Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404 Test No. : 04

Name of Candidate: PRIYANSHU MISHRA Mobile No [redacted]

Roll No. : 0845090 Start Time ..... End Time.....

Date of Examination: 04/08/2024 Medium : English ☑ Hindi ☐

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

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

GRAND TOTAL - ...../ 250 EVAL CODE: ..... EVAL DTE: .....

GENERAL INSTRUCTIONS

1. 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.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 12 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. 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.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

1. 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।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा ।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. 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।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

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Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

Candidates must write on this

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) -

Feeling are shaped by values and beliefs imparted in a person during his upbringing and personal experiences.

Feelings impacting ethical decisions -

i) - Empathy - Helps in understanding of emotions of people thus guiding ethical actions.

Example - Empathetic attitude by mother Teresa towards poors.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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iii) - Compassion - It result is behavioural aspect of the empathy and sympathy; leading to physical action guided by feelings.

Empathy → Sympathy → Compassion
↓ ↓ ↓
understand express. Act.

(iii) - Joyous feeling - Joy brings positivity, shaping up ethical actions.

Example - Mahatma gandhi said that service with joy is real service.

iv) - Fuelling ambitions - Feelings of anguish or sorrow can fuel the ambitions

Example - Sorrow of loosing 2023 coord cup fuelled the ambitions of Indian team to win 2024 T20 coord cup.

Thus feeling plays crucial role in shaping ethical actions.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(B). Ethics management refers to adherence and upholding of ethical conducts in professional, personal behaviour.

Public official and ethics management -

i). Training - public official in ethics management.

Example. Ethics management module in foundation course of public officials.

ii). Conditioning - Through putting officials in such situations requiring ethics management.

iii). Personal experiences - public officials can show acumen of ethics management through personal experiences also.

Efficacy of code of ethics -

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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i). Ensures objectivity - In maintaining ethical standards.

Example - Code of ethics regarding receiving of gifts by public officials.

ii). Deterrence - It ensures deterrence against unethical actions.

iii). Socialisation - Through following of ethical conducts.

However -

Importance of values, beliefs and attitude -

i). Values of public officials act as moral compass towards ethical actions.

ii). Attitude of public officials ensures in absense of Code of Ethics, to it able in ethical management.

Thus apart from code of ethics, personal values, beliefs and attitude are crucial in ethical management.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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)

(A). Ethics of care belongs to feminist discourse which was given by feminist thinker Carol Gilligan.

[Traditional Ethics] -

i). Equality of opportunity - it ensures equality of opportunity to all.

ii). Liberty to all - Traditional ethics also vouch for liberty to all.

iii). Difference principle. This principle ensures maximum advantage of least advantaged.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Ethics of Care –

i). Based on need – Ethics of care is guided by substantive notion of need based intervention.

Example – M.G.N.R.E.G.A → demand driven scheme. → available in time of need.

ii). Focusing on vulnerable – Ethics of care is also guided by upliftment of vulnerables.

iii) – Guided by Sarvodaya – Antyodaya – Ethics of care is also guided by concept of Sarvodaya given by Mahatma Gandhi and concept of Antyodaya given by Deen Dayal Upadhyay.

Example – Housing for all, Foodgrain for all schemes.

For good governance both traditional ethics as well as ethics of care is needed. Them in equilibrium can help in boosting public trust in Governance.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(B) Service delivery remains at very core of good governance - It is quality of service delivery that determine governance is effective or poor.

Components of Quality Service Delivery.

i) - **Time bound** - Quality service delivery must be time-bound, ensuring timely delivery of service.

Example - Job under MGNREGA within 30 days.

ii) - **Efficiency** - Quality service delivery also must be efficient as it ensure proper utilisation of resources.

Example - Direct benefit transfer scheme for Yojanas and other schemes.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

iii) - Equity - Quality service delivery must ensure equity to all.

Example - Ayushman Bharat scheme.

iv) - Transparency and Accountability - Quality service delivery must ensure transparency and accountability.

Example - Social audit system for various schemes.

v) - Ensure participation - of people, in decision making.

Example - participation of people in council under Article 6 Areas.

Thus quality service delivery lies at interface of justice in all sphere, economic, political, and social.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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)

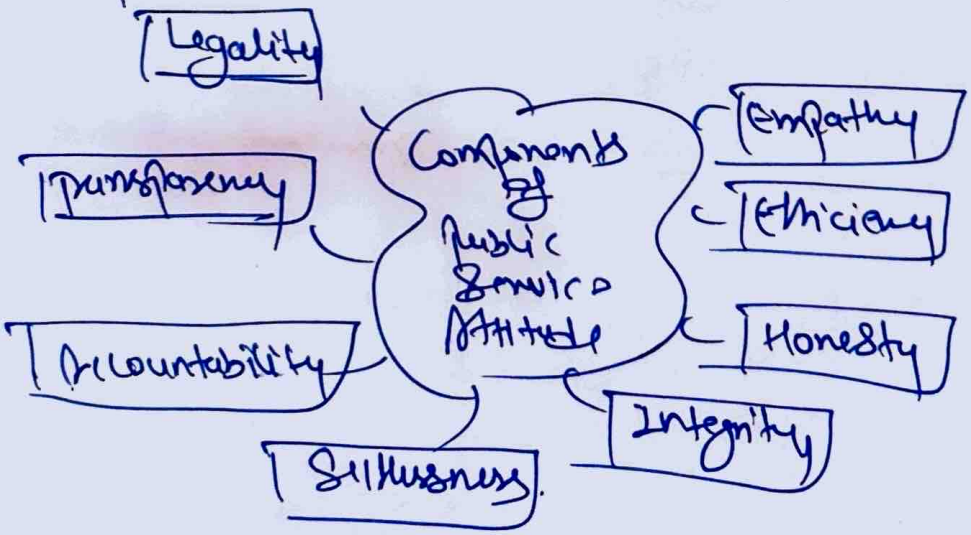
B. "मैं एक मुसलमान हूं; मैं एक हिंदू हूं; मैं एक ईसाई हूं; मैं एक यहूदी हूं।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध 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)

(A). According to Wiggins, Attitude refers to natural reaction of person towards incidents, events and circumstances.

Public Service attitude refers to presence of values that ensures proper ethical conduct of public official, ensuring public interest.



Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Attitude Biases affecting decisions -

i). **Colonial way** - Having absolute superiority towards subjects or people.

Example - Not taking any action regarding injustices in society.

ii) **Red-tapism** - Hampers the working productivity of public officials.

iii). **Discriminatory behaviour** - towards population, leading to biases, favouritism.

Overcoming such biases -

i). Recruitment procedure - must ensure selection of candidates with positive attitude.

ii). Training - modules must promote service oriented attitude among candidates.

iii). Situational conditioning - Through exposure to incidents

iv). Reward - punishment - mechanism regarding attitudinal issues.

Thus through positive attitude, public officials can serve the purpose of public service in real sense.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(B)-

Above mentioned Statement by Mahatma Gandhi highlights issues of Continuence or discontinuity of ethics and Religion.

Separation between Ethics and Religion -

i)- Machiavelli supported Complete Separation between ethics and religion.

Example :- He was against role of Churches in politics.

ii)- western model of Secularism is based on machiavellian conception.

iii)- Machiavelli also held that politics and ethics are Separate.

Continuum of politics and Religion -

i)- Mahatma Gandhi held machiavellian view as Satanic.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

ii). He saw religion as source of ethics, guiding human decisions.

iii). He believed in concept of Sarva Dharma Sambhav.

My position

i) Ethics and virtuous life can be traced to religious teachings.

Example - Guru Nanak Dev ji's Daya Bhav, Mohammed Saheb's concept of Zakat for people welfare.

ii). Religious ethics becomes guide during ethical dilemmas.

Example - Arjun facing Dharmayuddh, was guided by Lord Krishna when he faced ethical dilemma.

iii). **However** - It's negative use must be restrained.

Example. Ban on asking vote on religious ground.

Thus it is also in accordance to India's civilisational ethos which tells about togetherness of ethics and religion.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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)

(A)- Corporate Social responsibility refers to company's responsibility towards Society in lieu of the financial, economical gains it makes.

Necessity of Corporate Social responsibility.

i)- **Virtuous life** - It is important from point of capitalist as materialism drives away virtuous life, while through C.S.R, they may have conduit towards virtuous life.

Example - Brand Mahindra's attempted at providing free school education.

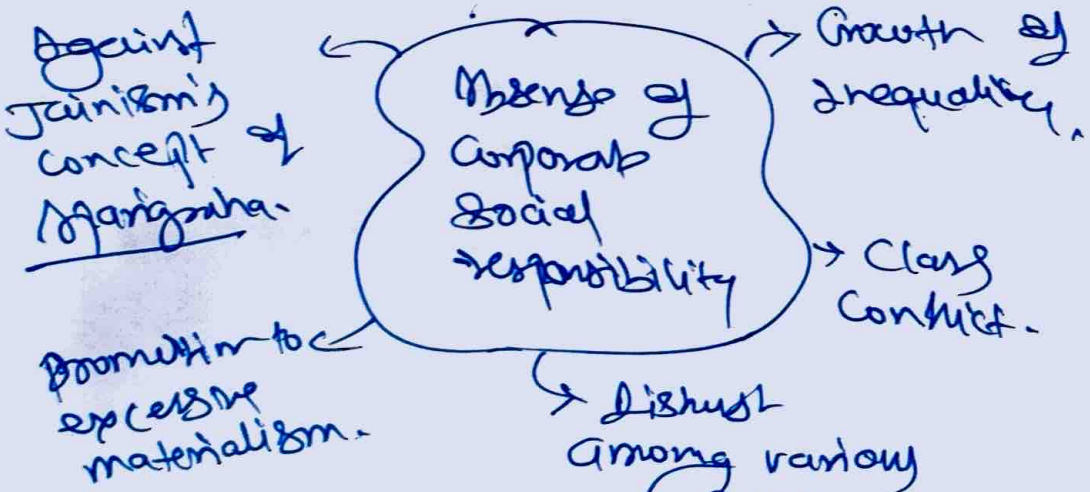
Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

ii) - Trusteeship model - Given by Mahatma Gandhi, emphasised on nature of relation between Corporates and society.

iii) - Promoting equity - of economic gains in the society.

iv) - Ensuring Justice - By preventing concentration of wealth.

v) - Contributing to human development - Enhancing living standards.



Thus Corporate Social responsibility is potent tool to bridge gap between corporate and society.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(B) - Values of Tyaga, Seva, Daram, Damah were espoused by Guru Nanak Dev ji in quest of living an virtous life.

Other sources of values

i) - Buddhism - Considers desire as source of Dukha, thus Tyaga and Damah are highlighted.

ii) - Jainism - Also promotes these values through principles such as Asteya, Aparigaha.

iii) - Mahatma Gandhi - promotes these values through concept of Satyagraha and Self control (Swaraj)

Relevance for modern day public servants -

i) - Tyaga - espouses values of

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

Candidates write on this

Selflessness. It is important in curbing corruption, and ensuring public welfare.

- Seva - Indian bureaucracy suffers from colonial mindset in such scenario, Seva Bhav can ensure public welfare.

Example - Smita Sabharwal's efforts at addressing malnourishment in Telangana.

- Daanam - virtue can promote Dana from behaviour, and Service. It also espouses value of selflessness.

- Damah - It means self-control which may lead to less materialist conceptions promoting spirituality ensuring public welfare.

Example - Goa-C.M Manohar Parrikar → self control over desires → example of non corrupt C.M.

Thus these traditional values remains relevant in modern times for public officials.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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)

(A) - Conflict of interest refers to clash of interest from a single authority yet ignorance of same. While conflict among various sources refers to difference of opinion among various stakeholders.

Conflict among interest -

i) - Gaining potential benefit - By assuming such authority in case of conflict of interest.

Example - A person in charge of managerial as well as Directorial position in company.

ii) - Non serving of justice - As in

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

Candidates must no write on this margi

case of Conflict of interest, rule maker himself framed the rules meant to be imposed upon him.

Example - 5G spectrum allocation → telecom minister son part of bidding process.

Conflict among source authority -

i) - Difference of opinion - Among various authorities.

Example - Decision regarding integrated theatre command and difference of opinion among Army, Navy and Airforce.

ii) - Demands Deliberation persuasion -

This situation demands deliberation and persuasion among various sources of authority.

Thus while Conflict of interest is more about ethical standards of individual, Conflict among source authority refers to difference of opinion.

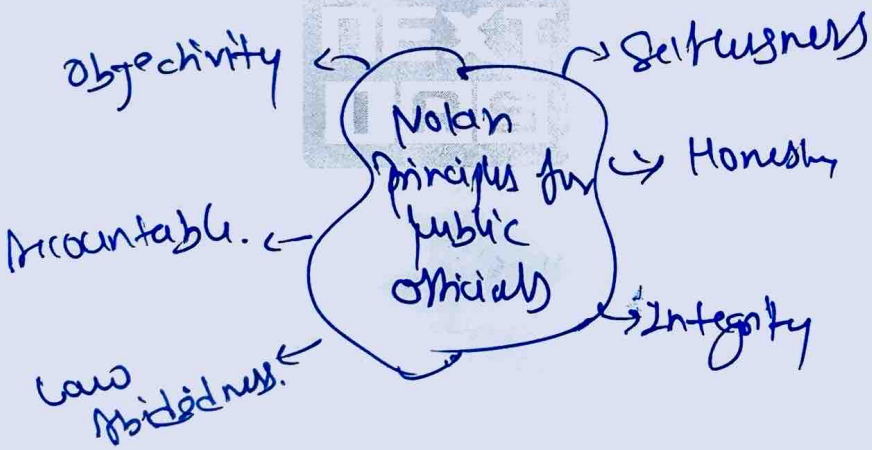
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(B) -

According to U.N.D.P, Good governance refers to transparent, Accountable, participatory, and responsive governance.

For These values to uphold public official must be equipped with values upholding to principles of Good governance.



Relevance of inner courage to overcome ambiguities

1)- During conflict of interest - Inner courage enhances capacity of public official to withdraw

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

himself from such situation.

Example - Judges recusal in cases involving conflict of interest.

2) - **Maintaining objectivity** For maintenance of objectivity one needs to not be pressurised by any authority which requires courage of conviction.

3) - **Upholding the law** - Specially during riot situation, inner courage enables better handling of situation

Example - Aligarh S.P's conduct during Anti CAA N.R.C protest.

4) - **Holding accountability** - Inspection of personal interest getting sacrificed requires inner courage.

Thus inner courage becomes crucial, as Nietzche said courage is value that enables actions, accordingly courage here enables ethical actions from public officials.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Q.6 निम्नलिखित दार्शनिकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में प्रत्येक उद्धरण से आप क्या समझते है?

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 हूं कि मैं बुद्धिमान हूं, क्योंकि मैं जानता हूं 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)

Q1

Adam Smith is considered as father of Capitalism which was driven by value of Liberty.

Above statement by Adam Smith highlights dom features of human nature poised for perfection.

i)- To feel for others - Highlights the value of empathy. Sympathy. These feeling channelise behavioural component of Compassion.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Example . Smita Sabharwal's empathetic approach towards addressing issue of malnourishment.

Little for ourselves - Highlights value of selflessness, which is important to tackle issues of favouritism, ensuring ethical conduct.

Example - Bhagat Singh's selflessness during freedom struggle.

Exercising benevolent affections -

This highlights value of compassion, which is constituent of good virtuous life.

With aggregation of all above virtues, a person aims at attainment of perfection in human nature. This also is in line with Platonic virtuous life, Gandhian Swaraj, and mother Teresa's selflessness.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(B)-

Above statement by Aristotle highlights the limitations of ethical actions in personal and public life.

Power to act

i)- **Positive connotation** - It is based on individual's capacity to act.

ii)- **Action guided by Ethics** - leads to ethical conduct, preventing misuse of power.

Example- Benevolent attitude of Harsha towards his subjects led to ethical actions such as charity, kindness.

iii)- **Promoting goodwill in Society**- Actions guided by values and ethics leads to enhancement of goodwill in Society.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Example - T.N Seshan's ethical conduct at office has added curve to his personality.

Power not to act -

i) - **Restraining aspect** - Difference between right thing to do and right to do.

ii) - **Test of will power** - Regarding Self control.

iii) - **Values of self reflection** - Necessitates power not to act over power to action that is not guided by ethics.

iv) - **Preventing misuse of power** - Restraining aspect ensure prevention in misuse of power.

Example - Judiciary using **Judicial restraint** in issues concerning overreach of power.

Thus Ethical standards ensure conducts fall in line with right actions, preventing them becoming unethical conducts.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(c) -

Socrates was considered among wisest man of his age.

"An unexamined life is not worth living" - Socrates.

He was guided by dictum of knowledge is virtue, which was necessary for the question of good life.

Intelligent because I know nothing -

i) - Value of self awareness - Above statement highlights value of self awareness. It's only after knowing self y person will be knowledgable.

ii) - Curiousity - It also highlights quest of knowledge, keeping flame of curiosity alive.

(iii) - Humility - In presence of

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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arrogance, person fails to be humble and accept his mistakes.

Example - Ravan was too arrogant to understand the reality.

(iv) - Courage - Courage of acceptance of self being wrong is necessary for course correction.

v) - Adaptability. Adaptability enables person's active course correction thus enhancing his knowledge.

vi) - Broad mindedness - virtue of broadmindedness allow person to be tolerant enough to listen the other side of story.

Thus above mentioned statement of Socrates summarise Philosophy of knowledge within a sentence.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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 निपटान 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 पद्धति 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.

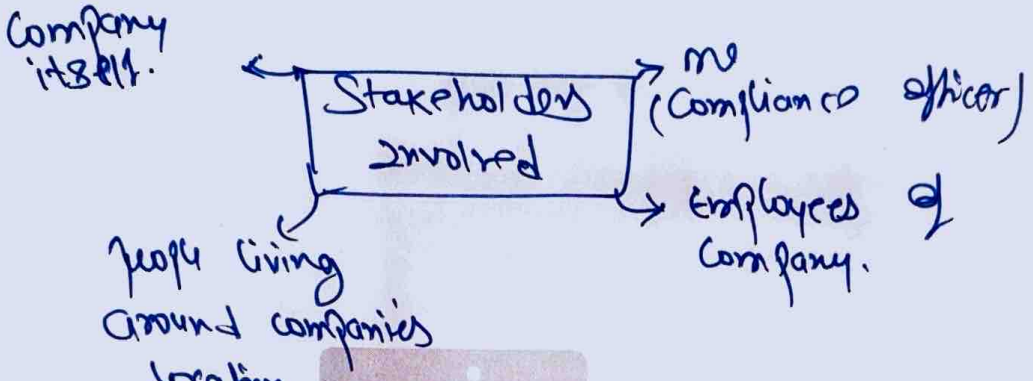
You were left wondering, on the one hand, the Company was legally correct, but on the other, it was hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its whats and hows.

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)

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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ii)- Above mentioned case presents dilemmas regarding means against ends and laws against ethics.



Ethical issues and dilemmas -

i)- Means against ends - Ends of environmental sustainability with means of unethical practices.

ii)- Laws against ethics - While disposal may be within legal limits, it is not ethical,

iii)- Concerns of local communities :- Current practice may be harmful for local communities.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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iv) - Employees mistrust - Any action on company may have negative repercussions over employees.

v) - Crisis of conscience - of dilemma between taking action, or letting it go.

2) - Options available

(A) - Taking Strictest possible action against unethical compliance -

Pros

i) - Will prevent unethical practice.

ii) - In line with deontological ethics

iii) - May ensure ethical norms in waste disposal, increasing Sustainability.

Demerits.

i) - It would be against Legal Standards.

ii) - Against law of Objectivity.

iii) - Employee's concerns may be aggravated.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

(B) - Avoiding taking any action

merits

i) - In line with legal standards.

ii) - Following the rule of objectivity.

iii) - Safeguarding employees interest.

demerits

i) - Against deontological ethics as well as dictum of virtuous life.

ii) - Compromising ethics for law.

iii) - Aim to finding a escape mechanism

(C) - Following middle path -

- Sending notice - Regarding unethical practice of company regarding waste disposal.
- ensuring compliance - with laws as well as ethics.
- Recommendations - To higher authorities regarding flaws in legal standards.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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(3) - Course of action.

I would prefer to choose Aristotelian mean which is also in accordance to Buddha's Madhyam marga. My course of action in above case could be, -

- Informing the company - About ongoing unethical practice.
- Confirming - to compliance in line with laws as well as ethics.
- Sending recommendations - To my seniors and higher authorities regarding loopholes.
- If not complied with, can take punitive action against company.

This would be appropriate as company will be given with opportunity for course correction.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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 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.

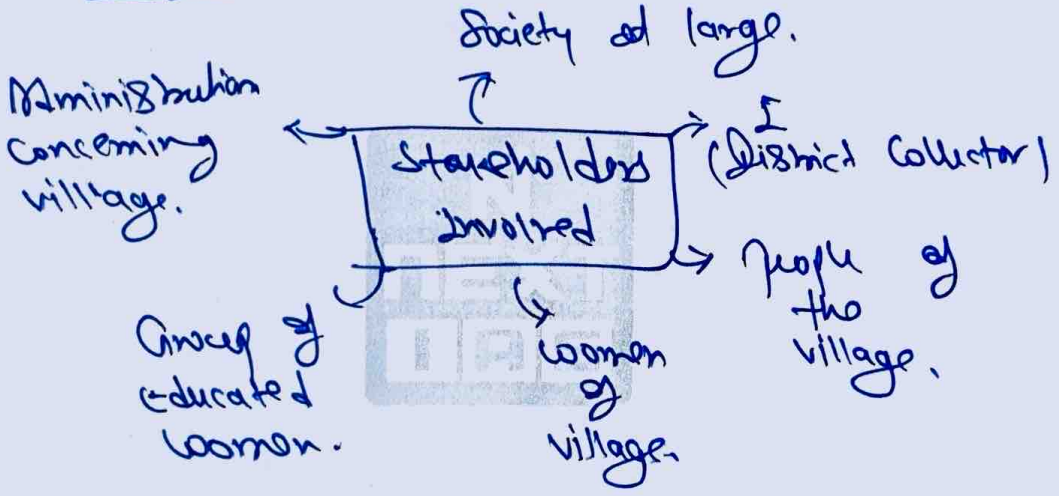
The moral argument for gender equality clashes with the community's religious sentiments. The temple authorities believe that altering the rituals would desecrate their sacred traditions. Meanwhile, the women demanding entry see this as a moral and legal fight for their rights. You as a district collector 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.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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)

Above case present example of clash between cultural, conservative values against aspirational, progressive values.



i). Administrative and ethical issues -

* i). Clash of values - progressive and Orthodox.

ii). Clash of constitutional values - Between preservation of cultural values against equality.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

iii). violation of common rights. -- Right of equality, equality of opportunity getting violated,

iv). - Threat of religious escalation - on the issue, and it's resultant impact on administration.

v) - Clash between Absolute and relative morality,

2). Options available -

i). - Taking strict action, enforcement of law and constitution. -

Merits

i). In line with Kantian notion of human dignity.

ii) Recognition of right to equality for common.

Demerits

i). - Threat of escalation - Situation of communal tension.

ii). - Burden on Administration

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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iii). In line with Constitutional morality and concept of relative morality.

iii) Estrangement of villagers due to harsh action.

iv). Against value & preservation of cultural rights.

ii). Avoiding any interference

morals

i). Against the concepts of human dignity.

ii). Being complicit in discrimination against women.

iii). Against right to equality of women.

iv). Setting a bad precedent, akin to promoting discrimination against women.

domain.

i). Maintaining calm - Saving area from any communal flare up.

ii). Saving administration from extra, unwanted burden.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

iii)- Middle path of persuation.

- Taking along all the stakeholders.
- Educating them, about illegality of the practice.
- promoting dialogue among educated young women and villagers.
- Using role models such as Jr Sindhu, Manu Bhaker, proving right to equality to women as sacrosanct.
- If still some not persuaded, taking action.

(3)- Chosen Action

I will choose middle path, promoting deliberation → educating villagers → using role models → and persuation. If still some not concede, legal course can be taken. By this method it would ensure communal tension is avoided, and rights of women are safeguarded.

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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 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.

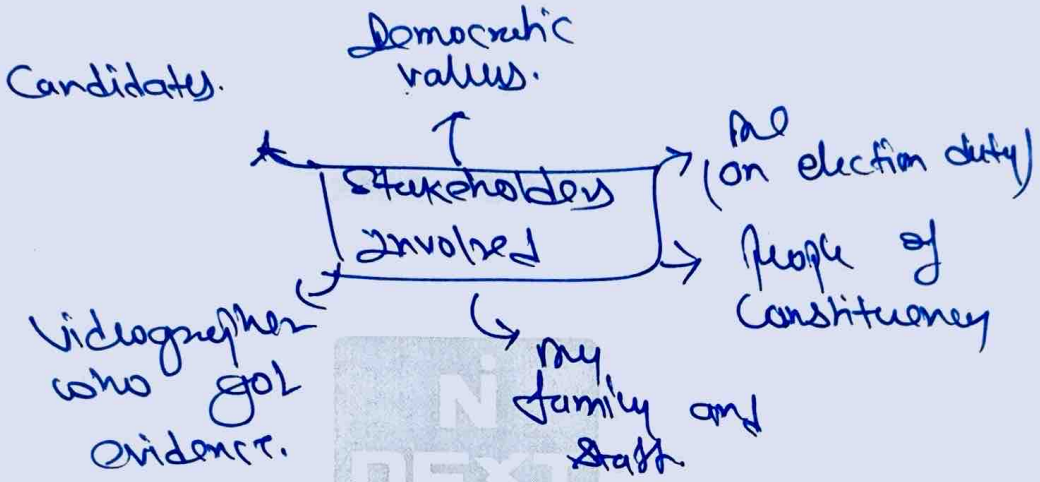
1. What are the issues involved in the above case?
2. Is it ethically justified to be devoted to duty at the cost of the personal safety of the staff? Discuss.
3. How will you go about doing your election duties without compromising the safety of your staff? Explain.

(250 words, 20 marks)

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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More case present dilemmas regarding personal, family and staff safety against strict adherance to duty.



1). Issues involved

i). Safety and security of myself, family and staff against following the law, duty.

ii). Safety and security against democratic values.

iii). Choice between law and security.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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iv). Crisis of Conscience - Regarding taking action or avoiding any wrong ramifications.

Q). Ethical justification for Duty against Security -

i)- Selflessness - As prime virtue of a civil servant, it becomes even more important at such situations.

ii). Deontological ethics - As mentioned in Bhagwadgeeta, person should be concerned about his Karma, irrespective of hurdles.

iii)- Fortitude - Quality to uphold moral uprightness even in toughest of situation is another characteristics expected from civil servant.

iv) - It is also in line

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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with Gandhian dictum of Unity of means.

v). Virtuous life - also guides to us regard to self and more towards Society & Govt.

(3) - Going duty ensuring security -

i). 2 should be the one leading the way, taking decisions with deliberations with staff

ii). Non compromising - towards any violation of electoral norms, ensuring upholding of democratic values.

iii). moral encouragement - of staff, mentally preparing them for duty, training them

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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aware about this important exercise.

iv)- Using role models - who have given their all in line of electoral duty.

Example from movies such as Newton can be quoted.

v)- Warning candidates - Regarding cancellation of candidature if found guilty, or complicit in such crime under model code of conducts.

vi)- Ensuring Safety - By deployment of police official, and increasing numbers in dangerous areas.

Thus it will take mental strength as well as administrative support to ensure sanctity of electoral practice.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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 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.

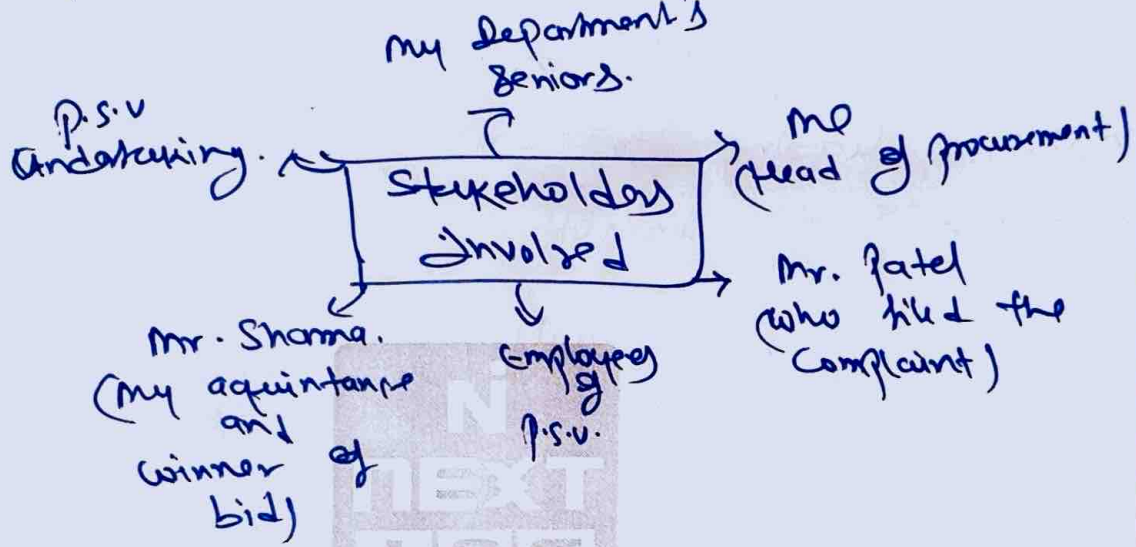
1. Do you think the above case involves a conflict of interest or there are more issues? Explain
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation.

(250 words, 20 marks)

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Above case presents a situation of possible conflict of interest as Mr. Sharma has been a aquintance to me.



i) - **Conflict of interest** -

Above case present example of potential conflict of interest. because -

ii) - Although winner of competitive bid. Mr - Sharma has been in aquintance to me, thus posing a possibility of conflict of interest.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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ii)- Justice not only done but must be seen - this is not the case in abov situation.

iii)- Even not now, but in future, some collusion may happen, leading to arising of situation of conflict of interest.

iv)- Questions on impartiality and non partisanship - may be always raised in such situations.

2)- Relevance of impartiality and non-partisanship -

i)- Ensures objectivity - In absence of of impartiality and non partisanship, objectivity is maintained.

ii)- Ensures Completeness - Though

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Impartiality and non partisanship Completeness is enhanced.

iii)- Ensures non favoritism - It also ensures favouritism or Nepotism is not done in Conduct.

iv)- upholds integrity - Through ethical conduct, following the virtues of non-partiality and impartiality.

3)- Avoiding such situation

i)- Carefully analysing the bidders - Their information and queries regarding my own aquintences to them.

ii). Ensuring no bidder is such where qustion of favouritism Can arise.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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iii). If found any such bidder, either recusing myself from process., or informing my seniors regarding the same.

iv). If seniors let me continue, ensuring strict objectivity, also ensuring the most competitive bidder wins the bid.

v). Maintaining sanctity of process.

Thus through above course of action, I would take my seniors into confidence, disclosing any possible relations, and ensuring objectivity in process, aiding to justice, not only be done but seen also.

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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; जिनमे कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के कगार 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 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 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 है और कार्यालय के आदेश का अनुपालन न करने पर अनुशासनात्मक कार्यवाही शुरू करते है।

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.

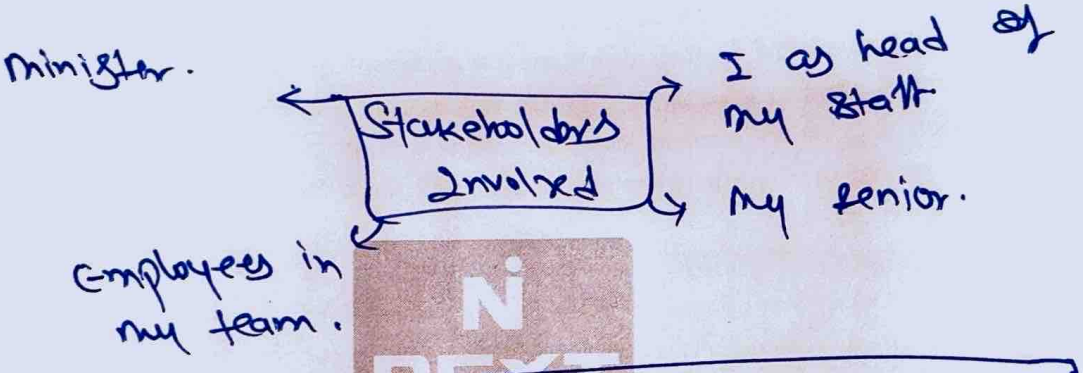
1. Discuss the administrative and ethical issues involved in the above case.
2. Do you think it was morally right on your part to write to the minister? Justify
3. How will you respond to the action initiated against you? Discuss the available options and justify your selected course of action.

(250 words, 20 marks)

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Above case presents conflict between Efficiency and empathy towards the people losing jobs.



1). Administrative and ethical issues in case.

i). Efficiency against job security.

ii). Empathy towards employees against efficiency of department.

iii). Professionalism against empathy towards those losing jobs.

iv). Possible vengeance - by head

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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of my department against me.

v) - misuse of disciplinary proceedings - for satisfaction of personal ego.

2) - Morality of coming to minister -

i) - It can be considered morally correct if we consider empathetic feeling towards those loosing their jobs.

ii) - However from point of view of efficiency of organisation, it does not seems a right action, additionally, the action was taken utter desperation, questioning the rationality of the decision taken.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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However, a middle path should have been adopted with further deliberation, persuasion. Issue of increasing efficiency of existing employees and their consequent retainment could have been discussed and implimented.

(3)- Reaction to action against me.-

i)- I should confront the situation with fortitude.

ii)- I should own the action I have taken.

iii)- I should inform about situation of workers, employees, and telling empathetic attitude of yours towards them.

iv)- I should be ready for any disciplinary action which appropriately is taken against me.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Available options and justification of action

i) I can resign in wave of moral responsibility of my action taken in utter desperation.

ii). I should face the disciplinary action with fortitude.

I would opt for facing the disciplinary action with fortitude, as I have ethical, moral justifications. yet I must own the action taken in utter desperation and face the consequences for the same.

However, I equally have right to question angle of vengeance in name of disciplinary action.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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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 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 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.

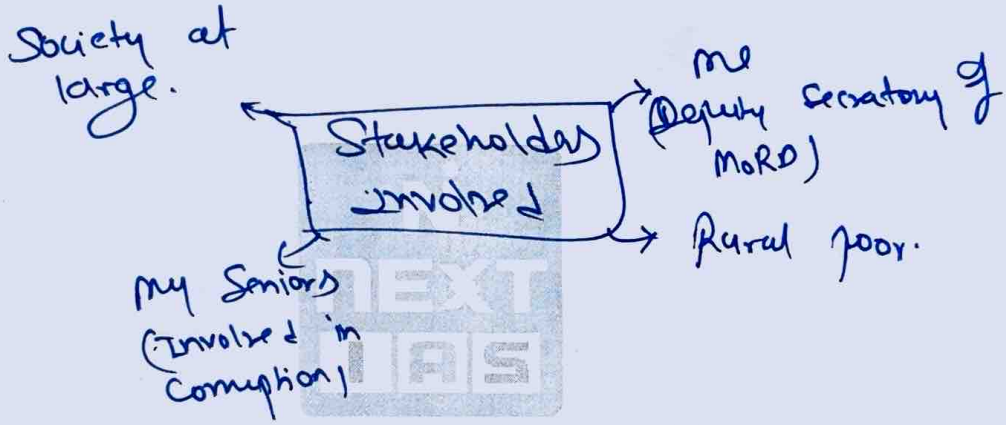
1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option.

(250 words, 20 marks)

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Above case present the example of repurussions of not calling attempt of corruption for sake of personal self interest.



1). Ethical issues involved

i). Personal interest against public interest.

ii). Upholding professionalism against ensuring self-benefits.

iii). means against ends.

Progress in career is important

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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but adoption of unethical means in not correct.

iv). Loss of public trust in governance may be jeopardised if corruption is not called off.

v). Social justice - Is compromised as money for welfare of poor is siphoned off

vi). Weakening of Social Contract - Due to corruption and poor governance

vii). Crisis of Conscience - Regarding taking action or ensuring self interest.

2). Options Available -

i). Avoiding any action due to threat of repercussions.

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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iii)- Taking strict action, ensuring professionalism, integrity of system also ensuring social justice to poors.

31.-

ii) Avoiding any action

Merits

1)- Serving the purpose of Ethical egoism.

ii)- Serving own self interest.

Demerits

i)- Against social justice.

ii)- Against equity to poor.

iii)- Against value of selflessness among civil servants.

iv)- Against value of fortitude.

v)- Not in accordance to Concept of Ethical altruism.

iii)- Taking strict action, uncompromising attitude towards menace of corruption :-

Next IAS ID: GSMACT24A1958, GSMAC2404, 05-08-2024 08:59 PM

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Merits

i). Upholding values of fortitude, selflessness.

ii). Upholding social justice.

iii). Calling off menace of corruption.

iv). Ensuring equity to poor, in accordance to concept of ethical altruism.

Demerits.

i). Against ethical egoism.

ii). Threatening prospect of career advancements.

I could do taking option to take strict action against corruption and coercing selflessly to some people with fortitude. Corruption hollows a country up, which needs to be called off at every possible junction. In doing in such situation must uphold the the values of virtue ethics.