Next IAS ID: MT24PTML006, GSMAC2404, 17-08-2024 06:05 PM

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

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

Name of Candidate: SIDAQ SINGH Mobile No. [redacted]

Roll No. : PTTP 221552 Start Time 2PM End Time 5:10PM

Date of Examination: 17/08/2024 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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Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
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3	3 .....
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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

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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)

Socrates believed that ethical values are product of reason.

This is because reason guides us to respect other, protect others rights, perform duties etc. As a result Human rights stem from reasons. Rational principles led to formation of ethical standards like

→ Integrity (Bhishma Pitamah)

→ Compassion (Mother Teresa)

→ Effeciency (E. Sreedharan)

→ Impartiality (TN Sheshan)

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However human feeling also have influence on ethical decisions. This is because man has affective component (emotions / feelings) as well.

↳ Telling white lies to console a patient

↳ A thief stealing food to feed his starving children.

↳ Going to war to save citizens (India 1971 war).

However, deontological ethics says some actions should be performed just because they are inherently right, even if they go against our feeling. In the present context, this includes

↳ Respecting LGBT rights even if one feels otherwise

↳ Fraternity even if a person has caste / communal prejudices.

Hence feelings are important but should be guarded by reason & social norms of humanity

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1) B)

Ethics management refers to adherence to ethical values while discharging one's duty.

It ensures commitment to organisational goals and vision, while upholding interests of all stakeholders.

Public officials managing ethics

I). Adhering to organisational values

Eg Responsiveness during weaker section of society [AIS (Conduct) Rules 1968]

II) Following conscience to uphold excellence at work

Eg Officials at Tata groups

III). Leadership plays crucial role in ensuring adherence to ethical values

Eg Delhi Metro under E. Sreedharan

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Issues → Lethargy at workplace
→ Difficulty in fixing accountability
→ Lack of motivation
→ Poor work culture Eg Amazon (hectic work culture)

Benefits of Code of Conduct & Code of ethics

- Set out guidelines and values to be followed
- Standardise conduct
- Set line of accountability
- Promote and encourage positive values
- Improve work culture
- Foster excellence

Along with code of conduct & ethics, following are needed

- Proper and frequent training to improve professional competence
- Motivation at work
- Rewards best performing employee

These would ensure quality & excellence service delivery

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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)

Traditional ethics as promoted by scholars like Aristotle, Locke etc is based on distributive justice which entails distribution of benefits and rewards as per contribution

This is based on idea of fairness - treating equals equally & unequals equally. John Rawls also supported equitable distribution of burden and benefits, along with support for weakest.

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Ethics of care focuses on ensuring well being and promoting care through building emotional bonds and social relationships. Eg Serving people in old age homes, orphanages etc.

In public services, ideal mix of 2 is preferred:

I). Impartiality attained through traditional ethics. Eg Punishing wrong doers without any partiality

II). Fairness: No nepotism, favouritism Eg GeM portal for procurement.

III). Taking care of vulnerable: as per spirit of Parens Patriae Eg Free ration during COVID

IV) Capacity building of weak: Positive justice Eg Skill India Mission

This would ensure transition of bureaucracy from being rule based to role based.

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2.B)

Quality in service delivery means meeting highest standards of service delivery. Quality is crucial so as to ensure customer satisfaction and upholding organisational excellence. Eg Proving drinking water as per quality standards by Jal Board

Components of service quality

I). Availability Eg Presence of ration as FPS shops.

II). Accessibility Eg through e-governance

III) Reliability - providing best standard of delivery.

IV). Assurance: commanding trust of customers.

V) Efficiency: ~~Meeting~~ Getting the best output from input.

VI). ~~Economy~~ Certainty and sustainability

Eg Continuous electricity supply by DISCOMS in Delhi

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Ways and Means (as per 2nd ARC)

(I) Defining the service ~~standards~~ delivery (Citizen Charter)

II). Setting standards to be met

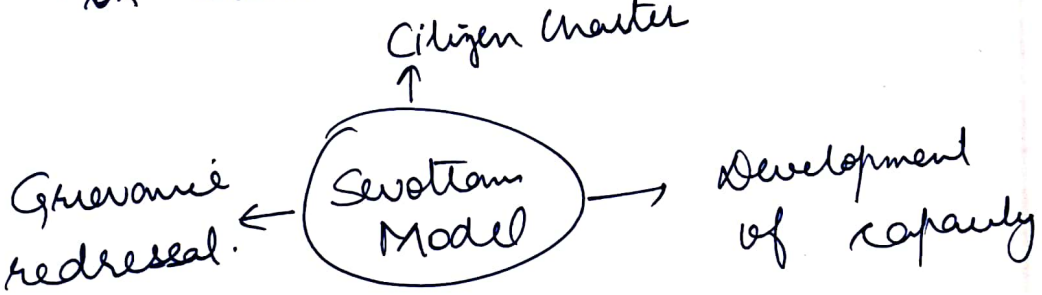
III). Developing capabilities: Physical infrastructure & Human resource.

IV). Performing to meet standards (Innovate to improve effeciency)

V). Monitoring performance

VI) Evaluating to understand gaps.

VII). Continuous improvement based on evaluation



Public Service Bill 2007 should be passed to ensure excellence in service delivery.

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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)

Public service attitude means predisposition to have a favourable outlook towards serving the needs of society.

It involves values like

- Dedication → Empathy & Compassion
- Objectivity → Impartiality
- Integrity → Responsiveness

Attitude biases

I). Possible prejudices against certain communities (like LGBT)

II). Bias in favour of certain traditions & norms (like prevention of women

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entry in some temples)

II). Bias in favour of objectivity over empathy / compassion.

III). Political bias compromising neutrality of public servant.

IV) Superiority complex: Not being responsive to needs of downtrodden.

Overcoming attitude bias

I). Following laws in spirit eg Protection of Civil Liberties Act 1955 to promote interests of SCs etc.

II). Regular training: Behavioural training to dilute biases

III) Visits to orphanes, old age homes etc to envoke empathy.

IV). Following constitutional morality: Liberty, Equality, Justice, Fraternity

V). Gandhi's Talisman: Serving the weakest.

Shedding biasis would change perception from **rusted steel frame** to **trusted steel frame**

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3B)

The above statement by Gandhi reflects the tolerant nature of Gandhi.

Gandhi emphasised on SARVA DHARMA SAMBHAV (All religions lead to same path). Hence irrespective of religion, we all are same. As a result, we should be tolerant of others faith and be guided by value of humanism.

However certain scholars have argued against religion as it goes against moral life, as it

I). creates artificial barriers based on religion (Eg) Crusades

II). Leads to religious strife (Communalism) (Eg) Gujrat Riots 2002

III). Creates hatred: feeling of vengence and contempt against

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other religions

iii) Prevents peace in Europe. (Eg Islamophobia)

iv). Politicisation of religion adds fuel to fire (Paul Brass): Pogroms / Managed riots on basis on religion)

However religion & morality shouldn't be seen as binary, rather they complement each other.

(I) Buddhism - promotes moral values of Karuna (Kindness), Middle Path (Moderation)

(II) Sikhism: Seva (Langer), Kirat Karo (Honest living)

(III) Hinduism: Vasudhaiva Kutumbakam (World is one family)

(IV) Jainism: Ahimsa (Non Violence)

Divine RTs. Theory believes God is the source of morality & his dictates should be followed. However reason is equally important

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

(150 शब्द, 10 अंक)

B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "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)

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Adam Smith gave the concept of 'Economic Man' to highlight that individual should be free to run business with profit orientation.

Importance of solely focusing on profits

(I) Job creation: Providing livelihood to others.

(II) Increasing forex by exports

(III) Increase in tax collection as profitability increase
↓
Gov't ability to spend on social welfare increases

However sole focus on profitability leads to:

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↓ Increased inequality
↓ Selfishness (focus on only oneself)
↓ Increased crimes (unfulfilled desires)
↓ Neglect of biodiversity

Importance of social responsibilities

(I) Corporate citizenship: Duty to uphold interest of society (Kant)

(II) Investing in society (eg- education, health)
↓
Good potential workers/ employees for future.

(III). CSR → Increases Company Credibility → More brand value (eg- Tata grp.)
→ More sales → More profits

(IV) Self realisation (Higher order needs get fulfilled – Maslow)

(V). Religion also promotes social responsibility - Daswand (Sikhism), Zakat (Islam).

So as Henry Ford said,
"A business that makes nothing but profit is a poor business."

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4B).

Indian traditional values influence the social norms and attitude of Indians. Civil Servants not immune from this.

Relevance for public servants

I). Tyaga → giving up personal comfort for public welfare

II). Seva : Service people (Public service delivery) should be the ultimate aim.
→ creates empathy, compassion.

Eg BD Sharma (IAS) known for serving tribal interests

III). Daanam : Charity so as to ensure welfare & alleviate sufferings of poor.

Eg officials of gov. office in Andhra Pradesh donate every month to serve deprived sections.

IV). Damah → Emotional intelligence is crucial to keep one's emotions in check & to motivate others

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Q.5

A.

B.

A.

B.

Eg during riot situations.

Decreased relevance

(I) Charity creates a sense of ~~superiority~~ inferiority among poor. So it should be replaced by capacity building (Amartya Sen)

(II) Instead of Tyaga, focus should be on Golden mean, serving others & fulfilling ones own goals.

(III). Modern governance sees citizens as partners and not subjects requiring Seva & Daan

However, Indian traditional values are important to promote

- Empathy & Compassion
- Autifulness
- Responsibility
- Respect for diversity

This would lead to empathetic & **trust based governance**

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Q5 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)

In ~~a~~ professional life, one has to navigate between different interests (professional, private, social etc) and abide by different sources of authority.

Conflict of interest

① Involves conflict between personal and ~~for~~ professional interest

② Reasons - Individual is supposed to serve multiple interests

Conflict among various sources of authority

① Involves conflict between orders of seniors, and/or laws and/or code of conduct etc

② Individual is expected to fulfill and act by certain codes/laws & follow hierarchy.

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③ Solution: Listening to voice of conscience and trying to strike a golden mean

④ Eg When a friend comes for an interview ~~where~~ in which you are chairperson;

Serving interest of company (Profitability) or environment (environmental stewardship)

③. ~~St~~ Trying to go for harmonious construction between demand of authorities

④ Eg when senior order goes against law like order of illegal property demolition without end of notice period;

when order goes against constitutional morality (eg - order of surveillance violation of privacy

Such events are the test of conscience, ~~courage~~ fortitude and commitment to integrity of a person.

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5B)

Weberian bureaucracy is expected to be rule bound and implement various policies in the framework of law (Weberian cage of Iron rationality)

Issues

I). Conflicting rules and regulations
(Eg) Official Secrets Act V. RTI

II). Ambiguity: Lack of clarity in rules

III). Uncertainty: Frequent changes
(Eg) 3 new criminal laws

Result →
- Risk averse behaviour
- Passive approach
- Minimalist Action
- Fear of action

Need of inner courage

I). Develop strength to navigate complexities by focusing on public welfare (Article 38)

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II). Prioritise duty over fear as it would give satisfaction (Maslow)

III). Courage will propel innovation to strike balance between different paradoxes
Eg Armstrong Pame 100 Km road despite fund crunch.

IV) will enable to adhere to constitutional morality - ensuring social justice

Need of the hour

- Simplification of rules
- Documenting best practices (NITI Aayog)
- Rewarding well performing officers
- Motivation by leaders
- Regular training & capacity building (Mission Karmyogi)

This would ensure transition from regulative bureaucracy focussed on minimum work to developmental bureaucracy

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Q6 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)

6A) The above statement by A. Smith encapsulates the true essence of human nature, which is empathy, selflessness and love.

Empathy is crucial to develop social linkages and relationships which are enduring. Besides this it leads to human welfare. Eg - Mother Teresa & Baba Amte's work for leprosy patients reflects empathy & compassion.

By restricting selfishness, we can look beyond ourselves. This would

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help realise | Self actualization (Maslow) | as serving others gives true happiness- Eg Kailash Satyarthi - Bachpan Bachao Andolan

Contemporary relevance

I). Combatting misery: As problem of refugees, deprivation etc increases, empathy become important

II). Decreasing inequality by donating & charity (philanthropy). This requires selflessness

III). Countering communalism, ethnic violence by love and fraternity
↳ Manipur Violence

IV) Achieving SDGs requires the well off to come forward & support deprived, guided by value of trusteeship.

"The true worth of a society is the worth of people constituting it."
- JS Mill

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6 B).

The above statement conveys that man has power to do enormous good and equal power to create havoc. This is because he has power to do both virtuous acts & vicious acts.

It is widely believed that both God & Satan reside in man. It depends upon our conscience & attitude, who will reflect through our behaviour.

Through good behaviour, one can show virtues like Bezwada Wilson (worked for Safai karamcharis), Alexander Flemming (didn't seek patent on Penicillin). However there are people who were not able to control their vice.

Eg Hitler (hatred against Jews),

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AQ Khan (Greed - Nuclear proliferation)

Contemporary relevance

I). Tolerance can lead to social harmony (Sadhan village) while if people become intolerant, it can lead to riots (North East Delhi riots)

II). Contentment V. Greed: People feel contended by controlling desires (Buddhism), but if greed overpowers, it leads to cyber crimes.

III). Environment can be protected we are guided by value of sustainability (Tulasi Gowda) while rush for growth without sustainability leads to destruction of environment.

Hence Right Vein and Right effort as highlighted by Buddha are crucial to ensure power is exercised rightly.

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6 C).

The above statement by Socrates, reflects the importance of humility.

Only when one is humble, one can learn & grow. This is seen in case of great personalities like Steve Jobs, Elon Musk, Ratan Tata etc who always showed eagerness to learn new things despite having enormous professional competence.

This require self awareness about one's strengthens & weaknesses. Self assessment ensures that one doesn't become proud of one's achievement & remain grounded.

Humility always inspires people to accept ones shortcomings & keep learning. On the other hand, people who are too proud & too

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full of themselves, believe that they know everything. In Plato's words, they reflect people of the cave (Allegory of Cave)

Contemporary relevance

(I) West should not feel its culture is the best. Must learn from east (Spiritualism, Collective living etc)

II). Business should continue to learn best practices from each other.

III). Education institutions should have student & teacher exchange programmes to improve pedagogy.

IV). As technology changes rapidly, it is important to keep learning so as to ensure skills remain relevant with time.

Hence, aptitude is important to learn new things. But what is more important is a humble attitude.

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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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Corporate governance entails protecting the interests of all stakeholders. However in this case, interests of environment and locals seem to be violated.

1). **Ethical Issues & Dilemmas**

I). Economic ethics V. Environmental ethics
- Profitability (launching new product) V. Environmental stewardship violated

II). Letter of law V. Spirit of law
- adhered by compliance V. Violated (threat to environment & local health)

III) Right of health of locals violated

IV) Reputation loss to company in future.

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V). Flaws and ineffeciency in government laws as future threat is not anticipated.

VI). Professional Duty V. Voice of conscience as conscience says wrong being done.

② Options available

Option 1 Let the process continue

Merits	Demerits
→ Profitability will increase	→ Environmentalism violated
→ Will come in good books of management (Future promotion)	→ Health of local jeopardised
	→ Crisis of conscience

Option 2 - Blow the whistle

Merits	Demerits
→ Health of locals saved	→ Can lead to job loss
→ Environmental degradation averted	→ Injustice as company was following law

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Option-3 Talk to management to change manufacturing process

Merits	Demerits
→ Health of locals not jeopardised	→ Management may dodge the issue
→ Environmental protection	→ Can prevent future promotion

③ Course of action

Collect all facts about negative implications on health and environment of waste generated

⇓

Present before management : Convince them to change manufacturing process to uphold ethical & environmental standards & prevent future reputation loss (Dillard Fear Theory)

⇓

If management agrees, then fine, if not, I will blow the whistle so as to force the company to change process under

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public pressure

Reasons →
- Deontology: Duty to uphold ethical standards & environment laws (in spirit)
- Duty towards locals (Right to health)
- Clear conscience - Prevent moral dissonance
- Create deterrence for future.

Preserving environment is crucial because "Nature provide free lunch but only when we control our appetite."

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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।

(250 शब्द, 20 अंक)

Case Study 2:

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

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

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

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

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

(250 words, 20 marks)

The above case is similar to the SABRIMALA JUDGEMENT. Article 25 of constitution gives everybody right to practice religion.

① Administrative Issues

(I) Preserving unrest - Maintaining law & order

(II) Upholding rights of women (Constitutional duty)

(III) Preventing politicians from stoking emotions

Ethical issues

(I) Social Morality V. Constitutional Morality

Customs, Traditions

↓

At 25, At 14 (Right to equality)

(II) Combating patriarchy - discrimination

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against females

III). Listening to voice of conscience (Progressive officer)

243 | Options Available |

(I) Option I : Support temple authorities and prevent women entry.

Merits	Demerits
I) Customs and traditions protected	I). Unrest by female groups.
II). Satisfaction of large section of society	II) Violation of female rights

II). Option II - Support female entry & provide them adequate protection to enter temple

Demerits	Merits ~~Demerits~~
I). Unrest by majority of locals (Law & order issue)	~~I). Safety of women could be in jeopardy~~
II) Social customs violated	~~II~~). I). Women rights upheld
	II) Constitutional morality preserved

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III) Option III - Campaign for harmony & wait for court order

Merits	Demerits
I) Uphold law & order	I). Continued agitation by both sides
II) Justice will be eventually met	II). Violation of women rights till judgement comes.

(3) Course of action. Option III

Start a campaign for harmony- Creation of peace committee with members from both sides

↓

Request political leaders to support initiative

↓

Social Media would be monitored to prevent hate speeches by locals

↓

Wait for court orders

↓

Implemet order in letter & spirit.

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Reasons → Duty to uphold law & order
→ Will promote harmony in society
→ Politicians would be play an important role in ensuring peace
→ Constitutional Morality: Implementing judgement

Citizens should be guided by fundamental duty of Art 51A(e) to end all practices that go against women dignity.

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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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Free and Fair elections are the bed rock of democracy. In this case, the actions of the candidates is violated the fairness of process and safety of personnel.

① **Issues involved**

I). Illegality: Violation of RPA, 1951 (Section - 8) Corrupt practices, Inducements, Use of caste, religion

II) Safety of team: Beaten by goons.

III) Violation of rule of law by goons

IV) Threat to my life: Personal safety.

V) Spirit of election campaigning violated

VI). Chance of ~~flair~~ flaring of people's emotions (Caste / Communal violence)

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(2) Importance of devotion to duty

- Ensuring free & fair elections
- Monitoring malpractices
- ensuring equal level playing field to all candidates (~~Mosat~~ Model Code of Conduct))

However, this should be ensured while ensuring safety of staff as

I). Duty of incharge to ensure safety of subordinates.

II). Balance competing interests of free elections & safety of team.

III). Ensure proper security for the team

IV). Report the matter to the SP and ECI for action

V). ~~Impo~~ Safety is important to keep team motivated & perform duty without fear.

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③. Immediately reporting matter to SP and ECI, so that action is taken against those candidates & their goons

↓

Requesting SP to ensure security of team members

↓

Talking to the team and assuring them of their security

↓

Meeting with all candidates and conveying that any breach of MCC will be dealt strictly.

Reasons for actions →

- Justice: Punishing guilty
- Safety of team is one of the foremost priorities
- Deterrence against future such events
- Staff remains motivated & perform

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duty without fear

→ Stopping malpractices would ensure elections are free & fair.

Use of technology by people like C-Vigil app by people can also assist ECI in countering malpractices. Hence free elections should be conducted like a JAN ANDOLAN ensuring active efforts by ECI, officials & citizenry

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केस स्टडी 4:

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

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

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

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

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

Case Study 4:

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

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

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

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

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

(250 words, 20 marks)

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Avoiding conflict of interest is crucial to ensure integrity and impartiality of the process.

① Conflict of interest as there was personal connection with Mr. Sharma, along with a bond of friendship between my & Mr. Sharma's wife.

Though professionalism and fairness was upheld but perceived conflict of interest was present.

More issues

① Trust-worthiness of the process compromised because of conflict of interest

② Negative for perception: Justice must not be done but seem to be done.

③ Code of ethics and Voice of conscience

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should have been heard.

(V) Mental agony due to compulsory leave

(2) Relevance of impartiality & non partisanship

(I) To uphold credibility of the organisation: Trust of the people strengthens

(II) Efficiency as decisions are based on merit

(III) Economy: Best inputs at minimum cost if awards given fairly.

(IV) Fairness of process ensured.

(V) Meeting the objective of quality service delivery

(VI). Constitutional morality: Justice & Impartiality.

(VII). Ethical use of discretion

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VIII). Optimal resource allocation : Avoiding misutilization of funds.

③ Avoiding the situation

I). ~~More to~~ Recusal from the process would have been best option
(Eg Justice Chandrachud recused from Kunal Kamra case to avoid conflict of interest)

II). A third party could have been recruited to decide the best bidder.

III). More transparency could have been ensured to allay fears of collusion

IV). Recording previous professional association with Mr. Sharma on file could have helped.

V) Avoid developing family / friend relationship with people with whom

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their is professional dealing

As Mr. B.S Shekhawat said that avoiding conflict of interest is crucial to adhere to highest standards of integrity and excellence in administration



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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 ज़्यादा नहीं सोचा।

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

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

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

(250 शब्द, 20 अंक)

Case Study 5:

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

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

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

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

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

(250 words, 20 marks)

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Improving effeciency of government department is the need of the hour. However, a golden mean (Aristotle) should be struck between effeciency and livelihood of existing staff

① **Administrative issues**

- Lack of effeciency of the staff -
  - Probable lax attitude
  - Lack of consultation with team members ~~to~~ before taking decision

Ethical ~~decision~~ issues

- Loss of livelihood due to cutting size
- Demotivation of remaining employees
- Lack of sympathy in HOD
- Mental agony due to disciplinary proceedings.

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2). Yes, it was morally right to write to minister as

- Job security of staff is their right
- Downsizing requires investigation into conduct of staff members which was not done
- Downsizing will further decrease efficiency because of loss of motivation

Issues in approach

- In future, efficiency of department would increase
- Downsizing would sent message of perform or perish leading to increase in efficiency of workforce
- Other options could have been used before writing letter (like Meeting the HOD along with other staff members)

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③ My response

→ I'll accept transfer posting
→ will co-operate with disciplinary proceedings.
→ will convey the reasons which compelled to write letter to the minister.

Options available

(I). Apologise to HoS & request to withdraw proceedings (save from action & mental agony, but this would be against by conscience)

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II). Start a protest against HoS by involving other staff members (Pressure Tactics)

III). Co-operate with proceedings

I will follow Opn 3

Reasons → I will present my view and emphasise on importance

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of job security & keeping the staff motivated

→ Believe in the process that fairness will be ensured

→ Show courage of conviction in the decision taken

→ Right actions leads to right results (Deontology)

However in long run, efficiency of staff needs to be increased by regular training, motivation & documenting best practices.

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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)

~~Once the ball of~~
"Corruption is like a ball of snow. Once it starts rolling, it

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must increase in size" - Calton

Apparently seniors are leading to corruption & misutilization of funds, endangering rural welfare.

1) Ethical Issues

(I) Corruption : Fraudulent invoices & fake beneficiaries

II). Violation of right to work & livelihood of poor

III). Failure of social contract & welfare state (Article 38)

IV). Loss of trust of people on government

V). Moral decline of seniors

VI). Career progression in danger if whistle blown

VII). Crisis of conscience as dilemma between personal interest & welfare

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of people.

② & ③ **Options available**

(I) Status Quo

Merits	Demerits
→ Career progression ensured	→ Vicious cycle of corruption continues
→ Remain in good books of seniors.	→ Welfare of rural people hampered
	→ Trust deficit b/w people & gov.

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II). Seek transfer

Merits	Demerits
→ No effect on career	→ Escapism shows lack of fortitude
	→ Corruption may continue
	→ Moral dissonance in future.

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(II). Order an enquiry

Merits	Demerits
→ Truth will come out	→ Career progression endangered
→ Corruption will end	→ Can lead to stress
→ Punishment (Retributive Justice) to guilty	

③ Course of action (Option - II)

Order an enquiry

↓

Form a committee of officers to look into the audit report.

↓

Ask ~~for~~ public to support inquiry & give evidence if any

↓

Profiling beneficiary list

↓

Strict action would be ~~taken~~ recommended to Secretary, MoRD based on report.

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Reasons for action:

- upholding rule of law
- Duty to ensure proper utilisation of funds
- Fortitude is important to clean system
- Trust in governance will come back
- Deterrence for future created

In long term, I will suggest to the Secretary, mandatory linking of Aadhaar to beneficiary data to solve issue of ghost beneficiary & social audits to infuse accountability into the system

Involvement of people in administration is sine-qua non for good governance

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Space for Rough Work

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