

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: RAMANDEEP SINGH Mobile No. [REDACTED]Roll No. : GSMACT24A1327 Start Time End Time.....Date of Examination: 4-Aug-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:

FOR OFFICE USE ONLY

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

<u>MARKING SCHEME *</u>			
Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

<u>IMPORTANT QR CODES</u>	
 Topper's Copy	 Common mistake and Correct Filled QCAB
 Copy Scanner App	 Next IAS Test Centre Location

MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT



IMPROVEMENT SUGGESTIONS

Q.1

- A. "यह मान लेना गलत है कि नैतिक निर्णय पूरी तरह से तर्कसंगत और सैद्धांतिक होते हैं, हो सकते हैं या होने चाहिए। मानवीय भावनाएँ भी हमारे नैतिक जीवन का अभिन्न अंग हैं।" भावनाएँ किस प्रकार हमारे नैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए।
(150 शब्द, 10 अंक)
- B. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए।
(150 शब्द, 10 अंक)
- A. "It is wrong to assume that ethical decisions are, can or should be purely rational and principled. Human feelings are an inseparable part of our ethical life." In what way do feelings impact our ethical decisions? Illustrate with examples.
(150 words, 10 marks)
- B. What do you understand by ethics management? Can public officials manage ethics in the work place in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss.
(150 words, 10 marks)

Human is a social animals and
thus capable of experiencing
feeling.

Wrong to assume that ethical decisions
should be purely rational & principled

① Cultural Relativism

(eg) FGM allowed
in Gambia

② Overlooks empathy

(eg) PDS (Jharkhand) -
girl died due to
Lack of Aadhar

③ Favours utilitarianism

thus leading to
harm to minority in
some cases

(eg) Mingled displacement

④ Lack of sufficient
and credible data
to take rational
decision (eg) COVID-19
lockdown or not?

Impact of feelings on ethical decisions

① Considering the Interests of the marginalized (eg) - Dirya Devraj learnt tribal language to resolve the issues

② Brings humanism in the actions

(eg) IAS Parmeshwar Tyagi - cleaned toilets during SBM

③ Society = Σ Individuals

Individual feeling ~~impact~~ (eg) - Raja Ram Mohan Roy - against Sati → brought Societal change.

However, it may also lead to negative consequences. (eg) feeling of ~~disloyalty~~ distrust in father against daughter for Inter caste marriage → Konow killing

Thus, having emotional Intelligence is crucial to handle feeling well. Rule your feelings, not your feelings rule you

(b) Ethics Management - Refers to that part of the management which focusing on compliance with ethical standards in an organisation.

(c) - Censuring POSH Act - is implemented in letter and spirit.

It is different from management of ethics (framing ethical rules) as it focuses on ~~the~~ ^{its} ~~outcomes of its~~ ~~problem~~ implementation.

managing budget, policies and people
vis-a-vis Ethics Management

In my opinion, it is difficult to manage it as :

① ethics management is difficult to quantify

② It depends upon individuals a lot - making its management difficult

(due to subjectivity being involved)

③ It is much more nuanced compared to the budget and policies.

eg. "Genderwashing" goes against values of companies promoting gender equality.

Limitations of Code of Conduct and Code of Ethics

- ① Not everything can be guided by them
- ② Favouritism in departmental scrutinies
- ③ Implementation bias down to Individuals values
- eg. A patriarch may not employ women for same role.

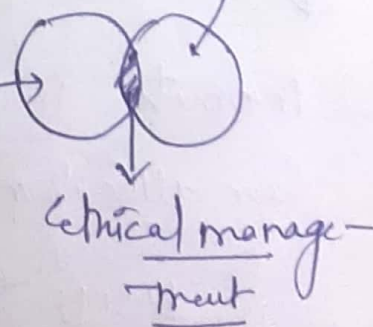
Way forward

④ Convergence in the values of employees and organisation

- ① Integrity pact
- ② Regular training
- ③ Sensitization

④ Operant conditioning -

Reward and punishment mechanism
eg. Integrity & Ethics Awards.



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 को घटक क्या हैं? और दक्षता, मिलानशीलता 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)

Ethics refers to the descriptive code of conduct which helps us to determine the righteousness of an action.

Role of traditional ethics in ethical decision making

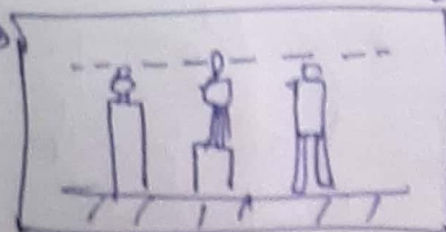
① Promotes justice - bridging the trust deficit between people and administration.

(eg) Discouraging encounter killing

② Promotes Impartiality thus leading to fair allocation - based on concept of

equity

(eg) Special status to some states



- ③ Fulfilling your obligation - Duty ethics
(Chart) (eg). MGNREGA - for social welfare

Role of Ethics of Care

- ① Increases social capital in the society
(eg). "Ek Bharat, Shresth Bharat" - respecting
and preserving local cultures.

- ② Dedication to public service

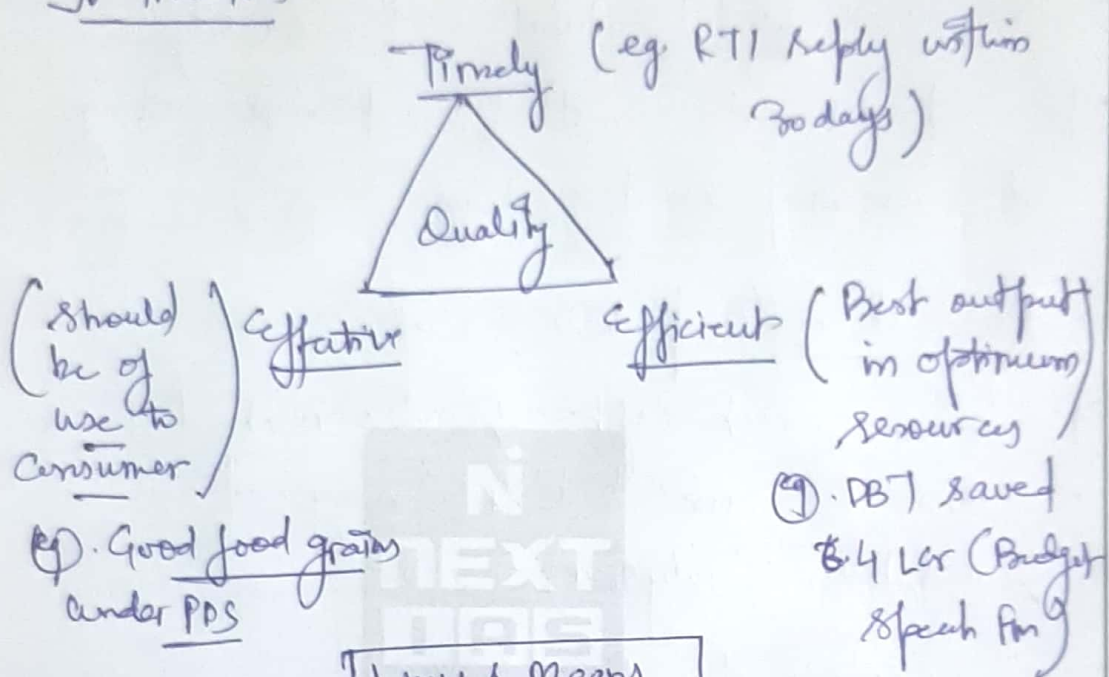
- (eg). Kerala forest dept officials trekked 4
hours to save toddlers (Waynad
landslides - July 2024)

- ③ Ensuring last mile delivery by going
beyond the call of the duty

- (eg). IAS Anirish Sharan started mobile
ambulances during COVID19 - to help tribals.

Thus, we need a "golden mean"
of both. Having elements of both
will ensure the achievement of
Developed country status by 2047.

(B) "Quality" of service delivery is an actual indicator to test service delivery efficiency.
It involves



Ways & Means

Components of Service delivery

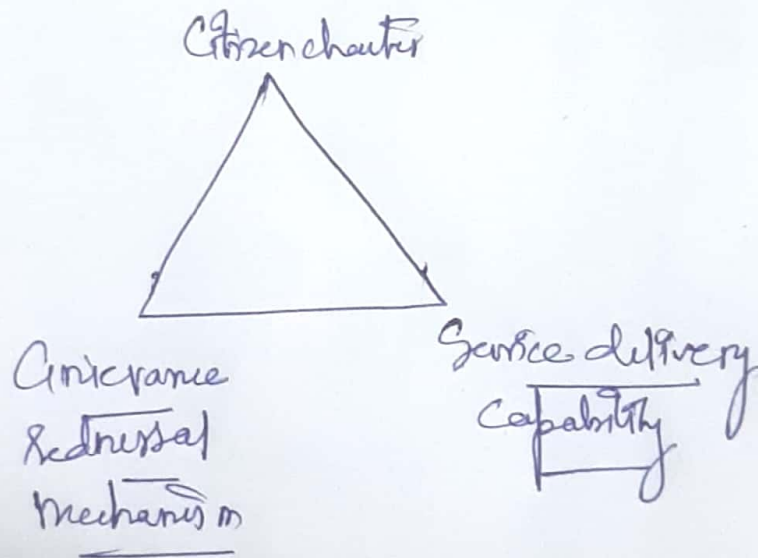
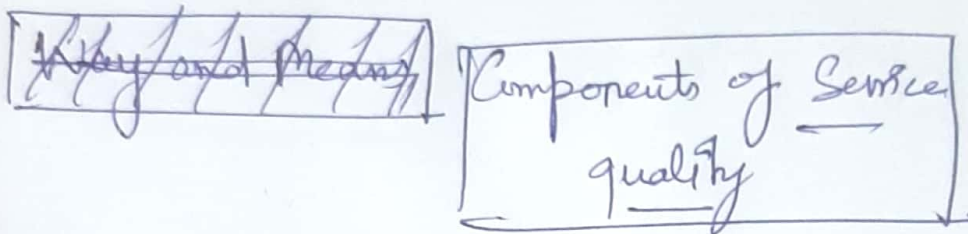
As per Sevottam Model (C2MARC) -

- ① Defining the service (eg. RTI info)
- ② Deciding the parameters to track that
- ③ Developing capability (eg. ICT training)
- ④ Delivering the service
- ⑤ Monitoring the outcomes (eg. More than 3 lakh pending complaints)

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Space for Rough Work

- ⑥ Grievance Redressal mechanism (A). Complaints to appellate body! P10
- ⑦ Taking feedback and improvement.



Ensuring these three will help us in achieving the gold standard - Sevottam Model in practice.

Q-3

- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)
- B. "मैं एक मुसलमान हूँ; मैं एक हिंदू हूँ; मैं एक ईसाई हूँ; मैं एक यहूदी हूँ।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध पर अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)
- A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)
- B. "I am a Moslem; I am a Hindu; I am a Christian; I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality. (150 words, 10 marks)

A

Public Service attitude - Refers to the predisposition of an person towards public service.

eg) ① M. Visvesvaraya's Role as Dewan of Mysore.

② IAS Shreshtha Aha - "My School, My farm Initiative"

Effect of attitude biases on field decision making

① Cognitive bias - Having prejudice against some group may lead to unethical decision making.

② No development measure in their areas

(2) Affective Component - Emotions attached to any object.

(eg). A person feeling strongly for women empowerment will take steps to ensure gender equality.

(3) Behavioural Component - Tendency to act in a certain manner.

(eg). Readiness to use force to disperse crowd.

Overcoming such attitude biases

(1) Learning and getting aware about the information that counters such beliefs.

(2) Self Introspection - "Learn, unlearn and relearn"

(3) Cultivating emotional Intelligence

(4) Practising meditation and mindfulness

(5) Regular training.

Attitude along with aptitude decides one's altitude.

③ Mahatama Gandhi is considered as the propagator of values like Non violence and Satyagraha.

By the above quote: Gandhiji wants to convey the oneness of all religions. Though all religions have different precepts but they ultimately lead to some final goal. (Same end, diff means)

- It represents the secular views of Gandhiji.

Religion → Harmful to moral life

① Source of conflicts (eg) - Muzaffargarh riots (2013)

② Potential for misuse (eg) Ideological brainwashing - Jahannic Jihadists

③ Drift over material resources (eg) - Babri masjid demolition

④ Relativism in concepts (eg) - Hinduism

karma - do your own duty always
Buddhism → Madhyam may approach

Religion → Important for moral life

① Promotes Important human values

(eg). Brotherhood - Islam
 Service - Sikhism

② Pushes one to do the morally
righteous Act (eg) helping others in
 need

③ Creates deterrence towards uncivic
behaviour (eg). A man has to bear
 the consequences for his actions.

④ Putting community over self

(eg) "Sarve Bhavantu Sukhinaya" -
 May all be happy

In my opinion, Religion Inherently is
 not a source of conflict. It is how it
 is used that decides whether it
 is harmful or useful.

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)

Capitalist ideology focuses on making more and more profits.

Considering that, diverting resources for social endeavours might seem to be moving away from the primary motive i.e. profits.

However this is not true in entirety. Corporate Social Responsibility makes companies more profit and sustainable.
Because

- ① Attracting best talent
- ② Building good image of the company

Case Study
Tata - spends 5-7% of its profit on CSR

- ③ Increasing customer loyalty
- ④ Makes employee more productive
as they what their company stands
for
- ⑤ Attracting investment.

Case study
HUL - Mission
Shakti - women
Empowerment

Also, According to Gandhiji
Corporates are the trustees of the
public resources. Since they utilize the
resources of the society, it is their
moral and ethical duty to give back
to the society.

- "Commerce without morality is a sin"
- Also this will ensure the sustainability
for the resources → ensuring perpetual
availability (eg). Treating harmful
water before releasing in water bodies.

Following ESG Norms and
Compassionate capitalism, compounded with
Triple Bottom Line principle is the need of the

(B) Traditional Indian wisdom holds a lot of relevance in the present context.

(C) Keeping footwear outside our homes - helped in ~~spreading~~ curbing COVID-19 spread.

Relevance of values for modern day public servants

Arguments : In favour

Value	Relevance
① <u>Tyaga</u>	Important to <u>give away</u> the <u>prejudices</u> in mind
② <u>Seva</u> (Service)	Important for dedication to public service - going beyond the call of duty
③ <u>Charity</u>	Drives <u>empathy</u> in civil servants - making govt <u>citizen centric</u> .

(4) Self Control	Regulating your emotions well; maintaining work life balance, handling pressures
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Arguments : Against

Values	No Relevance
① Tyaga	Does not holds much place in <u>modern bureaucracy</u>
② Seva (Service)	Lacks the resources in hand; managing hectic workload
③ Chaniz	Value neutrality as one of the core value
~~④ Seva~~	

In my opinion, these values are crucial for maintaining the humanitarian character of civil services and achieving Ramrajya and Svarajya.

Q.5

- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कार्यरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए औद्योगिक 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 among Interest ① Different values possessed by people gives rise to different Interests; Sometimes which are being in conflict with each other.

(eg). Resource distribution - Mall in urban area (drawing Investments) Vs School in rural area.

② Creates ethical dilemma - which one to give preference to.

③ Resolution by (i) utilitarianism - larger good for larger public

(ii) ensuring common good.

(iii) ensuring fairness and justice

④. Rehabilitation after displacement due to development.

Conflict among various sources of authority

When ~~there are~~ different sources of authorities want something that go against each other.

- (eg) Customary rules (vs) Legal laws
 Women should not be allowed in temples during periods
 Right to Equality (Art 14)

(2) Different sources of authority can be - traditions, societal norms, constitution, social contract etc

(3) Resolution by (i) Giving primary to the fundamental law of the land - Constitutional morality

(ii) Authority formed by "social contract" between people and state.

Balancing these is not easy and requires great strength of character.

③ Governance - According to the World Bank, it is the manner in which the power and resources are utilised to achieve social, economic and environmental goals.

Issues with governance

- Red tapism
- Excess scrutiny
- Fear of SC (CBI, CVC, CAI)
- Lack of clarity
- Less space for bonafide mistakes
- Political pressure

Repercussions

- Discourage Innovation
- Risk averse attitude
- Policy Paralysis
- Discouragement to try something new.

Relevance of Inner Courage for overcoming and coping with ambiguities

① Helps in getting clarity in ambiguous

Situations - through Confident communication

- ② Gives one confidence on their skills and abilities (eg. Sam Manekshaw during 1971 war delayed the attack plan.
- ③ Building team morale (eg. E Sreedharan (Metro Man) - while working under time constraints
- ④ Gives one courage of conviction - "If can be done, It will be done" attitude
(eg. Armstrong Pame / AS - made 40 km long road using public funds.
- ⑤ Standing accountable for one's actions
(eg. Lal Bahadur Shastri resigned after rail accident.
- ⑥ Builds temperance to start again
(eg. ISRO - after chandrayaan 2 failure successfully launched Chandrayaan 3.
Along with courage, EQ, applications of mind, aptitude is also crucial.

Q.6

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

- A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव की पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)
- B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू (150 शब्द, 10 अंक)
- C. "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)

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

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

The quote represents the crux of Ubuntu philosophy - "I am, because we are".

It is this realization which will lead to perfection in human nature

~~① Keeping others interest over ours~~
To feel for others; and little for ourselves

① Empathy in behaviour (eg) Mother Teresa

② Greater interest over self interest

eg. Cal Bahadur Shastri - after death her wife paid back the

whole loan for the car (PNB) ^{though} not asked

Restrain our selfishness

- ① Limiting our needs - "earth has sufficient for everyone's needs but greed"
- ② Moving away from expi consumerism
- ③ mission life

Exercising benevolent affections

- ① Compassion in our acts (eg). IAS Amit Gupta started "Dahiya Jalwa" Initiative to end manual scavenging
- ② Promoting brotherhood (eg). Saketpal Bedi gave his land mosque construction.

These values bring wholesomeness in one's character and helps them cover the journey from "human being" to "Being Humane".

- ③ ~~The~~ Aristotle is considered as the propounder of ethical theory of "virtue ethics".

Virtue and vices lies in our power

- ④ If we use ~~of~~ our capabilities (power) to do virtuous or virtuous acts, we ~~of~~ inculcate them in our character over a period of time.

- eg. A honest person will refrain from ~~not~~ hiding any misdeed he has done.

Lies in
Our power
to Act

- eg. A person valuing
Integrity in conduct will voice against
Corruption.

Also lies in
Our power to
Not Act

- we can refrain from
doing immoral acts.

(eg) In 3 Idiots movie - Raju refuses to use question paper for passing the exam.

(eg). An honest officer will not engage in corruption even though however ~~the same~~ strong the current of "Chalta Hai" culture is there.

However, it is not always true.

Sometimes ① Situations are such that

①. They demand to act in opposite manner.

(eg). Yudhishthira lying about killing of Ashwatthama.

② Difficult to control emotions (eg).

Kautilya - It is not possible to taste honey kept on one's tongue.

Thus, both sides are possible but in any case one should strive to be a wise person.

c) The Statement by Socrates reflects the importance of acceptance of one's weaknesses and vices.

Doing a ^{an} indepth SWOT analysis can help us in that.

In the present context

① It helps one to become self aware - recognizing their strengths & weaknesses and working upon improving them.

(eg). Student studying his weak subjects more.

② It puts the words into action, as one knows where to proceed ahead.

③ "You can't cross the sea merely by looking and staring at it"

③ It keeps one grounded despite

criticizing success.

(eg) APJ Abdul Kalam - "People's President"

(9) Reflects the Inherent Limitations of human being.

(eg). Dark matter, Dark space.

(5) 'Building growth mindset focusing on continuous improvement

(eg) Elon Musk @ Tesla.

This realization can help us in improving at Individuals, Society, Startups etc level.

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 विनिर्माण प्रक्रिया से निकलने वाले खतरनाक अपशिष्ट का निपटारा इस प्रकार किया जा रहा है जो तकनीकी रूप से कानूनी मानकों को पूरा करता है लेकिन गंभीर नैतिक चिंताओं को जन्म देता है। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण के लिए संभावित जोखिम पैदा करती है।

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

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

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

(250 शब्द, 20 अंक)

Case Study 1:

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

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

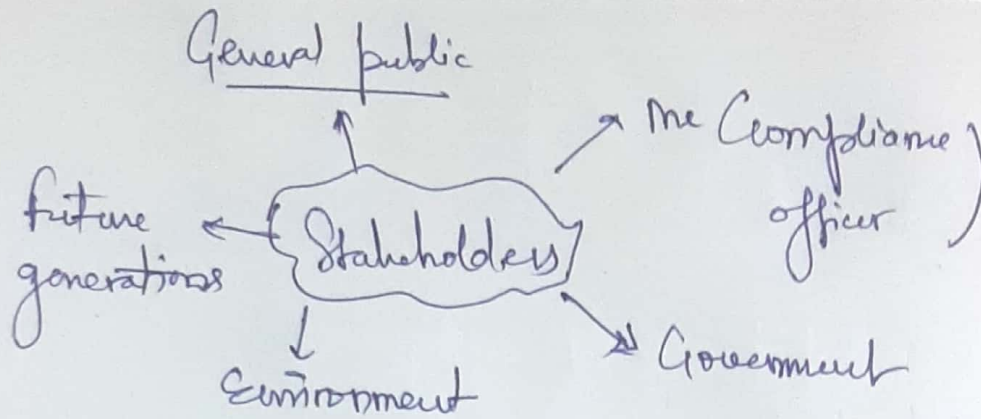
Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

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

The case study presents a dilemma between meeting the legal standards or going beyond that.



(A) Ethical dilemmas & Issues

- ① Environment protection (Vs) Meeting the minimum legal standards
- ② Public Health (Vs) Regulatory compliance
- ③ larger public welfare (rights of future generations) (Vs) Inadequate laws to curb environment degradation
- ④ Company believes in making positive environment Impact - ~~but~~ the product can harm the environment
- ⑤ following law in letter and "spirit".

⑥ Concern for Company's Image if the
Issue comes out in future

⑦ Gandhi's Talisman - environmental harm
hits poor the most.

(B) Options Available

Option 1: Continue with the development
of new product

Merit

Demerit

① Profit to the
Company

② Significant
ecological benefits
of the product

① ~~the~~ Environment
degradation due to
manufacturing process

② Against the
values of the
Company

Option 2: Report the issue to
higher authorities and highlight the

Concerns.Merit

- ① Dedication to Service - going beyond the duty
- ② Frustrating environment & local community

Demerit

- ① Higher management may still push you to go ahead ~~with~~
- ② May take time → Cost overruns

Option 3: ResignMerit

- ① Save from Cognitive dissonance
- ② Mental peace in short term

Demerit

- ① "Passing the buck"
- ② Job and financial Insecurity

(C) Chosen option 2

Along with the GYA write a letter to the Environment ministry - Informing ~~that~~ them about the shortcomings of the law.

Justification

- ① In line with Company's values
- ② Right to clean environment : Right to life (Art 21)
- ③ Sets right precedent
- ④ Teleology - right ends are ensured i.e. public health
- ⑤ Boost Company's Image as a responsible Institution
- ⑥ Prevents greenwashing - Slippery slope.
Compassionate Capitalism
(Naayon Murthy) to the need of the hour.

Case Study

Nestle was found adding extra sugar to child products in South Asian Countries -
legally allowed but harms the health

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 कार्यवाही की व्याख्या करें।

(250 शब्द, 20 अंक)

Case Study 2:

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

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

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

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

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

The case study presents a conflict between Constitutional morality and Customary morality.

① Administrative and Ethical Issues

Stakeholder	Issue
District Collector (me)	<u>Ethical</u> ① Foundational values of civil servants - <u>Empathy and Compassion</u> ② Respecting local customs and traditions ③ Protecting <u>Interests</u> of the <u>women</u> - <u>Equality</u> and <u>Non discrimination</u> <u>Administrative</u> ① Allowing women to enter may lead to law & order situation.
~~Local~~ ~~Community~~	

Local
Community

① Pressure from politicians

ethical ① Protection of their
local customs and traditions

(Art 25)

Women

ethical ① Equality (Art 14)

② Progressive Society

③ Art 25 - Religious rights

② & ③ Options available and their
Analysis

Option 1: Allow women to participate
in religious rights

Pros ① upholding constitutional morality
② Right to equality of women upheld
③ In line with Sabrimala Judgment (SC)

(Cons) ① Law and order problems may arise

① Religious sentiments of the society get hurt.

Option 2 : Don't allow women to enter

(Pros) ① Status quo maintained

② Public unrest prevented

(Cons) ① Against the goals of a progressive society

② Denies Right to Equality to women

③ Presents backward looking mindset.

④ Against my conscience (moral compass)

Option 3 : Initiate discussion with the local religious leaders and try to convince them the importance of the issue and its future implications for national unity.

(Pros) ① If they agree, peaceful resolution of the conflict will be done.

② Prevents violence

(Cens) ① They may not agree

Chosen option → 3

Justification ① Constitutional morality

② Teleology - right ends i.e. Right to equality for women

③ 'Peaceful resolution' - No law and order problem arises

④ SC Judgement on Sabrimata case - allowed women to enter

⑤ Sets right precedent for other areas

⑥ Will encourage women's participation in other spheres as well - economics, political

⑦ Sign of a progressive society.

It is important to note: Bombay HC (Maharaj Lel case): What is morally wrong cannot be theologically right. Thus such practices need to be done away with

केस स्टडी 3:

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

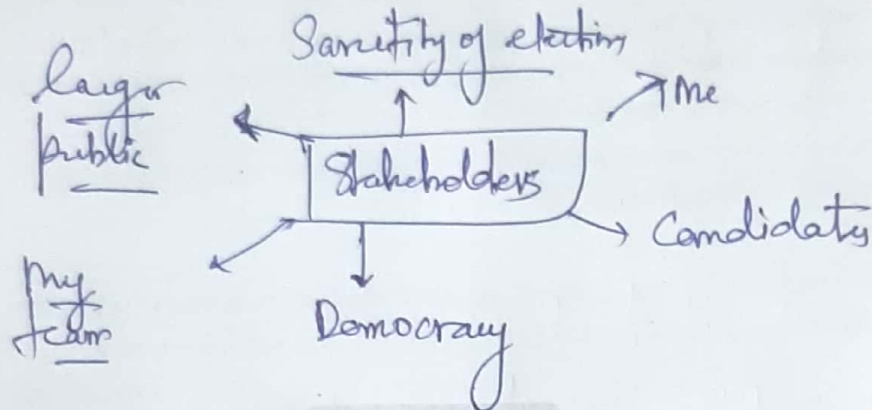
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with 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? ①
2. Is it ethically justified to be devoted to duty at the cost of the personal safety of the staff? Discuss. ✓
3. How will you go about doing your election duties without compromising the safety of your staff? Explain.

(250 words, 20 marks)

The case study brings out the Issue of Criminalization of politics (18m LS - 46% of MPs face criminal charges)



(A) Issues Involved

- ① Muscle and money power in elections
- ② Violation of MCA
- ③ Criminal background of the candidates
- ④ Excess financial spending
- ⑤ Violation of RPA 1951 - treating voters on caste and communal lines
- ⑥ Against free and fair elections
(Raj Narain Case 1975 - Basic Structure doctrine)

⑦ Threats to me

⑧ Videographer has been beaten

③

Ethically justified

① In accordance with Duty ethics (Kant)

② Bhagavad Gita - "Karma" - doing your duty

③ Motivates others

④ "Sheelam Param Bhushnam" - character is the highest virtue.

⑤ Virtue ethics - Shows courage (virtue)

Not justified

① Humans as "Ends" in themselves
(Kant's Maxim of Humanity)

② Bad relations with staff

③ Right to life of staff (Article 21)

- ④ family members of the staff are also impacted negatively.
- ⑤ will sway people from joining election duty in future by giving false reasons.
- ⑥ I will ensure that both the issues get balanced. Safety?
- ① I will ensure the safety by deploying more security forces.
- ② Having forces deployed at the residence of officers as well.

Election duty:

- ① Reporting to ECI regarding the violation of RPA 1951.
- ② Registering FIR against me

Candidates

- ③ Coordinating with police to quickly
act on the cases of violence.
- ④ Educating people about the TV effects
of voting on religious and caste lines.
- ⑤ Long term sensitization of political leaders

Free and fair elections are
the cornerstone of a healthy democracy
and needs to be protected in any
sense.

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 को 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.

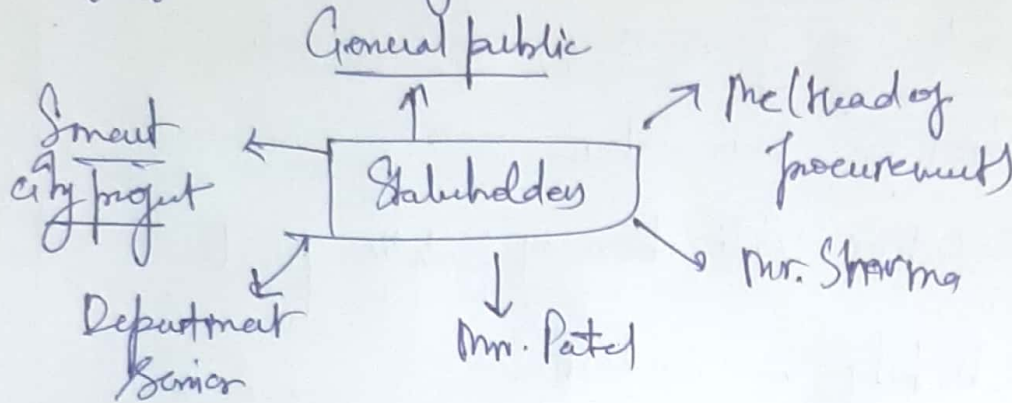
Upon scrutinising all the tenders, your section found Mr. Sharma's terms the most competitive, so the tender was awarded to him. However, once the decision was made public, another vendor, Mr. Patel, accused you of colluding with Mr. Sharma due to your previous relationship.

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)

The situation puts the test of my Integrity in making decisions at question.



(A)

The situation did present a conflict of interest for me ~~for balance~~ between

Personal
relations

+ Mr. Sharma is
my close
neighbour

(VS)

Professional
duty

+ Deciding tender
allocation
objectively

Other Issues

① Justice must also seem to be done -
Here it was not evident. So people
presumed that perhaps I favoured

my personal relations.

- ② lack of openness - to know the decision was taken
- ③ Effective utilization of public funds
- ④ Integrity in conduct
- ⑤ Effective resolution of disputes
- ⑥ Conserving larger public welfare.

⑦ Relevance of Impartiality and Non-partisanship

- ① Ensures political neutrality
- ② Inline with the ~~best~~ values of Govt services
- ③ keeps public trust on bureaucracy intact.
- ④ Fairness to all

- (5) Justice is ensured
- (6) Prevents politicisation of bureaucracy
- (7) Considers that decisions are taken in larger public interest
- (8) Resolution of ethical dilemmas.
- (c) Hindsight Analysis
 - ⊗ ~~Increasing transparency~~ Openly declared my Conflict of Interest (potential) in this case. and Recused (if possible)
 - If Recusal not possible
 - ① Recording all the steps that I'm taking
 - ② Transparent working - openness in declaring the basis of decision.
 - ③ Involving some third party in the scrutiny of the decisions. and

to review it.

④ Stand fully accountable for my
decisions.

These steps would ensure
that ~~the~~ tender process's probity has
been fully maintained and will keep my
Image ~~and~~ as honest and a person of
Integrity Intact.

केस स्टडी 5:

आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 लोगो का स्टाफ था, और यह एक मिश्रित समूह था; जिनमें कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के 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 जाएँगी।

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

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

(250 शब्द, 20 अंक)

Case Study 5:

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

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

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

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

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

(250 words, 20 marks)

The Case Study presents an issue where downsizing is leading to the job losses in a department.

(A) Administrative

- ① I went against the hierarchy - Reported directly to the Minister.
- ② Disciplinary proceeding against me and
* Immediate transfer

Ethical

- ① "Cost cutting" at the cost of employees
- ② Loss of livelihood (Art 21)
- ③ People near to retirement are more vulnerable.
- ④ Loss of efficient skills in the staff
- ⑤ Relations with the head got deteriorated.

(B)

Morally right to write to minister?Favours

① B Tendency - Right ends i.e. highlighting the concerns to the higher authorities.

② Effective and efficient method to achieve the end

③ Job loss for the ~~audit~~ statistical team would have hampered the work culture of the department

④ Show the courage of conviction to get the needed and required action done

⑤ Placed team over self interest.

⑥ Strengthens my relation with the team.

⑦ Projects me as an empathetic person.

Against ① Wrong means (fail the deontological test)

② Against the hierarchical conduct (utopian democracy)

③ Does not set a right precedent as others will also get motivated,

④ slippery slope

⑤ Relations with head turn sour.

⑥ Leads to toxic work culture.

⑦ Departmental proceeding against me for violation of office order.

⑧ I will use my Emotional Intelligence and communication skills to come out of ^{the} issue.

Options available

Option 1: Talk to the head and tell him
~~the~~ why you have taken such a step

Pros: He may understand and
withdraw the complaint

Demerit: He may not agree.

Option 2: Ask Minister for help

Pros: His intervention might stop my
transfer and complaint will get withdrawn

Demerit: Again going against hierarchy

Option 3: Let the Investigation start and
deal with it - while defending myself why
I have ~~been~~ not complied with the order

Preferred option - option 1 & 3. If he does
not agree then go ahead with option 3.

Justification ① In accordance with rules

② Maintain discipline (virtue)

③ Hierarchy is maintained & respected.

केस स्टडी 6:

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

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

आप एक नैतिक दुविधा का सामना कर रहे हैं। इस भ्रष्टाचार की रिपोर्ट करने से आपको गंभीर परिणाम भुगतने पड़ सकते हैं क्योंकि इसमें फर्से वरिष्ठ अधिकारी राजनीतिक रूप से प्रभावशाली हैं और उनके मजबूत संबंध हैं। आपको छोटी-मोटी धमकियाँ भी मिली हैं जिनका अर्थ यह है कि यदि आप प्रकटीकरण के साथ आगे बढ़ते हैं तो आपके करियर की प्रगति खतरे में पड़ सकती है। दूसरी ओर, भ्रष्टाचार को नजरअंदाज करने का मतलब शोषण के चक्र को कायम रखना और ग्रामीण गरीबों को उनके उचित लाभों से वंचित करना होगा।

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

(250 शब्द, 20 अंक)

Case Study 6:

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

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

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

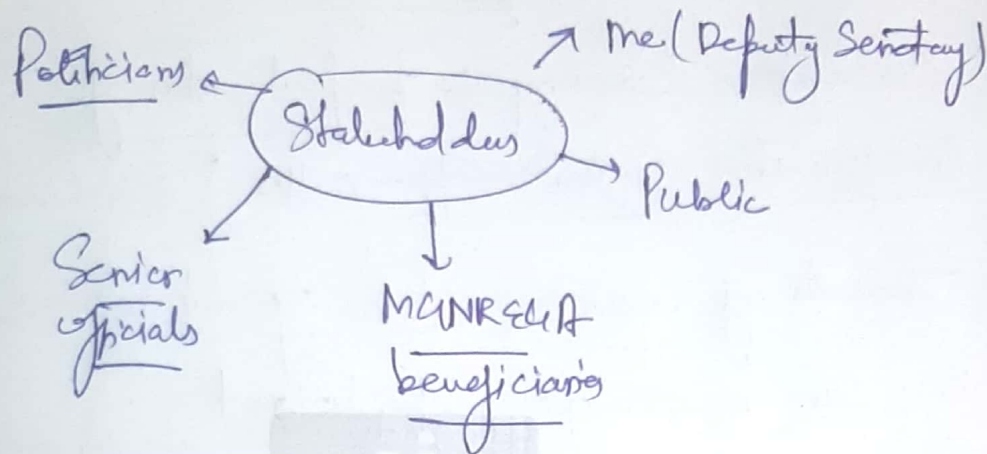
1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option.

(250 words, 20 marks)

"Corruption isn't just a legal failure, it's a moral failure".

India currently ranks 85th in the

Corruption Perception Index (Transparency International)



(A) Ethical Issues

- ① Corruption in government scheme
- ② Lack of probity in process
- ③ Rights of Antyodaya → social welfare hampered.
- ④ Lack of Integrity on part of senior officials
- ⑤ Unholy nexus between ~~senior~~ Bureaucrats and politicians - Against value of Non partisanship.

- (6) Hampson's "Social Contract"
- (7) Misutilization of public funds.
- (8) Corruption leading to perpetuation of inequalities (Gini coeff - 0.42)
- (9) Threats of coercive action against me - my career can get jeopardised.
- (10) Against Constitutional goal of Social Justice

(B) Options available

Option 1: Reporting the corruption

Option 2: Comply with Senior's directive and not report the corruption.

Option 3: Seeking transfer

(C) Analysis

Option 1: Reporting corruption

Ment: ~~1~~ ① Accountability for Senior officials

② ~~2~~ Justice to people

③ In line with my duty as civil servant.

Demerit: ① Career may get jeopardised
② Personal Relations suffer

Option 2: Not Reporting Corruption

Ment: ① Self preservation

② Be in good books of seniors

Demerit ① Against Integrity

② Sets wrong precedent

③ Corruption continues

④ Injustice to the people

Option 3: Seeking transfer

Pros: ① Mental relief

② Saved from the taking difficult
decision

- Cons
- ① Shows evasive tendency
 - ② Problem continues if the next officer disregards the report.
 - ③ Lack of courage on my part
 - ④ Crisis of conscience of not doing my duty.

Preferred option - Option 1: Reporting
corruption

- Justification
- ① Corruption leads to moral rotting of the society
 - ② Satisfied by categorical Imperative
 - ③ Ensures maximum welfare for maximum people (Utilitarianism)
 - ④ Upholds foundational value of civil service - Integrity and honesty
 - ⑤ Shows dedication and commitment to public service
 - ⑥ Justice Served.