

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: VAIBHAV KUMAR Mobile No. 701024121Roll No. : NIS 2023 66 287 Start Time End Time.....Date of Examination: Medium : English ☒ Hindi ☐

Q. No.	Maximum Marks	Marks Obtained
1. A	10	
1. B	10	
2. A	10	
2. B	10	
3. A	10	
3. B	10	
4. A	10	
4. B	10	
5. A	10	
5. B	10	

Q. No.	Maximum Marks	Marks Obtained
6. A	10	
6. B	10	
6. C	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
Total Marks: 250		

GRAND TOTAL -/ 250

EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS

- 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.
- Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
- Candidate is expected to attempt all 12 questions within the given timeline.
- Answers must be written in the medium authorized at the time of admission.
- 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.
- Please write neatly. Avoid illegible writing.
- Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

- 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।
- अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
- अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
- प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
- 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।
- कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
- QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

Student Concerns / Query

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Evaluator's Feedback / Response

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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

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)

Feelings are the result of human's cognitive awareness & a end product of our emotions. They are result of processing of emotion.

Feeling positively impact our ethical decisions as →

① Objective decision making eg Indian government Atmanirbhar Bharat Post some time.

② Empathetic action eg Karan's action of giving away his "guard" as feeling of service.

③ Emotionally intelligent: as self-awareness and recognition eg Actions of Mahatma Gandhi

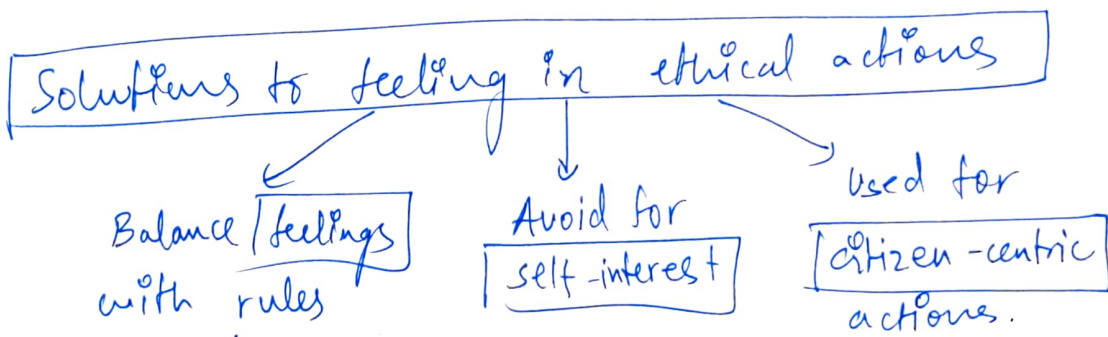
Negative impact of our feelings seen when

① Ill guided emotions : $\rightarrow$ Envy of Duryodhanas
Feeling of anger for Pandavas = Mahabharata.

② ~~Use of~~ Ethical fading $\rightarrow$ As only those
perspectives which we know of will guide action
 $\rightarrow$ Feeling of Compassion for animals.

Fading of tolerance for those who fear them.

③ Morality of actions is relative as feelings
guide them $\rightarrow$ USA feelings of democracy
Thinks morally right to intervene
in other countries.



Feelings are means to ensuring that
our Dharma of integrity is protected without
dissonance of character.

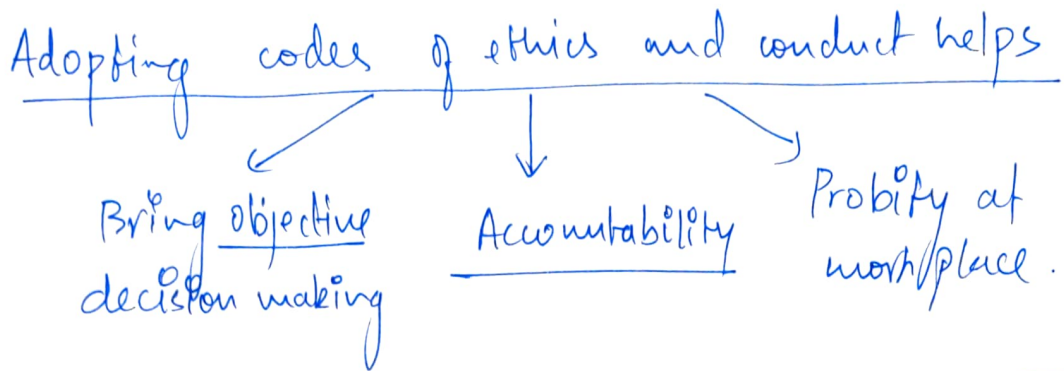
(B) Ethics management refers to the practice of management of ethical principles are followed within an organization.

Yes, public officials can manage ethics at work

- ① Standardize ethical principles at work
 - ② Ensure Corporate governance
 - ③ Inclusivity through updation of ethics as per changing demands
- eg OECD recommends setting up a "Board of Ethics"

Challenges to setting up ethics management

- ① Ethics are relative in nature
- ② Codification of ethics is difficult
- ③ Enforcement is societal $\Rightarrow$ not can lead to vigilantism for ethics
- ④ Vigilance exists to look into mismanagement $\Rightarrow$ Overlap of functions



More needs to be done than just adopting:

- ① Training of employees at work
eg Mid year, Diversity training.
- ② Inclusive work place formation.
eg Diversity Quotas at work place
- ③ Use of Lervottam Model for ensuring better management }

Grievance	Redressal
Citizen Charter	
High standard	Delivery
- ④ Efficient feedback mechanisms to ensure work
eg 360° ACR.
- ⑤ Public programmes eg Vigilance week.

Ethical management should be done through bottom-up approach where each person self-analyses ethical decisions.

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)

Traditional ethics of deontological principles
In which obligation to duty is combined with fairness idea of equitable justice.

It ensures ethical decision making in public services :-

① Actions are fair → as rule-based

② Justice done on equitable, objective grounds
eg Reservation policy in India.

③ Efficiency → As chain of command
↳ Work completion ensured
eg e-Office systems.

Challenges in it → ① Bureaucratic Red tape

② self-serving eg corruption bias

③ Justice may not ensure welfare
eg 97% of OBC benefits only for 25 castes

Ethics of care is based that ethical decision making ensured when actions guided by love, compassion, devotion etc.

Care ethics helps in public services

① Citizen centrality class timings when PM announcing to reduce video of child went viral

② Compassionate actions ensured } Buddha's 8 fold path as love for people

③ Quality of service improved.

IAS op. choudhary worked to build schools in Naxal hit Dantewada as Love.

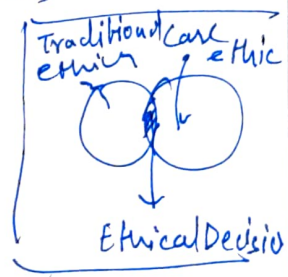
Challenges in care ethics in action:

① Used for favouritism, nepotism IAS Dri Thrashtra
love for son → Took away kingdom from Pandava.

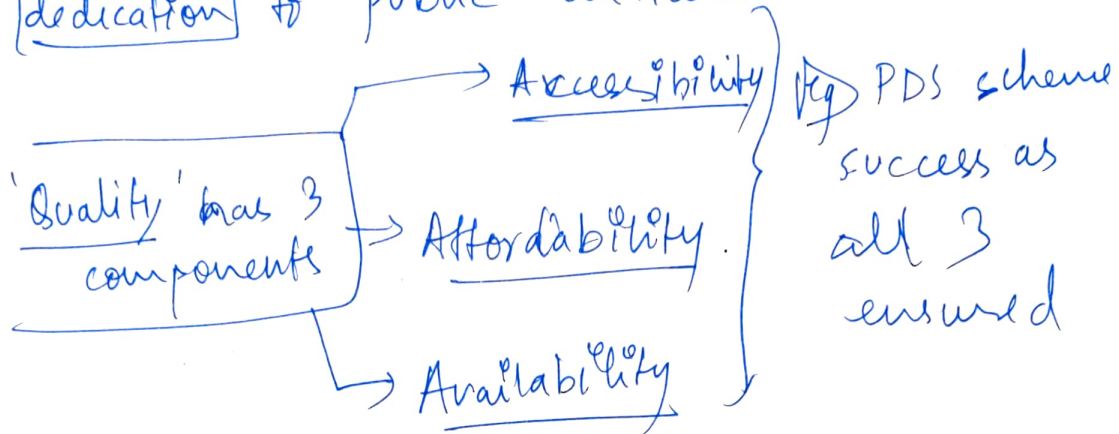
② Welfarism ⇒ May lead to violation of rules.

Dedication to public service means an overlap where rules are followed

but under those rules, ensuring citizen welfare.



(B) 'Quality' in service delivery refers to ensure highest standards along with dedication to public welfare.



Components of service quality are:

- (1) Standardization of service eg Citizen Charter.
- (2) Transparency & Accountability in delivery eg RTI launched for ensuring.
- (3) Grievance redressal for feedback
eg CPGRAMS portal for it
- (4) Social audit for answerability to public
eg MGNREGA has legalized Social Audit units.

Ways and means to ensuring →

Efficiency

- ① Auditing of work → CAG audits for common wealth games found poor work.
- ② Democratic systems → Parliamentary committees

Economy

- ③ Presentation of budget → Fiscal deficit target
- ④ Appropriateness of spending → Outcome based budgeting.

Effectiveness

- ⑤ Democratic mandate of elections
- ⑥ Constitutional morality by judiciary
 → Lack of public action by govt. on harassment } Vishaka guidelines.

Service delivery must be dedicated to welfare as Mahatma Gandhi said "Service of man is service of God"

- Q.3
- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)
- B. "मैं एक मुसलमान हूँ; मैं एक हिंदू हूँ; मैं एक ईसाई हूँ; मैं एक यहूदी हूँ।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध पर अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)
- A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)
- B. "I am a Moslem; I am a Hindu; I am a Christian; I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality. (150 words, 10 marks)

(A) Public service refers to working under broad government framework for doing public good

Public service attitude means →

→ Positive attitude to

(1) Citizen welfare

(2) Ethical decision making. eg Ashok Khemka IAS

(3) Emotionally intelligent actions.

→ Negative attitude towards

(1) Corruption. eg Durga Shakti Nagpal IAS

(2) Lackadaisical work culture.
eg IAS P. Iyer always arrived before start

Neutral attitude to political bosses $\rightarrow$ IAS TN
sesham

Attitude biases affecting public servants

① Personal interests over public $\rightarrow$ corruption

② Political views overshadowing work
 $\rightarrow$ MP in Bihar proclaiming not to
help opposite party voters.

③ Non tolerance to opposite views
 $\rightarrow$ Women secretary in Bihar's respond-
-ed poorly to girls demand for sanitary
pads questioning character of girl.

Means to overcome biases

① Practice emotional intelligence

② Mid-career training (2nd ARC)

③ 2nd ARC $\Rightarrow$ Removing power asymmetry
to understand local needs.

Public servants must work as India's

steel frame to ensure "Antyodaya

se Sarvodaya".

(B) Above statements Mahatma Gandhi's view on religious pluralism wherein he believed in ethical views of all religions.

It reflects his views of

- secular society.
- All humans ~~are~~ despite religion are same.
- Ethics promoted by all are universal

Views that religion is helpful to moral life →

- ① Provides ethical norms to guide morals
eg Niskam Karma value in Hinduism
- ② It ensures social control.
eg ~~the~~ Violation of religious principles among tribes → Removal from society.
- ③ Provides virtues to live based upon.
eg Buddha's 8-fold path.
- ④ Solving ethical dilemmas
eg Idea of Anekavada in Buddhism
- ⑤ Protects us from crisis of conscience
eg Koor-Doer split by Dayanand Saraswati

Unfortunately, religion also challenges morality

- ① Religion may contradict societal values } $\Rightarrow$ Sati in past
- ② Multiple interpretations of a concept $\Rightarrow$ Taliban's interpretation leading to genocide.
- ③ Heterogeneity of religious values
 $\hookrightarrow$ Variation in moral solutions
 $\Rightarrow$ Lokayatra promoted consumerism
 Fabianism had minimalist beliefs.

My position



- ① Conscience decision making by me combining societal and religious ethics
- ② Emotionally intelligent actions.

Finally, when facing challenge using Grandhi's Talksman for final outcome.

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) Corporate governance are the principles followed by a company to fulfill goals & objectives

No, I ~~don't~~ believe corporations should indulge in social responsibilities

① Herry Ford → "A company which makes nothing but money is wrong kind of business"

② Companies are part of society
Helping ~~them~~ ^{people} is responsibility

③ Helps build social capital

↳ long term benefits eg TATA group today

④ ESG Norms followed + compliance with regulations of authorities
eg SEBI

Corporations have to focus on increasing profits also as otherwise:

- ① Responsibility & accountability to shareholders not ensured
- ② Failure of corporation $\Rightarrow$ Public Trust lowered
- ③ Inefficiency in operations $\Rightarrow$ poor finances.

However, corporations must not divert funds to ~~wasteful~~ unproductive social activities

- ① Principle of Appropriateness } Reg DMF Fund in Ranchi used to build guest house.
- ② Funding of social activities for personal welfare } Reg France funding old colonies for welfare.

Focus of corporations must be to ensure that with profit, welfare comes as by-product in form of compassionate capitalism.

(B) Indian traditional system places immense value on service of others as Mahatma Gandhi said "To find yourself, lose yourself in service of others"

Values of tyaga, sewa, daanam, daan have relevance for modern day public servants

→ Tyaga (renunciation)

① Protects from conflict of interest in action

② Selflessness in public service.

eg PM Modi working for citizen welfare.
↳ Give up on family life for it.

→ Seva (service)

③ Ensuring citizen-centricity in actions.

④ Values of accountability, transparency reflected.

eg IAS Kiran Bedi bringing TPR reform for inmates.

→ Daanam (Charity)

⑤ Social justice & building social capital

eg Azim Premji Foundation donation of 2000 cr for students during Covid-19

⑥ Compassionate capitalism

→ Danathi (Self-control)

- (7) Protects from crisis of conscience eg → Lal Bhadur
- (8) Temperance as a virtue → Shastri took
built in their actions loan for buying
car.

Challenges in working today →→ Tyaga

- (1) Personal interest overshadow eg → PAS Pooja Singh
corruption
- (2) Veil of ignorance not ensured
eg → 2G scam: family members spectrum
allocated.

→ Seva

- (3) Pragmatism → Protecting own
position first.
- (4) Bureaucratic red tape eg → Land record
cases get stuck for years.

→ Charity

- (5) Altruism → For personal benefits
eg → China's Debt trap

→ Samah

- (6) Violation of Code of conduct rules.
eg → Police constable in Gujarat engaging
in social media promotion

Modern public servants need to follow
ethical values to avoid ethical dilemma.

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 कार्यरता 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) Conflicts arise as a result of multiple opinions on the spirit of application of said object and how its implication is done

<u>Conflict among interests</u>	<u>Conflict among authority</u>
① Between stakeholders regarding <u>outcome</u> eg Interests of stakeholders in scheme implementation Through PPP Through government	• Between <u>stakeholders</u> regarding any thing. eg State Authority State Union government
② Result of <u>relativity</u> in <u>human values</u> eg Difference between public and private ethics can be result	② Result of difference in <u>attitude</u> eg Democratic vs bureaucratic attitude.

Conflict among
authority

③ Difference in corporate governance

Eq

Authority } Profit orient } Capitalism
 ↓
 social orient } ESG norms & ethical capitalism

④ Locke Constitution, Board of directors serve as means to regulate.

→ ① Resultant of difference in ethical values.

Eq median auth v/s princple auth.
↓
Democratic v/s Communist values.

eg Difference in + familial interests = Mediation
for property
+ Between government } Discussion.
& religion on UCC

(B) Courage is a must required foundational value of public servants as perpetuated by W. Churchill's quote

"It is the courage to continue that counts despite success or failure"

Importance of courage in overcoming coping ambiguities →

① Ethical & Decisive decision making

eg Vinayakrishnan during Mumbai 26/11 saved lives due to it

② Ensure Impartiality & non-partisanship

eg TN Sathyan as C&C

③ Conflict of interests is solved.

④ Dedication to public service eg IAS Asra

Gang took steps to solve caste conflicts in Trinamali

⑤ Bringing modernity in problem-solving

eg IAS Mir Mohamed Ali launch operation Sulemani to stop food waste.

Challenges in having courage for public administrators

- ① Excess courage ~~is~~ without reasoning =
Virtue of Fortitude missing $\Rightarrow$ ~~See~~ Assange
releasing wikiLeaks data
- ② Partiality & lack of neutrality $\Rightarrow$ No
courage means political will without reasoning
 $\Rightarrow$ Indian Civil Services during British rule
- ③ Poor work culture $\Rightarrow$ Decline in corporate governance
 $\Rightarrow$ Bharat Pe Crisis as no speaking
up on CEO.
- ④ Harm in own career trajectory $\Rightarrow$ ACR
reports directly influence promotions.

- Solutions
- ① Whistleblowing with
anonymity
 - ② Courage without self-serving
bias

Courage for public servant is essential and
it is their Dharma to act in social
welfarist approach.

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)

Altruism as a teleological value is being reflected in above quote as seen in Indian systems like langar.

Altruism perfects human nature as →

① Duty bound categorical imperative eg langar doesn't look into economics but service of all as part of religious norms.

② Care ethics in human action.
eg Prof. Alok Sagar (IIT prof.) living with tribals of MP.

③ Brotherhood between people ⇒ leads to compassionate society.
eg COVID-19 ⇒ Oxygen langar to help

④ Altruism means stronger relations $\Rightarrow$ long-term benefits.

eg Tata's CSR activity $\rightarrow$ Reaping benefits now

Altruism possess even set of challenges

① Moral myopia in our actions eg Altruism for social media.
 money $\downarrow$
 Maybe used for buying drugs etc.

② Lack of Fairness in how it is allocated eg Altruism for own-caste groups, political party
 $\downarrow$
 Biasness in character.

③ Altruism for justifying Immoral actions
 eg David Abraham in Mumbai.

Way Forward

① Altruism only for maximum $\Rightarrow$ No hidden motives
 welfare

② Using un-fettered system
 eg Social Stock Exchanges for helping.

- ③ Aristotle in above quote highlights the need for Prudence as a virtue. It is ability to reason our action before applying in practice.

Prudence ensures we have power to act:-

- ① Objectivity in human action.
- ② Accountability for actions
- ③ Tolerance towards views different from one's own.

eg Government was prudent to use power to act in Uri

Prudence also shows power not to act:-

- ① Political neutrality eg It not allowed by code of conduct, officers may not follow order.
- ② Emotional intelligence in action.
eg Rohit Sharma → prudence when didn't blame anyone for 2023 World Cup loss = High EI

③ Temperance in our times $\rightarrow$ Being minimalist $\rightarrow$ Not being impulsive buyers.

However, ^{lack of} prudence can mean vices in life

① Partisanship in action $\Rightarrow$ Politician-bureaucratic crisis.

② Immoral values imbibed $\rightarrow$ Ravana abducting Sita $\rightarrow$ Didn't think of outcome.

③ Abuse of authority $\rightarrow$ corruption is end result like Chandra Kocher as ICICI CEO

Prudence in action is part of virtues ethics as per Plato & my action which is examined, that life isn't worth living as per Socrates.

- (c) The above quote highlights the importance of curiosity in human life & life-long learning. Also builds upon human aptitude & what it really means to be intelligent.

Real Intelligence in life is →

- ① Attitude towards skills acquisition.
eg Shooter Jodi's of Haryana.
- ② Humility in our mind
eg Acceptance of someone as better & learning from them.
- ③ Emotional Intelligence → ability to recognize & be aware of your own & others' emotion.

Intelligence is not shown when

- ① Ignorance of other's work as lower
eg Patriarchal system of work.
- ② Tolerance is missing eg Religious group fighting

- ③ Lack of conformity to establish procedures as believe better than others.

However, Intelligence also has other aspects

- ① Aptitude & Attitude towards learning.
 eg A weak maths student → may not know much of art
 ↓
But curious for learning music ← No curious.

- ② Guidance & Mentorship for others

↳ Not knowing cannot be excuse as guiding others is part of human civilisation

Intelligence is being aware of one's own knowledge & limitation & constantly striving to move forward.

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 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 कार्यवाई 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 what's and how's.

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 above case study is related to the phenomenon of Greenwashing prevalent amongst corporate organizations in past decade.



② Ethical Issues in above case

- ① Violation of spirit of law
- ② Poor moral integrity of the company.
- ③ Non-objectivity of disclosures regarding pollution.
- ④ Citizen health in question as corporate greed
- ⑤ Personal moral and attitudes towards professional ethics

Ethical dilemma confronting me

- ① Professional v/s Personal ethics
- ② Environment v/s Company's growth
- ③ Compliance with laws v/s Conscience to uphold spirit of law.
- ④ Deontology of following company's methods v/s utilitarianism by disclosing for larger good.
- ⑤ Transparency in company's procedure v/s Privacy of its methods

② Available Options for me

- ① Disclose methods publicly the company's
merits

merits	Demerits
① <u>Protects personal ethics</u>	① <u>Hurt professional growth.</u>

③ Crisis of conscience
unabated

② Company's long-term
growth hurt
③ Other employees
jeopardized

① Not to disclose the company work

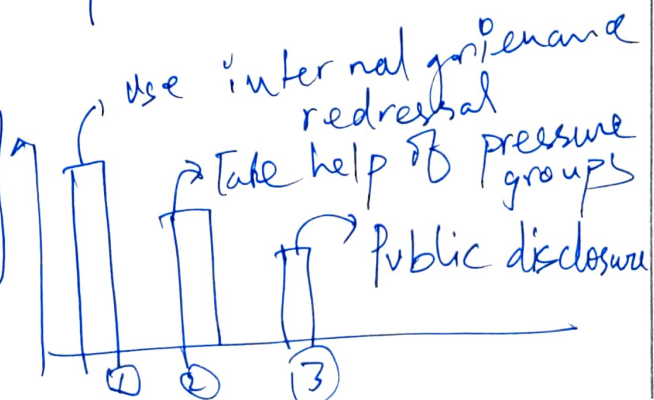
Merits	Demerits
① Professional ethics upheld.	① Dissonance in character in long term
② In line with law, ↓ Categorical imperative of Kant	② Red-tapism ③ Hurt human health.

② Go to higher ups and use internal procedures

Merits	Demerits
① Internal grievance redressal utilized	① May not result in any action.
② As recorded, dissonance stops as used mechanism to stop misdeed	② Hurt your long-term growth

③

My chosen course of action



① Professional & corporate governance
ethics
followed via internal mechanism

(2) Pressure groups use → ensure healthy democratic system & helps in lobbying to change methods.

to change methods

veg Just Oil Protestors using public
methods to stop celebrity use of
private aircraft

1. hurt growth

③ Finally public disclosure
of details through
media

} May hurt growth.
↓
But in line with
personal ethics &
no crisis of conscience

"Prakriti Rakshito Rakshitah" (Environment)

Prakhar Kishore
helps those who help themselves
& hence I will take action to
protect it.

केस स्टडी 2:

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

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 2:

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

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

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

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

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

The above case study is related to temple entry movements in feminist sphere highlighted with recently upheld case for Sabarimala Temple Entry.

① Administrative Issues in situation

- ① Issue of deciding theological question.
- ② Peace in district & avoiding unrest.
- ③ Human capital development → importance to gender justice.
- ④ Secularism & rights of locals
- ⑤ Fundamental rights in line with local ethical values

Ethical Issues involved here

- ① Upholding secularism despite discrimination due to societal ethics

- ③ Public Faith has to be ensured $\Rightarrow$ otherwise unrest
- ③ Progressive values in society despite conservative pressures.
- ④ Ensuring political attitude of human development is not having unrest.

② & ③ Options available to us

① Not allowing Female entry

Merits	Demerits
① <u>Public trust</u>	① <u>Conservatism</u>
② Peace in area.	② Lack of <u>courage</u> of conviction
③ Secularism	③ <u>No gender equality in society.</u>

② Allowing Female entry

Merits	Demerits
① Lead to <u>gender Justice</u>	① Causes possible <u>Conflicts</u>

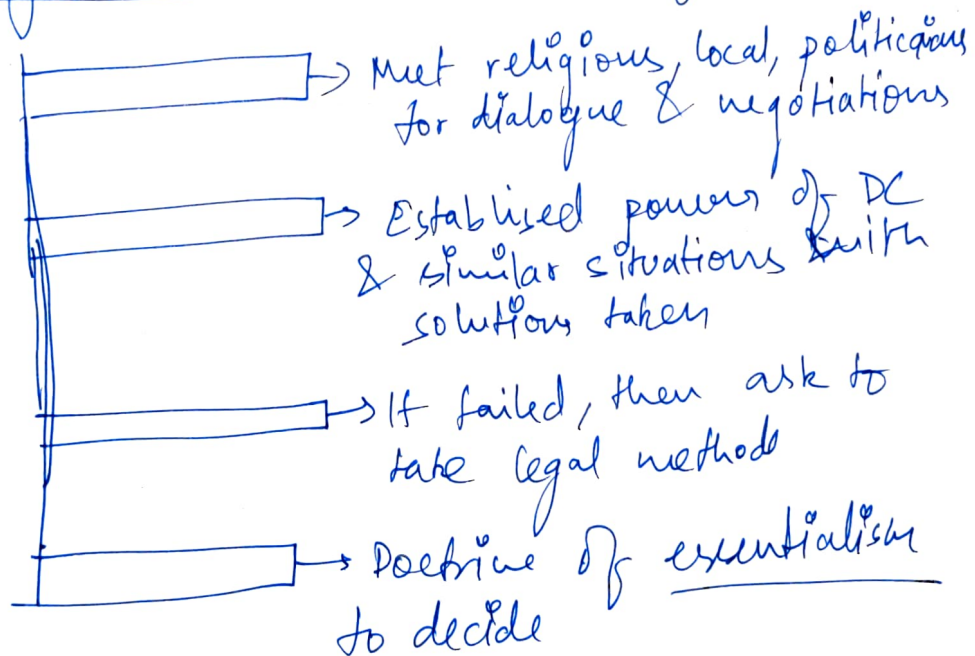
② Long term vision
of human
development

③ Fundamental
right to equality

② Ethics & morals of
society violated

③ Accusations of unfettered
use of power for self
serving bias

④ My choice and course of action



Reasoning behind action →

① Democratic methods → citizen voice
uphold ⇒ When all parties
come & talk

- ②) Objective decision making + By basing decision on earlier precedent on question of Theology.
- ③) If all failed ⇒ Ask to take legal measures for decision →
Conflict of constitutional fundamental rights. (Secular v/s Freedom)
- ④) Constitutional morality ensured when court decides on doctrine of essentialism.
- My course of action based on ensuring "humans as end in themselves" and as public servant not allowing personal views & giving them legal means.

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 अपराधिक 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.

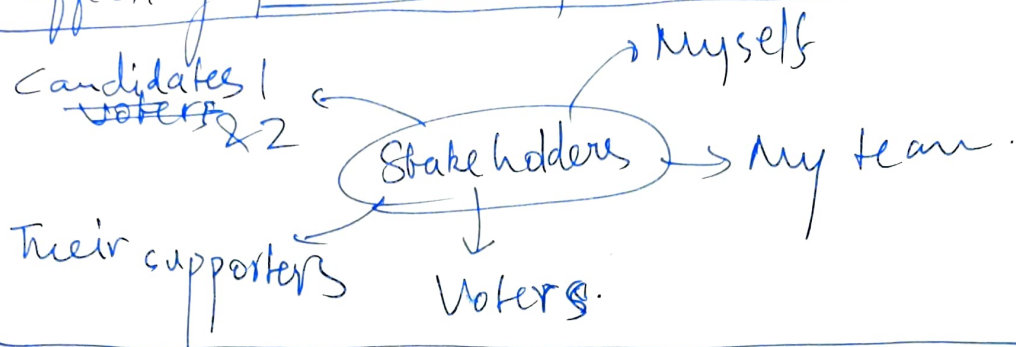
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with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

Criminal background of 143% of 18th Lok Sabha members shows how money power is affecting politics today.



① Ethical issues involved in above

- ① Money power & corruption in democratic process
- ② Criminalization of politics
- ③ Model Code of conduct violations & lack of fear in candidates.
- ④ Passive acceptance of such practices by citizenry in politics.
- ⑤ Use of force to silence accountability
- ⑥ Issue of courage in action v/s leadership in protecting staff

② Justification of devotion of duty at cost of staff:

① Political impartiality & non-partisanship is foundational civil service principle.

② Elections is "festival of democracy" → Its violations for personal gain will hurt future of nation

③ Selflessness for Nolan's principle of foundational values.

Ethical issues in comprising staff safety :-

① Lack of objectivity if it causes further harm to staff further.

② Against ethical value of "Cause No-Harm"

③ Humans are ends in themselves ⇒ Using as means for devotion is also not justified.

③ My modus-operandi in this action:-

① Reinsuring staff of non-more hurt being caused to them.

② File FIR against those involved in beating videographer.

③ "Courage is ability to stand
everytime we fall" → N. Mandela

↓
So, I will continue devotion to duty
& take further action on candidates

④ Ask for more police personnel
to protect staff & ensure protection.

⑤ Use established measures like
C-Vigil App → Promote it for reporting
violations

↳ Anonymity so no more staff
hurt
↳ Active citizenry

- (6) Local Influencers via social media $\Rightarrow$ challenge idea of money power in politics.
- (7) If further violations by candidates, file for MCC violation.
- (8) Ensuring as leader $\Rightarrow$ At frontline of actions
 $\Downarrow$
 Take staff help in background support & mobilize on-ground work.
- (9) However, ask those staff willing to be at forefront to cooperate as better team-work.

"Politics without principle" is a challenge & only through strong democratic measures can it be curbed.

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)

Above case study highlights the challenges in modern public service & overlap of personal & professional ethics & challenges due to it.

① Yes, case involves $\rightarrow$ conflict of interest

① Personal ~~etc~~ and professional inter-mingling.

② Issue of family's relation on professional actions at subconscious level.

Other ethical issues in case

① Objectivity in decision making.

② Ensuring transparency for action.

③ Mr. Sharma's high integrity $\Rightarrow$ Use of falsified evidence against him

④ Use of Institutionalized methods for harming others

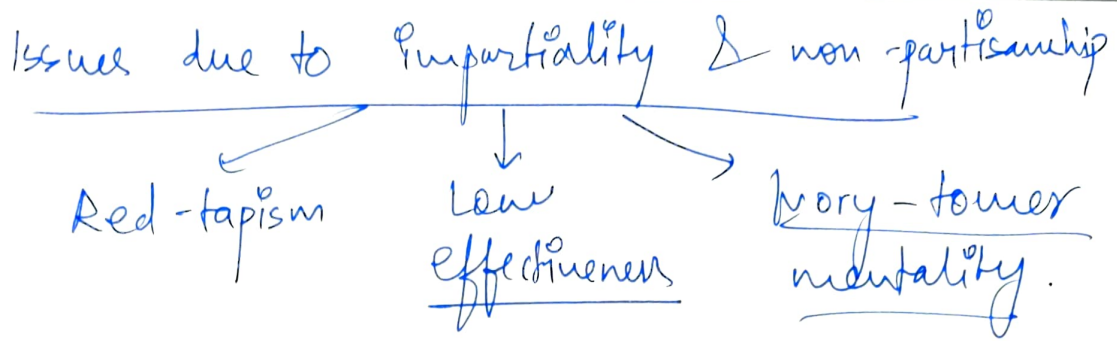
⑤ Idea of professionalism $\Rightarrow$ If public relations with others must be kept

(2) Relevance of impartiality in professional values

- ① Rule of law upheld in all scenarios.
- ② ~~Objectivity~~ Objectivity, Reasoned decisions
- ③ Accountability & enforceability of actions.

Relevance of non-partisanship

- ① Avoids political-business nexus
- ② No crony capitalism
- ③ Highest service delivery ensured
 e.g. Morbi bridge crisis situation avoided.
- ④ Unethical influence avoided → crisis of conscience & character dissonance doesn't happen.
- ⑤ Cleaner economy ⇒ No corruption in working



③ Steps to ensure avoiding unpleasant situation

→ Personal value :

① Avoiding friendship with those I work with in professional capacity.
 • eg Corporate have reporting of relationship among colleagues to avoid conflict of interest

② Recusal from project if knew Mr. Sharma applied.

→ Professional works

③ Accept tenders only in anonymous manner

④ Details for deciding outcome made
public ⇒ Transparency

⑤ considering knowing Mr. Sharma's proposal
↓
ask department for 2nd stage verification
- of proposals

"Information is currency of democracy"
Hence public servants must
ensure transparency in their

actions & avoid conflicts to
interests for ensuring highest ethical
values.

केस स्टडी 5:

आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 लोगों का स्टाफ था, और यह एक मिश्रित समूह था; जिनमें कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के 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.

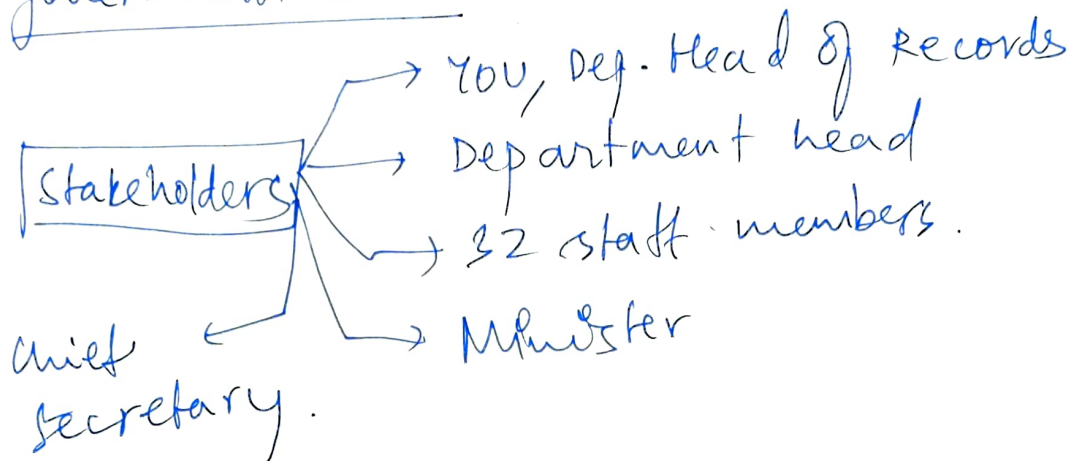
In one of the meetings, the Head of the Department mentioned outsourcing of jobs of your staff as a cost-cutting measure. But there were no serious deliberations, so you didn't think much of it.

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)

With rise of AI, issue of summarizing was seen across corporates & above study highlights its possibility in government also



① Administrative Issues →

- ① Lack of deliberations ⇒ Top-Down Approach of policy design
- ② Poor meetings quality ⇒ Not enough details on necessary provisions
- ③ Outsourcing without prior study
- ④ Lack of efficient allocation to existing staff
- ⑤ Un-motivated workforce
- ⑥ Me, breaking chain of command

Ethical Issues Involved :-

- ① Objectivity in the actions of corporates.
↳ Outsourcing was data backed or not.
- ② Emotional Intelligence missing from higher-ups
- ③ Ethical egoism of head ⇒ Action by ~~you~~^{me} was against will ⇒ Transferred y. me but.
- ④ Prudence & Temperance not followed when sent letter directly to minister.

② Yes, morally right to write to minister

- ① Protects ~~me~~ from Cognitive dissonance in long-term
- ② Shows courage of conviction in action
- ③ Compassion in my attitude towards staff.

(4) Altruistic orientation $\Rightarrow$ Hallmark of public service.

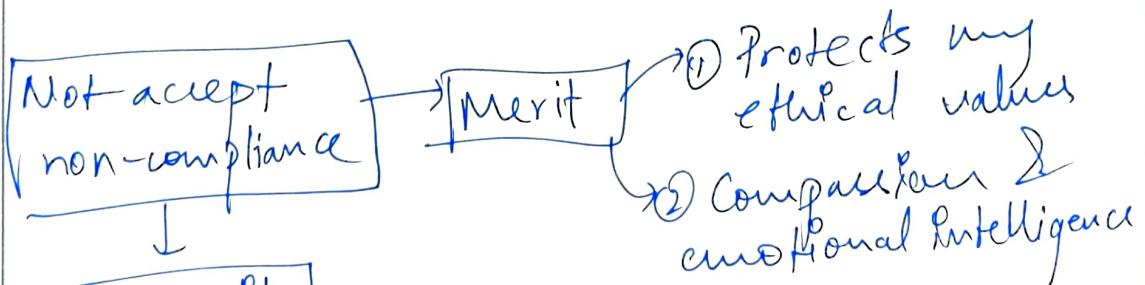
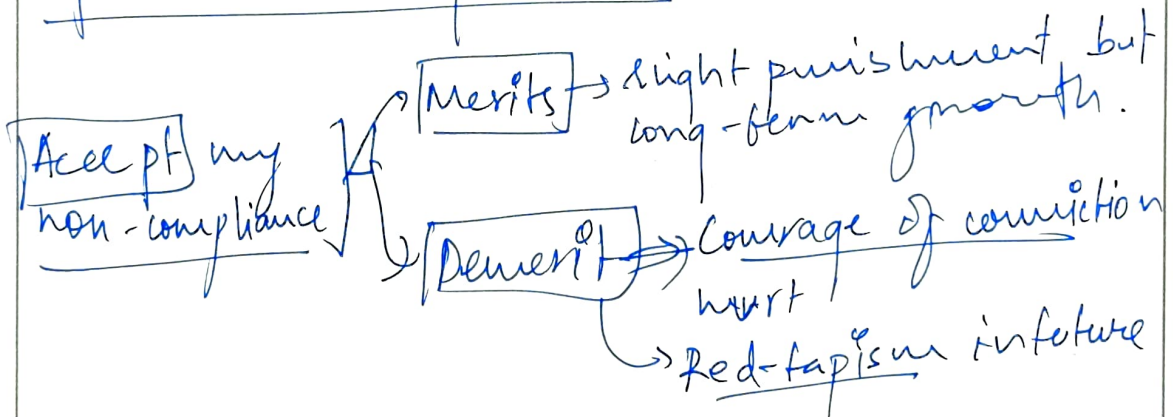
^{moral}
Certain challenges due to my action

(1) Shows moral absolutism as own views guided action.

(2) Lack of social influence & persuasion to change head's decision.

(3) Disregard of authority

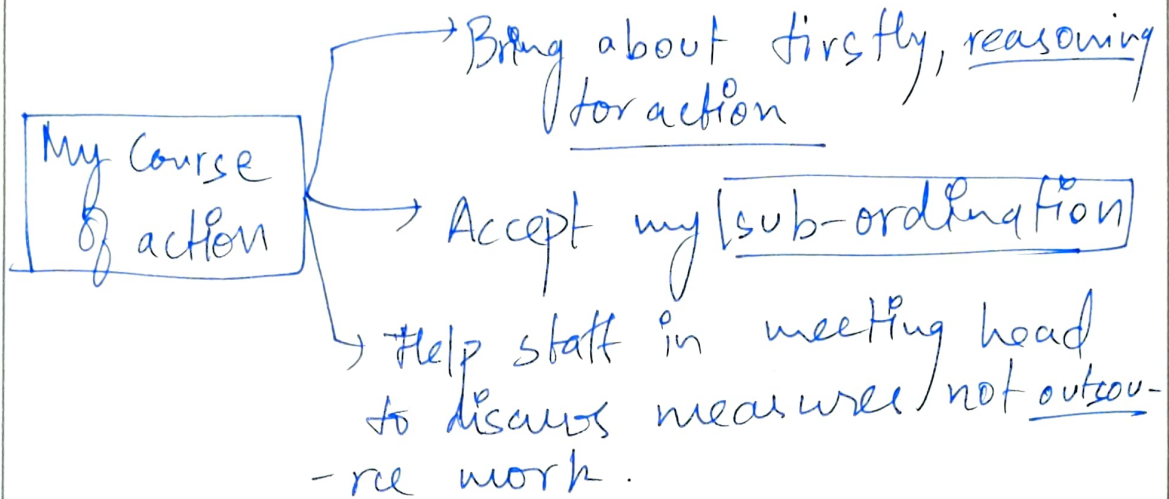
(3) Options for response



Demerit

(1) Subordination: As evident $\rightarrow$ Hurt future career

(2) Staff would still be nervous.



Justification

- ① Conditioning of officials → Reasoning would ensure emotional alignment for staff.
- ② Accepting non-compliance → Protects professional ethics.
- ③ Helping staff → Ensure their rights all alternatives like training → higher motivation.

Working on government must be on "compassionate capitalism" grounds & not only efficiency & profits.

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)

Recent: arrest of IAS Roopa Singhal who siphoned off more than 100Cr from MGNREGA highlights evidence of collusive corruption as in case study.

Stakeholder: me (IAS), Seniors, MGNREGA workers, Local pressure groups

①

Ethical Issues in above case

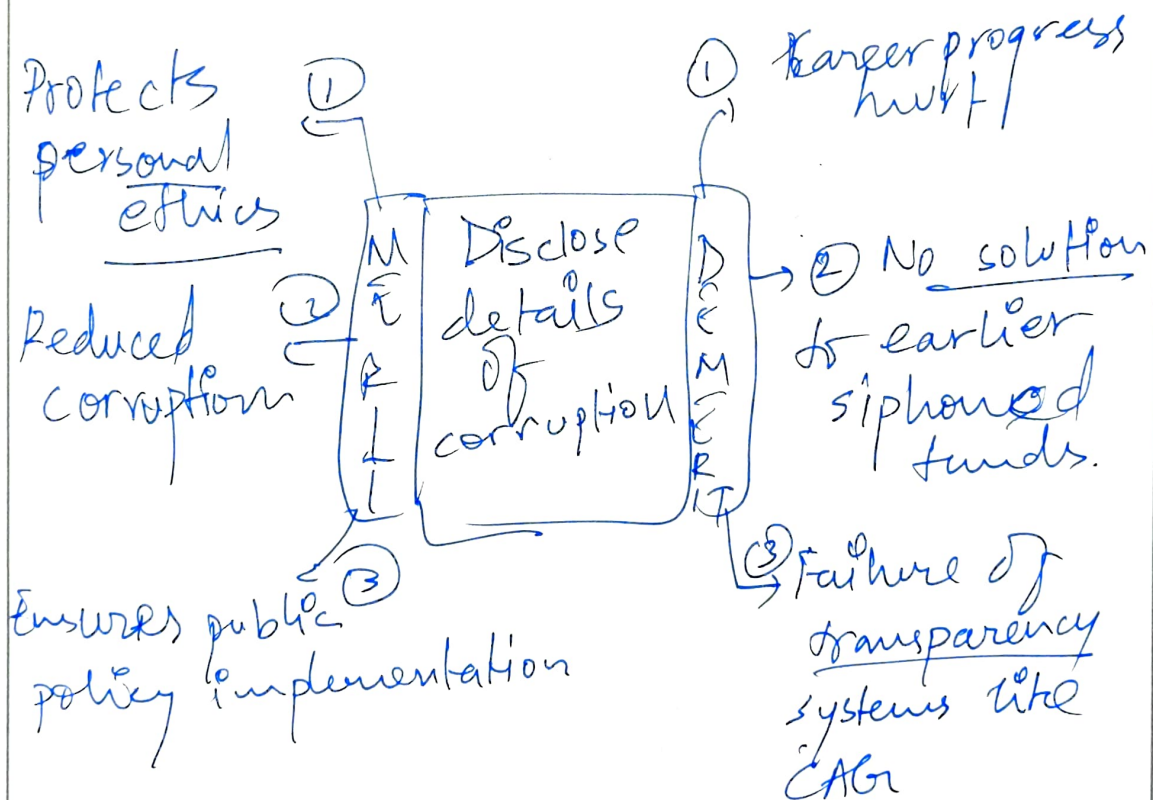
① Collusive corruption of lower & higher officials.

② Broken Windows Theory } corruption at MGNREGA level (lowest)
↓
further corruption at higher (larger infra)
eg Bihar bridge collapse.

③ Personal morals v/s ensuring professional integrity

- (4) Lack of accountability
- (5) No presence of Active citizenry to keep check.
- (6) Human development being trumped by personal welfare

(2 and 3) Options available



Not to Disclose the Details

Merit

- ① Professional growth.
- ② Self-Interest

Demerit

- ① Integrity lost in character
- ② Vicious cycle of poverty
- ③ hurts nation's democratic system.

My chosen course of action

File Internal grievance mechanism

Help in ensuring ~~transparency~~ in system

Punishment for corrupt officials

- ① Firstly, using Internal vigilance mechanisms to help establish accountability.

eg. ~~Dr~~ Pooja Singh case → internal complaint led to CB arrest

(2) Ensuring transparency in system
↳ All projects | geo-tagged |
↳ Tenders with details publicized
↳ Strengthening [social audit] mechanism
for bring [active citizenry]

(3) Finally, take help from other
bodies like [CBI, ED] etc to
bring about details of corruption.

"Evil persists when good men do
nothing"

↳ Hence as public servants with
integrity we must ensure that
[probity] in governance &
corruption as an evil removed