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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2408 Test No : 08

Name of Candidate: Sanchit Sharma Mobile No.

Roll No. : PTTP220200 Start Time 2:00 PM End Time 5:22 PM

Date of Examination: 10/09/2024. 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	
TOTAL MARKS - 100		

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 - 150		

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

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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Candid write in

खण्ड–A / Section–A

1. (a) एक लोक सेवक, लोक सेवक होने के अलावा नागरिक भी हैं और उनका व्यक्तिगत जीवन भी होता है। कई बार, भूमिकाओं के बीच एक अंतर्निहित तनाव होता है। एक लोक सेवक व्यक्तिगत हितों और आधिकारिक कर्तव्यों के बीच तथा निजी झुकावों और सार्वजनिक दायित्वों के बीच आंतरिक तनाव को प्रभावी ढंग से कैसे पार कर सकता है? व्याख्या कीजिए (150 शब्दों में उत्तर दीजिए) 10 अंक

Besides being public servants, they are also citizens and have personal lives. At times, there is an inherent tension among the roles. How can a public servant effectively navigate the intrinsic tension between personal interests and official duties and between private inclinations and public obligations? Explain (Answer in 150 words) 10 Marks

Public servants often face dilemmas and conflict of interest situations during balancing public and private interest.

eg) prolong time in office ⇒ disturb work life balance

↳ similarly, your son / friend himself apply for tender of any contract you are floating

How to navigate to balance:-

* **Personal Interest & official duties :-**

(a) By objectively working and remaining dedicated to service :-

⇒ Because service is the ultimate happiness

(b) Following time table and keep work life balance

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Candidates must not write on this margin

(2) providing Sunday to the family

(3) If duties are accomplished effectively then rewards ~~are~~ serve the personal interest
(4) Performance based grants

(4) Aim of civil servant to be always kept in mind (Public service - ultimate goal)

(5) Showing compassion at home by taking our responsibilities (eg dropping children to schools)

Balance private inclination & public obligation:-

(1) By disclosing any conflict of interest
→ Also recusal ~~of~~ or third party check if direct conflict of interest

(2) Always keeping duty over self goals
→ do not get biased by money etc

(3) Being Emotionally intelligent to uphold larger interest

Hence, public office shall be guided by Nishkam karma at work and love & care in personal space.

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(b) "विचार, वैश्विक स्तर पर एक मजबूत सार्वजनिक सेवा ढांचे (फ्रेमवर्क) की आधारशिला हैं।" इस कथन के संदर्भ में, उस एक दार्शनिक के विचारों पर चर्चा कीजिए जिनके विचारों को आप भारत में सिविल सेवाओं के लिए सर्वाधिक प्रासंगिक मानते हैं।

(150 शब्दों में उत्तर दीजिए) 10 अंक

"Ideas are the cornerstone of a strong public service framework globally." In the context of this statement, discuss the ideas of a philosopher whose ideas you believe are most pertinent to the civil services in India.

(Answer in 150 words) 10 Marks

Many philosopher have given way of conduct of governance & civil service to make ~~[illegible]~~ it Good governance :-

(A) Plato's philosopher king :- Where personal desire/ emotions shall not overpower justice

(a) Biblic story of two mothers & one kid ↳ justice by king

(B) Aristotle's Golden Mean :- to uphold Madhyam marg (Buddhism) and not take extreme steps.

(a) Heinous rape < encounter ✗ / Cameras ✗ > better to go for faster investigation

(C) Gandhiji's Sarvodaya :- upliftment of weakest

(a) PM GKA~~Y~~ during Covid

(D) Tagore's Ekla chalo Re :- As ethical

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path may be difficult, but "even one voice becomes powerful when whole world is silent" ~(Malala Yousafzai)

(F) Geeta's Sthitprajya :- to show temperance in Extreme situation too.

↓

(eg) useful in Disaster management on the spot

(F) John Rawl's "justice Principle" "veil of ignorance"

→ to remove any prejudice or bias before justice (eg Justice Venkatesh first read about transperson's issues before giving verdict)

(G) "Social contract theory" (: Locke) :- When people submitted rights for ultimate peace

(eg) limited government & Constitution

(H) Environmental Stewardship" of Gandhiji

↳ trustee of natural resources

Above ideas help to make civil service, virtuous through Cardinal virtues ↳ Prudence, temperance, justice & Fortitude.

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2. (a) "सत्ता की चुनौती इसके गैर-जिम्मेदाराना और भोगवादी उपयोग के बजाय इसके जिम्मेदारपूर्ण अनुप्रयोग में निहित होता है — विशेष रूप से, सत्ता में बैठे लोगों को जनता का शोषण करने के बजाय उसकी सेवा करने के लिए कैसे प्रेरित किया जाए।" सत्ता और लोक सेवा के बीच संबंधों का विश्लेषण कीजिए। क्या आप मानते हैं कि सत्ता की अवधारणा, सेवा के आदर्श के साथ टकराव करती है, या वे एक दूसरे के पूरक हैं? अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"The challenge of power lies in its responsible application rather than its irresponsible and indulgent use—specifically, how to motivate those in power to serve the public rather than exploit it." Analyse the relationship between power and public service. Do you believe that the concept of power conflicts with the ideal of service, or do they complement each other? Substantiate your viewpoint. (Answer in 150 words) 10 Marks

"With great power comes great responsibility". Hence, power shall be seen as tool to serve others and not self.

Relationship between power & public servic

① Power derived from constitution which starts with "We, the people of India"
→ i.e people themselve are ultimate source of power

② Upholding personal welfare by misusing power < attract penalty
warrantee long term harm
(e.g) IAS Pooja khedkar case

③ But current situation " Power corrupts &, absolute power corrupts absolutely"

④ corruption in even accountability

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institution with absolute powers - CBI/ED etc

④ People themselves are source of power but feels powerless and helpless

(e.g.) R.G. Kar rape - even after protest, no justice

⑤ Nexus of powerful people, curbing public service

↳ (e.g.) 2G scam / Coalgate scam

Power conflicts with service

Yes :- (a) As, temptation to succumb to desire

(e.g.) IAS Pooja Singhal

(b) Raises conflict of interest situation

(c) Threat of loosing power or scourge of power (victimisation) - make people corrupt

Not they complement :-

(a) As Power provides authority to do justice

(e.g.) Supreme court - justice by Nirbhaya verdict

(b) Power provides resources to take action

(e.g.) D.M. - have funds to implement scheme

Hence, "power of love should Overpower love of power"

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(b) 'मानवीय मूल्य' लोक सेवकों के मानवीय पहलुओं पर जोर देते हैं, जबकि 'लोक सेवा मूल्य' सेवा वितरण की पारदर्शिता और प्रभावशीलता पर ध्यान केंद्रित करते हैं। क्या आपको लगता है कि ये मूल्य प्रणालियाँ एक दूसरे के साथ टकराव करती हैं या एक दूसरे की पूरक हैं? प्रासंगिक उदाहरणों के साथ अपने दृष्टिकोण की पुष्टि कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Human values emphasise the humane aspects of public servants, whereas public service values focus on the transparency and effectiveness of service delivery. Do you think these value systems conflict with or complement each other? Justify your perspective with relevant examples.

(Answer in 150 words) 10 Marks

Human values are expected principles you need to uphold during interaction with other humans.. Whereas public service values help us make more efficient in service delivery.

They Both are conflicting

① Different expectations :-

- Human value - expectation of love / care & compassion
- but public service value → want objectivity

② Creation of Ethical dillemma :-

- Ration < without ration card → violate rule
  not provide → then person may die

③ Transparency ⑤ confidentiality (privacy) dillemma

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→ As public servants have their own life, there personal life problems cannot be divorced

(4) Laws are rigid and violation may attract penalty
→ But Human values may provide opposition to law
Both Complement each other

① Human values could provide guidance where public service values can't
(eg) Discretionary action during disaster

② Human values make bureaucracy more citizen centric & compassionate
↳ to weaker section
(eg) IAS Laxmi Priya - Buddy mother initiation

③ Human values provides motivation to follow public service values.
(eg) uplifting weaker section - Hence is dedicated to Public service
IAS P. Narhari
(Accessible India campaign)

④ Human values creates trust based governance
(eg) Operation Sadbhavana - Indian Army

Hence, Human values overall makes weberian bureaucracy as Developmental Bureaucracy

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3. (a) "जब किसी भी समाज में अच्छे व्यक्ति आत्मसंतुष्ट हो जाते हैं और अपनी सतर्कता और संघर्ष बंद कर देते हैं, तो द्वेषपूर्ण ताकतें प्रबल हो जाती हैं।" भ्रष्टाचार और आधिकारिक कदाचार को रोकने में नागरिक समाज की भूमिका और महत्व पर चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"When good individuals in any society become complacent and cease their vigilance and struggle, malevolent forces prevail." Discuss the role and significance of civil society in curbing corruption and official misconduct. (Answer in 150 words) 10 Marks

Civil societies are voluntary associations of people coming together for any good cause.

Significance & Role of civil society

1. Filing RTI and analysing data
2. Successfully detect certain grave misconduct
   - (eg) 2G scam
3. Protests and picketing against any corruption
4. Demand for institutional reforms,
   - (eg) many NGOs participated in Lokpal movement
5. Files petitions and cases against corruption
   - (eg) ADR - election bond ban
6. Public awareness for raising voice against misuse of power.
   - (eg) torture / capital punishment → now people are aware more

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(1) ~~Collects funds, analyses~~ for

(2) Provides alternative solutions and best practices to curb corruption :- (eg) transparency internation
- itself follow best practice
- Provides ranking for countries

However, there are issues too

(1) Corruption within the civil society
(eg) tax Evasion tool

(2) Their own administrative ~~exp~~ expenditure is very high (inefficiency)

(3) Ignoring gross violation of law and pick and choose cases

(4) Lack of volunteership & NGOs for specifically corruption

(5) faces Government opposition and legal actions

Hence, to make voice of NGOs less complacent and more proactive against corruption, they themselve should come under RTI and get digitised (transparency)

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(b) क्या आप नारीवादी नीतिशास्त्रियों से सहमत हैं कि महिलाएं "अधिक भावुक" होती हैं और नियमों से अधिक रिश्तों को प्राथमिकता देती हैं, जो एक भिन्न किंतु समान रूप से मूल्यवान नैतिक दृष्टिकोण को दर्शाती हैं? उपयुक्त उदाहरणों के साथ अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Do you agree with feminist ethicists that women are "more emotional" and prioritise relationships over rules, reflecting different yet equally valuable ethical perspectives? Justify your viewpoints with suitable examples. (Answer in 150 words) 10 Marks

Women are equally emotional, neither more nor less than any other gender.

Are woman more emotional?

For Ye,

① Seem from warm and responsive mothering for child

② Accept readily, ~~where~~ various forms of crime and atrocities without any complaints
(e.g. domestic violence/marital rape

③ Gendered socialisation :- takes vocations more suitable for women

④ Have more responsibility towards caring of others (e.g. old age care)

⑤ Herself compromises for whole life
e.g. shifting to husband's home.

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For No - justification

① All the above things are because of patriarchal nature of society, not emotionality of women

② Many others also face atrocities - are they also emotional?:-

(a) caste discrimination / slavery etc

③ Women now are equally taking part in duties needing lesser emotions:-

(a) Short service commission (Babita Punia case)

④ They have equal emotions to man and man too have equal responsibility towards home ((a) Paternal leave)

⑤ More more the society becomes equal, the lesser the difference in emotions can be seen ((a) Scandinavian society)

Yes, presently, the women seem to be more emotionally intelligent & resist extreme emotions, but they ~~have~~ should have same emotional as male

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4. (a) आदर्श रूप से, प्रशासन के संदर्भ में नैतिकता और कानून सामंजस्यपूर्ण होने चाहिए, फिर भी उनके बीच टकराव पैदा हो सकता है। एक प्रशासक को कानूनी निर्देशों और नैतिक विचारों के बीच टकराव को कैसे संभालना चाहिए, खासकर जब निर्देश अवैध हों और कानून अन्यायपूर्ण हों? चर्चा कीजिए (150 शब्दों में उत्तर दीजिए) 10 अंक

Ideally, ethics and law should be harmonious in the context of administration, yet conflicts between them can arise. How should an administrator handle conflicts between legal directives and ethical considerations, particularly when directives are illegal and laws are unjust? Discuss

(Answer in 150 words) 10 Marks

Laws are source of ethics, but they are just moral minimums. There could be laws which are immoral and hence can create conflict. { illegal directive, unjust law,

* How to balance ethics and laws in conflict

① Understanding the true purpose of law (Intent of law) rather than just superficial emotions

② not allowing homosexual marriage :- intent is to prevent societal chaos

② Raise voice against unjust laws and provide suitable ~~solutions~~ Suggestions (action-orientedness)

② suggesting to ~~abolish~~ make marital rape a crime (Justice verma Committee)

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③ If law violate the constitution itself, then disobey the law

④ Also, if directives are illegal
→ disobey them with providing documentation of reasons.

⑤ If laws are unjust, take steps to compensate and provide justice

(a) ~~Death~~ Capital punishment :- But before it, many other appealing methods are present

⑥ Ultimately upholding the rule of laws cannot be compromised

hence innovate to balance between law & ethics

Call for return

~~(a) People~~

Laws are the tools which could make society more ethical, but "unjust laws ~~that~~ are not right for the society"

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(b) सिविल सेवकों के नैतिक मूल्यों को आकार देने में परिवार और शैक्षणिक संस्थानों की भूमिका का आलोचनात्मक मूल्यांकन कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Critically evaluate the role of family and educational institutions in shaping ethical values among civil servants.

(Answer in 150 words) 10 Marks

"Family is the first school attended by the child and parents are the first teachers."

Role of Family

① Basic Value development :-
   - (a) Joint family - cooperation & coordination
② teach discipline :- (a) Army families
③ Make courageous and provide support to speak for your rights :-
   - (a) support during filing legal suit etc
④ Allegory / story telling :- provide profound values
   - (a) Daanveer karna story

Role of Educational Institution

① Value of scientific temperament :-
   - (a) Activities in science book
② Fairness and justice :- teacher as role model
③ Value of nationalism :- (a) National anthem

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in Assembly

(4) Value of healthy competetion and self evaluation

(5) Value of tolerance & leadership
- tolerance → diverse kids interact
- leadership → sports

However, there are limitations

(1) Child bullying in educational institution

(2) Unsupportive Families for differently abled/ or women
↳ Hence value inculcation improper

(3) Lack of time with parents
↳ Hence children - less sensitive

Steps needed

(1) Democratic parenting for right balance of reward & punishment

(2) Singapore model :- "Making a difference"
→ value inculcation 5-10 min. everyday
"There are three people who could make a difference to society - Father/Mother & teacher"
~ Kalam

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5. (a) सिविल सेवक समाज के कमजोर वर्गों के प्रति सकारात्मक दृष्टिकोण कैसे विकसित कर सकते हैं? कुछ कार्यान्वयन योग्य और व्यावहारिक कदमों का सुझाव दीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

How can civil servants cultivate a positive attitude towards the weaker sections of society? Suggest some implementable and practical steps. (Answer in 150 words) 10 Marks

"It requires just one act of kindness to alleviate the sufferings of others."
~ Jackie Chan

Article 46 provides for State to take appropriate steps to alleviate sufferings of weaker section

Developing Positive Attitude among civil servants for weaker section

① Increase village stay time in training :-
⇒ develop compassion for rural India

② More regular visits to the field by district administration / SP.

③ Mid service trainings for compassion inculcation

④ Hiring Experts and consultants to provide motivation to Civil servants for uplifting weaker section

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(5) Taking civil society on board

(a) civil society for women take help of administration to establish more shgs

(6) Recruitment of more compassionate individuals (interview plays a role)

(7) Promote tolerance in civil servants
- regular transfers to diverse places

(8) Utilise online modules for compassion classes (bring motivators/speakers)

(a) use iGOT karmayogi

(9) Performance based appraisal :-
↳ where performance checked by social audit and feedback

(10) Ranking of districts based on equality and steps taken for weaker section

Above steps hence could be practical solution to inculcate compassion for weaker section in civil servants.

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(b) व्यावसायिक नीतिशास्त्रियों का मानना है कि बाह्य और आंतरिक विनियम कॉर्पोरेट (निगम) कदाचार को कम करने या रोकने के लिए अपर्याप्त हैं; वे कॉर्पोरेट कुशासन के खिलाफ जाँच के रूप में व्हिसलब्लोइंग (मुखबिर) तंत्र की उपस्थिति की पुरजोर वकालत करते हैं। क्या आपको लगता है कि व्हिसलब्लोइंग के बिना कॉर्पोरेट प्रशासन अधूरा है? क्यों/क्यों नहीं? समझाइए (150 शब्दों में उत्तर दीजिए) 10 अंक

Business ethicists believe that external and internal regulations are insufficient for curtailing or preventing corporate malpractices; they strongly advocate the presence of whistleblowing mechanisms as a check against corporate misgovernance. Do you think corporate governance is incomplete without whistleblowing? Why/Why not? Explain (Answer in 150 words) 10 Marks

Whistleblowing means leaking a confidential but illegal information that have either potential to do corrupt practices or already have done some corruption.

(Eg) John Snowden – USA security file
mark Megen – Uber file

Yes, Corporate governance is incomplete without whistleblower protection

(1) As all other mechanism – have conflict of interest
(a) Board of director ⇒ themselve stakeholders
(2) many other mechanisms – inefficient & delays
(Eg) internal auditing – themselve corrupt
(3) Strong whistleblower protection could ensure public minded individual remain honest & disclose misconduct

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Candidates must not write on this margin

④ Whistleblower protection could help provide support against possible victimisation
   ⓐ killing of whistleblowers like Satyendra Dubey

⑤ It will help uphold corporate social responsibility
   → i.e. corporate for the customers / people and not just for profits

⑥ whistleblowers help in disclosing much larger conspiracy & involvement of even Government servants
   ↳ Promotes informed decision making

However, their are issues with whistleblowing

① Possibility of fake allegations :- temporary problems to company's image

② Confidentiality clause gets violated

③ Whistleblowing shall be the last resort
   ↳ Have huge impact on employee, too

Hence, definitely a strong whistleblowing mechanism is required but Confidentiality shall also be taught to employees

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6. वर्तमान समय में निम्नलिखित उद्धरणों की प्रासंगिकता पर चर्चा करें।

Discuss the relevance of the following quotes to the present times.

(a) "नैतिक कार्य बाहरी और आंतरिक अदालत, नागरिक और घरेलू शासक दोनों के अधिकार क्षेत्र में संबोधित हैं; मेरा मतलब मजिस्ट्रेट और विवेक दोनों से है।"- लॉक (150 शब्दों में उत्तर दीजिए) 10 अंक

"Moral actions belong to the jurisdiction of the outward and inward court, both civil and domestic governor; I mean both the magistrate and conscience." Locke (Answer in 150 words) 10 Marks

Locke's statement talks about morality to not be relative for outward & inward court and shall apply to both.

Moral action Blong to ~~both~~ jurisdiction of both magistrate and conscience

① So that there shall be consistency in decisions outward and also internal Conscience

② Als. this shall mean that both conscience and Law be the guide of moral action

e.g. Laws against child marriage
↓
immoral

similarly, conscience also tells that child shall get equal opportunity to study

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Candidates must not write on this margin

(3) ~~Moral act~~ Hence outward count can be utilised for guiding larger societal conscience

(4) Bapu on Satya slowly removed the practice

(5) Moral absolutism :- shall not vary between place and time as conscience remains same

Counter

⊖ However, sometimes laws are highly restrictive against conscience and morals

(4) section 377 / sedition misuse etc

① Conscience is subjective :- hence vary from person to person.

↳ But laws can't have subjectivity

Hence, moral actions shall be those which are best among accepted path in the society, both in terms of laws & conscience.

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(b) "अच्छे लोगों को जिम्मेदारी से कार्य करने के लिए कानून की आवश्यकता नहीं होती, जबकि बुरे लोग कानून को दरकिनार करने का कोई रास्ता निकाल ही लेते हैं।"–प्लेटो (150 शब्दों में उत्तर दीजिए) 10 अंक

"Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws." Plato (Answer in 150 words) 10 Marks

inevitability of virtue ethics

① traffic law.
② Climate fin.

Plato tells by the quote that laws are unable to guide both good and bad people. ~~thereby their~~ It also tells about importance of virtues of a person to ultimately have success of law.

Good people do not need laws to guide

① Personal morals guide better than laws
   ⓔ following traffic rule, even if no one is watching

② Conscientious objection to do any immoral activity → guilt and shame

③ Taking responsibility of one's action
   ⓔ K. Sivan - after Chandrayan 2 failure took responsibility (although no law)

④ Support righteous action & remain integral

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Candidates must not write on this margin

(Eg) India's call for mediation between Russia & Ukraine by dialogue & diplomacy - although no law to ~~force~~ tell it.

Bad people will find way around law

① As intent of person's action is selfishness
   (Eg) corporate tax evasion
② Utilise knowledge for bad purposes
   (Eg) Osama bin Laden - terrorism although scientist
③ Law has its limit
   (Eg) 5cr cases pending
④ Law is just moral minimum / cannot guide every action

However, still laws are needed

① To make objective criterias for grave moral violation
   (Eg) Rape / murder / theft - crimes
② To guide society :- (Eg) Equality to women
③ To provide solution in ethical dilemma
   (Eg) uphold objectivity in deciding court cases, which may raise dilemma

Hence, virtuous man exhibits "Sheelam Param Bhooshanam"

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(c) "कर्तव्य की भावना कार्य में उपयोगी होती है, लेकिन व्यक्तिगत संबंधों में आपत्तिजनक होती है।" रसेल

(150 शब्दों में उत्तर दीजिए) 10 अंक

"A sense of duty is useful in work, but offensive in personal relations." Russell

(Answer in 150 words) 10 Marks

Yes, now → hinder, emotion connect; harmful relat°; deplete trust
Objectivity, integ; Nepotism
↳ involves sense of duty in personal relat°s too.

Russell's quote talks about limitation of dutifulness and dedication in personal relation as compared to private ones.

Meaning & Relavance

① Sense of duty is useful at work because
- → everyone expects objectivity
- → Rule of law need to be upheld
- → Dedication and innovation expected from dutiful officer

(e.g.) IAS Armstrong Pamp - even though financial constraints - but organised crowdfund for people's road (Sense of duty)

② But it is taken as offensive in personal relation :-
- → As personal relation are guided by love and emotion, not law,

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→ As impact of decision could be taken very personally

(e.g.) not favoring relative in recruitment - they may take it offensive

→ long standing trust and friendship are at risk → tarnishing the relation

(e.g.) not saving our own friend from a criminal case ⇒ he may loose trust

However, Duty remains affirmative in Both personal & public work

① Because - universality of laws (Kant's imperati
→ otherwise corruption / nepotism & even self harm (demotion / suspensi

② Although duty at home changes, but still guided by same values, (honesty / respect
(e.g.) taking care of elder / children

Hence it necessary to understand meaning of "sense of duty" and then uphold duty in both work & personal relation

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खण्ड–B / Section–B

7. एक दुखद घटना में, जिसने समुदाय को गहराई से प्रभावित किया, शहर के परिवहन विभाग द्वारा संचालित एक सार्वजनिक परिवहन बस ब्रेक फेल होने के कारण खाई में गिर गई। इस भयावह घटना के परिणामस्वरूप कई यात्रियों और चालक की मृत्यु हो गई। सुरक्षा प्रमुख के रूप में, इस दुर्घटना के अंतर्निहित कारणों की जाँच करने और उनका समाधान करने की जिम्मेदारी आप पर है। यह दुर्घटना एक खड़ी ढाल वाली पहाड़ी मार्ग पर हुई, जो बस संचालन के लिए एक नाजुक और चुनौतीपूर्ण क्षेत्र है। शुरुआती जाँच में दो प्राथमिक कारण सामने आए:

1. चालक शराब के नशे में पाया गया।
2. रखरखाव टीम ने बस की ब्रेकिंग प्रणाली की पर्याप्त रूप से मरम्मत/सर्विस नहीं की थी।

इन निष्कर्षों ने परिवहन प्रणाली के मानवीय और यांत्रिक दोनों पहलुओं में गंभीर खामियों को उजागर किया।

जांच पूरी होने पर आपको स्थिति की जटिलता का एहसास हुआ। कई अनिश्चितताएं और अस्पष्टताएं थीं, जो जिम्मेदारी के सीधे निर्धारण या किसी निश्चित निष्कर्ष को रोक रही थीं। अगर रखरखाव टीम ने अपने कर्तव्यों का ईमानदारी से पालन किया होता तो दुर्घटना को टाला जा सकता था। इसी तरह, अगर बस चालक नशे में नहीं होता, तो वह बस को खाई में गिरने से बचा सकता था।

सुरक्षा प्रमुख के रूप में, आपकी रिपोर्ट के निष्कर्षों के महत्वपूर्ण परिणाम होंगे। सबसे पहले, यदि चालक को उसके नशे के कारण दोषी माना जाता है, तो उसके परिवार को मृत्यु के बाद मिलने वाले लाभों की एक बड़ी राशि खोनी पड़ सकती है क्योंकि वह ड्यूटी के दौरान नशे के प्रभाव में था। दूसरे, यदि आप चालक के नशे को छिपाते हैं और घटना के लिए केवल खराब रखरखाव को जिम्मेदार ठहराते हैं, तो रखरखाव दल को नौकरी से निकाल दिया जाएगा। इस स्थिति में रिपोर्ट को अंतिम रूप देने से पहले गहन आत्मनिरीक्षण की आवश्यकता थी।

(a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।

(b) उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?

(c) आपको क्या लगता है कि नशे में धुत ड्राइवर की व्यक्तिगत जिम्मेदारी पर ध्यान केंद्रित करना अधिक नैतिक है या रखरखाव विफलताओं के व्यापक प्रणालीगत मुद्दे पर? प्रासंगिक नैतिक सिद्धांतों के साथ अपने उत्तर की पुष्टि कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

In a tragic incident that profoundly impacted the community, a public transport bus operated by the city's transportation department plummeted into a ravine due to brake failure. This catastrophic event resulted in the fatalities of several passengers and the driver. As the Head of Safety, the responsibility to investigate and address the underlying causes of this accident is incumbent upon you.

The accident occurred on a steep mountainous route, a critical and challenging area for bus operations. Initial investigations revealed two primary causes:

1. The driver was found to be under the influence of alcohol.
2. The maintenance team had not adequately serviced the bus's braking system.

These findings highlighted severe lapses in both the human and mechanical aspects of the transport system.

Upon concluding the inquiry, you realized the complexity of the situation. There were numerous uncertainties and ambiguities, preventing a straightforward assignment of responsibility or a definitive conclusion. The accident might have been averted if the maintenance team had performed their duties diligently. Similarly, if the bus driver had not been intoxicated, he might have been able to prevent the bus from falling into the ravine.

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As the Head of Safety, the conclusions of your report carry significant consequences. Firstly, if the driver is deemed culpable due to his intoxication, his family may lose a substantial amount of post-death benefits because he was under the influence while on duty. Secondly, if you conceal the driver's intoxication and attribute the incident solely to poor maintenance, the maintenance crew would face job termination.

This situation required extensive introspection before finalizing the report.

(a) Identify the ethical issues and dilemmas in the above case.

(b) What are the options available to you in the above case?

(c) What do you think is more ethical to focus on the personal responsibility of the driver, who was intoxicated, or on the broader systemic issue of maintenance failures? Justify your answer with relevant ethical theories.

(Answer in 250 words) 20 marks

Above case study highlights that how dereliction of duty on one's part can lead to fatalities & severe accident.

(a) Ethical issues & dilemmas

(1) Multiple stakeholders committing mistake - difficult to put responsibility

(2) Blaming both may lead to blame game and delay in justice

(3) Drivers family compensation (VS) job losses in the maintenance crew

(4) Violation of right to safe bus service to the customers

(5) violation of right to life of fatal

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⑥ dereliction of duty (Against rule of law + kant's imperative)

- driver intoxicated (against - Motor vehicle act)
- maintenance team ignorance

⑦ Failure of government to prevent alcohol use and intoxication (Directive principle - Article 47)

⑧ **Option available**

① fixing responsibility solely on driver → prevent job loss

② Fixing responsibility solely on maintenance team → prevent full compensation to family of driver

③ Take expert advice in ambiguous system

④ keep the report pending for some more time → delay chaos + let matter get fade away

⑤ Fixing equal responsibility on both

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Driver and maintenance team while also ensure fair compensation to family of ~~victi~~ drivers (victims and recommend measures for avoiding incidence Again

* I belive Option (5) would be best course of action

(C) Personal Responsibilities shall be focused → driver

(1) As doing wrong even after knowing the danger.

(4) → Aware about hilly terrain - still alcohol with

(2) Virtue ethics violated :- Not showed prudent decision making

(3) larger responsibility to follow fundamental duty and professional Ethics

→ safety of each bus user depends on drivers

(4) ~~Depletion~~ ~~Rotation~~ of trust and credibility of Bus drivers

(5) Driven by Bentham's pleasure, but forgot about pain.

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But Systemic issue too has equal responsibility

① If brake would have functioned, then no accident even if driver drunk

② Violated Kant's ~~Duties~~ "Respect for moral law" and "categorical imperative"

③ It is violating the trusteeship principle of Gandhiji :-

→ As ~~not~~ ignorance even after knowing that such worry could happen

④ Shrugging and avoiding responsibility of accident & loss of lives.

Both Driver's personal responsibility & maintenance team's ineffectiveness are causes & shall be held responsible. Further training of drivers & overhaul of maintenance team shall be undertaken

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8. रक्षा मंत्रालय के सूचना के अधिकार (आरटीआई) प्रभाग में एक अधिकारी के रूप में, आपकी प्राथमिक जिम्मेदारी प्रासंगिक विवरण प्रस्तुत करके आरटीआई प्रश्नों का जवाब देना है। इनमें से अधिकतर आरटीआई आवेदन निविदा जानकारी और खरीद अनुबंधों से संबंधित होते हैं। हालाँकि, कभी-कभी, संवेदनशील मामलों से संबंधित आवेदन भी आते हैं, जिनमें आपको जवाब देने से पहले कानूनी सलाह लेने और अपने वरिष्ठ से अनुमोदन प्राप्त करने की आवश्यकता होती है।

हाल ही में, एक आरटीआई आवेदन प्राप्त हुआ जिसमें संवेदनशील विभागीय पहल शामिल थी। प्रोटोकॉल का पालन करते हुए, आपने कानूनी सलाह माँगी, और कानूनी अधिकारी ने आपके जवाब को मंजूरी दे दी। हालाँकि, आपके वरिष्ठ ने उत्तर को मंजूरी नहीं दी और आपको अपने जवाब में अपारदर्शी रहने का निर्देश दिया। कमांड की श्रृंखला का सम्मान करते हुए, आपने अपने वरिष्ठ के निर्देश का पालन किया और एक अस्पष्ट और गैर-सूचनात्मक उत्तर दिया।

प्रारंभिक जवाब से विचलित हुए बिना, आवेदक ने दृढ़ता का परिचय देते हुए आवेदन को पुनः प्रस्तुत किया। एक बार फिर, आपने अपने वरिष्ठ के निर्देशों का पालन किया और जवाब को जानबूझकर अस्पष्ट रखा। यह सिलसिला जारी रहा और आवेदक लगातार आवेदन करता रहा।

एक दिन, इस आरटीआई मामले से जुड़ा पूरा ईमेल लीक हो गया और मीडिया तक पहुँच गया। यह पता चला कि लगातार आवेदन करने वाला व्यक्ति एक आरटीआई कार्यकर्ता था, जो सरकारी विभागों में पारदर्शिता और जवाबदेही सुनिश्चित करने के लिए समर्पित था। मीडिया कवरेज ने रक्षा मंत्रालय द्वारा आरटीआई अनुरोधों, विशेष रूप से संवेदनशील जानकारी से संबंधित मामलों से निपटने के तरीके पर महत्वपूर्ण सार्वजनिक ध्यान और जाँच को आकर्षित किया।

मीडिया में आने के बाद, आपके वरिष्ठ अधिकारी ने आपको अस्पष्ट प्रतिक्रियाओं की जिम्मेदारी लेने का निर्देश दिया। आप अपने कार्यों और निर्णयों पर सवाल उठाते हुए रह गए, यह सोचते हुए कि आपसे कहाँ गलती हुई।

(a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।

(b) उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?

(c) आरटीआई कार्यकर्ता की दृढ़ प्रकृति और जनता के सूचना के अधिकार को ध्यान में रखते हुए, आपको राष्ट्रीय सुरक्षा चिंताओं और पारदर्शिता और जवाबदेहिता के सिद्धांतों के बीच तनाव को कैसे दूर करना चाहिए? स्पष्ट कीजिए

(250 शब्दों में उत्तर दीजिए) 20 अंक

As an officer in the Right to Information (RTI) division of the Defence Ministry, your primary responsibility is to respond to RTI queries by furnishing relevant details. Most of these RTI applications pertain to tender information and procurement contracts. However, occasionally, applications concerning sensitive matters arise, requiring you to seek legal advice and obtain approval from your senior before responding.

Recently, an RTI application was received that involved sensitive departmental initiatives. Following protocol, you sought legal advice, and the legal officer cleared the response. However, your senior did not approve the reply and instructed you to be opaque in your response. Respecting the chain of command, you adhered to the senior's directive and provided a vague and non-informative reply.

Undeterred by the initial response, the applicant resubmitted the application, demonstrating persistence. Once again, you followed the senior's instructions and kept the response deliberately vague. This cycle continued, with the applicant becoming increasingly relentless.

One day, the entire email trail related to this RTI case got leaked and found its way to the media. It was revealed that the persistent applicant was an RTI activist, dedicated to ensuring transparency and accountability within government departments. The media coverage brought significant public attention and scrutiny to the Defence Ministry's handling of RTI requests, particularly those concerning sensitive information.

In the aftermath of the media exposure, your senior officer instructed you to take responsibility for the opaque responses. You were left questioning your actions and decisions, pondering where you might have gone wrong.

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(a) What are the ethical issues and dilemmas in the above case?

(b) What are the options available to you in the above case?

(c) Considering the persistent nature of the RTI activist and the public's right to information, how should you navigate the tension between national security concerns and the principles of transparency and accountability? Explain (Answer in 250 words) 20 marks

Above case study highlights that how the dilemma could lead to problems for a civil servant being responsible for both duty/laws & following chain of command.

(a) Ethical Issue

(1) Violation of Right to Information of Public and Activist

(2) lack of cybersecurity → even defence ministry email leak

(3) Dereliction of duty by officer :- Never document reason for such response (Senior's advice)

(4) Fixing responsibility on wrong ~~Information~~ person ((e) senior can be one to be responsible) ← Poor Caring attitude, lack of integrity

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(5) Lack of intellectual integrity in media
→ did not understood the sensitivity of information
→ media sensationalisation & focus on profiteering

(6) Dilemma between National security & RTI
→ (a) information could get leaked to hostile nation

(b) Options Available

(1) Take responsibility and offer resignation

(2) ~~Clarify~~ Ask senior to take the responsibility

(3) Whistleblow about why your responses were vague & tell the actual reason

(4) Sit and let the matter fade away

(5) Talk to defence ministers, let the information available and make a standard operating procedure in

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Such dilemma situation rather than merely following chain of command,

* I believe option (5) would be best course of Action,

(2) Navigating Between national security and transparency

(1) Defining information which is sensitive. (V) non sensitive

(2) Following S.O.P. made by the ministry

(3) Understand the need of transparency & responsibility of a public information officer
- → citizen empowerment
- → Curb corruption

* Hence, shall not be to deny information
  - intent
- → Intent shall be to uphold transparency & only real threats to national security shall be the concern

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(4) For improving consistency of response in future
- → Abolish official secrets Act
- → Reduce exemptions under RTI Act

(5) Training of public information office for navigating between national security & transparency

(6) Keeping reasons on record while making any information/answer public

(7) Compiling several information of Defense ministry & self disclosure of non-sensitive information

(8) Independent 3rd party audit & checks
- (5) CAG in

By above measures it is possible to balance both transparency and accountability ensuring good governance even in defense ministry.

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9. एक समर्पित खंड विकास अधिकारी (बीडीओ) के रूप में, आपके कर्मचारियों द्वारा आपका बहुत सम्मान किया जाता है और आपके रचनात्मक कार्यों के लिए आपके वरिष्ठों द्वारा आपकी सराहना की जाती है। राज्य सरकार ने सूचना और संचार प्रौद्योगिकी (आईसीटी) का उपयोग करते हुए एक महिला स्व-रोजगार योजना के संचालन के लिए आपके अधिकार क्षेत्र में कई गाँवों का चयन किया है। परियोजना को एक गैर-सरकारी संगठन (एनजीओ) द्वारा कार्यान्वित किया जाना है, और आपको लॉजिस्टिक और अन्य आवश्यक सहायता प्रदान करने का निर्देश दिया गया है। एनजीओ स्टाफ ने उन युवतियों से मुलाकात और पहचान करके अपना काम शुरू किया जो प्रशिक्षण और कौशल विकास के लिए उपयुक्त उम्मीदवार थीं। पहचान के बाद, इन युवतियों को एक स्टार्टर किट प्रदान की गई, जिसमें एक ब्रॉडबैंड डोंगल, एक 10 इंच का टैबलेट और कुछ पढ़ने की सामग्री शामिल थी। प्रशिक्षण गंभीरता से शुरू हुआ और चयनित युवतियों ने सीखने के लिए बहुत उत्साह और उत्सुकता दिखाई। प्रारंभ में, इस परियोजना में सफलता के आशाजनक संकेत दिखे।

हालाँकि, एक दिन, गाँव के बुजुर्ग इस पायलट योजना को रोकने के अनुरोध के साथ आपके पास आए। उन्होंने चिंता व्यक्त की कि ये उपकरण और ऑनलाइन शिक्षण युवा महिलाओं को भ्रष्ट कर रहे हैं। उनका मानना था कि लड़कियाँ सीखने के बजाय टैबलेट पर केवल वीडियो देख रही थीं। बुजुर्गों ने सुझाव दिया कि सिलाई या खाना पकाने जैसे व्यावसायिक कौशल प्रशिक्षण, डिजिटल कौशल से अधिक फायदेमंद होगा। उनकी चिंताओं को सुनने के बाद, आपने उन्हें आश्वासन दिया कि आप मामले की जाँच करेंगे।

एनजीओ कर्मचारियों से पूछताछ करने पर, उन्होंने स्पष्ट किया कि देखे जा रहे वीडियो शैक्षिक थे, और वे उचित उपयोग सुनिश्चित करने के लिए बैकएंड सिस्टम के माध्यम से प्रशिक्षुओं के ब्राउजिंग व्यवहार की निगरानी कर रहे थे। एनजीओ कर्मचारियों ने यह भी बताया कि गाँव के कुछ पुरुष इस प्रक्रिया से खुद को अलग महसूस कर रहे हैं और महिलाओं को प्रशिक्षण सत्र में भाग लेने से रोकने का प्रयास कर रहे हैं। एक बीडीओ के रूप में, आप गाँवों में महिलाओं के लिए इस योजना के महत्व और संभावित लाभों को समझते हैं। हालाँकि, आप यह भी जानते हैं कि यदि पुरुषों की अंतर्निहित मानसिकता के मुद्दों को तुरंत संबोधित नहीं किया जाता है, तो संपूर्ण कौशल विकास प्रयास कमजोर हो सकता है। एक प्रतिबद्ध लोक सेवक के रूप में, आपने कुछ निवारक कार्रवाई करने का निश्चय किया क्योंकि आपने देखा कि लोगों के बीच तनाव बढ़ रहा है।

(a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।

(b) उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?

(c) एनजीओ कर्मचारियों से प्राप्त फीडबैक पर विचार करते हुए कि गांव के पुरुष खुद को उपेक्षित महसूस कर रहे हैं और महिलाओं को प्रशिक्षण सत्रों में भाग लेने से रोकने का प्रयास कर रहे हैं, आप कार्यक्रम में उनके समावेशन और समर्थन को सुनिश्चित करने के लिए क्या रणनीतियां लागू करेंगे? (250 शब्दों में उत्तर दीजिए) 20 अंक

As a dedicated Block Development Officer (BDO), you are highly respected by your staff and appreciated by your superiors for your constructive work. The state government has selected several villages within your jurisdiction to pilot a women's self-employment scheme utilising Information and Communication Technology (ICT). The project is to be implemented by a Non-Governmental Organization (NGO), and you have been instructed to provide logistical and other necessary support.

The NGO staff commenced their work by meeting and identifying young women who appeared to be suitable candidates for training and skill development. Following identification, these young women were provided with a starter kit, which included a broadband dongle, a 10-inch tablet, and some reading material. The training began in earnest, and the selected young women exhibited great enthusiasm and eagerness to learn. Initially, the project showed promising signs of success.

However, one day, village elders approached you with a request to halt the pilot scheme. They expressed concerns that the devices and online learning were corrupting the young women. They believed that the girls were merely watching videos on the tablets instead of learning. The elders suggested that vocational

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skills training, such as stitching or cooking, would be more beneficial than digital skills. After listening to their concerns, you assured them that you would investigate the matter.

Upon inquiring with the NGO staff, they clarified that the videos being viewed were educational, and they were monitoring the trainees' browsing behaviour through backend systems to ensure appropriate usage. The NGO staff also pointed out that some village men felt excluded from the process and were attempting to dissuade the women from participating in the training sessions.

As a BDO, you recognize the scheme's importance and potential benefits for the women in the villages. However, you are also aware that if the men's underlying mindset issues are not addressed promptly, the entire skill development effort could be undermined. As a committed public servant, you were determined to take some preventive action as you noticed tensions brewing among the men.

(a) What the issues that you notice in the above case?

(b) What are actionable options available to you?

(c) Considering the feedback from the NGO staff about village men feeling left out and attempting to dissuade women from attending training sessions, what strategies would you implement to ensure their inclusion and support for the program? (Answer in 250 words) 20 marks

The case study simply highlights how patriarchal attitude in back of the minds of men could retard progress of any successful program for women.

(a) Ethical issues

(1) Allegations of misuse of tablet → Difference of perception of men & NGO

(2) Negative Attitude of men over skilling of women

(3) Overall possibility of hampering the program.

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④ Grievances of men not taken into consideration by NGO (exclusion & hence injustice with men)

⑤ Right to livelihood of women under impact

⑥ Still there is imperfect gender equality
→ violation of SDG ⑤
→ violation of Article 14

⑦ Actionable Options

① Continue the programme as it is ignoring men's issue

② ~~Cont~~ Stop the pilot totally and start cooking / stitching activities

③ ~~Bring out~~ Provide tablets and dongles even to men and ask NGO to provide training to men too

④ Bring out attitudinal change in the

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men about perspective on women's digital participation and learning

① Strategies for men's motivation and support

① Bring out Attitudinal change :-

ⓐ Cognitive level :- Ask NGO to show men the progress made by women and how would it be helpful for their home

ⓑ Emotional level :- talk to men about problems of digital gender divide & what could be its implication (AMTI) 33% woman - less likely to have smartphone

ⓒ Behavioral level :- In the home, both men & woman could use the tablet together for watching educational videos.

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(2) Actions for inclusion :-

(a) Check the possibility of extending tablet support to even men for other digital courses

not even distant study

men will get trained (demographic dividend)

(b) Other vocational activity training for men :- so that they could get employment too.

(3) Continue register the grievances of men as they too are important for larger policy

→ In fact whole nation will need attitudinal change if scheme needs to be implemented

Hence above steps could make both women empowerment and equality objective achieve simultaneously.

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10. वरिष्ठ आईएएस अधिकारी श्री राजेश कुमार, शहरी विकास विभाग के प्रमुख सचिव के पद पर तैनात हैं। श्री कुमार घनी आबादी वाले शहरी झुग्गी-झोपड़ियों को बेहतर सुविधाओं के साथ आधुनिक आवासीय क्षेत्र में बदलने के लिए एक प्रमुख अवसंरचना परियोजना की देखरेख करते हैं।

श्री कुमार की "शहरी नवीनीकरण पहल" परियोजना में एक बहु-चरणीय योजना शामिल है। पहले चरण में निवासियों को अस्थायी आवास में स्थानांतरित करने पर ध्यान केंद्रित किया जाता है तथा नए अपार्टमेंट परिसरों पर निर्माण शुरू होता है। इस परियोजना में आधुनिक सीवेज सिस्टम, स्वच्छ पेयजल सुविधाएँ, सामुदायिक स्वास्थ्य केंद्र और स्कूल स्थापित करना भी शामिल है। इसका व्यापक लक्ष्य झुग्गी-झोपड़ियों में रहने वाले लोगों की सामाजिक-आर्थिक स्थिति को ऊपर उठाना, उन्हें बेहतर अवसर और जीवन स्तर के लिए मार्ग प्रदान करना है।

हालाँकि, इस परियोजना को एक स्थानीय राजनीतिक नेता, श्री शर्मा, जिनका क्षेत्र में काफी प्रभाव है, के कड़े विरोध का सामना करना पड़ रहा है। श्री शर्मा का तर्क है कि पुनर्विकास से कई निवासी विस्थापित हो जायेंगे और उनका जीवन अस्त-व्यस्त हो जायेगा। हालाँकि ये चिंताएँ जायज हैं, लेकिन यह भी स्पष्ट है कि श्री शर्मा का विरोध झुग्गी बस्ती में वोट बैंक पर अपना नियंत्रण बनाए रखने के उनके निहित स्वार्थ से प्रेरित है। परियोजना के प्रति उनका विरोध इस डर से उपजा है कि अगर निवासियों के जीवन स्थितियों में सुधार हुआ और वे उनके संरक्षण पर कम निर्भर हो गए तो वे अपनी शक्ति खो देंगे।

एक निजी बैठक में, श्री शर्मा ने श्री कुमार को एक समझौते का प्रस्ताव दिया। यदि सरकार श्री शर्मा के सहयोगियों और परिवार के सदस्यों द्वारा नियंत्रित कंपनियों को निर्माण का अनुबंध देती है, तो वह अपना विरोध वापस ले लेंगे और परियोजना का समर्थन करेंगे। इस समझौते से परियोजना में तेजी आएगी और यह सुनिश्चित होगा कि निवासियों को वादा किए गए लाभ तुरंत मिलें। हालाँकि, श्री शर्मा की शर्तों से सहमत होने का मतलब सार्वजनिक खरीद में पारदर्शिता और निष्पक्षता के नैतिक सिद्धांतों से समझौता करना होगा।

श्री कुमार नैतिक रूप से बंधे हुए थे। श्री शर्मा की शर्तों से सहमत होने का मतलब भ्रष्ट आचरण में शामिल होना होगा, और सौदे को अस्वीकार करने से परियोजना में देरी हो सकती है या यहाँ तक कि परियोजना पटरी से उतर सकती है, जिससे झुग्गी-झोपड़ी के निवासी अपनी जीवन स्थितियों में बहुत जरूरी सुधार से वंचित हो सकते हैं।

(a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।

(b) उपयोगितावादी दृष्टिकोण को ध्यान में रखते हुए, क्या आपको लगता है कि श्री कुमार को झुग्गी-झोपड़ियों के निवासियों की बेहतरी के लिए परियोजना में तेजी लाने के श्री शर्मा के प्रस्ताव को स्वीकार कर लेना चाहिए था? क्यों अथवा क्यों नहीं?

(c) गुण नीतिशास्त्र (virtue ethics) के संदर्भ में, श्री कुमार जैसे वरिष्ठ सिविल सेवक के लिए नैतिक चरित्र और सत्यनिष्ठा के महत्व पर चर्चा कीजिए। इस दुविधा को हल करने में इन गुणों को उनके कार्यों का मार्गदर्शन किस प्रकार से करना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Rajesh Kumar, a senior IAS officer, is posted as Principal Secretary of the Department of Urban Development. Mr. Kumar oversees a major infrastructure project to transform a densely populated urban slum into a modern residential area with improved amenities.

Mr. Kumar's "Urban Renewal Initiative" project involves a multi-phase plan. The first phase focuses on relocating residents to temporary housing while construction begins on new apartment complexes. The project also includes the installation of modern sewage systems, clean drinking water facilities, community healthcare centres, and schools. The overarching goal is to uplift the socio-economic conditions of the slum dwellers, offering them a path to better opportunities and living standards.

However, the project faces stiff opposition from a local political leader, Mr. Sharma, who has considerable influence in the area. Mr. Sharma argues that the redevelopment will displace many residents and

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disrupt their lives. While these concerns are valid, it is also evident that Mr. Sharma's opposition is motivated by his vested interest in maintaining control over the vote bank in the slum. His opposition to the project stems from a fear of losing this power if the residents' living conditions improve and they become less reliant on his patronage.

In a private meeting, Mr. Sharma proposes a deal to Mr. Kumar. If the government awards construction contracts to firms controlled by Mr. Sharma's associates and family members, he will withdraw his opposition and support the project. This deal would expedite the project, ensuring the residents receive the promised benefits immediately. However, agreeing to Mr. Sharma's terms would mean compromising on the ethical principles of transparency and fairness in public procurement.

Mr. Kumar was in a moral bind. Agreeing to Mr. Sharma's terms would mean engaging in corrupt practices, and rejecting the deal could delay or even derail the project, depriving the slum residents of much-needed improvements to their living conditions.

(a) What are the ethical issues and dilemmas in the above case?

(b) Considering the utilitarian perspective, do you think Mr. Kumar should have accepted Mr. Sharma's proposal to expedite the project for the greater good of the slum residents? Why or why not?

(c) In the context of virtue ethics, discuss the importance of moral character and integrity for a senior civil servant like Mr. Kumar. How should these virtues guide his actions in resolving the dilemma?

(Answer in 250 words) 20 marks

The case highlights how vested interests of politicians could sometimes lead to corruption / nexus and even underdevelopment of the needy

(a) Ethical issues

① Violation of right to livelihood of slum dwellers (Olga Tellis case - Article 21)

② Slum dweller are getting death water / sanitation & sewage facility due to politicisation

③ Corruption and lack of integrity in

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Mr. Sharma

(4) Greed and driven by selfish interest
↳ stop opposition for granting contract to his loyal

(5) Misuse of power & influence
→ Power corrupts & absolute power corrupts absolutely.

(6) Overall depletion of public trust → due to delay & undue opposition

(7) Risk on fairness and transparency

(8) Hence could even impact the work culture of bureaucracy & may lead to nexus formation.

(9) Dilemma :- development vs Rule of Law development (VI) Ethics & transparency

(10) Yes, Arguments for utilitarianism
(1) Slum rehabilitation + politician happy + achievement of bureaucratic goal

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⇒ Hence greatest good of greatest numbers

(1) Ans. stop delays, reduce cost overrun and time overrun

(3) Save precious public money

(4) Reduce fierce opposition and curb misinformation

No, utilitarianism here leads to many problems

(1) Violates Rule of law :- fairness and justice
→ what about other vendors/contractors?
→ violates level playing field

(2) Other contractors may provide more efficient alternatives
→ saving public money

(3) Respect for due process :- "means are afterall everything" Gandhiji.

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④ There are alternative needing innovation to curb opposition by politicians

⑤ Against trust based governance

⑥ Could Attract future penalties on me
→ what if anyone files RTI later?

⑦ I would be accountable for my action

⑧ Shelf life of lie is very small
→ truth will come out soon likewise

C Importance of Moral character & Integrity

① To uphold objectivity and rule of law
→ By adhering to rules and professional duty

② Uphold integrity :- righteousness even if no one is watching

③ Uphold prudence and dedication to public service → improve work culture and team get motivated by looking at ideal senior.

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(4) Balance effectiveness and Rule of law using innovation

(5) Avoid dereliction of duty by Senior → Hence prevent sanctity of whole organization

How should virtues guide Actions

(1) shall motivate for innovation :-
   (a) allow application by even Politician contractor but do not also by others too.

(2) Provide courage & fortitude to stand for justice

(3) Guide action in discretion :-
   (a) conscientious objection

(4) Make person credible & trustworthy
   (a) TN Seshan / E. Sreedharan

Hence "virtuous person can never commit a wrong" & "character is the highest virtue"

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11. सुश्री अनन्या राव महाराष्ट्र में एक जिला कलेक्टर के पद पर कार्यरत हैं। जिला एक महत्वाकांक्षी बुनियादी ढांचा परियोजना, ग्रामीण संपर्क परियोजना पर काम कर रहा है, जिसे दूरदराज के गाँवों और मुख्य शहरों के बीच सड़क संपर्क में सुधार के लिए डिजाइन किया गया है। यह परियोजना ग्रामीण आबादी के लिए बाजारों, स्वास्थ्य देखभाल और शिक्षा तक आसान पहुँच सहित कई महत्वपूर्ण लाभों का वादा करती है।

हालाँकि, यह परियोजना विवादों में घिरी हुई है। पर्यावरणविदों का तर्क है कि इसके निर्माण से स्थानीय जंगलों और वन्यजीव आवासों को अपूरणीय क्षति होगी। स्थानीय कृषक समुदाय सड़क विस्तार के कारण कृषि भूमि खोने को लेकर चिंतित हैं। प्रभावित परिवारों के लिए अपर्याप्त मुआवजे और अपर्याप्त पुनर्वास योजनाओं के भी आरोप हैं।

जैसे-जैसे परियोजना आगे बढ़ती है, पर्यावरण, कृषि और लोक निर्माण विभाग (पीडब्ल्यूडी) सहित विभिन्न विभाग निर्णय लेने की प्रक्रिया में शामिल होते हैं। प्रत्येक विभाग की अपनी विशिष्ट जिम्मेदारियाँ हैं। पर्यावरण विभाग को पर्यावरणीय प्रभाव का आकलन करने का काम सौंपा गया है, कृषि विभाग किसानों के अधिकारों को सुनिश्चित करने के लिए जिम्मेदार है, और लोक निर्माण विभाग निर्माण कार्य को निष्पादित करने के लिए जिम्मेदार है।

सुश्री राव, अपनी क्षमता में, इन विभागों के बीच समन्वय की देखरेख करती हैं। हालाँकि, परस्पर विरोधी प्राथमिकताओं और जवाबदेहिता की कमी के कारण इस परियोजना में देरी हो रही है और सार्वजनिक आलोचना बढ़ रही है। पर्यावरण प्रभाव मूल्यांकन अधूरा है, किसानों की चिंताओं का समाधान नहीं हुआ है, और निर्माण की समय सीमा समाप्त हो गई है।

एक महत्वपूर्ण बैठक में, राज्य के मुख्य सचिव श्री विक्रम पटेल ने परियोजना को आगे बढ़ाने की तात्कालिकता पर जोर दिया और देरी, प्रगति की कमी और समग्र गैर-प्रदर्शन के लिए सुश्री राव को जिम्मेदार ठहराया। सुश्री राव निराश होकर बैठक से बाहर निकलीं और उन्हें लगा कि देरी के लिए उन्हें जवाबदेह ठहराना अनुचित था क्योंकि परियोजना में अन्य लोग भी शामिल थे।

(a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।

(b) सुश्री राव के पास उपलब्ध विकल्प क्या हैं?

(c) आप सुश्री राव के लिए किस प्रकार की कार्रवाई का सुझाव देंगे? क्यों?

(d) क्या आपको लगता है कि देरी के लिए सुश्री राव को जवाबदेह ठहराना उचित था? क्यों/क्यों नहीं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Ms. Ananya Rao serves as a District Collector in Maharashtra. The district is embarking on an ambitious infrastructure project, the Rural Connectivity Project, designed to improve road connectivity between remote villages and main towns. This project promises significant benefits, including easier access to markets, healthcare, and education for the rural population.

The project, however, is mired in controversy. Environmentalists argue that the construction will cause irreparable damage to local forests and wildlife habitats. Local farming communities are concerned about losing agricultural land due to road expansion. There are also allegations of inadequate compensation and resettlement plans for affected families.

As the project progresses, various departments, including the Environment, Agriculture, and Public Works Department (PWD), are involved in the decision-making process. Each department has specific responsibilities. The Environment Department is tasked with assessing environmental impact, the Agriculture Department is responsible for ensuring farmers' rights, and the PWD is responsible for executing construction.

Ms. Rao, in her capacity, oversees the coordination among these departments. However, the project faces delays and mounting public criticism due to conflicting priorities and lack of accountability. Environmental assessments are incomplete, farmers' concerns remain unaddressed, and construction deadlines are missed.

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In a critical meeting, the state Chief Secretary, Mr. Vikram Patel, emphasized the urgency of advancing the project and held Ms. Rao accountable for the delays, lack of progress, and overall non-performance. Ms. Rao left the meeting disappointed and felt holding her accountable for delay was unfair as there were others also involved in the project.

(a) What are the ethical issues and dilemmas involved in the above case?

(b) What are the options available to Ms. Rao?

(c) What course of action would you suggest for Ms. Rao? Why?

(d) Do you think holding Ms. Rao accountable for the delays was justified? Why/Why not?

(Answer in 250 words) 20 marks

The case highlights how Interest in public services are at loggerhead and cause delays.

(a) Ethical Issues

(1) Violation of Environmental Stewardship

(2) Dilemma - Ecology (3) Development
- Farmers Welfare (4) Industrial growth
- delays (5) taking all interest into consideration

(3) violation of farmers right to compensation (Article 21 A)

(4) Only a single Person held accountable → cannot solve the larger issue

(5) Continued delay & time overrun

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→ Wastage of hard earned public money

(6) Continued delay in National development & logistic cost reduction

(7) Possibility of future unrest & protest

(b) Options Available

(1) offer resignation out of guilt for the delays

(2) Disclose reasons for delays and consult seniors / experts

(3) Neglect farmer's / environment issue & expedite process

(4) Increase efficiency of system by taking prudent steps

(c) Option 4 shall be the right course:-

(1) Formulate a committee from all departments and stakeholders,

(5) Environment + Farmer + PWD

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(2) Analyse reasons for delay and inefficiency
   (eg) land acquisition / corruption etc
(3) Create timeline & deadlines < timely compensation, impact assess.
(4) Hire multiple vendors & utilise technology to monitor (eg Satellite survey)
(5) Optimise road construction through realignment (taking farmers, issue, environment into consideration)
(6) Go for public private partnership
(7) Use precast road method for faster construction
(8) Also personal visits by higher authorities

Justification

(1) Committee based decision → objectivity & unbiased; also solve conflicting issue.
(2) Categorise type of problems & utilise expert consultation to solve them

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Candidates must not write on this margin

(1) timeline :- could improve work culture

(2) tech deployment :- efficient monitoring & top down accountability

(3) Personal visits ⇒ help in social feedback & accountability

(4) **Ms Rao is accountable**

Yes (1) As she is the highest authority

(2) She has powers to curb delays & oversee situation

(3) Personal responsibility out of moral principles and conscience

No :- (1) Principle of subsidiarity :- she cannot do alone anything

(2) Multiple stakeholders :- strict timelines are then difficult to follow

(3) She did not do anything wrong explicitly on her own end

However, Ms Rao should take above steps to take part of responsibility and also motivate team for faster functioning

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12. सुश्री शर्मा एक बड़े भारतीय राज्य में स्वास्थ्य और परिवार कल्याण विभाग की निदेशक हैं। यह विभाग स्वास्थ्य नीतियों को लागू करने, सार्वजनिक स्वास्थ्य सुविधाओं का प्रबंधन करने और स्वास्थ्य सेवाओं की डिलीवरी सुनिश्चित करने के लिए जिम्मेदार है। कार्यबल में वरिष्ठ अधिकारी, मध्य-स्तरीय प्रबंधक और अग्रिम पंक्ति के स्वास्थ्य कार्यकर्ता शामिल हैं।

पिछले कुछ महीनों में, सुश्री शर्मा को श्री अरविंद गुप्ता के बारे में कई शिकायतें मिली हैं, जो अपनी आधिकारिक प्रबंधन शैली के लिए जाने जाने वाले एक वरिष्ठ अधिकारी हैं। श्री गुप्ता एक प्रदर्शन-संचालित अधिकारी हैं जो कभी-कभी सार्वजनिक रूप से अधीनस्थों को डांटते हैं और काम करवाने के लिए कर्मचारियों को धमकाते हैं।

ऐसी ही एक शिकायत मध्य-स्तरीय प्रबंधक सुश्री अनीता वर्मा की ओर से आई, जिन्होंने बताया कि श्री गुप्ता ने एक विभागीय बैठक के दौरान सार्वजनिक रूप से उन्हें डांटा था और उनके साथियों के सामने उन्हें "अक्षम" और "बेकार" कहा था। सुश्री वर्मा ने कहा कि इस घटना ने उनके मानसिक स्वास्थ्य और कार्य प्रदर्शन को गंभीर रूप से प्रभावित किया, जिससे उन्हें काफी परेशानी हुई।

अन्य कर्मचारियों ने भी इसी तरह के अनुभव साझा किए। एक कनिष्ठ अधिकारी, श्री रवि कुमार ने एक उदाहरण सुनाया, जहाँ श्री गुप्ता ने एक अवास्तविक कार्यभार को एक निश्चित समय सीमा के भीतर पूरा करने में विफल रहने पर नौकरी से निकाल देने की धमकी दी थी। उन्होंने श्री गुप्ता के व्यवहार को कठोर और अपमानजनक बताया, जिसमें अक्सर गुस्सा और अनुचित आलोचना का भाव होता था, जिससे कार्यस्थल में भय और चिंता का माहौल बन जाता था।

अपने व्यवहार के बावजूद, श्री गुप्ता को उनके असाधारण कार्य प्रदर्शन के लिए जाना जाता है। उन्होंने कई सफल स्वास्थ्य पहलों को लागू करने में महत्वपूर्ण भूमिका निभाई है, जिससे जिलों में स्वास्थ्य सेवा वितरण में काफी सुधार हुआ है। उनकी विशेषज्ञता और समर्पण ने उन्हें विभाग के लिए एक अपरिहार्य संपत्ति बना दिया है, जिससे उनके खिलाफ शिकायतों का समाधान करने का निर्णय जटिल हो गया है।

सुश्री शर्मा को एक कठिन निर्णय लेना पड़ा। वह जानती थी कि उसे सख्त होना होगा, लेकिन वह श्री गुप्ता के खिलाफ कार्रवाई के कारण कार्यप्रवाह में व्यवधान के बारे में भी चिंतित थी।

(a) सुश्री शर्मा के सामने मौजूद मुद्दे और दुविधाएँ क्या हैं?

(b) अपने विभाग में उत्पीड़न और धमकाने की शिकायतों को संबोधित करने में सुश्री शर्मा को किन नैतिक सिद्धांतों द्वारा मार्गदर्शित होना चाहिए?

(c) सरकारी विभागों में उत्पीड़न और धमकाने को रोकने के लिए कौन-सी दीर्घकालिक रणनीतियाँ लागू की जानी चाहिए? ये रणनीतियाँ सम्मान और समावेशिता की संस्कृति को कैसे बढ़ावा दे सकती हैं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Ms. Sharma is the Director of the Department of Health and Family Welfare in a large Indian state. The department is responsible for implementing health policies, managing public health facilities, and ensuring the delivery of healthcare services. The workforce comprises a mix of senior officials, mid-level managers, and frontline health workers.

Over the past few months, Ms. Sharma has received multiple complaints about Mr. Arvind Gupta, a senior official known for his authoritative management style. Mr. Gupta is a performance-driven officer who sometimes publicly berates subordinates and intimidates staff to get work done.

One such complaint came from Ms. Anita Verma, a mid-level manager who reported that Mr. Gupta publicly berated her during a departmental meeting, calling her "incompetent" and "useless" in front of her peers. Ms. Verma stated that this incident severely impacted her mental health and work performance, causing her considerable distress.

Other employees shared similar experiences. Mr. Ravi Kumar, a junior officer, recounted an instance where Mr. Gupta threatened to terminate his employment if he failed to complete an unrealistic workload within a tight deadline. He described Mr. Gupta's behaviour as harsh and demeaning, with frequent outbursts of anger and unwarranted criticism that created a climate of fear and anxiety in the workplace.

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Despite his behaviour, Mr. Gupta is recognized for his exceptional work performance. He has been instrumental in implementing several successful health initiatives, significantly improving healthcare delivery in districts. His expertise and dedication have made him an indispensable asset to the department, complicating the decision to address the complaints against him.

Ms. Sharma had a tough decision to make. She knew she had to be strict, but she was also worried about the workflow disruption that action against Mr. Gupta could cause.

(a) What are the issues and dilemmas that confront Ms. Sharma?

(b) What ethical principles should guide Ms. Sharma in addressing the harassment and bullying complaints in her department?

(c) What long-term strategies should be implemented to prevent harassment and bullying in government departments? How can these strategies promote a culture of respect and inclusivity?

(Answer in 250 words) 20 marks

The case highlights the importance of employee – employer trust based relation for good work culture.

Ethical Issues

(i) Mental Health right violation (Article 21) – dignified life

(ii) May deter work culture

(iii) May retard the work efficiency due to bullying

(iv) Anger and threats → blinds person's ethical & prudent decision making

(v) Employees may raise voice → protest & strikes

(vi) Dillemmas :- - mental health (vii) Gupta's efficiency

– employee trust (viii) work continuity

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- redressal of grievance (vi) health servic efficiency

(i) Issue of long term health security in the district

(ii) Right to balance in work-life of employees under violation

(b) Ethical Principles to guid.

(1) Compassion for team mate

(2) Truthfulness and Confrontation

(3) Non-violence even in words (Gandhiji)

(4) Trust & respect to employees

(5) Balanced approach (madhyam marg)
→ assure efficiency & employee heath

(6) Long term partnership

(7) Empathy towards those bullied and

(8) Courage against Powerful misusing power

(c) Long term strategy

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① Reduce demand supply gap of resource
   (a) high workload on few officer
   → recruit more / reduce vacancy

② Better training of both seniors & juniors
   ↓
   mid service training
   (how to manage a team)

③ Strict punishment for those who bully & incentivise good behavior

④ Measure for team work and reward even genuine failure
   (a) learn from google's work culture

⑤ Respect and dignity of employees shall be prioritised (Tata - trust on employee)

⑥ for efficiency = better work allocation / Risk profiling and utilise e-governance
   Competency framework

⑦ team building & wellness session
   (a) team yoga.

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How these strategies could improve respect & inclusivity

① team work ⇒ based on trust and support of each other
   ⓢ if one employee in severe trouble → others will help

② More people at work ⇒ lesser workload
   - improve efficiency
   - improve mental health

③ well versed senior ⇒ focus on calming mind & overcome anger

④ Training of seniors ⇒ reduce misuse of power and tell about trust based governance

⑤ Improve seniors responsiveness to grievances and issues of employee, too
   To deliver better service quality

Partnership for Goal (SDG17)'s true meaning need to be understood