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NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Name of Candidate: SHUBHAM KUMAR MAHATO Mobile No. XXXXXXXXXXRoll No. : GSMAC24A1155 Start Time End Time Date of Examination: 09/08/2024 Medium : English ☒ Hindi ☐
Submitted - 12/08/2024

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:

FOR OFFICE USE ONLY

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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2	2
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3	3
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MARKING SCHEME *			
Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



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Next IAS Test Centre Location

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



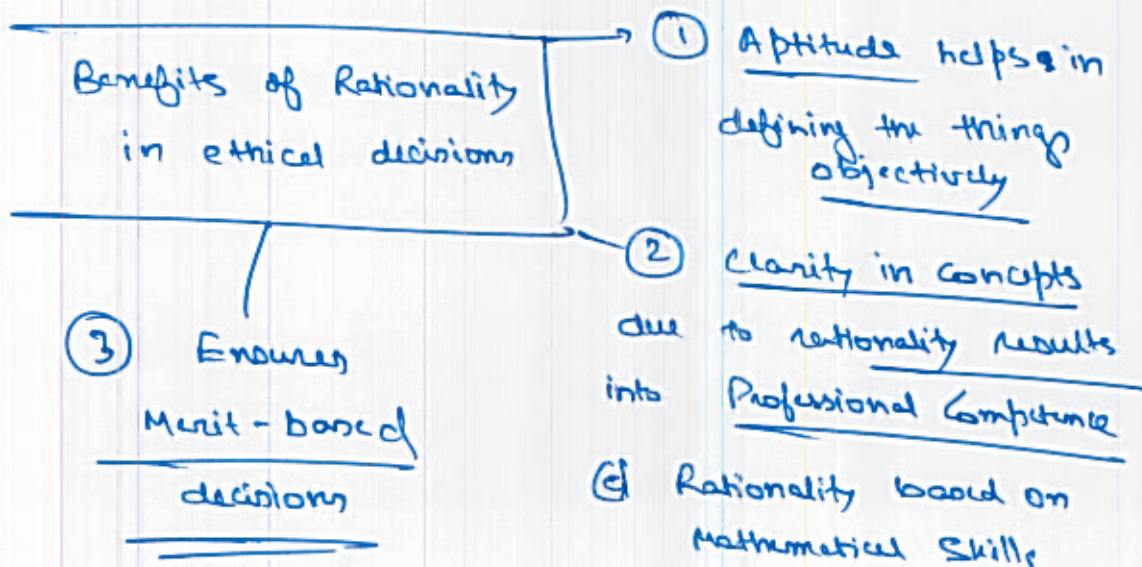
IMPROVEMENT SUGGESTIONS

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

The given quote highlights the importance of both rationality and emotions in ethical decision making, thus, giving way to an Emotionally intelligent person.



Feelings impacting our ethical decisions① Feelings guide our ethical decisions

↳ The feeling of guilt whenever one does anything wrong, prevents such wrong action in the future.

② Feelings like Empathy and Compassions leads towards ethical decisions.

↳ IAS Anwarish Sharm - Started Sanghi Express (Motorbike Ambulance Service) for tribals.

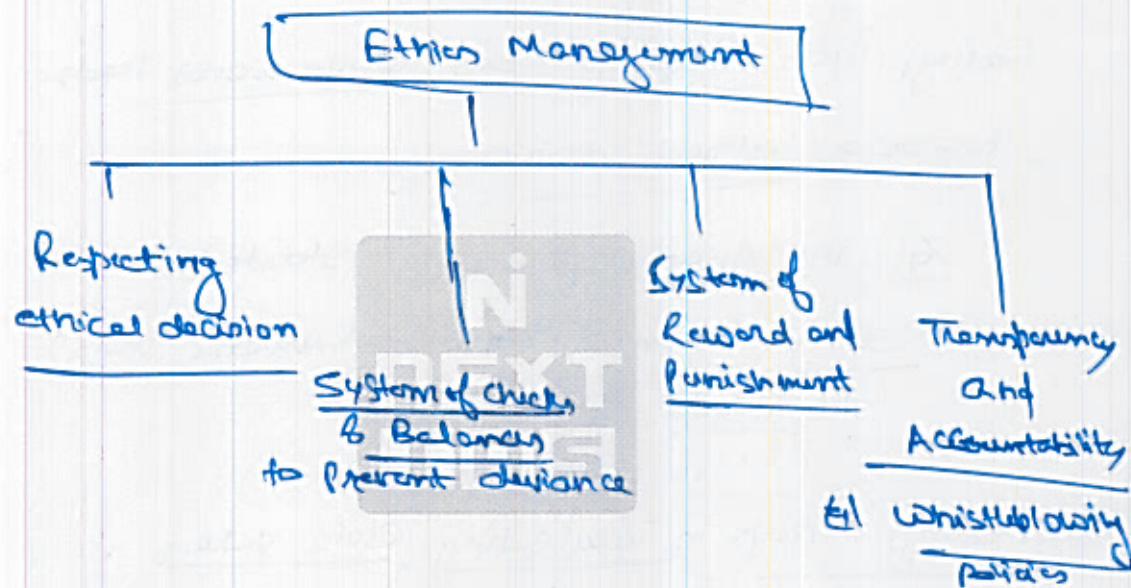
③ Feelings help in inculcating civic values.

↳ Training at IPS Academy - Sharma daan on Sundays help to develop civic values
→ out of feeling of Community service.

Hence, it is important to use emotions in reasoning and to reason out emotions for ethical decisions (Daniel Goleman)

(B)

Ethics management refers to the process of ensuring ethics-based action in the organisation, in order to achieve ethical work culture environment.



Managing ethics in the work place

Similar to Managing budget, Policies! Yes

- This Can be done by establishing Codified Rules and Code of Conduct for the officials,

NO

Ethics can not be driven top-down. It must come from employees moral values and attitude.

Benefits of Code of ethics and Conduct for Ethics

① Code of Ethics gives a clear set of guidelines where the situation is ambiguous.

Ⓐ Lack of Clarity in rules and regulation

② Code of Conduct streamlines the behaviour of employees, thus, reduces unethical exploitation of discretion.

③ It creates standards of behaviour for others to follow — Thus, sets a precedence.

Something More is needed

Sound Value System of the officials in order to prevent misuse of discretion.

Sense of Fiduciary responsibility

Propriety in government expenditure

Thus, External checks need to be supplemented by Sound Moral values for

Holistic Competence in the behaviour.

- 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 को 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)

In the Context of Public Services,

Traditional ethics refers to the Weberian Model of Bureaucracy which accounts for rule of law, justice and fair allocation of services.

→ This slow shift to Care ethics is present times as propounded by Carol Gilligan.

Role of Traditional ethics in ethical decision

- ① Traditional values like Rule of law bring order in ethical decision making, thus
eg → Prevent misuse of discretion by public servants.

- ② Traditional ethics upholds justice for all without any sense of Favouritism and Nepotism.
- ③ Traditional ethics ensures objectivity.
 - Ⓐ Merit-based recruitment process

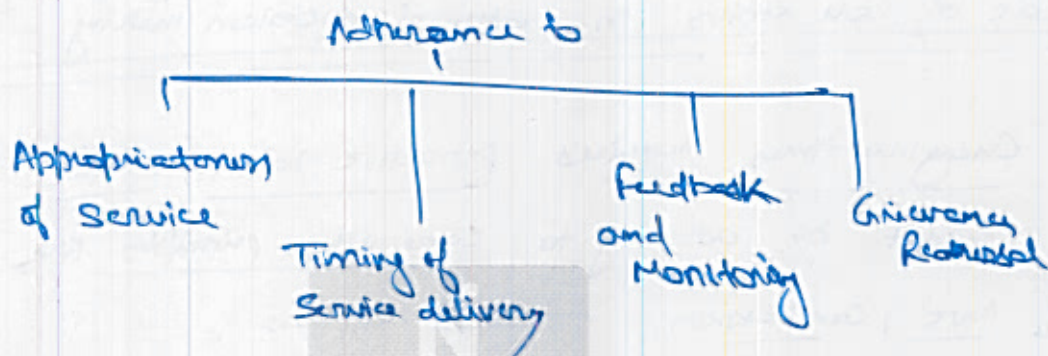
Role of Care ethics in ethical decision making

- ① Changing times requires proactive role by public servant by adhering to Care ethics principles like
 - Ⓐ love, compassion towards citizens.
- ② It helps in countering the Bureaucratic apathy created by the Traditional Weberian model.
- ③ Care ethics brings citizen and public servant at equal pedestal, thus, upholding Democratic Attitude of civil services.

Thus, there is need to go beyond traditional ethics, to inculcate values of Care ethics in behaviour of public service to diligently perform the duties (Deontological ethics of Kant).

B

The term "quality" in Service delivery means the standards of service delivery accounting for the timeliness of the service delivery, option for Complaint filing and grievance redressal.



Components of service delivery

- ① Ensuring the Efficiency of Service delivery.
 - Ⓐ Home delivery of Licence by Delhi government
- ② Ease of living and Ease of accessing the service
 - Ⓐ e-governance - Filing of registration online
- ③ Effectiveness of Service delivery
 - Ⓐ e-PDS - to reduce leakages and targeted delivery of food grains

Ways and means for ensuring total quality

① Efficiency — Efficiency in service delivery quality

- 1) This can be done by proper e-governance channels like use of m-Agri for agricultural services
- 2) Remove intermediaries in the service delivery chain

② Economy

- 1) Bringing economy of scale in service delivery.
(a) clubbing of multiple services at the Common Service Centres (CSC)

③ Effectiveness

- 1) Ensuring local participation in service delivery.
(a) Recruitment of tribal teachers in tribal areas
→ This enhances learning outcome and increases teacher retention in such remote areas.

Thus, ARC II recommends Sevottam

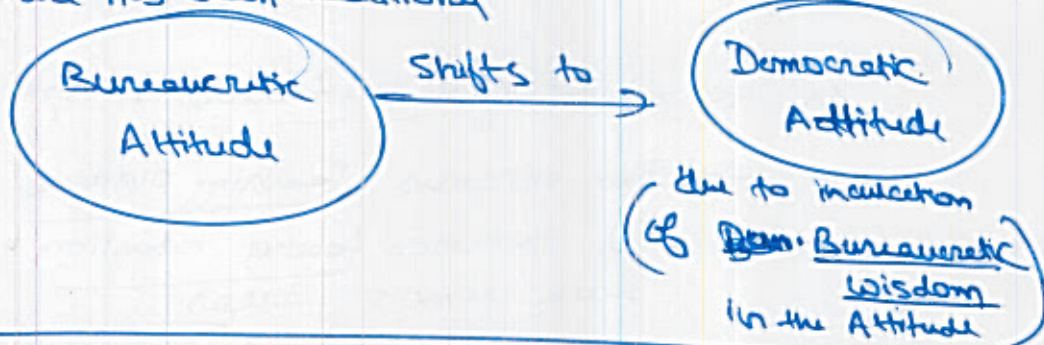
Model for efficient and effective service delivery.

- Q.3
- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)
- B. "मैं एक मुसलमान हूँ; मैं एक हिंदू हूँ; मैं एक ईसाई हूँ; मैं एक यहूदी हूँ।" 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 pre-disposition towards the public, in the minds of public servants, as given by Buckler and Wiggins.

There has been traditional



Attitude biases affecting a public servants

- ① It gives way to prejudices against a particular group of citizens

② Attitude biases hamper objective and impartial field decision making due to presence of stereotypes

③ Attitude bias results in Discrimination at the field

① Bias towards other religious group → may hamper the Communal fabric of the society.

Measures to overcome such Attitude biases -

① Here, Kohlberg Model of Attitudinal change can be utilised for countering Attitude biases.

② Overcoming Attitude biases by objectively identifying the biases, this may result into a sense of Cognitive Dissonance in the mind, leading to change.

③ Role of Social influence and Persuasion to bring Counter-Narrative to the bias. ① Use of Media

Thus, Attitude biases ^{need to} ~~can~~ be overcome to achieve of notion of Socratic Ideal Man and live a Socratic Ideal life of righteousness.

(B)

The given statement by Grandhiji highlights at the notion of 'Unity of Religions' in the world. According to him, all religions ~~are~~ have same foundational values and preach similar teachings.

'One World, One God' notion of vasudhaiva Kutumbam.

This statement also highlights the importance of Religious tolerance and the need for Communal harmony in the society.

Relationship between Religion & Morality

Argument ①: Religion is harmful to Moral life

- ① Religion harms the Moral Attitude, as highlighted by Dr. Ambedkar.
- Ex (Social evils in Religion like Untouchability) → leads to discrimination.

- ② Religion hampers the Secular Moral life
 (a) France - laicte Model of Secularism.
- ③ Religion creates Cultural Relativism in Moral life
 thus, giving way to Cultural Chaos (Elizabeth Zechenter)
 (a) Female Genital Mutilation is justified by Religion.

Argument ②: Religion is necessary for Moral life

- ① Religious values like Respecting elders,
Discipline, Reverence form basis of Moral life
- ② Sufism idea of 'Wahded - al - wajud' (Oneness of All)
 forms the basis of Boudhaiva Kutumbam
- ③ Sikh ethics of Daya, Daan, Nirvana
 gives way to Cardinal virtues of Moral life.
- ④ Biblical ethics of Communitarianism promotes
Morality in social life.

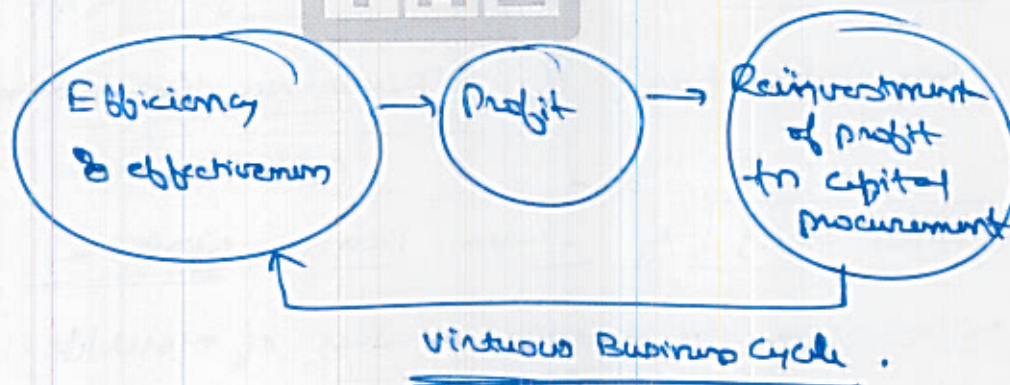
Thus, Religion plays the role as
foundation for Moral life in India.

Q.4

- A. "व्यवसाय की केवल एक ही जिम्मेदारी है, अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता कर रहे हैं? (150 शब्द, 10 अंक)
- B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवकों के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं? (150 शब्द, 10 अंक)
- A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours? (150 words, 10 marks)
- B. Do you think values such as "tyaga," (renunciation) "seva," (service) "daanam," (Charity) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not? (150 words, 10 marks)

A

The given statement highlight the main aim of business of Profit orientation by efficient utilisation of the resources.



Social responsibilities are compromising its core responsibility.

- ① Diversion of resources to unproductive social endeavours like road construction etc.

② Reduces Capital availability for reinvestment in the company

Ex) Procurement of Heavy machineries which can boost production.

Counter Argument : Benefits of Social responsibility -

① The social endeavour are not unproductive in nature.

Ex) Investment in health, road construction → helps in reducing cost of production in the long term.

② Builds Public Goodwill and Brand promotion

Ex) Tata - Philanthropy activities.

③ Social responsibility expenditure do not restrict the investment by the company

Ex) CSR expenditure is only (2%) of the profit of the company.

Hence, companies need to be fulfill its Social responsibility in line to

Solomon judgement which declared company to be an asset of the society.

(B)

Traditional Indian wisdom had values like tyaga, sewa, daanam and dama at its core due to the positive benefits created by these for social wellbeing.

Relevance for Modern day Public servant

① Tyaga (Renunciation) — Public servant must renounce his selfish interest.

(a) Conflict of interest situation can be resolved by being selfless renunciation of self-interest.

② Sewa (Service) — Public servant should have (Spirit of Service) in order to achieve welfare of citizens.

(a) IAS Secretary to IAS Armstrong Dama — built People's Road in Manipur due to Service orientation.

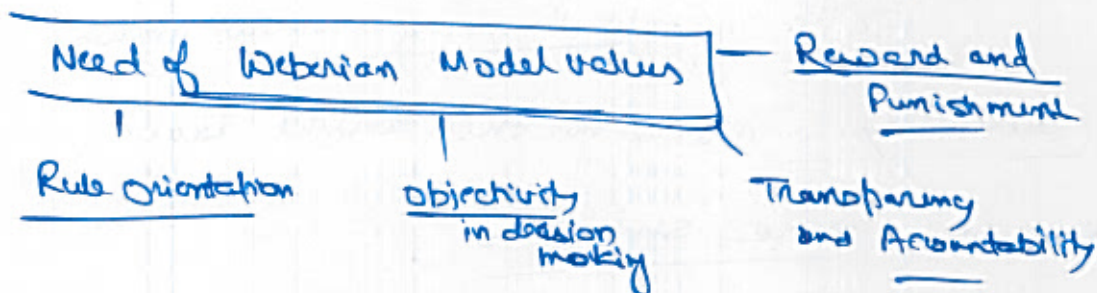
③ Daanam (Charity) — Public servants should allow charity to help the most vulnerable.

④ Charity drive to distribute shawls on a chilly winter night by public servants

④ Damahi (Self-Control) — This is of immense importance as public service wields immense power.

④ Riots Situation — Public servant must control his impulses and ensure self-control by not opuntining on an unarmed crowd.

However, at times these values alone are not sufficient to handle modern day situations.



Follow NOLAN Principles like Selflessness, Impartiality, Honesty.

Hence, a combination of all these results into the notion of Service before self by Collective Good in the society.

Q.5

- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कायरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)
- B. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

A

Conflict among interests refers to the conflict between two or more competing interests of the same individuals or different individuals.

While, Conflict among various sources of authority refers to the conflict between two or more structures.

- (a) Conflict between Legislature v/s Executive v/s Judiciary
- (b) Conflict between Centre & States

Conflict among interests	Conflict among sources of authority
① Conflict with Professional duty vs Personal wellbeing	① Conflict between official source of the information vs Personal source of the information
<u>Example :</u> Adhering to Rule of law or impartiality vs Rational Self preservation attitude NEXT IAS	<u>Example :</u> Conflict between Following Senior's order (Senior as Source of authority) vs Constitutional values (Constitution as the Source of authority)

Hence, these situations of Conflict creates conflict in mind, hence, the need to follow objective standards in order to resolve the conflict.

Also, adherence to Conscience as there there is Higher Court than Court of Justice that is Court of Conscience (Gandhi ji)

(B)

The present governance system is rapidly evolving with presently challenging situations due to climate change, governance, etc.

Uncertainties — Uncertainty of future due to temperature rise & flood

Ambiguities — Ambiguity to deal in disaster situation where rules are not defined

Paradoxes — Paradox of Ecological preservation v/s Economic development

This leads to timidity and withdrawal as a means of Rational Self-Preservation as highlighted by D. Subbarao.

Relevance of Inner Courage

① Inner Courage shows fortitude at the face of uncertain situation.

② It aligns with the Virtue ethics as it forms one of the Cardinal virtues given by Aristotle.

③ Inner Courage helps in strengthening the Voice of Conscience, thus, resolving the cases of Paradoxes in a practical manner.

④ Inner Courage helps to resolve the Ambiguity objectively without fear or favour.

Inner Courage is not enough to resolve the issue holistically. There is need of other Cardinal virtues like Justice, Temperance, Wisdom in order to have a Holistic behaviour.

Thus, there is need of Leap of faith as highlighted by Kierkegaard is situation of ambiguity where Knowledge fails to be Sufficient.

Q.6

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

- 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 हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ 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

The given statement by Adam Smith highlights the notion of being selfless and have empathy towards others by feeling for others. This in turn give rise to a perfect human nature.

How feeling for others and restraining our selfish leads to perfect human nature

- ① Feeling for others give rise to Empathy, this in turn leads to Compassionate human nature.

② Restaining our selfish - creates well being for others through Altruistic behaviour

(e) Philanthropic activity - by Sonu Sood during Covid-19.

③ Feeling little for ourselves creates a sense of purpose in life.

→ "The best Way to find yourself is to lose in the service of others"
(Gandhiji)

→ This bring the perfect human nature.

How to Inculcate this

Ethical and Moral training of the mind

Attitudinal change

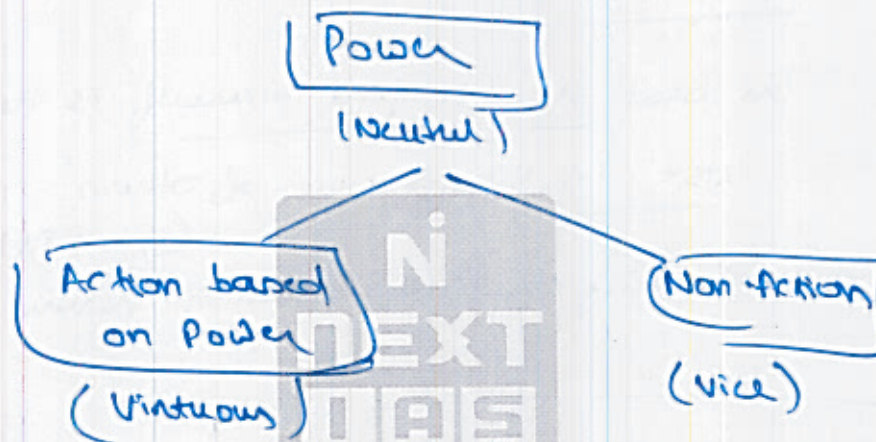
Value education
(Role of Parents, Teachers)

Social influence by
Role Modelling

Thus, Human Nature need to be selfless in order to achieve Self Actualisation as per Maslow's hierarchy of needs.

(B)

The given quote by Aristotle
highlights two sides of the power, one
one side, it is virtuous to act while
on the other it is vice to not act.



Virtue lies in the Power - By choosing Action

① Taking action ~~to~~ against evils in the society

(a) Raja-Rammohan Roy - took social
action to create
awareness against
Sati (social evils)

② Action gives opportunity for a holistic
behaviour in the individual.

- ③ Action ensures the practical ~~action~~ aspect of Power. → Preaching without Action will not bring change
Hence, be the change you want to see in the world.
-

Vice — Power to not act

- ① It is a vice if the official sees illegal activity like illegal mining but donot take action.
- ② It is a vice like cowardice if one donot attempt to stop gender discrimination in family.
- ③ Vice of inaction like not taking action to prevent child labour in spite of having power to do so.

Thus, there, ~~has~~ has to be a Golden Mean between the vices of Deficiency of Action and Excess of Action. At this mean, lies the virtue of Balanced Action.

②

The quote given by Socrates highlights the meaning of wisdom. It makes it clear that ~~know~~ it is wisdom which makes one accept that how much less one knows.

→ Wisdom is knowing that what one does not know.

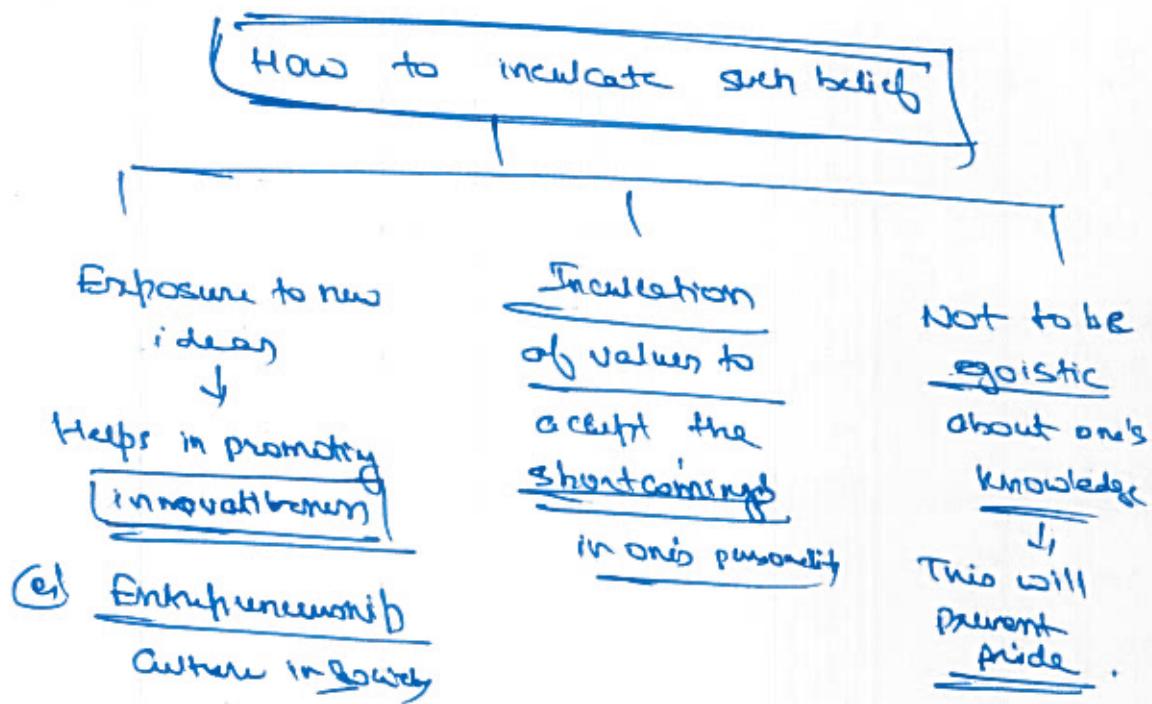
Accepting this makes one intelligent —

① Accepting that one knows very little or nothing → keeps the door of learning open, thus, makes one intelligent.

② It adheres to the Relativism approach of knowledge which highlights that knowledge keep increasing with time.

③ Accepting that I know nothing, gives the Courage to accept one's mistake, hence, opportunity for Self-correction and intelligence.

④ Accepting that I know nothing, makes one Emotionally Intelligent by utilising the Self-Awareness principle of Daniel Goleman.



Thus, Socrates highlights the acceptance of this notion in order to live an Ideal life without any Compulsions.

⑧ There are 2 types of cells
1. Prokaryotic cells
2. Eukaryotic cells

⑨ Prokaryotic cells
are found in
prokaryotes

They are
found in

⑩ Prokaryotic cells
are found in
prokaryotes

⑪ Prokaryotic cells
are found in
prokaryotes

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 दावा 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 निपटारा 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 अनुमेल्य सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस प्रक्रिया 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.

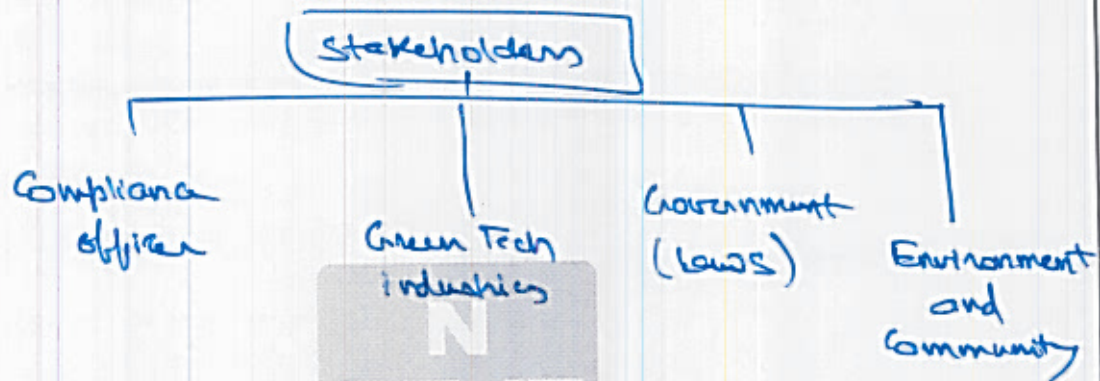
Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

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)

The given case study highlights the issue of loopholes in the environment safety legislations which in turn threaten the ecological balance and sustainability.



1a) Ethical issues in the Case

- ① Misuse of loopholes in the law.
- ② Company's claim of eco-friendliness is conflicting with the hazardous waste created by the new products.
- ③ Ethical issue of enforceability of standards with don't have legal backing.

Dilemmas Confronted

- ① Environmental Conservation v/s Upholding laws & rules
(because technically the company met legal standards)
- ② Preaching of eco-friendly business model v/s Creating products that harm ecology

2) Options available along with evaluation

Option 1 : Allow the product as it fulfills legal requirements

Merits	Demerits
① <u>Legality of the Action</u> is upheld.	① <u>Abdication of the duty</u> to <u>save environment</u>
② <u>Short term gain</u>	② <u>Long term pain of ecological degradation.</u>

Option 2 : Notice to the Company regarding the hazardous waste

Merits	Demerits
① <u>Safeguarding ecological health</u>	① <u>No legal basis to take action.</u>
② <u>Long term gain</u>	② <u>May not lead to compliance</u>

Option 3 : Refer the matter to change the
legislation for a stricter regulation.

Merit	Demerits
① <u>Long term solution</u> to bring legislative changes ② <u>Ecological preservation</u>	① Legislation is beyond the domain of the Compliance officer.

3) Chosen Course of Action —

- ① It will present the case to the
Green Tech Industries highlighting the
hazardous waste created by the products.

Justification : This will create awareness

to the Company regarding its eco-friendly
Claims - and It will give opportunity for
Self-correction.

- ② I will request the department to bring changes in the regulation for a strict compliance requirement.

Justification : Laws must evolve with changing times.

- ③ Publicise the new legislation and give transition time to the already operating companies to adhere to the new environmental norms.

Justification : This will ensure ecological preservation and ensure sustainable development in line with the Trusteeship Model.

By doing so, I will be adhering to the (Supererogation principle) of going beyond my duty by bringing positive change in the society.

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.

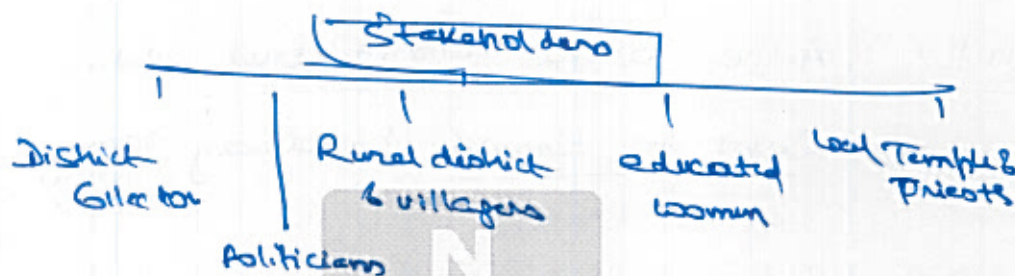
A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities 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.

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

The given case highlights the conflict between the Religious rights of community and Constitutional right of equality of women.



① Administrative and ethical issues

- ① Conflict between equality and religious belief (is against constitutional values)
- ② Discrimination faced by women by being excluded from religious rituals and spaces
- ③ Misuse of the situation by local politicians for political gains
- ④ Administrative issue to handle an unrest with religious tone may lead to violence.

- ⑤ History of unrest in the villages
makes the work of administration difficult
→ As there is neither the support of
local politicians and nor the community.

② Options Available

Option 1: Adhere to the Constitutional value
of Right to Equality by allowing women entry.

Option 2: Frame status-Quo by aligning
with the Community and local politicians

Option 3: Use Discourse ethics to establish
Communication channel with politicians and
temple to allow women entry.

③ Evaluation of the option

<u>Option 1</u> :	<u>Merits</u>	<u>Demerits</u>
①	Ensures equality of citizens.	① May lead to <u>violence & riots</u>
②	<u>Adherence to duty</u> (Deontological duty of Kant)	

Option 2: Merits

- ① prevents violence and loss of lives
- ② short term gain

Demerits

- ① Against (Constitutional Morality)
- ② Long term pain of
→ discrimination against women
- ③ Reduce Trust of women
in the government

Option 3: Merits

- ① Discourse ethics will
allow communication
through Right Speech,
→ leading to Right Action
This is in line with the
(8 fold path) of Buddhism.
- ② Brings long term gains
by bringing inclusivity.

Demerits

- ① Opposition from
local politicians
and temples.
- ② Delay the matter
of entry.
(short-term pain)

③ The Chosen Course of Action will be

- 1) option 3 of Discourse ethics by allowing
Communication channel.

Reason : opportunity to bring social
change from bottom-up.

- 2) If there is opposition, then, they must
be made aware of the Constitutional
violation of Right to equality (Article 14, 15)

Reason : This will act as a deterrence
against the unethical behaviours.

Also, local politicians can be made aware
of the Political benefits of such equality in
elections.

By doing so, I will try to
reinstate the (Moral Consciousness) of the
Society by highlighting and confronting the social
evils as done during the (Bhakti Movement).

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहाँ 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.

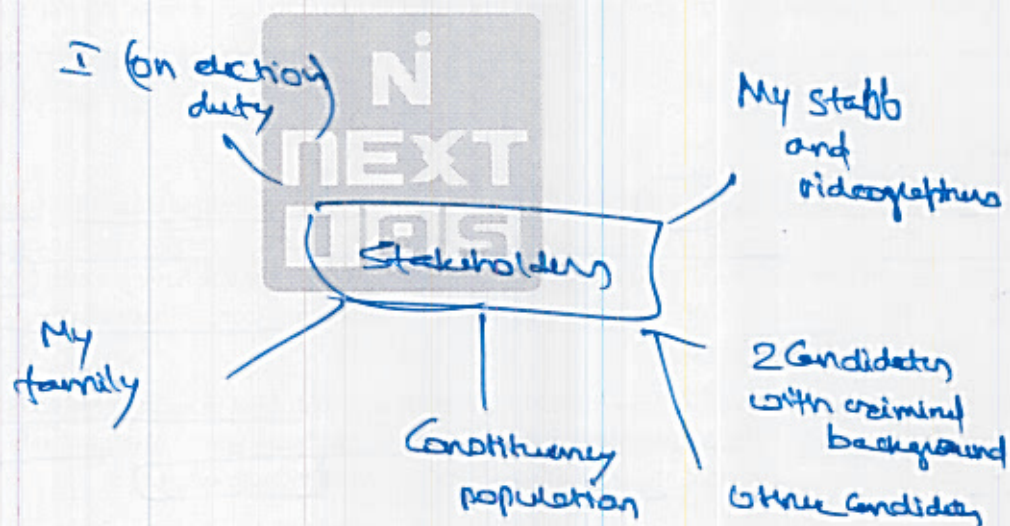
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with 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)

The case at hand presents the conflicting values of Adherence to Public duty vs Personal Safety during the election. This in turn lowers the morale of a public servant to work for the Public welfare.



1) Issues involved in the case

- ① Issues of Public orientation in service vs Self-Preservation of life

- ② Issue of Criminalisation of politics
 & Usage of Money and Muscle power
 leading to violation of law.
- ③ Threatening the Democratic Principles of
Free and Fair Election by ensuring
equal competition among Candidates.
- ④ Attempt to threaten a Public Official on
duty by beating the videographer.
 (Threat to their lives and well)

2) Ethical justification for Devotion to Duty

- ① Public interest of fair election is
 at higher pedestal than private interest
 because it carries Public good.
- ② Election forms the bedrock of Democracy
 and devotion to duty will ensure
fair competition in election with cesses of
booth capturing and rigging of elections.

③ Devotion to duty to conduct fair election
will be helpful in countering Gandhiji's one
of the 7 sins — 'Politics without Principles'

④ This will show fortitude at the face
of adversity, thus, highlighting the
strength of my character (virtue ethic
of Kant)

At the same time, the personal
safety of the staff, also, needs to be
ensured. Reasons —

① Staff are following hierarchy and
seniority order adhering to Confucius
Principles
→ Hence, it is the duty of seniors to protect
them.

② Ensuring personal safety will cater
to Ethical egoism, thus, opening door to
Ethical Altruism based behaviour.

③ Doing election duty without compromising safety -

- ① Increase the Patrolling activities and the videographers must be equipped with self-defence equipment.
- ② Glect evidence of beating of one of the videographers
 - Take action against the culprits.
 - If evidence is found with respect to link of the criminal candidate ~~to~~ with the beating incident, then, petition for disqualification of Candidate can be filed (as this is violation of Election Conduct Rule).
- ③ Videos of Monetary Inducement can be used to file complaints. This will act as deterrence against Use of Money and Muscle Power.
- ④ Motivate other ethical candidates to fight election with the aim to win.

By doing so, I will adhere to Kusal Kamma based on righteous action as propounded by Buddhist ethics.

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 कहाँ 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 अग्रिम 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.

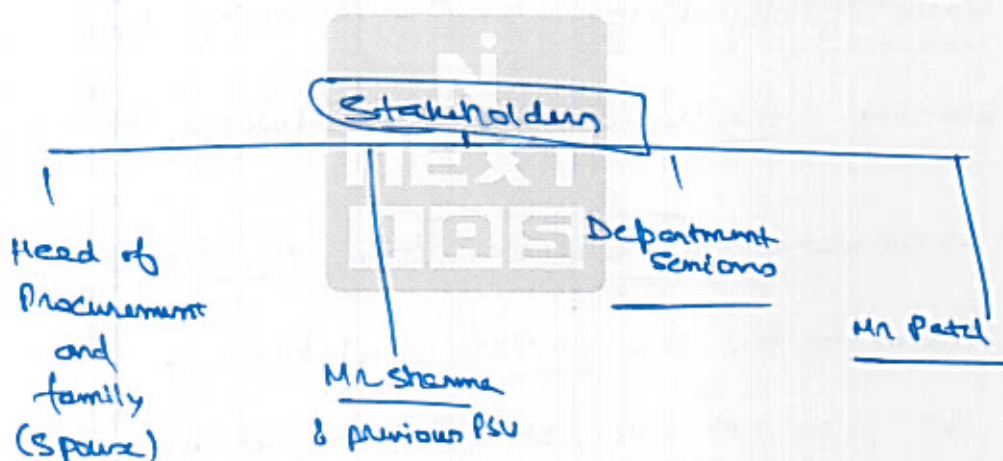
Mr. Patel filed a formal complaint with the Department Seniors, providing evidence of your prior association with Mr. Sharma. As a result, an enquiry was initiated, and you were placed on compulsory leave pending its outcome. This situation left you questioning where you might have gone wrong despite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

The case study highlights a situation of conflict of interest where the action / decision taken is ethical but has created opportunity for others (Mr. Patel) to tarnish the image of the Head of Procurement. Hence, the dictum -

→ "Justice should not only be done but it should also be seen"



① Involvement of Conflict of Interest in the Case

' Conflict of interest in deciding the case

→ Mr. Sharma had previous role at the PSU

→ Both live in the same neighbourhood and spouses were friendly (Private Relations)

More issues beyond Conflict of interest

- ① Misuse of the situation by Mr Patel
by using false allegation of favouritism.
- ② Failure of the System to identify
Bonafide Mistake v/s Malafide
Crime.
- ③ Lack of objectivity in the enquiry by
placing the Head on a compulsory leave.
— because — The Section found Mr Sharma's
terms to be the most competitive.
It was not the stand-alone decision of
the Head of Procurement.

② Relevance of impartiality and Non-partisanship

- ① It helps in preventing any sort of
Quid-Pro-Quo, thus, preventing
Nepotism and favouritism.

- ② It helps in adherence to Rule of law in the working of the government.
- ③ It prevents any kind of injustice which can arise due to impartiality.
- ④ This helps in building Trust in the Public Service delivery.
- ⑤ This aligns with the Social Contract Theory of effective utilisation of resources as a professional values.
- ⑥ Impartiality and Non-Partisanship forms the foundational value of Public service to achieve the aim of Public welfare.
- ⑦ Non-Partisanship helps in preventing Nexus with the Politicians.
- ⑧ No 'yes Man' Attitude

③ Measures to avoid such situation

- ① Options of Recusal could have been adopted in such cases of Conflict of interest.
- ② Otherwise, the decision in this specific matter could have been delegated to the other officer in the Hierarchy.
- ③ Further, the criteria behind choosing the bid of M. Sharma should be transparently put in public domain (to show the competitiveness of the bid).

Long term Measure — Proper standard operating

Procedure (SOP) can be framed for such situation of Conflict of interest.

Thus, by doing so, I will adhere to Kierkegaard's Authentic living by being impartial in Cases of Conflict of interest.

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; जिनमें कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के करीब 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 जाएँगी।

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 हैं और कार्यालय के आदेश का अनुपालन न करने पर अनुशासनात्मक कार्यवाही शुरू करते हैं।

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.

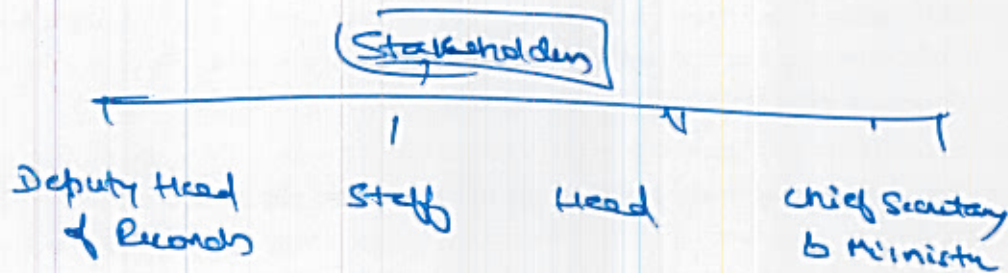
But yesterday, you received an official order stating that your department tasks will be outsourced and your Staff will be downsized. You had no problems with outsourcing, but you did not favour downsizing, as it would lead to people losing their jobs.

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)

The case highlight the attempt of downsizing the staff which in turn leads to loss of jobs — 'Minimum government' Notion.



① Administrative and Ethical Issues

- ① Loss of jobs of employees vs Efficiency 'in the job' by outsourcing the job.
- ② Emphatic attitude of the Heads towards the downsizing process.
- ③ Breach of Hierarchy and Seniority by directly writing to the Minister.
- ④ Non compliance of with the office order

⑤ Career prospects of the staff

→ Some are new recruits and
Some at the verge of retirement.

⑥ Crisis of Conscience in following official order of downsizing.

② Morality of the Action of writing to the Minister

Moral justification

- ① Minister being the representative of the people
has the official command to prevent any
kind of injustice to the citizen / staff.
- ② It shows Active behaviour on the
part of the Deputy Head to secure the
rights of the employees working under him.

③ Issues -

- ① Breach of Rule of Law and Hierarchy
principle given by Confucius.
- ② This is against Non-Partisan attitude by
involving Minister in the administration.

3) Response to the action initiated against me

① Abiding by ~~the~~ Hierarchy and Seniority principle,
I will abide by the Transfer orders.

② However, I will try to present my
case before the Head that -

Approaching the Minister was based on

Superoigation principle of going beyond my
duty. This was not for personal well-being
but for the well being of the staff.

Available options

Option 1 : To Confront the Head directly
by violating the transfer order.

Option 2 : Follow the Transfer order and
Cooperate with the disciplinary proceedings

Option 3 : Whistleblow the matter of
downsizing the staff

Course of Action | —

- ① My Course of Action will be to abide by orders of Senior and cooperate with the enquiry of the disciplinary proceedings.
- ② Try to Persuade the Head to drop the idea of downsizing the staff. Instead, there can be reskilling of the staff.

Justification :

- ① This action upholds the idea of duty towards public by not allowing self-preservation attitude.
- ② It also gives way to Compassion towards the staff who are at the verge of Retirement.

Thus, there has to be a balance between Efficiency and Public Welfare in the actions of a Public Servant. This is in line with the General Will principle of Rousseau.

केस स्टडी 6:

आप एक आईएस 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 कर्जो 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.

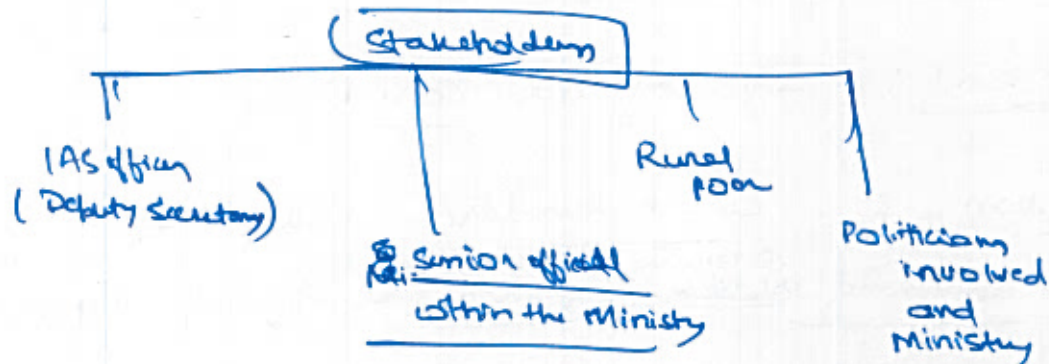
During an audit of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) funds, you discover substantial irregularities. It appears that a significant portion of the funds allocated for rural employment projects has been siphoned off by senior officials within the ministry through fraudulent 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)

The Case study highlights the situation of Collusive Corruption in the system by misappropriation of funds allocated to MGNREGA.



① Ethical issues involved in the above case

① Misappropriation of funds for personal gains.

Ex: fraudulent invoices and fake beneficiary list.

② Violation of the Rights of the Rural poor

→ Rights to livelihood and Rights to pay.

③ Partisanship Attitude of the senior official by colluding with politicians.

- ④ Severe personal upsurge v/s Public interest
like Career progression & threats

② Options Available

Option 1 : Ignoring the corruption

Option 2 : Collect evidence and ~~take~~ ^{enquiry} recommend ~~action~~ against the official through proper channels.

Option 3 : Whistleblow the matter using Media

③ Evaluation of the options

Option 1: Merits	Demerits
① This will ensure <u>Personal Wellbeing</u> (<u>Psychological Egoism</u>)	① <u>Abdication of duty</u> as a Civil servant
	② <u>'Akusala Kamma'</u> as per Buddhism
	③ <u>Shows lack of virtues</u> (candour, integrity)

Option 2: Merit

Demerits

- ① Upholding duty
(Kant's Deontological Ethics)
- ② Rule of law is enured
- ③ sets Precedents for other civil servants

- ① Political nexus
may hamper internal channel based enquiry
- ② Threat to personal life

Option 3: Merits

Demerits

- ① Highlight the issue immediately
→ Immediate justice
without threats from Senior.
- ② Public welfare is enured by resolving the Corruption issue

- ① It may Sensationalize the issue leading to lack of Public Trust in the System.

Course of Action | —

- ① Firstly, I will choose official channel by supporting my claims of corruption with proper evidence.

Justification: This is in line with respecting Hierarchy along with the principle of Empiricism (evidence based) decision.

- ② If it fails, then, I will anonymously whistleblow the matter.

Justification: Bring Justice to the poor vulnerable worker is of prime importance rather than Self-Preservation.

Thus, Collusive Corruptions like these are against the Collective Conscience of the society as highlighted by Durkheim.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

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महत्वपूर्ण निर्देश

अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।

क्या न करें-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए।
5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है।
6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANNER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)।
2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं।
3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो।
4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए।
5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए।
6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।