

NEXT IAS

GS MAINS ADVANCED COURSE 2024

(To be filled by candidate)

TEST CODE : GSMAC2404 Test No. : 04

Name of Candidate: ANKIT AGRAWAL Mobile No. [REDACTED]

Roll No. : PTPP 220280 Start Time 6PM End Time 9:15 PM

Date of Examination: 22/7/24 Medium : English ☒ Hindi ☐

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

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

GRAND TOTAL -/ 250 EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS	सामान्य निर्देश
- Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet. - Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated. - Candidate is expected to attempt all 12 questions within the given timeline. - Answers must be written in the medium authorized at the time of admission. - Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit. - Please write neatly. Avoid illegible writing. - Do not write/mark irrelevant matters in the QCAB.	- QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें। - अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा। - अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें। - प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए। - अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा। - कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें। - QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

Student Concerns / Query	Evaluator's Feedback / Response
1	1
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2	2
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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

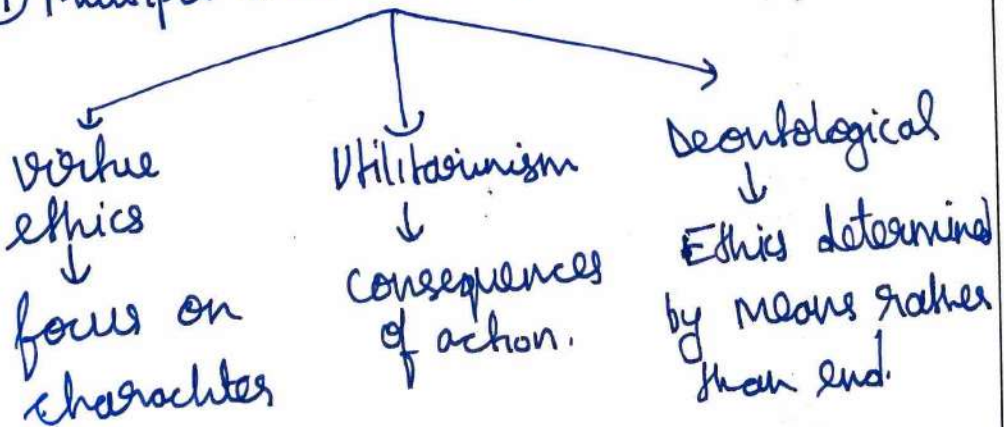
Q.1

- 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 में क्या क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)
- A. "It is wrong to assume that ethical decisions are, can or should be purely rational and principled. Human feelings are an inseparable part of our ethical life." In what way do feelings impact our ethical decisions? Illustrate with examples. (150 words, 10 marks)
- B. What do you understand by ethics management? Can public officials manage ethics in the work place in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss. (150 words, 10 marks)

A) Ethics is knowing the difference between right and wrong. It is subjective in nature as there are many determinants involved:-

Wrong to assume Ethical decisions to be purely rational & principle

① Multiple theories to determine ethics



② As many world view as people

③ Moral standards differ from place to place & time to time.

Feelings Impacting our Ethical Decisions

① feelings toward certain object →
eg. Cigarette smoking considered unethical
by some while not by other.

② Toward certain person or personality →
Thinking negatively about criminal
or terrorist cannot be considered unethical

③ Feeling toward corruption →

Top-down
corruption
↓
Unethical

Collusive
corruption
↓
Sometimes ^{not} seen as
unethical which is
wrong.

④ Impact on cognition → feelings impact
cognition → eg. Revolutionary considered
violence against British ethical as they
saw them as oppressor.

M.M. Jennings said that
ethics is a skill thus there is need
to balance rationality with feelings through
emotional regulation to perform ethical
decisions.

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B> Ethics management is defined as managing goals, objectives, processes, outcomes according or aligning with ethical values and standard.

eg. Code of ethics for CAG mandates ethics management in auditing practices.

Public official managing ethics in workplace similar to managing budget, Policies & people.

① Accountability & Responsibility setting

↳ eg. DoPT guidelines of reporting of Public official by 9:15 AM or half day leave.

② Transparency to ensure efficiency & effectiveness →

citizen charter, weekly outcome bulletin, etc on lines of outcome budgeting, Annual financial statement every year in Parliament.

③ Good Interpersonal relationship, coordination, convergence, etc

Public officials

Ananya Das coordinates with Revenue department in cutoff for storm rehabilitation.

Policies

MG-NRCHA convergence with JSM.

Managing ethics through code of ethics & code of conduct

Significance of CoE & CoC for managing ethics	Challenges & Lacunae
① Moral & ethical framework & standards ② Derived from constitutional values & statute ③ Code of conduct enforceable & comes with punishment eg. MCC during elections ④ Brings uniformity in public organisational values.	① Subjective and difficult interpretation ② Lack of enforceability of code of ethics ③ Depends on individual responsibility ④ No monitoring institution or grievance redressal mechanism in case of violation

2nd ARC recommended that mere words in code of ethics & conduct not enough, it should come with institutionalised mechanism and enforcement provision to ensure ethics management in public organisation

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) Ethics in Public life involve transparency, accountability, following rules and procedure, adhering to superior's decision, etc. which has been supplemented by new modern age values in Public service.

Traditional Ethics guiding Ethical decision

Positives	Negatives
① Integrity & Honesty ② Objectivity in decision making eg. RBI stress Index for banks ③ Transparency & Accountability eg. Citizen charter & Grievance redressal	① Rigidity of procedures & rules in dynamic & ever evolving world ② Lack of adoption of technology ③ Corruption ④ Rigid hierarchical values

Ethics of care more suitable

① Flexibility in decision making → (eg.)

Jharkhand tribal girl death could have been avoided which was due to denial of food under NFSA 2013 as she did not have Aadhar.

② Adoption of technology → to ensure last mile delivery thus fulfilling goal of Antyodaya (eg.) PM-KISAN through DBT.

③ Simplicity of rules & Procedure → for empathy toward those suffering (eg.) Not delaying autopsy & post-mortem report at night hours

④ Dedication toward Public Service & Compassion toward weaker section → (eg.) IAS Prashant carried rice sack during Kerala flood or Sudhakar Sindhe IAS Inspected Hospitals during COVID → Death on duty.

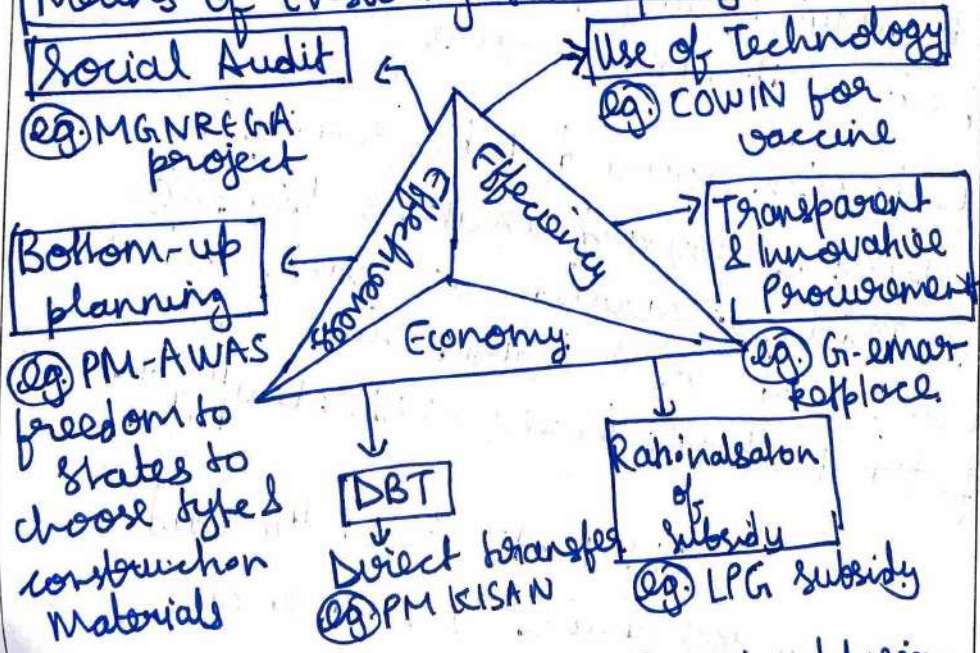
PM Modi recently said that mere governance is not enough, we have to take governance to citizen driven by ethics of care

B) Quality in service delivery includes minimum acceptable standards, meet expectation, reliability, durability, user or citizen satisfaction, timely delivery, recourse and grievance redressal mechanism.

Components

- List & Description of service → concrete & specific
- Timeline to deliver those services
- Reliability of service → eg. 24/7 electricity
- Skilling & capacity building of functionaries
- Grievance Redressal, feedback & social audit eg. MDM scheme

Means of Ensuring Total Quality



Quality of service delivery is of utmost importance for citizen centric governance process.

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.

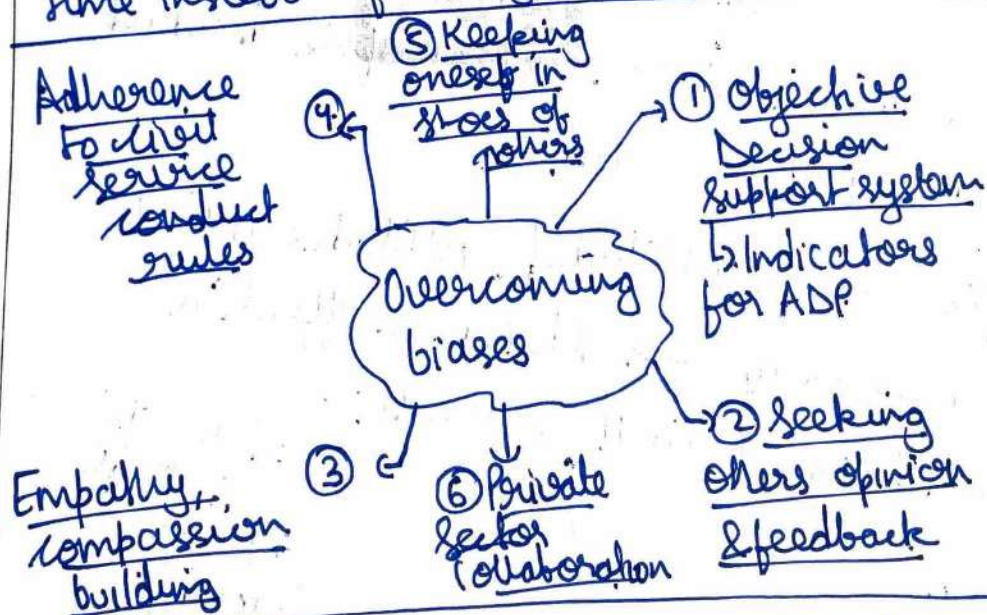
(150 words, 10 marks)

A) Attitudes are defined as predisposition to act in a certain way toward certain object, person or circumstances.
eg. seeing population boom of India as either demographic dividend or demographic burden.



Attitude biases that affect Public servants

- ① Halo effect → judging something based on one trait (eg) social profiling of certain caste or community as anti-social element.
- ② Recency bias → attitude based on most recent event. (eg) enforcing lockdown for major outbreak of Influenza.
- ③ Inward looking → does not seek help from private sector & depends on only public sector authorities.
- ④ Law & order situation → Use of force all the time instead of dialogue & communication.



National training conclave last year stressed on building right attitude among future civil servants for ethical governance.

Q7. Gandhiji through the above quote meant that above all the religious identity, he is human first thus giving prominence to humanism.

He meant that we are all born as human rather than Hindu, Muslim or Christian. It is our society and socialisation process which attaches us to our identity.

However, it does not mean that religion is bad for person, society or humanity as here. is intricate relationship between our moral values and religion :-

① Religion promotes peace → Gita, Quran, Bible advocate for non-violence which is universal moral value.

② Sacrifice & charity → promotes equality and simple life among individual.

(eg) In Hindu religion, charity is considered ethical & devotion to god.

③ Sets Discipline and ensure right conduct & behaviour → (eg) In Muslim religion, cleanliness is a major focus.

④ Form base of our moral system → Quran, Gita, Bible act as source of ethical training.

⑤ Humility, greater power than us → Religion teaches us that there is greater power than us who is watching all our actions.

⑥ Emotional regulation → Religion provide us peace of mind which stop us from taking impulsive action.

Virtue ethics talks about character and golden mean which can be developed through religious beliefs & customs.

- Q.4 A. "व्यवसाय की कबल 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 सेवाओं 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)

A7 In present times, corporation aims to operate on 3 principles that is **PEOPLE, PLANET and PROFIT**.

Social Responsibility Compromising Core Resource utilisation

- ① Private sector work on basis of efficiency and profitability
- ② It is the role of public sector to ensure welfare of people.
- ③ Lack of expertise in social sector
 ↳ eg. CSR spending → more than 40% of fund routed through PM NRE
- ④ Hindering economies of scale by decreasing profit usage in further investment.

Social Responsibility Important function and beneficial to companies

- ① Brand Image → Increased trust of customers (eg) Tata companies have highest subscription of its debentures
- ② Increased Profitability → Investment in skill development, education & health indirectly improve worker productivity
- ③ Increased customer base → empowering poor will increase their purchasing power.
(eg) Reliance Jio
- ④ Buffer against environmental externalities, pollution, climate change, etc impact profits of companies too.

Companies involved in social responsibility adhere to Trustee ship model of Gandhiji and perform commerce with morality.

67 Reunification, charity, self control, service are key pillars in public service as it helps public servant to deal with several challenges faced by him effectively.

Reasons/Relevance in Modern Day Public Service

① Reunification

- a) Dedication toward public service
one of the foundational service
↳ Margaret Chase (ex-UK PM)
- b) Anbhadaya objective given by Gandhiji
- c) Dalai Lama said if you want to be happy practice compassion which requires sacrifice.

② Charity

- a) Charity of time → civil servant need to work even during festivals like Diwali, Holi, Eid to maintain public order.
- b) Charity of effort → Innovation required to solve modern day complex problem.

eg) PAME Armstrong 'crowdfunded' for building road in Manipur.

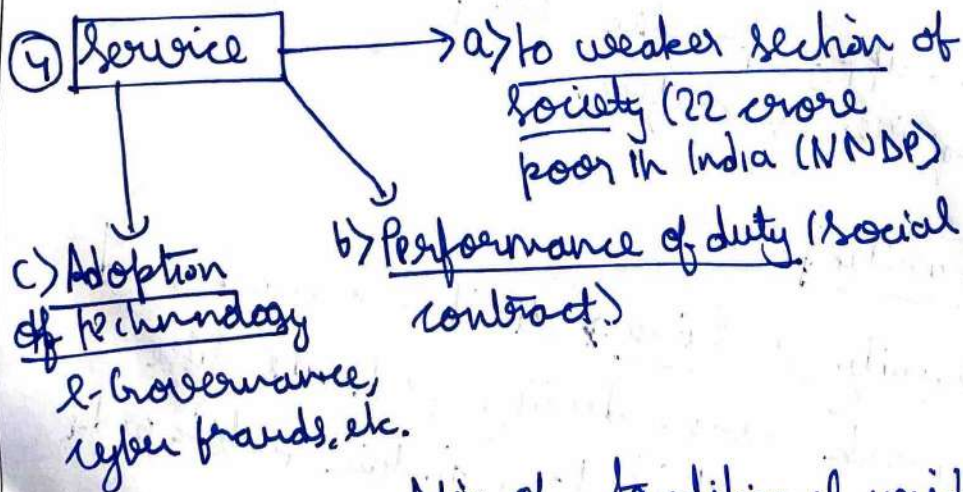
③ Self control

a) Dealing with public protest & scrutiny
ASP Akash Kulkarni dealt with student protest in Aligarh by recognising their right to protest.

b) Handling media → not losing cool with 24/7 scrutiny especially through social media

c) Public welfare over personal interest → declining bribes, gifts, etc to ensure impartiality

eg) YV Reddy successfully implemented land ceiling Act against powerful landlords from his own community.



Mix of traditional wisdom & modern value provide dynamism to Public Service for developed India by 2024 in Amrit Kal.

Q.5

- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच ~~क़राव~~ के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कार्यरता और आपसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक सहस्र 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)

87) Conflict of Interest and conflict among various authority provides ethical dilemma in public life which need to navigated carefully.

Conflict of Interests	Conflict among various source of authority
① <u>Public welfare</u> V/S <u>Personal welfare</u> eg. Dr. Sudharaka inspected all the hospital during COVID despite health morbidity	① <u>Superior directive</u> V/S <u>subordinate capacity</u> eg. 24/7 electric repair service but lack of required number of functionaries
② <u>Family obligations</u> V/S <u>Work obligations</u> eg. PM Modi stayed away from family since last 11 years	② <u>Superior authority</u> V/S <u>public authority</u> eg. Land acquisition V/S slum dwellers protest in Uttarakhand for Talabanda land.

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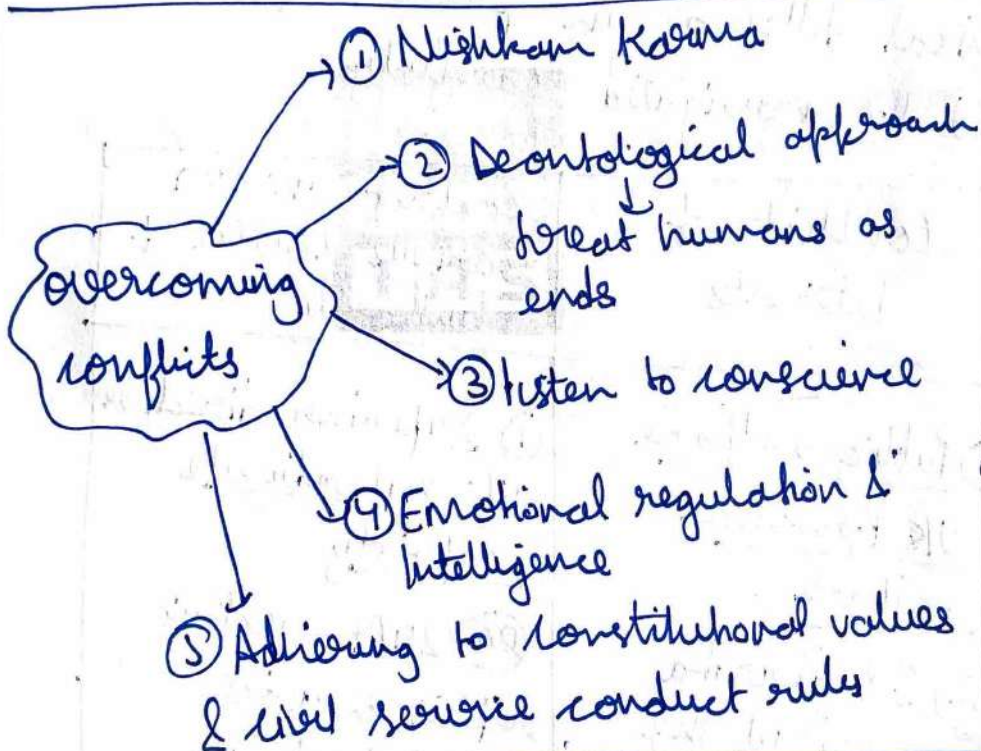
③ Maintaining Transparency V/S Secrecy

Transparency ensure
trust but secrecy
protect national
interest

(eg) Rafael deal.

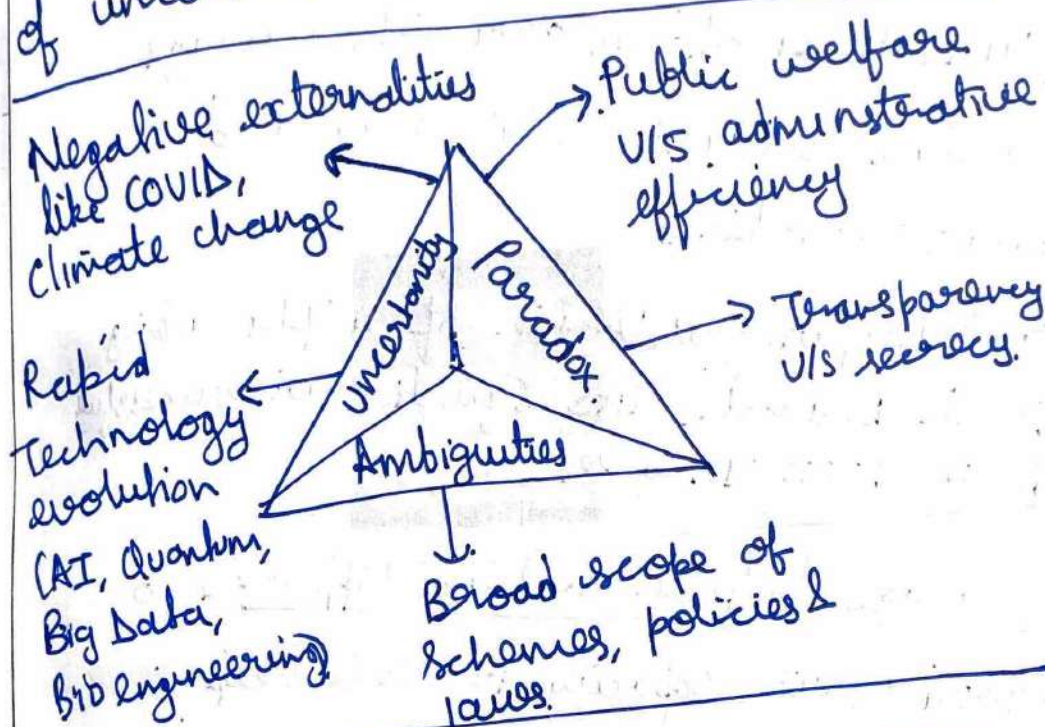
③ Politician authority V/S Self authority

↳ pressure to
expedite bridge
construction ~~due~~ before
elections begin
↳ bridge collapse
in Bihar



Managing several
conflicts is a skill which improve
decision making & thus showcase
one's leadership skills.

B) Courage is defined as facing the adverse situation without fear and with confidence which is very much required in Governance landscape of uncertainties, paradox and ambiguities..



Relevance of courage in overcoming these challenges

① Focus and concentration → courage.
sets the right path.

(eg) focus of saving lives during COVID → path of Lockdown.

② Determination & Perseverance → despite difficulties → (eg) fighting poverty through sectoral, regional, people centric approach.

③ Spur for Innovation → courage helps to fight against inhibitions and develops critical thinking.

↳ Mobile Hospitals in tribal districts of western Odisha.

④ Navigate emotional turmoil, courage to analyse situation objectively and regulate emotions.

↳ (eg) Despite frustration of implementing ODF in Bharoch, IAS Jyanti Ravi successfully made it 100% ODF free.

⑤ Courage help in seeking support → go beyond your capacity to seek help.

(eg) Collaborating with Germany to build wind energy capacity.

Courage makes the ship to move out of harbour (comfort zone) and navigate vicissitudes of ocean (ambiguity, uncertainty, paradox) successfully.

Q.6

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

- A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव की पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)
- B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू (150 शब्द, 10 अंक)
- C. "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)

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

- A. "To feel for others, and little for ourselves; to restrain our selfish, and exercise our benevolent affections, constitutes the perfection of human nature." Adam Smith (150 words, 10 marks)
- B. "Virtue lies in our power, and so does vice; because where it is in our power to act, it is also in our power not to act." Aristotle (150 words, 10 marks)
- C. "I know that I am intelligent, because I know that I know nothing." Socrates (150 words, 10 marks)

Human nature is dependent on many factors and is judged based on action, consequences, etc.

Constituents of Perfect Human Nature

I Feel for others

a) Compassion to alleviate suffering of others (eg. Mother Teresa).

b) Tolerance character → understanding perspectives of others & respecting diverse view points (eg. Government conducting Junta Durbar in Odisha).

II Feel little for ourselves

NEXT IAS

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write on this m

- a) emotional regulation → shows calm nature in personality (eg) M.S. Dhoni.
- b) Part of system rather than system → Showcase Humility (eg) A.P.J. Abdul Kalam.

Restrain selfish nature

- ① Believe in collective welfare → utilitarian approach.
- ② Treat people as ends rather than means.

Benevolent affection.

- ① Showcase helping nature → (eg) Kailash Sahyadhi.
- ② Good Inter-personal relationship → ethics in private life.

No human is perfect but we can come closer to it and god by practicing his values

B) Our Actions are decided by our cognitive attitude and Affective attitude which depends on our socialisation process. We have option to modify all the three components through several means such as:-

① Knowledge Aspect → Learning about history, culture, customs can derive our action toward accepted behaviours.

↳ Knowledge of laws and rules help us to avoid vices

eg. Singapore law bans public littering which may attract heavy punishment

② Affective Aspect → Managing emotions through self awareness and techniques such as meditation, perspective taking, journaling, listening skills.

↳ emotion is a great driver of both virtue & vices

NEXT IASCandidates must
write on this ma

↳ negative emotions like jealousy, anger, fear commits vices like theft, talking bad behind back.

↳ Positive emotions help us to perform virtues like compassion, generosity, kindness, etc.

Thus it is in our power whether to perform good or bad. It is generally said that if you can't do something good than do nothing at all.

c) During Dark ages, people believed that earth is flat and nothing lies ahead of oceans. Once the age of exploration started, people realised there is much more to world but it is definite. However, in present times too, we have not been able to truly explore the depth of ocean, space, religion, etc. This shows the only thing that is certain is that we know nothing.

Socrates is famous for developing question methodology which advocates for Introspection, Curiosity, Challenging status-quo, etc. All the knowledge is within us. It is just that we need to explore it.

The person who understands it is called Intelligent by Socrates because the person will strive for more knowledge, which will provide him/her Wisdom. Wisdom

NEXT IAS

in turn results in happiness & tranquil life.

This is so because, consistent exploration, introspection & critical thinking helps in development of moral values like empathy, objectivity, rationality, integrity, etc which gives idea of what is right & what is wrong.

In present times too, to solve the issue of climate change, poverty, inequality, health threat, there is need to understand that there are "better practices to best practices".

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 अनुमेल्य सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस प्रक्रिया का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को काफी नुकसान पहुंचा सकता है।

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

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

(250 शब्द, 20 अंक)

Case Study 1:

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

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

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

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

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)

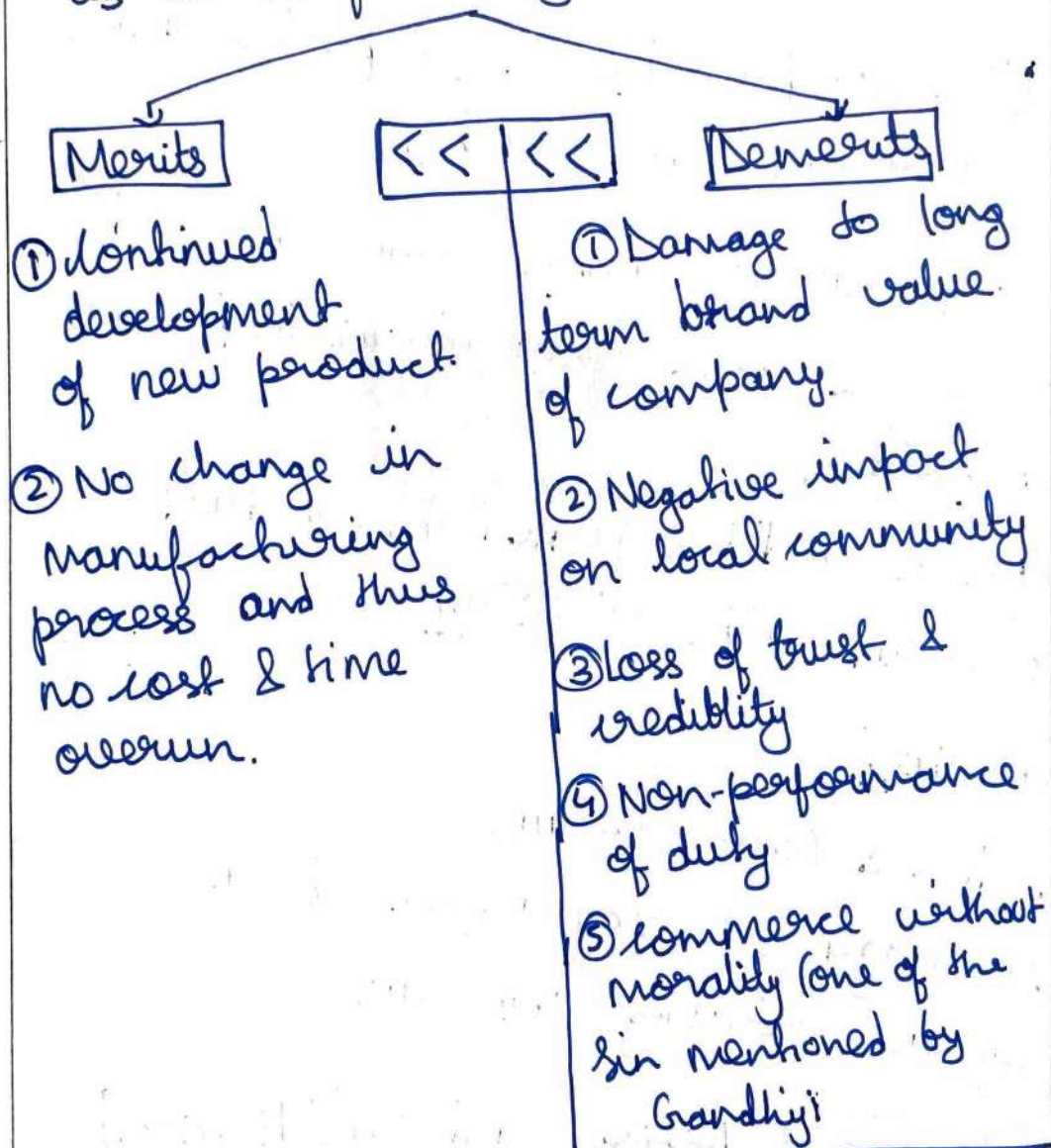
The above case pertains to
ecocentric model of manufacturing
in letters but not in spirits.

a) Ethical Issues and Dilemmas

Ethical Issues	Dilemmas
① Green industry but polluting in nature → <u>Greenwashing</u> <u>phenomena</u>	① <u>Law, Rules and</u> <u>Regulations</u> v/s Essence of <u>environm-</u> <u>ental ethics</u> .
② Following <u>Rule, laws</u> & <u>regulation</u> by meeting legal standards but <u>crises of conscience</u>	② Adhering to <u>Primary responsibility</u> v/s taking up <u>activist role</u> to ensure ethical standards
③ Against <u>Right to</u> <u>healthy environment</u> ↳ SC recognised it as part of <u>Right to</u> <u>life</u> under Article 21	③ Companies <u>short</u> <u>term reputation</u> v/s its <u>long term</u> <u>reputation</u> and <u>brand value</u>
④ <u>Shortsightedness</u> and lack of understanding of long term consequences.	④ <u>Honesty</u> v/s <u>complete Integrity</u> .

b) Available option along with merits & Demerits

I Ignore the long term consequences as it is following permissible limit



II Report to the management and recommend them to take appropriate action based on companies policy or standard operating procedure.

Merits

- a) Catalyst to reforms where environmental standards judged not only on basis of Quantity but also Quality.
- b) Non-compromise on companies image as environment friendly
- c) Corporate governance values adhered to where local community is important stakeholder.
- d) Me as auditor performing my duty honestly & with objectivity.

Demerits

- a) time & cost overrun
- b) Management may ignore it as they are violating any law.

Course of Action and Justification

My role is to ensure that company adhere to environmental laws and ethical standard thus any action of

mine will be guided by laws, rules, regulation along with environmental ethics like clean & healthy environment, carrying capacity & sustainable production.

① Report to the management, manufacturing team & auditor the findings of report

② If needed explain them how it may have long term consequences and can affect companies image.

③ Recommend them to revisit the environmental standard to include qualitative aspect.

④ Recommend them to use it as tool to further improve brand value.

⑤ Inform about the legal consequences it can have in long term if the report is ignored.

SDG-9 aims to promote sustainable industry since the company mentioned in case can set precedent and showcase role of bottom-up approach in environmental sustainability.

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 बढ़ते 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.

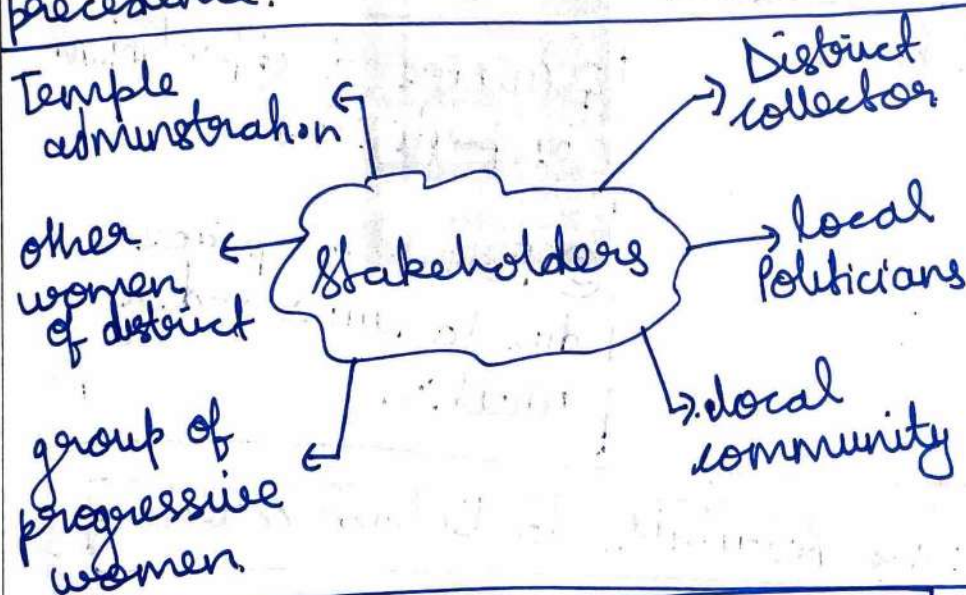
A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities 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)

Article 25-28 provides for freedom of religion as fundamental rights but they are not absolute and is restricted reasonably where other fundamental rights like equality take precedence.



① Administrative and Ethical Issues

Administrative Issues	Ethical Issues
① Law & order situation may arise ② Pressure from both side	① Exclusion of women and discrimination against idea of equality & fairness ② Against right to freedom of religion

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Administrative Issues	Ethical Issues
③ Balancing between social customs & tradition on one side and constitutional morality on other.	of women by denying entry to them.
④ Enforcement & Implementation issue through coercion & use of force.	② Religious text ~~over~~ v/s constitutional text.
	③ May reduce social capital if enforced forcefully.
	④ Culture of opportunism by politicians
	⑤ Threat to peace due to law & order situation

② Options Available to District collector

a) Reject the demand of progressive women and convince them to go to court for their rights

b) Accept the demand of women and ensure there is no discrimination and ensure equality & fairness in society.

③ Merits & Demerits

option	Merits	Demerits
option a Demerits >> Merits	a) No law & order situation & Breaching peace b) Buying time by waiting for court order.	a) Against Right to equality (Article 14) b) Setting wrong precedent and giving up to pressure c) religious text over constitutional morality d) Non-performance of duty & lack of courage to stand with justice
option b Merits >> Demerits	a) Equality b) Constitutional morality c) courage to stand up with justice d) Bring social reforms e) Rule of law	a) Law & order situation b) Enforcement issue as public may not accept it in long term

Source of Action	Reasons
① Buying time from both side for detailed study of Past & present.	a) No short term threat of law & order situation b) objective analysis c) taking feedback & suggestions
② Conducting community meeting	a) engaging with community & religious leaders b) social persuasion based on logical argument
③ Explore legal measures	a) Section 144 for maintaining peace in Harboring b) Security to women. c) Preventive detention d) Exploring least route.

In any case, until the judiciary does not oppose, the duty to enforce right to equality & no discrimination will be adhered by DC thus allowing women to enter temple and bring social changes in society.

Gandhiji said the greatness of civilisation is decided by how the society treats women.

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहां आपको 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 का 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)

Free and Fair elections are cornerstones of robust democracy where those on election duty holds the responsibility of implementing the democracy at ground level.

17) Issues Involved in the case.

- ① Criminalisation of Politics → affect. Image of democracy, law breakers become law makers, degraded quality of legislature debates.
- ② Against Idea of free & fair elections → Use of money by candidates
- ③ Against independent and objective freedom of speech & expression by voters → Manipulation using money power.
- ④ Corrupt practices under RPA 1951 → against section 131 of RPA which states that creating enmity based on caste and religious ground is cause for disqualification

⑤ Lack of fear of laws by those who will be future law makers → beating staff despite video evidence & warning.

⑥ Lack of Honesty → despite promise to not involve in illegal activities the candidates instead of adhering to it worsen administration

⑦ Safety of election workers → who are working day & night compromising their health & safety

2) Ethical justification for devotion of Duty.

① Democracy is basis of social order and social fabric of our nation.

② Nishkam Karma as propounded by Bhagwat Gita → Do your duty fearlessly.

③ Awareness regarding challenges → Staffs and election authority signed up for these challenges being aware of it

④ Plato's cardinal values of fearlessness, regulation, temperance, courage, etc motivate

to perform task which are needed

⑤ can take support of local police or central armed police forces as done in sensitive ~~to~~ constituency where poll violence are common.

⑥ Adhering to rule of law → Article 324, RPA 1951 provisions mandate officials to conduct free elections through required means.

However, safety of staffs cannot be ignored and the duty to ensure it lies on me as authority to conduct peaceful, free & fair election:-

Doing election duty without compromising
Safety of staff

① Strict continuation of videography of all the illicit and illegal activities including poll violence directed towards staffs

↳ evidence based decision making.

② Seeking support of local police and CAPF to ensure safety of staffs.

- ③ checkpoints at airports, railway stations, major toll centers on highway to check on use of large scale money in influencing voters.
- ④ Flying Squad for random & surprise check on candidates
- ⑤ launching helpline number to file anonymous complaints.
- ⑥ Generating trust among public to come forward & raise the issue with officers on election duty.
- ⑦ Voter awareness program regarding free decision making (SVEEP).

Several committees like Indrajit Gupta Committee, Sushil Goswami Committee, Election Commission, Vohra Committee, etc. has suggested reforms to curb criminalisation of politics which should be implemented to ensure robust democracy.

केस स्टडी 4:

एक स्मार्ट सिटी परियोजना चल रही है, और आपको खरीद का प्रमुख नियुक्त किया गया है। इस कार्यभार से पहले, आपने एक प्रमुख सार्वजनिक क्षेत्र के उपक्रम (पीएसयू) में समान भूमिका निभाई थी, जहां आपने अपने निविदा प्रारूपण और विक्रेता प्रबंधन कौशल के लिए प्रतिष्ठा अर्जित की थी। स्मार्ट सिटी परियोजना के पैमाने और महत्वपूर्ण खरीद आवश्यकताओं को देखते हुए, आप खरीद अनुभाग का नेतृत्व करने के लिए बिल्कुल उपयुक्त लग रहे थे।

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगो की पलियाँ मित्र थीं। 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 कहाँ 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 का 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 skill. 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)

Utilisation of public resources and resource mobilisation forms an important part in quality of service delivery by Government which require not only technical & management skills but also transparency & accountability.

Conflict of Interest

- i) Personal relationship with the vendor
Mr. Sharma → past connections
- ii) Heightened Public scrutiny which may be based on subjective knowledge through social media.
- iii) Head of Procurement may have trust on Mr. Sharma thus may have overlooked minor deficiency of proposals.

More Issues than Conflict of Interest

- ① Lack of transparency in choosing vendor.
- ② Lack of communication with other vendors explaining them reasons for accepting their bid
- ③ Blackmailing by other vendor based on personal life of procurement head

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Relevance of Impartiality and Non-Partisanship as Professional values

- ① Constitutional obligation → Article 14 (equality), Article 15 (no discrimination), Article 31A (Rationality)
- ② Bureaucratic values → Public servant should remain neutral and act with objectivity
- ③ Empathy & compassion towards weaker section → Gandhi's Idea of Anudaya
 ↳ eg) No discrimination in choosing beneficiary for PM-AWAS yojna.
- ④ Professional Integrity → by not having personal prejudices or biases
- ⑤ Efficiency & effectiveness of service delivery
- ⑥ Trust, credibility & confidence of public on officials & Administration → Participative governance.

- ⑦ Kaulkiya said impartiality & Non-partisanship promote Dharma-Neehi.
- ⑧ Avoids corruption, Nepotism and favouritism → Partiality & partisanship promote wrong capitalism (eg) Harshad Mehta scam, Nirav Modi, videocon case.

Avoiding the Unpleasant Situation

- ① Transparency in auctioning process → online auction, releasing minutes of meeting, inviting media, etc.
- ② Detailed Analysis report → highlighting Quality, Quantity, price, durability, etc aspects by each vendors.
- ③ Coming out clean → mentioning that he knew Mr. Sharma from past.
- ④ Deputation or recusal → to avoid conflict of interest.
- ⑤ Giving chance to other vendors → to bring better deal on the table in all aspects.

As the procurement head, based on past experience, the character of can be judged (Vishie ethics) but there is a saying "justice should not only be done but also been seen" thus He could have taken above suggested measures.



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 लोगों 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 कमचा रेयों 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 आए। 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 और 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 present the issue of managing human resources in balance with financial capacity of an organisation and its overall efficiency and effectiveness.

① Administrative Issues	Ethical Issues
① Multiple profile of workforce (young and retirement) ② Lack of efficient functioning of workforce ③ Disproportionate burden on few. ④ Lack of serious deliberation on cost-cutting measures ⑤ Short-sightedness and ignored long term cost ⑥ Superior-subordinate relationship ⑦ Degrading work culture due to complaint	① Short-sightedness and lack of long term planning ② Loss of livelihood due to outsourcing of job & staff cutting ③ Lack of perspective taking by Head of Department. ④ Lack of empathy toward employees ⑤ Internal conflicts due to complaint ⑥ Punishment for showing empathy toward staff and for concern of administrative efficiency.

② Moral judgement of working to minister.

Argument for.

- ① Head of Department ignored the suggestions & concerns
- ② Saving livelihood of employees required urgent action.
- ③ empathy toward staff thus leadership value
- ④ Pending projects may require old employee

Argument against

- ① Did not take consent or warned the Head of Department.
- ② Violation of public service value of superior-subordinate relationship
- ③ Did not consider the ~~to~~ possibility of impact of internal conflict on work culture

Response to Actions initiated & Available option and selected course of action.

- ① Explaining the reason behind your action to the Head
 - ↳ Pending Projects
 - ↳ livelihood of employees
 - ↳ Anxiety & Distress among workforce.

② Accepting the mistake of not warning the Head, and violation of superior - subordinate relationship

↳ due to urgency of matter

↳ paucity of time.

③ Ask the Head to reconsider the decision on action ~~to~~ for greater benefit & efficiency of Department

↳ transfer & proceeding can further create burden on existing employees.

④ Collaborate to find amicable solution related to rationalising of workforce

⑤ Accept the decision of Ministry and Head to adhere to civil service values and Rules & regulations of department.

Selected course of Action.

Action	Justification
① Explain the reason	→ Dialogue & Deliberation to bring clarity
② Buy time till Ministry respond	→ 3rd party arbitration in internal conflict

Action	Justification
③ Resolve the pending issues	Workforce and Departmental welfare over personal interest
④ Accept the decision	Accountability decides leaders height (B. Franklin)

Emotional Intelligence and management skills becomes very important in handling conflicts in civil services. Thus future civil service must be trained to build right attitude, skills & belief.

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 फर्से 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 का 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)

According to corruption perception Index by Transparency International, India is ranked very poor which shows awareness of corruption in

society but lack of action against it.

Ethical Issues in the case.

① Gross Violation of foundational values of civil services

↳ Compassion toward weaker section	→ Skiphoning off funds meant for rural poor
Integrity	→ Act of corruption
Empathy	→ toward manual labourers
Dedication to public service	→ Dedication toward personal interest.

② Non-enforcement of laws properly like Prevention of Corruption Act

③ Non-Accountable and Hollow social audit → no discussion, manipulation and no penal provision of social audit report of MGNREGA.

④ Lack of fear of laws among those who are responsible for implementing the laws.

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- ⑤ No bruises of conscience among corrupt officials shows value degradation of society.
- ⑥ Negative Role models for young civil servant who has entered services to be a change & bring the change → Demotivation
- ⑦ Against social contract theory → loss of public faith & trust on the system.

Options Available to Deputy Secretary

- ① Ignore the discrepancies and save his career
- ② Report and take strict actions by adhering to his oath of values of civil services.

Merits & Demerits of options

Option 1

Merits

- a) career progression & no threat to personal or family.

Demerits

- a) Violation of personal & professional Integrity
- b) Roots of corruption will further grow.
- c) Legal consequences as Non-performance of Duty

Option 2

Merits

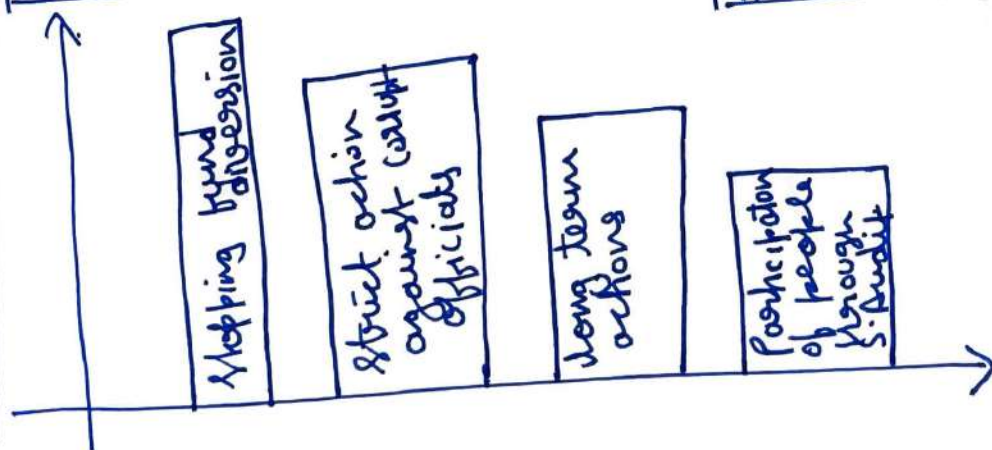
- ① Strict action against corruption
- ② Welfare of poor
- ③ Justice
- ④ Setting right precedent & motivation for future civil servants & aspirants

Demerits

- ① Personal & family threat
- ② Transfer.
- ③ Career progression may stop & affected.

Course of Action & Justification

Priorities



NEXT IAS

Candidates may write on this page

Action	Justification
① Conducting thorough investigation & preparing official report	Objectivity and evidence based decision making
② Taking confidence of Ministry & higher officials	Seeking guidance, perspective taking
③ Initiating legal action	Performance of duty, Rule of law, utilisation of public fund, Trust on Administration

Corruption is like a cancer which affects the poor the most. It is the worst form of violence against poor thus keeping Gandhiji's ideals in mind strict actions from administration and Jan Andolan is need of hour.