

NAKN

NEXT IAS ASSIGNED

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: Rambhrosh Saran Mobile No.

Roll No. : 95MACT24A1464 Start Time 3:00 PM End Time 6:00 PM

Date of Examination: 21/07/2024 Medium : English ☒ Hindi ☐

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

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

GRAND TOTAL - / 250

EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS

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

Student Concerns / Query

1

2

3

Evaluator's Feedback / Response

1

2

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

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)

Ans: A) Mahatma Gandhiji considered 'Conscience' as highest court of justice, equivalent to God's court. Conscience means individual's intuition or voice of heart.

Ethical decision should be based on combination of rational-thinking and human feelings because

- ① Human feelings make person to decide through understanding emotions of others (eg) Helping old people in getting benefit of schemes
- ② Compassionate attitude develops by human feelings (eg) helping

poor people in getting justice under
Article - 39(a)

① from rule oriented to rule oriented
decision-making (eg) Mission
Karmayogi

② Whenever legal vacuum is present,
moral and emotional intelligence
can guide in 'justice' delivery

However only human feelings based
decision-making is not preferred,
critical-thinking also helps in

① Objective and impartial decision-making
② following 'principles of equality' in
upholding constitutional morality.

Hence one should follow
rational-thinking (IQ) and Emotional
intelligence (EQ) in ensuring justice
delivery.

Ans. B: Ethics management means managing ethical standards and guidelines in daily life to ensure righteousness in decision-making. (eg) following 'non-partisanship' to ensure objective decision-making - T.N. Sherbon.

Public officials manage ethics in following manner:-

- ① Uphold Constitutional and social morality by following legality mechanism (eg) AIS rules, 1964
- ① Compassionate attitude towards tribals (eg) Dam project development in Uttarakhand - rehab and skill of tribals.
- ① Integrity in public and private life to avoid crisis of conscience (eg) Lal Bahadur Shastri, moral obligation followed post rail accident and decided to resign

To ensure, ethics management, Code of Ethics (CoE) and Code of conduct (Coc) are essential because

- ① faster decision-making by following existing defined rules (eg) Central Services Rules, 1968
- ② Transparent action by following principles of accountability (eg) Right to Information, Act, 2005
- ③ Ensure prompt response during emergency situations (eg) Disaster management.

However along with CoE and Coc, additional things needed.

- ① Strong value system to use discretionary power for benefit of people
- ② Dedication to public service to ensure justice is delivered.

Hence along with CoE and Coc, personal value system and ethics management are essential in perfect service delivery.

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)

Ans. A

Ethical decisions are those which not only consider importance of MEANS but also ensure 'ENDS' are in conformity with means. (eg) Delivering benefit of government scheme by following defined criteria - PDS

Since Ethics is subject to time, space and culture, hence it changes accordingly -

- ① Traditional ethics: focussed more on notion of justice, fair allocation & obligation
- ↳ following 'rule of law' to deliver 'social welfare'
 - ↳ promote redistributive justice

But in Modern times, as technology and impact of globalization gained momentum, Ethics of care has become equally important —

- ① tackling issue of isolation and some leading to stress and mental health problems (eg) rising suicide cases among children — Blue whale game
- ① Promote inclusivity by considering elders roles in society (eg) value-inculcation in children
- ① Relationship management in personal as well professional life (eg) getting best out of subordinates by communicating properly.

Hence in modern times, as globalization and consumerism pose new challenges, traditional ethics and ethics of care become equally important in tackling challenges issues like Covid-19

Ans. B: 'Quality' means meeting expectations and demands of consumers in service delivery.

'Consumer rights' upheld

Customer Satisfaction

Service Quality

Effective grievance redressal mechanism

Quality of product

timely delivery

To ensure, efficiency, economy and effectiveness (EEE), service provider must

- ① Provide Quality as promised to maintain trust and credibility (eg) Google products are rated highest
- ② Timely delivery and in case any issue, proper mechanism of resolving issues (eg) through escalation matrix - contact
- ③ Not promoting misleading advertisements (eg) upholding 'right to product information'
- ④ following 'rule of law' and being compliant (eg) environmentally sustainable product - no side effect

Hence 'Quality' is considered as testimony of 'Brand' which help not only in profit making but ensuring Corporate-Governance principles followed.

Q.3

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

Ans. ④ Public service attitude means psychological tendency of public servants towards a particular object while delivering public service. (eg) having 'Tolerance' as value showing 'openness' to criticism - Election commissioners

If a public servant is having certain prejudices or biases towards any object, it is detrimental in service-delivery in following ways-

- ① Partiality: decision-making will not be fair and just (eg) favouring relative in getting tender.
- ② Missing 'Common good' because of

promoting interests of a particular community

- (eg) conflict management issues
- ① Violating constitutional morality by not following values and rule of law
 - (eg) fundamental rights mentioned in Article -12 to 35.
- ① Reduces social capital by degrading trust and credibility of authority
 - (eg) Corruption led mistrust and apathy

To Overcome this bias :-

- ① follow values of constitution in delivering services (eg) Equality, Justice, secularism
- ① Objective and impartial decision-making
 - (eg) following code of conduct
- ① Strong value-system to ensure public welfare (eg) Integrity, Compassion
- ① following 'Conscience' and 'rational-thinking' in case of dilemma

Hence as Swami Vivekananda said

'By following heart', one can ensure good governance.

Ans ④ This quote explains the similar values which is humanity, promoted by all religions by following different ways of life. (eg) Compassion, truth, non-violence. Religion is essential to live a moral life because -

- ① Inculcate strong values which build character of a person (eg) Dr Abdul Kalam - scientific temper, compassion, secularism etc.
- ② Tell us 'what is right and wrong' hence help in decision-making (eg) Violence and anger are denounced in all religions.
- ③ Promote justice, equality and brotherhood (eg) uphold 'human values' - Right to life, 'Right to livelihood'.
- ④ However sometimes religious values are misrepresented, therefore there is a need of → Critical and rational thinking to challenge dogma (eg) Untouchability.
 - ↳ Promoting 'human values' above all
 - ↳ opposing 'fundamentalism' and 'extremism'

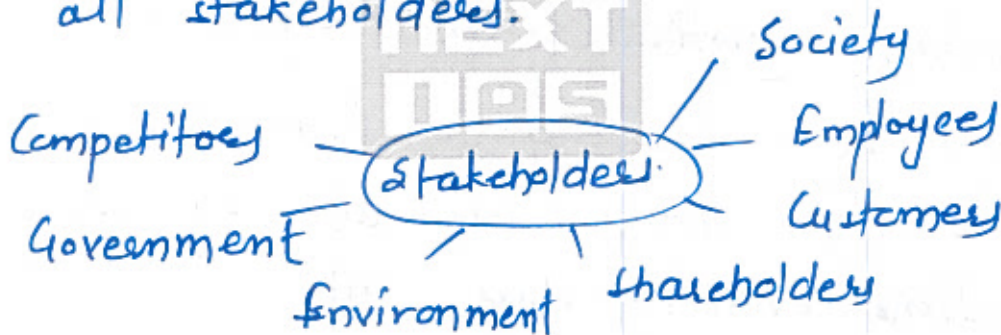
Hence 'Dharma' means 'Duty' ensures decision for the welfare of humanity.



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)

Ans (A) Corporate governance means following certain set of principles, standards and values which ensure benefit of all stakeholders.



Corporations are mainly 'profit-driven' but along with, they have certain responsibilities towards society (social ethics). It helps them.

- ① Building brand image: by promoting CSR activities in education, health etc 'social capital' improves which lead to better trust and 'credibility'.

- ① New employees attraction and better retention: due to better value system
(eg) Google has one of the lowest attrition rate (Glassdoor)
- ① More-profit: good brand image and customer trust lead to more benefit
- ① Work-culture: Better image among employees lead to higher productivity and better coordination (eg) Infosys in top companies of South Asia
- ① Innovation: motivated and engaged employees look forward to innovative solutions (eg) Google rewards positive innovations even if they fail
- ① More investment: better compliance of laws and customer rating increase reputation hence more investment
(eg) TATA companies have one of the highest investments - Best CSR practices

Therefore CSR activities not only ensure resource utilization but also help in long-term societal development which has multiplies effect.

Ans (B) Traditional Indian ethics promoted values like Tyaaga, Seva, Dama and Danda which ensured a better society with high standards of ethics like 'Atithi Devo Bhava', 'Varudhaiv kutumbakam'.

Relevance in modern times:

① 'Tyaaga' (Renunciation): It means a person should possess only that portion which is necessary for his survival, rest he should renounce.

↳ helps other people in need - promotes Altruism

↳ self-inspection → limited possessions allow person to think on other aspects of life (eg) meditation

↳ Relevance → In 'Materialistic' world, need has become 'greed' hence to control it, it is needed.
→ to promote 'redistributive justice'
(eg) Principle of 'Trusteeship'

② 'Seva' (Service): It means helping people selflessly without any return expectations

Relevance → one finds satisfaction & content → Mother Teresa
find 'natural self' → as Gandhiji said:
"If you want to find yourself,
lose yourself in service of others."

① Daanam (Charity) : donating excess
resources to needy people
(eg) Ajim Premji donated his wealth to
remove poverty

Relevance → By following 'fraternalism' principle
redistributive justice can be promoted
→ feeling of 'satisfaction'
→ find 'new purpose' of life

② Dama (Self-control) : It means controlling
one's desires and senses (eg) Buddha
considered 'desires' as reason for 'dukkha'

Relevance → respecting others rights by
not creating any harm
→ Channelization of energy in
positive direction (eg) Sportsperson
take defeat as challenge to raise
their performance

Hence these values seems even more
relevant in modern times

Q.5

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

Q.A:

Conflict arises when one have to select between two options available and selecting ~~wrong~~ ^{one} option fills him/her with ~~terrore~~ or guilt. (eg) Public servant investing in stock-market

Conflict of Interests:- When there is a conflict between two different interests chosen by a person (eg) Teacher taking personal tuition classes rather than teaching in school.

↳ It promotes 'wrong' set of values like greed consumerism etc

↳ It may lead to 'crisis of conscience' if intensity of some has more

↳ Promote favouritism if proper decision not taken (eg) Civil servant brother

in list of tender and decision maker is him

How to avoid → following rule of law
 (eg) constitutional values
 adopting transparency and accountability.
 → promote fairness and justice through effective decision (eg) Judge recuse from a case of known person

Conflict of sources of Authority: It means

overlapping jurisdiction of two or more sources of authority which creates dilemma for follower - which one to be followed.

(eg) Executive follow judiciary's order or 'judicial activism' to be stopped over.

→ Waste of resources and delay in decision-making

→ Duplication of information may lead to misrule (eg) loop-hole - slippery slope

How to avoid → Clearly defined rules, regulation, law
 → following 'hierarchy of values' in decision-making.

⑬ Governance means providing public/private services to end-users in a stipulated time at right place to right user. (eg) PDS delivery to actual beneficiary.

One faces many challenges, ambiguities and paradoxes in delivering services -

- ① Undefined cases: where a person have to use his discretion in ensuring 'justice' principles (Rawls) are upheld
- ② Limited resources: Sometimes lack of resources - financial, technological, manpower etc - may impact service delivery
(eg) failure of payment through DBT due to network outages
- ③ Lack of 'Attitude': 'chalta hai' or complacency attitude impacts timely delivery hence promote injustice
(eg) poor work-culture in public organization - high corruption (corruption perception index)
- ④ Missing participation and lack of inclusivity also lead to missing

objectives in service delivery.

(eg) 'one size fits all approach' in policy-making

All these issues can lead to timidity and withdrawal because-

- ① Lack of motivation
- ① Improper resources availability reduces 'willingness' to bring change
- ① Bad 'work culture' reduces effectiveness of decision.

Hence to overcome these challenges-

Inner courage is needed -

- ① 'Courage of Conviction' help in keep motivating (eg) IES Dubey exposed corruption in mining industry
- ① following constitutional values and dedication towards public services
(eg) Armstrong Pame built 100 km road by crowd funding
- ① 'Gandhian Tolismom' following to benefit last person in queue
(eg) Sarvodaya and Antyodaya

Hence by following ethicality & morality, one can overcome tough challenges

Q.6

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

- "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)
- "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)
- "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?

- "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)
- "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)
- "I know that I am intelligent, because I know that I know nothing." Socrates (150 words, 10 marks)

① This quote highlights importance of selflessness, altruism and compassion in human life. These human values are essential for ensuring human rights declared by United Nations.

Value of Selflessness promotes less affection towards materialism and consumerism. It helps in -

- ↳ minimizing needs in modern world
- ↳ resource utilization of environment
- ↳ Understanding other problems and help them in getting justice -
- ↳ Vivekananda said 'service of Jiva is service of Shiva'.

⑤ Value of Altruism: It means putting others welfare on priority, help the needy people by showing empathy.

(eg) 'Operation Dast' conducted by India to help earthquake-affected people in Syria and Turkey.

↳ self-inspection and self-discovery by giving time for higher values.

⑥ Value of Compassion: Understanding the pain of others and have an urge to act in removal of others pain.

(eg) Mother Teresa worked for leprosy people in Kolkata

↳ Reduces mental agony of others

(eg) Baba amte served in hospitals

↳ self-content and satisfaction by spreading happiness (eg) langar service in Sikhism

Hence by following these human values, crisis like refugee, communalism etc can be handled effectively.

- (B) Virtue ethics means virtuous person cannot commit anything wrong. Therefore to test one's character, give him power. If he uses power for social welfare, delivers justice, getting maximum benefits (maximalism) etc. ~~he~~ shows his virtuous side. (eg) People gave power to Gandhiji for leading Indian freedom movement and he ensured they got independence.

Power decides: Virtue / Vice - How?

- ↓
- ① It provides 'Real choice': When all resources and authority in one's hand, he has choice to use that in any way by following his value-system.
- (eg) Hitler used to suppress Jews whereas Mandela used for removing apartheid.
- ① No checks and balances: Once one gets power, no externalities can impact

his choices (eg) Social contract theory - state can suppress protest through lathicharge

- ① 'Right v/s Right' approach. $\Rightarrow$ Once one get power, he only have to decide what is 'right to do' and 'what right he has to do' - (eg) Reasonable restrictions on fundamental rights

Hence as Abraham Lincoln said, "If you want to test a character of a man, give him power." Use of that power, will tell about his character

② Simplicity and humility are considered as high standards in value-hierarchy. After doing self-inspection only, a person will come to know about his real potential.

As they say, 'half-filled vessel makes more noise than full-filled.'

It means half-knowledge is dangerous for survival. (eg) Recruitment of doctor through ill-means can put patient's life in danger.

Hence humility helps a person

in -

↳ Positive attitude towards feedback and criticism - which eventually help in growth (eg) Policy is put in public domain after preparation

↳ 'Openness and willingness to accept' are sign of positive attitude which promote tolerance as Voltaire

said, "I disagree with you but I will depend your right to disagree till death!"

↳ 'Innovation': critical feedback helps in knowing new things - leading to reforms and creation of the world.
(eg) Henry Ford car project post criticism from Thomas Edison

↳ Acceptability: It means open to new thoughts and best practices (eg) during covid. 'Namaste' and 'Social-distance' practice adopted worldwide.

Therefore by not being arrogant, one can develop his knowledge and horizon even bigger.

केस स्टडी 1:

आप ग्रीनटेक इंडस्ट्रीज में अनुपालन अधिकारी हैं, एक कंपनी जो पर्यावरण-अनुकूल उत्पाद बनाती है और सकारात्मक पर्यावरणीय प्रभाव डालने में विश्वास रखती है। आपकी प्राथमिक जिम्मेदारी यह सुनिश्चित करना है कि कंपनी पर्यावरण कानूनों और नैतिक मानकों का पालन करती है। कंपनी ने हाल ही में एक नया उत्पाद विकसित किया है जो महत्वपूर्ण पारिस्थितिक लाभों का वादा करता है लेकिन इसमें एक विनिर्माण प्रक्रिया शामिल है जो खतरनाक अपशिष्ट उत्पन्न करती है।

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

कानूनी तौर पर, ग्रीनटेक इंडस्ट्रीज किसी भी नियम का उल्लंघन नहीं कर रही है। अपशिष्ट प्रबंधन विधि पर्यावरण कानूनों द्वारा निर्धारित अनुमेल्य 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)

In corporate - governance, environment sustainability becomes important responsibility of organizations under

CSR provisions of Companies Act 2013.① Ethical issues:

- ↳ Pollution due to manufacturing
- degrading environment
- ↳ Moral obligation of company
towards society - harming
life of community
- ↳ Weak disposal system leading to
harmful effects
- ↳ Constitutional morality as a
conscientious professional
- ↳ Well-defined legal laws

Dilemmas :

- ↳ Legality v/s Morality
- ↳ Environment sustainability v/s
profitability of company
(Economic ethics)
- ↳ Responsibility towards citizens
(Social ethics) v/s profit-motive
- ↳ Greed v/s CSR (Corporate social
responsibility)

② Available options:

Options-01 = By considering legal standards being followed. continue with the disposing of product waste

↓
Merit → Profitability of company
matching legal standards hence
no violation of rule of law

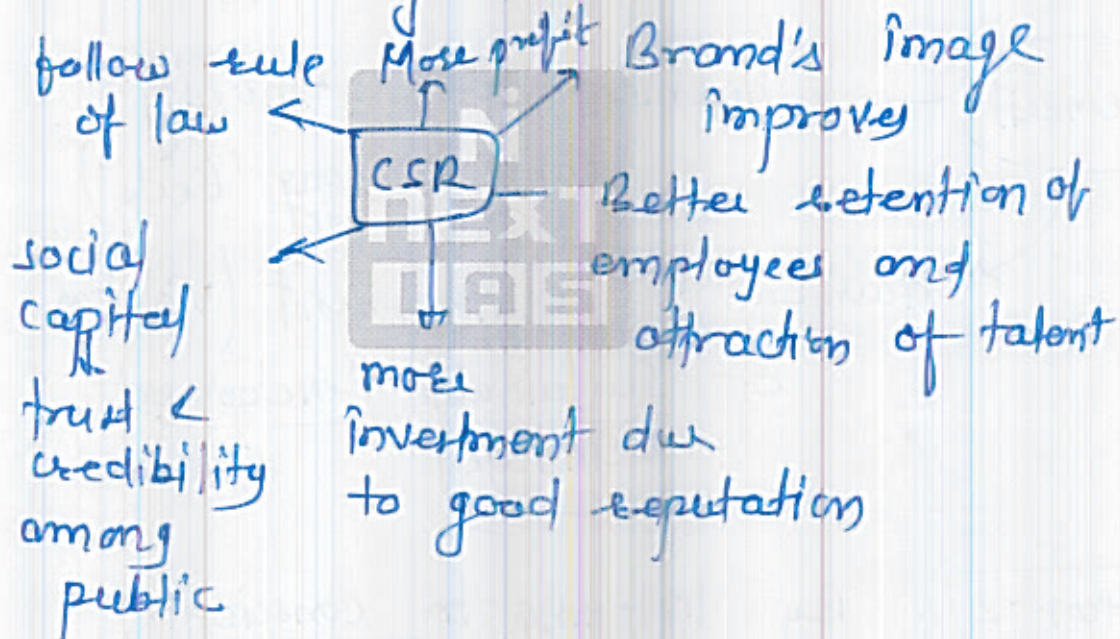
Demerit → Harmful for community's
health (wrong 'Ends')
Harmful for environment (violation
of sustainable development
principle)

Option-02: By listening to conscience,
telling company about wide-scale and
long-term impact of this ill-practice.
If they don't consider, follow path
of 'whistle blowing'

↓
Merit → No crisis of conscience for
self
Sustainable practice in place
no harm to community

demeasit → profitability of company
may take a hit
Survival of self may go
into danger

③ I will chose option-02 along
with explaining the impact of
CSR in long-term.



L. Justification:- Since human life
is of paramount importance &
per principle of natural justice, I
will try to ensure that no harm
is caused to community due to
disposing of waste

Since company already following legal practices. only small extra effort of waste disposal through better technique not only will help environment and community, but in the long-run, company's reputation and brand image will grow multi-folded.

Hence by following 'sustainable environment' and 'corporate governance' principle, commerce with morality will be ensured.

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.

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)

Any kind of discrimination - gender, caste, religion etc is detrimental for societal progress and violating to fundamental rights under Article - 15 defined in constitution.

① Administrative and ethical issues involved are:-

↳ Upholding constitutional values v/s preventing unrest basis on religious tones

↳ Protecting cultural and religious rights v/s right of equality (A-14)

↳ Personal gain v/s following professional ethics (unrest at my hands)

↳ Legality of issue (gender discrimination) v/s ethicality and morality of issue (local custom rights)

↳ Principle of 'Balance effect' -
 maximising good act and minimising bad act

↳ Vote-bank politics

② following options are available -

Option-01: Talk to young educated women and local people, bring all on same table and discuss the way ahead



Option-02 - follow constitutional values at any cost and use machinery to avoid law & order situation

Option-03 - respect tradition practice and tackle protest of women to avoid unrest

② Option-01 -

Merit → (i) following right to be heard
 principles understand concern of both side and try to reach at a consensus

↳ (ii) Upholding constitutional values by respecting women's demand

Demerit — No consensus reached even after discussion
 ↳ 'unrest' may take place.

Option-02
 ↳ Merit → follow constitutional morality
 ↳ avoid unrest by using machinery

demerit → 'law and order' situation may go out of hand
 ↳ Personal loss as unrest takes place during my tenure

Option-03
 ↳ Merit → Showing 'tolerance' towards religious practices
 ↳ avoid unrest on religious lines

demerit → not following constitutional values — crisis of conscience
 ↳ gender discrimination promotion — 'slippery slope'

My course of action: I would choose combination of option-01 and option-02 along with following —

By following 'Consensus' approach will try to talk both parties and make them understand legality of issues. I will hold constitutional value as priority of opting 'hierarchy of values' and ensure law is implemented. If consensus is not reached I will use state machinery by following 'courage of conviction' to deter any kind of unrest on religious tones.

Meanwhile I will ensure safe passage of women by providing security to them (Jabari Mala Case guidelines) so that constitutional morality is upheld. After following them I will be able to see myself in mirror without any crisis of conscience.

Hence as it is said 'Right is right, even if nobody is doing it'. I will follow 'right approach' to ensure principles of constitution are upheld.

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहाँ आपको 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 कम्बोवेश 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)

Free and fair elections are considered as backbone of any democracy. But hate speech, criminalization of politics etc has posed strong challenge in conducting these election.

① Issues involved are:

- ↳ Professional duty v/s responsibility of safety of colleagues
- ↳ following rule of law (Representation of Public Act, 1951) v/s ignoring the violation of act committed by candidates
- ↳ Courage of conviction v/s fear of danger / warning
- ↳ Public welfare by conducting fair elections v/s succumbing to warning of candidates
- ↳ Violation of RPA, 1951 (criminal background)

- L Hate speech (caste and religious grounds) tackling
- L Violation of election code of conduct
 - Professional duty

② In public service, delivery of profession duty is paramount in terms of hierarchy of values. There can be challenges in terms of safety of colleagues, which can be handled by -

- L providing security support to colleagues
- L taking legal action against violators of peace
- L showing 'deontological' approach, follow 'duty for duty' sake.
- L Better vigilance and monitoring by involving technology (eg) CCTV, Drones etc.

③ By following 'Professional ethics', duty is of paramount importance. Hence first of all, I would ensure

'rule of law' is not violated. Offenders for violating 'model code of conduct' are handled by following legal route.

Secondly, for future safety of my colleagues and myself. I will ensure the security availability. Also extra vigilance can be put in place to conduct smooth election.

Thirdly, I will also ensure that collected evidence through videography are successfully stored in backup so that any damage to them can be averted.

Fourthly, by following legal route I will actively participate in upholding procedure of conducting election in fair manner by providing necessary evidence to legal teams to ensure that violators are handled according

to legal terms.

Therefore to successfully conduct elections, I will ensure that sin of 'Politics without principles' is not committed and constitutional value of 'fair and free elections' are ensured.



केस स्टडी 4:

एक स्मार्ट सिटी परियोजना चल रही है, और आपको खरीद का प्रमुख नियुक्त किया गया है। इस कार्यभार से पहले, आपने एक प्रमुख सार्वजनिक क्षेत्र के उपक्रम (पीएसयू) में समान भूमिका निभाई थी, जहां आपने अपने निविदा प्रारूपण और विक्रेता प्रबंधन कौशल के लिए प्रतिष्ठा अर्जित की थी। स्मार्ट सिटी परियोजना के पैमाने और महत्वपूर्ण खरीद आवश्यकताओं को देखते हुए, आप खरीद अनुभाग का नेतृत्व करने के लिए बिल्कुल उपयुक्त लग रहे थे।

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगों की पत्नियाँ मित्र थीं। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

सभी निविदाओं की जांच करने पर, आपके अनुभाग ने मिस्टर शर्मा की शर्तों को सबसे अधिक प्रतिस्पर्धी पाया, इसलिए निविदा उन्हें प्रदान की गई। हालाँकि, एक बार जब निर्णय सार्वजनिक हो गया, तो एक अन्य विक्रेता, मिस्टर पटेल, ने आप पर आपके पिछले संबंधों के कारण मिस्टर शर्मा के साथ मिलीभगत का आरोप लगाया।

मिस्टर पटेल ने मिस्टर शर्मा के साथ आपके पूर्व संबंध का साक्ष्य प्रदान करते हुए विभाग के वरिष्ठों के पास एक औपचारिक शिकायत दर्ज की। परिणामस्वरूप, एक जांच शुरू की गई और आपको उसका परिणाम आने तक अनिवार्य अवकाश पर भेज दिया गया। इस स्थिति ने आपको यह प्रश्न करने पर मजबूर कर दिया कि व्यावसायिकता बनाए रखने के आपके प्रयासों के बावजूद आप कहां गलत हो गए हैं।

1. क्या आपको लगता है कि उपरोक्त मामले में हितों का टकराव शामिल है या और अन्य भी मुद्दे शामिल हैं? व्याख्या कीजिए।
2. उपरोक्त मामले को परिप्रेक्ष्य में रखते हुए, पेशेवर मूल्य के रूप में निष्पक्षता और गैर-पक्षपात की प्रासंगिकता पर चर्चा करें।
3. आपको क्या लगता है कि आप उपरोक्त अग्रिम 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)

In professional ethics, conflict of interest is considered as a ~~climax~~

complex problem where one have to choose among two interests. for the best of service delivery.

① In this, conflict of interest and other issues are involved:

↳ Selection of vendor (known as well as competitive)

↳ Proactively disclosing information about known person or receding self from deciding final award

↳ Personal relationship v/s Professional ethics (ethical dilemma)

↳ following wrong means or wrong facts for raising complaint (Mr. Patel).

② Impartiality: It is a value in which decisions are taken without any bias or prejudice in the best interest of public.

(eg) selecting beneficiaries of scheme on objective criteria.

- ↳ Its relevance → faster decision making
 - ↳ following 'Justice' approach
 - ↳ no conflict of interest
 - ↳ upholding constitutional values by following rule of law

Non-Partisanship: It is a value of not associating oneself from any political ideology, political party or political leader while working in public sphere. (eg) Autonomous voting during election without telling whom to vote

- ↳ Promote fairness and just in decision-making
- ↳ Create 'social capital' by increasing credibility and trust among public
- ↳ follow 'rule of law' by remaining autonomous in public life.

In this case, Impartiality and non-partisanship as values are followed since no due consideration was given to awardee of tender. Selection of awardee was purely on 'data-driven' where Mr. Sharma was found more competitive than all others.

- ↳ Maximum benefit of resources
(Principle of 'Double effect')
 - ↳ Promoting efficiency and objectiveness in service delivery.

③ This situation arose due to 'prior association' of mine with Mr. Sharma.

Public life and Private life cannot be separated completely. There are incidents when you face private connection in public life. In such cases → Make department aware about personal links (Transparency and accountability)

- ↳ Reducing self from decision-making

will ensure that 'Principles of natural justice' are held.

Therefore, by following principles of openness and transparency, such conflict of interests can be avoided easily.



केस स्टडी 5:

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

Resource utilization is an essential feature of functioning of an organization which not only ensures efficiency and effectiveness but also growth and survival of any organization.

① Administrative and ethical issues involved :

- ↳ Lack of efficiency of staff v/s survival of staff
- ↳ Cost cutting for resource utilization v/s staff losing job
- ↳ Saving staff's jobs v/s promoting efficiency and objectivity in organization
- ↳ following supervisor's order v/s listening to conscience
- ↳ Rational - thinking v/s Intuition/ Conscience/ Affection side of Attitude

L Personal loss (transfer enquiry) v/s
Right to livelihood of colleagues

L Compliance of order v/s escalating
matter to minister.

② Writing to minister, was morally right.
Because. As a manager of my team,
I have certain responsibilities towards
them. Sudden plan of downsizing
means 'no livelihood' for staff-
members. which is violation of
Human rights principles.

Since before downsizing,
identification of people to be laid
off, proper training for future
endeavours, clear communication
etc. are essential which are missing.
Hence asking for minister's help
when my head is 'not listening' to
problems of team-members, become
important.

③ I will accept the transfer order and cooperate in disciplinary proceedings initiated against me.

I will put forth my views and reasons for escalation to minister. (due to apathy shown by boss).

↳ I will follow 'principle of truth' and fight for rights of team.

⇒ In this situation, I have following options ⇒

Option-01 :-



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 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)

Non-Partisanship and Impartiality are
essential values for a civil servant.
According to corruption perception
index India ranks 86th in corruption

which tells us the presence of corruption at deep level.

① Ethical issues involved:

- ↳ Public welfare v/s corruption (misuse of government resources)
- ↳ Politicization of Bureaucracy (violation of non-partisanship principle)
 - ↳ politics without principles - sin
- ↳ Wrong means for personal gain (violating Kantian deontological approach)
- ↳ Nexus of politics and bureaucracy
- ↳ Personal interests v/s welfare of poor rural people
- ↳ Bad work culture - may perpetuate corruption and ill-practice
- ↳ Diversion of funds - violation of policy - principles
- ↳ Efficient utilization of resources

② [Option - a]: Considering influence of senior-officials, ignoring past practices and continue with the same process

- (statu-quoist) approach.

↳ Merit → no personal harm
→ career progression

↳ Demerit → injustice to poor rural people
→ violating 'Gandhian Tatvimon' of Antyodaya.

Option-02: By following rule of law -

Whistleblower Act - raising complaint
against senior-officials for their
wrong doings.

↳ Merit → 'Justice Approach' - Poor people
got economic justice (~~drop~~)
→ No crisis of conscience

Demerit → Career progression may get
impacted
→ threat to survival

③ Cause of Action: I will choose

option-02 in addition to the

'data-driven' and 'social-proofing'

approach through participation of people.

Justification = I will follow 'professional ethics' and with 'courage of conviction' will disclose corrupt - practices of past, committed by senior-officials. As Socrates said "They are not wise who have fear."

By submitting necessary evidence and details, I will expose corrupt practices of past without fearing. Since I am not doing any wrong, so I will trust my conviction and follow 'right means' to stop corrupt practices on my behalf.

Hence to avoid corruption like unethical practice, I will follow deontological and justice (Rawls) approach to get justice for poor.



NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

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महत्वपूर्ण निर्देश	
अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।	
क्या न करें- 1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें। 2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें। 3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें। 4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।	क्या करें- 1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें। 2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें। 3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें। 4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए। 5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है। 6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध
1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANNER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)। 2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं। 3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो । 4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए। 5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए। 6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।