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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2408 **Test No. : 08**

Name of Candidate: SWETA Mobile No. [redacted]

Roll No. : 6309676 Start Time 8:00 pm End Time 11:00 pm

Date of Examination: 28/08/24 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	
TOTAL MARKS - 100		

Q. No.	Maximum Marks	Marks Obtained
6.(a)	10	
6.(b)	10	
6.(c)	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
TOTAL MARKS - 150		

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

GENERAL INSTRUCTIONS

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

सामान्य निर्देश

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

REMARKS: .....

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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

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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खण्ड–A / Section–A

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

The constancy of battle between public and personal life of a public servant creates inherent tension and dissatisfaction.

The inherent issues that arise as a result of it are:

(1) Emotional disturbance at work and bad inter-personal or professional relations.

Eg: SDMs committed suicide for denial of leave.

(2) Monotonicity in life creates boredom and hinders the creativity and creative thinking.

(3) Mental and physical detachment affects the efficiency and quality of work done.

Eg: faster disposal of grievances without adequate hearing.

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To effectively navigate between personal inclinations and professional obligations, a public servant must:

(1) Learn the art of BALANCING different aspects of life.
   Eg Social Media along with work.

(2) Though official duties becomes priority at times (Immanuel Kant), personal life should be addressed too.
   Eg Election Duty.

(3) Clear demarcation of boundaries of personal and professional lines.

(4) personal interests should not contradict professional duties.
   Eg No favouratism while awarding contracts / tenders.

(5) Learn the Emotional Quotient maintenance.

As Plato advocated for EUDAIMONIA - ethics of happiness, public servants must learn this art to get remarkable outcome in personal and professional front.

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(b) "विचार, वैश्विक स्तर पर एक मजबूत सार्वजनिक सेवा ढांचे (फ्रेमवर्क) की आधारशिला हैं।" इस कथन के संदर्भ में, उस एक दार्शनिक के विचारों पर चर्चा कीजिए जिनके विचारों को आप भारत में सिविल सेवाओं के लिए सर्वाधिक प्रासंगिक मानते हैं। (150 शब्दों में उत्तर दीजिए) 10 अंक

"Ideas are the cornerstone of a strong public service framework globally." In the context of this statement, discuss the ideas of a philosopher whose ideas you believe are most pertinent to the civil services in India. (Answer in 150 words) 10 Marks

An idea is a cognitive construct which arises as a response to certain problems / obstacles that exists around.

Ideas of Mahatama Gandhi have transformed Indian society time and again. He has always advocated that, "My life is my message".

Ideas of Mahatama Gandhi:

(1) Non-violence: As idea of non-violence / civil disobedience movement transformed freedom struggle in India and South Africa, civil servants must be non-violent. Eg IPS officer Tejaswi Satpute in Maha.

(2) Truth: Gandhi ji always promoted a life lived by truth. A civil servant must be truthful and transparent.

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(3) Talisman : The talisman of Gandhi ji acts as a guide in case of dilemma in service.

Eg IAS officer Dr John Verghese in TN rescued Bonded Labourers.

(4) Trusteeship : It called for reducing the inequality in society and promote inclusivity.

Eg corporate social Responsibility in India ; Digitalisation and DBT.

(5) Affectionate and Kind : A public servant must be sympathic to the problems of society.

Eg IAS officer Chanchal Rana in Orissa and Project sureekruti for employment to transgenders.

Gandhi didn't envisaged a pyramidal structure for Indian society. Following on his ideas, we must aim for a fair and egalitarian society.

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

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

As Aristotle has said, "Nearly every man can stand adversity. If you want to test a man's character give him power".

The relation between power and public service is two faced. At times power conflicts with public service as:

(1) Individual interests and inclinations dominates social welfare.
eg Exam paper leaks in UPPSC.

(2) Sympathy for grievances of public is reduced.
eg 200cr recovered during raids by ED.

(3) Likeliness for power increases tendency to hold it for long.
eg money spurged during elections.

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However, power also complements public service as:

(1) when the power comes from an individual who is ethically sound.
   eg IAS officer Ashok Khemka.

(2) It aids in inclusive growth.
   eg Anupama Joshi, retd IAF officer fought for permanent commission for women.

(3) when power is exercised for social welfare.

(4) The source and objectives of power are constitutionally determined.
   eg ECI and CAG.

(5) Arbitrariness in power is reduced and accountability is ensured.

It is said that power corrupts and absolute power corrupts absolutely. Therefore power must be followed by an effective system of checks and balances.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

The values of public servant are amalgamation of 'human values' and 'public service values'. These values share a relation in professional domain.

Human values in conflict with Public service values

(1) Personal beliefs and attitude is in contrast to public service values.
eg Likeness for certain religious group.

(2) A greedy human will transform into a greedy public servant.
eg Quid-pro quo tenders.

(3) A gender-biased human.
eg Delay in scheme implementation for women development.

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Human values complements public service values.

(1) Sympathic human will transform into an effective public servant.
eg Soft policing by IPS Tejaswi Satpute in Maharashtra.

(2) A disciplined human will ensure timely delivery of public service.
eg schemes like PM-WANI.

(3) A welfare centric human will promote impartiality at work place.

(4) An honest human will ensure a transparent conduct as public servant.
eg IAS officer Ashok Khemka.

Therefore human values held by an individual influence his conduct as a public servant because personal beliefs and professional obligations are not mutually exclusive

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

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

In Mahabharata, the decision of Bhishma to not take lead, led Duryodan to continue his misconduct thereby leading to the great war.

Civil society including good individuals can play an immense role in curbing corruption and official misconduct, as:

(1) It holds the government accountable.
Eg Mazdoor Kisan Shakti Sangathan and evolution of RTI.

(2) Civil society exposes the loopholes in the schemes and government programs.
Eg Parivartan NGO in Delhi and PDS issues.

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(3) civil society as a third party provides a feedback to government about it's program.

eg ASER by Pratham NGO.

(4) They ensure that harmony be maintained among nature and humans.

eg WWF - India.

(5) civil society have the power of unity and collective voice.

(6) They bridge the gap between the government and people.

eg NGOs for elderly care, animal care.



As Plato said, "The heaviest penalty for declining to rule is to be ruled by someone inferior". So good individuals must not be complacent and advocate their stand.

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

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

Emotions are a complex interplay of cognitive, psychological and situational factors.

certain situations in life and some experiences have supported the idea that women are 'more emotional' as:

(1) women display their emotions better.
eg Vinesh Phogat cried after disqualified from Paris olympics

(2) Upbringing stereotypes.
eg women can cry but men don't cry.

(3) Prejudice that the relationships work (sail or sink) because of women.
eg women not reporting domestic violence.

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But women have time and again reaffirmed their emotional strength and upholding of rules.

(1) Women occupying more leadership roles and upholding rule of law.
   eg Impartial public servant
(2) Not acting in fear or favour.
(3) Dismantling old stereotypes.
   eg Initiating divorce proceedings.
(4) Becoming mentally & professionally strong.
   eg Pakistani motivational speaker Numba Nazari.
(5) Valuing rules and upholding them.
   eg PM Indira Gandhi and 1971 India – PAK war.

Therefore, women have better emotional quotient and environ tendency. Stereotypes of women are less intrinsic and more socially forced. Real feminist ethics would develop when women grow independent of influence of men and society.

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

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

(Answer in 150 words) 10 Marks

Ethics and law share an off and on relationship which is mostly situational.

Conflicts between legal and ethical directives arise when:

(1) Any law is not dynamic and has not evolved.
   eg Homosexuality.

(2) When law is silent on certain matters and the judicial recourse not available.
   eg Marital Rape

(3) When something considered unethical in society but is legally justified.
   eg Live-in relationships.

(4) Difference between ethical evolution of society and legal evolution.
   eg Inter-caste marriages.

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Handling of conflict between legal and ethical directives

(1) If legal and ethical directive are in coherence, then it is just.
Eg Punishment for criminals.

(2) If legal directive is constitutionally inclined and ethical is not.
Eg Inter-caste marriages.
↳ Here public servant must enforce law.
↳ Social sensitization can be done

(3) When ethical directive is constitutionally inclined but legal is not.
Eg Marital Rape should be an offence.
↳ Social sensitization and awareness can be done.
↳ Judicial recourse can be taken for change in law.

As Plato said, "A society that has ethics doesn't require law". Ethics and law must complement each other and evolve in a similar manner.

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(b) सिविल सेवकों के नैतिक मूल्यों को आकार देने में परिवार और शैक्षणिक संस्थानों की भूमिका का आलोचनात्मक मूल्यांकन कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically evaluate the role of family and educational institutions in shaping ethical values among civil servants. (Answer in 150 words) 10 Marks

family and educational institution as said by philosophers such as Plato, play a huge role in ethical development of a human.

Role of Family

(1) First social institution to which a child is exposed to.

(2) Child learns the inter-personal relations.
eg co-operation in household chores.

(3) A child learn the value of interdependence from the family.
eg caring for ill person.

(4) Learns the values of honesty and trust.

(5) Development of feelings such as empathy, kindness.

(6) Learns discipline and obedience.

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Role of Educational Institution

(1) widens the domain of knowledge of child.
eg subjects such as EVS, History.

(2) learns the art of classifying right and wrong actions.

(3) developing the art of strengthening social bonds.
eg Friendships.

(4) the values of hard work and discipline.

(5) introducing society with its all facets.

(6) Promoting academic dialogues and debates to ensure free flow of ideas.

A civil servant develops the basic character features at school, family and other educational institution. They ensure holistic development of individual.

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

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

The Directive Principles of State Policy aims to promote socio-economic development of weaker sections of society.

civil servants can ensure the moral implementation of DPSPs in their actions. They can develop a positive attitude towards weaker section by:

(1) Discarding the traditional stereotypes about the weaker sections.
   eg > Inter-caste marriages by civil servants.

(2) Promote a culture of inclusivity at workplace.

(3) Impartial conduct without any discrimination based on caste, gender or religion.
   eg > IAS officer Chanchal Rana in Orissa started employment opportunities for transgenders.

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(4) To follow the principles of equality and equity.
eg IAS Harichandana Dasari in Telangana started 'Toilet on wheels' for women.

(5) Be guided by constitutional values and Gandhiji's Talisman in case of any ethical dilemma.

(6) strict enforcement of Laws.
eg Protection of SC/ST Act, Domestic Violence (Prohibition) Act.

(7) Development and accessibility to necessary infrastructure.
eg Sugamya Bharat Abhiyaan, Rights of Persons with Disabilities Act, 2016.

A civil servant must ensure a just society. As Plato says, "Justice in life and conduct of a state is possible only as first it resides in hearts of some of citizens".

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

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

corporate governance is the manner in which the business of corporate entities is carried out to ensure welfare of business and also social welfare.

Insufficiency of external and internal regulations.

(1) Every action of staff members is difficult to monitor.
eg Insider Trading

(2) Personal interest at times promote corporate malpractices.
eg Former CEO of ICICI Bank - Chanda Kochhar gave loan to her husband's company.

(3) Harnessing the loopholes in the existing system.
eg PayTm

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Hence, whistleblowing must be promoted and whistleblowers must be protected because:

(1) They expose/report any doubtful act.

(2) Help control financial fraud.
eg Scam of 1992 by Harshad Mehta.

(3) They create a deterrant effect in the organisation.
eg Whistleblower Protection Act.

(4) They ensure that an organisation functions systematically in accordance with ethics.

(5) They increase the credibility of an organisation and boosts national economic growth.

It is necessary that businesses must be ethically sound to ensure their smooth functioning.

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

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

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

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

Morals are the individual beliefs that guide their actions and behaviour.

Locke conveys that morality of an action is questioned in the court of law and in the court of conscience as well.

Contemporary Relevance

(1) The practice of 'Sati' was immoral in the court of conscience and also in the court of law. Therefore the Regulation of Sati Act of 1829 was enacted.

(2) In a democratic set up an immoral act in inward court can be taken to the court of law.

Eg Supreme court in Sabarimala case allowed temple entry for women.

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(3) Moral actions are inherently positive in nature. Therefore they are justified in both courts.
eg illegal felling of trees and TN Godavarman case in 1996

(4) moral actions are based on inherent foundational values.
eg intercaste marriages under special Marriage Act 1954

But there are some exceptional situations where the quote fails to be relevant.

(1) Live-in relationship may be moral but many states didn't gave it legal sanction.

(2) Marital rape is immoral but no legal recourse.

The jurisdiction of civil court upon moral actions is subject to the existence of law. But certainly moral actions lies in court of magistrate and conscience

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

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

Ethical governance is ensured when people acts responsibly and values the basic tenents of virtue ethics.

Plato conveys that it is the nature of people that determines their conduct of law.

Contemporary Relevance

(1) To help people in need is a basic act of kindness.
eg Helping accident victim on road.

(2) A person true to ideals will always act responsibly.
eg A teacher working on learning outcomes of his student.

(3) ensuring connectivity & co-operation
eg Helping classmate to understand subjects.

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④ Uphold the ethos.
eg Ratan Tata, an industrialist

⑤ Bad people prioritise their personal interests.

⑥ Bad people see law as an impediment and identify loopholes.
eg Nirav Modi and SBI scam.

⑦ Bad people are not concerned with social welfare.

⑧ They value economics over ethics.

⑨ Good people act responsibly irrespective of existence of law.
eg wearing helmets and Motor Vehicle Act.

Hence as Ambedkar says, "However good a law may be, if those implementing it are bad, it will prove to be bad. And however bad a law may be, if those implementing it are good it will be good!!

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Personal and professional work spaces are different in terms of attitude and values required.

Contemporary Relevance:

A sense of duty is useful in professional work as:

1. It ensures efficiency & dedication in work.
2. Duty at times is performed irrespective of personal emotions as by Immanuel Kant.
3. Values of impartiality and endurance of different attitudes are required at work.
4. work is done by a certain degree of detachment.
   eg Frequent transfers.
5. A degree of professionalism is followed at work.

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However, a sense of duty is offensive in personal relations because:

(1) Personal bondings cannot be made as a matter of duty.
   eg husband-wife.

(2) In personal relations there is free flow of emotions.

(3) Duty bound personal relations are full of friction.

(4) partiality exists when an individual is in his personal space.

(5) There is no endurance in a personal relation and no targets to be achieved.

Hence balancing the personal and professional interests is an indispensible task in life of every individual.

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खण्ड–B / Section–B

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

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

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

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

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

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

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

(c) आपको क्या लगता है कि नशे में धुत ड्राइवर की व्यक्तिगत जिम्मेदारी पर ध्यान केंद्रित करना अधिक नैतिक है या रखरखाव विफलताओं के व्यापक प्रणालीगत मुद्दे पर? प्रासंगिक नैतिक सिद्धांतों के साथ अपने उत्तर की पुष्टि कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

This situation required extensive introspection before finalizing the report.

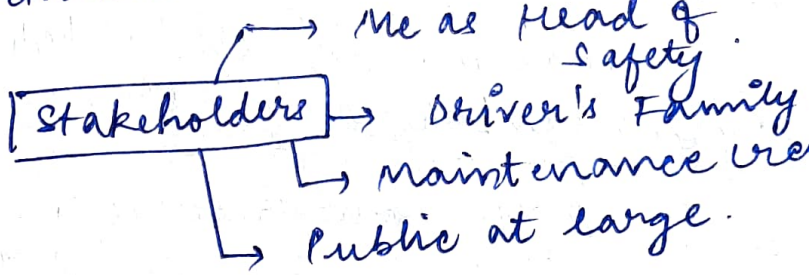
(a) Identify the ethical issues and dilemmas in the above case.

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

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

(Answer in 250 words) 20 marks

Professional inefficiency at workplace jeopardise the safety and security of public. The case highlights the ethical dilemmas at workplace.



(a) Ethical dilemmas in above case are:

(i) Public safety vs Job security: On one hand is the safety of public travelling in public transport and on the other is the job security & maintenance crew and post-death benefits to driver's family.

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(2) Means vs Ends: As Head of safety, if I make wrong conclusions in report then safety & security of public is compromised.

(3) Short term benefits vs Long term benefits: If report is tampered, then in short term it will save job and compensation to family, but in long term it will be a slippery slope.

(4) Principle of Utilitarianism: It calls for maximising the interest of large number of people.

(5) Individual vs Society:- It is a dilemma that has crew's and driver's family at one side & general public on other.

(b) options available to me are:

(1) Present a report that is true to the findings.

Merit → serve as a deterrant for future misconduct.
→ Transparency and openness upholded as organisational values.

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Demerit → Driver's and crew's family bears the brunt of their actions.

(2) Tamper with the report and provide false conclusions.

Merit → families get due compensation.
→ No job loss for crew.

Demerit → Irresponsible and immoral conduct as Head of safety.
→ life long guilt.
→ such incident happening in future.
→ organisational ethos are compromised.

(c) The conducts on part of driver and maintenance crew were both unethical.

Driver's conduct:

(1) safety of passengers is undermined.

(2) Puts the reputation of city's transport department at stake.

(3) hilly terrain along with intoxication multiplies the risk

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Maintenance Crew conduct

(1) Crew failed to perform their duty efficiently.
(2) Puts the dignity of organisation at stake.

However, to a certain degree the conduct of crew is more unethical as - if brake fails then even a sober driver cannot ensure safety of passengers.

Immanuel Kant theory of CATEGORICAL IMPERATIVE calls for fulfillment of duty irrespective of personal desires. The safety of passengers is of utmost importance as per principle of UTILITARIANISM. Also the means adopted to execute a task should also be sound and ethical as per DEONTOLOGICAL theory.

I as Head of safety will stay true to the facts. Because if Karna's support to Duryodhan can cause Mahabharata's war, similarly life of passengers can be jeopardised.

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

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

Handling of data related to national security must be done responsibly. However ethical issues arises between transparency and security.

a
- Stakeholders
  - RTI activist
  - Me as RTI division officer.
  - Defence Ministry.

(a) Ethical issues involved in above case are:

(1) Means vs Ends: If national security is the end, then means must be appropriate. Every information can't be termed as sensitive and undermine openness.

(2) Transparency vs RTI:- Right to information as a fundamental right ensures transparency. But certain critical data can't be disclosed in public domain.

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(3) Personal vs Professional interest:
As advised by seniors, the sensitive information must not be disclosed. But it jeopardised my p career for giving vague replies.

(4) Independence vs obedience: one hand I had to respect the chain of commands and on other my independence is compromised.

(5) Law vs National security: on one hand RTI demands information from government departments. But the information in public domain and it's leakage create national security concerns.

(b) options available to me in the above case are:

(1) Take the responsibility for opaque responses.

Merit → chain of command upholded
→ obedience to seniors.
→ A conduct for national safety.

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Demerit → ~~could~~ can put my professional career at stake.
→ My duty ethics are undermined.

(2) Not to take the responsibility for responses.

Merit → can disclose vested interests if any.
→ An ethical and transparent conduct.

Demerit → Disobedience to seniors.
→ Unaccountable conduct.

(C) In Raj Narain Case, Supreme court upheld that Right to information will be a fundamental right under Article-19(1). Access to legit information help individuals to exercise their Right to freedom of speech and expression.

But the friction between national security and principles of transparency and accountability exists. To ensure that they go down well:

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(1) clear demarcation of critical and sensitive information from insensitive ones.

eg defence deals in equipments is critical, whereas spending of PM-CARES fund is not.

(2) Refrain from opaque reply to RTI activists and a clear communication.

(3) Ensuring transparency and timely delivery of information.

eg 30 days time given under RTI Act 2005.

(4) critical nature of information is subjective and must be reviewed from time to time.

eg Declassification of war records by Ministry of Defence after 25 years.

If clear line of communication exists between government and people then accountability of government and right to information, both can be protected.

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

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

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

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

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

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

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

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

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

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

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

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

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

(b) What are actionable options available to you?

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

Long decades of patriarchal mindset have hindered the growth and development of women.

Stakeholders
- BDO
- selected young women.
- NGO staff.
- village men.

(a) Ethical issues and dilemmas involved in above case are:

(1) Gender discrimination: women learning digital skills and taking an edge in their lives is often not liked by their male counterparts.

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(2) Independence vs Obedience: Men want women to be obedient & domestically bound which undermine their independence and development of social skills.

(3) Morality vs ethics: Though for village men it is unethical that women acquire ICT knowledge but as BDO it is a moral action for me. The situation resembles with practice of 'sati'!

(4) social welfare vs individual welfare: If women become self-dependent then it will ensure development of society at large. But men try to promote their individualistic interests.

(5) Nation growth can only be achieved with the contribution of other half as said by Gandhi ji. Women are ~50% of Indian population and their contribution to GDP is at meagre ~17%.

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(b) options available to me as BDO:

(1) To convince village men and let NGO go ahead with their programme.

Merits → Gender Justice.
→ No gender based division of labour/occupation.
→ Impartiality of public servant.

Demerits → May cause violence against women by men.
→ Long term behavioural change in men not achieved.

(2) To pay heed to village men advise and dissuade women for learning digital skills.

Merit → No violence in village.

Demerit → Women subjugation promoted.
→ Gender biasness and partiality.
→ objectives of women's self-employment scheme compromised.
→ An unsympathic, and partial civil servant.

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(c) Kautilya has suggested a four fold strategy of 'Saam', 'Daam', 'Daand' and 'Bhed'. I will follow this strategy to convince village men:

(1) 'Saam'
↳ open and interactive sessions with men and dispose off their myths.
↳ sensitization programms.

(2) 'Daam'
↳ incentivising men for not interfering with the progress of schemes.
↳ Help in marketing of agricultural produce by district administration.
Eg

(3) 'Daand'
↳ Help from police department.
↳ penalising actions of men by intimidating.

(4) 'Bhed'
↳ keeping a vigil upon the activities of men in village.

women should become self-dependent. As Mary Wollstonecraft has said, "I do not want women to have power over men, but themselves".

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The vested political interests have time and again hindered with the developmental aspects in the country.

Stakeholders → Mr. Rajesh Kumar
→ Mr Sharma, a local politician.
→ slum dwellers.

(a) Ethical issues that are involved in above case are:

(1) Personal vs collective welfare:
Mr Sharma, being a politician is concerned about his vote bank, but not about the socio-economic development of slum dwellers.

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(2) Economics vs ethics: Mr. Sharma wants to corner the construction contract for his profit, which is unethical as the bidding must be transparently done.

(3) Means vs Ends: using slum dwellers as means to attain political power is against the Deontological ethical theory.

(4) Independence and improved living standards of slum dwellers is compromised. Mr. Sharma wants them to depend on his patronage.

(5) Implementation of 'Urban Renewal Initiative' is derailed which could uplift the developmental parameters of people and give them a safe and healthy living environment.

(b) Utilitarian perspective calls for benefits of large number of people at any extent possible. But utilitarianism must be followed with ethical means to attain the end.

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Mr. Kumar accepting Mr. Sharma's proposal.

Merits:

→ Implementation of 'Urban Development Initiative' is expedited.
→ No obstruction on part of local politician.
→ Quality living stands to people.

Demerits

→ Effectiveness of public service delivery is compromised.
→ No transparency and fairness.
→ A quid-pro-quo system will get wings in the system.

Mr. Kumar rejecting Mr. Sharma's proposal.

Merits:

→ A fair system of transparency and accountability is promoted
→ Awarding construction contract based on merit.
→ No compromise on quality and effectiveness of service.
→ upholding rule of law.

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demerits:

→ delayed project implementation due to local political interference.

→ dilemmas among slum dwellers regarding the development project.

Mr. Kumar should uphold the duty ethics and not accept Mr. Sharma's proposal. Expeditation should not be done at cost of life of people and promoting corrupt practices. As Plato said, "Justice in life and conduct of a state is possible only as first it resides in heart and soul of its citizens."

(c) Importance of moral character and integrity for civil servant

(1) They ensure that the public service delivered is transparent and fair.

(2) They promote the doctrine of 'Nishkama Karma' as enshrined in Bhagvad Gita.

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(3) They ensure a conscious conduct on part of public officials.

(4) Morality and integrity keeps the administration deontologically sound.

(5) They discourage corruption and favouritism and promote pro-people governance.

Virtues help in resolving dilemmas.

(1) Virtues are constitutional centric and act as lighthouse to provide direction to public servants.
eg Art-17: Prohibition of untouchability.

(2) They aim to promote ethical governance along with legal governance.

(3) Provide direction about what public servants can do and what is right to do.

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". Hence a public servant must be welfare centric.

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

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The case highlights the weak inter departmental co-ordination in administration and lack of communication between people and government.

Stakeholders → Ms Ananya Rao
→ Villagers – Agriculture
→ Environment, Agriculture and Public works Department.

(a) The ethical issues and dilemmas involved are:

(1) Environment vs Development: The infrastructure development can hamper with the local biodiversity, people depending upon forests and wildlife.

(2) Livelihood vs Development: Losing agricultural land could jeopardise the income levels of villagers and degrade their living standards.

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(3) Means vs ends : The end of rural infrastructure development is thought to be done using people and natural resource as the means.

(4) Grievances of people are not adhered to by the administration. Just compensation not provided, and environment assessment is incomplete.

(5) Duty vs society : Ms Rao has the obligation to expedite the implementation of rural infra-structure project but the witness and welfare of society cannot be compromised.

(b) Options available to Ms. Rao :

(1) Expedite the implementation of project.

Merit →
- Meeting the targets as dictated by seniors.
- Rural connectivity is ensured.
- Timely delivery of public service.

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Demerit → Quality compromised.
→ Process is not transparent and fair.
→ Environment & livelihood of people jeopardised.

(2) ensure the just implementation of project.

Merit → coherent and communicative administration.
→ Environmental & livelihood concerns are addressed.

Demerit → Delay in project implementation.
→ Delays display ineffective administration.

(c) Ms. Rao should not compromise with the social welfare and virtue ethics under the pressure to execute the project on time.
It is because:

(1) The principle of inclusivity in the administration is reaffirmed.
(2) display a pro-people administrative set up.
(3) Strengthens the faith and trust of people in the government and administration.

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④ It creates an inter-departmental convergence.

⑤ Ensures following the doctrine of 'Lokaa Samasta Sukhino Bhavantu!

If social welfare is the end goal then compromising the interest of people in process as means contradicts the objective.

(d) Holding Ms. Rao accountable for delays is justified as:

① she is the district collector and supervisor of project.

② could promote proper communication.

③ could provide resources and enhance grievance redressal.

But Holding Ms. Rao accountable is not justified as:

① Governance is a complex process.

② Multiple factors such as cost, personal attitudes are beyond control.

③ working efficiency of government staff is diverse.

Succumbing to pressure is not the value of a public servant. For such situations, constitution is always a guide.

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

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The case pictures the issues related to work culture in a government department.

Stakeholders → Ms. Sharma, the Director
→ Mr. Arvind Gupta.
→ Ms Anita Verma, Mr. Rao Kumar.

(a) Ethical issues and dilemmas that confronts Ms. Sharma are:

(1) Efficient implementation of project may be affected if any action is taken against Mr. Arvind Gupta.

(2) Means vs ends: To get work done within an stipulated time is commendable, but the means adopted must also be virtually & ethically sound.

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(3) Work culture of the department of Health and family welfare is severely impacted.

(4) Institutional ethics are compromised by the harsh and demeaning behaviour of Mr. Arvind Gupta.

(5) Personal attitude vs organisational Harmony: The aggressive behaviour of Mr. Gupta cannot be allowed to disrupt the culture of harmony and inclusivity in the department.

(6) Mental Health of the staff will affect the implementation of projects.

(7) Disobedience and friction with seniors: Such attitude of Mr. Gupta will make his juniors hostile to him which eventually creates disobedience.

(b) The principles that should guide Ms. Sharma in the above case are:

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(1) The principle of JUSTICE must be upholded. As [Plato] said, "Justice in life and conduct of a state is possible only as first it resides in heart and soul of its citizens".

(2) Promoting a strong and robust work culture.

(3) Principle of IMPARTIALITY must be followed.

(4) A DEONTOLOGICAL approach should be upholded in the department.

(5) Trustworthiness and solidarity must be promoted in the department.

(c) Some long-term strategis that can be adopted are:

(1) A culture of 'zero Tolerance' for harassment & bullying.

(2) A dedicated committee to look into such complains.

Eg Internal complaint committee under POSH Act 2013.

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(3) Effective Grievance Redressal mechanism for the victims.

(4) Exclusive mention in the code of conduct and code of ethics of the penalties that follow.

(5) A robust whistle blower protection system.

These strategis will promote a culture of respect and inclusivity as;

(1) They will create a deterrance among the perpetrators.

(2) constant monitoring will promote an attitudinal and behavioural change.

(3) Ensure a culture of mutual respect.

(4) Ensure obedience for seniors and respect for juniors.

(5) will promote effective communication within the department.

A strong work culture is important for free flow of ideas and effective - 3Ds (Debate, Discussion and Dialogue). organisations should change to benefit society at large.