

**NEXT IAS****GS MAINS ADVANCED COURSE 2024**

(To be filled by candidate)

**TEST CODE : GSMAC2404****Test No. : 04**Name of Candidate: ..... Dishant A. Nisar ..... Mobile No. [REDACTED]Roll No. : ..... Start Time 8:00 ..... End Time.....Date of Examination: 6/8/24 ..... 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	
<b>Total Marks: 250</b>		

**GRAND TOTAL** - ..... / 250

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

**GENERAL INSTRUCTIONS**

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

**सामान्य निर्देश**

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

**REMARKS:** .....

FOR OFFICE USE ONLY

Student Concerns / Query

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Evaluator's Feedback / Response

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**MARKING SCHEME \***

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

\* Subject to change without prior notice.

**IMPORTANT QR CODES**



Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

**MACRO COMMENTS**

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

**STRENGTHS OF THE CANDIDATE**

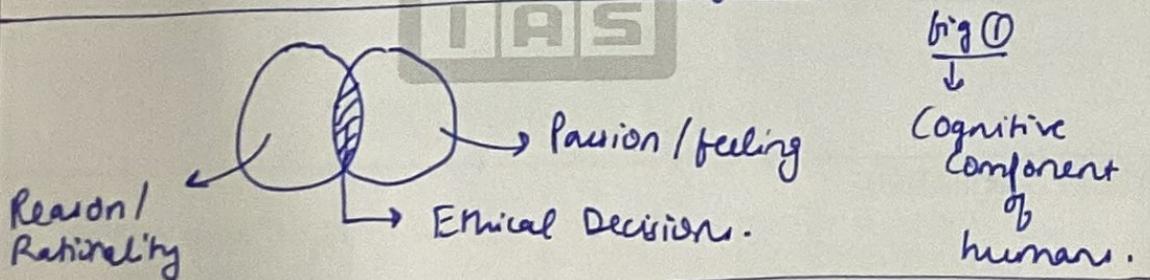
**AREAS OF IMPROVEMENT**



**IMPROVEMENT SUGGESTIONS**

- 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)

A) Human mind is both reasonable as well as has 'passion' i.e feelings which guide our ethical decision making.



Ethical decisions as rational and principled

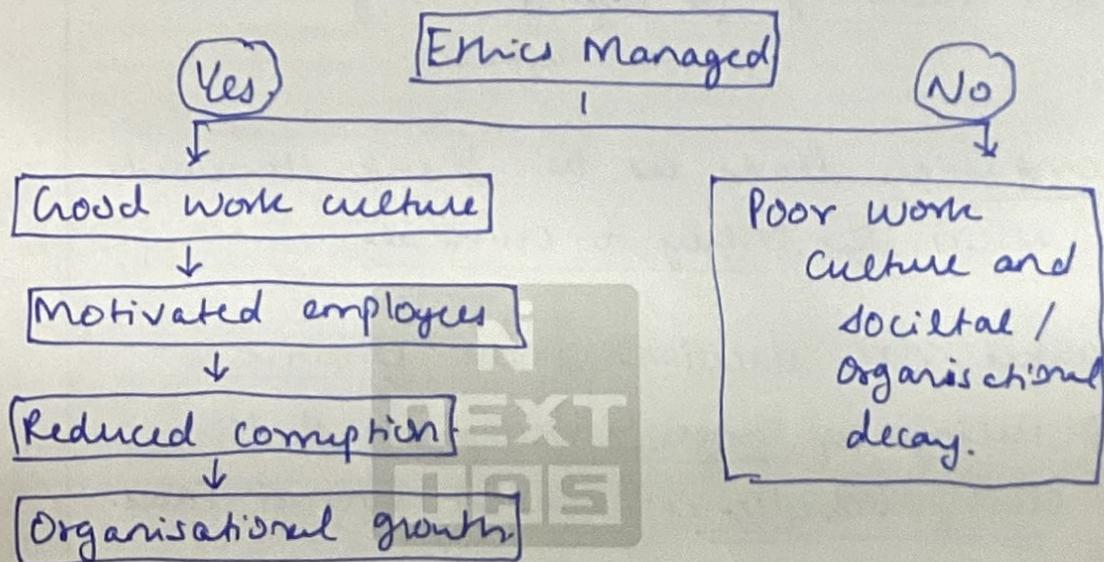
- 1) Based on established standards and law thus 'collective reasoning'  $\Rightarrow$  law, equality in society.
- 2) Universal principles  $\Rightarrow$  Kant's categorical imperative.
- 3) Based on determinants like laws, science which are rational.

However, if man is guided by reason, he also has feelings that affect his decisions →

- 1) Listening to our 'conscience' if unethical but necessary → Paying money to kidnappers
- 2) Compassion leads us to break standards of ethics → Mercy to criminals
- 3) Makes our decisions more emotive → Feelings of anger would lead to civil disobedience against unjust laws.

Thus, the right balance of rational principles and feelings i.e. 'Golden mean' would produce good ethical decisions and secure the ultimate aim of 'Summum bonum'

B) Ethical Management is ensuring that application of ethics in a society or institution by individuals/entities are ~~is~~ properly done.



Can public officials manage ethics like budget, policies?

Yes, → 1) Organisational behaviour and employees have to be kept in check  
 (e.g.) Instances of sexual harassment at workplace.

2) Transparency and accountability can be ensured (e.g.) Attendance, file noting via ethical behaviour.

3) Can be imbibed into everyday culture of office  $\Rightarrow$  Tata, Google.

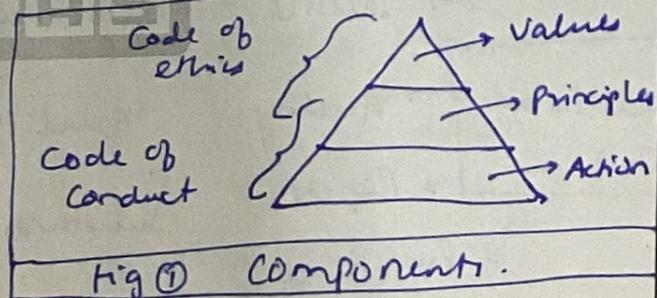
### Code of conduct and code of ethics

Sufficient  $\rightarrow$  1) Objective code which guides the way employees must behave.

2) COC can be enforced and if violated can be punished  $\Rightarrow$  Dress code, secrecy

3) COE have potential of mapping organisations values and serves as a guide.

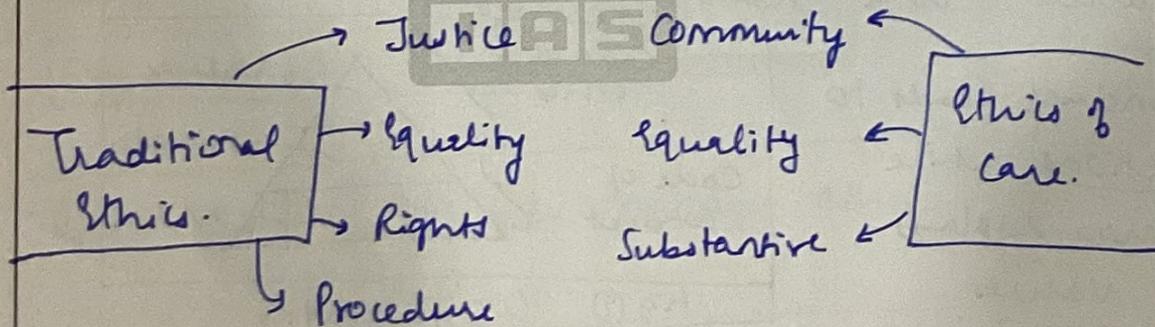
4) Conduct leads to actions while ethics displays values.



While DARPG and 2nd ARC has led to code of conduct 1967 and code of ethics 1997 they can be complemented by formal and informal mechanisms (team building, seminars, audits, value training) to strengthen the ethical management in workplace.

- 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 have the ultimate aim of securing a good life, value based society and thus have evolved based on time



Traditional ethics in public services.

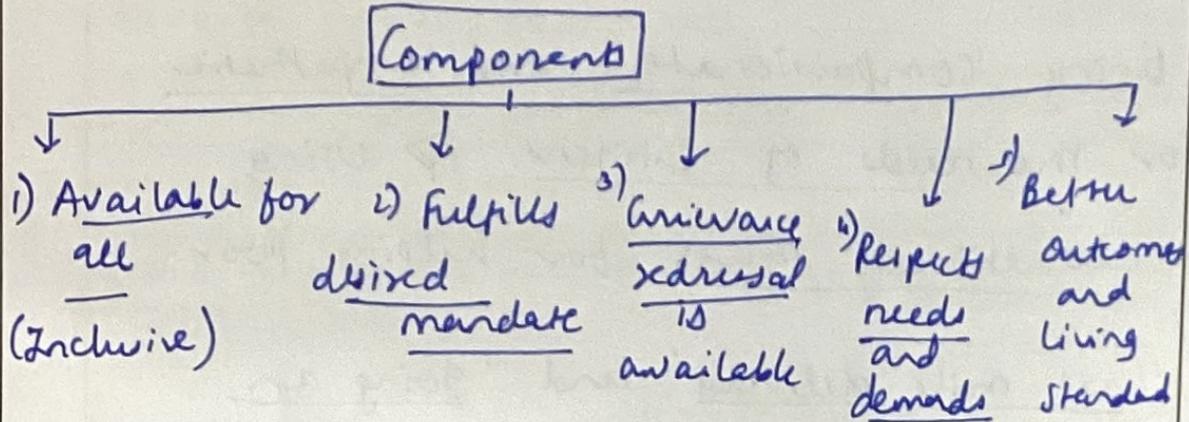
- 1) Leads to 'Weberian' nature i.e anonymity and legality. Following procedures for allotment
- 2) Follows 'equality' and 'rule of law' in

Procedural sense.Ethics of care in public services. →

- 1) Being 'compassionate' and empathetic for the needs of citizens → Using discretionary power for helping poor.
- 2) 'Last mile delivery' and 'going an extra mile' → Divya Devrajani (IAS) learned Gondi language to communicate with tribals.
- 3) Creating 'open environment' and approachable public services. → Officers motalla darbar.

In public services, a combination of both traditional and ethics of care is the ideal way forward. A civil servant has to realize 'Yogakshema' and while doing that go from rules based to role based.

2B. Quality means having the best of services prepared with due diligence and has little shortcomings. They are the best available



**Ways and means** →

A) **Efficiency**

- 1) Decentralized approach for faster decision making → Crati Shakti
- 2) Use of egovernance and ICT tools → PRAGATI Portal.

B) **Economy**

- 1) Proper cost-benefit analysis
- 2) Competitive auctions and allocation of funds.
- 3) Auditing → social audits / formal audits.
- 4) Outcome-output budgeting

C) **Effectiveness**

- 1) Grievance redressal and last mile delivery
- 2) Bringing civil society to map the on ground effectiveness
- 3) Using Surveys.

Thus service delivery which has quality leads to ease of living, ethical governance and good governance.

- Q.3
- A. लोक सेवा के सन्दर्भ 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 is our 'understanding and experience' that have the potential to guide our behaviour.

Public service attitude reflects the formal, impartial, objective attitude of a civil servant.

Attitude biases that affect a public servant. →

- 1) 'Superiority complex' of having more knowledge and skills so ignores voice of others.  $\Rightarrow$  In Panchayati Raj, Sarpanch complaints of being ignored by bureaucracy.

2) Formal attitude and treating job as procedural so avoiding extra efforts.

↳ 'What's in it for me? bias'

3) Entitlement → leading to corruption on field. ↳ Bribes for small tasks.

### Overcoming attitude bias →

1) Reorienting the components i.e. Affect, Behavior and Cognition by socialization.

↳ Sensitivity training,  
first posting under honest officers (Nota Committee)

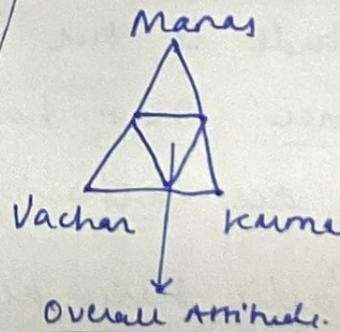


Fig 10 Components.

2) Following ethical principles like Grandhiji's Talisman (Helping the most vulnerable)

3) Cultivating respect for job and service for people through 'value education, introspection etc.

Thus, by overcoming attitudinal bias, a civil servant can truly contribute as the strong 'steel frame'.

3B.) Morality represents adherence to moral principles that have internal and universal application.

Religion represents 'collective traditions based on faith, worship and community'.

Gandhiji's Statement →

- 1) Gandhiji tried to explain his secular nature and show how every religion is essentially the same.
- 2) This essence was to ensure 'equality', mutual respect and 'Sarva Dharma Sambhava'.

Religion as harmful →

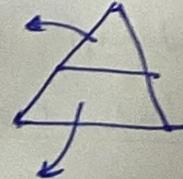
- 1) Based on irrational ideas and strengthens superstitions ⇒ Animal sacrifices.
- 2) Leads to issue of communal violence and fundamentalism as individual identity superseded by religion.  
⇒ Terror attacks by Isis, Al Qaeda.

- 3) Rationality and reforms undermined  
so morality based on 'collectivity'  
↳ Sabarimala Issue.

### Religion as necessary for moral life

- 1) Organizing force. → leads to ideal  
and ethical behaviour.
- 2) Founded on moral and ethical principle  
↳ Dignity of humans,  
equality, love
- 3) Motivating force for  
good behaviour or else  
Social Sanctions. ↳ Religious Panchayats.

Religion  
(set)



Morality  
(base)

Position → Religion is often founded on  
morality and thus both complement.  
We must ensure reform of dogmatic  
practices by rationality and morality.

Indian government's UCC (Article 44)  
DRP

aims to balance religion and morality  
evident in its secular model.

- 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)

Businesses and Markets work for  
Primary aim of 'profit maximization'  
With 'CSR' - Corporate social responsibility  
norms established, they have to devote  
resources for betterment of society.

↳ India - 2% of profits for CSR acts.

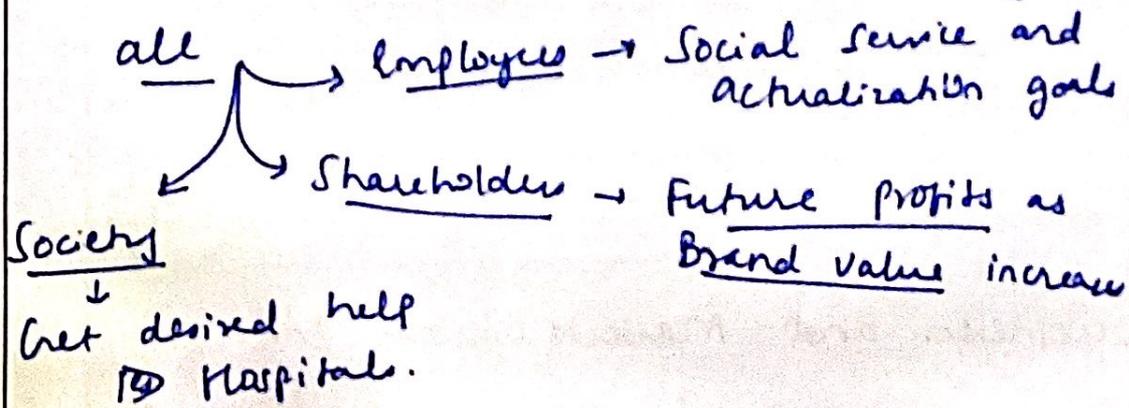
CSR → 1) Divert funds for social and  
community tasks  
→ 2) Engage resources and employees

Thus, most companies see this as  
unproductive and flout norms

↳ Phillip Morris accused of whitewashing  
(Tobacco company)

However, CSR is important and productive as. →

1) Stakeholder approach of benefitting



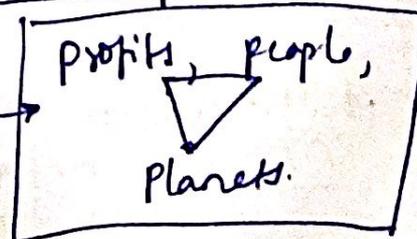
2) 'No company operates in isolation from society' → Tata created 'Grandpa' for elderly care

3) Moral Responsibility of giving back

→ Corporates get cheap land so they have to create social assets.

4) Good CSR is good business → As benefits stakeholders and creates a healthy market.

Thus, 'Compassionate capitalism' is the way forward for and sustainable development.



4B) Traditional Indian wisdom has been relevant for ages and the cardinal virtues espoused have an impact on public services.

Relevance for public servants →

A) Tyaaga (Renunciation)

1) Means to sacrifice and thus as public servants have power and resources → Tyaaga is important'

↳ Shastriji led a very simple life of Tyaag

2) Reduces scope of corruption as one reduces wants (minimalism)

B) Seva (Service)

1) Public service reflects being available and using capacities for the people.

2) 'Service is joy' (Tagore) leads to finding happiness in 'service orientation'

↳ Mission Jampurna of IAS Lakshmi Krishna  
(malnourishment eradication)

### C) Danam (Charity)

1) Reiterates the principles of service and altruism and giving back to society

↳ P.C. Mahalabis led simple life and gave to charity.

2) Instances of corruption, hoarding show how charity is important

↳ Jharkhand IAS officer arrested for mass corruption.

### D) Dama (Self control)

1) 'Power corrupts and absolute power corrupts absolutely

↳ Hence self control is important to reduce discretionary scope

2) makes one compassionate and have better emotional intelligence.

↳ Instances of public servants fighting show need of dama.

Thus, these values are extremely relevant to make the civil servant a 'karmayogi' in essence. (Smart, sensitive, stable)

- Q.5
- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक 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 कार्यरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता 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 ridden 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 among interests arises when individual's personal and professional interests converge leading to some dilemma, conflict

Conflict among various sources of authority is seen in the form of institutions like legal (judiciary), Parliament, social institutions, religion etc.

### Difference

Co I (Interest)	Co A (Authorities).
i) Arises if there is <u>scope of discretion</u> ↳ <u>Allocating tender</u> to a friend who has applied	i) Arises when there are ' <u>overlapping jurisdiction</u> ' ↳ <u>Crime/compliance</u>

2) Needs ethical  
decision making and  
at times objectivity

↳ Judges recusal.  
from case

2) Needs clear  
mapping of duties  
and hierarchies

↳ Institutions of  
society cannot interfere  
in legal matters that  
are subjudice.

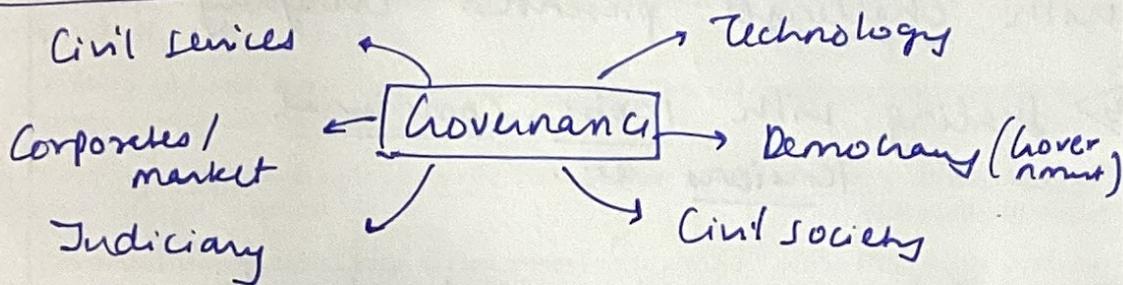
3) Is often subjective  
and can be handled  
personally

3) Requires deliberation  
by various  
stakeholders.

Thus, various sources of authority  
can be managed by having democratic  
consensus and 'inclusive decisions' making  
to reduce conflicts.

Conflict of Interest requires a  
public servant to follow code of conduct,  
ethics and constitutional morality.

5B) Governance in modern day nation states has become a complicated process as it has various determinants



This leads to ambiguities, paradoxes. →

- 1) Multiple sources of authorities/influence leading to increased pressure.
- 2) Ambiguities in law as huge scope of discretion → Taxation laws.
- 3) Uncertainty over public perception  
 ↳ media trials of officers lead to fear and timidity. (Sameer Washkade case)
- 4) Paradox of plenty vs scarcity.  
 ↳ Civil servants have limited resources and have to cater to huge population and demands → Food security.

## Relevance of Inner Courage for Coping, →

- 1) Huge Adversity quotient to deal with challenges presented everyday  
 ↳ Dealing with mobis, Communal tensions etc.
- 2) Self Restraint and Control due to courage  
 ↳ 'Saying No' to ministers' illegal demands / bribes.
- 3) Taking the ethical decision when faced with ambiguity and requiring discretion needs courage.  
 ↳ Allotting of tender to company based on cost benefit analysis
- 4) Having integrity, Leadership and accountability ↳ E Sreedharan, TN Jushan as examples.

Thus, Courage makes governance less complicated and leads to triumph of good and moral over ambiguous and evil.

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) Adam Smith's quote highlight the importance of 'service', compassion and benevolence as important components of human nature.

Explanation →

1) Humans are 'social animals' and psychology notes that we feel for others pain and have a 'benevolent' nature → War time miseries bring people together.

2) For fulfilling our duties as human. we must exercise our capacity to be

Compassionate and serve others.

⇒ 'Service is joy' (Seva tanno phama) as highlighted by our Vedas shows us importance of being there for others in time of need.

4) Our self actualization goals (Maslow's hierarchy) can be fulfilled by losing ourselves in service for others.

However, Adam Smith's quote has some negative connotations

Used by west to justify 'white man's burden'  
(Benevolent despotism)

Used by powerful to rule over others  
⇒ slavery

Thus, true virtue is in being selfless, compassionate. Gandhi's trusteeship, sewodaya are important principles to achieve this goal.

6B) Virtue lies in actions for doing the right things and not doing something wrong.

Thus as humans we have the power of 'self restraint' and we can choose to act

### Explanation

- 1) Our actions have consequences, and thus if we act to achieve bad things or during bad situations we lose virtue.  $\Rightarrow$  Stealing, acts of vandalism
- 2) True power lies in knowing when to exercise our power. It also lies in stopping if our ~~act~~ actions lead to harm.  
 $\Rightarrow$  Gandhiji stopped and withdrew the Non cooperation movement as violence was increasing.

## Relevance

1) Climate change is a global problem and we have to act to solve it by taking everyone together.

Similarly while exploiting natural resources, we must restrain ourselves.

2) In administration, we must act to achieve welfare of citizens, implementing at cutting edge.

But we must also restrain where there is discursion, opportunities of corruption.

Thus Aristotle rightly points out how virtue and vice are linked with our power to act.

His golden mean serves as the right template of balance.

6C) Socrates' quote highlights the importance of humility.

In the world where education is rising and humans consider themselves to be most intelligent, it is necessary to realize that our knowledge is limited and there is always more to learn.

Relevance →

- 1) Technology development like AI, nuclear energy makes human more intelligent and strong. But for its sustainable use we have to be open to new ideas
- 2) Countries of West exercise power over east thinking they are not intelligent, but as Swami Vivekananda highlights → The east has the knowledge of spiritualism which the west can learn from.

- 3) It is important to learn from others as knowledge can arise from anywhere (John Stuart Mill said → we can even learn from mad men and hence everyone's freedom of speech must be respected)
- 4) Sign of true knowledge is being receptive to new ideas, respecting the diversity of thoughts (Jain Philosophy of ANEKANTVADA)
- 5) Humility is an important virtue that makes a man truly wise as he realizes he is also like others and his knowledge is limited.

Thus, leaders like APJ Abdul Kalam, Gandhiji, Buddha accepted their limited knowledge and always promoted free flow of ideas.

## 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 अनुमति 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)

The above case study reflects  
'Greenwashing' by companies to improve

Their brand value and corporate social norms. As climate consciousness and demand for sustainability grows, it is necessary for industries to 'go green'.

a) Ethical Issues and dilemmas →

- 1) Sustainability vs Development → as company working for new environmental product but harm in long term
- 2) Doctrine of Double effects → As goals are good but consequences can be challenging
- 3) Legal vs Ethical → As company is within the legal domain but act is unethical.
- 4) Conscience vs Responsibility → As I am responsible to my job also and they have not committed legal wrong.
- 5) Long term harm vs Short term good of the community's ecology but short term benefits from the product.

- 6) Company failing in its responsibility to be ethical and engaging in greenwashy
- 7) Dilemma of legal regimes as laws can change in future.

### B) Available options.

- ① Ignore the long term harm as legally company has not violated laws.

Merit	Demerit
1) <u>Get product launched</u> and have good benefits 2) Save job and may be promoted.	1) <u>Crisis of conscience</u> 2) <u>Long term damage</u> and <u>future penalty to company</u> 3) <u>Product stalled</u> .

### ② Whistleblow

Merit	Demerit.
1) Bring company's <u>violations out</u> 2) <u>Conscience satisfied</u> 3) Act as <u>deterrent</u>	1) Company's act within legal limits ↳ so <u>no strong case</u> 2) May lead to job loss, personal harm.

③ Raise the long term risks to internal hierarchy, convince for upgradation and environmental impact assessment (EIA)

Merit	Demerit
1) Get the desired result and upgraded product 2) Save community 3) Integrity and convenience.	1) May not be heard. 2) Variable costs and delay 3) Job loss and continuation of old product.

c) Chosen course of action →

i) Option 3

↳ i) Create an 'Internal committee' to examine product by raising issue to hierarchy

↳ Upgrade product with necessary changes

↳ Persuade company's board for EIA and highlight → Brand value

→ Future consequences and long term policy implications.

## Justification →

- 1) Eco-centrism and 'stewardship ethics' as humans can use environment but not harm it. So primary aim is to protect the environment and local community.
- 2) Persuade the company as 'sustainability', 'brand image' and corporate social responsibility go hand in hand.
- 3) Whistleblowing not an option as 'change within is real challenge' and company was in legal limits.
- 4) Kant's categorical imperative dictate using humans as an end and so 'community based approach is necessary.

Thus, my duty will be to uphold the company's brand value, my conscience and ecology, local community as 'Society and humanity and ecology are inextricably linked'

**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 above case represents the dilemma of constitutional morality vs social morality. Religion and local customs are entrenched and at times face conflict with progressive society causing legal, moral, administrative challenges.

a) Administrative and ethical issues. →

- 1) Adhering to local customs that are discriminatory and violates women's dignity.
- 2) Going for reform could lead to societal tensions, communal overtones (loss of life and property)
- 3) Orthodox practices reflects social decay

- 4) Collector's dilemma of conscience vs Job's responsibility
- 5) State's role in facilitating equality  
↳ upholding Article 14, 15, 25, 26.  
(equality, religious freedom)
- 6) Duty of citizens to respect women.
- 7) Cultural relativism → as local custom  
rooted in traditions (Sabarimala verdict's dissenting statement).
- b) Options available →
- 1) Open the places of worship and allow for women to pray
  - 2) Respect local traditions and convince women to let go of demands.
  - 3) Create comprehensive committee containing all stakeholders to create a consensus including legal advice. Reform for respecting women's rights.
- c) Merits, Demerits and Course of action.

Option 1 → Merits

- 1) Women's dignity upheld
- 2) Clear conscience and constitutional morality

Demerit

- 1) Communal tensions, social unrest
- 2) Local customs violated.
- 3) Administrative challenges.

Option 2 → Merits

- 1) Smooth society operations.
- 2) Status-quo maintained

Demerit

- 1) Shows bucklesness and against constitutional ethos.
- 2) Not sign of progressive society.

Option 3 → merit

- 1) Consensus oriented decisions
- 2) Smooth society and no tensions.
- 3) Inclusive approach for indepth scrutiny.

Demerit

- 1) May not lead to outcomes.
- 2) Slow process.

My course of action → Option 3

with the ultimate aim of option 1.

## Justification

- 1) Society needs to be inclusive and reform oriented and so in 21<sup>st</sup> century gender discrimination is sign of social decay
- 2) Such sensitive issues need approach and inputs of wide stakeholders → Local Community, Leaders, women, educated Professionals.
- 3) Judicial path may be time consuming and so internal resolving is more substantive → Sabarinata Verdict still pending.
- 4) A civil servant has to balance both administrative efficiency and societal reforms as he is a 'social scientist'

Ultimate aim of equality and justice is the guiding mantra. "Yatra Narayate Pujyate kamarte Tatra devta" (where women are worshipped over gods are happy).

**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 कमोबेश 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 सबूतों 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 above case represents the dilemma of safety of staff in the face of duty and reforms. It also poses a larger picture of Money and Muscle Power and 'Criminalization of politics'

a) Issues involved in the case. →

- 1) 'Fear as a weapon' → By beating the videographer the goons wanted fear and silence.
- 2) Moral corruption → Lack of ethical conscience as the candidates complied but were hypocritical.
- 3) Safety of staff vs Responsibility towards duty.  
as an ethical dilemma
- 4) Criminalization of politics. → Society's representatives do not have people's concern or desire for service but only seeking power.

5) Institution's deterrence decreasing due to earlier inaction.  $\Rightarrow$  Election Commission's Model Code of Conduct violated and no timely action

B) Ethically justified devoted to duty at cost of safety of staff.  $\rightarrow$

1) No, as a good leader has to keep in mind the safety of their staff and keep proper safety checks for them.

2) He is responsible for their well being and accountable to their families

3) His devotion to duty, should however serve as an inspiration for others to be as courageous and face challenges together  $\Rightarrow$  leader like Kalam, army generals made great teams)

4) ~~A~~ All safeguards should be made so staff feels safe. keeping in mind

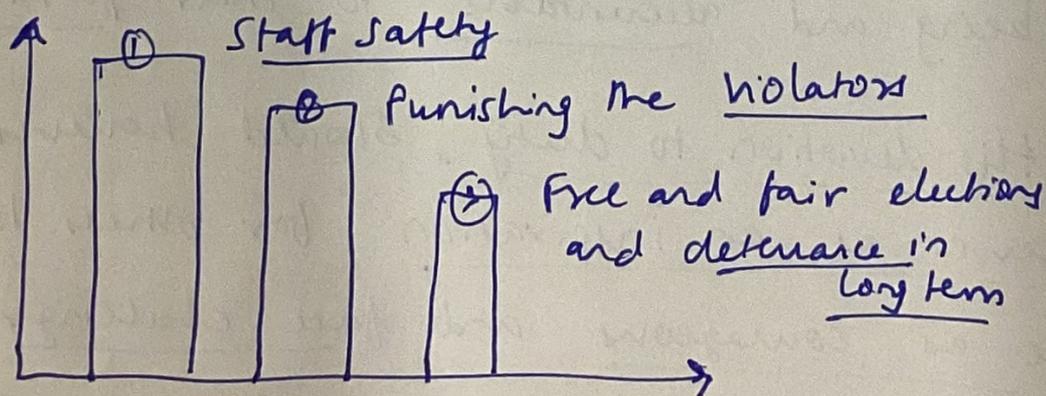
The value of Kant's Categorical Imperative of humans as end and not means (so cannot use staff or force them towards danger)

s) But must always strive to create a brave team and finally be responsible

'A good leader knows the way, goes the way and shows the way'

3) Election duties without compromising staff's safety.

My course of action will have priority of



i) Along with video footage as proof, take the case to the higher authorities like 'electoral commissioner' in District, local law enforcement

2) I will continue acting as 'one must do their duty and not fear the evil'

3) Ensure police protection for staff during their official duties of election observers

4) Move a petition to cancel the candidature by writing a formal report of the case in detail.

↳ exercise my power as election observer

↳ Talk to their party representatives and highlight violation of law.

5) Thus my duties will be aimed for resolving the issue and acting as deterrance as people in democracy deserve good representatives

I must take learnings from TN Jeshan who acted without fear and implemented the provisions in letter and spirit.

when our representative will be good, those in power will do good, India will be finally on path of development.

## 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, जहां 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 पलियाँ मित्र थी। 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 कहां 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
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation.

(250 words, 20 marks)

The above case study reflects instances where personal and professional interests collide leading to conflicts.

1) Issues of conflict and others in the case

i) While prima-facie for outsiders it may reflect a conflict of interest and instance of collective complacency

But, → always maintained Professional Standards.

→ Bid was most competitive.

→ Transparent decision making.

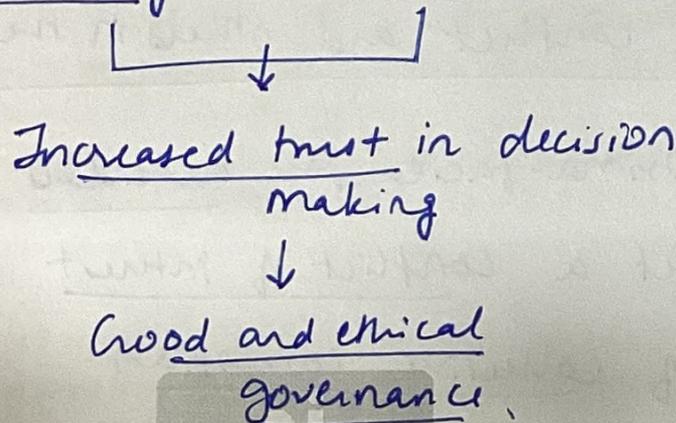
Other issues

→ i) false charges initiated by competitors leading to legal ramifications, loss of reputation

2) Departmental enquiry without giving an opportunity to be heard. (Shows Lack of communication and procedural flaws in bureaucracy).

## 2) Relevance of Impartiality and non-Partisanship in professions.

### 1) Impartiality + Non Partisanship



2) As civil services and professionalism requires autonomy and deals with multiple stakeholders - Impartiality is important for 'Transparency'

(4) T N Seshan was impartial and non partisan and even launched complaint against ruling party ministers who violated ~~ethical~~ electoral laws.

3) Saves individual from unnecessary charges of collusive complicity and helps keep a 'clear image'

- 4) Enhances respect in the service and can deal with the case based on its merit.
- 5) 2<sup>nd</sup> ARC calls them as an essence of good work culture as it leads to non-interference and proper decisions.

3) How I could have avoided the situation. →

- 1) Made the process more transparent by publicly displaying the facts of both the tenders.
- 2) Could have invited all the vendors and had a discussion over objections
- ↳ That could have pointed out if Mr. Sharma's ~~own~~ tender was competitive or not and could have created better communication.

- 3) Could have intimated the senior about the decision and kept them in loop over the decisions.
- 4) Could also have recused myself as I had personal relations with Mr. Sharma and if it was competitive, it would ultimately be selected.

Thus, I could have taken the above precautions to ensure more transparent process and saved myself from the conflict of interest.

**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 आउटसोर्स 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)

The above case study represents the challenge of jobs being outsourced for efficiency presenting ethical dilemmas.

a) Ethical Issues and Administrative Issues.

- 1) Job downsizing → Humans looked upon as commodity to maximize efficiency
- 2) State's role of fulfilling its duty of job provider.
- 3) Writing to a tax minister and going above head represents subverting internal hierarchies (can be sometimes positive and negative),
- 4) Disciplinary proceedings against me reflect extraordinary measures → Using fear as a tool to silence those who take action
- 5) Apathy on part of senior who does not look at human costs of job losses.

2) Was it morally right to write to the minister?

---

1) NO → a) I should have first conveyed my concerns to the head of department

b) Immediately writing to minister reflects poor emotional regulation and a bureaucrat needs to be objective and ensure 'probity'.

c) Further exploring all options within the department and persuading the head would have been the right course of action.

Thus, only if all else fails, a letter can be written to the higher ups that is objective and sensitive clearly reflecting the needs

3) Response to action →

- 1) Option 1 → Accept the disciplinary proceedings and convey my point of view objectively
- 2) Option 2 → Resign
- 3) Option 3 → Convince the head by objectively presenting facts and merits and appeal to his conscience.

Justified course of action. ↓ →

1) Option 3 and option 1.

↳ While all possible steps can be taken to convince head of department but ultimately I will accept the proceedings

↳ Full faith in judicial and internal outcomes as I have committed no wrong.

↳ Prepare a strong case for allowing workers to continue with jobs and

downsizing to be gradual based on actual needs of work.

↳ Create alternative arrangements / plan for those who are downsized in other understaffed government departments.

↳ Resigning is not an option as it reflects escapism and lack of courage.

Thus, doing my duty and upholding my principles of integrity, compassion I would ensure rational outcome is created.

Civil servants have to prioritize and balance the human impact along with efficiency and tough decisions have to be taken but they should always be rooted in compassion, dharma and duty.

**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। आपकी 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)

The above case represents the 'everydayness of corruption' and how elites dominate the poor by taking

What is rightfully their. If the upper tiers are compt, the juniors are disincentivized leading to silence of good men.

a) Ethical Issues in the case. →

- 1) Senior officials failing in their duty and showing poor integrity.
- 2) Nexus of bureaucracy and politicians in comphion.
- 3) State's failure in upholding justice and social contract → Article 39 of workers rights violated: (DRSP).
- 4) Irregularities in act shows how 'power corrupt' and departmental failure
- 5) Helplessness of poor in society → lack of equality, dignity.

b) Options Available. →

- 1) Expose the officers corruption by writing to top bureaucracy (Cabinet secretary) and ensure funds reach poor.
- 2) Ignore and stay silent
- 3) Whistleblow to the media.

c) Merits, Demerits and Course of Action. →1) Option 1Merit

- 1) Uphold law and prevent institutional perpetuation of corruption
- 2) Conscience clear, Accountability upheld

Demerit

- 1) May lose job/ posting
- 2) May not get desired action

2) Option 2Merit

- 1) Save job, career progression

Demerit

- 1) Against dharma and civil service duty
- 2) My conscience ~~will~~ will not allow me to be silent.

3) Option 3

Merit

Demerit.

1) Out in open and  
thus transparency1) Bring bad  
name to  
department2) Help poor get  
funds2) Can spin out of  
control.

3) Act as deterrance.

3) lose job.Course of Action →1) I would complaint and expose the  
corruption to the Cabinet Secretariat  
through a written report and  
formal official channels.2) I would persuade the seniors  
through law and deterrance,  
appeal to their conscience  
fear of punishment3) Ensure Digitization of payment  
systems and verification as a  
long term step.

## Justification →

- 1) "Silence of good men in the face of injustice is a bigger crime"
- 2) I have to uphold my duty as a civil servant and values of integrity and probity
- 3) State has a welfare goal and civil services puts that goal into action.
- 4) Whistleblowing is not an option as it reflects poor rationality and the 'Change within systems is the real challenge'
- 5) Corruption has to be countered and 'Sunlight is the best disinfectant'
- 6) Kautilya highlighted that corrupt need to be weeded out to achieve 'Yogeshkema' i.e. welfare of subjects

Thus, devotion to my duty is important and I have faith in judicial and official process that would lead to justice in this

**NEXT IAS**

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*Space for Rough Work*

# NEXT IAS

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*Space for Rough Work*

Case.

## NEXT IAS

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CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

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अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।

क्या न करें-	क्या करें-
<ol style="list-style-type: none"> <li>1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।</li> <li>2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।</li> <li>3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।</li> <li>4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।</li> </ol>	<ol style="list-style-type: none"> <li>1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।</li> <li>2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।</li> <li>3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।</li> <li>4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए।</li> <li>5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है।</li> <li>6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।</li> </ol>

### ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANNER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)।
2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं।
3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो।
4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए।
5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए।
6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।