

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: Sheya Tyagi

Mobile No.

Roll No. : GSMACT24A1759

Start Time 3pm

End Time 6pm

Date of Examination: 24.08.24

Medium : English

Hindi

Q. No.	Maximum Marks	Marks Obtained	Q. No.	Maximum Marks	Marks Obtained
1. A	10		6. A	10	
1. B	10		6. B	10	
2. A	10		6. C	10	
2. B	10		7.	20	
3. A	10		8.	20	
3. B	10		9.	20	
4. A	10		10.	20	
4. B	10		11.	20	
5. A	10		12.	20	
5. B	10		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:

<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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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.

<u>IMPORTANT QR CODES</u>	
 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

- 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) Ethics are a set of standards that guide our behaviour actions and choices. Some argue that our actions should have a rational basis, while others disagree at its limits.

How ethics can't be purely rational

① Ethics deals with our interaction with humans and their feelings → aren't fully rational themselves

② Rationality lacks the element of fairness

and not objectivity.

eg Amartya Sen argued that Justice must have both 'Nyay' or fairness and 'niti' or policy.

How feelings impact our decisions

① Humours work on attitude → which has a large affective component

↳ how we feel about things

↳ eg Positive feelings towards pets can make us care for animals.

② Feelings act as compass or a part of our moral intuition.

eg Gandhi: The only tyrant I listen to is the small voice inside me.

③ Feelings are a result of experiences
↳ Observational learning.

Thus, feelings guide our ethics
- differentiating us from robots.

- (B) Ethics management can be understood as putting systems in place in an organisation where the conduct of ethics is guided by rules and codes.

How codes and rules can help

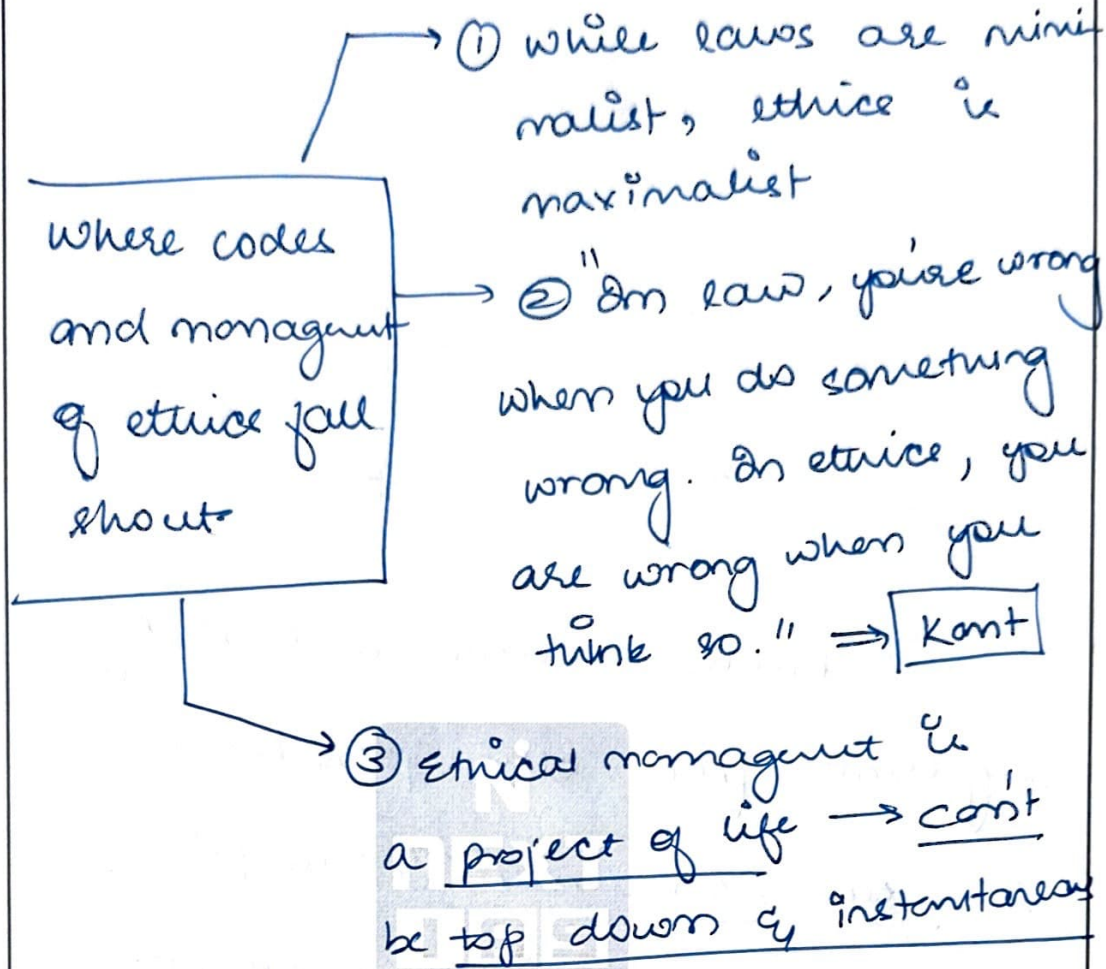
- ① lay down a basic minimum expectation in terms of rules

↳ eg civil servant conduct Rules 164 prohibit a secondary employment → no compromise on public interest

- ② codes can act as a normative measuring rod to judge your behaviour

↳ eg code of conduct for civil servant pushes them towards morality and objectivity

- ③ can help define hierarchies in examination of conduct



What else is required:

- ① leading by example → observational learning
- ② highlighting good virtues of subordinates → reg employee of the month.

Thus, ethical management can be a component but not the final solution of ethics at workplace.

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) Public service is distinctly different from other jobs because the end consumer is the citizen and the state is both caregiver and Judge.

While traditional Justice has benefite in: →

- ① Allocation of goods & service
- ② deciding basic rules of governance
- ③ ensuing a cycle of punishment and reformation,

it falls short in many ways.

Ethics of care is required because:

① Public service delivery is not only about extension of a service but services to the most needy.

eg foregoing Aadhaar authentication if an old person's fingerprints don't work.

② the public servant can't only be driven by objectivity but also to restore fairness in society.

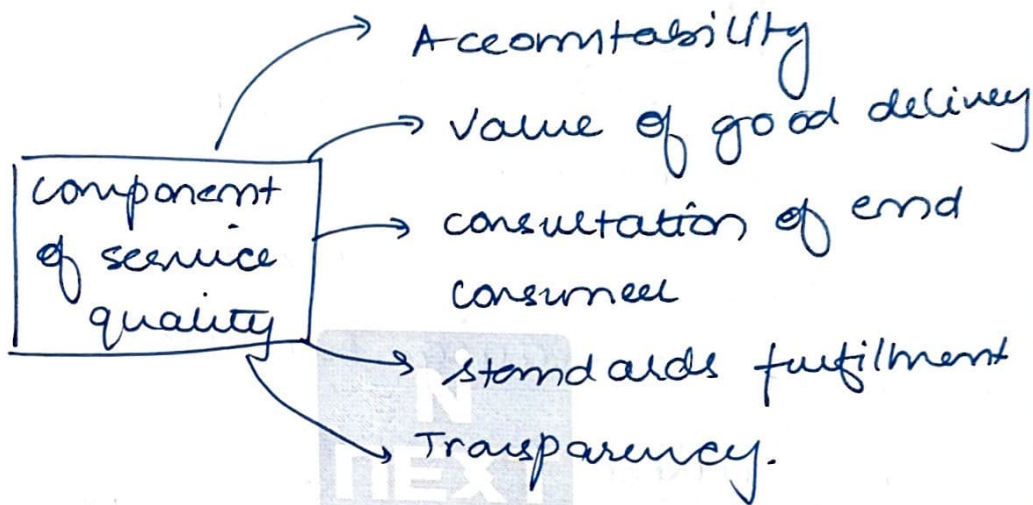
eg Sen's defence of 'Niraj over Niti'

③ The individual is not an atomistic individual, but lives in a community

eg denial of Justice would anger the whole community.

Thus, for a New Public management, civil servants should embody the values of public service under 'ethics of care'.

- ③ Quality of service delivery can be understood at benchmark fulfilment in the delivery of service which would fulfill the needs of the end consumer



ways to ensure quality service :

- ① Participation of end consumer
- ② Accountability on the delivery agent
- ③ Consensus on the Quality of goods
- ④ Grievance redressal
- ⑤ Responsive authority

Thus, goals of efficiency, equity and economy can be fulfilled in this way.

ways for civil servants to overcome bias:

- ① Training holistically to recognise the biases.
- ② exposure to all sections of society in order to work for them
- ③ Adaptability to serve in all areas of the country → eg new cadre policy 2017
- ④ focus on equalisation in bureaucracy
↳ removal of 'mai-baap' culture
eg lax-batti or red beacon removal.
- ⑤ Inculcating the idea of public service vs public sector "job"

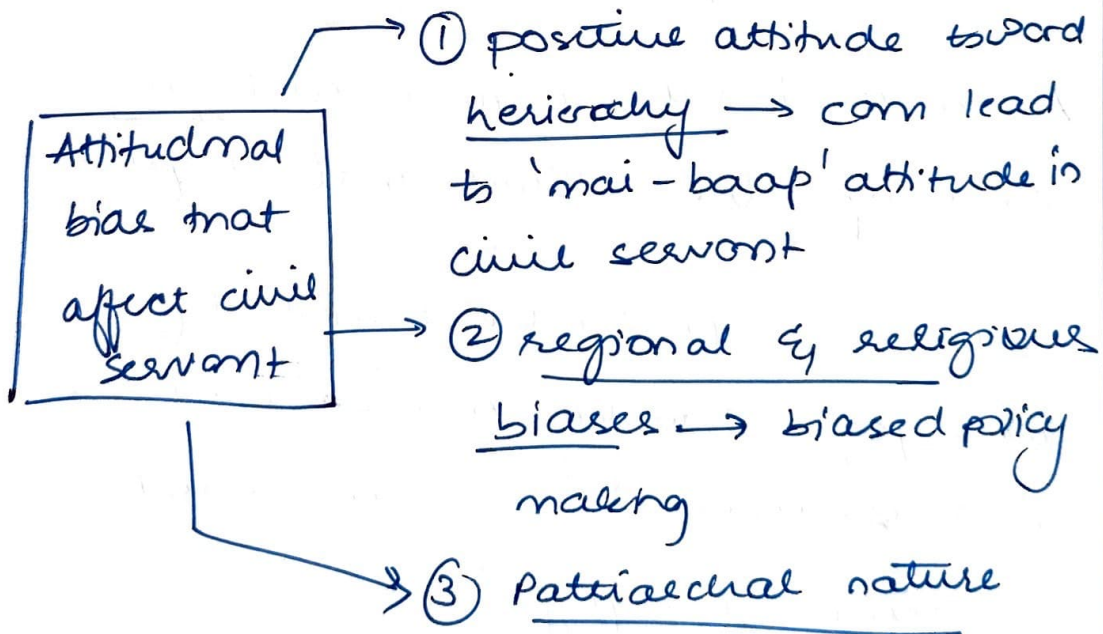
As a reminder, a quote of Tagore sums up the attitude traits required:

"When I slept I wished that life was joy. I woke and saw life was service. I acted and behold, service was joy."

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)

Public service attitude can be understood as the attitude of a civil servant to go the extra mile for public service delivery - especially for the most vulnerable.



(B) By the above statement, Mahatma Gandhi meant to show unity in all religions as well as his ability to identify with all people despite differences.

Some scholars such as Machiavelli and Marx have a negative view of religion where religion acted as a destabilising force in society. In India too, it was excluded as religious violence took place during partition.

However, Gandhi ji argued that one of the seven sins was the exclusion of religion from politics. He said this because:

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write on this margin

- ① Religion was the source of ethics of most of the nations.
- ② In an uneducated society, religion acted as a disciplinary force.
- ③ Even among the educated section, a denial of religion lead to the deterioration of values.
eg modernisation in America without religion brought about consumerism
- ④ It wasn't religion that sparked violence, rather a surface level hate for the other.

For Gandhi, all religions had approximately the same moral base. This formed upon the Ancient Indian ideal of "Sarva Dharma Samo Bhav"

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 libertarian school of
ethics argues that business and
market have any one responsibility
and that is profit.

In fact, some libertarian
scholars such as FA Hayek called
market as the 'central nervous
system of society' which would
always do the required distribution.
Denial of the market path would
be a "road to serfdom"

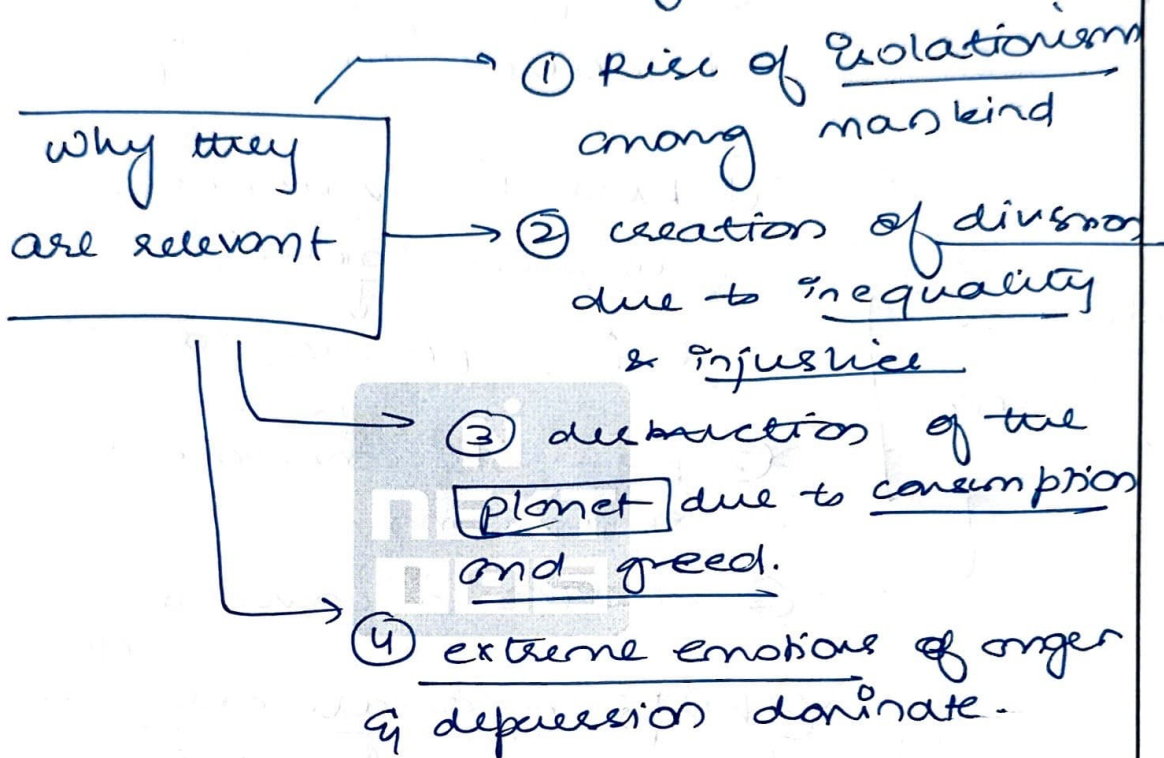
However, this ignores many

key ideas with regard to CSR or corporate social responsibility.

- ① Corporate don't operate in a vacuum but rather on the base of society.
- ② Concentration on profit erodes the bottom line of planet & people
↳ eg rising climate change & disaster.
- ③ Business can't ignore their success occurs under the influence of the state.
- ④ Gandhi's trusteeship model argues that businesses that don't contribute back are "atomistic at best and evil at the worst."

Thus, it's not a false, rather a ^{cycle} ~~cycle~~ of virtue that keep peace, equality & justice in society.

(B) Ancient Indian values are making a return in the modern consumerist world by many accounts.



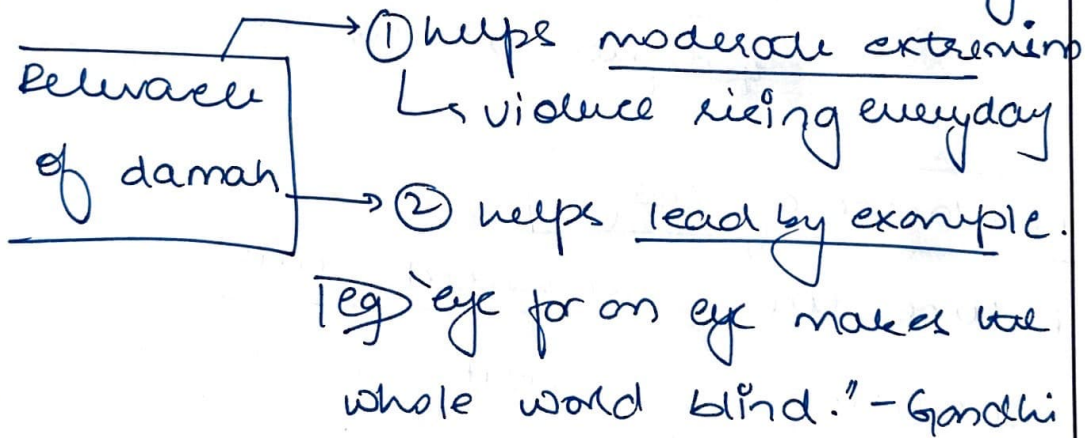
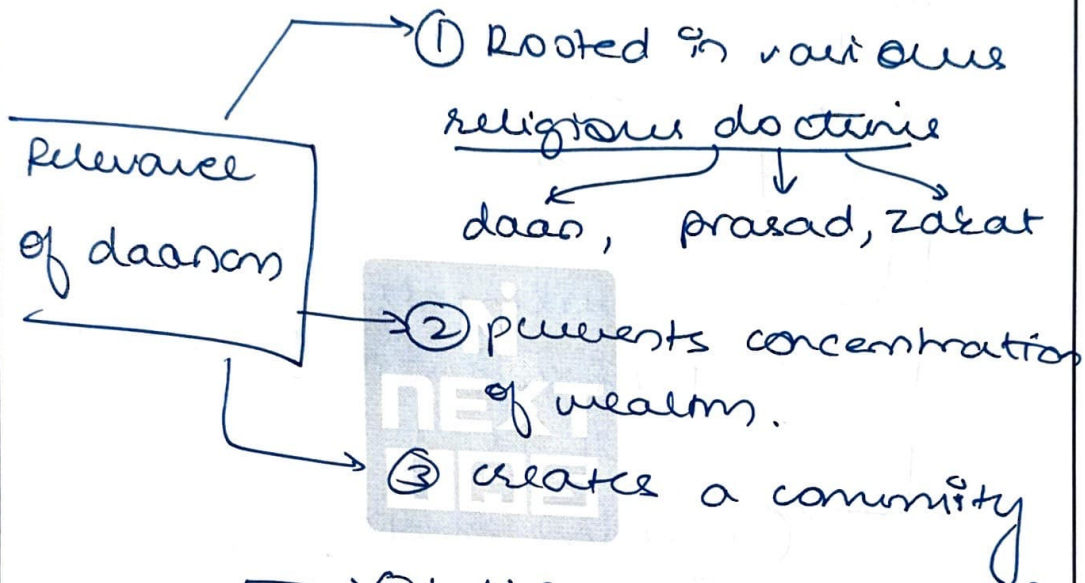
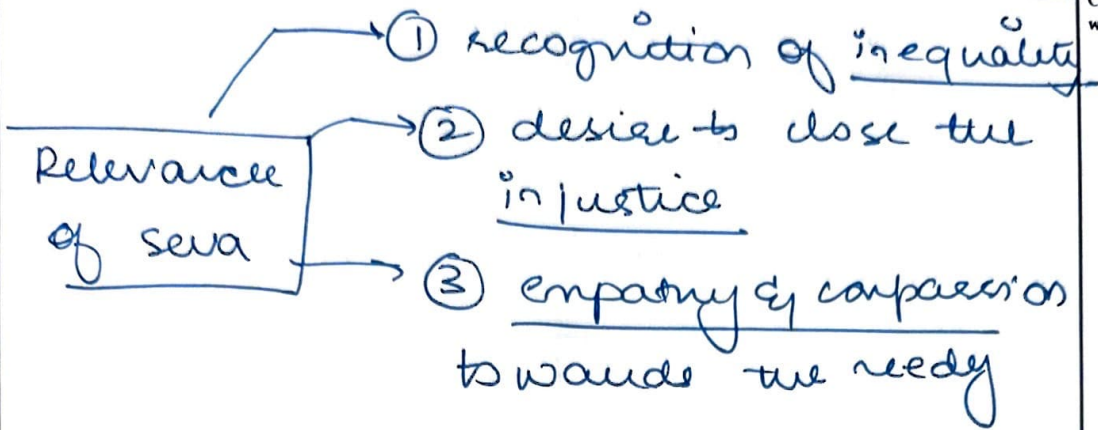
Relevance of Tyaga

- ① Reduce the consumerist culture
- ② shedding of identity markers
↳ religious, casteist markers
- ③ renunciation of excesses →
greed, sloth, etc.

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Thus, Indian civilizational ethos is one of the best teacher of choice as per Mark Twain.

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 काररता 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)

Conflict among
interest

conflict among
various sources
of authority

① conflict exists at
the level of individual - ~~between~~

① conflict arises
due to conflictual
approach to
situation.

② between private
interest and public
interest

② may also lead
to a crisis of
authority.

eg Private interest
of an IAS to invest
in upcoming area &
public interest
prohibiting this.

eg constitutional
cases between
Right of indiv.
individual &
community

③ conflict of interest
can usually be
solved by putting
group interest over
individual interest

eg has a utili-
tarian base.

④ usually the
conflict, especially Art 26, 29 & 30
in the public
sphere occurs
due to competing
material and
societal interest

eg interest of
Nedanta in mining
for profit while
tribals to preserve
their land in
Niyamgiri hills

③ Difficult to resolve
as 'interpretation'
and 'biases' come
in

eg A Judge with
an individual
bias may lead to
Article 14, 19 & 21
while a commissioner
would support

④ conflicting sources
of ethics would
require picking
of one authority
over another.

eg Constitution
as supreme law
over other laws.

(B) of late, the Bureaucracy is being identified with phrases such as 'risk-averse', 'rule-follower' instead of 'role-follower' and lacking 'inner judgement'. This is due to paucity of inner courage.

Relevance of inner courage:

- ① operating in an environment of competing claims
↳ Many stakeholders with different interest
- ② The constant tussle of power with powerful elements of society
 ↳ MPs & MLAs ↳ businessmen & women.
- ③ responsibility to support development especially of the last mile
 ↳ from Sardar Patel's steel frame to ensure 'Sabka Saath, Sabka Vikas'

- ④ Ability to rely on conscience in case of conflicting rule positions
↳ Gandhi's small voice inside him as the only tyrant he listened to.
- ⑤ Ambiguity can cause confusion & discourage a strong stance → would lead to instability in society
- ⑥ Courage is not being irrational or dismissing fear but acknowledging it and taking it forward
↳ leads to better judgement

Thus, working in an environment of competing claims, courage is an essential ingredient for public service delivery.

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 ideal of selflessness is the basis of social living. For scholars such as Hobbes, man in the state of nature saw a life which was "rasty, brutish and short". Thus, society required an unselfish man.

Thus, Adam Smith, the father of capitalism also extended the need for empathy and service in society.

of man failed to think of others;

- (i) Destruction of society as everyone is on individualist
- (ii) exploitation of resources as every action is in pursuit of pleasure

Thus, selflessness for Smith represented the peak of human nature. When man while doing the best for himself and his family, could also extend the feeling to society, he would leave the world better than he found it.

This selflessness is what

Gandhi ji asks us to explore with his talismans - on what our actions could do for the most vulnerable.

(B) Aristotle is called the father of the middle path. This is because, for Aristotle, virtue is the mean between two extremes.

This means that it's not one action in itself that is virtuous rather it's the middle path between its limits. Thus, while Plato saw thinking as most ethical exercise and materialists such as Sophists leaned to action, for Aristotle, it was a combination of two.

Thus, in a difficult situation, the virtue of an action is not only judged by what we choose to do, but also what we choose to not do.

In the Mahabharat, Yudhishthira's virtuous nature is judged not only by his partaking in the 'Draena Yudh' after deep injuries. It's also his want for peace and the chances be afforded to the Kauravas along the way.

This is also why Buddha supported the middle path as a course for human actions. On the middle path, human realise that all actions have good & bad impact but seek to maximise the good and undermine the bad.

(c) Socrates is called the father of philosophy. This is because, despite his claim of "knowing nothing", he expanded the scope of ethical & philosophical thinking.

The truth of life for many scholars is the inherent change and multiplicity that exists in human life. The sheer diversity makes it impossible for a single person to know everything.

Thus, the first persons to not trust in this world were those who claimed the knowledge over everything. This is why he distrusted sophists and why we today distrust Godmen.

A person's intellect as per Aristotle can be judged if he can entertain an idea without accepting it. Thus, the approach of binaries towards life is doing an intellectual disservice to self.

This is why even Rationalism or the science for some have their limits. Carl Sagan, a famous science communicator famously said:

"To put science and spirituality as binaries is to do disservice to both."

Thus, accepting the limits of our knowledge as the well as humanity's is key to our long term survival.

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 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 अनुमेय 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 issue of Greenwashing has come to dominate the capitalist world as the consumer makes more choices on the basis of our environment.

However, the above case is a classic case of while laws aren't violated, ethics are.

Ethical Issues & Dilemmas:

① laws vs ethics

↳ legally compliant but ethically wrong.

② misleading & false advertising

③ compromise on health of local community

④ Primary responsibility to follow law Vs Secondary responsibility to humanity

2. Available options:

a) let go of matter as no violation of laws

Merits

- ① would lead to no conflict at work place
- ② compliant with primary responsibility
↳ environment laws

Demerits

- ① would violate the responsibility of ethical standards
- ② partaking in false advertising of company
- ③ directly harm local community health.

(b) whistle blow on ethical violationMerits

- ① Use of conscience of violation of ethics

Demerits

- ① lead to backlash at company

NEXT IAS

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Candidates must not
write on this margin

② would inform the
public of the vio-
lation of ethics

③ create awareness
about greenwashing

c) Approach senior management about
the violation of ethics & ask to
change, otherwise whistle blow
needs

determine

① would give the
employers to change
process

② benefit of doubt
as law not violated

③ If violation intention
exit not as disruptive
rather as lesson
for the company

① could ruffle
feathers of the
management

② Not an immediate
whistle blow →
delay action.

The Fixed or (c) approach would be the path I would take as:—

- ① follow principle of accountability to consumer → choosing the brand because of its environmental learning.
- ② would afford a chance to management to correct mistakes → institutional change by correction & not just "calling out" or "cancel culture."

Thus, following the principle of deontology, the violation of ethics and not law have the larger responsibility.

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 गांव 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.

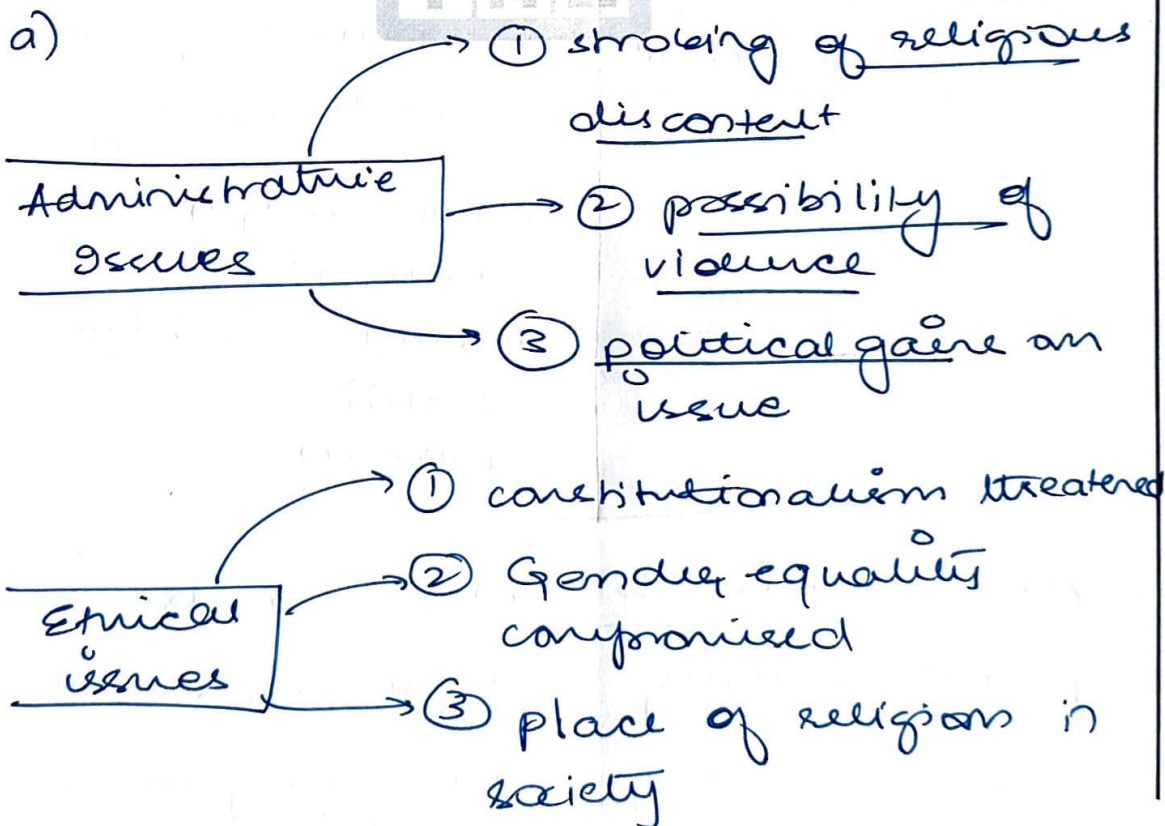
A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities 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 above case study represents a classic dilemma faced in a society between constitutionalism and religiosity. This is especially present in a poisonous society such as India.



(b) & (c) options available and merits
and demerits

1. Follow the local traditions - especially since court is yet to rule
on matter.

Merit	demerit
① keep <u>peace</u> in the <u>large community</u> ② would not let <u>politicians use issue</u> and <u>cause discontent</u>	① would compromise on <u>values of the constitution</u> ② would compromise on <u>gender equality</u> ③ shows <u>majoritarianism</u> ⇒ <u>minority subordination</u> - in this case <u>women</u>

2. Allow women to enter, ensure special security and persuade
local community leaders for peace.

merit	demerit
① would uphold the <u>constitutional values</u> → equality, → liberty & → gender justice ② would ensure <u>constitutionalism</u> as <u>law of land</u> over all other <u>social laws</u>.	① could raise discontent ② possibility of violence.
③ close temple premises and wait for court judgement	
merit	demerit
① would avoid unrest & discontent ② appearance of being fair.	① lacks moral courage ② shows avoidant nature ③ Bureaucracy's role as guided not gaudium.

③ I would as DC choose the 2nd path of allowing women after ensuring adequate security. Why?

a) Constitution of India as per Dr Ambedkar is not only a collection of laws, rather a document for social change.

b) Bureaucracy has a participative role to play in India's social revolution.

c) Display of moral courage required especially in support of the vulnerable section of society.

In this way, I would seek to uphold constitutionalism - which is the basis of any modern ethical society.

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 above case study represents the dilemma of double effect.

while initially agreeing, the politicians are not only showed their true colours but endangered an honest worker along the way.

Issues involved in the case:

- ① violation of laws — asking for votes on religious and caste lines
↳ RPA 1951
- ② violation of model code of conduct
- ③ direct violence ⇒ beating up the videographer.
- ④ Blackmailing of election official
- ⑤ use of money, mafia and media to manipulate elections

2) The highest virtue, as per Plato, is the following of your duty. This is detailed in the Nahabharat where Krishna highlights 'svadharma' or the 'individual duty' of anyone.

In the above case, it's live-

fied on being devoted to duty because

- ① compromise would lead to an unforce & unfair election
- ② threatens democracy of India
- ③ allow goons to run the electoral system.
- ④ empower the goons if action not taken against them.

However, this duty can't exist at the cost of safety and security of the workers.

This violates the Kautilyan principle of higher virtue or duty as higher the rank goes. Thus, in this case - safety of your subordinate is a prerequisite to perform any other duty.

③ I will ensure my duty as well as safety of staff in the following way:

- a) Apologise to the videographer on the compromise of his safety
- b) file an FIR against the goons who beat up the videographer
- c) share the video recording of the leaders violating the laws & election codes.

- ④ use social media and election commission as witness in case of threats
- ⑤ Penalise leaders for violating the laws
- ⑥ In the future make it a rule to not personally placate the leaders
 - a) there is enough information laws & rules $\Rightarrow$ shouldn't violate
 - b) it's your mandate to ensure free & fair election, not easy elections for political leaders.

Thus, a strong and strict approach is required - especially if it's the rich & powerful that violate the law.

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 थीं। 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)

1) The above case is a perfect example of conflict of interest.

However, there are more issues at play as well:

a) societal culture of not exonerating conflict of interest

b) lack of habit of disclosure and information sharing.

c) larger responsibilities require a larger reflection of values.

d) higher the role, higher the virtue required.

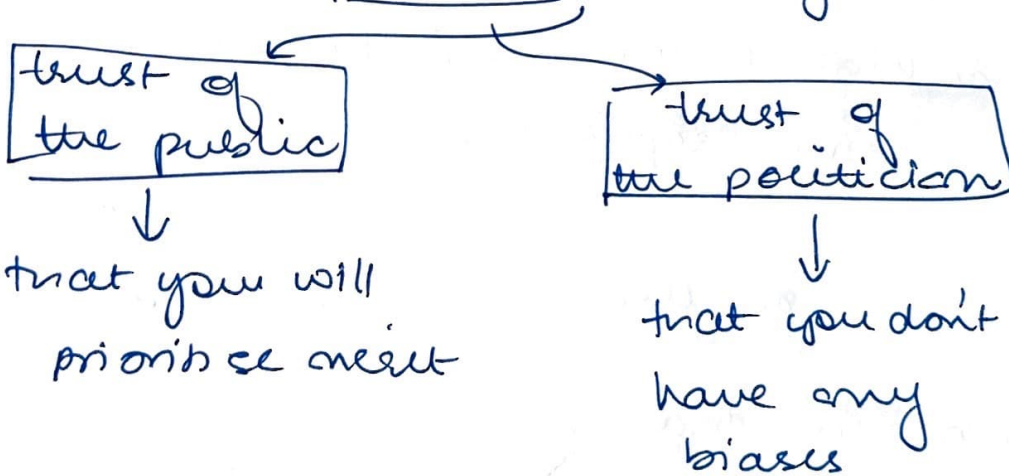
2) On the above case, we can see that even following the procedure in cases of public

may not be enough. In fact, as the situation displays, impartiality & non-partisanship are deeply relevant

a) impartiality is not taking sides and letting objectivity dictate choices.

b) Non-partisanship shows the prioritisation of public interest over any other players.

c) Bimal Jalan, senior IAS had argued that these two values ensure trust in the system



d) further, it ensures no nexus development between politicians

and the bureaucrat.

3) How could this situation be avoided?

a) Probity requires the highest levels of integrity

b) integrity would see honesty in action, speech & thought.

c) the situation should have not only be analysed after the action but before as well.

The disclosure of this association with Mr. Sharma could have prevented this mishap.

Further, stepping back or recusing self could have

been the ideal way to deal
with this conflict of interest.

Thus, the 2nd ARC gives
a recipe for tackling conflict of
interests:

- ① Recognise conflict
- ② Recuse self
- ③ Redistribute work.
- ④ Remember fulfillment of
duty.

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; जिनमें 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 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)

As the government too comes under the scrutiny for becoming more efficient and not personnel heavy, the prospects of downsizing are a reality of the future.

1) Ethical issues involved:

- a) lack of concern about people losing their job.
- b) efficiency $\rightarrow$ job security
- c) Personal responsibility to fire $\rightarrow$ bse of job linked to you.

2) Administrative issues

- a) lack of registering of concerns of the head on firing.
- b) going above the head to our ministers $\rightarrow$ chain of command violated.

Thus, while there maybe some moral justification - ethically as head of a ~~core~~ department and on employees - rash, over the top measures aren't appreciated.

3. Options available

- ① make noise about transfer
- ② quietly get transferred but re-visit issue again with minister
- ③ Apologise for going about head.

I would follow the 2nd option:

- ① would ensure that no more noise is made.
- ② since the topic is created, the best would be to follow up with the minister.

2) Morality of waiting to minister

Yes

① raised concern of firing -
especially of employees who
have been at their jobs
for very long

② create public discomf
about the same.

③ would restore faith of
those being fired.

However, this is a holistic analysis.

① Not only was the chain of command
violated, such a stance presents
a desperate measure.

② The issue was earlier raised in
the meeting of managers, where
views on the firing of employees
should have been put forward.

③ Start a public conversation on the issue precariousness of public employment.

Thus, the best way to operate in a setup 'e to air grievances is the context of which they were raised.



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 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 फर्से 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 above issue is one of systemic corruption. Further, this is the worst blot on the bureaucracy as funds required by the poorest of the poor are siphoned by those put responsible for them.

Ethical issues involved

- ① systemic corruption at the ministerial level.
- ② Implication of a patron-bureaucrat nexus.
- ③ exploitation of proximity to positions of power for personal gains.
- ④ blackmail in order to hush up matter.

②

Options
available① whistle blow on the
illegal corruption② Approach the
senior minister

to detail the corruption

③ keep quiet & hold
on to job.

③

Option 1 : whistle blowmerits① ensure public
disclosure of
corruption.② would stop this
vicious cycle
of corruption③ punish those
in charge.demerits① would lead
to possible
threats by
senior &
powerful people.

Option 2 : Minister approachedMerit

- ① would inform the senior-most responsible
- ② protect self

Demerit

- ① lacking moral courage.
- ② clarity exists on wrongdoing.

Option 3 : keep quietMerit

- ① keep job

Demerit

- ① unethical conduct
- ② violation of ethical responsibility
- ③ lack of moral courage.

I would follow the first option to whistleblow because:

- ① only accountability in the highest levels can ensure at the lowest levels.
- ② Many - times, from the misbrise of whistleblowing rise the change in law → eg RTI, Social audit, etc.
- ③ The corruption at the highest levels must be disclosed, each level at a time.

Thus, Probity can't be a convenient path but is often a crusade.