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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Name of Candidate: Rahul Shekhar ..... Mobile N

Roll No. : ..... Start Time 10AM End Time 1:45PM

Date of Examination: 03-08-24 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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Student Concerns / Query	Evaluator's Feedback / Response
1 Time is the major concern for me at the moment. I am taking a lot of time in brainstorming and 2 getting stuck in between writing the answer. In this test, I took 3:48 hours.	1 2
3 Apart from practice, what else is the way because I am practising but facing similar issues in all papers.	3

MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

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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

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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)

Kant argued that decisions should be based on rationality to be ethical.

Others including Hume argued that feelings are innate and must drive ethics.

Feelings impact our ethical decisions in the following ways -

1.) Feelings are omnipresent and thus always a vital part of our decision making.
- Eg. a mother's love for her children drives her ethical decisions.

2.) Feelings is an important component of attitude, thus forms positive or negative bias.

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• Eg: we tend to hurt others when we are scared.

3.) feelings are innate and natural to everyone, rationality and principles kick in later.

Eg. we become less rational and more driven by feelings when we see a beggar on street we provide him/her immediate relief driven by empathy.

However rationality and principles should form a major part of conscious decision making particularly in governance and public service. This values the principles of objectivity and ~~trans~~ fairness.

Feelings are inseparable, but rationality should not get clouded to an extent that it leads to extreme steps.

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(B) Ethics management refers to the construction and effective utilisation of ethical principles in the workspace to manage actions of self and employees.

Ethics management may not seem as a quantifiable as budget, but it can be done, in the following ways -

~~i) Reward~~ 1.) 1st and foremost is the adoption of codes of ethics and conduct. This builds a baseline and ethical awareness among public servants.

- It also leads to solving ethical dilemmas in case they arise.
- They help in setting up accountability.

→ However they are not sufficient. Other desirable steps include -

2.) Reward and punishment

- Rewarding good actions
- Eg. integrity awards in Nepal

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- & Unethical behaviour needs to be punished.

3) Setting up leadership benchmarks →

- Good leaders create demonstration effect.

4) Distinguishing between bonafide and malafide actions help and motivate public servants.

- Bonafide mistakes may be left unpunished

5) Creating open channels of communication

- Employees must be able to reach out in case of dilemmas, to their seniors.

6) Training and awareness sessions.

Ethics in public service should and could be managed. It will foster good governance and check corruption

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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)

(A1)

Public service require the dichotomy of objectivity and compassion to be handled along a fine line.

Why justice, fair allocation and obligations are better guiding principles —

1.) Create fairness in the system :-
- No one feels left out.
- Biasness is tackled.

~~2)~~

2) It is data driven.
- Creates objectivity

3.) Concept of sarvodaya is ensured
- Entire Holistic perspective is ensured.

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4.) Tackles empathy bias.

5.) It is duty oriented as thus ethical as per Kant.

Why care driven ~~its~~ ~~was~~ action is ~~was~~ a good guiding force for ethical decisions —

1.) Special actions are needed to cater to vulnerable people.

~~2.) Creates equity, by helping~~

2.) Provides immediate relief and healing touch.

- Eg. disaster response actions are driven by care.

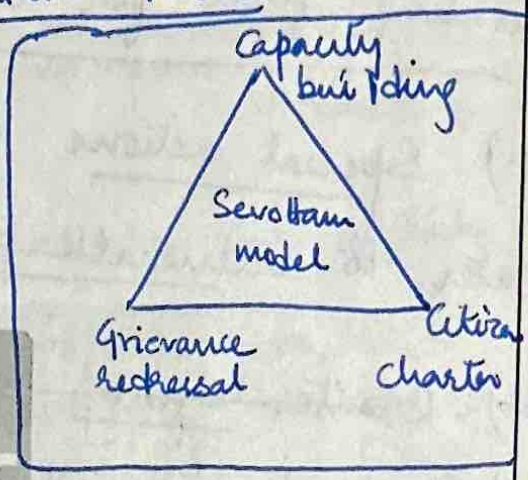
3.) Builds trust and generates good will.

Usually justice and fairness should drive actions of public servants but special circumstances may warrant for care driven actions.

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(B) Quality refers to the minimum possible deviation from the set benchmark in delivery of service.
For eg. nutritious food under Mid day meal scheme.

⇒Components as per Sevottam model:-



1.) Capacity building of employees to be able to deliver quality service.
& • Eg. Mission Karmayogi

2.) Citizen charter → To enable people to understand the baseline of deliverables.
• Creates transparency, accountability and empowers citizens.

3.) Grievance redressal : To create feedback as well as query resolution.
• Makes citizens heard.

Total quality

1.) Efficiency → (i) Setting time frame.
(ii) Making realistic citizen charter
(iii) Accountability setting in case of violations

2.) Economy → (i) Ensuring no delays → cost and time overrun.
(ii) e-governance → cost effective
(iii) Check corruption (iv) Innovativeness.

3.) Effectiveness → (i) Social audit mechanism
(ii) Setting deliverable quality monitoring in real time.

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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)

Public service attitude means the predisposition in a public servant to keep public interests and values above all other interests and biases.

Attitude biases –

1.) Personal interest
- The innate selfish interests may overpower the commitment to do work.
- Eg. it leads to corruption.

2.) Positive bias towards a section of people
- It leads to favouring one's own community.
- Eg. it was reported that police sided with protesters and mob during Jat protest in Haryana.

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3.) Nepotism and favoritism
- Eg. ~~dir~~ in contract approvals.
- leads to kickback.

4.) Empathy bias ⇒ Clouds rationality.

Overcoming such biases -

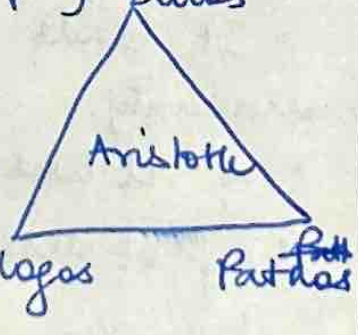
1.) Code of ethics and conduct
- Must be enforced at all levels.
- Resolves dilemma.

2.) Dedication to duty
- Personal strong conviction of character is needed.

3.) Ethical training and consciousness building
- To create knowledge and awareness about right course of action.

4.) Attitude change in case of existent ~~bad~~ biased attitude.
- Cognitive → Building right cognition.
- Affective - Attacking right emotional compon-ents
- Behavioural - leadership display stress

Objective attitude with a work culture that rewards dedication is desirable -



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B) Gandhiji meant to display his secular morality to guide his ethical conduct. He also tries to value the religious sentiments of a multi ethnic society of India.

Moreover, he wishes to incorporate good from every religion to set the discourse.

Religion as beneficial in moral life –

1.) Creates a sense of inner discipline

- Religious teachings discipline our thoughts and actions.
- Eg. 8 fold path of Buddha.

2) Create a sense of harmony and peace culture.

Eg. Sufism and Bhakti movements.

3) focus on building the society.

Eg. forgiveness as a virtue in Christianity.

4) Respects diverse opinions

Eg. Syadvad in Jainism.

5) Creates dedication to duty.

Eg. Nishkama karma emphasised in Gita.

6.) Self purification as in Islam.

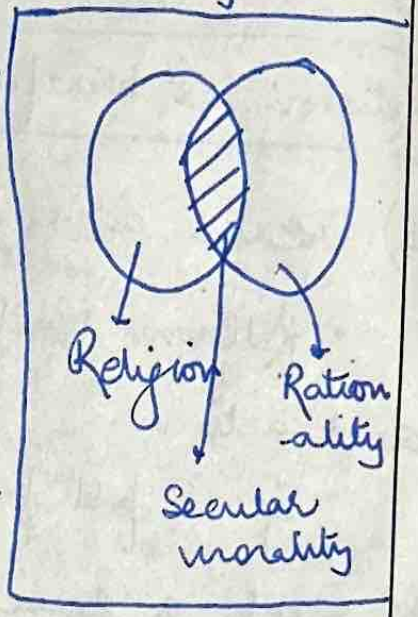
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Religions may create damage in ~~public~~ moral life in following ways -

1.) When it clouds rationality -
- Eg. Sati practise, triple talaq etc

2.) May distrub harmony
- If it overtakes secular morality.
- Eg. communal tensions.

3.) If followed blindly without regard for modern philosophies.
- Eg. sacrifices in the name of religion.



In my position, religion per se is integral to moral life but only till the extent it is understood rationally and in broader sense.

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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)

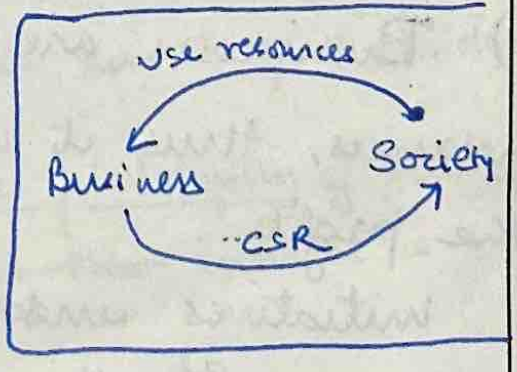
Businesses usually are linked with the idea of profit maximisation, mostly at any costs. But CSR is creating avenues for social initiatives by businesses.

In my understanding, businesses are not compromising their core responsibility by indulging in social responsibilities.

This is so because –

1.) Cyclic approach

- Give back to the society what is due.
- It is a moral duty.



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(B)

2.) Creates goodwill

- By giving back, corporates create public goodwill.
- Eg. Tatas are widely respected due to philanthropic actions

3.) Values humanity :- Humanity > Profits

- Creates a virtuous cycle of valuing others.
- Cascading effect on other corporates.

4.) Overcomes greed

- By performing social responsibilities, value of benevolence is displayed.

5.) Business without ethics - One of the 7 sins as per Gandhiji.

6.) Businesses are trustees of people's resources, thus it is their duty to share the profits.

Initiatives under ESR must be enhanced as the world needs more people like Azim Premji.

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(B) Indian ethos are rooted in societarian principles and other focussed behaviours, thus more vital than ever in present context.

Relevance of values for public servants-

I) Tyaga ~~(Sacrifice)~~ (Renunciation)

1.) To get away with personal interests.

2.) Checks corruption

3.) Makes oneself benevolent and thus public interests are furthered.

II.) Seva (Service)

1.) As per Socrates' concept of ideal man, a public servant must do service without fear.

2.) Seva in public service implies dedication to duty, thus it is needed to further the inclusive growth in an unequal society.

3) Service is the core philosophy of public service where public ~~is thus~~ interest is the driver.

- Eg. IAS officer in Kerala undertook relief work with dedication in wake of floods.

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(III.) Charity (Daanam)

*) Charity should be understood in terms of benevolent attitude of public servants.

2.) It is about ~~it~~ doing extra mile to serve the public purpose.

3.) It may imply, giving away comforts

(IV) Damah (Self control) -

1.) It is about resistance to worldly temptations.

2.) It is also needed to check abuse of power.

3.) Self control is displayed by being emotionally intelligent.

Eg. not displayed by Jharkhand IAS officer who was caught with loads of cash.

These values must be taught and ingrained in ~~bxxxx~~ public servants to amplify the process of public service.

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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)

Conflict of interest is about conflicting nature of personal and public interests whereas conflict among sources of authority implies ~~go~~ varying instructions of conflicting nature being imparted.

Conflict of Interest v/s Conflict of authority-

~~1) Personal interest is a party in conflict of inte~~

1) Personal interest is a party.

2) Resolution among moral character at personal level.

1) 2 different authorities are a party.

2) Resolution may be driven by the hierarchy of the orders imparted.

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3.) Creates dilemma inside a person.

4.) Harms public interest if personal interests are given primacy

5.) Onus is on self if unethical actions get publicised.

3.) Dilemma is with authority.

4.) Harm depends on the nature of command provided.

5.) Onus is on the authority as well as self for unethical actions.

Examples:- **Conflict of Interest**

1.) ~~Giving~~ Participating as an examiner where a relative is appearing for the exam.

2.) Giving contract to someone ~~else~~ who is known.

& **Conflict of authority -**

1.) Constitution prescribes protection of weak but a law demands the public servant to evacuate ~~poor~~ street vendors.

2.) Two superiors give conflicting orders → whom to follow?

Public servant must exercise conscience in both the situations.

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(B) Governance is not always about objective measures but also about finding the right interpretation of subjective ambiguities. This requires conscience and courage

Relevance of inner courage for overcoming and coping with ambiguities -

1.) Allows one to follow the voice of inner self when presented with ambiguities.
Eg. whether to follow the orders or to follow the public interest.

2.) Creates accountability and transparency if the public servant opens oneself to public scrutiny after taking a decision, despite paradoxes.

3) One of the cardinal virtues of Plato.
- Fortitude.

4.) Brings reforms by displaying boldness.
Eg. repealing special provisions for J&K.

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5) Timidity creates inaction and behaviour of self preservation but courage looks for solutions amidst crisis.

6) Courage generates confidence among masses and leads to participation.
°Eg. if a public servant him/her self participates during tough times like cyclones, where ambigious situations exist, people respond positively.

Courage is the tipping point of all virtues as all virtues need courage to follow them when uncertainties exist.

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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)

(A) Adam Smith puts forward the virtue of benevolence in terms of other focussed behaviour and self restraint.

Implications in present context –

1) The other focussed behaviour is needed in our world marred with inequality and injustice.

- Eg. Mother Teresa displayed it towards leprosy patients.

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2) It is needed to help the victims and vulnerable.

Eg. children in war zones need our benevolent affections.

3) It displays our compassionate self.

•Eg. compassion towards homeless, slum dwellers etc. is needed in government policies.

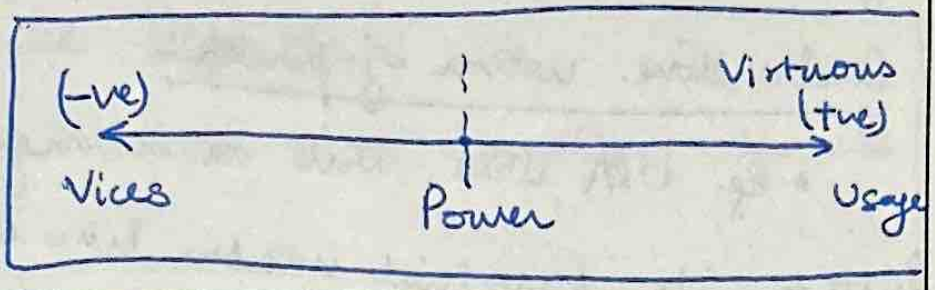
4.) It is linked to the philosophy of Sarvodaya and Gandhiji's Talisman of thinking for the last in the queue.

Eg. women and transgender rights and accessibility to equal opportunities.

In nutshell, benevolence is the beauty of human character and crown of our civilisation.

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(B) Aristotle through the statement tries to illustrate the notion of power. Its ~~out~~ outcome depends on the way one utilises it.



Implications in present context -

Virtuous effects of power -

1.) for creating justice and equity.

- Eg. distributive justice of Rawls.
- Empowering the weak.

2.) Constructive use of power →

- Eg. India provided medical help to weaker countries during Covid.

3.) To instill peace and harmony

- Power acts as deterrent to war, if used sensibly.
- Eg. No first use policy of India.

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Vicious use of power:-

1.) For furthering self interests -

- Eg. using priviledged position to influence stock market by Harshad Mehta.

2.) Destructive notion of power -

- Eg. USA uses war as a means to further its parochial needs like oil in Middle east.

3.) To further injustice and create deterrance for weak.

- Eg. labour exploitation by businesses.

Power is value neutral, ~~but~~ and its ethical usage is critical for furthering virtuous effects.

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(c) Socrates emphasises the value of self understanding and keenness to learn as intelligent principles.

Implications in present context –

1.) Checks super ego.

- Eg. builds a humble attitude in civil servants.

2.) Openness to other's perspectives.

- Syadvada in Jainism.

3.) Creates lifelong learning behaviour.

- Eg. philosophy of Mission Karmayogi.

4) Self awareness is created.

- It is the beginning of all wisdom.
- Eg Nokia didn't adopt modern technology and lost the market.

5.) Helps to tune to the changing environment.

- Eg. adopting clean energy mechanisms.

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6) Makes oneself grounded and values others.

- Creates trust in the process.
- Eg. PM's Mann ki Baat where he listens to everyone.

Intelligence is always based on ability to learn new things and being open, thus one must be humble enough to accept one's shortfalls.

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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.

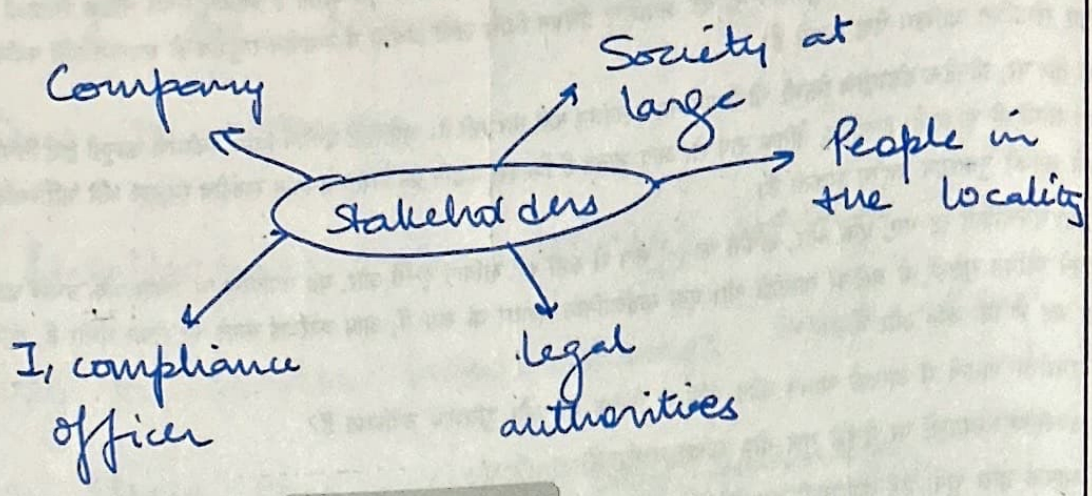
You were left wondering, on the one hand, the Company was legally correct, but on the other, it was hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its whats and hows.

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)

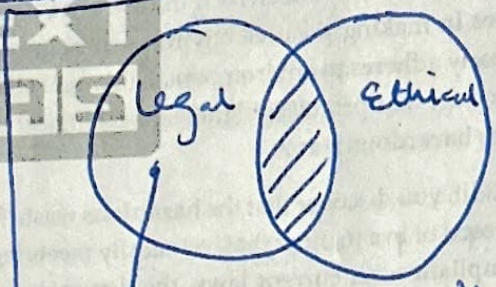
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The case presents a dilemma between laws and ethics, in the environmental context.



1.) Ethical issues and dilemmas :-

1.) Laws v/s ethics



2.) Safety and health of the people

3.) Environmental ethics
- Stewardship is desirable.

4.) Commitment to duty
- Desirable from men

5.) Corporate profit conflicts with

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wider societal interests.

6) Means v/s ends debate

7.) Short term orientation v/s long term sustainability

8.) Loopholes in laws

R.) Options available and their assessment.

1.) follow the status quo as it is legal.

Merits	Demerits
1.) Keeps profits and business intact.	1.) Harms the environment and people.
2.) No legal issues	2.) Crisis of conscience
	3.) Dereliction of duty.

2) Report to the management and let them take the decision.

Merits	Demerits
1.) Management may have better understanding of holistic viewpoint.	1.) If management maintains status quo, & I will still be unethical.
2) Escapes my personal dilemma.	2.) It is simply avoidance of duty.
3) follows hierarchy.	

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3) Whistleblow the actions

Merits	Demerits
1.) Saves environment and people.	1.) Harms reputation of company.
2.) Displays courage and care.	2.) Harms business.
3.) In ~~the~~ spirit of duty.	3.) May harm me in career prospects.

3.) Course of action with reasons -

1.) Thorough study of proces in entirety and report preparation.

- Displays my commitment to be self prepared.
- Also enables cross examination once.

2.) Report to the ~~dot~~ seniors in the hierarchy.

- It is in sync with the organisational ethics to utilise internal channels first.

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3) Suggest due course of action to the superiors, to mitigate the harms.
- Displays prudence
- It is solution centred step.

4) If they are willing to course correct, it is the best possible case.
- If they are unwilling to course correct, I will approach due law enforcement agencies to course correct the laws as well as enforce them on the company.
- In sync with Socrates ideal man, I will do my duty without fear of repurcussions.
- Public interest >> Business interests
- It gives opportunity to improve the laws.

~~The~~ Business without ethics is one of the 7 sins of Gandhiji and must be avoided.

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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.

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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)

The case pertains to women's rights to temple and religious participation, in the face of opposition by traditional mindset.

1.) Administrative issues

1.) Upholding constitutional values.

2.) Avoiding unrest and violence.

3.) Fostering progressive outlook.

4.) Challenging traditions but may lead to further escalation.

5.) Managing local politicians.

• Ethical issues -

1.) Gender equality and justice as women's rights are supressed.

2.) Traditions are leading to traditionism where rationality is supressed.

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3) Obligation to the constitutional duty to ~~further~~ prohibit gender discrimination.

4) Religious sentiments of people are in question.

5) following conscience vs following least harm principle in short term.

2) Options available

1) For the time being, prohibit women's entry into the rituals and spaces.

2) Provide police protection to allow women entry into all spheres of religion.

3) facilitate a meeting between both groups and follow the decisions of the meeting.

3) Analysis of the options - (Option 1)

Merits	Demerits
1) Maintains peace.	1) Harm to constitutional ethos.
2) Women have recourse through courts.	2) Injustice to personal progressive conscience.
3) Values religious sentiments	3) Gender justice is

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Option 2-

Merits	Demerits
1.) Upholds my duty towards constitution.	1.) May escalate further protests.
2.) It is a modern, progressive step.	2) Politicians and media may get involved. → Provocation.
3.) Women's rights are respected.	~~3) tea~~ 3.) Hurts religious sentiments of majority.

Option 3-

Merits	Demerits.
1.) Makes people feel heard.	1.) Meeting may turn chaotic.
2.) Puts on ~~d~~ negotiators, not on me.	2.) Majoritarianism may thrive.
3.) ~~Atta~~ Peace may prevail alongwith justice.	3.) May further escalate differences.

Course of action-

1.) Pacify the protests on both sides
- An adhoc measure to ensure peace.

2.) ~~Talk to the~~ Ensure local politicians don't meddle in the affairs to

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further escalate the affairs.

3.) Talk to fundamentalists on following lines.

- ~~###~~ Bringing about attitudinal change through enhancing their information set about modern practises.
- Eg. Sabrimala issue.

4.) Indulging influential religious people to preach progressive outlook.

- It affects the affective component of attitude change.

5.) If nothing works, women will be allowed to participate with presence of security forces.

- & fundamentalists will have right to legal recourse to enforce their customs, based on doctrine of essentiality.

Progressive, secular outlook should be fostered, and attitudinal change through Aristotle's - ethos, pathos, logos is desirable in such cases.

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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)

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The case involves electoral malpractices and use of power to supress the reason and law enforcement.

1.) **Ethical issues —**

1.) Democratic practise of free and fair elections is being violated here.

2.) Unfair practises like money and muscle power usage.

3.) Safety and security of the staff.

4.) Bravery conflicts with self preservation as choosing brave route may threaten my personal life.

5.) Politics without principles

6) Hatred and animosity being spread through appeal on caste and religious lines.

7) Lawlessness exists as videographer is being hit for ~~no fault~~ doing his duty.

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(2.) It is justified for the following reasons -

1.) As per deontological ethics, duty reigns supreme.

2.) Socrates' ideal life principle focussed on doing right at all times.

3.) To protect democracy, ~~so~~ the power ~~can't be~~ of money and ~~money~~ muscle needs to be restrained.

4.) The courage and strong character of mine as well as my staff demands to ~~stop~~ perform our constitutional loyalty driven acts.

It may not be justified because -

1) The threat perception will deter others to work fearlessly.
   - Creates demonstration effect.

2.) Dependence of family, friends on the staff member will be hampered.

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3.) It is also my duty to protect my staff members.

~~A~~ Ideally, based on threat perception; the videographer should had been granted some degree of security.

(3.) **My course of action -**

1.) I will firstly ensure that the staff gets the medical help and intermittently ensure that he is being cared.

2.) I will report the incident to the superior authorities in writing and in person.

3.) I will also ask for more ~~so~~ security personnels in the constituency.

4.) Since they are violating the laws despite warnings, I will firstly provide some moderate punishment like calling off campaigning for 48 hours.

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5.) If the issue still persists, I will ~~cancel their nomination~~ report to the returning officer and make sure their nomination is cancelled.

6.) According to legal provisions, a case may also be filed for ~~the~~ violence, hate speech and other violations.

Fortitude, one of the cardinal virtues of Plato and Aristotle needs to be displayed to be able to stick to ethical principles, in the face of adversity.

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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.

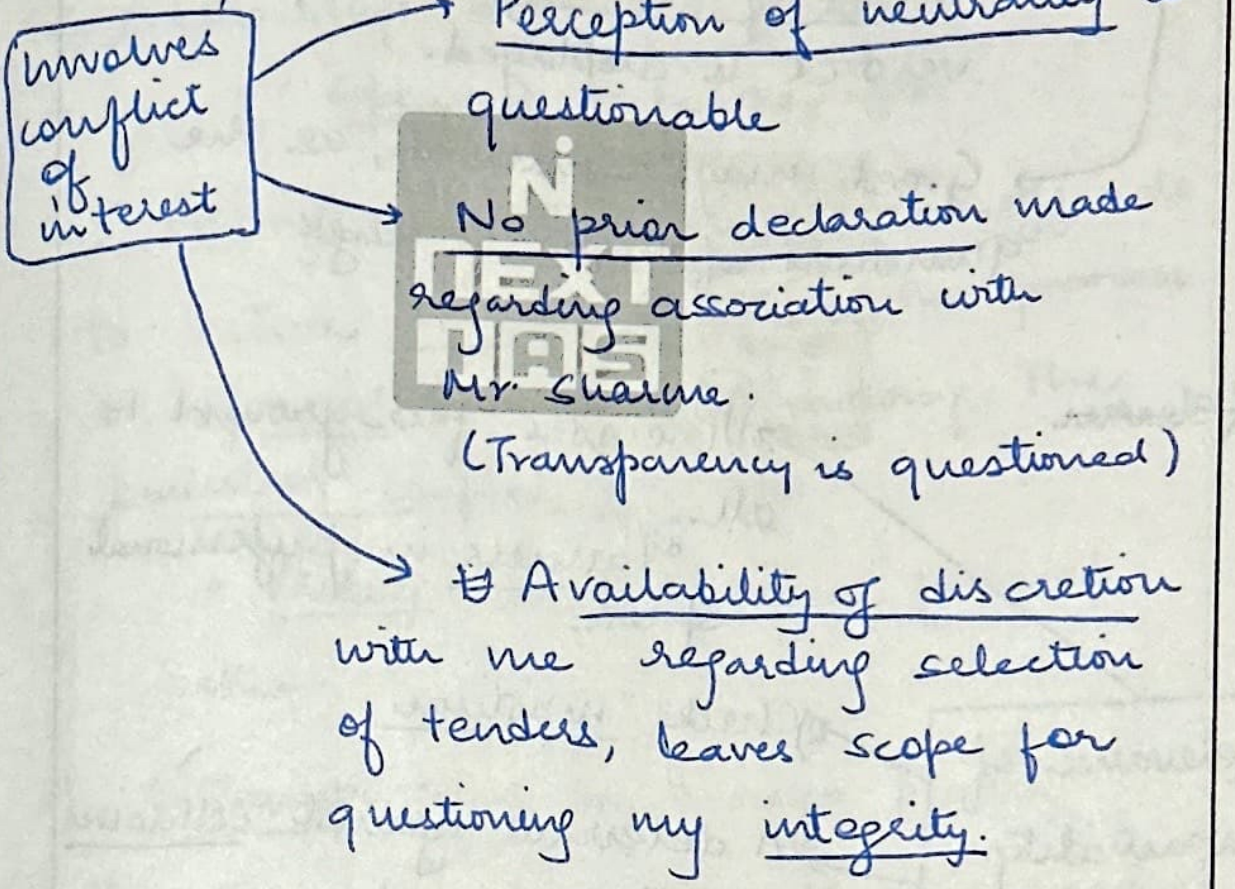
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The case pertains to alleged conflict of interest and complaint against me regarding a procurement tender.

1.)



However, the process was duly followed and it certainly is more than a conflict of interest.

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More issues

→ Assertion of authority by prior seniors, whom I replaced may be the case

→ Mr Patel may want ~~to~~ ~~a~~ reopening of tenders, so that he may get another chance at the tender.

- Lack of humility to accept the verdict is displayed.

→ Greed may be involved, as the quantum of tender is huge.

2.) ~~Relevan~~

Relevance of impartiality and non-partisanship

→ 1) Provides fair ground to all.
- fairness in professional sphere

→ 2) Checks nepotism

→ 3) A deterrant against collusive corruption.

→ 4) Forms the basis of the public service value of transparency and accountability

→ 5) Avoids conflict of interest.

→ 6) Avoids questioning of integrity, as in the case

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7.) Enables a public servant / government to act as a neutral umpire.

- Value of objectivity.

3.) **following steps could have avoided the unpleasant situation.**

1.) Public disclosure of my personal relationship with Mr. Sharma.

- Openness to be displayed

2.) Asking in written from senior officials to either recuse me from the process or permit even after knowing the potential conflict of interest.

- Probity would had been followed better.

3.) & Transparency in bidding process through online bidding would had made the process more acceptable to everyone.

- Eg. GeM portal of union government

4.) Pre-bid meetings with bidders before opening of tenders, so that grievances of

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everyone are addressed.

- More accountable method.

Impartiality and neutrality must not only exist, but also appear to be existing prima facie to keep the trust on such processes.



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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)

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1)

Administrative issues

1) Cost effectiveness of the government machinery.
2) Hierarchy - Code of conduct prescribes following senior's orders
3) Efficiency of the staff is low...
4) Political intervention by the minister.
5) Open channels of discussions don't exist as meetings are less deliberative and driven by senior-most member.
6) Outsourcing - private partnership

Ethical issues

1) Empathy for the staff losing their jobs. Head doesn't seems concerned.
2) livlihood issues for the people. Finding jobs at higher age may be tough.
3) Courage displayed by me by writing to superiors to intervene.
4) Prudence - Displayed impatience by taking actions in desperation.

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Candidates must not write on this margin

2)

Morally right

1) Action out of care for the staff under me.

2) The head was apathic in approach. So approached higher in the hierarchy.

3) Intention → The intention of the action was correct and as per virtue ethics, intent matters the most. Hence it is moral.

4) Helplessness → as head didn't wanted any discussion on this part.

Morally incorrect

1) Violated code of conduct by disobeying senior's orders.

2) Efficiency was always questionable, thus should have enhanced efficiency beforehand.

3) Action out of emotions and less out of rationality.

4) Presumably lack of humbleness displayed by me.

I believe the right intents could have been channelised better.

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3.)

My available options

1.) Plead guilty and bargain for minimal punishment.

2.) Approach the minister again informally and request him to intervene as he had already shown sympathetic stand.

3.) Join the transferred posting and persist with my stand in the disciplinary committee.

Course of action:-

1.) Join the new posting and take the charge

→ 2.) With due humbleness, put forward my stance in disciplinary committee

→ 3.) Approach the minister to save the livelihood of people

→ 4.) Make sure of due efficiency in all further postings.

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Justification

1.) It makes sure that I follow the code of conduct by joining at my new office.

2.) Putting forward my well-intended point of view in the committee and gracefully accepting the repurcussions will serve the wider institutional purpose.

3.) As a concerned individual and ex-deputy head of the office, I will display care towards my ex-employees by approaching the minister.

4.) for long term, I shall make sure efficeney is ensured to avoid such situations.

Ideal state of efficiency and empathy should be balanced under every office.

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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)

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1.)

Ethical issues involved

1.) Collusive corruption ~~be~~ at the top level.

2.) Nexus of bureaucrats and politicians.

3.) Justice for poors has taken a back seat.

4.) Courage should be displayed by me.

5.) Personal interests of career conflict with public interest.

6.) Threats issued against whistle blowing.

7.) Exploitation and deprivation of rural poors.

8.) Lack of efficiency and effectiveness of government schemes.

Options available –

1.) Option -1 → Mask the issue and come in the good books of senior bureaucrats.

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Option-2

Report the matter of irregularity to higher authorities after due ~~invest~~ findings are attached to the file of the case.

Option-3

Seek voluntary transfer from the case.

Analysis of options

Option-1

Merits	Demerits
1) Beneficial for personal career progression. 2) Status quo of order in the system prevails.	1) Injustice and deprivation prevails. 2) Against ~~to~~ personal conscience. 3) Against the call of duty towards public.

Option-2

Merits	Demerits
1) Probity is ensured as findings are placed.	1) My career may be jeopardised.

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2.] In consistency with strong moral character.
3.) Poor people will get their due rights.

2.) I may be transferred and replaced by someone compliant and the system could perpetuate.

Option-3

Merits	Demerits
1.) Safeguards my interests.	1.) Weak courage of conviction displayed. o Escapist attitude.
2.) Direct moral responsibility of corruption doesn't falls on me.	2.) Poors may continue to suffer.

Course of action:-

1.) Thoroughly prepare the irregularities involved at all levels.

→ 2.) Approach the next senior in the authority for action.

↓

3.) In case of no avail, exploit all channels of hierarchy.

← 4.) If all channels are exhausted, whistleblowing will be used as a measure of last resort.

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To serve public interests, displaying courage and living as per Socrates' ideal man - a life of righteousness without fear of consequences for self is the right way to go.

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