

# NEXT IAS

## GS MAINS ADVANCED COURSE 2024

TEST CODE : GSMAC2404

(To be filled by candidate)

Name of Candidate: DIKSHA RAI

Test No. : 04

Roll No. : GSMACT24A1593

Mobile No. [REDACTED]

Start Time 9:00AM End Time 12:20 PM

Date of Examination: 12/08/24

Medium : English Hindi 

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

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

GRAND TOTAL : ..... / 250

EVAL CODE: ..... EVAL DTE: .....

## GENERAL INSTRUCTIONS

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

## सामान्य निर्देश

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

REMARKS: .....

FOR OFFICE USE ONLY

Student Concerns / Query

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Evaluator's Feedback / Response

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MARKING SCHEME \*

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

\* Subject to change without prior notice.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



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Next IAS Test Centre Location

**MACRO COMMENTS**

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

**STRENGTHS OF THE CANDIDATE**

**AREAS OF IMPROVEMENT**



**IMPROVEMENT SUGGESTIONS**

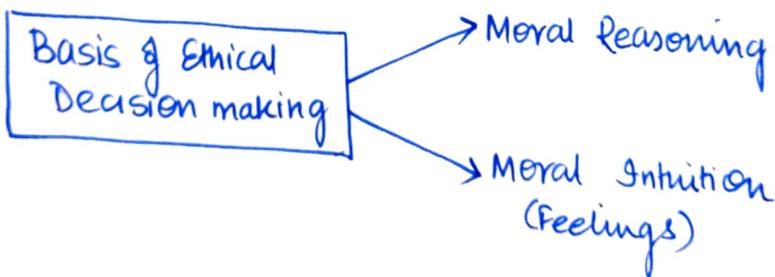
## NEXT IAS

Q.1

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

Humans are a thinking and feeling animal and are guided by emotions and thoughts in decision making.

Ethical Decision making involves making decisions based on "what is the right thing to do".



Feelings, thus, contribute significantly in ethical decision making in following ways

- 1) Smooths the sharp edges of rationality  
 | makes one empathetic and compassionate  
 eg - Savitribai Phule died caring for plague victims.

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Pg 2

Candidates must not write on this margin

2) upholds the virtue of selflessness

eg) - overcome by the feeling of care for the poor and destitute ~~Swami Ishwar~~ Ishwarchand Vidyasagar used to give away his own coat in winter season.

3) Guides one to uphold Justice

Feelings and emotions gives one strength to fight for justice

eg) - Ambedkar dedicated his life <sup>in</sup> fighting for Justice for Dalits.

4) Compassionate Capitalism.

eg) Tata's ~~are~~ due to feelings ~~are~~ of giving back to society, have been contributing to social works

5) Dedication to ~~the~~ public service.

eg) ~~Dr~~ Verghese Kurien didn't ~~constr~~ was lactose intolerant still he guided nation towards the white revolution.

However

Feelings can't be the sole guide

- can breach objectivity.
- can ~~be~~ hinder tough decision making
- may cloud rationality.
- can lead to hinderance in values of impartiality & non-partisanship.

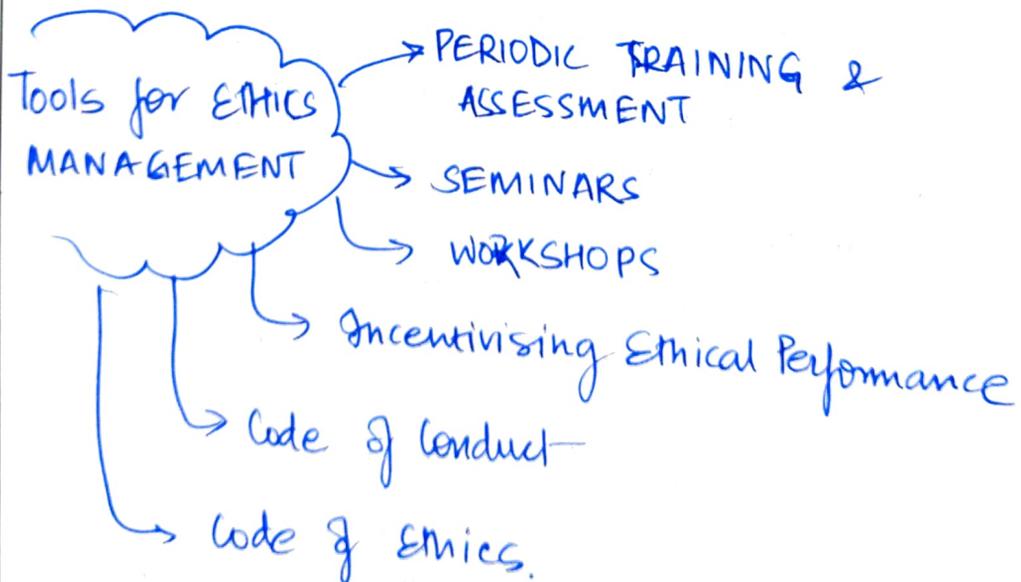
b) Ethics management refers to the actions, decisions and processes aimed at enhancing ethical competence of members of an organisation.  
eg - Code of Ethics.

### Whether ethics can be managed

2 views

"Ethics is caught rather than ~~taught~~ taught"  
eg - Satyam Scandal

Through appropriate mechanisms, an ethical work culture can be fostered  
eg - Gender sensitisation workshops.



However formulating only codes is not enough for inculcating ethical work culture. A more comprehensive approach is required -

1) Making ethical competency a parameter during recruitment

eg) Ethics paper in CSE.

2) Value Education in school for moral competence.

3) Role models eg) JRD Tata.

4) Enhancing Emotional Intelligence among members

5) Leadership

Studies find that a sensitive, emotionally intelligent person in leadership position leads to ripple effects in the organisation.

6) Enforcement of various codes, <sup>of ethics & conduct</sup> ~~and etc~~

7) Periodic assessment and guidance.

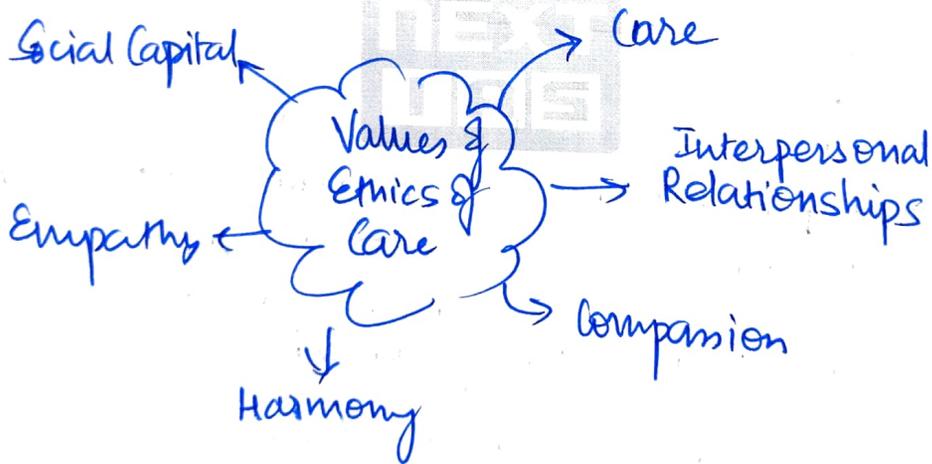
Thus Ethics management is a sine qua non for progress and success of an organisation in holistic terms.

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Q.2

- A. जबकि पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों की धारणाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पर्क बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। सार्वजनिक सेवाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपरोक्त दो नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)
- B. सेवा वितरण में "गुणवत्ता" शब्द का क्या अर्थ है? सेवा गुणवत्ता के घटक क्या हैं? और दक्षता, मितव्ययिता और प्रभावशीलता के संदर्भ में कुल गुणवत्ता सुनिश्चित करने के तरीके और साधन बताइए? (150 शब्द, 10 अंक)
- A. While traditional ethics has focussed on notions of justice, fair allocation and obligations, ethics of care emphasise maintaining connectedness and promoting care. Which of the above two ethical perspectives is more suitable for guiding ethical decision making in the context of public services. Explain your position with suitable examples. (150 words, 10 marks)
- B. What does the term "quality" mean in service delivery. What are the components of service quality and indicate ways and means for ensuring total quality in terms of efficiency, economy and effectiveness? (150 words, 10 marks)

Ethics of care, as propounded by Carol Gilligan emphasises on the values of care, interdependence and compassion.



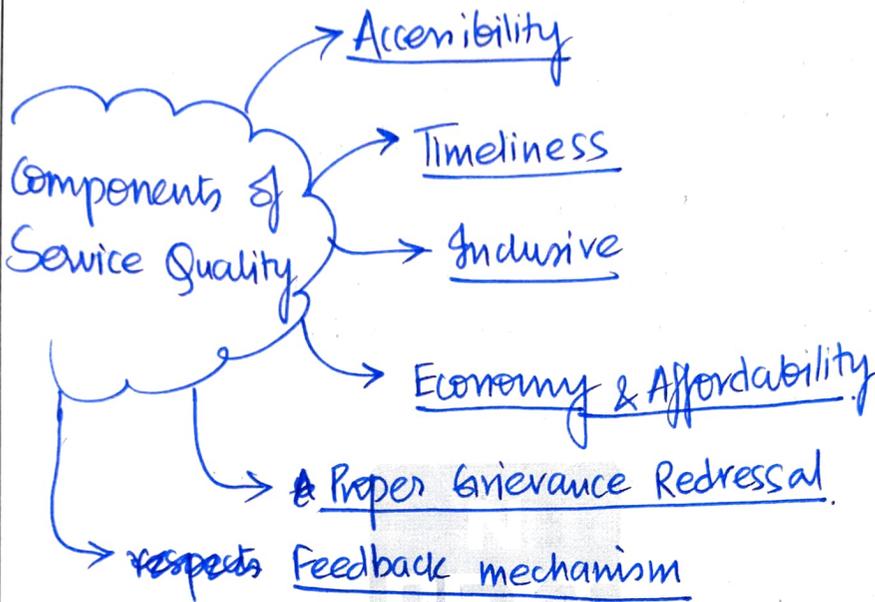
in public services  
Traditional ethics focuses on justice, transparency, objectivity, efficiency, economy and impartiality

## Need of Ethics of care in public services

- Rising inequality ~~for~~  
eg According to reports top 1% hold 40% of nation's wealth.
- India is a diverse country - Ethics of care lends human touch to the administration.
- Solving complex problems  
eg Armstrong Pame built 100 km road for people in need without govt. funding
- India being welfare state ~~requires~~ is morally obligated to care for underprivileged sections  
eg - PM Garib Kalyan Yojana.

Thus ethics of care needs to be married with the traditional values of Justice, fair obligation of resources and other similar values for ethical Governance.

B) Quality in Service Delivery is one of the crucial aspects of Good Governance.



Ways to ensure quality in terms of efficiency, Economy & Effectiveness

- 1) Data driven governance to improve decision making.  
eg) e-shram portal
- 2) Training for imparting skills to public servants  
eg) Mission Karmayogi
- 3) Quality control mechanism  
through regular monitoring
- 4) Proper Grievance redressal mechanism
- 5) Citizen charters eg- in Postal Department
- 6) Feedback from stakeholders
- 7) Objectivity and Transparency in Service Delivery

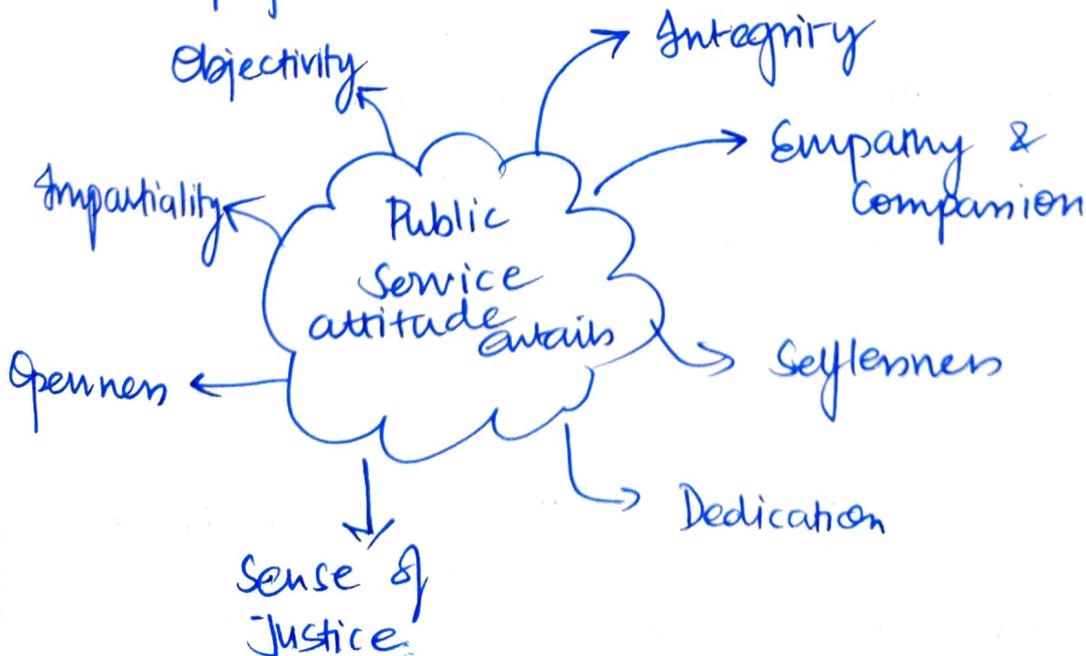
Q.3

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

Attitude refers to the learned, enduring predisposition towards certain attitude objects.

Public service attitude refers to the predisposition to serve public interest among public servants.

eg- Metro Man E Shreedan's public service attitude led to successful completion of Delhi Metro project.



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Attitude biases that affect civil servants

- 1) Intercomponent Ambivalence in Attitude  
eg - A non-violent IPS officer who needs to order lathi charge to control a riot
- 2) Public service attitude Vs <sup>organisational</sup> private values  
eg) whether to bend rules to help a destitute in need of urgent help.
- 3) Personal Biases  
Casteist person required to spearhead scheme for upliftment of underprivileged sections
- 4) Ethical Dilemmas  
eg: Objectivity Vs Compassion.

Overcoming attitude biases

- 1) Emotional Intelligence need
- 2) Prioritising Public welfare ~~etc~~
- 3) Prioritising Constitutional & professional values and imperatives over personal notions.
- 4) Balancing different, often conflicting values.
- 5) Promoting justice and fairness in ethical conduct
- 6) Following Codes of conduct.

An ethical administration has a significant role to play in achieving the Sustainable Development Goals by 2030.

B) India is a land of multiple cultures, religion and language, maintaining peace for thousands of years.

The Quote by Mahatma Gandhi emphasises the essential oneness of religions:

- By this Quote Gandhiji emphasised his equal reverence to all religions
- The philosophy of Anekantavada similarly emphasises on multiple ways to reach the ultimate reality.
- Various scholars emphasise how core tenets of all religions, essentially emphasise <sup>common</sup> ~~same~~ values of peace, tolerance, justice, equality & the like.
- Indian tradition of Sarva Dharma Sambhava is emphasised by the Quote - which means all religions are valid.
- The values of Shanti (Peace) and Sahishnuta (Tolerance) have guided coexistence of multiple religion in India.

Gandhiji's adherence to secularism <sup>& inter-religious harmony</sup> was demonstrated when on the day of Independence, instead of celebrating he was working for Hindu-Muslim unity.

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Relationship between Religion and Morality

2 schools of  
Thought

Both Irreconcilable

△ Different

- Religion is oppressive
- favours status quo ex-Casteism.
- Morality is secular and rational
- Morality is a human construct.
- Atheists are irreligious but can be moral.

Morality is guided  
by Religion

- Religion source of moral values
- Religion is the most potent social control.
- God is the source of Ethics (Divine command Theory)
- Gandhiji's morality guided by Religious values.

Despite differences, Religion and Morality are not antagonistic.

Religion serves as the basis of ethical conduct of believers and the core tenets of religion emphasises on moral values such as truth, peace, non-violence, justice etc which are crucial guide for ethical conduct of people.

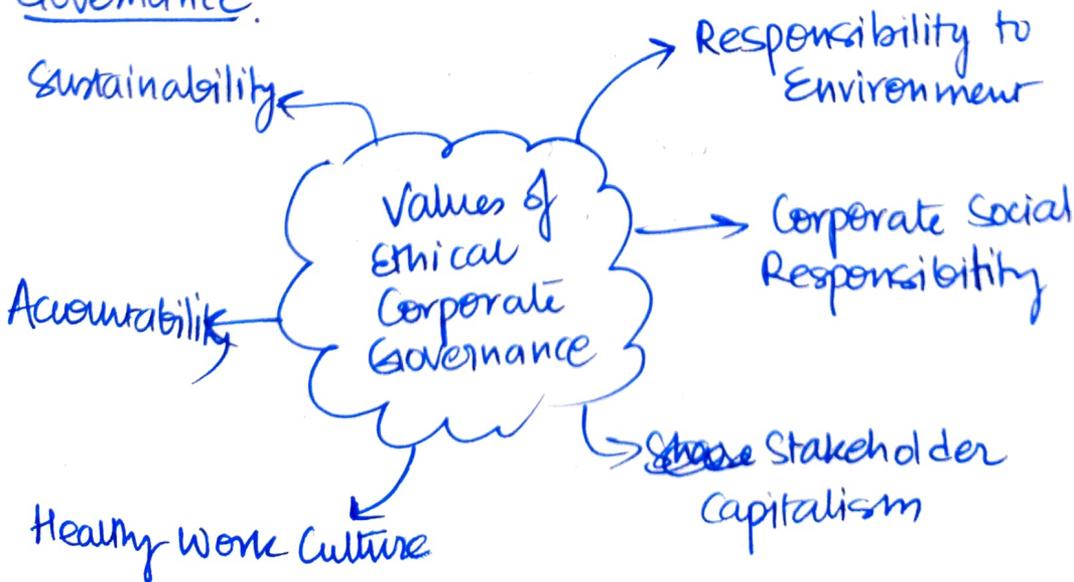
Q.4

- A. "व्यवसाय की केवल एक ही जिम्मेदारी है, अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता कर रहे हैं?  
(150 शब्द, 10 अंक)
- B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवकों के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं?  
(150 शब्द, 10 अंक)
- A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours?  
(150 words, 10 marks)
- B. Do you think values such as "tyaga," (renunciation) "seva," (service) "daanam," (Charity) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not?  
(150 words, 10 marks)

Gandhiji's model of trusteeship emphasises on ethical and moral obligations of the privileged as they earn their profits in social context.

Traditional Corporate values include, profit, efficiency, accountability to ~~share~~ shareholders etc.

However companionate capitalism brings ethical values in obligations in ~~the~~ corporate Governance.



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~~In my view, Corporates &~~  
 Corporations, by indulging in social responsibilities are not diverting resources to unproductive activities

1) Moral obligation as the profits they earn are wealth derived in social context—  
 eg - Adani family pledged ₹ 60,000 crore for social projects

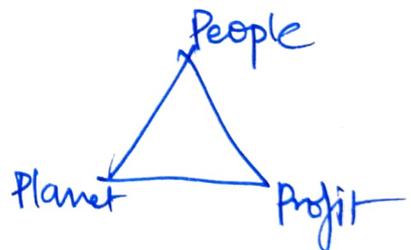
2) Builds Brand value & respect  
 eg - Tata conglomerate earns huge trust among citizens

3) Legal Responsibility eg - CSR mandated in companies act 2013.

4) Capacity building of Human resource  
 eg - Mahindra's working in education sector.

5) Environment sustainability

eg - Sustainable production and circular economy.



6) Inclusive Growth through CSR activities, eventually leads to economic growth.

Thus, Commerce without morality is neither ethical nor pragmatic.

B) ~~to~~ ~~to~~ Tyag, Seva, Daanam and Damah are one of the most crucial values required in civil servants in the present socio-economic context

### Tyag (Renunciation)

The value of renunciation refers to overcoming narrow self interest and desires in order for service people and furthering public interest

eg- Swarajish Somvanshi (IAS) removed AC from his office and got it installed in Nutrition rehabilitation centre.

Relevance } → Justice  
                  } → Fairness  
                  } → Dedication to public service.

Seva (Service) Service is the attitude of ~~enthusiasm~~ contributing in public welfare and includes going beyond call of duty. Indian values of "Seva Parmo Dharma" and Davidra Narayan  
eg- (Service to man is service to God)

expresses significance attached to the value of Seva  
eg- ~~San~~ Mother Teresa working for poor & Destitute

Relevance } → Inequality  
                  } → Poverty  
                  } → Communalism  
                  } → Disaster Management

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Daanam (Charity) - involves the value of humility and only keeping what is required.

eg → Tennis star Novak Djokovic established players association to financially support lower ranked tennis players

relevance → Selflessness  
 → Minimalism  
 → Sustainability  
 → Justice.

Damaah (Self control) one of the most important values for a civil servant

relevance

- + manage ethical dilemmas
- + avoidance of conflict of interest
- + prioritising public interest
- + ~~Restraint~~ Restraint from corrupt practices.

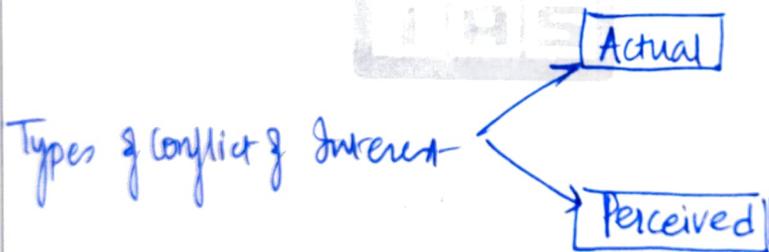
The ~~dis~~ above discussed values play a significant role in making the administration compassionate and ethical.

Q.5

- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रामाणिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कायरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए प्रतिक्रियात्मक साहस की प्रामाणिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)
- B. The domain of governance is riddled with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

Conflict of Interest refers to a situation wherein a primary interest comes in conflict with a secondary interest (often personal interest)

ex: Presiding over a procurement process wherein one's acquaintance is one of the bidders.



### Impact of Conflict of Interest

- 1) Erosion of public trust  
eg- Judge presiding over case relating to allegations of harassment against himself.
- 2) Hinders transparent and objective decision making  
eg- Recruitment commission member's daughter appearing in the interview.

- 3) Lower credibility of the organisation  
Justice should not only be done but seen to be done.
- 4) Leads to ~~Partisan~~ Partisan Administration
- 5) Corruption and misgovernance  
When private interest overrides public interest  
eg- Karnataka - MGNREGA wages getting credited to politicians' family members
- 6) Conflict among various sources of authority
- a) Executive & Legislative Authority  
eg> recent disruptions in Parliament
- b) Executive and Judiciary Authority  
eg> Judiciary (SC) 's decision in coal block allocation
- c) Judiciary vs Legislative Authority  
eg> Judiciary (SC) declaring 99<sup>th</sup> Constitutional amendment Act ultravires.
- d) Conflict among interest of various ministers  
eg- ~~Gov~~ Tribal <sup>affairs</sup> ministry opposing displacement of tribals due to dam construction.
- e) Conflict among interests of Federal & sub-federal authority  
eg - States opposing federal encroachment in their legislative domain.

b) Courage refers to the virtue and ability to doing the right thing even in the face of Adversity.

Plato considered courage (or fortitude) as one of the cardinal virtues.

eg- courage displayed by Bhagat Singh to make the deaf hear.

Relevance of Courage in coping with ambiguous ambiguities and overcoming them.

1) Courage enables a person to uphold personal integrity

eg- Shanmugham Manjunath courageous act of whistleblowing against corruption.

2) Leads to Bold Decision making

eg- TN Seshan largely minimised corrupt practices in Election, which shows courage in his character.

3) Faithfully Discharging one's duties

eg- Kiran Bedi ordered challan for PM Indira Gandhi's Kar.

4) Helps in resolving ethical dilemmas  
by imparting strength to go with tough moral decisions.

eg- IPS officer arresting own son for liquor smuggling.

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5) Speaking truth to Power  
 eg- courage of Rosa Parks to stand against Racial practices.

6) Courage enables a person to do selfless acts  
 eg- Tukaram Omble took bullets at point blank range during 26/11 attacks.

7) Courage helps in avoiding materialistic desires

eg- Ashok Khemka IAS didn't fear of repercussions such as transfers.

Lack of courage leads to Timidity, lack of integrity and partisanship among civil servants which leads to

- Decision Paralysis (due to eg- RTI officials fear tough decision making)
- Tearing the line of powerful people  
 Vohra committee - Bureaucrat, politician nexus.
- Harms public interest.

Thus courage is one of the foundational value for civil servants.

Q.6

निम्नलिखित दार्शनिकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में प्रत्येक उद्धरण से आप क्या समझते हैं?

- A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव की पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)
- B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू (150 शब्द, 10 अंक)
- C. "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)

Given below are three quotations of philosophers. What do each of the quotations convey to you in the present context?

- A. "To feel for others, and little for ourselves; to restrain our selfish, and exercise our benevolent affections, constitutes the perfection of human nature." Adam Smith (150 words, 10 marks)
- B. "Virtue lies in our power, and so does vice; because where it is in our power to act, it is also in our power not to act." Aristotle (150 words, 10 marks)
- C. "I know that I am intelligent, because I know that I know nothing." Socrates (150 words, 10 marks)

A) The given quote by Adam Smith highlights the importance of the virtues of selflessness and Altruism.

Human beings are endowed with higher faculties which enables us from seeking higher pleasures as against materialistic and animalistic needs.

Service to other fellow human beings is considered as service to god (~~Deity~~ in Indian tradition (Daridra Naraya - Vivekananda)

Selflessness and Altruism are foundation of social Capital and harmony. Great men/women have been moved by the drive to serve people and eventually dedicated their lives for the cause:

**NEXT IAS**

- Swami Vivekananda worked for the poor and the destitute through Ramkrishna mission
- Mother Teresa, worked for poor till she took her last breath.
- Nobel laureate Kailash Satyarthi has been working for child welfare and rights.
- Freedom fighters left lucrative jobs to fight for the nation selflessly.
- During COVID-19 pandemic, volunteers helped people in need without caring for their own well being.
- Ishvar chandra Vidyasagar used to donate coats in chilly winters even while he himself endured cold.
- Martin Luther King Jr. dedicated his life for the cause of justice to everyone irrespective of race and even got assassinated for it.

Thus the virtues of selflessness leads to realisation of self Actualisation need in the theory hierarchy of needs of Maslow and leads to social harmony & peace.

B) The quote by Aristotle brings home the point that while it is ethical to do the right thing, at the same time it is a vice to not act in the ~~time~~ of favour of the right.

Thus human agency in ethical decision making involves the choice of acting as well as refraining from their moral duty.

→ It is ~~said~~ said that not speaking against wrong doing is equally wrong  
eg - Keeping quiet when one's brother beats his wife

→ During freedom struggle, members of intelligentsia remained neutral during 1857 war of independence

Similarly the Bystander effect explains how people ~~are~~ ignore their moral duty due to sense of diffused responsibility

eg - people making videos instead of helping people involved in road accident.

## NEXT IAS

How

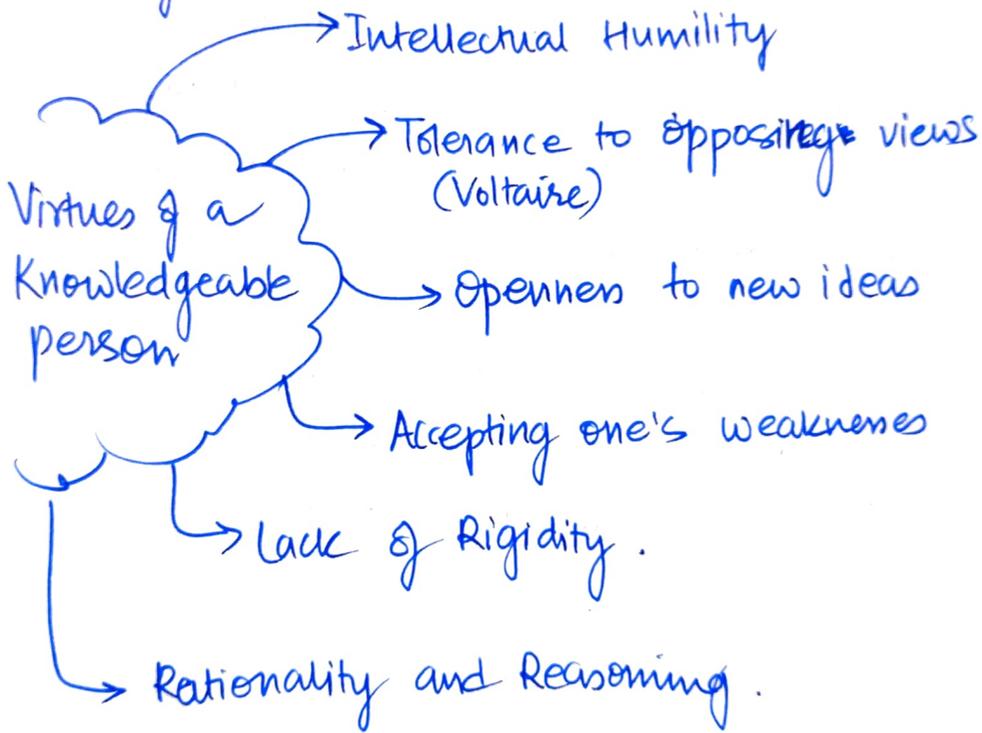
Why choosing not to act is a vice?

- leads to erosion of moral integrity of the person.  
eg- not reporting corrupt practise for saving one's own career.
- leads to strengthening of the will of wrongdoers.  
eg- mob violence
- Against deontological categorical imperative of Kant - speaking against wrongdoing is categorical imperative
- Sanskritisation of Corruption (Kaurshik Banu)  
Immoral acts get public acceptance
- Collective moral myopia  
eg- not speaking against false encounters.

“Ethics is knowing the difference between what one has the right to do and what is right to do”  
- Potter Stewart.

c)

The quote by Greek Philosopher Socrates emphasises on the first virtue of knowledge i.e. Humility. According to him knowledge is not a destination but a process. Knowledge as discussed by Socrates is the ability to know how to act in a certain situation. Knowledge is said to be "power". However a true knowledge demands a person to be open to other streams of wisdom.



~~Introduction.~~

In today's world of Globalisation and multiculturalism the value of Intellectual humility is all the

more important.

Indian values of Syadvada (Jainism) emphasise how there is no absolute truth but rather different interpretations to it.

Similarly the central tenet of Hinduism - "Sarva Dharma Sambhava" signifies how ~~to~~ there is no singular Religious truth but rather that all religions are valid and true.

Science and technological advancement of present scale won't have been possible if the scientific discipline was rigid and not open to criticism.

Thus one's ability to practice humility and being cognisant of one's own limitations & weaknesses leads to ~~the~~ attainment of true Knowledge.

## केस स्टडी 1:

आप ग्रीनटेक इंडस्ट्रीज में अनुपालन अधिकारी हैं, एक कंपनी जो पर्यावरण-अनुकूल उत्पाद बनाती है और सकारात्मक पर्यावरणीय प्रभाव डालने में विश्वास रखती है। आपकी प्राथमिक जिम्मेदारी यह सुनिश्चित करना है कि कंपनी पर्यावरण कानूनों और नैतिक मानकों का पालन करती है। कंपनी ने हाल ही में एक नया उत्पाद विकसित किया है जो महत्वपूर्ण पारिस्थितिक लाभों का वादा करता है लेकिन इसमें एक विनिर्माण प्रक्रिया शामिल है जो खतरनाक अपशिष्ट उत्पन्न करती है।

आंतरिक जाँच (ऑडिट) के दौरान, आपको पता चलता है कि नए उत्पाद की निर्माण प्रक्रिया से निकलने वाले खतरनाक अपशिष्ट का निपटारा इस प्रकार किया जा रहा है जो तकनीकी रूप से कानूनी मानकों को पूरा करता है लेकिन गंभीर नैतिक चिंताओं को जन्म देता है। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण के लिए संभावित जोखिम पैदा करती है।

कानूनी तौर पर, ग्रीनटेक इंडस्ट्रीज किसी भी नियम का उल्लंघन नहीं कर रही है। अपशिष्ट प्रबंधन विधि पर्यावरण कानूनों द्वारा निर्धारित अनुमेय सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस पद्धति का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को काफी नुकसान पहुंचा सकता है।

आप आश्चर्यचकित रह गए, एक ओर, कंपनी कानूनी रूप से सही थी, लेकिन दूसरी ओर, यह पर्यावरण पर सकारात्मक प्रभाव डालने के अपने घोषित मूल्यों के बारे में पाखंडी थी। एक कर्तव्यनिष्ठ पेशेवर के रूप में, आप कार्रवाई करने को लेकर गंभीर हैं, लेकिन चुनौती यह है कि क्या और कैसे।

1. उपरोक्त मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएँ उपस्थित हैं?
2. उपलब्ध विकल्पों पर उनके गुण-दोष सहित चर्चा करें।
3. आपके द्वारा चुनी हुई कार्यवाही क्या होगी? और क्यों?

(250 शब्द, 20 अंक)

## Case Study 1:

You are the Compliance Officer at GreenTech Industries, a company that manufactures eco-friendly products and believes in making positive environmental impacts. Your primary responsibility is to ensure that the company adheres to environmental laws and ethical standards. The Company recently developed a new product that promises significant ecological benefits but involves a manufacturing process that produces hazardous waste.

During an internal audit, you discover that the hazardous waste from the new product's manufacturing process is being disposed of in a manner that technically meets legal standards but raises serious ethical concerns. While compliant with current laws, the disposal method poses potential risks to a local community's health and the environment in the long term.

Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

You were left wondering, on the one hand, the Company was legally correct, but on the other, it was hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its whats and hows.

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

(250 words, 20 marks)

In the recent context of rising global warming and anthropogenic climate change there has been growing demand for environmentally sustainable corporate practices.

The given case highlights the issues of Greenwashing and lack of integrity in corporate governance.

### 1) Ethical Issues and Dilemmas

- ① Profit Vs Social obligation of the Company.
- ② Transparency vs Secrecy about manufacturing Practices
- ③ Integrity Vs returns to shareholders.
- ④ Shareholder Capitalism Vs stakeholder Capitalism.
- ⑤ Economic development Vs Regard to Environmental Sustainability
- ⑥ Legality Vs Ethicality

### Ethical Issues

- ① Right to healthy Environment to the concerned community (Article 21)
- ② My responsibilities towards welfare of company
- ③ Environment Sustainability.

## 2) Options available to me

### A) Do nothing since it is not illegal

#### Merits

- 1) Company's profits protected
- 2) My position is unharmed

#### Demerits

- 1) Hazard to Environment
- 2) Compromises health of community
- 3) Breach of Trust of Society
- 4) Crisis of conscience of mine.
- 5) Evasion of Duty as the Compliance Officer

### B) Leak the case to media anonymously

#### Merits

- 1) Issue is resolved due to public outcry
- 2) I am not involved directly.

#### Demerits

- 1) Against my duty towards my own company.
- 2) Not an approach which can be emulated universally
- 3) Company's profits harmed

c) Talk to Seniors and persuade the management to resolve the issue of waste management.

Merits

- 1) In consonance with my conscience
- 2) Upholds values of people Profit & planet in corporate Governance
- 3) Health of community protected.

Demerits

- 1) The management may not agree.

3) My chosen course of Action

I will chose option C ~~because~~.

1) As the compliance officer I have moral duty to ensure transparency and ethics in the organisation.

2) I will persuade the management to forthwith cease disposal of waste in hazardous manner using effective method of persuasion by tackling

+ Pathos - will make them aware of health hazard to residents

+ Ethos I will call for ~~the~~ ~~values~~ showing the ~~of~~ integrity & compassion

+ Logos - If the issue comes in public, it will eventually be disadvantageous to the company and will lead to loss of reputation.

3) Even then if the management doesn't agree, I will resign from the firm because otherwise it will lead to crisis of conscience within myself and my further actions will ~~not have~~ <sup>be free from</sup> conflict of interest.

4) Since the issue is not illegal I can't go for legal proceedings but I will act as whistleblower so that people and authorities are made aware about the issue.

As, Commerce without morality is one of the worst sins according to Mahatma Gandhi.

**केस स्टडी 2:**

आप एक ग्रामीण जिले के जिला कलेक्टर हैं जहां पारंपरिक सामाजिक रीति-रिवाज और धार्मिक प्रथाएं दैनिक जीवन को दृढ़ता से प्रभावित करती हैं। हाल ही में, एक स्थानीय मंदिर और उसकी कुछ धार्मिक अनुष्ठानों और स्थानों से महिलाओं को बाहर रखने की लंबे समय से चली आ रही परंपरा से जुड़ा एक मामला सामने आया है।

लैंगिक समानता पर बढ़ती राष्ट्रीय चर्चा से प्रेरित होकर गाँव की शिक्षित युवा महिलाओं के एक समूह ने इन धार्मिक अनुष्ठानों में भाग लेने के अधिकार के लिए याचिका दायर की है। उन्होंने तर्क दिया कि महिलाओं को बाहर करना भेदभावपूर्ण है और उनके संवैधानिक अधिकारों का उल्लंघन है। हालाँकि, मंदिर के अधिकारी और स्थानीय समुदाय का एक बड़ा हिस्सा धार्मिक ग्रंथों और लंबे समय से चले आ रहे रीति-रिवाजों का हवाला देते हुए इस बदलाव का पुरजोर विरोध करता है।

जिला कलेक्टर के रूप में, आपको एक जटिल नैतिक दुविधा का सामना करना पड़ता है। कानूनी तौर पर, आप भारतीय संविधान को बनाए रखने के लिए बाध्य हैं, जो समानता की गारंटी देता है और लिंग-आधारित भेदभाव पर रोक लगाता है। हालाँकि, इस कानून को लागू करने से समुदाय में काफी अशांति फैल सकती है, जहां पारंपरिक रीति-रिवाज और धार्मिक मान्यताएं गहराई से जमी हुई हैं। और आप जानते हैं कि जिले में धार्मिक मामलों पर अशांति का इतिहास रहा है, और स्थानीय राजनेताओं को राजनीतिक लाभ के लिए अशांति फैलाने में कोई आपत्ति नहीं थी।

लैंगिक समानता का नैतिक तर्क समुदाय की धार्मिक भावनाओं से टकराता है। मंदिर के अधिकारियों का मानना है कि रीति-रिवाजों में बदलाव करने से उनकी पवित्र परंपराएं अपवित्र हो जाएंगी। इस बीच, प्रवेश की मांग कर रही महिलाएं इसे अपने अधिकारों के लिए नैतिक और कानूनी लड़ाई के रूप में देखती हैं। एक जिला कलेक्टर के रूप में आप एक अनिश्चित दुविधा में थे, एक ओर एक प्रगतिशील अधिकारी होने के नाते आप जानते थे कि क्या करना सही है, लेकिन दूसरी ओर एक प्रशासनिक पेशेवर के रूप में आप अपने हाथों से धार्मिक स्वर में अशांति नहीं चाहते थे।

1. उपरोक्त परिस्थिति में कौन-कौन से प्रशासनिक और नैतिक मुद्दे शामिल हैं?
2. उपरोक्त परिस्थिति में आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों पर चर्चा करें और कारणों सहित अपने द्वारा चुनी हुई कार्रवाई की व्याख्या करें।

(250 शब्द, 20 अंक)

**Case Study 2:**

You are the District Collector of a rural district where traditional social customs and religious practices strongly influence daily life. Recently, a case has emerged involving a local temple and its long-standing tradition of excluding women from certain religious rituals and spaces.

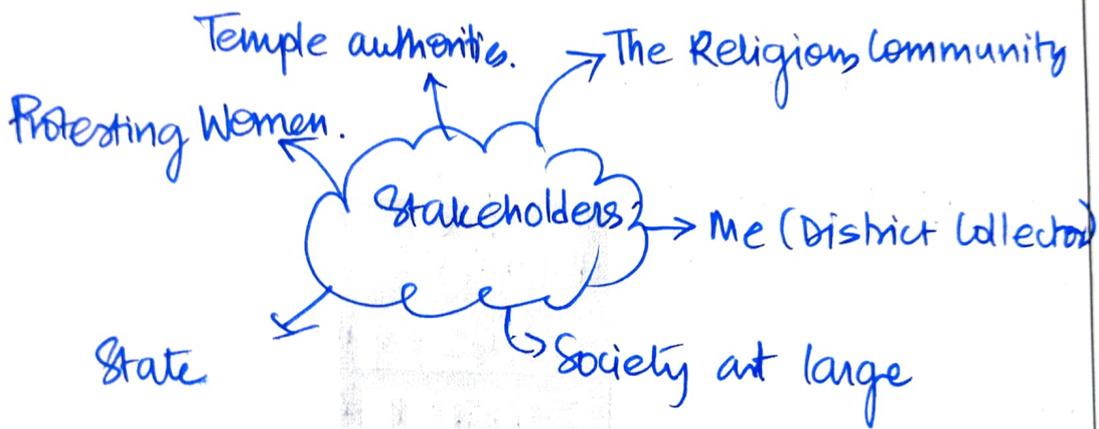
A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities and a significant portion of the local community vehemently oppose this change, citing religious texts and long-standing customs.

As the District Collector, you face a complex ethical dilemma. Legally, you are obliged to uphold the Indian Constitution, which guarantees equality and prohibits gender-based discrimination. However, enforcing this law could lead to significant unrest in the community, where traditional customs and religious beliefs are deeply entrenched. And you are aware that the district has a history of unrest on religious matters, and local politicians did not mind stoking the unrest for political gains.

The moral argument for gender equality clashes with the community's religious sentiments. The temple authorities believe that altering the rituals would desecrate their sacred traditions. Meanwhile, the women demanding entry see this as a moral and legal fight for their rights. You as a district collector was in a precarious dilemma, one on hand being a progressive officer you knew what is the right thing to do but on the other as an administrative professional you didn't want an unrest with religious tone at your hands.

1. What are the administrative and ethical issues involved in the above situation?
2. What are the options available to you in the above situation?
3. Discuss the merits and demerits of each option and explain your chosen course of action along with reasons. (250 words, 20 marks)

The given case study highlights the contention between the <sup>fundamental</sup> right to equality (Article 14) and Right to Freedom of religion, <sup>(Articles 25)</sup> as guaranteed by the constitution.



### 1) Ethical Issues involved

- 1) Right to equality of women.
- 2) Right to freely practice one's religion.
- 3) Right to religious conscience
- 4) Traditional values vs constitutional values.
- 5) Professional <sup>moral</sup> ethics vs Public duties

Administrative issues involved

- 1) Balancing demands of contending groups
- 2) Ensuring law and order
- 3) Upholding constitutional values & professional values
- 4) Protecting enforcement of fundamental rights of citizens.

2.) Options available to me

Option A: Persuade the group of young women in favour of temple authorities

Merits	Demerits
→ Adverse Law and order preempted → Right to Religion upheld	→ against rights of women to access the temple → against my personal values → Not a sustainable solution.

Option B: Allow the women to access the temple and participate in rituals

Merits	Demerits
- Constitutional values upheld - Gender equality upheld.	- Potential law & order problem - May lead to protest by section of the religious communities - safety of the women may get compromised

Option C: Persuading the two groups to reach a common ground through dialogue

Merits

- Social Capital protected
- no law & order issue
- professional & personal values balanced

Demerits

- The groups may not agree due to rigid stance

3) My chosen course of Action I will chose option e.

3.1) I will call for a meeting among representatives of both groups ~~in my chair~~

3.2) I will try to persuade the temple authorities by explaining them how religion cannot be rigid and exclusionary.

3.3) I will take the help of SC judgement in Sabrimala case and Shami Shignapur incident to further strengthen the arguments.

3.4) If ~~there~~ I am not able to reach conciliation between the two groups, I will ask for ~~directions~~ <sup>suggestion</sup> from seniors due to conflict between equally important fundamental rights

3.5) I will ensure police protection to the women who want to ~~and~~ exercise their right to religion and accen to public place

3.6) further I will increase police presence and activate human intelligence to thwart any attempt to harm public order.

~~3.7~~ Religious customs, needs and traditions are social heritage which needs to be protected. However, it must not be exclusionary and reactionary, rather should evolve with evolving ethics, morality and values.



**केस स्टडी 3:**

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहां आपकी उत्तरदायित्वों में से एक उम्मीदवारों के अभियान (कैंपेन) के दौरान खर्चों की निगरानी करना और अभियानों (कैंपेन) की वीडियोग्राफी की निगरानी करना था। जैसे ही आप कार्यभार संभालते हैं और काम करना प्रारम्भ करते हैं, आपको एहसास होता है कि आप किस चुनौती से जूझ रहे हैं। दो उम्मीदवारों की पृष्ठभूमि आपराधिक थी और पूरा मुकाबला कमोवेश इन्हीं दोनों के बीच था।

जैसे-जैसे अभियान (कैंपेन) ने गति पकड़ी, आपने देखा कि दोनों उम्मीदवार जाति और धार्मिक आधार पर मतदाताओं को भड़काने में लगे हुए हैं। इसके अलावा, वे चुनाव आचार संहिता का खुला उल्लंघन करते हुए आर्थिक प्रलोभन दे रहे थे। आपके वीडियोग्राफर को धन्यवाद, आपके पास यह सब रिकॉर्ड पर था।

आपने कोई भी सख्त कार्रवाई करने से पहले उन्हें चेतावनी देने का फैसला किया, इसलिए आपने उन्हें बुलाया और सवूतों के साथ उनका सामना किया। आपकी राहत के लिए, उन्होंने चुपचाप गलती स्वीकार कर ली और संहिताओं का पालन करने का वादा किया। बैठक के दो दिन बाद आपको खबर मिलती है कि आपके एक वीडियोग्राफर को एक प्रत्याशी के गुंडों ने बुरी तरह पीटा। और वीडियोग्राफर की पिटाई का मतलब आपके लिए चेतावनी थी। इसके अलावा, उसी शाम आपको एक कॉल आती है जिसमें अभियान में हस्तक्षेप करने पर गंभीर परिणाम भुगतने की धमकी दी जाती है।

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

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

(250 शब्द, 20 अंक)

**Case Study 3:**

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

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

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

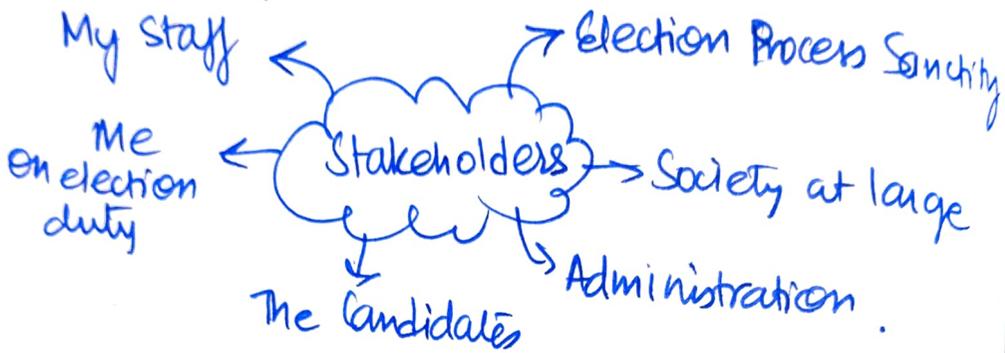
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with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

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

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

(250 words, 20 marks)

The present case study highlights the menace of criminalisation of politics and prevalence of corrupt practices during election campaigning.



### 1) Issues Involved in the case

- 1) Right to free and fair election of the ~~Residents~~ <sup>voters</sup> of the constituency.
- 2) Right to safe work environment of the election staff.
- 3) Secularism and associated democratic values at stake.
- 4) Criminalisation of Politics
- 5) Malice of money and muscle power
- 6) Issue of voter manipulation.
- 7) Political violence on the behalf of the Candidates.
- 8) Personal interest (safety of life) vs Professional duty

2) The challenges of administration many a times ~~throws~~ <sup>presents</sup> ethical dilemmas between adherence to duty vs threat to life.

My obligations towards staff } → ensure protection to them  
 } → protect them from ~~in~~ intimidation.

Professional My duties } → uphold foundational value of integrity & fortitude  
 } → ensure free and fair election  
 } → report election malpractices  
 } → protect and uphold constitutional values

According to Prof. Amartya Sen

~~There~~ Human life takes precedence when there is threat to life.

In the present case although I need to discharge my duties however I have personal, moral as well as professional duty to ensure safety of staff.

### 3) My Course of Action

- 1) I will immediately report the matter to the District Magistrate (Returning Officer) and seek his help ~~in~~ through police protection to <sup>my</sup> staff.
- 2) I will ensure that the videography ~~and~~ evidences is safe ~~and~~.
- 3) I will immediately report the matter to the Election machinery at relevant level in my professional capacity.
- 4) I will ensure that FIR is lodged against the goons who assaulted my staff.
- 5) Further ~~to~~ providing monetary inducements amounts to corrupt practices under RPA 1951. This I will ~~initiate~~ <sup>ensure that</sup> legal proceedings is initiated against the candidates!

### Justification

Free and fair election forms part of basic structure of the Constitution, and is the very foundation of Democratic nature of ~~the~~ <sup>our</sup> polity.

Also, ~~the~~ poll violence and election malpractices not only harms social capital but also shakes trust of citizenry in the integrity of election machinery.

Therefore stern action needs to be taken fearlessly against such unethical and illegal activities.



**केस स्टडी 4:**

एक स्मार्ट सिटी परियोजना चल रही है, और आपको खरीद का प्रमुख नियुक्त किया गया है। इस कार्यभार से पहले, आपने एक प्रमुख सार्वजनिक क्षेत्र के उपक्रम (पीएसयू) में समान भूमिका निभाई थी, जहाँ आपने अपने निविदा प्रारूपण और विक्रेता प्रबंधन कौशल के लिए प्रतिष्ठा अर्जित की थी। स्मार्ट सिटी परियोजना के पैमाने और महत्वपूर्ण खरीद आवश्यकताओं को देखते हुए, आप खरीद अनुभाग का नेतृत्व करने के लिए बिल्कुल उपयुक्त लग रहे थे।

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगो की पत्नियाँ मित्र थीं। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं। सभी निविदाओं की जांच करने पर, आपके अनुभाग ने मिस्टर शर्मा की शर्तों को सबसे अधिक प्रतिस्पर्धी पाया, इसलिए निविदा उन्हें प्रदान की गई। हालाँकि, एक बार जब निर्णय सार्वजनिक हो गया, तो एक अन्य विक्रेता, मिस्टर पटेल, ने आप पर आपके पिछले संबंधों के कारण मिस्टर शर्मा के साथ मिलीभगत का आरोप लगाया।

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

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

**Case Study 4:**

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

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

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

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

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

(250 words, 20 marks)

~~The~~ The given case study highlights the issue of probity in governance as well as the thin line between real and perceived conflict of interest.

1) Conflict of interest refers to a situation wherein public interests seems to be in conflict with personal interest

can be both 

- Actual
- Perceived.

Conflict of interest in present case 

- Transparency & Objectivity in Procurement Process vs
- Personal obligation to Acquaintance who is one of the bidders.

Since the tender process was transparent and without any ill intention on my part, the present situation is one of the "Perceived Conflict of interest" as eventually Mr Sharma emerged ~~by~~ to be successful bidder on merits

### Other issues involved

- 1) Transparency and impartiality in Public Procurement
- 2) Maintaining efficiency & Probity in utilisation of public funds as well as Quality
- 3) Ensuring economy in Public procurement

2) Impartiality and Nonpartisanship are the foundational values of civil services crucial for Good Governance.

Impartiality refers to ensuring that actions and decisions taken in public capacity are not biased and is married with objectivity and integrity.

In this case my personal acquaintance of Mr Sharma did not tint my decisions.

Thus my professional duty towards public service demands ~~the~~ the subservience of my personal values to professional imperatives

Non partisanship as a value refers to the quality of being morally upright and free of loyalty towards any person or interest other than professional duties and public interest.

Non-partisanship in the present context demands me to be objective and non-discriminatory towards any particular bidders.

Impartiality +		=	PROBITY IN GOVERNANCE
Non partisanship			

3) <sup>6</sup> Temples of Justice gets destroyed when the right minded comes out of it thinking that the judge was biased.  
- Justice Douglas.

~~The~~ With the hindsight advantage it appears that the unpleasant situation could have been averted had I recused myself voluntarily from presiding over the tendering process by transparently disclosing my association with ~~the~~ ~~bid~~ Mr Sharma.

### Justification

- 1) Resolves the issue of perceived conflict of interest
- 2) Enhances the trust of other bidders in the impartial and just manners of tender process.
- 3) Enhances legitimacy of the department
- 4) Builds social capital
- 5) Public trust is enhanced.

Modern administrative challenges presents such situations quite often. A dedicated civil servant should always steadfastly uphold the foundational values of objectivity, impartiality, integrity and constitutional values.

**केस स्टडी 5:**

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

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

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

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

(250 शब्द, 20 अंक)

**Case Study 5:**

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

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

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

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

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

(250 words, 20 marks)

Integrity refers to adherence to one's values in a continuous and uncompromising manner even in the face of adversity.

The present case involves the values of bureaucratic discipline and hierarchy on one side and personal integrity and compassion on another.

### 1) Ethical issues involved

- 1) Livelihood vs efficiency of organisation.
- 2) Personal Integrity.
- 3) Compassion towards subordinates.
- 4) Economy ~~vs~~ (downsizing) vs <sup>moral</sup> obligations towards staff.

### Administrative issues

- 1) Non-compliance with office order
- 2) Hierarchy and bureaucratic discipline.
- 3) Inefficiency due to various factors
- 4) Need efficient and competent staff.

2) I think it was morally right in my part to write to the minister.

### Justification

1) The inefficiency amongst the staff was due to various factors <sup>for</sup> which <sup>they can</sup> ~~are~~ not <sup>be</sup> completely held on fault

eg new recruits need time and training to gain competency.

2) Downsizing will not only affect the staff but their ~~of~~ dependents (family) too

3) Against principles of natural justice

The ~~at~~ inefficient staff ~~may~~ could have been given warning or show cause notices.

and special skilling drive was one of the options to improve efficiency. Downsizing seems to be a drastic step.

4) Outsourcing of work will lead to loss of experience gained by staff who have been in the organisation for long time.

5) It's in consonance with my personal values of justice and compassion towards my subordinate staff.

### ③ My response to the action initiated against me.

- 1) I will explain my position to my superior (head of the department) and ~~we~~ will convey that my writing letter to the minister was in good faith.
- 2) Also my action was not intended to bypass the proper channel ~~or~~ or subvert his authority  
 ↳ I had first approached him  
 ↳ and later when I wrote the letter, I marked the copy to both HOD and chief secretary.
- 3) I will ~~accept~~ <sup>follow</sup> the transfer order as my adherence to moral values is not subject to favorability of circumstance
- 4) Further I will follow up on the positive signs of minister's response and ~~we~~ will try to ensure that injustice is ~~not~~ not done to the staff without compromising efficiency of the organisation.

**केस स्टडी 6:**

आप एक आईएएस अधिकारी हैं जिन्हें हाल ही में ग्रामीण विकास मंत्रालय में उप सचिव के रूप में नियुक्त किया गया है। आपको उत्तरदायित्वों में विभिन्न ग्रामीण विकास योजनाओं के कार्यान्वयन की निगरानी करना और उनका कुशल कार्यान्वयन सुनिश्चित करना शामिल है।

महात्मा गांधी राष्ट्रीय ग्रामीण रोजगार गारंटी अधिनियम (मनरेगा) निधि के ऑडिट के दौरान, आपको पर्याप्त अनियमितताएं प्राप्त होती हैं। ऐसा प्रतीत होता है कि ग्रामीण रोजगार परियोजनाओं के लिए आवंटित धन का एक महत्वपूर्ण हिस्सा मंत्रालय के वरिष्ठ अधिकारियों द्वारा फर्जी चालान और नकली लाभार्थी सूचियों के माध्यम से निकाल लिया गया है। ग्रामीण गरीबों के लिए आवंटित धनराशि को व्यक्तिगत खातों में भेज दिया गया है।

आप एक नैतिक दुविधा का सामना कर रहे हैं। इस भ्रष्टाचार की रिपोर्ट करने से आपको गंभीर परिणाम भुगतने पड़ सकते हैं क्योंकि इसमें फंसे वरिष्ठ अधिकारी राजनीतिक रूप से प्रभावशाली हैं और उनके मजबूत संबंध हैं। आपको छोटी-मोटी धमकियाँ भी मिली हैं जिनका अर्थ यह है कि यदि आप प्रकटीकरण के साथ आगे बढ़ते हैं तो आपके करियर की प्रगति खतरे में पड़ सकती है। दूसरी ओर, भ्रष्टाचार को नजरअंदाज करने का मतलब शोषण के चक्र को कायम रखना और ग्रामीण गरीबों को उनके उचित लाभों से वंचित करना होगा।

1. उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
2. आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों का मूल्यांकन करने के पश्चात आपके द्वारा चुनी गई कार्रवाई वाले विकल्प का चयन करें और व्याख्या करें।

(250 शब्द, 20 अंक)

**Case Study 6:**

You are an IAS officer recently appointed as the Deputy Secretary in the Ministry of Rural Development. Your responsibilities include overseeing the implementation of various rural development schemes and ensuring their efficient execution.

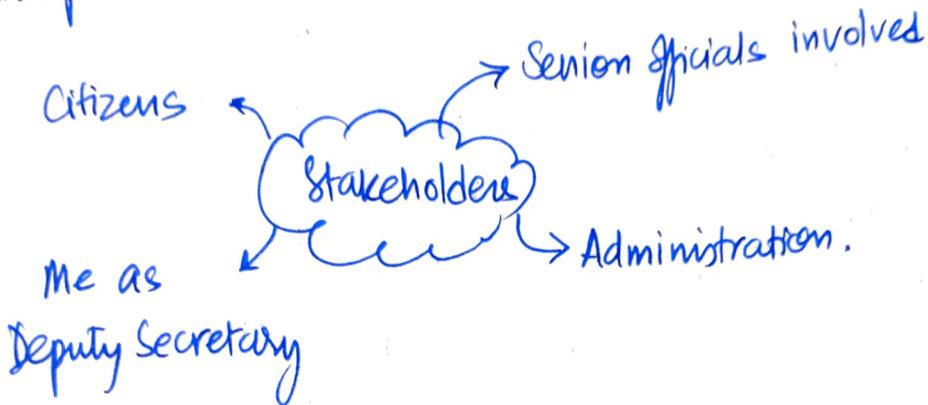
During an audit of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) funds, you discover substantial irregularities. It appears that a significant portion of the funds allocated for rural employment projects has been siphoned off by senior officials within the ministry through fraudulent invoices and fake beneficiary lists. The funds meant for the rural poor have been diverted to personal accounts.

You are faced with an ethical dilemma. Reporting this corruption could lead to severe repercussions for you as the implicated senior officials are politically influential and have strong connections. You have also received subtle threats implying that your career progression could be jeopardised if you proceed with the disclosure. On the other hand, ignoring the corruption would mean perpetuating a cycle of exploitation and depriving the rural poor of their rightful benefits.

1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option.

(250 words, 20 marks)

Transparency International flags corruption as the most dangerous menace affecting good governance and public service.



### 1) Ethical issues involved:

- 1) Probity in Governance
- 2) ~~Prob~~ Ethical utilisation of public funds
- 3) Injustice to unemployed people who ~~are~~ needed to be the actual beneficiary
- 4) Influence of ~~corrupt~~ political forces in corruption in administration
- 5) Personal interest vs Professional duty.
- 6) Right to social security.
- 7) Lack of integrity and probity on the part of ~~involved~~ officials involved.

2) Options available to meOption A : Ignore the corruption.Merits

- 1) Career Progression safeguarded
- 2) No friction with senior officials

Demerits

- 1) Breach of public trust
- 2) Crisis of conscience
- 3) Ignoring Duty
- 4) Complicit in unethical act by doing nothing.
- 5) against obligations to ~~journal~~ public interest.

Option B Anonymously whistleblowing in mediaMerits

- 1) The issue gets public attention thus action will get initiated against culprits
- 2) no harm to self or career

Demerits

- 1) Amounts to evasion of duty
- 2) One should first try out organizational mechanisms
- 3) Against value of integrity

Option C : ~~do not~~ Report the irregularities to the relevant authorities with supporting documents and evidences.

Merits

- 1) Fulfilling professional duty
- 2) In public interest
- 3) Action against corrupt officials.

Demerits

- 1) no substantial demerit
- 0

3) I will chose Option C since

1) Corruption in administration amounts to robbing and cheating of common citizen of their rights and entitlements

2) Threat to career progression (personal interest) should never overshadow larger public interest

② Numerous morally upright officers like Mr TN Seshan are invaluable assets for ethical governance in the country.

3) Inaction or ignoring unethical practice ~~is too~~ is equal if not worse than participating in the same.

4) Not doing anything will amount to cowardice and malice on my part professionally as well as personally

Such temptations to protect personal safety and career, <sup>as</sup> against speaking out against ~~the~~ unethical practices only gives rise to sanitisation of corruption as highlighted by Mr. Kanchik Basu.

Candidates must  
write on this margin

