

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404**Test No. : 04**Name of Candidate: ANKUR TRIPATHI Mobile No. Roll No. : Start Time 09:00 End Time 12:10Date of Examination: 28/Aug/2024 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

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

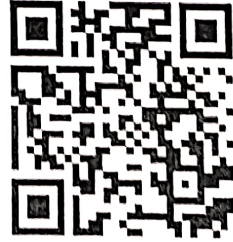
1. QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना 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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<u>MARKING SCHEME *</u>			
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. "एक सच ऐसा पता चलता है कि वैतिक निर्णय पूरी तरह से तर्कसंगत और रीढ़ात्मक होते हैं, हो सकते हैं या होने चाहिए। मानवीय भावनाएँ भी हमारे वैतिक जीवन का अभिन्न अंग हैं।" भावनाएँ किस प्रकार हमारे वैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. वैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियाँ और लोगों के प्रबंधन के समान ही कार्यस्थल में वैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में वैतिकता 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)

① There is issue in normative ethics regarding deciding the parameters to base our ethical decisions.

Ethics as purely rational

→ This viewpoint is advocated by thinkers like Immanuel Kant who argue that ethical principles should be rational and universally determined. [Categorical Imperative & Deontological Ethics]

→ They argue bringing emotions leads to subjectivity.

Human feelings are inseparable part of ethics

→ However, many others argue that human emotions and intentions play crucial role in ethical deliberations.

↳ (Ex) Out of compassion one can lie to save a person from murderous mob.

↳ (Ex) Out of human dignity one can commit act of stealing drugs to save life of mother.

→ So, feeling impact our decisions as they bring humanness and contextuality in our judgement.

→ So, although basing ethical ^{objective} principles on moral grounds is desirable, still we can't completely ignore feelings & emotion.

③ Ethics management means ensuring that conduct of an organisation is in consonance with the ethical principles and any violations should be detected and addressed.

⇒ However, management of ethics is different from managing budgets, policies and people as it involves lots of subjectivity and genuine approach to understand context and intentions. So, Ethics management involves more broad approach which is in compliant with subjective nature of Ethics.

Is Code of Ethics & Code of Conduct
Sufficient?

→ Although, Code of Ethics & Code of Conduct establishes a framework and benchmark which can help in ensuring compliance of values, yet they are not sufficient b/c their effectiveness is dependent on the larger societal values and overarching work culture.

⇒ So, Apart from adopting above, we must work for their effective enforcement and inculcation of strong value system in society & organisation.

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)

①

Thinkers like John Rawls
(Justice as fairness - distributive justice),
Robert Nozick (Entitlement theory
of Justice) and others have
argued that ethics should be
focused on Justice, fair allocation
and obligations.

→ However, many argue that
such procedural approach to
Justice and ethics undermines
the human connectedness and

treats them as mere an agent without emotions.

⇒ [ethics of care] argue that apart from fair allocation, we must focus on care and relatedness as mere resources can't bring satisfaction and uphold human dignity.

⇒ In the [context of public service] mix of both approach is needed as distributive justice is essential for basic needs (ex PDS, DBT, etc) but to uphold complete dignity we must treat various citizen as autonomous agents and accord them due dignity are care.

⇒ So, care and resources both are needed for ensuring justice.

(B)

Public service delivery is termed as quality oriented if it leads to match between demand (expectation) and supply.

→ Quality encompasses two dimension-

- ① Mode of Delivery
- ② Mode of Outcome.

↳ If both delivery & outcomes are of high standards service is termed as quality.

Components of Service Quality

→ SERQUAL model argue for five

Components of service quality-

- (R) (Reliable) (A) (Accessible) (T) (Tangible)
(E) (Empathy) (R) (Responsive)

→ So, ways and means to ensure service quality depends on addressing both demand & supply side factors.

⇒ Sevottam Model as recommended by 2nd ARC can be used to ensure quality - in terms of efficiency, economy and effectiveness.

- 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)

① Public service Attitude refers to the underlying belief of an individual Public servant who hold Public service as highest virtue and striver to uphold it.

Attitude biases of Public Servants affecting decision making.

→ Decision making is complex process and attitude biases affect decision making.

② L → "I know it all" attitude hampers public participation & consensus building

↳ "Confirmation bias" leads to avoiding counter-attitudinal piece of information.

↳ "Availability bias" leads to ignoring the search for broad parameters.

⇒ So, various bias affect decision making.

How to overcome such attitude

↳ By acknowledging that one's knowledge is limited [ex]

Anekantavada of Jainism, Socrates -
I know nothing

↳ Public as repository of knowledge.

↳ Public as supreme sovereign and their welfare is supreme.

↳ Attitude of consultation and collaboration should be inculcated.

⇒ So, ultimately our behaviour are reflection of our attitude, so we must avoid prejudices & bias in our attitude.

⑥ When Mahatma Gandhi says that he is Moslem, Hindu, Christian and Jew at the same time, he basically hinting towards idea of Religion Pluralism which says that every religion contains the truths and all must be treated with respect.

↳ It advocates for religious tolerance and peaceful co-existence.

Some say Religion is harmful to ethics

→ many thinkers like Richard Dawkins, Bertand Russell and others argue that religion is anti-thetical to morality as most of religion ideas leads to immoral acts by adherents.

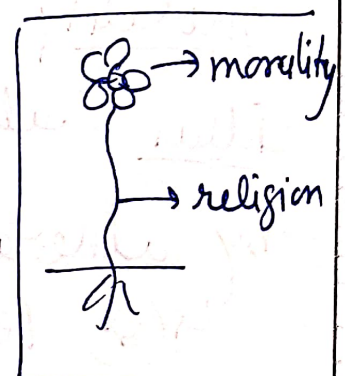
↳ (ex) Terrorism in name of religion.

Some say it is necessary

Thinkers like Saint Augustine,
St. Thomas Aquinas and others argue
that religion is source of morality
and acts as one of important
enforcer of morality.

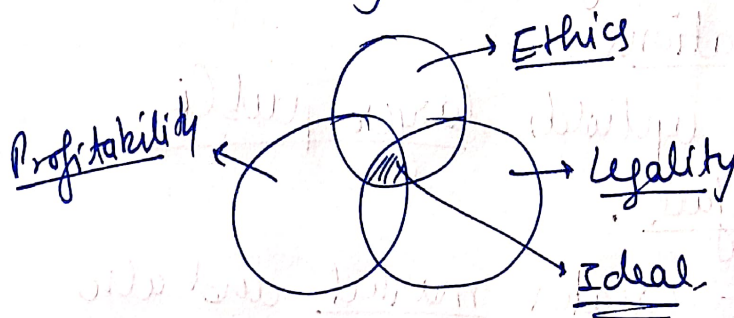
My position in this regard

- I believe religion and morality
are complementary to each other.
- Morality refines the religion and
religion acts as source behind
following of morality.
- Like Tolstoy said that morality
is like a flower and religion is
like a plant. If
you unpluck flower
from plant it will
die down soon.



- 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)

Ⓐ Although Profitability of business is important for its viability, sole focus on it might become unsustainable.
→ corporations must try to balance between these three principles simultaneously -



Is social responsibilities of corporates bad?

→ I don't think social responsibilities are compromising core values of

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Candidates
write on this

Productivity of corporation as being a responsible part of the system, it is their duty (both moral & legal) to uphold social welfare.

⇒ Those uphold CSR and ESG principles are usually more profitable b/c—

① It creates good-will which helps in business growth (ex Tata).

② It brings sustainability in operations.

③ It upholds larger public welfare.

④ It creates market and also brings investments to the company. (ex - many investors look for ESG metrics)

⇒ Thus, we can say social responsibilities is no way against business responsibilities.

- ③ In the modern times where human are struggling to find meaning and purpose in seemingly absurd world, traditional Indian values of tyaga, seva, daram and damah are extremely relevant.

Relevance of tyaga (renunciation)

- Tyaga (renunciation) brings equanimity & joy and shields us from rat race & lowers corruption.
- recent focus on minimalism is evidence for its importance.

Relevance of seva

- seva (service) is essential as it brings joy and peace within. It generates compassion. Greatest Happiness is to surrender us to the service of others.

[Ex Vivekananda, Mother Teresa, Chacha Shariff (Urmate dead bodier).

Relevance of danam

→ As Peter Singer argue that charity is essential to uphold justice. Not only that, it also brings inner joy & smiles on others faces.

→ (Ex) [Karna is imp. example]

Relevance of damah (self-control)

→ Self-control is essential to protect us from various moral evils of modern times. Figures like Mahatma Gandhi have stressed the self control.

⇒ So, Public servants must

inculcate these values to

ensure that their public

service delivery becomes

just and humane

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

① Both conflict among interests and conflict among sources of authority is encountered in functioning of public administration.

[Conflict among interests]

→ This means when various interests are at cross-roads to each other whereby fulfilling one leads to compromise of others

→ (Ex) In allocation of resources, we encounter issue of choosing b/w Infra-spending (vs) spending on social sector schemes.

↳ (Ex) Also sometimes interest of one stakeholder is in conflict

with interest of other.

Conflict among sources of authority

→ This situation arises where in different sources of authority give conflicting directions.

→ (Ex) Political authority may ask to perform one action whereas Bureaucratic Boss may give diff. direction.

→ (Ex) People are supreme source of authority but they are not sole source. So, diff. authorities can lead to conflict.

⇒ Ideal way to navigate such challenges is to base our action on highest ethical standards and avoid any immoral pitfalls for short-term gain.

- ③ Governance by virtue of being a creative process is filled with uncertainties, ambiguities & paradoxes which needs to be resolved for Good Governance

Ambiguities, Uncertainties & paradoxes

→ most of the decision any public administrator takes falls in domain of equivocality thus leading to inherent uncertainty. (Ex) Allocation of funds to competing fields.

→ Also, paradoxes are there as sometimes what seems obvious is most undesirable.

⇒ So, In this regard, various administrators refrain from taking decisions → leading to policy paralysis.

Relevance of Inner Courage

→ To cope with ambiguities, inner

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Courage is extremely essential as even not taking a decision is also a decision. So, one would be held responsible for inaction also.

→ Jean Paul Sartre argued that you have no other choice than to choose.

→ So, we must show inner courage and with utmost diligence take decisions which might serve larger public goods.

→ It is not action, rather inactions that have done more harm to humanity.

⇒ So, to uphold public welfare, it is essential to take decisions with complete focus on facts and data.

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)

Ⓐ In this quote, Adam Smith argue that real human nature inherently lie in unselfish behaviour and regard for others. It advocates for compassion and service.

⇒ unselfish behaviour and compassion for others is essential to attain inner peace. [Ex mother Teresa, Shariy chacha - (who cremate unclaimed bodies)].

→ Although Adam Smith was a hardcore capitalist who believes in selfish nature of humans,

Yet he advocates for unselfish approach because to attain larger public good, certain level of unselfish conduct is extremely crucial.

→ compassion, unselfishness and benevolence is extremely crucial virtues for the modern day world as today we are so guided by self-motives and interests that we are alienated from our true nature. So, to attain inner peace and tranquility unselfishness is necessary.

→ As it is said that one who has nothing to strive for are the real kings. And those who help others are helping themselves.

- (B) This quote puts emphasis on the fact that human beings have agency and free-will to act. It is through their free-will they decide whether to act positively or negatively.

Virtues lie in our power

→ since we are autonomous moral agent endowed with free-will and rationality, so we must act in virtuous way. It is in our power to attain virtue.

→ (Ex) Mahatma Gandhi, Nelson Mandela, Martin Luther King Jr. etc. exercised their power virtuously.

Vice lie in our power too

→ since we are free, we can take vice decision too.

→ (Ex) - Adolf Hitler, Buryodhana;

Joseph Stalin, etc. exercised their power in viceful manner.

We need to exercise power responsibly

→ with great power comes great responsibility. So, we must exercise of freedom [to act] or [not to act] acc. to highest

ethical principles.

→ Our omission @ commission must uphold larger public interest [theory of extended responsibility]

⇒ As, sartre said, man is condemned to be free → so we must chose with great diligence. So, in today's world it is essential to inculcate the art of acting acc. to larger ethical principles.

© This quote of Socrates is reflection of humility which dawns upon a person when he/she attains wisdom.

→ Acknowledgement of Ignorance is path to knowledge

↳ Acc. to a Zen koan, if one has to learn then first he has to unlearn. This unlearning is acceptance of our relative ignorance.

↳ Newton said that I only drank few drops from the vast ocean of knowledge in front of me.

↳ Socrates used to employ dialectical method of enquiry in which he used to start from pre-suppositionlessness. This leads to critical enquiry.

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→ We must realise that in the vast cosmos we are nothing but a particle of sand.

↳ Carl Sagan said earth is like a "pale blue dot" in the cosmos.

⇒ So, Humility to acknowledge our ignorance paves the way for our quest for knowledge.

↳ Any journey towards knowledge makes us progressively more and more humble.

↳ (Ex) Dunning-Kruger effect.

⇒ So, ultimately, we can say that Intelligence lies not in knowing everything but in our quest to strive for knowledge with complete humility.

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 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.

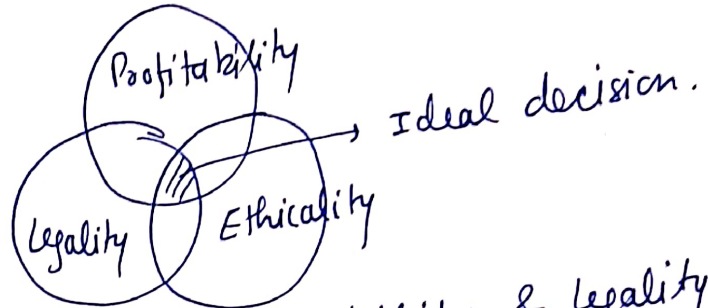
1. What are the ethical issues and dilemmas that confronts you in the above case?
2. Discuss the available options along with its merits and demerits.
3. What will be your chosen course of action? Why

(250 words, 20 marks)

Above case involves the ethical issues in private setup whereby any

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private entity has to balance three criteria simultaneously to remain viable. These three criteria are



↳ In given case Profitability & Legality is upheld but Ethicality is severely compromised.

① Ethical Issues involved in the case

- ① Green Tech industries is following the law but ignoring the ethical concerns.
- ② safety of citizens are at the stake.
- ③ Environmental degradation is another concern. [-ve externality]
- ④ Interest of company is at the stake.
- ⑤ Environmental benefits but at

the substantial cost.

Ethical dilemmas involved in the case

- ① Environmental protection (vs) Profitability of firm.
- ② Public welfare (vs) Private gains
- ③ Professional duty (vs) call of conscience
- ④ Two competing advantages —
Ecological benefits (vs) Hazardous waste.
- ⑤ Legality (vs) Ethicality
- ⑥ Letter of the law (vs) spirit of the law.

② Various options available

- ① Raise the matter with the company
Administration

Merits

- ① It might help in reaching at a consensus based solution.
- ② Helps in knowing perspective of other side.

Demerits

- ① Since, no laws are being violated, chances of any breakthrough is less.
- ② might cause professional troubles.

② Ignore the Issue, since no law is being violated

merit

- ① It will not bring any personal trouble.
- ② It is in best interest of the company.

Demerit

- ① It might cause crisis of conscience of within me.
- ② It will amount to dereliction of duty and ignoring fiduciary responsibility.

③ Press for the change in manufacturing process

merit

- ① It is in line with my duty to uphold public welfare.
- ② It will uphold the principle of Justice.

Demerit

- ① It might bring professional trouble as company is not bound to bring change.
- ② might force me to take extreme steps — whistleblowing or resigning.

③ I will be more inclined to take third step but with lesser degree of confrontation and higher degree of persuasion and consultation. If need be I might tender my resignation to uphold personal integrity and to achieve larger public goods.

↳ This decision is in line with the Martin Luther King Jr.'s quote "Injustice anywhere is threat to justice everywhere". It also helps in upholding common goods & larger public welfare where public is treated as end and not a means.

⇒ In private setup, balancing b/w these diverse objectives is difficult but adhering to them is good in long run.

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 सैद्धांतिक 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)

This case involves conventional tussle between ethical values and traditional customs.

① Administrative issues involved in case

- ① Upholding the Constitutional morality even when it is against customary morality.
- ② upholding gender justice.
- ③ chances of social unrest if temple entry for rituals allowed.
- ④ Two competing notion of rights.

Ethical issues involved in the case

- ① gender justice vs traditional customs
- ② Two contrasting idea of Justice
 Justice as the means to public welfare vs Justice as end in itself.
- ③ Upholding principles vs taking pragmatic steps

④ what constitutes essential religious practices of a religion.

⑤ value conflict - customary (vs) Constitutional.

② options available in this case

① Try to maintain status-quo.

② Go for allowing women to take part in rituals.

③ Try to arrive at a consensus solution.

③ Demerits & merits of each option

① Try to maintain Status quo

Merit

① It will diffuse the problem in short run and can avert any public safety issues.

② might give time to look into matter in depth

Demerit

① It goes against the call of duty.

② Also goes against constitutional morality & gender Justice

③ It will amount to escapism from duties.

② Go for allowing women to take part in ritual

Merits

① It will uphold the constitutional mandate and gender justice.

② "Let justice be done even if heaven fall" approach is satisfied.

Demerits

① might lead to unrest and law & order issue

② Decision of what constitutes essential practice is not always clear.

③ Try to arrive at consensus
Solution

Merits

① It will help in bringing diverse perspectives in decision making.

② Consensus building will be good to avert law & order issue.

Demerits

① It might not lead to any solution as both sides have rigid stand.

② It might further prolong the issue.

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Action which I will choose

- I will be more inclined towards mix of second and third option as I have to ensure both gender justice and upheld law & order.
- Since, SC in Sabharimala case had upheld (4-1) the issue in the favour of gender justice, my focus would be in that direction. Here

Essential Religious Practice Test

As propounded by SC in Shirur Mutt case) is not satisfied as any given rituals can't be so essential to religion that it goes against gender justice.

- ⇒ overall, upholding Constitutional morality and ensuring public safety would be guiding principle for me.

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव हज़ूरी 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 मुकामला कमोवेश इन्हीं दोनों के बीच था। जैसे-जैसे अभियान (कैंपेन) में 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)

Criminalisation of politics and distortion of level playing field due to use of money, muscle and media has emerged as one of serious issues in Election management. This case is pertinent in this regard.

① Issues involved in the case

- ① Violation of Model Code of Conduct.
- ② Violation of free and fair conduct of elections
- ③ Criminal misconduct on part of candidates as they resorted to violence.
- ④ Safety of my staff who are doing their duty.
- ⑤ Use of unfair means in election.
- ⑥ Larger Public Interest as democracy itself is at stake.

② Devotion to duty at cost of safety of staff?

- ↳ Duty for the sake of duty is the cardinal principle in ethical administration. But since here not only mine, but safety of others under my command is also at stake. So, my response should be measured.
- ↳ Ultimately one should uphold duty but with pragmatism and considering safety of staff.
- ↳ Deontological approach says that duty is supreme but Rights approach says that rights of all is essential.
- ↳ So, Although upholding duty is essential [as seen in case of Satyendra Dubey, Ashok Khemka, Sardar Patel, and others] but ensuring safety of staff is equally important.

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Candidates must
write on this side

③ My Approach to fulfill my election duties at the same time ensuring safety of staff would follow following approach in sequence -

- ① Ask for the police safety for my staff.
- ② Communicate the flagrant violation of Model Code of Conduct to higher authority.
- ③ Take all the legal actions available under my disposal to ensure the sanctity of electoral process [RPA & other laws].
- ④ Since, warning has already been given to candidates, any further violations must be dealt with the full force of law.
- ⑤ I will also try to appraise my staff about the impending

thrusts and make sure that they also remain vigilant.

⇒ It should be kept in mind that electoral process is heart of democratic government and any violation of it leads to compromise of public welfare and trust.

Any violation of legal provisions must be dealt severely [as shown by former Chief Election Commissioner T.N. Sheshan]

⇒ I should be guided by the sense of duty and sense of responsibility (towards staff) to arrive at best solution. India being the

paragon of democracy should never allow vitiation of most sacred of its process - Elections.

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 मंजबूर कर दिया कि व्यावसायिकता बनाए रखने के आपके प्रयासों के बावजूद आप कहाँ गलत हो गए हैं।

1. क्या आपको लगता है कि उपरोक्त मामले में हितों का टकराव शामिल है या और अन्य भी मुद्दे शामिल हैं? व्याख्या कीजिए।
2. उपरोक्त मामले को परिप्रेक्ष्य में रखते हुए, पेशेवर मूल्य के रूप में निष्पक्षता और गैर-पक्षपात की प्रासंगिकता पर चर्चा करें।
3. आपको क्या लगता है कि आप उपरोक्त 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)

This case is the classic example of situation where one must ensure that justice ^{should} not only be done, but it should seem to be done.

① Yes, I think this case involves conflict of interest to certain extent.

Here there might not be any direct private gain for me but my acquaintance with one of the bidder (Mr. Sharma) violates the Principle of Natural justice given the fact that I have not informed other bidders regarding the same.

→ So, I might not have violated any law but my conduct goes against tenets of absolute transparency.

② Relevance of impartiality and non-partishanship as professional values

→ Non-partishanship (ie, no affiliation)

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to any party) and impartiality (ie, no bias towards any party) are extremely essential professional values. They help in —

- ① maintaining neutrality of the Administration
- ② objective performance of duties.
- ③ maintaining Trust among public.
- ④ Effectiveness & efficiency of administration is ensured.
- ⑤ Quality of public service delivery is enhanced.
- ⑥ Integrity in administration is upheld and Nepotism & favoursitism is avoided.
- ⑦ Work culture of the organi-
-sation is enhanced.
- ⑧ NOLAN Committee too has acknowledged it as essential

③ How this situation might have been avoided

- This situation might have been avoided by transparently disclosing my contacts with Mr. Sharma with both other bidders and my organisation.
- Also, I should have offered to recuse myself from the bidding process if any of the stakeholders have any issue.
- This is inline with the tenets of Principles of Natural Justice which argues that no one should be judge of own cause.
- If after disclosing my position, no party would have placed any objection, then I should have gone ahead with bidding process.

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→ Although, in this case my conscience is clear and I have done no harm, yet it would have been better if I followed due diligence.

⇒ In most of the judicial cases, judges secure themselves to uphold moral law. Recently, Justice D. Y. Chandrachud secured himself from one of the case where one of parties was known to him.

⇒ So, ultimately we can say both procedural and moral compliance is necessary to uphold fairness in the rendering process.

केस स्टडी 5:

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आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कार्यों 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, 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।

जब आपने और आपके कर्मचारियों की संख्या कम कर दी जाएगी। आपको आउटसोर्सिंग से कोई समस्या नहीं थी, लेकिन आप कर्मचारियों को अपने 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। निराशा 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 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।

Case Study 5:

(250 शब्द, 20 अंक)

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)

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This case involves conflict b/w efficiency and effectiveness and larger public welfare.

① Administrative issues involved in the case

- ① Order of downsizing was passed without much deliberations.
- ② Issue of Insubordination as I have wrote to minister directly without exhausting other remedies.
- ③ Job security and livelihood of employees.
- ④ Issue of equifinality as I and my head have varying ideas of appropriate course of action.

Ethical issues involved in the case

- ① Efficiency vs welfare
- ② Personal considerations vs duty to uphold fairness.

③ Ethics vs Economy issue

④ Call of Conscience to uphold the dignity of employees.

② Was I justified in writing to minister

→ I was not fully justified in writing to minister as I have not taken other steps before going to minister.

→ However, if we ignore this procedural aspect, I was justified as the order passed by the Head of my department was in complete disregard to the established tenets of ethical governance.

→ Decision of Head treats all the employee as mere means and avoid to look into the humanistic angle into it.

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③ My response to the actions against me

→ my response would stand on the ground that I have done no harm to the organisation and violated no procedure as it is my duty and responsibility to uphold the dignity and interests of staff serving under me. Also, my action was in line with Humanism and deontological ethics and I have treated human beings as end in themselves.

Options available ^{to me} against the actions

① Comply with the transfer order and face disciplinary inquiry

Merit

→ It might save me from further troubles

Demerit

→ It will defeat the original cause of upholding against justice.

- ② Ask Head to reconsider his order
as it goes against law

[Merit]

→ It might give my Head to reconsider his hasty decision.

[Demerit]

→ might not lead any tangible outcome as boss has already made his mind.

- ③ Challenge the decision of Head in
Court of law & further write to
minister

[Merit]

→ Here justice will be ensured.
→ Also, employees under my command will be saved.

[Demerit]

→ might further cause embarrassment to the organization & Head.

→ I would try my best to convince the Head but if he ignores then I will go ahead with legal action and it is the silence of oppressed which gives authority to oppressor.

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)

Issue of corruption is extremely
detrimental for the effective public
service delivery. This case involves

misuse of authority to gain private benefits at the cost of welfare of poor and vulnerable section of the society.

① Ethical Issues involved in case

- ① Siphoning off of public funds for private gains — issue of institutional corruption.
- ② Detriment of poor and rural welfare.
- ③ Abuse of Authority.
- ④ Personal safety versus call of duty to expose corruption.
- ⑤ poor work culture where whole of department is in nexus.
- ⑥ Accountability and oversight mechanism is weak.
- ⑦ Ethical value system of

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those occupying high escalons of
power.

⑧ Call of duty versus personal
safety.

② Options available to me

① Ignore the issue and remain
silent.

② Try to report the issue to
superior's superior.

③ whistle blowing if step ② doesn't
yield result.

③ Merits & Demerits of each course of
action

① Ignore the Issue

Merit

① It will not
pose any
personal threat
to me.

Demerit

① It will go
against the
largest public
welfare.

② I might get rewarded by corrupt seniors of mine if I am willing for it

② It will amount to dereliction of duty.

③ It might lead to crisis of conscience within me

② Try to report to senior's Senior

Merit

① It will help in utilizing the internal accountability mechanisms before going for any extreme steps.

Demerit

① Since corruption is systemic, it might not work.

② May unnecessary delay the process leading to continuance of corruption.

③ Whistleblowing

Merit

① It will bring public attention to glare

Demerit

① might cause personal inconvenience

- | | |
|---|--|
| issue of corruption. | to me. |
| ② upholds the <u>welfare</u> of <u>public</u> | ② might bring disrepute to the organization. |
| ③ upholds <u>Justice</u> & <u>Integrity</u> . | |

Course of Action I will chose

→ I will chose 2nd and 3rd course of action in sequential manner.

↳ I will first exhaust internal mechanisms then go for public disclosure.

⇒ Issue of corruption is severe challenge to Indian public service delivery and it needs attitude of zero tolerance to tackle it. Largest public welfare is cardinal virtue.

NEXT IAS

Space for Rough Work

