

NEXT IAS**अनुभव 2024**

(To be filled by candidate)

TEST CODE : ANV2404**Test No. : 04**Name of Candidate:**NEELESH CHAYAL**..... Mobile No.Roll No. :**GSMAC724A1433**..... Start Time End Time.....Date of Examination:**11/9/24**..... 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**

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

सामान्य निर्देश

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

REMARKS:**FOR OFFICE USE ONLY**

खण्ड-A / Section-A

1. (a) क्या आपको लगता है कि राजनीतिक नेताओं के लिए महान लाभ प्राप्त करने या अपने समुदायों को आपदाओं से बचाने के लिए नैतिकता (सद्गुणों) की सबसे गहरी बाधाओं का उल्लंघन करना नैतिक रूप से उचित है?

उपयुक्त उदाहरणों द्वारा अपने दृष्टिकोण की पुष्टि कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Do you think it is ethically justified for political leaders to violate the deepest constraints of morality in order to achieve great goods or avoid disasters for their communities? Justify your position with suitable examples

(Answer in 150 words) 10 Marks

Ans:

Machiavelli in the west and Kautilya in the east justified use of unethical means in politics.

However in this question, it is justifying use of unethical means for greater goods or avoiding disasters.

Yes, it is justified

- ① As per utilitarianism of Jeremy Bentham, final goal of ethics is greatest good for greatest people.
eg use of communism to capture power, so that they can serve people
- ② In cases of chaos, it helps restore social order.
eg false hope that 'all is well' in a financial crisis.

However, it cannot be justified as

① It leads to slippery slope.
eg Hitler used deceit for 'greater good' of aryans → led to WW-II

② who decides what is greater good?
eg For British - colonialism was for greater good - 'civilizing the barbarians'

③ Allows personal discretion → not good for society
eg promotes majoritarianism → imposes their way of life on minority.

④ politicians may create disasters to wield this 'unlimited power'

Therefore as Kant outlines in his categorical imperative, right means to follow a particular end must be emphasized upon.

1. (b) इस बात के प्रमाण बढ़ रहे हैं कि जब नैतिक निर्णय की बात आती है, तो मनुष्य को सहज ज्ञान युक्त धर्मविज्ञानी या परिणामवादी के रूप में नहीं, बल्कि सहज गुण सिद्धांतकारों के रूप में जाना जाता है। इस कथन का आलोचनात्मक विश्लेषण कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

"There is growing evidence that when it comes to moral judgment, human beings appear to be best characterised not as intuitive Deontologists or Consequentialists but as intuitive virtue theorists."
Critically analyse the statement. (Answer in 150 words) 10 Marks

Ans

Deontologist theory emphasizes on ethical means for achieving an end. while consequentialists prioritize ends over means.

Virtue theorists argue that those actions, which are taken by virtuous persons such as - Gandhi, are ethical.

Moral judgement: virtue theory approach

- ① Since virtuous persons have left several examples, humans tend to follow them.
~~Is~~ non-violence of Gandhi
- ② virtue ethics is easiest to follow, since there is no ambiguity involved.
~~Is~~ Gandhi's choice truth is each and every action.

③ Unlike consequentialism, virtuism is same for all.

eg → Gandhiji's principle of satyagrah is universal

However,

Virtue theory is not always helpful:

① Content in modern times may be different from that of virtuous person in the past

eg → Gandhiji's civil disobedience has no place in democracy today.

② Even virtuous person's action may be interpreted wrongly.

eg → Bhagat Singh's approach of violent revolution was against British, not democracy

Therefore while virtue theory is an efficient guide in moral decision making, consequentialism and deontological approach is equally effective.

2.

- (a) जहाँ औपचारिक आचार (आचारण) संहिता कभी-कभी एक उपयोगी मार्गदर्शक होती है वहीं चरित्र के उन लक्षणों को विकसित करना जो प्रशासक की भूमिका के लिए विशेष रूप से उपयुक्त हैं, पेशेवर नैतिकता के मूल में है। एक प्रशासक के लिए उपयुक्त पाँच नैतिक गुणों की पहचान कीजिए और बताइए कि उन्हें कैसे विकसित किया जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

While formal codes of conduct can sometimes be a useful guide, developing those traits of character that are particularly suited to the administrator's role is at the core of professional ethics. Identify five ethical attributes suitable for an administrator and explain how they can be developed.

(Answer in 150 words) 10 Marks

Ans.

Formal code of conduct is a compilation of desired traits, expected from a professional.

While professional ethics are broad guidelines, usually not written, but ensure ethical conduct of professionals.

ethical attributes suitable to an administrator

① objectivity → decision making on the basis of facts.

② political non-partisanship → apolitical nature of administrator.

③ empathy → so that rules do not become ends in themselves

④ dedication to public service → going beyond minimalistic attitude

⑤ probity in governance → highest standards in conduct.

How these attributes can be developed

① Socialization :- since childhood, such values should be inculcated.
eg Role of Mata Tijabai → in shaping Shivaji's personality.

② Operant conditioning :- rewarding for confirmist behaviour while punishment for otherwise.
eg swift disposal of corruption cases.

③ Role model - virtuous persons such as Mahatma Gandhi, A.P.J. Abdul Kalam etc. can serve as role model.

④ training - use of ethics curriculum

Importance of ethical attributes in administrator is much more important than other qualities.

2. (b) राजनीतिक उत्तरदायित्व, व्यावसायिक उत्तरदायित्व और व्यक्तिगत उत्तरदायित्व से आप क्या समझते हैं? इन तीनों के बीच संघर्ष की स्थिति में, लोक सेवक को किस उत्तरदायित्व को प्राथमिकता देनी चाहिए और क्यों? उपयुक्त उदाहरणों द्वारा स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by political responsibility, professional responsibility and personal responsibility? In situations of conflict among the three, what responsibility must the public servant prioritise and why? Illustrate with suitable examples. (Answer in 150 words) 10 Marks

A

Ans.

Personal responsibility of a person arises from being a human being and having a family to support.
eg responsibility for safety of family

Professional responsibility of a person is by virtue of being in a specific profession.

eg Doctor's responsibility to save the life of patient.

Political responsibility arises from a person being a part of political system.

eg voter's responsibility to 'vote'
leader's responsibility to uphold
the interests of public

Prioritization among these 3 : Civil servant

- ① A civil servant takes the oath of 'selflessness' i.e. service before self.

thus prioritizing professional responsibility

eg Shahed tukaram Amble -
26/11 attacks, Mumbai

- ② Since civil servants have to follow non-partisanship, they prefer professional responsibility.

eg IAS Ashok Khemka - 55 transfers

- ③ Dedication to public service, means sacrificing or putting lower, personal responsibilities.

eg IAS Divya Devrajani → going extra mile → gond tribals

- ④ In managing crisis situations

eg IPS Chetan Rathore → used national anthem → to control unruly crowd

while Max Weber envisaged bureaucracy in 'iron cage of rationality', sacrificing private life for professional life, but in reality, civil servants have to balance them using EF.

3. (a) सिविल सेवा के संदर्भ में, "विवेक के कार्य" से आप क्या समझते हैं? एक उदाहरण देकर स्पष्ट कीजिए। आपकी राय में, विवेक के कार्यों का आधार क्या हो सकता है? वर्णन कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- In the context of civil service, what do you understand by "acts of conscience"? Illustrate with an example. In your opinion, what can be the basis of acts of conscience? Explain
- (Answer in 150 words) 10 Marks

Ans-

Conscience is the inner voice of every human being, that guides him to right course of action.

'Act of conscience' means a decision taken by an individual, supported by his conscience, it may or may not coincide with existing social morality.

eg IAS prasanth Nair, the then DM of Kozhikode district, Kerala started 'compassionate Kozhikode' program.

It was his 'act of conscience' which guided him to provide a platform, where public can feed hungry with dignity, raise funds for public welfare, donate time, daily use items etc.

This project was highly successful and is replicated in many districts.

Basis of acts of conscience

① Morality :- A civil servant, following moral principles -

eg IAS Anil Swarup
↳ transparency in coal block allocations

② Existing malpractices

sometimes these force civil servant to do 'acts of conscience'

eg T.N. Seshan - election reforms

③ difficult situations

↳ leads to innovations and acts of conscience.

eg E. Sreedharan → Delhi metro
↳ Chhatrapur leg of it.

Therefore such acts of conscience become milestones and benchmark of performance for coming generations.

3. (b) भावी सिविल सेवकों में नैतिक निर्णय लेने के कौशल को आकार देने में शैक्षणिक संस्थानों की भूमिका का आलोचनात्मक परीक्षण कीजिए। युवाओं में नैतिक व्यवहार स्थापित करने में वर्तमान शैक्षिक प्रतिमान कितने प्रभावी हैं?
(150 शब्दों में उत्तर दीजिए) 10 अंक

Critically examine the role of educational institutions in shaping ethical decision-making skills in future civil servants. How effective are current educational paradigms in instilling ethical behaviour among the youth?

(Answer in 150 words) 10 Marks

Ans -

Ethical decision making is a process where ethical principles guides our course of action.

Role of educational institutions in shaping ethical decision making skills in future civil servants:-

- ① Starting from school, where a child spends most time after family
 - ↳ teachers promote discipline, humility
 - ↳ other students → tolerance
team work
 - ↳ exams → perseverance

- ② In colleges,
 - ↳ extra curricular activity
promotes → creativity
 - ↳ students from diverse backgrounds
 - ↳ unity in diversity

All these value affect our decision making skills

additionally observational learning, operant conditioning, Role models strengthens this attitude.

Effectiveness of current educational paradigm in instilling ethical behavior among youth;

- ① Still teachers are respected in school
↳ role models for students
- ② Diversity of students in higher education institute promotes tolerance.
- ③ Gender justice is promoted.

However, there are several lacunae, such as:

- ① increasing importance of digital education
- ② high teacher student ratio etc.

Therefore educational institute still remains, foundation of value inculcation in future civil servants.

4.

- (a) ग्रामीण भारत में सामाजिक और स्वास्थ्य सम्बन्धी हस्तक्षेप को बढ़ावा देने के लिए अनुनय एवं सामाजिक प्रभाव तकनीकों को नियोजित करते समय प्रशासकों के समक्ष आने वाली नैतिक चुनौतियों की जाँच कीजिए। उपर्युक्त उदाहरणों द्वारा स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Examine the ethical challenges administrators face while employing persuasion and social influence techniques to promote social and health interventions in rural India. Illustrate with suitable examples. (Answer in 150 words) 10 Marks

Ans.

Persuasion and social influence are techniques that use nudging to extract compliant behaviour out of people.

ethical challenges faced by administrators

① to promote social interventions in rural India:

i) they are met with violence
eg administrators when trying to persuade villagers - against child marriage.

ii) they are not taken seriously
eg social influence → to reduce women's daily drudgery in domestic work

iii) they are ridiculed
eg against caste discrimination

② To promote health intervention in rural India

i) against open defecation

↳ not taken seriously

ii) use of contraceptives - for sexual wellness

↳ people not open to discussion

iii) women malnutrition

↳ rations received from Anganwari - consumed by other family members

iv) institutional delivery of child

↳ existing superstitions

v) vaccination hesitancy

While situation has significantly over time with spread of mass media, internet, but we still have miles to go.

4. (b) लोक प्रशासन में नैतिक जवाबदेही बढ़ाने में 'सूचना का अधिकार (RTI)' के प्रभाव का आलोचनात्मक परीक्षण कीजिए। नौकरशाही में भ्रष्टाचार को रोकने और सेवा प्रदायगी में सुधार लाने में सूचना का अधिकार कितना प्रभावी रहा है? (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically examine the impact of the Right to Information (RTI) on enhancing ethical accountability in public administration. How effective has RTI been in preventing bureaucratic corruption and improving service delivery? (Answer in 150 words) 10 Marks

Ans.

Right to Information act is a revolutionary piece of legislation that has instilled fear in the minds of corrupt officials.

Impact of RTI on enhancing ethical accountability in public administration

- ① public information officer has to give information within a specific time frame.
- ② Failing above, there is provision of penalty.
- ③ Almost all ^{public} office, come under purview of RTI act
eg Recently CJI's office also came under this act.

However there are several shortcomings as well

- ① Information is withheld under section 8 of RTI act
↳ personal information.
- ② Information Commissioners are toothless tigers → not much penalty power.

Preventing Bureaucratic Corruption and
improving Service delivery

- ① Many scams, such as - 2G spectrum, coal scam etc. → brought out with help of RTI.
- ② Because of RTI, Bureaucrats think twice before doing corruption.
- ③ Service delivery of government services has been significantly improved.

↳ fear of scrutiny
↳ data availability with public.

Therefore RTI has been proved as a new lifeline to good governance, aided with technology, it has power to make India corruption free.

5. (a) लोक प्रशासन में उच्च-गुणवत्ता वाली सेवा प्रदायगी (वितरण) को बनाए रखने के नैतिक निहितार्थों पर चर्चा कीजिए। शासन में ईमानदारी लोक सेवाओं की दक्षता और जवाबदेही को किस प्रकार प्रभावित करती है, विशेष रूप से हाशिए पर पड़े समुदायों की जरूरतों को पूरा करने में? (150 शब्दों में उत्तर दीजिए) 10 अंक

Discuss the ethical implications of maintaining high-quality service delivery in public administration. How does probity in governance influence the efficiency and responsiveness of public services, particularly in addressing the needs of marginalised communities?

(Answer in 150 words) 10 Marks

Ans.

Probity in governance refers to following highest standards of ethical conduct.

ethical implications of maintaining high quality service delivery in public administration

- ① Enhanced trust of public in government
eg DBT to backward sections
- ② better economic development
- ③ reduced inequalities and disparities in society
- ④ increased social harmony
- ⑤ no rent seeking behaviour by future civil servants.

Probity in governance: influences efficiency

- ① Ensures desired benefits reaches beneficiaries

eg earlier 15 paisa / ₹1 reached poor
now ₹1 / ₹1 reaching

↳ DBT

- ② holds corrupt and inefficient officials accountable
↳ increases efficiency

probity in governance : influences responsiveness of public service

- ① Instill accountability in administrators

eg RTI act

- ② Probity provides for competition amongst administrators to be the best.

eg Aspirational district program

- ③ Even when traditional channels don't work, innovation takes precedence

eg The people's road by Pame Armstrong

Therefore probity in governance is critical for ensuring good governance.

5. (b) कॉर्पोरेट प्रशासन में नैतिक मानकों को लागू करने में विनियामक ढाँचों की भूमिका का आलोचनात्मक मूल्यांकन कीजिए। इन ढाँचों को नवाचार को बाधित किए बिना नैतिक व्यवहार को प्रोत्साहित करने के लिए किस प्रकार डिजाइन किया जा सकता है? (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically assess the role of regulatory frameworks in enforcing ethical standards in corporate governance. How can these frameworks be designed to encourage ethical behaviour without stifling innovation?

(Answer in 150 words) 10 Marks

Ans.

Corporate governance is a process of taking business decision keeping best interests of stakeholders in mind.

Role of regulatory framework in enforcing ethical standards in corporate governance

- ① ensures interest of minority shareholders are represented.
eg → Independent directors
- ② ensures gender participation.
eg → minimum 1 woman director
- ③ ensures CSR is followed
eg → minimum 2% of last 3 yrs' average profit
- ④ ensures auditing standards are followed.
- ⑤ ensures that democratic practices are followed → decisions are made public

However

Business houses argue that these regulations stifle the innovation, increase compliance cost and overall slow down the economic growth.

Encouraging ethical behavior without stifling innovation:

- ① while designing, consultations from different stakeholders should be done.
- ② In infant stage, company should be free from these regulations.
- ③ A threshold ~~std~~ should be set, below which these regulations won't apply.

Therefore to ensure compassionate capitalism, existence of these regulations is mandatory. ~~not~~

6. निम्नलिखित उद्धरणों से आप क्या समझते हैं। चर्चा कीजिए।

Discuss what the following quotes mean to you.

- (a) "ऐसा नहीं है कि मनुष्यों की इच्छाएँ प्रबल हैं, इसलिए वे बुरे कार्य करते हैं बल्कि ऐसा इसलिए है क्योंकि उनका विवेक कमजोर है।" - जे. एस. मिल

(150 शब्दों में उत्तर दीजिए) 10 अंक

"It is not because men's desires are strong that they act ill; it is because their consciences are weak."

JS Mill

(Answer in 150 words) 10 Marks

Ans.

In this statement, JS Mill highlights the importance of conscience in decision making.

conscience is the inner voice of any person that guides her towards moral course of action.

Strong desires leading to ill acts :-

- ① Material aspirations of a person such as - luxury vehicle, house etc.

eg IAS Pooja Singhal case - Jharkhand

- ② Want high post through shortcut
→ more power

eg ex-IAS Pooja Khedkar - document fraud

- ③ Want High status / respect in society
↳ criminals entering politics

However,

weak conscience is the root cause of evil

- ① Not able to resist the temptation of easy money.
↳ courtesy bribes in bureaucracy
- ② Not willing to put the hard work and perseverance required to achieve success.
- ③ Not able to defer instant gratification
- ④ not having long term vision
↳ eg Germans supported rise of Hitler post world war-1
- ⑤ measuring success only in materialistic terms / monetary terms.

Majority of Indian religions such as - Hinduism, Buddhism lay great emphasis on purity of conscience, which leads to noble acts.

6. (b) "एक न्यायपूर्ण समाज वह समाज है जिसमें आदर की बढ़ती भावना और अवमानना की घटती भावना एक दयालुतापूर्ण (करुणामय) समाज के निर्माण में विलीन हो जाती है"- बी. आर. अंबेडकर
(150 शब्दों में उत्तर दीजिए) 10 अंक

"A just society is that society in which an ascending sense of reverence and descending sense of contempt is dissolved into the creation of a compassionate society." B R Ambedkar

(Answer in 150 words) 10 Marks

Ans -

In this statement, Father of Indian constitution Dr. B.R. Ambedkar outline his 'ideal type' of a just society.

According to Dr. Ambedkar, a just society is characterised by values such as - tolerance, compassion, and justice.

These ideals are visible in Fundamental rights of Indian constitution:-

- ① Right to equality :- equality of status and of opportunity is an ascending sense of reverence.
- ② Right to religious freedom :- providing equal rights to all minority religions is a unique feature of Indian constitution.

Decreasing sense of contempt :-

- ① Abolition of untouchability :- this is an evidence that constitution envisages a compassionate society.
- ② Affirmative action towards weaker sections of society.
- ③ prevention of bonded labour
- ④ universal adult franchise

All of the above provisions and many more are creating compassionate society - which provides justice to everyone - economic, social and political.

6. (c) "अपनी बुद्धि पर बहुत अधिक भरोसा करना मूर्खता है। यह याद दिलाना हितकर है कि सबसे अधिक मजबूत व्यक्ति भी कमजोर पड़ सकता है और सबसे अधिक बुद्धिमान व्यक्ति भी गलती कर सकता है"- महात्मा गांधी।
(150 शब्दों में उत्तर दीजिए) 10 अंक

"It is unwise to be too sure of one's own wisdom. It is healthy to be reminded that the strongest might weaken and the wisest might err." Mahatma Gandhi. (Answer in 150 words) 10 Marks

Ans. In this statement Grandhi highlights the value of humility.

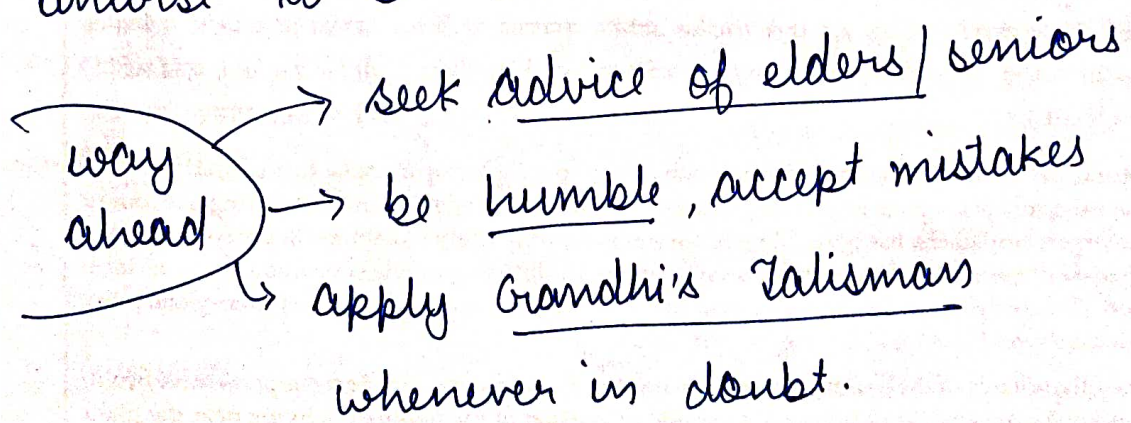
Strongest might weaken

- ① Muhammad Ali - the boxer who was a nightmare for his opponents, was not able to lift a glass of water on his own in his last days.
- ② British Empire - The empire, which ruled over half the globe one, was ruined after world war-II
↳ India overtook UK recently to become world's 5th largest economy
- ③ Japan :- During world war-II, it created unlimited war crimes, finally had to accept defeat.

Wiseest might err

- ① King Ashoka realised his error after Kalinga war
↳ Chandashoka → Dhamma Ashoka
- ② Chandrayaan-2, created by wiseest of Indian scientists → failed to soft land
↳ gave way to grand success of Chandrayaan-3
- ③ USA → considered wiseest in diplomacy
↳ ~~was~~ erred in invasion of Afghan.
had to withdraw.

Therefore, it is considered
unwise to be too sure of one's wisdom.



खण्ड-B / Section-B

7. एक बड़े सार्वजनिक क्षेत्र की विनिर्माण इकाई वाले जिले के नगर आयुक्त के रूप में आप खुद को एक महत्वपूर्ण नैतिक और प्रशासनिक चुनौती के केंद्र में पाते हैं। क्षेत्र के सबसे बड़े नियोक्ताओं में से एक विनिर्माण इकाई का औद्योगिक सुरक्षा उल्लंघनों का एक चिंताजनक इतिहास रहा है। इस इकाई से गैस रिसाव और हानिकारक प्रदूषकों के निकलने की खबरें लगातार आती रही हैं, जिससे स्थानीय आबादी में चिंताएँ बढ़ रही हैं। पिछले कुछ वर्षों में, इस प्लांट (संयंत्र) के आस-पास रहने वाले निवासियों को गंभीर श्वसन और अन्य स्वास्थ्य संबंधी समस्याएँ हुई हैं। निवासियों द्वारा बताई गई स्वास्थ्य समस्याओं की गंभीरता को समझते हुए, आप एक व्यापक स्वास्थ्य ऑडिट शुरू करते हैं, जिसके परिणाम सबसे खराब आशंकाओं की पुष्टि करते हैं: संयंत्र के आस-पास रहने वाली आबादी का एक महत्वपूर्ण हिस्सा गंभीर श्वसन समस्याओं, क्रॉनिक ऑब्सट्रक्टिव पल्मोनरी डिजीज (सी.ओ.पी.डी.) और अन्य स्वास्थ्य जटिलताओं से पीड़ित है, जो सीधे औद्योगिक प्रदूषकों के साथ दीर्घकालिक संपर्क से जुड़ी हैं। स्वास्थ्य ऑडिट के निष्कर्ष संयंत्र के संचालन और समुदाय के गिरते स्वास्थ्य के बीच एक स्पष्ट संबंध दर्शाते हैं। इस डेटा के साथ, आप कार्रवाई करने के लिए बाध्य हैं।

आप स्वास्थ्य ऑडिट निष्कर्षों पर चर्चा करने और उसका समाधान तलाशने के लिए सार्वजनिक क्षेत्र की उस इकाई (PSU) के सी.एम.डी. के साथ बैठक करते हैं। सी.एम.डी. खराब औद्योगिक सुरक्षा रिकॉर्ड को स्वीकार करता है, लेकिन तुरंत ही उस संयंत्र के सामने आने वाली वित्तीय बाधाओं को भी इंगित करता है। संयंत्र का बजट सीमित है, और आवश्यक सुरक्षा उन्नयन के लिए कोई निधि आवंटित नहीं किया गया है। हालाँकि, बहुत विचार-विमर्श के बाद, आप दोनों सहमत हैं कि सबसे अच्छा उपाय यह होगा कि उस संयंत्र को वर्तमान स्थान से 30 किलोमीटर दूर किसी साइट पर स्थानांतरित किया जाए। यह समाधान स्थानीय आबादी के लिए स्वास्थ्य जोखिमों को कम करेगा, साथ ही संयंत्र को संचालन जारी रखने की अनुमति भी देगा, भले ही वह नए स्थान पर हो।

जैसे ही स्थानांतरण की योजना होती है, खबरें लीक हो जाती हैं, जिससे संयंत्र के श्रमिकों में तत्काल अशांति फैल जाती है। श्रमिक, जिनमें से कई संयंत्र के पास रहते हैं, स्थानांतरण का पुरजोर विरोध करते हैं। उनका तर्क है कि 30 किलोमीटर दूर स्थित नई साइट पर संयंत्र के विस्थापित होने से उनका जीवन अस्त-व्यस्त हो जाएगा, उनके आने-जाने का समय बढ़ जाएगा और उनके खर्चे बढ़ जाएंगे। नौकरी छूटने या नई साइट पर जाने में कठिनाइयों का सामना करने की संभावना से असंतोष की लहर फैलती है। श्रमिकों ने विरोध प्रदर्शन आयोजित किया और हड़ताल पर चले गए, जिससे उत्पादन रुक गया। और असंतोष सड़कों पर फैल गया। अनजाने में, आपने एक ततैया का छत्ता फोड़ दिया था।

- उपर्युक्त मामले में कौन से मुद्दे शामिल हैं?
- आपके और सी.एम.डी. के लिए कौन से विकल्प उपलब्ध हैं?
- संयंत्र के स्थानांतरण के कारण होने वाले संभावित आर्थिक व्यवधानों के विरुद्ध आपको किस प्रकार सार्वजनिक स्वास्थ्य चिंताओं को प्राथमिकता देनी चाहिए? इस निर्णय को किन नैतिक सिद्धांतों द्वारा निर्देशित किया जाना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

As the Municipal Commissioner of a district with a large public sector manufacturing unit, you find yourself at the centre of a significant ethical and administrative challenge. The manufacturing unit, one of the area's largest employers, has a troubling history of industrial safety violations. Reports of gas leaks and the release of harmful pollutants have been frequent, leading to growing concerns among the local population. Over the years, residents living near the plant have developed severe respiratory and other health-related issues.

Recognising the severity of the health problems reported by residents, you initiate a comprehensive health audit. The results confirm the worst fears: a significant portion of the population living near the plant suffers from severe respiratory issues, chronic obstructive pulmonary disease (COPD), and other health complications directly linked to long-term exposure to industrial pollutants. The findings of the health audit indicate a clear correlation between the plant's operations and the community's declining health.

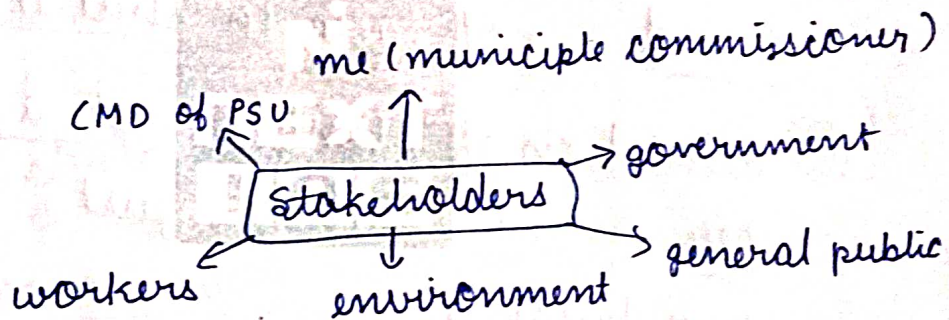
Armed with this data, you are compelled to take action.

You arrange a meeting with the CMD of the public sector unit (PSU) to discuss the health audit findings and explore solutions. The CMD acknowledges the poor industrial safety record but is quick to point out the financial constraints faced by the unit. The plant's budget is limited, and no funds are allocated for the necessary safety upgrades. However, after much deliberation, both of you agree that the best course of action would be to relocate the plant to a site 30 kilometres away from the current location. This solution would mitigate the health risks for the local population while allowing the plant to continue operations, albeit at a new location.

As plans for the relocation begin, the news leaks out, causing immediate unrest among the plant's workers. The workers, many of whom live near the plant, strongly oppose the relocation. They argue that the new site, 30 kilometres away, would disrupt their lives, increase their commuting time, and add to their expenses. The prospect of losing their jobs or facing hardships travelling to the new site sparks a wave of discontent. The workers organised protests and went on strike, halting production. And the discontent spilled onto the streets. Unknowingly, you had stirred a hornet's nest.

- What are the issues involved in the above case?
- What are the options available to you and the CMD?
- How should you prioritise public health concerns against the potential economic disruptions caused by the relocation of the plant? What ethical principles should guide this decision?

(Answer in 250 words) 20 marks



Recently supreme court in a landmark judgement declared right to clean environment, a fundamental right under

Article 21. This case study is about dilemma between right to clean environment (Vs) right to livelihood of workers [Art 19(1)(a)].

- (a) Ethical issues involved in this case
- ① Industrial safety violation by the PSU.
 - ② Release of harmful chemicals in open by company.
 - ③ Emergence of Respiratory and other health issue in local public.
 - ④ Since the factory is government owned - not easy to shut it down.
 - ⑤ Relocation of plant → not a permanent solution, just hard dressing.
 - ⑥ Risk to livelihood of the people - increased commuting time.
 - ⑦ May lead to decreased female labour force participation. (FLFPR)
 - ⑧ Halting of production - loss to government exchequer
 - ⑨ Disturbed law and order situation.

⑥ options available① cancel the Relocation, maintain status quomerit

- i) no protests, production continues
- ii) no loss to government exchequer

demerits

- i) severe health issues amongst locals.
- ii) since it has developed new leaks, situation may go out of the hand.
- iii) short term measure

② Go ahead with relocation, ignore protestsmerit

- i) long term solution → don't compromise with health of locals
- ii) set a precedent → polluting industries won't be allowed in locality.

iii)

demerit

- i) law and order situation due to protests

③ Go ahead with relocation, request respective department for releasing funds for safety upgrade.

merit

- i) no more safety concern to people even in new locality.
- ii) better future of village.

demerit

- i) the process may be time consuming.

option 4 would choose

As municipal district commissioner, I would choose option 3 i.e. Go ahead with relocation, requesting respective department for safety upgrade funds.

Because

- ① Any organisation, be it PSU, has no right to put public health in danger.
- ② It is not ethically right to bow down to public pressure - when health is at risk.
- ③ Inconvenience caused by ~~to~~ commuting can be resolved such as - special bus services.

② Public health concerns vs potential economic disruption caused by relocation

① awareness generation

↳ these health concerns will be faced by future generations as well.

↳ example of Bhopal gas tragedy, 1984, claimed thousands of lives.

② Publicise health audit results.

③ rope in civil societies and teachers

④ Until relocation completes, providing them employment under MGNREGA or any other such scheme.

⑤ Arranging transportation services after relocation.

ethical principles guiding action

① Dedication to public service:- since health of public is a critical issue.

② compassion:- as economic hardship of locals can't be ignored

③ Non partisanship:- Though it is a government factory, it can't be allowed to continue operations.

highlights Article 39 of Indian constitution as an important goal.

8. एक सरकारी विभाग में क्रय निदेशक के कार्यकारी सहायक के रूप में, आप क्रय प्रक्रिया के प्रबंधन और देखरेख में महत्वपूर्ण भूमिका निभाते हैं। हाल ही में, विभाग ने एक सार्वजनिक कार्य निविदा जारी की; जैसे ही बोलियाँ आनी शुरू होती हैं, आपका सामना एक ऐसे मुद्दे से होता है जो आपकी व्यावसायिक उत्तरदायित्वों और नैतिक निर्णय का परीक्षण करता है। बोली खुलने के निर्धारित समय से दो दिन पहले, आपको एक विश्वसनीय स्रोत से बोली में हेराफेरी का आरोप लगाते हुए चौंकाने वाली जानकारी मिलती है। बोली में हेराफेरी एक गंभीर अपराध है जिसमें बोली प्रक्रिया में हेराफेरी करने के लिए संभावित ठेकेदारों के बीच मिलीभगत शामिल होती है, जिसके परिणामस्वरूप प्रायः लागत उच्च और काम की गुणवत्ता निम्न हो जाती है। इससे क्रय (खरीद) प्रक्रिया की सत्यनिष्ठा कमजोर होती है साथ ही जनता को महत्वपूर्ण वित्तीय क्षति होती है।

स्थिति की गंभीरता को समझते हुए, आप मामले को सीधे क्रय निदेशक के पास ले जाने का निर्णय लेते हैं। निदेशक, जो वर्षों के अनुभवी हैं, आपकी चिंताओं को सुनता है, लेकिन आपको इस जानकारी को अनदेखा करने की सलाह देता है। उसका तर्क यह है कि आरोप मौखिक संचार पर आधारित है और इसमें ठोस सबूतों का अभाव है। इसके अतिरिक्त, वह चिंता व्यक्त करता है कि बोली प्रक्रिया को बदनाम करने या किसी प्रतियोगी को नुकसान पहुँचाने के लिए प्रतिद्वंद्वी आपूर्तिकर्ता द्वारा यह जानकारी दी गई हो सकती है।

अपनी आपत्तियों के बावजूद, आप निदेशक के निर्देशों का पालन करते हैं और आगे कोई कार्रवाई नहीं करते हैं। बोलियाँ निर्धारित समय पर खोली जाती हैं, और आधिकारिक मानदंडों के आधार पर अनुबंध दे दिए जाते हैं। एक सप्ताह बाद, एक राष्ट्रीय दैनिक ने एक खोजी रिपोर्ट प्रकाशित की जिसमें बोली-धांधली घोटाले का विवरण दिया गया। उस रिपोर्ट में पर्याप्त सबूत शामिल हैं, जैसे रिकॉर्ड की गई बातचीत, ईमेल एक्सचेंज और आंतरिक दस्तावेज, जो यह दर्शाते हैं कि कई बोलीदाताओं ने निविदा प्रक्रिया में हेराफेरी करने के लिए मिलीभगत की है। इस रिपोर्ट के प्रकाशन से व्यापक जन आक्रोश फैल गया, जिसके कारण क्रय प्रक्रिया की जाँच और आवागति अनुबंधों को तत्काल निलंबित करने की माँग की गई।

क्रय निदेशक सहित पूरा विभाग गहन जाँच के दायरे में आ गया है। क्रय प्रक्रिया की सत्यनिष्ठा और संभावित कदाचार को पूर्व जानकारी के बावजूद बोली में धांधली को रोकने में विफलता के बारे में सवाल उठाए गए हैं।

आपके निदेशक को निलंबित कर दिया गया है और जाँच शुरू हो गई है। आप भी संदेह के घेरे में हैं क्योंकि आप निदेशक के साथ मिलकर कार्य कर रहे थे। इसी बीच, आपके निदेशक ने अनुरोध किया कि आप बोली में हेराफेरी के बारे में प्राप्त जानकारी के बारे में जाँच समिति को सूचित न करें।

- इस मामले में नैतिक मुद्दे क्या हैं?
- बोली-धांधली के बारे में जानकारी छिपाने के निदेशक के अनुरोध का अनुपालन करने के संभावित नैतिक और व्यावसायिक परिणाम क्या हैं? वर्णन कीजिए।
- जाँच समिति से जानकारी छिपाने के निदेशक के अनुरोध के आलोक में, आपको अपने वरिष्ठ के प्रति अपनी वफादारी के साथ अनैतिक प्रथाओं की रिपोर्ट करने के अपने कर्तव्य को कैसे संतुलित करना चाहिए? इस स्थिति में आपको किन नैतिक सिद्धांतों के आधार पर निर्णय लेना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

As an Executive Assistant to the Director of Purchase in a governmental department, you play a critical role in managing and overseeing the procurement process. Recently, the department issued a public works tender; as the bids begin to come in, you are confronted with an issue that tests your professional responsibilities and moral judgment.

Two days before the scheduled opening of the bids, you receive alarming information from a reliable source alleging bid rigging. Bid rigging is a serious offence involving collusion among potential contractors to manipulate the bidding process, often resulting in higher costs and reduced quality of work. This undermines the procurement process's integrity and results in significant financial losses to the public.

Understanding the gravity of the situation, you decide to take the matter directly to the Director of Purchase. The Director, a professional with years of experience, listens to your concerns but advises you to ignore the information. He argues that the allegation is based on verbal communication and lacks concrete evidence. Additionally, he expresses concern that the information might have been planted by a rival supplier to discredit the bidding process or to sabotage a competitor.

Despite your reservations, you follow the Director's instructions and take no further action. The bids are opened as scheduled, and contracts are awarded based on official norms.

A week later, a national daily published an investigative report detailing the bid-rigging scandal. The report includes substantial evidence, such as recorded conversations, email exchanges, and internal documents, all indicating that several bidders colluded to manipulate the tender process. The publication of this report triggered widespread public outrage, leading to calls for an investigation into the procurement process and the immediate suspension of the contracts awarded.

The department, including the Director of Purchase, comes under intense scrutiny. Questions are raised about the integrity of the procurement process and the failure to prevent bid rigging despite prior knowledge of potential misconduct. Your Director is placed under suspension, and the enquiry begins. You are also under scanner as you were working closely with the Director. Meanwhile, your Director requests that you refrain from informing the enquiry committee of the information you received about bid-rigging.

- What are the ethical issues involved in the case?
- What are the potential ethical and professional consequences of complying with the Director's request to conceal the information about the bid-rigging? Explain
- In light of the Director's request to withhold information from the enquiry committee, how should you balance your duty to report unethical practices with your loyalty to your superior? What ethical principles should guide your decision in this situation?

(Answer in 250 words) 20 marks

This case study is about violation of fundamental right to profession under Article 19(1). Due to collusion among various bidders and potential involvement of government officials, sanctity of bidding process got compromised. It is harmful not only to honest bidder, but also to government exchequer and to general public - as the goods supplied will be of inferior quality.

(a) ethical issues involved in the case

- i) No action on information received, well in advance.
- ii) collusion amongst bidders - mockery of bidding
- iii) loss to government exchequer
- iv) poor quality of works / goods
- v) potential involvement of my senior in this fraud
- vi) Public outrage
- vii) Director requests to hide facts in enquiry

⑥ potential ethical consequences of complying with Director's request

- ① crisis of conscience - against my ethical stand (to lie)
- ② compromise on integrity
↳ truth will finally prevail.
If I am not guilty, why should I hide truth.
- ③ Against professional ethics
↳ my job is to uphold the sanctity of bidding process

④ may set a wrong precedent → slippery slope

↳ even if director comes out clean, it will set a wrong precedent in organisation.

"once you do a sin, it is easy to do it again".

potential professional consequences of complying with director's request

① may have to loose my job

↳ shelf-life of lie is not very long

↳ when the inquiry team found out my involvement with director in hiding info → suspension
↓
may lead to termination

② Dis-service to the nation

↳ even if director is innocent
↳ non-action after receiving information can-not be justified.

↳ bidding process should have been cancelled in advance

↳ loyalty to nation and profession is much above loyalty to superior

② Balancing my duty to report unethical practices with my loyalty to superior.

① Since director, a professional with years of experience, advises to ignore the information

↳ still I would conduct a preliminary enquiry to check the allegations.

↳ If not cancelled, bidding process may be postponed by a few days.

② I would submit my concern in writing and keep other senior officials in loop as well.

↳ ask director to give suggestion in writing.

③ Loyalty for superior can-not surpass my courage of conviction.

↳ since I am sure about irregularity I would ensure checks and balances in the process.

↳ additional layer of scrutiny while bid-opening.

- ↳ disqualifying suspicious bids
- ↳ rape in experts from audit department.

ethical principle guiding my decision:

- ① Probity in governance
 - ↳ highest standards of ethics
- ② Courage of conviction
 - ↳ though my senior asked me to hide information, but I am convinced that it would be wrong to do so.
- ③ Integrity
 - ↳ I was not wrong while following the instructions of senior to not take any action on information.
- ④ Decision making in public service should be guided by our moral values. It is truth that prevails at last -

SATYAMEV JAYATE.

9. एक ऑडिट (लेखा परीक्षण) अधिकारी के रूप में, आपका प्राथमिक कर्तव्य यह सुनिश्चित करना है कि सार्वजनिक निधियों का उपयोग बजटीय आवंटन और शासी निकायों द्वारा निर्धारित कानूनी आदेशों के अनुसार किया जाए। इस भूमिका के लिए उच्च स्तर की सत्यनिष्ठा, नियमों का सख्ती से पालन और पारदर्शी वित्तीय प्रबंधन के प्रति प्रतिबद्धता की आवश्यकता होती है। किसी जिले के व्यय की नियमित ऑडिट के दौरान, आपको एक महत्वपूर्ण अनियमितता का सामना करना पड़ता है जो आपके नैतिक सिद्धांतों और व्यावसायिक उत्तरदायित्वों को चुनौती देती है। जिले के व्यय की समीक्षा करते समय, आपको पता चलता है कि जिला मजिस्ट्रेट ने सड़क निर्माण और गाँव की कनेक्टिविटी को बेहतर बनाने के लिए आवंटित धन को एक नए स्कूल के निर्माण में लगा दिया है। यह निधि स्पष्ट रूप से ग्रामीण क्षेत्रों में परिवहन को बढ़ाने के उद्देश्य से बुनियादी ढाँचा परियोजनाओं के लिए निर्धारित की गई थी। इन निधियों को एक अलग परियोजना में पुनर्निर्देशित करना, चाहे वह स्कूल जैसी महत्वपूर्ण परियोजना ही क्यों न हो, स्वीकृत बजटीय आवंटन का उल्लंघन है और इसे संसाधनों के गलत आवंटन के रूप में भी देखा जा सकता है।

जिला मजिस्ट्रेट ने फंड के डायवर्जन को स्वीकार किया, लेकिन जिले में शैक्षणिक बुनियादी ढाँचे की अत्यधिक आवश्यकता पर बल देकर अपने निर्णय को उचित ठहराया। उसने बताया कि क्षेत्र में स्कूलों की भारी कमी है, कक्षाएँ खचाखच भरी होती हैं साथ ही स्कूल जाने योग्य बच्चों की आबादी बढ़ रही है। जिला मजिस्ट्रेट के अनुसार, हालाँकि सड़क संपर्क महत्वपूर्ण है, लेकिन एक नए स्कूल की तत्काल आवश्यकता अधिक दबावपूर्ण थी, और शिक्षा में निवेश के दीर्घकालिक लाभ सड़क बुनियादी ढाँचे की अस्थायी बाधा से कहीं अधिक हैं।

यह स्थिति आपको मुश्किल परिस्थिति में डाल देती है। एक ऑडिट अधिकारी के रूप में, आपको यह तय करना होगा कि नियमों के सख्त पालन को प्राथमिकता दी जाए या जिला मजिस्ट्रेट की कार्रवाइयों के व्यापक संदर्भ और संभावित लाभों पर विचार किया जाए।

- उपर्युक्त मामले में कौन से मुद्दे शामिल हैं?
- ऑडिट अधिकारी को बजटीय आवंटन के सख्त पालन की आवश्यकता को जिला मजिस्ट्रेट के इस तर्क के साथ कैसे संतुलित करना चाहिए कि स्कूल का निर्माण समुदाय के सर्वोत्तम हित में था? क्या अधिकारी को कथित सार्वजनिक लाभों की तुलना में कानूनी और प्रक्रियात्मक शुद्धता को प्राथमिकता देनी चाहिए?
- निधियों के गलत आवंटन की रिपोर्ट करने के संभावित परिणाम क्या हैं? क्या ऑडिट अधिकारी को निर्णय लेते समय जिला मजिस्ट्रेट, जिले और भविष्य के वित्तीय आवंटन पर ऐसी रिपोर्ट के प्रभाव पर विचार करना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

As an Audit Officer, your primary duty is to ensure that public funds are utilized according to the budgetary allocations and legal mandates set by governing bodies. This role demands a high level of integrity, strict adherence to rules, and a commitment to transparent financial management. During a routine audit of a district's expenditures, you encounter a significant irregularity that challenges your ethical principles and professional responsibilities.

While reviewing the district's spending, you discover that the District Magistrate (DM) has diverted funds allocated for road construction and improving village connectivity to construct a new school. The funds were explicitly earmarked for infrastructure projects aimed at enhancing transportation in rural areas. Redirecting these funds to a different project, even one as important as a school, constitutes a violation of the approved budgetary allocations and could be seen as a misallocation of resources.

The DM acknowledges the diversion of funds but justifies the decision by emphasizing the critical need for educational infrastructure in the district. He explains that the area is severely lacking in schools, with overcrowded classrooms and a growing population of school-age children. According to the DM, while road connectivity is important, the immediate need for a new school was more pressing, and the long-term benefits of investing in education far outweigh the temporary setback in road infrastructure.

This situation places you in a difficult position. As an Audit Officer, you must decide whether to prioritise strict adherence to rules or to consider the broader context and the potential benefits of the DM's actions.

- What are the issues involved in the above case?
- How should the Audit Officer balance the need for strict adherence to budgetary allocations with the DM's argument that the school's construction was in the community's best interest? Should the officer prioritise legal and procedural correctness over perceived public benefits?
- What are the potential consequences of reporting the misallocation of funds? Should the Audit Officer consider the impact of such a report on the DM, the district, and future funding allocations when making the decision?

(Answer in 250 words) 20 marks

This case study presents a case of use of discretion by a civil servant unauthoritatively. While Right to education is fundamental right to children of age 6-14 years, under Article 21A. Road infrastructure is also equally important to promote economic development in rural areas.

- ① Ethical issues involved in the case
- ① Misuse of power by civil servant (though for public welfare)
 - ② Ethical dilemma for me, as an Audit officer
- professional ethics (Vs) benefits of investing in education
of transparent financial management

③ lack of road → difficulty in transportation → decreased economic growth

④ professional ethics of DM (Vs) personal ethics of DM i.e. welfare of children

⑤ accountability of DM as a public servant
↳ to appropriate public money

⑥ balancing the need for adhering to budgetary allocation with need for school

① Though DM's argument may be correct at personal level.

But as a civil servant, his duty is to strictly adhere to budgetary allocation.

② Diversion of money will set a wrong precedence → slippery slope

↳ tomorrow some other official may use fund for wrong purposes.

③ DM is having good liaisoning

with political representatives of that area.

↳ can make request from MPLAD fund / MLA funds.

④ may crowdfund to raise funds for school.

eg people's road - 100 km by IAS Armstrong Lane.

Audit officer's action

As an audit officer, I will report DM's action as a violation of the approved budgetary resources and a misallocation of resources.

reasons

- ① sets wrong precedent
- ② violation of code of conduct of civil servant.
- ③ misuse of powers

③ Potential consequences of misallocation of funds:

- ① DM may be put under suspension
 - ↳ departmental ~~so~~ enquiry may be initiated against him/her.

- ② As an Audit officer, I may have to face public outrage.
↳ perceived noble deed of DM.
- ③ Due to public pressure, political representative may support DM.
- ④ It will set a right precedence.
↳ in future, fund misallocation will not happen.

Should audit officer consider impacts?

On DM

- ↳ No, because he has outstepped his jurisdiction and set wrong example.
↳ ~~mean~~ ends can't justify means.
↳ slippery slope

On District

- ↳ No, because, if demand is there for school → DM should raise to higher authorities.

On Future fund allocation

- ↳ No, because allocated fund should be used for designated purpose only.
Therefore objectivity is a guiding principle of auditors, which guides the actions

10. एक बड़े वन क्षेत्र वाले जिले में पुलिस अधीक्षक के रूप में, आपको एक जटिल स्थिति का सामना करना पड़ता है जिसमें संरक्षण प्रयासों और स्थानीय जनजातीय (आदिवासी) समुदायों के अधिकारों के बीच नाजुक संतुलन शामिल है। यह जिला एक महत्वपूर्ण जनजातीय आबादी का घर है जो ऐतिहासिक रूप से वन के निकटवर्ती क्षेत्रों में रहता है तथा अपनी आजीविका के लिए कृषि, बकरी पालन और वन उपज एकत्र करने पर निर्भर है। हालाँकि, जैसे-जैसे जनजातीय आबादी बढ़ी है, वैसे-वैसे वन में उनका अतिक्रमण भी बढ़ा है जिससे मानव पशु संघर्ष और संरक्षित वन्यजीवों की अवैध हत्या में वृद्धि हुई है। जिला वन अधिकारी (डी.एफ.ओ.), जिसे वन और वन्यजीवों की सुरक्षा का कार्य सौंपा गया है, ने वन क्षेत्रों की बाड़ लगाकर और जनजातीय निवासियों को अतिक्रमणित भूमि से हटाकर पूरा किया है। इस कार्रवाई से जिले में तनाव और कानून-व्यवस्था की समस्याएँ बढ़ गई हैं, जिससे जिले के वरिष्ठ कानून प्रवर्तन अधिकारी के रूप में आप चुनौतीपूर्ण स्थिति में आ गए हैं।

जिले के वन क्षेत्र जैव विविधता से समृद्ध हैं और संरक्षित जानवरों की कई प्रजातियों का घर हैं, जिनमें कुछ लुप्तप्राय प्रजातियाँ भी शामिल हैं। वन के भीतर मानव बस्तियों व कृषि संबंधी गतिविधियों में वृद्धि के परिणामस्वरूप वन्यजीवों के पर्यावास को उल्लेखनीय क्षति हुई है, जिससे मनुष्यों व जानवरों के बीच अधिक लगातार और खतरनाक टकराव हो रहा है। संरक्षित जानवरों की अवैध हत्याओं की बढ़ती संख्या की प्रतिक्रिया में, जिला वन अधिकारी ने बाड़ लगाकर और अवैध रूप से कब्जा की गई भूमि से लोगों को हटाकर वन की रक्षा के लिए कदम उठाया है।

हालाँकि इसका उद्देश्य वन पारिस्थितिकी तंत्र को संरक्षित करना था, लेकिन इन कार्यों ने जनजातीय समुदायों के बीच काफी अशांति उत्पन्न कर दी है। आदिवासियों का तर्क है कि वन उनकी पैतृक भूमि है और उन्हें इस पर रहने व आजीविका चलाने का अधिकार है। वे बाड़बंदी और जबरन हटाने को अपने पारंपरिक अधिकारों व आजीविका के उल्लंघन के रूप में देखते हैं।

यह तनाव विरोध प्रदर्शनों, नाकेबंदी और यहां तक कि वन अधिकारियों के साथ हिंसक टकराव में बदल गया है, जिससे कानून-व्यवस्था के लिए गंभीर चुनौती उत्पन्न हो गई है। इसके अलावा, स्थानीय राजनेताओं ने भी अशांत जल में मछली पकड़ने जैसा कार्य किया तथा मामले को जटिल बनाने के लिए, आपको अनौपचारिक रूप से आपके वरिष्ठ अधिकारियों द्वारा प्रदर्शनकारियों पर नरम रुख अपनाने के लिए कहा गया है क्योंकि वे राज्य के एक मंत्री के बड़े समर्थक हैं।

- क्या पुलिस अधीक्षक को व्यवस्था बहाल करने के लिए तत्काल कानून प्रवर्तन को प्राथमिकता देनी चाहिए या अशांति के मूल कारणों को संबोधित करने वाले दीर्घकालिक संघर्ष समाधान पर ध्यान केंद्रित करना चाहिए? पुलिस अधीक्षक यह किस प्रकार सुनिश्चित कर सकता है कि अल्पकालिक और दीर्घकालिक दोनों लक्ष्य पूरे हो जाएँ?
- पुलिस अधीक्षक के समक्ष कौन से नैतिक मुद्दे और दुविधाएँ हैं?
- तनावपूर्ण और अस्थिर स्थिति को देखते हुए, पुलिस अधीक्षक की कार्रवाई क्या होनी चाहिए? चर्चा कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

As the Superintendent of Police (SP) in a district with a sizable forested area, you face a complex situation that involves the delicate balance between conservation efforts and the rights of indigenous tribal communities. The district is home to a significant tribal population that has historically lived on the edges of the forest, relying on agriculture, goat rearing, and collecting forest produce for their livelihood. However, as the tribal population has grown, so too has their encroachment into the forest, leading to an increase in human-animal conflicts and the illegal killing of protected wildlife. The District Forest Officer (DFO), tasked with protecting the forest and its wildlife, has responded by fencing off forest zones and removing tribal inhabitants from encroached lands. This action has led to rising tensions and law-and-order issues in the district, placing you in a challenging position as the district's senior law enforcement officer.

The district's forested areas are rich in biodiversity and home to several species of protected animals, including some that are endangered. The increase in human settlements and agricultural activities within the forest has resulted in significant habitat loss for wildlife, leading to more frequent and dangerous

encounters between humans and animals. In response to the growing number of illegal killings of protected animals, the DFO has taken measures to protect the forest by erecting fences and initiating the removal of people from illegally occupied lands.

Though intended to preserve the forest ecosystem, these actions have sparked significant unrest among the tribal communities. The tribals argue that the forest is their ancestral land, and they have a right to live and make a living from it. They view the fencing and forced removal as an infringement on their traditional rights and livelihoods. This tension has escalated into protests, blockades, and even violent confrontations with forest officials, posing a serious law-and-order challenge. Further, the local politicians have also started fishing in troubled waters, and to complicate matters, you have been informally told by your superiors to go soft on the protestors as they happen to be big supporters of a state minister.

- (a) Should the SP prioritise immediate law enforcement to restore order or focus on long-term conflict resolution that addresses the root causes of the unrest? How can the SP ensure that both short-term and long-term goals are met?
- (b) What are the ethical issues and dilemmas that confront the SP?
- (c) Given the tense and volatile situation, what must the SP's course of action be? Discuss.

(Answer in 250 words) 20 marks

This case study presents the classic case of tribal-forest relations. While on one hand forest conservation is essential for humans, on the other hand tribals have social, economic and spiritual dependence on forests.

① SP's course of action

① Immediate law enforcement

merits

↳ restores peace in area

↳ ensures safety of forest officials

demerits

↳ tribal's right to life and living is under threat

↳ forest conservation efforts may fail

② Focus on long term conflict resolution

merit

↳ tribals respect efforts of forest officials to conserve forest

↳ no future violence

↳ doesnot become a political issue

demerit

↳ at present, it may be difficult to handle law and order.

Meeting both long term and short term goals

① Arranging for open dialogue

↳ since tribals are also not against forest conservation.

② Integrating tribals into government schemes such as - skill development education - Eklavya ^{hostels} - PM JANMAN scheme etc.

③ Forest officials → persuade them to allow tribals to collect minor forest produce ↳ with strict regulation for any violation.

④ Deployment of sufficient police force ↳ to prevent any miscreant to disturb peace in society

⑤ Ethical issues involved

- ① Exploitation of forest resources
- ② Displacement of tribals
- ③ Danger to tribal's right to living
- ④ law and order situation
↳ violence by tribals
- ⑤ political agenda → fuel in fire
- ⑥ tribal population → vote bank of minister

⑥

Ethical dilemmas with SP

- | | | |
|--|----|--|
| ① <u>Forest conservation</u> | Vs | <u>Right of tribals to life and living</u> |
| ② <u>protestors' right to freedom of expression</u> | Vs | <u>danger to lives of forest officials</u> |
| ③ <u>Professional ethics (maintainance of law & order)</u> | Vs | <u>compassion towards tribals and their economic hardships</u> |
| ④ <u>informal advice of superiors</u> | Vs | <u>fact based decision making</u> |

⑤ SP's course of action

As SP, my immediate focus will be on handling law and order situation and ensuring safety of forest officials.

Additional as long term solution, I will

① persuade forest officials to adopt lenient measures: Such as - allowing tribals to collect minor forest produce.

② Integrate tribals in formal economy
↳ through various government schemes on skill development.

③ Discuss and create awareness about carrying capacity of forest.

↳ rope in civil societies.

Since Tribals consider forests sacred, they are also concerned about forest conservation, all they lack is awareness.

Further Indian constitution mentions conservation of forest and wildlife as a fundamental duty.

11. आप एक वरिष्ठ सिविल सेवक हैं जो एक ऐसे जिले में मुख्य विकास अधिकारी (सी.डी.ओ.) के रूप में कार्यरत हैं जहाँ एक प्रमुख ग्रामीण विकास पहल चल रही है। यह परियोजना, जिसका उद्देश्य बुनियादी ढाँचे में सुधार करना और हाशिए पर रहने वाले समुदायों को आवश्यक सेवाएँ प्रदान करना है, यह राज्य और केंद्र सरकारों के लिए एक उच्च प्राथमिकता वाला कार्यक्रम है। आपकी भूमिका में परियोजना के कार्यान्वयन की देखरेख करना, सार्वजनिक संसाधनों का कुशल उपयोग सुनिश्चित करना तथा कानूनी एवं प्रक्रियात्मक मानकों का पालन सुनिश्चित करना है।
- जैसे-जैसे परियोजना आगे बढ़ती है, दो वरिष्ठ अधिकारी दो परस्पर विरोधी निर्देश जारी करते हैं, जिससे आप मुश्किल स्थिति में पड़ जाते हैं।

राज्य सरकार का मुख्य सचिव, जो आपका तत्काल वरिष्ठ अधिकारी है, आपको आगामी चुनावों से पहले परियोजना को पूरा करने के लिए इसे तेज करने का निर्देशात्मक अनुदेश जारी करता है। इस अनुदेश में आपसे परियोजना को समय-सीमा पर पूरा करने के लिए आवश्यक सभी उपाय करने का आग्रह किया गया है, जिसमें यदि आवश्यक हो तो मानक क्रय प्रक्रियाओं को दरकिनार करना भी शामिल है।

अंतर्निहित संदेश स्पष्ट है: परियोजना की सफलता (पूर्णता) महत्वपूर्ण है तथा इसमें देरी अस्वीकार्य है।

इसके साथ ही, आपको केंद्र सरकार की भ्रष्टाचार निरोधक इकाई से भी एक अनुदेश प्राप्त होता है, जिसमें परियोजना की क्रय प्रक्रिया में संभावित अनियमितताओं के बारे में सचेत किया गया है।

यह अनुदेश आपको परियोजना को रोकने और प्रक्रियागत शुद्धता हेतु आवंटित सभी अनुबंधों के गहन ऑडिट करने का निर्देश देता है। यह अनुदेश सार्वजनिक व्यय में पारदर्शिता और जवाबदेहिता बनाए रखने के महत्व पर बल देता है तथा किसी भी शॉर्टकट, जिसमें परियोजना की सत्यानिष्ठा से समझौता हो, के विरुद्ध चेतावनी देता है।

सी.डी.ओ. के रूप में, अब आप दो परस्पर विरोधी अनुदेशों के बीच फँस गए हैं, जिनमें से प्रत्येक के अपने नैतिक और व्यावसायिक निहितार्थ हैं।

- उपर्युक्त मामले में कौन से नैतिक मुद्दे और दुविधाएँ शामिल हैं?
- सी.डी.ओ. के पास कौन से विकल्प उपलब्ध हैं? सी.डी.ओ. द्वारा चुनी हुई कार्यवाही क्या होनी चाहिए?
- एक सिविल सेवक को विभिन्न वरिष्ठ प्राधिकारियों के विरोधाभासी निर्देशों के बीच प्राथमिकता किस प्रकार तय करनी चाहिए? इस निर्णयन-प्रक्रिया में कौन से नैतिक सिद्धांतों का मार्गदर्शन होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a senior civil servant working as the Chief Development Officer (CDO) in a district where a major rural development initiative is underway. The project, aimed at improving infrastructure and providing essential services to marginalised communities, is a high-priority program for state and central governments. Your role involves overseeing the project's implementation, ensuring efficient use of public resources, and maintaining adherence to legal and procedural standards.

As the project progresses, two senior authorities issue two conflicting directives, placing you in a tough situation.

The Chief Secretary of the state government, who is your immediate superior, issues a directive instructing you to expedite the project to ensure its completion before the upcoming elections. The directive urges you to take all necessary measures to meet the deadline, including bypassing standard procurement procedures if needed. The underlying message is clear: the project's success is critical, and delays are unacceptable.

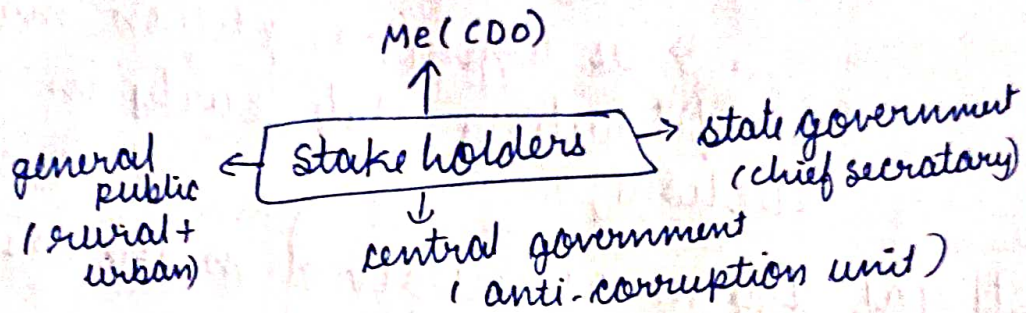
Simultaneously, you receive a directive from the Central Government's Anti-Corruption Unit, which has been alerted to potential irregularities in the project's procurement process. This directive instructs you to halt the project and thoroughly audit all contracts awarded for procedural correctness. The directive emphasises the importance of maintaining transparency and accountability in public spending and warns against any shortcuts that could compromise the project's integrity.

As the CDO, you are now caught between two conflicting directives, each with its own ethical and professional implications.

- What ethical issues and dilemmas are involved in the above case?
- What are the options available to the CDO? What must be the CDO's chosen course of action?
- How should a civil servant prioritise between conflicting directives from different senior authorities? What ethical principles should guide this decision-making process?

(Answer in 250 words) 20 marks

Ans -



Bureaucracy, as defined by Max Weber is characterised by hierarchy of structure and clear chain of command. However in federal polity such as India - conflicting directives, as provided in this case study are usual.

① Ethical issues involved in this case

① conflicting directives.

② state government wants timely completion - even if compromises with quality.

③ central government wants to halt the project and go through lengthy process of auditing.

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Candidates must not
write on this margin

④ potential corrupt practices being followed in project

↳ as anti-corruption unit has been alerted.

⑤ potential federal tension

↳ as timely completion may benefit ruling state party in elections.

Ethical dilemmas involved in the case

① timely completion of project

⑤ following standard operating procedure (SOP)

② following orders of immediate superior (state govt.)

⑤ maintaining transparency and accountability in public spending

③ projects' success (timely completion)

⑤ integrity (following SOPs)

④ professional ethics (following senior's orders)

⑤ personal ethics (transparency)

⑥ options available to CDO

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Candidates must not
write on this margin

① Follow state government directive and bypass standard procurement procedures

merits

- ↳ chances of promotion
- ↳ timely completion of project

demerits

- ↳ may allow corrupt practices
- ↳ sets wrong precedence
- ↳ may be scrutinized by Anti corruption ^{bureau}
- ↳ crisis of conscience.

② Follow Anti-corruption unit's directive

merit

- ↳ ensures transparency and accountability
- ↳ integrity is not harmed

demerit

- ↳ project may be delayed

③ Do not halt the work, start enquiry on contract awarded for procedural correctness and future procurement with integrity pact

As CEO, I will choose this course of action because

① not halting the work → still timely completion is possible

② can't compromise on procedure established → may lead to Slippery slope

③ signing integrity pact means, if any irregularity in future, contract may be cancelled.

④ while central government's directive may be politically motivated → it upholds the ethical principles.

C Prioritizing between conflicting directives from different senior authorities

① Be clear about hierarchy
↳ immediate senior's order carry more weightage.

② ethical principles
↳ often in such cases, either of these directives is immoral
↳ choose one which is more ethical.

③ Report to higher ups
↳ if not able to resolve dilemma, report, recuse or resign.

ethical principles guiding decision making

① courage of conviction
↳ do what you believe in.

② Dedication to public service
↳ subject oneself to scrutiny if for noble cause.

As truth will prevail in the end.

12. एक प्रमुख FMCG कंपनी, जो खुद को संधारणीयता में अग्रणी के रूप में स्थापित कर रही है, ने हाल ही में बच्चों के लिए जैविक खाद्य पदार्थों सहित पर्यावरण के अनुकूल उत्पादों की एक नई श्रृंखला शुरू की है। स्वास्थ्य और पर्यावरण संबंधी जागरूकता में उपभोक्ताओं की बढ़ती रुचि के कारण इन उत्पादों ने तेजी से लोकप्रियता प्राप्त की।
- हालाँकि, कंपनी की पर्यावरणीय साख तब जाँच के दायरे में आ गई जब किसी तृतीय-पक्ष गैर-लाभकारी संगठन ने इन उत्पादों पर प्रयोगशाला परीक्षण किया। इस परीक्षण से कंपनी के दावों और उसकी उत्पादन प्रक्रियाओं के वास्तविक पर्यावरणीय प्रभाव के बीच महत्वपूर्ण विसंगतियाँ सामने आईं। गैर-लाभकारी संगठन ने ग्रीनवॉशिंग के आरोप का समर्थन करने के लिए पर्याप्त डेटा प्रस्तुत करते हुए अपने निष्कर्ष प्रकाशित किए।
- इस पर कंपनी की त्वरित और आक्रामक प्रतिक्रिया हुई: इसने गैर-लाभकारी संगठन के निष्कर्षों को बदनाम करने के लिए एक जनसंपर्क (PR) अभियान शुरू किया। इस अभियान में गैर-लाभकारी संस्था को एक प्रचार स्टंट में संलग्न होने और अपनी पर्यावरण-अनुकूल छवि को मजबूत करने के लिए अपना स्वयं का डेटा जारी करने के रूप में दर्शाया गया। कंपनी का दावा है कि उसके उत्पाद पर्यावरण की दृष्टि से धारणीय हैं और गैर-लाभकारी संस्था पर गलत सूचना फैलाने का आरोप लगाया है।
- बढ़ते विवाद के जवाब में, कई उपभोक्ता संघों ने कंपनी के पर्यावरण संबंधी दावों को स्वतंत्र रूप से सत्यापित करने के लिए राष्ट्रीय मानक निकाय, भारतीय मानक ब्यूरो (BSI) से संपर्क किया। निष्पक्षता के लिए BSI की प्रतिष्ठा और उत्पाद मानकों को सुनिश्चित करने के लिए इसके अधिदेश को देखते हुए, उपभोक्ता संघों को पूरी तरह से निष्पक्ष जाँच की उम्मीद है।
- भारतीय मानक ब्यूरो अपना सत्यापन करता है और अंततः कंपनी को यह पुष्टि करते हुए क्लीन चिट प्रदान करता है कि उसके उत्पाद आवश्यक पर्यावरण मानकों को पूरा करते हैं। इस फैसले ने शुरू में उपभोक्ता विश्वास को पुनर्स्थापित करने और गैर-लाभकारी रिपोर्ट द्वारा उत्पन्न कुछ नकारात्मक प्रचार को कम करने में मदद की।
- हालाँकि, कुछ सप्ताह बाद एक नए खुलासे ने पूरी जाँच की नींव हिला दी। यह खुलासा हुआ कि सत्यापन प्रक्रिया की देखरेख करने वाला BSI का मुख्य वैज्ञानिक, कंपनी के CEO का साला है। आगे की जाँच से पता चलता है कि मुख्य वैज्ञानिक के पास कंपनी में एक बड़ी हिस्सेदारी भी है, जिससे हितों का स्पष्ट टकराव उत्पन्न हो जाता है।
- इस रहस्योद्घाटन से व्यापक आक्रोश उत्पन्न हुआ और भारतीय मानक ब्यूरो की जाँच की सत्यनिष्ठा पर सवाल उठे। यह घोटाला निगम के पर्यावरण अनुकूल दावों और नियामक निकाय के रूप में BSI की विश्वसनीयता दोनों में जनता के विश्वास को कम करता है।
- (a) उपर्युक्त मामले में व्यावसायिक नैतिकता के मुद्दे क्या हैं?
- (b) नियामक निकायों को अपने अधिकारियों के बीच हितों के टकराव को रोकने के लिए क्या कदम उठाने चाहिए? निर्णय लेने के बाद हितों के टकराव का पता चलने पर उसका प्रबंधन किस प्रकार किया जाना चाहिए?
- (c) ऐसी स्थितियों में जहाँ लाभप्रदता और नैतिक उत्तरदायित्व में टकराव दिखाई देता हो वहाँ कंपनियों को इन चुनौतियों से किस प्रकार निपटना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

A prominent FMCG company recently launched a new line of eco-friendly products, including organic food items for children, positioning itself as a leader in sustainability. The products quickly gained popularity due to rising consumer interest in health and environmental consciousness.

However, the company's environmental credentials come under scrutiny when a third-party non-profit organisation conducts laboratory tests on the products. The tests reveal significant discrepancies between the company's claims and the actual environmental impact of their production processes. The non-profit organisation publishes its findings, presenting substantial data to support the accusation of greenwashing.

The company's response is swift and aggressive: it launched a public relations (PR) campaign to discredit the non-profit's findings. The campaign portrays the non-profit as engaging in a publicity stunt and releasing its own data to bolster its eco-friendly image. The company asserts that its products are environmentally sustainable and accuses the non-profit of spreading misinformation.

In response to the growing controversy, several consumer associations approach the Bureau of Indian Standards (BSI), the national standards body, to independently verify the company's environmental claims. Given BSI's reputation for impartiality and its mandate to ensure product standards, the consumer associations expect a thorough and unbiased investigation.

The BSI conducts its verification and ultimately provides the company with a clean chit, affirming that its products meet the required environmental standards. This ruling initially helped to restore consumer confidence and alleviate some of the negative publicity generated by the non-profit's report.

A few weeks later, however, a new revelation shakes the foundation of the entire investigation. It is disclosed that the Chief Scientist at BSI, who oversaw the verification process, is the brother-in-law of the company's CEO. Further investigation reveals that the Chief Scientist holds a sizable share in the company, creating an apparent conflict of interest.

This revelation leads to widespread outrage and questions about the integrity of the BSI's investigation. The scandal undermines public trust in both the corporation's eco-friendly claims and the credibility of BSI as a regulatory body.

- (a) What are the business ethics issues present in the above case?
 - (b) What steps should regulatory bodies take to prevent conflicts of interest among their officials? How should conflicts of interest be managed when they are discovered after a decision has been made?
 - (c) In situations where profitability and ethical responsibility appear to conflict, how should companies navigate these challenges?
- (Answer in 250 words) 20 marks

Ans. This case study is about ESG (environmental, social, governance) matrix of corporate governance. In the era of increasing concern for climate change, companies are coming up with eco-friendly products. However many of them are indulged in corrupt practices of Greenwashing, which includes misleading customers and putting a premium on product.

① Business ethics issues in this case:

- ① Greenwashing by company
↳ putting eco-friendly tag on a product which is actually not eco-friendly
- ② Cautious PR campaign by the company
↳ misuse of resources
- ③ alleged collusion of BIS director with company management
- ④ Poor corporate governance
↳ promoting false claims about products
- ⑤ Conflict of Interest for chief scientist of BSI → has sizable investment in company
- ⑥ Shaken public trust in company
↳ endangers its growth

② Regulatory body should take following steps to prevent conflict of interests among officials:

- ① Beforehand declaration of all movable and immovable assets of officials (II ARC)

- ② Background check before appointment in a committee
- ③ strict action on those acting in conflict of interest - knowingly
eg chief scientist in this case.
- ④ promote ethical values among officials

Management of conflict of interests -
after a decision has been made

- ① Re-investigation of the matter by another committee
- ② strict departmental action against those involved in such situation - knowingly.
- ③ declare the decision null & void - if any irregularity found.

⑤ Conflict between profitability and ethical responsibility:

- ① monopolistic practices
↳ unethical but profitable
eg Google fined ₹ 1330 crore
by CCI (competition commission of India)

① Environmental exploitation

- ↳ this case study
- ↳ mining companies → not caring about environment
- eg Vedanta in Niyamgiri hills

② Extremely low wages

- eg Dior bag
- price in market → \$2600/-
- cost paid to contractor → \$53/-

③ gender discrimination

- eg e-commerce systematically excluded women from recruitment.

④ Gig economy

- e-commerce & quick-commerce
- eg Amazon not allowing washroom breaks for employees.

Companies : How to navigate these challenges

- ① follow Grandhi's trusteeship model → not owner but trustee

② compassionate capitalism

eg Narayan Murthy gives
ESOP → to drivers

③ CSR activities

eg Tata → spends 5-6% of its
profit on CSR
(while mandated is 2%)

Therefore using ethical principles
in business generates trust, which
leads to brand building and sustainable
growth of a business that lasts for
generations.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work