

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2408

Name of Candidate: Ketan Shukla Mobile NoRoll No. : Start Time 10:30 AM End TimeDate of Examination: 28th August 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	
TOTAL MARKS - 100		

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 - 150		

GRAND TOTAL -/ 250

EVAL CODE: EVAL DATE:

GENERAL INSTRUCTIONS

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

सामान्य निर्देश

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

REMARKS:

FOR OFFICE USE ONLY

Student Concerns / Query

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Evaluator's Feedback / Response

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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

IMPROVEMENT SUGGESTIONS

खण्ड-A / Section-A

1. (a) एक लोक सेवक, लोक सेवक होने के अलावा नागरिक भी हैं और उनका व्यक्तिगत जीवन भी होता है। कई बार, भूमिकाओं के बीच एक अंतर्निहित तनाव होता है। एक लोक सेवक व्यक्तिगत हितों और आधिकारिक कर्तव्यों के बीच तथा निजी झुकावों और सार्वजनिक दायित्वों के बीच आंतरिक तनाव को प्रभावी ढंग से कैसे पार कर सकता है? व्याख्या कीजिए (150 शब्दों में उत्तर दीजिए) 10 अंक

Besides being public servants, they are also citizens and have personal lives. At times, there is an inherent tension among the roles. How can a public servant effectively navigate the intrinsic tension between personal interests and official duties and between private inclinations and public obligations? Explain (Answer in 150 words) 10 Marks

Public servants are often find themselves compromising between personal interest & Public duties due to constraints of time, resources and mental stress

Navigating the intrinsic tension.

- ① Emotional Intelligence to not bring the baggage of one sphere in another.

Ex) Personal loss of money / health etc should not interfere Public duty.

- ② Upholding Integrity in conduct across the personal & private / Public sphere.

- ③ Recognising the Personal & Public duties, thus giving appropriate time to both.

Personal Duty	Public Duty.
→ Fatherhood.	→ Citizen centric
→ Motherhood.	→ leadership.
→ Friendship.	

④ Aptitude to manage the work & life in most effective manner.

→ Using ICT tools.

→ efficient to save time.

⑤ Private inclinations must be recognised and should be deliberately ~~at~~ avoided in Public obligations

↳ OBJECTIVITY

Ex) Conflict of Interest!

⑥ Personal life must be given time, because professional efficiency stems from personal life stability.

Madhyam Marga of Buddha is the way to go in dealing with personal interest / life and Public Duty.

- (b) "विचार, वैश्विक स्तर पर एक मजबूत सार्वजनिक सेवा ढांचे (फ्रेमवर्क) की आधारशिला हैं।" इस कथन के संदर्भ में, उस एक दार्शनिक के विचारों पर चर्चा कीजिए जिनके विचारों को आप भारत में सिविल सेवाओं के लिए सर्वाधिक प्रासंगिक मानते हैं। (150 शब्दों में उत्तर दीजिए) 10 अंक

"Ideas are the cornerstone of a strong public service framework globally." In the context of this statement, discuss the ideas of a philosopher whose ideas you believe are most pertinent to the civil services in India. (Answer in 150 words) 10 Marks

Civil Services requires highest level of virtue for effective service delivery.

Ideas of philosopher most pertinent for Civil Services.

① Kautilya's theory of Good governance

→ leader must be compassionate

→ efficient information management

→ financial resources as priority for Public duty.

② Buddha's Compassionate & Madhyam Marga Approach.

→ Helps in solving dilemma

→ calls for citizen centric (compassion)

③ Jainism's Aparigraha, Asteya :

→ Aparigraha = Non-possession of

material thing → Reducing Materialism

Asteya: Non-stealing

↳ Corruption curbing.

④ Kantian Deontological ethics.

→ Duty based approach.

→ Highest dedication to work

⑤ Socrates's knowledge virtue.

→ useful in today's era of changing
governance landscape. (ICT, e-gov)

→ Aptitude Building.

⑥ Shankaracharya's philosophy of unification
of God / Rabin's philosophy of one God.

→ Reducing Intolerance & hatred
within Civil servants.

→ Secular character in Service delivery

Philosophies have provided values,
which could lead to ethical
governance by Civil servants & achieving
Sabka Sath Sabka Vikas.

2.

- (a) "सत्ता की चुनौती इसके गैर-जिम्मेदाराना और भोगवादी उपयोग के बजाय इसके जिम्मेदारपूर्ण अनुप्रयोग में निहित होता है - विशेष रूप से, सत्ता में बैठे लोगों को जनता का शोषण करने के बजाय उसकी सेवा करने के लिए कैसे प्रेरित किया जाए।" सत्ता और लोक सेवा के बीच संबंधों का विश्लेषण कीजिए। क्या आप मानते हैं कि सत्ता की अवधारणा, सेवा के आदर्श के साथ टकराव करती है, या वे एक दूसरे के पूरक हैं? अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"The challenge of power lies in its responsible application rather than its irresponsible and indulgent use - specifically, how to motivate those in power to serve the public rather than exploit it." Analyse the relationship between power and public service. Do you believe that the concept of power conflicts with the ideal of service, or do they complement each other? Substantiate your viewpoint. (Answer in 150 words) 10 Marks

"Power corrupts, and absolute power corrupts absolutely."

Relationship b/w Power & Public service:

- ① Power to serve provides with resources, to deliver Public service.
- ② Power over Human resource in the government helps in implementation of schemes. Ex → IAS Pome Armstrong.
- ③ Power to maintain Law & Order helps in building Peace.

However, there are few negative consequences:

- ① Power misutilized by Civil Servant for gaining illegitimate advantage. Ex → 26 Scam, Commonwealth Scam.

② Power over law & order. sometimes lead to nexus with organised criminals.

↳ NN Vahra committee said so.

③ Power over Human resource. lead to inefficient & self-serving morality.

Ex) IPS recently alleged to use fire services resources for personal use.

Power conflicts with ideals of service

→ service motive → to self motive.

Ex) IAS Pooja Singhal in corruption.

→ Need for more power begins.

↳ Human psychology.

Complementing each other. → Power is essential to perform the duty.

→ Power can make a big change to citizen's life.

Ex) IPS Anil Sheikh's Anti-Dowry campaign.

Power is a double edged sword, thus must be utilized with prudence.

- (b) 'मानवीय मूल्य' लोक सेवकों के मानवीय पहलुओं पर जोर देते हैं, जबकि 'लोक सेवा मूल्य' सेवा वितरण की पारदर्शिता और प्रभावशीलता पर ध्यान केंद्रित करते हैं। क्या आपको लगता है कि ये मूल्य प्रणालियाँ एक दूसरे के साथ टकराव करती हैं या एक दूसरे की पूरक हैं? प्रासंगिक उदाहरणों के साथ अपने दृष्टिकोण की पुष्टि कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

Human values emphasise the humane aspects of public servants, whereas public service values focus on the transparency and effectiveness of service delivery. Do you think these value systems conflict with or complement each other? Justify your perspective with relevant examples.

(Answer in 150 words) 10 Marks

Public services require wide variety of values, including Human values and Public service values, for effective service delivery.

Conflicting value systems

① Human value calls for empathy & compassion, while Public service value calls for OBJECTIVITY

↳ Can lead to dilemma of fluidity vs Rigidity.

② Human values - would aspire for a healthy & close relation with everyone, while Public service value calls for Impartiality and Non-partisanship.

Ex) Human value will direct you to accept invitation of personal function of Politician, while Public service value

will refrain from Partisan approach.

Complementing nature.

① Human values becomes the base for many other Public service values.

Ex → Compassion (Human value) → Citizen Centric (Public service)

② Without human values, Public service value would be meaningless.

Ex → Effectiveness of service delivery - would not be achieved without Human values of Honesty & empathy.

③ Public service values complement Human values by modernising the value system.

Ex → Transparency, Secularism etc. in Public conduct would lead to better Human value

Thus Both values complement each other, as Gandhi Ji mentioned, "one cannot be good in one sphere, without being good in other"

3. (a) "जब किसी भी समाज में अच्छे व्यक्ति आत्मसंतुष्ट हो जाते हैं और अपनी सतर्कता और संघर्ष बंद कर देते हैं, तो द्वेषपूर्ण ताकतें प्रबल हो जाती हैं।" भ्रष्टाचार और आधिकारिक कदाचार को रोकने में नागरिक समाज की भूमिका और महत्व पर चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- "When good individuals in any society become complacent and cease their vigilance and struggle, malevolent forces prevail." Discuss the role and significance of civil society in curbing corruption and official misconduct. (1) (Answer in 150 words) 10 Marks

Moral Apathy and Moral muteness is one of the prime reason for evils perpetuating in society.

Role of Civil Society in curbing corruption and official misconduct. (& significance)

① Building a vigilance system parallel to the government.
 → Oversight of values
 → Citizen centric conduct enforcement.

② Social Audit to maintain transparency & Accountability in the governance.
 Ex) SSAAT of Rajasthan.

③ Setting the Benchmark for value system & conduct within bureaucracy.

Ex) "The Better India" appreciating Good works of Civil Servants.

④ RTI application to enforce the accountability about official conduct
|Ex> RTI by Suvaraj Abhiyaan.

⑤ Checking any nexus & Bribery cases through sting-operations and reporting.

|Ex> Cobrapost Media.

⑥ Building pressure against corrupt Civil servants → Strengthening Democracy.
|Ex> INDIA Against Corruption protest.

⑦ Capacity building of citizens.

⇓
Active Citizenry ⇒ Avoiding corruption & Misconduct

Civil Societies are pillar of good governance, as mentioned by World Bank also.

- (b) क्या आप नारीवादी नीतिशास्त्रियों से सहमत हैं कि महिलाएं "अधिक भावुक" होती हैं और नियमों से अधिक रिश्तों को प्राथमिकता देती हैं, जो एक भिन्न किंतु समान रूप से मूल्यवान नैतिक दृष्टिकोण को दर्शाती हैं? उपयुक्त उदाहरणों के साथ अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Do you agree with feminist ethicists that women are "more emotional" and prioritise relationships over rules, reflecting different yet equally valuable ethical perspectives? Justify your viewpoints with suitable examples. (Answer in 150 words) 10 Marks

Women are assumed to be more emotional by larger society, but this leads to negative attitude towards women, for leadership roles.

Women: More emotional; prioritising relationship over rules.

- ① Mother's case is often quoted, who generally prioritizes relationship with child, rather than actual rules. if interfering with relationship.

Ex: Mother's denial of any rule breaking by her son/daughter.

- ② Women leaders generally value emotions rather than rules/objectivity.

Ex: IAS Divya Damaranjan learned Tribal language to emotionally connect with citizens. (no rules for this)

However, this is a skewed argument.

① Women, like men, are equally rational.

But society put pressure to behave in a certain "feminine character"

Ex) Be more motherly, emotional, soft.

② Gender is just [social construct]; thus it is social value inculcation which defines the conduct, not dependent on gender.

Ex) Indira Gandhi known as IRON LADY

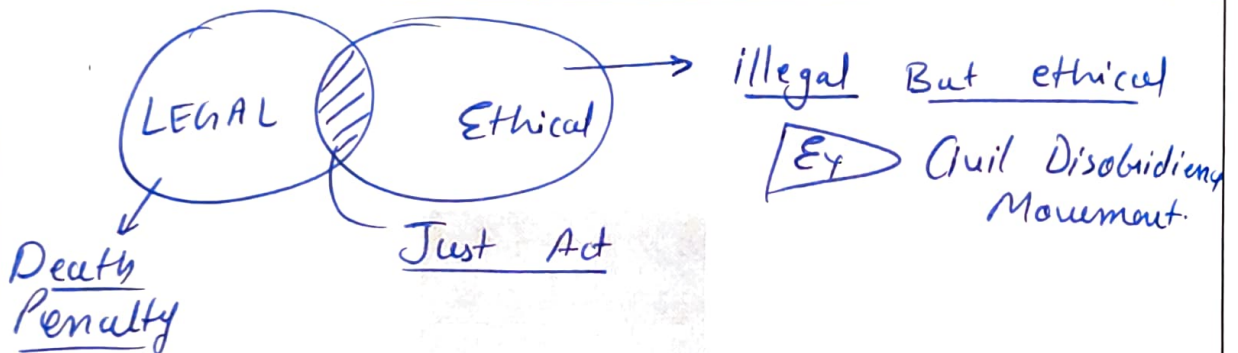
③ Stereotyping Women characters would lead to perpetuation of [glass ceiling] & [sticky floor].

Women ~~are~~ are equally competent and equally emotional as compared to men. Equality in public values must be promoted to remove any & [stereotyping] of women.

4. (a) आदर्श रूप से, प्रशासन के संदर्भ में नैतिकता और कानून सामंजस्यपूर्ण होने चाहिए, फिर भी उनके बीच टकराव पैदा हो सकता है। एक प्रशासक को कानूनी निर्देशों और नैतिक विचारों के बीच टकराव को कैसे संभालना चाहिए, खासकर जब निर्देश अवैध हों और कानून अन्यायपूर्ण हों? चर्चा कीजिए (150 शब्दों में उत्तर दीजिए) 10 अंक
- Ideally, ethics and law should be harmonious in the context of administration, yet conflicts between them can arise. How should an administrator handle conflicts between legal directives and ethical considerations, particularly when directives are illegal and laws are unjust? Discuss ①

(Answer in 150 words) 10 Marks

"A law is as good as people implementing it"
— B.R. Ambedkar.



Handle legal vs Ethical considerations.

① Prioritizing following the law first, if it is just & implementable → would bring Objectivity

② When legal directive is unjust, then there should be Prudence in conduct, to disallow any unethical act.

→ Analysing the directive.

→ taking opinion of others.

③ Persuasion skill to influence the senior/superior who gave the direction.

④ Moral Courage in action to stand up against any unethical or illegal act.

Ex → IAS Ashok Khemka's courage against Land Mafia.

⑤ Analysing with wisdom the essence of the law. → would help in better implementation with enlightened OBJECTIVITY.

⑥ Long term solution is to channel the voice about unjust law within government department, to be discussed & deliberated in the legislature ultimately.

Laws are the external locus of directions but ethics are internal. Internal voice if not heard can lead to crisis of conscience which should be avoided with prudent actions.

- (b) 'सिविल सेवकों के नैतिक मूल्यों को आकार देने में परिवार और शैक्षणिक संस्थानों की भूमिका का आलोचनात्मक मूल्यांकन कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically evaluate the role of family and educational institutions in shaping ethical values among civil servants. (Answer in 150 words) 10 Marks

Family is the first school of a child, and educational institutions are first formal learning places. Both essential for value inculcation of an individual.

Role of family in shaping ethics of Civil Servant.

① Family values and actions about daily life, plays major role.

Ex) If family respects vulnerables, the same value will be reflected as Citizen Centric Civil Servant

② Materialistic values of family would lead to misconduct in governance, such as Corruption, Misfeasance etc.

Ex) IAS Sameer Bishnoi in Coal Scam.

③ Role of Educational institutions

① Values of Professionalism, Tolerance in Diversity, Team-building is shaped in an educational institution.

Ex: IIMs famous for inculcating leadership quality (Helpful in Civil Services)

② Educational institution helps in shaping ethical values of respecting seniors, maintaining chain of command.

↳ essential for Civil Servants.

Issues in ethical value inculcation.

- Decline of values in family reservoir.
- Conflicting values of family vs Educational Institution.

Ex: Inward vs Outward.

→ Civil Servants also learn values from Peers, system etc → may lead to decline of values.

Ethical values are roots of tree of Governance. Good Governance can be achieved only through Probity.

5.

- (a) सिविल सेवक समाज के कमजोर वर्गों के प्रति सकारात्मक दृष्टिकोण कैसे विकसित कर सकते हैं? कुछ कार्यान्वयन योग्य और व्यावहारिक कदमों का सुझाव दीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- How can civil servants cultivate a positive attitude towards the weaker sections of society? Suggest some implementable and practical steps. (Answer in 150 words) 10 Marks

Grandhi's Talisman approach calls for working for upliftment of the weakest.

Cultivating Positive attitude toward the weaker sections of society.

- ① Making Civil Servants see and understand the Ground realities of vulnerables.
- would remove Prior lower thinking
 - remove elitism.

Ex Village visit during training.

- ② Introducing a mandatory requirement of book reading or documentary or movies regarding social issues and weaker section.

Ex Article 15 Movie, "Not Just A Civil Servant" Book.

- ③ 360° Assessment instead of current ACR (Annual Confidential Report)

→ Multistakeholder: Village citizen
Pocon, SC/ST,
Women.

④ Mandatory requirement of One day/
week grievance redressal, as suggested
by IF ARC.

↳ would keep him/her in touch of
social problems.

⑤ Rewarding mechanism for Civil Servants
who perform exceptional work for
weaker section.

↳ would encourage Civil servants more.

⑥ More push for NBOs / CSOs to collaborate
with government.

↳ will bring the perspective of weaker
sections to the table → positive attitude
will generate.

Working for Antodaya (weakest) would
ensure Sarvodaya (Benefit to All)

- (b) व्यावसायिक नीतिशास्त्रियों का मानना है कि बाह्य और आंतरिक विनियम कॉर्पोरेट (निगम) कदाचार को कम करने या रोकने के लिए अपर्याप्त हैं; वे कॉर्पोरेट कुशासन के खिलाफ जाँच के रूप में व्हिसलब्लोइंग (मुखबिर) तंत्र की उपस्थिति की पुरजोर वकालत करते हैं। क्या आपको लगता है कि व्हिसलब्लोइंग के बिना कॉर्पोरेट प्रशासन अधूरा है? क्यों/क्यों नहीं? समझाइए (150 शब्दों में उत्तर दीजिए) 10 अंक

Business ethicists believe that external and internal regulations are insufficient for curtailing or preventing corporate malpractices; they strongly advocate the presence of whistleblowing mechanisms as a check against corporate misgovernance. Do you think corporate governance is incomplete without whistleblowing? Why/Why not? Explain (Answer in 150 words) 10 Marks

Whistleblowing refers to act of alarming the public or government about internal malpractices of any organisation.

→ Anonymous in character.

→ Used as last resort.

Corporate Governance incomplete w/o Whistleblowing.

- ① Lack of transparency in Corporate's conduct → hampers the internal & external regulations.

↳ calls for whistleblowing.

Ex) Francis Heugen whistleblowed about Facebook's malpractices.

- ② Corporate internal regulators often show partisan functioning.

- ③ External regulators often indulge in

corruption & quid-pro-quo.

- ④ Conscience of employees could be protected only if they have whistleblowing channel.

Issues with whistleblowing

(Corporate Governance not incomplete without whistleblowing.)

- ① Hampers the profit & growth of Corporate.
- False whistleblowing.
 - Name calling.
 - Unhealthy competition practices.
- ② Would lead of lack of employee loyalty in organisation.

Although with issues, Whistleblowing is sine-quo-non for ensuring Corporate Governance & achieving Social, Environment & Economic growth with Corporates.

6.

वर्तमान समय में निम्नलिखित उद्धरणों की प्रासंगिकता पर चर्चा करें।

Discuss the relevance of the following quotes to the present times.

- (a) "नैतिक कार्य बाहरी और आंतरिक अदालत, नागरिक और घरेलू शासक दोनों के अधिकार क्षेत्र से संबंधित हैं; मेरा मतलब मजिस्ट्रेट और विवेक दोनों से है।" - लॉक (150 शब्दों में उत्तर दीजिए) 10 अंक

"Moral actions belong to the jurisdiction of the outward and inward court, both civil and domestic governor; I mean both the magistrate and conscience." Locke (Answer in 150 words) 10 Marks

Our actions are result of morals (internal locus of values), ethics (external) and laws (by state)

Moral actions belonging to "outward" court

① Not stealing ~~and~~ (or) hunting anyone because of laws such as BNS, BNSS etc.

② Breaking laws would result in
 → Jail / Fines etc. } external.
 → social exclusion

③ Social cohesion directs us to act in particular way to be "Moral"
 Ex) Respecting elders, group solidarity.

Moral actions belonging to "inward" court.

- ① "There is ~~the~~ Count about about
all Counts, that is Conscience"
- GANDHI

→ Direct us to act in a way
which gives us moral pleasure.

Ex) Helping a poor woman to make her
learn about Jan Dhan Yojana.

- ② Internal locus of values help us
decide how to act where ~~it~~ there is
no laws.

Ex) IAS Pame Armstrong built people's
road in manipur without government
fund. (value of Compassion).

- ③ "Inward Count" is the pillar of ethical
society, because it creates a bottom
up approach of ethics.

Combination of Both the inward &
outward count helps in moral actions,
leading to Value Based Society.

- (b) "अच्छे लोगों को जिम्मेदारी से कार्य करने के लिए कानून की आवश्यकता नहीं होती, जबकि बुरे लोग कानून को दरकिनार करने का कोई रास्ता निकाल ही लेते हैं।"-प्लेटो (150 शब्दों में उत्तर दीजिए) 10 अंक
- "Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws." Plato (Answer in 150 words) 10 Marks

No laws come without loopholes, which are exploited often by those who lack moral conscience.

Good people do not need laws to tell them to act responsibly.

① Internal values and morals are sufficient to guide an ethical person to act.

Ex After Bhubaneswar train accident, Citizens came in very high no. for blood donation, without any govt. Compassion directive.

② Laws ensure external regulations through punitive actions.

But good people generally rely on conscience, for day to day actions, which is quicker & adaptive.

Ex Good citizen stop using polluting crackers not because it is illegal, but

because it is against environmental values.

Bad people find a way around laws.

- ① Finding & exploiting loopholes to gain illegitimate advantage. [violating RULE OF LAW]

[Ex] IAS Probationers Pooja Khedkar about PWD Certification.

- ② Bribing (or) colluding with enforcement agencies.

[Ex] CBI been called a Caged Parrot by Supreme Court.

- ③ Bad people sometimes come in political power, to mould laws according to their needs.

[Ex] Political Parties exempted from RTI.

Laws are necessary to provide external regulation, but focus must be placed on ethical value inculcation for ensuring better adherence to laws.

- (c) "कर्तव्य की भावना कार्य में उपयोगी होती है, लेकिन व्यक्तिगत संबंधों में आपत्तिजनक होती है।" -रसेल
(150 शब्दों में उत्तर दीजिए) 10 अंक

"A sense of duty is useful in work, but offensive in personal relations." Russell

(Answer in 150 words) 10 Marks

Duty ethics directs us to act in a way which ensures full adherence to duties, ~~focusing~~ focusing on the "Niskama Karma" philosophy.

Sense of Duty useful in work

- ① Highest Dedication to work, would ensure
- efficiency.
 - Service delivery.
 - Economic growth.

Ex Doctors dedicated to their Patients, going extra mile.

- ② Sense of Duty ensures ethics at workplace, removing malpractices.

Ex IAS Rajni Sekri Sibal's action against teacher training scam.

- ③ Gives a sense of satisfaction to the individual
- "Work is Worship" value.

But offensive in personal relations.

① Managing public duty & Personal Life could be challenging.

② Time management could become an issue → leading to weakening of personal relations.

Ex) Civil Servant's busy public life.

③ Personal relations may disturb due to mixing of professional values to personal life.

Ex) Strictness, Objectivity, in place of warmth, subjectivity required in personal life.

But not always duty ethics hampers personal life, such as, it brings positive values of honesty, compassion, dedication, which are useful in Personal life also.

खण्ड-B / Section-B

7.

एक दुखद घटना में, जिसने समुदाय को गहराई से प्रभावित किया, शहर के परिवहन विभाग द्वारा संचालित एक सार्वजनिक परिवहन बस ब्रेक फेल होने के कारण खाई में गिर गई। इस भयावह घटना के परिणामस्वरूप कई यात्रियों और चालक की मृत्यु हो गई। सुरक्षा प्रमुख के रूप में, इस दुर्घटना के अंतर्निहित कारणों की जाँच करने और उनका समाधान करने की जिम्मेदारी आप पर है। यह दुर्घटना एक खड़ी ढाल वाली पहाड़ी मार्ग पर हुई, जो बस संचालन के लिए एक नाजुक और चुनौतीपूर्ण क्षेत्र है। शुरुआती जाँच में दो प्राथमिक कारण सामने आए:

1. चालक शराब के नशे में पाया गया।
2. रखरखाव टीम ने बस की ब्रेकिंग प्रणाली की पर्याप्त रूप से मरम्मत/सर्विस नहीं की थी।

इन निष्कर्षों ने परिवहन प्रणाली के मानवीय और यांत्रिक दोनों पहलुओं में गंभीर खामियों को उजागर किया।

जाँच पूरी होने पर आपको स्थिति की जटिलता का एहसास हुआ। कई अनिश्चितताएँ और अस्पष्टताएँ थीं, जो जिम्मेदारी के सीधे निर्धारण या किसी निश्चित निष्कर्ष को रोक रही थीं। अगर रखरखाव टीम ने अपने कर्तव्यों का ईमानदारी से पालन किया होता तो दुर्घटना को टाला जा सकता था। इसी तरह, अगर बस चालक नशे में नहीं होता, तो वह बस को खाई में गिरने से बचा सकता था।

सुरक्षा प्रमुख के रूप में, आपकी रिपोर्ट के निष्कर्षों के महत्वपूर्ण परिणाम होंगे। सबसे पहले, यदि चालक को उसके नशे के कारण दोषी माना जाता है, तो उसके परिवार को मृत्यु के बाद मिलने वाले लाभों की एक बड़ी राशि खोनी पड़ सकती है क्योंकि वह ड्यूटी के दौरान नशे के प्रभाव में था। दूसरे, यदि आप चालक के नशे को छिपाते हैं और घटना के लिए केवल खराब रखरखाव को जिम्मेदार ठहराते हैं, तो रखरखाव दल को नौकरी से निकाल दिया जाएगा। इस स्थिति में रिपोर्ट को अंतिम रूप देने से पहले गहन आत्मनिरीक्षण की आवश्यकता थी।

- (a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- (b) उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?
- (c) आपको क्या लगता है कि नशे में धुत ड्राइवर की व्यक्तिगत जिम्मेदारी पर ध्यान केंद्रित करना अधिक नैतिक है या रखरखाव विफलताओं के व्यापक प्रणालीगत मुद्दे पर? प्रासंगिक नैतिक सिद्धांतों के साथ अपने उत्तर की पुष्टि कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

In a tragic incident that profoundly impacted the community, a public transport bus operated by the city's transportation department plummeted into a ravine due to brake failure. This catastrophic event resulted in the fatalities of several passengers and the driver. As the Head of Safety, the responsibility to investigate and address the underlying causes of this accident is incumbent upon you.

The accident occurred on a steep mountainous route, a critical and challenging area for bus operations. Initial investigations revealed two primary causes:

1. The driver was found to be under the influence of alcohol.
2. The maintenance team had not adequately serviced the bus's braking system.

These findings highlighted severe lapses in both the human and mechanical aspects of the transport system.

Upon concluding the inquiry, you realized the complexity of the situation. There were numerous uncertainties and ambiguities, preventing a straightforward assignment of responsibility or a definitive conclusion. The accident might have been averted if the maintenance team had performed their duties diligently. Similarly, if the bus driver had not been intoxicated, he might have been able to prevent the bus from falling into the ravine.

As the Head of Safety, the conclusions of your report carry significant consequences. Firstly, if the driver is deemed culpable due to his intoxication, his family may lose a substantial amount of post-death benefits because he was under the influence while on duty. Secondly, if you conceal the driver's intoxication and attribute the incident solely to poor maintenance, the maintenance crew would face job termination.

This situation required extensive introspection before finalizing the report.

- Identify the ethical issues and dilemmas in the above case.
- What are the options available to you in the above case?
- What do you think is more ethical to focus on the personal responsibility of the driver, who was intoxicated, or on the broader systemic issue of maintenance failures? Justify your answer with relevant ethical theories.

(Answer in 250 words) 20 marks

Road accidents are the 2nd biggest reason for unnatural deaths in India. Above case study highlights the aspects of human error contributing to road accidents.

(a) Ethical issues and dilemmas.

- Lack of professional ethics in the driver as well as maintenance team.
- Social ills of intoxication embedded in the working professionals.
- Lack of dedication toward citizen's safety by Maintenance team.
- Family preservation vs Truth
↳ Driver's family could be hurt

financially by true reports.

⑤ Compassion toward Maintenance team vs Duty ethics

↳ My duty could result in their Job loss.

⑥ Utilitarian vs Deontological

↓
Maximum Good
= Driver's family, Maintenance team.

↳ True reports irrespective of consequences.

⑦ Options available to me

① Blaming the driver for irresponsibly drinking alcohol while on duty.

Merits → True reporting. Truth
→ Other drivers would be warned.
→ Jobs of Maintenance team saved. Compassion

Demerit → Half truth (Crisis of Conscience)
→ Irresponsible behavior of Maintenance

team would continue Perpetuation
of ill

② Blaming the Maintenance team.
Safely.

Merits → Compassion to the Driver's family
↓
Financial security.

Maintenance operation would be
warned. → Better accountability.

Demerit → Job loss of Maintenance team.
(Apathy)
↓
Half truth → Crisis of Conscience

③ Reporting Both the causes, along
with pointing out. inadequacies of
the checks & Balances and internal audit
mechanism

Merits → Holistic approach to the problem.
→ Dedication to my duty
→ No place for any wrong-doer.

Demerit → losses to Maintenance team &
Driver's family.

(C) In my opinion, more ethical would be to point out responsibility of maintenance failure, along with inadequacies of checks within the system.

Justification

① Maintenance team's inadequacies would lead to larger issues and more accident → Against Common good approach.

② Driver is an individual, but maintenance team is a system. Systemic failure reflects moral corruption in following duty by almost everybody. → Against Deontological ethics.

③ Maintenance failures would lead to reduced trust on government department of transportation. → Chaos could occur.

Driver's irresponsible behaviour must be also taken into account, and such issues must not be repeated, by enhancing professional ethics in individuals.

8.

रक्षा मंत्रालय के सूचना के अधिकार (आरटीआई) प्रभाग में एक अधिकारी के रूप में, आपकी प्राथमिक जिम्मेदारी प्रारंभिक विवरण प्रस्तुत करके आरटीआई प्रश्नों का जवाब देना है। इनमें से अधिकतर आरटीआई आवेदन निविदा जानकारी और खरीद अनुबंधों से संबंधित होते हैं। हालाँकि, कभी-कभी, संवेदनशील मामलों से संबंधित आवेदन भी आते हैं, जिनमें आपको जवाब देने से पहले कानूनी सलाह लेने और अपने वरिष्ठ से अनुमोदन प्राप्त करने की आवश्यकता होती है।

हाल ही में, एक आरटीआई आवेदन प्राप्त हुआ जिसमें संवेदनशील विभागीय पहल शामिल थी। प्रोटोकॉल का पालन करते हुए, आपने कानूनी सलाह माँगी, और कानूनी अधिकारी ने आपके जवाब को मंजूरी दे दी। हालाँकि, आपके वरिष्ठ ने उत्तर को मंजूरी नहीं दी और आपको अपने जवाब में अपारदर्शी रहने का निर्देश दिया। कमांड की श्रृंखला का सम्मान करते हुए, आपने अपने वरिष्ठ के निर्देश का पालन किया और एक अस्पष्ट और गैर-सूचनात्मक उत्तर दिया।

प्रारंभिक जवाब से विचलित हुए बिना, आवेदक ने दृढ़ता का परिचय देते हुए आवेदन को पुनः प्रस्तुत किया। एक बार फिर, आपने अपने वरिष्ठ के निर्देशों का पालन किया और जवाब को जानबूझकर अस्पष्ट रखा। यह सिलसिला जारी रहा और आवेदक लगातार आवेदन करता रहा।

एक दिन, इस आरटीआई मामले से जुड़ा पूरा ईमेल लीक हो गया और मीडिया तक पहुँच गया। यह पता चला कि लगातार आवेदन करने वाला व्यक्ति एक आरटीआई कार्यकर्ता था, जो सरकारी विभागों में पारदर्शिता और जवाबदेही सुनिश्चित करने के लिए समर्पित था। मीडिया कवरेज ने रक्षा मंत्रालय द्वारा आरटीआई अनुरोधों, विशेष रूप से संवेदनशील जानकारी से संबंधित मामलों से निपटने के तरीके पर महत्वपूर्ण सार्वजनिक ध्यान और जाँच को आकर्षित किया।

मीडिया में आने के बाद, आपके वरिष्ठ अधिकारी ने आपको अस्पष्ट प्रतिक्रियाओं की जिम्मेदारी लेने का निर्देश दिया। आप अपने कार्यों और निर्णयों पर सवाल उठाते हुए रह गए, यह सोचते हुए कि आपसे कहाँ गलती हुई।

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?
- आरटीआई कार्यकर्ता की दृढ़ प्रकृति और जनता के सूचना के अधिकार को ध्यान में रखते हुए, आपको राष्ट्रीय सुरक्षा चिंताओं और पारदर्शिता और जवाबदेहिता के सिद्धांतों के बीच तनाव को कैसे दूर करना चाहिए? स्पष्ट कीजिए (250 शब्दों में उत्तर दीजिए) 20 अंक

As an officer in the Right to Information (RTI) division of the Defence Ministry, your primary responsibility is to respond to RTI queries by furnishing relevant details. Most of these RTI applications pertain to tender information and procurement contracts. However, occasionally, applications concerning sensitive matters arise, requiring you to seek legal advice and obtain approval from your senior before responding.

Recently, an RTI application was received that involved sensitive departmental initiatives. Following protocol, you sought legal advice, and the legal officer cleared the response. However, your senior did not approve the reply and instructed you to be opaque in your response. Respecting the chain of command, you adhered to the senior's directive and provided a vague and non-informative reply.

Undeterred by the initial response, the applicant resubmitted the application, demonstrating persistence. Once again, you followed the senior's instructions and kept the response deliberately vague. This cycle continued, with the applicant becoming increasingly relentless.

One day, the entire email trail related to this RTI case got leaked and found its way to the media. It was revealed that the persistent applicant was an RTI activist, dedicated to ensuring transparency and accountability within government departments. The media coverage brought significant public attention and scrutiny to the Defence Ministry's handling of RTI requests, particularly those concerning sensitive information.

In the aftermath of the media exposure, your senior officer instructed you to take responsibility for the opaque responses. You were left questioning your actions and decisions, pondering where you might have gone wrong.

- (a) What are the ethical issues and dilemmas in the above case?
- (b) What are the options available to you in the above case?
- (c) Considering the persistent nature of the RTI activist and the public's right to information, how should you navigate the tension between national security concerns and the principles of transparency and accountability? Explain (Answer in 250 words) 20 marks

Balancing between transparency and national security by officials in defense ministry, requires Prudence and Wisdom, along with values of Transparency.

(a) Ethical Issues and dilemmas-

① Transparency vs national security.

Transparency brings accountability, but sensitive information in public could lead to intelligence failure.

② Culture of Opaqueness in government departments → as highlighted in Media One Case [2023].

③ RTI being undermined → a fundamental right of citizens under Article 19(1)(a)

④ Leakage of RTI query traits.

↳ Poor privacy laws in India,
undermining right to privacy.

⑤ Lack of approachable leadership by the
senior → went away from taking
responsibility.

⑥ Sensationalization by Media of sensitive
matters → against Media ethics.

⑦ Senior Directive vs Conscience Voice while
being apathetic about information.

⑧ Transparent to Media about vague RTI reply vs Keeping it secret at the cost of self-respect.

⑨ Options available to Me.

① Telling media the truth about sensitive
matters to avoid media trial.

Merit → Transparency in conduct
→ Public trust on Defence Ministry.

Demerit → Threatening the national security.
 → Against chain of command.
Code of Conduct

② Keeping mouth-shut to maintain security of the information.

Merit → National security secured.

→ Going along with Chain of Command. ✓

Demerit → Media trials → Emotional roller-coaster.
 → Culture of Opaqueness would perpetuate.

③ Media-conference, telling about the non-sensitive part of information, and reason for vague conduct.

Merits → Public information dissemination.
Transparency

→ Avoiding media trial Prudence
 → Not threatening National Security (Patriotism)

① My conduct would require the value of transparency, along with the understanding of dimensions of National Security [Aptitude], thus taking decisions in a spirit of Madhyam Marg

Navigating the tension

	<u>Justification</u>
① Public disclosure of <u>non-sensitive</u> information.	<u>Transparency.</u>
② Telling the media about <u>importance of secrecy</u> in this case.	<u>Objectivity,</u> <u>Communication</u>
③ <u>National security</u> always given utmost priority.	<u>Survival</u> <u>of the nation.</u>
④ <u>RTI activists</u> taken into confidence by <u>meetings</u> and <u>exploration</u> .	<u>Persuasion.</u>

As a Civil servant, It is my duty to uphold values of transparency and accountability, but not at the cost of Sovereignty & security [Fundamental Duty] → thus Aristotle's Golden Mean must be followed.

9.

एक समर्पित खंड विकास अधिकारी (बीडीओ) के रूप में, आपके कर्मचारियों द्वारा आपका बहुत सम्मान किया जाता है और आपके रचनात्मक कार्यों के लिए आपके वरिष्ठों द्वारा आपकी सराहना की जाती है। राज्य सरकार ने सूचना और संचार प्रौद्योगिकी (आईसीटी) का उपयोग करते हुए एक महिला स्व-रोजगार योजना के संचालन के लिए आपके अधिकार क्षेत्र में कई गाँवों का चयन किया है। परियोजना को एक गैर-सरकारी संगठन (एनजीओ) द्वारा कार्यान्वित किया जाना है, और आपको लॉजिस्टिक और अन्य आवश्यक सहायता प्रदान करने का निर्देश दिया गया है। एनजीओ स्टाफ ने उन युवतियों से मुलाकात और पहचान करके अपना काम शुरू किया जो प्रशिक्षण और कौशल विकास के लिए उपयुक्त उम्मीदवार थीं। पहचान के बाद, इन युवतियों को एक स्टार्टर किट प्रदान की गई, जिसमें एक ब्रॉडबैंड डोंगल, एक 10 इंच का टैबलेट और कुछ पढ़ने की सामग्री शामिल थी। प्रशिक्षण गंभीरता से शुरू हुआ और चयनित युवतियों ने सीखने के लिए बहुत उत्साह और उत्सुकता दिखाई। प्रारंभ में, इस परियोजना में सफलता के आशाजनक संकेत दिखे।

हालाँकि, एक दिन, गाँव के बुजुर्ग इस पायलट योजना को रोकने के अनुरोध के साथ आपके पास आए। उन्होंने चिंता व्यक्त की कि ये उपकरण और ऑनलाइन शिक्षण युवा महिलाओं को भ्रष्ट कर रहे हैं। उनका मानना था कि लड़कियाँ सीखने के बजाय टैबलेट पर केवल वीडियो देख रही थीं। बुजुर्गों ने सुझाव दिया कि सिलाई या खाना पकाने जैसे व्यावसायिक कौशल प्रशिक्षण, डिजिटल कौशल से अधिक फायदेमंद होगा। उनकी चिंताओं को सुनने के बाद, आपने उन्हें आश्वासन दिया कि आप मामले की जाँच करेंगे।

एनजीओ कर्मचारियों से पूछताछ करने पर, उन्होंने स्पष्ट किया कि देखे जा रहे वीडियो शैक्षिक थे, और वे उचित उपयोग सुनिश्चित करने के लिए बैकएंड सिस्टम के माध्यम से प्रशिक्षुओं के ब्राउजिंग व्यवहार की निगरानी कर रहे थे। एनजीओ कर्मचारियों ने यह भी बताया कि गाँव के कुछ पुरुष इस प्रक्रिया से खुद को अलग महसूस कर रहे हैं और महिलाओं को प्रशिक्षण सत्र में भाग लेने से रोकने का प्रयास कर रहे हैं। एक बीडीओ के रूप में, आप गाँवों में महिलाओं के लिए इस योजना के महत्व और संभावित लाभों को समझते हैं। हालाँकि, आप यह भी जानते हैं कि यदि पुरुषों की अंतर्निहित मानसिकता के मुद्दों को तुरंत संबोधित नहीं किया जाता है, तो संपूर्ण कौशल विकास प्रयास कमजोर हो सकता है। एक प्रतिबद्ध लोक सेवक के रूप में, आपने कुछ निवारक कार्रवाई करने का निश्चय किया क्योंकि आपने देखा कि लोगों के बीच तनाव बढ़ रहा है।

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?
- एनजीओ कर्मचारियों से प्राप्त फीडबैक पर विचार करते हुए कि गाँव के पुरुष खुद को उपेक्षित महसूस कर रहे हैं और महिलाओं को प्रशिक्षण सत्रों में भाग लेने से रोकने का प्रयास कर रहे हैं, आप कार्यक्रम में उनके समावेशन और समर्थन को सुनिश्चित करने के लिए क्या रणनीतियाँ लागू करेंगे? (250 शब्दों में उत्तर दीजिए) 20 अंक

As a dedicated Block Development Officer (BDO), you are highly respected by your staff and appreciated by your superiors for your constructive work. The state government has selected several villages within your jurisdiction to pilot a women's self-employment scheme utilising Information and Communication Technology (ICT). The project is to be implemented by a Non-Governmental Organization (NGO), and you have been instructed to provide logistical and other necessary support.

The NGO staff commenced their work by meeting and identifying young women who appeared to be suitable candidates for training and skill development. Following identification, these young women were provided with a starter kit, which included a broadband dongle, a 10-inch tablet, and some reading material. The training began in earnest, and the selected young women exhibited great enthusiasm and eagerness to learn. Initially, the project showed promising signs of success.

However, one day, village elders approached you with a request to halt the pilot scheme. They expressed concerns that the devices and online learning were corrupting the young women. They believed that the girls were merely watching videos on the tablets instead of learning. The elders suggested that vocational

skills training, such as stitching or cooking, would be more beneficial than digital skills. After listening to their concerns, you assured them that you would investigate the matter.

Upon inquiring with the NGO staff, they clarified that the videos being viewed were educational, and they were monitoring the trainees' browsing behaviour through backend systems to ensure appropriate usage. The NGO staff also pointed out that some village men felt excluded from the process and were attempting to dissuade the women from participating in the training sessions.

As a BDO, you recognize the scheme's importance and potential benefits for the women in the villages. However, you are also aware that if the men's underlying mindset issues are not addressed promptly, the entire skill development effort could be undermined. As a committed public servant, you were determined to take some preventive action as you noticed tensions brewing among the men.

- (a) What the issues that you notice in the above case?
- (b) What are actionable options available to you?
- (c) Considering the feedback from the NGO staff about village men feeling left out and attempting to dissuade women from attending training sessions, what strategies would you implement to ensure their inclusion and support for the program?

(Answer in 250 words) 20 marks

India could become a developed nation.
By 2047, if we focus on women-
led-empowerment, as mentioned by
Niti-aayog.

(a) Ethical issues in above case

① Jealousy & Negative attitude of
village men toward women growth
↳ underlying the deeply rooted patriarchy

② Elder's parochial view about skills.
↳ only limited to stitching & cooking.

③ NGO's monitoring of women's activity
is violation of Privacy.

④ Only young women were selected, thus uncompassionate approach toward middle-aged & elder-women.

⑤ Influence of Men & village elders in the villages → leading to the social control of women.

⑥ Possibility of girls watching irrelevant videos

↳ wasting precious time & resources of themselves.

⑦ Actionable options available to Me.

① Stopping the ICT initiative & resorting to stitching & cooking skill development

Merit → village leaders in for confidence.
 [Participative approach.]
 → Village Men would be happy.
 → No misuse of ICT tools by women.

Demerit → Perpetuation of traditional roles of Gender.
Social ill
 → Against the Scientific temper. toward ICT.
[Fundamental Duty]

② Continuing the ICT project of Digital skilling, without listening to village elders & men.

Merit → Project continuation → Duty followed.
 → Women led-development

Demerit → May not sustain without support of local people.
 → Girls may end up wasting time on Social media.

③ Village elders & men could be contacted with social influence and persuasion; along with information about the ripple effects of women-skilling on their own village.

Merits → Citizens taken into confidence.
 → Women in non-traditional roles.
 → No crisis of conscience.

③ My course of action would require value of equality (for women), and the capability of persuasion & social influence

Strategies I would implement

① Village men could be assured that these ICT programs will be provided for them also in future course

② Telling about the possibility of improved family income if women get involved in ICT jobs.

③ Providing examples - of role-models from nearby town or districts.

④ Persuading the local religious leaders → would lead to down-ward filtration of acceptance.

⑤ Outreach by Asha-workers about the benefits of this program.

Women must be given opportunity for capacity building, to achieve inclusive growth.

10.

वरिष्ठ आईएएस अधिकारी श्री राजेश कुमार, शहरी विकास विभाग के प्रमुख सचिव के पद पर तैनात हैं। श्री कुमार घनी आबादी वाले शहरी झुग्गी-झोपड़ियों को बेहतर सुविधाओं के साथ आधुनिक आवासीय क्षेत्र में बदलने के लिए एक प्रमुख अवसंरचना परियोजना की देखरेख करते हैं।

श्री कुमार की "शहरी नवीनीकरण पहल" परियोजना में एक बहु-चरणीय योजना शामिल है। पहले चरण में निवासियों को अस्थायी आवास में स्थानांतरित करने पर ध्यान केंद्रित किया जाता है तथा नए अपार्टमेंट परिसरों पर निर्माण शुरू होता है। इस परियोजना में आधुनिक सीवेज सिस्टम, स्वच्छ पेयजल सुविधाएँ, सामुदायिक स्वास्थ्य केंद्र और स्कूल स्थापित करना भी शामिल है। इसका व्यापक लक्ष्य झुग्गी-झोपड़ियों में रहने वाले लोगों की सामाजिक-आर्थिक स्थिति को ऊपर उठाना, उन्हें बेहतर अवसर और जीवन स्तर के लिए मार्ग प्रदान करना है।

हालाँकि, इस परियोजना को एक स्थानीय राजनीतिक नेता, श्री शर्मा, जिनका क्षेत्र में काफी प्रभाव है, के कड़े विरोध का सामना करना पड़ रहा है। श्री शर्मा का तर्क है कि पुनर्विकास से कई निवासी विस्थापित हो जायेंगे और उनका जीवन अस्त-व्यस्त हो जायेगा। हालाँकि ये चिंताएँ जायज हैं, लेकिन यह भी स्पष्ट है कि श्री शर्मा का विरोध झुग्गी बस्ती में वोट बैंक पर अपना नियंत्रण बनाए रखने के उनके निहित स्वार्थ से प्रेरित है। परियोजना के प्रति उनका विरोध इस डर से उपजा है कि अगर निवासियों के जीवन स्थितियों में सुधार हुआ और वे उनके संरक्षण पर कम निर्भर हो गए तो वे अपनी शक्ति खो देंगे।

एक निजी बैठक में, श्री शर्मा ने श्री कुमार को एक समझौते का प्रस्ताव दिया। यदि सरकार श्री शर्मा के सहयोगियों और परिवार के सदस्यों द्वारा नियंत्रित कंपनियों को निर्माण का अनुबंध देती है, तो वह अपना विरोध वापस ले लेंगे और परियोजना का समर्थन करेंगे। इस समझौते से परियोजना में तेजी आएगी और यह सुनिश्चित होगा कि निवासियों को वादा किए गए लाभ तुरंत मिलें। हालाँकि, श्री शर्मा की शर्तों से सहमत होने का मतलब सार्वजनिक खरीद में पारदर्शिता और निष्पक्षता के नैतिक सिद्धांतों से समझौता करना होगा।

श्री कुमार नैतिक रूप से बंधे हुए थे। श्री शर्मा की शर्तों से सहमत होने का मतलब भ्रष्ट आचरण में शामिल होना होगा, और सौदे को अस्वीकार करने से परियोजना में देरी हो सकती है या यहाँ तक कि परियोजना पटरी से उतर सकती है, जिससे झुग्गी-झोपड़ी के निवासी अपनी जीवन स्थितियों में बहुत जरूरी सुधार से वंचित हो सकते हैं।

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपयोगितावादी दृष्टिकोण को ध्यान में रखते हुए, क्या आपको लगता है कि श्री कुमार को झुग्गी-झोपड़ियों के निवासियों की बेहतरी के लिए परियोजना में तेजी लाने के श्री शर्मा के प्रस्ताव को स्वीकार कर लेना चाहिए था? क्यों अथवा क्यों नहीं?
- गुण नीतिशास्त्र (virtue ethics) के संदर्भ में, श्री कुमार जैसे वरिष्ठ सिविल सेवक के लिए नैतिक चरित्र और सत्यनिष्ठा के महत्व पर चर्चा कीजिए। इस दुविधा को हल करने में इन गुणों को उनके कार्यों का मार्गदर्शन किस प्रकार से करना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Rajesh Kumar, a senior IAS officer, is posted as Principal Secretary of the Department of Urban Development. Mr. Kumar oversees a major infrastructure project to transform a densely populated urban slum into a modern residential area with improved amenities.

Mr. Kumar's "Urban Renewal Initiative" project involves a multi-phase plan. The first phase focuses on relocating residents to temporary housing while construction begins on new apartment complexes. The project also includes the installation of modern sewage systems, clean drinking water facilities, community healthcare centres, and schools. The overarching goal is to uplift the socio-economic conditions of the slum dwellers, offering them a path to better opportunities and living standards.

However, the project faces stiff opposition from a local political leader, Mr. Sharma, who has considerable influence in the area. Mr. Sharma argues that the redevelopment will displace many residents and

disrupt their lives. While these concerns are valid, it is also evident that Mr. Sharma's opposition is motivated by his vested interest in maintaining control over the vote bank in the slum. His opposition to the project stems from a fear of losing this power if the residents' living conditions improve and they become less reliant on his patronage.

In a private meeting, Mr. Sharma proposes a deal to Mr. Kumar. If the government awards construction contracts to firms controlled by Mr. Sharma's associates and family members, he will withdraw his opposition and support the project. This deal would expedite the project, ensuring the residents receive the promised benefits immediately. However, agreeing to Mr. Sharma's terms would mean compromising on the ethical principles of transparency and fairness in public procurement.

Mr. Kumar was in a moral bind. Agreeing to Mr. Sharma's terms would mean engaging in corrupt practices, and rejecting the deal could delay or even derail the project, depriving the slum residents of much-needed improvements to their living conditions.

- What are the ethical issues and dilemmas in the above case?
- Considering the utilitarian perspective, do you think Mr. Kumar should have accepted Mr. Sharma's proposal to expedite the project for the greater good of the slum residents? Why or why not?
- In the context of virtue ethics, discuss the importance of moral character and integrity for a senior civil servant like Mr. Kumar. How should these virtues guide his actions in resolving the dilemma?

(Answer in 250 words) 20 marks

Urban slum population constitutes 17% of the total urban population of India. [Census 2011]

(a) Ethical issues & dilemmas in the case.

- Politics without Principles by the local leader. → against Gandhi's values.
- Vote as end in itself: undermining the concept of democracy & Justice.
- Corruption values in the Political leader → Contract bidding proposals.
- Slum development [Compassion] vs. [Moral integrity]

Contracts rigging as pre-condition to infrastructure redevelopment.

⑤ Illegal conduct of Mr. Sharma by asking a public servant to indulge in corruption.

⑥ Undermining the values of Transparency vs Undermining the value of compassion.

↳ either to be transparent & halt the slum development project, or go ahead with development with opaqueness about contract.

⑦ Utilitarian perspective would have endorsed the path of Maximum good to maximum people.

→ Meaning Mr. Kumar should accept Mr. Sharma's proposal.

→ Slum development could benefit Hundreds of families.

→ Would result in Human development → Health, Education etc.

However; proposal must not be accepted because:

① Slippery slope of corruption → would perpetuate the evil of corruption.

② Mr. Sharma's associate may end up with poor construction due to embezzlement of money.

↳ against Utilitarian.

③ Against Mr. Kumar's integrity. **

↳ would lead to reduced self-worth, hence reducing motivation to work.

↳ Against Utilitarian, as it would impact many other projects.

④ Virtue ethics calls for highest virtue in human conduct & character.

Virtue as end in itself //

Importance of moral character & integrity for a senior civil servant.

① Brings peace in Conscience, leading to

more efficiency.

- ② Builds public trust due to probity in conduct.
- ③ Compassionate approach is essential when dealing with people's concerns.
- ④ Virtue Brings positivity, within the individual & in team-members also.
- ⑤ Reducing the value declination in Bureaucracy
 - Corruption.
 - Red tapism.
 - Partisanship etc.

Virtues guiding to resolve the dilemma.

- ① Integrity: would not allow any nexus with politician. For parochial gains.
- ② Courage: to go ahead with project even with opposition of local leaders.
- ③ Compassion for Slum dwellers would lead to dedicated efforts in infrastructure.

Virtues help us in determining the conduct which would adhere to the highest values.

11.

सुश्री अनन्या राव महाराष्ट्र में एक जिला कलेक्टर के पद पर कार्यरत हैं। जिला एक महत्वाकांक्षी बुनियादी ढांचा परियोजना, ग्रामीण संपर्क परियोजना पर काम कर रहा है, जिसे दूरदराज के गाँवों और मुख्य शहरों के बीच सड़क संपर्क में सुधार के लिए डिज़ाइन किया गया है। यह परियोजना ग्रामीण आबादी के लिए बाजारों, स्वास्थ्य देखभाल और शिक्षा तक आसान पहुँच सहित कई महत्वपूर्ण लाभों का वादा करती है।

हालाँकि, यह परियोजना विवादों में घिरी हुई है। पर्यावरणविदों का तर्क है कि इसके निर्माण से स्थानीय जंगलों और वन्यजीव आवासों को अपूरणीय क्षति होगी। स्थानीय कृषक समुदाय सड़क विस्तार के कारण कृषि भूमि खोने को लेकर चिंतित हैं। प्रभावित परिवारों के लिए अपर्याप्त मुआवजे और अपर्याप्त पुनर्वास योजनाओं के भी आरोप हैं।

जैसे-जैसे परियोजना आगे बढ़ती है, पर्यावरण, कृषि और लोक निर्माण विभाग (पीडब्ल्यूडी) सहित विभिन्न विभाग निर्णय लेने की प्रक्रिया में शामिल होते हैं। प्रत्येक विभाग की अपनी विशिष्ट जिम्मेदारियाँ हैं। पर्यावरण विभाग को पर्यावरणीय प्रभाव का आकलन करने का काम सौंपा गया है, कृषि विभाग किसानों के अधिकारों को सुनिश्चित करने के लिए जिम्मेदार है, और लोक निर्माण विभाग निर्माण कार्य को निष्पादित करने के लिए जिम्मेदार है।

सुश्री राव, अपनी क्षमता में, इन विभागों के बीच समन्वय की देखरेख करती हैं। हालाँकि, परस्पर विरोधी प्राथमिकताओं और जवाबदेहिता की कमी के कारण इस परियोजना में देरी हो रही है और सार्वजनिक आलोचना बढ़ रही है। पर्यावरण प्रभाव मूल्यांकन अधूरा है, किसानों की चिंताओं का समाधान नहीं हुआ है, और निर्माण की समय सीमा समाप्त हो गई है। एक महत्वपूर्ण बैठक में, राज्य के मुख्य सचिव श्री विक्रम पटेल ने परियोजना को आगे बढ़ाने की तात्कालिकता पर जोर दिया और देरी, प्रगति की कमी और समग्र गैर-प्रदर्शन के लिए सुश्री राव को जिम्मेदार ठहराया। सुश्री राव निराश होकर बैठक से बाहर निकलीं और उन्हें लगा कि देरी के लिए उन्हें जवाबदेह ठहराना अनुचित था क्योंकि परियोजना में अन्य लोग भी शामिल थे।

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- सुश्री राव के पास उपलब्ध विकल्प क्या हैं?
- आप सुश्री राव के लिए किस प्रकार की कार्रवाई का सुझाव देंगे? क्यों?
- क्या आपको लगता है कि देरी के लिए सुश्री राव को जवाबदेह ठहराना उचित था? क्यों/क्यों नहीं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Ms. Ananya Rao serves as a District Collector in Maharashtra. The district is embarking on an ambitious infrastructure project, the Rural Connectivity Project, designed to improve road connectivity between remote villages and main towns. This project promises significant benefits, including easier access to markets, healthcare, and education for the rural population.

The project, however, is mired in controversy. Environmentalists argue that the construction will cause irreparable damage to local forests and wildlife habitats. Local farming communities are concerned about losing agricultural land due to road expansion. There are also allegations of inadequate compensation and resettlement plans for affected families.

As the project progresses, various departments, including the Environment, Agriculture, and Public Works Department (PWD), are involved in the decision-making process. Each department has specific responsibilities. The Environment Department is tasked with assessing environmental impact, the Agriculture Department is responsible for ensuring farmers' rights, and the PWD is responsible for executing construction.

Ms. Rao, in her capacity, oversees the coordination among these departments. However, the project faces delays and mounting public criticism due to conflicting priorities and lack of accountability. Environmental assessments are incomplete, farmers' concerns remain unaddressed, and construction deadlines are missed.

In a critical meeting, the state Chief Secretary, Mr. Vikram Patel, emphasized the urgency of advancing the project and held Ms. Rao accountable for the delays, lack of progress, and overall non-performance. Ms. Rao left the meeting disappointed and felt holding her accountable for delay was unfair as there were others also involved in the project.

- (a) What are the ethical issues and dilemmas involved in the above case?
 - (b) What are the options available to Ms. Rao?
 - (c) What course of action would you suggest for Ms. Rao? Why?
 - (d) Do you think holding Ms. Rao accountable for the delays was justified? Why/Why not?
- (Answer in 250 words) 20 marks

(a) Ethical issue & dilemmas

- ① Using emissionment as a means to achieve human end of development.
- ② Poor efficiency of the government department : showing lack of dedication to their duty.
- ③ Public's concern of agricultural land or resettlement, shows the lack of trust on government.
- ④ Ms. Rao not taking accountability is against the Civil Services ethics Poor leadership. By Ms. Rao.
- ⑤ Concerns of farmers not addressed; means poor Grievance Redressal Mechanism.

⑥ Options available to Ms. Rao

① Not taking the responsibility of the delays.

Merits → May attract less criticism.
→ Self-preservation.

Demerits → Poor leadership
→ May lead to demotion.
→ Not benefitting the project.
→ Compassion issue.

② Taking responsibility and make a dedicated effort to synchronise the departments, and making the work progress public [Transparency]

Merits → Leadership quality will be appreciated.
→ Humility.
→ Dedication to public duty.

Demerit → Would lead to criticism for inefficiency.
→ Working Hours may be stretched.

(C) Ms. Rao must follow the values of compassion toward rural citizen, along with participative approach, making the governance more citizen centric & efficient.

Course of Action-

Justification.

(1) Data Collection and report about actual progress of project.

OBJECTIVITY

(2) Environmental report assessment, and Public consultation.

Ecocentricity

(3) Resettlement & compensation in a efficient & quick manner.

Vulnerable must be given priority.

(4) Co-ordination b/w departments & information sharing.

Leadership

(5) Grievance redressal mechanism for farmers, citizens

Feedback

① Ms. Rao accountable:

- ① Responsibility as a District Magistrate to oversee the departments under her office.
- ② Accountability would ensure future efficient service delivery.
- ③ Civil services conduct rules also directs so, to be accountable for actions which come under her office.
- ④ Public criticism to the project could only be averted by Ms. Rao.

However, there are other factors also, thus Ms. Rao not totally accountable.

- ① Co-ordination among departments failure is a systemic issue in our India.
- ② Such a project attracts public criticism due to sensitive nature such as resettlement, Agricultural land etc.

Ms. Rao must adhere to virtue of ethical & responsible leadership, thus taking accountability & going ahead with improved efficiency.

12.

सुश्री शर्मा एक बड़े भारतीय राज्य में स्वास्थ्य और परिवार कल्याण विभाग की निदेशक हैं। यह विभाग स्वास्थ्य नीतियों को लागू करने, सार्वजनिक स्वास्थ्य सुविधाओं का प्रबंधन करने और स्वास्थ्य सेवाओं की डिलीवरी सुनिश्चित करने के लिए जिम्मेदार है। कार्यबल में वरिष्ठ अधिकारी, मध्य-स्तरीय प्रबंधक और अग्रिम पंक्ति के स्वास्थ्य कार्यकर्ता शामिल हैं। पिछले कुछ महीनों में, सुश्री शर्मा को श्री अरविंद गुप्ता के बारे में कई शिकायतें मिली हैं, जो अपनी आधिकारिक प्रबंधन शैली के लिए जाने जाने वाले एक वरिष्ठ अधिकारी हैं। श्री गुप्ता एक प्रदर्शन-संचालित अधिकारी हैं जो कभी-कभी सार्वजनिक रूप से अधीनस्थों को डांटते हैं और काम करवाने के लिए कर्मचारियों को धमकाते हैं।

ऐसी ही एक शिकायत मध्य-स्तरीय प्रबंधक सुश्री अनीता वर्मा की ओर से आई, जिन्होंने बताया कि श्री गुप्ता ने एक विभागीय बैठक के दौरान सार्वजनिक रूप से उन्हें डांटा था और उनके साथियों के सामने उन्हें "अक्षम" और "बेकार" कहा था। सुश्री वर्मा ने कहा कि इस घटना ने उनके मानसिक स्वास्थ्य और कार्य प्रदर्शन को गंभीर रूप से प्रभावित किया, जिससे उन्हें काफी परेशानी हुई।

अन्य कर्मचारियों ने भी इसी तरह के अनुभव साझा किए। एक कनिष्ठ अधिकारी, श्री रवि कुमार ने एक उदाहरण सुनाया, जहाँ श्री गुप्ता ने एक अवास्तविक कार्यभार को एक निश्चित समय सीमा के भीतर पूरा करने में विफल रहने पर नौकरी से निकाल देने की धमकी दी थी। उन्होंने श्री गुप्ता के व्यवहार को कठोर और अपमानजनक बताया, जिसमें अक्सर गुस्सा और अनुचित आलोचना का भाव होता था, जिससे कार्यस्थल में भय और चिंता का माहौल बन जाता था।

अपने व्यवहार के बावजूद, श्री गुप्ता को उनके असाधारण कार्य प्रदर्शन के लिए जाना जाता है। उन्होंने कई सफल स्वास्थ्य पहलों को लागू करने में महत्वपूर्ण भूमिका निभाई है, जिससे जिलों में स्वास्थ्य सेवा वितरण में काफी सुधार हुआ है। उनकी विशेषज्ञता और समर्पण ने उन्हें विभाग के लिए एक अपरिहार्य संपत्ति बना दिया है, जिससे उनके खिलाफ शिकायतों का समाधान करने का निर्णय जटिल हो गया है।

सुश्री शर्मा को एक कठिन निर्णय लेना पड़ा। वह जानती थी कि उसे सख्त होना होगा, लेकिन वह श्री गुप्ता के खिलाफ कार्रवाई के कारण कार्यप्रवाह में व्यवधान के बारे में भी चिंतित थी।

- सुश्री शर्मा के सामने मौजूद मुद्दे और दुविधाएँ क्या हैं?
- अपने विभाग में उत्पीड़न और धमकाने की शिकायतों को संबोधित करने में सुश्री शर्मा को किन नैतिक सिद्धांतों द्वारा मार्गदर्शित होना चाहिए?
- सरकारी विभागों में उत्पीड़न और धमकाने को रोकने के लिए कौन-सी दीर्घकालिक रणनीतियाँ लागू की जानी चाहिए? ये रणनीतियाँ सम्मान और समावेशिता की संस्कृति को कैसे बढ़ावा दे सकती हैं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Ms. Sharma is the Director of the Department of Health and Family Welfare in a large Indian state. The department is responsible for implementing health policies, managing public health facilities, and ensuring the delivery of healthcare services. The workforce comprises a mix of senior officials, mid-level managers, and frontline health workers.

Over the past few months, Ms. Sharma has received multiple complaints about Mr. Arvind Gupta, a senior official known for his authoritative management style. Mr. Gupta is a performance-driven officer who sometimes publicly berates subordinates and intimidates staff to get work done.

One such complaint came from Ms. Anita Verma, a mid-level manager who reported that Mr. Gupta publicly berated her during a departmental meeting, calling her "incompetent" and "useless" in front of her peers. Ms. Verma stated that this incident severely impacted her mental health and work performance, causing her considerable distress.

Other employees shared similar experiences. Mr. Ravi Kumar, a junior officer, recounted an instance where Mr. Gupta threatened to terminate his employment if he failed to complete an unrealistic workload within a tight deadline. He described Mr. Gupta's behaviour as harsh and demeaning, with frequent outbursts of anger and unwarranted criticism that created a climate of fear and anxiety in the workplace.

Despite his behaviour, Mr. Gupta is recognized for his exceptional work performance. He has been instrumental in implementing several successful health initiatives, significantly improving healthcare delivery in districts. His expertise and dedication have made him an indispensable asset to the department, complicating the decision to address the complaints against him.

Ms. Sharma had a tough decision to make. She knew she had to be strict, but she was also worried about the workflow disruption that action against Mr. Gupta could cause.

- What are the issues and dilemmas that confront Ms. Sharma?
- What ethical principles should guide Ms. Sharma in addressing the harassment and bullying complaints in her department?
- What long-term strategies should be implemented to prevent harassment and bullying in government departments? How can these strategies promote a culture of respect and inclusivity?

(Answer in 250 words) 20 marks

(a) Issues & dilemmas that confront Ms. Sharma.

① Efficiency vs. Virtue

Mr. Arvind brings efficiency, but along with poor virtue such as anger & intolerance to mistakes.

② Judging by work or character

↳ issue of decision for dealing with Mr. Arvind.

③ Loss of workforce morale due to Mr. Arvind.

↳ Hampering Ms. Sharma's department

④ Dealing with mental health issues of her juniors.

↳ Ms. Anita Verma.

- ⑤ Being strict in character. or
being lenient in dealing. this issue.
- ⑥ May lead to decrease in Public trust
on Health department due to poor
anger management of Officials.
- ⑦ Ethical principles that should guide
Ms. Sharma.
- ① Employees must be treated with
dignity → Human as end in itself

- ② Being open & approachable for
complaints → Responsive value.
- ③ Taking the inspiration from Kantian
Categorical Imperative → conduct must
be correct universally.
↳ Mr. Arvind's conduct is not
universal.
- ④ Common Good Approach signifies
the good of citizen, which would

call for no. ~~At~~ Action Against Mr. Arvind.

⑥ Utilitarian principle also would advocate for Mr. Arvind's conduct as beneficial for Maximum citizen.

⑦ Long-term strategies to prevent harassment & bullying.

① Effective grievance redressal mechanism would allow for swift reporting.

② Value inculcation during induction & training of employees.

③ No tolerance for any abusive behaviour.
↳ strict code of conduct

④ Multi-stakeholder assessment of official timely.
↳ Participative Approach.

⑤ Women & PWD employees must be given extra-attention to make them feel secure Inclusivity

NEXT IAS

Promoting culture of respect & inclusivity

① Value inculcation would lead to respect for culture, gender, work and capability of employees.

② A good working environment and Organisational ethics attracts diverse employees

→ Women

→ SC/ST

→ PwD etc.

} Inclusivity

③ Culture of respect would be grown if everyone respects the work of even the minute kind. → Appreciation for one's work.

④ Disrespect would be reported, thus deterrence toward such activity.

⑤ Inclusivity would flourish due to sense of safety & security at workplace.

Organisational ethics essential for efficient performance of department.