

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE: GSMAC2404

Test No.: 04

Name of Candidate: ASHUTOSH MISHRA Mobile No. 3:00 PMRoll No.: GSMAC24A1006 Start Time: 9:00 End Time: 3:00 PMDate of Examination: 10-08-2024 Medium: English ☒ Hindi ☐

Q. No.	Maximum Marks	Marks Obtained
1 A	10	
1 B	10	
2 A	10	
2 B	10	
3 A	10	
3 B	10	
4 A	10	
4 B	10	
5 A	10	
5 B	10	

Q. No.	Maximum Marks	Marks Obtained
6 A	10	
6 B	10	
6 C	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	
Total Marks: 250		

GRAND TOTAL:/ 250

EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS

1. In case of any receipt of the QCA booklet, please check the QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space provided.
3. Candidates must write answers in the medium authorized at the time of admission.
4. Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be considered.
5. Candidates must write answers in the medium authorized at the time of admission.
6. Do not write mark irrelevant matters in the QCA.

सामान्य निर्देश

1. QCA पुस्तिका प्राप्त होने पर कृपया जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री अति गलत छपी हुई या कटी हुई या गायब हो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. उम्मीदवारों को सभी प्रासंगिक विवरणों जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का उल्लेख करने के लिए प्रदान किया गया है।
3. उम्मीदवारों को प्रवेश के समय सूचीबद्ध माध्यम में ही उत्तर लिखना चाहिए।
4. प्रश्नों के विशिष्ट प्रश्न के तहत संबंधित प्रश्न के नीचे ही लिखने चाहिए। प्रश्नों के बाहर लिखे गए उत्तरों को ध्यान में नहीं रखा जाएगा।
5. उम्मीदवारों को प्रवेश के समय सूचीबद्ध माध्यम में ही उत्तर लिखने चाहिए।
6. प्रश्नों में अनावश्यक विवरणों का उल्लेख न करें।
7. QCA में अप्रासंगिक विवरणों का उल्लेख न करें।

REMARKS:

FOR OFFICE USE ONLY

Student Concerns / Query

Evaluator's Feedback / Response

1

2

3

1

2

3

MARKING SCHEME *

Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



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Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of evaluation@nextias.com is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.'

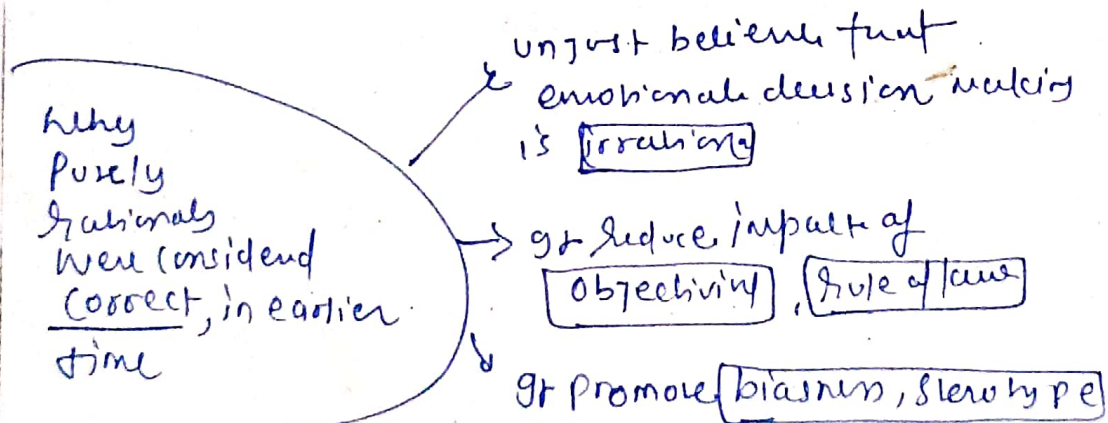
STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

IMPROVEMENT SUGGESTIONS

11. "एक बात निश्चय रूप से है कि नैतिक निर्णय पूरी तरह से तर्कसंगत और मैथानिक होते हैं, हो सकते हैं या होना चाहिए। मानवीय भावनाओं की हमारे नैतिक जीवन का अभिन्न अंग है।" भावनाएँ किस प्रकार हमारे नैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए। (150 शब्द, 10 अंक)
12. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या मार्बर्जॉनक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार मूल्या (CoE) का अभाव नैतिक निर्णय (CoE) को अपनाया परीक्षण है या कुछ और कम की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)
13. "It is wrong to assume that ethical decisions are, can or should be purely rational and principled. Human feelings are an inseparable part of our ethical life." In what way do feelings impact our ethical decisions? Illustrate with examples. (150 words, 10 marks)
14. What is emotion and how does it impact ethics management? Can public officials manage ethics in the workplace in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss. (150 words, 10 marks)

Human feeling like Compassion, empathy,
love, care, voice of conscience increases the
ethical outcome of any decisions.
 That's why, there is emphasise on "Human touch".



Therefore, webastian bureaucracy lacked
emotions

Contributions of Emotions / Impacts on ethical decisions

① Increasing "frust" towards government

② Dantewada DM - "Lunch with Collector"
for tribal children

- ② help in dilemma & Foundation values like
human dignity, nonviolence helps in solving crisis.
 (e) German population while lie to save Jews from
 Hitler's atrocities

- ③ promote value of Compassion, empathy
 ↓
 Develop "social capital"

(e) Harmony in society
 Muslims, saving Hindu deities in Amarnath yatra

- ④ Motivate people to address pain of others

(e) Mother Teresa worked for poor, tirelessly

- ⑤ Help oneself in devotion of others

(e) Baba Amle's service of Leprosy Patients

- ⑥ Value like Justice helps in taking right
Side during crisis

(e) Vibhisan's support to Rama in worshipping
Ravana

Therefore, "human emotions" increase the impact
 of ethics in decision making. Thus we see,
 our scripture said -

"Jaham Daya, Jaham Dharam Hai"

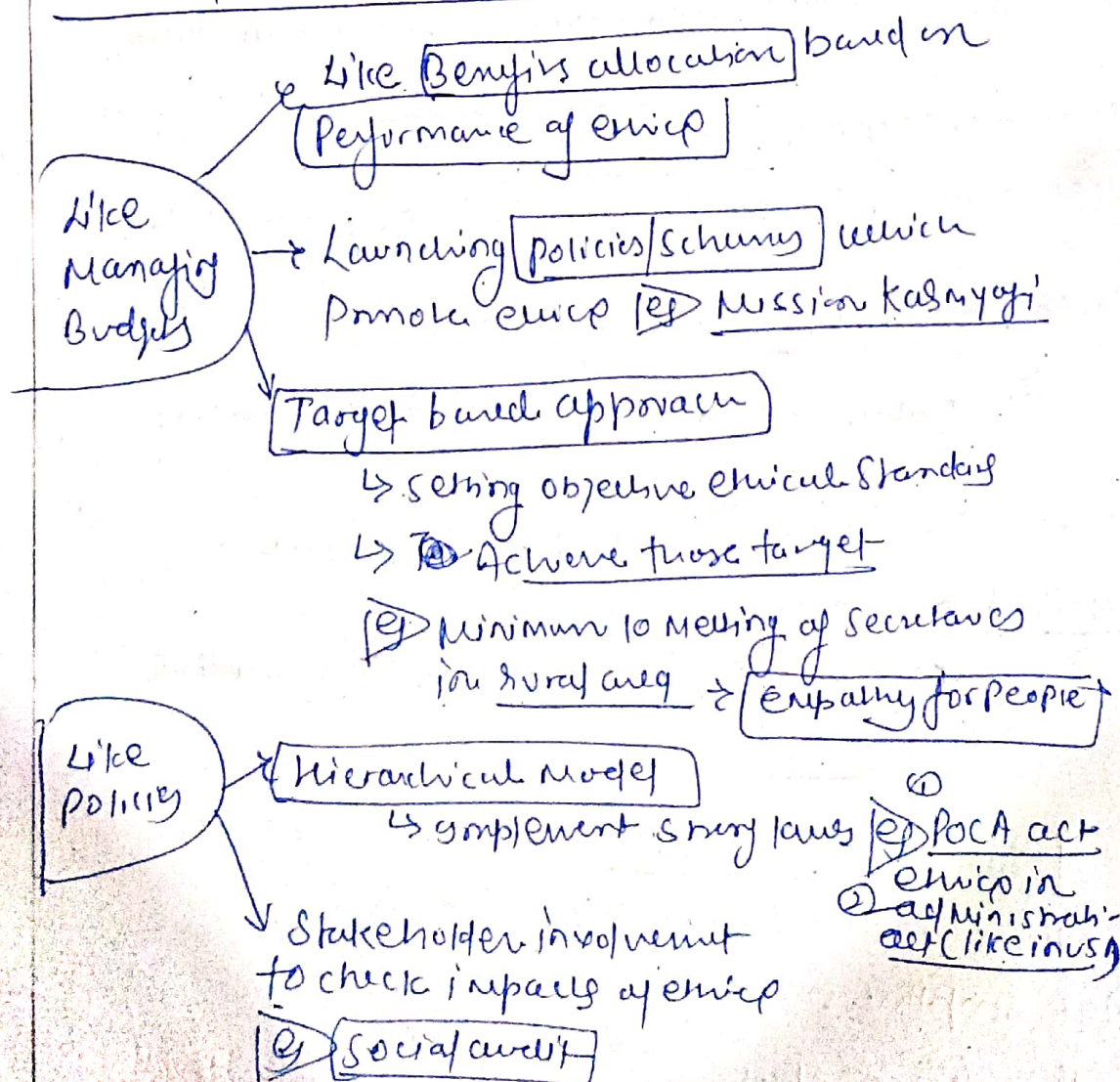
< Compassion (one of the human emotions) is lending towards ethics >

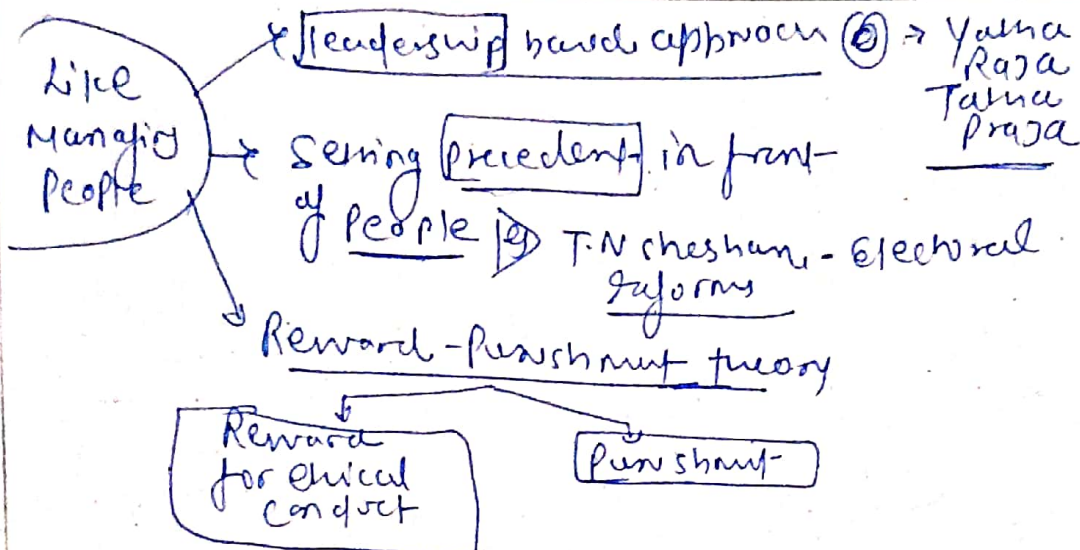
③

Ethics Management denotes implementation of ethical principle in any organization through different mechanisms.

It uses method like strong code of conduct, Punishment - Reward theory, Performance based incentives etc

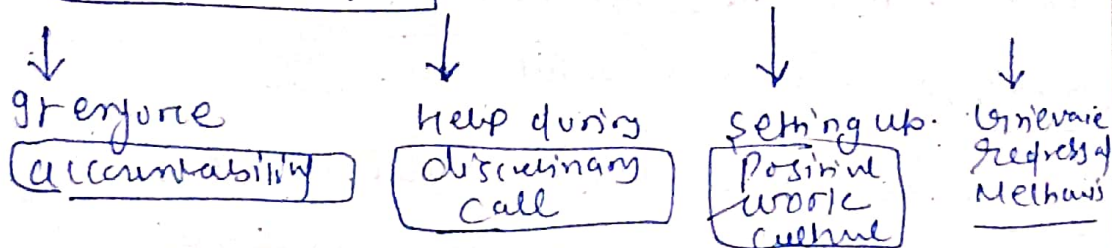
Public official - Managing ethics in workplace





Adopting codes of conduct in workplace

Sufficient 9



However

More needs to be done *

- Democratisation of workplace
↳ Govt office → culture of circulating the notification ⇒ No feedback from employee
- Feedback mechanism
↳ Potable work culture ⇒ Continuous reform based on feedback
- Promote pride of workmanship
- Change in structure, process, behaviour
 - ↓
Digitalisation
 - ↓
Easy rules
 - ↓
Leaving Elitist hierarchy
 - ↓
Natural justice
 - ↓
VIP culture
 - ↓
Promote self accountability

Therefore, multiple actions are needed

Q.2

- A. नैतिक पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों को धारणाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पूर्ण बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। मार्क्सवादी संस्थाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपयोग की नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)
- B. एक कारणात्मक "गुणवत्ता" शब्द का क्या अर्थ है? सेवा गुणवत्ता के घटक क्या हैं? और दक्षता, मितव्ययिता और प्रभावशीलता के संदर्भ में कुल गुणवत्ता सुनिश्चित करने के तरीके और साधन बताइए? (150 शब्द, 10 अंक)
- A. While traditional ethics has focussed on notions of justice, fair allocation and obligations, ethics of care emphasise maintaining connectedness and promoting care. Which of the above two ethical perspectives is more suitable for guiding ethical decision making in the context of public services. Explain your position with suitable examples. (150 words, 10 marks)
- B. What does the term "quality" mean in service delivery? What are the components of service quality and indicate ways and means for ensuring total quality in terms of efficiency, economy and effectiveness? (150 words, 10 marks)

In present time, both the ethics have their own importance. we need Justice, equality, objectivity, love, care, compassion, all values in public service.

Role of traditional ethics in public service

① Rule ^{of} ~~based~~ laws

↳ needs objective implementation of rules

② Impartiality → Necessary to promote sense of justice for all.

↳ Civil services interviews → Based upon impartiality

③ Equality → Equal distribution of resources

↳ Accessibility of public services like drinking water for all.

① Promote Transparent governance
mechanisms like Right to Information

② Following one's duty

↳ Government doctors → serving their patients

Importance of ethics of care

① Gr promote Compassion → Governance based upon a human touch

eg) "Lunch with DM" → Dantehrady DM initiative for tribal children

② Shows "dedication", "togetherness" towards Public

eg) IAS Inayat Khan adopted 2 son of Martyr of Pulwama

③ Going beyond duty

eg) IAS Arunbary Pame - People's Reach

Thus, both are necessary to promote comprehensive governance based on well being of people. Gr ensure the concept -

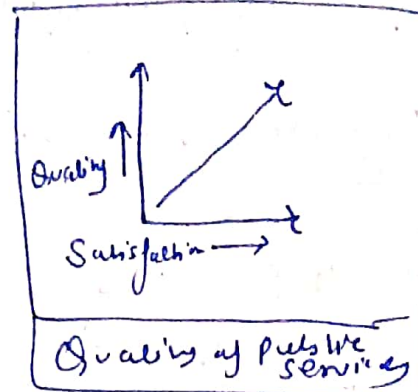
"Gr happiness of subjects, lies happiness of king"

Rambhadr

- (B) "Quality" denotes such amount of service which ensure "satisfaction" of people. It is based upon expectation of people.

Foray - PDS distribution

Rotten grains	Bad quality
wheat mixed with Rice	Average
Basmati Rice	Good



- Component of service quality
- ① → "Service dignity" in public service
 - ② → Value for money
 - ③ → Satisfaction of people
 - ④ → Grievance redressal in absence of satisfaction
 - ⑤ → Feedback mechanism to give service based upon people preferences.

ways/means for total quality - Effi / Economy / Effectiveness

① Efficiency

- ① → use of e-gov for fast delivery
 - eg) U MANU app
- ② → Grievance redressal to ensure accountability
- ③ → Citizen charter based upon deadline of service
 - eg) Passport delivery in 2 days

② Economy

- ① → Government based service delivery (private sector - more charges)
- ② → Accountability (financial) through Auditing (CAW)
- ③ → Digital delivery → low cost

③ Effectiveness

- ① → social audit → knowing people's preference
- ② → code of conduct / ethics → to address discretion
- ③ → Performance based appraisal (Bouzi)
 - ↳ 40% fixed salary
 - ↳ 60% Performance based

"Government is servant of their masters (people)".
They must provide Quality service"

A. एक सेवा के संदर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वियों पर चर्चा करें जो एक लोक सेवा के क्षेत्र में नियुक्त होने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवाक इस तरह के पूर्वियों पर किस प्रकार काबू पा सकता है।
(150 शब्द; 10 अंक)

B. "मैं एक मुसलमान हूँ; मैं एक हिंदू हूँ; मैं एक ईसाई हूँ; मैं एक गहरी हूँ।" महात्मा गांधी उपरोक्त कथन में महात्मा गांधी का क्या संकेत है? कर्तव्यवादियों से क्या शिक्षा है कि धर्म सार्वजनिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि एक सार्वजनिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध पर अपनी स्थिति स्पष्ट करें।
(150 शब्द; 10 अंक)

A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affect a public servant's on field decision making? Explain how a public servant can overcome attitude biases.
(150 words, 10 marks)

"I am a Hindu, I am a Christian, I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality.
(150 words, 10 marks)

Public service attitude denotes attitude of civil servants towards public service delivery. They may have positive attitude like "self accountability", "dedication to service".

They may also have "elitist service delivery attitude". They may consider themselves as masters.

Attitude biases → affect public service

① Caste, Religion, linguistic biases → Discrimination with people of other identity → compromise with impartiality

eg. upper caste chairman in interview → giving higher marks for upper caste candidate only

② "Mai Baap attitude" $\neq$ considering people as ignorant and having sense of "eliteness"

→ Police punishing Dalit despite no justice

③ Neta-Babu-laxa culture → Attitude that corruption is natural part of governance
→ Taking bribes - Nepot

④ Intolerance against diverse values
→ Civil servants banning tribal practices due to limited, poor understanding of their culture

How can one overcome

① Exposure to role models, best practices

② Training, Mentoring → promoting pride of workmanship

③ Cinema, socialisation → creating compassion for all kind of people.

④ social interaction with diverse people
→ Cadre policy of civil services

⑤ Strong action against corruption

"Mission Karmayogi" has one important component to bring changes in attitude of people

③ In above Statement, Gandhi is
emphasising on different religious identities
of individual.

However, he always believe
that all religion leads to path of salvation

He believe in -

“Ekam Sad vipra, Bahudha vadanti”

“Sages talk about one truth, in different ways”

The relation of Religion and
Morality is “Contested”.

Religion - harmful to moral life

① It promotes “superstitions” → irrational practice

↳ Poking of newly born children from
hot iron road to save them from evil

② Religious conflicts → Hindu-Muslim Riots

③ Religious based exploitation → Brahmin
claim their supremacy based upon
religion.

④ Personal laws → giving lower status to women
↳ Triple Talak

⑤ Rivalistic culture → Based upon Religion

Ex) Doing "yagya" ⇒ Not matching with Scientific temperament

However;

Religion → Protection of Moral life

① Sikhism → Community service → Promoting Service of mankind

② Promoting values like Non violence, Peace, Truthfulness ⇒ Buddhism, Jainism

③ Ask individual to do their duty

Ex) Niskam Karma

④ Promoting Pluralism, Tolerance → Hindu Religion

Therefore, it is not Religion, which is violating moral values, rather some exploitative features are denying legitimacy based upon Religion.

We must interrogate Religious Practices on the basis of ethics and promote Positive values which are "Guiding lights" for society.

- A. "व्यवसाय की केवल एक ही जिम्मेदारी है अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्व में लिप्य हास्य, संसाधनों को अनुत्पादक सामाजिक उत्साहों में व्यय करने के माध्यम से समाधान, संयोजन और "सोफ्ट" उत्पादों में संलग्नता कर रहे हैं?
- (150 शब्द, 10 अंक)
- B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवाओं के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं?
- (150 शब्द, 10 अंक)
- A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours?
- (150 words, 10 marks)
- B. Do you think values such as 'tyaga' (renunciation), 'seva' (service), 'daanam' (Charity), 'dama', (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not?
- (150 words, 10 marks)

As per business ethics, one's activity should be based upon profit.
Diversion of resources may lead to compromise with profits.

However, it is partial view

Business must perform other responsibilities

① Commerce without Morality is a sin - Gandhi ji

② Businesses use Social Resources like environment, society (as customers).

Thus, they should fulfill responsibilities

towards other stakeholders [pay back principle]
↓
Triple bottom line
↓
Profit People Planet

③ Contribution for Society → it will increase their brand value → increase in profits

- (4) Corporate entity is a "social good". It does not belong to its owner. It has social responsibilities.
- (5) Mahindra's initiative "Namh pan" for girl child.

- (5) Grandhi Trusteeship model → take amount - can satisfy only basic good and reinvest in business, society.
- ↳ Enough for need, but not-enough for greed

- (6) Anstoh → inequality may give rise to revolution. Similarly, Rawls in his theory of justice → wealth is as important as strength.

↳ Thus, responsibilities of such corporates to contribute for poor.

The real happiness does not come with material wealth rather in Serving Poor, Marginals. Therefore, corporate should go for higher objectives *

These traditional values have great importance in present materialistic world where we are seeing restlessness, chaos, injustice, exploitation.

Relevance for public servants

① Tyaga

① → Sacrifice one's pleasure for service of others
 (e.g.) Doctors doing duties for 24x7 in COVID

② → Sacrifice one's life for victory of righteousness
 (e.g.) Sanjayendra Nath Dubey → killed for ethical conduct

③ → Sacrifice of material wealth, and remain committed to public services
 (e.g.) Ashok Khemka, IAS ⇒ No corruption

④ → Devotions for service of people
 (e.g.) H.C. Gurdhara Singh Sanjolkam
 to clear path for ambulance → saved life of a patient

② Seva

→ Considering "Jiva" as "Siva"
 (e.g.) Building Jolkam Road in Manipur for people well-being without govt fund → IAS Anandharam Palani

- (B) ~~Accept~~
 → Accepting other's suffering and
 going for helping attitude
 (eg) Robinhood Army → serving funds
 to hungry people

- (C) Charity
- (1) Launching Ngo groups for service
 of society
 (eg) As Arvind singh + Kaarwan
Jabalpur → teaching Slum children
 - (2) Distributing wealth → Guided with
Buddha's Nirvana

- (D) Self control
- (1) Controlling one's indriya
 → Not getting distracted by
"World" → corruption
 - (2) Controlling one's anger, emotions
during difficult time → Emotional
Intelligence
 - (3) Remain motivated during
Hard times (eg) work load should
 not disturb mental order

Indian wisdom can revolutionise the
websterian bureaucracy. These values
modified bureaucracy as per India's need

A. राज्य के योग्य अधिकार और अधिकार के विभिन्न स्रोतों के बीच संतुलन का भरण अत्यंत महत्वपूर्ण है। प्रशासनिक उदाहरणों से स्पष्ट कीजिए।

(150 शब्द, 10 अंक)

B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कार्रवाई और वापसी का कारण बन सकता है। अस्पष्टताओं पर कार्य करने और उनका मुकाबला करने के लिए आंतरिक संतुलन को बनाए रखना पर ध्यान दें।

(150 शब्द, 10 अंक)

1. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples.

(150 words, 10 marks)

2. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to inactivity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities.

(150 words, 10 marks)

Conflict among interests denotes any decision is affecting different interests of individual in different ways.

Whereas, Conflict among sources means → Different authority will expect different kind of decision making in particular situation

Conflict among interest

eg ① A civil servant → taking strong action against mafia but there is fear of life from mafia

↳ professional interest vs personal interest

eg ② Interview panel → selection based upon Merit
→ selection based upon nepotism

~~not~~ Public duty vs Nature Personal interest

Conflict among Various Sources

There are Multiple authorities for Civil servants. They may have different decision

Constitutional authority	Decision → Based upon a <u>Constitutional Morality</u>
Political/superior instruction	Narrow political <u>interests</u>
People's expectation	Guided with <u>social</u> <u>value</u>
Voice of Conscience	→ Guided with <u>personal values</u>

Example (1) Salonimala Judgment → Civil servants should follow as per SC decision
 & People protesting against Supreme Court → Civil servants should also focus on People's preference

(2) Farm laws

People → Govt implement it -

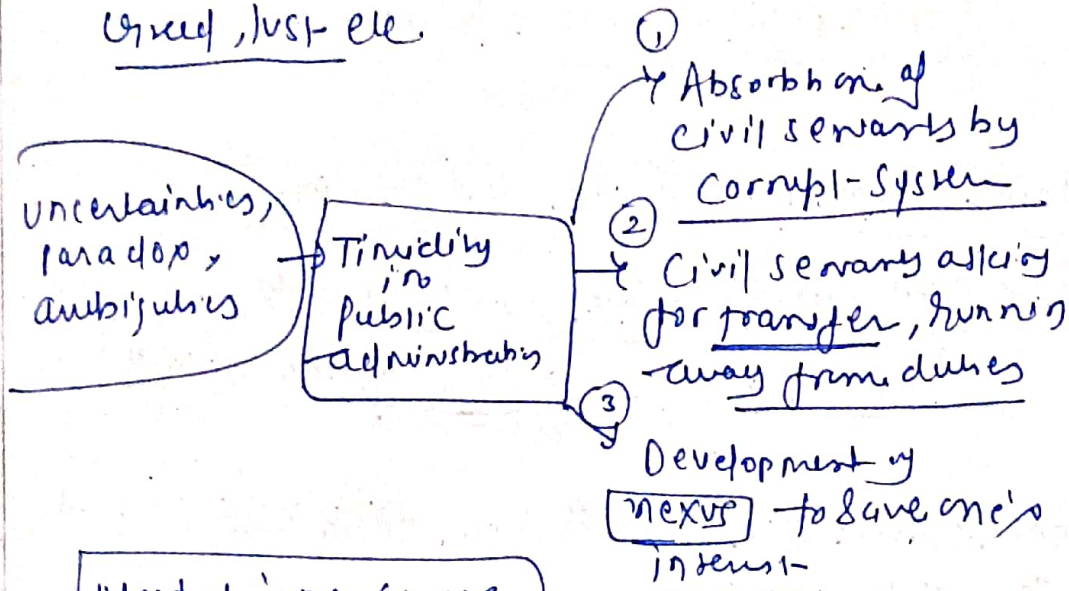
No

↓
Conflict of authority

★ In such situations one should be guided -

- Oath of Constitution
- Courage of Conviction
- Principle of humanity
- pro people decision making

'Ginner Courage' helps civil servants in difficult time. It gives energy to fight undue pressure, injustice, exploitation, greed, lust etc.



Need of inner courage

① It remove fear from inside

↳ Whistle blowing require Courage to raise voice against injustice → Satyendra Nath Dubey

② Control one's 'gandriya'

↳ Ginner courage → Not to get absorb in systemic corruption (eg) V. A. Samagan

③ Courage provide dedication during difficult times

↳ gux7 services by Doctors during COVID

④ Fighting with unjust political pressure

↳ Using courage of conviction

eg) T. N Sheshan → brought reform
despite political parties resistance

⑤ Inner courage motivates in distress time

eg) Civil servants → doing suicide due to
demonisation, fear ⇒ Lack of inner courage

⑥ Inner courage stops oneself from distraction
of "greed" "lust" eg) use of discretionary
fund for public cause only

⑦ Taking risks to ensure justice and prevent
exploitation

eg) Ips Ashwosh took strong action against
Sand Mafia despite threat of life

Even Krishna asked in "Geeta" → one
should perform his duty with the help of
"inner courage" → It is path for salvation

निम्नलिखित वाक्यों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में प्रत्येक उद्धरण में आप क्या समझते हैं?

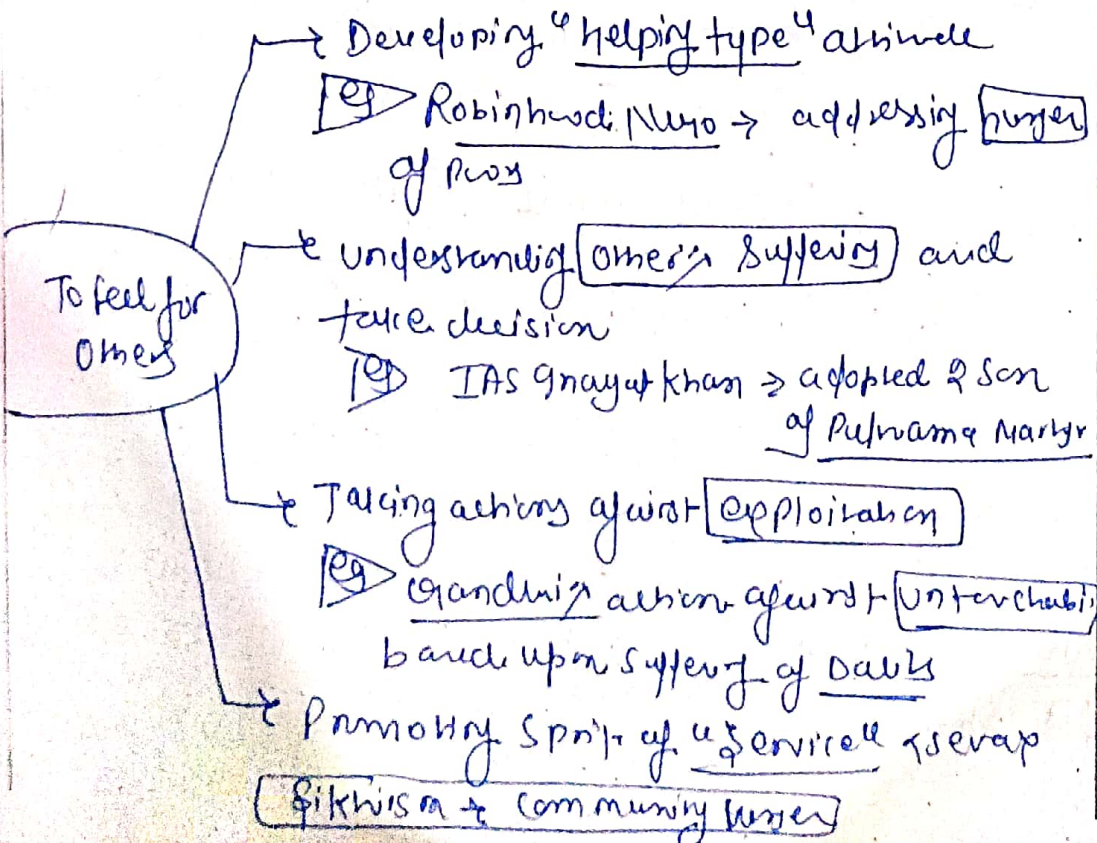
- A. "हमने अधिक अधिक, और अपने लिए बहुत कम महसूस किया, अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्वार्थ पर बाधक बनना मानने से बचना की क्षमता को गंवा देना है।" (150 शब्द, 10 अंक)
- B. "हमारे पास शक्ति है, और उसी प्रकार हमारे पास है, क्योंकि हमें कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना हमारे शक्ति में है।" (150 शब्द, 10 अंक)
- C. "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुक्रात (150 शब्द, 10 अंक)

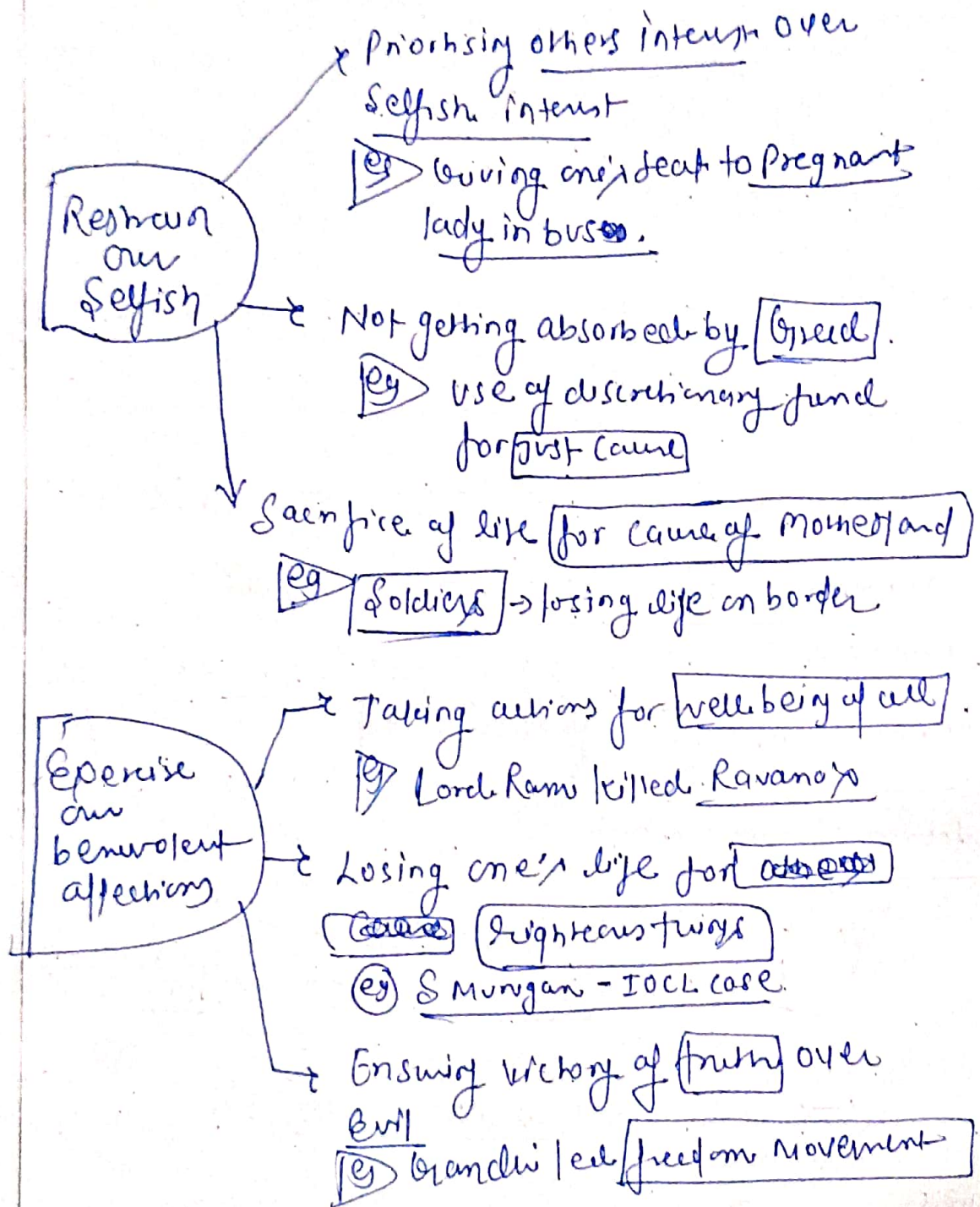
Given below are three quotations of philosophers. What do each of the quotations convey to you in the present context?

- A. "To feel for others and little for ourselves, to restrain our selfish and exercise our benevolent affections, constitutes the perfection of human nature." Adam Smith (150 words, 10 marks)
- B. "Virtue lies in our power, and so does vice, because where it is in our power to act, it is also in our power not to act." Aristotle (150 words, 10 marks)
- C. "I know that I am intelligent, because I know that I know nothing." Socrates (150 words, 10 marks)

The true objective of human nature is to promote well being of others. This gives happiness to "Soul" $\Rightarrow$ Soul Satisfaction is true human condition.

Perfection of human nature





when human nature reflect values like love, care, peace, Dharma, non violence, sacrifice, etc then it achieve true human nature. Lord Rama in Ramayana is reflection of it.

As per Aristotle, virtues and vices are determined by one's conduct. Man has control over his conduct. He should do right things and avoid wrong things

Power to act $\Rightarrow$ virtue

① Speaking against injustice

$\Rightarrow$ Vibhishan's protest to Ravana in Ramayana

② Doing one's duty

$\Rightarrow$ HC Gurdhram Singh, standing in knee deep water for his traffic duty

③ Promoting virtuous traits

$\Rightarrow$ Yudhishthira's conduct $\rightarrow$ Speaking Truth - Dharma Raja

④ Aspire to be ethical

$\Rightarrow$ Buddha sacrificed his material wealth for Nirvana

Power to not to act will save from vices

① ~~not~~ doing exploitative conducts

$\Rightarrow$ British's exploitation of Indian $\rightarrow$ Jallianwala Bagh

- ② one should control over "Greed, lust"
- ① Duryodhan did not ~~have~~ stopped his greedy conduct $\Rightarrow$ lost wslife
- ③ Hurting other's interest for narrow self interest
- ① Russia's aggression over Ukraine
- ④ Stopping oneself from heinous crime
- ① Kuttan failed to stop himself $\Rightarrow$ Prachied Attorneys against Jem

Thus, it is under every individual to decide and perform virtuous/vices act. The important factors behind it are -

- ① socialisation
- ② strong voice of conscience
- ③ Dominance of good values like love, care, justice
or dominance of greed, injustice, violence

Krishna in "Gita" said that one should control its "indriya". one can take help of "karma yoga, Tapa yoga, Laya yoga", "Dhyana" etc

Socrates emphasised that when one understands that - Knowledge is immense and it is not in one's capabilities to understand it. Then, he achieve enlightened stage of intelligence.

Those who claim that they have absolute knowledge. They are arrogant people. $\Rightarrow$ They are bound to fail.

Many examples in history

- ① In Ramayana, Ravana claimed that he knows everything $\rightarrow$ Suffered heavily.

Importance of "I know nothing" stage

- ① People are ready to listen others things.
- ② Flexibility in one's attitude $\rightarrow$ accommodative nature for others
- ③ Address "biasness"
 $\Rightarrow$ Hitler $\rightarrow$ "German is Supreme Race"
 $\downarrow$
Foolish Knowledge

④ Give scope to "reexamine" one's thoughts
↳ Reaching to True understanding from
false knowledge

⑤ → People, who claims that they know
everything ⇒ lives in illusionist world

⇓
Suffer defeats in Future

eg) Duryodhan had believe that he
is most powerful

⑥ → Emphasise that - "No knowledge can
claim absolute authority" → Every thing
is narratives (Post modernist thoughts)

Therefore, one should always
listen advices of others. One should
explore method like "dialectic", "debate
discussion".

Similar thoughts are shared by
Ajivika school ⇒ "ignorance is bliss"
It is not possible to understand reality

Candidates
write on thisCandidates must not
write on this margin

इस प्रकार, निम्नलिखित में अनुपालन अधिकांश है, एक कंपनी जो पर्यावरण अनुकूल उत्पाद बनाती है और सकारात्मक पर्यावरणीय प्रभाव डालने में विश्वास रखती है। आपकी प्राथमिक जिम्मेदारी यह सुनिश्चित करना है कि कंपनी पर्यावरण कानूनों और नैतिक मानकों का पालन करती है। कंपनी ने हाल ही में एक नया उत्पाद विकसित किया है जो महत्वपूर्ण पारिस्थितिक लाभों का दावा करता है लेकिन इसमें एक चिंतापूर्ण प्रक्रिया शामिल है जो खतरनाक अपशिष्ट उत्पन्न करती है।

आपका जॉब (ऑडिट) क रोल, आपको पता चलता है कि नए उत्पाद की निर्माण प्रक्रिया में निकलने वाले खतरनाक अपशिष्ट उत्पन्न होते हैं। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण को नुकसान पहुंचा सकती है।

कानूनी तौर पर, ग्रीनटेक इंडस्ट्रीज किसी भी नियम का उल्लंघन नहीं कर रही है। अपशिष्ट प्रबंधन विधि पर्यावरण कानूनों द्वारा निर्धारित मानकों के भीतर है। हालांकि, नैतिक रूप से, आप जानते हैं कि इस प्रक्रिया का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को नुकसान पहुंचा सकता है।

आपका दायित्व यह है कि, एक ओर, कंपनी कानूनी रूप से सही थी, लेकिन दूसरी ओर, यह पर्यावरण पर सकारात्मक प्रभाव डालने के ब्रह्मपातित मूल्यों के बारे में पाखंडी थी। एक कर्तव्यनिष्ठ पेशेवर के रूप में, आप कार्यवाई करने को लेकर गंभीर हैं, लेकिन चुनौती यह है कि क्या और कैसे।

1. उपयोग मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएं उपस्थित हैं?
2. उपलब्ध विकल्पों पर उनके गुण-दोष सहित चर्चा करें।
3. आपके द्वारा चुनी हुई कार्यवाही क्या होगी? और क्यों?

(250 शब्द, 20 अंक)

Case Study 1:

You are the Compliance Officer at GreenTech Industries, a company that manufactures eco-friendly products and believes in making positive environmental impacts. Your primary responsibility is to ensure that the company adheres to environmental laws and ethical standards. The Company recently developed a new product that promises significant ecological benefits but involves a manufacturing process that produces hazardous waste.

During an internal audit, you discover that the hazardous waste from the new product's manufacturing process is being disposed of in a manner that technically meets legal standards but raises serious ethical concerns. While compliant with current laws, the disposal method poses potential risks to a local community's health and the environment in the long term.

Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

You were left wondering, on the one hand, the Company was legally correct, but on the other, it was compromising its core values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its what's and how's.

1. What are the ethical issues and dilemmas that confronts you in the above case?
2. Discuss the available options along with its merits and demerits.
3. What will be your chosen course of action? Why?

(250 words, 20 marks)

one should always show strong
commitment towards its organisational
values. They are fundamental principles
which are pathways for legitimacy
and prosperity.

In above case, company is
legally correct but ethically wrong

Ethical issues

- (1) Against org. values → Breaking the "trust" of
consumers
- (2) Against environmental ethics
- (3) Right to life of local community may
get hurt. → Article 21
- (4) Commerce without morality is sin
↳ Not following org. values.
- (5) "Crisis of conscience" in compliance
officers.

Ethical dilemma for Compliance officers

- (A) → Company is legally correct (vs) Going against Constituted values
- (B) → Raising voice against wrong doing (vs) Fear of punishment from higher management
- (C) → Accountability towards Society
↓
Protect health of local community (vs) Accountability towards company
(Protect company's interest)

Available options

- (1) Not-taking action, as it legally correct

Next	Dement
(A) Company's interest are <u>protected</u>	(A) Against company's larger goals
(B) No personal fear from higher managers	(B) Crisis of conscience
	(C) Hurting people's interest

- (2) Giving details of violations to Media

Next	Dement
(1) Expose company's interest of people	(1) Violation of any <u>clashes of Confidentiality</u> towards company

3) Informing Senior Management and doing everything to enforce "environmental ethics"

	Merit	Demerit-
①	Maintaining "trust" of people	Higher Management may <u>punish</u> myself
②	Doing one's duty as per ethics	May not change situation, as company is legally correct.

Chosen course of action

④ Informing senior management with full details and violation of company's norms.

⑤ Simultaneously, Enforcing corrective measures to ensure waste disposal as per company's larger objective

⑥ If changes do not come and Management remove / suspend myself

Then, putting details in public domain

Ensuring that org. do course of correction after its expose in front of people

Justification

1] Enforcing environment codes is my responsibility because Company is committed for those values.

2] It is also a larger responsibility to promote wellbeing of People and Planet < Mata Bhumi putro Aham Prithviyam > [I am son of mother earth]

3] putting details in public domain
 ↳ It is important to speak against Wrongdoing.
 ↳ Companies are accountable to People. They should know about it.

Laws, values → both aims for promotion of good conduct. Thus, Company must follow both the things.

upholding highest standards is basic necessity for anyone.

केस स्टडी 2:

आप एक ग्रामीण जिले के जिला कलेक्टर हैं जहाँ पारंपरिक सामाजिक रीति-रिवाज और धार्मिक प्रथाएं दैनिक जीवन को दृढ़ता से प्रभावित करती हैं। हाल ही में, एक स्थानीय मंदिर और प्रमुख कुछ धार्मिक अनुष्ठानों और स्थानों से महिलाओं को बाहर रखने की परंपरा को चुनौती देने का एक प्रयास हुआ। एक मामला सामने आया है।

जिले के समाज पर बढ़ती राष्ट्रीय चर्चा से प्रेरित होकर गाँव की शिक्षित युवा महिलाओं के एक समूह ने इन धार्मिक अनुष्ठानों में भाग लेने के अधिकार के लिए याचिका दायर की है। उन्होंने तर्क दिया कि महिलाओं को बाहर करना भेदभावपूर्ण है और उनके संवैधानिक अधिकारों का उल्लंघन है। हालाँकि, मंदिर के अधिकारियों और स्थानीय समुदाय का एक बड़ा हिस्सा धार्मिक ग्रंथों और लंबे समय से चले आ रहे रीति-रिवाजों का हवाला देते हुए इस बदलाव का परोक्ष विरोध करता है।

जिला कलेक्टर के रूप में आपको एक जटिल नैतिक दुविधा का सामना करना पड़ता है। कानूनी तौर पर, आप भारतीय संविधान का पालन रखने के लिए बाध्य हैं, जो समानता की गारंटी देता है और लिए-आधारित भेदभाव पर रोक लगाता है। हालाँकि, इस कानून को लागू करने से समुदाय में काफी अशांति फैल सकती है, जहाँ पारंपरिक रीति-रिवाज और धार्मिक मान्यताएं गहराई से जमी हुई हैं। और आप जानते हैं कि जिले में धार्मिक मामलों पर अशांति का इतिहास रहा है; और स्थानीय राजनेताओं को राजनीतिक लाभ के लिए अशांति फैलाने में कोई आपत्ति नहीं थी।

स्थानीय समाज का नैतिक तर्क समुदाय की धार्मिक मान्यताओं से टकराता है। मंदिर के अधिकारियों का मानना है कि रीति-रिवाजों से प्रभावित करने से उनकी पवित्र परंपराएं अपवित्र हो जाएंगी। इस बीच, प्रवेश की मांग कर रही महिलाएं इसे अपने अधिकारों के लिए नैतिक और कानूनी लड़ाई के रूप में देखती हैं। एक जिला कलेक्टर के रूप में आप एक अनिश्चित दुविधा में हैं, एक ओर एक प्रतिनिधि अधिकारी होने के नाते आप जानते हैं कि क्या करना सही है, लेकिन दूसरी ओर एक प्रशासनिक पेशेवर के रूप में आप अपने दोनों ही धार्मिक स्तर में अशांति नहीं चाहते थे।

1. मामले के परिप्रेक्ष्य में कानून-कानून में प्रशासनिक और नैतिक मुद्दे शामिल हैं?

2. नैतिक परिप्रेक्ष्य में आपके पास क्या-क्या विकल्प उपलब्ध हैं?

3. प्रत्येक विकल्प के गुण और दोषों पर चर्चा करें और कारणों सहित अपने द्वारा चुनी हुई कार्रवाई की व्याख्या करें।

(250 शब्द, 20 अंक)

Case Study 2:

You are the District Collector of a rural district where traditional social customs and religious practices strongly influence daily life. Recently, a case has emerged involving a local temple and its long-standing tradition of excluding women from certain religious rituals and spaces.

A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities and a significant portion of the local community vehemently oppose this change, citing ancient texts and religious customs.

As the District Collector, you face a complex ethical dilemma. Legally, you are obliged to uphold the Indian Constitution, which guarantees equality and prohibits gender-based discrimination. However, enforcing this law could lead to significant unrest in the community, where traditional customs and religious beliefs are deeply entrenched. And you are aware that the district has a history of unrest on religious matters, and local politicians did not mind stoking the unrest for political gains.

The local argument for gender equality clashes with the community's religious sentiments. The temple authorities believe that altering the rituals would desecrate their sacred traditions. Meanwhile, the women demand entry see this as a moral and legal fight for their rights. You as a district collector was in a precarious dilemma, one on hand being a progressive officer you knew what is the right thing to do but on the other as an administrative professional you didn't want an unrest with religious tone at your hands.

What are the administrative and ethical issues involved in the above situation?

What are the options available to you in the above situation?

Discuss the merits and demerits of each option and explain your chosen course of action along with (250 words, 20 marks)

Ethical Mapping

- 1) Constitutional Morality
- 2) Gender Justice
- 3) Peace, Prosperity and Harmony in Society
- 4) Respect for local customs
- 5) Will of people

In following case study, it is a dilemma between modern progressive outlook vs urge to preserve traditional sentiments

1) Administrative / Ethical Issues

① Recognition of Equal Rights of all Section

② Local sentiments based on religious practices

Justice Gndu Mulhona (Sabarimala case)

↳ we should not reject all traditional practices, if do not have significant harm like "Sati practice"

③ Constitutional Morality over social morality

④ Maintaining Law and order in Society

⑤ Ethical responsibilities of people including Politician to Maintain peace *

⑥ Lack of tolerance in local culture to accommodate & new changes

⑦ Dilemma of Postcolonial Society

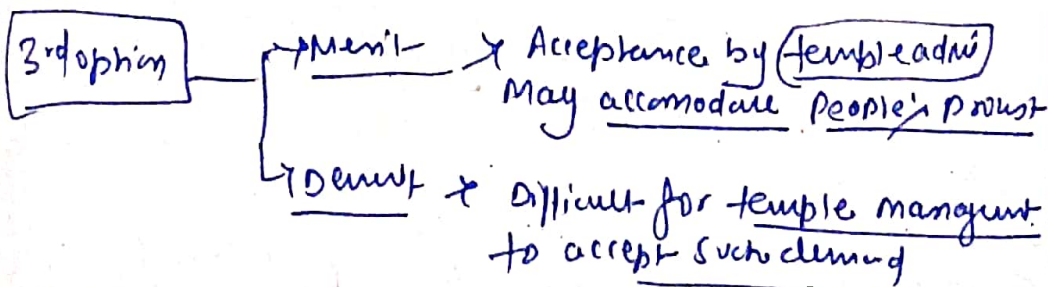
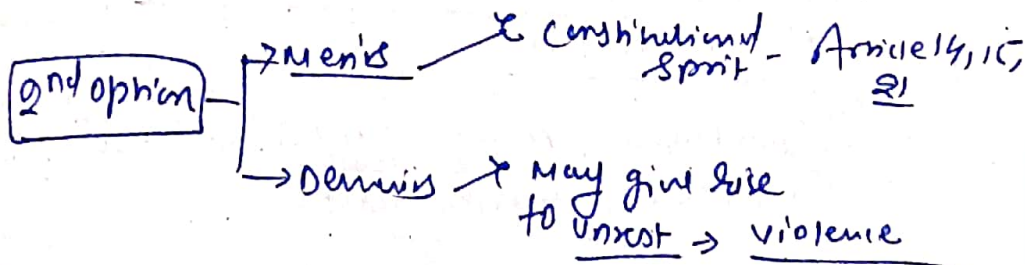
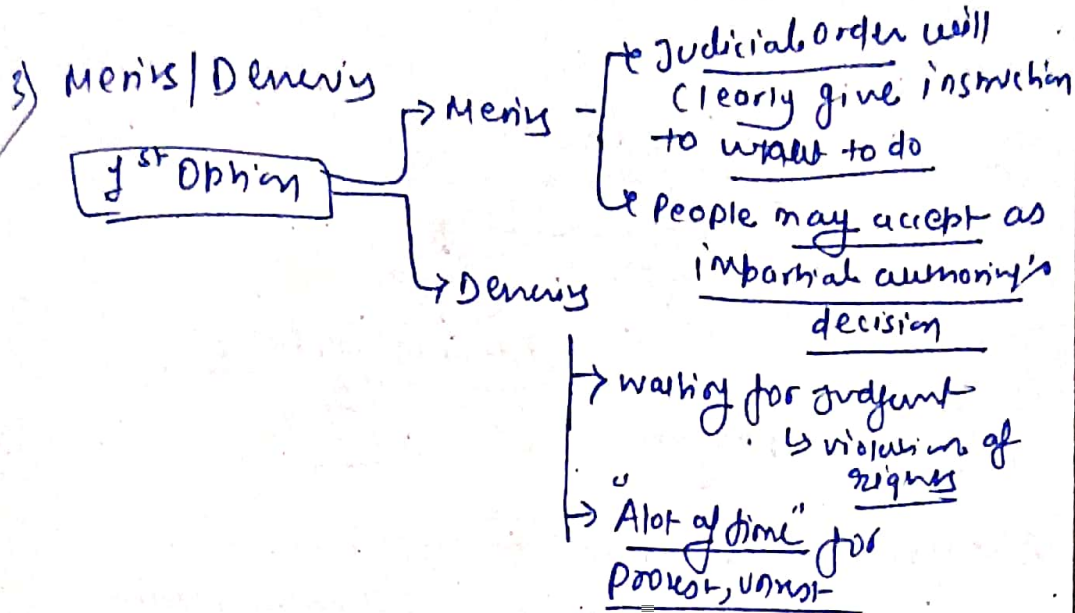
- Go for modern Progressive ideas
- Preserve culture

2) Options available

[A] Waiting For Results of Petition and Enforcing its outcome.

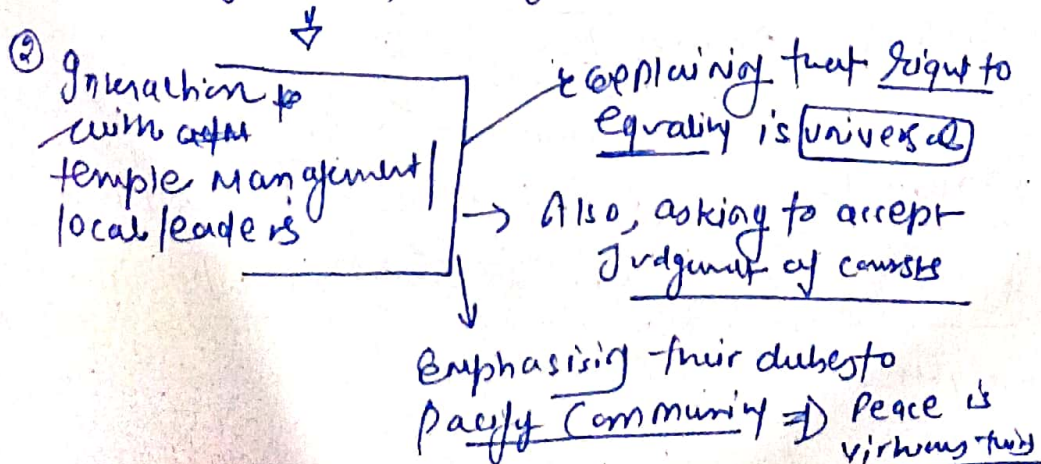
[B] proactive implementation of Gender equality w/o caring about local sentiments

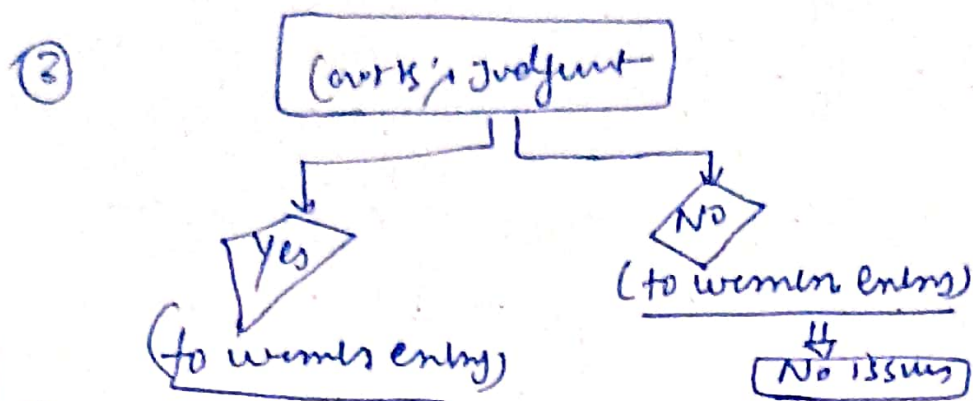
[C] Gradually creating awareness and tolerance in local community, asking temple administration to somehow accept entry of women in temple.



Course of action ⇒ Multiple approach

① Since petition has been filed, I would wait for Court's judgment





④ Administrative preparation

- ↳ Police, ambulance, Coordination with all Stakeholders
- ↳ Simultaneous Matrig efforts via local civil society to accept judgment
- ↳ Finally, Going for implementation of judgment

Justification

- ① It is true that we have to Respect local traditions but they can't become obstruction of liberty, Equality and freedom
- ② Constitutional is a transformative document. We must enforce its wisdom.
 However, we must ensure Peace/order by enforcing true orders because Right to live is also an basic fundamental rights.

आपका चुनाव क्षेत्र पर एक निर्वाचन क्षेत्र में निर्धारित किया गया था जहाँ आपको
एक उम्मीदवारों की अभियान (कैंपेन) की योजना बनानी होगी और अभियानों (कैंपेन) की वीडियोग्राफी
करानी होगी। जैसे ही आप कार्यभार संभालते हैं और काम करना शुरू करते हैं, आपको एहसास होता है कि आप किसी
क्षेत्र में हैं। दो उम्मीदवारों की प्रतियोगिता शुरू हुई और पूरा चुनावी कामकाज इन दोनों के बीच था।

आपने उन दोनों उम्मीदवारों को जति और धार्मिक आधार पर मतदाताओं को भड़काने
की कोशिश की। वे चुनाव आचार संहिता का खुला उल्लंघन करने हुए आर्थिक प्रलोभन दे रहे थे। आपके वीडियोग्राफर
को बताने पर, आपके पास यह सब रिकॉर्ड पर था।

आपने कोई भी सख्त कार्रवाई करने से पहले उन्हें चेतावनी देने का फैसला किया, इसलिए आपने उन्हें बुलाया और सबूतों के साथ
उनका सामना किया। आपको राहत के लिए, उन्होंने चुपचाप गलती स्वीकार कर ली और मोहताओं का पालन करने का वादा किया।

आपने सोचा कि आपकी खबर मिलती है कि आपके एक वीडियोग्राफर को एक प्रत्याशी के गुंडों ने बुरी तरह पीटा। और
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(250 शब्द, 20 अंक)

Case Study 3:

It was Assembly election times, and you were deputed to a constituency on election duty where one of
your responsibilities was to monitor candidates' campaign expenses and supervise the campaigns.
As you take charge and start working, you realise the challenge you have got into. Two of
the candidates had a criminal background, and the whole contest was more or less between these two
only.

As the campaigns picked pace, you noticed that both the candidates indulged in inciting the voters on
religious and caste grounds. Further, they were doling out monetary inducements in blatant violation of
the election code of conduct. You had all of it on record, thanks to your videographer.

You decided to warn them before taking any strict action, so you called them and confronted them with
the evidence. Much to your relief, they quietly accepted the mistake and promised to comply with the
codes.

Two days after the meeting, you get the news that one of your videographers was severely beaten by the
son of one of the candidates. And the beating of the videographer was meant as a warning to you.
Further, the same evening you get a call threatening you with dire consequences if you interfere with the
campaigns.

You realise that your decision are proving to be dangerous for the people working with you. You didn't
feel good about endangering the safety of your staff.

How will you go about doing your election duties without compromising the safety of your staff?
Explain.

(250 words, 20 marks)

This is the classic case where threatening and dangerous work is forcing civil servant to stop its constitutional duty.

Issues

Stakeholder based

- 1) Myself → 1.1) Ensure Free and fair election
 1.2) Do not get fearful by complex environment.
 1.3) My responsibilities towards my staff
 1.4) Threat to my personal life
- 2) Candidates → 2.1) Criminal background → against democratic principle.
 2.2) use of caste, religion for votes
 2.3) use of violence for narrow interests
 2.4) forcing public servants to go against their duties
- 3) My staff → 3.1) Threat for life
 3.2) Dedication towards their service but fear of violence.
- 4) Government → 4.1) Shows failure of government to eliminate such element from election
- 5) People → 5.1) if they get elected → loss to people in long run

Ans-2

1) I cannot sacrifice my staff lives because as a leader of team, I have responsibilities towards them.

2) However,

Public servants should do everything for protection of Constitutional values

Therefore

Solution lies

A) Do your duties without jeopardising life of your staff

B) If situation require bold steps It should start from leadership

Then only, it can be expected from bottom/lower staff to sacrifice their life.

Ans-3

Course of action

① Strengthening safety of myself and my staff

Asking State govt, local administration, Election Commission to provide sufficient police for paramilitary safety

Training for self defense, Weapon for self defense in extreme case

- ② Taking stringent action against those guns → setting precedent; if anyone try to repeat same thing → They will harshly punished
- ③ very strict warning to both the candidates → Explaining multiple consequences which will happen, if don't change their means.
- ④ Use of Media, Civil Society to bring awareness about their case
- ⑤ Simultaneous → Motivating my staff
 - 1) By explaining all security measures
 - 2) Asking use courage and dedication to perform duties in adverse time

In our society, we often face such problems but they should not become excuse to compromise with our duties

The real test of civil servants happen in adverse complex period < Just like test of gold happen at higher temperature > They must uphold highest ethical standards

केस स्टडी 4:

एक स्मार्ट सिटी परियोजना चल रही है, और आपको खरीद का प्रमुख नियुक्त किया गया है। इस कार्यभार से पहले, आपने एक प्रमुख सार्वजनिक क्षेत्र के उपक्रम (पीएमयू) में समान भूमिका निभाई थी, जहां आपने अपने निविदा प्रारूपण और विक्रेता प्रबंधन कौशल के लिए प्रतिष्ठा अर्जित की थी। स्मार्ट सिटी परियोजना के पैमाने और महत्वपूर्ण खरीद आवश्यकताओं को देखते हुए, आप खरीद अनुभाग का नेतृत्व करने के लिए बिल्कुल उपयुक्त लग रहे थे।

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएमयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लगातार जो बातचीत मिले थी। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

आपकी निविदाओं का जवाब करने पर, आपके अनुभाग ने मिस्टर शर्मा की शर्तों का सबसे अधिक प्रतिस्पर्धी पाया, इसलिए निविदा उन्हें प्रदान की गई। हालाँकि, एक बार जब निर्णय सार्वजनिक हो गया, तो एक अन्य विक्रेता, मिस्टर पटेल, ने आप पर आपके पिछले संबंधों के कारण मिस्टर शर्मा के साथ मिलीभगत का आरोप लगाया।

मिस्टर पटेल ने मिस्टर शर्मा के साथ आपके पूर्व संबंध का साक्ष्य प्रदान करते हुए विभाग के वरिष्ठों के पास एक औपचारिक शिकायत दर्ज की। परिणामस्वरूप, एक जांच शुरू की गई और आपको उसका परिणाम आने तक अनिवार्य अवकाश पर भेज दिया गया। इस स्थिति ने आपको यह प्रश्न करने पर मजबूर कर दिया कि व्यावसायिकता बनाए रखने के आपके प्रयासों के बावजूद आप कहां गलत हो गए हैं।

1. क्या आपको लगता है कि उपरोक्त मामले में हितों का टकराव शामिल है या और अन्य भी मुद्दे शामिल हैं? व्याख्या कीजिए।
2. उपरोक्त मामले को परिप्रेक्ष्य में रखते हुए, पेशेवर मूल्य के रूप में निष्पक्षता और गैर-पक्षपात की प्रासंगिकता पर चर्चा करें।
3. आपको क्या लगता है कि आप उपरोक्त अप्रिय स्थिति से किस प्रकार बच सकते थे? (250 शब्द, 20 अंक)

Case Study-4:

A smart city project is underway, and you have been appointed Head of Procurement. Before this assignment, you held a similar role in a major public sector undertaking (PSU) where you earned a reputation for your tender drafting and tender management skills. Given the smart city project's scale and significant procurement requirements, you seemed the perfect fit to lead the procurement section.

A month ago, your section invited tenders for building supplies. Among the applicants was Mr. Sharma, a supplier you knew from your previous role at the PSU. Mr. Sharma lived in your neighbourhood, and your spouses were friends. Despite this personal connection, you have always maintained strict professional boundaries.

Upon scrutinising all the tenders, your section found Mr. Sharma's terms the most competitive, so the tender was awarded to him. However, once the decision was made public, another vendor, Mr. Patel, accused you of colluding with Mr. Sharma due to your previous relationship.

Mr. Patel filed a formal complaint with the Department Seniors, providing evidence of your prior association with Mr. Sharma. As a result, an enquiry was initiated, and you were placed on compulsory leave pending its outcome. This situation left you questioning where you might have gone wrong despite your efforts to maintain professionalism.

1. Do you think the above case involves a conflict of interest or there are more issues? Explain.
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation.

(250 words, 20 marks)

"Justice should not only be done but seen to have been done"

In following case, one has dealt with its professional responsibilities however, due to Conflict of interests, there are some allegations against me.

Ans-1) Above case involved

1) Conflict of interests

As Mr. Shasma is very much close to myself, so there are Chances that one can chose Mr. Shasma overcome for personal interests.

Other issues

2) Mr. Patel is acting as per their narrow interests
↳ "Common sense & morality" is lost.

3) Department Seniors should have gone for my past record. I have been a man of integrity. Sending me on Compulsory leave demonstrates harsh officers like myself.

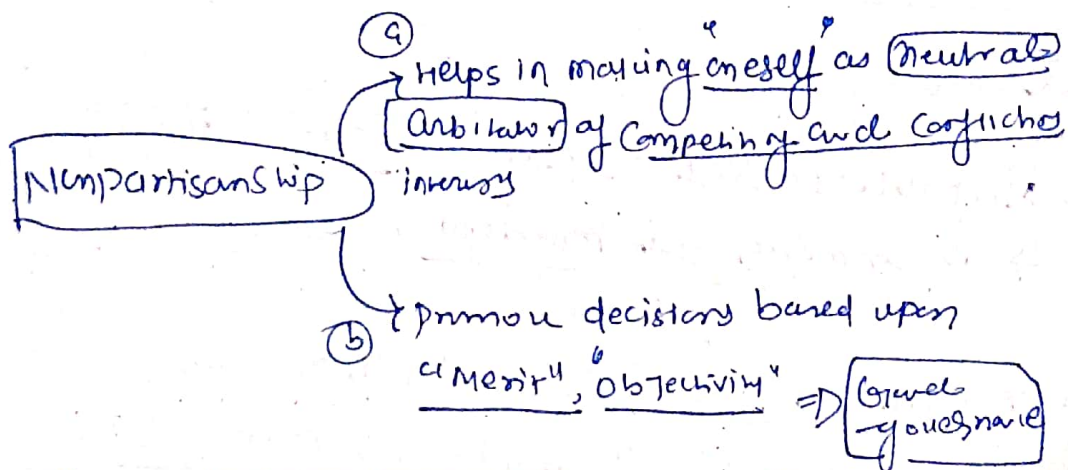
Ans-2 Importance of impartiality/Nonpartisanship

1) Impartiality is required to maintain "trust" of people

2) Create perception of equality in front of Neutral authority → It is linked with "Just" decision.

In absence of Justice → Restlessness, Chaos, conflict

3) Impartiality creates "legitimacy" in decisions.
↳ Result into Acceptance of decision.



Therefore, impartiality/Nonpartisanship promote Peace, Justice, harmony. It is very essential for Survival of any governance.

Ans-3

Avoided Such unpleasant Situation

- 1) Delaying Conflict of interest in public domain.
 - 2) Refusal of decision making, if situation require.
 - 3) Maintaining transparency in decision making by putting each/every details in public domain.
 - 4) Every decision should be based upon objective criteria.
 - 5) Separation of Public life and professional private life through different ways.
- [Like, not maintaining any contact with Mr Shusma, if he is participating in process regularly -

Civil servants enjoy their legitimacy, respect based upon trust of people. Such trust require following process where justice should appear to be done.

Thus, they must take care of it.

संभव है।

आपके विभाग में राज्य के सौजन्य की विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्राविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 स्टाफ रहे होंगे थे और यह एक मिश्रित समूह था; जिनमें कुछ युवा मंत्री थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ अनुभवी थे। आपका काम था कि आप सभी स्टाफ को एक साथ ला सकें, स्टाफ बहुत कुशल नहीं था, लेकिन किसी तरह उन्होंने अपना काम चलाया। एक बार में विभाग के प्रमुख ने आपकी कार्यवाही के रूप में आपके कर्मचारियों की नौकरियों की आउटसोर्सिंग का उल्लेख किया, लेकिन कोई गंभीर विचार विमर्श नहीं हुआ, इसलिए आपने इसके बारे में ज्यादा नहीं सोचा।

लेकिन कल, आपको एक आधिकारिक आदेश प्राप्त हुआ जिसमें कहा गया था कि आपके विभाग के कार्यों को आउटसोर्स किया जाएगा और आपके कर्मचारियों की संख्या कम कर दी जाएगी। आपको आउटसोर्सिंग से कोई समस्या नहीं थी, लेकिन आप कर्मचारियों की संख्या कम करने के पक्ष में नहीं थे, क्योंकि इससे लोगों की नौकरियां चली जाती।

आपने जो आदेश के प्रभावों, विशेष रूप से आकार घटाने वाले हिस्से पर चर्चा करने के लिए अपने प्रमुख के साथ एक बैठक की मांग की। आपके प्रमुख पूरी प्रक्रिया के बारे में बहुत स्पष्ट थे और ऐसा लग रहा था कि उन्हें लोगों की आजीविका खोने की कोई चिंता नहीं थी। निराश होकर, आप अपने कर्मचारियों की नौकरी बचाने के उपायों के बारे में सोचते हुए अपने कार्यालय वापस आए। अत्यंत हताशा में, आपने संबंधित मंत्री को पत्र लिखा और इसकी एक प्रति अपने प्रमुख और मुख्य सचिव को भी भेजी। मंत्री ने महानुभाषापूर्ण नोट प्राप्त किया और उन्होंने कुछ सकारात्मक कार्रवाई का आश्वासन दिया। लेकिन आपके प्रमुख आपके बिना किसी कार्रवाई के काम करने से खुश नहीं थे, वह तुरंत आपके स्थानांतरण का आदेश देते हैं और कार्यालय के आदेश का अनुपालन करने का आदेश देते हैं।

1. उपरोक्त मामले में शामिल प्रशासनिक और नैतिक मुद्दों पर चर्चा कीजिए।
2. क्या आपको लगता है कि मंत्री को पत्र लिखना आपकी ओर से नैतिक रूप से सही था? औचित्य सिद्ध कीजिए।
3. आपके विरुद्ध शुरू की गई कार्रवाई पर आप कैसे प्रतिक्रिया देंगे? उपलब्ध विकल्पों पर चर्चा करें और आपके द्वारा चुनी गई कार्यवाही को उचित ठहराएँ।

(250 शब्द, 20 अंकों)

Case Study 5.

You have recently joined the Statistical Department of the State as Deputy Head of Records. Your duties involved supervising the timely inflow of data, scrutinising the data source and ensuring data entry and updating. You had a staff of 32 to manage and it was a mixed bag, some were young recruits, some were in the department for some time, and some were on the verge of retirement. Overall, the Staff was not very efficient, but somehow they managed their jobs.

During the meetings, the Head of the Department mentioned outsourcing of jobs of your staff as a cost-cutting measure. But there were no serious deliberations, so you didn't think much of it.

But yesterday, you received an official order stating that your department tasks will be outsourced and your Staff will be downsized. You had no problems with outsourcing, but you did not favour downsizing, as it would lead to people losing their jobs.

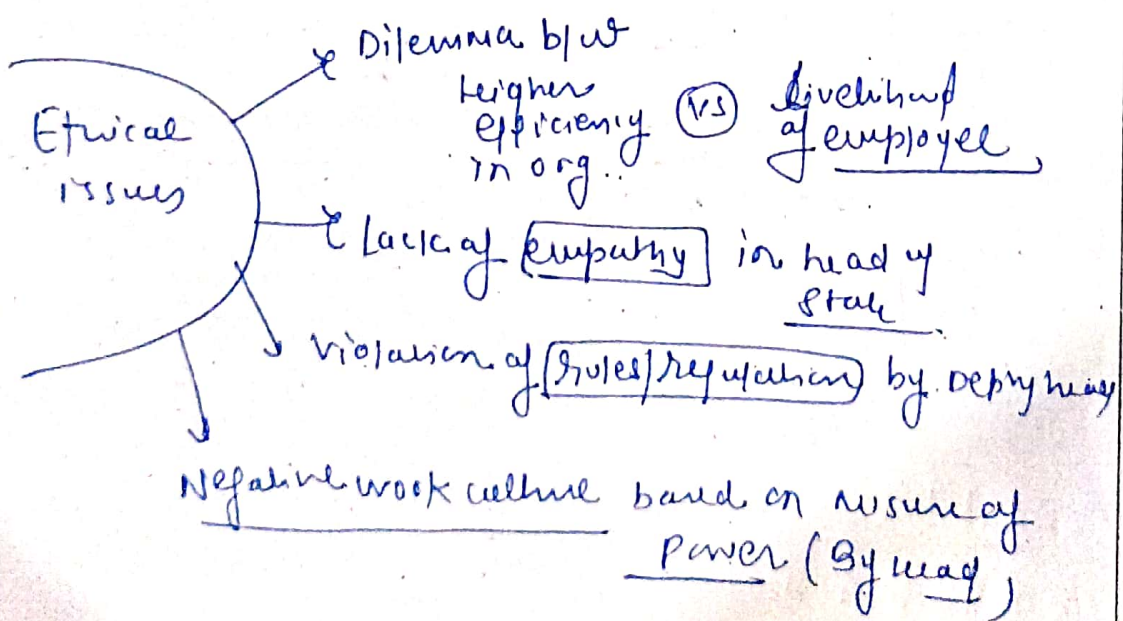
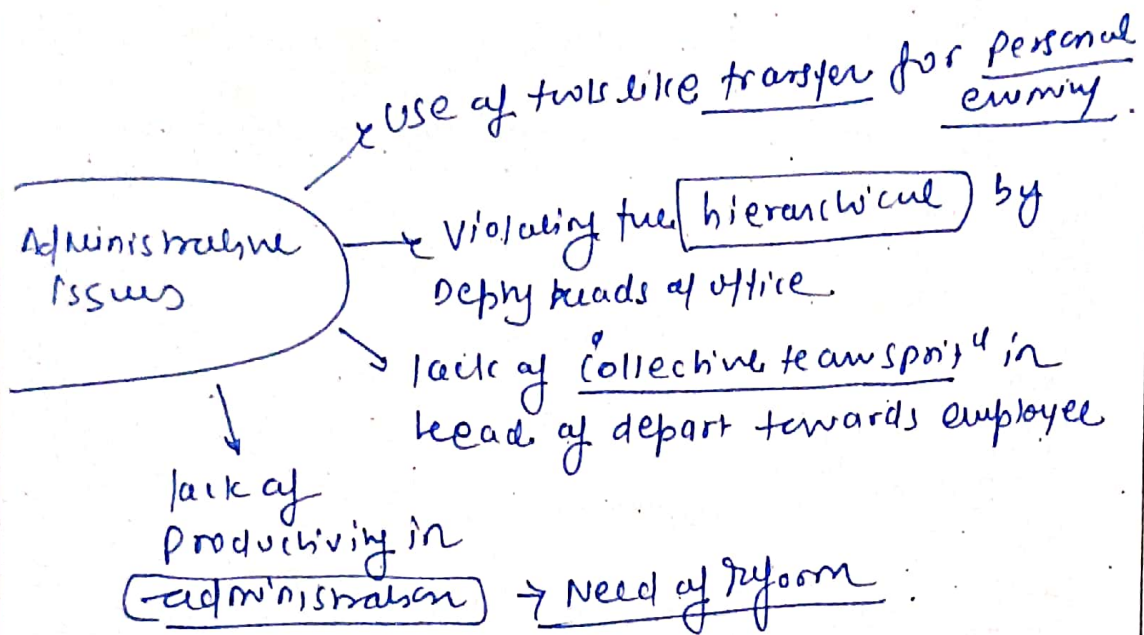
You sought a meeting with your Head to discuss the ramifications of the new order, specifically the downsizing part. Your Head was very emphatic about the whole process and seemed to be least concerned with people losing their livelihood. Disappointed, you got back to your office thinking of ways of saving your staff's jobs. In utter desperation, you wrote to the concerned Minister, marking a copy to your Head and the Chief Secretary. The Minister sympathetically received the note, and he assured some positive action. But your Head was not happy about you going above without his consent. He immediately orders you to transfer and starts disciplinary proceedings for non-compliance with the office order.

1. Discuss the administrative and ethical issues involved in the above case.
2. Do you think it was morally right on your part to write to the minister? Justify.
3. How will you respond to the action initiated against you? Discuss the available options and justify your selected course of action.

(250 words, 20 marks)

~~For~~ In above case study, leadership is failing in taking care of concern of its employee, instead using tools like transfer to create fear among honest people.

Ans-1) Administrative | Ethical issues



Ans-2

It was right on following basis

- 1) To ensure well being of employee
- 2) Being humane within administration
- 3) As a leader, one should take of interest of his team
- 4) Failure of head to solve issues.

However, civil servants should also take care of it

1) principle of hierarchy.

2) Instead of going with minister, Deputy head should try going with ~~more~~ head of department with more evidences, facts, details.

A

Ans-3

Available Options

- ① Not doing anything, and accepting it as my fate.
- ② Reaching out to multiple people to register my complaint and showing my correct action and intention.
- ③ Going in front of media about the issue.

Course of action

1) Communicating to heads

- ↳ I have written to minister only because of genuine concern
- ↳ I don't have any disrespect for your authority

2) Communicating to Senior Management / Ministers

- ↳ If my request is unheard at head of department, then explain everything to higher management to get "Justice"

3) one may go to judiciary / other branches of government, if he is not getting Justice.

At the same time, we must promote "democratisation" in our work culture. Leaders must show sensitiveness toward his employee. These are the ways to create positive work culture to get better outcome.

Job fixation

- (A) one should not get fearful from their factors and show undefeatable attitude.

④ Raising such matter in public domain / higher authority will bring larger reform in work culture of public sector org.

Grand positive work culture guided with team spirit, sensitivity is necessary for pro people governance.

आप एक अधीनस्थ अधिकारी हैं जिन्हें हाल ही में ग्रामीण विकास मंत्रालय में उप सचिव के रूप में नियुक्त किया गया है। आपकी नौकरियों में विभिन्न ग्रामीण विकास योजनाओं के कार्यान्वयन को निगरानी करना और उनका कुशल कार्यान्वयन सुनिश्चित करना शामिल है।

महत्वा गांधी राष्ट्रीय ग्रामीण रोजगार गारंटी अधिनियम (मनरेगा) निधि के ऑडिट के दौरान, आपको पर्याप्त अनियमितताएं प्राप्त होती हैं। ऐसा प्रतीत होता है कि ग्रामीण रोजगार परियोजनाओं के लिए आवंटित धन का एक महत्वपूर्ण हिस्सा मंत्रालय के वरिष्ठ अधिकारियों द्वारा फर्जी जालान और नकली लाभार्थी सूचियों के माध्यम से निकाल लिया गया है। ग्रामीण गरीबों के लिए आवंटित धनराशि को व्यक्तिगत खातों में भेज दिया गया है।

आप एक नैतिक दुविधा का सामना कर रहे हैं। इस भ्रष्टाचार की रिपोर्ट करने से आपको गंभीर परिणाम भुगतने पड़ सकते हैं क्योंकि इससे आपके वर्तमान अधिकारी राजनीतिक रूप से प्रभावशाली हैं और उनके मजबूत संबंध हैं। आपको छोटी-मोटी धमकियाँ भी मिली हैं। दूसरी ओर, भ्रष्टाचार को उजागर करने का मतलब शोषण के चक्र को कायम रखना और ग्रामीण गरीबों को उनके उचित लाभों से वंचित करना होगा।

1. उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
2. आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों का मूल्यांकन करने के पश्चात आपके द्वारा चुनी गई कार्रवाई वाले विकल्प का चयन करें और व्याख्या करें। (250 शब्द, 20 अंक)

Case Study 6:

You are an IAS officer recently appointed as the Deputy Secretary in the Ministry of Rural Development. Your responsibilities include overseeing the implementation of various rural development schemes and ensuring their efficient execution.

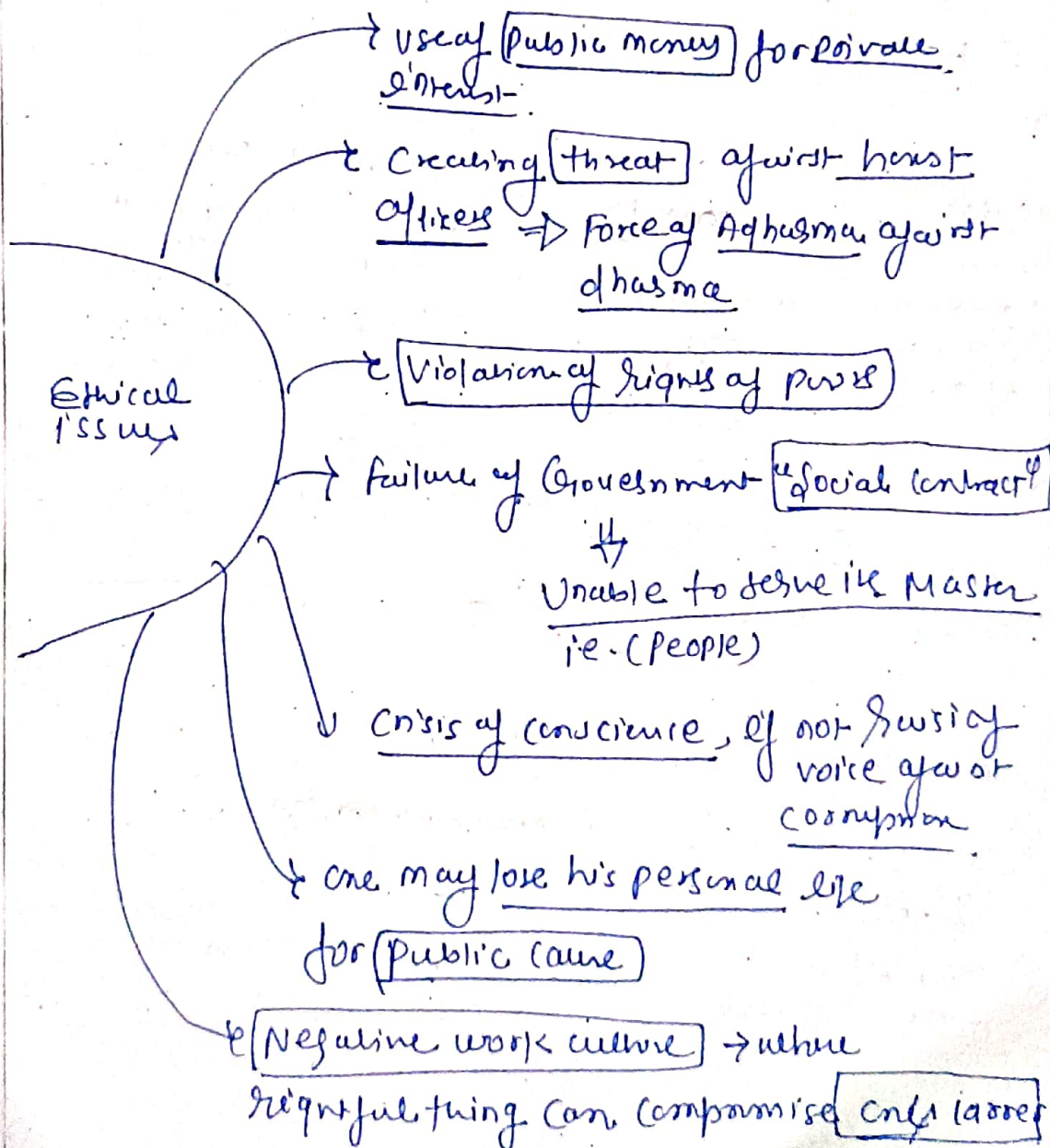
During an audit of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) funds, you discover substantial irregularities. It appears that a significant portion of the funds allocated for rural employment projects has been siphoned off by senior officials within the ministry through fraudulent invoices and fake beneficiary lists. The funds meant for the rural poor have been diverted to personal accounts.

You are faced with a ethical dilemma. Reporting this corruption could lead to severe repercussions for you as the implicated senior officials are politically influential and have strong connections. You have also received subtle threats implying that your career progression could be jeopardised if you proceed with the disclosure. On the other hand, ignoring the corruption would mean perpetuating a cycle of exploitation and depriving the rural poor of their rightful benefits.

1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option. (250 words, 20 marks)

This is a case where Corrupt System threatens honest officers and tries to stop them from their Constitutional duties.

However, one should be guided with Courage, dedication and emotional intelligence.



2) Options available and Ment/Demerit

- (A) Not raising voice against corrupt act out of fear.
- (B) leaking such details to media/civil society.
- (C) Confronting with corrupt officer and reporting it to higher authority.

A

Demerit

- ① continuous exploitation of power
- ② Cognitive dissonance

Support

- ① Saving my life from threats of seniors.
- ② protecting my career

B

Ment

- ① gr may lead to action against corrupt senior

Demerit

- ① gr may go against rules/regulation

C Ment

- ① Saving interest of people

- ② Guided with oath of constitution

Demerits

- ① May hurt my career

- ② Severe reprimand on my life

3) Chosen course of action

[C] one must raise voice against corrupt act/
Report to senior



o I will make sure that higher authority
gets full detail of corrupt act with sufficient
evidences



o I will ensure that until the corrupt officer
is not get punished, I will take every legal

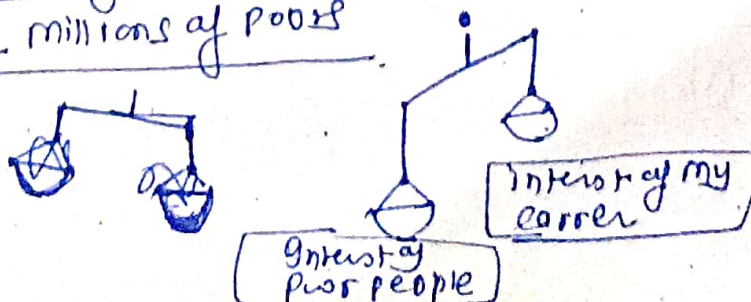
Steps to Report everyone

Reasons

1) We as a society fail not because of corrupt
element but because of those who do not
raise voice against corruption.

2) There cannot be any compromise with unethical
conduct. It must be reported as fast as possible.

3) ~~not~~ speaking against above corrupt act
may compromise my career interest but
not speaking will lead to violation of
future of millions of poor



Therefore, we must raise voice against unethical
conduct. It is basic requirement to maintain
peace, harmony and justice in society.