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14 AUG 2024

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404

Test No. : 04

Name of Candidate: AKASH KUMAR Mobile No. Roll No. : PTTP220727 Start Time 12:00PM End Time 3:00PMDate of Examination: 13th August, 2024 Medium : English Hindi

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

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

GRAND TOTAL -/ 250

EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS

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:

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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

- 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)

Ⓐ

According to ARC 2nd reports

"ethics in governance", for holistic decision making

one needs both wheels of the cart - Emotional Intelligence (EI) and Intelligence Quotient (IQ)

EQ + IQ = Holistic competence

Human &

ethical decisions and need to move beyond nationality

① Rationality and being principled creates Boundedness which leads to impartial justice.

↳ Section 309 → Euthanasia ⇒ legal precedents restricts it but being ethical it can be allowed based on value Right to painless death

② Humanity acts as moral compass → in deciding what is right & wrong. ↳ Transparency v/s Confidentiality in RTI

③ Human feelings Important to feel and empathize

On need, law & Rationality may lead to omission

eg) PDS - omission - of old lady without ration card.

④ Principles keep on changing, while ethics is universal eg) Evolution of Capital punishment - from a potent weapon to baseless weapon, ethics always considered it baseless

* Impact of feeling on our ethical decision making

Positive Impact

- ① Ensure total Justice
- ② Achieving Human Rights
- ③ Guides the social contract (as talked by John Locke)
- ④ Ensures management of ethical dilemma and crisis of conscience
- ⑤ Being Humane in letter & Spirit

Negative Impact

- ① Human feeling can be subjective
 - eg) Terrorist → Hoodshed
- ② Low to effective governance
 - eg) If feeling is of Mai Beap culture
- ③ Difference of feeling goes against equity in decision making

Overall, "A Single wheel cannot turn ~~to~~ cart into motion" - Kautilya

Thus the requirement is add both principle and rationality along with human feeling for larger good (Summom Bonum)

⑧ Ethics Management is an idea of management in which systems, processes, standards, operating procedure, institutions, rules, regulations etc are created to follow ethics

↳ RBI-charter is an example of ethics management

Public officials and management of ethics like budget, policies and people

(Yes)

① Rules and regulations at the end of the day are derived from principles of Justice

↳ Gender parity in pay

② Ethics Management creates external locus of control which guides more ethical conduct among public officials

↳ Many officials followed Jacinda Ardern resignation due to non following of ethics totally

③ Ethics Management improves the work culture

④ Ethics Management ensures Probity

(No)

① Subjective to create ethics management principles

↓
May not be able to add all principle

② Code of ethics creation is theoretical, the need is internal locus i.e. Conscience

③ It needs total changes, like work culture, leadership, values etc

④ Need of ethical training like Sensitivity training

↳ Puerto Rico mandatory ethics lessons.

* Code of ethics and code of conduct are two pillars of ensuring better ethical management as it ensures

- ① Both internal and external locus of control
- ② Guides the righteous path for public servant
- ③ Enhances work culture
- ④ Enhances social influence | Persuasion as others follows the codes.
- ⑤ Objectivity in ensuring legal and ethical aspect of decision.

However, much more is needed to ensure managing ethics

i) Herzberg 2 factor theory → talks about both Hygiene factors (like code of conduct | ethics) and motivators like No gender pay gap, acknowledgement etc → this needs to be included

ii) Ensuring good working condition → work life balance
 → Non-partisanship is awards

iii) Enhancing measures to support Bonafide errors

④ ISRO - Garganyaan Project iv) Improved Selection

v) Efficient Grievance Redressal Mechanism → HOTA Committee

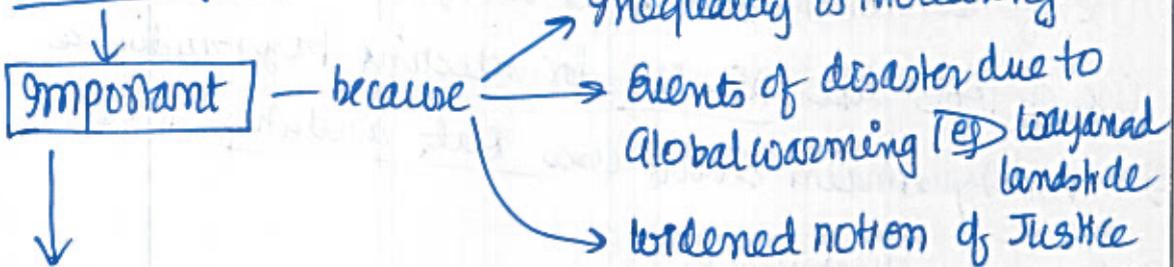
Thus, ethics management in public offices requires holistic reforms from womb (appointment) to tomb (end).

2 Ethical Perspective more suitable in current context

i) Obligation

- ⊙ Modern time demands → enhanced quality of delivery which is based on idea of obligation of civil services thus the call for citizen charter
- ⊙ NTPC - charter
- ⊙ Civil servants are seen as trustee (Gandhian Trusteeship Model) on behalf of citizens
- ⊙ To ensure crisis is prevented and if happened they are controlled in time → any dereliction is against obligation ⇒ ⊙ Singapore Model
↳ Resignation on dereliction

ii) Notion of Justice



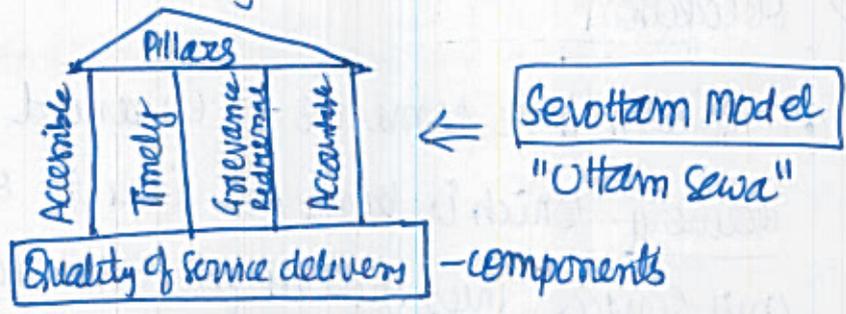
- ⊙ Ensuring Substantive Justice and not just procedural which requires going beyond call of duty
 - ⊙ GAS Keerthi Thalli → went inside flood waters herself
 - ⊙ Innovate to provide Justice
⊙ GAS Kundan Kumar → Chempatica startup in west Champaran for emancipation of COVID migrants
- "Thus though idea of ethics has changed, spirit remains intact"

Please Note

→ Only one page is given in OLMS ⇒ do your writing
Shoot answers

Candidates must not write on this margin

(B) Quality of service delivery is a mechanism of benchmarking the service delivery on various parameters like



Means of Achieving Total Quality

① In terms of efficiency

- ① Modern practices like Business Process Reengineering
- ② Use of innovations like Reverse clock used by
- ③ E-Sreedharan in Delhi Metro - timely completion

② In terms of Economy

- ① Utilizing Frugal innovations ③ ISRO - Chandrayaan 3 at cost of Hollywood movie
- ② Use of Technology ④ Direct Benefit transfer
- ③ Use of tools like AI, ML for selecting target audience
- ④ PM-Ayushman Bharat uses Data analytics tools

③ In terms of effectiveness

- ① Constant brainstorming while launching products
- ② Citizen participation ④ Jan Sunwai in Rajasthan for MGNREGA
- ③ Feedback loop → citizen's participation
- ④ External audit

Thus "Quality of Service" hinges upon various pillars of governance and the need is to focus holistically.

- Q.3
- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वग्रहों 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 पूर्वग्रहों 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)

(A)

Attitude means a predisposition or a stable orientation which aids a person in deciding positiveness or negativity in something. In that light, public service attitude inculcates that orientation of a public servant towards public service in both negative and positive way.

Positive attitude → Bridging gap between people and administration.

eg) IAS Prashant Nair's "Collector Bsoo"

Negative attitude of public servant → Dereliction of duty / corrupt mindset
eg) **Karnal SDM** → calling for hitting heads of people

* **Attitude biases that affects on field decision making**

a) Negative biases

① People lacks capability to transform → leads

him to not people-government participation \Rightarrow leading to ineffective development

② Prescribing attachment and detachment
based on caste, religion, race, sex.

③ following attitude like Mai Baap, Show me the person, I will show you the law \Rightarrow affects public spiritedness of civil servants

④

④ Cognitive biases \rightarrow that I am the most intelligent person \rightarrow leads to him not taking team among \Rightarrow poor outcomes.

⑤ Regional biases \rightarrow Sindhi supporting Sindhi in Pakistan leads to no support to people of other region.

* Public servant overcoming attitude biases

① Individual level \rightarrow Being guided by larger idea like "Yogeh karmasu kausalam", Trusteeship mentality

② Organization coming up with \rightarrow code of conduct / ethics
 \rightarrow work culture changes

③ Being guided by Justice theory like Homo Mensura
human is an end to everything

④ Self introspection ⑤ Following better practices

"It is the attitude which determines the attitude"

Thus, an unbiased and positive oriented attitude is fundamental for higher level of governance.

(B) Mahatma Gandhi through the above statement is highlighting the idea of innateness of human for whatever religion he may belong to and overall giving the idea of Sarva Dharma Sambhar

* Religion as harmful in Moral life - as per philosophers

- ① Religion may lead to division of people on religious lines \Rightarrow John Locke called for separation of religion from state
- ② Religion if distorted may lead to immoral activities \Rightarrow ISIS using distorted view of Jihad for recruiting terrorist
- ③ Religion may lead to immoral behaviours in political life \Rightarrow Pakistan - atrocities on ~~minority~~ minority on grounds of religion

* Religion as necessary

- ① Religion acts as disciplinary force \Rightarrow Machiavelli "The Prince"
- ② Religion helps guided by good moral behaviours \Rightarrow Sikhism \rightarrow Community Support

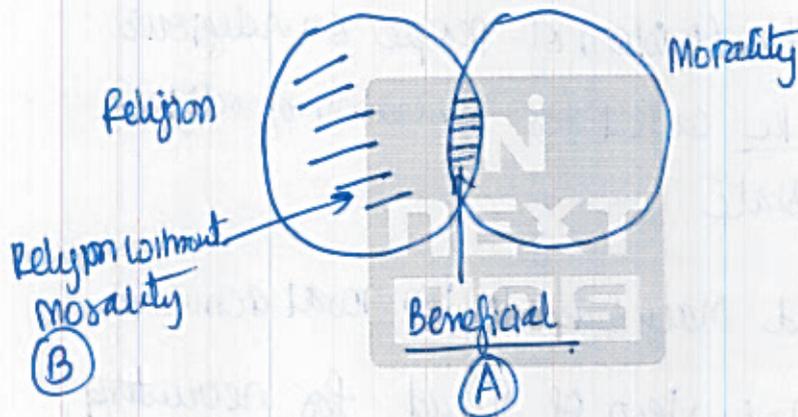
③ Religion aids in one guided by chief good in life

↳ Non-violence | Non-stealing (Asteya) in Jainism

④ religion leads to united global connect

↳ Vasudhaiva Kutumbakam from hinduism.

Position with regard to Religion & morality



① Religion and religious ethos which shapes our morality in good way. For example Christian → Service to mankind should be used to guide us

② Religion provides people with a support system to avert any dilemma. Example Trust god

However, in few cases where religion creates morality which is inimical to human value it needs to be shed

↳ Daude Bohra → female Genital Mutilation

Thus, Religion though a guide to positive morality, needs to be correctly guided for righteous benefit

- 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)

A Corporate Social Responsibility is an idea which seeks a social responsibility from corporate to support people who are affected by business and people who have supported the rise of businesses.

Business and only role to increase profits

- ① Talked about by Neo-liberal philosophers like Milton Friedman
- ② Based on the idea of Trickle down effect → More money to corporate means more overall development
- ③ Idea that state is already there for social responsibility and corporate pay taxes which can be used for social responsibility by state
- ④ Affect on efficiency/effectiveness → if do social responsibility

* Need for business to do Social Responsibility

- ① Idea of Trusteeship and Sarvodaya posits holistic growth of all → Businesses are very much part of society
- ② Businesses → are developed by Society
 - land
 - Labour
 - Raw material
 and thus the need is of reciprocity
- ③ Utilitarian ethics → If business supports individuals, their per capita income increases and that leads to more demand for people products + Addition to Brand Value.
- ④ Business are pillars of National development and they have the capacity to ensure that
- ⑤ Business and operation impact local communities
 - ↳ Environmental Pollution → the need of
 - reversal is there.
- ⑥ Thus, even though business are meant for profits centrality, even they need to be guided by social morality in line with idea of Wandhygi. Business without morality is a sin

(B)

Indian tradition is considered"colourful combination of ethical values" likeTyaga, seva, danam which has aided in

continued human progress but extremely important

in modern materialistic world of ours.

Need of values in present times* Tyaga (renunciation)① To enhance individual pursuit of perfectioneg) Neeraj Chopra (olympic double medalist) left all his family function and entertainment② To support carrying capacity of earth → "earth has enough for need but not for greed" — Gandhi③ To inculcate the idea of delayed gratification as modern world faces the pursuit of immediate gratification* Servicefollowing evils the corruption① As the inequality is rising in the world → Top 10%

controls 47% wealths as per Global inequality report

→ Service will aid in holistic development

eg) Baba Amte → leprosy treatment for free

② Based on ideas of religious ethics

"service to mankind is service to god"
— Swami Vivekananda

* Charity

- ① To support everyone for holistic development and even self protection
- ↳ "Poverty anywhere is a threat to prosperity everywhere"

* Dama (Self control)

- ① To ensure we are guided by our vocations and not let our goals get affected by inhibitions like social media, lust for money (leading to corruption)
- ② Enhancing the moral compass amidst culture of corruption in public services [eg] 9As Ashok Khemka

Why no need of values like above in Modern Times?

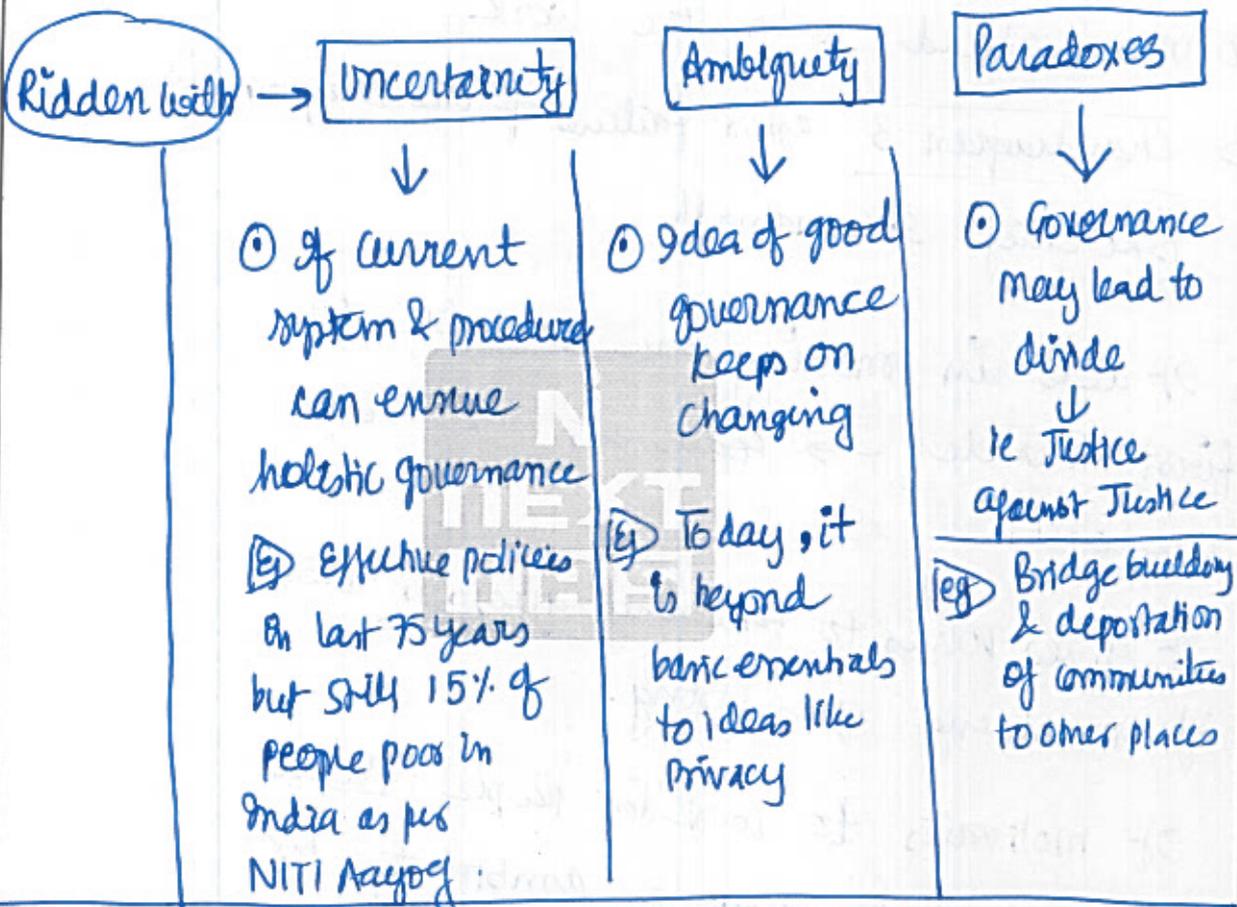
- ① Modern time require modern values like Equity, Justice, Quality of service delivery etc
- ② World is fast and one needs to move along
- ↳ Need of instant gratification is also required
- ③ Self control may harm larger public
- ↳ India's Nuclear missile needed no self control but to move fast amidst issue of NPT.
- Overall, it is both the Modern & tradition values which is required to ensure chief good "Summa bonum"

- 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 कायरता 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)

A	Conflict among interest	Conflict among various sources of authority
Core Idea	The conflict is between multiple interest of same individual or organization eg) Profit versus Service for MNCs.	The conflict here is between various authorities eg) Judiciary & Legislature on laws like NJAC bills
Impact for individual	May lead to extreme guilt and remorse for individual	May lead to governance deficits for individual organization
Impact on Policy on Branding	May lead to erosion of branding of any organization eg) Nestle → focused on profit increased sugar in milk → impacted brand value	May lead to policy Paralysis eg) Coal power plant wants conventional method of electricity, but e-vehicle MNC wants and to coal

	Conflict among interests	Conflict among various sources of authority
Impact in International relations	<ul style="list-style-type: none"> May lead to choosing one over other Strategic autonomy of India is difficult to follow amidst Russia-Ukraine crisis 	<ul style="list-style-type: none"> May lead to a poor decision making Opposition v/s Ruling party on Palestine / Israel case
Why does it happen?	<ul style="list-style-type: none"> As an individual and organization are guided by various interests and there are overlaps and confrontation among them 	<ul style="list-style-type: none"> Poor clarity of laws and precedent Not having a standard operating procedure one is trying to usurp powers over others.
Solution	<ul style="list-style-type: none"> <u>Individual</u> ↓ Guided by conscience & Emotional intelligence <u>Organization</u> ↓ Guided by idea of Homo mansura, corporate social responsibility 	<ul style="list-style-type: none"> Ensuring the parties follow law in letter & spirit Article 50 → Separation of Judiciary & Executive Restraint from various parties Judicial Restraint

(B) Governance is an idea of utilizing social, political and economic resources to its full potential for easing the life of citizens and individuals



Leading to timidity among Public servant

- uncertainty leads to improper service delivery ⇒ Public administrators want to let off from that
- bonafide errors may erupt → puts the service of Public service in risk. ⇒ So timidity comes up.

Withdrawal among Public servant

- Due to unnecessary & unethical punishment → eg) Transferred to non important position due to arbitrary governance.

① Withdrawal due to judicial recourse on ineffective governance

Relevance of inner courage for ambiguity

① It aids in ensuring "courage of conviction" to move ahead with the work

▶ Chandrayaan-3 after failure of Chandrayaan-2 in ISRO chief S. Somanath.

② It aids in moving ahead with the first hurdle → road gets smoother as one walks

③ It gives power to face any question later if something goes wrong.

④ It motivates to work for people (people centricity) and remove ambiguity for them.

"If the governance is the wet field of ambiguity, the inner courage acts as pitch drier" leading to effective and efficient conduct of match.

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)

This quote by Adam Smith

highlights the larger value of humans to look beyond for larger emancipation of humans and shed the ethical egoism of self centeredness.

This is inline with idea of Bhagwad Gita

"Swasmai Swalpam, Sansare Sarvasvam"

Relevance in Present context

① For individuals → who have turned inward looking and just have selfish tendencies even during crisis

② Meerut Road accident → No person came for support but many social media influences took photos.

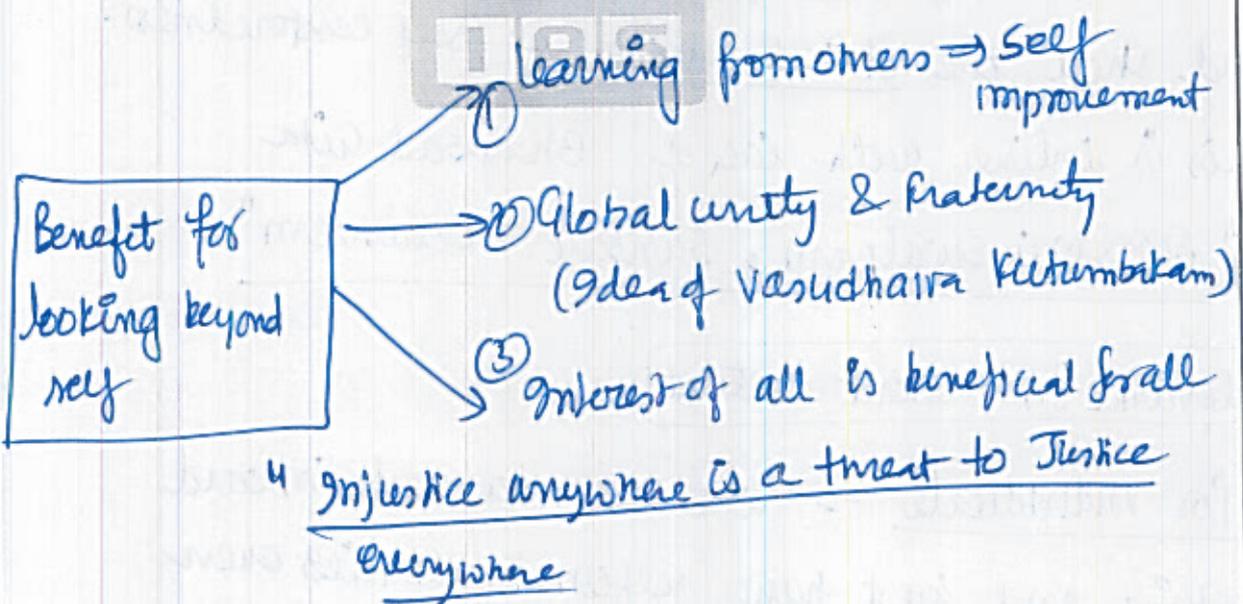
② For families → to be guided by global perspective over local perspective.

② Putting garbage just outside house → to think we follow cleanliness mentality → Needs to follow Swachh Bharat Not Swachh family

③ For Society → ~~the~~ Need to support others amidst ongoing migration eg Rohingyas from Myanmar

④ For Countries → To look for larger human emancipation than self interest

⑤ PM modi → "This is not the era of war but era of peace" in Russia Ukraine crisis



Thus, human needs to move beyond one self to look for larger emancipation truly in his whole idea "Service to humanity is service to god"
 ↳ Swami Vivekananda.

(B)

Aristotle via this quote

wants to highlight the role of attitude and righteousness in human being, which leads to usability of power in both positive and negative way

① Relevance in Present context → Power & Virtue

① To fight the global challenges and menace

↳ Global warming

② To ensure that world is peaceful and not guided by idea of "eye for an eye"

↳ USA using its power to stop Israel from attacking Israel on Gaza.

GLOBAL

③ To ensure one aids in larger human emancipation

↳ IAS Rajendra Bhatt used his power to build Bhilwara Model → a key in class model for world

LAGD-V-DN9

④ To ensure the upliftment of people happens by following virtue of Social responsibility

② TATA Steel → Amulya project

Relevance in present context < Powers & vice >

① Individuals are using power to gain undue advantage

eg) IAS trainee Puja Khoskar.

② Administration being guided by negative attitude of Mai Baap culture, Chalta hai.

③ Society is guided by old adage of beliefs.

eg) Khap Panchayat in Haryana

④ Countries are guided by self interest and using power to against other countries

eg) Russia attack on Ukraine

Thus, it is not the Powers which in itself becomes an issue but the mindset behind the use of Powers.

③

The Idea that Socrates

to want to portray here is the Idea of
knowledgeous people being grounded and for
them to keep learning new aspect as they
do believe they are really not there. At the same
time they understand their potential (intelligence)

Relevance in Present context

⊛ For Individuals

① This can be a guide for perfection in life
for students who are on path of learning
and not get misguided by fewer successes

eg) Ex-president APJ Abdul Kalam despite being
a great scientist always followed he is just a
student of Rocket science

②

② To keep them grounded amidst Successes

eg) Vinod Kambli equally talented failed in
career but Sachin became "god of cricket"
because he believed he knew nothing.

⊛ For Organisations

① To be guided by enhanced innovations

eg) ISRO - Chandrayaan 3 / DRDO - Agni 5

* For Society

⊙ To shed the incorrect way of leading societal life

eg) Sati - was considered correct once a time.

* For Judiciary

⊙ To adjudicate the cases in front of it by learning each and every detail in sophisticated way

eg) Kerala Judge → watched transgender movie before adjudicating

* For Charma Guru

⊙ To impart only the righteous knowledge to followers and keep on learning the new ideas

eg) Amidst the issue of unethical sadhus (monks) in India

Thus, one needs to be grounded and keep working to learn more is the only true sign of a person with wisdom.

"Intelligence should not kill Perfection, names aid in achieving Perfection"

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.

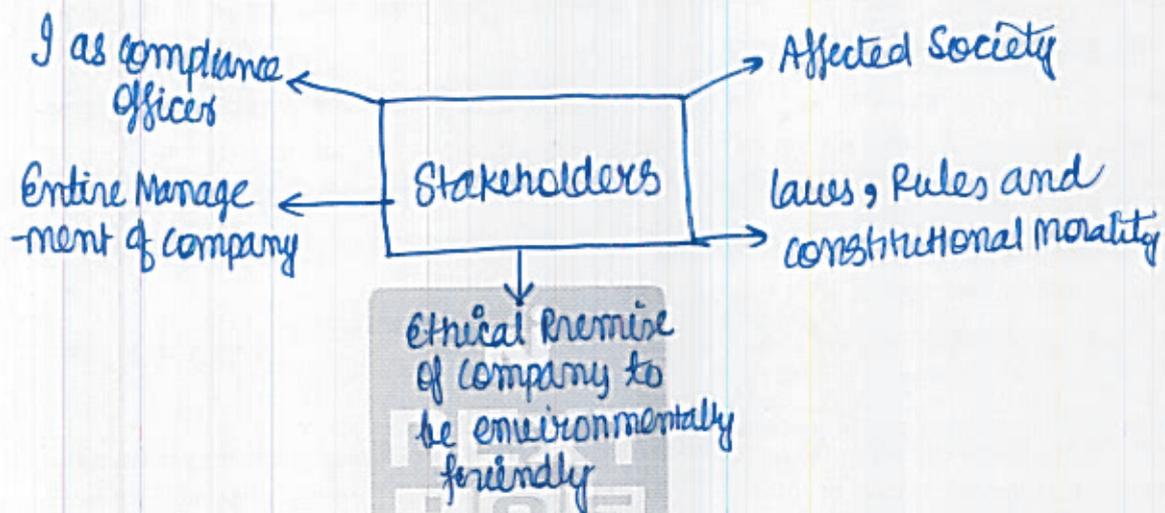
Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

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 what's 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)

This case is a classical example of following the law in letter but not spirit, underscoring the idea that "just because you have right to do something, it may not be the right thing to do"



① a) Ethical Issues in the above case

- ① following ends over means
 - ↓
 - promised ecological benefit of product
 - ↓
 - hazardous manufacturing
- ② Business without morality (Gandhian sin)
- ③ Negative work culture → of not following the spirit of eco-centrality in letter and spirit
- ④ Against the environmental ethics of eco-stewardship
- ⑤ Undue impact on health of local community leading

to breach of social contract <John Locke>

b) Ethical dilemmas

① Following law vs Total Justice
 ↓ ↓
 Being under the criteria of environmental norms long term impact on community

② Profit vs Service
 ↓ ↓
 By making eco friendly product By ensuring even the manufacturing is ecofriendly

③ Court of law vs Court of conscience
 ↓ ↓
 Following legal benchmark of pollution for the compliance officers

④ Corporate governance in letters vs Corporate governance in spirit
 ↓ ↓
 Building products for bigger ends Corporate following environmental ethics

② Options available

i) Agreeing with the product on the place
Merit Demerit

- ① legal compliance
- ② Potential environmental benefits

- ① Against value of Probity
- ② may lead to Slippery slope

ii) Stand still the launch of product

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"> ⊙ Idea of Eco-centrality upheld ⊙ Long term benefits for company in reputation ⊙ People centric corporate 	<ul style="list-style-type: none"> ⊙ Unnecessary blockage as product follows legal requirement ⊙ Loss to potential benefit of product in environmental realm

iii) Business Process Re-engineering → looking and back frogging to change/reorient the product for its benefits and ensuring highest environmental compliance

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"> ⊙ Environmental ethics upheld ⊙ In line with company's values ⊙ Human Rights upheld 	<ul style="list-style-type: none"> ⊙ Unnecessary delay in product launch ⊙ Loss of monetary

③ Course of Action

i) Immediately

- ⊙ Form a committee of people with compliance offices (9) being a part of it → to look for exact concerns for environmental issues
- ⊙ Can also go for external audit

① ~~Retrol~~

② Taking Management on board → by convincing them of larger image of company, values and health impact on community

ii) Taking steps

① Once identified the issues ⇒ set up a technical team to build product with impeccable environment standard

iii) Feedback loop and External testing before the release of updated product

iv) long term

① creating a standard operating procedure for product testing [eg] H&M follows it

② An external environmental standard check team

③ Social Audit | People's participation provision.

"There is a higher court than court of law which is court of conscience". And every officer should be bound by impeccable conscience. And in this case, he should also be guided by idea of "Pratishi Rakshati Rakshata" — one who protect environment, nature protects them.
or nature

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)

This case highlights the classical issue of Modern Rule of law based on liberal ideas of gender equity versus the traditional and cultural rights

① a) Ethical issues

① Rule of law

① Constitutional morality

v/s Sanctity of religious precedents

↓
To let entry of women to temple

↓
which restricts the entry

②

Equality before law

v/s Equal protection of law

↓
Entry of temple

↓
Protecting cultural rights

③

Means v/s Ends

↓
To follow equity & gender Justice

↓
To preserve culture

④

Rule of law
Article 14

v/s Right to profess & follow religion (Article 25-28)

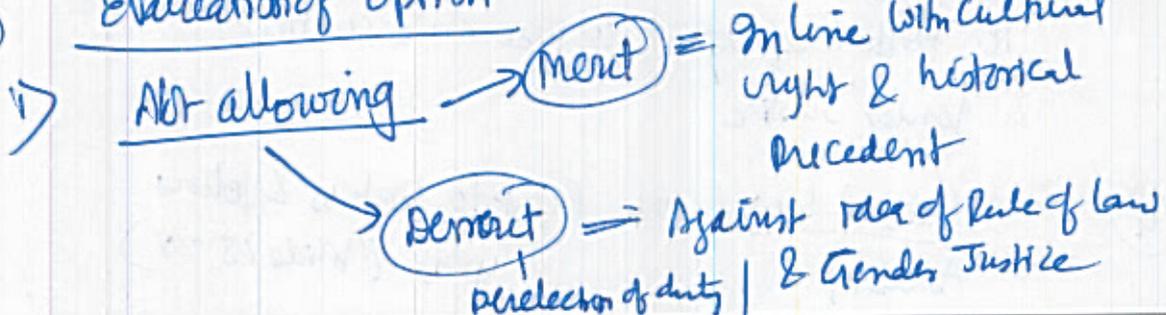
① (b) Administrative Issue

- ① Complete Justice / Substantive Justice → over rights of women to enter temple comes in convention with already set in cultural practice
- ② Possibility of a riot / religious turbulence (Article 19(1)(b))
- ③ Restrictions on ground of Public Morality is in convention to freedom of religious (Article 25)

② Options available

- i) To not allow women entry based on cultural right
- ii) To allow the entry of women based on Rule of law
- iii) Balancing both the rights

③ Evaluation of option



7) Moving temple entry

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"> Upholds Rule of law Following the rules as per the laws 	<ul style="list-style-type: none"> Contravene against the right of culture of the place

ii) Balancing both

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"> Both <u>Rule of law</u> and <u>Religious liberty</u> upheld 	<ul style="list-style-type: none"> Difficulty in implementation May lead to religious riot

Course of Action

My idea → To uphold the rule of land, following the demands of my position, while ensuring religious rights and public trust

↓
 ① Immediately → Talking to religious gurus & merchants and educating them / influencing them on the need to follow law & order.

→ Talking to women and educating them of law & order situation which may emerge

→ Putting in place enough police force to manage any law and order situation

② → Making a committee : To decide upon how to go about the situation and brainstorm on every possible bottlenecks

② Implementation

① Start with a pilot project of 1 hour daily for a couple of days → learn on what are the bottlenecks → ensure a new, full with safety entry of women

② keeping along → constant deliberation with people and supporting their just demands (lower than ^{no} entry itself)

Reasons → The need to follow the Rule of law is the most important pillar of the democracy and that needs to be upheld come what may. Similar kind of problem was seen post Judicial pronouncement of Substantive Judgement and police did the right thing to ensure conditions are supportive of entry.

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 recent report of PRS legislative report mentions 46% MPs with criminal background in 18th Lok Sabha. This case also highlights the candidate with criminal background using unethical means to suppress sanctity of election

(A) Ethical issues involved

- ① Against the legal precedent of Representation of People Act, 1951
 - ⊙ Section 125 → Promoting hatred
 - ⊙ Section 8(1) → Corrupt practices
- ② Against the idea of Basic Structure ⇒ free & fair elections
- ③ Against the voice of the people
- ④ Preminizing public authority for personal gains (criminal offence)
- ⑤ Winning an election as end in itself
but with wrong means
- ⑥ Question on sanctity of election.

⑦ Dedication to public service → despite personal attack

⑧ Probity and professional integrity of the public servant

⑥ Ethical Justification of devotion to duty amidst cost of personal safety

① Nolan Committee → considers Integrity to be utmost important value

② In line with upholding the "Social Contract" of people

③ Effective and Undeterred Governance

④ Personal / Professional adherence to Rule of law and Free & Fair election → which is cardinal to a vibrant democracy.

⑤ Idea of Trusteeship of public servants → being trustee of people's voice and need to stick to the cause.

However, ethics also calls for personal safety
(ethical egoism) over public Justice (ethical
altruism)

Total idea is

$$\text{(Ethical egoism + Ethical Altruism = Total Justice)}$$

(C) Doing election duty without compromising safety

① Asking for security for self and staff from
the district election authorities

② keeping into consideration the threat calls
and passing that to police to take
action on miscreants

③ Informing police personnel/authorities
for imminent need of good number of
police force for efficient Tours

④ Safety issue may also be there for family →
till the election they may be relocated
to safer locations. [for both self | staff]

- (5) Use of technology → With due permission of requisite authorities to understand the motive of miscreants.
- (6) Bihar chapters — OTT channel, SP used parallel listening technology.
- (7) Taking action on attackers → to create a deterrence.

A true public servant is tested during testing time like these where professional integrity comes with personal safety concerns.

One who don't get determent in these case writes the golden chapter of democracies

as seen in the case of TN Sheshan ex-CBC who was applauded by Supreme court for his righteous approach to Indian elections

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 पत्नियाँ 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.

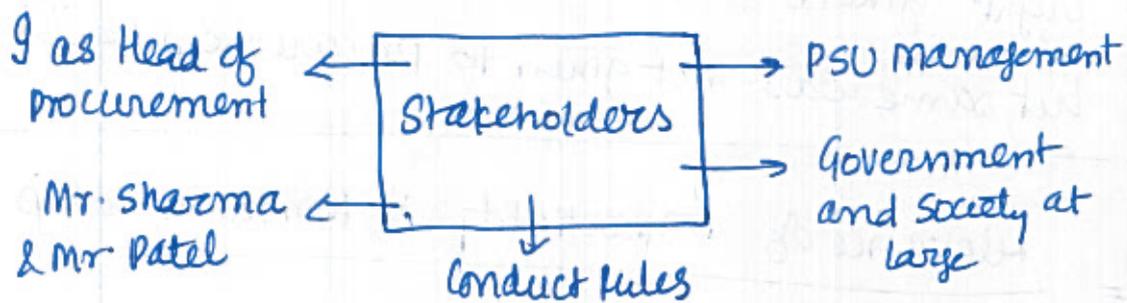
Upon scrutinising all the tenders, your section found Mr. Sharma's terms the most competitive, so the tender was awarded to him. However, once the decision was made public, another vendor, Mr. Patel, accused you of colluding with Mr. Sharma due to your previous relationship.

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 case highlights the conflicting relation of professional relations and personal bonding, which may create a bottleneck in justice being viewed even though Justice is being done.



- ① The case does involve many more issues than just a conflict of interest of personal v/s professional.

→ Issues

- ① Non Recusal of Head of Procurement when Mr. Sharma who has good personal relation is getting selected for bid with the idea that "Justice should not be only done but seen to be done"
- ② Mr. Patel → Just because one has good personal relation does not mean professional partiality
- ③ Unfair punishment → of compulsory leave without effective investigation on Quid Pro Quo

- ④ Not having a Standard operating Procedure or company policy to handle situation has this
- ⑤ Right to be heard → is a fundamental right given to civil servant under Article 311 but same was not given to procurement head.

⑥ Relevance of Impartiality & Nonpartisanship

Impartiality

- ① It is required to treat ^{everyone} equally irrespective of caste, sex, race, creed, religion — in line with Article 15 of Indian Constitution
- ② Aids in Trust in Public Service and Government
- ③ leads to no conflict of interest & solution to
- ④ ethical dilemmas
- ⑤ To get best deal & projects for the government / company rather than guided by any point of connect like friendship

* Non partisanship

① It is similar to impartiality so all benefits above will had true.

But, exceptionally important when one has ~~to~~ to handle different ideology or political views primarily as a civil servants. → It requires no partnership rather than treating them equal Not part as a

civil servant in election on term of ideology be it BJP or Congress

② Impartiality may not be possible so non-partisanship could be the way forward.

③ Avoiding the unpleasant situation

i) Recusal of the post → While Mr. Sharma entered the bit Justice U Lalit did it in Dyodhya case

ii) Recording of the entire → Process to keep as a record

iii) External oversight to ensure fair impartiality

iv) Decision by a Committee → to ensure fairness

v) Standard operating procedure of a background check of officials and contractors - personal relations before putting them together in a relation of contractor awarder and awardee

vi) Right to be heard to be provided.

The golden rule of impartiality is that "Justice must be felt and not only be done" for it to be accepted by all. The

recusal of CJI D.Y. Chandrachud from hearing Justice Loya case for him being from Maharashtra High Court, provided a fair trial in letter and spirit and thus every organization and individual should be guided by this value to avoid unpleasant experiences.

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 case highlights the issues of breaking the hierarchy of chain of commands for larger benefits of the organization in line with the idea of Total Justice. However, that novelty brought punitive actions for self.

①/② Ethical issues involved

i) For deputy head of records

- ⊙ Breaking the hierarchical chain of commands
- ⊙ Dereliction of duty

ii) For head of department

- ⊙ Unbecoming of a leader
- ⊙ Disproportionate punishment

iii) For politicians

- ⊙ Not taking into loop the head of department and taking emotional decision
 < Breach of oath in Parliament which restricts emotional decision making >

①/③ Administrative issue

- ⊙ Against "whole of office" approach and team spirit

⊙ Non following of duty (by Deputy head)

~~⊙ Not supported to the move of calling being~~

~~⊙ Apology to~~

⊙ Morally right to write the minutes

Yes

⊙ To ensure greater good (ethical altruism)

⊙ No option → Head didn't listen to it

⊙ Being humane

⊙ Ensuring continued support for the family who would be at loss once the job is terminated

⊙ A leader → Needs to be supportive of the team (servant leadership idea)

⊙ Showcasing "Courage of Conviction"

No

⊙ Bypassing the chain of command

↓

Can lead to slippery slope and may lead to no authority control in the office

⊙ Need was to educate/motivate the head of department on the need to not do downsizing

⊙ Could have used sentence like "I will leave my job if downsized"

(Persuasion helps)

3 - Response to action against me

① & 4th

Immediately → It may be shocking but trying to keep calm (Stith Prayya / Equanimity) as taught by Bhagwada Gita

Options - (Available)

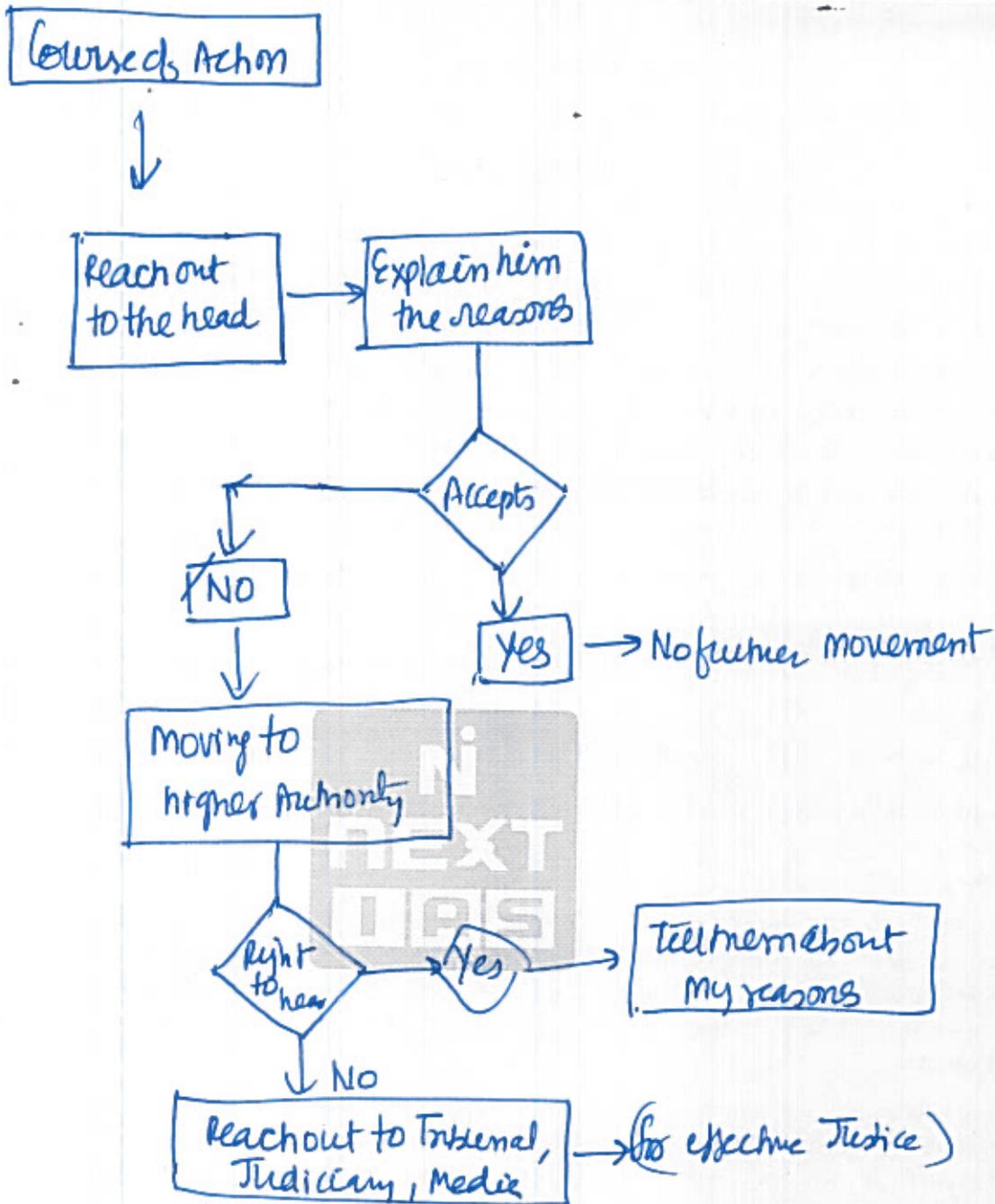
Shorpen → Reach out to the higher officials

① firstly the head of the department himself to tell him about my honest and conscience based actions and making him understand the guilt factor of losing job further leading to this, while apologizing for not following the orders. In the meanwhile

② Reach out to Chief Secretary and ministers

→ For calling the right to be heard before actions being taken.

③ Reaching to external authorities like Judiciary, Media, NGO etc.



Justification → I would not want to take the matter beyond department if it is solved. If not given right to be heard, I will go to higher authorities to prove my innocence. If they don't hear, I will be forced to seek Judicial & external remedy. This action is not just to prove myself right but to create a **Standard benchmark** for any honest officer who may face this in future. And if the judiciary finds me wrong, I will accept it.

केस स्टडी 6:

आप एक आईएस 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)

This case is a classic case of "Chori and Sinajori" a hindi proverb, which talks about presumpting amidst charges of corruption, and courage amidst ~~mis~~ corrupt.

① Ethical issues involved

- ① Corruption by the Civil Servants
- ② Undue influence on the Deputy Secretary
- ③ Pressurizing a public servant to go slow on the anti corruption measures
(against idea of constitutional morality)
- ④ Civil servants - politico nexus → leading to ~~harm to~~ pressure on honest ^{civil} servant
- ⑤ Against the idea of Social Justice and Human Rights (UDHR - Section 4 - Basic essentials) for all
↓
- ⑥ As the money is siphoned from fund of MANRGA
- ⑦ Loss of trust on public office
↓
of right actions are not taken on the corrupt officials.

② Options available

- ① Go slow on the ~~investigation~~ disclosure
- ② Disclose the relevant fact in the public
- ③ Disclosing the fact to senior officials before getting it into public → To ensure continued trust of people on public office

③ Option 1 - Non disclosure

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"> ⊙ Personal safety ⊙ Career progression <p>(in line idea of Bentham and <u>Ethical Egoism</u>)</p>	<ul style="list-style-type: none"> ⊙ Unbecoming of a public servant ⊙ moral muteness ⊙ Dereliction of duty

Option 2 - disclosure

<u>Merit</u>	<u>Demerit</u>
<ul style="list-style-type: none"> ⊙ following the duty in letter & spirit ⊙ People centric Governance 	<ul style="list-style-type: none"> ⊙ Decline of public trust on officials ⊙ Personal & career safety

Option 3 → First inhouse disclosure then outndicif needed.

Merit

• Both action on corrupt officials and public trust on public offices is ensured

Demerit

• Not any Specific

Course of Action → (idea: Justice needs to be delivered and No disclosure is no option)

Yes

In house disclosure

Action taken

Yes

Closed

NO

Reaching out for public disclosure & other authorities

Idea: Ensuring corrupt officials are not spared

Inline with option 3

• Corruption in any form but primarily by "Civil servant" is biggest dis-service to the nation as it not only make public bereft of socio-economic Justice but creates a cartel entirely against Rule of law leading to a total chaos and breach of social contract.

Candidates must not write on this margin

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महत्वपूर्ण निर्देश

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

क्या न करें-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
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।
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।
6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

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।