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31 DEC 2024

NEXT IAS

MTS CSE 2025

(To be filled by candidate)

TEST CODE : PM2514

TEST NO. : 14

(Please write test code printed on Question Paper)

Name of Candidate: Aditya Talwar Mobile No. [redacted]

Roll No.: MT25PTMR052 Start Time 2:05 End Time 6:[illegible]40

Date of Examination: 31/12/2024 Batch: P-P ☐ P-M ☑

Q. No.	Maximum Marks	Marks Obtained
1. A	10	
1. B	10	
2. A	10	
2. B	10	
3. A	10	
3. B	10	
4. A	10	
4. B	10	
5. A	10	
5. B	10	
Total Marks: 100		

Q. No.	Maximum Marks	Marks Obtained
6. A	10	
6. B	10	
6. C	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
Total Marks: 150		

GRAND TOTAL - ...../ 250 EVAL CODE: ..... EVAL 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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FOR OFFICE USE ONLY

Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

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

MACRO COMMENTS

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

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT

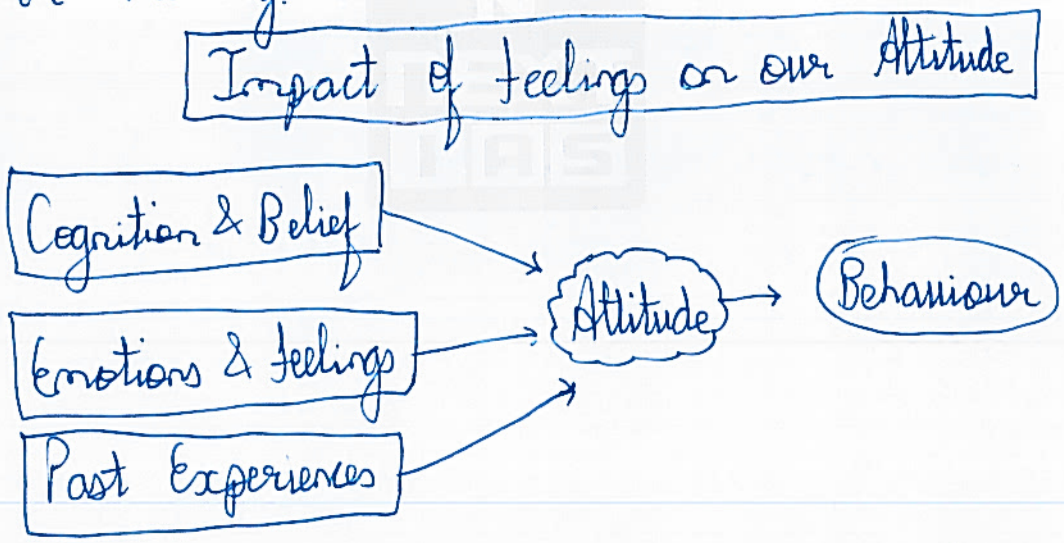
IMPROVEMENT SUGGESTIONS

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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)

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)

Feelings or emotions are physiological and biochemical reactions within the body that are generated as a response to a particular stimulus initiated by and situation or memory.



Therefore, feelings determine what our attitude is. Both feelings and beliefs combine to form the values we choose to uphold. As Mahatma Gandhi has said, "We become what we think."

It is wrong to think that decisions

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can only be made on the basis of objectivity.

Emotions shaping Decision-Making

1) Motivating factor → They inspire and motivate to perform moral actions
   (Eg) Aung San Suu Kyi fights for democracy in Myanmar
2) Promotion of Emotionally-Intelligent decisions
   (Eg) Nelson Mandela post-apartheid
3) Inspires Moral causes and Acts
   (Eg) Medha Patkar in Narmada Bachao Andolan
4) Promotes self-respect and confidence
   (Eg) Martin Luther King Jr.
5) Sharper moral sensitivity and empathy
   (Eg) Peter Singer on expanding realm of moral considerations

Therefore, there is a requirement of Aristotle's Golden mean in making decision through objectivity, integrity, compassion and EI.

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Q.1 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)

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)

o Ethics Management is a system adopted by individuals and organizations to ensure that moral considerations alongwith efficiency work in a synchronized fashion to yield the best results.

→ OECD refers to such a system of Accountability and transparency as an Integrity management system.

Public Officials & Ethical Management

→ Public officials have varied tasks and need to maintain integrity in differing moral considerations.

→ Managing budgets, policies and people is based on a mixture of impartiality, integrity, objectivity and efficiency. But ethics is a (much broader field), so maintaing that

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requires focussed attention on human and workplace values.

→ It requires a mixture of Gandhi's universalism with Krishna's situational ethics.

Measures for Maintaining Ethics in Workplace

The code of conduct and code of ethics provide a source of moral guidance for employers and employees for more efficient decision making. But other measures are required for ensuring their effectiveness:-

1) Integration of code of conduct with a feedback & improvement mechanism
   (Eg) Sewottam Model

2) Accountability and Transparency mechanism
   (Eg) Lokvani Project in Uttar Pradesh

Therefore, although maintaining ethics in different spheres requires different approaches, the fundamental values and concepts are universal.

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Q.2 A. जबकि पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों की धारणाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पर्क बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। सार्वजनिक सेवाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपरोक्त दो नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें।

(150 शब्द, 10 अंक)

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)

⊙ While traditional ethics is formulated on the basis of customs, traditions and age-old debates on justice, equality, etc, the ethics of care focus more on human development and growth. It integrates values of moral sensitivity, compassion, empathy and universal humanism of Rabindranath Tagore.

⊙ The relevance of care in ethics has also been emphasized by feminists like Cynthia Enloe and Mahatma Gandhi.

Ethical Perspective for decision making

1) A combination of care ethics with traditional
   (eg) Universal human dignity by Immanuel Kant

2) Enforcing justice as fairness with a focus

Or care:-

(Eg) Capabilities approach by Martha Nussbaum

3.) Community-friendly policing for welfare:-

(Eg) D.C. Rajappa

4.) Public services with compassion and empathy:-

(Eg) A.P.J. Abdul Kalam

5.) Community participation for focussed service:-

↳ Civic Republicanism

6.) Buddha's 'Madhyam Marg' for duty, justice, care and welfare:-

(Eg) Divya Mittal installed taps in all houses of a village.

7.) International Peace and Harmony:-

(Eg) United Nations operates to ensure protection of human rights for universal justice.

Therefore, justice, duty and conceptions are not anti-thetical to care, rather they combine to create a synthesis of universal ethical considerations.

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Q.2 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)

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)

o Quality refers to the value and measure of excellence provided in service delivery in comparision to the universal standards.

1. **Tangibility** shows the quality provided in quantifiable terms.

2. **Reliability** refers to the trust a customer holds.

Components of Service Delivery

3. **Assurance** is the guarantee provided by service provider and how they ensure delivery

4. **Accountability** refers to the responsibility upon the provider to deliver

5. **Feedback & Improvement** refers to the mechanism in service delivery which ensures dynamic improvement through reflection and feedback loop.

Means for Ensuring Total Quality

-(i)- **Efficiency** → for this, performance reviews

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and timeliness of provision of services has to be accounted for. (Eg) DARPAN Portal

-(ii)- Economy → Regular audits and rating systems for customers to ensure value provision. (Eg) CAG, PAC

-(iii)- Effectiveness → Developing a charter for value, quality, time and conduct to ensure that services to be provided are properly delineated. (Eg) Citizen's charter

-(iv)- Moral Reasoning and Communication
→ A proper channel for clearing of misunderstandings and faults should be put in place to sharpen reasoning through practical dealing. (Eg) Mygov platform

-(v)- Understanding of Gaps → The reason for gaps in service delivery should be identified (Eg) PRAGATI platform for monitoring schemes

Therefore, ensuring service delivery quality is the result of a combined application of delineation of services, performance and feedback as shown in the (Sequitur Model).

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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)

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)

A public service attitude is a predisposed tendency to act in a manner so as to promote public welfare based on welfarist beliefs, motivation to serve and learning from others who act as role models or inspiration.

Attitude Biases affecting a public servant in decision making

1. Acting as a political servant rather than a public servant
2. Overemphasis on rules over welfare
3. Adopting a strictly legal rational attitude for objective decisions - Max Weber
4. Focus on not doing anything wrong rather than doing something right
5. Preferring universalist principles rather than contextuality

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Overcoming such Attitude Biases

1) Continuous learning system
   - Eg: Mission Karmayogi

2) Field based experential learning
   - Eg: Bharat Darshan

3) Grassroots connect and community participation
   - Eg: DM Prashant Nair is called as 'Collector Bro'

4) Understanding problems of the people
   - Eg: Saurabh Kumar started 'Lunch with collector' initiative

5) Learning and reading about good initiatives and theories
   - Eg: Ayyaj Tambedi setup a hospital in maoist areas.

Therefore, attitude should be positive, welfarist and service oriented for a public servant with a balanced focus on rules. Temperence is a cardinal virtue of Plato.

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Q.3 B. "मैं एक मुसलमान हूं; मैं एक हिंदू हूं; मैं एक ईसाई हूं; मैं एक यहूदी हूं।" 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)

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)

- The above statement by ~~Mator~~ Mahatma Gandhi depicts his belief in secularism and 'Sarva Dharma Sambhava'. He has tried to explain the tolerant attitude of Indian masses with the philosophy of 'Vasudhaiva Kutumbakam' found in vedic teachings.
- Gandhi showed this in his approach towards the freedom movement, where people from all religions joined to support the 'Swaraj' cause
- It also points to the syncretic culture with concepts like 'Ganga-Jamuni Tehzeeb' and the Sufi & Bhakti movements, which learnened from each other.

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Relation between Religion & Morality

1.) In a religious society like India, it forms the basis of morality:-
(eg) Vedic teachings & Upanishads

2.) It motivates individuals to follow a moral path based on a reward-punishment system:-
(eg) Indian Karma theory

3.) Religion is basically a picture of community-derived moral acts:-
(eg) Rama as 'Maryada Purshottam' or 'The Ideal Man'.

4.) Religious reformation also leads to reform in morality:-
(eg) Renaissance in Europe.

Therefore, religion and morality are directly related. Although some religious practices become backward and static, the reformation of religion creates a new morality in society.

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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)

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)

- R. Edward Freeman describes the responsibility of businesses not just for profit maximization, but for application of resources in service of society.
- **Indulging in Social Responsibilities**
- Although some leaders like Adam Smith and Ronald Reagan focus on the growth in economy to automatically benefit the vulnerable, others like John Rawls through his difference principle contend that it is their responsibility to decrease human suffering.
- The concept of Corporate Social Responsibility focuses on the role of business in direct connection with civil society organizations to give back to the society they operate in.

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Businesses and Social Responsibility

1.) Giving back to society they function in:-

(Eg) Nanhi Kali initiative by (Mahindra)

2.) Development of overall environment of operation:-

(Eg) E-education initiative by (Reliance)

3.) Acting as responsible beneficiaries of society:-

(Eg) Bill & Melinda Gates foundation's link with Microsoft

4.) Increasing social capital and trust

(Eg) Tata group

5.) Acting as responsible actors during (crisis)

(Eg) (Oxygen on Wheels) initiative by Mahindra

So, the businesses have a primary objective of profit, but their social responsibility should also be balanced with this objective to create a healthy growth environment.

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Q.4 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)

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)

- The values of Tyaga, Seva, Daanam and Damah have been foundational principles of Indian vedic teachings, also seen in teachings of great preachers like Buddha and Mahavira.
- Although the concepts have undergone a change in terms of their application and understanding over a period of time, they are universalist principles which have sustained the fabric of society since time immemorial.

Relevance for Modern Day Public Servants

1) Promotes sharpening of moral reasoning
   Eg Nelson Mandela's fight against the institutionalized Apartheid.

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2.) Actualizes conscience and solves problems:-

Eg Dr. Ambedkar against caste system

3.) Helps in overcoming ethical dilemmas:-

Eg Ashok Khemka against corruption

4.) Inspires moral acts and causes:-

Eg Aruna Roy under MKSS fought for transparency. Led to RTI

5.) Decision making with wisdom:-

Eg Sardar Patel in Hyderabad

6.) Helps in understanding and recognizing injustice:-

Eg Mahatma Gandhi's Dandi March

7.) Emphasis on the service part:-

Eg Dronstorng Pasre built a road through public funding.

Therefore, these fundamental teachings of the Indian scholars and Rishis are universalist principles for guidance to solve problems and promote growth even in contemporary times.

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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)

A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples.

(150 words, 10 marks)

Public servants are faced with ethical dilemmas throughout their tenure. Conflict among interests and among various sources of authority are prominent dilemmas. But they differ in nearing.

Conflict Among Interests	Conflict Among Authority
(i) It refers to the conflict between self interest, public interest and political interests.	(i) It refers to the dilemma regarding following the directives of which authority.
(ii) It is about the lack of non-partisanship and impartiality.	(ii) It is about the lack of proper structure and chain of command.
(iii) Eg → Providing a job to a relative based on relation.	(iii) Eg → Listening to directives of judiciary over executive in executive functions.
(iv) It is created due to biases and a self	(iv) It is created due to a conflict between various

Candidates must not write on this margin

serving attitude.

(v) It is more easily solved as a public servant can act based on service values and not self interest or other rules, regulations or conceptions.

(v) It is difficult to solve as it implies a higher authority based conflict on provision or command.

How can they be Avoided?

1) Proper enumeration and structuring of rules and regulations
   - Eg AIS Rules

2) Institutionalizing a code of conduct and code of ethics → 2nd ARC

3) Increased transparency and accountability
   - Eg CVC, CAG, RTI

for avoiding both types of conflict, the adoption of the trusteeship model of Gandhi and General will of Rousseau is important. There should be an impartial and objective analysis for both.

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Q.5 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)

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)

Moral Courage refers to the quality of standing up for morals and ethical behaviour even in the face of adversity and challenges.

Relevance of courage for coping with Ambiguities

1) It inspires moral acts and change for the positive.
   Eg Rosa Parks dared to sit on a bus reserved for whites.

2) Awakening of conscience and actualizing ethics.
   Eg Mahatma Gandhi

3) It helps to challenge the status quo
   Eg Raja Ram Mohan Roy.

4) Sharpens moral sensitivity and emotional

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intelligence:-

Eg Kiran Bedi's reforms in Tihar

5.) Promotes good relations in society through social capital.

Eg Jeffrey Wigand against Tobacco lobby

6.) Helps in bringing clarity towards ethical principles

Eg Courage is a Cardinal Virtue of Plato.

7.) Removing injustice in society:-

Eg Edward Snowden

8.) Exposing immorality and triumph of the truth:-

Eg Julian Assange for Wikileaks

Therefore, courage is required for achievement of integrity, as it allows one to practice ethics without fearing consequences. As Mahatma Gandhi has said, "I would prefer violence over Cowardice."

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Q.6 निम्नलिखित दार्शनिकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में प्रत्येक उद्धरण से आप क्या समझते है?

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

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)

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)

"Tolerance and compassion show the strength of character." → Dalai Lama

- The quote explains how being selfless leads to true actualization of self. The teaching Adam Smith is trying to portray echoes the concept of 'Karuna' as one of the 4 sublime states in Buddhism.
- The concepts of 'Nishkama Karma' and 'Karma Yoga' also emphasize on an existence in unity with society and a spirit of helping others. It showcases a positive attitude.
- Great leaders and change-makers of the world such as Mahatma Gandhi, Nelson Mandela and Martin Luther King Jr. emphasize on

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the quality of selfless service for peace and harmony.

Contemporary Relevance of the Quote

1) Social → It promotes a spirit of welfare in society with toleration and compassion
   (Eg) Sarvodaya and Antodaya

2) Political → It encourages political actors to work for the benefit of society
   (Eg) Garib Kalyan Yojana

3) International → A peaceful and harmonious world order with focus on human security.
   (Eg) Responsibility to protect doctrine

4) Economic → a focus on welfare and social responsibility alongwith profit
   (Eg) Companies Act, 2013 → CSR

Therefore, it is in the service of the community with compassion that leads to self actualization. Compassion is the fundamental principle that builds upon all other human values.

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Q.6 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)

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)

- The above quote by Aristotle builds upon the understanding of "Virtue is Knowledge". A truely ethical person is one who not just knows ethics, but has the self-control and power to perform it in actuality. The concept of 'Virtue ethics' by Aristotle echoes this.
- It is how we perceive our power to act, that we actually act. If a person knows that corruption is unethical, but still indulges in it due to influence from others or lack of self-control, they dont have integrity.
- It takes self-awareness and regulation to act in a virtuous manner despite any challenges. A person who understands ethics but does not follow it cannot be virtuous

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only based on understanding.

Contemporary Relevance

1) Individual → a person should act ethically for true peace and social capital.
   (Eg) Lal Bahadur Shastri

2) Social → A society with conception of ethics, but lacking influence to enforce cannot be peaceful.
   (Eg) Corruption is a social attitude of negligence and negation

3) National → national authority gains legitimacy only if it acts virtuously in the long-run.
   (Eg) Indian soft power

4) International → Even during war, the only country that gets support is the one that supports virtues and human security.
   (Eg) Jus ad Bella, Jus in Bello.

Therefore, it is the actions of a person that determine their character. Only a powerful person is one who has won over the self.

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Q.6 C. "मैं जानता हूं कि मैं बुद्धिमान हूं, क्योंकि मैं जानता हूं कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)

C. "I know that I am intelligent, because I know that I know nothing." Socrates(150 words, 10 marks)

- Socrates is a philosopher of Agora (masses) and shows how there is unlimited knowledge in the world. One who tries to gain knowledge becomes increasingly aware of the vast sea of information, which makes them humbler. Socrates even says, "An unexamined life is not worth living."
- figures like (Ravana) also had tremendous knowledge, but it was his mistake to think of himself as all-knowledgeable that led to his ultimate destruction.
- A person who is humble and understands their limitations and becomes humble, opens up their capabilities even further. It was perhaps this understanding of Socrates that is also reflected in the Buddhist teachings of attaining (Nirvana).

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Contemporary Relevance

1) Social → A society with a dynamic mindset grows the most.
   Eg Indian Renaissance in the 19th century.

2) Political → legislations and policies cannot be final and need constant improvement.
   Eg DARPAN platform for measuring the effect of policies and initiatives.

3) Economic → Economic systems go through changes according to the need of the times
   Eg Concept of Welfare State by John Rawls

4) Environmental → the global warming crisis requires constant research and improvement in prediction techniques.
   Eg IPCC report on faster climate change.

Therefore, no knowledge can be perfect and the spirit of enquiry in humans has led us to the stage of development currently. There is a continuous need for research and development based on improved techniques and principles.

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Q.7 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 निपटान इस प्रकार किया जा रहा है जो तकनीकी रूप से कानूनी मानकों को पूरा करता है लेकिन गंभीर नैतिक चिंताओं को जन्म देता है। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण के लिए संभावित जोखिम पैदा करती है।

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

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

1. उपरोक्त मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएँ उपस्थित हैं?
2. उपलब्ध विकल्पों पर उनके गुण-दोष सहित चर्चा करें।
3. आपके द्वारा चुनी हुई कार्यवाही क्या होगी? और क्यों? (250 शब्द, 20 अंक)

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)

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(a) (1) Although the company is legally cleared, but in order to be truely positive about the environment, the company needs to be ethically correct and instead try to institute changes in the faulty laws. The ethical issues include.

Stakeholders	Ethical Issues
1) Compliance officer (Me)	(a) Need to report the issues that may cause harm to the environment (b) Conflict between personal/company profit Vs. Environmental harm (c) Not fulfilling true duty as officer.
2) Greetech Industries	(a) falsely showing itself as environmentally friendly (b) focussing on legal loopholes rather than ethics. (c) false advertising to consumers and customers.

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3) Community	(a) Adverse health impact due to hazardous waste. (b) Being exploited by powerful company.
4) Environment	(a) Destruction of ecosystem through toxic substances. (b) Death of animals and vegetation that are dependent.

(2 & 3) The options available to me are:-

(a) Reporting to the public authorities about the pollution.

Merits	Demerits
(i) The pollution will stop (ii) Fulfilling of duty as officer	(i) May get sacked from job (ii) Loss of face for the company.

(b) Internal whistleblowing and communicating to CEO or officers of the company.

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Merits	Demerits
(i) The higher officers may listen and act upon the compliant (ii) Duty as officer is fulfilled here also.	(i) The higher officers may not act. (ii) Possibility of punishment from superiors for breaking chain of command

(c) Not acting on the pollution

Merits	Demerits
(i) No action on me and saved employment.	(i) Continuous pollution and harm (ii) Cognitive dissonance (iii) Not fulfilled duty

(3) My course of action → will be based on the result obtained through each level of command:-

1.) I will initially try to resolve this issue with my immediate superiors.

2.) If I feel that no action is being taken, further reporting or whistleblowing

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internally to superior leaders.

3) If none of these work, I will contact the local municipal corporation, panchayat or collectorate to report the issue.

4) If this does not work, the option left will to be to contact senior government officials.

5) The final last resort will be to contact the press and media if no action is taken.

Therefore, it will be important to stop this pollution because almost all stakeholders are negatively affected by this.

Even if the legislation provides for no punishment, we need to implement Gandhian principles to create positive change. Even the Salt tax was a law, but Gandhi ji's commitment to society created conditions for repeal of the exploitative law.

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Q.8 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)

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)

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(1) Gender equality is a universally accepted principle under SDG-5. It advocates for equal representation, opportunities and growth for women, which constitute 50% of the global population, and have been discriminated against over the years.

- The ethical Issues & Administrative issues are:-

Stakeholders	Ethical & Administrative Issues
1) District Collector (Me)	(a) Progressive officer or administrative professional (b) Appeasing religious community or progression of women rights. (c) Local unrest Vs. permanent change in mindset of people
2) Rural community	(a) Conservative society against change (b) Prone to religious unrest.

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	(c) Progress of educated rural women (d) Growth Vs. Stability.
3) Local Temple	(a) Static value system (b) Discrimination against women (c) Source of morality & growth
4) Women	(a) Not allowed to participate in these religious rituals (b) Patriarchal mindset in society
5) Local Politicians	(a) Exploiting deep sentiments for political gain. (b) Inciting unrest in society

(2)&(3) The options available are as follows:-

(a) Not acting on the demands of women

Merits	Demerits
(i) No unrest (ii) Appeasement of local community	(i) Static and regressive society (ii) Oppression of women (iii) Dominance of patriarchal

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	mindset (iv) Non-fulfillment of duty as a progressive officer

(b) Acting on women's petition and allowing them to participate

Merits	Demerits
(i) Progress in society (ii) Empowerment of women. (iii) Fulfillment of duty.	(i) Could initiate political action like transfer. (ii) Could instigate social unrest (iii) Not respecting local sentiments

(c) Involving higher authorities and legal remedy.

Merits	Demerits
(i) More legitimate process (ii) Shift of responsibility to ~~more~~ powerful body (iii) Fulfillment of duty	(i) Giving own responsibility to other authorities. (ii) May take a very long time (iii) Lack of community participation

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My Course of action → 1) I will initially try to convince the local leaders to give in to women's demands.

2) If they don't oblige, I will interact with religious heads and head priest to initiate social change.

3) If nothing happens, I will contact higher authorities and CMO for plan of action.

4) If the guidance does not yield positive results, I will have to initiate the women's participation.

5) To ensure that unrest does not occur, I will apply restrictions on local movement and gathering through IPC.

6) Finally, I will also involve local civil society groups for communication and persuasion.

As a progressive officer, it is my duty to create equitable conditions in society through women empowerment. As Dr. Ambedkar said, "I measure the progress of society through progess that women have achieved."

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Q.9 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)

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)

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(1) This case study points towards the criminalization of politics in India, where 46% of MPs in the 18th Lok Sabha have criminal cases against them.

- The ethical issues involved are:-

Stakeholders	Ethical Issues
1) Election Duty official (Me)	(a) Maintaining integrity of elections or safety of staff. (b) Criminal candidates Vs. proper election rules (c) Duty to ensure election code of conduct is upheld.
2) Videographers	(a) Better up for recording the truth. (b) Safety problem despite completing duty.
3) Local Voters	(a) Mislead and appeased through monetary incentives (b) Lack of ethical elections in

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	the constituency.
4) Candidates	(a) Extremely unethical and illegal acts. (b) Not following election code of conduct (c) Beating up and threatening videographers.
5) Local Administration	(a) May get unethical leaders if elected. (b) Lack of democratic elections.

(2) **Duty Vs. Safety of Staff**

(I) It is justified to do the duty despite challenges

Eg: T.N. Seshan cancelled elections due to violation of MCC

(II) Safety of the staff is equally an important responsibility.

Eg: Mbeki's right to self preservation

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(III) Need to balance both for completion of duty:-

Eg Buddha's 'Madhyam Marg'.

(IV) Ethics requires moral courage for fulfillment

Eg D.S. Appu resigned as head of LBSNAA when a candidate brandished a pistol, but was not punished

(V) Fulfilling the duty removes crisis of conscience.

Eg Ashok Khemka

(3) I will complete my election duty and also ensure safety in the following manner:-

1) I will increase the police protection of my staff by requesting the local administration.

2) I will inform the election commission of unethical practices by sending the

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~~video~~ videographic evidence.

4.) I will try to register a case and help the police fulling in getting the guilty candidate punished for beating up the videographers.

5.) If unethical practices persist, I will declare that the elections in the district are cancelled due to violation of MCC.

6.) I will also inform civil society to encourage ethical practices and create awareness amongst the public.

The dilemma of Safety Vs. Duty is a recurrent one in the lives of ~~s~~ civil servants and public administrators.

There is a need to follow Aristotle's 'Golden mean' to balance both objectives and fulfill the duty while also ensuring that no compromise of safety occurs while doing so.

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Q.10 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 लोगों 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)

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)

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(1) The above case showcases how a decision-maker, despite being right may face challenges due to perceived ethical issues.

- The issues in this situation are:-

1) An actual conflict of interest due to previous relation record.
2) Other vendors and suppliers like Mr. Patel feeling that there is bias in the decision.
3) Mr. Sharma undergoing scrutiny alongwith myself despite no actual conflict or dilemma.
4) Wrongful accusations due to lack of evidence and perceived issues.
5) Compulsory leave despite maintaining highest standards of professionalism.
6) The relationship was not previously reported, causing problems.

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(2) Relevance of Impartiality and Non-Partisanship

- 1) The promote objectivity in decision making
  - Eg Sardar Patel
- 2) Remove any conflict of interest or ethical dilemma
  - Eg Chanda Kochar at ICICI used her position for personal gain.
- 3) Help in maintaining highest standards of professionalism.
  - Eg Ashok Khemka
- 4) Best decisions by elimination of biases
  - Eg Divya Devarajan learned Gondi despite it not being her language to interact with the tribals.
- 5) Creating an attitude of selfless service
  - Eg Antodaya and Sarvodaya

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- 6) Cultivating compassion for others
  Eg Mother Teresa
- 7) Better leadership and Emotional Intelligence
  Eg Nelson Mandela post-apartheid
- 8) Sharpens moral reasoning & intuition.
  Eg Dr. Ambedkar

(3) In hindsight, I would approach this situation differently in the following manner:-

(i) I would have ensured greater transparency for other suppliers and the administration.

(ii) I would have given a fairer chance to other suppliers.

(iii) Declaration of the relationship between me and Mr. Sharma beforehand would have made the suppliers aware and less suspecting.

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(iv) I could have recused myself from deciding, if other suppliers wanted, citing conflict of interest.

(v) Atleast the departmental seniors should have been informed by me before taking any decision.

(vi) I could have accounted the deal with Mr. Sharma and the reasons for public scrutiny.

Therefore, a civil servant or administrator always needs to be careful about any conflict of interest. It was this partiality that caused the Mahabharat, due to Dhritarashtra choosing Duryodhana.

Impartiality and Non-partisanship are one of the 3 truths explained in the Mahabharat. Thus, these are principles of universalism to be taken into account.

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Q.11 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; जिनमे 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 है और कार्यालय के आदेश का अनुपालन न करने पर अनुशासनात्मक कार्यवाही शुरू करते है।

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)

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)

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(1) An administrator is always faced with the dilemma of welfare Vs. duty. Here too, as department head, I have been facing the same dilemmas.

○ The issues are as follows:-

Stakeholder	Ethical & Administrative Issues
1) Deputy Head of Records (Me)	(a) Administrative (A) → Following the order of the head of department. (b) Ethical (E) → (i) Removing the staffers from their jobs. (ii) Not following direct orders (iii) Transfer from job Vs. doing something against conscience.
2) Head of Department	(a) Admin (A) → Junior / subordinate refusing to follow order and instead going to seniors. (b) E → (i) No empathy towards

Candidates must not write on this margin

	staffers. (ii) Instead of discussion, direct transfer orders.
3) Staff	(a) Losing jobs - (downsizing)
4) Department Minister concerned	(a) Acting on revoking the downsizing order. (b) Sympathetic towards staff. (c) Sympathy Vs. Department efficiency

(2) Was it morally right? →

(a) Yes → (i) Saving the jobs of the staffers

(ii) HOD was going to downsize despite recommendations against it.

(iii) The jobs got saved due to my moral courage.

(iv) I was not against growth as I favoured outsourcing.

(v) fulfilled my duty.

(b) Could I have taken a different route? →

Candidates must not write on this margin

(i) I should have held an extensive discussion first with the HoD

(ii) I could have followed direct orders.

(3) The courses of action available are:-

(I) Letting the transfer order take place

Merits	Demerits
(a) The jobs will be saved.	(a) Punishment for following principles of duty.
(b) I have done my duty.	(b) I will go through disciplinary proceedings

(II) Going to the minister to get the order cancelled based on pure actions.

Merits	Demerits
(a) May stop the proceedings	(a) The HoD will again feel that I have not complied.
(b) The jobs will still be saved.	(b) May initiate further action.

Candidates must not write on this margin

(III) Discussing the situation with HoD to rescind the order:-

Merits	Demerits
(a) Solving problem through dialogue	(a) May not listen to me.
(b) May get my position back.	(b) May see further deterioration in the situation & loss of jobs also.

- My course of action will be to communicate with the HoD and ensure that the decision taken is ideal for all stakeholders.
- I will approach the higher authorities and seniors only if I feel that the HoD is not backing down and may initiate proceedings.
- All administrators need to have moral courage to deliver effective governance and fulfillment of duties. "It takes courage to balance priorities in life."

Candidates must not write on this margin

Q.12 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)

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)

P.T.O.

Candidates must not write on this margin

(1) "Corruption is the worst form of violence" according to the Supreme court. Civil servants are often faced with the ethical dilemma of facing corruption or saving their career progression.

- The following ethical issues are involved in the above case:-

Stakeholders	Ethical Issues
1) IAS officer (Me)	(a) Ignoring the corruption or perpetuating a cycle of exploitation (b) Subtle threats from seniors harming career progression. (c) Fulfilling duties as overseer of schemes
2) Senior officials	(a) Siphoning off funds meant for the poor. (b) Corruption against spirit

Candidates must not write on this margin

	of service. (c) Threatening to derail junior's career. (d) Illegal acts like fake beneficiary lists and fraudulent invoices
3) Rural poor	(a) Losing out on MGNREGA funds (b) Absence of democratic culture and welfare (c) Further exploitation and deprivation
4) Government and Department	(a) Losing out on taxpayer's money. (b) Lack of effective implementation of schemes (c) Vicious cycle of corruption

(2) & (3) The options available with me are:-

(I) Not acting on the corrupt practices

Candidates must not write on this margin

Merits	Demerits
(i) No action on my career.	(i) Deprivation of the poor (ii) Lack of ethical behaviour on my part

(II) Submitting my findings to higher authorities

Merits	Demerits
(i) Action against officials. (ii) Stopping of corrupt practices.	(i) Affecting my career progression. (ii) May lead to transfer or action against me.

(III) Whistleblowing anonymously to higher authorities

Merits	Demerits
(i) Action maybe taken against senior officials	(i) Saves me from threats of corrupt officials, but action

Candidates must not write on this margin

(ii) Saves me from responsibility of taking the blame for actions.	may not be taken (ii) Seniors may get to know.

- I will initially try to inform higher authorities anonymously, to save any career damage.
- If action is not taken, I will directly submit my findings to higher authorities inspite of the threats.
- If still something does not happen, I will take personal action to try to prevent such practices.
- I will give these details to the press & media as a last resort.

This requires me to operate without thinking about the short-term consequences in an ethical manner. in the spirit of Nishkama Karma and upholding Dharma

Space for Rough Work

Space for Rough Work

NEXT IAS

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

DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

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1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
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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 SCANER) 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।