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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404 **Test No. : 04**

Name of Candidate: Sanchit Sharma Mobile No

Roll No. : PTTP220200 Start Time 2:00 PM End Time 6:50 PM

Date of Examination: 10/08/2024 Medium : English ☑ Hindi ☐

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

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

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

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 12 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

1. QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा ।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

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MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

IMPROVEMENT SUGGESTIONS

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

(150 शब्द, 10 अंक)

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

(150 शब्द, 10 अंक)

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

(150 words, 10 marks)

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

(150 words, 10 marks)

(A) Emotions and feelings are very powerful. Weberian model however provides for administration based on complete absence of emotions, however, feelings impact ethical decisions always.

Impact of Feelings over ethical decisions

Negative Impact

(1) Could make prejudices more strong :-

(e.g.) negative feelings towards women's empowerment :- may increase stereotype and bias.

(2) Could drive for self interest and greed

(e.g.) lack of remuneration but high expenses and needs of family ⇒ Corruption

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Candidates must not write on this margin

(3) Reduce credibility in decision making

(eg) during crisis situations how will you prioritise protection of others if yourself emotional.

Positive Impacts

(1) Increase Compassion :- understanding and alleviating other's suffering

(eg) Buddha :- emotional after seeing pain other other, → renunciation

(2) Provides courage and fortitude :-

(eg) ketan - a young boy among us stood up for saving kids during Surat coaching fire

(3) Fills vaccum in Weberian bureaucracy

(eg) Innovation if lack of fund/resources

Way Ahead

(1) Need to inculcate Emotional Intelligence

→ for regulating and understanding feeling

→ (eg) use Sensitivity training

(2) Positive use of Emotion for intention of other's welfare (eg) kailash satyarthi resigned from civil service, to open "Bachpan Bachao andolan"

Hence Emotional intelligence could be key for balancing emotions during ethical decision

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(B) Ethics management is ensuring minimum level of ethical conduct in a public office by taking initiatives to deter unethical practices and reward ethical practices.

Also it includes creating positive work culture for ethical conduct.

Can public officials manage ethics in office

Yes :- (a) Because deterrence mechanism provides minimum moral

(b) clear do's and don'ts and hence clarity on objective decision making

(c) Public service as main motto over self service

(d) Kant's imperative ⇒ universal law.

No :- (a) Because individual virtues are more important (Virtue ethics)

(eg) person recruited by cheating in exam likely to be corrupt

(b) limitations to deterrent/political laws and rule,

(eg) loopholes in taxation system

(c) Ambiguity in actions :- due to subjectivity in ethics and intent.

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Code of Ethics and conduct are needed because-

① Could provide clear guidelines in specific situation

② Value preferences required in the organisation

③ Integrity, honesty, leadership etc in code of ethics

③ Clear punishments for violation due to enforceability ④ Puja Khedkar suspended for doing "unbecoming of civil servant" activity

④ Improve work culture :- Broad values of organisation reflected to new employees.

However much more is needed

① Self evaluation and leadership in ethical decision making

(e.g.) K. Sivan - taking responsibility of Chandrayaan 2 failure

② Ourself following code of ethics and conduct

→ Hence making their implementation prevalent

③ training of staff and capacity building for ethical decision making

(e.g.) IGOT karmayogi even at lower level in government service

Ethics management hence shall be taken up prudently to uphold Integral actions in organisation

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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)

(A) John Rawls, Plato, Socrates etc all talks about ethics of justice and fairness including veil of ignorance and philosopher king, however modern idea of ethics of care provides for welfarism as main point.

Ethics of justice, obligation & fairness are important

(1) As justice is basis of the society
→ otherwise chaos (eg revolutions in unjust societies)

(2) Fairness leads to equality of treatment
(eg) removing traditional barriers / caste discrimination

(3) Obligations focuses on duties over rights
(eg) civil servants obligation of public service rather than right to enjoy power

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Hence above three guide ethical decision making through creation of institutions like courts (symbol of justice and fairness), redistribution through competetion commission etc.

However, ethics of care too is equally important

(1) Promote concept of welfare state (Article 38)
   (eg) PM Garib kalyan Anna Yojana - during COVID

(2) Protect Fundamental rights of people :-
   (eg) Right to dignified life to women ⇒ hence fast track investigation by police in rape cases

(3) Compassion and empathy towards most vulnerable
   (eg) Buddy mother's initiative in Bongaigaon
      ↳ malnutrition tackled

(4) Care given leads to altruism and hence others will automatically take care of us
   (eg) trust based governance ⇒ increasing tax compliance

(5) Promote connectedness :- As demand driven care rather than wastage of resources,
   (eg) DBT preffered over fiscal profligacy
      ↳ direct connection with government

Hence both justice and care ethics are essential & necessary for ethical decision making

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(1) Quality means satisfaction of customer / citizens over her perspective towards service and her expectation from it.

Component of Service Quality

(1) Availability :- 24 x 7 with ease
   (eg) Bank facility now through internet (UPI)

(2) Accessibility :- from anywhere (eg) One nation one ration card
   ↳ required portability too

(3) Affordability :- to even most poor person
   (eg) PDS - free ration

(4) Sustainability :- Minimum harm to environment
   (eg) natural farming

(5) Effective Grievance redressal :- for customer satisfaction & trust

Ways And Means for ensuring quality

(1) Efficiency :- (a) through hiring experts of the field
   (b) Better planning and resource management
   (eg) Swachha Bharat mission ⇒ DBT for toilet construction

(2) Effectiveness :- (a) on ground surveys of impact of Policy
   (b) Monitoring and feedback mechanism (eg) EIA ⇒ public participation
   (c) Grievance redressal :- (eg) RTI

(3) Economy :- (a) Budgeting objectively (outcome budget)
   (b) Performance based grants
   (c) Curb siphoning off and corruption (eg) e-POS in PDS

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Q.3 A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)

B. "मैं एक मुसलमान हूं; मैं एक हिंदू हूं; मैं एक ईसाई हूं; मैं एक यहूदी हूं।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध पर अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)

A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)

B. "I am a Moslem; I am a Hindu; I am a Christian; I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality. (150 words, 10 marks)

(A) Public service attitude simply means mental predisposition of public servants towards idea of public service and associated rights and responsibilities.

(+) < attitude of sacrifice and Selflessness (Satyendra Dubey)

attitude of preservation (self) and utilising power for self gain (eg - IAS Pooja Khedkar)

Attitude biases that affects public servants on field decision making

(1) Corrupt mindset :- (eg) recruitment through paper leaks => then how can we expect good decision

(2) Self prejudices and stereotypes :-

(eg) stigma against transperson :- how will police then protect their rights ?

(3) Self overburdening with negativity :-

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(c) lack of funds / staffs etc :) hence prefer excuses against innovation.

(d) Fear of victimisation :- hence easy path and adjustment according to work culture
→ impact probity in governance

(e) Bias against honest civil servants and hence lack of tendency to reform themselves.

How can such attitude Biases be overcome

(A) Individual level :- (a) Courage of conviction in one's own action

(b) Confronting wrongdoers and hence ensuring probity
(c) Whistle blower

(a) (c) Overcoming prejudices by dialectics and self evaluation (Socrates)

(B) At organisational level :- (a) ~~A~~ Right attitude inculcation through training and recruitment itself

(b) Reducing misgovernance and making conducive environment for honest officers

Hence attitude biases shall be removed by pursuing right knowledge and hence doing right conduct

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(B) Gandhiji, the greatest person in Indian history, wants to tell about tolerance and acceptance towards all religion / communities and also accepting & following good ideas from all religions rather than being biased towards just one. The concept thus taken in Indian Constitution as Secularism, that to, positive secularism where Indian constitution engages with all religions equally and actively.

Religion and Morality :-

(A) Yes :- Religion is ~~necessary~~ harmful to moral life

① Religious morality in conflict with Constitutional morality :- (eg) religion don't allow transperson marriage.

② Lack of reasoning behind religion :- blind followers

(eg) Belief in menstrual pollution / caste discrimination → highly immoral

③ Religion provides unnecessary supernatural sanction :- (eg) Galileo Galili punished for even scientific invention.

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(4) Misuse of religion { terrorism & radicalisation
communal politics
→ against societal integrity & morality

(5) However, religion supports morality too

(1) Promotes environmental Stewardship :-
(a) even Rivers, trees all sacred groves

(2) Minimum moral through societal sanctions :-
(a) No theft (Jainism)

(3) Guiding light in ethical dilemmas :-
(a) Middle path by Buddha

(4) Focus on duty and karma theory :-
⇒ As you sow, so shall you reap

(5) It's not religion which have misuses & wrong things, but the interpretation and ~~utilisation~~ utilisation of it by people with different mindset leads to various arguments

→ Hence Religion shall be a personal matter of choice. The strict adherence and Supernatural sanctions could be avoided. Rather positive use of religion shall be promoted for morality.

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

(150 शब्द, 10 अंक)

B क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवकों के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं?

(150 शब्द, 10 अंक)

A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours?

(150 words, 10 marks)

B. Do you think values such as "tyaga," (renunciation) "seva," (service) "daanam," (Charity) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not?

(150 words, 10 marks)

(A) Corporates main motto and need is its survival which necessarily needs profit and optimum resource utilisation.

Indulgin in social responsibilities might compromise responsibility of profit

(1) Every social work involves opportunity cost

(a) Profit ⇒ could be utilised for tech upgradation rather than social work

(2) Corporates are not mandated for welfarism

→ responsibility of survival for employees and customer benefit ⇒ hence need right utilisation of profit

(3) Social work also needs human resource:-

→ core talented individuals getting involved in social work rather than company's benefit

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However, it is not the realcase because

① Social responsibility is inherent due to human civilisational needs :-



② Nothing called as unproductive social endeavours :- Because it leads to kind actions and upliftment for many (Compassion is wish to see others free from suffering) - Dalai Lama

③ ultimate Brand gain for corporate :- (eg) TATA CSR

④ ~~utilising~~ Skill development and literate population will help get skilled youth latter to corporates themselves

⑤ Loyal customer base creation and increased demand due to upliftment of poors.

⑥ Promotes Environmental Stewardship in corporate, :- as Compensation to environmental damage is also social responsibility (eg) CAMPA

Hence, corporates shall not take CSR and social work as burden but should move towards stakeholder kapitalism with society as first stakeholder

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(b) Above values are ingredients for a good human being as per Indian tradition and hence important for public servants too

(i) Tyaga :- (a) Selflessness is required for upholding duty (eg) Border forces - ultimate sacrifice

(b) Giving up desires and selfish greeds → (eg) working even with minimal reward, and delayed gratification

(c) To prefer duty over family and friends → Hence avoid conflict of interest / nepotism and corruption

However → it does not means mindlessly playing with life and interest of self and rather have right intentions for tyaag.

(ii) Seva :- (a) As public service means service spirit is necessary (eg) timely delivery of schemes

(b) Always upright for people's grievances

(eg) Project Gyandoot :- Dhar district

However :- (a) Seva shall not mean self

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service preferred over others (otherwise greed)

(3) Charity :- (a) As public servant shall be driven by welfarism (a1) IAS Inayat Khan adopting Pulwama martyr son

(b) Hence charity in the form of self availability ~~and~~ in the times of crisis in selfless manner

(c) Also, timely compensation to victims of disaster / facing trauma etc.

However :- it does not mean giving up salary / personal resource etc just for sake of gaining name, or even for upliftment of others

→ Charity shall not make others lazy and should not deter others from work.

(4) Daamah :- (a) ~~Shame~~ control over desires and emotions is utmost important

(b) Hence Emotional Intelligence and understanding about self and others emotions too required

(a1) How to control riot if public on rampant

However :- it does not excessive emotional control leading to emotional suppression.

Hence values of Daan, Daamah, Service and Tyaag could help make weberian Bureaucracy as Developmental Bureaucracy

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Q.5

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

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

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

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

(A) Conflict among interests and conflict among various sources of authority is regularly faced by civil servants during there career and hence need to be understood.

Conflict among interests	Conflict among various sources of authority
(1) Various interests individual person itself in conflict (multiple demands)	(1) Multiple commands from multiple authorities creates conflict in decision making
(eg) desire ⇒ higher remuneration, duty ⇒ work without reward and publicity	(eg) disaster: rehabilitation shall be focused, But rescue operations should not be impacted
(2) It creates turmoil and distracts person from core issues.	(2) It might confuse the individual

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(e) person may choose easy path like corruption over victimisation

(5) It leads to questioning over credibility of a person

(i) → if wrong interests uphold ⇒ repurcussions huge

(ii) Certain interest are aligned with large public interest, while others might be self desiring

(5) There could be conflict among interest between various communities and stakeholder, too

(eg) dam construction
- tribal culture
- agriculture and water

(6) Could be resolved by either recusal, resignation or transparent decision making

and retard decision making process

(3) It need personal judgement and prudence for prioritising in decision making

(eg) auctioning → by which way
- open auction
- closed auction

Personal understanding and value system come into play

(ii) It could be resolved by talking to higher authorities regarding multiplicity of command & hence creating single chain of command (improving hierarchy)

→ Both conflict among interest and conflict among source of authority create dillemma situation which needs emotional intelligence to be resolved

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(b) "Public services is boquet of opportunities with thorn of problems and ambiguities as well."

Relevance of Inner courage for overcoming ambiguities

(1) Courage of Conviction :- to remain steady with once own stand even if hostile environment
   (eg) T. N. Sheshan - electoral reform with courage

(2) Maintain Integrity and hence credibility :-
   (eg) ~~[illegible]~~ Gandhiji :- withdrawn NCM jan due to violence (stood with moral principle)

(3) Courage curbs negative emotions during ambiguity :-
   (eg) Police officers direct encounter with criminals
      → courage needed to fight rather than surrender

(4) Courage is rewarded and appreciated :-
   (eg) Param Veer Chakra to Vikram Batra

(5) Courage reduces risk averseness :-

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(eg) ~~rebent~~ taking decisions like crowd funding for road construction & stop giving excuses.

(6) Courage increases transparency :-

(eg) RTI enactment :- 2a Scam ~~f~~ opened

↳ enactment was itself a courageous activity

(7) Courage satisfies ego defensive functional attitude :- "No ~~one~~ wants to be tagged as Cowardice"

However, courage during ambiguity shall not be misunderstood

① Courage is not in merely taking risk, but risk with right intentions

(eg) Harshad Mehta ≠ courage shown in doing fraud

② Courage shall not promote self interest and desires :- (eg) courageous ~~do~~ corruption

③ Courage during encounters (~~fake~~) by police shall not be appreciated :- as bypassing due process of law

Hence Courage with right intentions could help resolve ambiguity.

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

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

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

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

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

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

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

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

(A) Adam Smith here talks about value of Compassion toward, others by and restraining selfish attitude to be a perfect human being.

Meaning in Present Context

① Empathetic attitude :- Put yourself in other's shoe

(Eg) How People in kerala village where landslide occurred might be feeling.

→ Hence more disaster proactiveness shall be there

② Exercising benevolent affection :-

(Eg) Oxygen man - sold Mercedes for oxygen cylinders for others during COVID

③ Restraining selfishness :-

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Giving up self desires, greed, and sometimes our needs too

(Eg) IAS ~~Ashwat~~ Ashok khemka - resisted corruption even after 52 transfers.

(4) Hence become a perfect human being :-

Modern Applicability

(Eg) proactiveness in police to curb child trafficking as huge pain to parents & children

(Eg) assisting rape victims to get faster justice as pain is huge.

(4) Even corporate social responsibility :- (Eg) Mahindra pride school

Why People lack sensitivity and self restraint

(1) Lack of empathetic training & nurturing :-

(Eg) criminals always have sad stories

(2) Poverty and hunger lead desire of sudden gain

(3) Apathetic attitude after gain power :-

→ Power corrupts absolute power corrupts absolutely

Hence "it requires ~~immense~~ just one act of kindness to change the life of others" -

So compassion & kindness shall be inculcated

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(B) Quote here means that power is just a tool to ~~be~~ be used and hence it depends on person and morals of the person that his action using the power would be virtuous or vice.

Meaning in Present Context

(1) Virtue and vice - both lies in our power

(a) means power provides opportunity to work for others and self too

(e.g.) Bureaucrats < public service and prudently using public funds
corruption due to ~~of~~ officiates
↳ large public money dealing

(b) Rights without responsibility ~~could~~ is ~~be~~ a sin :- Hence need to understand responsibility along with power

(e.g.) price of corruption paid by the poors
→ hence shall never indulge in it.

(c) Power provides immense resources :-
could uplift other using those.

(e.g.) IPS e → huge police force → could ensure safety (V) could ensure

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deterioration of situation in district

(i) Power to Act (ii) Power not to act :-

(a) As huge discretion to powerful :-

(i) USA & climate denialism even though strong evidence → Not acting for right thing

(b) leadership :- hence Prudent use of Action to guide others

(i) Prime Minister :- himself very active and hence inspiring many

(c) Power provides multiple choices of decision making :- (i) Judge < recuse in conflict of interest (Principles of natural justice
herself deliver judgement

↳ Hence decision to act or not to act completely lies in Individual's virtues and value system

Hence, it is essential that power should be exercised with responsibility and "power of love should overpower love of power"

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① So create, by this quote emphasis, that those who assume themselves to be illiterate, & unknowledgeable and hence listen to other's without any projudice or biay before arriving to any decision are most intelligent. Further he himself exercises the same thing & hence advices others to do the same.

Meaning in present context

① Our knowledge is very little in front of world's knowledge :- ⓐ Even biggest scientist might not know about social studies.

② I know nothing signifies that I am free of biases and prejudices :-

→ Hence being a good listener

→ Acceptance of other's thoughts and perspectives.

→ tolerance towards diverse people & viewpoints

ⓑ Gandhiji travelled throughout India before leading national movement.

③ Ready to adopt and show flexibility :-

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(3) civil servants at young age learn through training in village about lifestyle in rural area

(4) Assuming others too knowledgeable :-

→ Shredding paternalistic attitude

(eg) utilising Panchayat / Gram sabha for local planning with bottom up approach

(5) Hence showing intelligence by regularly upgrading knowledge from multiple perspective

→ (eg) India learnt from Asian financial crisis and hence did not took complete Capital account Convertibility

However it does not mean

- non-utilisation of existing knowledge
- underestimating our own talent and aptitude

Hence, one could adopt being good listener and also start dialectics with self to understand the importance of knowing nothing, giving up biases and desires, and hence pursuing true knowledge.

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केस स्टडी 1:

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

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 1:

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

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

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

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

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

(250 words, 20 marks)

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The case study simply highlights the aspect of Environmental Stewardship which means we should not take environment as foregranted, rather take actions actively to mitigate every risk that could be present with our activities.

(a) **Ethical Issues and dillemma**

(1) Legal but unethical activity (Hazardous waste disposal)

(2) Means (vs) Ends :- ultimately ecologically sensitive product

(3) long term (vs) short term impact :- community harm / environmental damage

(4) Crisis of Conscience :- primary responsibility of maintaining ethical standards (vs) duty towards company's image

(5) Threat of public repurcussions if people will start getting aware about hazard

(6) Threat of victimisation to self :- if took any action

(7) Avowed values of company (vs) short term gains and profit motive

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(b) Options Available and Merit / demerit

(1) Do not take any action as end product is environmentally beneficial

Merit	Demerit
(i) Continued profit to the company	(i) Apathetic decision for local community
(ii) Safe end product - company's brand	(ii) long term environmental damage :- against trusteeship
(iii) Legal disposal - no chance of law	(iii) crisis of conscience
	(iv) long term company's image

(2) Immediately take step to stop hazardous waste disposal and production of even ecological product

Merit	Demerit
(i) satisfying conscience	(i) might impact company's short term profit
(ii) Duty based approach (Kant's imperative)	(ii) victimisation threat
(iii) setting precedent for future guideline	

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(3) Giving timeline for explanation and environmental compliance for long term production balance ~~and~~ with environmental safety

Merit	Demerit
(i) Assuring Continuity in production → revenue, employment	(i) time taking and might take extra efforts.

(C) Choosen course of Action

(1) Summoning individuals responsible for hazardous disposal of waste

(2) Strict warning and compliance timeline with ethical and environmental standards

(3) Consensus generation with higher authorities → that profit is not the only motto of organisation, people are using Greentech's product * because we are responsible towards safer environment

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④ Monitoring the compliance and expert support for reducing hazardous waste as much as possible.

⑤ Ensuring that Government authorities and lawmakers shall be aware about legal loophole

⑥ Taking measures for safety of local community
→ removal of already disposed material
→ awareness among local population

⑦ Setting risk profiling and risk analysis systems for future compliance with standard,

Although it might incur some temporary cost, following justification could uphold above action

① Duty based approach :- May duty as Compliance officer

② Prudent decision making :- Compassion towards environment

③ legal but unethical dillemma :- hence timeline based compliance could create consensus

④ Empathy towards local community health
→ our company don't want community children & adults be unhealthy

⑤ Long term Brand image :- loyal customers

"It takes 20 years to create an image and 5 minutes to ruin it" and hence Trusteeship shall be upholed.

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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 संवैध ानिक 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।

Case Study 2: (250 शब्द, 20 अंक)

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 above case study highlights classical issue of religion (vs) Fundamental rights of women community and hence creating various dillemmas.

① Administrative issues :-

ⓐ Duty dillemma < uphold rights of women / public order

ⓑ Politicisation of religion

ⓒ Progressive administration and empathetic bureaucracy under a question mark

ⓓ Precedent setting by taking the decision

ⓔ Positive Secularism :- limited interference in religion to uphold Rights

Ethical Issues

ⓐ Constitutional morality (vs) religious morality
spirit of constitution / texts & traditions

ⓑ Right to Equality :- fundamental to realise dignity of Women (Article 14 & 21)

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(c) Religion and superstition (vi) Fundamental duty of spirit of enquiry (Article 51A)

(d) Consequences of action might be huge

(e) Crisis of conscience situation.

→ progressive civil servant (vi) need history & unrest

(1) Option Available

(a) Continued disallowance of women's entry to temple due to public order (Article 19(2) - reasonable restriction)

(b) Taking risk and making women's entry real by force

(c) Consensus oriented approach (the Buddhist middle path).

(2) Merits and demerits

(a) Disallow women

Merit	Demerit
(i) Legal mandate :- to ensure safety & security of district	(i) Morally & legally wrong against women

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(ii) Minimal interference in religious matter (Article 25, 26)

(iii) Apathetic bureaucracy → where will then women go??

(iii) Wrong precedent :- → could encourage future discrimination & legitimise temple's action

(5) Forceful entry

Demerit

(i) Risk to public order & harmony

(ii) May increase social sanction against women → further increase domestic violence of vulnerable

(iii) Communal politics

(iv) tarnish my own image as coercive bureaucrat

Merit

(i) Immediate solution and conscientious satisfaction

(ii) Religious reforms in positive direction

(6) Consensus :- Merit :- (i) change is slow but steady

(ii) permanent change in mindset of people

(iii) uphold women's dignity rather than just temple entry

Demerit :- (i) time taking process

(ii) difficult to generate consensus

Choosen Course of Action

(1) Go for consensus oriented & participative

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approach

1. Start community discussions at chaupal, and schools/colleges etc about rights of women
2. Utilise local leaders:- taking them into loop would reduce chances of communalisation
   → Also first aware them about rights of women
3. Women led local campaigning against discriminatory practices (women civil society organisation use)
4. Persuasion and nudging :- Awaring youth through pamphlets
5. Increasing security situation (demand assistance from CAPF)
6. In long term go for allowing women entry.

Justification

1. Action oriented and innovative approach
2. Persuasion work, when law and system fail,
3. leverage local's empathy towards each other
   → Youth must be empathetic toward, their mother's & sister's cause
4. Legal Duty to maintain law & order too

Ultimate goal is not just allow women's entry in one temple, but achieve right to equality in deepest sense and hence perseverance of both administration & women community is needed.

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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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Case study highlights the intent of Politicians/candidates during election in the district to gain power by either hook or crook and hence take even law into their own hand.

(1) Issues involved:-

(a) No fear of law itself in the powerful people

(b) Increasing criminalisation of politics and severe repurcussions since the campaigning itself

(c) How could be the nation's destiny if such politicians get elected? ↳ threat to rule of law

(d) Caste-based identity politics and communalisation.

(e) Gross violation of code of conduct and even violence for self gain (videography beaten)

(f) Threats and victimisation of staff
↳ their safety and security is utmost

(g) Threat to self life.

(h) Denial of integrity :- Acceptance of wrong mistake just for the sake of avoiding immediate action & later repeat

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the same mistake

② Devotion to duty over personal / staff safety

Justified :- ⓐ Dedication to public service :-
→ promise to people of India to uphold their interests over self

ⓑ selflessness :- Even supreme sacrifice by police officers and soldiers at border for duty

ⓒ State's imperative :- That duty cannot be denied and laws shall be applicable universally

ⓓ Courage and prudence :- Cardinal Virtue,
→ those who sacrifice remembered for long time
(eg) Satyendra Dubey - NHAI scandal revealed)

However Personal & staff safety too important

① Right to life. (Article 21) :- Utmost importance to life by constitution

② Human dignity :- eg Environment of fear retards personal growth & impairs mental health

③ Impairs team work and enthusiasm of staff

④ Reduce participation of staff for courageous work if staff not safe

⑤ Retards work culture

⑥ What about training of staff and self

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→ responsibility towards dependents.

(3) Course of Action with justification

(a) Immediate assistance to beaten videographer and increase safety of all staff
→ showing compassion towards team member
→ Increase trust and bond between team member
→ Also ensure personal safety

(b) Immediately arrest all those who were involved in violence and put them behind bar. → understand that who all were threatening & creating fear
→ Violence and violation of law cannot be allowed in any circumstance

(c) Evidences already collected shall now be utilised for enforcing model code of conduct :→ show evidence, to ECI
→ as warning now over, it's time for deterrence to unethical & unlawful conduct
→ immediate sending of show cause notice for action of politicians

(d) Reopening of cases
↳ old criminal cases :- bribery
→ understanding that why there is delay

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in action & investigation of Police

→ ~~Any~~ criminal cases, if leads to conviction could disqualify them from election itself

→ Hence prevent criminalisation of politics.

(e) ~~Recomm~~. Continuous monitoring of further election campaign :-

→ to ensure compliance.

→ But with utmost safety of staff

(eg) covert operations / 2-3 staff members together should work

(f) long term recommendations & measures for overall reduction in criminalisation of politics

(eg) utilising SVEEP for voter awareness

Elections are most important festival and fundamental aspect of Indian democracy. MCC provides free and fair election & level playing field. It is the collectors duty to uphold & oversee it which shall be sticked in every circumstance

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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 लोगों 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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Above case study highlights situation where honest and integral actions of bureaucrats are ~~punished~~ questioned and hence increasing risk averseness in the system.

① Yes above case involves direction conflict of interest

ⓐ Because there have been personal relations of me and Mr. Sharma in the past

ⓑ Huge stakes at centre :- as large procurement ~~tender~~

ⓒ Even perceived conflict of interest have to be tackled ⇒ But not done so in this case

ⓓ Interest of multiple stakeholders not considered :- eg didn't told why other vendor's proposal ~~d~~ rejected

However there are other issue as well

① Professionalism maintained :- still compulsory leave

② Punishing honest and integral actions

③ Acceptance against competent tender :- hence benefit of government & people ⇒ But still punished

④ tarnishing of reputation and image

⑤ False complaints for narrow self

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interest by other vendor.

(2) Relavance of Impartiality & non partisanship

(a) It provides credibility to one's actin

(eg) past decisions based on impartiality

(b) Professionalism in auctioning and tender proces

(eg) trust of vendors over proces

(c) Fastracking proces and avoiding nepotism/ corruptin chance

(eg) Mr. Sharma awarded tender by formal proces and competetive auctioning

(d) Safegaurd public interest over self interest

(eg) saving tax revenue & fiscal prodigacy

(e) Ensure quality of work

→ otherwise, if partial allocatin of tender → could lead to failure of projects

(eg) Bihar → more than (20) bridges collapsed

(f) Reduce political interference in administrative proceses

(g) Uphold rule of law rather than favoritism.

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(3) Avoiding above unpleasant situation might needed

(a) Self disclosure of potential conflict of interest before itself.

→ if needed recuse from the given auction and allowing others to take over

(b) Transparency in the selection process

→ objectively disclosing criterias for selection and rejection of tenders

→ This could have increased trust and fairness to all

(c) Assure Effective Grievance Redressal Mechanism :-

→ Should have provided opportunity to other vendors to be heard of their concerns

(d) Taking expert advice and senior involvement in selection of tenders

→ past precedents might provide guidance.

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(6) Committee based decision making

→ Avoid power in single authority

→ Majority voting and diverse perspective

→ reduce perceived conflict of interest (2nd ARC recommendation)

(7) Future Actions :-

(i) Assisting Departmental enquiry in every possible manner.

(ii) disclosing information whatever asked and required

(iii) trusting the system's process to get justice

Hence, the conflict of interest situation could be avoided beforehand itself by right assessment and taking early steps rather than waiting till end.

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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 outsou:cing, 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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Above case highlights situation of empathy towards staff vs following due process and official order as main dilemma

① **Administrative issue**

- (a) Systemic efficiency
- (b) cost effectiveness :- outsourcing might reduce cost
- (c) Senior's apathetic attitude
- (d) Senior's action on basis of revenge rather than prudence → utilising power for ego satisfaction
- (e) compliance with official order → duty of Deputy head

Ethical issues

- (a) Compassion towards employees
- (b) the most vulnerable would be ousted first (new comers and old age)
- (c) Data entry is managed with this staff too → Efficiency could be increased by other measures
- (d) loss of job < mental trauma to employees? what about hereal work & contributions made till now?

Candidat
write on

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Candidates must not write on this margin

(e) Duty towards people :- saving public money
→ opportunity cost

(f) Precedent creation :- reduced trust of employees in government :- May deteriorate work culture

(2) The decision to write to minister was

Morally right

(a) Because of apathetic senior's attitude and lack of action tendency

(b) ~~That~~ minister could feel more about problems of employees due to greater public dealing (Hope of justice)

(c) How would minister otherwise come to know about ethical issues and concerns of staff → because ~~emplo~~ senior's attitude don't seem to be allowing any action

However there are concerns over by passing seniors

(a) By pass due process of consent based approach

(b) Senior's perspective not understood properly

(c) Overall, the action was beneficial for department & people → Dedication to duty even tells sacrifice of job to achieve public interest.

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(3) Response to the Action Indicated :-

(a) Option (1) :- Resign in protest :-

(i) Merit { trust of employees retained in governance
Set leadership example
Action might be taken as issue becomes big.

(ii) Demerit :- extreme step and against anonymity clause

(b) option (2) :- take transfer and bear disciplinary actions

(i) Merit :- { retain job atleast
plead for minimum punishment as non-compliance was not an issue here

(ii) Demerit :- { might look cowardice
Crisis of Conscience
where will the staff member go then ??

(c) Best option is to make formal Apology to the senior for bypassing the due process

→ Also persuasion and nudging of senior so that he could understand

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Candidates must not write on this margin

the situation of employees

→ Ensure atleast voluntary retirement benefits and compensation to those who loose jobs / accomodation of staff in other department vacancies

→ proposal of alternatives rather than outsourcing for improving efficiency

(eg) training of staffs / learning to utilise AI for data entry

→ recommendation for data collection in digital mode itself on the ground level

→ ~~Ensure~~

Justification :-

① Seeking forgiveness as "forgiveness is the attribute of strong" and accepting mistake is courageous thing

② Ensure minimum harm to employees and increase empathy in the senior towards staffs

③ Ensure increase in efficiency & reduced opportunity cost

Hence above measures are in line with Compassion towards employee and duty towards department as well, these shall be upheld

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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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Public money's siphoning off for personal gain is a crime and hence shall be curbed but above case study poses various dillemma in curbing it.

① Ethical issues involved

ⓐ officials apathetic :- "a cost of corruption is paid by poors"

ⓑ Violation of rule of law :- prevention of corruption Act

ⓒ Misutilisation of limited public resources

ⓓ Ineffective scheme delivery :- mean for poors, but serving the rich

② Increasing inequality & power differential

③ politicisation of bureaucracy

④ Reduce trust of citizens over system

⑤ threat of victimisation of honest civil servants ⇒ Risk averseness, might increase

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Candidates write on this

(2) Options available

(a) Continued corruption and no action from our side

(b) whistle blowing

(c) Reporting to CVC / Lokpal with evidence

(3) Merit & demerit

(a) No action:-

Merit

(i) Career progression
(ii) No victimisation
(iii) self preservation

Demerit

(i) Conscientious objection → cannot sleep looking crime everyday
(ii) Against duty as can't reject dedication to public service for self preservation

(b) Whistleblowing

Merit

(i) immediate action against perpetrators
(ii) reduce corruption in the system

Demerit

(i) against confidentiality clause
(ii) might tarnish

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(iii) Increase effectiveness of public fund utility | long term image ↑ Government (iii) personal harm

(c) Best option is to go with evidence collection and submitting to Central agencies by opting legal route.

- → anonymity maintain
- → Investigation and objective method rather than mere allegation
- → All involved parties could get caught with proper investigation
- → long term solution to corruption and recommending measures for making more effective service deliver (eg) transparency & DBT
- → Also personal safety with maintaining as much anonymity as possible to reduce hinderance to investigation

Justification

- transfer threats and career progression

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are just means to achieve end of public service.

→ Cannot give up dedication to public service at any cost

→ Integrity as the most basic principle behind taking prudent action

→ Corruption corrodes steel frame of India → Immediate action and deterrence are required

→ Threat and risk are everywhere for the honest bureaucrats but these shall not deter their morale and action → because shelf life of life is very small

otherwise no honest could be found in the administration → reduce trust & credibility of system

Hence ~~the~~ Right path is always tough but highly rewarding, if not immediately then surely eventually: Dharma shall be followed