

NEXT IAS**GS MAINS ADVANCED COURSE 2024**

(To be filled by candidate)

TEST CODE : GSMAC2404**Test No. : 04**Name of Candidate: Aditya Agarwal Mobile No. [REDACTED]Roll No. : GSMAC24A1094 Start Time 9:15 am End Time 12:25Date of Examination: 25 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 विहित करें।

REMARKS:

FOR OFFICE USE ONLY

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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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. "यह मान लेना गलत है कि नैतिक निर्णय पूरी तरह से तर्कसंगत और सैद्धांतिक होते हैं, हो सकते हैं या होने चाहिए। मानवीय भावनाएँ भी हमारे नैतिक जीवन का अभिन्न अंग हैं।" भावनाएँ किस प्रकार हमारे नैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)
- A. "It is wrong to assume that ethical decisions are, can or should be purely rational and principled. Human feelings are an inseparable part of our ethical life." In what way do feelings impact our ethical decisions? Illustrate with examples. (150 words, 10 marks)
- B. What do you understand by ethics management? Can public officials manage ethics in the work place in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss. (150 words, 10 marks)

A

Human feelings such as love, hatred, kindness, desires, and other emotions form an integral part of human life.

They influence our ethical decisions in the following way:

i) They guide our inner conscience to take any decision.

(eg) Feeling of love for all made Gandhiji adopt non-violence.

ii) They provide ~~are~~ us with directions where ethical dilemmas occur.

(eg) Choosing between animal rights or vaccine development.

iii) They provide basis for ethical actions

(Eg) Actions based on hatred are usually unethical

iv) They form the moral decisions of the society. (Eg) A society that values selfless feeling would adopt similar actions

Ethical actions are not always rational and principled — they are influenced by the feelings of a person towards an emotion.

To guide the ethicality of our actions — our emotions and feelings needs to be in check.



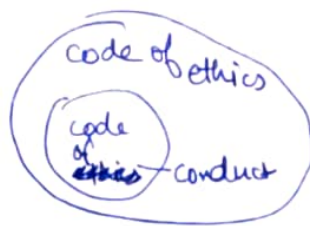
Baba Amte's actions were guided based on his feelings towards lepers.

Therefore having strong emotional intelligence can guide us to adopt ethical actions least influenced by our feelings.

⑤ Ethics management refers to the management of the actions and behaviour in such a way that the decision arising out of them are ethical.

Public officials can manage ethics at the workplace in following ways:-

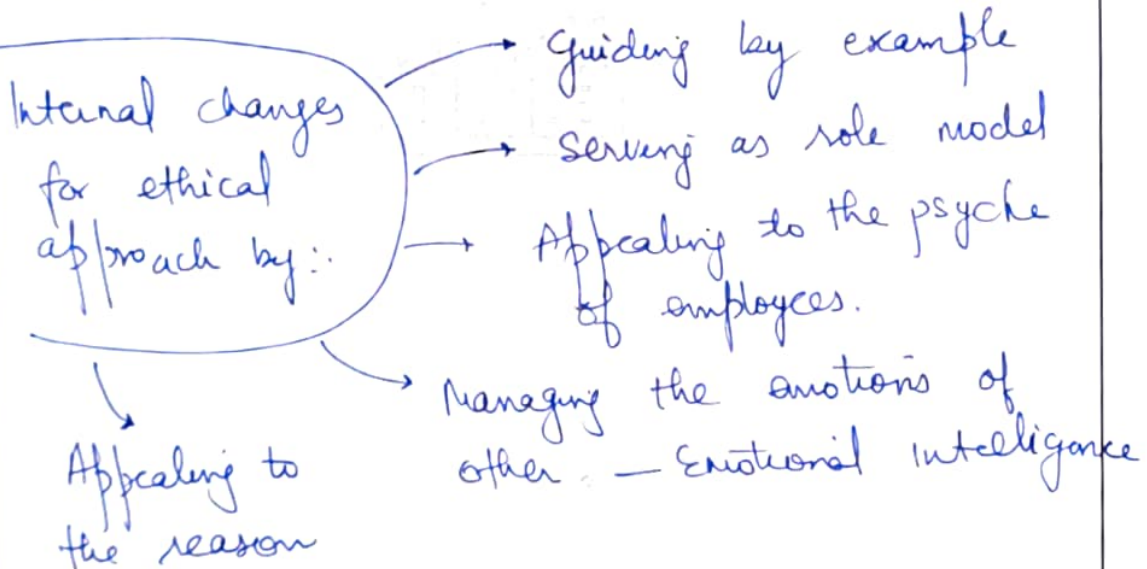
- i) Constructing a code of conduct and a code of ethics for the employees
- ii) Enforcement of code of conduct and punishment for not following it
- iii) Stakeholder approach - understanding the work culture of employees.
- iv) Incentives and rewards for good ethical conduct.
- v) Persuasion by leading by example.
- vi) (eg) A manager following code of conduct honestly serves as an inspiration for the team.



Code of ethics and code of conduct can help at the workplace in following ways:

- i) guiding the actions of the employees.
- ii) Fear of punishment on non-following
- iii) Set standards to be followed.

however they are externally ~~of~~ enforced.



Therefore a comprehensive, inner and outer change is necessary and following the

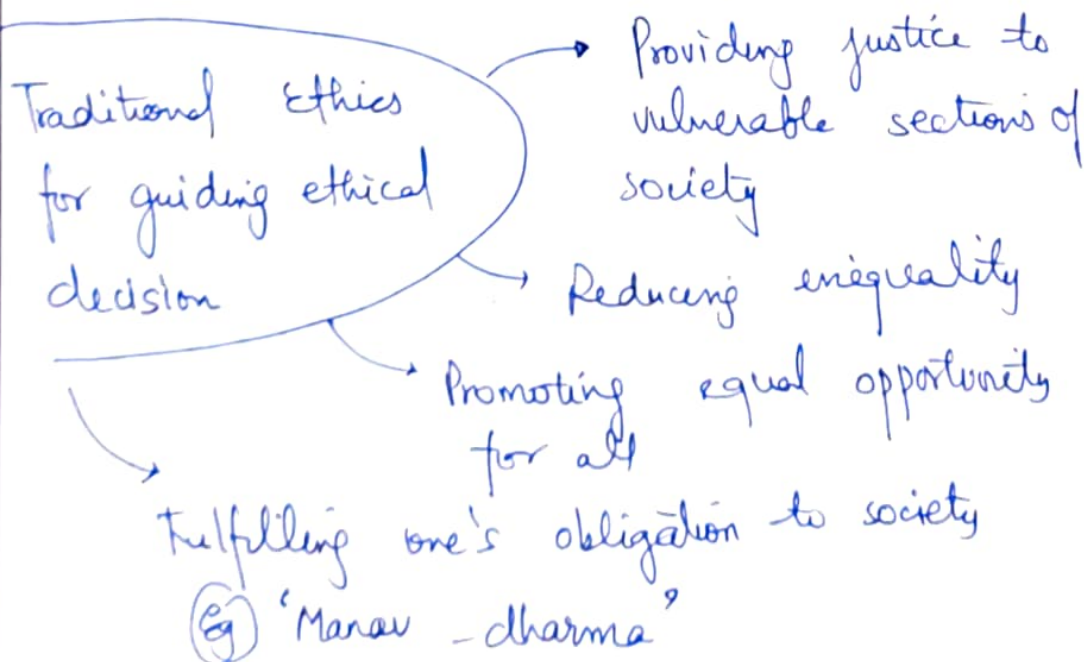
"Be the change you want to see in the world" quote by Gandhi can help.

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)

Traditional ethics refers to following the ideas of justice, fair distribution of resources and obligations to guide actions.

Ethics of care is more personal approach where empathy and compassion values guide the behaviour focusing on the connectedness and care promotion.



Ethics of care → flexibility in decision making
 → emphasises on service over rules
 → risk taking attitude → innovation
 Outcome focus rather than the process

While traditional ethics follows the
Weberian approach for a civil servant,
 the ethics of care is more personalised.

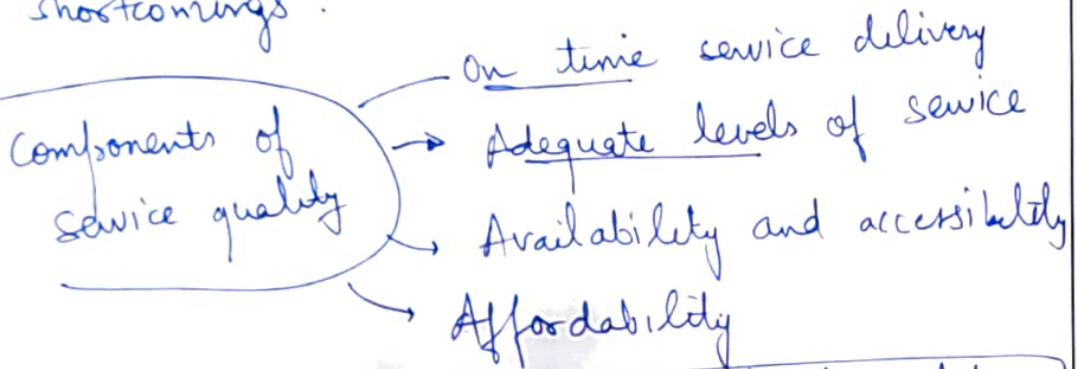
Ethics of care is suitable coz:-

- leads to positive changes in society
- Not very rigid
- Helps to take rational decisions

However there is a need to also follow
 the traditional ethics as they form
core of the public service values —
 equality, justice, equity, liberty, service to
 others. ∴ Traditional + care ethics
 = correct approach.

There is a need to amalgamate the two
 and coherent approach to decision making
 is required

B Quality in service delivery refers to the providing of adequate levels of service, on time and also provisions for the grievance redressal in case of any shortcomings.



Ways and means of ensuring total quality.

- i) proper citizen charter by including all the stakeholders.
- ii) re-engineering the processes to make them efficient
- iii) Inclusion of technology to increase efficiency
- iv) Training and skill development of employees.
- v) Infrastructural upgradation

Quality service delivery is an important part of civil services and needs an efficient, technological approach.

Q.3

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

Attitude refers to the preferences of an individual towards an outer thing

Public service attitude refers to the behaviour of a civil servant towards the problems of society and decision / actions towards it.

eg) The flight of people after they are stuck with a disaster → action of public servant toward it are part of the attitude.

Attitude biases can effect a civil servant in the following ways:

i) guide in the immoral decisions.

ii) Preference of one over the other.

(eg) Preferring the plight of one section of society over the other.

iii) Irrational and unbiased decision making

A civil servant can overcome such bias by:-

i) Controlling the emotions towards the others.

ii) Practising meditation and yoga

iii) Improving cognitive part of the attitude by reading books, watching movies. (eg) Toilet ek prem katha.

iv) Following the code of conduct - serve as guiding light.

v) Adherence to civil service values of honesty, integrity, objectivity and selflessness.

Attitude of a civil servant guide their actions. The bias could distort them. Remembering the values of integrity and objectivity can help.

⑧ Religion refers to the practices and traditions that are followed to observe a particular faith.

Morality refers to the following of right actions by the individual.

Some philosophers have argued that religion is harmful to moral life because :-

- i) Dogmatic nature of religion - preference to some values ~~of~~ over other.
- ii) Preference to dogmas over overall spirituality.
- iii) Outer actions of observance of ritual emphasised over inner change.
- iv) Feeling of 'us vs them' and communal clashes.

Some philosophers claim it to be necessary coz :-

- i) Provides path in times of difficult ~~circumstances~~
- ii) Gives us the values of love, care and respect for all.
- iii) Emphasises on change in the innermost self

- iv) Provides a path for spirituality.
- v) Elevates the anxiety.

Gandhi called himself to be of all religions because _____

→ His belief in the goodness of all religion

→ Tolerance promotion in society

→ Different paths but same goal
→ eternal bliss.

My position on religion and morality-

Religion helps to guide the path of life and provide us good values but questioning and inquisitive mind along with tolerance is needed to overcome dogmas of the religion.

Religion helps us take moral decisions as long as they do not become moral in themselves. The guide the path but must not become the path.

- 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)

Business principles are based on

- efficient utilisation of resources
- decreasing costs and increasing sales
- improving profits.

The activities of businesses such as social responsibilities leads to —

- costs on developing the society
- Giving back the profits earned and distribution to society.

~~However~~ These are necessary because:-

- i) A business forms part of society and giving back to it is an ethical decision

- ii) Stakeholder capitalism demand the inclusion of all people in the business — shareholders, employees and society at large.
- iii) Helps in equitable resource usage and future prospects of business are increased.
- iv) Business profile and brand value depends on how they are perceived in the society.

The Tata group is perceived as good and ethical and their product are trusted due to their social responsibilities. This has helped them to be a market leader over 100 years.

Therefore a business must not think of social responsibility as diverting resources to unproductive social endeavours but a future investment into the foundations building of the company.

(B) Traditional Indian wisdom with its values of tyaga, seva, danam and dharma have been important over centuries as they provide and guide actions of the individual.

Modern day public servants are ~~now~~ facing several issues in society such as:-

- i) Inequality among people
- ii) Communal clashes and riots (Eg) Nuh violence
- iii) Disasters and changing weather leading to hazards.
- iv) Geopolitical conflicts
- v) Non-observance of values of honesty, integrity and tolerance among people.
- vi) Increasing crime rates — digital technology.

The traditional Indian wisdom are helpful in following ways:-

i) Tyaga (renunciation):-

renunciation of values of greed, selfishness, bad thoughts and adopting

the values of integrity and empathy to take right actions.

(eg) Awarding the contract to most qualified.

ii) Sewa (service) : to the people by understanding their grievances, to the nation for its growth and to humanity

iii) Danam (charity) : to help the less fortunate and distribution of surplus

iv) Damah (self control) - over emotions of anger, lust and other trait.
It helps in following an objective and rational approach.

(eg) A disaster event such as landslides require a civil servant to renunciate laziness, serve the people affected, charity to provide them food and shelter and self control over bad emotions.
Indian values have been guiding light for civil servants for ages.

- 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 वापसों का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस को प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)
- B. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

Conflict among interests refers to the conflict among the people over a similar thing due to their varied interests.

(Eg) A plot of land may invite people of varying interest → develop a house, a mall, a garden or use it for resources.

Conflict among various sources of authority refers to the conflict arising among people based on their claims of authority over something.



⑧ Governance refers to managing the activities and tasks in day to ~~day~~ day life in accordance of set rules and laws.

It is ridden with certain things such as uncertainties, ambiguities and paradoxes —

- uncertainties of future — harmony or clashes — any course of future may occur.
- ambiguities over tasks and right actions
(Eg) environment protection or economic growth dilemma.
- paradoxes of one action may leading to influence that is unintended.
(Eg) Maternity leaves leading to less hiring of women.

This can lead to demotivation and withdrawal from taking proactive approach by the civil servant.

In these moments, the inner courage can help to overcome these ambiguities.

Courage providing hope to see a better future

- helping take on difficult circumstances
- adherence to the values of integrity, leadership and not being swung by immoral values
- courage to change the processes and making processes efficient.
- Take on competing interests and setting examples for others.

(Eg) IAS Purna shakti was faced with several challenges — sand mafia among other and showed courage to dismantle them.

Thus ~~confront~~ ambiguities can be overcome if followed the path of courage.

Gandhiji with his courage to take on the British is a gleaming example of this.

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।" सुक्रात (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)

① Human nature is fickle. It changes according to outer circumstances and its changing values.

A perfection of human nature is necessary to develop a character that cannot be shaken easily.

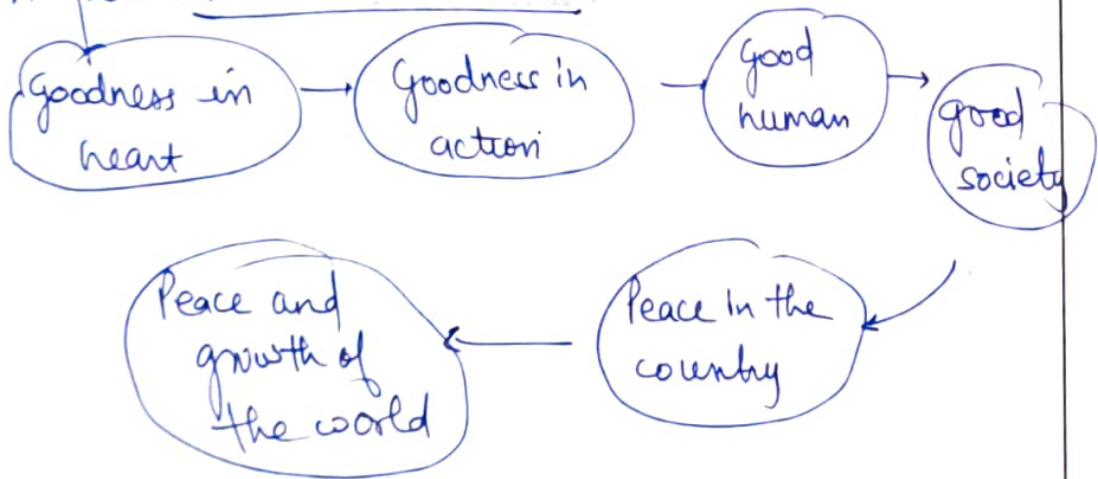
Adam Smith in this context provides a path to form a perfection in human nature.

i) feeling for others and little for self : Having an empathetic attitude and serving others to attain the outcome of good society.

- ii) Restrain our selfish: selfish thoughts and values of greed, lust needs to be restrained.
- iii) Benevolent affection: guided by the selflessness, love towards other, nishkarma karma.

These values to be achieved by human as per Adam Smith can help in:—
development of perfection of human nature

As per A.P.J. Abdul Kalam



Therefore the nature of human must be continuously perfected to achieve a good peaceful and caring world.

(B) Power provides a human with capability to action and influence the actions of others.

According to Aristotle : — Virtue lies in our power

As power can help in — taking tough decisions, positive changes in the society, influence the action of people, punishing the wrongdoers etc.

However, power also leads to greed and freedom to take immoral actions.

This could lead to : —

- i) Downward fall of the societal values.
- ii) Ethical decisions not taken.
- iii) Power lust and greed takes over human consciousness

According to Aristotle, this leads to vice and thus power is a tricky thing and needs careful handling.

Managing power to take correct action

- i) strong values of integrity, honesty and compassion to guide actions that ~~values~~ ~~to~~ power enables.
- ii) Non utilising of power in wrong way over people less fortunate.
- iii) knowing the difference between correct and incorrect usage of power.
- iii) power only as a means and never as ~~as~~ an ends

Political leaders and civil servants have been given great power by the society to take decision on their behalf for their welfare.

However, wrong usage leads to corruption, societal division and inequality in the society.

Power along with restraints are necessary. A proper system of checks and balances ensure its correct usage.

② Intelligence refers to the ability to understand the happening around us and way to guide our actions for the same.

According to Socrates — knowing that we know nothing is important. This points to having a quality of humility in the life and being close to the ground.

→ opening up our mind to different possibilities and knowledge helps in enhancing self.

③ Eg The knowledge of our universe has been evolving — sun as the center of our solar system to the billions of such stars in the galaxies.

The most humble minds of our generations — Newton, Einstein, Gandhiji, Nelson Mandela — all

had an open mind towards the future possibilities

This open mind and humility helps in

- gaining more knowledge.
- discovering and uncovering the new knowledge.
- A childlike enthusiasm to learn new things
- Changing our perceptions according to the knowledge gained.

Keeping an open mind and being open to the suggestion and opinion of others are important

However, it is equally necessary to use our intelligence in the times of need to change the situation of other and make their life better

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 अनुमेल्य 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 how's.

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

The case study talks about the importance of taking positive environmental decisions despite them being legally correct and dilemma in taking the same.

1) Ethical issues involved in the case

- i) Adopting a process that is hazardous and displaying product as eco-friendly
- ii) legal standards even though met technically harm the environment
- iii) portrayal of company as 'Green' and releasing hazardous waste
- iv) Polluting the community for profits of company.
- v) Inadequate legal standards to protect the environment.

2) Ethical dilemmas in the above case

- i) Profits of the company or

adopting processes that are green but costly.

ii) Adopting technically correct legal standards
~~vs~~ vs taking ethical action and going over
the standards

iii) Health of community or profitability
of the company

iv) New product as ecofriendly vs hazardous
waste. ~~as~~

② Available options to me:—

① Option 1 Recommend the discontinuation
of the product.

Merits

- ✓ No hazardous waste generated
- ✓ Health of community ensured.
- ✓ values of integrity and honesty ensured.
- ✓ Ethics over technical standards

Demerits

- ✓ May lead to loss of company revenue.

- ✓ May affect my job and salary due to lower profits to company.

Option 2 No changes in the process and allowing the manufacturing.

Merits

- profits to the company
- legally the standards followed.

Demerits

- Harm the community and environment (environment stewardship)
- the product not really green (greenwashing)
- values of honesty, integrity not followed.

Option 3 Changing the processes to make the product more environment friendly.

Merits

- ✓ company reputation saved as 'green'
- ✓ health of the community and environment ensures.

Demerits

- ✓ may be costly to adopt
- ✓ Reduce the profitability



- ③ I will chose the third option because:—
- i) showcases the company as green without greenwashing.
 - ii) Ethical values demand least harm to the environment and company.
 - iii) the society forms important part of the company — stakeholder capitalism.
 - iv) Means as important as the ends.
(Deontological approach) followed.
 - v) long term sustainability of the company ensured.

The green products must be green from source to end. Newer technologies and ~~used~~ economies based on recycled material following ethical values will help in sustainable development.

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 case study pertains to issues between Right to Equality and religious sentiments of the society seen in cases such as Sabarimala issues.

1) Administrative and ethical issues involved in the case are:-

- i) Not allowing women to enter the temple — against right to equality (Article 14).
- ii) Stoking of unrest for political gains.
(Gandhian ~~for~~ sin — politics without principles)
- iii) long standing customs to discriminate against women. — against the concept of constitutional morality.
- iv) Right of women to participate in the religious rituals — not allowed — against gender ethics.

- v) Fear of taking action as it may lead to unrest (bureaucratic failure)
- vi) Society favoring the religion that discriminate women — societal values of equality lost.
- vii) Patriarchal nature of society downgrading women.
- viii) legal principles not followed by people.

② and ③ options available along with their merits and demerits

g) Option - 1 Denial of women entry to prevent conflicts

Merits ✓ Prevent the unrest in society
✓ Religious sentiment of the society ensured.

Demerits ✓ women equality principles undermined.
✓ Against the categorical imperatives of Kant
✓ Gandhian value of women equality not followed
✓ Women discrimination remains and perpetuated

- ✓ failure of duty of civil servant to take action against injustice.

Option 2

Notice to religious leaders to allow women entry and legal actions if not followed.

Merits.

- ✓ hard approach to ensure equality
- ✓ legal principles use to punish guilty.
- ✓ constitutional principles followed.

Demerits

- ✓ May lead to clashes and riots
- ✓ outer compliance may not lead to inner change.
- ✓ women may still be discriminated elsewhere.

Option 3

Meeting with community leader and explaining the situation. Persuasion to change behaviour and actions if not followed. Additional forces to control law and order in case of riots.

Merits

- ✓ Ensure women rights are followed.
- ✓ Stops any untoward incidents or riots early.

- ✓ Soft approach of persuasion along with fear of hard power.

Demerits

- May still lead to women discrimination at other places.

I will chose 3rd option because

- ✓ Enforces the constitutional values and human rights to women equality.
- ✓ Social evil of women discrimination by restricted temple entry reduces.
- ✓ Changes in women status in society.

Long term course of action :-

- gender equality studies in institution
- Job opportunities for women empowerment
- Improved GER of women in school and colleges.
- strict laws and their implementation

The 106th constitutional Amendment is a step in right direction toward the inclusion of women in the society and their equality.

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहाँ आपको 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। आपको 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 चुरी तरह पीटा। और वीडियोग्राफर की पिटाई का मतलब आपके लिए चेतावनी थी। इसके अलावा, उसी शाम आपको एक कॉल आती है जिसमें अभियान में हस्तक्षेप करने पर गंभीर परिणाम भुगतने की धमकी दी जाती है।

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

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

(250 शब्द, 20 अंक)

Case Study 3:

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

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

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

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

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

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

(250 words, 20 marks)

The case study talks about the issues involved in the election process ranging from criminal background of candidates to taking up the actions that compromise electoral integrity.

① Ethical issues involved in the case are:-

- i) Criminal background candidates given by the party — politics without principal Gandhian s'n.
- ii) Incitement to voters based on caste and religious. Animosity and hatred fueled (against Bharatiya Aayata Sanhita)
- iii) Doles out monetary benefits (against code of conduct)
- iv) Severely beating of the videographer — violence to pursue ends. (against deontological approach)

- v) warning to me — hinderances creation to the performance of civil servant duty.
- vi) Endangering of the staff in course of duty — unsafe work environment.

② Devotion to the duty is necessary because:-

- i) It helps to conduct the civil services objective.
- ii) Service to the people before self.
- iii) Devotion to the country by the work.

However, safety of the staff is important because: —

- i) Unsafe staff — unable to perform its duty.
- ii) My duty to ensure safety of employees — part of work ethics.

Thus staff safety is necessary along with the devotion to duty

It will help in -

- smooth conduct of election

- ✓ ensure that the ~~the~~ election integrity is maintained.

③ The actions that are needed to ensure staff safety without compromising the ~~the~~ election duty :-

- ✓ Formation of investigation team to find the culprits.
- ✓ Indulging in active conversation regarding the acts of goons with the candidates.
- ✓ Warning of serious action if such cases arises again.
- ✓ Deployment of additional police protection for staff safety.
- ✓ Approaching the seniors for their guidance.

✓ putting on-record the earlier videographic evidence and warnings to the candidates

A condemning environment is necessary for the staff to feel safe and perform their duty.

Elections needs to be fair and it is duty of a civil servant to ensure this.

T.N. Seshan , S.Y. Quraishi and other

Election commissioners have showcased the eternal value of integrity in this regard.

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

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

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

Case Study 4:

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

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

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

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

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

(250 words, 20 marks)

The case study revolves around the possibility of conflict of interest. The case study shows the possible nexus in the bureaucracy and contractors undermining civil service values.

① The above case involves possible conflict of interest as:—

- i) Friendship among the spouses — may influence the decisions taken professionally.
- ii) Strict professional boundaries may be followed but personal relations may influence the decision.
- iii) The procedure of selection of tender should have been more transparent.

However, there are more issues that might be involved:—

- i) Accusation of collusion despite no evidence.
- ii) Hinderances in performance of duty of civil servant.

- iii) Delay in projects due to false accusation ultimately affecting the people.
- iv) Possible selfish aim of Mr. Patel to gain tender.
- v) Restricts the civil servant to decide the cases on merit.

② Relevance of impartiality and non-partisanship is :-

- i) Maintains the professionalism of workplace.
- ii) Ensure highest ^{quality} delivery of services.
- iii) Values of honesty and integrity ensured.
- iv) Helps maintain the right character.
- v) Corruption ~~of~~ or greed are ~~not~~ not the motivating factor.
- vi) Judgements based on merits.
- vii) Level playing field for all ensured.
- viii) Impartiality one of the important value of civil servant.

③ Yes, the unpleasant situation could have been avoided. by :—

i) Transparent tendering system

- Application
- Process of selection
- Results.
- opportunity to counter any process or grievance redressal.

ii) Allowing other person to take on the tendering process citing possible conflict of interest.

iii) Making known the possible implications of such decision to higher committee beforehand and asking for their approval.

Such situations force a civil servant towards inactivity and they adopt more conventional methods to avoid scrutiny.

However, the goal of providing best quality of services and integrity of

decision must guide the actions of civil
servants without fear of being scrutinized.



केस स्टडी 5:

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 5:

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

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

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

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

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

(250 words, 20 marks)

The case study deals with the inefficiencies of the government department and subsequent outsourcing of the jobs leading to downsizing.

① Administrative and ethical issue involved

- i) Inefficiencies of the staff — poor performance of government department and subsequent service delivery.
- ii) Loss of livelihood due to outsourcing of the jobs
- iii) Sensitive data may be processed by outsourcing agency (possible privacy issues)
- iv) Lack of empathy on part of HoD.
- v) Non compliance with the orders of the head and bypassing authority — against service rules.
- vi) Lack of competency and foresight to train the workforce for efficient operations.

② Writing to the minister

Incorrect because :

- Going to the minister without consent of the head
- Internal options should have been sought first
- Action taken under emotion of empathy - non-rational

However, they are morally right because :-

- i) livelihood of staff at stake.
- ii) Decision did not explore other options - upskilling the staff or integration of new technology
- iii) Empathic attitude of head - declining my request in the meeting.
- iv) Non inclusion of stakeholder in the decision making.

③ My response to the actions initiated can be following

① Option-1 : Discuss the ethical issues in the decision and

prove my actions to be correct.

option 2 : Apologise such rash decision and accept the orders of the proceedings.

option 3 : Apologise for taking such step but justify the urgency of such action — livelihood of staff and no decision by head in this regard. Request for non-transfer.

I will select option 3 because of the following:—

- i) It will help to save the livelihood of the staff.
- ii) The process of upskilling and reskilling of staff could help in better efficiency and stop outsourcing.
- iii) Explore option of voluntary retirement scheme before outsourcing.
- iv) Issue of data privacy will be taken up.

My action will have long term influence as:-

- more deliberation in future before outsourcing such works.
 - continuous improvement in the workforce
 - Right to livelihood as one of the basic human rights will be ensured.
-



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)

The above case study deals with the situations of corruption and leakages of the funds for the personal benefits of the officials and politicians.

① Ethical issues involved in the case:-

- i) Irregularities in fund usage for poor development schemes
- ii) leakages and siphoning of funds by senior official — against civil service values
- iii) Politician — bureaucrat nexus undermining the service delivery.
- iv) Threats to me (civil servant) for following ethical approach — against the IPC, CrPC.
- iv) Constitutional value — prevention of concentration of wealth, redistribution under DPSP Article 39 not followed
- v) Exploitation and deprivation of rightful benefits — discrimination and inequality (Article 14 and 15)

- vi) Use of unethical practices to gain money
- fake invoices etc.
- vii) Involvement of civil servants to gain money
outside the work. - against civil services
values.

② options available to me

option 1 Report the nexus and transactions

Merits ✓ The actions of senior officials
reported.

- ✓ Values of civil services - integrity and impartiality upheld.
- ✓ No crisis of conscience.
- ✓ Poor gets their rightful benefits

Demerits

- ✓ May jeopardise my career
- ✓ May lead to threats to me and my family.

option 2 No action taken.

Merits ✓ Career progression may happen.

Demerits ✓ cycle of exploitation perpetrated
✓ poor deprived of benefits

- ✓ Inequality in society enhanced
- ✓ Bureaucrat - Politician nexus
- ✓ No punishment to wrongdoers
- ✓ Money of public to gains of civil servants.

Option 3 ~~Report~~ Leaking the report to media if no actions taken on the report exposing the nexus.

- Merits
- ✓ Culprits out in the open
 - ✓ Rights to the poor ensured
 - ✓ Break the nexus
 - ✓ My values of integrity and empathy to poor upheld.

- Demerits
- ✓ May lead to threats to my career.

I will take the following course of Action

- Report the findings to Internal complaints committee and apprise the chief secretary of such doings.

- Take up the help of civil society and NGOs to take action on the issue
- Report to the media in case of no-actions.

The taxpayer money rather than being utilised ~~for~~ for upliftment of poor is used to fill up coffers of senior officials

There is a need to increase transparency, social audits and regular inspections to reduce these activities.

NEXT IAS

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