

# NEXT IAS

## GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: Komal Punia Mobile No. ....Roll No. : NIS202467091 Start Time ..... End Time.....Date of Examination: 14/08/2024 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

- 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 illégible 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: .....

FOR OFFICE USE ONLY

Student Concerns / Query

1 .....

.....

.....

.....

2 .....

.....

.....

.....

3 .....

.....

.....

.....

Evaluator's Feedback / Response

1 .....

.....

.....

.....

2 .....

.....

.....

.....

3 .....

.....

.....

.....

MARKING SCHEME \*

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

\* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of evaluation@nextias.com is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.

STRENGTHS OF THE CANDIDATEAREAS OF IMPROVEMENTIMPROVEMENT 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)

Q.1. (A)

Ethical decisions are those decisions which separate right from wrong and involve moral and ethical deliberation.

Ethical decisions apart from relying on rationality and principles are also impacted by human feelings.

eg. Raja Ram Mohan Roy anti-sati movement was against orthodoxy guided by rationality but also his feelings as his sister-in-law was also victim of this heinous practice.

Decisions purely rational or principled without human feeling may lead to negative consequences—

① Overly objectification without elements



of subjectivity.

(eg) Strong and rigid rules & regulations hinder administrative function.

② Ends vs means - wrong means could be used to justify ends

(eg) Use of nuclear weapons to ~~stop~~ WWII.

However, a balance of all three - principles, rationality & human feelings truly make a decision ethical -

① help in resolving ethical dilemmas -

(eg) following rules vs saving human lives - Thakland PDS Case study

② provide humane dimensions to administration.

③ help achieve aims of public welfare as utmost duty -

(eg) frontier workers during COVID.

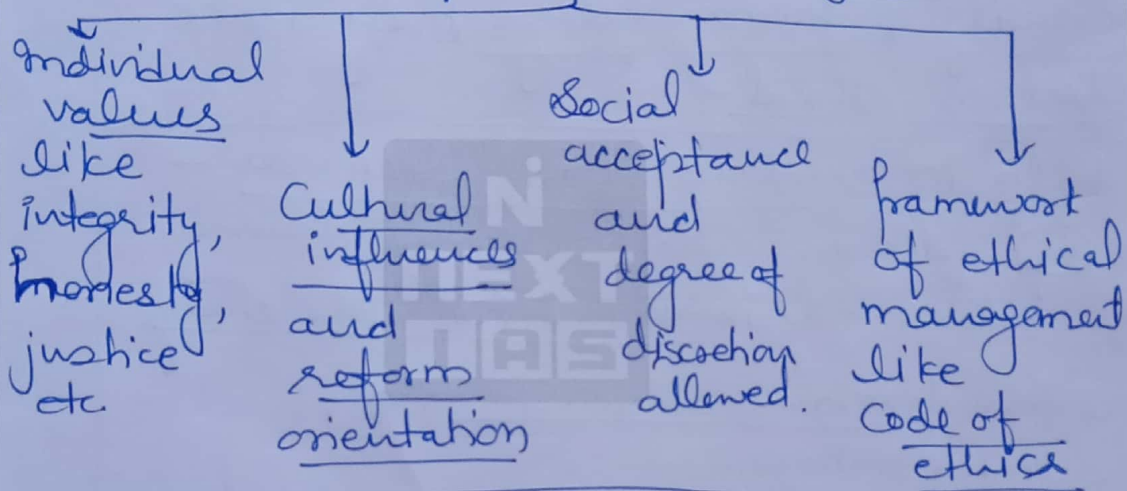
④ promotes peace and harmony in society [Right Approach] - deters war as values human lives.

In today's world of uncertainties, war and disasters, there is need to take holistic ethical decisions which value human feelings along with rationality & principles.

1) B.

Ethics management refers to managing one's own values, morals and ethical deliberations along with managing society's ethical perspective to achieve goals and harmony in society.

### Components of ethical management



Public officials can to a certain degree manage ethics in work place —

① Balancing teleological ethics with deontological ethics

eg use of conscience to fill gaps in laws & rules.

② Creating a positive value oriented work culture

eg Japan civil society is high value oriented & contribute to nation building.



③ Building trust and goodwill - by timely service delivery

④ strong CRM mechanisms, social audits etc.

Role of code of ethics & conduct in managing ethics in workplace -

- ① set norms & standards to be fulfilled.
- ② supplements laws and rules
- ③ fill legislative & executive vacuum
- ④ prevent misuse of discretion
- ⑤ prevent vices like corruption and bribery.

However, they are not sufficient as individual compliance to them vary.

Something more is needed -

- ↳ ① Individuals with strong moral principles - role of parenting
- ↳ ② Societies with highest ethical standards.
- ↳ ③ Nation rewarding ethical conduct.

Individual & social reforms are needed for code of ethics and conduct to bear fruitful results.



Next IAS ID: GSMACT24A1380, GSMAC2404, 15-08-2024 08:27 AM

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)

2A.

Ethical decision making is cardinal to public service as it involves decision making at verge of conflicting values, overlapping interests while serving public selflessly.

Importance of traditional ethics

- ① establishes welfare state goal [Preamble]
- ② ensure rights of people [Rights Approach of John Rawls]
- ③ ensure equitable society and fulfill DPSP obligation [Article 39(b) 2(c)]
- ④ establish that nation's resources are to be used in transparent manner.

(eg.) Bauxite mining cancellat<sup>n</sup> in Nyamgiri hills in opposit<sup>n</sup> from Gram Sabha.

Traditional ethics lacks in certain aspects

- ↳ ① citizen at passive receiver of service
- ↳ ② creates asymmetry of power between people & public servants.
- ↳ ③ leads to misuse of discretion.

So, ethics of care which focus on connectedness & promoting care is gaining more attention.

- ↳ ① Citizens as active participants in development process (eg) Social audits.
- ↳ ② sees society as a whole and provide inclusive approach
- ↳ ③ provide values like empathy & compassion in administration  
(eg) maternity leave, menstrual leaves in administration.

Ethics of care provides more holistic ethical framework by promoting necessary care and putting centrality to citizens.



2.B. Quality in service delivery refers to adherence to highest form of standards, providing timely delivery and ensuring customer satisfaction.

### Components of service quality

- ① Value - of product and of time
- ② Tangibles like receipt, bills etc to ensure transparency.
- ③ Choice or availability of options to cater to needs & requirements  
(eg) providing both online & offline mechanisms, ensuring service in vernaculars etc.
- ④ Effectiveness - of service delivery refers to the impact on citizen's lives  
(eg) PDS as poverty alleviation tool.
- ⑤ Transparency - making information available & accessible.  
(eg) RTI, social audit, etc.
- ⑥ Timely delivery of promised service.



- Q.3 A. लोक सेवा के संदर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वग्रहों 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 पूर्वग्रहों 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)

3A) Public service attitude refers to mental disposition of public servants that guide their behaviour & actions in utilisation of public resources and providing services to citizens.

Attitude biases that affects public servants on field decision making -

1) Bureaucratic attitude vs democratic attitude

↳ rigidity of rules & procedures  
↳ excessive rules compliance

↳ utilisation of discretion to fill legal gaps.

② denying service to genuine people due to lack of documents

[Jharkhand PDS case study]

③ Armstrong  
Pame build road for remote areas by raising funds

2) Negative vs positive public service attitude

↳ resistant  
to change  
↳ passimistic

view of  
degenerative  
society.

↳ reform orientation  
and belief in inherent  
goodness of society.

In order to overcome such attitude -

↳ ① development of values like  
empathy, compassion, justice

↳ ② Case studies of reforms in  
public service

eg T.N. Shethan, E. Shreedharan  
(Motherman)

↳ ③ Training & regular assessment.

↳ ④ Improving overall administrative  
work culture eg Nordic nations'  
strong public  
institutions.

"Attitude is a small thing that  
makes a huge difference."

Winston Churchill

So, we need to overcome attitude  
biases to make civil services more  
effective & efficient.



3.B.)

Gandhi's message in above quote is related to the underlying unity and oneness of all religions.

It refers to not being ~~na~~-religious but means to follow one's religion while respecting others as all are part of a larger whole.

Philosopher's argument on being religion harmful is because-

- ↳ ① Communal hatred and lynching leads to social unrest
- ↳ ② divisional social norms based on religion impact electorate and makes democracy ineffective.
- ↳ ③ leads to conflict and wars  
 (eg.) Israel-Hamas war based on religious & political differences.

But, there is alternative perspective related to efficacy of religion-

- ① Religion is important as binding fabric - Yuval Noah Harari in Sapiens



- ② It provides motivation and mental peace by attributing unfairness & justice to almighty.  
[Karma theory]
- ③ leads to harmony in society  
eg. charity, good work, social service driven by religious interests!
- ④ Ensure welfare of all

Religion & morality are closely interlinked  
as religion forms basis of morals

- ① eg. touching elders feet → leads to respect to elderly.
- ② religion discourages destructive morality -  
eg. ahimsa → avoiding use of destructive weapons.
- ③ inculcate values which forms morals of an individual.

Religion ensure strength in societies.  
Values like tolerance, empathy should form foundation of any religion.

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)

4A) Corporate business <sup>usually</sup> have the aim of maximising their own interests and generating profits.

But, as they tend to utilise resources like forests, water, land etc that are common, so they also have responsibility towards society as well.

In this context, Corporate Social Responsibility holds value as -

- ↳ ① Compensation to negative externalities like pollution, waste etc.
- ↳ ② Social infrastructure like educational & health.



In my opinion, companies indulging in social responsibilities is not anti-ethical to their core interests & production responsibilities as -

- ↳ ① they garner social trust which benefits their economic interests  
(eg) TATA, Infosys etc.
- ↳ ② social endeavors provide positive publicity → good for business.
- ↳ ③ attracts social oriented investments  
(eg) green investment

As per Gandhi ji, Ecommerce without morality is a sin. So businesses need to balance their economic interests with social responsibilities.



4B. Values are long lasting beliefs that an individual holds as true.

Values like tyaga, seva, daanam and damah are relevant in modern day public service.

Relevance of these values -

① Tyaga (renunciation) or sacrifice -

↳ ① refers to sacrificing one's interest for greater good.

(eg.) Whistleblowers like Sahendra Dubey sacrificed life for society.

↳ ② promotes value of aprigraha i.e. non-accumulation ⇒ helps in achieving goal of Art. 39(b) & (c).

② Seva (Service)

↳ ① selfless service to society is cardinal to public service.

(eg.) Swami Vivekananda, Mother Teresa etc.

↳ ② promotes welfare of all -

(eg.) Amma Unavagam scheme of T.N. govt. - free meals to poor.

Daanam (Charity)

- ↳ ① leads to upliftment of poor
- ↳ ② help eradicate injustice, poverty & disease  
 eg. Baba Amte donated wealth for leprosy affected.
- ↳ ③ provision of opportunities to under-privileged  
 eg. Amma Vodi scheme - to provide financial assistance to mother to send their children to school.

Dama (self control)

- ↳ ① It is needed to prevent situation to aggravate.
- ↳ ② help in having patience and avoiding unnecessary battles
- ↳ ③ preventing oneself from engaging in vices like corruption, exploitation etc.

In conclusion, tyaga, seva & daanam help in keeping public servants dedicated to their duty of public welfare & self-control helps them from deviating the right path.



- Q.5
- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कायरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)
- B. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

SA) Conflict of interest refers to differing interests of an individual, organisation or society, at loggerheads to each other. While conflict among various sources of authority refers to power struggle and conflicting use of entrusted power.

Difference between them —

<u>Conflict of interests</u>	<u>Conflict among sources of authorities</u>
① No such <u>superior-subordinate</u> relationship necessary.	① <u>presence of superior-subordinate relationship</u>
② often associated with <u>implementation of schemes &amp; programs</u>	② often associated with <u>legal definitions, entrusted powers etc.</u>
③ It is <u>teleological</u>	③ It is <u>deontological</u>

## NEXT IAS

Candidates must  
write on this matExamples -

① for Whistleblower -  
public resources  
& transparency vs  
personal welfare.

② majoritarian  
interests (Utilitarianism)  
vs minority  
rights (Rights  
Based  
Approach)

Example -

① Multiple bodies -  
(eg) ULBs panchayats

② Forest Rights Act  
implementation vs  
forest (conservation)  
Act implementation.

In these scenarios, a civil servant  
need -

- ① Emotional intelligence to reach  
an all inclusive solution
- ② Leadership and vision
- ③ Decision making ability
- ④ Aptitude to comprehensively  
understand the problem.

Smartness lies in swiftly navigating  
through conflicts and ultimately  
achieving goal of public welfare with  
ethical means.



S.B. In increasingly complex world, governance is becoming more complex, uncertain & at many times paradoxical.

Uncertainties, ambiguities & paradoxes in domain of governance -

- ① Conflicting interests leading to crisis of conscience  
eg. development vs displacement challenge
- ② Emerging challenges like - cybercrime, cancel culture, global turbulence etc.
- ③ Clashing societal interests -  
eg. issues of vote-bank politics

These challenges may lead to himidity and withdrawal from developmental process.

### Relevance of courage

- ① provide inner strength to cop with these challenges -  
eg. Md Yunus (Nobel Laureate) -  
Grameen Bank initiative despite challenges.

## NEXT IAS

Pg 20

Candidates must  
write on this margin

- ② courage to face consequences  
(eg.) transfer, personal growth  
hinderance etc.
- ③ Responsibility of one's actions  
(eg.) admitting mistakes & amending  
ways.
- ④ Courage to listen to differing views  
i.e. tolerance - help in dealing  
uncertainties & ambiguities.
- ⑤ Courage to speak against wrongdoers  
(eg.) whistleblowers
- ⑥ adherence to one's duty in face of  
hard times -  
(eg.) India's nuclear drive.

~~Thus~~, Courage is knowing what  
not to fear. So civil servants need  
not fear uncertainties, ambiguities  
and paradoxes, rather bravely  
embrace them to usher ethical  
governance.



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)

6(A) Adam Smith quote highlight the most significant aspect of human nature i.e. compassion (feeling for others) and sacrifice (little for ourselves). These humane values distinct humans from matasya nyaya (i.e. big fish eating small ones).

Swami Vivekananda, also emphasised on the need for compassion towards fellow humans. He said, worshipping god is useless if we are indifferent to others suffering.

Similarly, Mother Teresa also dedicated her life for service of humanity, doing little for her own self.

Padma awardee Bindhu Tai Sakkal  
also known as mother of orphans  
dedicated her benevolent affections  
towards orphans & worked selflessly  
~~for~~ them.

Another shining example of  
this is Usha Chaurman - herself being  
manual scavenger - she tirelessly  
worked for upliftment of manual  
scavengers.

Adam Smith's quote is relevant  
for civil servants where they need  
to prioritise public service over  
their personal self.

In today's world, grappling  
with uncertainties, it becomes more  
relevant that we as humanity  
feel for others and stop the  
ongoing wars engulfing innocent  
lives and dreams of many.



6B. Aristotle quote highlight the significance of self-control in face of utilisation of power.

As it is said, "If you want to test a man's character, give him power." It reflect how a man is able to utilise that power - for virtue or for vice.

Our actions of doing something or doing nothing, are within our control.

At few places, it becomes dharma to act (eg.) to voice against exploitation, & injustice.

In some situations, one need inaction also (eg.) patience to avoid conflict escalation.

So, one must discern wisely to act or not to act. One must act to ensure greater good.

Hitler used his power to inflict injuries and ushered disaster on humanity.

On the other hand, Mandela used his power to voice against apartheid and exploitation.

This difference in actions is caused by our virtues like compassion, justice, integrity, love towards humanity and courage.

Socrates chose to sacrifice his life than bowing down before insolent might. On the other hand, there were cowards like Oni Chand who sold country for their interest and help killing millions.

The power of restraint and power utilisation for greater cause can save humanity from wars and help ensuring conditions where justice prevail fulfilling mandate of UN Charter.



6c) Socrates profound quote highlight significance of intelligence ~~as~~ is knowing nothing i.e. what we know is nothing compared to vast reservoir of knowledge.

Human knowledge is limited by many factors like —

- ↳ ① limited memory capacity
- ↳ ② limited comprehending skills
- ↳ ③ limited intellect

But problem lies when we start assuming our limited knowledge as ultimate truth and start <sup>most</sup> considering ourselves as ultimate intelligent. This leads to —

- ① Intolerance towards other ideas
- ② Our learning stops.
- ③ Ego starts developing

Socrates knew that acceptance  
of our limited knowledge is  
beginning of all wisdom.

Galileo Galili was convicted  
of heresy because he questioned  
established norm of geocentrism.

It was because of this unacceptance  
of new knowledge that many  
scientists had to suffer initially.

Socrates urge all to be  
always dissatisfied with hunger  
of knowledge. As it is said, "It  
is better to be Socrates dissatisfied  
than a fool satisfied."



## 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 अनुमति सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस प्रक्रिया का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को काफी नुकसान पहुंचा सकता है।

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

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

(250 शब्द, 20 अंक)

## Case Study 1:

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

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

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

You were left wondering, on the one hand, the Company was legally correct, but on the other, it was hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its what's 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 study highlights classic example of hypocrisy of various companies claiming their products

achieving certain standards like eco-friendly here but having processes that violate their promises.

### Stakeholders involved

- ① My company [GreenTech Industries]
- ② Me [Compliance officer]
- ③ Local community [serious threat due to disposal]
- ④ Environment at risk
- ⑤ Shareholders and investors - assuming eco-friendly product
- ⑥ Entire audit team
- ⑦ Society at large.

### 3) Ethical issues and dilemmas

- ① legality vs ethics  
 ↳ meet legal standards      ↳ potential risk to health
- ② Company's benefit vs local people welfare.
- ③ Honest report vs fear of personal loss due to exposure of truth.



④ Hypocrisy of company

↓  
promise of eco-friendly products  
Good  
[Ends]      vs      Process involved is hazardous  
[Bad means]

⑤ Risk to environment vs risk to loss of livelihood of employees on publication of true report.

⑥ Dedication to duty as compliance officer vs obligation to company

2) Available options with merit & demerits

① Raise the issue of unethical disposing of waste within company -

merits	Demerits
① Will save company from <u>penal actions</u>	① Will be <u>harmful</u> for <u>community</u> .
② <u>Investors &amp; shareholders</u> won't lose faith	② Company may ignore since legally they are right.
③ Company may heed and take <u>corrective action</u> .	

② Publish the report from legal perspective without mentioning ethical issues.

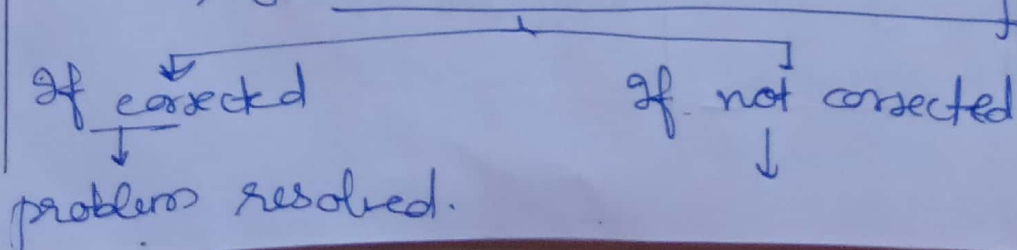
Merits	Demerits
① Legally right ② No negative repercussion for company.	① Unfair to <u>people</u> and their health. ② <u>Exploitation of environment</u> ③ <u>ethically wrong</u>

③ Publish audit report highlighting both legal & ethical aspects

Merits	Demerits
① Awareness to <u>community</u> . ② <u>Rights approach</u> - Right to <u>clean &amp; healthy environment</u> (Art. 21) ③ <u>Environmentally conscious decision</u> .	① Company may face <u>local resistance</u> . ② <u>Personal loss</u> - as issues like <u>demotion, transfer</u> .

③ My chosen course of action will be multifaceted.

First, I would raise issue internally.





If unethical dumping continues, I would try to make people aware about harmful impact of hazardous waste, through transparent audit report.

local people's pressure may force company to adopt ethical practices.

Apart from this, I will raise issue of legal permissible limit and need of careful scientific revision of this criteria so that it doesn't harm people in long term.

In addition, I would also request company to explore affordable and scientific waste disposal practice for long term.

In Subhash Kumar vs State of Bihar case, S.C. recognised Right to clean air as fundamental right. Thus according to John Rawls justice approach, we must try to protect rights of local community.

## 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.

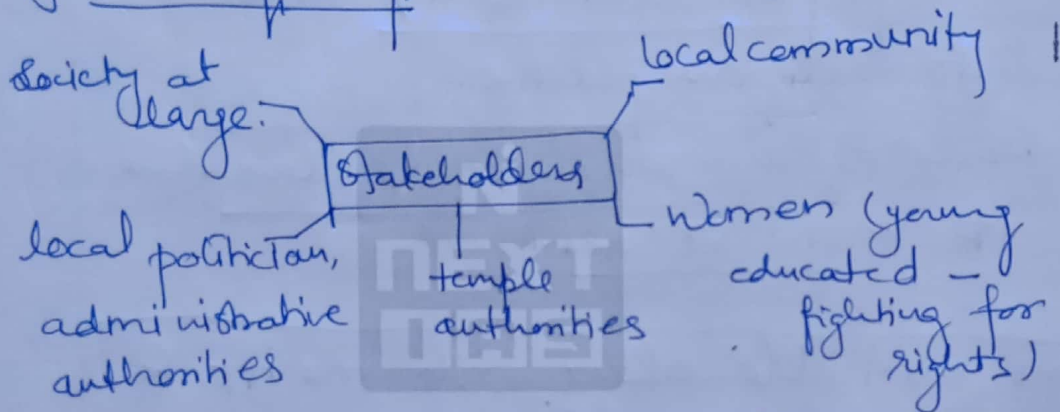
As the District Collector, you face a complex ethical dilemma. Legally, you are obliged to uphold the Indian Constitution, which guarantees equality and prohibits gender-based discrimination. However, enforcing this law could lead to significant unrest in the community, where traditional customs and 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 is similar to temple entry in Shabrimala temple where on one hand fear of unrest in community and on other hand it is gender equality.



### Administrative issues involved

- ① Issue of law & order - unrest in community due to protect their traditions & customs.
- ② local politicians corrupt behaviour
  - ↳ political gains supremacy over people welfare.
- ③ Constitutional principles vs traditions
  - ↳ gender equality (Art 15)
  - ↳ discrimination based on gender -
  - ↳ exclusion of women from temple.

## NEXT IAS

Ethical issues involved

- ↳ ① Exclusion of women - ethically wrong
- ↳ ② perpetration of injustice and dogmas.
- ↳ ③ Respect for local tradition & customs
  - ↳ faith of local community depends on it.
- ↳ ④ local people's sentiments related to religious practice.
- ↳ ⑤ Issue of humans & property loss due to social unrest.

## ② Options available along with merits &amp; demerits -

① As a progressive officer, support young educated women

merits	Demerits
① <u>Gender equality</u>	① fear of <u>retaliation</u> from community.
② aligns with <u>constitutional principles</u> .	② <u>Social unrest</u> - difficulty in law & order.
③ Usher <u>equality</u> in society.	③ may upset <u>politicians</u>
④ <u>Progressive reform</u>	



⑥ Support temple authorities in denying entry to women

Merits	Demerits
① Respect to local religious practice ② Social unrest avoided.	① Against <u>constitutional principles</u> . ② Violates rights of women ③ perpetuate gender injustice

⑦ Try bringing social reform by way of consultation with both sides - <sup>younger</sup> women - religious authorities

Merits	Demerits
① Consultation may lead to <u>agreeable solution</u> from both sides. ② Social unrest can be avoided.	① Consultations may fail miserably. ② No immediate solution to problem.

⑧ My chosen course of action will be multidimensional -

First, I will start consultation to understand both sides perspective.

If worked  
 ↓  
 social unrest saved

If doesn't work →

If consultations fail, I will give support to educated young women in their drive for temple entry.

I will try to keep their protest non-violent and within legal means.

In order to manage issue of social unrest —

- ↳ ① Use of local change agents —  
↳ leaders, NGOs, progressive figures etc.
- ↳ ② Preventive measure alongwith  
↳ deployment of forces      ↳ curative actions  
↳ warnings and messages to people.      ↳ punishment to miscreants

In the long term, we will start an awareness campaign for gender rights and equality to bring social sensitization and reform.

In a progressive society, we must balance constitutional rights with traditions & customs.



## केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहां आपकी उत्तरदायित्वों में से एक उम्मीदवारों के अभियान (कैंपेन) के दौरान खर्चों की निगरानी करना और अभियानों (कैंपेन) की वीडियोग्राफी की निगरानी करना था। जैसे ही आप कार्यभार संभालते हैं और काम करना प्रारम्भ करते हैं, आपको एहसास होता है कि आप किस चुनौती से जूझ रहे हैं। दो उम्मीदवारों की पृष्ठभूमि आपराधिक थी और पूरा मुकाबला कमोवेश 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 कोमत पर कर्तव्य के प्रति समर्पित रहना नैतिक रूप से उचित है? चर्चा कीजिए।
3. आप अपने कर्मचारियों की सुरक्षा से समझौता किए बिना अपने चुनाव कर्तव्यों का पालन कैसे करेंगे? व्याख्या कीजिए।

(250 शब्द, 20 अंक)

## Case Study 3:

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

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

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

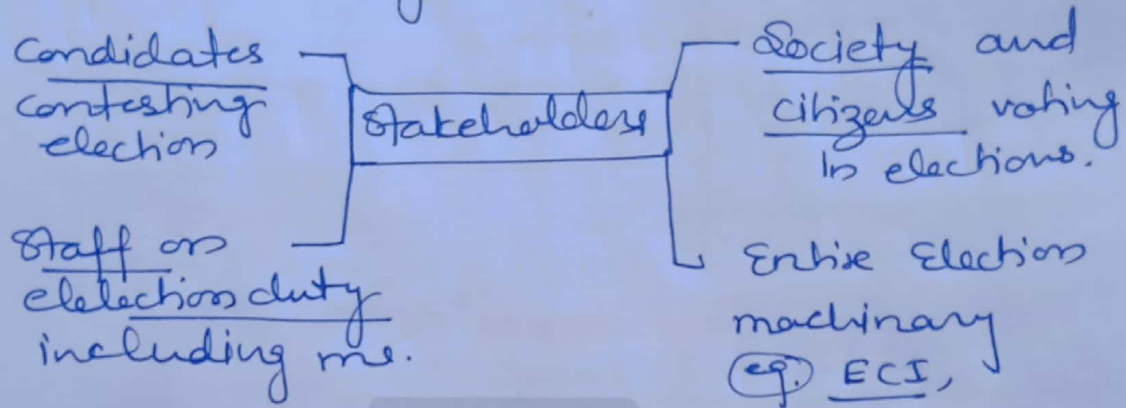
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with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

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

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

(250 words, 20 marks)

The above case involve issue of criminalisation of politics in India and how difficult it is to take action against politicians doing criminal activities.



### ① Issues involved in case

- ① Attribuent of violence based on caste & religious grounds
- ② Blatant violation of Code of Conduct
- ③ Criminalisation of politics  
↳ threat to democracy.
- ④ Obstruction of free & fair election process.
- ⑤ beating & threat to election staff doing their duty.
- ⑥ Erosion of public trust and depletion of democracy.
- ⑦ Personal safety vs Public duty.



② Justification of deviation to duty at cost of safety of staff -

Arguments in favour -

① Jeremy Bentham's Utilitarianism -

↳ compromising safety of few people for greater good for greater number -

② To usher justice and democracy,  
↳ election officers need to do duty faithfully.

Arguments against

↳ ① Rights Approach - can't compromise rights of staff.

↳ ② Compromising human lives is not the wise approach.

↳ ③ Need to find alternate mechanisms to perform duty without compromising safety.

↳ ④ Safety of election staff is necessary to carry free & fair election & to maintain faith in election machinery.

③ There is a need of multifaceted approach to resolve issue without compromising staff's safety.

First, submission of videographic evidence to Election Commission of India.

Second, involvement of NGOs like ADR, to bring forth criminal records and Model Code of Conduct violation using RTI.

Third, awareness in public using data and evidences and putting public pressure & media pressure on candidates to refrain from illegal means.

Next, based on above report, voters will make informed choices to prevent criminals entering into politics.



Since, here NGOs and public is involved, so safety of staff is ensured.

In long term, I will request ECI to start awareness campaigns and voter education.

An educated and aware voter can stop criminalisation of politics.

To ensure free & fair election, society must rely on issue-based politics instead of identity based politics.

## केस स्टडी 4:

एक स्मार्ट सिटी परियोजना चल रही है, और आपको खरीद का प्रमुख नियुक्त किया गया है। इस कार्यभार से पहले, आपने एक प्रमुख सार्वजनिक क्षेत्र के उपक्रम (पीएसयू) में समान भूमिका निभाई थी, जहां आपने अपने निविदा प्रारूपण और विक्रेता प्रबंधन कौशल के लिए प्रतिष्ठा अर्जित की थी। स्मार्ट सिटी परियोजना के पैमाने और महत्वपूर्ण खरीद आवश्यकताओं को देखते हुए, आप खरीद अनुभाग का नेतृत्व करने के लिए बिल्कुल उपयुक्त लग रहे थे।

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगो की पलियाँ मित्र थी। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

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

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

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

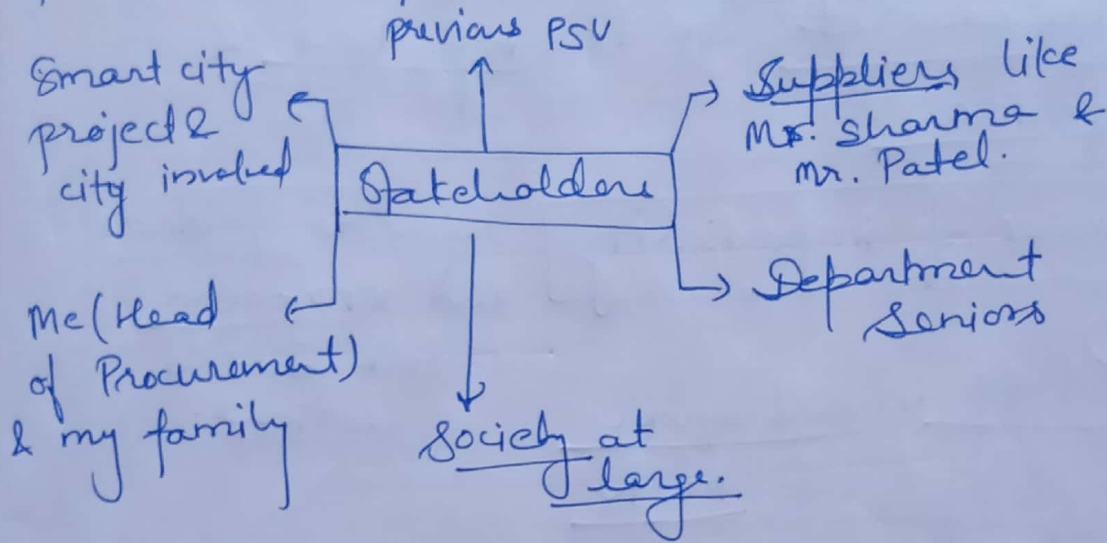
1. Do you think the above case involves a conflict of interest or there are more issues? Explain
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation.

(250 words, 20 marks)

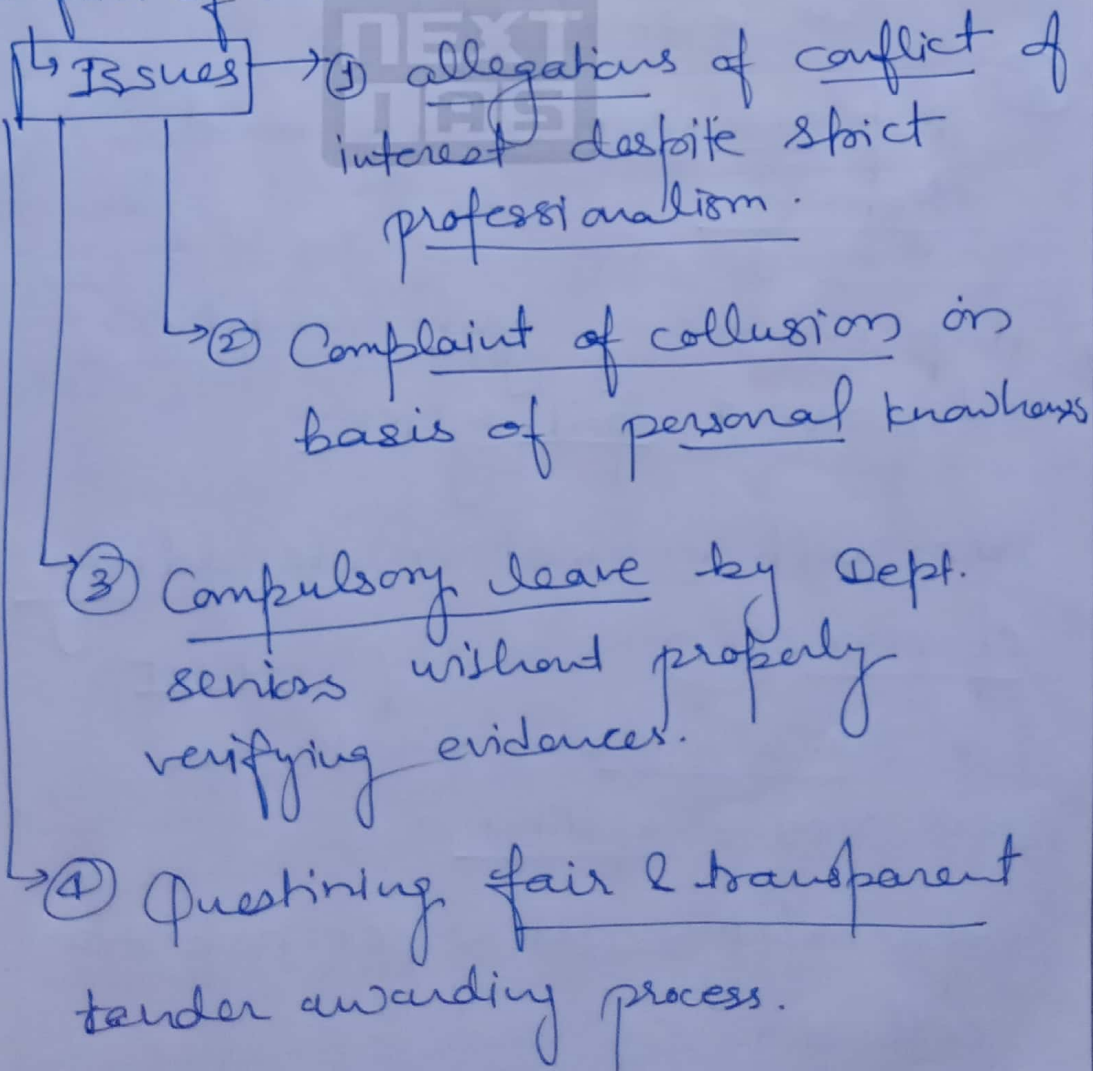
The above case discusses the apprehension of conflict of interest without proper investigation and also fine line between



personal and professional duties.



1) The case involves other issues along with conflict of interest -



2.) In above context, it is imperative for bureaucrats to be impartial & non-partisan.

Relevance of impartiality refers to fairness and objective criteria based decisions.

- ↳ ① help in enhancing trust.
- ↳ ② impartiality creates environment of competition where talent is rewarded.
- ↳ ③ improves work culture and efficiency.
- ↳ ④ Help enhancing goal-orientation and prevent spoil-system.
- ↳ ⑤ also help in indiscriminate delivery of service (eg.) awarding contract to Mr. Sharma as his tender was most competitive.
- ↳ ⑥ impartiality deters corruptions & collusion.



## Relevance of non-partisanship

- ↳ ① serving country instead of any party.
  - ↳ ② being ready to serve govt. of any complexion.
  - ↳ ③ improve governance and maintain continuity of policies.
  - ↳ ④ prevent nexus and collusion thereby facilitating transparency
- 3) In order to avoid the unpleasant situation, following steps could have been taken —
- ① Transparency and information availability of contract awarding process.
  - ② Digitalisation of entire data and produce data to seniors.
  - ③ Clearly delineating criterias on which Mr. Sharma's project outperformed.

- ④ Could have involved other relevant persons in contract awarding process to facilitate transparency.
- ⑤ One way could have been to recuse myself to avoid any conflict of interest.
- ⑥ providing counter evidences to refute Mr. Patel's claims.

Alongwith professionalism, facilitating transparency is also important to avoid any apprehension of conflict of interest.



## केस स्टडी 5:

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

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

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

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

(250 शब्द, 20 अंक)

## Case Study 5:

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

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

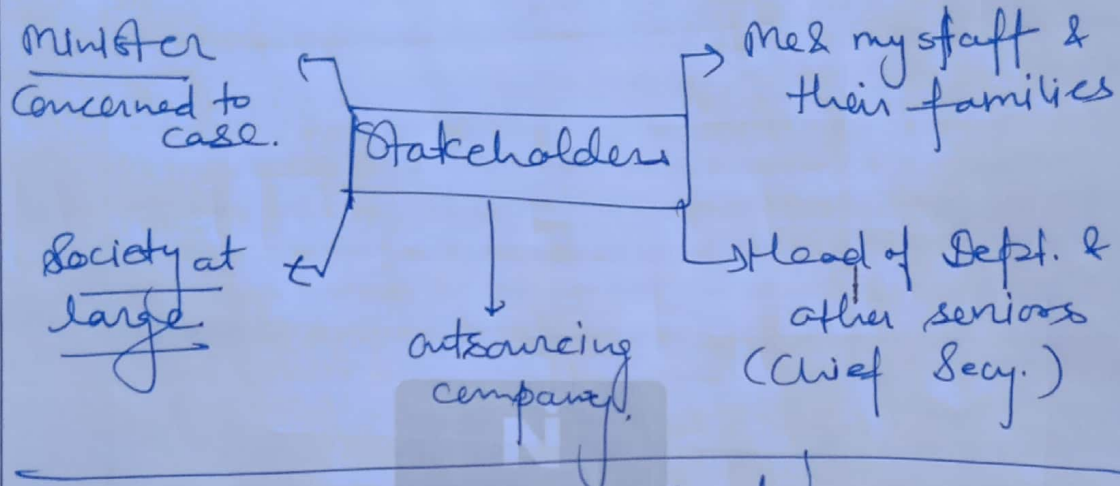
But yesterday, you received an official order stating that your department tasks will be outsourced and your Staff will be downsized. You had no problems with outsourcing, but you did not favour downsizing, as it would lead to people losing their jobs.

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

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

(250 words, 20 marks)

The case involve displeasing seniors  
culminating into transfer orders in  
order to save jobs of my staff.



### 1) Administrative issues involved

- ① loss of livelihood of staff members
- ② Efficiency management in dept.  
↳ by outsourcing work.
- ③ Cost cutting measures negatively affecting employees.
- ④ Indifference of department seniors to grievance of staff losing job.
- ⑤ Transfer orders - unjustified.

### Ethical issues

- ① efficient service delivery vs job loss  
↳ by outsourcing work. ↳ of staff members



↳ ② Inhumane face of administration indifferent to employee's issues.

↳ ③ Staff not performing their work efficiently though taking salary out of public resources.

↳ ④ Unethical & unprofessional behaviour of head of dept. by issuing transfer & disciplinary proceedings.

↳ ⑤ Unacceptance of junior's request and rigid hierarchical administrative structure.

2) Justification on morality of writing to minister —

In favour

↳ ① saving livelihoods and sustenance of staff's families.

↳ ② Compassionate and empathetic behaviour towards staff.

- ↳ ③ tried convincing head, but he was least concerned with people's grievance.
- ↳ ④ Humanitarian duty to help others.

### ~~Against~~ Arguments against

- ① Should have tried alternative options
- ② Disobey and contempt towards seniors
- ③ Personal loss - transfer & disciplinary action.
- ④ Staff was relatively inefficient.

Overall, I think, drastic measures like cutting from job is not the way forward.

- 3) My response would be → 2<sup>nd</sup> Available options
- ↳ first, sincerely apologizing senior if he got offended.
  - ↳ second, Won't accept disciplinary



proceedings and will present my case honestly.

↳ ② Making senior aware of grievance of staff and emotional appeal to them.

↳ ④ Alternate solutions like phases of downsizing and alternate employment opportunities to young recruits.

↳ ⑤ Ensuring staff work efficiently  
↳ by training, skilling and upskilling.  
↓  
will reduce need of downsizing.

"Minimum government maximum governance" is ideal but means to achieve it should not be drastic as in above case.

"An process of attaining our goal, our means should be as fair as our ideal" — Rajendra Prasad.

केस स्टडी 6:

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 6:

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

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

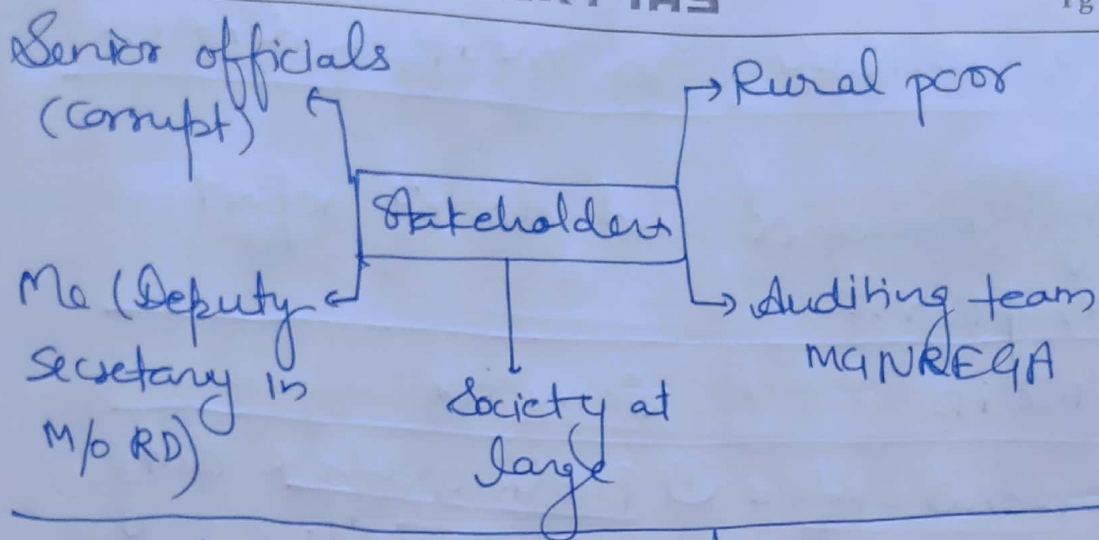
You are faced with an ethical dilemma. Reporting this corruption could lead to severe repercussions for you as the implicated senior officials are politically influential and have strong connections. You have also received subtle threats implying that your career progression could be jeopardised if you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

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

(250 words, 20 marks)

The case involve classic example of corrupt officials using public fund for personal gain, jeopardising people welfare.





### 3) Ethical issues involved

- ① Personal gain at cost of public welfare
- ② Corruption and forgery
- ③ Misuse of public funds and taxpayers money.
- ④ Nexus between senior officials & politicians perpetuating corruption.
- ⑤ people's rights are being compromised
- ⑥ Honesty is not appreciated  
↳ subtle threat on exposure of corruption.
- ⑦ Against constitutional principles of Article 39(b) & (c).
- ⑧ Selective welfare of few prioritized over collective welfare of all.

## 2) Options available with merits & demerits

① feign ignorance and doesn't report corruption.

merits	Demerits
① <u>Personal welfare</u> ensured.	① <u>Public welfare</u> duty is neglected.
② <u>Career progression</u> is not compromised.	② Ignoring corruption is also being part of it.

② Report corruption to relevant authorities

merits	Demerits
① funds will go to rightful <u>rural public</u> .	① <u>Career progression</u> jeopardised.
② will set a <u>good precedent</u> and reduce corruption	② Complaint may be ignored due to <u>nexus</u> .
③ <u>Utilitarianism</u> approach [largest <u>people welfare</u> ]	③ <u>Displeasing seniors</u> above in <u>hierarchy</u> .



③ Make audit report public by way of filing RTI by any NGO.

Merits	Demerits
① Public will question seniors for their corruption.	① Disclosure of critical information - against secrecy.
② Could minimise severe repercussions on me.	② Seniors still displeased $\Rightarrow$ Personal cost.

③ My chosen course of action will first include effort of solving issue internally.

I will ask seniors not to indulge in corruption and prevent misuse of funds.

If they don't heed my requests, I will utilise internal mechanisms for exposing their corrupt practices.

If still not action is taken, I will try to involve

relevant NGOs to question the auditing report.

In the long term, I will try to institutionalise transparency reforms like digitalisation, social auditing, disclosure of information freely etc., so that in future, corruption can be minimised.

Though my efforts may not be sufficient to eradicate the menace of corruption, but as SUKA JATAKA (where a parrot tries to extinguish fire by carrying water in his beak), signifies that no efforts are wasted.



**NEXT IAS****IMPORTANT INSTRUCTIONS**

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

**DONT'S**

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

**DO'S**

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

**SPECIAL REQUEST FOR CANDIDATE AVAILING ONLINE FACILITY**

1. Scan the QCA booklet properly. We suggest the uses of the app CAM scanner (Scan QR code in page 2) based on our previous experiences.
2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
3. Any page/pdf having shadow needs to be rescanned. Please make sure that the pdf that you upload is as clean as possible.
4. Candidates not using the QCA booklet must mention their details on the front page. And leave the next page blank for the macro comments. It must be understood that the answer should start from Page no. 3 in of the scanned pdf.
5. Candidates not using the QCA booklet must follow the sequence of the answer as per the question paper.
6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.