Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
.....	.....
.....	.....
.....	.....
2	2 .....
.....	.....
.....	.....
.....	.....
3	3 .....
.....	.....
.....	.....
.....	.....

MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

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

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

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).

'Too much objectivity is like knife all blade; it also harms oneself'

Daniel Goleman highlights that ethical decision making traditionally have been 'too rational' based but failed miserably. It needs garnishment of emotion for amicable decision making.

Eg. use of EI on capital punishment issue (Bachan Sing case, 1980)

Issue with purely rational decision making

① → Mechanises our approach and limits our ingenuity
↳ eg. AI based recruitement in microsoft ⇒ compromised human-interaction

② → compromised inter-personal relationship in administration ⇒ eg. chatbot telemedicine

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

(3). Against Kantian humanist principle → where human is itself an end and not means.

(4). Promotes trust deficit in approaching public offices. eg. a needy woman → due to loss of her document would not be enrolled in scheme.

This makes human feelings an inseperable part of our ethical life

(1). Use of EI for good governance →
eg. IAS Poma Tude walked 2-5hr in remote-tribal area for grievance redressal.

(2). Gives 'bridging' effect in trust deficit amongst citizens → eg. S.R. Shankaran - 'Peoples man'

(3). Promotes 'Blue sky thinking' —
eg. IAS Prasant Nair → Operation Sulaimain (food security)
eg. IAS Kundan Kumar → Startup hub in Bihar

(4). Enhance Peoples participation —
eg. IAS Ashit Pandey - peoples campaign to clean Mona River

(5). Helps in managing personal and professional life ⇒ eg. IPS Ajit Doval

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Thus, ingenuity and wisdom is needed to amicably deal with objectivity and emotions — leading to 'Stitha Pragna'.

(B). Ethics management is managing different ethical standards associated to different set of jobs to perform one's task diligently.

Eg. IAS Parmeshwaram Iyer (Architect of Swachh Bharat Mission)

Ethics management

- managing workplace → Secretary level
- Policy making
- People management
- Budget ethics

Yes, I do think Ethics management can help in managing different interest.

It requires following set of skills

1. ⇒ Proper understanding of institutional framework ⇒ Eg. T.N. Sheshan (10th CEC)
2. Emotional Intelligence ⇒ to balance emotions & Reason
   ↳ Eg. IAS Ramraju → helping tribal hill people
3. Courage and fortitude ⇒ to deal with challenges associated
   ↳ Eg. ODF free status — IFoS Anshu Pragyan Das

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

Further, code of ethics and code of conduct helps in achieving above qualities but considering the complexities in administration other values are also needed like :—

(1). Compassionate touch to Weberian Bureaucracy ⇒ Makes work place

Red tape ← To → Red carpet

(2). Upholding constitutional value like rule of law (A.V. Dicey) and respect for diversity for good worker culture.

(3). To fill gap in laws → eg POSH act do not give sentence ⇒ leading to issue of sexual harassment @ workplace

(4). Blending Democratic Attitude ⟺ Bureaucratic Attitude

Good work culture

(5). Promote continuum in service.

" Ethics is knowing the difference between what right you have to do and what is right to do!!

— Potter Stewart

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

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

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

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

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

(A) NOLAN COMMITTEE marks the transition from Traditional ethics norms to modern day 'ethics of care' to uphold principles of good governance and effective governance.

Eg. Wellbeing message to diaspora from Indian government

Traditional Ethics	Ethics of care
(1) Justice to be done	(1) Justice to be seen
Eg. Maintenance case – Shayra Bano	⇒ Maintenance still an issue so in Abdul Samad case court ensures timely maintenance
(2) fair allocation	(2) fair use
Eg. OBC reservation	Eg. concept of Creamy layer (Indira Sahney case)

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

③ [OBligation as norm] → ③ Care for community as Norm

eg. Paying compensation but not empathising with victims of disaster.

eg. visiting victims house and assuring all help.

④ Restricted connectedness → ④ Connectedness as norm

eg. Colonial Bureaucratic model

eg. PM's Mantra - 'Sabka Sath, Sabka Vikas'

In recent times, public service is in need of both type of model as.

[Traditional Ethics]

① Upholds code of conduct

② Objectivity

③ Prevent important information like Trade secrets

[Ethics of care]

① Upholds public trust

② Compassionate Bureaucracy

③ Transparency via RTI (Barret Uttemark case)

Helps in → tackling [emerging issues] → [climate change], [Privacy]

→ [cyber-bullying]

[Carol Gilligan's 'Ethics of care' can be a guiding light for public Services.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

(B). 'Quality' means highest Stdard of service to clients, citizens etc in service delivery. Eg. Passport Seva kendras quality service.

Components of Quality Service
- ① Efficiency → Eg. E-governance
- ② Effectiveness → Eg. DBT and JAM trinity
- ③ Economy → Eg. Prudent use in metro → E. Sreedharan

Various ways and means to ensure :-

① Effectiveness
- ⓐ Quality design of citizen charter (DARPG guideline)
- ⓑ Peoples awareness
- ⓒ Capacity Building
  - Eg. Mission Karmayogi

② Efficiency
- ⓐ Quality over quantity in e-governance
- ⓑ digitalisation of decision making
- ⓒ Using Jan Soochna Portal

③ Economy
- ⓐ Ensuring Third party auding (Vinod Rai-CAG)
- ⓑ Use of outlay-output-outcome Budgeting

Use of Sivottam model along with 'care for community' norm of Thomas Aquinas; public service delivery can be enhanced.

Next IAS ID: GSMACT2441476, GSMACT2441504, 06-08-2024 02:28 PM

Candidates must not write on this margin

Q.3 A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)

B. "मैं एक मुसलमान हूं; मैं एक हिंदू हूं; मैं एक ईसाई हूं; मैं एक यहूदी हूं।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध पर अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)

A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)

B. "I am a Moslem; I am a Hindu; I am a Christian; I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality. (150 words, 10 marks)

(A). **Public servia Attitude** means the outlook of public servants towards Various attitude ~~ral~~ objects like citizens, clients etc. eg. Compassionate attitude of S.R. Shankar led to development of Residential schools in Andhra Pradesh.

Thoughts → Attitude → Consolidation of thought → Behaviour

Various attitude Biases affecting public servant on field

(1). **Caste Bias** → led to fragmented moral reasoning

(2). **Class Bias** → leads to public distrust in administration

(3). **Gender Bias** → leds to gender insensitivity

eg. Kathua rape case dealt with insensitivity by Police personel.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

(4) **Religion oriented Bias** ⇒ denial of service to people of other religion.

(5). **Makes Persuasion difficult** as credibility becomes an issue.

Ways to overcome such Attitude Biases

(1). Follow code of conduct, uphold integrity and Rule of law
⇒ prevents deviant behaviour

(2). Talk to people from different backgrounds → race, religion, caste etc.

(3). Respect differences and embrace tolerance

(4). Practice compassion.

(5). Ensure Internal accountability over external accountability.

(6). meta-cognition

As **P.R Dubashi** puts, 'it is important for public servant to be effective but it is more important to be Ethical'.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

(B) It reflects Gandhis Morality of 'Sarvadharma Sambhava' for diverse religion. In fact, Gandhi showcases the effect of religion on his morality which is evident from him becoming leader of 'Khilafat movement' and embracing 'Abide by me' lyrics.

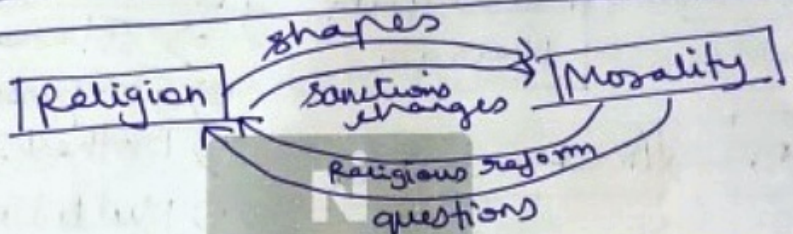


Fig. Religion and Morality Interdependence

Argument that religion may be harmful to morality is based on premise that it leads to :-

(1) Obscurantism → suppressing the 'reason' component
↳ Eg. of human prevalence and acceptance of Sati in 1800's.

(2) Faded ethicality ⇒ where religion comes, reason leaves the room. Eg. Eternal Science vs Religion debate

(3) Prevalence of Public morality suppressing individuals morality → Eg. Nupur Sharma case.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

However, religion itself have led to shaping of morality

1. Hinduism → a) 'Service to Jiva is service to Shiva' (Vivekananda) ⇒ embracing selflessness.
   b) Nishkama Karma ⇒ right over duty and not on fruits
2. Buddhism → Madhyam Marga ⇒ Promotes a) Tolerance a) Compassion a) Brotherhood.
3. Jainism → Anekantvada ⇒ a) Multidimensionality of Truth ⇒ a) Embracing differences.
4. Bible - 10 commandments ⇒ 'Thy shall not steal' ⇒ makes stealing a sin.
5. Sikhism → Langar system ⇒ other over self form of humanism

Needis to
1. Timely question obsoleteness of some provision like Ram Mohan Roy did
2. Use reason with faith.

Thus, Religion and Morality has an interdependence relation, timely forging changes, acting like checks & balances.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must n
write on this marg

2.4 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). Adams Smith's capitalism ignored social responsibility while Karl Marx's redistribution principle and Gandhi's Trusteeship promoted social responsibility and in no way social responsiblity is harm to resources of company. eg. Netflix giving 52 week maternity leave.

Traditional concept of capitalism	New concept of capitalism
(1). Profit oriented	(1). Balancing profit with public interest
(2). Exploitation of environmental resources	(2). Judicious & Sustainable use eg. Coca-Cola making glass bottle & not plastic bottle.
(3). Productivity at top	(3). Humane working requirements.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Corporate Social responsibility and good Corporate governance, rather, helps company :-

(1). Builds Goodwill :- eg. TATA - 'DESH KA NAMAK'

(2). Enhances Brand value :- eg. Wells Fargo 1.27% of Profit every year in charity.

(3). Builds customers trust eg. Ford company → aim achieving carbon Neutrality.

(4). Attracts investment eg. from social investors, institutional investors

(5). Upholds Triple Bottom Line / BP's:



Issues
1. Regional disparity in CSR
↳ 80% CSR in 10 states only
2. No ground survey
3. Lack of engagement with NGO and govt. schemes.

Thus, corporates and business have to involve in social responsibility as they are like trusts in Gandhi's Trusteeship Model and so, need to pay back to people from whom they earned.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

B. Indian traditional wisdom as is evident from Bhagwad Gita, Vedas, Quran and various establish values of tyaga, Seva, daanam and self-control.

(3) Example

Karn in Mahabharata

- Tyaga → of materialistic pleasure
- Seva → service to every poor who approached him
- Daanam → gave his 'Kundal & Kavach'
- Self-control → anger management

Relevance of these values in modern day public servants :-

(1) Tyaga (Renunciation)
- to bring down corruption (ie renunciating materialistic pleasure)
- to bring selfless attitude for good governance

(2) Seva (Service) → 'Seva Parmo Dharmo' can prevent dereliction of duty, mis-feasance & non-feasance.

(3) Daanam (charity)
- helps in emotion experiencing
- developing compassion
- Achieving 'Summum Bonum' of Cicero
- Builds public-trust.

4. Damah (self-control) → ① To prevent crashlessness
② Anger management
③ Building patience
④ Promotes Tolerance.

However, these values are not sufficient in modern bureaucracy which is too rigid and too complex. Along with above values, need is to have 3 —

① Integrity ⇒ to follow above 4 values in synchronous way and upheld Rule of law.

② Use of Wisdom ⇒ to deal in complex Indian Society who has large expectations from civil servants.

③ Use of Gandhis Talisman ⇒ for welfare of poor & vulnerable.

So, Indian ethos 'Dharma Pakshti Pakshta' sums up the rose above 4 values and promotes duty over self.

Next IAS ID: GSMAC2431476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

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 arises when two sets of differing interest, opinion or authority commands together.

Eg. Public interest vs removing illegal encroachments.

Conflict among interests	Conflict among various sources of authority
(1). Personal interest vs Public interest ↳ Eg. giving tender to brother's firm OR ensuring value to taxpayers money	(1). Family as authority vs Education institution ↳ family teaching girl should do kitchen and school teaching gender-equality
(2). Professional duty vs Public interest ↳ Eg. As engineer rationale building dam OR protect displacement of people.	(2). Society vs constitution ↳ Eg. Society taboo's homosexuality but constitutional value respects it (Navtej Johar case)

(3). Individual morality vs duty

↳ Eg. giving enrollment in scheme to destitute women or deny as she did not possess them.

(4) Individualism or collectivism

Eg. helping poor in need or first feeding yourself.

(3) Law vs conscience

Eg. To abide by salt laws, 1929 or deny it ⟹ Satyagraha

(4). In civil services

Senior vs order vs MP/MLA vs order

Eg

- contrive raiding offices
- stop raiding or else you will be transferred

Ways to manage

1. Dialogue, Discuss, Deliberate with yourself and reputative authorities
2. Use conscience as tool of guidance
3. Uphold 'Rule of law' & abide by 'code of conduct' to prevent corr. behaviour
4. Use EI for balanced reasoning

Thus, Nishkama Karma (selfless duty) and Sthitha Prajna (equanimity) along with conscience can help in dealing such situations.

Next IAS ID: GSMACT24A1476, GSMA5404, 06-08-2024 02:28 PM

B. 'Courage is marshall of thoughts, armour of will and fort of reason'
— Francis Bacon

Very rightly put by Francis, inner courage can help in dealing with complexities of Bureaucracy and shine like a star.

eg. T.N. Sheshan → epitome of fortitude

Domain of governance is ridden with

1. Uncertainties → arbitrary transfer order
→ abrupt Policy change (eg. Population Policy during Rajiv Gandhi)
→ complex grievances

2. Ambiguities → in laws → OSA, IA 23 vs RTI, 2005
→ in decision making → eg. helping poor or go to ministers rally

3. Paradoxes → committed Bureaucracy but still Red tapism prevalence.
→ Secrecy vs Transparency
→ Environmental sustainability vs cost-efficiency

All of this have led to suicides, resignation etc in administrative fraternity. It puts need of 'inner courage' at top.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Inner courage as a solution to such issues

(1). Helps coping with adversity
eg. IAS Armstrong Pame → 100 km - road in Manipur

(2). Helps in resolving ambiguity in law → by understanding spirit and not solely relying on substance of law.
eg. ~~IAS A~~ cautious navigation in RTI application and giving quality information

(3). Makes person creative in approach
↳ eg. IAS Harichandra - 'Toilet-on-wheels' (Biodecomposable)

(4). Helps in navigating unwanted scrutiny
eg. T. N. Sheshan → faced rebuttal from judiciary, media and government but continued his work.

(5). Fostering 'courage of conviction' →
eg. IPS Sanjukta Parashar → posted in Bodo militant area ⇒ killed 16 militants.

(6). Showcases selflessness at time for duty → eg. Hakeed Tukaram Omble.

Maya Angelou says - "Courage is most important of all virtues, without which you will not be able to keep continue with other virtues."

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM
Candidates must not write on this margin

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

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

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

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

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

(A) Adam Smith highlights the constituent elements of humanism, which is said to be achieved by selflessness and kindness.

selflessness and kindness – Perfect Human Nature

(1) Upholds Kant's humanist Principle :- where man itself is an end and not a means

Eg. forced labour is antithesis to this principal.

(2). Helps experiencing greatest good ie Eudaimonia (Aristotle)

Eg. Gandhis service to Harijan helped in experiencing highest good.

(3). In Administration – it enhances public trust and supports citizen-centricity. Eg. Passport Seva Kendras

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

④. Promotes Justice (John Rawls)
↳ Socio-economic and political justice.

⑤. Reciprocity in Nature ⇒ as 'Good Act' creates a virtuous perpetuating cycle of kindness.

⑥. Promotes Cosmopolitanism
↳ Eg. India's HADR to Sudan, Turkey, Nepal etc.

However, kindness and selflessness are diminishing in current era leading to

- War → Russia-Ukraine
- Corporate scams → Satyam scam
- Climate injustice → SIDS Nation on verge of extinction
- Flourishing Terrorism → ⑨. Hamas, Houthis etc.

Need is To
① Integrate 'life and value education' in curricula
② Socialisation agency like family need revamp
③ Integration into civil service code / conduct.

So, 'Best way to find yourself is to loose yourself in service of others'
— M.K. Gandhi

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

B. Aristotle highlights the 'doubled edge' nature of POWER which has innate virtue and vice associated to it and wisdom is to know when to use it and when not to.

Virtue in Using Power

1. To raise issue of crime and act swiftly.
   - eg. Drugs proliferation in Punjab.
2. To bring social reform
   - eg. R. R. Mohan Roy used his power of persuasion → led to Abolition of Sati Act, 1929
3. To bring justice
   - eg. S.C. in Hussainara Khatoon case → Activist nature of Judiciary

Vice in not using Power

1. Remaining silent and indifferent to drug menace is vice.
2. Indifferent attitude of others contemporary leaders to Sati issue was vice
3. While judiciary largely did not take activism in 'Save-Sex' marriage.

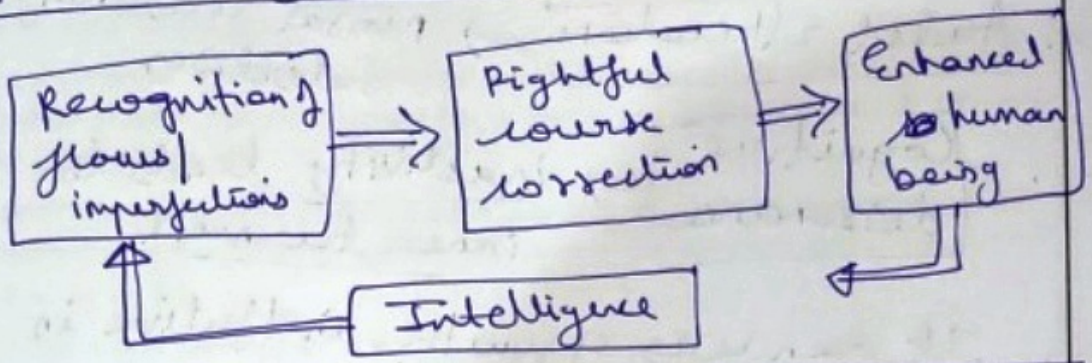
Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Virtue in NOT using Power	Vice in using Power
(1). Administrative authority not intermingling in family issues.	(1) Hitler → Jewish genocide laws enactment
(2). Krishna did not took arms in Mahabharata	(2). Sakuni Mama using his deceptive skills to expel Pandavas from Kingdom
(3). Preventing overuse of power ↳ Eg. IAS officer in personal arena arguing with someone & threat to arrest him	(3). Indiscriminate 'lathicharge' and illegally removing Protestors (SC said in Ramlila Maidan case-2012)

Need is to pursue power to fight crimes, injustice, corruption and restraining to use in basic arguments. It requires wisdom and ingenuity to achieve wiseful use of power.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

(C). Socrates was of opinion that knowledge (intelligence) is knowing about one's ignorance which further paves way for self development.



Knowing that you know nothing helps in

(1). Recognising the imperfections in humans
↳ helps in building humility and gratitude.
↳ Eg. In competitive exam → we get checks in our preparation.

(2). It limits the rise of self
↳ As R.N. Tagore says when self becomes too high 'it leads to progressive death of human being.

(3). It helps in opening door of for more knowledge and learning
↳ Eg. Mission Karmayogi

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

However, mere knowing about one's ignorance is not sufficient and action needs to be taken, else it may lead to

(1) Faded Ethicalism ⇒ moral reasoning subsidises

(2) Cognitive dissonance ⇒ inactivity leads to inner turmoil

(3) It renders growth ineffective in nature

(4) It is a vice to Not act upon knowing about ignorance.

(5) It can create a masses of ignorant citizen → lead to failing Nation

Thus, ignorance is not bad, but realising about it and not taking action is unethical. This needs to be pursued with quest for higher knowledge.

Next IAS ID: GSMAC24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

केस स्टडी 1:

आप ग्रीनटेक इंडस्ट्रीज में अनुपालन अधिकारी हैं, एक कंपनी जो पर्यावरण-अनुकूल उत्पाद बनाती है और सकारात्मक पर्यावरणीय प्रभाव डालने में विश्वास रखती है। आपकी प्राथमिक जिम्मेदारी यह सुनिश्चित करना है कि कंपनी पर्यावरण कानूनों और नैतिक मानकों का पालन करती है। कंपनी ने हाल ही में एक नया उत्पाद विकसित किया है जो महत्वपूर्ण पारिस्थितिक लाभों का वादा करता है लेकिन इसमें एक विनिर्माण प्रक्रिया शामिल है जो खतरनाक अपशिष्ट उत्पन्न करती है।

आंतरिक जाँच (ऑडिट) के दौरान, आपको पता चलता है कि नए उत्पाद की निर्माण प्रक्रिया से निकलने वाले खतरनाक अपशिष्ट का निपटान इस प्रकार किया जा रहा है जो तकनीकी रूप से कानूनी मानकों को पूरा करता है लेकिन गंभीर नैतिक चिंताओं को जन्म देता है। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण के लिए संभावित जोखिम पैदा करती है।

कानूनी तौर पर, ग्रीनटेक इंडस्ट्रीज किसी भी नियम का उल्लंघन नहीं कर रही है। अपशिष्ट प्रबंधन विधि पर्यावरण कानूनों द्वारा निर्धारित अनुमेय सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस पद्धति का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को काफी नुकसान पहुंचा सकता है।

आप आश्चर्यचकित रह गए, एक ओर, कंपनी कानूनी रूप से सही थी, लेकिन दूसरी ओर, यह पर्यावरण पर सकारात्मक प्रभाव डालने के अपने घोषित मूल्यों के बारे में पाखंडी थी। एक कर्तव्यनिष्ठ पेशेवर के रूप में, आप कार्रवाई करने को लेकर गंभीर हैं, लेकिन चुनौती यह है कि क्या और कैसे।

1. उपरोक्त मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएँ उपस्थित हैं?
2. उपलब्ध विकल्पों पर उनके गुण-दोष सहित चर्चा करें।
3. आपके द्वारा चुनी हुई कार्यवाही क्या होगी? और क्यों? (250 शब्द, 20 अंक)

Case Study 1:

You are the Compliance Officer at GreenTech Industries, a company that manufactures eco-friendly products and believes in making positive environmental impacts. Your primary responsibility is to ensure that the company adheres to environmental laws and ethical standards. The Company recently developed a new product that promises significant ecological benefits but involves a manufacturing process that produces hazardous waste.

During an internal audit, you discover that the hazardous waste from the new product's manufacturing process is being disposed of in a manner that technically meets legal standards but raises serious ethical concerns. While compliant with current laws, the disposal method poses potential risks to a local community's health and the environment in the long term.

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

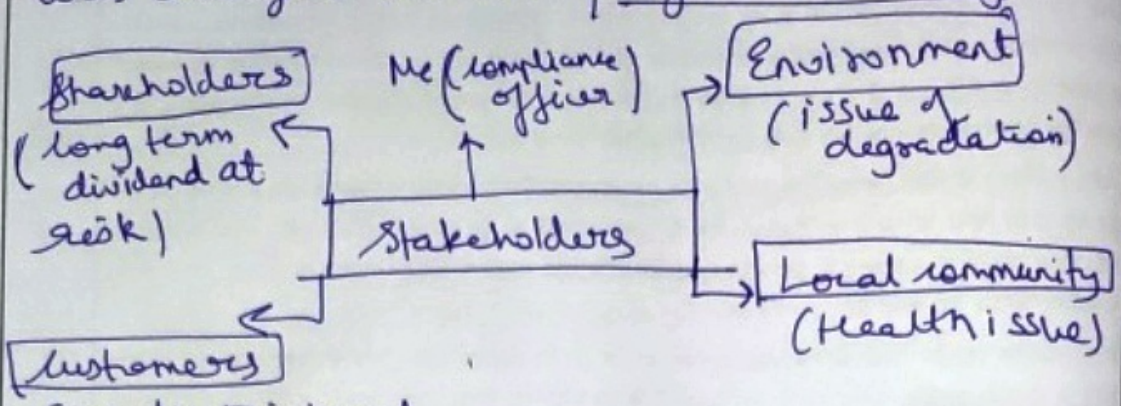
You were left wondering, on the one hand, the Company was legally correct, but on the other, it was hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its whats and hows.

1. What are the ethical issues and dilemmas that confronts you in the above case?
2. Discuss the available options along with its merits and demerits.
3. What will be your chosen course of action? Why (250 words, 20 marks)

This case involves issue of 'greenwashing' where company product line manufacturing is producing hazardous waste. Similary, recently Volkswagen

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

was caught in act of 'greenwashing'.



(I). Ethical issues and dilemmas involved

a). Environmental vs benefit (as claimed by company) cost-efficiency (producing hazardous waste)

b). Profit over customer interest is prioritised.

c). Lying to public in general being 'eco-friendly' to create goodwill.

d). Violation of Kantian categorical imperative (promoting greenwashing as universal values).

e). Compliance officer faces issue of self preservation (Thomas Hobbes) vs selflessness (Kant)

f) Public health at risk and long term environmental degradation.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

2. Options available :—

(1). Prepare compliance report stating production of hazardous waste and later taking strict action via public disclosure

Merit	Demerit
(1). Uphold Environmentalism	(1). May degrade reputation of company
(2). Protects citizens interest	(2). Job loss issue
(3). Take a jab at issue of 'greenwashing'	(3). Still higher authority may not take adequate action

(2). Take No action and let the product go into market

Merit	Demerit
a) Self-preservation b) goodwill created among seniors	a) Dereliction of duty b) lack of courage of conviction

(3). Prepare detailed report, submit to respective authority, ensuring swift action and later reminding shareholders about issue.

Next IAS ID: GSMACT24A1476, GSMAC2404, 15-08-2024 02:28 PM

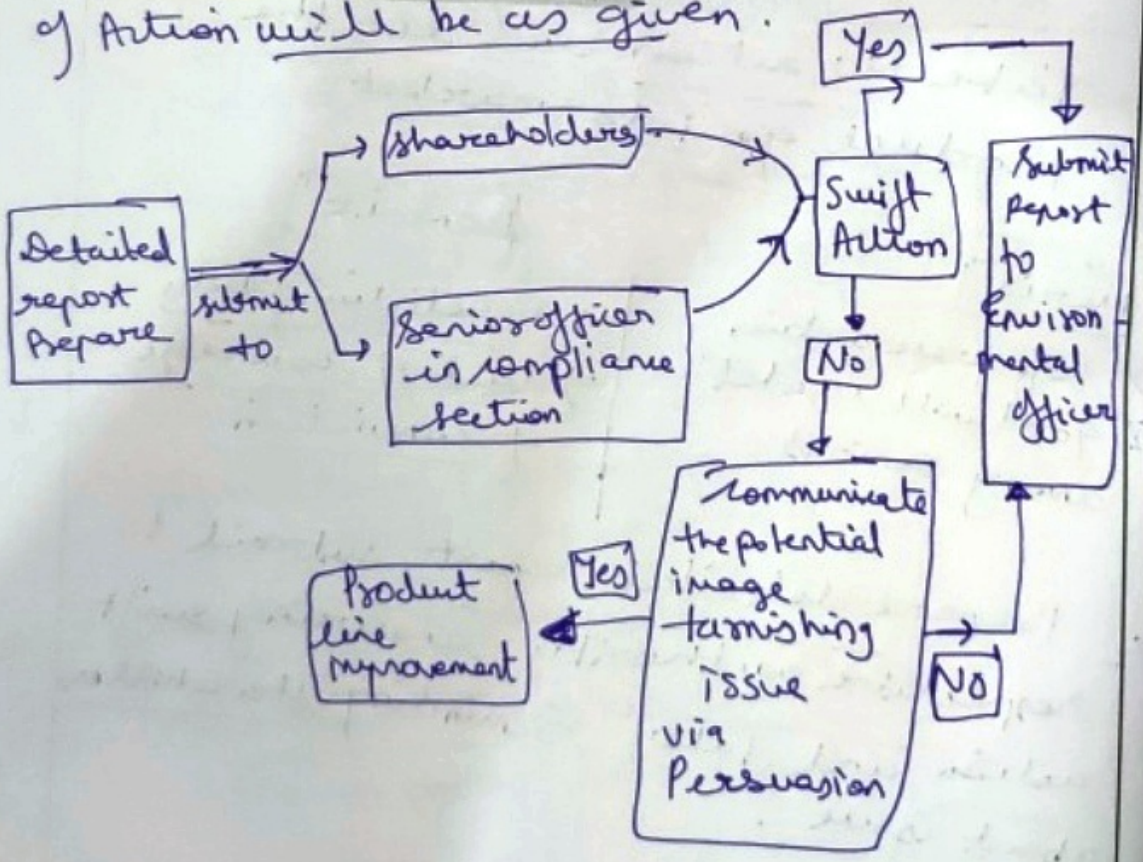
Merit

- Upholding Professional ethics
- courage of conviction & balanced approach

Demerit

- Company 'goodwill' image may be tarnished.
- Still company may continue producing hazardous waste.

(3). As a compliance officer, I need to showcase values like honesty, critical feedback to product manufacturing process, abiding by 'Rule of law' (environmental) & professional ethics. In view of it, my course of Action will be as given.



Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

(1). I will objectively prepare report to uphold environmental rules like Hazardous material rule

(2). I would involve my seniors, experts, shareholders to inform about issue, to ensure everyone is conscious about it.

(3). Later, if decision is to halt manufacturing then would stop it or if NO then would use persuasion techniques like Aristotelian → Ethos, Pathos, Logos

(4). Even, if no action taken then would discuss potential impact of 'greenwashing' and detail them about various cases like Volkswagen.

(5). At last, as laws are being followed by company, I would abide by honesty and highlight issue in public, upholding utilitarian principal (J.S.Mill)

So, upholding honesty is, public interest is of much importance as it will have long lasting impact on them.

Next IAS ID: GSMACT24A1476, GSMAC24A1476, 06-08-2024 02:28 PM

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.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

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)

This case highlights fights between religious morality and constitutional morality, which was also seen in Indian Young lawyer Association vs State of Kerala case famously known as Sabarimala case.

(I). Administrative issue

a). Taking a hard with religious sentiment may create unrest

b). May face backlash from politician and seriss for involvement

c). Continued indifferent attitude of administration has led women right subservience.

d) Violation of constitutional values (gender equality)

Ethical issues

a) Violation of Art 15 → gender discrimination

b) Violation of right to dignified life → Art 21

c) Status quoism in rituals leading to sidelining of women

d) Religion vs Reason

e) Potential of unrest in village

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

2]. Options available to me are:-

A) Support women cause and let them enter temple and perform rituals

Merit
- Gender-equality
- Uphold Rule of law

Demerit
- Potential unrest in village
- Entering in religious domain may backfire.

B) Maintain status-quoism and ask women to withdraw petition.

Merit
- Prevent unrest
- No political tussle

Demerit
- Dereliction of duty
- Lack of courage of conviction

C) Follow Court orders and do as per directed within ambit of constitution and laws.

Merit
- Women empowerment
- Performance of duty
- Justice prevails (John Rawls)

Demerit
- Potential unrest
- Backlash from priest community
- Political game will start around
- Women safety issue.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

3) As a DC my course of Action in this case would be based on upholding constitutional values and Rule of law. I adhere to the norm that - 'No society can prosper, where 50% of its population is sidelined'. [My course of Action]

(1). Ensure safety of women's → female & special police to encircle and patrol around village

(2). Hold talks with religious leader and local politician to resolve issue amicably.

(3). If, issue not resolved then 'justice should prevail'. So, to avoid any uprising [Sec 144 CrPC] to be applied.

(4). Would wait for court's order.

(5). Follow it wholeheartedly. If, it is in support of them, then arrange adequate police support to escort them to temple and perform rituals.

Next IAS ID: GSMACT24A1476, GSMAC24A1476, 06-08-2024 02:28 PM

(6). While all mandatory protocols are followed, I would ensure the long term safety by fostering sense of inclusivity among village people.

(7). To develop confidence, I would use Rene Descartes 'Method of Doubt', to breakdown complex issue to simpler parts to make them understand.

(8). At last, My course of action will abide by Virtue ethics, Justice principle and give preference to constitutional morality over religious morality.

As S.C in Naz foundation case stated - 'constitution morality should prevail and not public morality'; I would be pro-justice in this case.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहां आपकी उत्तरदायित्वों में से एक उम्मीदवारों के अभियान (कैंपेन) के दौरान खर्चों की निगरानी करना और अभियानों (कैंपेन) की वीडियोग्राफी की निगरानी करना था। जैसे ही आप कार्यभार संभालते हैं और काम करना प्रारम्भ करते हैं, आपको एहसास होता है कि आप किस चुनौती से जूझ रहे हैं। दो उम्मीदवारों की पृष्ठभूमि आपराधिक थी और पूरा मुकाबला कमोबेश इन्हीं दोनों के बीच था।

जैसे-जैसे अभियान (कैंपेन) ने गति पकड़ी, आपने देखा कि दोनों उम्मीदवार जाति और धार्मिक आधार पर मतदाताओं को भड़काने में लगे हुए हैं। इसके अलावा, वे चुनाव आचार संहिता का खुला उल्लंघन करते हुए आर्थिक प्रलोभन दे रहे थे। आपके वीडियोग्राफर को धन्यवाद, आपके पास यह सब रिकॉर्ड पर था।

आपने कोई भी सख्त कार्रवाई करने से पहले उन्हें चेतावनी देने का फैसला किया, इसलिए आपने उन्हें बुलाया और सबूतों के साथ उनका सामना किया। आपकी राहत के लिए, उन्होंने चुपचाप गलती स्वीकार कर ली और संहिताओं का पालन करने का वादा किया।

बैठक के दो दिन बाद आपको खबर मिलती है कि आपके एक वीडियोग्राफर को एक प्रत्याशी के गुंडों ने बुरी तरह पीटा। और वीडियोग्राफर की पिटाई का मतलब आपके लिए चेतावनी थी। इसके अलावा, उसी शाम आपको एक कॉल आती है जिसमें अभियान में हस्तक्षेप करने पर गंभीर परिणाम भुगतने की धमकी दी जाती है।

आपको एहसास होता है कि आपके फैसले आपके साथ काम करने वाले लोगों के लिए खतरनाक साबित हो रहे हैं। आपको अपने कर्मचारियों की सुरक्षा को खतरे में डालना अच्छा नहीं लगा।

1. उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
2. क्या कर्मचारियों की व्यक्तिगत सुरक्षा की कीमत पर कर्तव्य के प्रति समर्पित रहना नैतिक रूप से उचित है? चर्चा कीजिए।
3. आप अपने कर्मचारियों की सुरक्षा से समझौता किए बिना अपने चुनाव कर्तव्यों का पालन कैसे करेंगे? व्याख्या कीजिए।

(250 शब्द, 20 अंक)

Case Study 3:

It was Assembly election times, and you were deputed to a constituency on election duty where one of your responsibilities was to monitor candidates' campaign expenses and supervise the campaigns' videography. As you take charge and start working, you realise the challenge you have got into. Two of the candidates had a criminal background, and the whole contest was more or less between these two only.

As the campaigns picked pace, you noticed that both the candidates indulged in inciting the voters on caste and religious grounds. Further, they were doling out monetary inducements in blatant violation of the election code of conduct. You had all of it on record, thanks to your videographer.

You decided to warn them before taking any strict action, so you called them and confronted them with the evidence. Much to your relief, they quietly accepted the mistake and promised to comply with the codes.

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

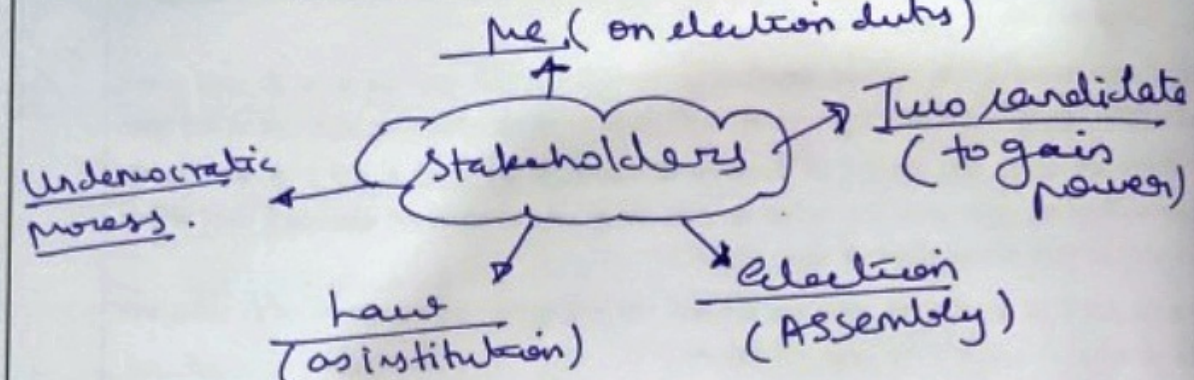
You realise that your decisions are proving to be dangerous for the people working with you. You didn't feel good about endangering the safety of your staff.

1. What are the issues involved in the above case?
2. Is it ethically justified to be devoted to duty at the cost of the personal safety of the staff? Discuss.
3. How will you go about doing your election duties without compromising the safety of your staff? Explain.

(250 words, 20 marks)

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

The case highlights the issue of 'criminalisation of Politics' (ADR → 43% MP - 17th L-S criminal charges) and blatant violation of election laws RPA, 1951.



Various issues involved are :-

1. Violation of ~~sanctity~~ of election by using caste and ~~religious~~ appeals.
2. Violation of RPA, 1951 → their act leads to corrupt practice under Sec 123
3. Election as a process is made a mockery by criminal candidate.
4. Safety of my staff at risk.
5. Death threats and beating staff.
6. Violates Sec 77 (RPA, 1951) → over-expense in election.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

(2). Being accountable to my duty and safety of my staff, I would not risk their life but would also not compromise with my duty. 'Bad faith' (Jean Paul Sartre) would not prevail as I believe we always have choices, even in face of inevitability.

Devotion to duty	Personal safety of staff
(1). Objectively record everything	(1). Become cautious about future attack
(2). Showcase resiliency in eliminate of violence	(2). Request police personnel rotation from goons.
(3). Upholds 'Rule of law'	(3). Boost confidence in staff for devotion to duty.
(4). Continue to pursue ethical approach.	(4). Take full responsibility for any further attack on them.

NEXT IAS

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

3]. I would have the prioritisation of values as follows



My course of action would be :-

①. Post-Attack on my staff → I am totally aware that adequate police protection is under my right.

②. I would get police protection for my staff, ensure their safety.

③. Further, I would talk & report two candidates and warn them for severe consequence like disqualification.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM
Candidates must not write on this margin

(4). I would present the report to Returning officer highlighting the issue.

(5). Warning from RO would act as a deterrant to them.

(6). Highlight Violation

⇒ Electoral expense limit

⇒ use of caste & religion for vote appeal

⇒ Violation of Sec 123 – corrupt practices.

Thus, I would ensure my professional ethics are preserved and with dedication to service, I upheld rule of law.

Next IAS ID: GSMACT24B1476, GSMAC2204, 06-08-2024 02:28 PM

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 लोगों की पत्नियाँ मित्र थी। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

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

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

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

Case Study 4:

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

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

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

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

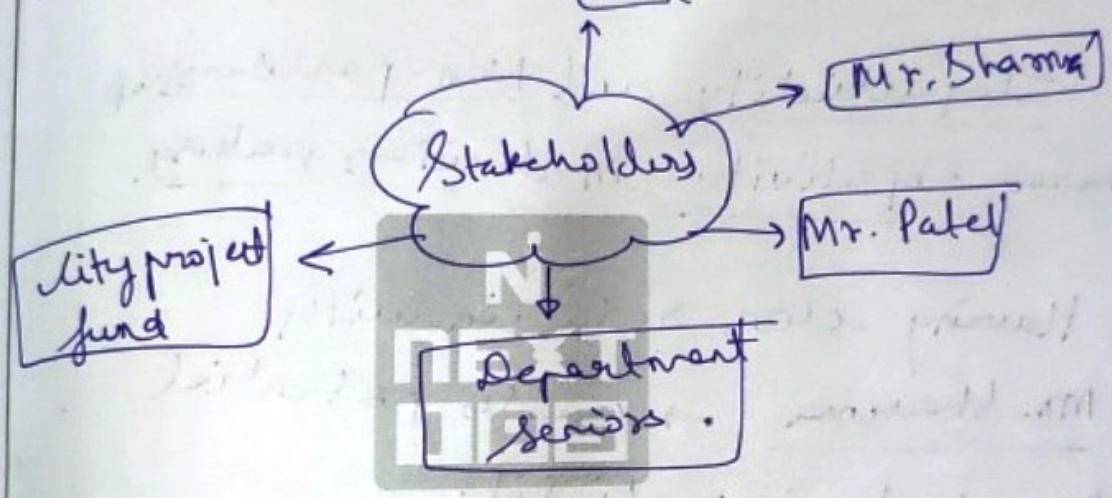
1. Do you think the above case involves a conflict of interest or there are more issues? Explain
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation.

(250 words, 20 marks)

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

Case highlights the neglect of a reputed prourement officer who was unable to identify conflict of interest or did not declare the potential conflict of interest, leading to questioning his professionalism.



① Yes, I think case involved a conflict of interest, whereby Me (as Head of prourement) did not declare the conflict of interest.

Further, various other issues are:

② Potential tendency of compromising objectiveness in prorss by using some personal vendetta by Mr. Patel.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

b) I should have recused from awarding committee of tender.

c) Personal relation are being used to showcase that merit is compromised.

(2). Impartiality and Non-partisanship ensures objectivity in decision making.

a). Having close relation with Mr. Sharma → creates potential threat to impartiality.

b). If merit was not used then maybe due to political inclination of Mr. Sharma, he could have got tender → violation of Non-Partisanship

c) Lack of impartiality & Non-partisanship can create a questioning of one's professionalism.

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

3) To avoid such unpleasant situation my course of Action would have been.

(1). Objective analysis of all tenders being filed.

(2). Go through their past records of timely completion of projects and optimal utilisation of fund.

(3). Knowing that Mr. Sharma is present in list, I would declare potential conflict of interest like Justice N.V. Ramana did in Telangana vs Andhra case.

(4). Further, upholding objectivity throughout the process, merit

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-09-2024 02:28 PM

based ~~recruit~~ tender allocation will be done.

(5). I would ensure, my integrity remains intact as 'integrity is gone, everything is gone'.

Thus, Buddhist Pratitya-samutpada (dependent origin) would help me in understanding the reason for my negligence and help in prevent the same in future.

Next IAS ID: GSMAC124A1476, GSMSC2404, 06-08-2024 02:28 PM
Candidates must write on this ma

केस स्टडी 5:

आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 लोगो का स्टाफ था, और यह एक मिश्रित समूह था; जिनमे कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के कगार पर थे। कुल मिलाकर, स्टाफ बहुत कुशल नहीं था, लेकिन किसी तरह उन्होंने अपना काम चलाया। एक बैठक में, विभाग के प्रमुख ने लागत में कटौती के उपाय के रूप में आपके कर्मचारियों की नौकरियों की आउटसोर्सिंग का उल्लेख किया। लेकिन कोई गंभीर विचार-विमर्श नहीं हुआ, इसलिए आपने इसके बारे में ज्यादा नहीं सोचा।

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

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

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

(250 शब्द, 20 अंक)

Case Study 5:

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

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

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

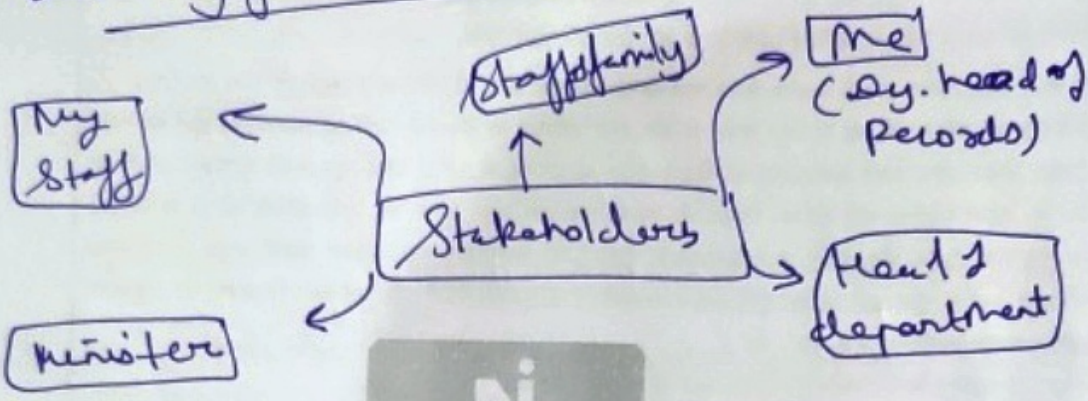
You sought a meeting with your Head to discuss the ramifications of the new order, specifically the downsizing part. Your Head was very emphatic about the whole process and seemed to be least concerned with people losing their livelihood. Disappointed, you got back to your office thinking of ways of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

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

(250 words, 20 marks)

Next IAS ID: GSMACT24E476, GSMAC2404, 06-08-2024 02:28 PM

Case highlights the extra-legal course adopted by Dy. Head of Records who bypassed administrative process to seek grievance redressal directly from minister.



A) Various issues involved

Administrative issue

1) Non-compliance with office rules

2) Emotion laden decision making → bypassing objectivity.

3) inefficient staff.

Ethical issues

1) unoptimised utilisation of fund by inefficient staff.

2) Jobless of young members in staff is at risk

3) Top-down accountability is missing.

Next IAS ID: GSMAC24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

4) Poor deliberation with dy-head and with staff.

5) No proper time given for Notice related to downsizing

4) Lack of empathy from Head of department's side

5) Cost-cutting vs downsizing

B] I think more deliberation and ingenuity was needed from my part and instead of directly writing to minister, 'Blue sky thinking' was needed.

I should have balanced

- Objectivity & emotion
- Moral value and professional value

Morally, it can be correct but in profession one has to balance

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

morality of individual with proper code of conduct of department.

3) My response to the action initiated against me will be:-

a) Acceptance to my act

b) Giving due explanation.

c) Highlight the various ethical and moral considerations going in my mind.

d) Respect the decision once taken by disciplinary committee, but would ask for time & adequate representation from my side.

Various option available are:-

(A). Wholeheartedly accept the violation of department office rule

Next IAS ID: GSMACT24814476, GSMAC2404, 06-08-2024 02:28 PM

(B). message/write to minister again for setting up enquiry to protect my staff.

(C). Explain myself to committee, accept the mistake for direct recourse to minister and wholeheartedly accept the decision.

I would choose option 3, as it would prevent slippery slope in department leading to direct recourse to higher officials and bypassing the established rule.

I would explain my morality that job loss for young staff could have been detrimental and being senior I am accountable to my subordinates.

Thus, Administration is a complex system which provides adequate chance for creative solution but one has to adhere norms of department which is also essential for discipline and rule based functioning of institution.

Next IAS ID: GSMAC124A1476, GSMAC2404, 06-08-2024 02:28 PM

केस स्टडी 6:

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

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

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

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

Case Study 6:

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

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

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

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

Case is related to collusive corruption at top level which deprives poor from benefit arising from social sector schemes like MGNREGA

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

f) Ethical issues involved :—

a). Self preservation by me, would lead to compromise with my duty.

b). Corruption at top level and its demonstration effect.

c). Taxpayers money being exploited.

d). Siphoning of welfare action (Art 38) scheme — MGNREA's money

e). Showcases 'Banality of Evil' (Hanah Arendt) i.e. normalisation of corruption

f). Esteemed career of mine (Dy. set Ruraldept.) is at risk, if disclosed the magnanimity of corruption.

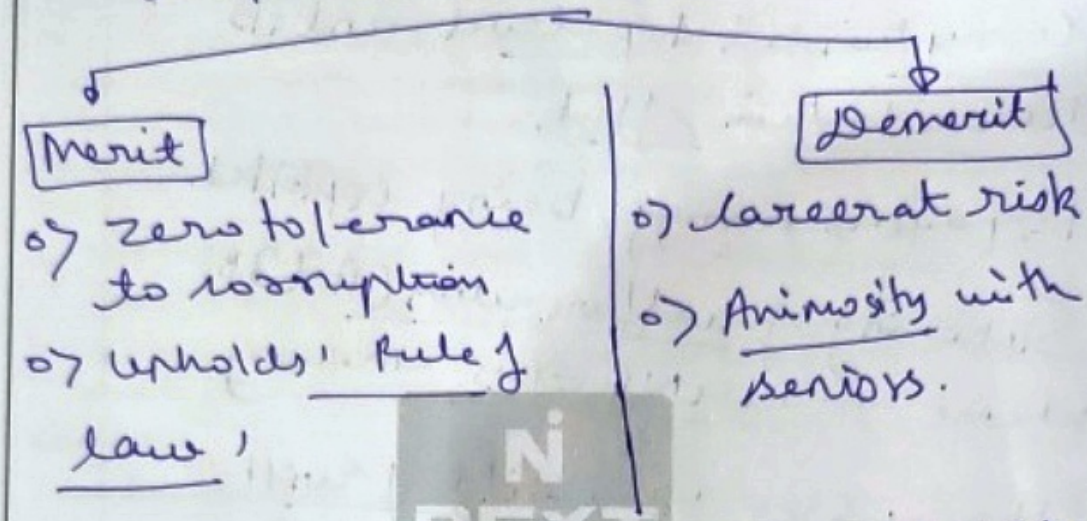
g) inativity — showcases 'Bystander effect'

h) Blatant violation of 'Rule of law' & 'code of conduct' by officials.

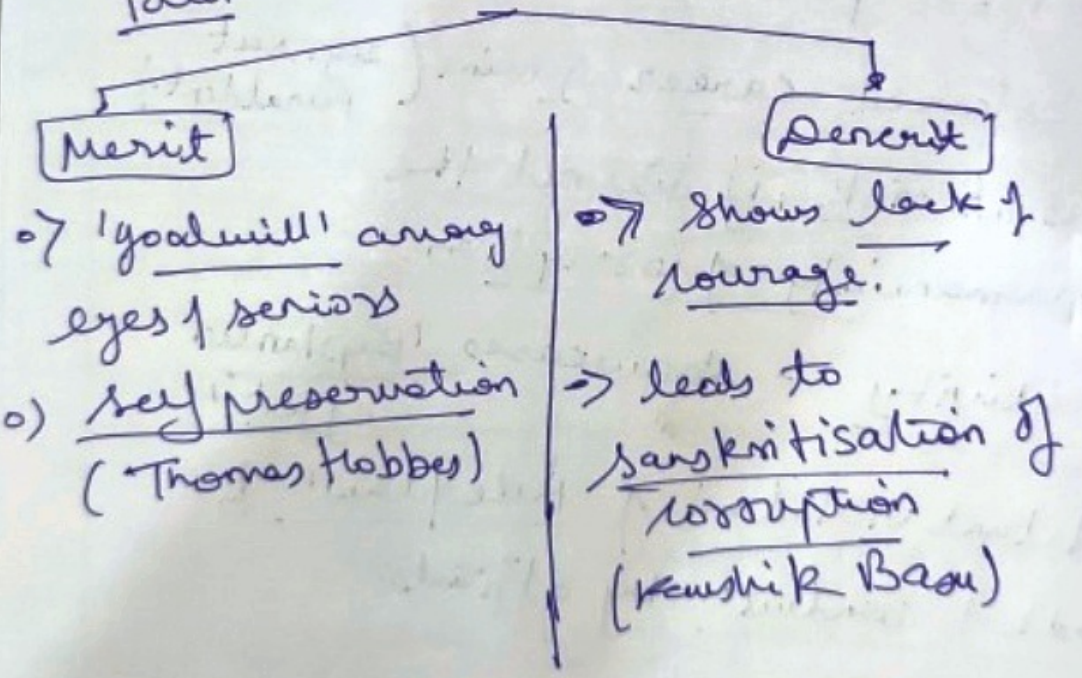
Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

2) Options available to me :-

A) Directly disclose the matter to ~~seni~~ minister and other respected authority



B) Do not disclose matter and sit idle.



C) Talk to seniors, prepare a report - list all senior's name with

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

potential amount embezzled and give it to respective authority.

Merit

- Courage of conviction
- Dedication towards duty
- Zero tolerance to corruption

Demerit

- Job may be at risk
- Higher authority may also be involved

Q 3. I would choose C option where as a dy. seet, I will uphold the values of my service like honesty, dedication, objectivity, Rule of law, uphold constitutional values and showcasing 'zero tolerance for corruption'.

My course of Action would be :-

1. Prepare detailed report of

Next IAS ID: GSMACT24A1476, GSMAC2404, 06-08-2024 02:28 PM

Candidates must not write on this margin

total amount siphoned off

(2). Highlight the various corrupt officers, without thinking about career.

(3) I believe, an honest act is always rewarded as - 'Satyameva Jayate' - Truth always triumphs.

(4). I would submit the report to higher authority

(5). Further, as it could not be a localised event, then I would check various other schemes report and audit them further.

(6) will identify other corrupt officers involved in such acts.

As Rajiv Gandhi puts - 'A Rupee at top becomes 15 paise at bottom' — thus the institutionalised nature of corruption needs to be dealt vociferously and it starts from individual action - 'Be the change you want to see in world'.