

NEXT IAS

RECEIVED

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. 04

Name of Candidate: Dammeri Vinay Mobile No. XXXXXXXXXX

Roll No. : GSMAC24A1008 Start Time 3:00pm End Time.....

Date of Examination: 22/07/2024 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

- Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
- Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
- Candidate is expected to attempt all 12 questions within the given timeline.
- Answers must be written in the medium authorized at the time of admission.
- Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
- Please write neatly. Avoid illegible writing.
- Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

- QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
- अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
- अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
- प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
- अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
- कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
- QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

FOR OFFICE USE ONLY

Student Concerns / Query	Evaluator's Feedback / Response
1	1
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2	2
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3	3
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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
 Copy Scanner App	 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

Q.1

- A. "यह मान लेना गलत है कि नैतिक निर्णय पूरी तरह से तर्कसंगत और सैद्धांतिक होते हैं, हो सकते हैं या होने चाहिए। मानवीय भावनाएँ भी हमारे नैतिक जीवन का अभिन्न अंग हैं।" भावनाएँ किस प्रकार हमारे नैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक 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 संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)
- A. "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)
- B. What do you understand by ethics management? Can public officials manage ethics in the work place 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)

(A)

"Emotional Quotient plays 80% part in success of individual" - Goleman.

Ethical absolutism goes against the principle of flexibility in ensuring necessary ethical conduct in a certain situation. Hence 'ethical relativism' based on emotions and feelings guide us better.

Ethical decisions - can't be purely rational

① shows rigidity in the thought process.

(Eg): Rejecting PDS to poor without ration Card.

② lacks Emotional intelligence

- ③ purely rational thoughts leads to Nazi neutrality (eg): Violence on crowds rather than using Communications
- ④ Objectivity has its own perils.
(eg): Rules becoming ends.
- ⑤ Shows lack of empathy and Compassion.

Feelings - Impacting ethical decisions

- ① Gives humane touch to decision making.
- ② Shows strong emotional understanding
(eg): Divya devarajan IAS learned gondi language.
- ③ feelings brings in new innovations.
(eg): Sonam Wangchuk invented ice stupas.
- ④ Improves Connect with fellow human beings (eg): Tanaka Darbar by Sourabh Kumar IAS
- ⑤ In line with service principle of Mahatma Gandhi
- ⑥ feelings leads to dedication in public service

Hence feelings moulds the decisions of individuals leading to more democratic development

⑧ Ethics management refers to deliberate inculcation of ethical principles in an organisation and their usage according to the Context of Situation.

④⑨: Integrity pacts in Contracts.

Yes - public officials manage ethics :-

① Higher officials have chance to put right work culture by their actions

④⑨: E. Sreedharan and Delhi metro

② Managing ethics includes value education and behaviour nudging

③ emphasising on following ethical values based on situation

④⑨: showing compassion to fellow worker in need.

Code of ethics & Code of Conduct -
sufficient enough.

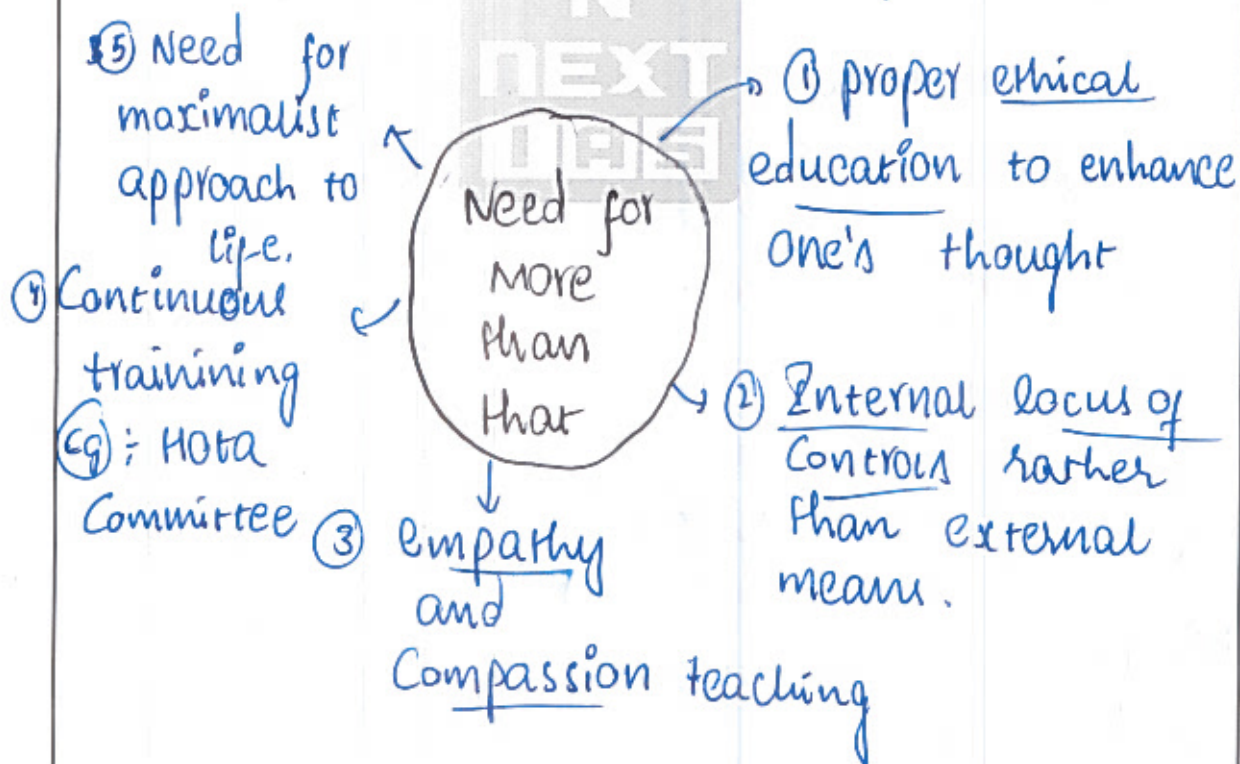
① helps mould the behaviour of worker in particular way.

② Brings in consistency in thoughts, speech, Action → Integrity ensured.

③ Guides in avoidance of Conflict of Interest
(eg): Chanda Kochhar and ICICI crisis.

④ Helps evaluate decisions and Course Correction

⑤ Maintains efficiency and equity in Organisation
(eg): TATA organisations.



Hence, Ethical management leads to better ethics and decisions that makes an Organisation thrive with morality and good governance

Q.2

- A. जबकि पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों की धारणाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पर्क बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। सार्वजनिक सेवाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपरोक्त दो नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें।
(150 शब्द, 10 अंक)
- B. सेवा वितरण में "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)

① "Service to Jiva is service to Shiva"
- Vivekananda

In the context of public service,
the debate between Traditional bureaucratic values and modern bureaucratic values
line care is ever going and calls for
greater evaluation.

Traditional ethics doing Good.

- ① ensures objectivity in decision making
(eg): Avoiding slippery slopes.
- ② Brings in neutrality
(eg): Trust between public representatives
- ③ Justice leads to fulfilment of objective of preamble

④ fair equality of opportunity as emphasised by Rawls Theory of Justice

Ethics of
Care
role

① Ensuring Greater Connect with
Citizens (eg): Improves image of govt
② Shows empathy and Compassion
towards poor (eg): Laxmi Priya IAS started
Buddy mother Concept in Assam.

③ Gives "participation of people" in governance

(eg): Social Audits.

④ ensuring welfare of vulnerable.

(eg): Granting schemes without rigid
approach of demanding Aadhar xerox etc.

Need for
ensuring
Balance of
Both.

→ ① Helps in overall promotion
of greater good

→ ② Bureaucracy becoming
democratic.

→ ③ Developmental function will be
secured

Hence, a public servant's first duty
is to serve the citizens and that will be
Guaranteed

⑥ Quality in service delivery is adherence to pre decided checks and ensuring the satisfaction of citizen



Ways to ensure total quality. :

- ① Efficiency : a) using modern technologies
 (eg) : Aadhar based payments.
 b) Ensuring dedication of public servants.
 (eg) codes of conduct
 - ② Economy : a) ensuring economies of scale to reduce the cost of service
 b) Better PPP agreements.
 - ③ Effectiveness : a) ease of service delivery
 (eg) : Door step pension delivery.
 b) more and more democratic work culture
- By above methods, we can ensure public service quality as emphasised by 2nd ARC

- Q.3 A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों 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 यहूदी हूँ।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक 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 affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)
- B. "I am a Moslem; 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)

① public service attitude refers to positive attitude among public servant to serve the people as it is the highest duty of him as emphasised by sardar Vallabhai Patel.

Attitude biases affecting public servant:

- ① showing intolerance towards certain sections (eg): elitist attitude
- ② lack of Compassion and sticking to rules over ends (eg): arm chair bureaucracy
- ③ lack of objectivity due to prejudices.
- ④ Conflict of Interest with personal

interests over public goals.

(eg) : yes Bank Rana Kapoor

Overcoming attitude biases. :

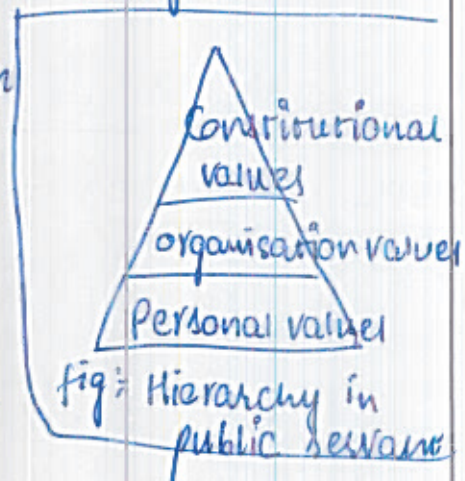
① Democratic and rational thought process

(eg) : Imbibe 'we the people' motive

② Value education in public organisation

③ Drive of Constitutionalism
in decision making

④ Ensuring Justice for
all rather than rules
and rigidity



⑤ Role playing to understand the
Communities better.

⑥ Developing emotional Intelligence through
Diary writing, interactive learning

(eg) : Justice Venkatiah did course on
LGBTQ Community.

By above methods, A public
servant can ensure ethical and
humane decisions in light of Sabka
Saath, Sabka vikas.

⑧ Mahatma Gandhi here highlights the importance of virtue of tolerance in public life and respecting every religion as equal and rational.

Religion and morality debate continues since the age of Machiavelli who called for dividing the world into public and private sphere. But the strict separation is rejected by Mahatma Gandhi who says religion ensures ethical conduct.

Religion and morality as antithetical :

- ① usage of religion to stoke communal tensions (eg): Nuh violence in Karnataka
- ② Irrational interpretations of religion (eg): Jihadists attacking civilians.
- ③ social evils as the outcome of religion (eg): Caste discrimination in India
- ④ Inequality between men and women (eg): Denial of women entry into temples.

Religion & morality → strengthens one another

① Both teaches humans to have a maximalist approach to life.

(eg): vasudhaiva kutumbakam in Upanishads

② Religion helps ensure Compassion

(eg): seva bhaav in Sikhism.

③ Religion leads to kindness in oneself

(eg): karuna bhaav in Buddhism

④ Religion enforces morality by strengthening internal locus of control.

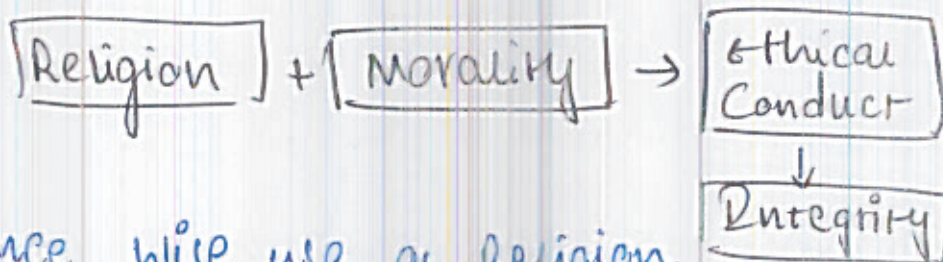
(eg): philosophy of paap and punya.

⑤ Both ensures commitment to a cause

(eg): Nishkama Karma in Bhish Mahabharata

⑥ Religion teaches good ethics

(eg): Rama as maryada purushottam



Hence wise use of Religion
is the answer to growing
Communal Conflicts and Intolerance.

- Q.4 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 उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता 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 सेवकों 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) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not?
(150 words, 10 marks)

① "A business that makes nothing but money is a poor business" - Henry Ford

The tradition thought process of business solely as money mining machines goes against Gandhian philosophy leading to "Commerce without Morality" (A sin).

Corporate social responsibility → Not a compromise on core responsibilities.

- ① Every business is sustained by progress of society at large (eg): less crime rate
- ② Good society makes for good customers
- ③ Positive feedback loop leading to profits
- ④ Business has responsibility to focus

of social mobility of vulnerables

(eg): Wipro Contributions to tribal welfare.

⑤ focus only on profits leads to inequality in society (eg): Oxfam report highlighting wealth inequalities.

⑥ CSR ensures adherence to ESG norms

(eg): Gender equality ensuring efficiency.

⑦ Taking environment into consideration
↳ Harder right over easier wrongs.

⑧ Business ~~en~~ earns the trust of people at large (eg): TATAs as a home brand of Indians.

⑨ Divergence from responsibility leads to crony Capitalism, lack of Accountability

⑩ Upholds the virtue of Justice in the society (preamble)

Hence, Capitalism should move towards Common Consensus ensuring meeting the "SDG goals"

③ The values of tyaga, seva, daanam, damah proposed by Buddhist thought and Hindu thought are eternally relevant for they promote human virtue and common good.

Relevance :

- ① Tyaga → a) To avoid individualistic tendencies
 b) In line with J.S Mill's enlightened utilitarianism
 c) Helps build strong character in individual

(eg) : Avoiding Consumerism and excessive Consumption Culture.

- ② Seva → a) In line with seva paramo dharma (highest virtue)
 b) Builds stronger connect with vulnerable sections (eg) : Azim premji donated 1000 crores

c) Reducing inequalities in the society.

(eg) : Social mobility by scheme implementation

- ③ [Daanam] : a) Redistribution of wealth
 b) upholds DPSP 39(b),(c) of preventing Concentration of wealth

c) ensuring sacrifice attitude

④ Damah : a) self-control in the era of temptations of Corruption

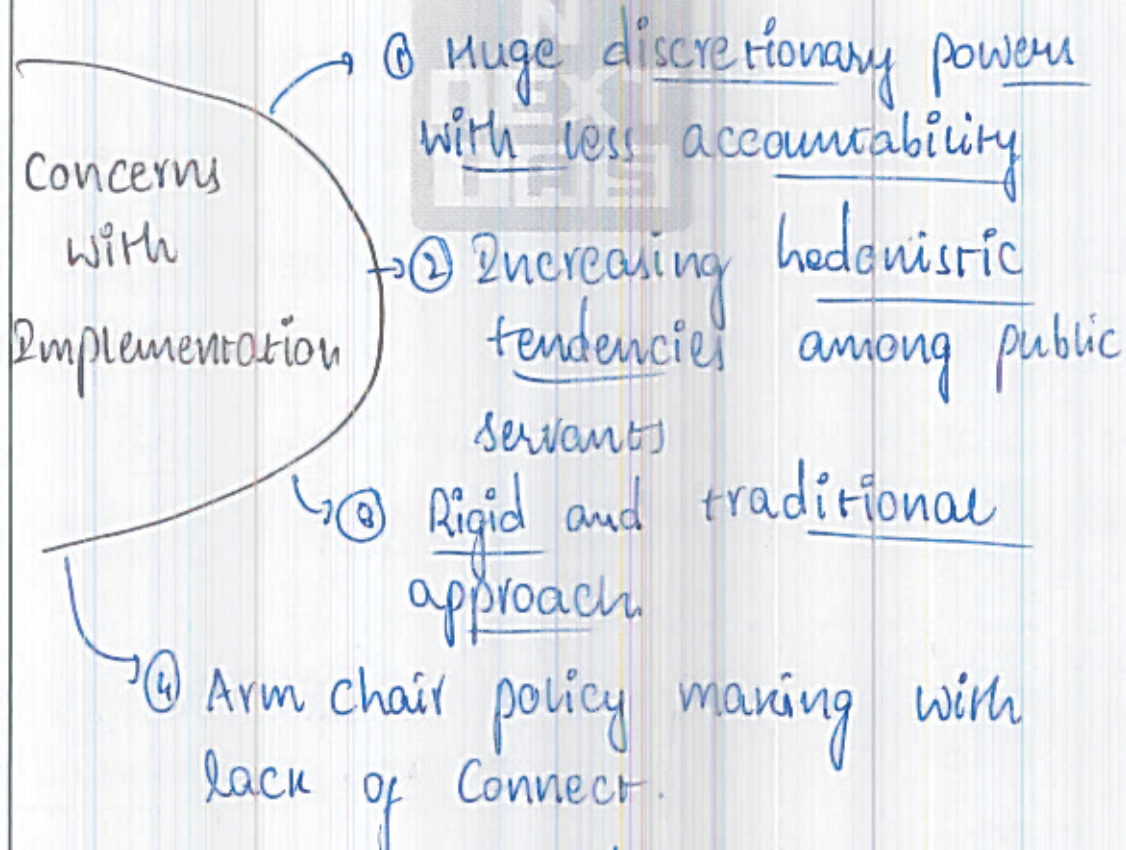
(eg) : Avoiding slippery slopes

b) preventing snowballing effect

(eg) : Pooja Singhal IAS in coal levy scam

c) service to citizens as highest aim

(eg) : Ashok Khemka showing Integrity.



The above Indian values help ensure democratic functioning of bureaucracy and leading to "yatha Dharma Sthato Jaya" (Justice leads to Success).

- Q.5
- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक 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 कायरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)
- B. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

① Conflict Among interest refers to conflict b/w between personal and public interests in the Context of Public Authority.

Conflict among various sources of Authority refers to power tussle in implementation of schemes and control over the finances.

Difference

<u>Conflict among interest</u>	<u>Conflict among sources of Authority.</u>
① Internal → in the Public servant	① external → in the public service
② Resolving needs Internal locus of Control (eg): ethics	② Resolving need Communication (eg): B/w the ministries.

③ may lead to
Compromise on
integrity

(eg): Keshub Chandra
Serr.

④ Conflict of Interest
leads to crisis
of Conscience.

③ may lead to
compromise on
efficiency

(eg): FCRA vs FEMA
in NGO regulation.

④ This goes against
democratic
functioning of
government

Resolving both Conflicts :

[Conflict of Interest]

① Recognise by using self awareness
techniques

② Emotional Intelligence to arrange
the values in order → professional >
Personal values

[Conflict among Authority] :

① Committees to ensure proper
division of Authority

② usage of bodies like NITI Aayog to
Resolve Conflicts.

③ philosophy of all of government approach.

- ② "Courage is not the absence of fear, but the triumph over it" - Plutarch

Inner courage helps in taking quick decisions and ensuring the welfare of citizens as said by second ARC report.

- ① Bureaucratic
red tapism

Governance
Concerns

- ① huge amount
of work load

- ③ Huge inequalities
in the society

- ① Major citizens
are unaware of
schemes.

Courage helping overcome ambiguities:

- ① helps in following ethics even in crisis situation (eg): Covid-19 period
- ② Helps public servant to resist the temptations (eg): Avoiding Collusive Corruptions
- ③ In line with Aristotle's virtues of life
- ④ Courage helps overcome moral dilemma
(eg): Choosing Private interest over public goals leads to crisis of Conscience

- ⑤ Courage ensures that Compassion and empathy rather than intolerance
- (eg) : Sanjukta Parashar fought bodo militancy
IPS
- ⑥ courage leads to innovations in work culture
- (eg) : Avanish Sharan invented bike Ambulances.
- ⑦ Courage gives motivation to work in challenging environments (eg) : Ayyai Tamboj SAs,
constructed Hospital in left wing region
- ⑧ helps overcome punishment postings.

Ways to
impart
Courage

- ① Role modelling like stories of Mahatma Gandhi
- ② strong Conscience through Curricular changes
- ↳ ③ Mid Career training as emphasised by HOTA Committee.
- ↳ ④ Moral stories of Ramayana.

Hence Courage forms the base of all other virtues and ensures governance upholds the principle of for the people, by the people and of the people.

- Q.6 निम्नलिखित दार्शनिकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में प्रत्येक उद्धरण से आप क्या समझते हैं?
- A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव की पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)
- B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू (150 शब्द, 10 अंक)
- C. "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुकरात (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)

① Adam Smith here emphasises on the virtue of empathy, concern for community and common good as the perfect characters of human.

This is indeed true as human beings are social animals and our happiness lies in the overall happiness of the society at large.

With empathy in heart, there will be developing of strong character in individual that emphasises on serving daidra narayana to reach narayana (god).

This was said by Vivekananda and is reflected in the character of Mother Teresa who chose a life of selfless service.

As putting the Community over our Individualistic aims leads to Sustainable way of life. This is evident from various CSR activities by TATAs and Wipro ensuring equal distribution of resources in line with OpSPs.

However present world is far from perfect and human actions are leading to excessive consumerism, materialism and violations of human rights of other individuals.

Hence there is a need to imbibe seva bhaav and karuna bhaav in every action to achieve both Inner peace as well as Justice in the society.

⑥ "If you want to test a character of a man, give him power"

The above statement highlights the philosophy of "virtue ethics" which talks about building right character in humans to ensure ethical conduct.

While right conduct ensured Gandhiji to use non-violence as a means to achieve Independence, wrong character of Mussolini led to Rise of fascism in Italy.

In administration, doing virtue or vice depends of character of individual civil servant. for instance, Avanish Saram IAS used his power to build bike Ambulances thereby providing welfare to tribals.

on other hand, Pooja Khedkar IAS manipulated the system to unethically

enter the service only to be get caught and face the wrath for her vices.

In today's world, there is rising Intolerances, Caste based differentiations and women oppressing due to our power of focussing on vices of hate, ~~the~~ prejudices rather than ensuring virtues of love, Compassion.

Hence, as said by Marcus Aurelius, the people who have Conquered the world are those who conquered their mind. This should act as guiding light in building virtues and eliminating vices.

The goal of panch pram hence is to see developed India by ensuring Sabka Saath, Sabka Vikas.

③

(A)

Socrates shows the power of continuous learning by being humble and open about one's limitations and accepting them.

The attitude of I know nothing ensures continuous self improvement as seen in life of Buddha who attained nirvana only after endless trials.

Also, this shows the resolve to accept various thoughts by showing Tolerance to others attitudes. for Example, Indian tradition of Sarva Dharma Sama bhava highlights the fundamental Equality of all religions

When one feels that he knows everything, it builds arrogance in him as seen in life of Adolf Hitler. His attitude

of hatred led to the fall of Germany and his own demise.

In mythology, this is reflected in Ravana who was influenced by vices of lust and ignorance only to be remembered as the evil in the world.

Hence, Socrates wisdom has to be used to lighten our inner child and be a life long learner. This helps purge our vices in use by building strong character.

The demands of 21st century- sustainable development, need for solidarity calls for this type of attitude to ensure "Varudhaiva Kutumbakam" (word as one family) "

केस स्टडी 1:

आप ग्रीनटेक इंडस्ट्रीज में अनुपालन अधिकारी हैं, 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 वादा करता है लेकिन इसमें एक विनिर्माण प्रक्रिया शामिल है जो खतरनाक अपशिष्ट उत्पन्न करती है।

आंतरिक जाँच (ऑडिट) के दौरान, आपको पता चलता है कि नए उत्पाद की निर्माण प्रक्रिया से निकलने वाले खतरनाक अपशिष्ट का निपटारा इस प्रकार किया जा रहा है जो तकनीकी रूप से कानूनी मानकों को पूरा करता है लेकिन गंभीर नैतिक चिंताओं को जन्म देता है। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण के लिए संभावित जोखिम पैदा करती है।

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

आप आश्चर्यचकित रह गए, एक ओर, कंपनी कानूनी रूप से सही थी, लेकिन दूसरी ओर, यह पर्यावरण पर सकारात्मक प्रभाव डालने के अपने घोषित मूल्यों के बारे में पाखंडी थी। एक कर्तव्यनिष्ठ पेशेवर के रूप में, आप कार्रवाई करने को लेकर गंभीर हैं, लेकिन चुनौती यह है कि क्या और कैसे।

1. उपरोक्त मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएँ 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 hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its whats and hows.

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)

① The Case study shows Classical debate over ethics vs laws. It also highlights how various Companies are indulging in green washing rather ^{than} concern of sustainable development.

① Ethical issues and dilemmas.

① 'Environment' vs development.

② Concern of Community vs sustainable technology

③ Deontological ethics vs Teleological ethics.

④ Transparency vs secrecy in Company

⑤ Public trust vs dedication to serve the Company.

⑥ following laws vs ethical conduct.

⑦ Compliance to laws but lack of ethics showing minimalistic approach to life.

- ④ The Conduct going against Gandhian virtue of protecting the environment.
- ⑤ Compromise of local Community's health violates Rawl's theory of Justice.
- ⑥ Questioning the probity of organisation with hypocrisy.
- ⑦ Challenging the Integrity and moral principles in Compliance officer.

⑥ Options available :-

- ① Do not take any action and follow what the Organisation says.

Merits

- ① Not illegal.
- ② I will be safe with professional growth.
- ③ Perception of company as sustainable friendly.

Demerits

- ① Definitely unethical.
- ② Crisis of Conscience in me.
- ③ My Integrity will be lost.
- ④ Health and environment will suffer.

② Go to the media and leak the actions of organisation

[Merit]

① Saves local Community and environment

② public will be made aware of Actions of Company.

[Demerits]

① Bad name to the Company

② Shows lack of Objectivity in me

③ Conduct an inquiry into the matter and prepare a report taking action.

[Merit]

① Ensures Justice for all

② I will be doing my duty according to Conscience

[Demerits]

① might lead to obstruction in inquiry.

② may take more time.

Course of action:

My Course of action will be option ③ with necessary tweaks according

to the situation on ground.

- ① An Independence Inquiry Committee consisting of environmentalists and scientific community should be formed
- ② proper analysis of violations ethically should be noted and report prepared to suggest Course Correction
- ③ ensuring social impact assessment to protect the right of tribals.
- ④ persuading the top officials to change their behaviour by telling them longterm benefits of following ethics.
- ⑤ In case of non compliance → whistleblowing about unethicality with proper proofs.

Justification: ① This conduct ensure Gandhian wisdom of 'Commerce with morality'

② Ensures triple bottom line of Profits, planet and people.

By above Course of Action, I would be ensuring environment Centricism and Climate Justice

केस स्टडी 2:

आप एक ग्रामीण जिले के जिला कलेक्टर हैं जहां पारंपरिक सामाजिक रीति-रिवाज और धार्मिक प्रथाएं दैनिक जीवन को दृढ़ता से प्रभावित करती हैं। हाल ही में, एक स्थानीय मंदिर और उसकी कुछ धार्मिक अनुष्ठानों और स्थानों से महिलाओं को बाहर रखने की लंबे समय से चली आ रही परंपरा से जुड़ा एक मामला सामने आया है।

लैंगिक समानता 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 अधिकारी 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 पुरजोर विरोध करता है।

जिला कलेक्टर के रूप में, आपको एक जटिल नैतिक दुविधा का सामना करना पड़ता है। कानूनी तौर पर, आप भारतीय संविधान को बनाए रखने के लिए बाध्य हैं, जो समानता की गारंटी देता है और लिंग-आधारित भेदभाव पर रोक लगाता है। हालाँकि, इस कानून को लागू करने से समुदाय में काफी अशांति फैल सकती है, जहां 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।

लैंगिक समानता का नैतिक तर्क समुदाय की धार्मिक भावनाओं से टकराता है। मंदिर के अधिकारियों का मानना है कि रीति-रिवाजों में बदलाव करने से उनको 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 थे, एक ओर एक प्रगतिशील अधिकारी होने के नाते आप जानते थे कि क्या करना सही है, लेकिन दूसरी ओर एक प्रशासनिक पेशेवर के रूप में आप अपने हाथों से धार्मिक स्वर में अशांति नहीं चाहते थे।

1. उपरोक्त परिस्थिति में कौन-कौन से प्रशासनिक और नैतिक मुद्दे शामिल हैं?
2. उपरोक्त परिस्थिति 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 religious texts and long-standing 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 moral 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 demanding 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.

1. What are the administrative and ethical issues involved in the above situation?
2. What are the options available to you in the above situation?
3. Discuss the merits and demerits of each option and explain your chosen course of action along with reasons. (250 words, 20 marks)

(A) The case study shows / reflects the recent reform in India by allowing women entry into Sabarimala temple of Kerala.

As a District Collector, it is needed to show fortitude and temperance in decision making by following Constitutionalism.

① Administrative and ethical issues involved :-

Administrative :- ① chance of social unrest

② violation of religious sanctity in the district

③ local politicians stoking violence for political gains.

④ Communication with women as well as religious leaders is needed.

Ethical issues :-

① Denying entry into temple leading to

- violation of Article 14 - right to equality
- ② Against fundamental duty of ensuring dignity of women.
 - ③ Against Deontological principle of all are equal
 - ④ lack of morality among local politicians
 - ⑤ Irrational thought in society in the name of religious sanctity.

②③:- Options available to me

- ① Do not allow women and ask them to go to Court

Merits

- ① My action will not be illegal
- ② avoiding social unrest

Demerits

- ① violates constitution
- ② shying away from duty
- ③ crisis of Conscience in me.

② Allow women and impose restrictions under section 144 of IPC

Dem [Merits]

- ① upholding Article 14 and dignity of women
- ② Integrity is upheld in me
- ③ shows Courage to take action.

[Demerits]

- ① chance of social unrest and violent mobs leading to loss of lives
- ② Restrictions on right to life (Article 21)

option ③ Call for wider public debate by forming a Committee

[Merits]

- ① More 'Consensus' in Action.
- ② ensuring balance of views of both women and religious leaders

[Demerits]

- ① Might not accept my decision
- ② leads to delays in the meantime

My Course of Action :

It will be based on Rationality, upholding Justice in the Society and

Ensuring fundamental rights to all

- ① form a Committee with inclusion of religious leaders, civil society, women representatives Independently
- ② Deliberate over the need to ensure equality in all spheres between men and women.
- ③ Nudge the local politicians to avoid unethical behaviour in crisis situation
- ④ use religious leaders as tools to bring in social change
- ⑤ strict vigilance to avoid any violence or riots
- ⑥ "Effective patrolling" day and night to avoid communal tensions.
- ⑦ using role models like Amir Khan's Satyamev Jayate show to bring change.

The above Course of Action will ensure "yatra Narayastu pujiyante, samante tatra devata" (where women are worshipped, there the Gods reside).

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहाँ आपकी उत्तरदायित्वों में से एक उम्मीदवारों के अभियान (कैंपेन) के दौरान खर्चों की निगरानी करना और अभियानों (कैंपेन) की वीडियोग्राफी की निगरानी करना था। जैसे ही आप कार्यभार संभालते हैं और काम करना प्रारम्भ करते हैं, आपको एहसास होता है कि आप किस चुनौती से जूझ रहे हैं। दो उम्मीदवारों की पृष्ठभूमि आपराधिक थी और पूरा मुकाबला कमोबेश इन्हीं दोनों के बीच था।

जैसे-जैसे अभियान (कैंपेन) ने गति पकड़ी, आपने देखा कि दोनों उम्मीदवार जाति और धार्मिक आधार पर मतदाताओं को भड़काने में लगे हुए हैं। इसके अलावा, वे चुनाव आचार संहिता का खुला उल्लंघन करते हुए आर्थिक प्रलोभन दे रहे थे। आपके वीडियोग्राफर को धन्यवाद, 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। आपकी राहत के लिए, उन्होंने चुपचाप गलती स्वीकार कर ली और संहिताओं का पालन करने का वादा किया। बैठक के दो दिन बाद आपको खबर मिलती है कि आपके एक वीडियोग्राफर को एक प्रत्याशी के गुंडों ने बुरी तरह पीटा। और वीडियोग्राफर की पिटाई का मतलब आपके लिए चेतावनी थी। इसके अलावा, उसी शाम आपको एक कॉल आती है जिसमें अभियान में हस्तक्षेप करने पर गंभीर परिणाम भुगतने की धमकी दी जाती है।

आपको एहसास होता है कि आपके फैसले आपके साथ काम करने वाले लोगों के लिए खतरनाक साबित हो रहे हैं। आपको अपने कर्मचारियों की सुरक्षा को खतरे में डालना अच्छा नहीं लगा।

1. उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
2. क्या कर्मचारियों की व्यक्तिगत सुरक्षा की कीमत पर कर्तव्य के प्रति समर्पित रहना नैतिक रूप से उचित है? चर्चा कीजिए।
3. आप अपने कर्मचारियों की सुरक्षा से समझौता किए बिना अपने चुनाव कर्तव्यों का पालन कैसे करेंगे? व्याख्या कीजिए।

(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' videography. 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 caste and religious 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.

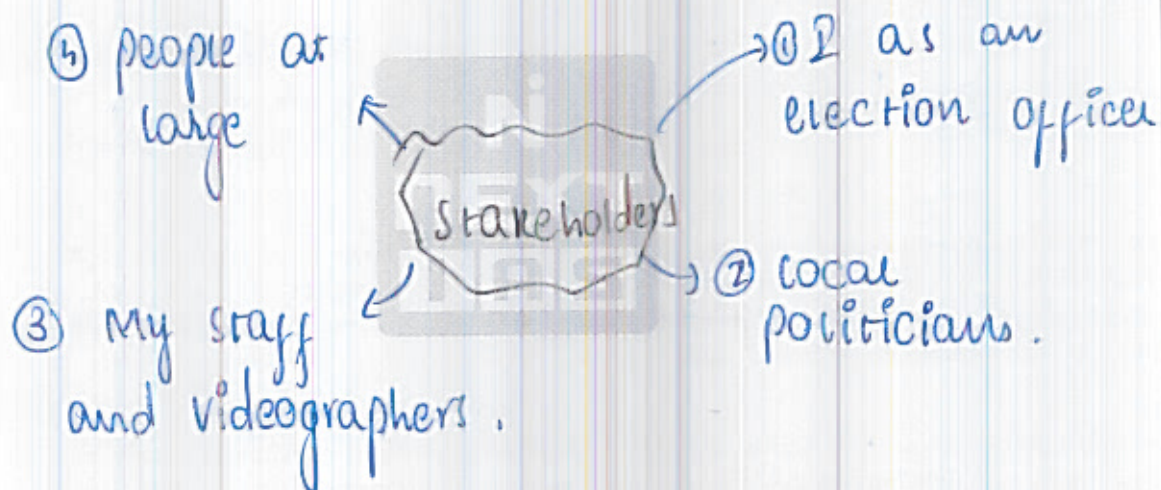
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with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

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

1. What are the issues involved in the above case?
2. Is it ethically justified to be devoted to duty at the cost of the personal safety of the staff? Discuss.
3. How will you go about doing your election duties without compromising the safety of your staff? Explain.

(250 words, 20 marks)

The above case study highlights the phenomenon of criminalisation of politics as well as rampant use of money and muscle power in elections. This calls into question of "democracy as rule of the people, for the people and by the people."



a) Issues involved in above case :

- ① violation of Constitution, the law of the land by both the Candidates.
- ② calls into question the virtues of future public representatives.
- ③ violence rather than peace shows violation of Gandhian teachings.

- ④ Corruption of morals in the Society by accepting note for vote.
- ⑤ Threat to democracy becoming into plutocracy.
- ⑥ Threatening a public servant leads to violation of laws
- ⑦ violates the Representation of people's Act, 1951 as candidates involved in electoral mal-practises.
- ⑧ Threat to rights and welfare of citizens at large.
- ⑥ ethical justification of devotion to duty
 - ① personal safety reflects the mere existence attitude but that is not the purpose of life
 - ② Devotion to duty in line with guidance of vallabhai Patel for civil servants
 - ③ changing the conduct in light of threat shows lack of courage and fortitude

- ④ Compromise of ethics in face of adversity doesn't ensure Justice for the citizens of this great Country
- ⑤ Violating the Kant's Categorical imperative of universality in actions.
- ⑥ Hence ethical justification is present to be devoted to duty.
- ⑦ Upholding the fundamentals of democracy by ensuring fair conduct of elections.
- ⑧ My Course of Action :
 - ① Immediately, provision of medical aid to my colleagues
 - ② Instilling Confidence among the staff and ensuring strong work culture in the face of adversity
 - ③ strict warning and final warning to the Candidates in ensuring rule of law.

- ④ proper adherence to rules of RPA, 1951 by Collecting evidence of attack against Election Officer.
- ⑤ Reporting to the Election Commission by showing the videographics.
- ⑥ Recommending the debarment of candidates involved into violence to set a strong example in the society.
- ⑦ Responding to the threat with more reinforcements of central forces by providing personal protection to the staff.
- ⑧ ensuring the integrity of election system is not compromised at all costs.
- ⑨ e-VIGIL app and awareness generation to ensure strong vigilance.

By above Course of action, I will show fortitude to save democracy from becoming government off the people, for the people and buy the people.

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 (पीएसयू) 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 पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगों की पत्नियाँ मित्र थीं। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

सभी निविदाओं की जांच करने पर, आपके अनुभाग ने मिस्टर शर्मा की शर्तों को 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 vendor 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)

- (A) ① The above case shows the Conflict of Interest between personal interest and public interest but it is a perceived one as Mr. Sharma is awarded the tender only because of being competitive rather than his personal connection with mine.

More Issues. :

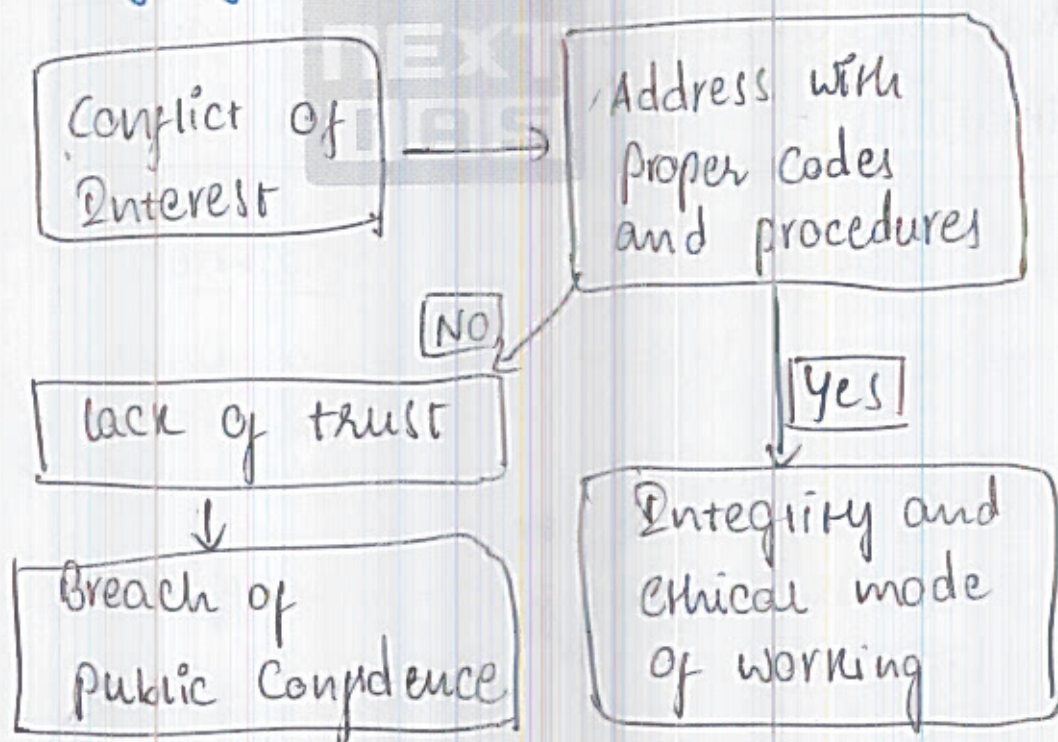
- ① lack of fore sight in the head of procurement to note the Conflict of Interest with the organisation explicitly
- ② lack of set procedures in the organisation to resolve such Complex situations
- ③ Mr. Patel taking advantage of the situation to get the tender although he knew about Compatibility of his Company.
- ④ Delays due to Controversy leading to effecting the public service.

- ⑤ Affect on work culture of the organisation.
- ⑥ Probity of officer comes into question.
- ⑦ Relevance of Impartiality & Non-partisanship
- ⑧ Both leads to Accountability which is a key virtue of profession.
- ⑨ Helps avoid Conflicts of Interest as seen in this case.
- ⑩ Public welfare is the only motive of service.
- ⑪ Ensuring the trust of public on the government.
- ⑫ Ensuring efficiency, effectiveness in the Public tenders.
- ⑬ upholding selflessness
- ⑭ upholds leadership abilities of civil Servant
- ⑮ Sets strong work culture to avoid

Corruption.

- ⑨ Avoids slippery slopes and snowballing effects.
- ⑩ Ensure Integrity → walking the talk and thinking the thought.
- ⑪ confidence among all the stakeholders
- ⑫ Trust of public representatives on the appointed representatives
- ⑬ Avoiding Conflict of Interest in such situations :-
 - ① first thing to do is to recognise individually about presence of conflict
 - ② Then it is pertinent to ensure that proper registering of the conflict is made.
 - ③ If needed, He should move away from tendering process to show impartiality in decision making

- ④ An Independent panel might be used to look at tender selection.
- ⑤ Proper report might be created to record the merits on which selection is done.
- ⑥ Videographing the selection process meetings might have helped to show Integrity.



Hence, ethics should not only be followed but also seen to be followed in administration.

केस स्टडी 5:

आप हाल ही में राज्य के सांख्यिकी 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 प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 लोगो का स्टाफ था, और यह एक मिश्रित समूह था; जिनमें कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के करीब पर थे। कुल मिलाकर, स्टाफ बहुत कुशल नहीं था, लेकिन किसी तरह उन्होंने अपना काम चलाया। एक बैठक में, विभाग के प्रमुख ने लागत में कटौती के उपाय 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 नौकरियाँ चली जाएँगी।

आपने नए 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 आ गए। अत्यंत हताशा में, आपने संबंधित मंत्री को पत्र लिखा और इसकी एक प्रति अपने प्रमुख और मुख्य सचिव को भी भेजी। मंत्री ने सहानुभूतिपूर्वक नोट प्राप्त किया और उन्होंने कुछ सकारात्मक कार्रवाई का आश्वासन दिया। लेकिन आपके प्रमुख आपके बिना उनकी सहमति के ऊपर जाने से खुश नहीं थे। वह तुरंत आपके स्थानांतरण का आदेश देते हैं और कार्यालय के आदेश का अनुपालन न करने पर अनुशासनात्मक कार्यवाही शुरू करते 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 अंक)

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.

In one of 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 your 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)

The above case study highlights the dangers of traditional bureaucratic system with rigid hierarchy.

It also shows lack of empathy on part of head of department showing Gandhian sin of 'knowledge without character'.

(a) Administrative issues involved

- ① Loss of Jobs of public servants
- ② leads to loss of livelihoods in the organisation
- ③ Affects the work culture of organisation
- ④ lack of Compassionate attitude among seniors
- ⑤ Transfer and disciplinary proceedings to threaten the ethical conduct

Ethical issues :

- ① violating the OpSP 41 of ensuring

employment of an individual.

- ① Outsourcing do not demand removal of personnel.
- ② non recognition of service done by people in the past.
- ③ Involvement of ministers and Chief Secretary might lead to Course Correction.
- ④ Treat to Integrity in me by Coercive punishment postings.

⑤ Rightness of writing to the Minister :-

- ① The chain of Command was broken as directly I approached the minister.
- ② But initial talk with the head of department is of no use as he is not in a position to listen to my reasoning.
- ③ lack of emotional Intelligence on part of head called for writing to the minister.

- ④ In line with democratic bureaucratic procedures of upholding welfare of citizens.
- ⑤ If there is no action on my part
↳ more harm by loss of jobs of even efficient work force.
- ⑥ This compromises on work culture by threatening the professional survival of others.
- ③ Response to the action :

① Accept the transfer

<u>Merits</u>	<u>Demerits</u>
① Truth comes out in disciplinary proceedings	① Shows lack of courage ② Leads to crisis of conscience

② Report to senior Authority / Minister

<u>Merits</u>	<u>Demerits</u>
① Transfer might be stopped	① Head will be more furious

② Moral win for my action

② may lead to his obstructions in future jobs.

③ Reason with the head about what necessitated me to take extreme decision

Merits

① work culture will be saved

② efficiency of public service will be ensured.

Demerits.

① senior might not listen.

② Delays in the working.

Course of Action

Option ③

→

Talk and solve differences between me and senior

NO

yes

Talk to Minister and Chief secretary against coercion of senior

Working in close coordination and better work culture

Benefit of Organisation

केस स्टडी 6:

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

महात्मा गांधी राष्ट्रीय ग्रामीण रोजगार गारंटी अधिनियम (मनरेगा) विधि 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 चालान 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 इसमें फंसे वरिष्ठ अधिकारी राजनीतिक रूप से प्रभावशाली हैं और उनके मजबूत संबंध हैं। आपको छोटी-मोटी धमकियाँ भी मिली हैं जिनका अर्थ यह है कि यदि आप प्रकटीकरण के साथ आगे बढ़ते हैं तो आपके करियर की प्राप्ति खतरे में पड़ सकती है। दूसरी ओर, भ्रष्टाचार को नजरअंदाज 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:

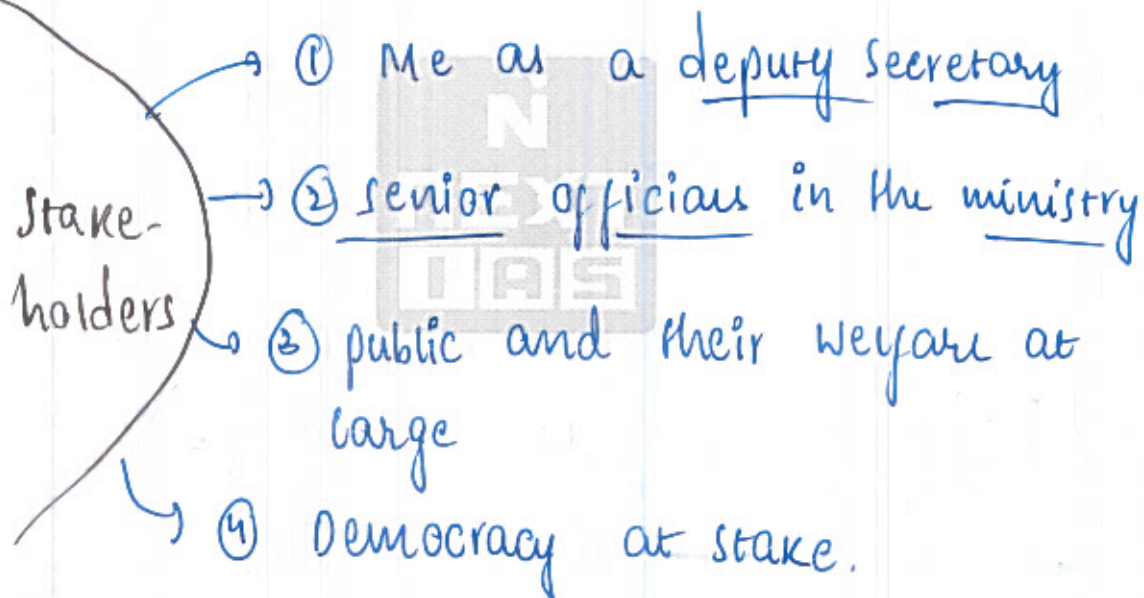
You are an IAS officer recently appointed as the Deputy Secretary in the Ministry of Rural Development. Your responsibilities include overseeing the implementation of various rural development schemes and ensuring their efficient execution.

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 an 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)

- ① The above case study highlight the termite of corruption hollowing the citadel of democracy. This also highlights how senior officials who has to ensure ethical workculture shamelessly involved in collusive corruption with people as ultimate sufferers



Ethical issues involved in case ∴

- ① violation of Constitution and fundamental Rights of people.
- ② Goes against the "Trusteeship principle" of "John Locke"
- ③ violation of public trust on the government.

- ④ siphoning the funds leading to destruction of probity in the org Ministry
- ⑤ Impact on the efficiency of public service
- ⑥ Ethical dilemma in me between personal growth vs professional accountability
- ⑦ violation of "Rawls theory of justice"
- ⑧ Against Kantian principle of right means at all costs

② ③ Options available to me :

- ① listen to threat and not take any action

Demerits

- ① crisis of conscience in me
- ② perpetuation of corruption
- ③ violation of public trust

Merits

- ① professional wellbeing not affected

② Report to higher authorities and the minister

[Merits]

- ① upholding Constitutional morality
- ② fights corruption.

[Demerits]

- ① wrath of seniors.
- ② Personal threat to life

③ Whistle blow to public media and the public

[Merits.]

- ① ensures Transparency
- ② sets strong precedent.

[Demerits]

- ① Threat to trust on ministry
- ② shows lack of fortitude in me.

[My Course of Action]:

- ① first, [option 2] by making proper report of corrupt activities
- ② proofs should be included so as to take strong action based on Corrupt practices.

③ not facing any dilemma due to threat and standing on the side of truth with fortitude

④ If no action is being taken

↓
[option 3] to whistleblow about the mishappenings in public Interest

⑤ this ensures the correct use of Public resources for Community good rather than ~~public~~ good private good.

[Justification] :

- ① upholds "social Contract principle"
- ② In line with "yatha Dharma sthata Jayati"
- ③ punishment to corrupt ensuring Justice

we need to remember that Courage is the first step to morality and be guided by Grandhian teachings.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

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

DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

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1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
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2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
3. Any page/pdf having shadow needs to be rescanned. Please make sure that the pdf that you upload is as clean as possible.
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NEXT IAS

महत्वपूर्ण निर्देश	
अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।	
क्या न करें- 1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें। 2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें। 3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें। 4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।	क्या करें- 1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें। 2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें। 3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें। 4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए। 5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है। 6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।
ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध	
1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANNER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)। 2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं। 3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो । 4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए। 5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए। 6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।	