

# NEXT IAS

## GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2408

Name of Candidate: ..... NEELESH GADYAL ..... Mobile No. ....

Roll No. : ..... GSMACT24A1433 ..... Start Time ..... 1:00 ..... End Time.....

Date of Examination: ..... 8/9/24 ..... 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	
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-सुधरा लिखें। अपठनीय लेखन से बचें।
- QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

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## 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

Ans -

Work life balance is a important skill for any person. More so in case of civil servants, because

- i) - they are continuously under high work pressure
- ii) work is scrutinized by public
- iii) They are role model for citizens, hence moral responsibility.

Effectively navigating this conflict

① Emotional intelligence (EI)

↳ EI is being aware of managing emotions of self as well as others.

It helps in managing conflict between personal interests and official duties as following :



- i) understand own emotions and  
utilizing them to persuade people.  
↳ less stress related to work
- ii) clearly differentiate between public  
sphere and private sphere  
↳ rule based approach in public sphere  
role based approach in private sphere
- ② Resorting back to code of conduct,  
whenever in dilemma.  
↳ and act accordingly.
- ③ Recusal from a situation in case of  
conflict of interests.
- ④ talking to seniors and asking for  
their experience in similar situations
- ⑤ Doing meditation, Yoga etc.  
↳ provides peace of mind.

An efficient civil servant is  
one who manages this conflict between  
his private life and personal life.



- (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

Ans -

I believe Grandhiji's ideas are most pertinent to civil services in India.

### Grandhian principles

- ① Sarvodaya - leave no one behind

This ensure inclusive government.  
In such a diverse society like India -  
it helps in good governance.

- ② Ram Rajya

↳ Grandhiji envisaged India  
as a state characterised by

↓	↓	↓	↓
<u>equality</u>	<u>justice</u>	<u>prosperity</u>	<u>respect to all</u>

These principles should guide  
civil servants today.

- ③ Grandhiji's Tolismas

↳ whenever in doubt, imagine  
the poorest, weakest, you have met and  
ask yourself, whether it will benefit him.



④ Grandhi's 7 social sins

- i) wealth without work  
eg corruption
- ii) politics without principles  
eg caste politics
- iii) commerce without morality  
eg greenwashing
- iv) pleasure without conscience  
eg materialisms → environment exploitation
- v) knowledge without character  
eg civil servants  
↳ unethical practices
- vi) science without humanity  
eg nuclear weapons
- vii) religion without sacrifice  
eg not giving up vices

Civil servants in India should follow Grandhian ethics, which have the potential of transforming Indian society.



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

Ans- Political power is defined a ability of society to achieve collective goals i.e. public service.

However history ~~has~~ tells us that more often than not power has been used to further the interests of a specific section of a society rather than public service.

Relationship between power and public service:

- ① In democracy, power can be achieved only by promising public service.
- ② Even after coming to power, if a person doesn't indulge in public service is replaced after 5 years
- ③ Thus, may be in short term power may survive without public service, but in



long term, for sustainable power, public service is compulsory.

In my limited opinion, power complements ~~is~~ with ideal of service :-

① With power in hand, one can deploy greater amount of resources in public service.

eg welfare schemes by govt. of India

② Even without government resources, will to serve is augmented by power.

eg IAS Lame Armstrong

↳ using his influence in public

↳ built people's road - 100 km

③ with great power, comes great responsibility

↳ these responsibility nudge the individual to indulge in public service

Therefore while we see no. of cases of corruption and misuse of power, ethical principles and conscience guide usage of power for public service.



- (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

Ans.

Human aspect of public servants requires values such as - compassion, empathy, selflessness etc. while focus on transparency and effectiveness of service delivery requires objectivity, integrity, probity etc.

It may seem that these values are in conflict with each other as :

- ① Objectivity requires absolute following of rules while empathy requires decision in favour of weak.

~~Key~~ Whether to allow rations to an old lady in PDS who doesn't have aadhar

- ② Bureaucratic attitude is regarded as detached, rational.



However, in reality these two complement each other:

① Effectiveness of service delivery is made better when empathy provides ground level inputs

eg DBT to beneficiaries

② Transparency of a process is increased with human aspects of civil servants

eg RTI act

③ Integrity of character is maintained when wholeness of act is ensured.

eg E shreedharan - metro man guided by empathy → transport woes of public

Therefore Gandhiji's vision of Sarvodaya can only be fulfilled when efficiency and effectiveness is augmented by human values.



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.  
(Answer in 150 words) 10 Marks

Ans.

It is not evil act, but silence of good man that hurts more

Civil society is sum total of all non-government, not for profit organisations / individuals that work for betterment of society.

Role and significance of civil society in curbing corruption :-

① Use of RTI, to ensure transparency and accountability.

↳ eg Adarsh Society scam was brought out in this manner

② They force government to enact regulation for curbing corruption

↳ eg India against corruption

↳ by Anna Hazare & others

↳ implemented Lokpal act



② civil society is aware of ground reality.

↳ whether money is spent in reality or not.

eg 900 cr scam in MGNREGA was unacknowledged.

Role and significance of civil society in curbing official misconduct

① Human Rights organisations protesting to enquire in police brutality and fake encounters

eg Ishrat Jahan fake encounter case

② Environmental activists protests against projects

↳ damage environment  
↳ displace tribals

eg Narmada Bachao Andolan  
↳ Medha Patkar

③ Civil society force governments to take actions against brutalities by armed forces

eg Irom Sharmila → north east against AFSPA

As Macquerville said

democracy is necessary for civil society to survive

civil society is essential for vibrant democracy



- (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

Ans. Feminist ethicists are scholars who emphasize feminine ethical virtues in society.

Women are 'more emotional' and prioritize relationships over rules

① Mother in house

↳ places ~~be~~ well being of children above herself.

↳ Rules would argue that woman is equal to men, but prioritizing relationships, she suffers a lot on hands of man.

② women in job

↳ it is general perception that women are 'emotional'

↳ This was the argument given by men to deny her combat role in army.



Therefore, No. It is not the case

① Emotional Intelligence determines how a person reacts in certain situations not their gender.

eg women such as Kamla Harris, presidential nominee in USA, has shown great EI, by not reacting to racial, gender insult by opponents.

② Prioritizing relationship over rules is a myth spread by patriarchal society.

eg women-business leaders such as Kiran Mazumdar Shaw, Indira Nooyi, Radhika Nair etc.

Being emotional is not a problem in itself but when it is associated with female gender exclusively, it becomes discrimination.

Today in 21<sup>st</sup> century, studying men and women in silos is not a conducive approach. SDG-5 also prescribes gender equality.



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
- (Answer in 150 words) 10 Marks

Ans -

Ethics are principles or standards that guide our action. They may be written but in reality largely non-coded.

While laws are codified set of rules, that decide legality of an action.

Conflict between law and ethics

eg Homosexuality

was ethical but considered unlawful, before Supreme Court struck down article 377.

eg Menstruating women's entry to Sabrimala Temple

considered unethical even today by a section of society, but declared legal by Supreme Court.



## Handling conflict between legal directives and ethical considerations

① In no situation, even when laws are unjust, an administrator should break the law.

↳ civil disobedience has no place in democracy.

② using their good repo with political leaders, bureaucrats should make efforts to change the legal directives.

③ In case of no change in directives, leave a dissent note in file.

④ If crisis of conscience exceed a limit, resign from the post.

⑤ In rarest of the rare cases, when breaking law is unavoidable  
↳ present yourself before judiciary, higher ups for accepting punishment.

Bureaucracy should uphold just laws but must not use discretion in following a law.



- (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

Ans.

Ethical values are standards or principles that determine the desirability of an action.

Role of family in shaping ethical values among civil servants:

- ① Mother teaches the values of selflessness and sacrifice for others.

↳ civil servants need to put others before self.

- ② Grandparents → compassion  
wisdom

- ③ Siblings → sharing what we have

However

families also inculcate certain negative values in civil servants

- ① caste discrimination

- ② Patriarchy → role of mother is limited to kitchen & care work



Role of educational institutions:-

- ① Teachers - discipline  
impartiality
- ② students / friends - tolerance  
competitiveness

However, educational institutes also inculcate certain negative values:-

- ① Stereotyping - as students from certain regions are made fun of on basis of colour, language etc.
- ② Rote learning - measure of intelligence is limited to marks.

Civil servants are a product of society. It is but, obvious that they represent values of society.

Therefore It is imperative on part of society (family + educational institute) to inculcate good values in children, who are civil servants of tomorrow.



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

Ans.

Civil servants are generally characterised by bureaucratic apathy, which is indifference towards society.

On the other hand, positive attitude towards weaker section is characterised by empathy, dedication to service, selflessness etc.

Ways to cultivate positive <sup>attitude</sup> ~~steps~~ towards weaker section of society:

① Interaction with role models  
such as IAS Prashanth Nair, who started 'Compassionate Kozhikode'.

② Ground visits + interaction with weaker sections:

not only at the start of career, but at every stage of career.

eg → 7 days village visit of IAS trainees



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
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not only at the start of career,  
but at every stage of career.

eg → 7 days village visit of  
IAS trainees



③ Inculcate in curriculum

eg Gandhi's Nai Talim  
focuses on weaker section of  
society.

④ changes in Appraisal system

↳ 360° appraisal of civil servants  
↳ they will listen to weaker  
section.

⑤ compulsory rural posting

↳ for a specific period of time

However, forced measures may not  
bring desired results. Instead our focus  
should be on ~~not~~ inculcating values of  
tolerance, compassion, empathy etc. in  
children, who are civil servants of tomorrow

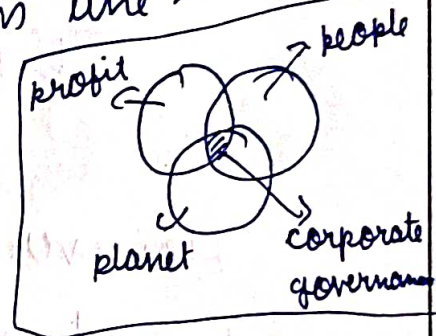


- (b) व्यावसायिक नीतिशास्त्रियों का मानना है कि बाह्य और आंतरिक विनियम कॉर्पोरेट (निगम) कदाचार को कम करने या रोकने के लिए अपर्याप्त हैं; वे कॉर्पोरेट कुशासन के खिलाफ जाँच के रूप में व्हिसलब्लोइंग (मुखविर) तंत्र की उपस्थिति की पुरजोर वकालत करते हैं। क्या आपको लगता है कि व्हिसलब्लोइंग के बिना कॉर्पोरेट 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

Ans. Corporate governance is practice of decision making, keeping best interests of stakeholders in mind.

Good corporate governance is emphasis on triple bottom line - people, profit and planet.



corporate misgovernance is about unethical practices - that place excessive importance on profit and allow practices having negative impact on people and planet.

eg Greenwashing

corporate governance is incomplete without whistle blowing:

① Most of the corrupt practices in businesses have been brought out by whistle blowers.



eg Rajat Gupta insider trading case

- ② Since majority of stakes in a company are owned by directors/owners, they don't allow corrupt practices to come out in open.

eg Satyam scam - Raju Ramalingam

- ③ Independent directors are either involved with shareholders or apathetic.

↳ when they try to raise voice, are silenced by ~~more~~ majority.

- ④ Regulatory bodies reel under many issues

↳ lack of manpower

↳ lack of expertise

↳ lack of funds/other resources

Therefore role of whistleblowers is extremely important to ensure corporate governance. Need of the hour is to provide sufficient protection to these whistleblowers.



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

Ans.

In this quote, John Locke subjects the morality of an action to approval of law as well as conscience.

Relevance in present times:-

- ① constitutional provisions are subject to change → as per morality of conscience.

eg → abolition of triple talaq by Supreme court.

- ② socially accepted norms may not be moral.

eg → patriarchy → immoral

- ③ morality of a action changes with time, place and content (stan, kal, patra)

eg → protests against capital punishment

- ④ conscience when combined with law produces moral action.



⑤ For a moral act, it need not be outside the boundaries of law.

eg NGOs in the name of freedom violating FCRA, PMLA etc.

⑥ Public servants can follow moral principles without compromising with their code of conduct.

eg collector Bro → Prashanth Nair started Compassionate Kozhikode.

⑦ In present times, technology has made following moral action, much easier.

eg PBT using JAM trinity

However, when in ethical dilemma about morality of an action, an individual should choose conscience. As Gandhiji said, "Above all courts, there is a court of conscience".



- (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

Ans-

This quote by Plato highlights the importance of laws in society.

Society consists of all types of people - good and bad. That's why 'one size fits all' approach can't be adopted.

Here we are guided by 'categorical imperative' of Kant, which argues that right means i.e. lawful behaviour must be promoted in society.

Relevance in present times

- ① To maintain peace and harmony in society, laws are required.  
 eg Severe punishment for rapist is required → R.G. Kar college case.
- ② Not only existence of law, but their strict implementation is also required.  
 eg Dowry act → inefficient as not able to prevent dowry.



③ Cases of corruption

↳ despite prevention of corruption act, 1988 → still rampant

④ Bad people lack moral conscience which can guide them

↳ hence laws are required.

eg Nirbhaya's rapists. had no remorse → evident in their interview.

⑤ Evil acts ultimately disturb the well being of good people.

Way  
ahead

→ faster justice (> 4.4 cr cases pending)

→ swiftness not severity of punishment

→ emphasis on moral education in educational institutions.

eg Gandhiji's Nai Talim

Therefore, reforms in laws are required to fulfill Gandhiji's dream of

Ram Rajya.



- (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

Ans- This quote by Russell highlights the importance of differentiation between professional ethics and personal ethics.

While sense of duty is understanding one's scope of job, responsibilities, hierarchy etc. is a virtue in professional life.

Personal relations are guided by emotional attachments, selflessness etc.

eg Sacrifices of Mother for her children.

Selflessness of Father to prioritize children over himself.

### Relevance in modern times

① Increasing cases of domestic violence

↳ Patriarchal attitude → women's

duty to obey command of husband.



② Increasing rate of divorces

↳ lack of emotional investment in relations

③ work life balance

↳ Frustration of office is vented out at wife and children

④ work from home

↳ After COVID pandemic, separation of personal and professional life has become difficult.

However, in public servants, apart from sense of duty, values like empathy, compassion, selflessness are desirable as

① Better service delivery

② Increased trust of public in government

③ Sense of fulfilment.

Therefore, in public relations as well as personal relations, management of emotions plays a significant role.



## 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.



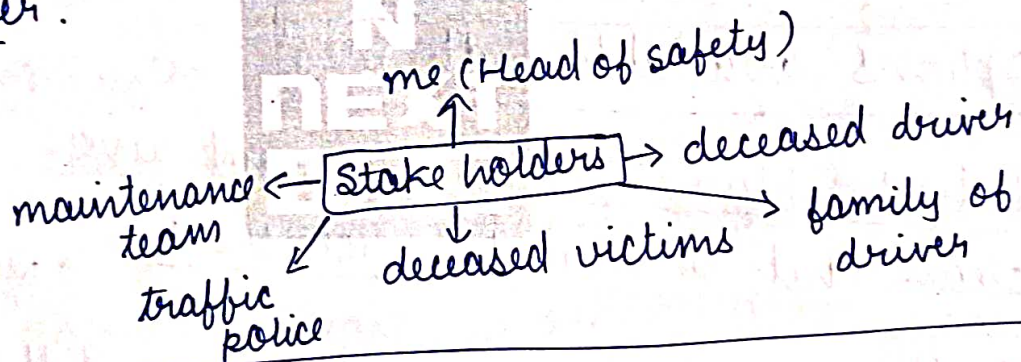
As the Head of Safety, the conclusions of your report carry significant consequences. Firstly, if the driver is deemed culpable due to his intoxication, his family may lose a substantial amount of post-death benefits because he was under the influence while on duty. Secondly, if you conceal the driver's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

Ans. The above case highlighted the carelessness of public authorities, which puts life of common citizens in danger.



① Ethical issues involved in the case

① Driver was intoxicated while driving.  
↳ violation of his professional ethics.

↳ How come no traffic police noticed it?

② Poor maintenance of Bus.  
↳ negligence of duty by crew.

③ Fatalities of several passenger and driver

④ Inadequate road infrastructure  
↳ challenge to drive



Ethical dilemmas involved

- ① professional ethics of holding driver and maintenance crew responsible (Vs) compassion towards driver's family (they may not get compensation and maintenance crew may lose their job)
- ② integrity (bringing out facts of the case) (Vs) respect towards deceased soul (driver)

Options available with me

- ① Put the blame on driver and give clean chit to maintenance crew.

Merits

- i) maintenance crew doesn't lose their jobs

Demerits

- i) Driver's family does not get post-death benefits.
- ii) action is disproportionate towards driver → as ~~but~~ accident might not occur if maintenance was done.
- iii) sets wrong precedence
- iv) I will have to compromise on my



② Put the blame on driver and a maintenance team and give clean chit to driver

merits

i) Driver's family gets compensation

Demerits

i) Not justice to victims

ii) it will set wrong precedence

iii) Maintenance team will lose their job

③ Put blame on both driver and maintenance team after through investigation, put in place some systemetic changes:

i) every driver should be checked for alcohol intake, before their shift.

ii) Buses should not be allowed to leave depot ~~to~~ without fitness certificate → signed daily by engineer.

iii) Traffic police should become more alert and check for drink and drive cases. → heavy fine / licence suspension.



③ In my limited opinion, personal responsibility of driver, who was intoxicated on duty, is more ethical to focus upon, because

① It violates Deontological ethics

Kant argues that in all circumstances one should follow his duty. In this case driver's duty is safe driving.

② As per utilitarianism → Driver puts life of himself, travellers and all other persons on road in danger.

③ According to virtue ethics also, no virtuous person would have followed the same course of action → as driver did.

↳ therefore making his action unethical.

④ Even if maintenance was done, intoxicated driver was still dangerous.

However as Gandhiji suggested 'Hate the sin, not the sinner', family of driver should not suffer the consequences of his action. They should be provided with partial compensation.



8.

रक्षा मंत्रालय के सूचना के अधिकार (आरटीआई) प्रभाग में एक अधिकारी के रूप में, आपकी प्राथमिक जिम्मेदारी प्रासंगिक 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

Ans. Right to Information (RTI) act 2005 was enacted with objective of ensuring transparency and accountability in government functioning. However, as the case above demonstrate, Bureaucracy in many instances does not act in tetter and spirit of this act.

① Ethical issues involved in this case

① Right to information of citizens under RTI act (Vs) National security (disclosing sensitive information)

② Following legal order (to disclose information) (Vs) order of immediate superior (not to disclose)

③ loyalty towards senior (Vs) courage of conviction

④ Public pressure (media trial) (Vs) following departmental procedure



⑥ options available① Take the responsibility on myselfmerits

- i) shows loyalty towards senior.
- ii) since I had no wrong intention, truth will prevail

demerits

- i) shows lack of courage of conviction  
↳ senior should be held accountable
- ii) I may be suspended from the job

② Denial to take responsibility, put the blame on seniormerit

- i) my job remains safe.

demerits

- i) It will amount to cowardice -  
running from consequences of your decisions
- ii) Since instructions by senior were oral, & my case may not hold up in enquiry.

③ Talk to senior, share responsibility, and initiate following systematic changes:



- i) If suggestions of senior are in contrast with legal advice → written communication should take place.
- ii) If going against legal advice, give the reasons in writing.
- iii) If a ~~per~~ PIO is not disclosing information even after repetitive applications → applicant may approach his superior.

### merits

- i) I will get to know the reasons why superior declined to give information → if genuine, may be declared to public
- ii) superior - subordinate relations are maintained.

### demerit

- i) If senior doesnot co-operate, you may face inquiry or loose your job.



① Navigating the tension between national security and transparency and accountability:

① standard operating procedure (sop) needs to be established.

↳ in this case, after clearance from legal department, information should be given.

② If application is asking sensitive information, critical to national security.

↳ he/she should declare reasons for it

↳ an independent committee may carry out background check of applicant

↳ time limit to respond may be relaxed.

③ In case of Dilemma, national interest should be prioritized.



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 खरिष्टों 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 डॉंगल, 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 का प्रशिक्षण सत्र में भाग लेने से रोकने का प्रयास कर रहे हैं। एक वीडियो 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।

- उपयुक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपयुक्त 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 are 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

Ans- This case is a classical example of patriarchal mindset of our society, that inhibit the progress of women. Though Article 15, 16 of constitution provide right of equality irrespective of gender, still women are deprived of opportunities.

(a) Issues in above case

① Patriarchal mindset of villagers

↳ girls are suitable only for stitching, cooking.

② need for women empowerment

↳ through self employment

③ villager's hesitancy towards e-learning.



④ Feeling of relative deprivation among men.

↳ indicates poverty and inequality.

⑤ Violation of Right to privacy of young women.

↳ monitoring by NGO

⑥ Actionable options available

① stop the scheme as desired by men

merits

- i) brewing tension will diffuse.
- ii) peace in society

Demerits

- i) women's empowerment will be affected.
- ii) patriarchal mindset of men has not been rectified.
- iii) against my ethical principles

② Let the program continue, ignore the village elders.

merits

- i) not compromising with immoral



principles in public pressure

- ii) women's training continues

### Demerits

- i) increased tension in society
- ii) Men may not allow women to participate in this program.

③ Take the village elders into confidence, continue the training

### merits

- i) Tension diffuses
- ii) Men get satisfied that women are not wasting time but acquiring skills
- iii) women's empowerment
- iv) integrity is maintained (mine).

### Demerit

- i) persuasion may be very difficult.

④ Strategies to ensure inclusion and support of men for this program:

① Persuasion → with help of NGO's data which shows they are not misusing the device

↳ skills earned will benefit them monetarily in future.



- ② Exhibition of skills → with the help of NGO, arrange exhibition, in which women will show their skills.  
↳ may cause change of heart.

- ③ Use of other government schemes  
↳ giving monetary incentive to women for learning.

eg PM Kaushal Vikas Yojana

- ↳ Providing access to internet to all villagers

eg PM-WANI  
BHARATNET

so that their relative deprivation ends.

To become developed nation by 2047, empowerment of women is sine qua non in India. "I measure the progress of a society by degree to which its women have progressed"  
- Dr. B.R. Ambedkar



10. वरिष्ठ आईएस 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

Ans.

Upgradation of basic amenities  
in slum areas is an important issue.  
However as presented in this case, such  
attempts are soiled by individuals  
with vested interested such as - political  
vote bank.

① ethical issues involved in this case:

① Relocation to temporary houses

↳ Due to trust deficit in government  
residents may not agree.

② Opposition by Mr. Sharma due to  
vested interest

↳ immoral act



③ Mr. Sharma is asking for tender in return of support.

- ↳ potential case of corruption
- ↳ may lead to loss to government exchequer.
- ↳ poor quality of construction

④ Slum resident's right to better amenities and good standard of life.

- ↳ jeopardised due to people like Mr. Sharma.

### ethical dilemmas involved

① Following fairness and transparency in awarding contract (Vs) Expedient of project

② Mr. Sharma Duty to serve people in his constituency (Vs) profit motive (political or economical)

③ Mr. Kumar Professional ethics (Vs) personal ethics (compassion for slum dweller → completion of project)

(following standard procedures)



## ⑥ Utilitarian approach

↳ It describes an action as ethical if it results in greatest good for greatest number of people. (BENTHAM)

### Mr. Kumar's approach

No, he should not follow Mr. Sharma's proposal because:

① Since Mr. Sharma has taken project in non-competitive manner (without bidding)

↳ poor quality of construction is likely.

↳ may lose lives (slum dwellers)

↳ his firms may not have competence to handle this big scale of project

↳ may lead to abnormal delay in completion

② A person (Mr. Sharma), who 'made redevelopment happen'

↳ will capture political power

↳ not good for slum people



③ The money earned by Mr. Sharma through this project is public money which could have been spent on slum resident's welfare.

④ Accepting Mr. Sharma's proposal will perpetuate the dependence of slum residents on him.

↳ every development project will require his approval.

⑤ Virtue ethics ↳ consider an action ethical, which a virtuous person such as - Gandhiji, would have taken in similar situation.

Importance of moral character and integrity for senior civil servants

① They take important decisions, which have the potential of changing destiny of a poor person.

eg ↳ leakage in subsidies - deprive poor of a good life.



② Having integrity resolves their crisis of conscience and provides mental peace.

~~Eg~~ T.N. Seshan, as CEC, maintained integrity.

③ For development of nation, such civil servants are required.

~~Eg~~ E. Sreedharan - Metro man

These virtues guiding his action in resolving dilemma:-

① In this case, Mr. Kumar should maintain integrity and reject the proposal of Mr. Sharma.

~~Eg~~ Gandhiji, discontinued non-cooperation movement after chauri chaura.

② He should have faith in systems, which will bring people like Mr. Sharma to justice.

Gandhiji described 'Politics without principals' a social sin - which is being practiced by Mr. Sharma.



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.

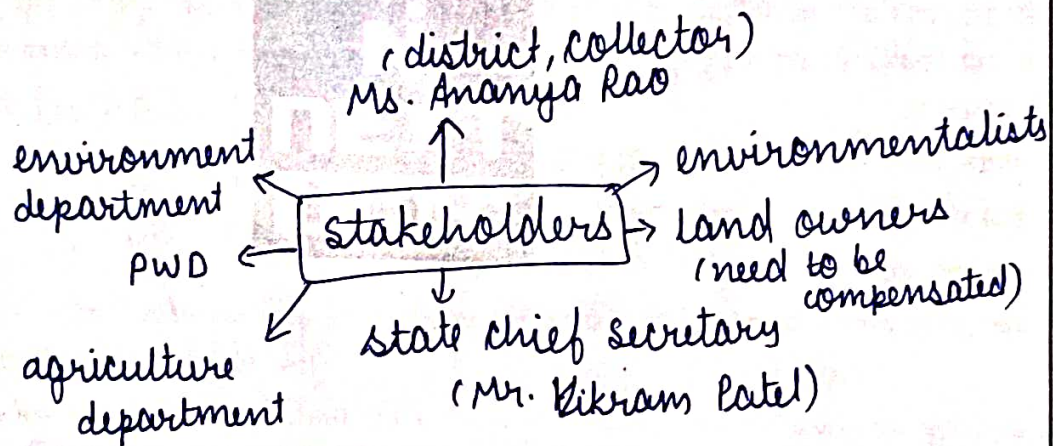


In a critical meeting, the state Chief Secretary, Mr. Vikram Patel, emphasized the urgency of advancing the project and held Ms. Rao accountable for the delays, lack of progress, and overall non-performance. Ms. Rao left the meeting disappointed and felt holding her accountable for delay was unfair as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

- What are the ethical issues and dilemmas involved in the above case?
- What are the options available to Ms. Rao?
- What course of action would you suggest for Ms. Rao? Why?
- Do you think holding Ms. Rao accountable for the delays was justified? Why/Why not?

(Answer in 250 words) 20 marks

Ans. This case study is about delay in infrastructure projects due to issues such as - land acquisition, environment clearance, protests from public etc.



① ethical issues involved in the case

① Concerns regarding damage to environment.

↳ affects people's right to healthy environment under Article 21

② inadequate compensation to farmers

↳ violation of legal rights under Article 300



- ③ lack of environmental impact assessment by department  
↳ negligence of duty

- ④ Feeling of disappointment by Ms. Rao  
↳ she feels disproportionate burden of accountability.

ethical dilemma involved.

- ① critical infra-structure (road will help in development of area)      ⑤ Environmental protection (may endanger wildlife & forests)

- ② expedition of project      ⑥ Resettlement of displaced villagers

- ⑥ Options available to Ms. Rao

- ① seek transfer, as she feels she is being treated unfairly

merit

- i) may give her peace of mind

Demerits

- i) it will be cowardice.

- ii) it is her duty to oversee co-ordination among departments

↳ her ~~resigning~~ resigning will not solve the problem.



② Do not take any action, maintain status quo

merit

i) requires no effort on her part

Demerits

i) In next review meeting, she will be reprimanded by chief secretary.

ii) public pressure will mount

③ Take charge of situation, hold department accountable for non-performance, suggest suspension/transfer of those not working, constitute an independent committee to address farmer's concerns.

Merit

i) she fulfills her duty

ii) crisis of conscience has been resolved

iii) timely completion of project → benefits to common citizen

Demerit

i) it will take certain time to get things in order.

④ Ms. Rao, should choose action no. ③  
i.e. take charge of situation because



- i) Being a public servant, she can't run from her responsibilities.
- ii) Solving this crisis, will earn her experience as well as progression in career.
- iii) It is every citizen's fundamental duty to safeguard environment (Art 51A)

④ In my limited opinion, holding Ms. Rao accountable for delay in project was justified as

- i) she had the responsibility of co-ordination among departments.
- ii) if any non-performance was observed
  - ↳ she must demand explanation.
  - ↳ ensure corrective actions were taken in time.
- iii) If not able to manage situation, she should have communicated to Seniors.

In Bureaucracy, following hierarchy is very important, that is why Ms. Rao was held accountable for delay of sub-ordinates.



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 ध्वंसाकार 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.



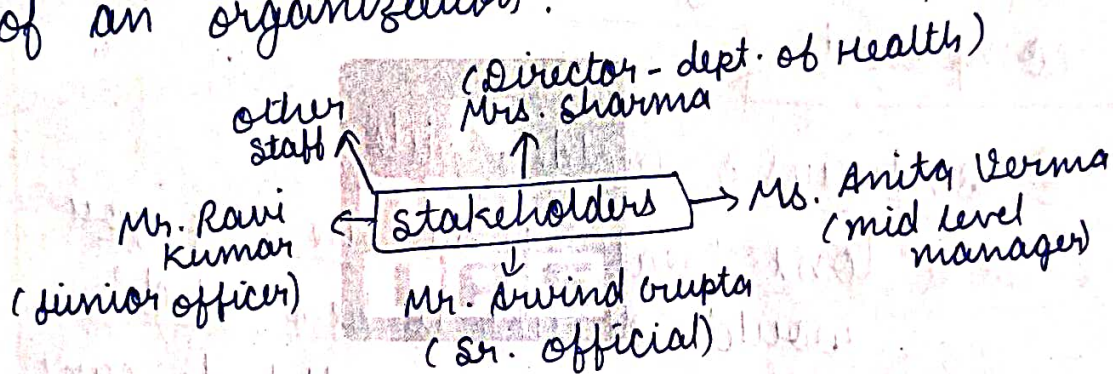
Despite his behaviour, Mr. Gupta is recognized for his exceptional work performance. He has been instrumental in implementing several successful health initiatives, significantly improving healthcare delivery in districts. His expertise and dedication have made him an indispensable asset to the department,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

Ans. This case study highlights the significance of work culture in performance of an organization.



① ethical issues confronting Ms. Sharma

① Improper behaviour of Mr. Gupta.  
↳ causing emotional trauma to staff.

② Department's requirement for Mr. Gupta  
↳ as he has expertise and dedication  
↳ his past performance has been exceptional.



Ethical dilemma before Ms. Sharma

- ① Performance of Mr. Gupta      ⑤ Healthy work environment
- ② well being of general public      ⑥ well being of office staff

⑥ Ethical principles guiding Ms. Sharma in addressing bullying and harassment complaints:-

① Confucius's Golden rule:-

'don't treat others, the way you would not like to be treated'

hence Mr. Gupta's attitude can't be justified.

② Compassion is an essential quality of a leader.

↳ Mr. Gupta doesn't have it.

③ Team work is essential for organisation's success

↳ Mr. Gupta is not a team player.

④ Emotional intelligence

↳ Mr. Gupta can't manage his own emotions.



⑤ Empathy

↳ Ms. Sharma should empathise with victims and assure them of action.

Therefore all the above ethical principles suggest that Mr. Gupta's dismissal / transfer is required.

Further, no organisation is dependent on a single person for performance, it is the collective efforts that achieves goals.

③ Long term strategies to prevent harassment and bullying in government departments

① constitution of internal complaints committee to hear these matters.

↳ fixed timeline for disposal of matter.

↳ committee should constitute employees from all level

② Performance appraisal

↳ 360° appraisal

↳ such abusive persons will not get promotion.



③ organizing informal gatherings

↳ increases harmony among people.

④ re-skilling and up-skilling trainings along with job rotation

↳ frustration doesn't build up

⑤ compulsory counselling sessions to employees.

These strategies will promote culture of respect and inclusivity :-

① Out of fear of punishment or greed for appraisal, such

abusive behavior will not occur

② People will get to know more about each other.

↳ respect increases.

③ job rotation will ensure a person spends time with different people

↳ inclusivity.

Tech Giant Google's work culture can be taken as point of reference in this case.



**NEXT IAS**

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*Space for Rough Work*