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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

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

Name of Candidate: SWETA Mobile No. [redacted]

Roll No. : 6309676 Start Time 2:00 pm End Time 5:00 pm

Date of Examination: 25/08/24 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 .....
2	2 .....
3	3 .....

MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

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MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

IMPROVEMENT SUGGESTIONS

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Q.1

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

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

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

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

(A)

Feelings being an emotion is a complex interplay of situational, psychological and cognitive factors, that affects our decisions.

Ethical decisions are not purely rational or principled:

(1) Society ethics are dynamic and keeps on changing with evolution of new ideas.

Eg Sati was practiced in 19th century and was irrational practice.

(2) Social heterogenity creates differences in ethics for societies.

Eg The Russia – Ukraine war is unprincipled and irrational.

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Impact of feelings on our ethical decisions:

(1) Feelings persuade individual to cater to her needs & desires.
Eg Divorces, Remarriage.

(2) Feelings help build trust and good interpersonal and international initiatives.
Eg Refugees entering India

(3) They help us prioritize the humanity over right or wrong.
Eg capital Punishment for rape convicts.

(4) They develop sympathy and respect for others and promote mutual understanding.

(5) Feeling may trigger an immediate response to a situation without analysing its repurcussions.
Eg Encounters by police.

(6) Feelings promote actions that may be biased.
Eg personal bonds are valued.

When feelings come into play, the rationality and principles of ethical decisions are often overlooked. It is because humans are product of emotions.

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(B)

Ethics management refers to managing the conduct of people through written or unwritten code. It aims to promote ethical governance in the organisation.

Public officials can manage ethics in the work place by:

1. Annual ethical performance report of the staff members.
2. Identifying deviations in the behaviour and conduct of people.
3. Adopting a robust code of conduct and code of ethics in the organisation.
4. Repetitive promotion of ethical values such as probity, honesty and integrity.
5. Incentivising ethical behaviour and taking punitive measures against disobedience.

Adopting code of conduct and ethics is necessary but not sufficient for managing ethics at workplace.

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Role of code of conduct & Ethics:

1. clearly indicate the values & ethos of organisation.
2. It becomes easier to identify deviations.
3. serves as a communication channel between management and staff members.
4. Promote citizen awareness regarding the objectives of organisation.

In addition to code of conduct & ethics we require:

1. effective system of checks and balances in place.
2. Training all the staff members in the implementation of codes.
3. creating role models at the workplace.
4. Robust Grievance Redressal System.

Ethical management at workplace by public officials increases the credibility and trust of people in the organisation.

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

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

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

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

(A)

Ethics are a set of standards in society that are dynamic. The increase in value of human life fuels a change in the ethical vision of society.

Traditional Ethics:

(1) It aspired to provide the bare minimum to people.
Eg wheat and Rice in PDS.

(2) one way delivery of services from provider to the recipient.

(3) It was process oriented with no proper feedback mechanism.
Eg no help to daughters who are victim of domestic violence.

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Ethics of care:

(1) Here the service provider takes the role of parent.
eg diversifying PDS by adding coarse grains & pulses.

(2) Improving the quality of life of people.
eg Public-Private partnership under Ayushman Bharat.

(3) Proper Grievance Redressal Mechanisms.
eg RTI.

In public service, both traditional ethics and ethics of care are required. Because if traditional ethics ensure supply to people, then ethics of care ensure a quality growth. For example: Under traditional ethics MGNAEGA provided employment to people. whereas ethics of care considers increasing the wages of workers.

"Nation is parent and Governance is the style of parenting". Hence caring for people and providing to them is necessary for ethical governance.

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(B) Quality of service refers to the degree of satisfaction of recipient after service is availed. It can be tangible and intangible as well.

Components of service quality are:

(1) Reliability of customer upon the service provider.
(2) Assurance given by provider of timely delivery.
(3) Tangibles: good quality product
(4) Efficiency: of service provider
(5) Responsiveness: to the grievances of customer.

The quality of service can be ensured in terms of efficiency, economy and effectiveness by:

(1) Adopting a citizen charter improves the efficiency of service. It promotes a fair communication between customer and service provider.

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Space for Rough Work

(2) Digitalisation and use of ICT in service delivery will make it more economical and accessible.
Eg CoWIN portal, DigiLocker, DBT.

(3) A robust feedback and auditing mechanism.
Eg CAG audit of Ayushman Bharat.

(4) Proper channels to vent out the issues of people.
Eg 24×7 Help Desks, RTI.

(5) Integral, Honest and dedicated public officials.
Eg Krishnaunni H, DM of Karur duit in TN, made wifi accessible in hilly region.

The quality of public service delivered is a measure of the trust and respect that organisation has for it's customer. As Gandhi ji said, "A customer is the most important person in our premises".

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

(150 शब्द, 10 अंक)

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

(150 शब्द, 10 अंक)

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

(150 words, 10 marks)

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

(150 words, 10 marks)

(A) Public service attitude refers to the learned enduring predisposition of public servants to respond towards favourable or unfavourable circumstances.

Attitudinal Biases affecting public servants:

(1) field situation in contrast to the attitude of public servant.

Eg A case registered against dowry but public servant is a dowry supporter.

(2) Gender biases.

Eg public servant may not be a supporter of women independence.

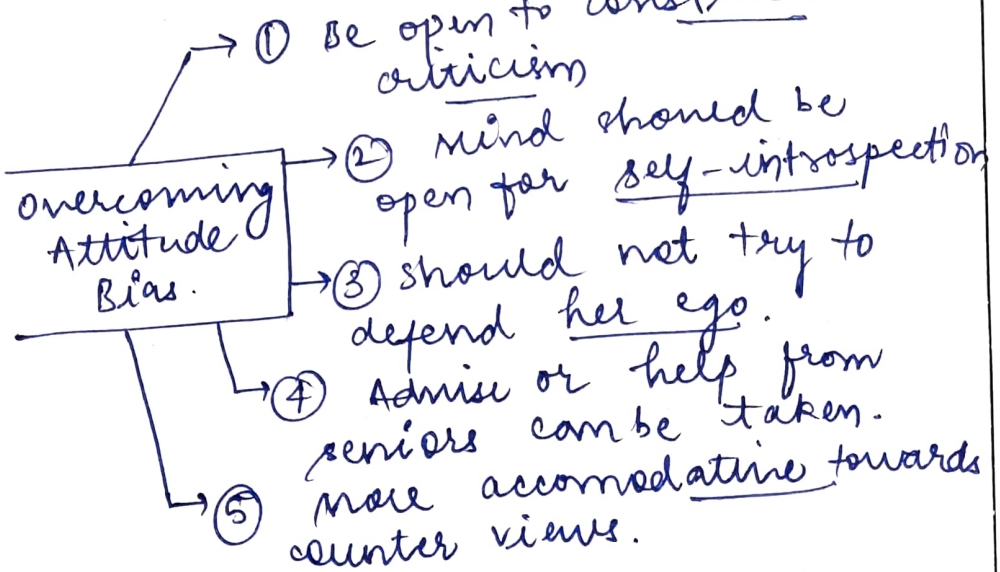
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③ Religion bias
↳ public servant may widen or create friction between people of different religion.

④ Caste bias:
↳ May not be a supporter of social inclusion.
Eg Discrimination against SC/STs at workplace.

⑤ Region bias
↳ Biasness of region such as North Indian or south Indian.
Eg Dislike against use of regional languages at workplace.



A public servant must not be biased. She must value impartiality and uphold the law of land: constitution.

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(B)
Religion is the belief in supernatural being who is the creater of the universe. Multiple religion exists due to multiplicity of views.

By "I am a Moslem; I am a Hindu; I am a christian; I am a Jew" mahatma Gandhi meant that:

1. All religions are the different paths to reach same god.
2. Religions divides aren't strict and a single person can follow multiple religion.
3. The basic tenents of all religions are same though customs and practices may differ.
4. Religion doesn't create divide rather it promotes social cohesion.

Religion harmful to moral life

1. certain religious practices may be immoral.
   eg Sati in 19th century.
2. certain traditions & customs are discriminatory.
   eg women considered polluted during menstruation.

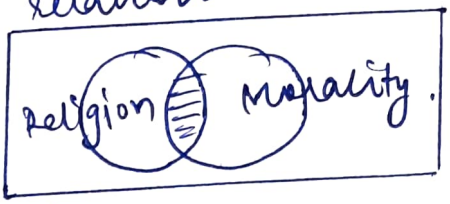
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Religion necessary for moral life

1. Religious customs facilitate togetherness.
2. Provide explanation to the unknown.
3. It gives us sense of right or wrong.
   - eg stories in Ramayana & Mahabharat.
4. Make us more compassionate towards fellow living individuals.

Religion & morality

1. It is true that everything moral may not be compliant to religion and vice-versa.
   - eg Four wives allowed in Islam faith.
2. Religion and its practices must be viewed in light of modernity and logical reasoning
3. The relation between them is



Religion is must to maintain a social order but it must be dynamically stable and organic.

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A. "व्यवसाय की केवल एक ही जिम्मेदारी है, अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता कर रहे हैं? (150 शब्द, 10 अंक)

B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवकों के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं? (150 शब्द, 10 अंक)

A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours? (150 words, 10 marks)

B. Do you think values such as "tyaga," (renunciation) "seva," (service) "daanam," (Charity) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not? (150 words, 10 marks)

(A)

Every business is an economic activity that employs people, manufacture product and generate returns that can be used for welfare of nation.

corporate social responsibility are an effective way of resource utilisation because:

(1) It creates a multiplier effect on social progress.

Eg Investment in health and Education.

(2) It ensures that economic progress exists along with social progress.

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write on this

(3) It minimizes the inequalities in society.
Eg 1% of Indians hold 45% of wealth.

(4) It aids the government in fulfilling its social welfare initiative.
Eg Azim Premji a well known philanthropist.

(5) It fulfils the DPSPs enshrined in Indian constitution.
Eg Art-39(b): to prevent concentration of wealth

(6) It fosters and promote inclusive growth.

(7) It showcases a cultural continuity in India.
Eg In ancient India, shrenis used to donate for temples and caves.

Hence, CSR is a moral obligation that corporations must fulfil. It aims to promote ethical corporate governance. It is said "humans aren't machines to produce return for the investor. Rather money is a tool to produce benefit for humans".

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(B) Indian civilisation and its culture shows a remarkable relevance till date. Its values are revered and practised daily in the country.

Relevance of traditional Indian wisdom in life of public servant

(1) 'tyaga' (renunciation):

↳ It ensures that public servant detaches himself from the situal and cater to all the aspects.

↳ A certain degree of compromise on personal front is required.

Eg Less use of social media or presence on duty when need arises.

↳ As advocated by Kautilya, tyaga of personal comfort is required.

(2) 'seva' (service):

↳ Swami Vivekananda said that service to mankind is service to God.

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↳ service to the needy is the priority of a public servant.
eg IAS officer John Verghese in TN rescued bonded labourers.

(3) 'daanam' (charity)
↳ Tradition Indian epic 'Mahabharat' and 'Daani' Karna.
↳ A public servant must be self-less.
eg IAS officer Nandini Maharaj donated her hairs to a cancer patient.

(4) 'damah' (self control)
↳ self control facilitates better governance.
↳ Maintain decorum and credibility of officer.
↳ Requires high emotional intelligence.

Though with changing times, the definition of 'tyaga', 'seva', 'daanam' and 'damah' has changed, but they are an indispensible part of a public servant's life.

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

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

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

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

(A) Humans as social animals, often faces conflict in their personal and professional life. These conflicts may be because of greed, biasness or desires.

conflict of interest: It occurs when personal interests are in conflict with professional interests.

eg> A public servant colluding with a contractor and awarding him the tender in return for profit. This is quid pro quo.

conflict of authority: It occurs when an individual occupies two ~~places~~ authorities that are in contrast to each other.

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Eg MPLADS scheme : The MPs are given funds to execute certain works in their states. This is conflict between Legislature and executive organs.

These conflicts can be minimised by:

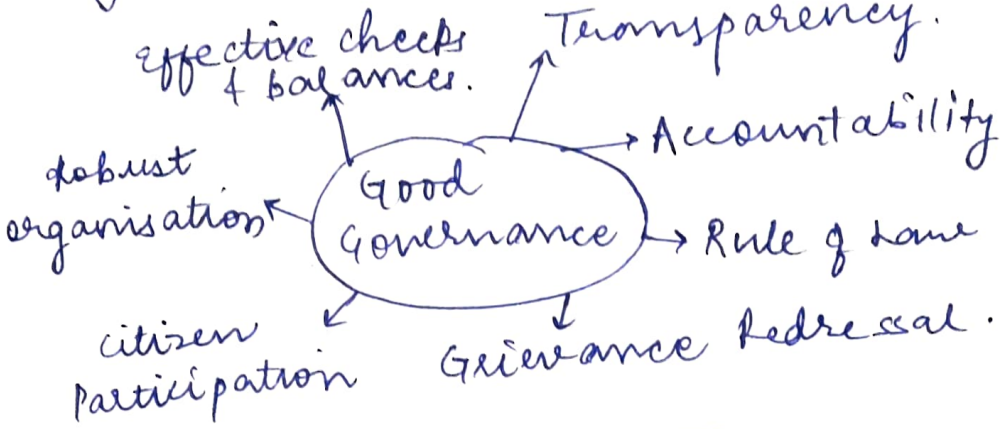
1. checking the arbitrary use of power by officials.
2. promoting probity and integrity.
3. Enabling a code of conduct and code of ethics at workplace.

for effective public service delivery a system of checks & balances is a must. conflicts reduces the efficiency of public officials which impedes with national progress and development.

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(B) Governance is the way a government runs the administration through rules, laws and regulations.



Challenges in Governance

(1) Governance is dynamic and should change with changing environment.

eg Paper-based to ICT.

(2) Non-uniformity across the country due to different political perception.

eg Kerala leads in literacy rates, Assam leads in maternal mortality rates.

(3) Absence of proper records & facts create ambiguity.

eg Beneficiary identification still done on basis of SECC-2011.

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④ objectives and ideals of certain section do not conform with that of government.
eg Underreporting of domestic violence.

Relevance of inner courage

① inner courage compels a public servant to reach the needy.
eg IPS officer Tejasvi Satpute action against hooch makers in Maharashtra.

② it helps public servants to take pro people actions.
eg IAS officer Durga Shakti Nagpal against sand mafia.

③ it helps to dismantle the existing regressive and anti-people structure.

④ it also establishes a system of rule of law.

A public servant is expected to be courageous and not get intimidated. Her actions must always be guided by constitution and Gandhi ji's Talisman.

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

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

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

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

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

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

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

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

(A.)

Humanity is an emotion far from the domain of legal & ethical that merely requires respect, love for other humans.

Adam Smith conveys that if humans learn to sympathize with others and be kind and selfless then humanity will win.

Contemporary Relevance

(1) The quest for material gains have forced people to undermine lives.

eg Russia-Ukraine war and war in west Asia.

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(2) There are several NGOs who are working to bridge the gap between government and people.
eg Pratham NGO, Parivartan.

(3) Respecting and feeling emotions creates strong social bonds and mutual trust.

(4) India in international arena has displayed epitome of humanity.
eg supply of COVID vaccines; wheat to Afghanistan; setting up field hospitals in Ukraine after earthquake.

(5) Humanity is all about interdependence.

(6) It also embodies a sense of respect and love for nature.
eg A fundamental duty in Indian constitution.

As Dalai Lama said, "our prime purpose in life is to help others. And if we can't help them, atleast don't hurt them".

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(B) Power is the ability of an individual to bring certain transformative changes. But it depends upon the individual how to utilise it.

Aristotle conveys that the use of power makes it virtuous or vice. It depends upon the values, and attitude of power holder.

Contemporary Relevance

(1) Certain individuals and organisations use their power to promote benefit of all.
eg India follows Vaisudheva kutumbakam.

(2) Power must be used to bring positive changes.
eg India as a non-aligned country ensured mediation between North Korea and South Korea.

(3) non-utilisation of power gives a sense of guilt and shame.
eg No action by UNSC in Russia-Ukraine war.

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(4) Timely action is important to avoid the avoidables.
Eg No action on part of Bhishma in Mahabharat lead to war.

(5) Power in itself isn't good or bad but it's use is.
Eg sexual Harassment case against WFI chief Brij Bhushan.

(6) Power is used to improve living standard and quality of life of people.
Eg IAS officer Om Prakash and Dantewada transformation.

As Abraham Lincoln has said, "nearly everyman can stand adversity. If you want to test a man's character, give him power". Hence the manner of usage of power determines the character of individual.

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(c)

Socrates has always propound that true wisdom lies in knowing that you know nothing.

It is true as by the fact that human knowledge has boundaries and is documented. But the unknown is limitless. Hence if we know that there are plethora of things we don't know then we are wise.

Contemporary Relevance

(1) It facilitates constant research and development.

Eg small satellite launch vehicle to PSLV to Reusable Launch vehicle.

(2) It always allows a scope for improvement.

Eg Hubble space Telescope replaced by James webb Telescope.

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(3) Quest for more knowledge keeps humans on the move.

(4) The satisfaction and zeal of discovering something new always exists.
eg Every year Nobel Prize is awarded to scientists.

(5) It helps break the glass ceiling.

(6) The more the knowledge acquired, the greater the wisdom is generated.

(7) every new discovery open pathways to millions of possibilities.
eg Gene editing & its application in cancer cure and food crops.

something which is bounded is always negligible when seen with respect to unknown. People must humbly accept the limitations and should try to go beyond them.

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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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Lack of research and innovation in the conventional manufacturing practices holds organisations from making positive environmental impacts.

1. Ethical issues involved are:

(a) Means vs Ends:
Green Tech industries wants to manufacture an ecologically positive product, but the means adopted (though legal) are unethical.

(b) Law vs Ethics
Though the hazardous waste produced is legally complaint, but everything lawful isn't always ethical.

(c) conscience vs organisational ethics
As a compliance officer, my conscience doesn't allow me to support the manufacturing of product. But being an employee I am expected to adhere to Green Tech's work culture.

(d) Profit vs Lives
On one hand is the profit that company can achieve after selling the product. But the lives of

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local community is at stake. Their life should not be taken for granted.

(c) environment vs Development:
Though GreenTech aims to ensure an environmentally sustainable product, but its process in itself is degrading the environment.

2. options available to me:

(a) I should raise the concern with the management of Green Tech Industries.

merits → Being a pro-environment company, the management will sympathize with locals.
→ some additional machines/methods can be adopted.
→ set a good precedent where law and ethics exists parallely.

Demerits → The cost of manufacturing may increase thereby decreasing profits.
→ The management may not comply by my advice since the process is legal.

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(b) I should let the process go on.

Merits → The process is legally complaint.
→ Company will maintain it's status as an eco-friendly one

Demerits → A feeling of guilt by ignoring the voice of conscience.
→ May set bad precedent
→ Law and ethics will be in conflict.

3. My choice:

As a compliance officer at Green Tech Industries, I will choose to raise the concern with the top management. I am sure that people who have a soft corner for environment will understand the heat of the situation.

An environmentally sensitive and eco-friendly company is one which follows the law at each and every step. Being a compliance officer, I will assure the officials to find out creative and new methods of manufacturing the same product.

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the research may take time and some expenses may increase for the company, but the trust and credibility that GreenTech will acquire eventually will be unparalleled.

To uphold law is the duty of individual and organisations, whereas to promote ethical conduct is a moral obligation. It is said "humans aren't tools to produce returns for the investor, rather money is a tool to produce benefit for humans". Laws, Rules and Regulations prescribe the bare minimum. Whenever opportunity arises, one should try to take a leap forward pushing the boundaries. Everything lawful may not always be ethical. But law and ethics can be made do conform to each other.

My actions are justified by Gandhi ji's Talisman. Though within legal standards, but hazardous waste is life threatening for locals and each life is precious.

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केस स्टडी 2:

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

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 2:

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

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

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

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

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

women throughout history has been an easy victim to all kinds of violence, discrimination and injustice. The fight for gender-equality is still ongoing.

1. Administrative and Ethical issues.

(a) Constitutional Law vs Religious practices:

Article-14 of constitution provides right to equality but certain religious customs promote gender-based discrimination.

(b) Means vs Ends:

Though Indian constitution allows Right to freedom of Religion, but the means used to enjoy it are non-inclusive and discriminatory.

(c) Conscience vs Social Customs:

As a district collector, I do not support such exclusion of women. But forcing my opinions upon people can invite religious unrest.

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Candidates write on this

(d) Independence vs Traditions:
Though women are free, but everywhere they are in chains. The real independence for women is yet to come.

(e) Logical Thinking vs Blind faith
The Renaissance period in India promoted logical reasoning and modernity. excluding women from religious ritual because of long tradition is illogical.

d. Options available to me:

(a) Let the old tradition be followed.

(b) Promote dialogue between group of women and temple authorities.

(c) Increase awareness among women about their course of action.

3.

(a). Let the old tradition be followed.

Merit: → No religious unrest in the district.
↳ No politicisation of religion.

Demerits → conflict of conscience.
↳ undermining the constitutional ideals.

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(b) Dialogue between women group and local authorities.

merits: → Effective forum to discuss & question old customs.
↳ Both may arrive at a final conclusion.

demerits → Rigidity of old traditional practices.
↳ No legal protection to the conclusion.

(c) Awareness among women:

merits: → women can go through a judicial process for their rights.
↳ sets a good precedent.
↳ Judgements of Hon'ble courts are respected throughout country.

demerits → Judicial intervention may please up protests in district.
↳ A behavioural change is difficult to achieve.

My course of action:
As the District collector, I will first try to promote dialogue among women, temple authorities and local communities.

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Candidates write on this

An effective communication can be helpful to dispel old customs. If they fail to reach a conclusion to the satisfaction of both parties, then I would advise women to go through a legal route peacefully.

Supreme court in Sabrimala Case restored the right of women to enter the temple. similar method in this case can be helpful. We have seen generations to generations rules being dictated for women. But with the advent of constitution and Democracy, women are more aware and vocal for their rights. women constitute almost 50% of India's population, but their representation in Parliament is at 15%. Still the laws for women are framed by men. Hence women need to question, arise and occupy their rightful place. As mary Wollstonecraft says, "I do not want women to have more power over men, but themselves".

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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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Criminalisation of Politics as a major electoral issue as mentioned in 2nd ARC report. this a serious threat to our legislative and constitutional set up.

1. Ethical Issues

(a) Means vs Ends:

The means of money, muscle power and religious dynamics used by candidates to get elected are against the Model code of conduct. These unfair means will not result in a fruitful end.

(b) personal safety vs National security

Threatening calls and bedtime the videographer puts me and my staff in danger. But if incident go unreported, then entire Assembly people will be at risk.

(c) Electoral conduct of India: If such people and their misuse of power isn't reported, then questions would be raised on Democracy in India and also on Election Commission of India.

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(d) Law making: If elected, these candidates will make laws for the assembly. Since they themselves have unethical and immoral conduct, the laws they make will be unsubstantial.

(e) Life vs Nation: For the safety and security of nation, life can be put at stake. The Armed forces in India follow the motto of Nation before self.

2. Devotion to duty is a prerequisite for professional and organisational efficiency.

Merits of devotion to duty at cost of personal safety of staff.

↳ uphold the Immanuel Kant doctrine of CATEGORICAL IMPERIATIVE.

↳ Sets a good precedent and promotes a cadre of dedicated officers.

↳ It starts a virtuous cycle and establishes the rule of law.

Eg IAS officer Anil Swarup action against coal Mafias.

↳ No action in fear or favour.

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Demerits of devotion to duty at cost of personal safety.

↳ The safety of staff is compromised.
↳ It highlights the rigidity of the duty.
↳ It undermines the precious life of staff.
↳ It sets a bad-precedent and showcases a poor work cultures.
↳ staff members in future will work for their safety at all costs.
Eg Insider Trading.

However, as guided by the 'Madhyam Marg' principle of Buddha, it is possible to disclose the videos of candidates & and also ensuring the safety of staff. If the members feel safe and secure them they will work together as a unit. They will not act in fear or favour of any candidate. Impartiality is the most important doctrine in the life of a public servant. Gandhi ji also fought a non-violent battle - civil disobedience Movement - in South Africa.

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3. since I am in possession of the videos, I will raise the matter with the chief electoral officer of the state in person.
I will demand extra safety and security for my staff members in the form of police force. I will convince the officers to take actions with immediate effect so that the candidates are tried under due process of law.

cornering votes on caste and communal lines create polarisation in society and negates social cohesion and 'sulh-e-kul'. As Plato puts it rightly, "the heaviest penalty for declining to rule is to be ruled by someone inferior".

Hence we must never be afraid of taking charge of the situation and repair the roof before it rains.
This will increase the credibility of Election commission and it's strong backing will motivate the staff to go that extra mile

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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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there are personal and professional boundaries in a relationship. This case presents the dilemma in balancing personal and professional conduct at workplace.

- Stakeholders
  - My reputation
  - Mr. Sharma.
  - Mr Patel.
  - Smart city Project.

1. The above case doesn't involves a conflict of interest on my part.

Mr. Sharma.
- An applicant for tenders.
- Has equal opportunity to apply at all places where tenders are invited.
- It is a matter of fact that among all tenders, his tender is most competitive.
- Being my neighbour doesn't prove or ensure my collusion.
- He is a good supplier as has been proved from his previous work in PSU.

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Me as Head of Procurement

↳ earned a reputation for tender drafting through hardwork.
↳ strictly maintaining professional boundaries
↳ Analyzed all tenders and then reached a conclusion.

Mr. Patel

↳ A competitor of Mr. Sharma.
↳ Trying to get the tender by false accusations.
↳ promoting a vicious cycle and unhealthy competition.

Hence, the case presents a situation between two competitors where one (Mr Sharma) tries to win it on merit and Mr. Patel tries to avail the tender by false accusations. Since all the details of applicants are in public, my professional integrity cannot be questioned

d.

Impartiality: when a person delivers service without any fear or favour or any discrimination then it is called impartial delivery of service.

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Relevance of Impartiality:

(1) It ensures that all the beneficiaries are treated equally.
(eg) Public distribution system.

(2) It enhances the credibility of the organisation.

(3) It upholds constitutional ideals & morals. (eg) equality & Justice.

(4) It promotes a positive work culture.

Non-partisanship: when a professional executes his/her work irrespective of influence of any party.

Relevance of Non-partisanship:

(1) It promotes the continuity of social-welfare schemes & programmes (eg) MGNREGA since 2005.

(2) It ensures that professionals are party neutral but not programme neutral.

(3) It promotes a pro-people culture rather than pro-party culture.

Hence impartiality and Non-Partisanship are two indispensible qualities for a professional.

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3. Avoiding unpleasant situation

(a) ~~Maintained~~ Maintained more strict professional relations with Mr. Sharma.

(b) Since transparency exists in the tenders, Department seniors will themselves find the truth.

(c) The contact between mine and Mr. Sharma's spouse could be restricted.

But I have always maintained professional integrity, I do not need to fear. I have ensured openness in my work that will always be my credibility. Mr. Sharma is a meritorious vendor and multiple engagements with him doesn't imply collusion. When the conduct is ethical and legal then what follows is good governance.

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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 लोगों का स्टाफ था, और यह एक मिश्रित समूह था; जिनमे कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के कगार पर थे। कुल मिलाकर, स्टाफ बहुत कुशल नहीं था, लेकिन किसी तरह उन्होंने अपना काम चलाया। एक बैठक में, विभाग के प्रमुख ने लागत में कटौती के उपाय के रूप में आपके कर्मचारियों की नौकरियों की आउटसोर्सिंग का उल्लेख किया। लेकिन कोई गंभीर विचार-विमर्श नहीं हुआ, इसलिए आपने इसके बारे में ज्यादा नहीं सोचा।

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

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

1. उपरोक्त मामले में शामिल प्रशासनिक और नैतिक मुद्दों पर चर्चा कीजिए।
2. क्या आपको लगता है कि मंत्री को पत्र लिखना आपकी ओर से नैतिक रूप से सही था? औचित्य सिद्ध कीजिए।
3. आपके विरुद्ध शुरू की गई कार्रवाई पर आप कैसे प्रतिक्रिया देंगे? उपलब्ध विकल्पों पर चर्चा करें और आपके द्वारा चुनी गई कार्यवाही को उचित ठहराएँ। (250 शब्द, 20 अंक)

Case Study 5:

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

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

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

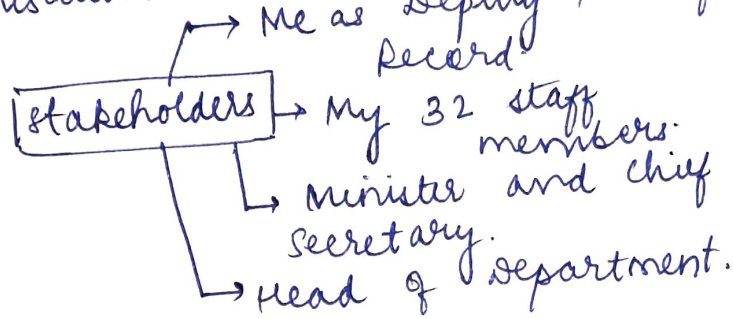
You sought a meeting with your Head to discuss the ramifications of the new order, specifically the downsizing part. Your Head was very emphatic about the whole process and seemed to be least concerned with people losing their livelihood. Disappointed, you got back to your office thinking of ways of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

1. Discuss the administrative and ethical issues involved in the above case.
2. Do you think it was morally right on your part to write to the minister? Justify
3. How will you respond to the action initiated against you? Discuss the available options and justify your selected course of action. (250 words, 20 marks)

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Candidates write on this

Professional efficiency of employees is of utmost importance when it comes to the growth of an organisation.



1. Administrative Issues.

(a) Disobedience of Seniors: I, as Deputy Head of Record did not obey the orders of my senior and wrote to the Minister and chief secretary without much deliberation.

(b) Inefficiency of staff: The staff is quite inefficient and just manages to do their work. It is a dilemma between livelihoods and organisation effectiveness.

(c) Financial constraints: The financial issues at statistical department makes cost cutting and outsourcing the need of hour.

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Ethical Issues

(a) Means vs Ends: Any organisation must be deontologically sound. Though I want to safeguard the livelihood of people, but the practice of disobedience will set a bad precedence.

(b) organisation vs individual: on one hand is the robustness & finances of statistical department and on the other are loss of livelihood.

(c) Short-term benefits vs long-term benefits.
By saving the livelihoods, in the long term the work culture is compromised. The financial crunch will be harder to balance.

Q. No. I don't think it was morally right on my part to write to minister because:

(a) There was still a scope of deliberation with the Head of department.

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Candidates write on

(b) It displays utter disobedience on my part for my senior.
(c) The cost-cutting is a serious issue to handle in department.
(d) This creates a negative perception of me and my Head of department.
(e) It portrays a weak and poor work culture.

I should have tried to convince my Head. As Ratan Tata said, "If you want to walk fast, walk alone. But if you want to walk far, walk together."

3. options available

(a) Apologise for my conduct to the Head.

Merits → Acceptance of mistake
→ Dispute resolution through dialogue.
→ Mutual trust and respect.

Demerits → Follow the old order of downsizing if Head not convinced.
→ Increased cost if downsizing is not done.

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(6) To not apologise and take a firm stand.

Merit → Transfer is done and my ethical dilemma resolved.

Demerit → sets a slippery slope.
↳ lifelong guilt as discussion could have bore some fruits.

My course of action.

I will apologise to my Head and request a discussion on the matter. I will not crib about the problem but offer him the solutions.

A Training programme can be conducted for staff members to motivate them and enthuse a new spirit. Annual performance Report can be checked and those who have constantly underperformed can be give a warning.

If efficiency is increased, then more tasks can be completed in limited time, thereby generating profits. It is said, "No one is born as a leader but is made so". So everything can be learned and we must be ready to re-learn and un-learn.

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केस स्टडी 6:

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

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

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

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

Case Study 6:

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

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

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

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

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The above case represents a situation of collusive corruption that exists at higher rungs in the government.

Stakeholders → Me and my career
→ MGNREGA beneficiaries.
→ senior corrupt officials.

1. Ethical Issues

(a) Rights vs Duties: The MGNREGA workers are performing the duties assigned to them, but they are robbed of their right to allowance.

(b) Individual vs collective welfare: The senior greedy officials are considered with the luxury of their own life. They are not concerned about the inclusive development and hard work of workers.

(c) personal vs Social welfare: My personal career growth is jeopardised if the social welfare of rural workers is promoted.

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Candidates write on the

(d) conflict of conscience: My conscience doesn't allow me to be a mere spectator to the whole scenario.

(e) Vicious corruption cycle: would pervade in the system if not catered to. The rightful recipients will bear the burnt of it.

2. options available to me:

(a) To stay silent and let the situation be.

(b) Take action against the corrupt officials.

(c) To resign in protest.

3. Options

(a) Stay silent and let the situation be:

merit: → My career isn't jeopardised.
→ In the good books of politicians and senior officers.

demerits: → A vicious corruption cycle continues.
→ Rights of poor compromised.
→ Morally and ethically wrong decision will create guilt.

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(b) Take action against corrupt officials.

Merit: → No guilt throughout life.
→ sets a good precedent for corrupt officials.
→ the rightful owners get their due share.
→ Principle of impartiality and transparency upholded.

Demerits: → My career is jeopardised.
→ life threats and may be suspension.

(c) To resign in protest.

Merit: → The corruption scene is evaded.
→ No friction with seniors and politicians.

Demerits: → No improvement in the situation of MGNREGA workers.
→ corruption still ongoing and threat to transparency and accountability.
→ My perception of me as a person who is afraid of adversity.

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Candidates must write on this

My course of action:

I will report the matter to the concerned authorities. I will follow the Utilitarianism principle and will prioritise the welfare of others over my own welfare.

I will not be afraid of my career jeopardisation. I cannot be any spectator like BHISHMA from epic Mahabharat. He had the capability to control the matter but he didn't. And this led to a bloody bath at Kurukshetra.

It is believed that the roof must be repaired before the rain. So this corruption must be controlled otherwise it will digest the foundation of our democratic system and jeopardise the trust and credibility of people in government.

7 NOLAN principles are the guiding light of a public servant. And ~~wea~~ wealth without work is a sin among 7 sins by Gandhi ji.