

RECEIVED
NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: DIYANNA GUPTA Mobile No. [REDACTED]

Roll No. : GSMAC T24A1351 Start Time 10:30 End Time 1:30

Date of Examination: 26/7/24 Medium : English ☒ Hindi ☐

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

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

GRAND TOTAL -/ 250

EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 12 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

1. QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

FOR OFFICE USE ONLY

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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2	2
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3	3
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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



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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)

Ans a) Darwin said that Man is a social animal who is very much driven by emotions and feelings.

Feeling impact our ethical decisions

- 1) Feelings towards our family members leads us to take unethical path (eg) Dhritrashtra overlooked Duryodhana's mistakes.
- 2) Feelings for self interest overshadows integrity and moral rightness (eg) JAS Pya Khokhar case.
- 3) Feelings for Nations might lead one to follow path of violence (eg) Bhagat Singh.
- 4) Feelings for name, fame may make one

medical

However, feelings can also do good things

- ① Feeling can push one to do good (eg) Kailash Satyarthi said that all his actions were driven by anger.
- ② Feelings of comparison promote right action (eg) Mother Teresa
- ③ Feeling of love and peace promote harmony (eg) Nelson Mandela
- ④ Feelings of serving the country promote right policies (eg) SBM by Rameshwar Iyer.
- ⑤ Feeling of more happiness leads to utilitarianism in policy making

Therefore right feelings can be promoted by

- promoting value education since childhood (eg) CVC value education kit
- Inspiration from role model
- attaching ourselves with higher purpose in life

Man is a social animal but by correct upbringing and right path, he can move into path where he can use his feelings for correct reasons

Ans b) Ethics refers to set of principles imposed by society on itself to guide moral conduct (eg) Discipline in Japan Society

Ethical Management

It refers to managing the various ethics like utilitarian, deontology for taking the right action

(eg) In a pluralistic society, choosing between minority concerns and majority interests can become an ~~arbitrary~~ issue. This requires ethics management

Public officials can Manage ethics in Work place

1.) There exists code of conduct rules to guide

2.) All Religions which guide people emphasize on Moral Goodness.

3.) Public officials have emotions of compassion,

empathy (eg) Smita Subarnwal - fund your city project

Code of ~~conduct~~ conduct sufficient for Managing ethics

- 1) It provides strict rules to follow in every situation.
- 2) Not following those rules is punished.
- 3) Consistency in rules brings predictability in conduct.

However Code of ethics and conduct have limitations

- ① Code of ethics not formed in India.
- ② Ethics can take various forms, (eg) Ethical egoism, Ethical Altruism.
- ③ Conduct rules can't be used in every situation.

Way forward

- Basic human goodness to act rightly
- keeping interest of the weak in mind (Gandhi - Talisman)
- Role model inspiration

Epstein said that if people are right, no rules required and if they are wrong, they will find ways around those rules.

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 को 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)

Ethics can be categorised into various ways like Traditional and Care which guide human conduct.

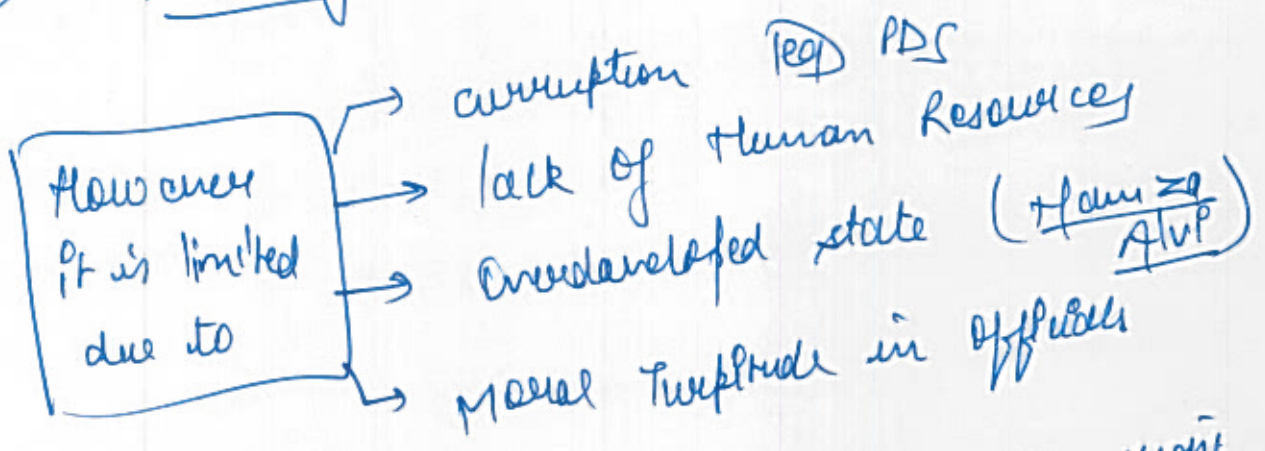
Traditional ethics helps in Ethical decisions

- 1) Making a just Society (Rawlsian Justice)
(eg) DPSP in Constitution
- 2) Motivate one to act fairly (Kant's categorical Imperative)-
- 3) Promote peace and harmony by abandoning hatred (eg) Imam of Ahsanul asked people to not hate after son's death.

NEXT IAS

Space for Rough Work

- ③ Following transparency in delivery (eg) RYT
- ④ Following Accountability in the system
(eg) Social Audit - MGNREGA
- ⑤ Proper utilisation of public funds
(eg) Lao Public Financial Management system
- ⑥ Rewarding people for good delivery



Therefore, it is important to ensure right delivery through transparency, including people in Governance so as to promote ethical Governance

NEXT IAS

Space for Rough Work



- 4) Help in promoting probity in Governance
 (Eg) Mission Sarganiktha of Railway.

Ethics of Care helps in Guiding ethical decisions

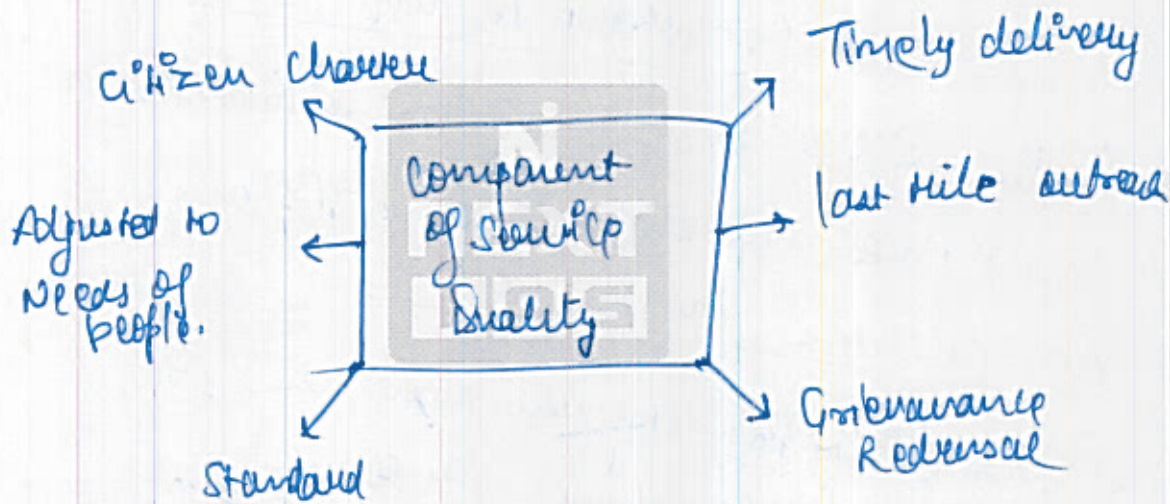
- ① promoting care ethics in society
 (Eg) Careful Gilligan
- ② Move from basic needs to needs of human love (Maslow hierarchy of Needs)
- ③ Promote an administration and model which looks beyond basic service
 (Eg) Palliative Care in Cancer
- ④ Ensure that all people are given love
 (Eg) Donate a Pension Scheme for elderly.

Therefore a balance of both is required as it will ensure

- ↓ Basic Goods are available to people
- ↓ lost mile outreach
- ↓ love and care during tech era
- ↓ warmth of human to all

As Aristotle said State survives due to goodness of people. Therefore tradition and care ethics should guide that combined.

Ans b) Quality in service delivery refers to ~~the~~ how good is the service given by administration. It emphasises not just on service delivery but on factors like time taken, durability, grievance redressal etc.



Means for Ensuring Quality in terms of efficiency, economy and effectiveness

- ① Following Citizen Charter before Release of scheme
- ② Following Australia Citizen Charter Grievance Redressal for better delivery

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)

India under the constitutional values has established itself as a welfare state where public service delivery becomes important.

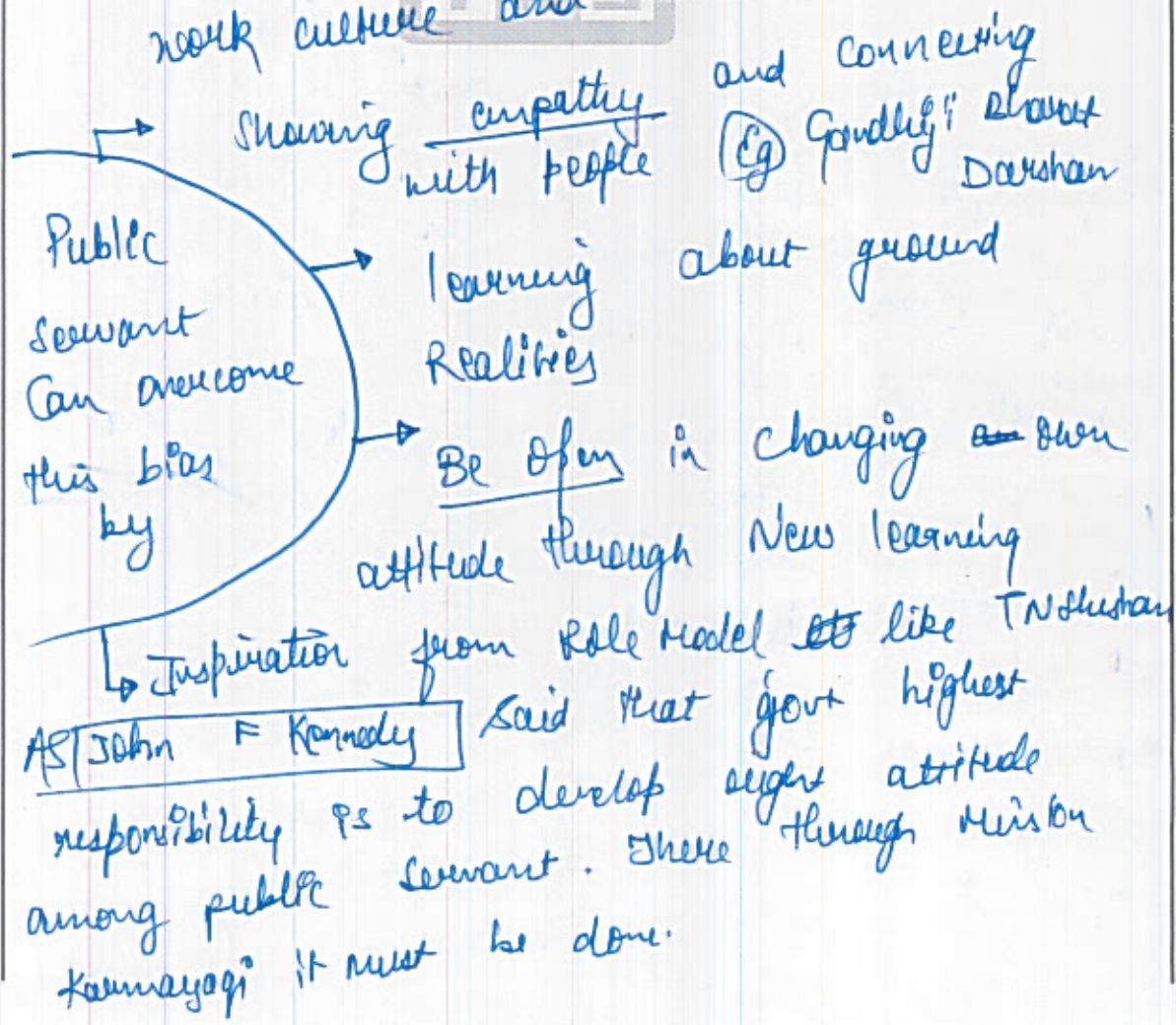
Public Service Attitude means ~~that~~ the attitude required for service delivery (eg) integrity, Transparency, Accountability, Objectivity etc.

It is formed due to

- ↳ values of the person (eg) Veerabhadra Kulkarni
- ↳ values cherished by the institutions
- ↳ learnings from the seniors

Attitude Bias affect a public Servant decision Making

- ① Bias in attitude Can force public Servant to think that public is wrong and it can make him hostile
- ② This hostility can lead to apathy (eg) Chatterjee DM threw phone of a boy.
- ③ Primarily towards people of a religion can lead to hatred.
- ④ Lack of trust within organisation can impact work culture and deter sound actions



Ans b) Mahatma Gandhi through the above quote tries to say that there is oneness in Religion. All Religions are ways to achieve the higher self of ours. Therefore, there is difference only in name and not ~~the~~ faith.

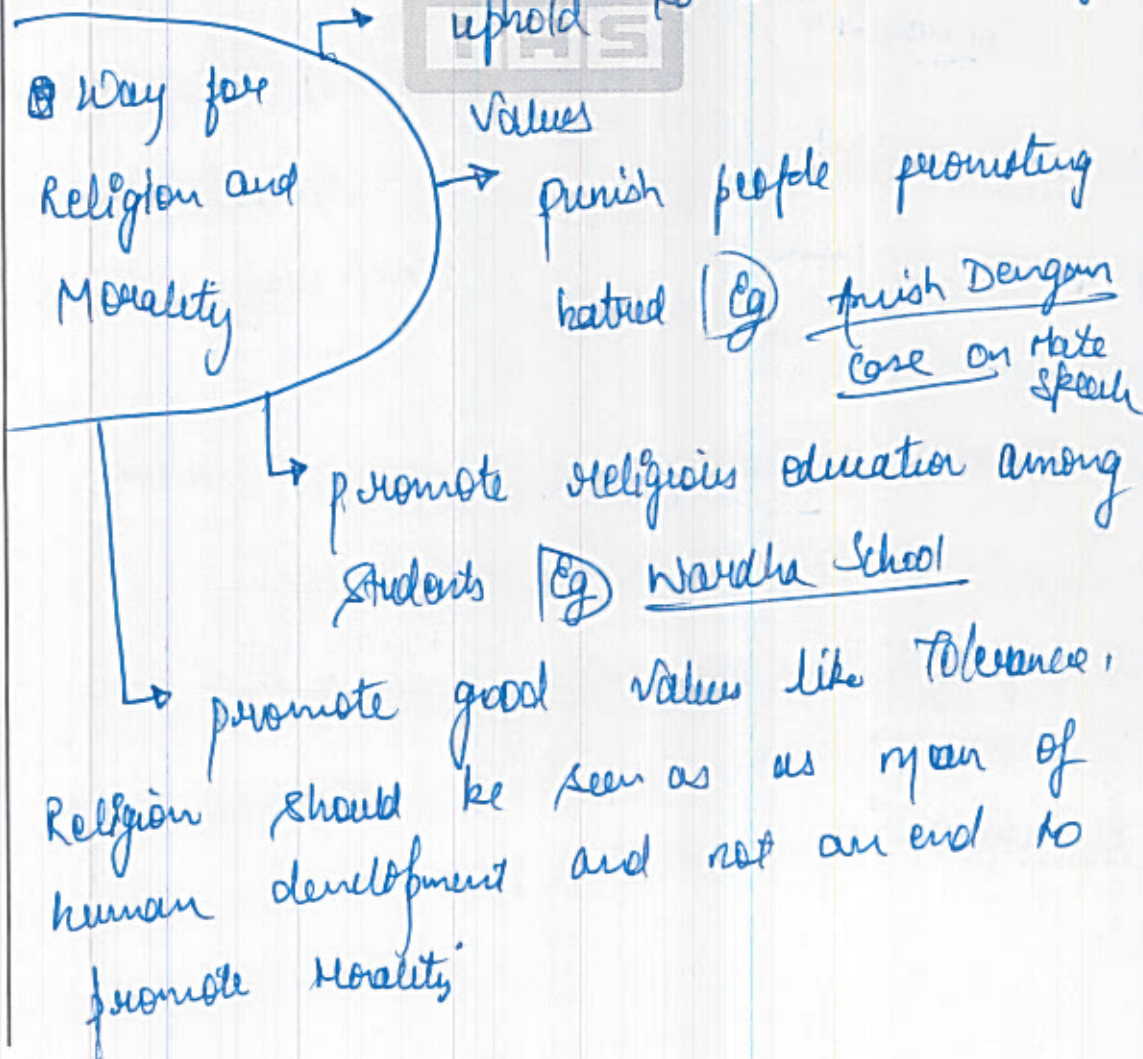
Religion is harmful to ~~the~~ Moral life

- 1) Religion causes hatred among people
(Eg) Communalism, 2002 Godhara Riots
- 2) Religion causes hierarchy among people and treats people as means
- 3) Religion Values are often misinterpreted
(Eg) Jihad in Islam
- 4) Religion is needed for promoting intolerance

However Religion is Necessary to Moral life as

- ① All Religion promote human goodness.

- ② Religion enforces and ensure values of compassion, empathy etc
- ③ Religion guides law and Regulation
(eg) Idea of Justice under DPSP.
- ④ Religion promotes Harmony (eg) Tolerance and Pluralism in Hinduism.
- ⑤ Religion guides people towards bigger purpose (eg) Nishkal ke bahrami - Gandhiji



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)

Ans a In current times there has been rise in corporate social activities by Business. However, many people have different views about it.

Corporation by involving in social responsibilities are compromising their core resource utilisation.

- 1.) Social responsibilities lead to distraction.
 - 2.) They take away part of the Revenue
 - 3.) Reports have shown no ~~big~~ benefit of social responsibilities
- Ex) 2.11 under Companies Act 2013

However Social Responsibilities help in -

- 1) Improving the Image of the Corporates.
- 2) Help in better growth Rate (Eg) 2015
Deloitte Study - companies with CSR attract high growth.
- 3) Help in attracting better talents (Eg) Google's diversity
- 4) Help in promoting equity and justice (compassionate capitalism - Narayan Murthy)
- 5) It promotes involvement of employees in social activities (Eg) Tata Wayne ferrer.
- 6) Attaches the corporate to higher goal
(Eg) Azim Premji donated ₹1100 crore during Covid.



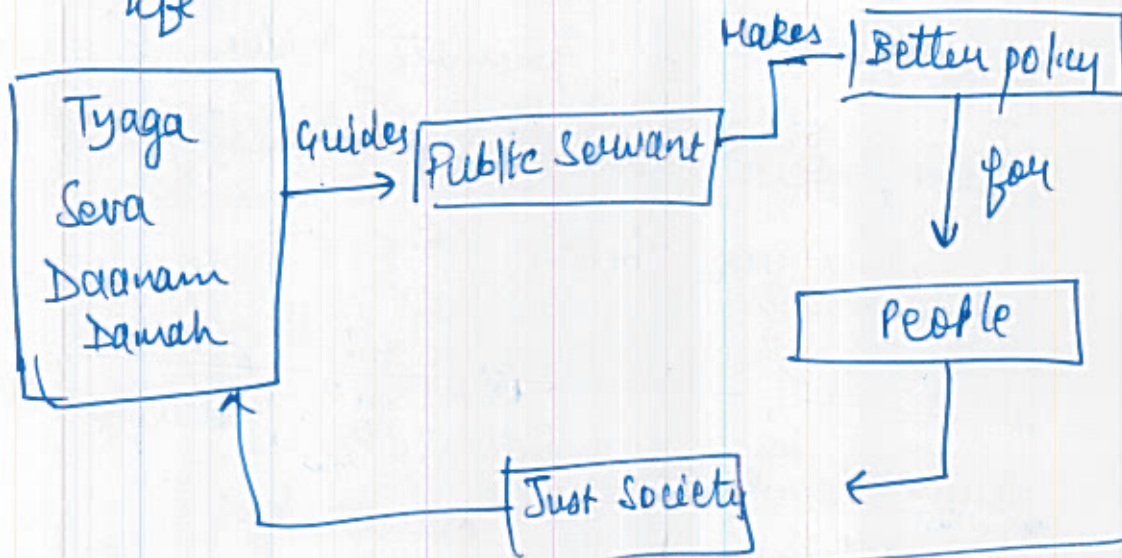
Henry Ford said that a business which makes only money makes nothing.

Ans b The 4 vedas Rig, Sama, Yajur and Sama tend to promote values of tyaga, seva and daan among people for better living.

These traditional Indian wisdom have relevance in Modern Public servants life

- 1) Tyaga ensures that public servants give up their own pleasure for public good.
- 2) Seva (Service) ensures that public servants ensure better service delivery.
- 3) Daan (charity) ensures that they go last mile to some people
 (Eg) IPS Shindeep Lende donates 7cr. of his income
- 4) Dama (Self control) ensures that they restrain from corruption (Eg) IPS Jagann

⑤ These values ensures probity in public life



However, these values are getting eroded due-

① Nationalism in Culture rising.

② By Standards apathy and self interest

③ Lack of reward and Recognition in

④ people There are issues of people seeking lower pleasure.

Thus, there is a need to ensure better public servants by ~~also~~ promoting right value inculcation since childhood and developing sense of community service.

- 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)

Ans There are various type of conflict which exist in a person's life.

Conflict among Interest

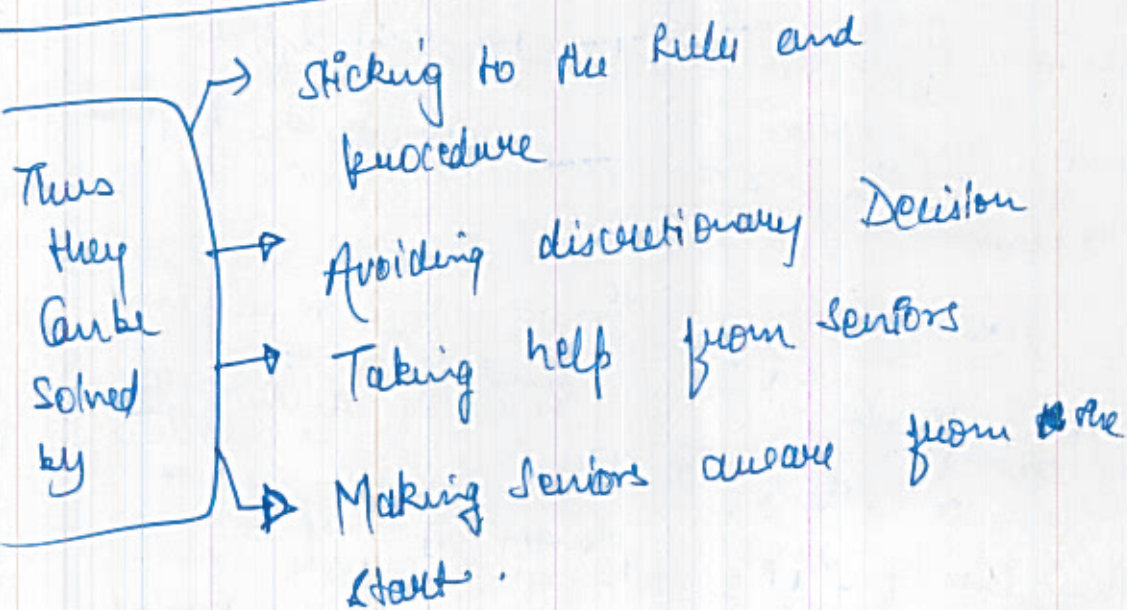
Conflict among various source of authority

- 1.) This is conflict among different values and responsibilities of a person
 - 2.) This leads to ethical dilemma
 - 3.) This can be avoided by disclosing to people
- 1.) It is a conflict between different authorities like institutions
 - 2.) This lead to dilemma in which authority to follow
 - 3.) This can be addressed by properly adhering to rules

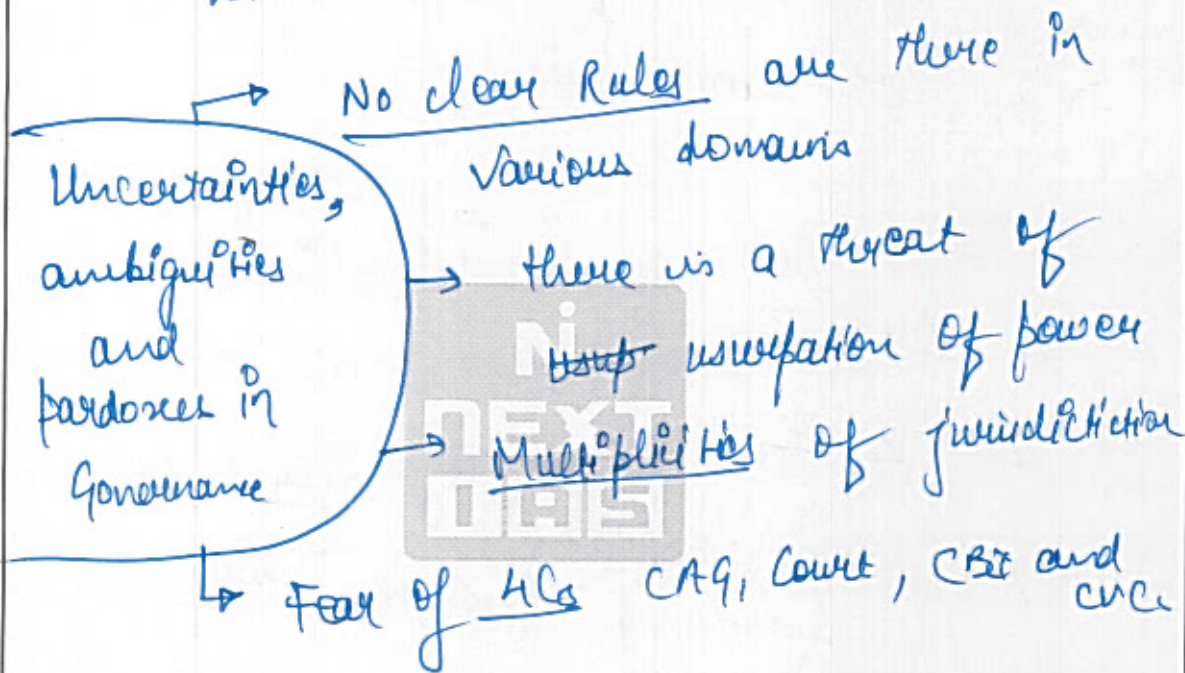
- ④ This can lead to inner turmoil
- ⑤ Not following it lightly can lead to crisis of conscience

- ④ This leads to impact on the administration
- ⑤ Not following this leads to punishment by authorities

- ⑥ There is also issue of sabotaging personal life due to this
- ⑥ This can sabotage the professional life



Ans B Stoics say that don't go expecting Plato's Republic as the administration and governance in real life is filled with uncertainties and ambiguities.



This leads to timidity and withdrawal

- 1.) Public Administrators just try to stick to rules and procedure
- 2.) Some try to misuse and lead to corruption Eg JAB Pooja Singhal
- 3.) leads to procedural democracy rather substantive democracy..

Innere Courage could help in Overcoming this

① courage helps in facing challenges

↳ Eg Ramnan Gopinath during Kerala flood

② courage motivates to find solution

↳ Eg Pranab Kumar build road through
crowd funding

③ Courage helps in Courage of conviction

↳ Eg JAS B. Chandrababu Naidu against ministers.

④ Courage motivates to ~~not~~ go an extra mile

⑤ It helps in establishing Reaction Justice

⑥ Promote Quality public service and

thereby Utilitarianism

Other Measures → Timely modifying the rules to
Reduce ambiguities

→ Overlooking Bonafide Mistakes

↳ Reward and Recognition to such people

This can ensure what Rabindranath Tagore
said that 'I asked and Behold - Service
became Joy'.

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)

Ans: Adam Smith says that there should be outward looking approach in people for better living that can promote higher living.

Restraining our selfishness leads to human perfection

- 1) It motivates us to look for ~~the~~ the pain and suffering of people (Eg) Jyotiba Phule.
- 2) It leads to higher purpose in life (Eg) Gandhiji - To find yourself in service of others.

- 3) It upholds what Jwal + Harvard said that human existence is there due to cooperation and looking beyond self.

Present Context Application

- ① To understand suffering of least developed countries (Eg) Vaccine Matri of India
- ② To live beyond money and muscle power (Eg) Compassionate Capitalism
- ③ To gain influence by doing right for others (Eg) Bezwada Wilson on child labourer
- ④ To grow beyond the animalistic sense and achieve Maslow's top position
- ⑤ To reduce the suffering of people like Raph, ukrainian etc.

charles de gaulle said that during pain and suffering, an invisible tide pushes man of character in the front.

Ans b Swami Vivekananda said that all power lies within us, whether to do right or wrong. All this depends upon us.

Virtue and Vice lies in our power.

- ① Our will and mindset determines what we are going to do (Eg) A corrupt person may give to power of money rather power of service
- ② People have option to choose what they want to do.
- ③ People can choose what impacts them and what doesn't
- ④ Inner courage leads to perfection and development of right character.

Present Content

- ① Countries are promoting hatred due to their power (eg) China, Russia fight and instabilities in their region.
- ② Countries like India promoting welfare abroad (eg) Admitting African Union in G20
- ③ Business promoting both good and bad practices (eg) Bypass hurting employee vs zonato Menstrual leave for employee.
- ④ Civil Servants using power in different ways (eg) Narhari Parikh working for disabled while Puja Khedkar misusing disable certificates.

Thus there is need to promote Right Value before right power is given as Lincoln said almost anyone can stand adversity but to test a person's character give him some power.

Ans

Socrates was a person who spent his life on acquiring knowledge and finding what is the reality of the world. He propounded us to seek wisdom by remaining always ~~foolish~~ foolish.

The quote Means -

- ① You have to ~~act~~ be foolish in order to open yourself for new knowledge.
- ② It is in line with what Steve Jobs said - Stay Hungry, Stay foolish.
- ③ It seeks to promote the ~~emerging~~ ever-growing lasting learning mindset.

- ④ It ensures that people are not too much engrossed in their own learning and stop reflecting

Present Context

- ① To come out of Echo Chambers that people have built in social media
 - ② For countries to ensure they start reflecting on their conduct (Eg) china
 - ③ For promoting right social values like Tolerance by making people open minded
 - ④ To ensure policy makers are always open to new ideas and learning
- Socrates said that only the fool and most wisest remain happy and so we should strive to be wise.

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 दावा 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 whats and hows.

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

(250 words, 20 marks)

Ans The given case study highlights the issue that just being procedurally right is not enough, there should be ethical right also.

1) Ethical Issues and Dilemma

- ① To follow my duty as employee or a member of larger community
- ② Legality vs ethical right
- ③ Hypocrisy of ~~Green~~ Green Tech Company
- ④ Green Tech Company - violating Kant's categorical imperative and Locke's natural and inalienable rights
- ⑤ Violation of Right to life under Article 21A of Constitution
- ⑥ Violation of UN ~~Human~~ Human Rights for a healthy living for community

⑦ Violation of sustainable development goal - SDG-3.

② Options available to Me

Option 1	Merit	Demerit
Ignore the issue as the company is legally right	<ul style="list-style-type: none"> - there will be no issue with company - I have done my job 	<ul style="list-style-type: none"> - against Kant's categorical imperative - hurt to larger community - against veil of ignorance (Rawls)
Option 2	Merit	Demerit
Leak the information in media and expose Green-Tech.	<ul style="list-style-type: none"> - I did ethical job - people right to life upheld 	<ul style="list-style-type: none"> - threat to my job - company can find different way to do such thing - No Real solution

Option 3	Merit	Demerit
Make Greenwah aware about their CSR activities and the impact that they could face if it gets leaked	<ul style="list-style-type: none"> - appeal to the heart of Company - might change course of future - no threat to my job 	<ul style="list-style-type: none"> - They might not accept - action against me

③ My Chosen Course of Action

- 1) ~~By~~ Meet with the Board of Greenwah and make them aware
- 2) Inform them about past incidences like this (eg Volkswagen imposed fine of \$33 bn)

Justification

- Follow persuasion by appealing to heart
- follow social influence of talking about fine

- ③ Make them aware about their ethical duties → talks about Kant's deontology and their CSR responsibilities
- ④ If they agree then follow their lead → Bertrand Russell said that in law a man is guilty if he violates the legality but in ethics, he is guilty if violates the conscience
- ⑤ Otherwise, become a whistleblower and ask him to stop this
- ⑥ It would protect the lives of many people and their generation → It would promote justice, fairness and sustainability

Martin Luther King said that it is ~~not~~ the silence of good which leads the evil to triumph and therefore, I would follow this course of action.

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 given case represents the issue of Sabarimala temple where women were not allowed to enter the temple due to religious beliefs of people.

1.) Administrative Issues involved

- a) To not interfere in the daily life and customs of people
- b) To ensure law and order prevails in the country.
- c) To ensure justice prevails in the society
- d) promoting welfare of all communities

Ethical Issues Involved

- a) violation of gender equality due to religious beliefs
- b) discrimination and apathy towards

one section

c) violation of DN Human Rights of treating everybody equally.

d) violation of right to equality under article 14 of constitution.

②③ Options available to me

Option 1	Merit	Demerit
Don't allow women to enter	<ul style="list-style-type: none"> - ensure law and Order - promote Secularism by not oversteering - Religious belief not hurt 	<ul style="list-style-type: none"> - against right to equality - against <u>Rule of Law</u> - Justice - against <u>Gender</u> categorical impairment
Option 2	Merit	Demerit
Give permission to enter	<ul style="list-style-type: none"> - uphold women's rights - set an example for Gender Empowerment 	<ul style="list-style-type: none"> - Issue of lynching - violation of modesty of women - hurting Religious Sentiments

option 3	Merit	Demerit
Provide protection to women and I will enter the temple along with women	<ul style="list-style-type: none"> - uphold women right - promote Gender equality - Lead by example 	<ul style="list-style-type: none"> - there can be boycott of administration - action against me later

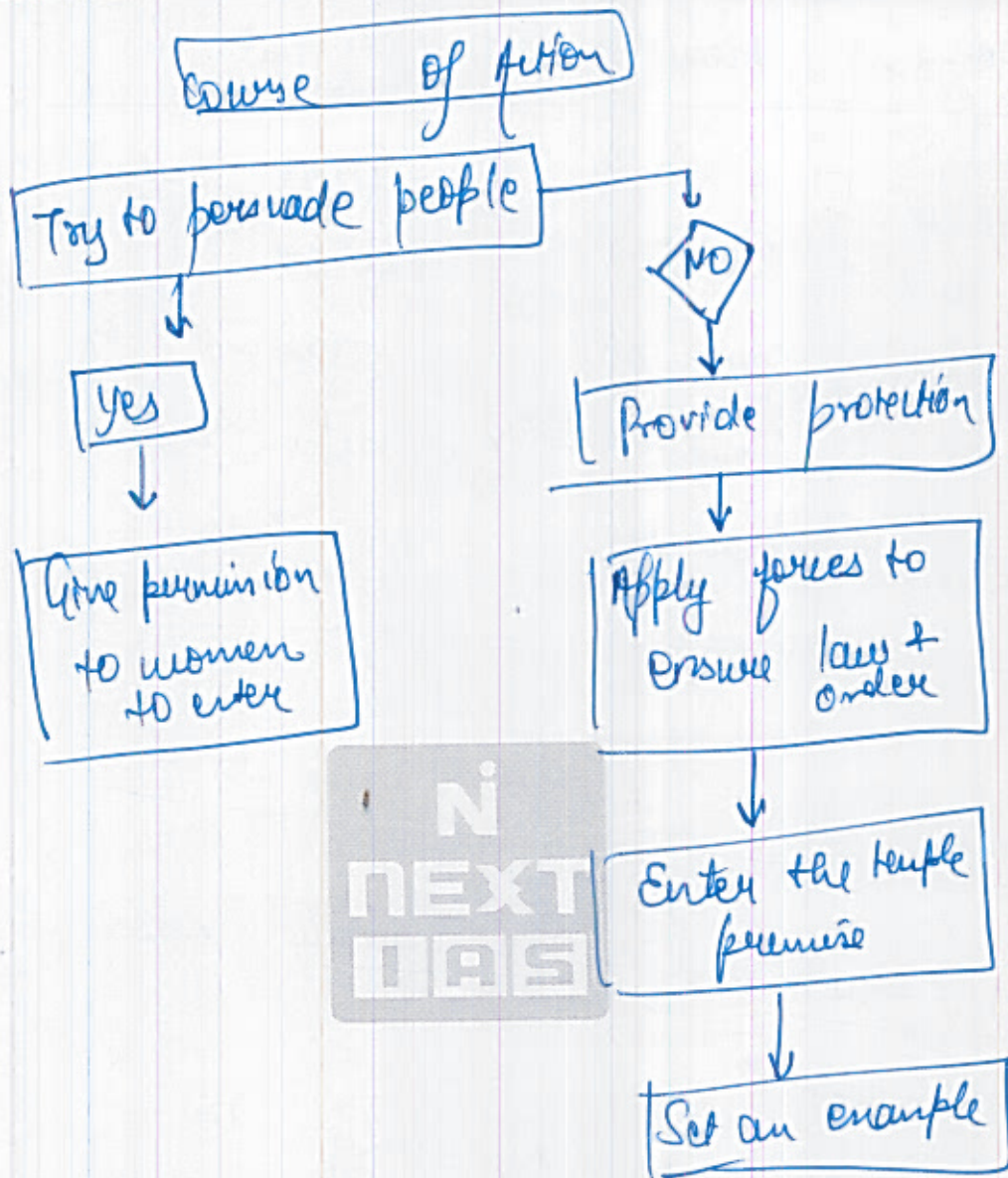
③ I will chose Option 3 due to -

a) Nari shakti and Gender Equality needs to be upheld.

b) As a DM, it is my duty to bring social change in society.

c) If state doesn't advance interest of the weak then it can't promote Social contract (Hobbes)

d) It is a matter to change the heart of people.



In Sabharwal Judgement, Supreme Court said that Customary Morality can not overlook Constitutional Morality and therefore, there is a need to promote and take such action.

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 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.

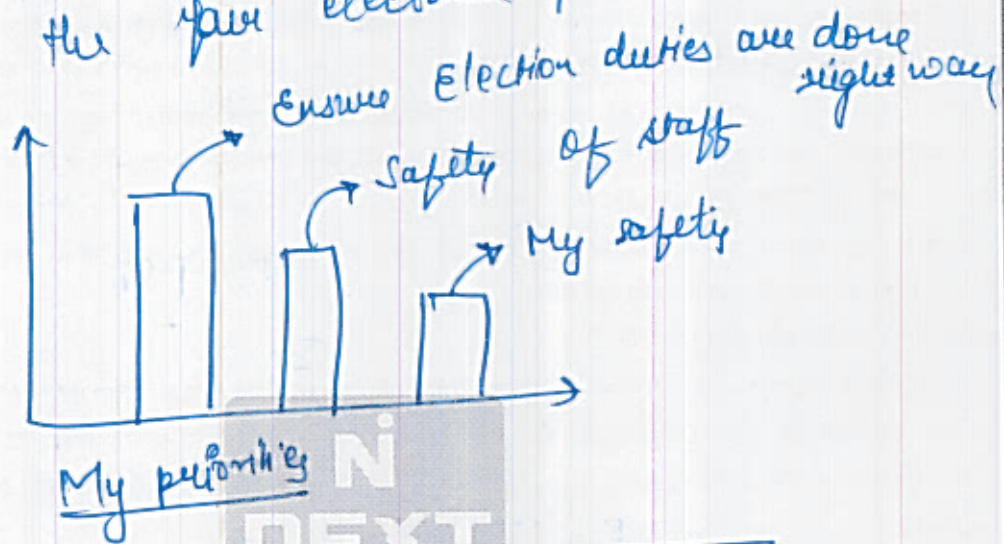
You realise that your decisions are proving to be dangerous for the people working with you. You didn't feel good about endangering the safety of your staff.

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)

Ans c

The case study talks about the Money and Muscle power present in the election time which hurt the fair electoral process



1.) Issues involved in the Case

Stakeholders	Issues
a) <u>2 candidates</u>	<ul style="list-style-type: none"> - promoting hatred among people - end over Means - hurting the fabric of democracy
b) Me and my staffs	<ul style="list-style-type: none"> - to conduct election at such times

- issues of personal safety
- taking care of female staff and their safety
- ensure trust and safety to people who come to vote

② It is ethically justified to be devoted to duty at cost of staff safety

→ duty call for sacrifice (eg) Sabyendra Dubey

→ duty leads to upholding of Constitution

→ Every person before entering the service takes pledge to serve till last breath

Yet, there are some ethical issues

① Wrong Example to Lead when staff

doesn't feel safe.

② Locke's Natural and Inalienable rights

come at the top.

③ It's my duty to ensure that no
staff is ~~too~~ hurt.

③ My course of action

a) Ask for more protection in form
of police and CRP personnel.

b) Line telegraphy show as to deter
any action

c) Enforcing strict guidelines on where
~~and~~ staff members can go and can't
go so as to address any threat

- (d) ~~Alert~~ Alerting the DM about possible
situation scenario.
- (e) Trust Building among people
and promoting timely action.
- (f) Further courage is contagious.
My courage to stand upto the threats
would help in deterring any threat to
safety.

It is during these times, that
courage of conviction is checked and
person's true character is revealed.
I would therefore take inspiration from
TN Seshan who ~~has~~ stood upto
politicians during tough times.

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 थीं। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

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

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

Ans) The given case study highlights the issue of punishment even when a person is right.

1) There is conflict of interest

- a) As I had relation with Mr Sharma still my section was involved.
- b) I could have avoided the overlook of this case.

However there are more issues -

- a) Baseless accusation by Mr Patel on the process and on me.
- b) Not addressing potential conflict of interest.
- c) Lack of transparency in the bidding process.

② Relevance of Impartiality and Non-partisanship as professional Value-

A) For the Individual

- a) Ensures Moral uprightness in conduct
- b) Reduces complexity in dealing with conflict of interest
- c) bring peace of mind
- d) provides opportunity to lead by example (eg) Julio Ribeiro

B) For the Organisation

- a) Promotes probity in administration
- b) Better service delivery
- c) Better decision Making
- d) Addresses the nepotism and uphold the constitution

Qc1) For the Citizen

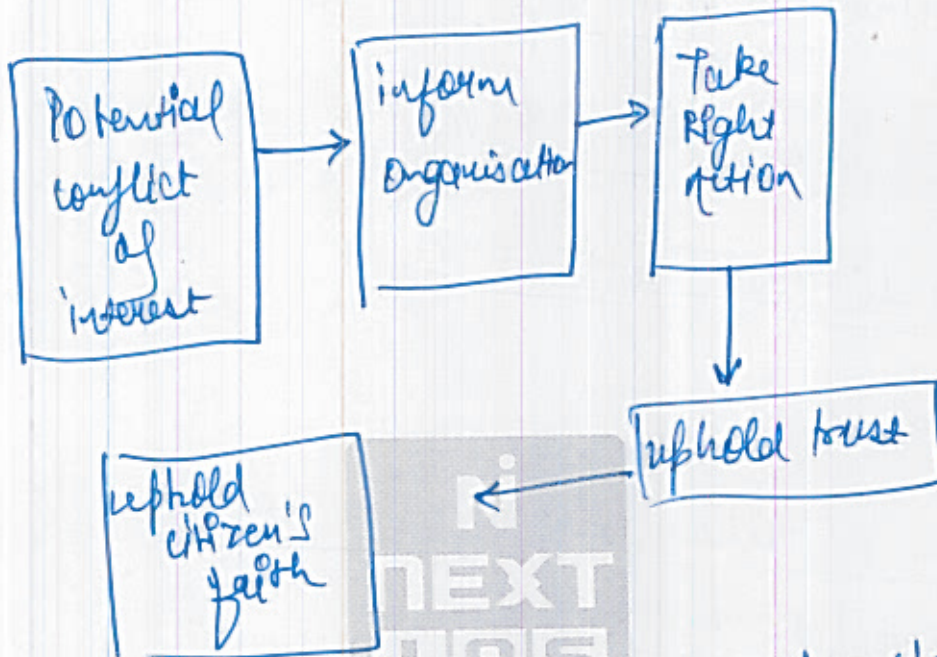
- a) Trust Building on the institution
- b) Active Engagement of citizen
- c) In line with Plato's - State is
Individual writ large

③

This situation could have been
Avoided by -

- a) Looking at potential conflict of
interest
- b) Telling it before to the organisation
about it
Eg Judges Recusal
- c) promoting transparency and
citizen's engagement Eg Maharashtra
policy of anyone checking its file -

d) Devolution of power to a committee
rather than discretion.



Despite this, I will not ~~lose~~ lose faith
on moral uprightness as Confucious
said "Virtue is not left to be alone.
those who possess it are bound to have
Neighbours."

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 करीब 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 जाएँगी।

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 highlights the challenges faced when something good lead to a perception of something bad.

1) Stakeholders	Administrative and ethical issues
a) <u>Staff</u> both <u>old</u> and <u>New</u>	<ul style="list-style-type: none"> - not very productive and efficient - not fully able to deliver.
b) <u>Head</u> of department	<ul style="list-style-type: none"> - not empathetic to the plight of people and staff. - <u>one dimensional Man (Herbert Marcuse)</u> - concerned only about department efficient and not its people
c) <u>Myself</u>	<ul style="list-style-type: none"> - <u>dilemma</u> to choose efficiency vs people - Superseding the head ..

2) It was Morally right to supersede

- a) when someone is doing wrong, it's important to take tough action.
- b) Utilitarian principle upheld of Greater happiness for staff.
- c) Locke's inalienable rights are more important like right to good life.
- d) Thomas Aquinas said that Moral Pr takes precedence over legality.

3) Options available to me

Option 1

- 1) Accept the transfer and consider it as a fate.

Option 2

Protest against the transfer and warn the head of later implication.

Option 3

Meet the head and tell him about possible solution by appealing to heart and mind.

Course of Action

Justification

1) I will choose
Option 3 - of meeting
the head and
convincing him

→ use persuasion
as a skill off
to meet the head

2) I can tell him
about the solution
like PPP model
where Technology
can be brought in
without reducing
the number of staff

→ promoting equity
and good
governance Model

3) Staff could be trained
better with Technology

→ it could promote
justice to people
who are not
trained by administration

4) Motivating the staff
to distribute salary
so as to prevent

→ Rawlsian theory
of Justice
upheld

job loss.

⑤ If this happen
than good

⑥ otherwise, I
will share the
solution to minister
and accept
transfer

→ Amor fati (Love
of Fate) - Friedrich
Nietzsche

→ do good to the
people.

Thus, to my last time in the
organisation, I will try to do justice
to citizen and its people.

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 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 Recent ~~of~~ CAG Report highlight
7.5 lakh fake beneficiaries in the
MGNREGA list highlighting significant
corruption in the administration.

1) Ethical issues involved

a) corruption by senior officials of
the Ministry

b) lack of auditing in the internal check.

c) threats from officers highlight

Sanality of evil (Hannah Arendt)

d) injustice to people in form
of misuse of wealth and misutilization
of public funds

e) there is issue of inequality due to
this.

2 & 3 options available

option 1	Merit	Demerit
let go of the issue	<ul style="list-style-type: none"> - no harm from threat - this is common 	<ul style="list-style-type: none"> - hurts economy - moral turpitude - against Kant's categorical imperative

option 2	Merit	Demerit
leak it to the media	<ul style="list-style-type: none"> - unfolding the corruption - people who are culprit will be punished 	<ul style="list-style-type: none"> - threat to my image and life - not address main issue.

Options	Merit	Demerit
<ul style="list-style-type: none"> - do internal inquiry and find all culprit and pass it to Cabinet Secretary 	<ul style="list-style-type: none"> - Issue will be handled better - internal enquiry - I will do my duty 	<ul style="list-style-type: none"> - Case may be sidelined - there may be corruption up to top level

Course of Action

Justification

- 1.) I will choose option 3 where internal enquiry and detailed report will be made
- 2.) After that I will transfer that file to Cabinet Secretary requesting him to act

- upholding the transparency and accountability
- ensuring rules and code of conduct are followed

3) If he acts
then good

→ giving time for
course of action

4) If not then
I will become
the whistleblower
and leak it ~~not~~
by sticking to
higher values.

→ I will put my
interest aside as
I am here to
serve people

→ upholding Justice,
fairness and objectivity

Times like these call for courage of
conviction and will power to fight.

I will take inspiration from Ashok
Chandra, Nankari Parikh to show

these values in these times.