

# NEXT IAS

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(To be filled by candidate)

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Roll No. :	PTPP221721		
Registration Number :		Date of Examination :	7/09/23
Exam Centre :	Old Rajinder Nagar <input type="checkbox"/>	Bhopal <input type="checkbox"/>	Online <input checked="" type="checkbox"/>

Test - 8

Code : TC078

## MTS IGP Batch 2023

### GENERAL INSTRUCTIONS

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

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

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

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

SUBJECT/PAPER  
GENERAL STUDIES

Invigilator's Sign. : .....

[To be filled by the STUDENT]

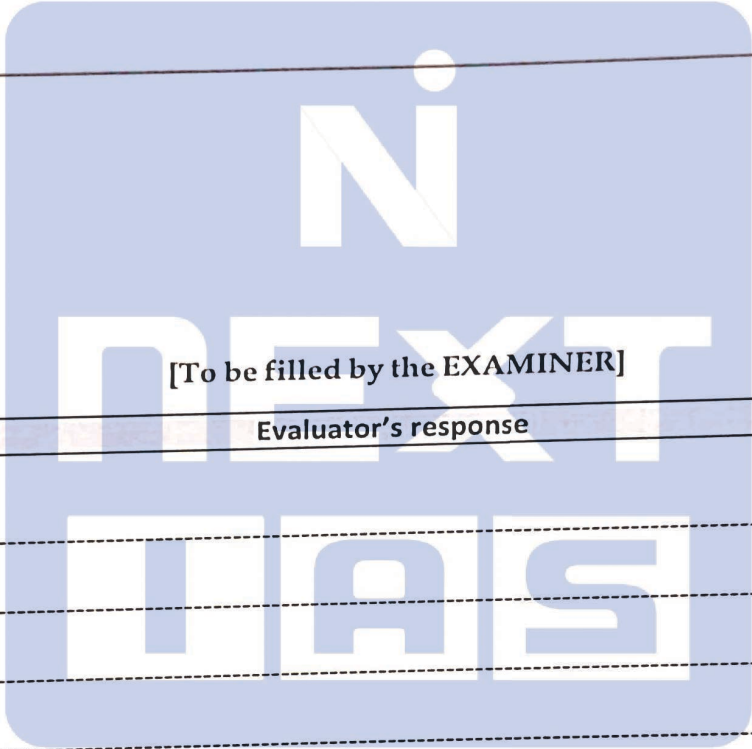
Student's Queries for the Evaluator (If any write them below)

Form with five horizontal dashed lines for writing student queries.

[To be filled by the EXAMINER]

Evaluator's response

Form with five horizontal dashed lines for writing the 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

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

### 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.
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.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

### DO'S

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.

## NEXT IAS

Pg 1

Candidates must not  
write on this margin

## 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 प्रारंभिकता की व्याख्या कीजिए।  
(150 शब्दों में उत्तर दीजिए) 10 अंक
- "The State took taxes from the people only to ensure their prosperity in return like the sun takes moisture from the earth only to give it back in thousandfold measure." Kalidasa.
- Explain the Indian concept of "giving it back" and its relevance as a guiding value for civil servants.  
(Answer in 150 words) 10 Marks

Indian concept of giving it back is reflected in our social ethos and upbringing. It

It means that whenever you receive any help from someone, you should pay back it in any form as a part of your moral responsibility.

Our ancestors have imbibed these values in our culture. For example, nature gives us our food to eat by providing nutrients, moisture and during harvest, we celebrate nature as a means of gratitude to nature.

## Guiding value for civil servants

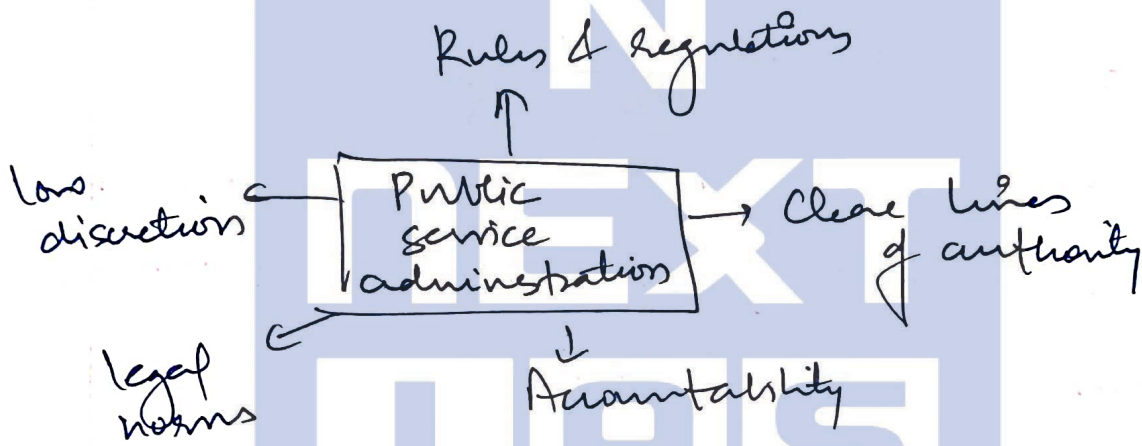
- (i) Society's contribution in their upbringing, their experiences & shaping of values, now should return it in form of public duty.
  - (ii) Receiving their salary from citizen's tax payment → thus protect public interest at any cost.
  - (iii) They are part of society so should give gratitude by upholding integrity, rule of law, welfare.
  - (iv) Their social prestige comes from people and should utilize it in a positive way.
  - (v) ~~It~~ Should uphold spirit of service and work for citizen welfare.
- Dinger Devarejan, IAS work in the village of Telangana.
- This value will ensure integrity in civil servants' conduct.

- (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

Indian public administration is centred around bureaucratic structure with clear lines of authority, rules & regulations.



Influences that impact public servant's ethical decision making

- (i) Excessive rules & regulations perpetuate red tapism which breeds inefficiency - might hamper public welfare.
- (ii) Working by book & rules ignores the genuine interest of poe. [By] Decline of ration to poe lady because of non availability of other card.



- (iii) fear of rules & regulations ensure that decisions are taken in integral and impartial manner.
- (iv) Accountability for actions and inactions ensure that deviation from ethical path is avoided.
- (v) Lack of discretion ensures that subjectivity in decision should not be there.
- (vi) Clear lines of authority ensures accountability and also guidance for taking ethical decision.

But sometimes ~~the~~ respect of authority may cause from to unquestioned obedience of orders disregarding its ethicality.

In public service, along with authority, rules & norms, conscience and some degree of discretion should guide ethical 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 guidelines set by the society which helps in determining the rightfulness and wrongfulness of any action.

Integrity is the consistency in upholding the honest values without fear of any personal inconvenience.

It means upholding the right course of action without any fear.

Interrelationship



Both ethics & integrity are interrelated as integrity is one of important ethical values. A society expect its members to be honest & integral in their dealings. Eg. should not engage in corruption, should not use wrongful means for self interest.

And integrity further strengthens the ethics as an integral person will uphold other ethical values of tolerance, empathy, impartiality.

Relationship between ethics & integrity in public administration

(i) An ethical officer would uphold the values of integrity even at personal cost.

Ex) Ashok Khenka, IAS, facing 56 charges for being integral & honest.

(ii) Integral officer will not indulge in corruption (~~public at~~ → public welfare)

(iii) Will ensure effective implementation of welfare schemes (public ethics)

(iv) Will not be impartial in dealings

Ex) A post of in department not on basis of personal relation but on competence

(v) Will be politically neutral and non-partisan → upholding political ethics

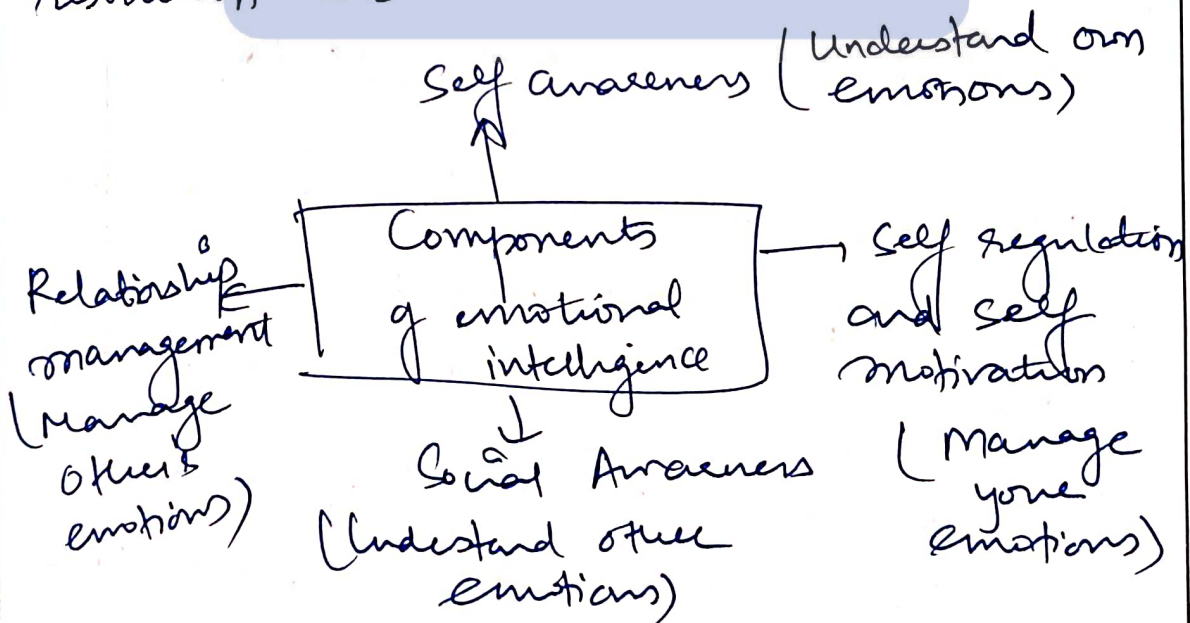
Thus it ensures rule of law and constitutional ethos.

- (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 behavior is a behaviour ~~and~~ <sup>in</sup> actions & decisions that is guided by ethical values like tolerance, empathy, objectivity and impartiality.

Emotionally intelligent behavior is one which is guided by ~~at~~ understanding other person's emotions and managing those emotions for persuasion, conflict resolution etc.



## Reliable guide to ethical behaviour

### Self-component

#### Self awareness

- Understand your own biases & prejudices like gender stereotypes & caste stereotypes

#### Self regulation & motivation

- not allow prejudices to blur your public decisions

- Avoid stereotypical behaviour

- Ensure tolerance and impartiality in decisions

Eg A muslim officer allowing Ram namni yatra or Ram mandir construction.

### Others component

#### Social awareness

- Understand other people's grievances
- Develop empathy and compassion

#### Relationship management

- Should be sensitive in dealing with matters

- Persuade them for social reforms eg Beti Bachao Beti Padhao

- Ensure tactful conflict

This emotional intelligence resolution between communities is effective guide for ethical decisions.

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

A <sup>person</sup> ~~civil servant~~ is guided by his sense of duty to carry out actions and decisions in public interest and according to legal norms.

[eg] Not crossing red light otherwise fine will be imposed.

But sympathetic feelings towards others are equally important to achieve a good life. It ensures compassion and actions would be taken in societal welfare.

[eg] A police officer allowing emergency health condition as a reason to let go a traffic offender or a person who is mindful of consequences of skipping traffic light like accidents not just legal norm.

Duty alone can't ensure a moral action. The trap of rules & regulations may prevent a person for looking at some legitimate interest for breaking of laws.

Also duty only not motivate a person to go beyond a base minimum.

□ A person denying benefits of government Scheme due to unavailability of documents.

Sympathetic feelings alone also can't ensure a moral action. A person just feeling for another person is not sufficient but rightful action is also necessary. Duty creates a sense of responsibility to take action. Also a person's feelings may be misused by miscreants.

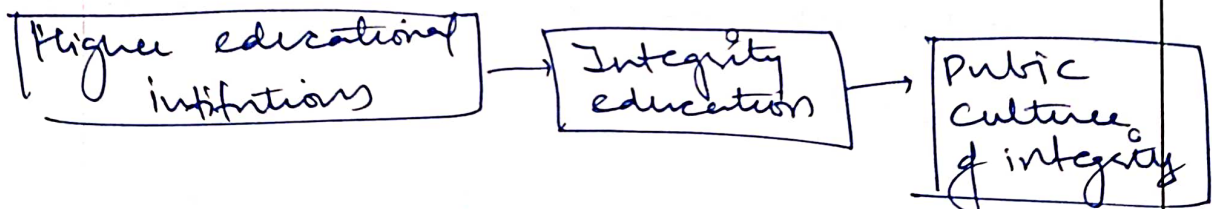
A rightful balance between duty and sympathetic feelings required for moral action.

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

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

Higher educational institutions play an important role in shaping the personality and character of the young population by developing scientific temper, innovative mindset and civic-conscious citizens.

Integrity education → It means imparting value of integrity & honesty → shaping the character so that young minds becomes responsible citizens of country



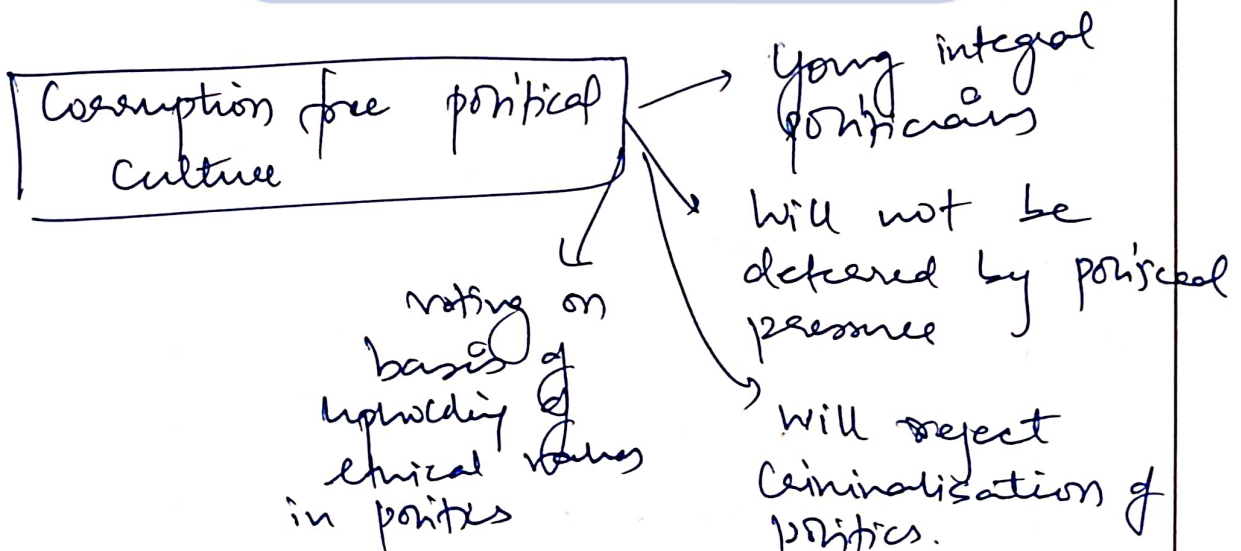
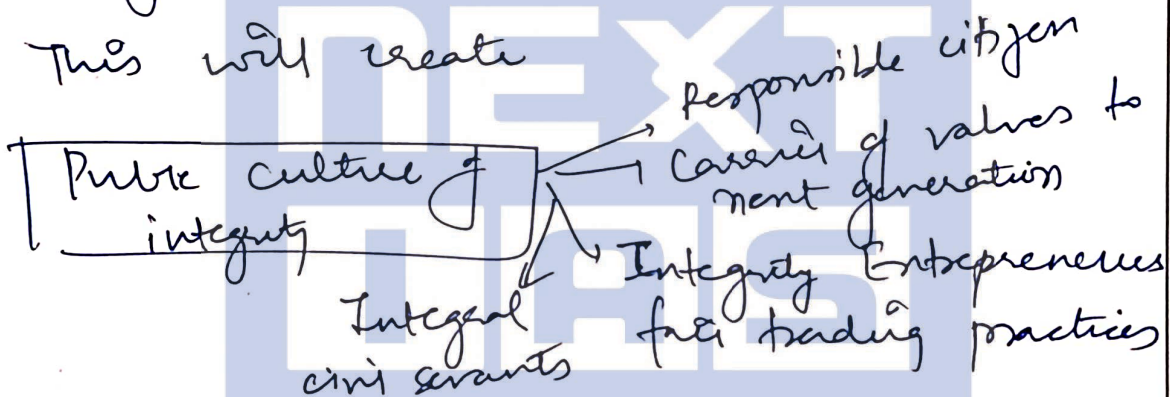
Role of high education institutions

→ Teachers presenting example of integrity.



- Using fair means of evaluation of students
- Discouraging practices like proxy in attendance, copying assignments.
- Should judge students on their own innovations → fair appraisal not comparative to avoid win-lose culture
- College spaces should be free from caste & gender biases.

This will create



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

This quote signifies the value of trust.

It is saying that trust once broken can't be corrected fully ever.

A person who has deceived us once can deceive us again and thus should not be trusted fully ever.

It is important in one personal as well as professional relations.

A friend who has deceived us once like in money or any secret we have told them, later on any apology can't be undo it ever.

Similarly in professional relations, colleagues actions ~~should~~ towards each other like gossiping, complain to boss can hamper relations.

## Contemporary relevance

(i) In International relations, relations should be based on value of trust.

☞ A country failure to support your decision once - can't be trusted again

India abstained from UN resolutions against Russia → upholding one time tested friendship and at same time upholding ~~the~~ human right values.

(ii) In social relations, trust should be maintained.

People becoming individualistic in nature are forgetting community values.

People are forgetting the value of being

man of words.

It is important to uphold this value.

- (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

This quote signifies the indifference shown by the good rational men towards the public affairs and unethical activities of the society.

The ultimate price is also paid by them when unethicality goes beyond limit and start hurting themselves.

People are concerned by only their own self interest and thus despite having ability, don't take any action for larger public interest and ultimately people with unethical standards fill the gap.

## Contemporary relevance

- (i) Young rational minds are not interested in taking politics as a career option → illiterate & ignorant politicians using muscle power and criminalisation of politics
- (ii) People having resources and knowledge not seeking accountability from government and administration for ineffective public service delivery → perpetrates corruption.
- (iii) The values of honesty, integrity takes a side line.
- (iv) Evil men perpetuates values of partiality, selfishness, corruption.

It is important that good men should raise their voice against wrong in society.

- (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

This quote signifies that man was not born the way it is today.

Today's man is corrupt, self-seeking, violent, manipulative but it was not born that way.

With evolution and civilization, all the wrong values get imbibed in human nature which get on passed from generations to generations.

Our societal experiences are responsible for our value system and if corrupt system is presented then by nature we will be dishonest and corrupt.

Contemporary relevance

(i) Child is not inherently bad and dishonest so upbringing should be in right atmosphere

(ii) Education should impart moral values to ~~create~~ create responsible generation.

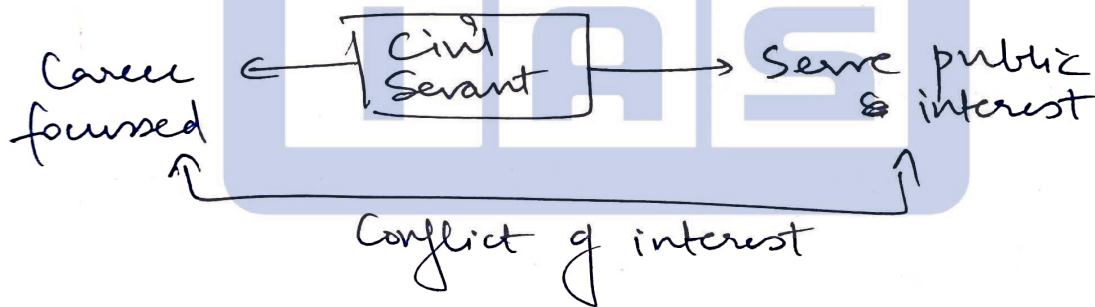
(iii) Nothing is constant and everything changes thus even bad values can be translated into good by constant evolution.

(iv) The value of gender justice, caste justice, environmental justice should be imparted.

This will ensure a respectful and ethical society for us to live in

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 servants are ~~also~~ career-oriented professionals and want professional excellence and at same time need to uphold service ethos of public interest. This sometimes creates a moral dilemma and conflict of interest situation.



Reconcile career and service obligations

(i) Upholding service ethos → rightful actions → prevent any disciplinary action and demotion.



- (ii) fulfilling public service duties → goodwill among people
- (iii) Ensuring professional excellence by working for public welfare → good work recognised in form of promotions
- (iv) Service ethos ensures political neutrality → peaceful transition from one government to another → no backlash from opposition parties thus protecting career.

Thus it is possible to reconcile the two but sometimes due to personal interest of earning money, getting plum posting, may compromise on service values.

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

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

Competence and compassion are two important civil servant qualities needed to uphold public welfare.

Competence without Compassion

- ↳ Competence ensures ability to perform good work
- ↳ Compassion ensures work is in in ethical direction for public welfare
- ↳ Having competence one can serve self interest.

☐ An able civil servant having good administrative skills → used to get money from a government tender ignoring public service delivery

## Compassion without Competence

↳ feeling for the other person means compassion

↳ Having compassion only is not sufficient, need to have the ability to take action to ameliorate that suffering.

☐ A person / civil servant is able to show compassion during a communal riots but don't have people management skills → thus meaningless.

It is required that a public servant should have both competence and compassion.

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

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

International community should be guided by the values of collective welfare of humanity → reflected in Indian ethos of vasudha Kutumbh Kam

Suffering of individuals in one part generate moral demands on foreigner

- part of one world
- Actions of one are impacting another. [E] Climate change due to developed world provide assistance to developing world which is suffering.
- UN → guided by respecting human rights across the world.
- No one is safe until everyone is safe [E] Covid crisis

They are justified since we are all part of one world and value of humanity ~~that~~ bind us all to help each other

People should take moral responsibility for suffering of other as may be indirectly we are facilitating it.

Government held morally responsible

↳ Value of humanity should be guidance

↳ Responsibility of haves to help not haves

↳ UN programmes like WFP, SDG ensure it

↳ Climate change → due to action of one causing suffering to another

↳ To maintain bilateral relations.

↳ Guided by value of human rights

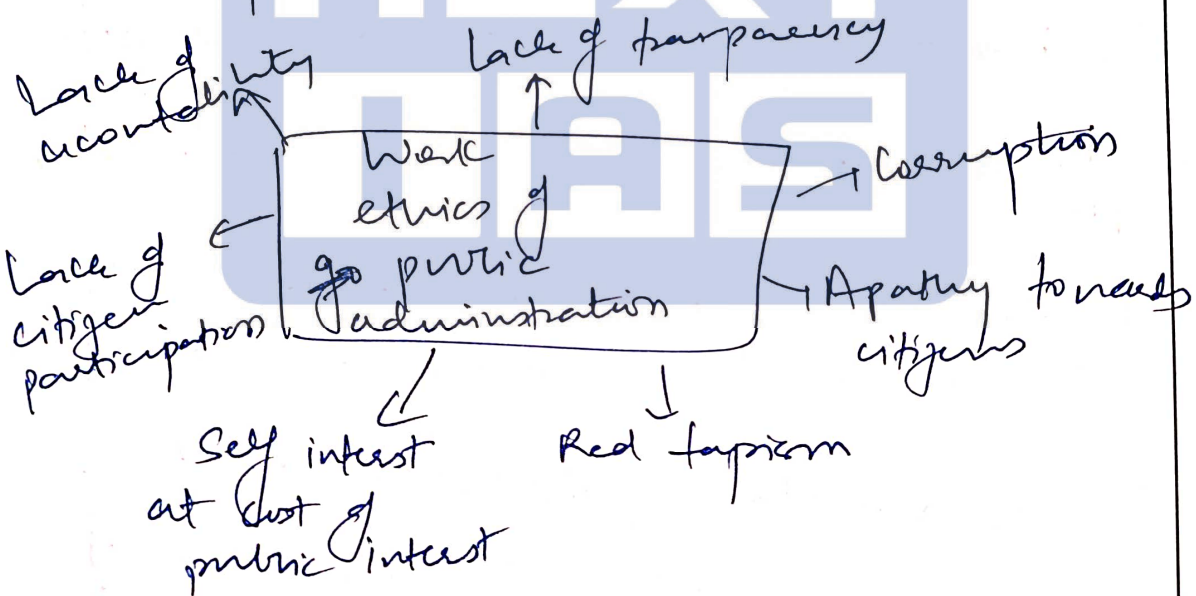
Thus countries provide aid and technology to each other.

- (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

Work culture ethics are the ethics and norms of the workplace where a person is working.

They have an important influence on a person's actions and decisions.



Departmental ethics lead to ethical misconduct

- Shape the value system of young recruits
- No accountability for wrongful action further perpetrate it.
- Leader by example → carrier of ethics
- No guidelines for rightful code of conduct
- Peer pressure to indulge in wrong behaviour.

### Weak willpower

- A person who is strong & integral will not bow down to departmental ethics
- Should use personal willpower to change the system
- + People with weak willpower can indulge in unethical behaviour even in ethical environment.

Departmental ethics has strong influence but person own ethics also important.

## खण्ड-B / Section-B

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

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

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

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

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आस्थावान नेताओं को प्रभावशाली और प्रेरक के रूप में उपयोग करने के क्या फायदे और नुकसान हैं?
- यदि आस्थावान नेता नहीं हैं, तो व्यवहार संबंधी बाधाओं को तोड़ने के लिए आपके पास अन्य विकल्प क्या हैं?
- क्या आपको लगता है कि एक सिविल सेवक के लिए सरकारी योजनाओं को बढ़ावा देने में आस्थावान नेताओं को शामिल करना नैतिक रूप से सही है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted as a District Development officer in a district with a low literacy rate and poor health indicators. As you took charge, your Health Secretary had given express instructions that your priority is to improve health indicators by enhancing the delivery of healthcare services.

After taking over, you traveled around the district to study and identify ways of improving healthcare services. During your field trip, you discovered that the issue was not the accessibility of services; it was something else. You found the problem was the myths, misconceptions, and malpractices that hindered the uptake of health care services. For instance, people believed that vaccines caused impotence, immunization was equivalent to birth control, using antenatal care was counterproductive to the health of the mother and baby, and so on.

You realize that these beliefs were the behavioral barriers that stood in the way of health and nutrition services. And these behavioral barriers made it difficult for front-line workers to reach out.

You discussed your observations with the Health Secretary, and he advised you to seek inputs from the neighboring district DDO who was doing some good work. When you met with the neighboring DDO, you learned he was experimenting with using the Faith leader's influence and reach to persuade people. You were unsure about roping in faith leaders to help you overcome the behavioral barriers. As a civil servant, you felt it would be a mistake to involve faith leaders in health service schemes. When you shared your apprehensions with the Secretary, he firmly instructed you to try and innovate.

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



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

(Answer in 250 words) 20 Marks

This is the case involving where ~~a~~ myths, misconceptions and beliefs among people are preventing them from uptaking standardised health services resulting in rising malnutrition and poor health indicators.

(9) Issues involved in above case :-

- (i) District is showing low literacy rate and poor health indicators despite government welfare schemes.
- (ii) Government and administration failure to overcome the myths and misconceptions.
- (iii) failure to realize about the gap between accessibility and uptake of services before hand.

(iv) Use of faith leaders to persuade people regarding the benefits of government healthcare schemes.

(b) Using faith leaders as persuaders and influencers

Advantage

Disadvantage

→ They have mass reach

→ People's blind faith on them

→ Charisma and transformational power over people's thoughts

→ Will be able to change thought process in short period of time

→ Misuse this mass appeal for personal benefit

→ more reliance on faith leaders by administration give them more Credibility even which can be misused

→ It reflects the inability of administration to perform on its own.

(c) Other options available :-

(i) Strengthen the capacity of local body leaders to reach out to people and clear their doubts

(ii) Knowledgeable & rational people from within village society should be identified and persuaded to convince people.

(iii) Panchayat leaders should come forward and use these vaccinations and medicines on their own and their family thus setting example and credibility.

(iv) Use front line workers like Asha and Anganwadi workers.

(v) Use of local art forms, puppetry, nutkaid nutals to change people perception

(vi) Schools should develop scientific temper among students to overcome this myths in future generations.

(d) Is it ethically right for civil servants to use faith leaders for government Schemes

Yes

No

→ faith leaders are members of society and thus can give back to society

→ They are delegating their responsibility on to somebody else

→ They ~~are~~ have mass appeal which can be used to administration advantage

→ faith leaders will use faith and spiritual, non-scientific means not rational arguments

→ Myths should be overcome through rational means not by cooking up another faith story.

→ Will not be helpful in overcoming root cause of myths - ignorance and blind faith, it will rather perpetuate it.

→ Ultimate objective is to enhance the quality of life of people.

Mixed approach need to be utilised by civil servants.

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 है। आवश्यक सेवाओं में मातृ एवं शिशु स्वास्थ्य देखभाल, वीपीएल परिवारों को पोषण संबंधी सहायता, पेयजल उपलब्धता आदि शामिल है।

आपकी एजेंसी ने नियमित आधिकारिक संचालन और शिकायतों को संभालने के लिए 15 कर्मचारियों को नियुक्त किया है। चूंकि एजेंसी शिकायतों का निपटान करती है, इसलिए प्रतिदिन भारी मात्रा में सार्वजनिक व्यवहार होता है। कभी-कभी एजेंसी के अधिकारियों को नियमित कार्यालय का काम पूरा करने के लिए कार्यालय समय से परे काम करना पड़ता है, क्योंकि सार्वजनिक व्यवहार में कार्यालय के अधिकांश घंटे लग जाते हैं। कर्मचारी अतिरिक्त काम करने से नाखुश थे क्योंकि उन्हें कोई ओवरटाइम भुगतान नहीं किया जाता है। उनमें से कुछ ने अनौपचारिक रूप से आपके साथ इस मुद्दे को उठाया, लेकिन आप असहाय हैं क्योंकि एजेंसी के नियम किसी भी यात्रा या ओवरटाइम भत्ते की अनुमति नहीं देते हैं। आपने इस मामले को मुख्यालय के समक्ष उठाने का प्रयास किया लेकिन कोई फायदा नहीं हुआ।

काम का तनाव धीरे-धीरे कर्मचारियों के बीच दिखने लगा, वे शिकायतकर्ताओं से चिड़चिड़े हो गए और कभी-कभी उन पर चिल्लाने लगते हैं। अशिष्टता के अलावा, कर्मचारियों की भाषा दुर्व्यवहारपूर्ण, अपमानजनक और कभी-कभी जातिवादी होती जा रही है। आपने पाया कि उनमें से विशेष रूप से 4 ऐसे हैं जो शिकायतों से निपटने के दौरान बहुत अपमानजनक और भेदभावपूर्ण व्यवहार कर रहे हैं। मुखिया के रूप में आपने उन्हें चेतावनी दी, परंतु उनके कार्यकारी दृष्टिकोण में कोई उल्लेखनीय परिवर्तन नहीं आया। आपकी समस्या को और बढ़ाने के लिए, कुछ ग्रामीणों ने, अपने सरपंच के माध्यम से, आपके मुख्यालय में अशिष्ट, अपमानजनक और भेदभावपूर्ण व्यवहार का मुद्दा उठाया। मुख्यालय ने तुरंत आपको कार्रवाई करने और एक सम्मानजनक और गरिमापूर्ण कार्यस्थल बनाने का निर्देश दिया।

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

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

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

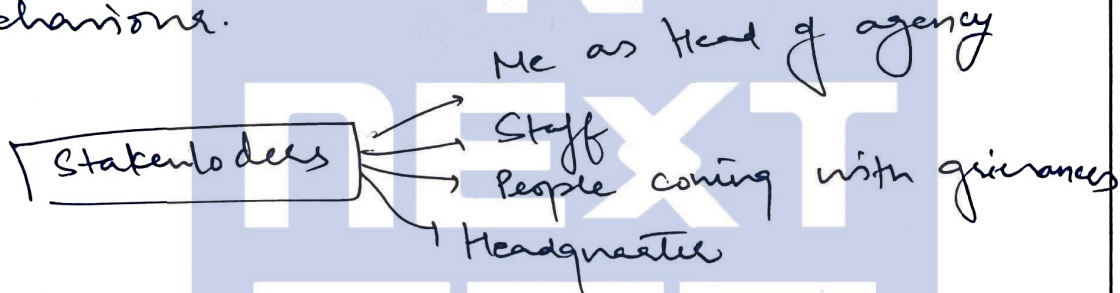
The work stress gradually started showing up among the staff, they became irritable with the complainants, and at times they shouted at them. Besides rudeness, the staff's language became abusive, derogatory, and sometimes casteist. You could notice that there were 4 of them in particular who were getting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

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

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

(Answer in 250 words) 20 Marks

(19) This case reflects the gaps between the administrative staff and ~~most~~ people coming with their grievances. Both are dealing with their problems and its unredressal is causing irritable behaviours.



(9) Issues involved in above case

- (i) long working hours of staff with no overtime allowance
- (ii) Unsympathetic attitude of HQ towards staff's grievances
- (iii) Ignoring the quality of life of staff people by the agency → essential for maintaining their job satisfaction and motivation.

(iv) Staff's showing their inimitableness with department on the people who have no mistake in this.

(v) Use of disrespectful language and casteist slurs are not acceptable in any situation.

(vi) It will be reflected in poor quality of essential service to people

(b) Options available in this case

(i) Taking strict action against the staff who is disrespectful and casteist in its dealing with people

(ii) Warning the staff and at same time taking their grievance to HQ and persuading them to charge agency dues for overtime allowance

(iii) Using technology as a means to reduce direct interface between people and staff

(C) (I) Taking strict action against staffAdvantage

- will deter other staff to use abusive language
- ~~reasons~~ redressal of people's grievances
- Maintaining dignity

Disadvantage

- will not address the root cause
- will not be disrespectful but be ineffective in handling grievances

(II) Warning and talking issue with HQ(+) +

- Address the root cause of problem
- Ensure quality of life of employees
- More effectiveness in work and respectful redressal of grievances

→ People's dignity is hurt and no action against it.

→ It may become normalized in people dealing.

(III) Technology usage(+) +

- Reduce direct interface → no abusive language
- more efficiency
- less stressful job

(+) +

- lack of technical knowhow
- High initial cost
- People find it difficult to explain problem using screen.



(4) I & III option should be combined for effective redressal along with increasing the number of staff.

(d) Dignity is maintenance of person's respect and self worth as human being. Respectful treatment to a person means mental peace to someone.

Human dignity → Respecting the person for who they are and not attaching them to any gender, caste or religion. Any criticism should be in respectable limits without hurting somebody sentiments.

Social dignity → Maintaining dignity of a community as a whole. Showing the values of tolerance, respect, sympathy and integrity, not perpetrating stereotypes

Common dignity violations → Treating poor and marginalised as second-class citizens

Abusive rigidity in casteist rules  
 Example: A old lounge lady is taken used. on her bed for taking out person from home

Unnecessary traps of rules and forcing them to visit office multiple times

Boke from poor people

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

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

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

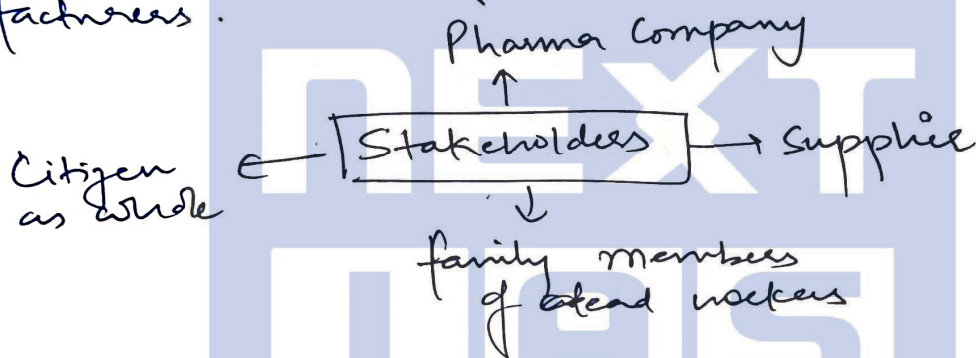
A major pharmaceutical company headquartered in Mumbai had worldwide operations. It was a big producer and exporter of generic drugs. It has production facilities spread around the country. After the pandemic, the company saw an exponential growth in demand for its generic drugs, and to meet the demand,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

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

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

This case is reflecting the divergence between the commercial interest of a company its legal and social responsibility as a part of society.

A company is trying to fulfil its production target for profit motive ignoring the safety concerns and labour law violations of its contracted manufacturers.



### (a) Ethical issues involved

(i) A company with worldwide operations has more power comes with more responsibility

(ii) Ignoring the violations of safety norms and labour laws of contracted manufacturers by pharma company.

- (iii) Suppliers desire to make quick money disregarding laws & safety of workers
- (iv) Ignoring the safety of medicines which are exported can hampere international image as generic drug hub.
- (v) Company declining its moral responsibility to pay compensation to dead workers.
- (vi) Government failure to check the operations of such big supplier of drugs playing with lives of people.
- (vii) Medicines are as essential thing and any lapse on safety can have impact on people's lives.

(B) Company's position on paying damages is morally dilemmatic

Company should pay damages

- Such big company should inspect the facilities of its suppliers.
- It is ultimately accountable for

the actions of its agent.

→ It somehow facilitated the mishap by ignoring the lapses of supplier.

→ It might undo the goodwill loss suffered.

Company should not pay damages

→ Company sub-contracted the facility and production to the supplier.

→ It was responsible for the final quality of product not for production process and storage facility.

→ It was not directly involved in the mishap.

But even then it facilitated it and thus should have moral responsibility to pay damages to workers.

(c) Moral responsibility is the responsibility and accountability that arises due to an entity's moral position and actions to ethical norms not due to legal norms.

A person or entity may not be directly responsible but it has somehow been the reason for bad consequences

An entity or person becomes morally responsible for actions committed or omitted

When :-

- (i) It has somehow facilitated the wrong action committed. Ex A father teaching underage son, drive a car & he causes accident
- (ii) when it get work done through agent but agent was unethical but ultimately principal is accountable & responsible for actions.
- (iii) Parents are morally responsible for wrong & unethical actions for their children because of impact of their upbringing on child's behaviour
- (iv) Company is morally responsible for the pollution caused by the products that it manufactures. Ex. Automobile Company for air pollution.

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 आकाओं से दूरी बनाए रखा, तटस्थ रहना परसंद 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 घूमिल होगी और परिवार के लिए यह दुखद

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

- What are the ethical issues and dilemmas involved in the above case?
- What are the options available to you?
- Select your chosen course of action after analyzing the options.
- What must be your moral motivation in the above case? Should it be duty, care, or consequences?

(Answer in 250 words) 20 Marks

This case reflects a moral dilemma situation when a civil servant has to choose between his personal relations with colleague i.e. Ajay and his public duty as civil servant to disclose any corruption in land dealings.

(a) Ethical issues involved in above case

(i) Conflict between public interest of eradicating corruption and personal relations with colleague.

(ii) Ajay's dealings are against the civil services values of integrity, political neutrality.



free further corruption  
by other politicians &  
civil servants

→ larger public welfare.

→ May face backlash  
from powerful  
Minister → career  
loss.

(ii) ~~Not taking any search operation and  
keep the action pending~~

(ii) May request your secretary to get  
this work done by any other officer

(+)

→ Action would  
happen

→ Not damage your  
personal relations

→ Passing the buck

→ In public service,  
public interest is  
most important

→ Wrong is wrong  
even committed by  
your friend

→ Against your duty.

(iii) Directly confront Ajay personally  
before taking search operation

(+)

→ Protect your relation  
→ If he is not wrong  
then protect reputation

(-)

→ Misused by Ajay

→ Against duty as  
civil servant

→ Miss out on opportunity to  
report corruption

(iii) Reflects the growing corruption by political masters and nexus between civil servants & politicians.

(iv) The consequences of any action on Ajay will also be borne by his family.

(v) It might hamper your family relations with Ajay.

(vi) Ajay's plum postings are reflective of using political connections for better postings and honest are rewarded with less preferable postings and delay in promotions

(b) | Options available to me |

(i) Taking the search operations as ordered by the Secretary

(+) → Expose the corruption in land dealings

→ May act as deterrent

(-) → Tarnish the Ajay reputation

→ Damage your personal relations

First course of action should be chosen as your public duty comes first before any personal relations → corruption should be exposed at any cost for larger public welfare.

(Primary)

(d) In the above case, moral motivation should be the duty as a public servant. Need to uphold the civil service values of integrity, impartiality and neutrality. In any conflict of interest situation, public interest should be chosen over private interest.

Care should also be motivation in terms of taking care of the Ajay's family in this tough time as a duty in your personal relations.

Consequence would be the natural thing after action → consequence in terms of deterrence and respect of rule of law also need to be upheld.

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

एक दोपहर स्टेशन को थोक बाजार घाट में काम करने वाले एक घाट 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 दुर्घटन 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

- (i) Dilemma for a young civil servant to show loyalty to department or to uphold the values of integrity.
- (ii) & Issue of custodial violence as a means to extract information
- (iv) Issue of high handed attitude of police instead of going by rules & human rights.
- (v) One system failure to bring out change in attitude of police personnel from bureaucratic to citizen-centric
- (b) A principle-oriented and rule-abiding personnel should have :-
- Tried to find out ~~the~~ all the miscreants both as their duty to ensure rule of law and to get justice for their fellow policeman
  - Should have utilised the humanitarian means like mental pressure,

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

By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following day. That night you and Vikas noticed that a few senior policemen were seriously beating up the miscreants for more information and to teach them a lesson to keep off from policemen. The "treatment" continued for a few hours, and by the time it stopped, one of the miscreants was severely shaken that he had a minor stroke because of a prior history of a heart condition. He was rushed to the hospital; fortunately, he survived. When the events of the night reached HQ, an inquiry was instituted.

During the inquiry, everyone in the Station was called in for questioning. All of them present played down the beatings as few slaps and nothing more. You and Vikas were also informally requested to play down the incident. Vikas was comfortably underplaying it, but you were uncomfortable and felt it was against your integrity to speak something far from the truth. You were wondering if police are for safety, custody is for protection, and what happened was abuse which was against the service values. You were tensed and weighed the options.

- What are the ethical issues involved in the above case?
- What do you think principle-oriented and rule-abiding police personnel must do in the above case? Why? Justify
- What do you think must assume priority in civil service, loyalty to the department, or being impartial and non-partisan in your decisions and service values?

(Answer in 250 words) 20 Marks

This case reflects the public apathy against the policeman who was trying to solve the situation and the situation of custodial violence by policeman as a form of revenge and to extract information from the miscreants.

(a) Ethical issues involved in above case

(i) Public apathy against the policeman by severely hurting him for solving out the issue between people

tactics to bring out information from the miscreants

→ shouldn't have used violence as means to take revenge and information.

→ Used this incident as a lesson and tried to overcome police-citizen gaps by using community policing.

→ Should have presented a good example in front of young and fresh officers to create a principle oriented police force.

→ Should focus on building the capacity in terms of physical training and weapons for personnel to deal with such incidents.

(c) While choosing between loyalty to the department or upholding values of impartiality and non-partisanship in decisions, priority should be given

to upholding of values because:-

- (i) Civil servants are bound by the Oath on constitution to uphold values & ethos.
- (ii) As public servant, public interest should be above narrow interest of department.
- (iii) Loyalty to department may create unfavourable situation for larger public welfare → like ~~at~~ against rule of law, violence, perpetrating inequity, corruption.
- (iv) Against the democratic ethos and public service values

But while upholding the civil service values, your responsibility towards the legitimate interest of your department should not be ignored. They are your professional family and protecting and upholding their interest is also a priority.



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

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

इस बीच, राजदूत ने आपको इस मुद्दे को समझने और एक रिपोर्ट तैयार करने के लिए भारतीय समुदाय के नेताओं से मिलने के लिए नियुक्त किया। आपने समुदाय के नेताओं से मुलाकात की और पाया कि भारतीय समुदाय के प्रति स्थानीय नापसंदगी का कारण केवल अव्यक्त नस्लवाद और असहिष्णुता की अभिव्यक्ति थी। आपने राजदूत के समक्ष अपना अवलोकन प्रस्तुत किया और उनसे कुछ करने का अनुरोध किया क्योंकि भारतीय सही थे और नस्लवादी व्यवहार के शिकार हो रहे थे। बदले में, राजदूत ने उत्तर दिया कि वह स्थानीय राजनीति में नहीं पड़ना चाहते। भारतीय उस देश के नागरिक हैं जो जातीयता के अलावा उनका भारत से कोई लेना-देना नहीं है। इसके अलावा, आने वाले हफ्तों में दोनों देशों के बीच एक महत्वपूर्ण आर्थिक समझौते पर हस्ताक्षर होने वाले हैं, और वह कुछ स्थानीय राजनीति को लेकर दोनों देशों के बीच बढ़ते संबंधों को खतरे में नहीं डालना चाहते हैं। आप यह देखकर आश्चर्यचकित रह गए कि अर्थनीति को प्रवासी भारतीयों पर प्राथमिकता मिल रही है।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं ?
- क्या आप प्रवासी भारतीयों की मदद के बजाय अर्थनीति को प्राथमिकता देने के राजदूत के रुख से सहमत हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं ?
- दायित्व, परिणामवाद और कर्तव्य के बीच, आपके अनुसार भारतीय विदेश नीति का मार्गदर्शन करने के लिए उपयुक्त परिप्रेक्ष्य क्या है? तर्क दीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

You are a Foreign Service official working in an embassy overseas. One of your duties was to liaise with the local Indian community, one of the country's largest immigrant groups.

A group of wealthy Indian immigrants wanted to build a place of worship and a school to promote their language and culture. The school was intended to act as a center for promoting and preserving Indian culture among the immigrants. The Indian community leaders went through all the legal procedures to acquire the land, got the building plans approved by the city council, and with all the approvals in place, the construction work began.

A few months into the construction, the locals started complaining about noise, and slowly a campaign began against the construction of a religious structure. The local city councilors joined in and raised the issue of how Indian immigrants having their own cultural space will lead to a similar demand from other immigrant communities. And this may escalate intolerance among different ethnic groups. The local politicians filed a public lawsuit to halt the construction and demolish whatever was built. Indian community responded with their lawsuit and approached the embassy for help. They wanted the Ambassador to take up the issue with the government.

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

your observations to the Ambassador and requested him to do something as the Indians were on the right and were being victims of racist behavior. The Ambassador, in turn, replied that he would not like to get involved in local politics. The Indians were citizens of that country; they had nothing to do with India besides ethnicity. Further, a crucial Economic agreement was about to be signed between the two countries in the coming weeks, and he did not want to jeopardize the growing relations between the two countries over some local politics. You were shocked to see economics getting priority over the diaspora.

- (a) What are the issues involved in the above case?
- (b) Do you agree with the Ambassador's position of prioritizing economics over helping the diaspora? Why/why not?
- (c) Among Care, Consequentialism, and Duty, what do you think is the appropriate perspective to guide Indian Foreign policy? Justify. (Answer in 250 words) 20 Marks

This case reflects the Indian community effects to preserve their culture and religion in foreign land and facing backlash due to racist attitude of local people.

(a) Issues involved in above case

(i) Racism and discriminatory attitude of native people against Indian immigrants.

(ii) Despite taking all legal procedures, construction is stopped abruptly which is against legal norms & reflects unpredictability in actions & legislations.

(iii) Construction of religious structure by one may encourage other communities, might create an intolerant environment.

(iv) Ambassador's aptitude towards diaspora which is an essential component of soft power diplomacy

(v) Concerns of diaspora are ignored for the economic interest of the nation.

(b) Ambassador's position of prioritizing economics over helping the diaspora:-

Positive

→ Diaspora are citizen of that country so to grievance redressal through legal means of that country.

→ Economic interest are in the long term interest of citizens of India.

→ local politics should not hamper the larger & national economic agreement.

→ It might jeopardize the growing relations with that country.

### Negative

↳ → Diaspora are representative of Indian culture abroad.

→ They are important component of soft power diplomacy → their interest should be protected.

→ Construction of temple & school to preserve Indian culture is in Indian interest only.

→ Racism and discrimination is against the human right values which India stand for.

→ ~~The~~ Diaspora are still connected with one roots and have relations in India. So their interest is also one interest.

→ This issue could be taken up at higher level.

leaders should base their economic interest ~~should~~ base on the value of mutual respect for each other culture

[C] Among care, consequentialism and duty, appropriate guide to foreign policy would be consequentialism because:-

- (i) foreign policy should result in human right protection and uphold values of humanity.
- (ii) Consequences to environment should be a guide [eg] Paris agreement
- (iii) Consequences for own national interest should be guide. [eg] India purchasing discounted oil from Russia.
- (iv) Consequences for larger global welfare should guide foreign policy [eg] India using G20 as voice of developing world.

This consequentialism approach inhibits within itself the values of care and duty as a responsible nation.