

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2408

Test No. : 08

Name of Candidate: DIKSHA RAI Mobile No. [REDACTED]Roll No. : GSMACT24A1593 Start Time 3:00PM End Time 6:15PMDate of Examination: Medium : English Hindi

Q. No.	Maximum Marks	Marks Obtained
1.(a)	10	
1.(b)	10	
2.(a)	10	
2.(b)	10	
3.(a)	10	
3.(b)	10	
4.(a)	10	
4.(b)	10	
5.(a)	10	
5.(b)	10	
TOTAL MARKS - 100		

Q. No.	Maximum Marks	Marks Obtained
6.(a)	10	
6.(b)	10	
6.(c)	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
TOTAL MARKS - 150		

GRAND TOTAL - / 250

EVAL CODE: EVAL DATE:

GENERAL INSTRUCTIONS

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

सामान्य निर्देश

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

REMARKS:

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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2	2
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3	3
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MARKING SCHEME *			
Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

IMPORTANT QR CODES

 Topper's Copy	 Common mistake and Correct Filled QCAB
 Copy Scanner App	 Next IAS Test Centre Location

MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

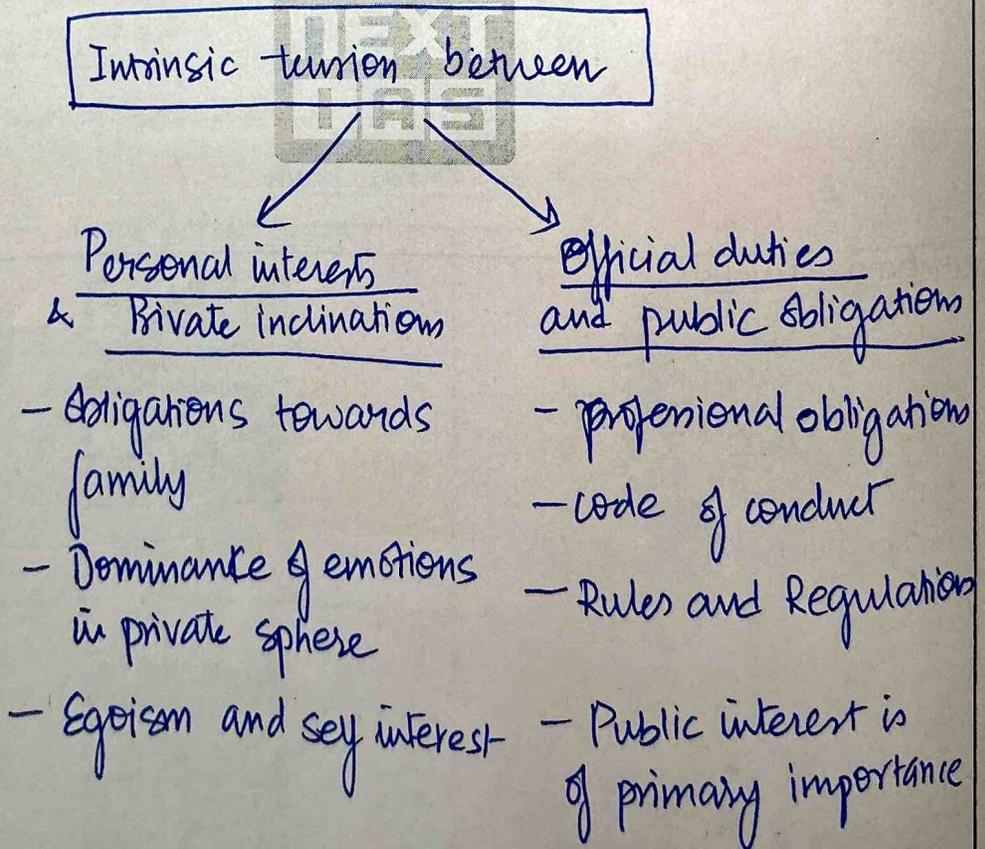


IMPROVEMENT SUGGESTIONS

खण्ड-A / Section-A

1. (a) एक लोक सेवक, लोक सेवक होने के अलावा नागरिक भी हैं और उनका व्यक्तिगत जीवन भी होता है। कई बार, भूमिकाओं के बीच एक अंतर्निहित तनाव होता है। एक लोक सेवक व्यक्तिगत हितों और आधिकारिक कर्तव्यों के बीच तथा निजी झुकावों और सार्वजनिक दायित्वों के बीच आंतरिक तनाव को प्रभावी ढंग से कैसे पार कर सकता है? व्याख्या कीजिए
(150 शब्दों में उत्तर दीजिए) 10 अंक
- Besides being public servants, they are also citizens and have personal lives. At times, there is an inherent tension among the roles. How can a public servant effectively navigate the intrinsic tension between personal interests and official duties and between private inclinations and public obligations? Explain
(Answer in 150 words) 10 Marks

While ethics in public and private sphere often overlap, they differ substantially many a times creating hindrance to effective execution of duties by a Public servant



Navigating the Tension

- 1) Following constitutional values and principles as a north star while making ethical decisions
- 2) Not letting private interest guide public duties (Integrity)
- 3) Adhering to rules and regulations
eg- All India Service (conduct) rules.
- 4) Balancing private and public lives through emotional intelligence.
for eg: • sacrificing hedonistic pleasures for greater public good.
- 5) Avoiding conflict of interest through disclosures and recusal
eg- Jc judge Katju recused from hearing a case in which her wife was indirectly involved.

For a Public servant, maintaining a harmonious balance between private inclinations and public obligations is guided by Kant's Categorical imperative of following adhering to one's duties

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

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

Public service framework worldwide, have evolved through the contribution of ideas of various philosophers starting from Plato to Michael Sandal.

Immanuel Kant, a German Philosopher contributed in this endeavour by propounding his theory of ethics:

1) Means over ends

His teleological deontological approach towards ethics calls for prioritising means over ends.

Relevance: Public servants are duty bound to uphold public welfare hence and justice. Through this approach one is able to maintain impartiality, compassion and objectivity in public service

eg: Transparent utilisation of Public Funds through competitive biddings-

2) Theory of Categorical Imperative

→ First imperative of Kant's prohibits humans from being used as means.

Relevance: Preamble of constitution calls for upholding dignity of individual as each individual as his own worth.

eg: use of human shields in anti terror operations is against this imperative

+ Second categorical imperative calls of principle of universal applicability of actions.

Relevance. In public service this imperative makes governance just, impartial and upholds rule of law

eg: ~~At~~ ~~are~~ ~~equ~~ Affirmative actions, welfare schemes.

Thus Kant's philosophy calls for a just world where human dignity is respected and rights are upheld, which is indispensable for Good Governance

2. (a) "सत्ता की चुनौती इसके गैर-जिम्मेदाराना और भोगवादी उपयोग के बजाय इसके जिम्मेदारपूर्ण अनुप्रयोग में निहित होता है - विशेष रूप से, सत्ता में बैठे लोगों को जनता का शोषण करने के बजाय उसकी सेवा करने के लिए कैसे प्रेरित किया जाए।" सत्ता और लोक सेवा के बीच संबंधों का विश्लेषण कीजिए। क्या आप मानते हैं कि सत्ता की अवधारणा, सेवा के आदर्श के साथ टकराव करती है, या वे एक दूसरे के पूरक हैं? अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- "The challenge of power lies in its responsible application rather than its irresponsible and indulgent use - specifically, how to motivate those in power to serve the public rather than exploit it." Analyse the relationship between power and public service. Do you believe that the concept of power conflicts with the ideal of service, or do they complement each other? Substantiate your viewpoint. (Answer in 150 words) 10 Marks

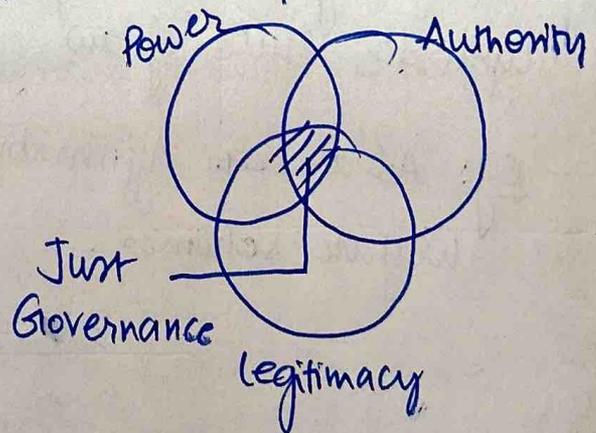
"Power corrupts and absolute power corrupts absolutely"
- Lord Acton.

Power is the ability to make someone do something ^{with or} without the use of force.

Relationship between power and public service

Public service is endowed with power constitutionally and legally.

~~For~~ For example state has the legitimate power to use force.



However this power is not absolute and ~~must~~ its use must be accompanied

by associated values of Accountability, objectivity, transparency and impartiality.

While concept of power may seem to be in conflict with ideal of service as:

- Restraint on Individual liberty
- Misuse of Power eg: encounter killings
- Muzzling of free speech eg: Censorship during Emergency

But, in reality Power is meant to complement the goals of public service if used responsibly.

→ Values of Constitutionalism calls for limited power
eg: TN Seshan used constitutional powers to clean up electoral malpractices.

→ For upholding Public welfare.

eg: ~~Sans~~ ^{IAS} Durga Shakti Nagpal dealt with Sand mafia.

→ Maintaining law and Order

eg: IPS Sanjukta Parashar used her legitimacy powers to curb Bodo militancy.

Thus power when tempered with responsibility and conscientiousness lead enhances legitimacy of government & leads to social good.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

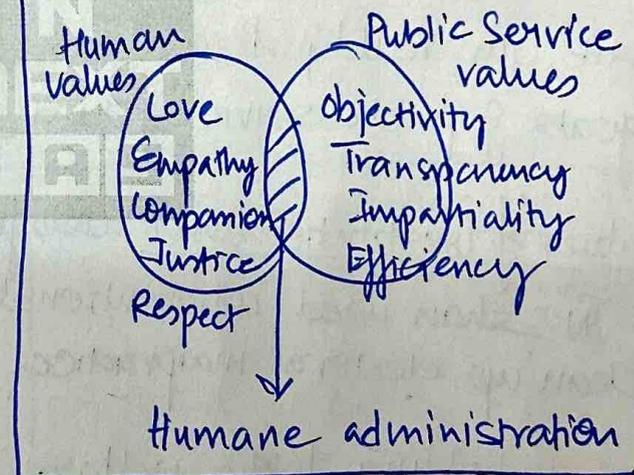
(Answer in 150 words) 10 Marks

Human values refers to all the values which are ^{leading an} aimed at ethical and moral life.

While, Public service values encompasses values necessary for public welfare and effective delivery of services.

~~On the face of it~~
Human values and Public service values, although seem conflicting

but they actually complement each other :



1) Human values guide public obligations

eg: Compassionate Kozhikode led by Prashant Nair to eradicate hunger

- 2) Makes administration humane, as against, ivory tower of bureaucratic apathy, one moves towards ~~the~~ concept of barefoot bureaucracy
eg: Amisbrong Pame's effort in building roads, without using govt. funds.
- 3) Leads to social empowerment
Human value of ~~tolerance~~ ^{companion} and empathy
eg: guided Swatcha Bharat Mission headed by IAS P. Iyer.
- 4) Leads to enhanced public service delivery.
The human values of justice and respect guided IPS Kiran Bedi in heralding Prison reforms.

~~Thus~~ A human public servant is more emotionally intelligent and harbours greater ~~public~~ dedication towards public welfare.

Thus contemporary bureaucratic ethic must be married ~~for~~ with human values for Good Governance.

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

"So few now dare to be eccentrics, marks the true danger of our time"
- JS Mill.

JS Mill in his "On Liberty" highlighted the need of vigilance on absolute powers as a prerequisite to protect Liberty.

Civil society, known as the 5th pillar of democracy plays a significant role in checking abuse of power and thus upholding constitutionalism.

Role of civil Society in curbing
corruption & official misconduct

1) Awareness generation and thus mobilising public pressure

eg: India against corruption movement

2) By using official mechanisms to highlight corruption

eg - RTI reports in AP highlighted corruption in MGNREGA -

3) Research and Data analysis

eg: According research by ADR - 46% of MPs have cases filed against them.

4) Highlighting official misconduct using media especially social media

eg: video of officer slapping a groom in Tripura.

5) Filing PIL in Supreme Court.

eg: through the efforts of PUCL, SC established the practise of publishing criminal antecedents of candidates.

The civil society organisation play a major role in enforcing accountability and fostering transparency in governance

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

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

Feminist ethicists such as ^{Carol Gilligan's} ~~care~~ ethics of care propound that female prioritise relationships and emotional aspects towards ethical judgements.

Women, through social conditioning and gendered expectations are made to develop a personality which is supposed to be docile and emotional.

Stereotypes, entrenched sexism and patriarchal institutions further fuels this cycle of self fulfilling prophecy.

Thus due to subtle nudges and socialisation women are thought to be companionate, emotional and ~~one~~ who giving more importance to relationships.

While men are considered to be bold, courageous, conservative and less emotional.

Although, this might be true to an extent but it is unfair and narrow approach towards understanding morality and ethics which is ~~not~~ much more relative and complex.

Thus according to me one's ~~eth~~ approach towards ethics and morality does get influenced by factors attributable to one's gender but can't be explained fully only due to them.

Examples like Kiran Bedi (IPS), Sanjukta Parashar (IPS), IAS Durgashakti Nagpal, Mantagini Hazarika and numerous others, warn against such generalisation.

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

(Answer in 150 words) 10 Marks

Ethics and laws both act as guides and set of directives which lead public servants in making decisions.

Conflict between Ethics and Laws

→ Unethical but illegal acts

eg: ~~the~~ law doesn't recognise rights of same sex couples to get married.

→ Unethical but legal acts

eg: Marital rape provided as an exception to rape in BNS.

→ Laws not in congruence with prevailing ethical norms are not accepted

Practise of
eg: Dowry continues despite Dowry Prohibition Act 1961.

Handling Conflicts between legal directives and Ethical considerations

→ Adhering to constitutional principles

→ Avoiding conflict of interest

→ upholding public welfare in decision making

→ not compromising on ethical values when directives are illegal.

→ Maintaining integrity and honesty.

→ Maintaining transparency and ~~Accountability~~ Accountability in Decision making.

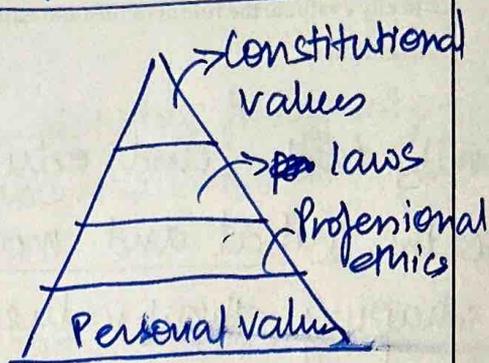


Fig: Guides to administrators

Thus as Aristotle said, good people don't need laws while unethical people will find their way around law.

Ethical governance happens at the intersection of law & ethics

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

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

Family ~~is the~~ and educational institutions are the initial and most crucial institutions in shaping ethical values among children (future civil servants).

Role of

Family

- Child Rearing Practices
eg: fostering compassion
- Direct instruction
eg: ^{value of} not stealing.
- Role modelling
eg: children learn from parents the value of hardwork
- Reward and Punishment
eg: Good behaviour is rewarded thus encouraged

Educational institutions

- Through Curriculum
eg: Hitopadesh, Dosh-bhakti curriculum.
- Peer Groups
eg: value of sharing, Cooperation
- Role modelling -
children idealise their teacher
egs I learnt the value of honesty from my English teacher.

Critical Evaluation :

- 1) Children also learn regressive attitudes from family
eg: separate utensils for house help leads to
casteism.
 - 2) Fight among parents → leads to emotional
stress on children which hinders cognitive
and emotional development
 - 3) Peer pressure in school often leads to bad
habits such as smoking.
 - 4) Excessive stress for excelling in academics
through cut-throat environment in school
as well as parental pressure
- ~~The~~ The initial years of life, mostly spent at
home and school ~~at~~ ^{development} lead to strong attitudes
among children which shape their Adult life
and outlook.

5.

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

DPSIR in Part 4 of constitution envisages a welfare state which works for upliftment of weaker sections of society.



Cultivating positive attitude towards weaker sections

a) Individual level

→ Developing Empathy & Compassion

eg: Swaroohin Somvanshi IAS removed AC from his office to help children suffering from malnutrition.

→ Learning from leaders

eg: Mother Teresa, Savitribai Phule
dedicated their whole life towards
serving weaker sections

→ Developing the values of Altruism and dedication towards public service

eg: IAS Saumya Pandey cut short her
maternal leave to save people during COVID-19

→ Ensuring effective delivery of public services

eg: saturating access to Schemes such as PDS,
MGNREGA, Ayushman Bharat.

B) Organisational level

— Sensitisation training

eg — Gender sensitisation training
among Delhi Police personnel

— Encouraging empathetic behaviour towards weaker sections

eg — through rewards & recognition.

The goal of making India a developed country
in 2047 can't be achieved unless capabilities
of weaker sections are developed (Amartya Sen).
Civil Servants have major role to play in this regard.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Whistleblowing refers to the act of bringing out in public malpractices & corrupt activities in an organisation by a person, anonymously or otherwise.

Importance of Whistleblowing in Corporate Governance

→ Avenue for disclosing malpractices
eg: Edward Snowden.

→ Fostering ~~the~~ Companionate & Ethical corporate governance
eg: deterring insider trading.

→ Internal procedures for complaints are not sufficient & free of bias
— The bias of not harming company's image

→ The people who point out malpractices may face professional harm. ~~but this deters~~ Whistleblowing mechanism provides a less risky alternative

However whistleblowing mechanism although necessary, is not sufficient:

- 1) can be misused to settle professional scores.
 - 2) Ethics in corporate activities need to be organically fostered and incentivised.
 - 3) Whistleblowing can often jeopardise company's economic fortunes in irrevocable way.
- ⇒ Internal mechanisms are more sustainable and acceptable to Corporates.

Thus while whistleblowing mechanisms must be strengthened further, at the same time efforts shall be made to align corporate governance to the triple imperatives of

g

- People
- Planet
- Profit.

6. वर्तमान समय में निम्नलिखित उद्धरणों की प्रासंगिकता पर चर्चा करें।

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

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

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

John Locke argued for the significance of both laws and conscience in inculcating morality among people.

While laws are external mechanisms to ensure moral and ethical actions, conscience acts as the inner court (Mahatma Gandhi) which guides morality of an individual.

<u>Laws</u>	<u>Conscience</u>
<p>→ External mechanism eg: Domestic violence Act prohibits violence against women.</p>	<p>→ Internal compass eg: Conscience prohibits me from harming others</p>
<p>→ Breach leads to punishment through judicial institutions</p>	<p>→ Breach of voice of Conscience leads to Crisis of conscience & moral dissonance.</p>

→ Codified instructions which serve as guide for behaviour and actions in civic life.

→ leads to morally conscientious life and a ready guide in case of ethical dilemmas

Laws, although majorly aligns with prevailing ethics and morals in society, can sometimes be in conflict with them. Thus before SC judgement in Navtej Singh Johar case, while one's conscience was hurt due to injustice to homosexual couples, ~~law~~ law ~~was~~ criminalised homosexual relations.

Thus as John Locke emphasised, one is guided by not only external control of magistrate (law) but also the higher court of conscience in ethical decision making.

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

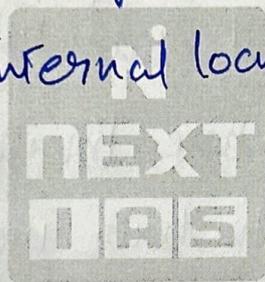
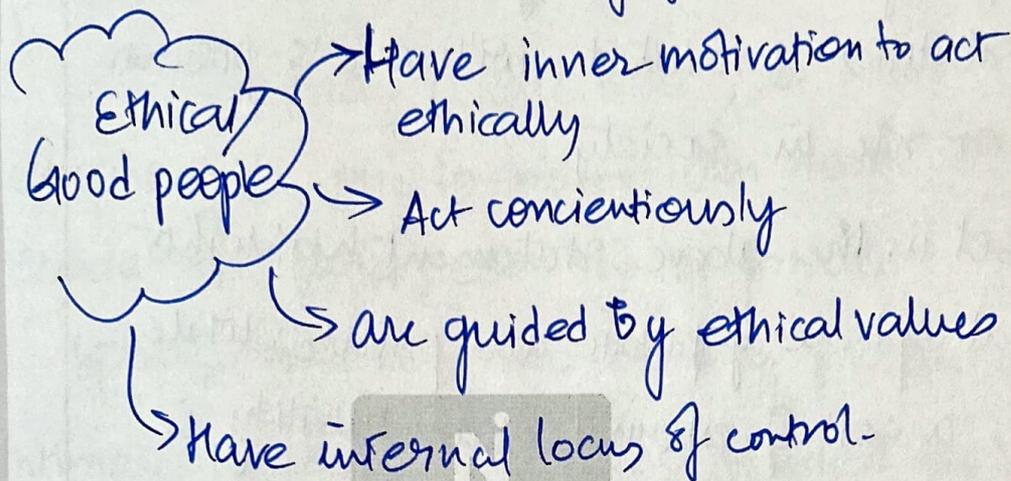
~~The~~ In this statement Plato highlighted the ineffectiveness of law in enforcing morality among people who don't want to act ethically through their own volitions.

~~Like~~ Ethical people follow laws and ethical principles voluntarily.

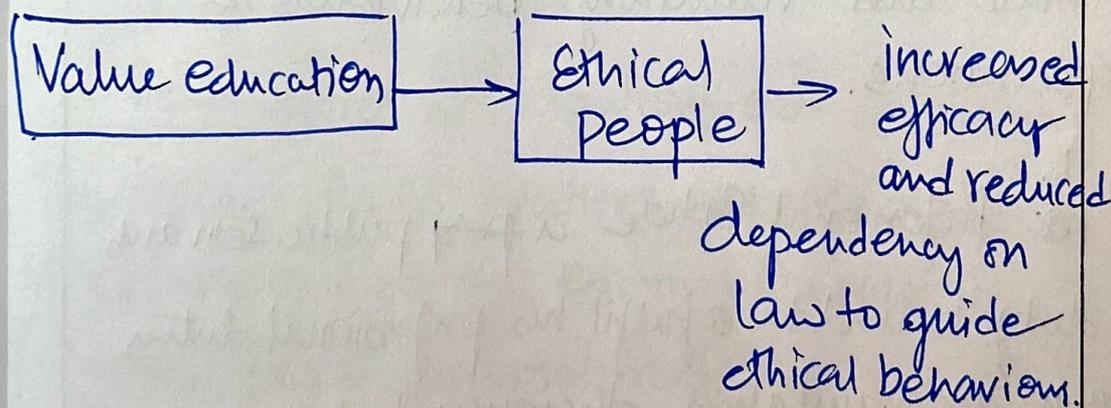
for eg- I don't act in a non-vident manner ~~be~~ only because I may get punished otherwise. Rather I act non-vidently because I believe in the value of 'ahimsa'.

On the other hand despite ~~ea~~ stringent laws and ~~criminal~~ ^{harsh} provisions for punishment of crimes such as rape, the Kolkata rape case signifies how evil people are least deterred by presence of laws.

In this context the role of society, family and educational institutions in inculcating ethical values becomes significant.



Thus,



Thus it is rightly said that ~~ethics~~ ethics can't be externally imposed, rather it is a light that burns from within.

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

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

(Answer in 150 words) 10 Marks

Duty refers to the obligations and responsibilities associated with one's position, status or role in society.

Russel in the above statement highlights the dual sphere of public and private. While Duties, a sort of external accountability, is necessary in public sphere, Private sphere and personal relations harbour more intimate and voluntary behaviours & expectations.

In Professional Sphere a ~~per~~ public servant is duty bound to fulfil his professional duties such as maintaining efficiency, being objective and transparent.

However the civil servant in private sphere is a mother or a wife

who's not duty bound ^{in strict sense} to care for her family or children. Rather the private values of love, care and affection guides her personal relations.

One may argue that, as Kant emphasised, one ~~is~~ never can never evade ~~her~~ ^{one's} duties, even in ~~a~~ private sphere. However, ~~the~~ terming private, intimate relations which are guided by values of ~~the~~ care and love as "duties" may seem offensive.

~~Thus Duties and voluntary act:~~

Thus while Public relations and professional ethics are guided by external compulsions of duties, ~~privat~~ personal relations are guided by the human values of trust, responsibility & affection.

खण्ड-B / Section-B

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

This situation required extensive introspection before finalizing the report.

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

(Answer in 250 words) 20 marks

Answer for Q10

The present case is emblematic of the undue political pressures civil servants face in discharge of their duties.

1) Ethical issues & Dilemmas

- 1) Value of Impartiality and non-Partisanship
- 2) Means vs Ends (using corrupt means by agreeing to Mr Sharma for a just goal of urban renewal.
- 3) Rights of residents of the city to access of civil amenities.
- 4) Displacement of residents leading to land alienation and disruption of livelihood.

- 5) Human Cost of Development Projects
- 6) Utilitarian Ethics vs Kantian Dictum of not using humans as means to an end.
- 7) Complicity to unethical demands of Mr Sharma against Professional ethics of Mr Rajesh.
- 8) ~~Ex~~ Crony Capitalism and ~~A~~ Bureaucracy - Politician Nexus (Vohra Committee)

⑧

b) Utilitarian perspective as expounded by Bentham and JS Mill proposes an ethical framework in which ethical decisions are made keeping in mind ^{the dictum} "the greatest good for the greatest no."

→ Agreeing to Mr Sharma's proposal will lead to smooth implementation of urban renewable initiative

→ Mr Sharma withdraws opposition to the project.

- Residents of the city gets access to infrastructure
- Urban economic development gets a boost leading to creation of jobs and greater well being

However, such an approach is not holistic and morally sound as:

- 1) It is laced with corrupt intentions and actions
- 2) Misutilisation of public funds by not allowing competitive bidding
- 3) Sets wrong precedence.
- 4) Rights of displaced people not taken into consideration.

Thus colluding with Mr Sharma is unethical and illegal ~~but~~ since although ends are just and ~~with~~ with pure intentions, Ends do not justify means (Gandhi)

c) Virtue ethics paradigm aims at taking ethical decisions which are in congruence with one's values and virtues. Greek philosophers Plato and Socrates were founders of this approach towards ethical decision making.

Mr. Kumar being a senior civil servant must be guided by the virtues of transparency, objectivity, impartiality and above all integrity in dealing with the present ethical dilemma.

The virtue of impartiality and integrity not only guides him in not agreeing to collusive corruption but also empowers him to deal with the vested interest of protesters against a public welfare initiative.

These cases of vested political interests and crony capitalism are against the ^{principle} value of Politics with Principles (Gandhi).

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

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

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

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

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

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

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

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

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

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

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

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

The present case deals with the competing values of transparency and secrecy for the sake of national security

a) Ethical issues and dilemmas

- Bureaucratic discipline (Hierarchy) vs Professional duty
- Transparency vs secrecy.
- Taking responsibility vs blaming senior
- Accountability and Answerability of my actions
- Oral instructions instead of written orders
- Democratic values of openness vs threat to national security in terms of crucial information related to Defence.
- Balancing competing values in administration.

b) Options available

Option 1: Take responsibility .

Merit

- Obeying senior
- In any case I can't prove ^{or justify} that my actions were guided by ¹oral instruction of Senior .

Demerits

- may jeopardise my career
- Senior's moral responsibility to take responsibility .

Option 2: Blame Senior through public disclosure

Merit

- I don't get blamed

Demerits

- Against administrative discipline
- ~~Against~~ Reduces public trust

Option 3: Discuss with senior and resolve
~~Take responsibility while~~
 concerns while taking responsibility.

Merit

- Although senior instructed ~~me~~ me, I had the responsibility to fulfil my professional obligations truthfully and impartially.
- Accountability is fixed

Demerits

- Not completely just to me.

c) Right to Information Act has been ~~can~~ considered to be the herald of new dawn of democracy which led to democratisation of information.

However National Security concerns and laws such as Official Secrets Act 1923 often come in conflict with its implementation.

Balancing National Security & Transparency

- Proactive disclosure of non-sensitive information
- Non-disclosure of sensitive information which can jeopardise national security
RTI Act section(8) itself includes this provision
- De-classifying older files in the interest of transparency
for eg. as is done in USA.
- maintenance of records and data in efficient manner for transparent disclosure
- strengthening RTI machinery in each department along with legal measures.

National security ^{shall be} ~~is~~ paramount concern of administration however it must not be used as an alibi for withholding non-sensitive information.

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The current case highlights the prevalent patriarchal norms prevailing in society which leads to gendered division of roles and expectations of women in society.

a) Issues involved

- Against freedom of vocation and Rt to life with dignity of the women.
- Lack of Agency of women in the village.
- Patriarchy and male dominance.
- Entrenched values of women being the weaker sex who can't take decisions for themselves.

- ~~finds~~ Social backwardness as hinderance to economic progress (Patriarchy vs skill development)
- Gendered division of labour - Cooking, stitching considered to be ~~sex~~ essential skills for women.
- ^{Right} ~~of~~ women to get skilled and get employed. ~~being~~

b) Options available to me

Option 1: Agree to Village men.

Merits

- They cooperate in the skill development initiative
- program runs smoothly.

Demerits

- Injustice to women
- Allowing men to dictate rules to what women are allowed to do.

Option 2: Continuing the initiative will persuading the village men to cooperate. Also telling them how the women are really watching the ~~so~~ intended videos only.

Merits

- Rights of Female participants not compromised
- Woman empowerment
- Skilling and consequent economic development of village.

Demerits

- The men may not agree.
- May lead to friction between the men on one side and females participants & administration on the other.

c) Ensuring inclusion of men in the program

- Including them and inviting them in the relevant programs and initiatives
- ~~✱~~ Allowing them to watch the training sessions along with the women with their families. Leads to skilling of men as well.

→ leveraging the opportunity to enunciate values of equality and respect to the freedoms and choices of women, amongst the men

through → Nukkad Natak
→ Role modelling
→ Persuasion (Aristotelean method of Ethos, Pathos & Logos)

→ Ensuring that Men are educated about the benefits both economical & social, of the program intended for skilling & job creation of women.

As Vivekananda said, as a bird can't fly with one wing, the society can't progress while half of the population is held back.

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

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

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

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

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

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपयोगितावादी दृष्टिकोण को ध्यान में रखते हुए, क्या आपको लगता है कि श्री कुमार को झुग्गी-झोपड़ियों के निवासियों की बेहतरी के लिए परियोजना में तेजी लाने के श्री शर्मा के प्रस्ताव को स्वीकार कर लेना चाहिए था? क्यों अथवा क्यों नहीं?
- गुण नीतिशास्त्र (virtue ethics) के संदर्भ में, श्री कुमार जैसे वरिष्ठ सिविल सेवक के लिए नैतिक चरित्र और सत्यनिष्ठा के महत्व पर चर्चा कीजिए। इस दुविधा को हल करने में इन गुणों को उनके कार्यों का मार्गदर्शन किस प्रकार से करना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Sorry,
It's the answer for Qn no (7).

Road Accidents not only leads to loss of lives and property but also lead to disruption in lives of families of victims involved.

a) Ethical issues and Dilemmas in the given case:

- 1) Loss of lives - against Right to life (Article 21)
- 2) Accen to safe roads
- 3) Responsibility of administration
- 4) Drunk Driving is being unethical and irresponsible.

- 5) Dilemma of ensuring benefits to bereaved family vs justice to victims.
- 6) Transparency in Public service by not concealing facts of the case.
- 7) Corruption and inefficiency on part of maintenance team.
- 8) Responsibility and Answerability
- 9) Objectivity Vs Empathy.

b) Utilitarian perspective of JS Mill and Bentham calls for making ethical decisions in such a way that it results in maximum good for maximum no of people:

b) Options available to me

Option ① : Blame the driver.

Demerits

→ Family of the Driver ^{don't} get post death Benefits

→ ~~This~~ It may lead to

→ Unethical since he is not solely responsible.

- sets wrong precedent.

Merits

- jobs of the maintenance crew is safe
- Utilitarian principle applied while resolving the ethical dilemma

Option 2 : Blame the maintenance Team.

Merits

- The family of ~~driver~~ Driver get post death benefits
- The team faces consequences for lapses.

Demerits

- Drunk driving is illegal
- injustice to the team as they were not completely responsible for the accident

Option 3 : Present a comprehensive report without bias and prejudice while ensuring that victims and bereaved family gets support & compensation.

Merits

- Rule of law
- Drunk driving is a menace and needs to be punished
- Administrative lapses of such nature are ~~compromises~~ dangerous for safety of public thus needs to be punished.

Demerit

- The family of driver may not get compensation
- The maintenance team may lose their jobs.

c)

In my opinion both maintenance staff and resulting administrative failure as well as the irresponsible act of drunk driving ~~is the~~ are equally responsible in this case.

- ~~While Drinking while driving~~

- Drunk driving is not only illegal but unethical as he put several lives in danger along with his own life.

- maintenance failure points towards the apathy and inefficiency of the staff.

They acted against the Deontology of Immanuel Kant and failed to exercise their duty.

→ While, virtue approach towards ethics may call for keeping companion and empathy towards driver's family,

One is guided by the ethical dictum of ~~the~~ Kant of not using humans as means to an end.

~~Drink~~ Consumption of intoxicating substances is against the values of Gandhi as mentioned in DPSP (article 47) and steps must be taken to curb this social menace.

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

The current economic development paradigm calls for increasingly ~~prior~~ needs to prioritise harmony between competing values of economic growth and environmental protection.

(a) Ethical issues and dilemmas involved

- Economic development Vs Environmental Protection
- Economic infrastructure availability for overall human development.
- Fixing Responsibility and Accountability in complex projects
- Rights of local farming communities due to land alienation & loss of livelihood.
- Ensuring ^{just} resettlement & rehabilitation.

→ ~~en~~ Ensuring environment-cost included in project cost

→ Social Impact of Development projects

b) options available to Miss Rao

Option 1: ~~Blame others who are involved in the project.~~
 Merit
 + since

Option 1: Going ahead with the project in expedited manner

Merits

- + Rural Development
- + Access to infrastructure
- + concerns of senior addressed

Demerits

- + injustice to local communities.
- + evading responsibilities towards environmental conservation.

Option 2: Recommend shelving the project to the govt

Merits

probable
+ 1
- Solution to conflicting priorities
- concerns of farmers & environmentalists addressed

Demerits

+ not a prudent solution
→ leads to denial of access to infrastructure to residents

Option 3: Expedite environmental impact assessment and address concerns of farmers and seek local communities inputs, opinions & cooperation in implementation of the project

c) Ms Rao should go with Option 3

→ Include social costs in the DPR of the project
→ Ensure proper rehabilitation of affected communities according to LARA Act 2013.

- Ensure that the projects has sustainable features
- Leverage local democratic institutions such as Gram Sabha to draw a consensus
- Lead the departments involved in expediting the process in a transparent manner to ~~check~~ ^{check} escalation of costs.

d) Ms Rao, being the District collector is the designated authority in ensuring the prompt, and transparent ~~institutions~~ implementation of the proposed project. However, given the complexities involved Mr Patel could have had a more empathetic approach towards the issue and should have given Ms Rao a chance to list out hinderances and seeking guidance.

Sustainable development which marries economic growth imperatives with environmental protection is the way ~~towards a just and~~ forward.

12. सुश्री शर्मा एक बड़े भारतीय राज्य में स्वास्थ्य और परिवार कल्याण विभाग की निदेशक हैं। यह विभाग स्वास्थ्य नीतियों को लागू करने, सार्वजनिक स्वास्थ्य सुविधाओं का प्रबंधन करने और स्वास्थ्य सेवाओं की डिलीवरी सुनिश्चित करने के लिए जिम्मेदार है। कार्यबल में वरिष्ठ अधिकारी, मध्य-स्तरीय प्रबंधक और अग्रिम पंक्ति के स्वास्थ्य कार्यकर्ता शामिल हैं। पिछले कुछ महीनों में, सुश्री शर्मा को श्री अरविंद गुप्ता के बारे में कई शिकायतें मिली हैं, जो अपनी आधिकारिक प्रबंधन शैली के लिए जाने जाने वाले एक वरिष्ठ अधिकारी हैं। श्री गुप्ता एक प्रदर्शन-संचालित अधिकारी हैं जो कभी-कभी सार्वजनिक रूप से अधीनस्थों को डांटते हैं और काम करवाने के लिए कर्मचारियों को धमकाते हैं।
- ऐसी ही एक शिकायत मध्य-स्तरीय प्रबंधक सुश्री अनीता वर्मा की ओर से आई, जिन्होंने बताया कि श्री गुप्ता ने एक विभागीय बैठक के दौरान सार्वजनिक रूप से उन्हें डांटा था और उनके साथियों के सामने उन्हें "अक्षम" और "खेकार" कहा था। सुश्री वर्मा ने कहा कि इस घटना ने उनके मानसिक स्वास्थ्य और कार्य प्रदर्शन को गंभीर रूप से प्रभावित किया, जिससे उन्हें काफी परेशानी हुई।
- अन्य कर्मचारियों ने भी इसी तरह के अनुभव साझा किए। एक कनिष्ठ अधिकारी, श्री रवि कुमार ने एक उदाहरण सुनाया, जहाँ श्री गुप्ता ने एक अवास्तविक कार्यभार को एक निश्चित समय सीमा के भीतर पूरा करने में विफल रहने पर नौकरी से निकाल देने की धमकी दी थी। उन्होंने श्री गुप्ता के व्यवहार को कठोर और अपमानजनक बताया, जिसमें अक्सर गुस्सा और अनुचित आलोचना का भाव होता था, जिससे कार्यस्थल में भय और चिंता का माहौल बन जाता था।
- अपने व्यवहार के बावजूद, श्री गुप्ता को उनके असाधारण कार्य प्रदर्शन के लिए जाना जाता है। उन्होंने कई सफल स्वास्थ्य पहलों को लागू करने में महत्वपूर्ण भूमिका निभाई है, जिससे जिलों में स्वास्थ्य सेवा वितरण में काफी सुधार हुआ है। उनकी विशेषज्ञता और समर्पण ने उन्हें विभाग के लिए एक अपरिहार्य संपत्ति बना दिया है, जिससे उनके खिलाफ शिकायतों का समाधान करने का निर्णय जटिल हो गया है।
- सुश्री शर्मा को एक कठिन निर्णय लेना पड़ा। वह जानती थी कि उसे सख्त होना होगा, लेकिन वह श्री गुप्ता के खिलाफ कार्रवाई के कारण कार्यप्रवाह में व्यवधान के बारे में भी चिंतित थी।
- (a) सुश्री शर्मा के सामने मौजूद मुद्दे और दुविधाएँ क्या हैं?
- (b) अपने विभाग में उत्पीड़न और धमकाने की शिकायतों को संबोधित करने में सुश्री शर्मा को किन नैतिक सिद्धांतों द्वारा मार्गदर्शित होना चाहिए?
- (c) सरकारी विभागों में उत्पीड़न और धमकाने को रोकने के लिए कौन-सी दीर्घकालिक रणनीतियाँ लागू की जानी चाहिए? ये रणनीतियाँ सम्मान और समावेशिता की संस्कृति को कैसे बढ़ावा दे सकती हैं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The present case highlights the need of healthy work culture permeated with the values of EI, team work and leadership.

a) Issues and dilemmas

- 1) Efficiency vs Justice
- 2) Prioritising competency and expertise vs Interpersonal relations.
- 3) Bureaucratic attitude vs Democratic attitude
- 4) Right of staff towards a healthy & conducive work environment
- 5) Mental Health of affected staff along with adverse effects on performance & productivity.

6) Lack of empathy and EI on the part of Mr Arvind Gupta.

7) Responsibility of Ms Sharma towards the complainant as well as ensuring that dept doesn't lose an asset.

b) Ethical principles which should guide Ms Sharma

1) Principle of Natural Justice - Thorough enquiry on the complaint filed by Ms Anita

- Giving Mr Gupta a chance to explain his behaviour and take appropriate action accordingly.

2) Emotional Intelligence

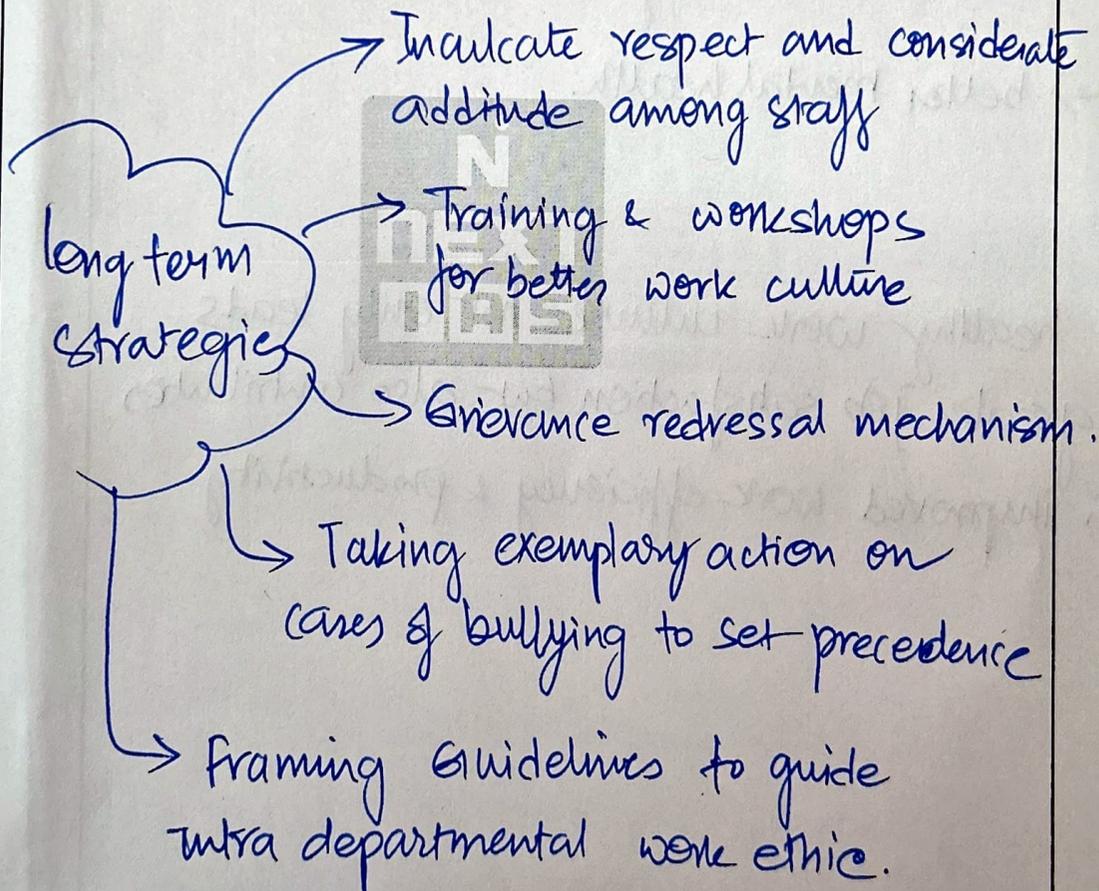
fostering empathetic work culture in her department.

3) ~~Improve~~ ~~frequency~~ Improving interpersonal relations & communications ~~betwe~~ among seniors and junior staffs.

4) Fostering values of team work and good mental health in order to boost efficiency & productivity.

5) Taking prompt action on cases of bullying and harassment by following due procedure.

c)



Such strategies will lead to

- improved intra departmental coordination
- boost efficiency
- employees will feel empowered
- improved motivation & dedication towards task assigned
- better mental health

A healthy work culture not only leads to greater job satisfaction but also contributes in improved work efficiency & productivity