

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate) —

TEST CODE : GSMAC2404Name of Candidate: Mudra Raheja Mobile NoRoll No. : Start Time 2:00 End Time 5:00Date of Examination: 13/08/2024 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

- 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

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
.....	
.....	
2	2
.....	
.....	
3	3
.....	
.....	

<u>MARKING SCHEME *</u>			
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.

<u>IMPORTANT QR CODES</u>	
 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)





NEXT IAS





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)







- Q.3
- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वग्रहों 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 पूर्वग्रहों 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)

Attitude is learned endured
predisposition to act consistently
either favourably or unfavourably

Public Service Attitude

- Spirit of self service and Quality service delivery
- leaving no one behind
(Inclusive development of all)
- Canons of Probity - honesty
uprightness
Integrity
- Spirit of Compassion towards vulnerable section of society

Attitude Bias → Affect Decision making

- ① Cognitive — rigid stereotyping towards minority
- ② Affective — impartiality and lack of objectivity
(conflict of interest)
- ③ Behaviour:-
 - ↳ Not abiding by rule of law and misuse of discretion.

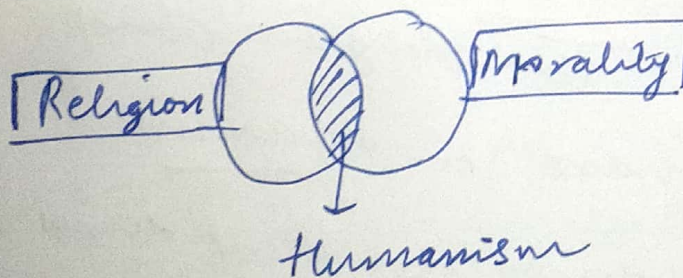
Overcome Such Attitude Biases

(B) The above quote by Gandhiji shows the spirit of secularism and its importance in binding the social fabric.

Statement means

- > Equal respect to all religions
- > Choice of individual to choose one's religion (Article 25 - Fundamental Rights)
- > The perspective of 'humanity' as religion in itself
(all religions are pots of same clay)

Religion and morality



Religion harmful to moral life

① Communalism and Riots -

(Eg) Godna Riots

② Religious Fundamentalism and Violence

(Eg) Iran Fundamentalism,
Morality Police in Iran
(Mehsa Amini death)

Necessary to moral life

① Act as source of ethical guidance

(Eg) Bhagwad Gita, Quran

② Social cohesion and justice

(Eg) Langar by Sikhs
Zakat by muslim

Thus Religion and
morality share a dynamic
relation which diverges at times
and reinforce other

- 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)

The very well saying by Milton Friedman

goes like 'Business of Business is Business' showcasing the Profit pursuit of corporations.

Indulging in CSR compromise Core ethics

Resource utilisation

- 1) To optimum to generate Profit
- 2) Lag behind in utter competition with other companies

Production Responsibility

- 1) Maximise Production is compromised
(Eg: 3% Profit to CSR)
- 2) Staff is occupied in CSR words
(loses efficiency)

However, CSR benefitting companies

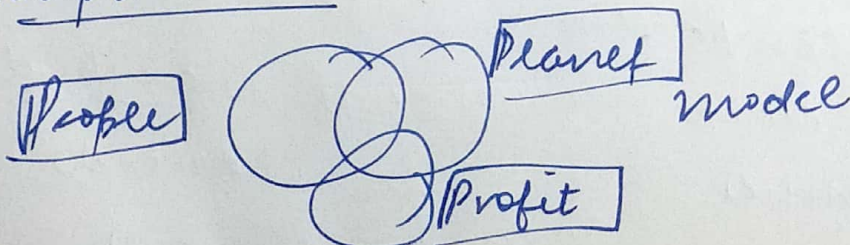
① Enhancing Brand values of Companies

(Eg) Tata Company - MANCI to increase IMR, MMR in remote regions.

② Boost morale of companies and give work satisfaction to employees
(seeing impact at ground level)

③ uphold Gandhian model of trusteeship (giving back to society as society is shareholders)

④ Narayan Murthy in this regard gave concept of 'Compassionate capitalism'



- (B) Indian traditional wisdom is enriched with spirituality and values that act as source of ethical guidance.

Relevance for Public Servants

① Tyaga (Renunciation) :-

- Renouncing material goods
(delaying gratification - corruption)
- Renounce hedonist attitude
(Eg) Maharashtra girl died of starvation due to lack of documents.

② Seva (Service)

- Spirit of service
(Eg) IAS for Armstrong Pannu known as for building 'People's Road' out of crowd funding
- People before self - Citizen Centric Governance

③ Daanam (Charity)

- Trusteeship Model (giving back to Society)
- + Daidra Narayan (serving poor spirit)

④ Dama (Self control)

- + Criminalisation of Politics
(ADR Report: 46% MPs have Criminal Records)
- Wealth Accumulation

However, need of inculcating values

- Classical Conditioning Rewards and Punishments
- II ARC: Soft skill training to Public servant

Thus, above traditional wisdom and values make public servant virtuous, moral and ethical being

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 कार्यरता 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)

A) Conflict between interests of own and various source of authority can be differentiated as:

Conflict among Interests	Conflict among source of authority
① Creates internal dilemma ② Choosing Transparency vs Privacy in front of family members. ③ It leads to Crises of conscience or moral turpitude	① Creates external dilemma ② Choosing advice of seniors vs Rule of law or Constitution ③ It creates a question of ethical turpitude

③ It hampers objectivity if
Chase one's
personal
connections

(Eg) ICICI-Chanda
Kochhar case

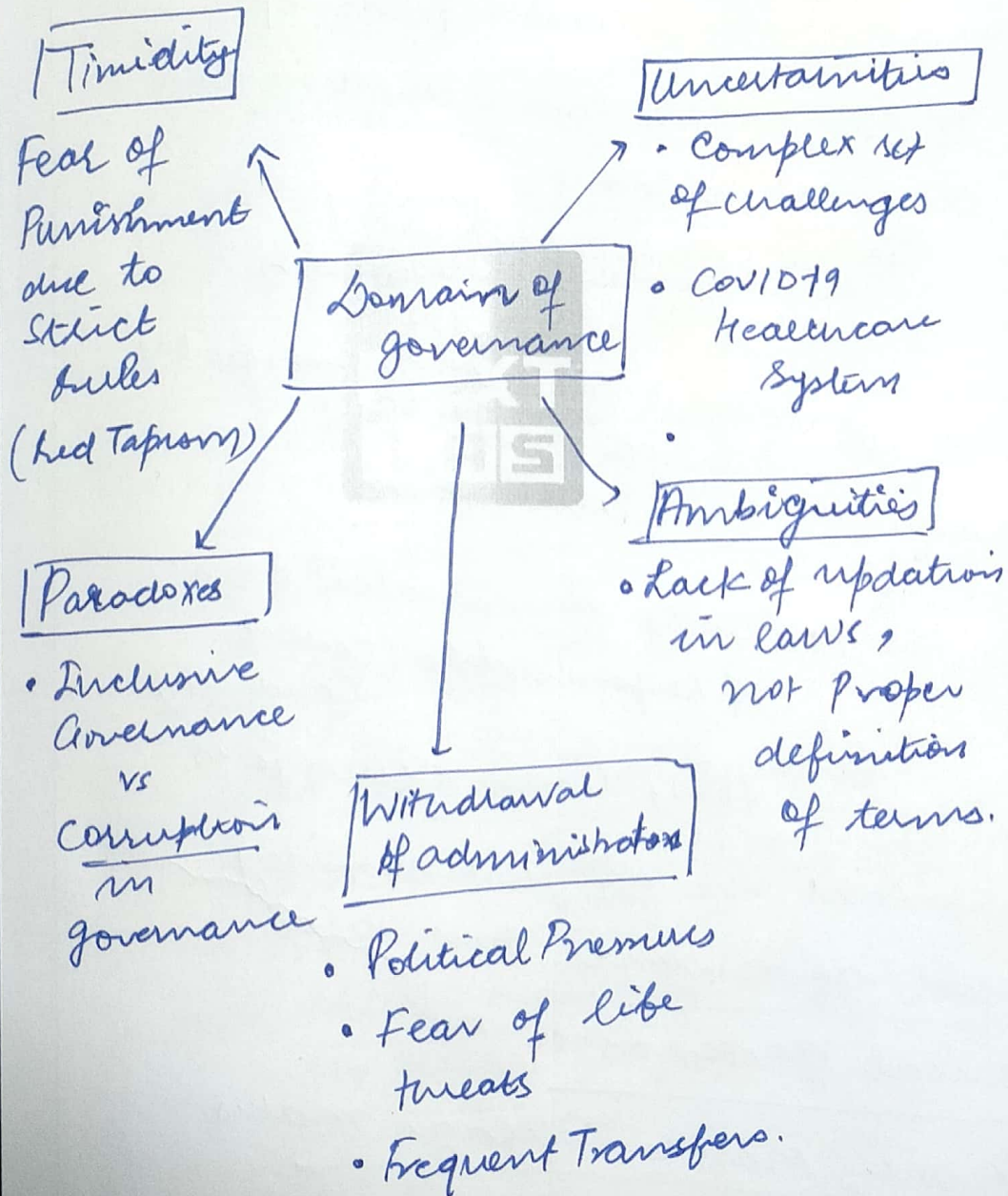
③ It creates a
tussle between
right and
wrong as it
affects larger
section of
society

(Eg) Constitutional
Morality
vs
Religious sentiments
(Sabarwal
Case)

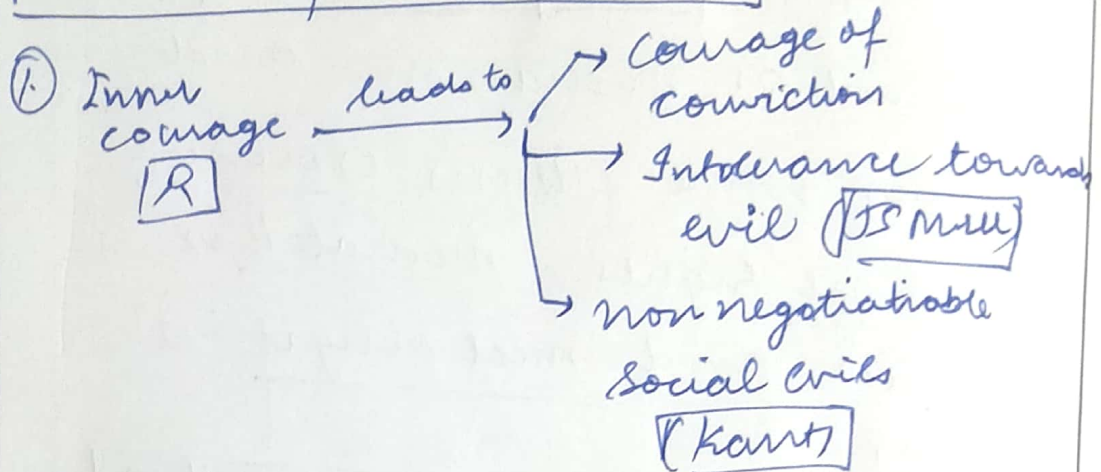
Thus both these conflicts
are resolved by

- Common goods Approach
- 'People' placed above
oneself
- Utilising approaches like
Utilitarianism (greater good
of greater number of
people)

(B) According to PNDP, governance is defined as mechanism and processes where citizens exercise their legal rights, mediate their differences and meet obligations



Relevance of Inner courage:



② It acts as a major motivation to do what is right

③ TN Seshan - Political Neutrality

However

- Need is to reduce ambiguities through proper law formulation
- Clearly demarcated area of responsibility (Code of Conduct)

Thus, inner courage is important in not just making good governance but also ethical governance as

"one man's courage makes the majority"

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।" 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)

A) This quote finds resonance in quote of Mother Teresa - 'Life not lived for others is not a life at all'

Perfection of Human Nature

> Feel for others, little for ourselves.

→ It calls for empathetic attitude and keeping 'others before self' approach

(Eg) Nelson Mandela, 27 years in prison for people of South Africa

→ It calls for compassion towards living beings. (selflessness)

(Eg) JAB Neerja Bhanot - saved Passengers while gave her life-

> Restrain our selfish nature

→ Concept of eco-centrism

(Eg) Greta Thunberg, striving for climate change

→ Sharing and caring

(Eg) Ratan Tata - Charity approach

> Exercising Benevolent Affections

→ Corporate Social Responsibility

(Eg) Pricamal Foundation -

→ Spirit of 'Vandairva Kutumbokam'

(Eg) Vaccine Matri of Andhra

However, on the other hand

1) Hobbes calls human, by nature to be selfish, self preserving and nasty, greedy.

2) Altering human nature: in wake of global crisis - Russia Ukraine war, Bangladesh genocide accusations.

Thus concept of 'universal humanism' of Rabindranath Tagore find relevance in guiding human nature.

(B) It is rightly said that 'If you want to test a man's character, give him power' as power is test of virtuous and vicious personality

Virtue lies in our Power

> Use of Power for welfare of People

(Eg) Abraham Lincoln abolished slavery

> Power to show courage of conviction

(Eg) India's military power - Surgical strike against Pakistan

Vices lie in our Power

> misuse, abuse and overuse of Power

(Eg) China's Debt trap Diplomacy - Economic Power

> Power as means to fulfil ulterior objectives

(Eg) Nazi Germany - Hitler Persecuted Jews.

Power to act or not act

> Power determines the action as legitimate or not

(Eg) Power of supreme court to nullify triple Talaq

> Power gives a sense of discretion and choices to powerholder

(Eg) USA - not acting towards climate change - moved out of Paris deal

However, on the other hand

> Virtue and vices are inherent in individual irrespective of power

(Eg) Gandhi's non-violence approach as virtue.

> It is not in power, but moral or conscience to take action

(Eg) Action against eve teasing in public.

To conclude, it is said that love of Power should give way to Power of love i.e. purest virtue.

(C) Socrates once mentioned that 'unexamined life is not worth living', calling the need to introspect and develop self awareness.

Intelligence, as per Socrates is knowing the fact that one knows nothing.

> It implicitly accepts the limitations of human mind and vastness of world of knowledge

> Further, it is often said that an 'empty vessel makes the most noise', showcasing that one who knows ~~too~~ nothing in true sense boast of his limited knowledge

(E) famous medieval figure, called as 'Sheikhechilli'

> It incorporates sense of humility

and humbleness and keeps the person grounded.

On the other hand

> Accepting that one knows something is also intelligence

⑤ Giving expert knowledge IMD in weather forecasting.

> Intelligence is not just limited to knowledge but also virtuous personality (JS Mill)

However, the given quote by Socrates remain relevant for civil servants to constantly strive towards accumulation of knowledge and stay updated ensuring good governance

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 अनुमति 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 what's 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)

Ans. The given case study highlights the critical case of 'greenwashing' by Green Tech Industries. I am true to my professional integrity and values being compliance officer.

① Ethical issues in above case

- ① Against Eco-criticism (Hazardous Waste generation)
- ② Loopholes in legal system
(Opacity highlighted)
- ③ Waste disposal harming local community
(Breaching trust of people)
- ④ Crises of conscience faced by me

Ethical Dilemmas

- ① Means are wrong vs Right Ends
(Hazardous waste generation) (Eco friendly Product)
- ② Environmental sustainability vs

Economic growth of the company.

③ Ethical means not followed vs
legally correct (legal but unethical)

④ Environmental Ethics vs Professional Ethics
towards company

(i) Available options

① Report the audit report to CEO of
greentech industries

Merit

1. Uphold company's
mandate
(positive environmental
impact)

2. True to my
conscience
(virtue approach)

Demerit

1. Significant loss
to company
2. CEO may not
agree

② Business as usual approach without
highlighting the hazardous waste
generation.

Merit	Demerit
① Profit to company (Business ethics) ② Legally correct	① Breach of social contract with people ② Lowers <u>Brand value</u> in case caught ③ Satisfies my conscience ④ Compromise environment and people health

(ii) My course of action is very closely the first ① which entails reporting the true internal audit details to CEO.

As Aristotle says that action should be legal, effective as well as ethical. Thus compassion towards local communities health and environment will drive my response.

Justification lies in the fact that Brand value of company is important which has stood the test of time. Benjamin Franklin

also says that

✓ It takes 20 years to build a
reputation in a company
and just 5 minutes to ruin it.

As a compliance officer,
I can't see wrong in front of me
at any cost. I am witnessing
the long term impact of new
eco-friendly (social) product
on community and environment.

Thus, I believe in
'quality service delivery' which serves
my conscience. Thus going by
the principle of
'Ecology is permanent economy'

I would make sure that vision of
company - positive environment
impact stays intact.

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 को 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 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 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)

The above case study reflects a classic case of Sabarimala temple entry, where there is conflict between individual religious rights (Article 25) vs collective rights (Article 26)

① Administrative Issues

① Social constituency has deeply entrenched traditions and beliefs which is difficult to change → Intolerant attitude

② Law and order situation between two opposing groups → young women
Orthodox Section

③ History of unrest on religious matters - vulnerable hotspot region
need cooperation from Police department

④ Involvement of local politicians in fueling the fire - disturbs Social cohesion

Ethical Issues

① Avoidance of traditional exclusionary practice

Kant Social units are non-negotiable

② Gender Inequality: depriving women from certain rituals

③ Violation of Constitutional morality

④ Justification of discrimination through texts

('logos' - logic component of ARISTOTLE missing)

②* Options Available

* Form a committee for reconciliation among 2 groups

Merit	Demerit
> Amicable method of dispute resolution	> May escalate the <u>crisis</u> further
> Democratic method by finding a 'middle path' (<u>Buddha</u>)	> Members may not agree to given solution

B) Meeting leaders of temple authority and talking in person to young women group.

Merit	Demerit
> Better understanding of demands of 2 groups	> May be accused of biasness if meeting in separate
> 'Buy the time' so as to prevent law & order crises	> Rigid notions of both the groups

Course of Action

As an officer with progressive mindset, I believe in equal rights to all the members, however also mindful of traditional religious sentiments

Since religious notions and beliefs are very rigid, I know that Persuading them for temple entry to festivals to women is 'not one day affair'.

I would take young women

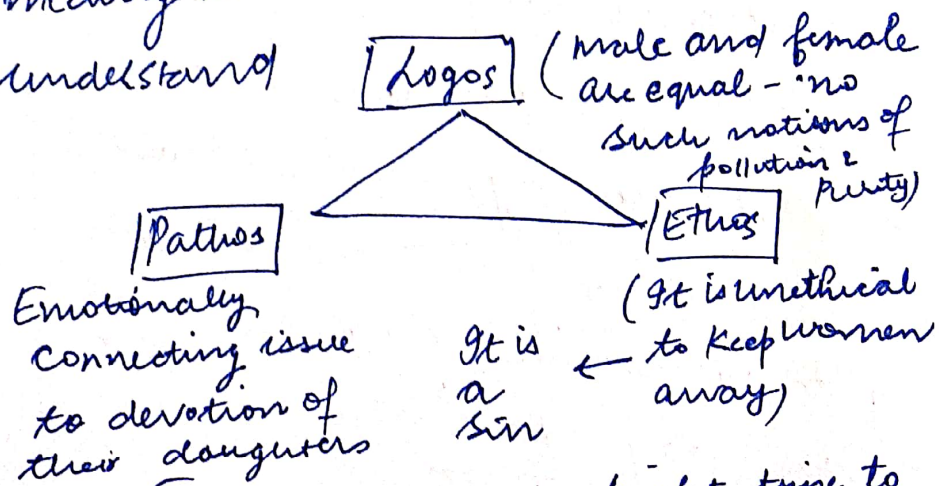
group into confidence by making them understand, I stand with equality.

> At the same time I cannot ignore the unintended law and order situation since it has past record too.

For this, I would coordinate with Superintendent of Police to manage emergency situation beforehand.

> Further, Persuading religious leaders would require support from local communities, NGOs, elders of community and Sarpanches of village.

I would organise an internal meeting and would make them understand



Thus, There is always a right time to do what is right

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहां 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 कमोवेश 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 given case shows the rising instances of Criminalisation of Politics (46% MP in recent Lok Sabha elections have Criminal Records - ADR Report)

① Ethical Issues involved

- E
T
H
I
C
A
L
- Issues.
- ① Identity Politics on the basis of Caste and Religion (Wrong Political attitude)
 - ② 'Cash for votes' is Blatant violation of free, fair and transparent democracy
 - ③ Breach of Moral Code of Conduct (Breach of Social contract - Rousseau)
 - ④ Violence: Threatening life of my staff and severely beating him.

② 'Dedication of duty' means Spirit of service whole-heartedly and going beyond self. However, it is also my responsibility to ensure safety of my staff:-

- > Safety of staff boost their morale and brings efficiency
- > 'yogakshema' of Kautilya i.e security and wellbeing of my staff is my responsibility
- > Bhagwad Gita says 'saving 1 life is important' - thus I understand that life is Precious.

However, an officer cannot be bogged down by threats and just see things

'To see what is right and not doing it is biggest form of cowardice'

I would not set a bad precedent in front of my staff and do my duty properly by rule of law

John Maxwell says,

"Leader goes the way, shows the way and knows the way"

- ③ Doing Election duty without compromising safety of staff
- ① Immediately ensuring the safety of my staff member by informing the on-duty DSP of the constituency and asking for security for our team.
- ② Safeguarding the video so that no tampering of evidence takes place
- ③ giving second warning to both the candidates and persuading them
✓ shelf life of lie is very small, ultimately truth will

come out'. So, they should better
step back.

④ I am feeling bad for safety of
my staff, so I would meet
them and make them realise
that their lives are safe as
we have trust in rule of law.

⑤ If the situation becomes worse,
I find no harm in informing
the senior authorities (CEC) about
the whole matter as it hampers
spirit of democracy

⑥ As it is a systemic issue, in my
capacity I would suggest a long-
term solution to returning office
of putting posters in the constituency
✓ 'Ballot is stronger than
Bullet'

to bring trust in democracy
in the mind of voters.

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 लोगो की पत्नियाँ मित्र थी। 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 कहाँ 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.

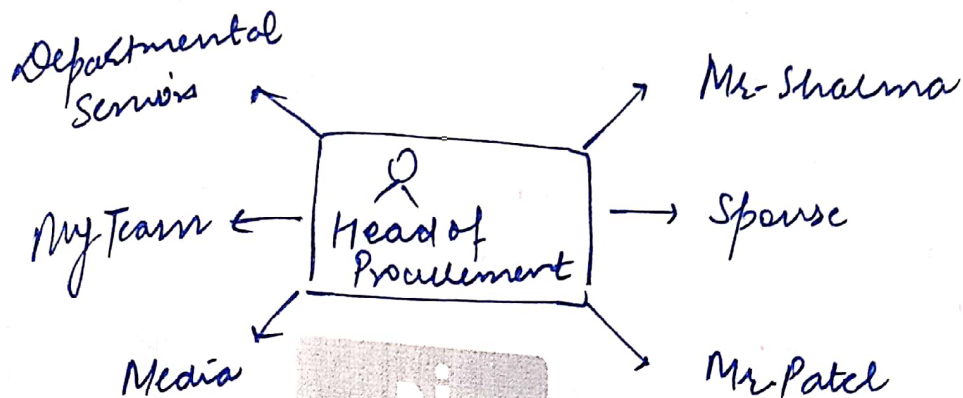
Upon scrutinising all the tenders, your section found Mr. Sharma's terms the most competitive, so the tender was awarded to him. However, once the decision was made public, another vendor, Mr. Patel, accused you of colluding with Mr. Sharma due to your previous relationship.

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)

Ans. The above case highlights the conflict of interest which means personal connections determine your professional choices



① Above case is Conflict of Interest

- Personal connection with Mr. Sharma (evidence of prior association)
- Choosing him over all the tenders by ~~as~~ his team
- Spouses of both the people know each other. (neighbourhood)

Other Issues

1. Opaque method of selection procedures (not standard procedures)
2. Why did team select Mr. Sharma only?

- ②. Above case indicates the relevance of impartiality and non-partisanship as professional value

Impartiality

Principle of justice where decisions are arrived on basis of merit and not on the basis of personal preferences and biases

- 1) Ensures objectivity and in turn trust in organisation.
- 2) Efficient work culture and quality service delivery
- 3) Transparency in an organisation (boost morale of employees)

Non Partisanship

It is the attitude where public servant is accountable to constitutions, laws, rules and not to any particular political ideology

- 1) II ARC: Political neutrality ensures good governance
- 2) Enables Professional Ethics and Integrity than Political Parties or orientation (Reduces corruption)
- ③ Such an unpleasant situation, has arisen due to inherent issue:-
- > One should always state the biases in advance so that it ensures objectivity and openness.
 - > I should have recused from above selection to ensure impartial selection.
(as difficult to ensure 100% impartiality by me in this case)
 - > Creating a set of parameters and qualifications for fair selection procedure
(to act as proof)

NEXT IAS

Pg 46

> However, now in this situation too, I have full faith in my selection process which is unbiased and impartial.

I would not get afraid of enquiry as I, along with my team found him most competent.

Further, my long term hardwork and reputation in PSUs is a proof of my objectivity.

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 लोगों 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 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 जातीं।

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 आए। अचानक हताशा में, आपने संबंधित मंत्री को पत्र लिखा और इसकी एक प्रति अपने प्रमुख और मुख्य सचिव को भी भेजी। मंत्री ने तत्कालीन प्रतिक्रिया के रूप में आपको 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 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)

Ans. The above case highlights the Weberian notion of Bureaucracy with unit of command, fair hierarchy and seniority in office.

① Administrative Issue

① Non uniform staff - differential experience working together in same task.

② Lack of efficient employees in records department

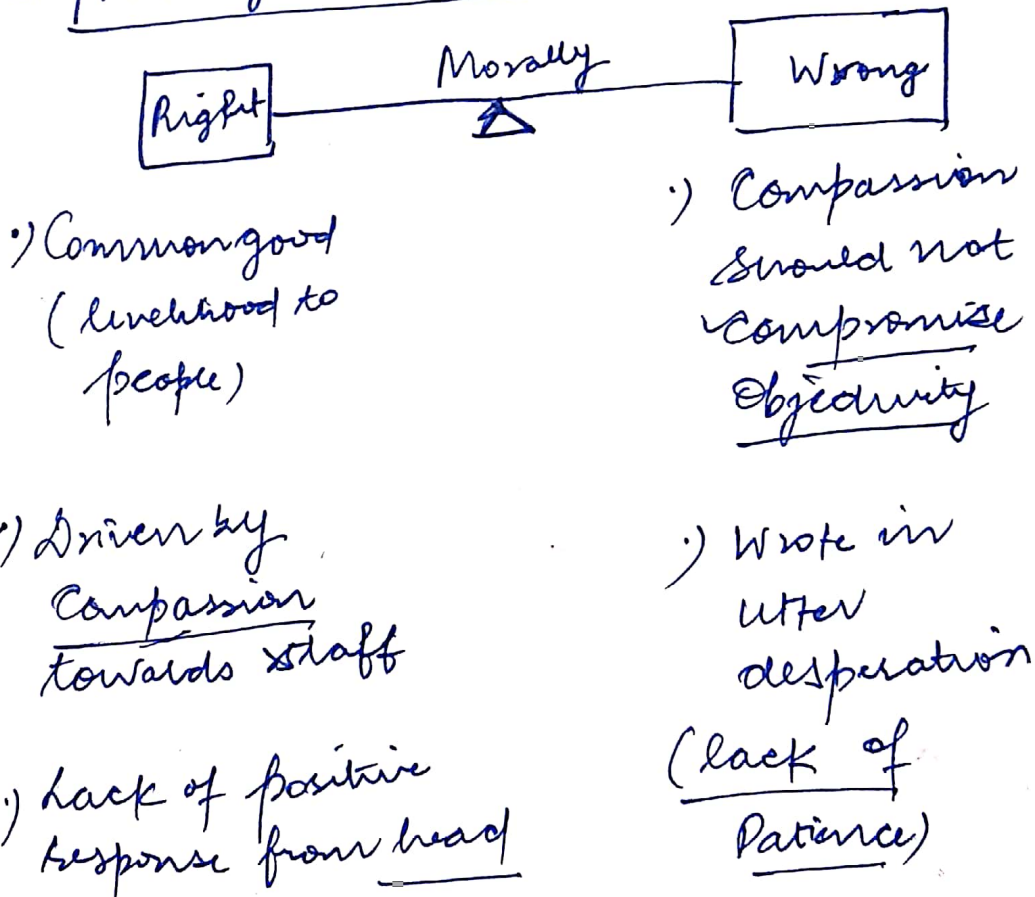
③ Level jumping by deputy head directly to minister.

④ Disciplinary Proceedings in case of non compliance with office order.

(Knee jerk reaction)



② / Morally Right or Wrong :



③ Response to action :-

> I would maintain calm and cool mind and do 'Abhaya' (SWOT Analysis) of my action. Whether it was right or wrong.

> This calls for self regulation and use of emotional intelligence to measure my actions.

> Options:

1. Accept the transfer

Merit

1. Satisfy my Conscience

2. Courage of conviction shown

Demerit

1. Breaching the hierarchy (Against Professional ethics)

2. Bad Precedent in office

2. Talk with my senior

I would choose option (D) as I have realised that I took action in desperation rather than adequate deliberation.

I would write an apology to my senior about this incident so that it acts like a moral lesson in future.

However, I would make my case clear which was driven by emotions. But I would assure my senior to maintain balance between objectivity and emotions.

(use of Right means for Right ends as guided by Gandhiji)

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) 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 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 फर्से 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 प्रगति 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.

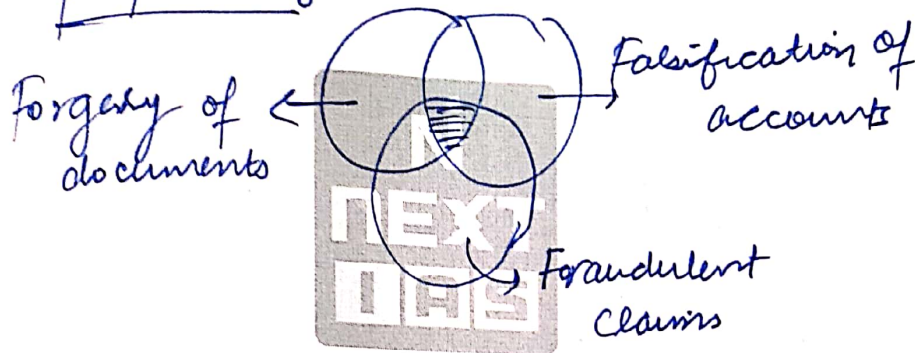
1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option.

(250 words, 20 marks)

Ans. The above case shows the deep rooted corruption as is seen with Corruption Perception Index rank 93/180 in 2023.

① Ethical Issues in above case

① Breaching canons of financial propriety



② Breaching Gandhiji's Tolismans (service delivery to 'last man' in the line) Here rural poor

③ 'gud' of senior officers siphoning off the funds (Dereliction of duty)

④ Nexus and connection of Bureaucrats with Politicians (lack of Non Partisanship attitude)

② Options Available

① Ignoring the corruption and Business as usual

Merit

- ① Saves career Progression
- ② ^{not} Antagonise seniors

Demerit

1. Injustice to poor
2. Hurts Conscience
3. Against my Professional ethics
(not reporting corruption)

② Reporting the corruption to CVC (Chief Vigilance Commission)

Merits

1. Enforces 'social contract' of the State with poor
2. Fulfil my duty (Deontological ethics)
3. Rights Based approach

Demerits

1. Threat to life as well as career
2. Political Pressures from seniors' connections

My course of Action:

I would choose the ② option by reporting the corruption.

But before that, I would make sure that all the records are full proof and safe.

Being a deputy secretary when I am entrusted with responsibility, I am accountable to Constitute & nation and its people. I cannot justify unreporting based on mirror test.

↳ Will I be able to ever see myself in mirror again?

Answer is No!. Thus, with the spirit of 'Sardar Narayan' and serving the poor, I would report the case of corruption.