

NEXT IAS

MAIN TEST SERIES 2024 (FLT)

(To be filled by candidate)

TEST CODE : FLT004

Test No. : 04

Name of Candidate: Himanshu Singh Mobile No.

Roll No. : MT24FLT00005 Start Time 10:15 End Time 1:30

Date of Examination: 28-07-2025 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:

FOR OFFICE USE ONLY

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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2	2
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3	3
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<u>MARKING SCHEME *</u>			
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.

<u>IMPORTANT QR CODES</u>	
 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

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)





Ans (B) Ethics management refers to management of personal values, principles as well as societal principles in achieving Summum Bonum (greatest good).

Public officials to manage ethics in similar manner as to managing budgets, policies

① Adhering to laws and policies can help is swift public service delivery
eg E. Sreedharan — leading project of Delhi Metro.

② Decision making → Quick decision making and utilisation of public funds.

Public officials not to manage ethics in similar way

① Bureaucratic apathy — apathy and insensitivity towards problems of citizens. eg Thakurand PDS case

② Red-Tapism ⇒ Excess focus of rule orientation can lead to excessive delays and contradicting whole purpose of civil services eg Relieving the pain of needy.

However, solution lies in adopting code of ethics and code of conduct to guide and outline the objectives of ~~civil services~~ public officials. This will lead to

- ① Compassion & Empathy → where individual feels the pain of the citizen and does something to relieve it.

eg IAS Awanish Sharan - Bike ambulance in tribal areas.

- ② Dedication to public services → Ensuring quality, accessibility and consistency of service delivery.

More can be done —

- ① Citizen charter → Implementation in letter and spirit.
i.e. in vernacular languages.
- ② Sevottam model → Equity & inclusiveness
- ③ Social audits → Institutionalising social audits.
- ④ Grievance redressal → A sound grievance redressal mechanism for public scrutiny.

Q.2

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

(A) Traditional ethics such as notions of Justice (John Rawls), fair allocation & obligations (social contract by Thomas Hobbes) has achieved tremendous success in contemporary society.

Presently Ethics of care advocated by Amartya Sen (capability approach) while also maintaining connectness and promoting care provides a solution

eg Lijjat papad - where instead of allocations and charity, women were made capable to secure their needs.

Similarly can be seen in the case of Kudumshree SHG.

More suitable option ⇒

following Aristotle's Golden mean
to maintain a balance between
just, fair allocation and ethics of care.

eg. Mother Teresa left her home to serve
in Bengal presidency to relieve the pain
of the needy.

Similarly, in public services ethical
decision making can be promoted by
help of both Justice and ethics of care
approach.



(B) Quality in service delivery means
satisfaction of the beneficiaries while
also easing out accessibility and affordability
of the service.

eg Timely devolutions of funds under Kisan
Samman Nidhi scheme during COVID-19.

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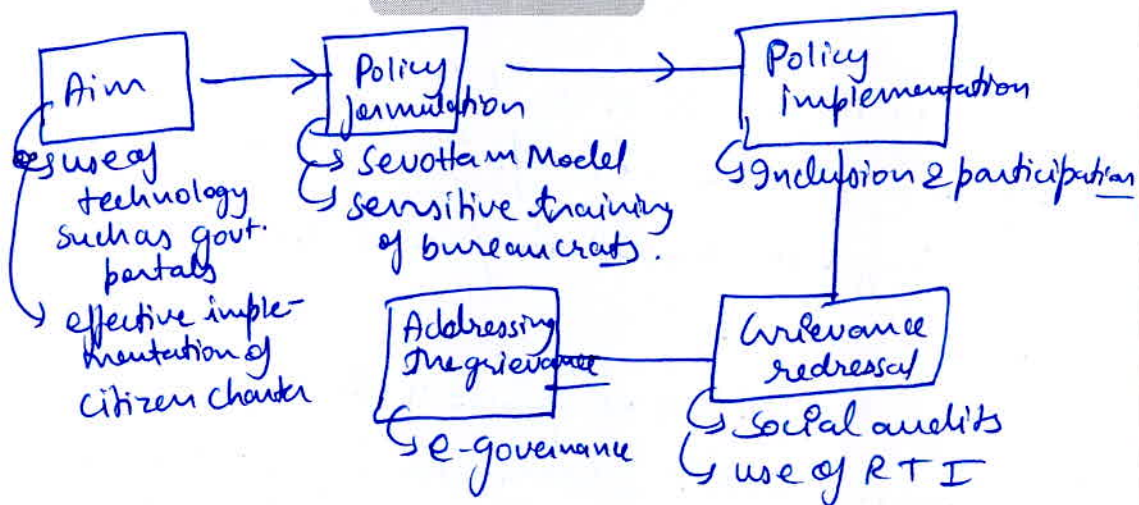
Components of service delivery ⇒

① Aim and awareness ⇒ Setting up the
goal of the service
by engaging with beneficiaries while
spreading awareness.

② Policy formulation $\Rightarrow$ Including all stakeholders such as CSO, citizens, NGOs while policy formulation
eg Amnesty International's role in human rights.

③ Policy Implementation and Grievance redressal for Public scrutiny and plugging the gap in service delivery.
eg Social audit Institutionalised in Meghalaya.

Ways to ensure total Quality in terms of efficiency, economy and effectiveness



Following Nishkam learning on the part of bureaucrats to implement the scheme for service delivery in a time bound manner.

Q.3

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

(A) Public service attitude means, positive or negative evaluation of service and beneficiary or any event in service delivery by public officials. Public service attitude is majorly of 2 types → Bureaucratic attitude
→ Democratic attitude.

Attitude biases affecting public servants on field decision making :-

① Pessimism bias ⇒ where individual thinks negatively and thinks about everything bad that is about to happen. It leads to realism.

② cultural bias ⇒ It affects public servants immensely. It further leads to confirming bias leading

to bureaucratic apathy and insensitiveness.
eg Case of IPS officer service in W. Bengal.

- ③ Attribution error $\Rightarrow$ where individual over-emphasises on internal factors rather than external. It leads to compromise in decision making.

Public servant to overcome such biases $\Rightarrow$

- ① Developing a strong internal locus of control to effectively manage such situations.
- ② Development of Emotional Intelligence by engaging with public regularly.
- ③ Values of Integrity, honesty and dedication to civil services.
- ④ Referring to memoirs or autobiographies of retired civil servants.
- ⑤ Peer review and help of other officers engaged in similar fields.

Hence, public servants should emphasise on deontological ethics to follow their duty.

(B) Mahatma Gandhi in above quote refers to values of universalism and unity in diversity.

eg During freedom struggle - Individuals from various stratas and sections of society participated [Bhagat Singh - a Sikh, Maulana Azad - a Moslem, Annie - Besant - a christian]

Religion is harmful to moral life

- ① Dogmatism & Superstitions → It promotes ~~to~~ social evils as prevalent in Indian society of 19th century. eg Sati, child marriage
- ② Practices derogatory to women → Cumulative discrimination from womb to tomb.
eg Sabrimala issue
- ③ Arbitrary Interpretation → Interpretation that suits one's interest of scribes and religious traditions.
eg Rising religious fundamentalism in the society.

Religion not harmful to moral life →

- ① Belongingness → Religion provides a sense of belongingness and purpose to an individual

eg Sunder Paliwal - Padma shree awardee promoted eco-feminism (whereby he planted trees for every girl child born in village)

- ② Social cohesion → Religious traditions such as fairs, festivals promote unity and social cohesion.

eg Mohammad Sharif performed last rites of over 30,000 individuals according to their respective religions.

- ③ Religions such as Buddhism, Jainism ~~rely on~~ give a specific importance to non-violence and love for everyone
eg Cow being sacred.

A person can be moral without being religious but a ~~religious~~ person cannot be religious without being moral. It depends on interpretation ~~and~~ of Divine command theory from person to person.

- 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) Business is majorly about profit motive and using resources to increase one's own wealth. However, this is pretty narrow approach, business also includes trusteeship (as held by Gandhiji).

Corporations Compromising Their core motive

① Businesses while serving the interest of society can harm their own interest i.e. Ethical egoism by Ayn Rand.

② Overemphasis on norms like Campan funds can lead to policy paralysis and compromise in efficiency & effectiveness.

Dear Sir,

I have the honor to acknowledge the receipt of your letter of the 10th inst.

and in reply to inform you that the same has been forwarded to the proper authorities for their consideration. I am sorry to hear that you are dissatisfied with the result of the examination, but I am sure that the authorities will do all in their power to rectify the matter.

I am sure that you will be satisfied with the result of the examination, and I am sure that the authorities will do all in their power to rectify the matter. I am sure that you will be satisfied with the result of the examination, and I am sure that the authorities will do all in their power to rectify the matter.

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Corporations not compromising their core interest

① Reputation ⇒ Corporations by indulging in social responsibility can build a reputation and enjoy a moral high ground

eg Tata spends 5-7% of its profits after taxation on CSR activities.

② Short term gain vs Long term pain ⇒ while not spending on social responsibility might lead to profit maximisation in short run, it might not be sustainable in long run.

eg Environment sustainability in danger due to climate change (historical emissions)

③ welfare of people ⇒ Mahindra & Mahindra's Nanhi Kali initiative building capabilities.

Not adhering to social responsibility might result in commerce without morality (7 sins of handhiji). Hence a balanced approach is required.

"we have not inherited earth from our ancestors but borrowed it from our children"

- (B) Traditional Indian wisdom gives a special emphasis on Tyaga — as seen in Ramayana, Seva — Bhakti and sufi movement, Daanam — Bhiksha and Sikh ethics, Damah (self control) — Buddhism and Gandhi's idea of self contentment.

These values hold a significant relevance in modern day servants life

- ① work culture → for maintaining a healthy work culture — a balance between personal life and professional life, value of seva is of profound importance
eg Kailash Satyarthi dedicating his life taking care of children.

- ② Altruism → Rooted in Sikh religion and Vedas i.e not working for personal interests but interest of society as a whole.

eg IAS Anamish Sharan admitted her daughter in govt. school to feel the problems of govt. schools.

- ③ Justice → Ensuring justice requires interplay of all the above values

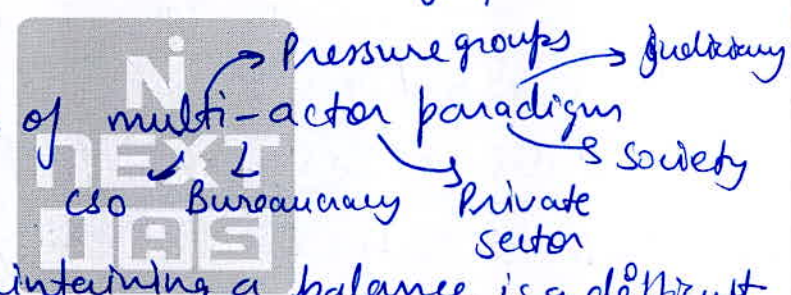
eg IAS Prasanth Nair's — innovative measures in TN.

④ Maximising good $\Rightarrow$ Greatest happiness
to greatest no. of people - rooted in
Sufi and Bhakti traditions.

⑤ Courage $\Rightarrow$ These values inculcate courage
to face the adversities.

eg IAS Durga Shakti handled sand
mafia's in W.P.

~~But~~ However, there are challenges with
these values in modern day public servants
life

① It is age of multi-actor paradigm

 Hence, maintaining a balance is a different
task

② Globalisation and internet expansion
has led to cultures of materialism,
consumerism putting an effective check on
such values.

However, the way forward lies in
Kant's Categorical Imperative to balance
these values and their relevance in
modern day public servants life.

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)

Conflict among interests refers to conflict in

① Political interests ⇒ Political interests of society as a whole and personal interest.

eg Democracy paradox ⇒ where individuals vote on caste and community lines rather than national identity.

② Economic interest ⇒ Rising materialism, inequalities instills fear of relative deprivation, leading to crimes such as insurgency, organised criminal groups.

③ Crisis of conscience ⇒ which further leads to cognitive dissonance in one's life.

eg An order from superior might not align with personal conscience.

Conflict among various sources of authority is

- ① Executive vs Judiciary $\Rightarrow$ Recent example of Kanwar Yatra row, where executive order was to display names of stall orders and judiciary refuted/struck down such order.
- ② Executive vs Legislature $\Rightarrow$ Recent strifes between Governor's and state council of ministers. eg TN case and Delhi Lh case.
- ③ Religious authority vs Govt organs $\Rightarrow$ The issues of Sabarimala case, triple talac, polygamy etc.
eg Banning of Tallicattu by SC.

Solution of above conflict of interest and authority lies in upholding constitutional morality rooted in values of Justice, liberty, fraternity, and Equality.

(B) Governance comes with its own challenges in modern times such as globalisation, internet expansion, etc.

These uncertainties, ambiguities, paradoxes leads to timidity and withdrawal among public administrators.

① Bystander effect → where public servants become mute spectator instead of taking a action.

eg Rising corruption and inaction on part of govt. — (India ranks 85 in CPI)

② Imposter syndrome → These challenges can lead to

imposter syndrome, where individual lack faith in oneself and thinks any achievement that he gets is because of luck factor.

eg This leads to compromise in ethical decision making.

Relevance of Courage in dealing with ambiguity

Courage is not absence of fear but a triumph over it — Nelson Mandela.

① Facing The adversities $\Rightarrow$ Courage gives ability to stand against uncertainty and come out on top in the end.

eg IAS Armstrong Pame - building bridge.

② Forgiveness $\Rightarrow$ forgiveness in personal life required courage and reminds one of the solution lies in going through it, not in circles.

③ Self awareness $\Rightarrow$ Courage leads to self awareness which further leads to development of emotional intelligence in individuals.

eg Kiran Bedi.

Developing courage $\Rightarrow$

① Internally it requires setting up SMART goals (specific, measurable, Reasonable, time bound)

② Value education and skill training to public servants.

③ Seeing courage as an end in itself not a means.

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

- "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)
- "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)
- "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?

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

(A) The above quote by Adam highlights the importance of altruism and selflessness in one's life.

To feel for others and little for ourselves lies in values of empathy and compassion. ~~As~~

eg Pandit Ishwan chandra vidyasagar advocated for education for girl child and widow remarriage.

However, human nature is not always about benevolent affects (as held by ethical egoism Theory by Ayn Rand). Relative deprivation, cultural bias, Ingroupism, Bandwagon effect can

lead to herd mentality in an individual.

eg Rising instances of crimes against SC/ST (NCRB report), rising crimes against women — Rape, dowry extortion, sexual harassment etc.

To overcome all such negative emotions, values of empathy, courage and role of society to inculcate such values is immense.

Relevance ⇒ Rising intolerance and religious fundamentalism can be effectively solved by developing a strong character showing our benevolent affections.

Referring to Gandhiji's Talisman for guidance is one way to exercise our benevolent affections. and constitute the perfection of human nature.









केस स्टडी 1:

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

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 1:

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

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

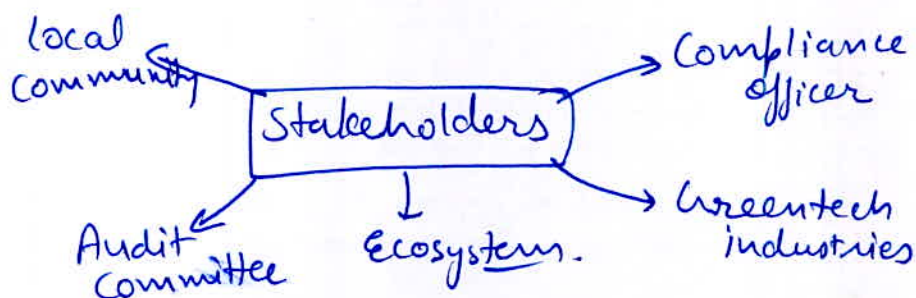
Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

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

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

(250 words, 20 marks)

The above case study highlights the interplay of law and ethics, ~~and~~ Business ethics is to play a role here.



Ethical issues and Dilemmas :-

- ① Reputation → Reputation of Greentech company as a eco-friendly company.
- ② Ecosystem sustainability → The hazardous waste and its disposal mechanism questions ~~and~~ ~~put~~ environmental sustainability.
- ③ Local community's health → Ethics of care and double effect of the eco-friendly products.
- ④ Business ethics → This can lead to hypocrisy on part of the company.
- ⑤ Personal conscience → Personal values and principles are put to test.

⑥ Law vs Ethics → Case where law is not enough to ensure ethical decision making.

Options available :-

① Maintain the status quo → maintaining the status quo and continue the process.

Merits

- (a) Legal compliance
- (b) Profit ^{maximisation} of the company

Demerits

- (a) Environmental unsustainability
- (b) Health of local community is under risk of bioaccumulation and biomagnification
- (c) Cognitive dissonance

② Raise the concern to law authorities → Raise the matter to law authorities to strengthen compliance measure.

Merits

- (a) Set a precedence for future issues
- (b) Company's reputation will be maintained

Demerits

- (a) Time consuming and a long shot
- (b) Long term measure but short term pain for environment and local community.

③ Overhaul The manufacturing process and waste disposal system.

Merits

- (a) Local community health will be addressed
- (b) Reputation of company and Environment sustainability

Demerits

- (a) Compliance cost
- (b) Pressure of board members and shareholders.

Chose course of action →

My chosen course of action will be mix of option 2 & 3. As raising the concerns with legislative authorities will lead to strengthening of rules and regulations and also taking steps to ~~over~~ overhaul waste disposal system so as to minimise the environment harm.

Along with these, I will try to

- ① Raise awareness among local communities
- ② Involve Nho's and Cso's to participate in law making process.

By choosing the above course of action, I will uphold Gandhi's concept of sarvodaya and trusteeship and also utilitarian principle of ~~the~~ greatest good to greatest no.



केस स्टडी 2:

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

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 2:

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

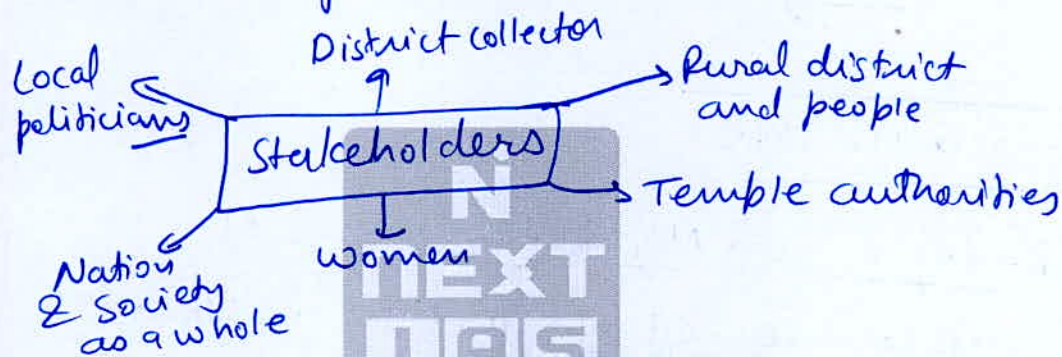
A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities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

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

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

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

The above case highlights the derogatory and discriminatory practices for women in the name of religious and social customs. This case includes use of hard measures as well as soft measures such as persuasion and social influence to resolve the issue.



Ethical issues in above case

- ① Gender equality ⇒ case of cumulative discriminations and regressive practices and exclusion of women from temples.
- ② Right to participate ⇒ Right to equality and UDHR.
- ③ Social and religious practices ⇒ Right to religion — which includes right to belief, faith, worship, practice, profess.

Administrative issues :-

- ① Law and Order → Reaction from orthodox sections of society.
- ② Politics without principle → on part of local politicians for personal gains.
- ③ Play of Doctrine of essentiality compounded by judiciary.

options available :-

- ① Dialogue and Negotiation → use of discourse ethics to find an effective solution

merits

- (a) May resolve the issue
- (b) Uphold right to participation of women.

Demerits

- (a) Difficulty in consensus building.
- (b) Reaction from orthodox sections and politicisation of issue.

- ② Ignore the issue and let the issue fizzle down → Ignorance as a solution

Merits

- (a) Religious and social customs will be protected
- (b) Law and order ~~and~~ situation might not worsen.

Demerits

- (a) Cumulative discrimination and perpetuation of social ostracization
- (b) Crisis of conscience and hypocrisy on part of district collector

- ③ Involve CSO, NAO's and local media for awareness generation to resolve the issue by social persuasion

Merits

- (a) Awareness generation and effective mediation
- (b) Interest of society as a whole will be served

Demerits

- (a) May fuel political anger.
- (b) Threat of cultural assertiveness

Course of action :-

My course of action will be mix of options 1 and 3 while also taking hard measures such as police and other govt-agencies if not adhered to.

Since, this is case of gender equality

ending gender discrimination is the top priority to uphold constitutional morality (as done by SC in Sabarimala case)

This might have a double effect, but in the long run it will bear fruitful result as society cannot progress if half of us are ~~not~~ held back.



केस स्टडी 3:

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

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 3:

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

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

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

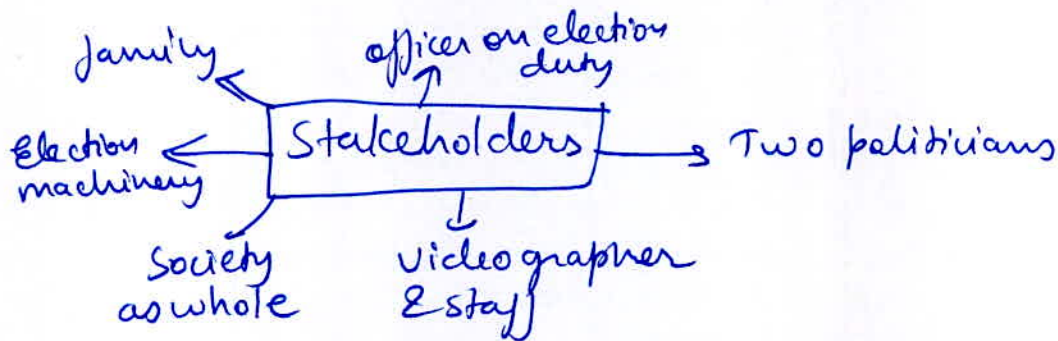
Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with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

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

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

(250 words, 20 marks)

The above case includes politics ~~without~~ without principles, where politicians leave no stone unturned to win election.



Issues involved in above case

- ① Criminalisation of politics → Politicians with criminals endangering democracy of the country
- ② Safety of staff ⇒ Safety of staff is under threat
- ③ Safety of officer's family.
- ④ Use of money → to disturb the level playing field
- ⑤ Model code of conduct (MCC) → Breach of mcc by politicians, Challenging the sanctity of election machinery.

Personal safety of staff :-

No it is not ethically justified to be devoted to duty at cost of the personal safety of staff. As held by Stewardship of creation — every individual is born free and have right to live.

However, one may argue on basis of deontological approach that, following one's duty is utmost importance. But this case also includes John Locke's approach of Rights — Rights of survival and safety of the staff.

Options available to the officer :-

- ① Seek The intervention of higher election authorities :- seeking the mediation of ECI and Election observer.

Merits

- (a) Action against politicians.
- (b) Enforcement of MCE and busting out ~~use of money~~ use of money

Demerits

- (a) Safety of staff and family might not be ensured
- (b) Dog whistling by politicians

- ② Strengthening law and order and deployment of troops to check unfair means use by politicians

Merits

- (a) Safety of staff and family might be ensured
- (b) Enforcement of MCC

Demerits

- (a) Petty crimes might go underground such as use of money and threats
- (b) Might lead to reaction from the people.

Course of Action

My course of action will be that of middle path → using hard measures such as deployment of troops for safety of staff, ~~and~~ raising concern to higher authorities. while also soft measures such as generating awareness on part of citizenry to root out the underlying cause of the issues while also busting out religious and casteist propaganda.

By choosing above course of action
I will act as Socratic ideal man
(not worrying about personal consequences)
~~but~~ also ensuring Justice as routed
and in our philosophy of Nyaya (Atishapada
hantam)



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.

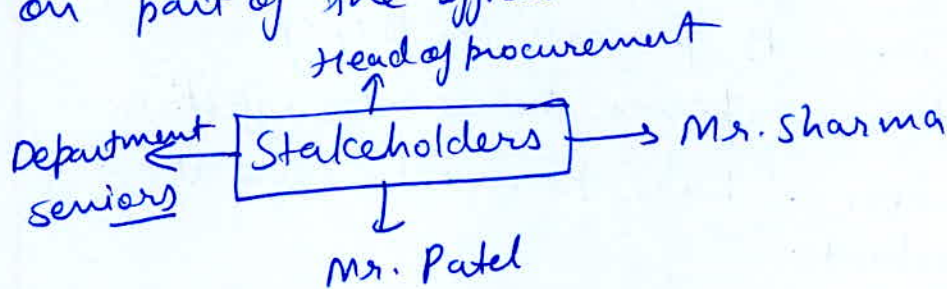
Upon scrutinising all the tenders, your section found Mr. Sharma's terms the most competitive, so the tender was awarded to him. However, once the decision was made public, another vendor, Mr. Patel, accused you of colluding with Mr. Sharma due to your previous relationship.

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)

This case includes diverse role played by officer while distributing tender. This also includes potential conflict of interest on part of the officer.



(1) Conflict of interest ⇒

This case includes potential conflict of interest as, Mr. Sharma was known to head of procurement, which might lead to collusive corruption.

However, Head of procurement believes he followed standard operating procedures to deal with it and give tender to Mr. Sharma — the ~~the~~ most competitive bidder.

(2) Relevance of impartiality and non-partisanship ⇒

Impartiality refers to objectivity in one's approach where individual ~~is~~ treats everyone equally irrespective of the background

whereas non-partisanship refers to not be on any side rather maintain a coherence in one's approach.

- ① Civil servants possess variety of discretionary power hence for effective utilisation — these two values are almost important
eg granting a tender to lower strata ~~of~~ or marginalised people without any bias.
- ② Effective utilisation of funds
- ③ Quick and ethical decision making
- ④ These will lead to transparency and accountability in the organisation

Ans
③ What could have been done?

- ① Stepping back → Stepping down from decision making
~~at~~ position as potential conflict of interest was involved
eg As done by CJI in a case
- ② Transparency and accountability →
Showing standard operating ~~pro~~ procedure was followed while also

making or disclosing the procedure.
making the records public.

- ③ Appeal against the result awarded by department seniors, as it was not your intention to do the same.

Hence, while in such positions, one should follow Nishkam Karma as routed in Geeta and also ~~making~~ ensuring transparency in one's approach.





केस स्टडी 5:

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

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

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

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

(250 शब्द, 20 अंक)

Case Study 5:

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

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

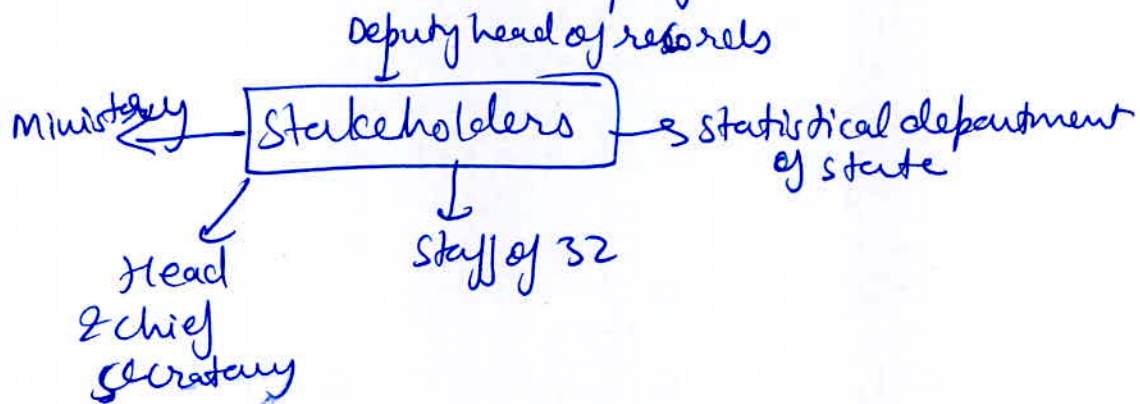
But yesterday, you received an official order stating that your department tasks will be outsourced and your Staff will be downsized. You had no problems with outsourcing, but you did not favour downsizing, as it would lead to people losing their jobs.

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

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

(250 words, 20 marks)

The above case involves the case of loss of jobs due to outsourcing and also includes ethical & professional competence.



Ethical issues involved in the case

- ① Time and efficiency → on part of 32 staff members
- ② Ethics of care & compassion → of deputy head of records for staff members.
- ③ Job loss → due to downsizing and outsourcing.
- ④ Professional competence & ethical competence → on part of head & chief secretary as they lack empathy.
- ⑤ Personal consequences → Threat by head.

Administrative issues

- ① Bureaucratic attitude → on part of
head & chief secretary
- ② Minister's role → as a compassionate
person.

(2) Morally right to write to minister?

Yes, it was morally right to write
to minister as ethics of care is in
question due to downsizing.











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:

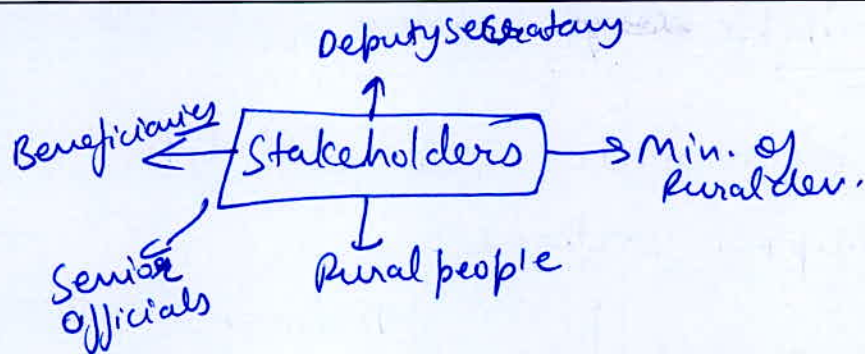
You are an IAS officer recently appointed as the Deputy Secretary in the Ministry of Rural Development. Your responsibilities include overseeing the implementation of various rural development schemes and ensuring their efficient execution.

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)



MGNREGA is a scheme guaranteeing 100 days of work in rural areas. Recently CAG has also highlighted the need of social audits to curb such misappropriations.

Ethical issues involved in the case

- ① Corruption → Misappropriation of funds by senior officials.
- ② → Collusive corruption on part of senior officials with politicians.
- ③ welfare of people → welfare of rural people
~~But~~ for those scheme was originally intended.
- ④ Personal career → Personal consequences and threats by officials.

options available

- ① Maintaining a status quo and let the corruption continue.

Merits

- (a) Personal career might progress
(b) Chance of favor from senior officials.

Demerits

- (a) welfare of people might be compromised
(b) cycle of exploitation and corruption might go unnoticed

- ② Reporting the issue with higher authorities

Merits

- (a) welfare of beneficiaries of the scheme
(b) corruption will be put to check

Demerits

- (a) Personal consequences
(b) Corruption might go underground as it is case of collusive corruption

- ③ Whistle blow and raise the concerns with media, CSO, NGOs etc.

Merits

- (a) Corrupt individuals will be punished
- (b) Personal consequences might be averted

Demerits

- (a) Politicisation of the issue
- (b) Public trust might be harmed.

Course of action →

My course of action will be option 2 to ensure right treatment and effective treatment is metted out to the corrupt individuals. This would ensure, beneficiaries get their due share.

By choosing this course of action I will uphold virtue ethics — virtues of courage, temperance ~~and~~ wisdom and Justice



NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

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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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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।