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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Name of Candidate: Sahil Mobile No.

Roll No. : GSMACT24A1253 Start Time 2:30 PM End Time 5:30 PM

Date of Examination: 28/07/2024 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: .....

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Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
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2	2 .....
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3	3 .....
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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

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MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

IMPROVEMENT SUGGESTIONS

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Q.1 A. "यह मान लेना गलत है कि नैतिक निर्णय पूरी तरह से तर्कसंगत और सैद्धांतिक होते हैं, हो सकते हैं या होने चाहिए। मानवीय भावनाएँ भी हमारे नैतिक जीवन का अभिन्न अंग हैं।" भावनाएँ किस प्रकार हमारे नैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए। (150 शब्द, 10 अंक)

B. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)

A. "It is wrong to assume that ethical decisions are, can or should be purely rational and principled. Human feelings are an inseparable part of our ethical life." In what way do feelings impact our ethical decisions? Illustrate with examples. (150 words, 10 marks)

B. What do you understand by ethics management? Can public officials manage ethics in the work place in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss. (150 words, 10 marks)

Ans 1 →

(A.) Human feelings are affective components of body shaping our thinking and decision making (eg) happiness, sad, Anger etc.

Impact of feelings on ethical decisions :—

(I.) **Positive Impact :—**

(a.) Guides one towards altruism (eg) showing compassion towards poor people by civil servants

(b.) 'Conscience' helps in resolving dilemmas (eg) Refusing illegal gratification by upright & honest person.

(II.) **Negative Impact :—**

(a.) Negative emotions overpower rationality (eg) Benjamin Franklin - "Whatever begins

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in anger ends in shame.

(b) changes one's goal orientation (eg) emotionally weak person feels dissatisfied on failures.

way forward →

↳ Balance between rationality and emotion => "Aristotle's golden mean".

→ Practice emotional intelligence

↳ using emotion for better relationship management

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Thus, we must make our emotions and feelings act as tool for better decision making

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(5.) 'Ethics management' refers to developing various standards and principles in order to make an organisation more ethical in working

(Eg) Code of conduct of employees of private organisations.

Managing ethics v/s policies, budgeting :—

→ Managing budgets, people and policies require more focus on 'efficiency' of work & managing ethics require overall ethical management of all stakeholders → employees, management personnel etc

However, since essence of both is public welfare and legal working thus they do have similarities.

Adopting 'code of ethics' is important for managing ethics :—

(1.) clear set of guidelines along with punishments for non-adherence.

→ nudge stakeholders for ethical

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management.

(2.) Acts as guiding light for employees to solve various dilemmas and discretionary areas (eg) Going beyond doing minimal to help customers.

However, certain other things are required :-

(1.) change conscience of employees with timely adherence (eg) Aristotle - whatever we do repeatedly, becomes our ethics

(2.) code of conduct => for better objective decision => updation regularly

Hence, ethical management would build an inclusive work culture.

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Q.2 A. जबकि पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों की धारणाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पर्क बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। सार्वजनिक सेवाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपरोक्त दो नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)

B. सेवा वितरण में "गुणवत्ता" शब्द का क्या अर्थ है? सेवा गुणवत्ता के घटक क्या हैं? और दक्षता, मितव्ययिता और प्रभावशीलता के संदर्भ में कुल गुणवत्ता सुनिश्चित करने के तरीके और साधन बताइए? (150 शब्द, 10 अंक)

A. While traditional ethics has focussed on notions of justice, fair allocation and obligations, ethics of care emphasise maintaining connectedness and promoting care. Which of the above two ethical perspectives is more suitable for guiding ethical decision making in the context of public services. Explain your position with suitable examples. (150 words, 10 marks)

B. What does the term "quality" mean in service delivery. What are the components of service quality and indicate ways and means for ensuring total quality in terms of efficiency, economy and effectiveness? (150 words, 10 marks)

Ans 2 →

(A.) Traditional ethics focus more on proper adherence to rules for ensuring justice. Whereas 'care ethics' include welfare of people in more amicable way;-

Advantages of care ethics over traditional ethical standards :-

(1.) More 'citizen-centric' nature of ethical framework (eg) Going beyond minimum ⇒ dominos replacing pizza's if damaged during delivery

(2.) upholding 'altruism' in civil servants (eg) IAS Rahul kumar - in care for socially ostracised women ↳ ate food publicly by sitting with her

U.P.S.C.
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इस भाग में कुछ न लिखें
(Don't write anything in this part)

(3.) Promotes 'dignity' of individual caring for victims of abuse by doctors. rather than just considering them daily patients. (eg)

However, some argue that traditional ethics are also important :—

(1.) Adherence to rule of law and procedural justice (eg) Not breaking rules ⇒ prevent slippery slope

(2.) Ensures arm's length distance from internal practices like money capitalism etc.

As it is said, "Injustice anywhere is threat to justice everywhere," we must ensure justice by striking balance between core and traditional ethics.

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Ans 2 → (B) →

Quality in service delivery refers to the overall experience of customers or people. It encompasses various components.



fig: components of service quality

ways and mean of ensuring total quality :—

(1.) Efficiency →

↳ Better 'monitoring' of service delivery (eg) using technology → CCTV camera ⇒ timely completion.

↳ Lowering 'risk of corrupt practices'

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↳ Citizen charter

↳ Informed citizenry → rights
∴ obligations

(iii) Economy →

↳ Proper display of fees required.
(Prevent Illegal gratification)

↳ Better utilisation of input resources to deliver outcomes at minimal rate

(iii) Effectiveness →

↳ Customer feedback, (eg) including customer rating in ARC report of civil servants.

↳ Effective grievance redressal mechanism (eg) CPGRAMS portal.

This would prevent service delivery from becoming mundane and self-centric.

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Q.3 A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है?

(150 शब्द, 10 अंक)

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

(150 शब्द, 10 अंक)

A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases?

(150 words, 10 marks)

B. "I am a Moslem; I am a Hindu; I am a Christian; I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality.

(150 words, 10 marks)

Ans 3 →

(A.) → Public service attitude refers to preconceived, enduring predisposition in public servants regarding any social object. (eg) Patriarchical attitude in civil servant ⇒ issue in writing complaint regarding marital rape & violence (negative attitude)

Attitude biases affecting public servants :-

(i) Bias towards women as part of patriarchal society ⇒ affects the development of inclusive society (eg.) Not giving good postings to female officers.

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ii. 'Golden rationalisation' attitude regarding corruption → "Everyone takes it"
↳ Prevents probity in governance

iii. Lackadaisical attitude towards public offices (eg) Attitude of delay and red tapism ⇒ Non citizen centric thinking

Ways to overcome these attitudes :-

i. Emotional intelligence → Social awareness regarding various biases (eg) Justice Venkatesh sensitized himself before giving verdict on LGBTQ case

ii. Social influencing by leaders (eg) Lectures by famous leaders.

iii. Operant conditioning → Awarding hard work (eg) Padma Awards

This would ensure that our 'steel frame' of nation do not gets rusted.

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Ans 3] -

(B) -

Gandhiji believed in 'secularism' as evident from above quote he said, "Ishwar, Allah tero naam" by referring to one god for all people.

Gandhiji advocated for harmony and peace among people throughout our freedom struggle.

Issues of religion having moral life :-

(i) Cult worshipping leading to more authoritarian leadership => social cleavages leading to mob (eg) Delhi, Haryana communal riots 2023

(ii) Religious beliefs provides unethical veil of ignorance (eg) Religious gurus indulging in rape crimes.

(iii) Religions propagate only their own ideologies => more egoistic in nature thus impeding 'Altruism'.

However, some argue that religion often boosts moral values :-

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i. Sikhism → community welfare eg Langars eating

ii. Muslims → values of fraternity and brotherhood, Zakat principle.

iii. Jainism → Everything has soul ⇒ Live for others.

iv. Buddhism → Astangik marg for liberation.

Hence need of how is positive secularism, where religion have their sphere of autonomy but it must not hinder morality eg Supreme court banned various immoral practices in Sabrimala entry discrimination.

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Q.4 A. "व्यवसाय की केवल एक ही जिम्मेदारी है, अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता कर रहे हैं?

(150 शब्द, 10 अंक)

B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दम।," (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 4 - 1

(A) "The business that makes nothing but profit is a bad business"

- Henry ford

Focussing only on profits create issues for corporation :-

↳ use of unethical means to increase profit (eg) Considering employees as mean to achieve end rather than end in themselves

↳ Issue in long term sustainability (eg) Brand value of profit oriented business degrades with time.

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On other hand, corporates engaging in social endeavours are benefitted as:-

(1) Builds credibility and trust in the brand (eg) TATA group of institutions are known for CSR activities => MANS (intrinsic

(2) More sustainable products (eg) Environment friendly products => more in demand in future

(3) Acting as trustees of people => People represent their product (eg) Amul → Taste of India

(4) Work culture is better => More attractive for talent => more efficiency

Thus, following ethical practices like compassionate capitalism increases brand value as well as efficiency of organisations.

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Ans 3) → Sattvic wisdom has guided human actions towards righteousness from time immemorial

current relevance for civil servants:-

(1) "Tyaga" (renunciation)

↳ renouncing selfishness for ensuring altruistic decisions for benefit of all

↳ Renouncing too much hedonism helps in improving probity and fighting corruption

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(2) "Seva" (service)

↳ of people with public welfare. by upholding rights (eg) helping poor farmers to sell produce at market price

↳ Effective grievance redressal mechanisms (eg) CPGRAMS and its effective use.

(3) "Daanam" (charity)

↳ charity of services without expecting anything in return (eg) free service)

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However, too much indulgence in daanam is also not important

↳ need to uphold self and family care as well.

(4) "Damah" (self control)

↳ Prevents illegal gratification acceptance.

⇒ Reducing corruption

↳ self control over one's hedonistic tendencies

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Thus, Indian wisdom shall act as guiding light for current civil society.

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Q.5 A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)

B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कायरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)

A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)

B. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

Ans (A) ⇒ Conflicts of interests refer to various issues in self restraint with personal biases.

Difference between conflict among interest and conflict among various sources of authority

Conflict of interests	Conflicts among various sources of authority
(1.) Public interest Vs Private interest guided conflicts.	(1.) Depends on source (eg) constitutional value vs social value
→ Both have legal aspects	→ It may or may not be legal in nature
→ It depends on inner conflicts of individual	→ Depends on outer conflicts (eg) Legality, Religion, Ethics etc

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[conflict among interests] →

example → Giving time for public welfare by civil servant (IPS) or private interest (eg) family time

[conflict among sources] →

Example → Abortion

[constitutional & Legality
↳ legal act

[social Ethics]
↳ unethical to end life

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Thus, it depends on individual morals and ethical standards of oneself guiding actions in particular situations

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Ans B ⇒ Governance refers to various process and institution through which powers are exercised and authority is maintained in country

Ambiguities in civil services
- → RTI → fake cases damaging image of civil servants
- → Media trials on various initiatives.
- → warnings by various external actors (eg) criminals

Relevance of inner strength for overcoming & coping with ambiguities :-

↳ Gives strength for persevering through tough condition (eg) Nelson Mandela spent 27 years in jail but did not loose hope due to inner courage

↳ Gives push to move in right direction (eg) IAS Satyendra Dubey unearthed unholy nexus in Golden Quadrilateral project.

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↳ Living for altruism and benefit of society. (eg) Tukaram Omble → prevented mass death of colleagues during 26/11 attack.

↳ Upholding Justice in society (eg) speaking against one teasing and preventing crimes in society

Ways to inculcate courage →

(1.) Emotional intelligence

↳ self introspection → SWOT analysis

(2.) Learning from leaders (eg) SC Bose, Bhagat Singh

Hence, being one of cardinal virtues, courage guides one out of various different forms.

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

A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव को पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)

B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू (150 शब्द, 10 अंक)

C. "मैं जानता हूं कि मैं बुद्धिमान हूं, क्योंकि मैं जानता हूं कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)

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

A. "To feel for others, and little for ourselves; to restrain our selfish, and exercise our benevolent affections, constitutes the perfection of human nature." Adam Smith (150 words, 10 marks)

B. "Virtue lies in our power, and so does vice; because where it is in our power to act, it is also in our power not to act." Aristotle (150 words, 10 marks)

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

Ans →

(A.) → Adam Smith talks about the innate qualities of human of selflessness and showing affection towards others in form of empathy and compassion.

Living for others and in altruistic way improves social capital and gives inner happiness to oneself.

(eg) Mother Teresa worked for betterment of others in society and is image of humane nature.

Similarly, altruism prevents one from becoming selfish in society.

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Instead of doing concentration of wealth, one must also indulge in charity and equal wealth distribution.

In modern times, being altruistic in nature is very important to solve issues of runaway inequality (eg) Oxfam Top 10% holding 77% wealth. Along with this selflessness in society would empower social harmony and prevent social issue of law & order (eg) riots.

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This way we could make an egalitarian society which is guided by the merits of being humane

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Ans 3 - Aristotle puts emphasis on individual action to act and solve issues rather than craving for power. As a believer of virtue ethics, he advocated for initiative taking for universal fulfillment.

With one's action taking ability, one can either side with good or bad. (eg) Robert J. Oppenheimer developed Atom bomb instead of using it for energy security.

As Edmund Burke's said, "Evil triumphs when good men remain silent!" Thus, good men having power to speak often remain 'silent bystanders' and letting injustice to happen. (eg) Domestic violence in front of neighbours.

In today's date, we can have

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achieved power in terms of economy (5th largest economy), polity (democratic institutions), science (ISRO's success) etc. Now, we must use and channelize it for benefit of society

(eg) Using economic power to bounce inequalities in society and poverty elimination.

As leader of global south, it becomes an imperative for India to raise issues of common good to ensure justice at international levels.

In this way, we can use our powers as virtue instead of vice.

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Ans C) →

Socrates propagated 'wisdom' through action. He said that intelligence is virtue and ignorance is sin.

One becomes intelligent by gathering knowledge through experience, education, socialization etc. There is no limit to knowledge thus, an intelligent person always strives to gather more knowledge and change his/her behavior accordingly

Accepting truth in society is most critical part, an intelligent person works on various issues with oneself by reinforcement learning. It is often accepting failures that one start solving them.

On other hand can a foolish person become slave of desires and arrogance of attaining knowledge.

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It is where one becomes less intelligent.

In present time, intelligence should be utilized in consistent learning and improving. ~~One doesn't become successful only by an~~ 'wisdom' must guide oneself towards course correction (eg) Recent course correction of rayon balls and buns by decriminalisation.

In this way, our society will become intelligent by consistent relearning and improvement in self.

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केस स्टडी 1:

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

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

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

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

1. उपरोक्त मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएँ उपस्थित हैं?
2. उपलब्ध विकल्पों पर उनके गुण-दोष सहित चर्चा करें।
3. आपके द्वारा चुनी हुई कार्यवाही क्या होगी? और क्यों? (250 शब्द, 20 अंक)

Case Study 1:

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

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

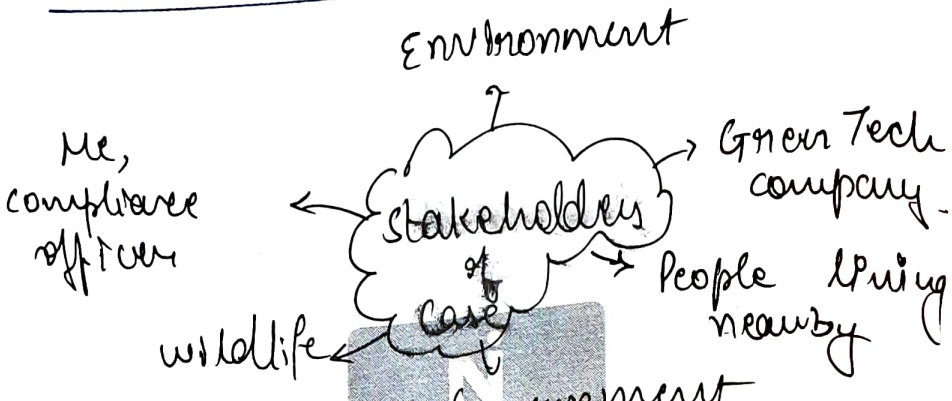
Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

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

1. What are the ethical issues and dilemmas that confronts you in the above case?
2. Discuss the available options along with its merits and demerits.
3. What will be your chosen course of action? Why (250 words, 20 marks)

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Ans → The given case study depicts the issue of situations which are legal but ethically not correct. As manufacturing company, it has obligation of protecting environment as well



(1.) → various ethical issues →

↳ Harming environment by dumping hazardous waste.

↳ Limitation of laws to prevent ecological degradation by industries

↳ wrong means (pollution) to achieve good end (cleaner product)

various ethical dilemmas →

↳ Duty towards company V/s Duty towards Environment & society.

↳ Rule of law (everything is legal) V/s Environment ethics (dumping)

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↳ short term compliance vs Long term Image of company.

(2.) various option available are :-

(a.) Giving green signal for production & compliance requirements.

Merits

↳ Rule of law upheld.

↳ Procedural Justice

↳ Better cleaner products will be produced by company

Demerits

↳ Harm to environment and nearby people

↳ Cognitive dissonance

↳ wrong mean.

(b.) Do not give compliance & reject manufacturing compliance

Merits

↳ Prevention of environment degradation

Demerits

↳ Rule of law is not adhered to.

↳ company may put case on me for corruption for passing legal project

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(c.) Highlight issues in Environment Impact assessment and propose more cleaner way of production & waste disposal

Merits	Demerits
↳ Upheld rule of law.	↳ May force company to put additional funds for cleaner production
↳ Removed cognitive dissonance	

(3.) I would choose option (c) because →

↳ (a.) & (b.) cannot become Kant's categorical imperative or universal law to either reject any project or let injustice to environment

↳ It is important that right 'means' of production are followed, else it may damage company's brand value in future

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↳ It is one's duty to correct the gaps left by legal blanks and using our moral compass for resolving ethical dilemmas.

↳ Right to clean environment is very important part of Right to life of all people as well as environment.

Thus, taking action in right direction is one's moral duty at all times.

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केस स्टडी 2:

आप एक ग्रामीण जिले के जिला कलेक्टर हैं जहां पारंपरिक सामाजिक रीति-रिवाज और धार्मिक प्रथाएं दैनिक जीवन को दृढ़ता से प्रभावित करती हैं। हाल ही में, एक स्थानीय मंदिर और उसकी कुछ धार्मिक अनुष्ठानों और स्थानों से महिलाओं को बाहर रखने की लंबे समय से चली आ रही परंपरा से जुड़ा एक मामला सामने आया है।

लैंगिक समानता पर बढ़ती राष्ट्रीय चर्चा से प्रेरित होकर गाँव की शिक्षित युवा महिलाओं के एक समूह ने इन धार्मिक अनुष्ठानों में भाग लेने के अधिकार के लिए याचिका दायर की है। उन्होंने तर्क दिया कि महिलाओं को बाहर करना भेदभावपूर्ण है और उनके संवैधानिक अधिकारों का उल्लंघन है। हालाँकि, मंदिर के अधिकारी और स्थानीय समुदाय का एक बड़ा हिस्सा धार्मिक ग्रंथों और लंबे समय से चले आ रहे रीति-रिवाजों का हवाला देते हुए इस बदलाव का पुरजोर विरोध करता है।

जिला कलेक्टर के रूप में, आपको एक जटिल नैतिक दुविधा का सामना करना पड़ता है। कानूनी तौर पर, आप भारतीय संविधान को बनाए रखने के लिए बाध्य हैं, जो समानता की गारंटी देता है और लिंग-आधारित भेदभाव पर रोक लगाता है। हालाँकि, इस कानून को लागू करने से समुदाय में काफी अशांति फैल सकती है, जहां पारंपरिक रीति-रिवाज और धार्मिक मान्यताएं गहराई से जमी हुई हैं। और आप जानते हैं कि जिले में धार्मिक मामलों पर अशांति का इतिहास रहा है, और स्थानीय राजनेताओं को राजनीतिक लाभ के लिए अशांति फैलाने में कोई आपत्ति नहीं थी।

लैंगिक समानता का नैतिक तर्क समुदाय की धार्मिक भावनाओं से टकराता है। मंदिर के अधिकारियों का मानना है कि रीति-रिवाजों में बदलाव करने से उनकी पवित्र परंपराएं अपवित्र हो जाएंगी। इस बीच, प्रवेश की मांग कर रही महिलाएं इसे अपने अधिकारों के लिए नैतिक और कानूनी लड़ाई के रूप में देखती हैं। एक जिला कलेक्टर के रूप में आप एक अनिश्चित दुविधा में थे, एक ओर एक प्रगतिशील अधिकारी होने के नाते आप जानते थे कि क्या करना सही है, लेकिन दूसरी ओर एक प्रशासनिक पेशेवर के रूप में आप अपने हाथों से धार्मिक स्वर में अशांति नहीं चाहते थे।

1. उपरोक्त परिस्थिति में कौन-कौन से प्रशासनिक और नैतिक मुद्दे शामिल हैं?
2. उपरोक्त परिस्थिति में आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों पर चर्चा करें और कारणों सहित अपने द्वारा चुनी हुई कार्रवाई की व्याख्या करें।

(250 शब्द, 20 अंक)

Case Study 2:

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

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

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

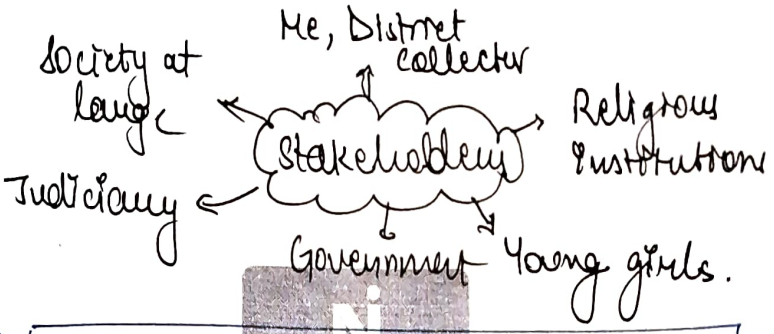
The moral argument for gender equality clashes with the community's religious sentiments. The temple authorities believe that altering the rituals would desecrate their sacred traditions. Meanwhile, the women demanding entry see this as a moral and legal fight for their rights. You as a district collector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

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

The given case talks about clash between traditions and customs v/s right to equality in modernised society.



(1.) Various administrative issues →

(a.) Issue of law and order due to religious interest history in area i.e. low secularism feeling (eg Art 25

(b.) Enforcement of constitutional rights is hindered (eg Art 21, 19 etc

Various ethical issues :—

(a.) Dignity of women is affected as they are being discriminated against.

(b.) Clash of modern ideology with age of old traditional practices.

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(c.) Lack of principled politics ⇒ using this as source of political gains by local leaders.

(2.) & (3.) **Options available and their merits / demerits** →

(a.) **Stop women from entering**

Merits	Demerits
↳ Communal harmony ↳ No law & order issue	↳ Right to life of women affected ↳ Against constitutional morality (Eg) Right to equality

(b.) **Use force for promoting women entry :-**

Merits	Demerits
↳ Rights of women upheld ↳ Promotion of equality, secularism in society	↳ Rights of religious institution hurt ↳ May lead to law & order issue ↳ Communal unrest

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(c.) Using amicable solution with involvement of Judiciary & act accordingly.

Merits	Demerits
↳ Judiciary will decide based on constitutional values ↳ Uphold rule of law	↳ Justice in society is upheld but it might create law & order issue

↳ **Course of action** →

Using options, based on Judicial orders, enforcement of law will be done. If entry permitted, make sure law & order is maintained.

↳ Deploy special forces in sensitive areas.

↳ Using leadership talks and involving leaders from Religious institutions for amicable solution

Reason for action :—

↳ As part of executive, my work

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is impartial executive of law.

↳ Preventing law and order from disturbing ⇒ public welfare should be priority.

↳ It is not the values of a virtuous person to not take any action or letting injustice infront of eyes.

↳ As DC, being part of social contract between people and government, it is our duty to ensure progressive society.

NEXT IAS

Thus, social progress depends on proper emotional intelligence, showcasing courage and upholding rule of law.

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केस स्टडी 3:

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

जैसे-जैसे अभियान (कैंपेन) ने गति पकड़ी, आपने देखा कि दोनों उम्मीदवार जाति और धार्मिक आधार पर मतदाताओं को भड़काने में लगे हुए हैं। इसके अलावा, वे चुनाव आचार संहिता का खुला उल्लंघन करते हुए आर्थिक प्रलोभन दे रहे थे। आपके वीडियोग्राफर को धन्यवाद, आपके पास यह सब रिकॉर्ड पर था।

आपने कोई भी सख्त कार्रवाई करने से पहले उन्हें चेतावनी देने का फैसला किया, इसलिए आपने उन्हें बुलाया और सबूतों के साथ उनका सामना किया। आपकी राहत के लिए, उन्होंने चुपचाप गलती स्वीकार कर ली और संहिताओं का पालन करने का वादा किया।

बैठक के दो दिन बाद आपको खबर मिलती है कि आपके एक वीडियोग्राफर को एक प्रत्याशी के गुंडों ने बुरी तरह पीटा। और वीडियोग्राफर की पिटाई का मतलब आपके लिए चेतावनी थी। इसके अलावा, उसी शाम आपको एक कॉल आती है जिसमें अभियान में हस्तक्षेप करने पर गंभीर परिणाम भुगतने की धमकी दी जाती है।

आपको एहसास होता है कि आपके फैसले आपके साथ काम करने वाले लोगों के लिए खतरनाक साबित हो रहे हैं। आपको अपने कर्मचारियों की सुरक्षा को खतरे में डालना अच्छा नहीं लगा।

1. उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
2. क्या कर्मचारियों की व्यक्तिगत सुरक्षा की कीमत पर कर्तव्य के प्रति समर्पित रहना नैतिक रूप से उचित है? चर्चा कीजिए।
3. आप अपने कर्मचारियों की सुरक्षा से समझौता किए बिना अपने चुनाव कर्तव्यों का पालन कैसे करेंगे? व्याख्या कीजिए।

(250 शब्द, 20 अंक)

Case Study 3:

It was Assembly election times, and you were deputed to a constituency on election duty where one of your responsibilities was to monitor candidates' campaign expenses and supervise the campaigns' videography. As you take charge and start working, you realise the challenge you have got into. Two of the candidates had a criminal background, and the whole contest was more or less between these two only.

As the campaigns picked pace, you noticed that both the candidates indulged in inciting the voters on caste and religious grounds. Further, they were doling out monetary inducements in blatant violation of the election code of conduct. You had all of it on record, thanks to your videographer.

You decided to warn them before taking any strict action, so you called them and confronted them with the evidence. Much to your relief, they quietly accepted the mistake and promised to comply with the codes.

Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with the campaigns.

You realise that your decisions are proving to be dangerous for the people working with you. You didn't feel good about endangering the safety of your staff.

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

(250 words, 20 marks)

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Ans:- Elections are festivals of democracy. However using illegal and unethical practices degrades the democratic values in society.

1. Various issues in the case →
   - ↳ Criminalisation of politics as more criminals contest elections using muscle power.
   - ↳ Non-compliance of law (eg) Breach of model code of conduct
   - ↳ using immoral practices to ensure personal gain (eg) Beating govt staff to ensure election winning
   - ↳ Instigating and dividing society on lines of religion and caste → less communal harmony.

2. Devotion to duty is important in public service -
   - ↳ Courage & Prudence is one of cardinal virtues of Pluto and

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necessary to uphold rule of law.

↳ Depersonalisation of self is essence of public service.

↳ Doing the right thing will ensure larger public good. (eg) Disqualification of criminal candidates from becoming future political leaders.

↳ It is not quality of virtuous person to remain silent at injustice.

(eg) Gandhiji - "Instead of being party to injustice and being followed by all, stay with justice and be alone"

However, as leader, I am responsible for safety of my staff →

↳ Team safety is important else it will demoralize every team member.

↳ Not a categorical imperative to let staff get hurt on performing duty

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(2.) **Course of Action** →

↳ Using courage, do the right thing by reporting to Election commission and doing it publically.

↳ Motivating staff by leading from front. Be present on ground during videography with them

↳ Setting up precedence by disqualifying candidates → Protect democracy and ensuring communal harmony.

↳ **Safety of staff** →

↳ Ask for protection from police officers assigned for election duty.

↳ FIR against goons that beat staff

Reasons →

As Swami Vivekananda said,

"No harm can come to honest and upright person, when the flood recedes, the stone survives"!

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Thus, it calls for being courageous in face of adversity to ensure rule of law and protection of democracy.

Weakness / fugitive of criminals is a 'sin' and one must always follow the path of righteousness to achieve 'summum-bonum' for all



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केस स्टडी 4:

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

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

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

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

1. क्या आपको लगता है कि उपरोक्त मामले में हितों का टकराव शामिल है या और अन्य भी मुद्दे शामिल हैं? व्याख्या कीजिए।
2. उपरोक्त मामले को परिप्रेक्ष्य में रखते हुए, पेशेवर मूल्य के रूप में निष्पक्षता और गैर-पक्षपात की प्रासंगिकता पर चर्चा करें।
3. आपको क्या लगता है कि आप उपरोक्त अप्रिय स्थिति से किस प्रकार बच सकते थे? (250 शब्द, 20 अंक)

Case Study 4:

A smart city project is underway, and you have been appointed Head of Procurement. Before this assignment, you held a similar role in a major public sector undertaking (PSU), where you earned a reputation for your tender drafting and vendor management skills. Given the smart city project's scale and significant procurement requirements, you seemed the perfect fit to lead the procurement section.

A month ago, your section invited tenders for building supplies. Among the applicants was Mr. Sharma, a supplier you knew from your previous role at the PSU. Mr. Sharma lived in your neighbourhood, and your spouses were friends. Despite this personal connection, you have always maintained strict professional boundaries.

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

Mr. Patel filed a formal complaint with the Department Seniors, providing evidence of your prior association with Mr. Sharma. As a result, an enquiry was initiated, and you were placed on compulsory leave pending its outcome. This situation left you questioning where you might have gone wrong despite your efforts to maintain professionalism.

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

(250 words, 20 marks)

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↳ Impartiality and non-partisanship refers to being neutral in decision making and removing personal biases and prejudice in decision making.

values involved in case
- → Honesty
- → Impartiality
- → Transparency in tender allocation
  - ↳ Openness in public institutions.

(13) The given case in wh. conflict of interest.

↳ Against Principal of Natural Justice as being party to case with known persons should be avoided

↳ 'Personal biases' based on prior experience may hinder 'objective' decision making.

More Issues :-

↳ Non maintainence of adequate records of objectivity in process of tender allotment.

↳ Jealousy of rival ~~tenders~~ vendor regarding tender allocation.

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(2.) Relevance of impartiality and non-partisanship :-

↳ Builds trust ⟨ of employees
⟨ of public/customers

due to non-biased behaviour in professional life

↳ More efficiency at work ⇒ allocation tenders or open auctions / bidding

↳ reduces crony capitalism & ensure advantage to everyone

↳ It brings probity in governance and leads to ethical decision making

(eg) Reduces corruption and bribe taking

↳ Attract best talent ⇒ good work culture.

↳ Brand name is maintained for long term sustainability of organisation

↳ Reduces trust deficit in government offices of public

↳ shapes public opinion

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(3) Steps to curb such conditions :-

(a) Recusing from personal conflict of interest in tender allocation.

(b) Written records of everything so that there is absolute transparency in investigation

(c) More transparent and open tender allocation process (e) using e-governance ⇒ open for all

(d) Making 3rd party audits for quality and proposal comparison

Reasoning :-

↳ openness and transparency are essence of public offices

↳ It is virtue of ethical civil servant to uphold procedural Justice as well as natural Justice.

Thus, transparent workplaces lead to more effective service delivery.

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केस स्टडी 5:

आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 लोगो का स्टाफ था, और यह एक मिश्रित समूह था; जिनमे कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के कगार पर थे। कुल मिलाकर, स्टाफ बहुत कुशल नहीं था, लेकिन किसी तरह उन्होंने अपना काम चलाया।

एक बैठक में, विभाग के प्रमुख ने लागत में कटौती के उपाय के रूप में आपके कर्मचारियों की नौकरियों की आउटसोर्सिंग का उल्लेख किया। लेकिन कोई गंभीर विचार-विमर्श नहीं हुआ, इसलिए आपने इसके बारे में ज्यादा नहीं सोचा।

लेकिन कल, आपको एक आधिकारिक आदेश प्राप्त हुआ जिसमें कहा गया था कि आपके विभाग के कार्यों को आउटसोर्स किया जाएगा और आपके कर्मचारियों की संख्या कम कर दी जाएगी। आपको आउटसोर्सिंग से कोई समस्या नहीं थी, लेकिन आप कर्मचारियों की संख्या कम करने के पक्ष में नहीं थे, क्योंकि इससे लोगों की नौकरियाँ चली जातीं।

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

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

(250 शब्द, 20 अंक)

Case Study 5:

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

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

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

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

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

(250 words, 20 marks)

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Ans 5 → The given case brings to forefront the issue of following chain of command vis using moral values to do the right thing

(1.) **Various administrative issues** →

↳ Inefficient employees → no reforms undertaken for efficiency.

↳ Breaking chain of command to write directly to minister.

Ethical issues →

↳ Job loss for employees especially for people nearing retirement

↳ Issue of livelihood

↳ Apathetic attitude of head of department towards employees.

↳ ~~Where~~ considering people as 'means' to achieve end → efficiency.

↳ Using methods like transfers as punishments for actions. by civil servants ⇒ hinders initiative taking

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(2) Moral Justification for writing letter to minister :-

↳ for upholding 'Teleological solution' of greatest good to employees while getting transfer order for myself

↳ Quality of leader to take steps for welfare of all people including staff and employees

↳ Not a categorical imperative to remain silent while team gets jobless even in old age.

↳ People should be considered as 'end' in themselves not 'mean' to an end as was done by Head of department

↳ Against Kant's principle of respect for employees.

However, chain of command should also be maintained as :-

↳ Everyone will write to minister their issues

↳ Work efficiency at work

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(3.) **Course of action** →

↳ Participate in inquiry with full objectivity and transparency as honest person do not need to fear anything

↳ Transfers should not let one to become demotivated; make ethical decision whenever one is posted

↳ It is one's duty to do the right thing and uphold justice in society.

Option available →

(a.) Resignation for ~~not~~ disciplinary action

(b.) Talk to head again or ~~go~~ write to minister

(c.) Participate objectively in disciplinary committee proceedings

I would choose option (c.) as (a.) (b.) are not traits of a virtuous person.

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↳ It is imminent for all public servants to serve with utmost honesty and transparency in working

↳ Disciplinary committee :- No need to fear when one has not done any wrong

Thus, as Gita mentioned, "Karmanye Vadhikaraste ma Phalesu kadachana" ie. do your duty without thinking about the end. Similarly, civil servants should do their duty by with utmost probity along with following chain of command

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केस स्टडी 6:

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

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

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

1. उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
2. आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों का मूल्यांकन करने के पश्चात आपके द्वारा चुनी गई कार्रवाई वाले विकल्प का चयन करें और व्याख्या करें। (250 शब्द, 20 अंक)

Case Study 6:

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

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

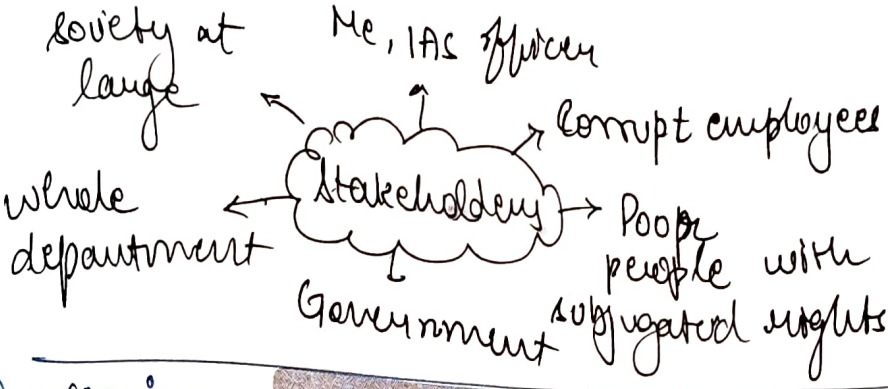
You are faced with an ethical dilemma. Reporting this corruption could lead to severe repercussions for you as the implicated senior officials are politically influential and have strong connections. You have also received subtle threats implying that your career progression could be jeopardised if you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

1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option. (250 words, 20 marks)

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The given case presents the rampant corruption present in government departments depriving poor people of their entitlements



1. Various ethical issues of the case

a. Right to life of rural poor is subjugated ⇒ less food to eat.

b. Vicious cycle of poverty is maintained & causing inequality

c. Immoral practices in government officer (eg) corruption by senior Employee

d. Non-transparent governance mechanism (eg) splitting of funds due to high discretionary power.

e. Bureaucratic bond in glare with politicians
↳ Breach of impartiality value.

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2. Options available & merits / demerits

a. Do not report the matter

Merits	Demerits
↳ Career progression	↳ Injustice towards rural poor
↳ Better connection with seniors & political links.	↳ More poverty & inequalities

b. Report the corruption

Merit	Demerits
↳ Procedural Justice	↳ Issues in self career progression
↳ setting example for others	↳ Threats may increase.
↳ Probity in governance	

3. Chosen course of action :- option b

↳ Report the whole corruption case of funds with utmost objectivity, transparency and impartiality.

↳ Make sure payment reach the targeted beneficiaries from corrupt individuals

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Explaination →

↳ It is not just that justice is done, but it should also be seen to be done.

↳ setting up examples for others to not indulge in immoral practices.

↳ Being impartial and objective are traits of a virtuous person especially in public service.

↳ Justice for rural poor, who worked day-night in MGNREGA should get their due share.

↳ Essence of civil service is public welfare which should be upheld at all cost.

↳ shelf life of lie is very small, so if one does not report the matter, one becomes party to corruption & injustice

↳ Conscience must be clean while service public.

Thus, one will choose option (b) for better transparency & justice delivery.