



FIRST MOCK APSC MAINS 2024

GS Paper IV

Duration: 3 Hrs

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(Please fill your details correctly)

Medium:

English ☒

Assamese ☐

INDEX NUMBER			INSTRUCTIONS
Q.NO.	Maximum Marks	Marks Obtained.	
SECTION A			Please read each of the following instruction carefully before attempting the questions: - There are NINETEEN questions divided in TWO SECTIONS and printed in ENGLISH and ASSAMESE. - All questions are compulsory. - The number of marks carried by a question/part is indicated against it. - The answers must not exceed the prescribed word limit indicated against each question. - Answers must be written in the medium authorised in the Admission Certificate which must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorised one. - Checking to be done with main aim of evaluating a candidate's ability of express ideas in lucid manner. - Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off
1	10		
2	10		
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11	10		
12	10		
SECTION B			Signature of the Student: 
14	20		
15	20		
16	20		
17	20		
18	20		
19	20		
			Invigilator's Signature:
TOTAL:	250		<u>NOTE: EVALUATION PERIOD FOR THE MAINS TEST SERIES COPY IS 12 DAYS.</u>

DETAIL FEEDBACK

ALL THE BEST

Q1. "Education must build character, enable learners to be ethical, rational, compassionate, and caring." Comment.

প্রশ্ন ১) "শিক্ষাই চরিত্র নির্মাণ করিব লাগিব, শিক্ষার্থীসকলক নৈতিক, যুক্তিসঙ্গত, সহানুভূতিশীল আৰু যত্নশীল হ'বলৈ সক্ষম করিব লাগিব।" মন্তব্য কৰক।
(Answer in 150 words)

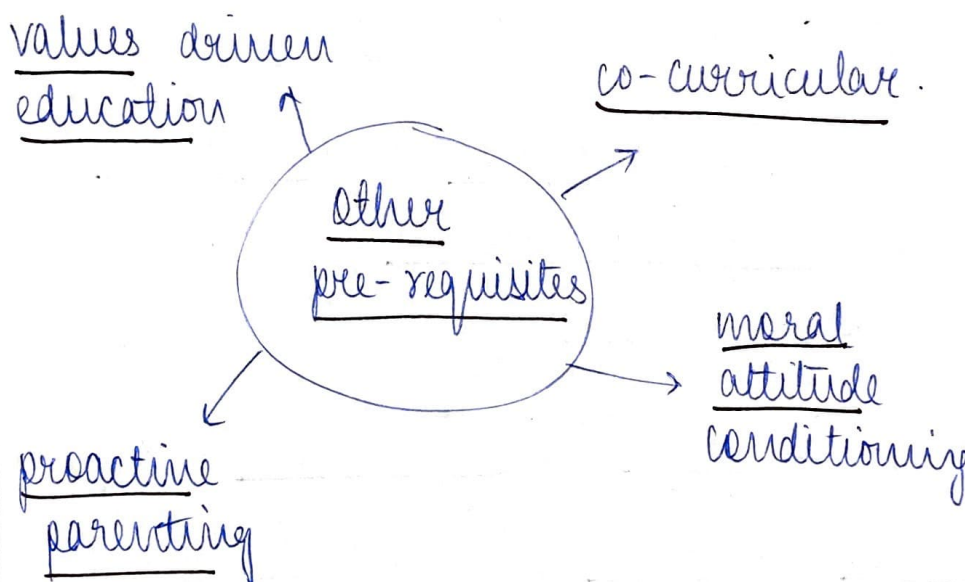
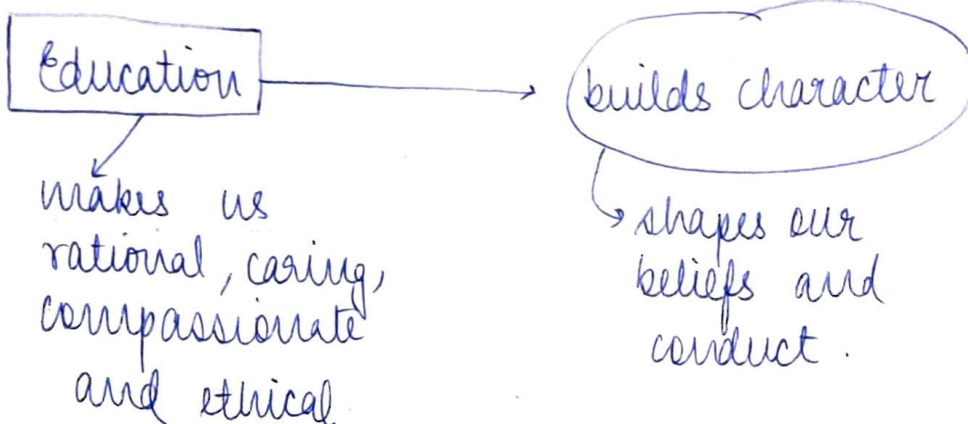
The importance of education was rightly pointed out by Dr APJ Abdul Kalam, when he remarked that it is a pre-requisite to develop individuals and economic development.

Importance of education

① It makes us aware and informed, thus enabling rational decision making.

② it is useful to understand the position of others, thereby instilling care and compassion.

③ the knowledge we acquire helps us to solve dissonance and make correct choices, thus showing ethical conduct.



As education becomes transcendental, it is essential to focus on holistic education build resilient character.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q2. Recent probes by the Department of Personnel and Training (DoPT) into fraudulent caste and reservation certificates among civil servants have exposed systemic loopholes in verification and accountability processes. In this context, discuss the ethical and administrative challenges posed by fraudulent reservation practices in public service. How can enforcement of integrity be ensured through systemic and digital reforms?

প্রশ্ন ২) অসামৰিক কৰ্মচাৰীসকলৰ মাজত জাতি আৰু সংৰক্ষণৰ জালিয়াতি প্ৰমাণপত্ৰৰ ওপৰত কৰ্মচাৰী আৰু প্ৰশিক্ষণ বিভাগৰ (DoPT.) শেহতীয়া অনুসন্ধানে প্ৰমাণীকৰণ আৰু দায়বদ্ধতা প্ৰক্ৰিয়াৰ প্ৰণালীবদ্ধ ত্ৰুটিবোৰ মুকলি কৰিছে। এই সন্দৰ্ভত, ৰাজহুৱা সেৱাত জালিয়াতি সংৰক্ষণ প্ৰথাৰ দ্বাৰা উদ্ভৱ হোৱা নৈতিক আৰু প্ৰশাসনিক প্ৰত্যাহ্বানসমূহৰ বিষয়ে আলোচনা কৰক। পদ্ধতিগত আৰু ডিজিটেল সংস্কাৰৰ জৰিয়তে সততাৰ প্ৰৱৰ্তন কেনেকৈ নিশ্চিত কৰিব পাৰি?

(Answer in 150 words)

The recent case of IAS(P) Pooja Khedkar and her subsequent dismissal has tarnished the image of governance in India.



Ethical challenges

① shows professional incompetence of officers in verification.

② depriving the needy from the pool of benefits.

③ corruption in such cases, bribery.

④ primacy to personal gains over public interest.

① prevalent loopholes in governance systems.

Administrative Challenges

→ ② low usage of technology.

→ ③ absence of regular monitoring mechanisms.

↓
④ limited role of vigilance bureau.

systemic reforms

① barring candidates from future openings.

② capacity building and training of officers.

enforcing integrity

→ digital reforms

① Online methods of verifications.

② upholding values anonymity through digital platforms.

such steps will promote transparency in obtaining certificate under reservation.

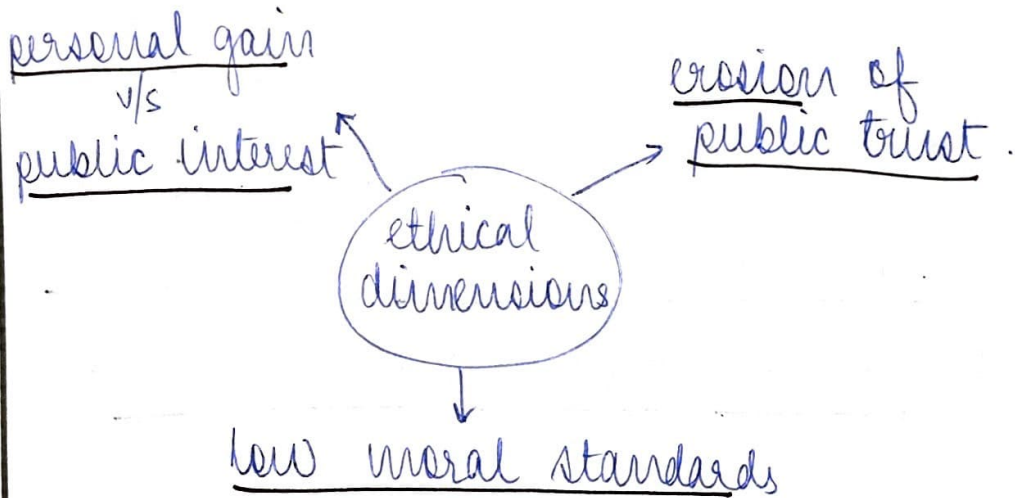
Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q3. Critically assess the ethical dimensions of high-profile arrests in political contexts. How can procedural fairness be ensured while upholding accountability?

প্রশ্ন ৩) রাজনৈতিক সন্দর্ভত হাই-প্রফাইল গ্রেপ্তারৰ নৈতিক দিশবোৰ সমালোচনামূলকভাৱে মূল্যায়ন কৰক। দায়বদ্ধতা বজাই ৰাখি কেনেদৰে পদ্ধতিগত নিৰপেক্ষতা নিশ্চিত কৰিব পাৰি?

(Answer in 150 words)

Recent arrests of political leaders like Arvind Kejriwal and summons to industrialist Anil Ambani have sensationalised public discourse.



- critical assessment
- ① loss of reputation of arrested people.
 - ② exposes nexus in public life.
 - ③ alleged political vendetta cases.
 - ④ misuse of power and primacy to self interests.
-

Ensuring procedural fairness while upholding accountability:

- ① ensuring due legal representation
- ② precise and time-bound charges to be framed.
- ③ ensuring custodial safety.
- ④ designated fast-track courts.
- ⑤ necessary amendments to statutes to prevent politicisation of crime.

It is necessary to uphold rule of law while balancing individual freedom and serving the general will. (Rousseau)

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q4. Why do examination leaks occur repeatedly in recruitment bodies? How do they impact the morale of aspirants and the credibility of governance?

প্রশ্ন ৪) নিযুক্তি সংস্থাসমূহত বাবে বাবে প্রশ্নকাকত ফাদিল কিয় হয়? এইবাবে ছাত্র ছাত্রীৰ মনোবল আৰু প্রশাসনৰ বিশ্বাসযোগ্যতাক কেনেদৰে প্রভাৱিত কৰে? (Answer in 150 words)

Recently, the paper leak in Uttar Pradesh's constable recruitment exam has gathered media attention.

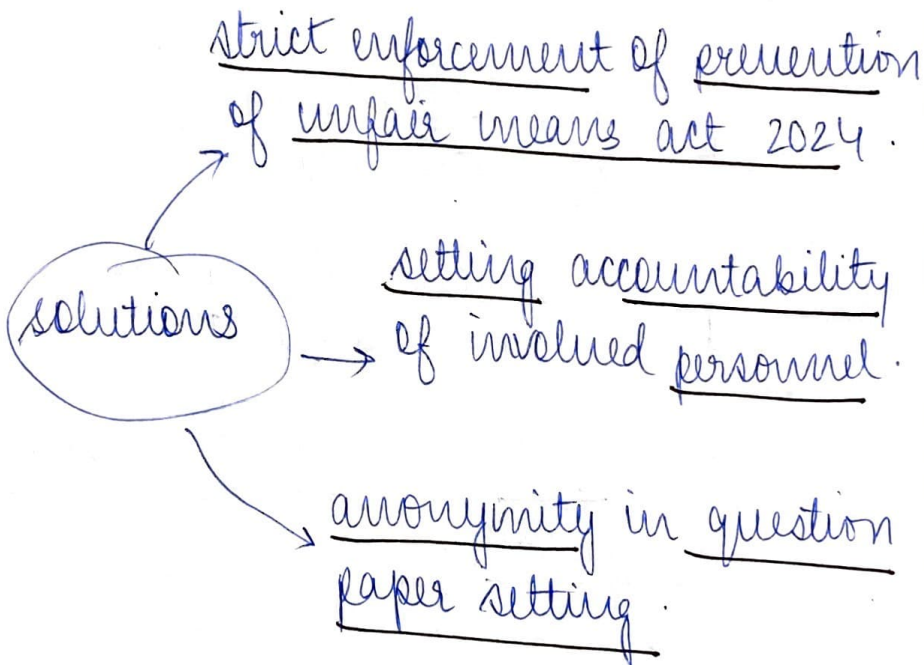
- causes of exam leaks
- ① lack of moral values and ethical standards.
 - ② selfish and personal → driven attitudes.
 - ③ low probity in governance structures.
 - ④ legal and administrative loopholes.

Impact on aspirants

- ① lowers morale and creates disillusionment.
- ② negative attitude towards public recruitment.

Impact on credibility of governance

- ① tarnishes government's reputation.
- ② erodes public trust.
- ③ reveals nexus and corruption in governance.



Since, it is necessary to ensure fairness in recruitment to maintain public trust and promote good governance.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q5. "I call him religious who feels the suffering of others as his own." In what ways does compassion enrich governance beyond rules and regulations? How can it shape a more humane and inclusive administration?

প্রশ্ন ৫) "মই তেওঁক ধৰ্মীয় বুলি কওঁ যিয়ে আনৰ কষ্টক নিজৰ বুলি অনুভৱ কৰে।" কি কি উপায়েৰে সহানুভূতিয়ে প্রশাসনক নিয়ম আৰু নিয়মাবলীৰ বাহিৰলৈ গৈ সমৃদ্ধ কৰে? ই কেনেকৈ অধিক মানৱীয় আৰু অন্তৰ্ভুক্তিমূলক প্রশাসন গঠন কৰিব পাৰে? (Answer in 150 words)

The statement highlights the significance of compassion as a value in public life. It refers to the efforts that one takes to better the lives of others.

Compassion enriches governance beyond rules and regulations:

- ① focuses of servitude and citizen-oriented governance. (eg) emphasis on service of poor rather than rule-orientation.
- ② ensures help to needy. (eg) resettling the homeless.
- ③ going beyond duty to serve mankind. (Kant's C1-2).

shaping administration

more humane

① democratic attitude

② context-specific and tailored.

③ serving the needy.

inclusive

① serving the antyodaya

② upholding values of selflessness.

③ public spirit is strengthened.

Hence, the importance of compassion in civil services is crucial to ensure virtues of temperance, justice and fortitude. (Aristotle)

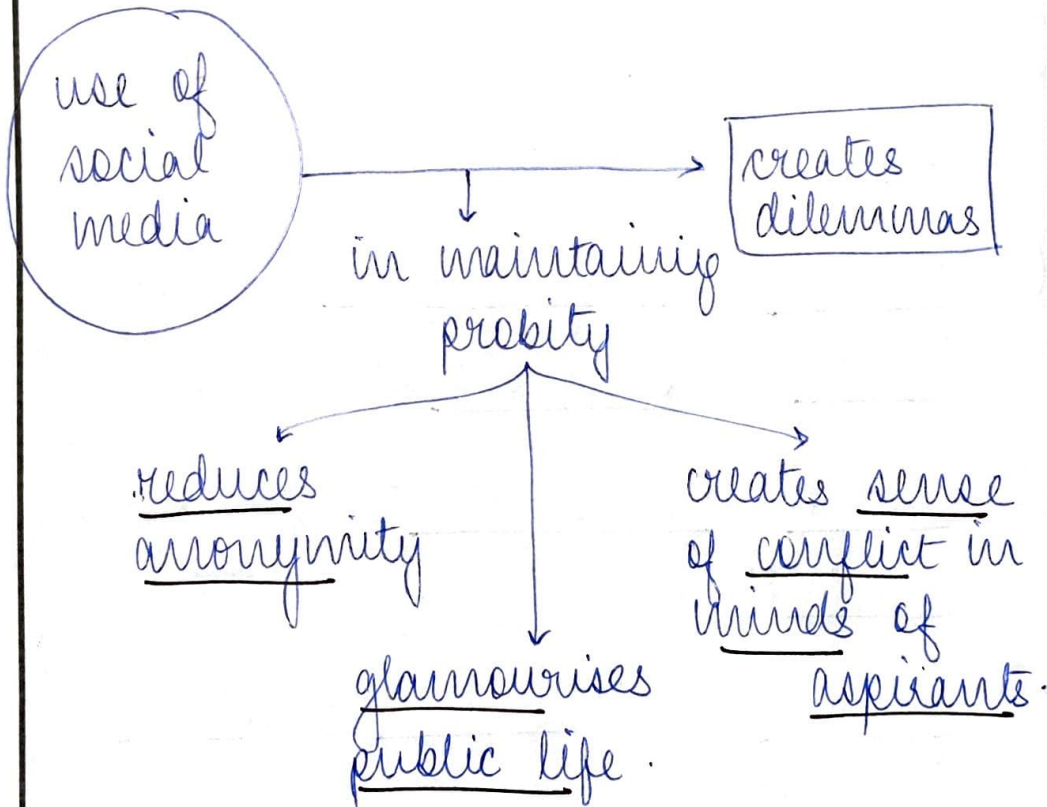
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q6. Does the growing use of social media by civil servants create dilemmas in maintaining probity in public life? How can a well-defined code of conduct protect credibility while ensuring reasonable freedom of expression?

প্ৰশ্ন ৬) অসামৰিক কৰ্মচাৰীসকলৰ দ্বাৰা সামাজিক মাধ্যমৰ বৰ্ধিত ব্যৱহাৰে ৰাজহুৱা জীৱনত সত্যনিষ্ঠা বজাই ৰখাত দ্বিধাৰ সৃষ্টি কৰে নেকি? যুক্তিসঙ্গত অভিব্যক্তিৰ স্বাধীনতা নিশ্চিত কৰাৰ লগতে এক সু-সংজ্ঞায়িত আচৰণ সংহিতাই কেনেদৰে বিশ্বাসযোগ্যতা সুৰক্ষিত কৰিব পাৰে?

(Answer in 150 words)

Recently, the IAS training academy forbade trainee officers to share their daily lives in academy on social media.



It is thus, required to evolve a defined code of conduct (coc).

Protecting credibility while ensuring reasonable freedom:

- ① not sharing details of position and public office.
- ② not glamourising official amenities like vehicle.
- ③ not promoting any particular trend or expression.
- ④ aligning personal thoughts to promote public interest.
- ⑤ sharing news update on new schemes.
- ⑥ using social media to connect with citizenry.

As social media evolves, civil servants must utilise it for common good and exercise caution.

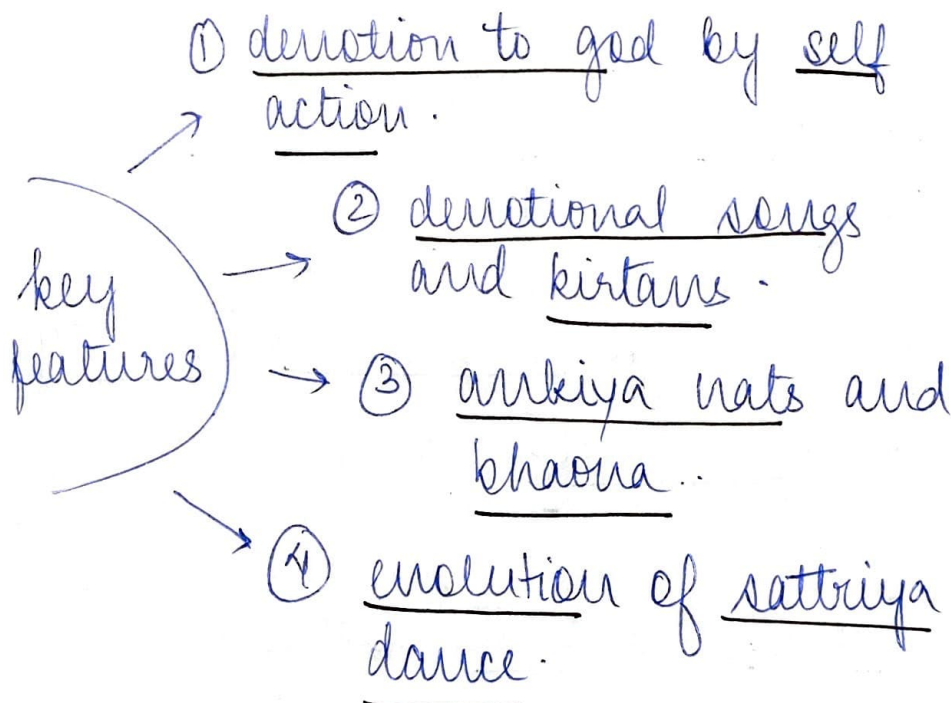
Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q7. How does the neo-Vaishnavite reform movement continue to offer insights for ethical governance in contemporary times?

প্রশ্ন ৭) নব্য-বৈষ্ণব সংস্কার আন্দোলনে সমসাময়িক সময়ত নৈতিক প্রশাসনৰ বাবে কেনেকৈ অন্তৰ্দৃষ্টি প্ৰদান কৰি আছে?

(Answer in 150 words)

The neo-Vaishnavite reform movement started by Srimanta Sankaradeva in medieval Assam, is an attempt to redraw social dynamics.



Insights for ethical governance

① promoting gender equality by inclusion of women in bhaonas.

② attack on caste and pollution
notions during ankiya nats signi-
fying social equity.

③ fostering inclusive governance
by engaging all sections of
society.

④ emphasis on mass connect
and popular traditions.

⑤ promotion of ideas of peace, unity
and brotherhood.

The ideas propagated during neo-
Vaishnavite movement revolutionised
Assamese society and cemented
ideals of social cohesion into it.

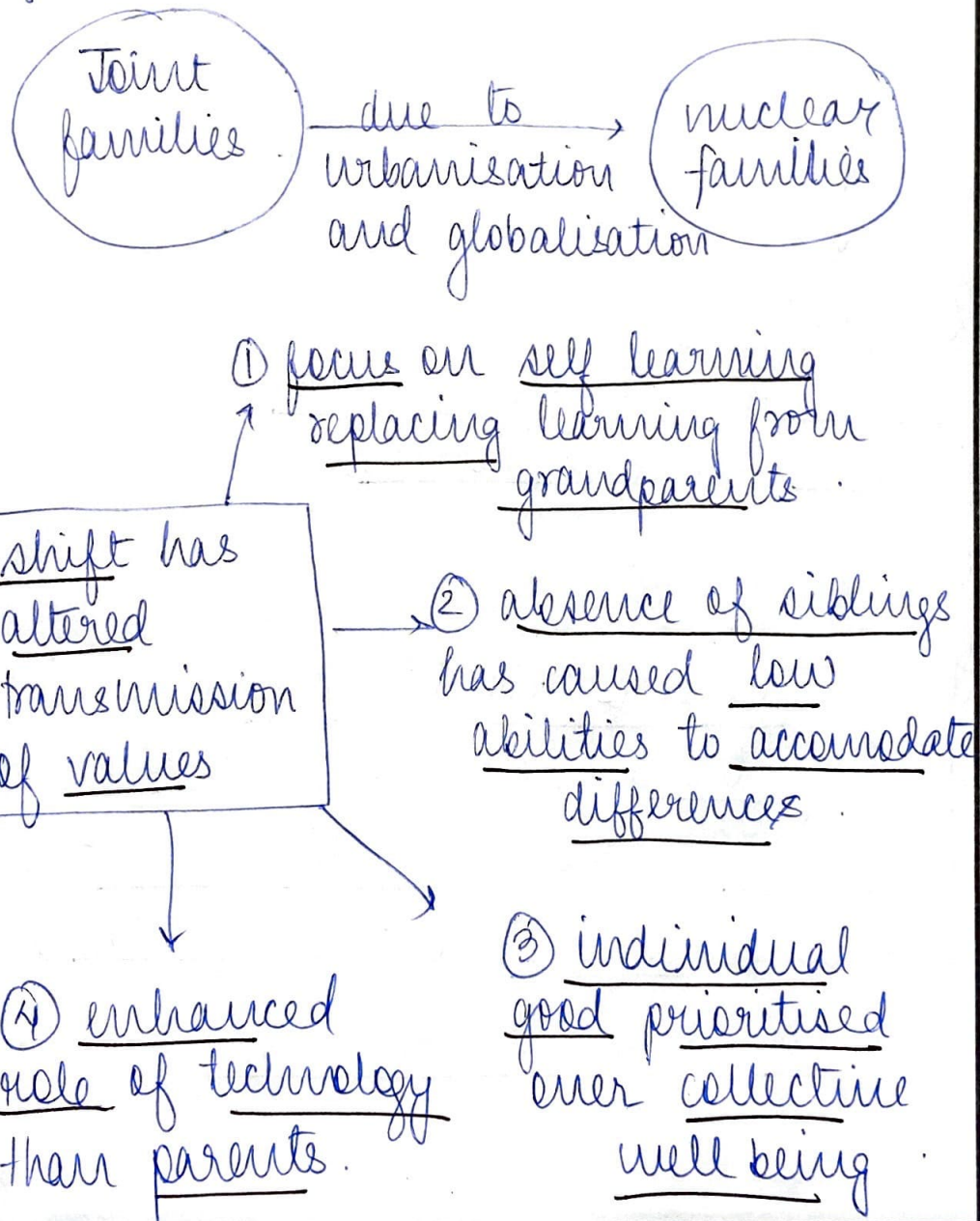
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Value Addition
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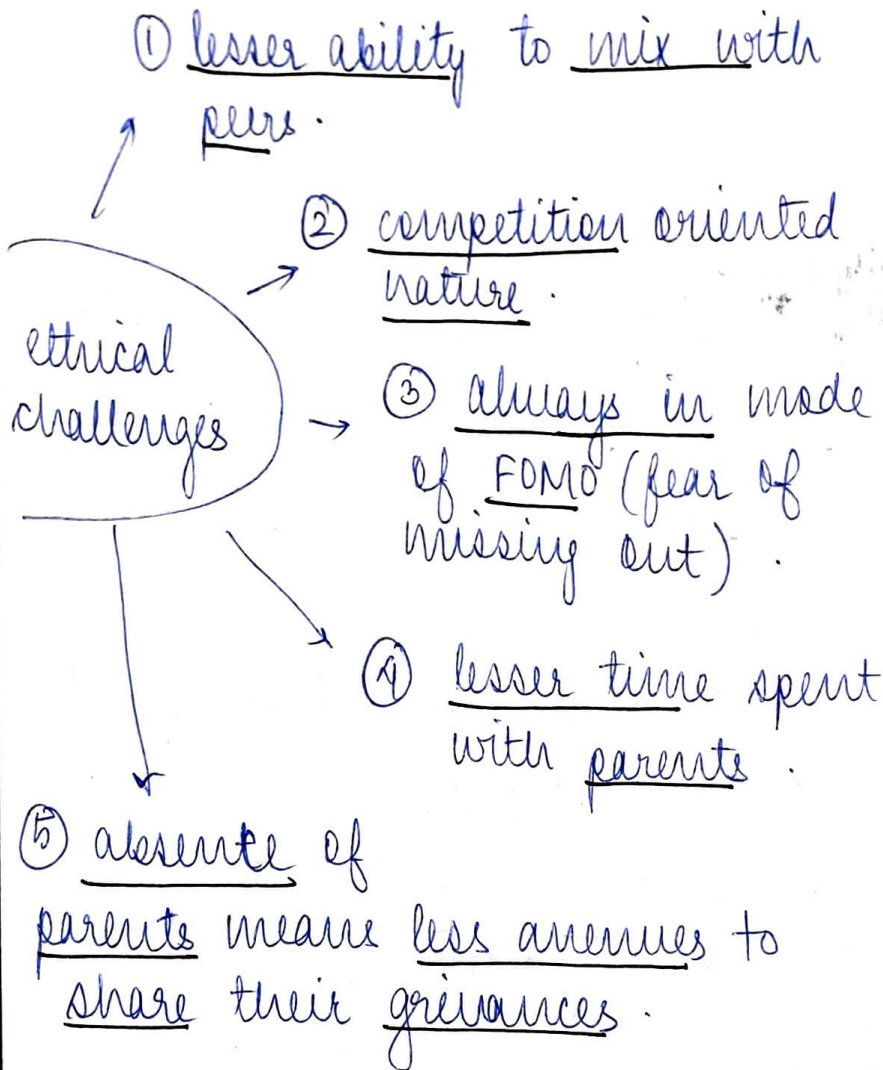
Q8. "The family is the first school of virtue." How has the shift from joint to nuclear families, driven by urbanisation and globalisation, altered the transmission of values? What ethical challenges does this create for younger generations in today's society?

প্ৰশ্ন ৮) "পৰিয়াল হৈছে সদগুণ আহৰণৰ প্ৰথম বিদ্যালয়"। নগৰীকৰণ আৰু গোলকীকৰণৰ দ্বাৰা চালিত যৌথ পৰিয়ালৰ পৰা একক পৰিয়াললৈ পৰিৱৰ্তনে মূল্যবোধৰ আদান প্ৰদান কেনেদৰে সলনি কৰিছে? ই আজিৰ সমাজত যুৱ প্ৰজন্মৰ বাবে কি কি নৈতিক প্ৰত্যাহ্বানৰ সৃষ্টি কৰে?

(Answer in 150 words)

The statement highlights the crucial role a family plays in the development of a child.





Hence, parents must spend quality time with their kids, actively engage in their day-to-day lives to ensure their holistic growth. (S. Radhakrishnan)

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q9. With declining fertility rates, even nuclear families are shrinking in modern societies. How does this demographic shift challenge value transmission and the dignity of the elderly? In what ways can state and community step in to preserve ethical balance?

প্রশ্ন ৯) প্রজনন ক্ষমতার হার হ্রাস পোৱাৰ লগে লগে আধুনিক সমাজত আনকি একক পৰিয়ালবোৰো হ্রাস পাইছে। এই জনগাঁথনিগত পৰিৱৰ্তনে কেনেদৰে মূল্যবোধৰ হস্তান্তৰ আৰু বৃদ্ধসকলৰ মৰ্যাদাৰ প্ৰতি প্ৰত্যাহ্বান জনায়? নৈতিক ভাৰসাম্য ৰক্ষাৰ বাবে ৰাজ্য আৰু সম্প্ৰদায়ে কি ধৰণে পদক্ষেপ ল'ব পাৰে?

(Answer in 150 words)

The recent data under NFHS-5 recorded India's fertility rate at 2.0, below the replacement rate of 2.1. It is due to shrinking nuclear families.

→ prevalent one-child policy.
→ late marriage.
→ more say of women in pregnancy matters in modern societies.

change in value transmission

- ① prevalence of individual choice.
- ② better gender empowerment.
- ③ importance to careers over family.
- ④ changing family norms.

Impact on elderly

- ① aged people are left in rural villages.
- ② some face isolation in cities as their childrens work prolonged hours.
- ③ less engagement in transmitting legends and bars.

solutions

state

① promote two child policy.

② access to family counselling.

community

① normalise woman's choices.

② respect to couple's decision about kids.

Thus, bearing child must be the decision of the couple and elderly and community shall support them.

Feedback
(For office use only)

Structure/
Presentation

Question
Interpretation

Content

Value Addition

Penalty (If any)

Total

Q10. "Ethical choices often define a nation's stature more than its strength." Examine, in context of India's response to the changing world order.

প্রশ্ন ১০) "নৈতিক পছন্দবোৰে প্ৰায়ে এখন ৰাষ্ট্ৰৰ শক্তিতকৈ ইয়াৰ ক্ষমতাক অধিক সংজ্ঞায়িত কৰে।" পৰিৱৰ্তিত বিশ্ব ব্যৱস্থাৰ প্ৰতি ভাৰতৰ সঁহাৰিৰ সন্দৰ্ভত মূল্যায়ন কৰক। (Answer in 150 words)

The choices that a country makes reflects the prevalent values of societies and ethics of polity.

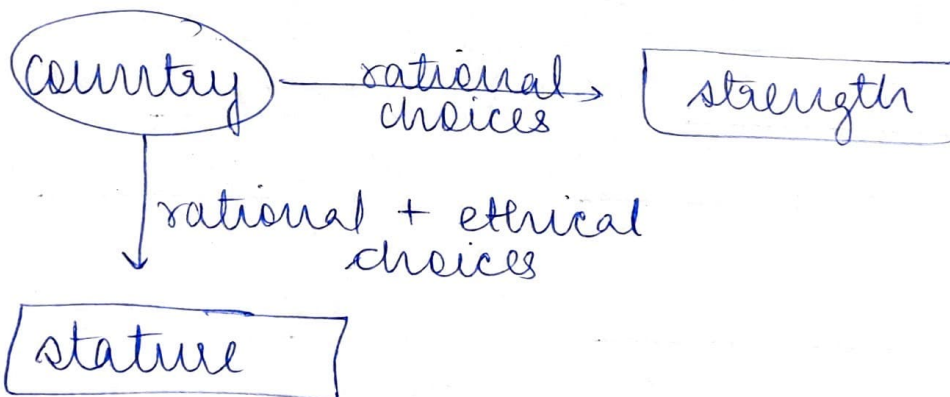
India's response to changing world order :

- ① sustained diplomatic engagement, showing principles of syndhava.
- ② aid to disaster-hit countries - eg. operation dost (Turkey) → sign of mutual cooperation and compassion.
- ③ vaccine maitri to least and underdeveloped countries showing values of Vasudhaina Kutumbakam.

④ targeted and calculated strikes on terror, revealing own capacities and knowing the right-thing to do.

⑤ non-reciprocal aid to small neighbors in crisis - eg. soft loans to Sri Lanka during BoP crisis.

⑥ continuous calls for UN reforms, showing adaptability.



India's response amidst crisis has rightfully earned it the title of Vishwakandhu.

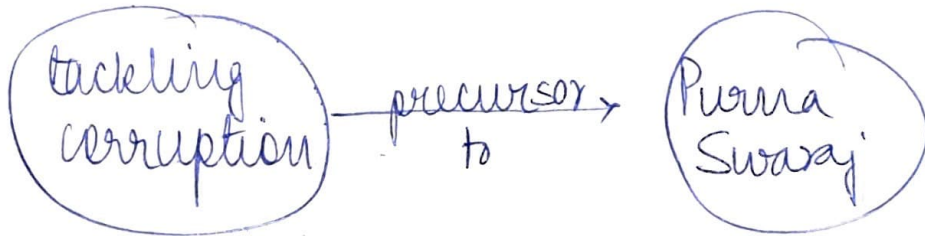
Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q11. "Gandhiji's Purna Swaraj can never become a reality if we do not address the issue of the stranglehold of corruption." Do you agree? Why does corruption continue to persist in public life despite laws and institutions? How does it affect the moral fabric of society?

প্রশ্ন ১১) "গান্ধীজীৰ পূৰ্ণ স্বৰাজ কেতিয়াও বাস্তৱত পৰিণত হ'ব নোৱাৰে যদিহে আমি দুৰ্নীতিৰ স্বাসকলকৰ সমস্যাৰ সমাধান নকৰো।" আপুনি ইয়াৰ লগত সন্মতনে? আইন আৰু প্ৰতিষ্ঠান থকা স্বত্বেও ৰাজহুৱা জীৱনত দুৰ্নীতি কিয় অব্যাহত আছে? ই সমাজৰ নৈতিক গাঁথনি কেনেদৰে প্ৰভাৱ পেলায়?

(Answer in 150 words)

Gandhiji's ideas of 7 sins were a direct reflection of what constitutes corruption.



Hence, it is crucial to tackle corruption to build a just and fair society, i.e., Ramrajya envisaged by Gandhiji.

Reasons for corruption's persistence

- ① legal loopholes in law.
- ② administrative and institutional lapses.

- ② not rejected by society.
- ④ seen as easy by wrongdoers.
- ⑤ no moral or ethical conditioning
- ⑥ tolerant attitude of citizens.

① leads to decay of societal
↑ values.

Impact
on moral
fabric

→ ② breeds further
corruption.

→ ③ rise to consumerist
tendencies.

→ ④ breeds greed and
lust.

↓ ⑤ disrupts social cohesion
(Durkheim)

Hence, fight against corruption
needs to be legal and social by
adopting a zero tolerance towards
it as envisioned by Hon'ble PM.

Feedback
(For office use only)

Structure/
Presentation

Question
Interpretation

Content

Value Addition

Penalty (If any)

Total

Q12. If you were a District Commissioner, what steps would you take to address the issue of irresponsible solid waste disposal in your district?

প্রশ্ন ১২) যদি আপনি এজন জিলা আয়ুক্ত হয়, তেন্তে আপোনাৰ জিলাত দায়িত্বহীনভাৱে গোটা আৱৰ্জনা নিকাশনৰ সমস্যা সমাধানৰ বাবে আপুনি কি পদক্ষেপ ল'ব? (Answer in 150 words)

Solid waste disposal is a major issue, particularly in urban areas, giving rise to huge landfills (eg.) Ghaziपुर in Delhi NCR.

I, as a DC, would take following steps :-

- ① run awareness program about waste segregation.
- ② reach out to local leaders, elders and panchayat members to ensure segregation at source.
- ③ use mobile garbage vans to collect door-to-door waste.
- ④ tax rewards to those who do segregation.

- ⑤ order municipal personnel to use biodegradable waste for energy generation (co-firing) or compost.
- ⑥ recycling the remaining waste for industrial use.
- ⑦ discharge after proper treatment.
- ⑧ promoting campaigns around Swachh Bharat initiative and organise essay competitions to engage young children.

Such steps are likely to bring attitudinal changes, thereby leading to individual awareness about solid waste management.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (if any)
Total

Q13. Explain the following components of Probity in Governance briefly:

- a. Integrity
- b. Objectivity
- c. Accountability
- d. Transparency
- e. Impartiality

প্রশ্ন ১৩) প্রশাসনত সত্যনিষ্ঠাৰ তলত উল্লেখ কৰা উপাদানসমূহ সংক্ষেপে ব্যাখ্যা কৰক:

- ক) সততা
- খ) বস্তুনিষ্ঠতা
- গ) দায়বদ্ধতা
- ঘ) স্বচ্ছতা
- ঙ) পক্ষপাতহীনতা

(Answer in 150 words)

(a) Integrity is the ability to remain committed to public service even in times of crisis.

eg. IAS DS Nagpal's integrity was tested against her fighting sand mafia. Despite threats, she remained firm and displayed integrity.

(b) Objectivity refers to the making of decision based on facts, data and empirical evidence. There is little scope for normativism.

eg. during EIA procedure, it is crucial to assess the potential benefits and risks to environment to have objective decision making.

(C) Accountability means answerability. It is value of fixing responsibility for the acts done. It is crucial in governance.

eg. under RTI act, public information officers (PIOs) are accountable for any delays in response.

(d) Transparency broadly means openness in governance. It reflects how visible government procedures and functioning are.

eg. citizen charters in public office is a tool to ensure transparency by fixing deadlines and informing the nature of service.

(e) Impartiality in governance is the ability to serve political masters despite civil servant's own ideology. It is an important foundational value of civil services.

eg. bureaucrats are expected to serve impartially all in power irrespective of ideological tilts.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q14. You are the Deputy Commissioner of a hill district in Assam. Recently, the state government allotted nearly 5,000 bighas of land in this district to a cement company for setting up a large industrial unit. While the project promises significant employment and revenue, local tribal communities and environmental groups have raised objections. They argue that the land falls in an ecologically fragile zone, rich in biodiversity and critical to traditional livelihoods.

The High Court has flagged ecological concerns and sought detailed reports on the allotment process. You are tasked with preparing a comprehensive response for the court and simultaneously managing local tensions between those demanding jobs and those fearing ecological loss.

প্ৰশ্ন ১৪) আপুনি অসমৰ এখন পাহাৰীয়া জিলাৰ উপ-আয়ুক্ত। শেহতীয়াকৈ, ৰাজ্য চৰকাৰে এই জিলাত এটা বৃহৎ ঔদ্যোগিক গোট স্থাপনৰ বাবে এটা চিমেণ্ট কোম্পানীক প্ৰায় ৫০০০ বিঘা ভূমি আবণ্টন কৰিছিল। যদিও প্ৰকল্পটোৱে গুৰুত্বপূৰ্ণ নিযুক্তি আৰু ৰাজহৰ প্ৰতিশ্ৰুতি দিয়ে, স্থানীয় জনজাতীয় সম্প্ৰদায় আৰু পৰিৱেশগত গোটবোৰে আপুন্তি উত্থাপন কৰিছে। তেওঁলোকে যুক্তি দিয়ে যে ভূমিখিনি জৈৱ বৈচিত্ৰ্যৰে সমৃদ্ধ আৰু পৰম্পৰাগত জীৱিকাৰ বাবে গুৰুত্বপূৰ্ণ পৰিৱেশগতভাৱে দুৰ্বল অঞ্চলত আছে।

উচ্চ ন্যায়ালয়ে পৰিৱেশগত উদ্বেগবোৰ চিহ্নিত কৰিছে আৰু আবণ্টন প্ৰক্ৰিয়াৰ ওপৰত বিশদ প্ৰতিবেদন বিচাৰিছে। আপোনাক আদালতৰ বাবে এক ব্যাপক সঁহাৰি প্ৰস্তুত কৰা আৰু একে সময়তে চাকৰি বিচৰাসকল আৰু পৰিৱেশগত ক্ষতিৰ আশংকাত থকা লোকসকলৰ মাজত স্থানীয় উত্তেজনা পৰিচালনা কৰাৰ দায়িত্ব দিয়া হৈছে।

Questions:

- What are the main ethical issues and dilemmas arising in this case?
- Who are the stakeholders involved, and what are their likely concerns and expectations?
- As the Deputy Commissioner, what possible courses of action are open to you? Evaluate their merits and demerits, and state which course you would adopt with justification.
- Suggest long-term measures and systemic reforms to balance development with environmental protection in such situations.

প্ৰশ্ন:

- এই ক্ষেত্ৰত উদ্ভৱ হোৱা মূল নৈতিক সমস্যা আৰু দ্বিধাদ্বন্দ্ববোৰ কি কি?
- ইয়াৰ লগত জড়িত অংশীদাৰসকল কোন, আৰু তেওঁলোকৰ সম্ভাৱ্য উদ্বেগ আৰু প্ৰত্যাশা কি?
- উপ-আয়ুক্ত হিচাপে, আপোনাৰ বাবে কি কি সম্ভাৱ্য পদক্ষেপ আপুনি ল'ব পাৰে? ইয়াৰ গুণ আৰু দোষৰ মূল্যায়ন কৰক, আৰু যুক্তিৰ সৈতে আপুনি কোনটো পথ গ্ৰহণ কৰিব সেইটো উল্লেখ কৰক।
- এনে পৰিস্থিতিত পৰিৱেশ সুৰক্ষাৰ সৈতে উন্নয়নৰ ভাৰসাম্য বজাই ৰাখিবলৈ দীৰ্ঘম্যাদী ব্যৱস্থা আৰু পদ্ধতিগত সংস্কাৰৰ পৰামৰ্শ দিয়ক

(Answer in 250 words)

The above case is a scenario wherein environmental conservation is at loggerheads with infrastructural development. A delicate balance is thus needed.

(a) ethical issues and dilemmas

- ① public interest v/s corporate promotion.
- ② environmental conservation v/s infrastructural development.
- ③ biodiversity protection v/s employment opportunities.
- ④ traditional livelihoods v/s industrial growth.
- ⑤ ecological loss v/s demand for jobs.
- ⑥ plight of local tribals communities.
- ⑦ concerns of High Court (HC).
- ⑧ personal career v/s public interest.
- ⑨ subjective evaluation in report v/s objective data in report to HC.

(b) Stakeholders and their concerns and expectations

<u>Stakeholder</u>	<u>concern</u>	<u>expectation</u>
① state government	cancelled contract	approved project.
② cement company	primacy to environment.	go-ahead with land acquisition
③ tribals	ecological disaster	revoke the clearance.
④ high courts	disruption and unrest	objective assessment in the report
⑤ locals demanding jobs	may lead to exit of company	approval will benefit job creation

(c) Course of actions possible

- ① highlight the benefits and ignore the ecological concerns.

merits - ① infrastructure creation
② career advancement.

demerit - ① may cause future disasters
② tribal displacement.

② stop the clearance.

merit - ① environment is preserved

demerit - ① job loss and discontent.

③ objective assessment (course chosen)

merit - ① upholding safety protocols.

② following EIA.

③ display of professional competence

④ democratic attitude.

(d) long term measures & systemic reform

① ensure compliance to forest laws.

② effective EIA procedural meetings.

③ support to cottage and non-farm industries.

④ promote entrepreneurship in youth via local cash transfer.

Feedback
(For office use only)

Structure/
Presentation

Question
Interpretation

Content

Value Addition

Penalty (If any)

Total

Q15. You are a state government officer driving home late at night with your family after attending an official function. On a newly inaugurated flyover, you notice a group of young people gathered around parked vehicles. Initially, it appears they are stopping to take photographs — something that has become common on this flyover since its opening. However, on closer observation you notice signs of alcohol consumption, loud behaviour, and even some vandalism of the public property installed on the flyover. Some youths are blocking vehicles attempting to pass, while others are creating nuisance for commuters. Your spouse urges you not to stop, citing safety concerns for the family. Yet, your role as a civil servant makes you uneasy about ignoring the situation. You worry that neglecting the incident could endanger the public, while intervening directly might expose your family to personal risk.

প্ৰশ্ন ১৫) আপুনি এজন ৰাজ্য চৰকাৰৰ বিষয়া যিয়ে এটা চৰকাৰী অনুষ্ঠানত অংশগ্ৰহণ কৰাৰ পিছত আপোনাৰ পৰিয়ালৰ সৈতে ৰাতি দেৰিকৈ ঘৰলৈ যায়। নতুনকৈ উদ্বোধন কৰা উৰণীয়া সেঁতুত আপুনি লক্ষ্য কৰিব পাৰিব যে ৰাতি থোৱা বাহনৰ চাৰিওফালে যুৱক-যুৱতীৰ এটা দল গোট খাই আছে। আৰম্ভণিতে, এনে লাগিছে যে তেওঁলোকে ফটো তুলিবলৈ বৈছে-যিটো নতুনকৈ উৰণীয়া সেঁতু মুকলি হোৱাৰ পিছৰে পৰা সাধাৰণ হৈ পৰিছে। অৱশ্যে, ওচৰৰ পৰ্যবেক্ষণত আপুনি সুৰা সেৱন, চিঞৰ-বাখৰ, আৰু আনকি উৰণীয়া সেঁতুত স্থাপন কৰা ৰাজহুৱা সম্পত্তিৰ কিছু ধ্বংসৰ লক্ষণ লক্ষ্য কৰিব পাৰে। কিছুমান যুৱকে পাৰ হ'বলৈ চেষ্টা কৰা বাহনসমূহ অৱৰোধ কৰিছে, আনহাতে আন কিছুমানে যাত্ৰীসকলৰ বাবে অশান্তিৰ সৃষ্টি কৰিছে। পৰিয়ালৰ সুৰক্ষাৰ চিন্তাৰ কথা উল্লেখ কৰি আপোনাৰ পত্নীয়ে আপোনাক নৰখিবলৈ অনুৰোধ কৰে। তথাপিও, অসামৰিক কৰ্মচাৰী হিচাপে আপোনাৰ ভূমিকাই আপোনাক পৰিস্থিতিটো উপেক্ষা কৰাত অস্বস্তিৰ সৃষ্টি কৰে। আপুনি চিন্তিত যে ঘটনাটো অৱহেলা কৰিলে জনসাধাৰণ বিপদাপন্ন হ'ব পাৰে, আনহাতে পোনপটীয়াকৈ হস্তক্ষেপ কৰিলে আপোনাৰ পৰিয়ালটো ব্যক্তিগত বিপদাশংকাৰ সন্মুখীন হ'ব পাৰে।

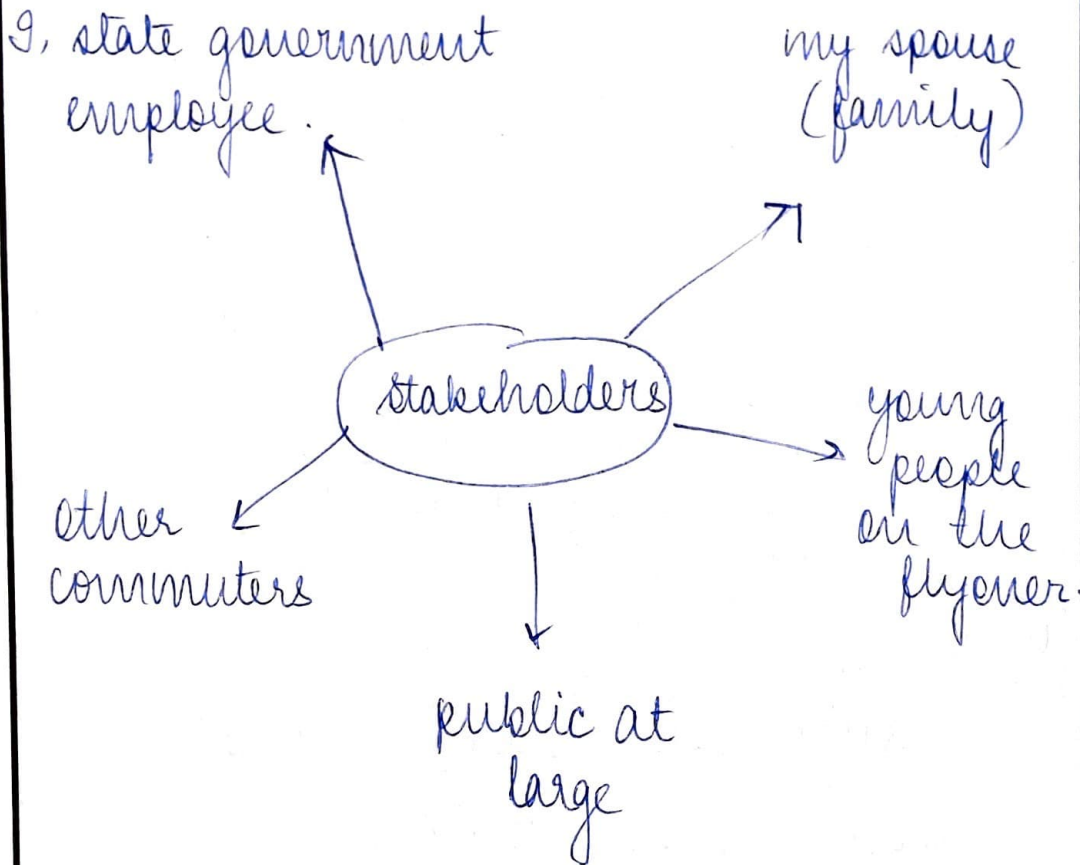
- In the given scenario, classify the values involved into personal values and professional values, and explain how they may conflict.
- As a civil servant, which key values would guide your response in this situation? What other qualities would help you apply these values in practice?

ক) প্ৰদত্ত পৰিস্থিতিত, ব্যক্তিগত মূল্যবোধ আৰু পেছাদাৰী মূল্যবোধৰ সৈতে জড়িত মূল্যবোধবোৰ শ্ৰেণীবদ্ধ কৰক, আৰু সেইবোৰ কেনেকৈ সংঘাত হ'ব পাৰে ব্যাখ্যা কৰক।

খ) এজন অসামৰিক কৰ্মচাৰী হিচাপে, কোনবোৰ মূল মূল্যবোধে এই পৰিস্থিতিত আপোনাৰ সঁহাৰি নিৰ্দেশনা কৰিব? আন কি কি গুণে আপোনাক এই মূল্যবোধৰ কাৰ্যক্ষেত্ৰত প্ৰয়োগ কৰাত সহায় কৰিব?

(Answer in 250 words)

The above scenario is a situation of public inconvenience and possible damage to public property. It requires detailed actions to be taken.



(a) Personal values	Professional values
① personal safety ② family's safety. ③ good samaritan. ④ not a dereliction of my duty.	① upholding public interest. ② security to public property. ③ safety of other commuters (selflessness).

Conflict between personal and professional values:

- ① While ignoring the situation ensure personal safety, it endangers public interest.
- ② going against my spouse's suggestion can create personal tensions in our relations.
- ③ public and other commuters have had to suffer for somebody's ignorance.
- ④ alcoholism may cause road accidents.
- ⑤ unruly behaviour may lead to crimes like eve-teasing.

⑥ my actions can hamper my career as it is not my duty to engage in such situations.

⑦ may lead to armed conflicts and verbal abuse.

(b) As a civil servant, following values would guide by response:

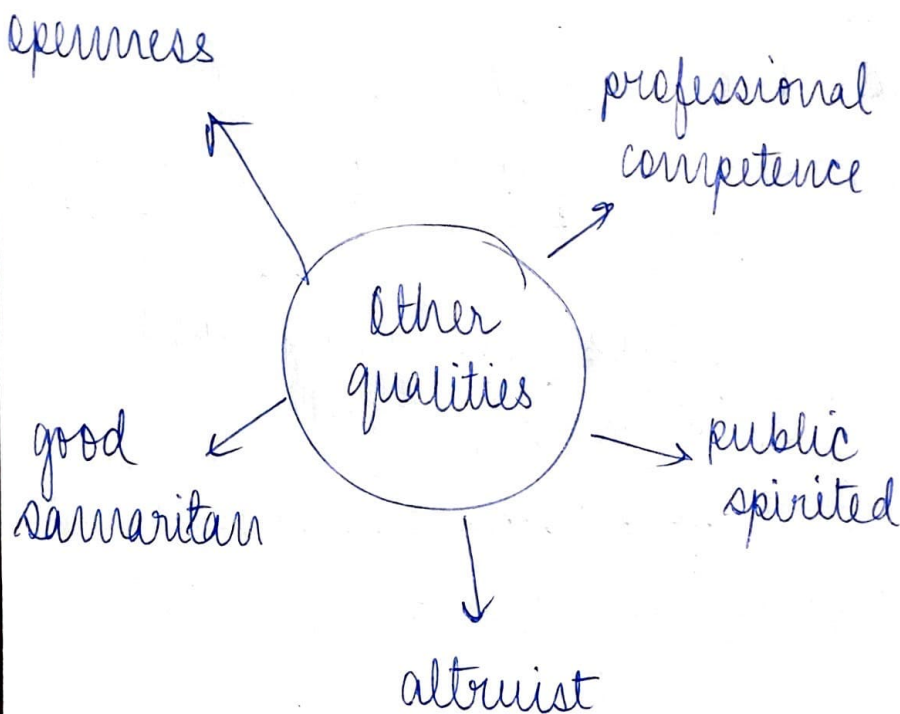
① selflessness, i.e., doing good for others with no future expectations.

② objectivity, i.e., to deal with issues of public.

③ honesty, as the acts threatens public order.

④ firm and committed reason and leadership.

- ⑤ display of integrity, temperance and fortitude.
- ⑥ show of awareness and situational context.



To solve the issue, it is crucial to remain calm and committed and display a sense of public-minded spirit.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q16. You are the Deputy Commissioner of an urban district. A young couple, Rahul and Aditi, have been living together in a rented flat for over a year. Recently, neighbours lodged complaints that their arrangement violates community norms, while the couple, both adults with valid identification, argue that their choice is protected under constitutional rights of privacy and dignity. The matter escalated when Aditi's parents submitted a written complaint, claiming their daughter is being "misguided" and urging administrative action. Meanwhile, the landlord has come under pressure from the housing society to evict the couple, even as a local NGO working on gender rights has petitioned you to ensure their safety and dignity. The issue has now attracted media attention, with some outlets supporting individual liberty and others criticising what they describe as the erosion of social values.

- What are the ethical issues and dilemmas arising in this situation?
- Who are the stakeholders involved, and what are their likely perspectives?
- As Deputy Commissioner, how would you balance constitutional rights, family concerns, and community sensitivities while ensuring dignity and social harmony?

প্ৰশ্ন ১৬) আপুনি এখন নগৰ জিলাৰ উপ আয়ুক্ত। বাহুল আৰু অদিতি নামৰ এগৰাকী যুৱ দম্পতীয়ে এবছৰৰো অধিক সময় ধৰি এটা ভাৰাৰ ফ্লেটত একেলগে বাস কৰি আহিছে। শেহতীয়াকৈ, চুবুৰীয়াসকলে অভিযোগ দাখিল কৰিছিল যে তেওঁলোকৰ এই একেলগে থকাৰ ব্যৱস্থাই সম্প্ৰদায়ৰ নিয়ম ভংগ কৰে। আনহাতে বৈধ পৰিচয় থকা দুয়োজন প্ৰাপ্তবয়স্ক দম্পতীয়ে যুক্তি দিছিল যে তেওঁলোকৰ এই সিদ্ধান্ত গোপনীয়তা আৰু মৰ্যাদাৰ সাংবিধানিক অধিকাৰৰ অধীনত সুৰক্ষিত। বিষয়টো অধিক জটিল হৈ পৰিছিল যেতিয়া অদিতিৰ পিতৃ-মাতৃয়ে তেওঁলোকৰ কন্যাক "বিপথে পৰিচালিত" কৰা হৈছে বুলি দাবী কৰি লিখিত অভিযোগ দাখিল কৰিছিল আৰু প্ৰশাসনিক ব্যৱস্থা গ্ৰহণৰ আহ্বান জনাইছিল। ইফালে, জমিদাৰজনে গৃহ নিৰ্মাণ সমিতিৰ পৰা দম্পতীহালক উচ্ছেদ কৰিবলৈ চাপৰ সন্মুখীন হৈছে, আনকি লিংগ অধিকাৰৰ ওপৰত কাম কৰা এটা স্থানীয় বেচৰকাৰী সংগঠনে আপোনাক তেওঁলোকৰ সুৰক্ষা আৰু মৰ্যাদা নিশ্চিত কৰিবলৈ আবেদন কৰিছে। বিষয়টোৱে এতিয়া সংবাদ মাধ্যমৰ দৃষ্টি আকৰ্ষণ কৰিছে, কিছুমান আউটলেটে ব্যক্তিগত স্বাধীনতাক সমৰ্থন কৰিছে আৰু আন কিছুমানে সামাজিক মূল্যবোধৰ অৱক্ষয় বুলি বৰ্ণনা কৰি সমালোচনা কৰিছে।

ক) এই পৰিস্থিতিত উদ্ভৱ হোৱা নৈতিক সমস্যা আৰু দ্বিধাসমূহ কি কি?

খ) জড়িত অংশীদাৰসকল কোন, আৰু তেওঁলোকৰ সম্ভাৱ্য দৃষ্টিভঙ্গী কি?

গ) উপ-আয়ুক্ত হিচাপে আপুনি মৰ্যাদা আৰু সামাজিক সম্প্ৰীতি নিশ্চিত কৰাৰ সময়ত সাংবিধানিক অধিকাৰ, পৰিয়ালৰ চিন্তা আৰু সম্প্ৰদায়ৰ সংবেদনশীলতাৰ মাজত কেনেদৰে ভাৰসাম্য বজাই ৰাখিব?

(Answer in 250 words)

The case in the above situation shows conflict between new liberal values and old conservative norms. Such cases are common in times of accelerated globalisation and urbanisation.

(a) Ethical issues and dilemmas

- ① prevalent practise of live-in relationships.
- ② alleged violation of community norms.
- ③ right to privacy v/s social norms.
- ④ individual liberty v/s group's choices.
- ⑤ safety and dignity of the couple.
- ⑥ allegation of Aditi being misguided.
- ⑦ public pressure on the landlord to act.
- ⑧ responding adequately to local NGO's petition.
- ⑨ eyes of media and public at large.

(b) Stakeholder's and their likely perspective:

- ① I (as Deputy Commission) → facing a tough situation to ensure social cohesion while upholding rule of law and protect freedom of individual
- ② Young couple viz, Rahul and Aditi → concerned about personal safety, dignity and residency.
- ③ neighbors → looked down on live-in relations; views it as against social values; wants to evict the young couple.
- ④ Aditi's parents → most likely disapprove Aditi's relation and against live-in relations too.

⑤ local NGO → advocating individual freedom and promoting gender rights; wants safety of couple.

⑥ landlord → concerned about hostility from both neighbors and local NGOs; fear of losing out on rent.

(C) As Deputy Commissioner, I would do the following:

① talk out with the couple and investigate claims of Aditi's parents.

② it is necessary to provide security to the aggrieved persons, the young couple in this case.

③ holding meeting with the housing society to spread awareness.

④ highlight apex courts decrees in cases like Puttaswamy and Navtej Singh Johar cases.

⑤ involve role models and persuade them to change the attitudes.

⑥ deploying social conditioning techniques from support of NGOs and media.

Bringing social change is a gradual process and timely intervention can promote solidarity and serve collective conscience. (Durkheim)

Feedback
(For office use only)

Structure/
Presentation

Question
Interpretation

Content

Value Addition

Penalty (If any)

Total

Q17. You are the Medical Superintendent of a major district hospital. Recently, a four-day-old infant in the NICU died, allegedly due to negligence by the assigned nurse. The nurse in charge has since been arrested on those charges. However, it has since emerged that she was solely responsible for overseeing over 20 babies; far exceeding recommended staffing norms. Media scrutiny has intensified, and hospital staff have voiced concerns that this individual may be made a scapegoat for systemic failures. A state-level inquiry has been launched, senior medical personnel have been suspended, and civil society groups are calling for both justice and institutional reform. Simultaneously, senior doctors are warning that excessive punitive action could demoralize staff already stretched thin. You must navigate this volatile situation while protecting patient safety, justice, and the morale of healthcare workers.

Questions

- What are the ethical dilemmas and underlying moral concerns presented in this scenario?
- Who are the main stakeholders, and what do they each seek?
- As Medical Superintendent, what immediate actions would you undertake to ensure fairness, accountability, and staff morale?
- What long-term institutional reforms would you propose to prevent similar tragedies and uphold ethical standards in hospital care?

প্ৰশ্ন ১৭) আপুনি এখন ডাঙৰ জিলা চিকিৎসালয়ৰ চিকিৎসা অধীক্ষক। শেহতীয়াকৈ NICU.-ত নিযুক্ত নাৰ্ছগৰাকীৰ অৱহেলাৰ ফলত চাৰিদিনীয়া এটা নৱ শিশুৰ মৃত্যু হোৱা বুলি অভিযোগ উত্থাপন হৈছে। দায়িত্বপ্ৰাপ্ত নাৰ্ছগৰাকীক সেই অভিযোগসমূহৰ বাবে গ্ৰেপ্তাৰ কৰা হৈছে। অৱশ্যে, এইটো কথা পোহৰলৈ আহিছে যে তেওঁৰ ওপৰত ২০ টাতকৈও অধিক শিশুৰ চোৱাচিতা কৰাৰ বাবে দায়িত্ব আছিল; পৰামৰ্শ দিয়া কৰ্মচাৰীৰ কামৰ নিয়মতকৈ বহু বেছি। সংবাদ মাধ্যমৰ পৰীক্ষা-নিৰীক্ষা তীব্ৰতৰ হৈছে, আৰু চিকিৎসালয়ৰ কৰ্মচাৰীসকলে উদ্বেগ প্ৰকাশ কৰিছে যে এই নাৰ্ছগৰাকীক পদ্ধতিগত বিফলতাৰ বাবে বলিদানকৰণ কৰাৰ দৰে হৈছে। ৰাজ্যিক পৰ্যায়ৰ তদন্ত আৰম্ভ কৰা হৈছে, জ্যেষ্ঠ চিকিৎসা কৰ্মীসকলক নিলম্বিত কৰা হৈছে, আৰু নাগৰিক সমাজৰ দলসমূহে ন্যায় আৰু প্ৰতিষ্ঠানিক সংস্কাৰ দুয়োটাৰে আহ্বান জনাইছে। একে সময়তে, জ্যেষ্ঠ চিকিৎসকে সতৰ্ক কৰি দিছে যে অত্যধিক শাস্তিমূলক ব্যৱস্থাই কৰ্মচাৰীসকলৰ মনোবল হ্ৰাস কৰিব পাৰে। আপুনি ৰোগীৰ সুৰক্ষা, ন্যায় আৰু স্বাস্থ্যসেৱা কৰ্মীসকলৰ মনোবল সুৰক্ষিত কৰি এই অস্থিৰ পৰিস্থিতিৰ পৰা হাত সাৰিব লাগিব।

প্ৰশ্নসমূহ

- এই পৰিস্থিতিত উপস্থাপন হোৱা নৈতিক দ্বিধা আৰু অন্তৰ্নিহিত নৈতিক উদ্বেগবোৰ কি কি?
- মুখ্য অংশীদাৰসকল কোন কোন, আৰু তেওঁলোকে প্ৰত্যেকে কি বিচাৰে?
- চিকিৎসা অধীক্ষক হিচাপে, নিৰপেক্ষতা, দায়বদ্ধতা আৰু কৰ্মচাৰীসকলৰ মনোবল নিশ্চিত কৰিবলৈ আপুনি কি তাৎক্ষণিক পদক্ষেপ গ্ৰহণ কৰিব?
- একেধৰণৰ শোকাৱহ ঘটনা প্ৰতিৰোধ কৰিবলৈ আৰু চিকিৎসালয়ৰ যত্নৰ ক্ষেত্ৰত নৈতিক মানদণ্ড বজাই ৰাখিবলৈ আপুনি কি দীৰ্ঘম্যাদী প্ৰতিষ্ঠানিক সংস্কাৰৰ প্ৰস্তাৱ আগবঢ়াব?

(Answer in 250 words)

The case of medical negligence has disturbed many over years, especially when about infants, as outlined above.

(a) ethical dilemmas and moral concerns

- ① death of infant due to medical negligence.
- ② shortage of medical personnel.
- ③ overburdened work schedule.
- ④ media trials and scrutiny.
- ⑤ low morale of staff.
- ⑥ suspension of senior doctors.
- ⑦ pressure from civil societies.
- ⑧ calls of justice and reform amidst institutional crisis.
- ⑨ lack of systemic reforms over due course of time.

(b) stakeholders

① J (medical superintendent) → seeking to ensure justice while ensuring organisational morality.

② hospital staff → wanting reforms and prevention of scapegoat politics.

③ senior doctors → worried about hospital's reputation and staff.

④ state government → wants to punish medical staff for negligence.

⑤ parents of dead infant → justice for their child.

⑥ media, civil society and public → want perpetrators to be punished; calls for reforms.

(c) my course of action

launch a full scale inquiry within my own department ; will include state inquiry panel members too.



suspend the responsible people for the death of infant and dismiss the staff and nurse.



I will resign myself accepting moral responsibility ; but before that outline lack of systemic requirements.



seek public apology and own up on behalf of my department.

(d) long-term institutional reforms

- ① adequate recruitment of staff as per NMC guidelines.
- ② vibrant roster system to prevent overburden.
- ③ adequate supply of essential equipment.
- ④ enlarged infrastructural capacities.
- ⑤ better inter-departmental coordination.

Such measures will ensure that monitoring is real time and responses are prompt.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q18. You are the Deputy Commissioner of a flood-prone district in Assam. After recent heavy floods, your administration began distributing relief materials such as food, blankets, and medicines. Complaints soon arise that contractors and some local officials are diverting supplies for private gain. Villagers accuse the administration of corruption, while civil society groups demand strict accountability. Some political leaders, however, advise caution, warning that hasty punitive action could disrupt existing arrangements. Meanwhile, junior staff suggest that "small leakages" are inevitable in emergencies. The credibility of the relief effort is at stake, and you must act swiftly.

Questions

- Identify the ethical values being violated in this case. How do such violations affect public trust in governance?
- In disaster situations, should efficiency take precedence over strict accountability? Critically discuss with reference to this case.
- What immediate steps would you take as Deputy Commissioner to restore credibility of the relief process?
- Suggest systemic innovations; technological or procedural; that can make disaster relief more transparent and ethical.

প্ৰশ্ন ১৮) আপুনি অসমৰ বানপানী-প্ৰৱণ জিলাৰ এজন উপ-আয়ুক্ত। শেহতীয়া প্ৰচণ্ড বানপানীৰ পিছত, আপোনাৰ প্ৰশাসনে খাদ্য, কস্বল আৰু ঔষধৰ দৰে সাহায্য সামগ্ৰী বিতৰণ কৰিবলৈ আৰম্ভ কৰিছিল। অতি সোনকালেই অভিযোগ উত্থাপন হয় যে ঠিকাদাৰ আৰু কিছুমান স্থানীয় বিষয়াসকলে ব্যক্তিগত লাভৰ বাবে যোগানৰ দিশ সলনি কৰি আছে। গাঁৱৰ লোকসকলে প্ৰশাসনক দুৰ্নীতিৰ বাবে দোষাৰোপ কৰে, আনহাতে নাগৰিক সমাজৰ দলসমূহে কঠোৰ দায়বদ্ধতা দাবী কৰে। কিছুমান ৰাজনৈতিক নেতাই অৱশ্যে সতৰ্কতাৰ পৰামৰ্শ দিয়ে, সতৰ্ক কৰি দিয়ে যে খৰখেদাকৈ শাস্তিমূলক ব্যৱস্থাই বৰ্তমানৰ ব্যৱস্থাসমূহ ব্যাহত কৰিব পাৰে। ইফালে, কনিষ্ঠ কৰ্মচাৰীসকলে পৰামৰ্শ দিয়ে যে জৰুৰীকালীন অৱস্থাত "সৰু সৰু কুৱটি" অনিবাৰ্য। সাহায্য প্ৰচেষ্টাৰ বিশ্বাসযোগ্যতা বিপদাপন্ন হৈছে, আৰু আপুনি দ্ৰুতভাৱে কাম কৰিব লাগিব।

প্ৰশ্নসমূহ

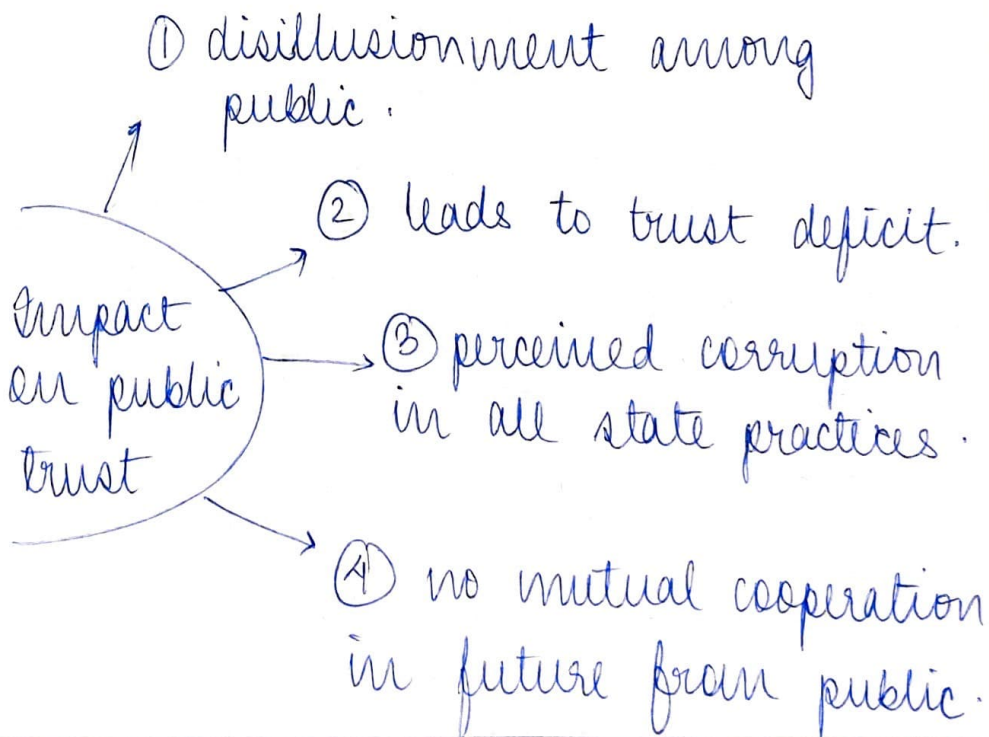
- এই ক্ষেত্ৰত উলংঘন কৰা নৈতিক মূল্যবোধসমূহ চিনাক্ত কৰক। এনে ধৰণৰ উলংঘনসমূহে প্ৰশাসনৰ ওপৰত জনসাধাৰণৰ বিশ্বাসক কেনেদৰে প্ৰভাৱিত কৰে?
- দুৰ্যোগৰ পৰিস্থিতিত কঠোৰ দায়বদ্ধতাকৈ দক্ষতাই অগ্ৰাধিকাৰ পাব লাগেনে? এই ক্ষেত্ৰ অধ্যয়নৰ সন্দৰ্ভত সমালোচনামূলকভাৱে আলোচনা কৰক।
- সাহায্য প্ৰক্ৰিয়াৰ বিশ্বাসযোগ্যতা পুনৰুদ্ধাৰ কৰিবলৈ উপ-আয়ুক্ত হিচাপে আপুনি কি তাৎক্ষণিক পদক্ষেপ গ্ৰহণ কৰিব?
- প্ৰণালীবদ্ধ উদ্ভাৱনৰ পৰামৰ্শ দিয়ক; প্ৰযুক্তিগত বা পদ্ধতিগত; যিয়ে দুৰ্যোগ সাহায্যক অধিক স্বচ্ছ আৰু নৈতিক কৰি তুলিব পাৰে।

(Answer in 250 words)

In the above case, people's trust in administration and organisational reputation is at stake. It demands tactful course of action.

(a) ethical values violated

- ① primacy to personal gain over public interest.
- ② low probity displayed.
- ③ lack of public-driven values of junior officials.
- ④ possible corruption nexus between contractors, politicians & officials.
- ⑤ secrecy and no accountability.



(b) In disaster situation

focus on
swift
evacuation
and
prompt
response

emphasis
on division
of work.

continuous
feedback and
real time
monitoring

Hence, efficiency has to complement accountability and not take precedence. It will enhance quality of response and ensure promptness.

Critical analysis

- ① "small" leakages" in the case are actually causing more harm.
- ② undemocratic attitude by officers have jeopardised relief efforts.
- ③ shows little emotional intelligence in public officers.

(c) Immediate steps

I will report on ground to personally oversee relief efforts.



Order inquiry against alleged complaints and if found guilty, will issue dismissal orders.



issue a stern warning against all (junior and senior) to follow their duty (kamt).



mandatory audit reports of the contractors.



Regular feedback from affected people.



work on preparing a detailed SOP for further action.

d) System innovations

- ① using GIS based mapping
- ↑
- ② effective early warning systems
- technology →
- ③ using drones to access remote areas
- ↓
- ④ using social media to ensure awareness

① ensure disaster preparedness

- ↑
- ② community capacity building
- Procedural →
- ↓
- ③ building disaster resilient infrastructure

Active collaboration with NGOs can augment better and prompt evacuation, thereby saving lives.

Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

Q19. You are the Head of a state government department. Over the past few years, to reduce expenditure, the department has steadily shifted towards hiring staff on short-term contracts through private agencies. While this has helped cut costs and maintain flexibility, it has also created new challenges. Contractual employees complain of job insecurity, irregular pay, lack of social security benefits, and fear of arbitrary termination. Many of them perform the same duties as permanent staff but at a fraction of the salary. Meanwhile, permanent employees argue that the over-reliance on contractual workers has lowered morale, widened inequality within the department, and weakened the overall work culture. Trade unions have begun staging protests, demanding regularisation of all contractual employees, while the finance department maintains that creating permanent jobs would place an unsustainable burden on the state exchequer. Civil society groups have also raised concerns about fairness and the ethical role of government as a model employer. With mounting public debate, you must decide how to balance fiscal prudence, employee welfare, and institutional efficiency.

- a. What are the ethical dilemmas faced by a public administrator in balancing fiscal prudence with fairness to employees?
- b. Examine the perspectives of different stakeholders in this case, highlighting the value conflicts involved.
- c. As head of department, what short-term measures would you adopt to address worker grievances without undermining efficiency?
- d. What long-term reforms are needed to create a work culture that is both just and sustainable in public service?

প্ৰশ্ন ১৯) আপুনি ৰাজ্য চৰকাৰৰ এটা বিভাগৰ মুৰব্বী। যোৱা কেইবছৰমানৰ ভিতৰত, ব্যয় হ্ৰাস কৰিবলৈ, বিভাগে নিৰন্তৰভাৱে ব্যক্তিগত সংস্থাৰ জৰিয়তে হ্ৰস্বম্যাদী চুক্তিত কৰ্মচাৰী নিযুক্তিৰ দিশত স্থানান্তৰিত হৈছে। যদিও ই ব্যয় হ্ৰাস আৰু নমনীয়তা বজাই ৰখাত সহায় কৰিছে, ই নতুন প্ৰত্যাহ্বানৰো সৃষ্টি কৰিছে। চুক্তিভিত্তিক কৰ্মচাৰীসকলে চাকৰিৰ নিৰাপত্তাহীনতা, অনিয়মিত দৰমহা, সামাজিক সুৰক্ষাৰ সুবিধাৰ অভাৱ আৰু স্বচ্ছাচাৰীভাৱে চাকৰিৰ পৰা বৰ্খাস্ত কৰাৰ ভয় আদি অভিযোগ উত্থাপন কৰে। তেওঁলোকৰ বহুতে স্থায়ী কৰ্মচাৰীৰ দৰে একে ধৰণৰ দায়িত্ব পালন কৰে কিন্তু অতি কম দৰমহা লাভ কৰে। ইফালে, স্থায়ী কৰ্মচাৰীসকলে যুক্তি দিয়ে যে চুক্তিভিত্তিক শ্ৰমিকসকলৰ ওপৰত অত্যাধিক নিৰ্ভৰশীলতাই মনোবল হ্ৰাস কৰিছে, বিভাগৰ ভিতৰত বৈষম্য বৃদ্ধি কৰিছে আৰু সামগ্ৰিক কৰ্ম সংস্কৃতি দুৰ্বল কৰিছে। সকলো চুক্তিভিত্তিক কৰ্মচাৰীক নিয়মীয়া কৰাৰ দাবীত শ্ৰমিক সংগঠনসমূহে প্ৰতিবাদ আৰম্ভ কৰিছে, আনহাতে বিত্ত বিভাগে কয় যে স্থায়ী চাকৰি সৃষ্টি কৰিলে ৰাজ্যৰ কোষাগাৰৰ ওপৰত এক স্থায়ী বোজা পৰিব। নাগৰিক সমাজৰ দলসমূহেও নিৰপেক্ষতা আৰু আদৰ্শ নিয়োগকৰ্তা হিচাপে চৰকাৰৰ নৈতিক ভূমিকাৰ বিষয়ে উদ্বেগ প্ৰকাশ কৰিছে। ৰাজহুৱা বিতৰ্ক বৃদ্ধি হোৱাৰ লগে লগে আপুনি বিত্তীয় বিচক্ষণতা, কৰ্মচাৰী কল্যাণ আৰু প্ৰতিষ্ঠানিক দক্ষতাৰ মাজত কেনেদৰে ভাৰসাম্য বজাই ৰাখিব লাগে সেই বিষয়ে সিদ্ধান্ত ল'ব লাগিব।

প্ৰশ্নসমূহ

- ক) কৰ্মচাৰীসকলৰ প্ৰতি নিৰপেক্ষতাৰ সৈতে বিত্তীয় বিচক্ষণতাৰ ভাৰসাম্য বজাই ৰখাত এজন ৰাজহুৱা প্ৰশাসকে সন্মুখীন হোৱা নৈতিক দ্বিধাদ্বন্দ্বসমূহ কি কি?
- খ) এই ক্ষেত্ৰত জড়িত মূল্যৰ সংঘাতৰ ওপৰত আলোকপাত কৰি বিভিন্ন অংশীদাৰৰ দৃষ্টিভঙ্গী মূল্যায়ন কৰক।
- গ) বিভাগৰ মুৰব্বী হিচাপে, দক্ষতা হ্ৰাস নকৰাকৈ শ্ৰমিকৰ অভিযোগ সমাধানৰ বাবে আপুনি কি কি হ্ৰস্বম্যাদী ব্যৱস্থা গ্ৰহণ কৰিব?
- ঘ) ৰাজহুৱা সেৱাৰ ক্ষেত্ৰত ন্যায্যসংগত আৰু বহনক্ষম উভয় ধৰণৰ কৰ্ম সংস্কৃতি গঢ়ি তুলিবলৈ কি কি দীৰ্ঘম্যাদী সংস্কাৰৰ প্ৰয়োজন?

(Answer in 250 words)

This is a classic example wherein government offices are left to choose between efficiency and fairness.

(a) ethical dilemmas in balancing fiscal prudence with fairness to employees:

- ① choice between permanent employees and casual workers.
- ② choosing between cost cutting and fairness in recruitment.
- ③ prioritising efficiency over regular recruitment.
- ④ ensuring social security v/s reducing public debt.
- ⑤ managing the already limited public funds.
- ⑥ ensuring the job creation is not the sole objective of administration.

(b)

① I (head of government department)

→ balancing fiscal prudence with efficiency.

→ conflicts over fairness v/s institutional goals.

② contractual employees

→ job insecurity and irregular pay.

→ conflicts over survival and dignity.

③ permanent employees

→ low morale and widened equality.

→ conflict over securing rightful place.

Stakeholders

④ trade unions

→ demand of formalisation

→ conflict over existence.

⑤ finance department

→ focus on fiscal prudence.

→ conflict over ensuring welfare.

(C) short-term measures

- ① quick evaluation of all contractual employees.
- ② formalisation of the 5 best and most efficient employees.
- ③ one-time hand-holding fiscal grant under discretionary funds to the remaining and terminating their contract.
- ④ capacity building and training measures for all employees.
- ⑤ sustained engagement to trade unions to address their grievances.

(d) long term reforms

- ① fair and transparent recruitment.
- ② proper reservation criteria to ensure wider representation.
- ③ employment of permanent staff.
- ④ gradual formalisation of casual worker (after 5-8 years).
- ⑤ reduced cost overruns to ensure fiscal prudence.
- ⑥ strengthen public service by adopting e-governance and continuous training.

Such holistic steps are likely to ensure robust public service standards.

Feedback (For office use only)
Structure/ Presentation
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Content
Value Addition
Penalty (If any)
Total