answer in 150 words) 10 Marks

The quote talks about the importance of intelligence having a combination of intelligence, compassion and sense of duty for a good life.

Issues with having sense of duty over compassion

- ① Iron cage of rationalism
Eg. Decisions disconnected from people.
- ② Causes alienation of people.
↳ Decisions disconnected from people
- ③ Intelligence quotient over emotional quotient.

Issues with compassion without sense of duty

- ① Emotional decision making
Eg. favouritism,
- ② Subjective and involves personal biases
Eg. Against Rule of Law.

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- ③ Against Partisan and against impartiality
Eg. Personal interest over public interest
- ④ Emotional quotient over intelligence quotient.

Importance of balance of duty & Compassion

- ① Upholds objectivity along with public interest
Eg:- 'Yo Appooppa' initiative of Calicut Collector for elderly care.
- ② Reduces discord while maintaining rule of law
↳ Public Confidence in governance
- ③ Grow Better interpersonal and interpersonal relationships.
Eg. Love and Compassion in families as well as honesty and fairness in public life

An effective decision is a combination of logic qualified by emotions, neither.

- (b) वैज्ञानिक दृष्टिकोण, नवोन्मेषी मानसिकता और प्रगुद्ध 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

Higher education in India involves Senior Secondary, collegiate and post collegiate education which inculcate Scientific temper, innovative mindset and Civic Consciousness in its citizens.

Higher education can be instrumental in promoting integrity education

Yes

NO

① Through role models and value based classes.

② Shift Students spend maximum amount of their time at these institutions

③ Teachers can employ various measures to inculcate values.

① Modern education demands values like Competition over other values

② Lack of effective methods to measure the inculcation of values

③ Students have other influences like

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ve other

- ④ Students learn from peers, and through interpersonal interactions
- ⑤ Teachers as role models.

family, Caste, religions etc..
asthi

But, we can conclude that higher educations can infact be instrumental in inculcating value of integrity among youth.

Measures to inculcate integrity

I Curricular

- Through lessons about the lives of great individuals like Jawahar Lal Nehru, Gandhi etc..

- Through field trips and initiatives like National Service Scheme, promoting Student Leadership

II Extra-curricular

- Honesty shops → where students pay at will for the things that they purchase
- Integrity ~~workshops~~ workshops.
- Sharing circles.

Gandhi was of the opinion to teach Bhagawat Gita in schools to promote integrity among children.

4.

निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए और उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।

Explain the meaning of the following quotations and discuss their contemporary relevance.

- (a) इन्द्रियों समय-समय पर धोखा देती हैं, और जिन लोगों ने हमें एक बार भी धोखा दिया है, उन पर कभी भी पूरा भरोसा न करना बुद्धिमाना 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 postulates that "As we have deceived by our senses atleast once, we shouldn't rely over it for decision making."

Limitations of Senses

- ① Can produce wrong perceptions
Eg: Perception of snake in a rope in darkness
- ② Provides subjective knowledge.
Eg: The idea of Euthanasia. It is culture sensitive
- ③ Philosophers like Descartes says that 'I think, therefore I am' (Cogito ergo sum) and denies the relevance of sense experience for knowledge.
- ④ Complete absence of reason from decision making may lead to fanaticism.

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We shouldn't trust someone who have
deceived us at least once, as,

- ① Trust deficit
 - ↳ Trust broken cannot be regained.
- ② ~~May lead to more~~ Make us more vulnerable
 - ↳ As they can misuse the trust again.

Contemporary Relevance

I Globally

- ① ~~At~~ Bilateral issues due to breach of trust
 - Eg. Militarisation of Indo-China due to Chinese incursions
- ② Non State actors
 - Eg. Pakistan faced 140 terror attacks in 2022 after it harboured terrorists against India.

II National

- ① Trust deficit between Communities
 - Eg. Manipur crisis, 2023 between Kukis and Meiteis and tribal emotions.
- ② Insurgency
 - Eg. Naxalism due to democratic deficit and blind faith in Maoism.
 - In personal life, ~~Trust~~ Decisions should be governed by reason and senses.

- (b) "सर्वजनिक 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

When there is a vacuum in the public governance, due to the reluctance of good men to occupy those places, it will be dominated by evil men.

Eg: Lack of effective leadership under Weimar Republic in Germany resulted in the rise of Adolf Hitler in 1929.

Reasons for the indifference of good men

① Political apathy and political atheism

Eg: Poll percentage in many developed countries is below 50%.

② Political a Politics as a corrupt job
Eg: In India, there is lack of participation of youth in politics.

③ Traditional elements dominate political arena.

Eg: parties

Reasons

① Misbenefit
Eg:

② Corrupt

③ Domestic
Cognitive

Eg: Grand

④ Domestic
in politics

Measures

① Welfare

② Voter
over

to reduce

Eg- Dominance of caste and communal parties prevent the rise of good men.

Reasons for the rise of evil men

① Misuse of existing cleavages for political benefits.

Eg- Anti semitism of Nazi Germany.

② Criminalisation of politics.

③ Domination of Cognitive Affective over Cognitive components in electioneering.

Eg- Brij Bhushan Singh winning in Gonda using caste & sensitivities.

④ Dominance of corruption and money in political space.

Measures to ensure good men's participation in politics:

① Welfare politics over Caste/communal politics

② Voter awareness to vote for candidates over caste.

Strengthen Election Commission to reduce black money in politics.

- (c) "मनुष्यों ने स्वभाव को थोड़ा ब्रष्ट किया होगा, क्योंकि वे जन्मजात भेड़िये नहीं थे, और वे भेड़िये बन गये हैं।"

(150 शब्दों में उत्तर दीजिए) 10 अंक

"Men must have corrupted nature a little, for they were not born wolves, and they have become wolves."

(Answer in 150 words) 10 Marks

The quote talks about the impact of human beings over nature. Although men weren't born as wolves, men resemble wolves in its actions against nature, as they attack nature like a pack of wolves attack their prey.

Men have corrupted nature

- ① Rising global temperature due to Anthropogenic activities.
Eg:- 1.3°C rise since 1750s
- ② Deforestation and Urbanisation.
Eg:- Shrinkage of evergreen forests in Amazon
- ③ Destruction of lives of many species
Eg:- Extinction of many species of flora and fauna.

They were not wolves

- ① Nomadic life of men for first 2 million years.
↳ with zero Carbon footprint.
- ③ Environmental determinism in the first few centuries
- Environment determining human destinies
- ④ worshipping nature as Gods.
Eg: Sacred groves of South India.

They have become wolves

- ① ~~R~~ Rise in pollution since Industrial revolution of 1750s
- ② Exploitation of nature beyond its carrying capacity
- ③ Colonialism to dominate foreign markets and raw materials.

As Mahatma Gandhi said,
there is enough for everyone's need but
not for anybody's greed.

5.

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

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

(Answer in 150 words) 10 Marks

Civil Service is a profession
or a career as much as it is a public service.

As a profession

- Opportunities for a job growth
- Performance appraisals
- Chain of hierarchy
- Cadre discipline
- Merit based selection process

Eg- Alternative recruitment from Corporate fields to Joint Secretary level

As a public service

- Code of conduct
- Civil Service values
- Focus on welfare
- Uphold public interest
- Citizen centric governance.

Eg- U. Sagayam IAS of Tamil Nadu cadre sacrifice educating 500 underprivileged students through his savings.

It is possible for civil servant

to reconcile career & service obligation

Yes

① ~~Self~~ Career focused civil servant

No

① Career and self interest may lead to compromises on

will also uphold public interest

② ~~Civil Service Co~~
Civil Servants have options for performance based career growth

Eg: 360° feedback

③ Civil Service values

Such as Openness, honesty, Selflessness etc.. enable civil Servants to fulfill both expectations

upholding public interest
Eg: Committed bureaucracy.
Partisanship

② Service obligations may to uphold public interest may act against career growth

Eg: favouritism to political class.

Largely, It is possible for a Civil Servant to reconcile career & service obligations.

Some of the measures to achieve the same

① Objective decision making

↳ To prevent biases and corruption.

② Citizen audit and Citizen charters
↳ To ensure accountability and citizen centricity

③ Maintaining a balance between work life and personal life - to prevent spill over effect.

Civil Servants need IQ along with EQ to achieve the same.

- (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 अंके

"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

Compassion is the value of accurately perceiving the condition of others which creates a ~~p~~ drive in them to help the person in distress

Eg: Mother Teresa helping lepers in the streets of Kolkata.

Competence is the ~~able~~ capability to do a certain task or achieve a certain goal.

Eg: Sachin Tendulkar's Competency to play Cricket.

Competence without Compassion

- ① May lead to 'Iron cage of rationality'
 - ↳ May lead to inhumane decisions.

Eg: withholding ration in famine prone areas due to issues with Aadhar authentication

- ② May lead to tyranny if the laws are unjust

eg: Nazi Germany.

- ③ Create discord between communities and loose trust in governance
eg: 'Drain of wealth' during British period.

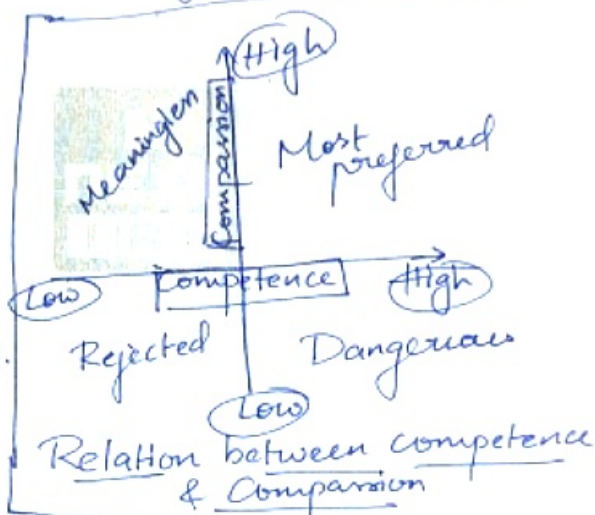
Compassion without Competence

- ① Does not produce tangible results.

- ② Will lead to inefficiency and further suffering of the individual.

- ③ May result in losing trust in welfare aspect of government

Eg: Weimar Republic during interwar period.



Balance of Competence and Compassion is the sum total of Intelligence quotient and Emotional intelligence of a person.

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? बर्चा 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

Sufferings of one part of the world generate moral demands of others who live far away from them.

Eg: Indian public protesting against civilian deaths in Gaza.

There moral demands are
Justified

Yes

① Under Largely Globalised Cosmopolitan world - the entire world is one village

② Trans border nature of Sufferings
Eg: Flood in Pakistan due to Climate change

No

① ~~Demand~~ Life boat
~~ethic~~ Resource

① Most of the sufferings are due to localised factors - and the primary responsibility lies with the local population

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(प्रति दीजिए) 10 अंक
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Life boat
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responsibility
the
population

Candidates must not
write on this margin

③ It is based on
the values of
humanity, compassion
etc..

Largely, there demands are justified

Governments can be held responsible for
failing to help

Yes

① To uphold human
values and Human
rights

Eg. India helping
Maldives with
drinking water

② As a part of
International
Community

↳ To uphold
civilisational
values

Eg. India's Vaccine
Maitri

No

① Life boat ethics -
Resources in a country
are limited

② Helping the population
is the primary responsibility
of the host state

③ It may create dependen-
cies
Eg. Aid dependency of
Pacific States

④ Sovereignty of States
defines people of own states
as sovereigns.

Although demands are
justified, the Governments cannot be held
liable for failing to help.

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

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

(Answer in 150 words) 10 Marks

Civil Services ethics uphold both individual as well as departmental accountability to maintain values

Source of ethical Misconduct

Departmental culture

- Process oriented more than outcome
- Large hierarchies and veto points
- Red tapism & bureaucratic apathy.
- Self perpetuating nature
- Lack of transparency and Accountability
- Proliferation of multiple departments with large number of decision points

Individual

- Lack of integrity and partisanship
Eg: Politico bureaucratic nexus
- Self interest over public interest
- Babudom mindset
- Misuse of discretionary power
- Corruption
Eg: 2G Spectrum Scam
- Colonial legacy of Unchallenged authority.

So, Source of Ethical misconduct is both departmental and individual.

Some of the ~~me~~ existing measures to
deal with Ethical misconduct

① Right to Information, 2005.

↳ Brought government records from a culture of secrecy to culture of openness

Eg: Vyapam Scam through RTI reports.

② Sevottam model.

↳ For service delivery through public participation and grievances.

③ Public service guarantee acts of different States

Eg: Madhya Pradesh.

So, Ethical misconducts are a combined product of individual as well as Departmental cultures.

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, भाँतियों 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 प्रतिक्रिया 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?

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नाने में बाधा बन रही है।
घंजन के लिए किया जाता

रास्ते में बाधक है। और इन

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आपको लगा कि स्वास्थ्य सेवा
अपनी आशंकाएँ साम्रा की, तो

और मुकसान है?

हस्त अन्य विकल्प क्या है?

। मैं आस्थावान नेताओं को शामिल
शब्दों में उत्तर दीजिए। 20 अंक

literacy rate and poor health
instructions that your priority
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interproductive to the health

way of health and nutrition
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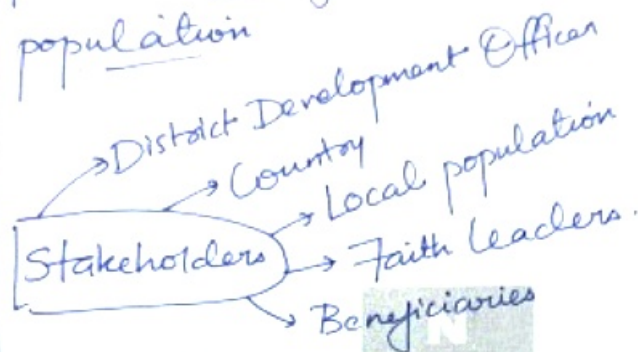
you to seek inputs from the
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Candidates must not
write on this margin

- (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

this is a classic case of traditional
factors hindering the development of a
population



a) Issues involved

- ① Superstitions hindering progressing.
Eg: Myths such as Vaccines causing impotence.
- ② Using faith leader's influence to change the status quo
- Against the Scientific temper and spirit of enquiry, to be promoted by a civil servant
- ③ Participative decision making
↳ Involving local faith leaders.
- ④ Affective persuasion over cognitive
↳ Using beliefs and faith.

- ⑤ Reinforce the influence of faith leaders
↳ State legitimising their role.

⑥ Faithleaders as influencers & persuaders

Advantages

- ① Better Social Conformity
↳ Affective persuasion

- ② May reinforce other myths and biases
↳ due to the influence of faith leaders.

- ③ Strengthen conservative elements

- ④ Participative decision making

- ⑤ Lesser reluctance from local populace

⑥

⑦ Other options

I Through Information, Education, Communication (IEC) Campaigns.

Disadvantages

- ① Doesn't challenge the underlying belief

- ② Can be counterproductive
Conformity may be short term.

- ③ May reinforce other myths and biases

- ④ Strengthen conservative elements

Merits

- ① Cognitive Change
- ② Focus on Scientific temper
- ③ Long term change

II Incentivising participation through rations

Merits

- ① Nutritional security along with public conformity
- ② Behavioural change

III Through political and Social Leaders

Merits

- ① Charismatic influence
- Public conformity
- ② Participatory decision making
- ③ Affective behavioural change

④ Involving ethical faith leaders is ethically right

Yes

- ① They are part of the population
- Participatory decision making

Demerits

- ① May take time
- ② Cannot appeal illiterate population.

Demerits

- ① Short term change
- ② Doesn't change superstitions.

Demerits

- ① Short term change.

No

- ① Against Scientific temper & humanism

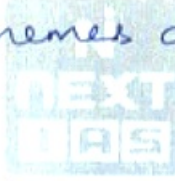
② They have better knowledge of the target population

③ Charismatic influence.

② Against Secular
Ethos - separation
of State and
religion.

③ Short term change

Largely, Involves the merit
of involving faith leaders in promotion of
government schemes depends on the
context.



~~3/2/20~~

8. आप एक
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नहीं आया।
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गरिमापूर्ण का
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(c) प्रत्येक
(d) बर्बाद
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8.

आप एक एजेंसी विशेष प्रयोजन साधन' के प्रमुख हैं, जो आवश्यक सेवाओं की अंतिम-मील वितरण की निगरानी करने और आपके अधिकार क्षेत्र के भीतर नागरिकों की बाधाओं और शिकायतों को सुलझाने के लिए जिम्मेदार हैं। आवश्यक सेवाओं में मातृ एवं शिशु स्वास्थ्य देखभाल, बीपीएल परिवारों को पोषण 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 निपटारा करती है, इसलिए प्रतिदिन थोड़ी 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 अराइज है क्योंकि एजेंसी के नियम किसी भी यात्रा या ओवरटाइम भत्ते की अनुमति नहीं देते हैं। आपने इस मामले को मुख्यालय के समक्ष उठाने का प्रयास किया लेकिन कोई फायदा नहीं हुआ।

काम का तनाव धीरे-धीरे कर्मचारियों के बीच दिखने लगा, वे शिकायतकर्ताओं से चिढ़चिड़े 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 निपटाने के दौरान बहुत अपमानजनक और भेदभावपूर्ण व्यवहार कर रहे हैं। मुखिया के रूप में आपने उन्हें चेतावनी दी, परंतु उनके कार्यकारी दृष्टिकोण में कोई उल्लेखनीय परिवर्तन नहीं आया। आपकी समस्या को और बढ़ाने के लिए, कुछ ग्रामीणों ने, अपने सरपंच के माध्यम से, आपके मुख्यालय में अशिष्ट, अपमानजनक और भेदभावपूर्ण व्यवहार का मुद्दा उठाया। मुख्यालय ने तुरंत आपको कार्रवाई करने और एक सम्मानजनक और गरिमापूर्ण कार्यस्थल बनाने का निर्देश दिया।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आपके लिए कार्रवाई के कौन से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प की जाँच कीजिए और अपनी चुनी हुई कार्यवाही की पुष्टि कीजिए।
- मर्यादा से आप क्या समझते हैं? मानवीय और सामाजिक मर्यादा के बीच अंतर बताइए? सरकारी विभागों में देखे जाने वाले सामान्य मर्यादा उल्लंघनों की पहचान कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

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

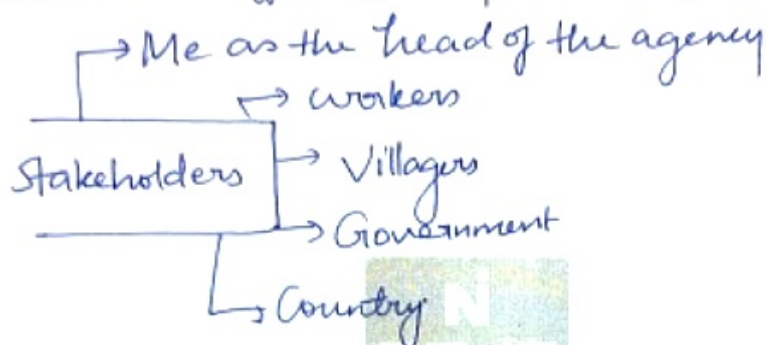
Your agency employed a staff of 15 to carry out regular official operations and handle grievances. Since the agency dealt with complaints, there was an enormous amount of public dealing daily. Sometimes the agency officials had to work beyond office hours to finish the regular office work as public dealings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

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

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

- (c) Examine each of the options and identify your chosen course of action
 (d) What do you understand by dignity? Distinguish between human and social dignity? Identify the common dignity violations that one notices in government departments.
 (Answer in 250 words) 20 Marks

The case relates to the radiation of toxic work culture reflecting on employee morale and affecting the productivity.



a) Issues involved in the case

- ① Lack of healthy work culture
 ↳ Overworked with no allowances.
- ② Abusive behaviour of staff.
- ③ Inefficiency due to the radiation of Toxic work environment.
- ④ Rise in public discontent against the agency
- ⑤ Uncooperative hierarchies.
 ↳ Non responsive to worker pleas.

b) Options available before me

① Suspend / dismiss the abusive staff.

Pros

- ① Deterrence effect on others
- ② Restoration of public confidence.

Cons

- ① Staff discord
- ② Problem of inefficiency not addressed
- ③ Symptomatic and surface level.
- ④ Lon of workforce

② Take no action

Pros

- ① Lon of public trust
- ② Proliferation of public behaviour
- ③ Governance deficit.

Cons

- ① Sympathetic to staff
- ② No lon of effective workforce.

③ Warnings to the abusive staff and Stakeholder involvement to reduce workload.

Pros

- ① Addresses the problem of low staff morale
- ② Reduces public discontent

Cons

- ① Cost overruns to appoint new staff.

⑥ My ideal cause of action would be.

- a ① warnings
- ② Initiate an enquiry
- ③ Stakeholder participation to raise resources to address the issue.

Reasons

- ① It doesn't penalise the workers harshly. Since their response is a reflection of their work culture
- ② Reduces villagers discontent
- ③ Increased citizen participation through Stakeholder involvement

⑦ Dignity is the respect given to a person for their achievements, goals, identity etc. and regard others.
Eg: Akbkar's Ibadat Khana.

Human dignity

- ① Inherent in human right to life - Private
- ② It is the respect given to each other as humanity

Social dignity

- ① Public
- ② It is the respect given in public sphere based on ones identity, achievements etc..

③ Natural right

④ ~~Q~~ NOT quantifiable

③ Constitutional right

④ ~~NO~~ Quantifiable.

Common dignity violations in government offices

① Babudom syndrome - Where bureaucrats behave as masters and citizens as mendicants

② Risk averse nature - Where the government staff makes citizen shuttle between tables avoiding ~~major~~ risk

③ Bureaucratic apathy - Against the plight of people's sufferings

④ ~~Other~~ Indignity based on Caste and Communal & identities.

The culture of indignity in government offices is a product of British colonial tradition of unchallenged authority and discretions.

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 गुगलान जारी किया जाएगा। कंपनी ने आपूर्तिकर्ता की सुविधाओं, नीतियों या सुखा 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 सुखा और श्रम कानूनों की कोई परवाह नहीं की। दुर्भाग्य से, एक आपूर्तिकर्ता की भंडारण सुविधा में आग लग गई और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और दवा कंपनी पर क्षतिपूर्ति के लिए मुकदमा दायर किया। आपूर्तिकर्ता नुकसान का भुगतान करने के लिए सहमत हो गया, लेकिन कंपनी ने किसी भी देनदारी से इनकार कर दिया क्योंकि वे सीधे तौर पर शामिल नहीं थी। इस बीच, परिवार का प्रतिनिधि तब करने वाले वकीलों ने दावा किया कि कंपनी इस त्रासदी के लिए नैतिक रूप से जिम्मेदार है क्योंकि उन्होंने सुखा 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

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लिं करेगा, और डिलीवरी
नहीं की। यह देनदारियों

श की सीमाएँ बढ़ानी शुरू
सुविधा में आग लग गई
के परिवारों ने आपूर्तिकर्ता
के लिए सहमत हो गया।
बीघ, परिवार का प्रतिनिधि
कि उन्होंने सुरक्षा के लिए
है कि कंपनी पूरी तरह से
नी हो।

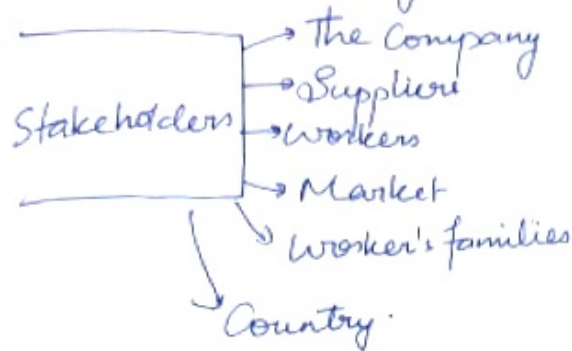
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This is a classical case of conflict of interests
between workers rights and Corporate interests.



⑥ Ethical issues involved

- ① Worker exploitation
↳ To meet Company's needs.
- ② Corporate greed and lack of accountability
- ③ Violation of labour laws and lack of inspection
- ④ Avoidance of liabilities on technical grounds.
↳ Company indifferent to safety and rights.
- ⑤ Lack of Ethical Corporate governance.

⑥ Company should pay the liabilities

- Yes
- ① They benefitted from the worker's products
 - ② Workers are Stakeholders
 - ③ Create a positive

- No
- ① Company is not directly responsible for the deaths
 - ② May lead to further litigation for similar cases.

impression about the company in public

③ Affects the profitability of the Company.

④ May result in worker's losing trust in the company

Company should pay compensation on moral grounds, but they cannot be sued legally as it is the responsibility of governments to do inspections and ensure the safety of workers.

③ Moral responsibility is the ~~acc~~ moral accountability of a person for any action or word - said or done on his ~~betray~~ behalf, to his own conscience.

Eg: ~~Sardar P~~ Lal Bahadur Shastri resigning as Railway Minister for train accidents.

An entity becomes morally responsible for action when

① He/she is the final beneficiary of the fruits of that action

② He/she is accountable or answerable

bility

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Candidates must not write on this margin

for the moral propriety of the action.

③ Any adverse outcome on the so called action causes cognitive dissonance in the said entity

④ If the public expects the entity to take ownership of the action.

It is the Conscience that determines the onus of moral responsibility in an individual. As Gandhiji famously said, 'There is a court which is greater than all courts and it is the court of Conscience'.



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

व्यावसायिक तौर पर पिछले 15 सालों में दोनों आगे बढ़े, लेकिन आपके और अजय के रास्ते अलग-अलग थे। आपने राजनीतिक आकांक्षों 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 सन्दिग्ध 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 सन्दिग्ध 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 दुःखद

- 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.

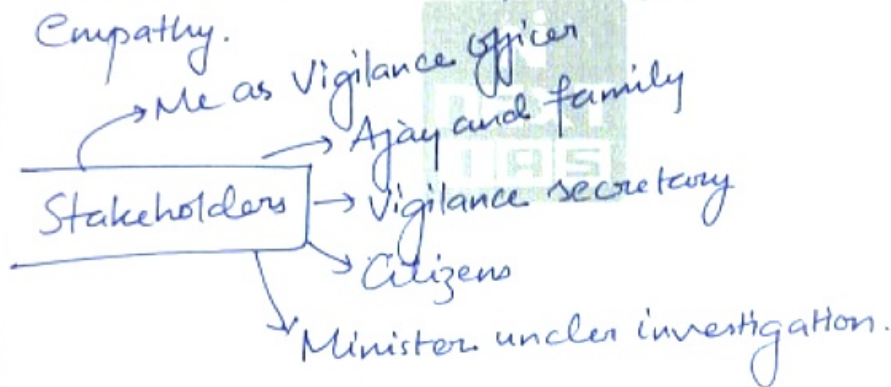
As you started the inquiry, you realized Ajay was closely involved with the Minister and his deals. As evidence started piling up, you were shocked to notice Ajay's questionable decisions favoring the Minister and friends. Further, you found evidence of Ajay having assets disproportionately much higher 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

This case involves conflict of public interest ~~vs~~ while upholding personal empathy.



① Ethical issues and dilemmas

- ① Politico bureaucratic nexus and collusive corruption
- ② Lack of impartiality and nonpartisanship
↳ Ajay's action in associating with a party
- ③ Conflict between upholding public interest over personal relations

④ Effectiveness of objective action on the accused person's family.

⑥ Options available before me

① NO action taken

Merits Demerits

① Accomplice in Corruption

② Against Civil Service values.

③ Lead to snowballing and radiation of corruption

Demerits Merits

① Protects personal relations

② Does not traumatise Ajay's family

② Search Ajay's premises

Demerits

① Ruins personal relation

② Traumatise family

Merits

① Upholds public interest

② In line with rule of law.

⑦ Chosen course of action

① Search Ajay's premises for more evidences

② ~~As~~ Prosecute Ajay and Minister if found culpable.

Reasons

① It prevents Ajay from committing more corruption.

- ② An immediate search will clear his name if he is innocent
- ③ Deterrence against Corruption.

④ Moral motivations in this case

- ① Duty - Proceed with prosecution and arrest search.
- ② Care - Deter from taking any further actions.
- ③ Consequences - Mindful about the outcomes of both of my actions.

↳ My action will be rooted in my 'duty' as a public servant while being mindful of the 'Consequences'.

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

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

मदद के लिए एक टीम मौके पर पहुँची और स्थिति को संभाला। जब तक टीम पहुँची, बदमाश मौके से भाग चुके थे। घायल कांस्टेबल को बेहद नाजुक हालत में अस्पताल ले जाया गया। अपने सहकर्मी को गंभीर रूप से घायल और जीवन के लिए संघर्ष करते देख, थाना कोपित 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 अपने और विकास ने देखा कि कुछ वरिष्ठ पुलिसकर्मियों 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 गया व तौबाग्य से, यह बच गया। रात का घटनाक्रम मुख्यालय तक पहुँचा तो जॉय बैठाई गई।

पूछताछ के दौरान थाने में मौजूद सभी लोगों को पूछताछ के लिए बुलाया गया। उपस्थित सभी लोगों ने पिटाई को कुछ थप्पड़ों के अलावा और कुछ नहीं कहकर कम महत्व दिया। आपसे और विकास से भी अनौपचारिक रूप से इस घटना को कमना 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 दुर्घटना है, रोना 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 दिभाग 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

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

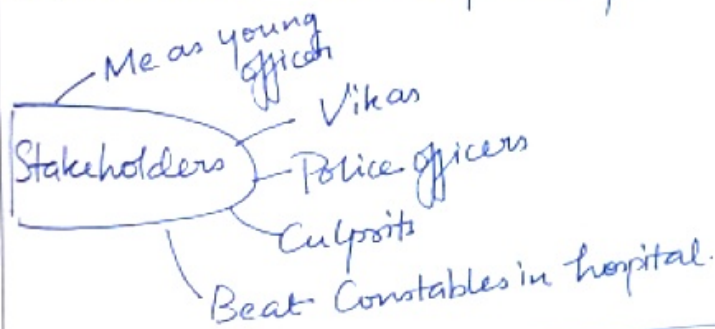
By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following day. That night you and Vikas noticed that a few senior policemen were seriously beating up the miscreants 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 pensive 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

This is a case of custodial violence and its impact on public



① Ethical issues involved in the above case

- Custodial violence and abuse
- Collusion among policemen to hide the crime
- Cognitive conflict related to upholding

Service values against departmental interest

④ Violence and it affecting threatening the life of normal policemen.

⑥ Options before a principle oriented policeman

① Support others by underplaying the incident.

Pros

① Upholds the interest of others

② Lack of action against the erring policemen

Cons

① Against Service values

② Proliferation of Autodial abuse

③ Against public interest.

② Report the incident without warning

Pros

① Uphold public interest

② Deterrence against such act. abuses.

③ In line with Service obligations

Cons

① Create animosity and discord with other staff

② Penal actions against other policemen.

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A principled policeman should narrate the incident and ~~rep~~ without any biases.

① Priority in Civil Services

Loyalty to department | Being impartial to non partisan

① To ensure teamwork and ~~help~~ healthy work atmosphere

① Based on Civil Service rules and Code of Conduct

② Important for productivity and efficiency

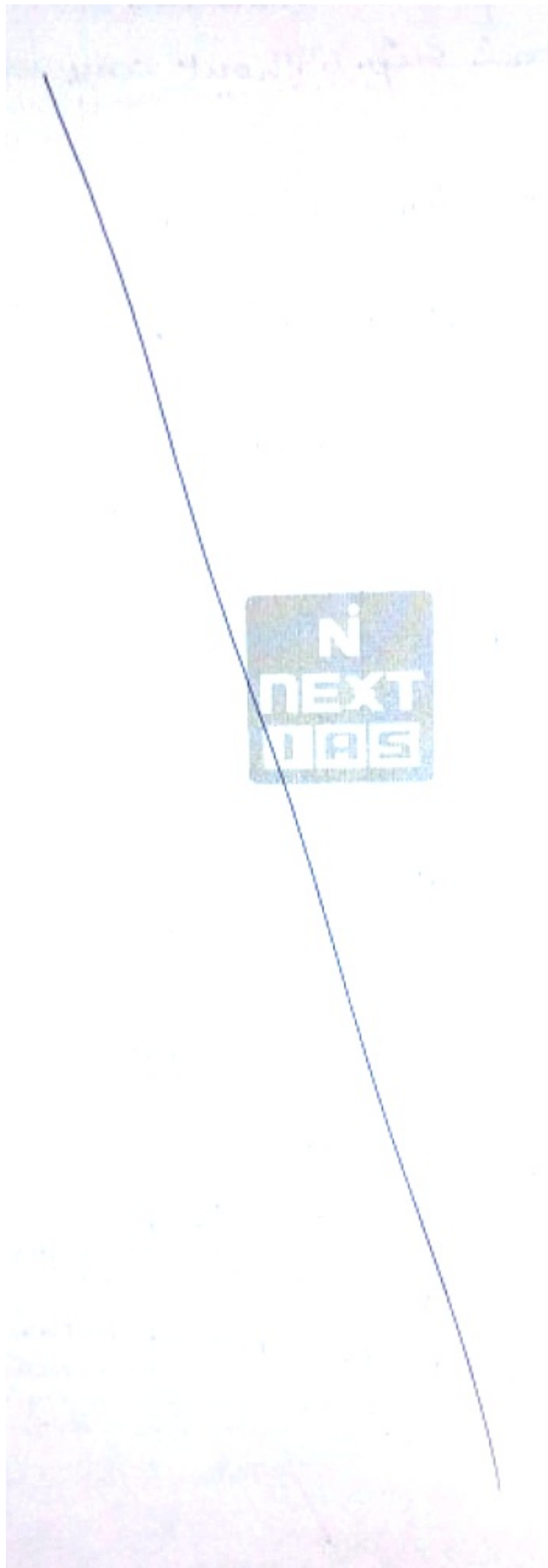
② Important to ensure public trust and uphold public confidence.

③ Reduces discord

③ Reduces corruption, favouritism etc.

④ Based on rules

Both loyalty to department, and being impartial and non partisan are not ~~not~~ and are equally important, as Adherence to civil service rules and values ensures both.



12.

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

धनी भारतीय अप्रवासियों का एक समूह अपनी भाषा और संस्कृति को बढ़ावा देने के लिए एक पूजा स्थल और एक स्कूल बनाना चाहता है। स्कूल का उद्देश्य अप्रवासियों 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 अप्रवासी समुदायों की ओर से भी इसी तरह की मींग की जाएगी। और इससे विभिन्न जातीय समूहों के बीच असहिष्णुता बढ़ सकती है। स्थानीय राजनेताओं ने निर्माण को रोकने और जो कुछ भी बनाया गया था उसे ध्वस्त करने के लिए एक सार्वजनिक मुकदमा दायर किया। भारतीय समुदाय ने उनके मुकदमे का जवाब दिया और मदद के लिए दूतावास से संपर्क किया। वे चाहते थे कि राजदूत इस मुद्दे को सरकार के सामने उठाएँ।

इस बीच, राजदूत ने आपको इस मुद्दे को समझने और एक रिपोर्ट तैयार करने के लिए भारतीय समुदाय के नेताओं से मिलने के लिए नियुक्त किया। आपने समुदाय के नेताओं से मुलाकात की और पाया कि भारतीय समुदाय के प्रति स्थानीय नापसंदगी का कारण केवल अत्यंत नस्लवाद और असहिष्णुता की अभिव्यक्ति थी। आपने राजदूत के समक्ष अपना अवलोकन प्रस्तुत किया और उनसे कुछ करने का अनुरोध किया क्योंकि भारतीय सही थे और नस्लवादी व्यवहार को शिकार हो रहे थे। बदले में, राजदूत ने उत्तर दिया कि यह 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 यह कुछ स्थानीय राजनीति को लेकर दोनों देशों के बीच बढ़ते संघर्षों 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 की रुख से सहमत हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- दायित्व, परिणामवाद और कर्तव्य के बीच, आपको अनुसार भारतीय विदेश नीति का मार्गदर्शन करने के लिए उपयुक्त परिप्रेक्ष्य क्या है? (लक्ष्य 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.

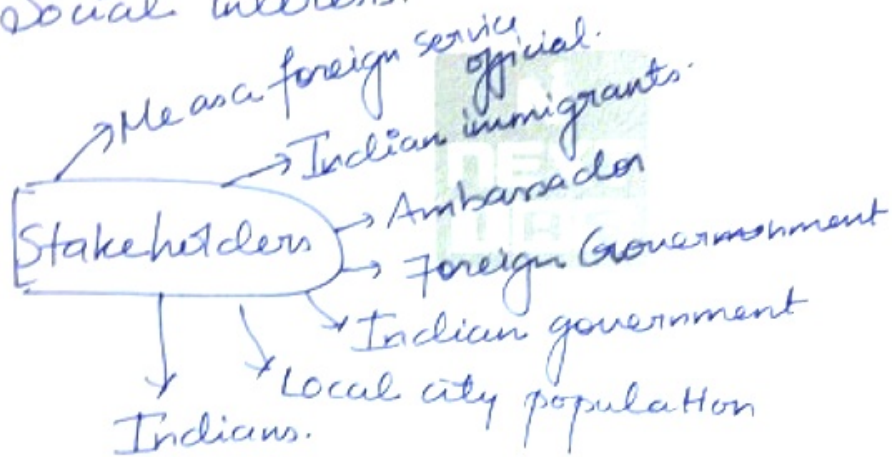
Meanwhile, the Ambassador deputed you to meet the Indian community leaders to understand the issue and prepare a report. You met with the community leaders and found that the reason for local antipathy towards the Indian community was just an expression of latent racism and intolerance. You presented

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

This is a case of upholding Economic interests taking a precedence over Social interests.



① Issues involved

- ① Racism and Xenophobia.
- ② Apathy of Indian Embassy over Indian immigrants.
- ③ Economic interest taking precedence over Social precedence.
 - ↳ Interest of Indians versus Indian immigrants.

④ Right to Religion and liberty of an individual.

⑤ Prioritising economies over diaspora is not right

Yes
Right

① Indian origins haven't been accorded same protection as Indians

② It may sensationalise a local issue.

③ Against the larger interest of Indians

No
Wrong

① Indian origins are not accorded

① Racism towards Indian culture is a veiled attack on Indians

② My snowball into bigger campaigns

③ Diaspora will lose faith in Indian state as their homeland.

⑥ Perspectives to guide foreign policy

↳ Care, Consequentialism and duty should take precedence in guiding foreign policy based on circumstances

I Care

① While dealing with the welfare of Indians abroad

Eg:- Operation Vande Bharat Bharat to bring back Indians stranded in Yemen.

② While providing relief to struggling neighbours

Eg:- Vaccine Maitri

II Consequentialism

① While dealing with National Security

Eg:- Surgical strike

② Dealing with strategic threats

Eg:- Chinese string of pearls.

III Duty

① ~~While~~ Adhering to civilisational values in global conflicts

Eg:- India's Palestine policy.

② While dealing with global issues

Eg:- India's stance on Climate Change.

Indian Foreign policy should
be governed by the combination
of above three, rooted in our
Constitutional value of Universal
peace and brotherhood (Article 51)

