



FIRST MOCK APSC MAINS 2024

GS Paper IV

Duration: 3 Hrs

NAME:	NIHAR RANJAN DEKA	APSC ROLL NO: 9911004
DATE:		PHONE NO: -
EMAIL ID:		

(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		
3	10		
4	10		
5	10		
6	10		
7	10		
8	10		
9	10		
10	10		
11	10		
12	10		
SECTION B			Signature of the Student: <i>Nihar Ranjan Deka</i>
14	20		
15	20		
16	20		
17	20		
18	20		
19	20		
TOTAL:			Invigilator's Signature:
			NOTE: EVALUATION PERIOD FOR THE MAINS TEST SERIES COPY IS 10 DAYS.

DETAIL FEEDBACK

ALL THE BEST

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

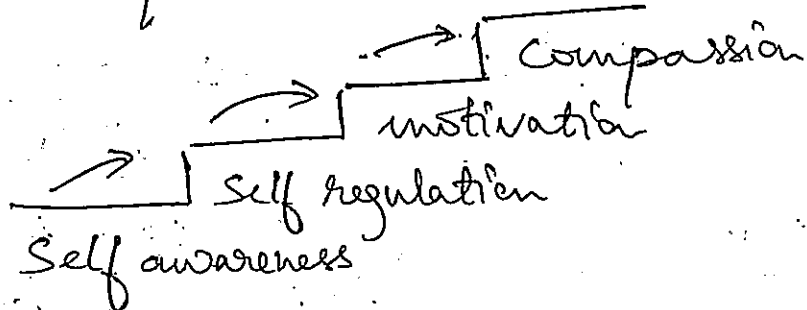
প্রশ্ন ১) "শিক্ষাই চরিত্র নির্মাণ করিব লাগিব, শিক্ষার্থীসকলক নৈতিক, যুক্তিসঙ্গত, সহানুভূতিশীল আৰু যত্নশীল হ'বলৈ সক্ষম করিব লাগিব।" মন্তব্য কৰক।
 (Answer in 150 words)

"Education that doesn't mould character is wholly worthless"
 - Mahatma Gandhi

This quote emphasizes on the importance of value based education.

Education must build character as-

(i). It allows one to develop intra and interpersonal intelligence



(ii). It enables us to be considerate of others conditions

eg - Chandraprabha Sankarani
 advocating for female rights

Education with character enables learners to be -

Ethical → ① develop integrity
eg - Anandaram Baruah

→ ② Be true to ourselves and others.

Rational → ① Contextual decision making

→ ② Best utilization of resources
eg - During emergencies
like flood

Compassionate & caring → ① Develop good communication skills to convey welfare measures.
eg - Nudge policies

Hence, education should always focus on building character as well. Initiatives like Nulya Prabha are working towards it.

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 অনুসন্ধানৰ 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)

Recent cases of fraudulent certificates like that of Neha Kelkar C.A.S probationer highlight the systemic loopholes and administrative challenges.

→ (1) Certificates are issued without proper vetting.

Systematic loopholes & administrative challenges in verification as

→ (2) Tendency among people to misuse affirmative actions

This poses ethical challenges

(1) Lack of regard for rule of law
 Eg. EWS misused during APSC

job application led government to scrap EWS reservation.

(ii) Poor inculcation of values

also administrative challenges like

(a) "Bounty to the well-off"
eg - w/o caste reap 80% benefits (DoP).

(b) Perpetual "race to the back" mentality.

Enforcement integrity can be ensured

Systematic → Data driven policy making
eg upcoming socio economic caste census

→ Revisit idea of sub-categorization (Dandekar Singh case)

Digital → Digital verification of documents
→ Record keeping
eg ₹8 L income ⇒ No EWS

Hence we need systematic and digital reforms

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 গ্রেপ্তারের নৈতিক দিশবোঝ সমালোচনামূলকভাবে মূল্যায়ন করক। দায়বদ্ধতা বজাই রাখি কেনেদরে পদ্ধতিগত নিরপেক্ষতা নিশ্চিত করিব পাৰি?

(Answer in 150 words)

Various instances of high profile arrests have surfaced recently like political leaders, film actors etc.

Such arrests has ethical dimensions as well.

Positive dimension:

- Upholds 'rule of law': not even politicians are above law.
- Ensures constitutionalism and keeps check upon law makers as well.

Negative dimension:

- may be used for political vendetta
- "CBI caged parrot" (Coal gate scandal) remarks by Supreme Court.
- Use law enforcement agencies whimsically

Procedural fairness can be ensured while upholding accountability (answerability for task done or action taken) as-

→ ②. Proper transparency throughout the process of bringing justice.

Procedural fairness by

→ ① Following the provision of Audi-alterum Partem to ensure impartiality.

→ ③. Maintain depersonalized analysis Shakeshivhar.

Such procedure will help to do away any ethical cloud while upholding accountability.

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 ফাঁদিল কিয় হয়? এইবোৰে ছাত্র ছাত্রীৰ মনোবল আৰু প্রশাসনৰ বিশ্বাসযোগ্যতাক কেনেদৰে প্ৰভাৱিত কৰে? (Answer in 150 words)

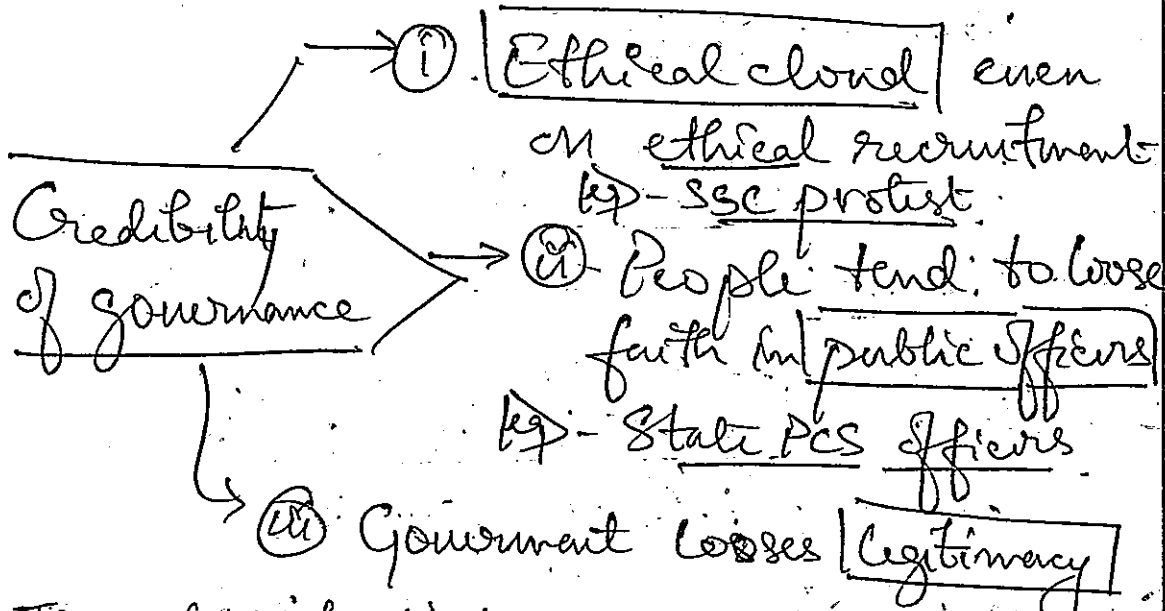
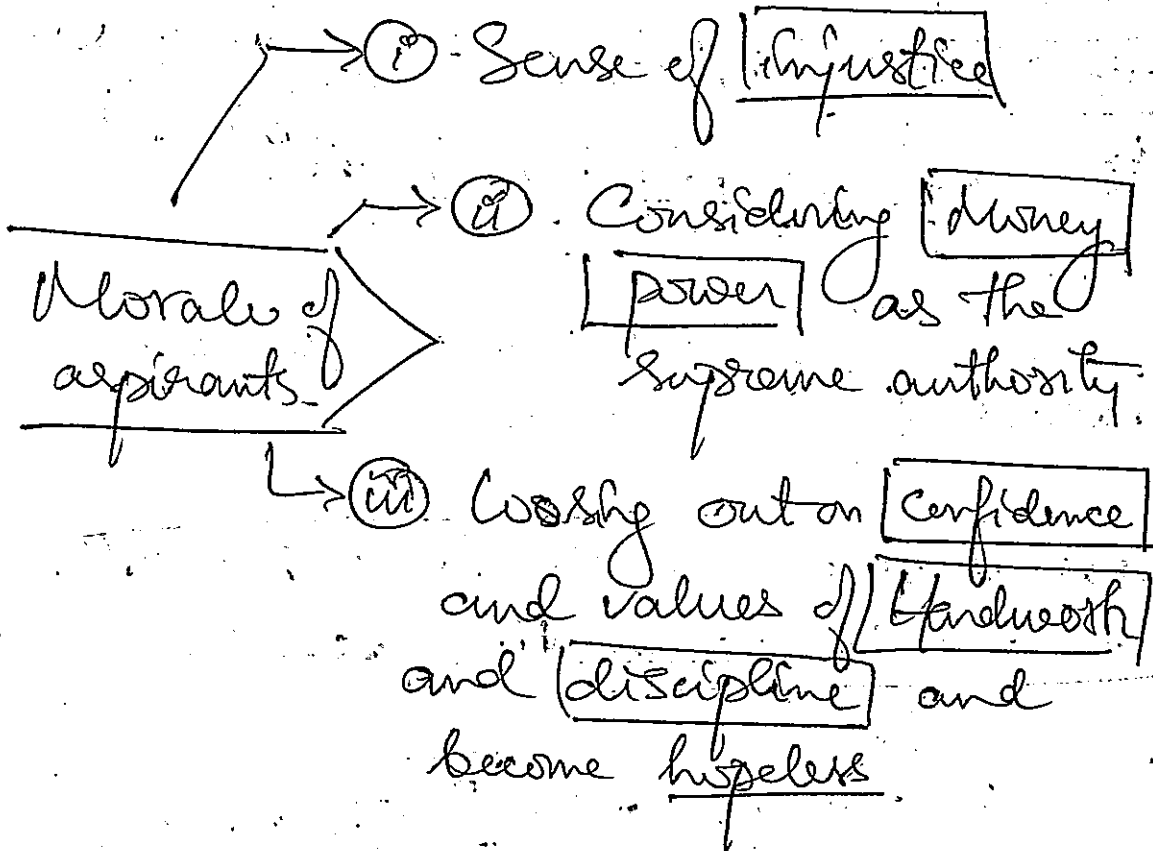
Recently, various instances of examination leaks have surfaced,
 eg - The SSC paper leak etc

There are various underlying reasons for such acts

Reasons of examination leaks repeatedly in recruitment bodies are

- (i) Considering only Instrumental value of jobs
- (ii) Considering corruption as a done thing
- (iii) Intense competition with scarce job opportunities
- (iv) Attitude of people that "If I don't, someone else will"

Such instances have mult
pronged impacts on -



It is important to curb such instances & effectively instill public faith in governance and keep aspirants morale up.

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)

Compassion is the value which allows us not only to feel the plight of others but also to act to relieve them of it.

The above quote links Religion with compassion, as etymologically religion is "religare" which means "to connect" → people to people.

Compassion enrich governance beyond rules and regulations as —

- ① It allows us to go out of the Box to help others
 ↳ Kishu palli (IAS) helped distributed relief material in cachar floods
- ② Prismatic innovation in public services

→ Sandeep Nandini (IAS) making Cafe Able for the disabled people

(ii) Make a "True leader" of the people
→ Gopinath Bordoloi often gave away his salary to the needy.

Compassion can shape more humane and inclusive administration as

(i) By having analysis of situation from "Shakshi Bhav"

→ Supreme court animal rights in A. Nagaraja case.

(ii) Promotes tolerance in people.

→ Homosexuality in Nandini's Ther

(iii) Upholds constitutional values

→ Right to life for all in a dignified manner

Hence Compassion as a value allows us to rise beyond self

Feedback (For office use only)
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?

প্রশ্ন ৬) অসামরিক কর্মচারীসকলৰ দ্বাৰা সামাজিক মাধ্যমৰ বৰ্ধিত ব্যৱহাৰে ৰাজহুৱা জীৱনত সত্যনিষ্ঠা ৰজাই 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)

Social media use has skyrocketed and civil servants have become somewhat celebrities with thousands of followers.

However, the growing use of Social media creates dilemma in maintaining probity in public life.

→ ① It creates a need of being liked and known

Arguments
in favour.

eg → Abhishek Singh (IAS) flaunts his job role.

→ ② It is against the code of conduct rule of 'anonymity'

→ ③ Social media allows instant information dissemination

Arguments
against

eg → Priya Sharmagan (IPS) and social media against false news.

However, a well defined Code of conduct can protect credibility while ensuring reasonable freedom.

① By ensuring that official duties shall not be posted on private social media handles

② No flaunting of public resources
eg - Govt. vehicles flexing

③ No individual heroism
eg - Relief material disbursement photos

④ Can use for information dissemination
eg - Against fake news, emergencies like COVID etc

⑤ Inspire youth
eg - Ted Talks etc

Social media can be a 'double edged sword' and needs adequate handling

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)

Neo-Vaishnavite movement was started by Srinanta Shankardeva in Assam in 15th 16th century.

The movement still continue to offer insights for ethical governance in contemporary times as -

- i. It treated every religion as equal, hence secularism as a value.
- ii. It was against excessive materialism and rituals.
This can be seen in the removal of Bacon from VIP cars.
- iii. Vaishnavism took everyone into its care despite different background.

This can be seen in the welfarism
to the needy individual.

- ② Varshmanism promoted cultural heritage (eg Bhaona, Naamets)
This is reflected in present day efforts to conserve tradition
eg - Satra sayog, ₹1500 grant
to elderly Bhakats (Assam
Budget 2025-26).

- ③ Varshmanism taught harmonious
unity with nature, governance
measures of sustainable development
is in line to it.

Thus the teaching of Neo-Varshmanism
remain timeless even in
contemporary governance.

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

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?

প্রশ্ন 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)

"I believe that in order to have a nation of beautiful minds, mother, father and teacher are foundations"

— A.P.J. Abdul Kalam

This highlights the role of family as the first school of virtue. However, with growing urbanisation the cohesion between family has weakened as seen in shift from joint to nuclear families, this has altered the

Transmission of values as-

① Children are getting more and more detached to distant family
 ↳ Cousins, uncles etc

② Cultural amnesia and lost traditions

eg- Bed time stories by grandparents is of bygone era

(iii) Collectivism as a value is loosely relevance with focus on individualism

eg- Private room, phone etc

Ethical challenges that these create for younger generations in today's society

(i) Growing distance from family

(ii) More reliance on digital devices and social media

(iii) Loosely cut on heritage and culture

eg- Seeking blessing of elders on Bihu

Urbanisation and globalisation along with all benefits have also brought these ethical challenges.

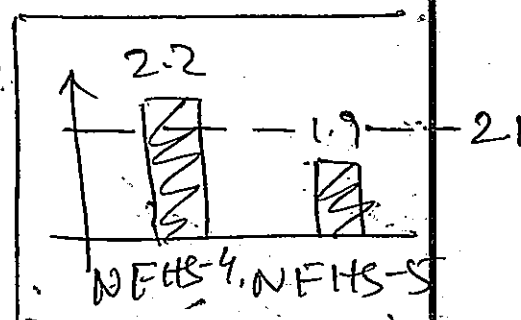
Feedback (For office use only)
Structure/ Presentation
Question Interpretation
Content
Value Addition
Penalty (If any)
Total

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 ক্ষমতাৰ হাৰ হ্ৰাস পোৱাৰ লগে লগে আধুনিক সমাজত আনকি একক পৰিয়ালবোৰো হ্ৰাস 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)

As per the NFHS-5 the total fertility rate has gone to 1.9 below replacement rate (RR)



Declining fertility rates even nuclear families are shrinking

① Rise of Double-Income No-Kids (DINK) families

② People consider children as liability rather than family

This demographic shift challenges value transmission as -

① No new family to carry forward the values

① Old values become redundant with no new ideas to transfuse

Challenge on dignity of elderly
→ ② No one to take care during old age
→ ③ Risky old age homes in India

→ ④ No one to call as "son"
Risk during old age
causing depression + loneliness

→ ⑤ Promote a nudge policy to keep fertility in Replacement rate

Ways State & Community to preserve ethical balance
→ ⑥ Community peace and compassion for old age care

State and community can play its part to preserve ethical balance

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 above quote emphasizes how the ethical choices of a nation can define its stature (moral standing in this context).

Ethical choices define a nation's stature: more than strength

① India despite of global world order shift maintains a Vishwam Bandhu approach

★ PM positive response to Trump's tweet post Tramfin.

② Despite difference help by nations in need

★ Operation DOST to Turkey despite its Cashmir stance

② - Not retaliating blatantly despite being provoked

eg - only terrorist camps targeted at Operation Sindoor

However, there are arguments against it as well.

→ ① ~~Threatening to~~ Blocky
Indus water post
Pahalgan ~~attack~~ attack

Ethical
choices of
India showy
Strength

→ ② Clear its stance
for power projection

eg - Tianjin summit post
USA's 50% tariff

"It is moral responsibility to
secure best deals for Indians."

- S. Jaishankar

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 শ্বাসকন্ধকৰ 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)

Purna Swaraj of Gandhiji aimed to awaken the kingdom of God within. However, corruption is a problem.

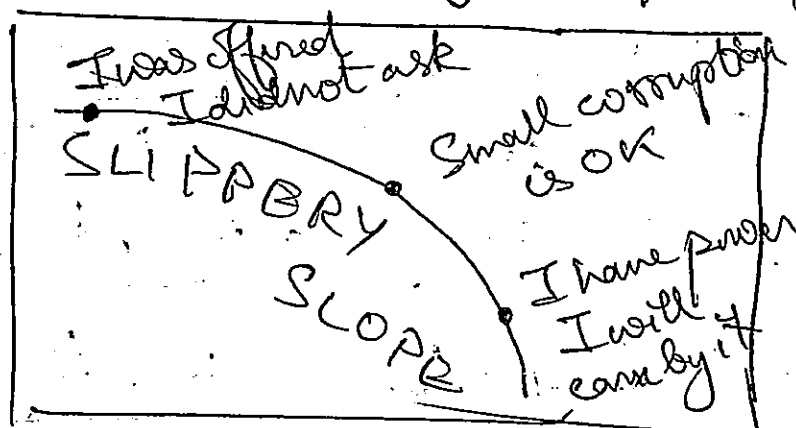
Purna Swaraj can't become reality if we don't address corruption.

① It will keep the country hollow.

② People will always focus on self goals rather than duties.

③ We don't have enough resources for our greed but just needs.

- Corruption Persists due to
- (i) Mentality of corrupter is grease to governance
 - (ii) It is a "line thing"
 - (iii) Slippery slope argument



- affliction moral fabric
- (i) Deteriorate public Trust
 - (ii) Governance faith reduces
 - (iii) Consider officials as organised Bandits (Murray Rothbard)
- Hence, corruption must be effectively dealt with

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, তেত্তে আপোনাৰ জিলাত দায়িত্বহীনভাৱে গোটা আৱৰ্জনা নিকাশনৰ সমস্যা সমাধানৰ বাবে আপুনি কি পদক্ষেপ ল'ব? (Answer in 150 words)

India disposes about 2000 truck loads of solid waste every day as per World Bank.

This calls for urgent attention in solid waste management.

As a D.C steps I would take to address issue of irresponsible solid waste disposal

① Immediate measures:

→ Timely waste collection by municipality bodies

→ Adequate dumping in all required locations.

→ Heavy penalty on irresponsible disposal

②. Short term:

→ Awareness drives on media and social media:

eg use D.C social media handle:

→ Drives in schools as was done in case of the "Jal Dost" initiative

③. Long term:

→ Capacity Building of the municipal Bodies

→ Procure adequate technologies

eg Super Suckers of GMC

→ Also, attitudinal change of people for viability

eg Chapter of chambers in school

"Chambers is the first step towards God" — Gandhi.

Feedback
(For office use only)

Structure/
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Value Addition

Penalty (If any)

Total

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

- Integrity
- Objectivity
- Accountability
- Transparency
- Impartiality

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

- সত্যতা
- বস্তুনিষ্ঠতা
- দায়বদ্ধতা
- স্বচ্ছতা
- পক্ষপাতহীনতা

(Answer in 150 words)

① Integrity is consistency in speech, thought and action and doing the right thing even when none is watching.

→ Gopinath Bordoloi approaching Jawaharlal Nehru for Assam separation from group-C in Cabinet mission plan 1946.

② Objectivity is rule based action and following deontological perspective.

→ It is duty for the sake
of duty.

eg- Frontline workers during
Covid-19 were doing duty
despite risk

② Accountability is taking respon-
-sibility for actions done
or decision taken.

eg- Lal Bahadur Shastri
resigned as railway minister
post accident of train

③ Transparency is the value of
openness in discharge
of duty

eg Sewa Setu portal

allows to view status
of application.

③ Impartiality is the act of
dispassionate action with
not attachment to anyone
"i.e. Shakshi Bhav"

eg- Arjun fighting against
his own family in
Mahabharata war

Feedback
(For office use only)

Structure/
Presentation

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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.

প্রশ্ন 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 আৰণ্টন কৰিছিল। যদিও প্ৰকল্পটোৱে গুৰুত্বপূৰ্ণ নিযুক্তি আৰু ৰাজহৰ প্ৰতিশ্ৰুতি দিয়ে, স্থানীয় জনজাতীয় সম্প্ৰদায় আৰু পৰিৱেশগত গোটবোৰে আপত্তি 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 আৰণ্টন প্ৰক্ৰিয়াৰ ওপৰত বিশদ প্ৰতিবেদন বিচাৰিছে। আপোনাক আদালতৰ বাবে এক ব্যাপক সঁহাৰি প্ৰস্তুত কৰা আৰু একে সময়তে চাকৰি বিচাৰাসকল 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.

প্রশ্ন:

ক) এই ক্ষেত্ৰত উদ্ভৱ হোৱা মূল নৈতিক সমস্যা আৰু দ্বিধাদ্বন্দ্ববোৰ কি কি?

খ) ইয়াৰ লগত জড়িত অংশীদাৰসকল কোন, আৰু তেওঁলোকৰ সম্ভাৱ্য উদ্বেগ আৰু প্ৰত্যাশা কি?

গ) 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।

ঘ) এনে পৰিস্থিতিত পৰিৱেশ সুৰক্ষাৰ সৈতে উন্নয়নৰ ভাৰসাম্য বজাই ৰাখিবলৈ দীৰ্ঘম্যাদী ব্যৱস্থা আৰু পদ্ধতিগত সংস্কাৰৰ পৰামৰ্শ দিয়ক

(Answer in 250 words)

The given case study pertains to a situation where government has allotted ecologically fragile land to cement industry causing tussle between economy v/s environment. The High court has intervened and tensions are building up.

a)
&
b)

Stakeholders

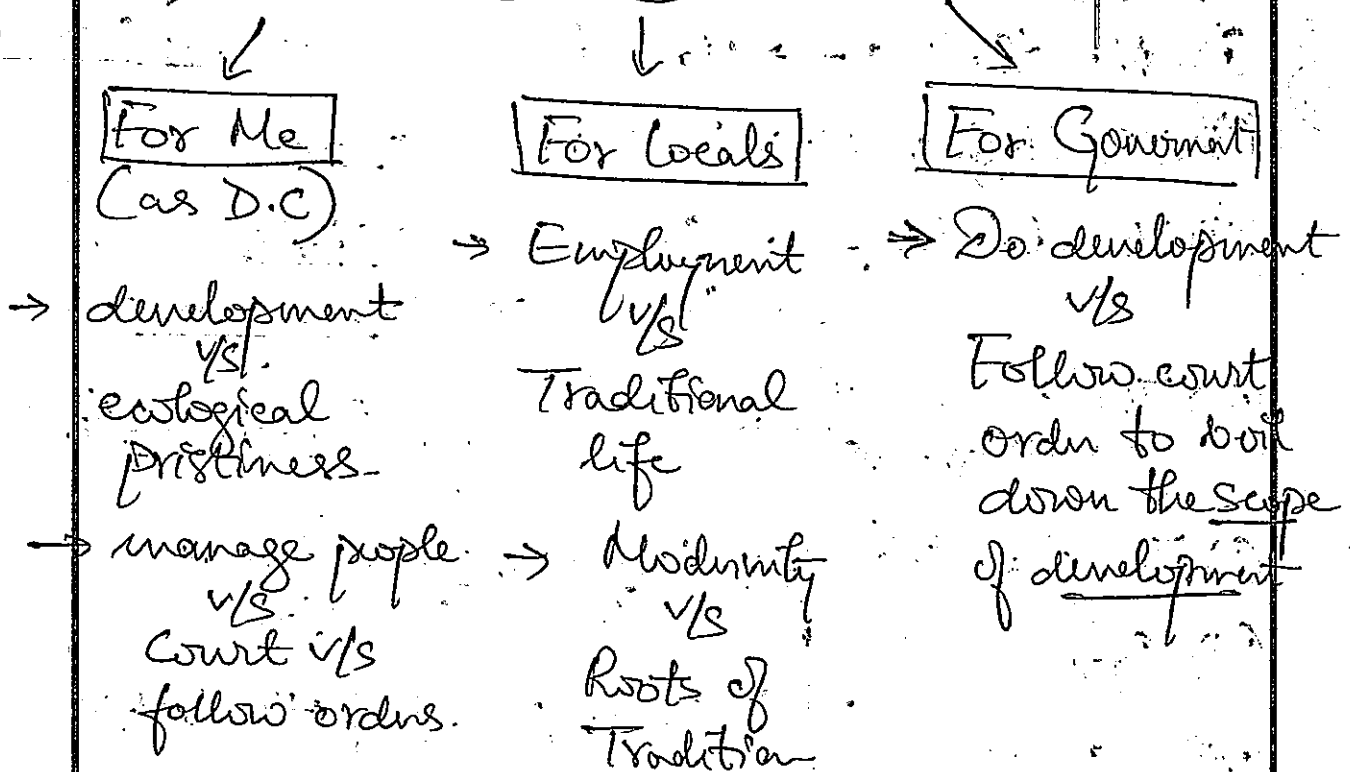
Stakes

- | | |
|---------------------------------------|--|
| (i) Mr, the D.C. | → Have to balance <u>ecology</u> & <u>environment</u> |
| (ii) The High court | → Has ordered <u>probe</u> |
| (iii) The locals | → Some want <u>jobs</u>
→ Some want <u>environment</u> |
| (iv) The environment-
alist groups | → Concern for <u>Biodiversity</u> |
| (v) The Industrialist | → <u>Business</u> motive +
<u>legal sanction</u> |
| (vi) Government | → <u>Development</u> of hill district |
| (vii) Society | → <u>Employment</u> & <u>environment</u>
<u>quality</u> |

Ethical issues arising in the case

1. → @. Disregard to environment
- Ethical Concern → (b) Traditional livelihood at risk
- ↳ (c) No judgement for environment fragility
- ↳ (d) Ignorance to local and environmental groups plight

Ethical dilemmas involved



c) Possible course of action to me:

Option 1: Prepare a report favouring development and take high handed approach

<u>Ment</u>	<u>Dement</u>
① Ensure jobs.	① Locals suffer
② Credibility of government.	② Environment suffers
③ Industrialist Happy	③ Biodiversity loss
	④ Traditions lost

Option 2: Prepare a balanced report.

Merit

- ① Ensure sustainable development
- ② Jobs + Traditions
- ③ Balanced approach

Demerit

- ① Scope of development may be little less
- ② No other as such

Option 1 would choose & justification → I would go with option 2.
→ It will balance all stakeholders.
→ I am guided by Buddha's [Madhyamk Marg].

d) Long term measures & Systemic reforms

①. Proper Environment Impact assessment with public scrutiny.

② Employ techniques like "Akiyawaiki" and Hydroponics to plant forest in other places

③ Use schemes like "CAMPDA" and Green credit effectively

Such measure will ensure economy with environment, rather than economy vs environment

Feedback
(For office use only)

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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.

প্রশ্ন 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 ৰৈছে-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।

a. In the given scenario, classify the values involved into personal values and professional values, and explain how they may conflict.

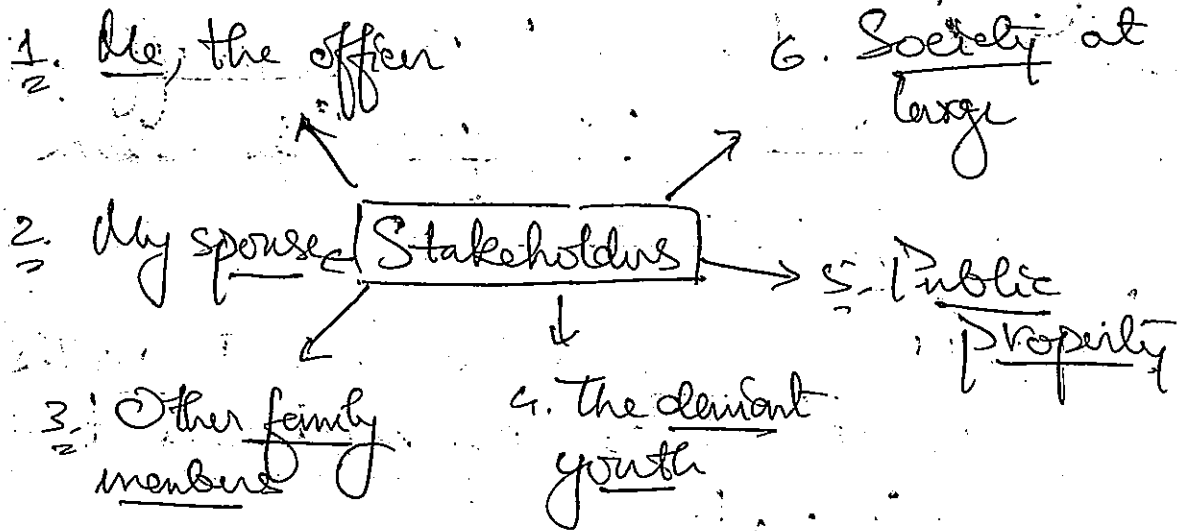
b. As a civil servant, which key values would guide your response in this situation? What other qualities would help you apply these values in practice?

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

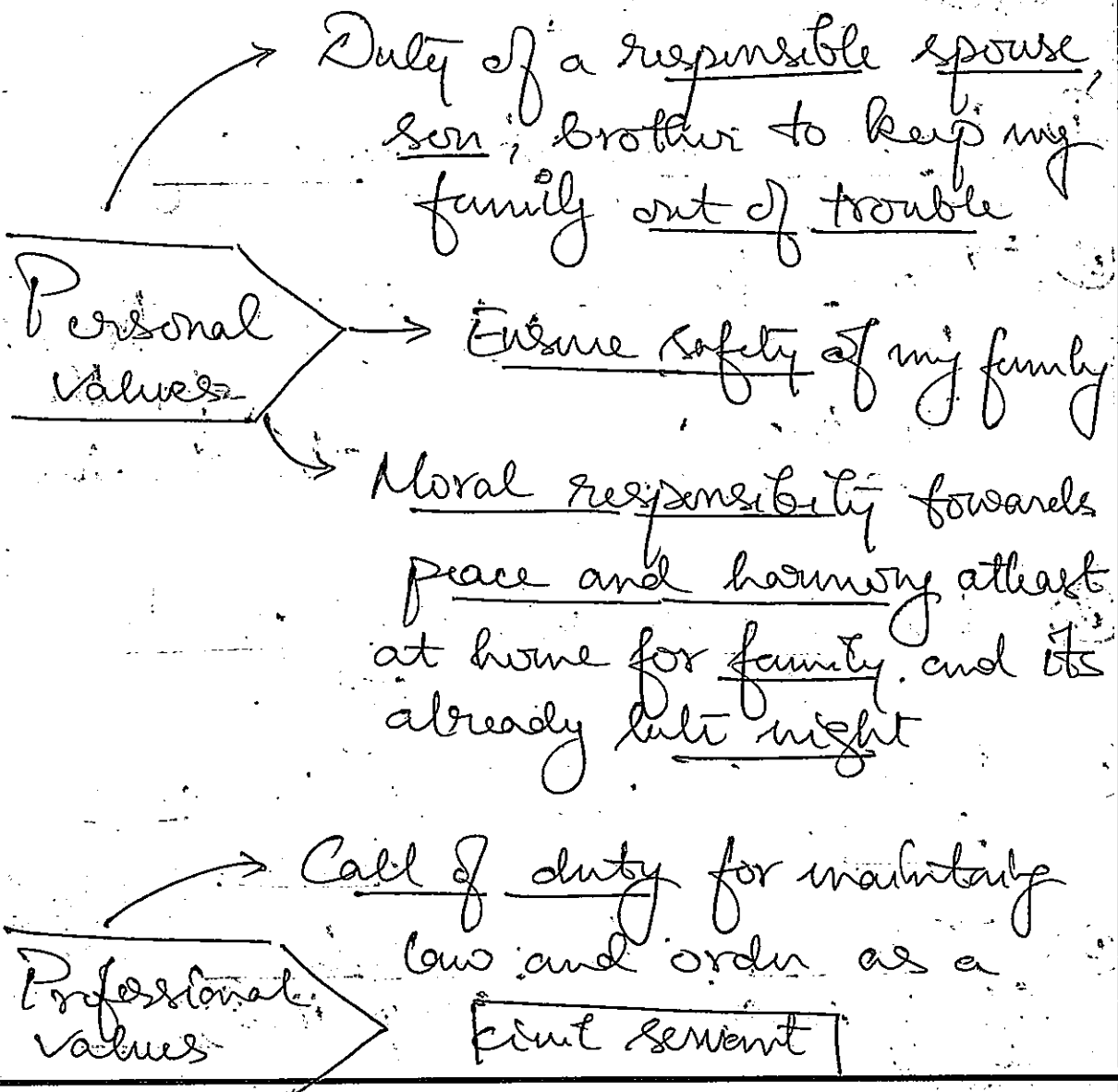
খ) এজন অসামৰিক কৰ্মচাৰী হিচাপে, কোনবোৰ মূল মূল্যবোধে এই পৰিস্থিতিত আপোনাৰ সহায় নিৰ্দেশনা কৰিব? আন কি কি গুণে আপোনাক এই মূল্যবোধ কাৰ্যক্ষেত্ৰত প্ৰয়োগ কৰাত সহায় কৰিব?

(Answer in 250 words)

The given scenario is of a late night post official function to home with my family, when I observe some ~~a~~ delinquent youths creating nuisance. My family safety prevents me from intervening but official duty contradicts.



a) Values Involved in this scenario



→ A civil servant is never off duty, 24x7 job. (the essence of civil service).

→ Public safety is paramount as the youth are causing nuisance to commuters.

But my personal and professional values contradict as -

- (i) Family safety v/s Public safety
- (ii) Mental trauma for kids v/s Protecting the same for the other commuters.
(if there are any with me).
- (iii) Family man v/s Duty oriented officers
- (iv) Responsible spouse v/s Responsible civil servant
- (v) Technology v/s deontology.
(family safety) (stop them)

6) As a civil servant, the key values that would guide my response are -

(i) Integrity of doing the right thing.

(ii) Accountability towards public safety.

(iii) Dedication towards public service the core value of civil service.

(iv) Deontological perspective as duty for the sake of duty.

(v) Utilogy as stopping the growth will benefit wide sections of people.

Other qualities that would help me to apply these values are -

(i) Honesty towards my duty.

- (i) My moral conscience guiding me to take action
- (ii) My emotional intelligence to act accordingly in such conditions
- (iii) My attitude and persuasion skills.

My course of action

- (i) I shall call for backup (if the number of demant youth are too many) from my colleagues and the police
 - (ii) ~~I am guided~~ Since the youth are intoxicated there is no point of trying to persuade them
 - (iii) I have to ensure public safety, as well
 - (iv) I am guided by Kantian idea of "Duty for sake of duty"
- I applied threshold ontology

Feedback (For office use only)
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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.

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

প্রশ্ন ১৬) আপুনি এখন নগৰ জিলাৰ উপ আয়ুক্ত। ৰাহুল 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 given case study is of a situation where two adults are in a live-in relationship with mutual consent but are facing pressure from various fractions of society and family. The media is escalating the issue making the matter very sensitive.

Ques.
a).

Ethical issues in this situation

- ① Disregard to Right to privacy (fundamental right)
- Ethical Concern.

→ ② No freedom of choice to even adult members

→ ③ Societal values, per se

→ ④ Media sensationalism of a private matter.

→ ⑤ Majoritarianism

→ ⑥ Compromise of constitutional morality.

Ethical dilemmas

① For Me as DC.

- Acting on family complaint v/s No action as the relation is mutual
- Handling media v/s Handling Societal pressure

②. For the couple

→ Follow family's wish and separately v/s Stay true to their partners

→ Cede to societal pressure v/s Hold firm on Constitutional rights

③. For Society, Media

→ Traditional values v/s Modernity

→ Embrace new ideas and choice of youth v/s Shield their children from so called westernization

④. For Landlord

→ Keep the Couple Safe v/s Empty the flat as per demand

6) Stakeholders

1. Me (the D.C.)

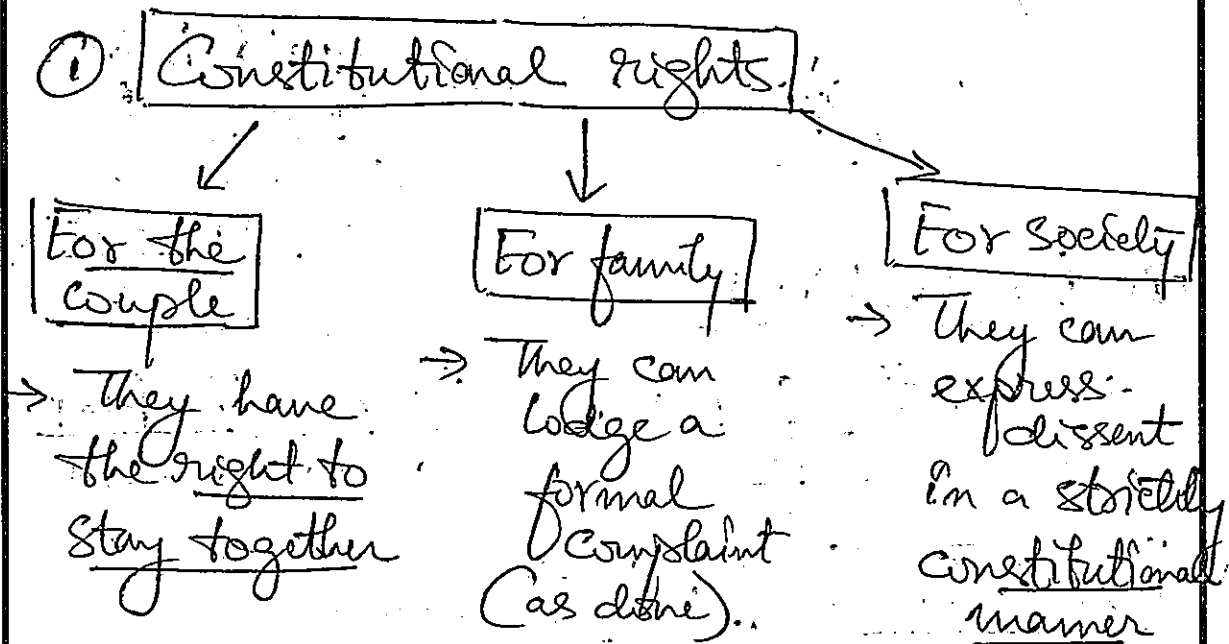
→ managing various stakeholders like the Couple, aditi's family, NGO, media etc

2. The couple

→ Their relationship is at risk

- ③ The family → family's image and their kids.
- ④ The landowner → possibility of violence in case of inaction.
- ⑤ Society at large → maintain status quo or embrace modernity.

c) As a Deputy Commissioner, I would balance as follows -

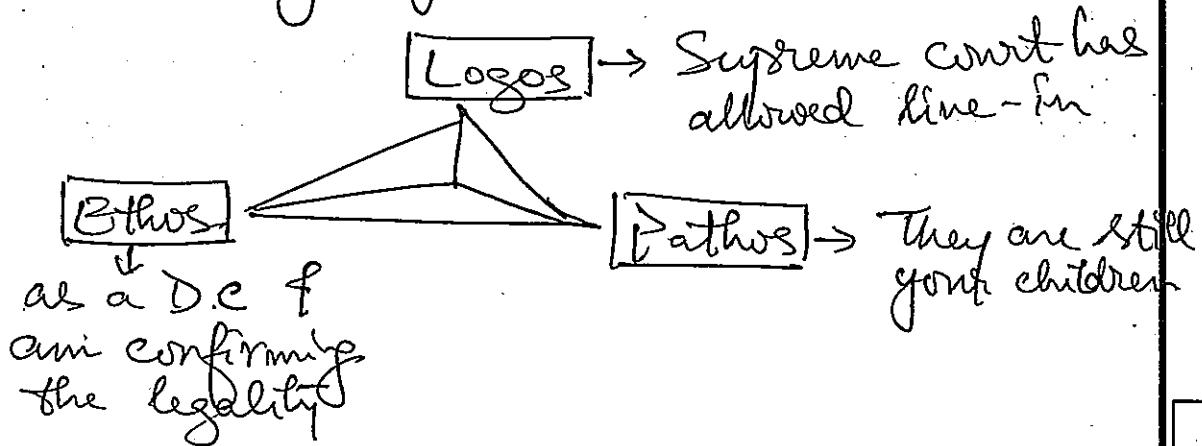


② Family concern

I shall personally talk to the couple and the family and ask the couple

to give a written affidavit, that the relationship is mutual.

→ This can be persuaded to the family by C-E-P model



⑧. For community sensitivity!

→ I shall talk to the spokesperson of the community and make them understand the futility of their demand.

→ Supreme court's directive on Right to privacy under article 21 cannot be scraped away.

→ Public morality is not supreme to Constitutional morality!

This will ensure dignity and social harmony. I am guided by aristotle's golden mean

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 অত্যাধিক শাস্তিমূলক ব্যৱস্থাই কৰ্মচাৰীসকলৰ মনোৱল 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 given situation is of an unfortunate incident where an infant has died, But issue is more systematic than negligence. Media houses are getting active early for immediate actions. Government and hospital staff seek effective justice & reforms.

a) Ethical issues present in the scenario

→ Overburdening of work upon nurses

Moral Concerns

→ Improper institutional safeguards

→ Lack of diligence on part of stakeholders like Hospital, government

→ Media working for sensationalism

Ethical dilemmas

1. Ensure justice to the child who died v/s Justice to the overburdened nurses

2. Short term action v/s Long term reform

3. Procedural justice v/s substantive justice

4. Keeping media scrutiny transparent v/s Keeping morale of staff high

5. Follow procedure
establish by law v/s Due process of
law

6)

Stakeholders

Stakes

1. He, the medical Superintendent → Keeping morale of staff, ensuring justice to victim media trial.
2. The infant and its family → Justice for their irreparable loss.
3. The arrested nurse → Overburden and disproportionate punishment.
4. The Hospital staff → Morale to work for the public.
5. Media → To disburse adequate updates of the case.
6. The Government → Ensure procedural as well as substantive justice.
7. Society at large → Hospital safety and hazards of institutional delivery.

c) Immediate action I would take as a medical superintendent.

1. I will prepare a detail report of the entire situation.
 2. As much factual evidence will be collected (eg - Register of attendance, CCTV footage) to prove that the nurse was overburdened.
 3. I would also highlight the systemic lacunae in the hospital.
 4. I would present the detail report to my superiors for appropriate action.
 5. If there will be a press release can be ~~carried out~~ ^{done} to ensure impartial scrutiny of the case.
- This will not only ensure fairness and accountability but also boost staff morale.

d) Long term institutional reforms that I would propose to prevent similar tragedies and uphold the ethical standards in hospital

(i) The ratio of nurses (1:400 people as per WHO) should be met

(ii) It would make a strict norm to have adequate staff in the hospital 24x7.

(iii) Initiatives like Sauasthe Sewa Utsav to ensure quality and accountability eg- NICE functionality

(iv) Capacity Building and adequate training initiative eg- Durgam se Sugam shall be used.

Public health and ethical standards both would be ensured to prevent such tragedies in future.

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.

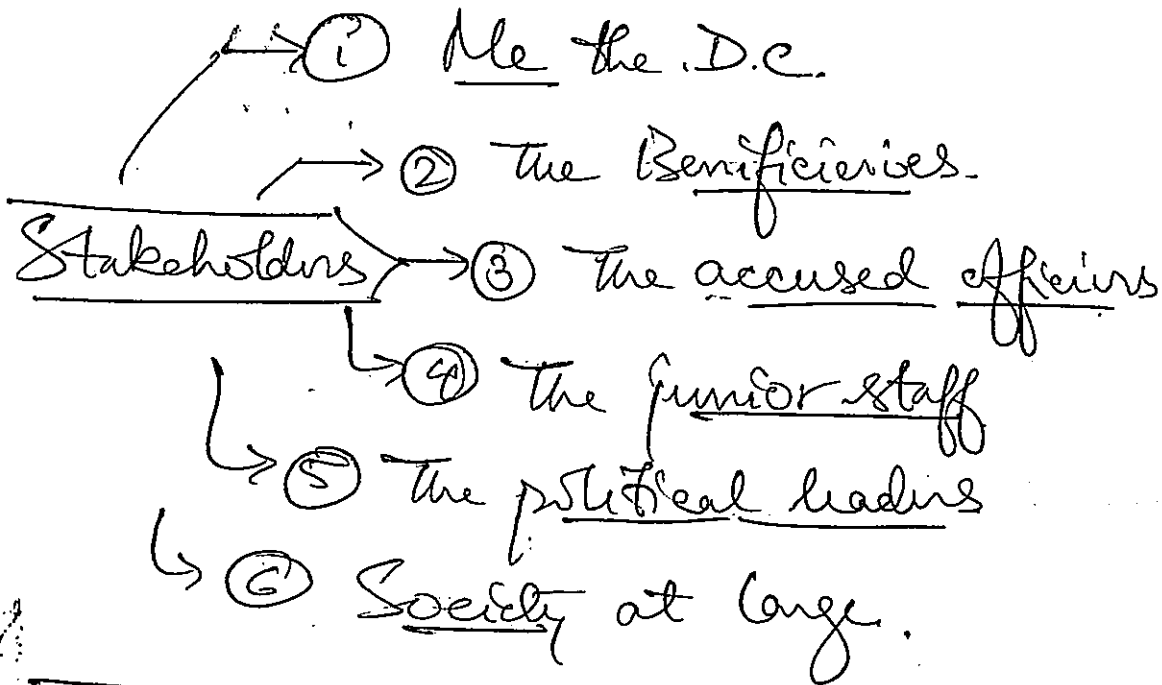
প্ৰশ্ন ১৮) আপুনি অসমৰ বানপানী-প্ৰৱণ জিলাৰ এজন উপ-আয়ুক্ত। শেহতীয়া প্ৰচণ্ড বানপানীৰ পিছত, আপোনাৰ প্ৰশাসনে খাদ্য, কব্বল আৰু ঔষধৰ দৰে সাহায্য সামগ্ৰী বিতৰণ কৰিবলৈ আৰম্ভ কৰিছিল। অতি সোনকালেই অভিযোগ উত্থাপন হয় যে ঠিকাদাৰ আৰু কিছুমান স্থানীয় বিষয়াসকলে ব্যক্তিগত লাভৰ বাবে যোগানৰ দিশ সলনি কৰি আছে। গাঁৱৰ 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 কুৰুটি" 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।

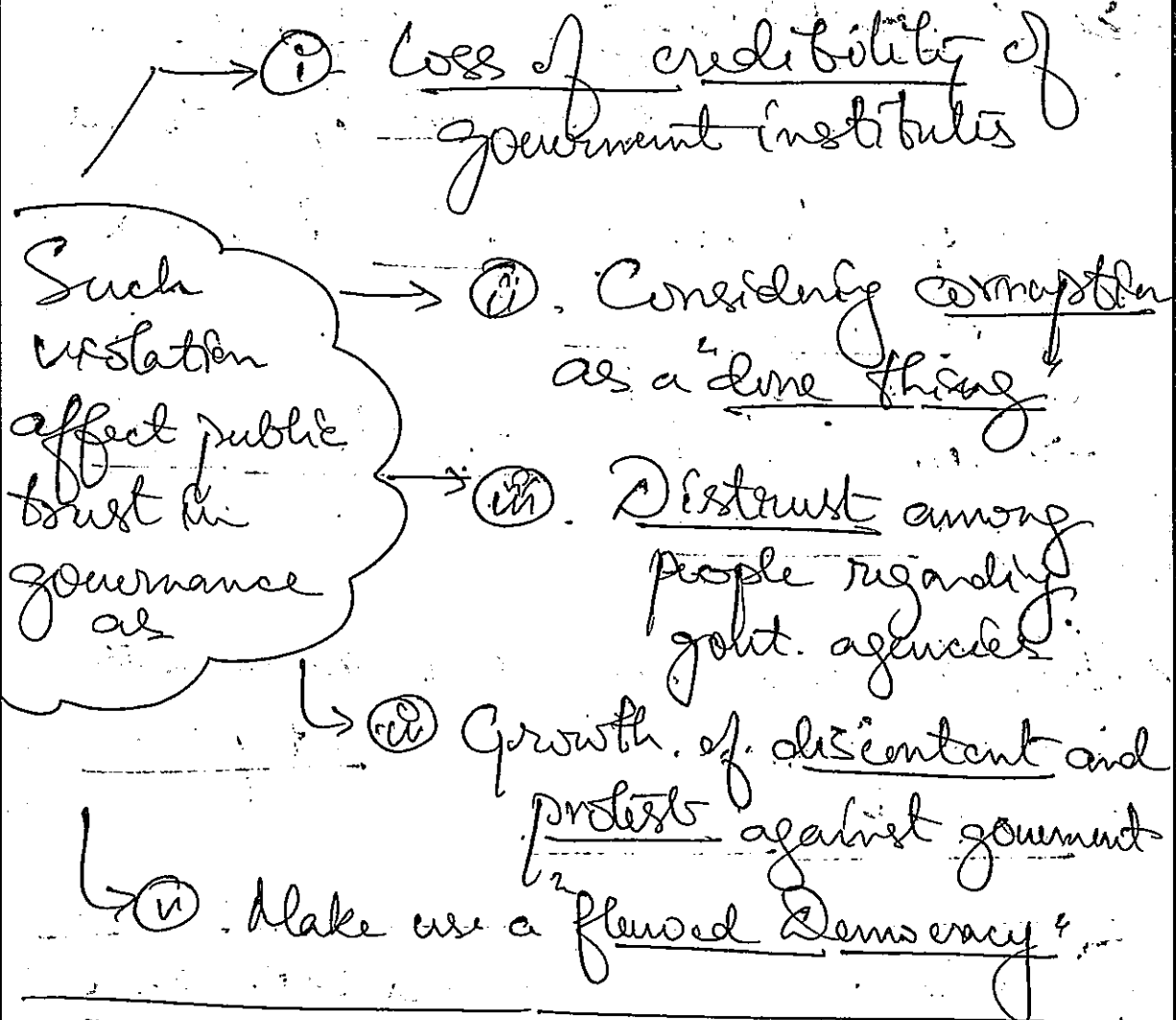
(Answer in 250 words)

The given situation is of a flood disaster relief effort where cases of corruption has arisen. Discontent is fermenting and credibility is at stake. However, continuing the relief effort is crucial at emergency situation.



a) Ethical values being violated.

- ①. Honesty and Integrity of the officers are actually directly supplies
- ②. Lack of Compassion towards the suffering
- ③. Dereliction of duty by officers
- ④. Deviation from dedication to public service.
- ⑤. Profiteering from pain of people



b) In disaster situation, prudence should be

- (i) Efficiency and accountability
 - ensure smooth flow of relief
 - atleast some people are getting benefitted
 - Improves welfare of people

- ② Accountability over efficiency
- maintains credibility of government
 - Doesn't let corruption become a slipping slope
 - justified from Deontological perspective

In this case also, both arguments can be framed. However, corruption cannot be tolerated.

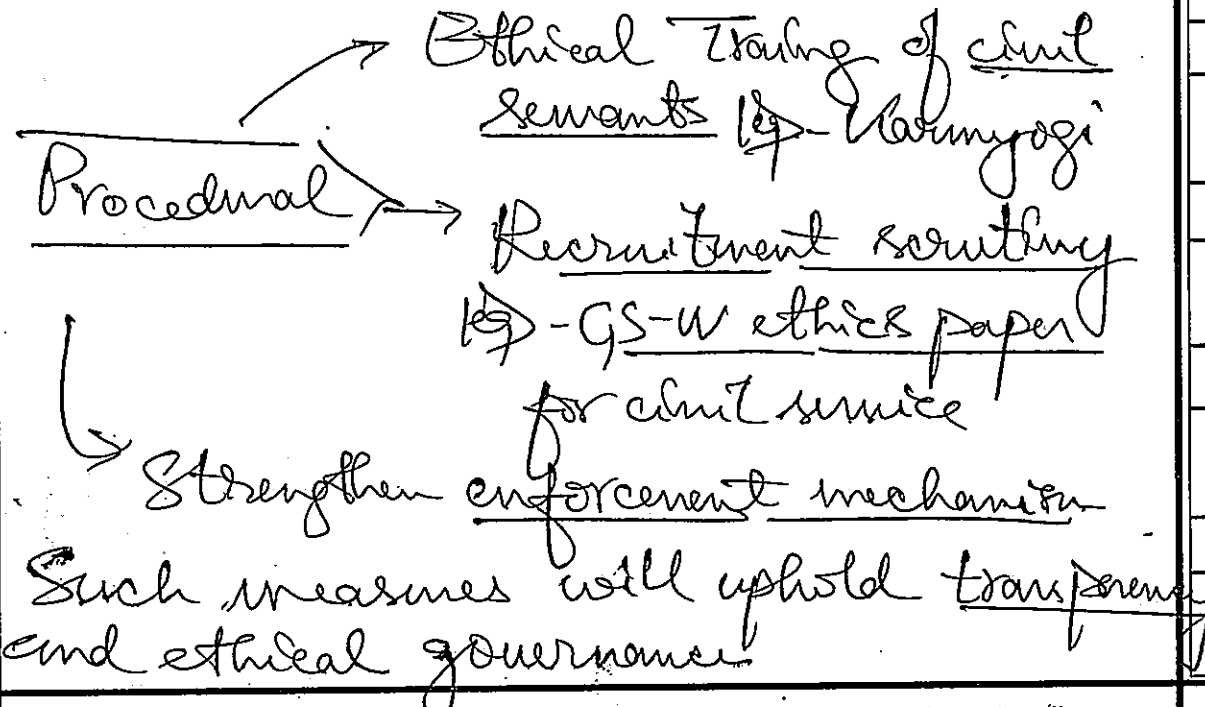
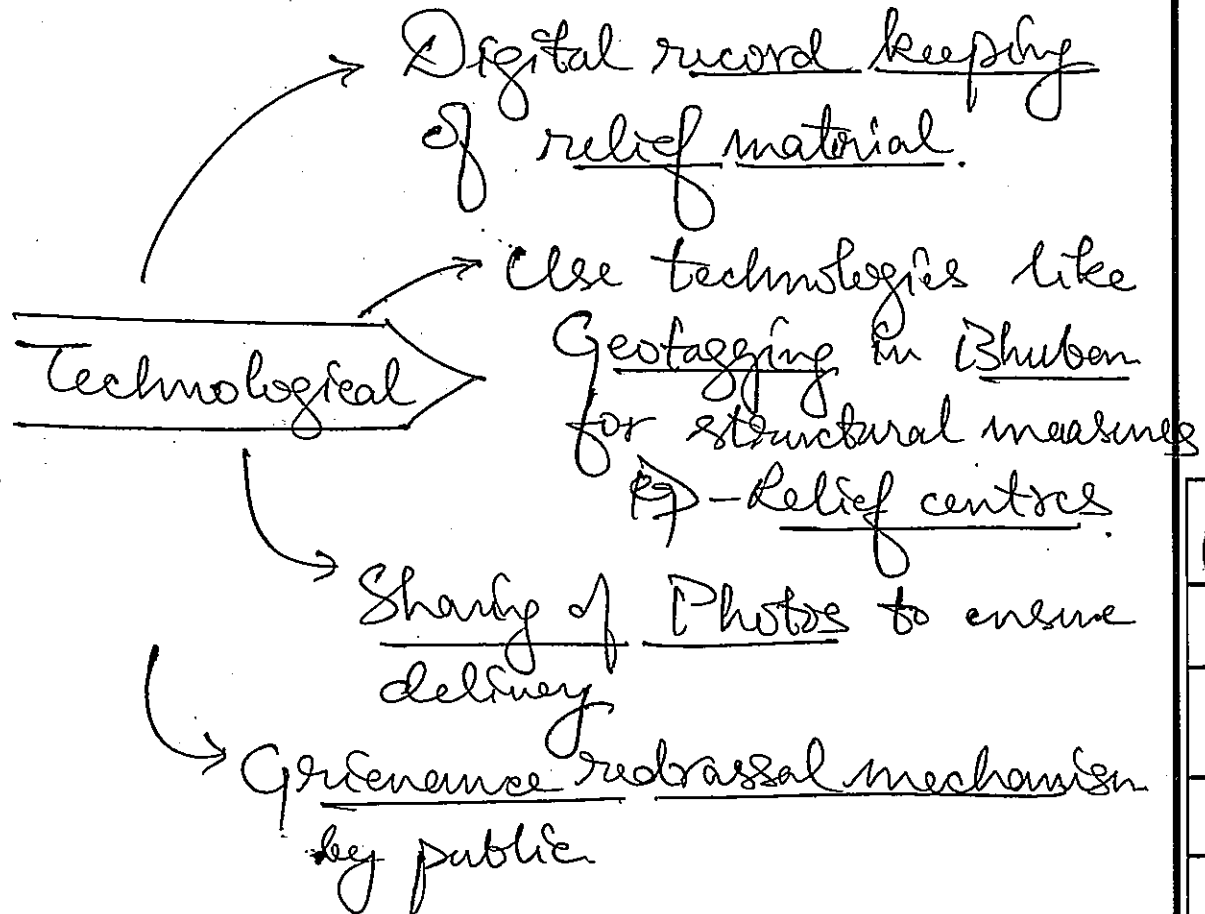
③ Immediate steps I would take as a D.C to restore credibility of relief

⇒ Order a probe into the matter in a transparent manner.

↙
If found guilty
→ Take disciplinary action like suspension etc.

↘
If not found guilty
→ It will anyway improve the credibility

d) Systemic innovations that can make relief more transparent and ethical are -



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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.

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

প্রশ্ন ১৯) আপুনি ৰাজ্য চৰকাৰৰ এটা বিভাগৰ মূৰব্বী। 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 মূৰব্বী হিচাপে, দক্ষতা হ্ৰাস নকৰাকৈ শ্ৰমিকৰ অভিযোগ সমাধানৰ বাবে আপুনি কি কি হ্ৰস্বম্যাদী ব্যৱস্থা গ্ৰহণ কৰিব?

ঘ) ৰাজহুৱা সেৱাৰ ক্ষেত্ৰত ন্যায়সংগত আৰু বহনক্ষম উভয় ধৰণৰ কৰ্ম সংস্কৃতি গঢ়ি তুলিবলৈ কি কি দীৰ্ঘম্যাদী সংস্কাৰৰ প্ৰয়োজন?

(Answer in 250 words)

a) Ethical dilemmas faced

① Efficiency v/s job security of contractual employees

② Fiscal prudence v/s Employment security

③ Long term sustainability v/s Short term peace

④ Ability to pressure and protest v/s Ability to take objective decision

b) Stakeholder

Stake

① Me, the HOD → Balance different stakeholders

② Contractual employees → Job security

③ Permanent employee → Growing fiscal burden on state

④ Government → fiscal capacity and revenue expense

⑤ Civil society → Rights of contractual employees

c) Short-Term measures to address grievance

① Ensure performance based security of people

② Effective communication to the civil societies for no unrest

③ Persuader of different stakeholders

②

Long term

- ① Capacity Building
- ② Dept exam for continuity
- ③ Skill Building of ~~employees~~
employees

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