

NEXT IAS

MTS CSE 2025

(To be filled by candidate)

TEST CODE :

TEST NO. : 14

(Please write test code printed on Question Paper)

Name of Candidate: Deepsha Chauhan Mobile No:

Roll No.: Start Time End Time

Date of Examination: Batch: P-P P-M

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

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

GRAND TOTAL -/ 250

EVAL CODE: EVAL DTE:

GENERAL INSTRUCTIONS

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

सामान्य निर्देश

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

REMARKS:

Student Concerns / Query

Evaluator's Feedback / Response

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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of evaluation@nextias.com 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)

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)

Ethics or dharma show the ideal societal values one should follow.

These are rational principles but are rooted in moral emotions.

Subjectivity of emotions + Objectivity of reason = Ethical decision

Feelings impacting ethical decision

① Positive impact →

(a) Compassion and empathy over Machiavellian objectivity

(Ex) - Odisha IAS - Transgender prioritised in food distribution during pandemic

(ii) Sensitivity in decisions

(Ex) - Mahatma Gandhi tour in communal violence affected districts (Nashik)

(iii) Cultural recognition →
decisions rooted in local culture

(Ex) - Tribol panchel principles.

(iv) Justice Towards vulnerable sections

(Ex) - SC/ST atrocity prevention act
its safeguard.

Negative impact

(i) Misplaced sympathy - Supreme
court warned of illogical application
of compassion.

(ii) Manipulation of emotions

(Ex) - Kaikeyai influenced in Ramayana.

(iii) Going astray due to lack of

temperance

(Ex) - Yauer drug addiction case.

Thus emotions are weapons that
must aid humanity and not
work against it

- Q.1 B. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)
- B. What do you understand by ethics management? Can public officials manage ethics in the work place in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss. (150 words, 10 marks)

Ethics management is the process of channelising ethical conduct and ensuring moral decision making.

Since ethics is a subjective field, it becomes difficult to manage it like policies / budget

Can be done

① Can measure outcomes and emotional survey

② Need a new humane model based on new welfareism

Cannot be managed quantitatively

① Difficult to measure ethics unlike data and figures.

② Objective approach - focus on profit maximisation and Net welfare

③ Performance oriented accountability with public scrutiny

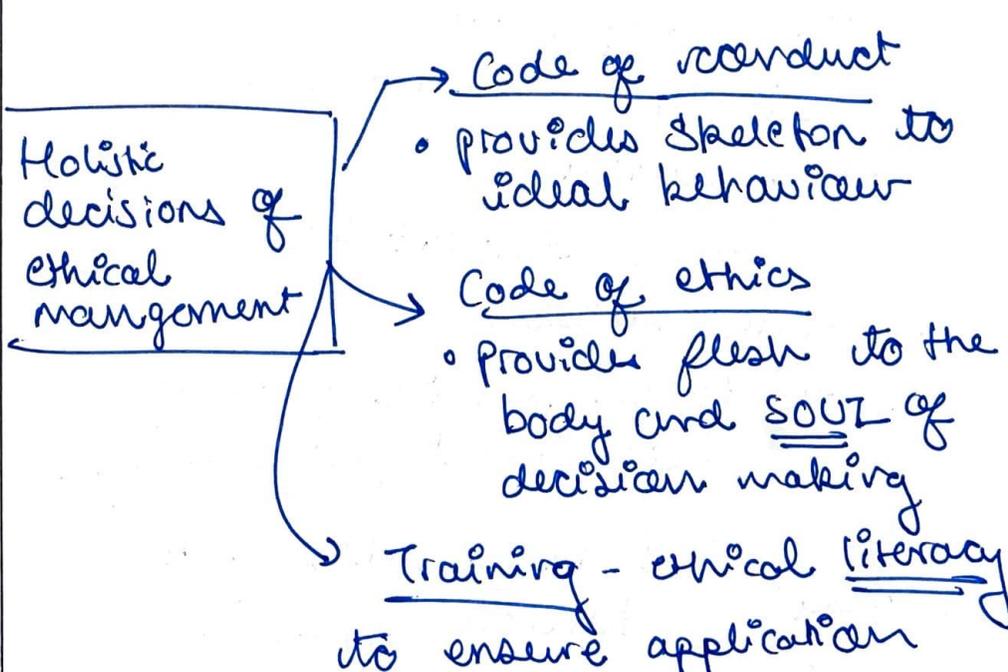
Ⓢ → STCA's in auditing process

③ Lack of options to punish or find lapses in accountability

Ⓢ → corruption in social audits.

Utility of code of conduct

COC is purely legal and minimalist in outlook. It needs to be combined with Code of ethics which is more im al i s t i c and b r a d .



Thus it is a combination of many factors that leads to ethical decision making (Yogakshema)

Q.2

- A. जबकि पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों की धारणाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पर्क बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। सार्वजनिक सेवाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपरोक्त दो नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)
- A. While traditional ethics has focussed on notions of justice, fair allocation and obligations, ethics of care emphasise maintaining connectedness and promoting care. Which of the above two ethical perspectives is more suitable for guiding ethical decision making in the context of public services. (150 words, 10 marks)
- Explain your position with suitable examples.

With the coming of digital age, new values and ethical approaches have emerged to tackle public service challenges like - COVID 19 pandemic, introduction of AI, privatisation of services etc.

Utility of Traditional ethics

- ① Right based approach
 (Ex) RTI in governance
- ② Justice outreach
 (Ex) SC under Art 142.
- ③ Constitutionalism
 (Ex) Public service delivery Act in MP for A-Hand 19

Limitations

- Bureaucratic apathy hinders efficiency
- lack of humanism
- lary tower syndrome
 (Ex) logia khulpar case.

NEXT IAS

Space for Rough Work

Utility of Care ethics

Carel Gilligan proposed care ethics to renew outlook of ethics not just as a duty but also as a moral imperative.

① Need for compassion

② Compassionate Kozhikode - P. Iyer in Kerala

③ Respect the public sentiment and ensure dignity to all.

④ Ira singhal - making public infrastructure PWD friendly

⑤ Shift towards constitutional morality over law

↳ ⑥ Roping in NAO's for aid to elderly couple excluded from scheme.

Thus, as PM Narendra Modi said, Public servants need to be KARAYOGI

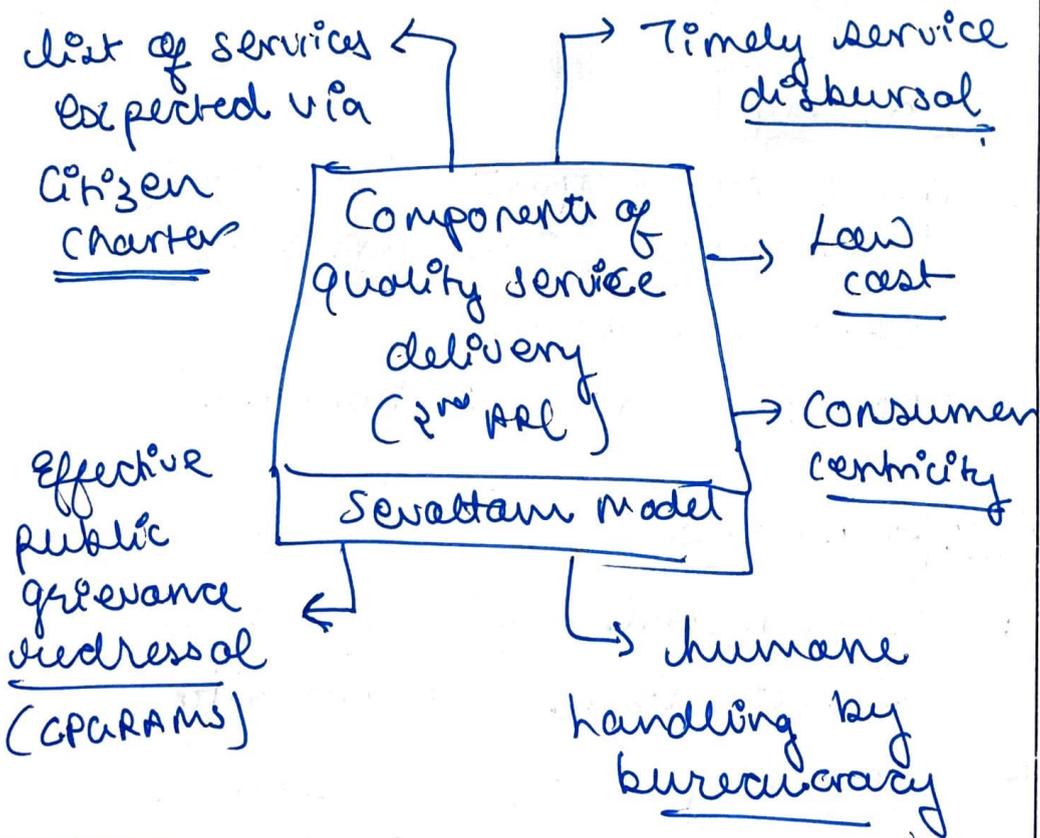
who are not just rule-based

but also role-based for 21st century

Q.2

- B. सेवा वितरण में "गुणवत्ता" शब्द का क्या अर्थ है? सेवा गुणवत्ता के घटक क्या हैं? और दक्षता, मितव्ययिता और प्रभावशीलता के संदर्भ में कुल गुणवत्ता सुनिश्चित करने के तरीके और साधन बताइए? (150 शब्द, 10 अंक)
- B. What does the term "quality" mean in service delivery. What are the components of service quality and indicate ways and means for ensuring total quality in terms of efficiency, economy and effectiveness? (150 words, 10 marks)

Quality public service means utmost adherence to the principle of efficiency so that consumer satisfaction is maximised and resources minimised.



Case study

Passport (e-sewa) → quality service delivery on time with live dashboard and private aid in extending services.

Means of Ensuring quality service delivery

I Efficiency

① Performance reevaluation via social audits and surveys

↳ (Ex) Railway post travel survey

② Personnel Training

↳ (Ex) Tamil Nadu separate cadre

II Economy

① maximise output with New Technology (e-governance)

(Ex) - ePPS system

② PPP agreement (Metro rail)

III Effectiveness

① Time bound delivery with higher public accountability

② Leadership (G Shreedharan: Metro man punctuality)

The Three E's will aid in securing the ideals of Sevottam model (2nd ARC)
Public service Bill can be passed to ensure legal mandate to this

Q.3

- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)
- A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)

Public service attitude is the pre-disposition that civil servants have in their mind regarding their duties and their job.

Yet, attitude is vieled by many biases in service.

Attitude Biases

- ① Notion of 'Ivory tower' - attitude of a king, not a servant → leads to misuse of power
- ② "Nonchalant view" → Chalta hai attitude breeds inefficiency
- ③ - 2nd ARC Red Tappism
- ④ Rights to privileges over duties
↳ leads to corruption
⑤ - Odisha IAS Chakma corruption case.
- ⑥ Stagnation - hinders innovation.
⑦ Digital illiteracy in bureaucrats.

Overcoming the Biases

① Logos

↳ Training and strict code of conduct to reduce lapses

↳ Skill training and mid career review

② Pathos

↳ sensitivity towards public must be increased.

↳ Rural postings - compulsory

↳ ethical leadership (Vinod Rai)

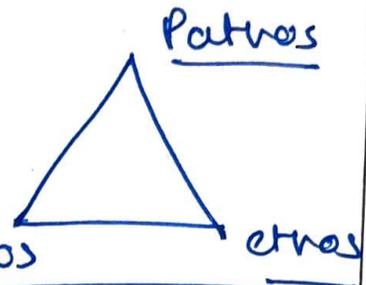
③ Ethos

↳ Value inculcating - via CBSNAA course and Training

↳ 360° review by peer and juniors

↳ public avenue for complaint with lokpal / lokayukta.

Civild servants must ensure moral attitude as Abraham Lincoln said, "Attitude is a small thing that makes big difference"



Plato's model

for attitude change

Q.3

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)

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)

Mahatma Gandhi's statement resonates his secular and tolerant philosophy about religion.

M. Gandhi's view on Religion.

- Universality of the core values
- differences in religion are man made
- all religion preach humanity and peace

Religion being antagonistic to ethics

Sometimes religion can go against values of one-ness →

① Communalism - growing myopic lens of religion

(Ex) - Delhi riots 2020

② Terrorism - misjudging tenets of Islam (Jihad)

③ Intolerance - notion of religion

Superiority and tolerance getting faded.

(Ex) Kayad Yatra violence

Symphony between Religion and morality

I believe that religion and morality are closely related as Dharma is the root of all (Kit)

- ① Peace and unity → by Bible
- ② Compassion → Ram and Shabri
- ③ Kantian duty based ethics → in Greta (Krishna - arjun Karma kanda)
- ④ Brotherhood - Islamic quran.
- ⑤ Love and respect → Jewish values.

This shows that religion is pro-morality. However, religion must not be used as a means towards unethical end but be seen as an end in itself.

'Dharma Jayati Jayate'
(where there is justice, there is victory)

Q.4 A. "व्यवसाय की केवल एक ही जिम्मेदारी है, अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता कर रहे हैं?

(150 शब्द, 10 अंक)

A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours?

(150 words, 10 marks)

"Commerce without morality is
a sin" - Mahatma Gandhi

According to Mahatma Gandhi's
(Trusteeship) model - a corporate must
serve all its stakeholders - which
includes - human society and environment

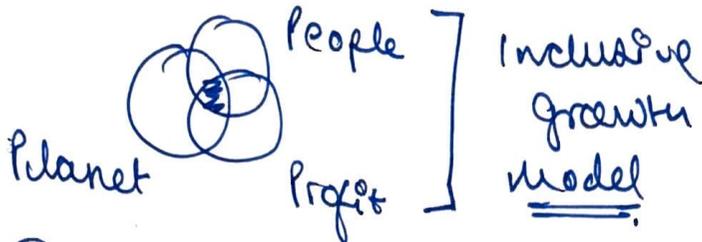
Social responsibilities - a duty

① According to Kenyon's theory of duty
corporates are liable to serve
its stakeholders

② Brand image - expenditure not
unproductive as it gains good
will (Ex) - Kaban Baba CSR activity
for disabled kids.

③ Giving back - commercial altruism
in sine qua non for benefit of all.
(Ex) - Warren Buffet - 91% wealth donated.

① Triple Bottom line principle



② Mahindra = plantation drives by CSR activity.

③ Utilitarian ethos → maximum Benefit of all and not one.

Dangers of unproductive CSR

- ① CSR must be effective on ground and not just on paper
 - ↳ 57% CSR activity only waters to health/education (NITI)
- ② Reduce leakages in utilisation
 - ↳ Recent Kerala MNC scam in CSR

Social endeavours are not diversion of resources but a necessary contribution for a 'collective growth model based on SARWODAYA concept.

Q.4

- B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवकों के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं? (150 शब्द, 10 अंक)
- B. Do you think values such as "tyaga," (renunciation) "seva," (service) "daanam," (Charity) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not? (150 words, 10 marks)

Indian values of tyaga, seva, daanam and damah are crucial for human sustenance and for upholding dharma

↳ Bhagwat Gita

Utility of values for public servants

TYAGA

→ Getting go off ego + materialism.

ⓔ S. Suganya (IAS) - utilising govt hospital services

→ tyaga of luxury life

seva

→ Swami Vivekananda's - service to humanity as core ideal for civil servants

→ Public welfare as priority

ⓔ - P. Iyer in Kerala floods.

Daanam

→ charity to NGOs / civil society as a responsible citizen.

ⓔ - Kiran Bedi's NGO for women.

DAMAHA

→ Daana of material wealth

② - Lala Bahadur Shastri

simplicity in living

Needed in growing attachment to wealth & power

→ temperance as cardinal virtue (Plato)

→ important to resist:

a) corruption (Kaukiya)

b) indulgence (Money Trap)

c) Political favours and Privileges.

③ → civil servants joining politics in doH.

Lacuna of values

→ Tyaga chinders pro active bureaucracy

→ Charity can be for self interest / Black money

Self control : can resist

moral courage in field.

Thus, the ideals of Indian wisdom remains relevant but have to be utilised - 'for the people and by the people' to attain SU-RAJ.

Q.5

- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)

Conflict among Interests and conflict of sources of authorities - both are major roadblocks to ethical governance in India (2nd ARC)

Conflict of Interest

① Relates to an individual when there are 2 different conflict values involved in a decision.

② → Relative of IAS taking part in govt auction / tender allocation.

Reason → due to dynamic work profile and self

Conflict of authorities

Relates to variance in the various sources of authority leading to confusion and delay.

② → Road construction needs approval from state dept + Min of Transport + Environmental clearance.

Reason → ① Stooped work hierarchy

Interest involved in Business/
Governance

(E1) - Judicial cases allotment process non-objective.

(2) Lack of co-ordination in dept.

(3) Poor federal relations

(4) Multiple paper work

(E2) - IAS cadre allocation conflict in west Bengal

Implications

(1) Crisis of conscience

(2) Reduces objectivity

(3) grounds for corruption (2nd time)

(1) Misutilisation of resources / funds

(2) Red tapping.

(3) Delay and cost overrun

(Infrastructure projects) like METRO.

Interest conflict easier to resolve as relates to individual

(E1) - Judicial recusal

Conflict complex to resolve due to poly-interests

(E2) - Recent Delhi govt vs MCD issues of blame game.

A structural overhaul of governance framework in line of Kautilya (Yogakshema) is needed

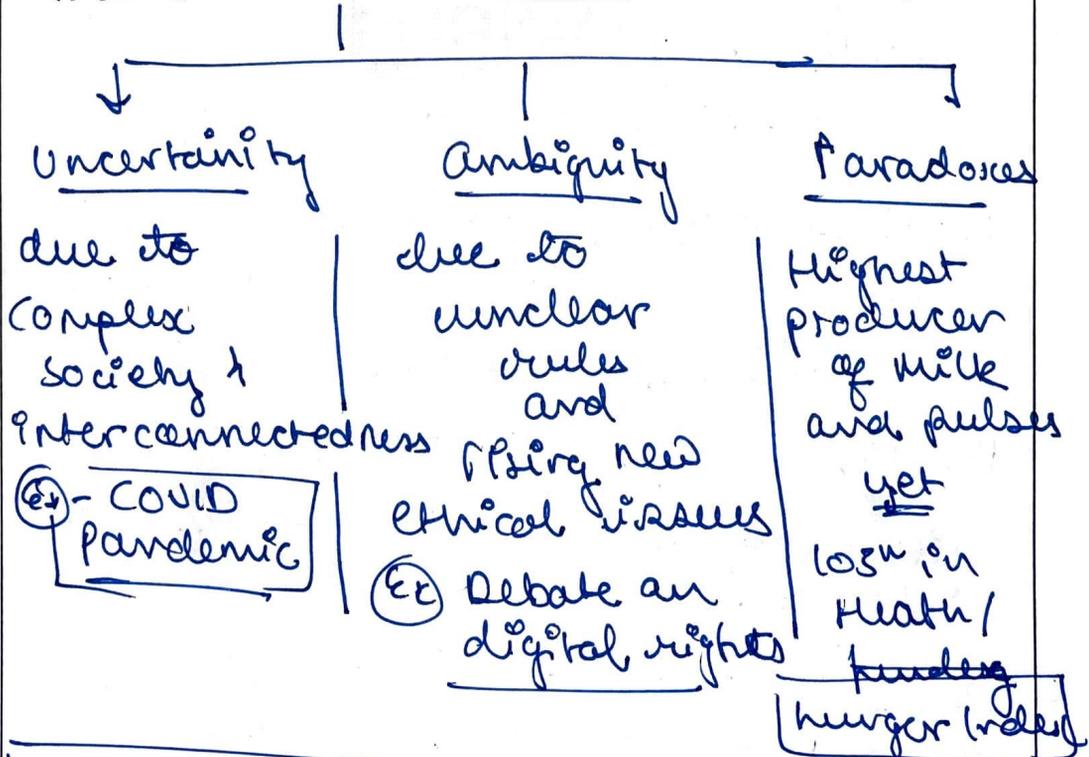
Q.5

- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कार्यरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- 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)

"Courage is not lack of fear but the power to overcome it".
Moral courage is a fundamental value for a civil servant.

Governance challenges

Dynamic - governance model of India includes multiple challenges.



This results in →

① Timidity → escapist attitude in public servants.

- ① Overwhelming of workload and pressure.
- ③ Lack of risk taking capacity.
- ④ Withdrawal - or resignation.
- ⑤ Deteriorate mental health.
- ⑥ "Chalta chali" attitude due to status quo.

Courage is to overcome

- ① Provides inner will power to act
 - ② Kiran Bedi towing the car of PM for traffic violation.
- ② Conviction enhanced - by courageous choices. (eg) Ashok Khemka
- ③ Provides clarity in mind →
 - ① NS officers during COVID pandemic managing hospitals.
- ④ Public service orientation →
 - with welfare of all above self interest.
- ⑤ Act upon ideas with [Integrity]
 - ① - Armstrong's fame creative road crowdfunding.

COURAGE forms the basis of all other value expression.

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

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

- A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव की पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)
- A. "To feel for others, and little for ourselves; to restrain our selfish, and exercise our benevolent affections, constitutes the perfection of human nature." Adam Smith (150 words, 10 marks)

Adam Smith highlights the values of compassion, benevolence and altruism in the survival of humanity in today's time.

Utility of values for human character

(i) Empathy and compassion

(i) Results in societal wellbeing and building of 'collective conscience' (Emile Durkheim)

(ii) Reduces social crimes and divisions in society,

(ii) - Langar seva by gurdwaras for the needy

(iii) Welfare of all - (Wahdat ul wujud or unity of being)

(iii) - ₹1 doctor (Dr Shanker) treating patients at ₹1 fees.

② Altruism and restraining hedonism

is relevant today as it aids in bridging inequality and promote Rawlsian Justice.

① - Care and affection model of Ayushman mandir (PM-JA)

② - CSR activities by corporates

③ - India's foreign policy led by principles of Vasudha Kutumbam

④ - welfare of vulnerable sections

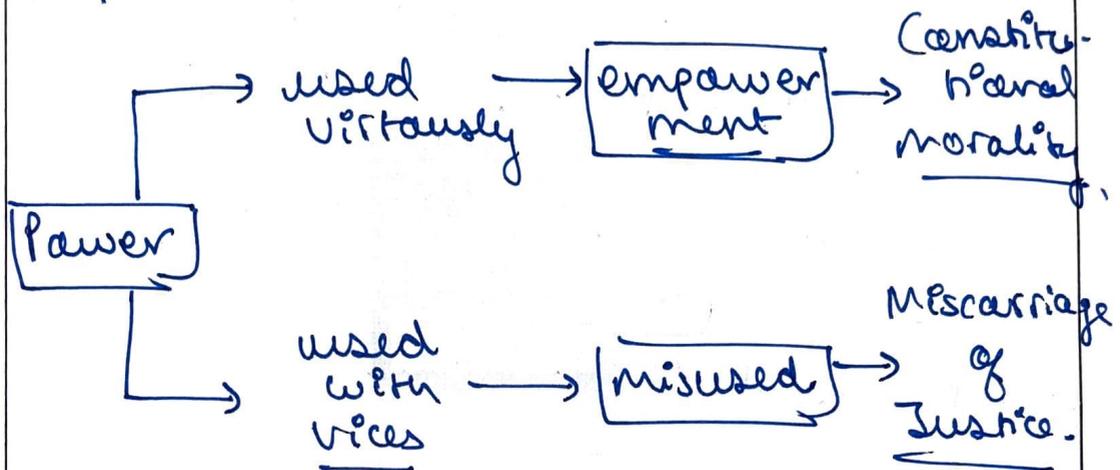
↳ ① - CRY, NAO for children's health and education.

⑤ Inclusive growth - giving up LPG for the BPL population.

From being humans to being humane - is a long arduous journey that we must complete to achieve Niksit Bharat ideals.

- Q.6 B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू
(150 शब्द, 10 अंक)
- B. "Virtue lies in our power, and so does vice; because where it is in our power to act, it is also in our power not to act." Aristotle
(150 words, 10 marks)

Power is a value neutral phenomenon that can influence actions and decisions of other people around us.



Power: as a virtuous act

Power if used with values like compassion, temperance and integrity - can be helpful in securing ethical governance

(Ex) → Supreme Court using its power to decriminalise same-sex relation (A 377)

Power can also pave way for

NEXT IAS

ethical decision making and bureaucratic actions

(Ex) - Chuppi Zed campaign (Arif Shaikh) - for domestic violence victims

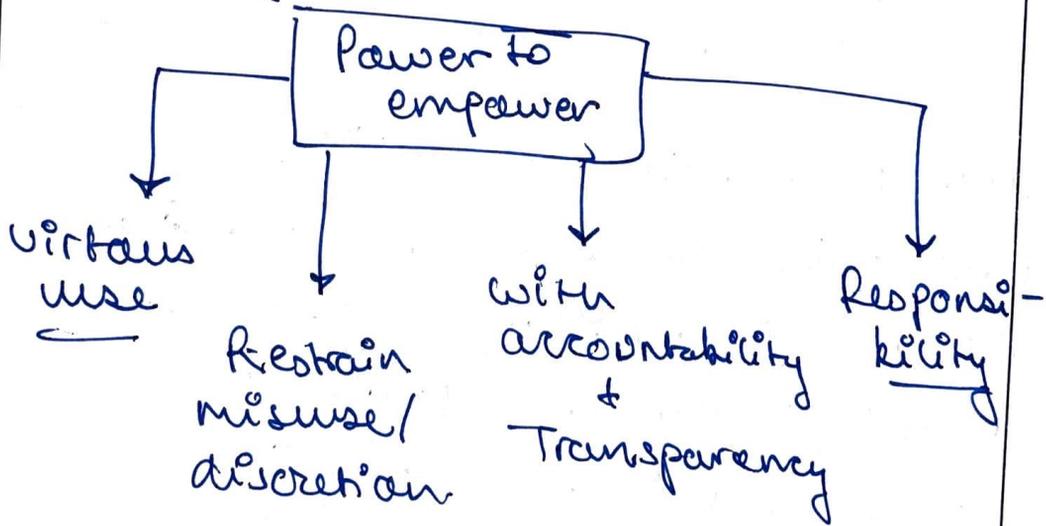
Power : if misused

→ can lead to disastrous impact.

(Ex) - Recent USA tariff protectionist outlook impacting developing nations.

→ can also lead to Hedonism and corruption

(Ex) - Pooja Khedkar case.



As pointed out by Voltaire, 'love for power' must translate into 'power of love' to social justice

- Q.6 C "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)
- C "I know that I am intelligent, because I know that I know nothing." Socrates (150 words, 10 marks)

Socrates is the epitome of the value of 'wisdom' as he highlights the limitation of human knowledge and capacity.

'knowing nothing' implies the value of humility, which nips arrogance and pride in the bud. This idea of one being only a 'part' of a large universe and not the universe himself can create benevolent humanity.

Utility of wisdom today

① Open mind to ideas

↳ (Ex) Adopting AI and Big data in e-governance

② Innovation and constant evaluation -

↳ (Ex) RTI act to increase transparency on innovation

- ③ Humility → aids in reducing ego and super ego (Plato)
- ↳ (Ex) - ISRO relaunch Chandrayaan 2 after failure.
- ④ Reduces social conflicts and encourage dialogue.
- ↳ (Ex) Dialogue on marital rape.
- ⑤ Enhances empathy and groundedness to people.
- ↳ (Ex) Learning from tribal practices of conservation.

Thus, Socratic method of wisdom and its application in a hyper individualistic world can help in achieving summa bonum.

Q.7

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

आंतरिक जाँच (ऑडिट) के दौरान, आपको पता चलता है कि नए उत्पाद की निर्माण प्रक्रिया से निकलने वाले खतरनाक अपशिष्ट का 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 अनुमय सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस पद्धति का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को काफी नुकसान पहुंचा सकता है।

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

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

(250 शब्द, 20 अंक)

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

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

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

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

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

(250 words, 20 marks)

The above case study is a poignant example of shallow ecologism where environmental measures are taken but without any effective change.

Ethical issues / Dilemma

- ① Corporate values vs practice → lack of integrity in action.
- ② Greenwashing vs green economy
Hazardous waste leads to erosion of green growth
- ③ Law vs conscience → as a source of ethical decision.
- ④ Company utilitarian outlook vs interest of society (Profit over planet)
- ⑤ Short term convenience vs long term harmful impact
- ⑥ Hypocrisy and Paradox → as against environmental Justice

① Negative externalities > Positive Brand image

② Crisis of conscience - as officer on duty.

Options available

① Escapist: ignore the issue as no legal impunity.

Merits

Demerits

• ~~Ethic~~ No legal implications

→ Green growth Brand image

→ Ethical fading of Integrity

→ against Kantian duty based ethics

→ against utilitarian welfarism.

② Reporting the issue to seniors and address grievance

Merit

Demerit

• collegiality principle

• structural change needed

• Authority Transparency and Accountability

→ chances of non-action

→ Pressure tactics can be used on me.

③ Become a whistleblower : reporting the issue to Local News / Journalists.

Merits

- attract attention to issue.
- lead to public scrutiny and warnings in local community

Demerits

- affect Brand image.
- No legal action can be taken
- superficial effect-

My course of Action

I will firstly make a comprehensive report on impact and negative externalities.

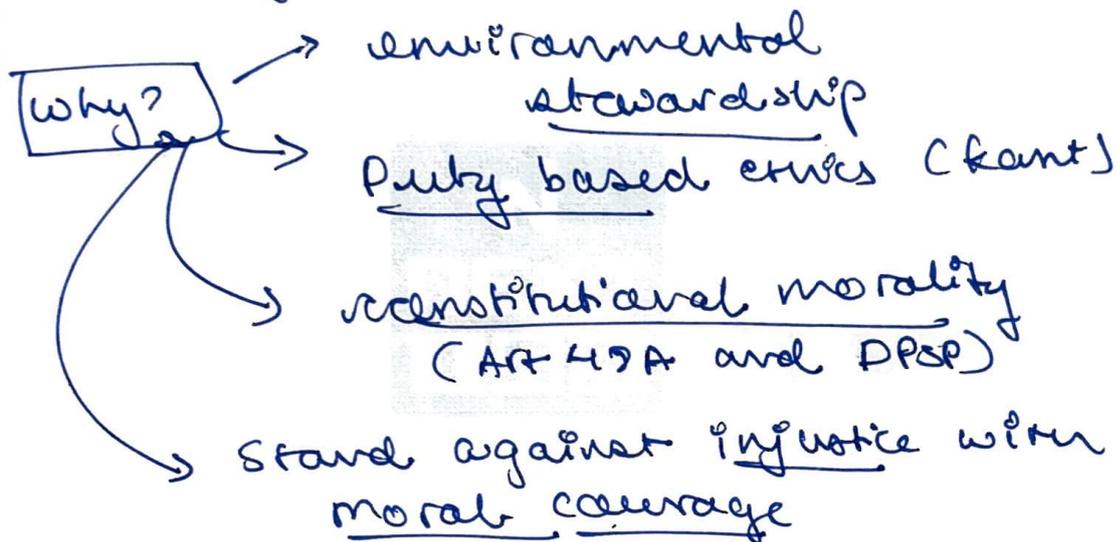
I will report the issue to officers in charge in Senior management

Persuade them to take action immediately to preserve BRAND integrity.

↓
If the report accepted - will not
escalate the matter

↓
If report not accepted / action is
not taken then I will →

- a) become a whistle blower
- b) inform local NAO's



'Environmental justice' must not
just be done but also seen
to be done. Hence, green tech
industry must re-structure its
approach as ethics laws float
on the sea of ethics.

Q.8

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

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

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

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

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

(250 शब्द, 20 अंक)

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

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

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

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

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

(250 words, 20 marks)

The case draws parallel with Sabrimata temple entry and highlights the divergences between social morality and constitutional morality in society.

Ethical issues

- ① Social exclusion and discrimination against Art 14 and Art 19.
- ② Against women's dignity and freedom of movement
- ③ Customary rituals taking precedence over pragmatism (cultural backwardness)
- ④ Status quo approach - lack of open mindedness
- ⑤ Religious autocracy over natural justice principles.

Administrative issues

- ① Threat of unrest and violence locally.
- ② Political Nexus with religious community

Options available

- ① Report the matter to seniors and seek advice from them

Merit

- shows the power of collectiveness
- Reduce personal accountability

Demerit

- escapist attitude
- threat of non-action / response.

- ② Build ~~on~~ a inter community council with district officials, leaders of community & women to take action.

Merit

- democratic mode of conflict resolution
- representative
- non violent approach

Demerit

- lack of support and collaboration is possible.
- Disruption via lack of consensus.

③ Take legal / administrative action:
with other officials and secure
safe entry to women with
police protection and legal security.

↙
Merit

- Long term solution
- In line with gender justice
- Constitutional mandate fulfill

↘
Demerit

- might take time to secure support legally and judicially
- Bureaucratic pressure

I will take up the 3rd option along with 2nd option as a supplementary measure.

Reasons

- ① Legal recourse - will give legitimacy and support
- ② Interfaith council - aid in deliberation.
- ③ Collective action needed with DM + SP + state officials etc.

- ① Behavioural change for
 long resolution of conflict
 with SOP's and greater
accountability of people.
- ② Indian secularism - positive
~~image~~ of social issues
 Intervention
 (Sc in Sabrimata judgement)
- ③ Gender equality and Rawlsian
Justice achieved

Be you ever so high, the law
 is never above you! Hence
 a lawful moral action can
 secure peace and order.

Q.9

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

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

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

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

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

(250 शब्द, 20 अंक)

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

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

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

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

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

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

(250 words, 20 marks)

The case study showcases the larger structural issue of criminalisation of politics in India and misuse of money / muscle power.

① Ethical issues

- ① Undemocratic ethos - conflict only between 2 parties.
- ② Unethical political stance → misusing caste and religion
↳ leads to Communalism.
- ③ Against code of conduct - in RPA Act 1951 and 1970
- ④ Misuse of power → with goons and violence
↳ erodes public trust on electoral process + sanctity of EC.
- ⑤ Judicial and administrative apathy - on criminalisation (VOTRA committee)
- ⑥ Unethical manipulation - and undue influence on officials.

(b) Personal safety of staff

Yes, ethically justified as →

(i) Part of conduct rules and code of ethics to uphold Integrity without fear/favour.

(ii) Kantian duty - over ethical consequentialist approach.

(iii) ethical courage - basis of bureaucratic values

(iv) Public welfare doctrine - over personal interest.

(v) Availability of legal recourse and aide from police - reduces personal accountability.

(vi) - Leaders - "unease lies the chard that wears a crown" (Shakespeare) - Thus leader needs to take some uneasy decision for Benefit of all over convenience of few.

③ My duty will be to safeguard my staff as well as secure justice to election process.

① Report the matter to police with evidence and file an FIR in police station



② Demand police security for my staff safety from district officials (DM/SP)



③ with the aid of DM, constitute a discussion platform to persuade the leaders to comply with rules. Otherwise face de-registration and

dismissal from etc.

(Acc. to RPA 1951 rules - can be disqualified).



④ Take action against the opponent goons by aiding Police investigation.

↓

③ Long term peace → to be ensured with ECI and legal / Judicial Intervention.

↓

④ Election duties - to be done with utmost integrity & honesty

- ↳ without fear or favours
- ↳ Motivate my officials for greater duty toward the nation.

Example of [TN Seshan] can be portrayed to instill motivation and courage → as free and fair election in part of our fundamental rights.

(Indira Gandhi vs. Raj Narain case)

Q.10

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

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगों की पत्नियाँ मित्र 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 कहां गलत हो गए हैं।

1. क्या आपको लगता है कि उपरोक्त मामले में हितों का टकराव शामिल है या और अन्य भी मुद्दे शामिल हैं? व्याख्या कीजिए।
2. उपरोक्त मामले को परिप्रेक्ष्य में रखते हुए, पेशेवर मूल्य के रूप में निष्पक्षता और गैर-पक्षपात की प्रासंगिकता पर चर्चा करें।
3. आपको क्या लगता है कि आप उपरोक्त अप्रिय स्थिति से किस प्रकार बच सकते थे?

(250 शब्द, 20 अंक)

A smart city project is underway, and you have been appointed Head of Procurement. Before this assignment, you held a similar role in a major public sector undertaking (PSU), where you earned a reputation for your tender drafting and vendor management skills. Given the smart city project's scale and significant procurement requirements, you seemed the perfect fit to lead the procurement section.

A month ago, your section invited tenders for building supplies. Among the applicants was Mr. Sharma, a supplier you knew from your previous role at the PSU. Mr. Sharma lived in your neighbourhood, and your spouses were friends. Despite this personal connection, you have always maintained strict professional boundaries.

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

Mr. Patel filed a formal complaint with the Department Seniors, providing evidence of your prior association with Mr. Sharma. As a result, an enquiry was initiated, and you were placed on compulsory leave pending its outcome. This situation left you questioning where you might have gone wrong despite your efforts to maintain professionalism.

1. Do you think the above case involves a conflict of interest or there are more issues? Explain
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation.

(250 words, 20 marks)

The case study is a perfect example of the 'potential' conflict of interest one faces in administration and its consequences.

① The above case does not involve direct conflict of interest due to professional accumen with which I executed the tender drafting.

↳ yet, the issue of potential conflict of interest existed.

Other issues

① Lack of transparency in the process → gave rise to mistrust and suspicion by Mr. Patel on me.

② Competitive jealousy and unprofessionalism → hinder bureaucratic efficiency.

③ Punishment of honest officials due to corruption allegation → leads to reduction in

risk taking + competitiveness

② Relevance of Impartiality and Non-partisanship

↓

① Increase social capital and public trust in office.

② - civic servant : No political party association.

③ Reduces conflict of interest

④ Reduces scope of corruption (em. & pol) with favoritism and crony capitalism

⑤ Justice upheld - with values of equality (A-14)

⑥ Equal competitive race for all - enhance meritocracy

⑦ maintain professional integrity and honesty in work.

⑧ - S. Saganyam - disclosed all assets / family assets

- ② Measures I could have taken
- ① Recusal from the case of Tender due to known conflict of interest (Mr Sharma)
 - ② Making the process more Transparent with participation
 - ③ Leverage technology - Blockchain for tender accountability.
 - ④ Upholding the values of responsibility to reduce public suspicion.

An officer, like Julius Caesar's wife must be above any suspicion and reflect 'utmost adherence to code of conduct rules with integrity'.

The case study is a complex outcome of bureaucratic inefficiency, hierarchies and siloed approach to governance

Administrative issues

- ① Under utilisation of resources → inefficient govt employees (B2 increase)
- ② Ineffective grievance redressal → due to hierarchy / non responsiveness of leaders
- ③ Administrative apathy towards lower bureaucratic offices & livelihood
- ④ Siloed / hierarchical structure of dept.
- ⑤ Outdated technology in use in statistical dept. (need outsourcing)

Ethical issues

- ① Inadequate welfare measures for forced down sizing of dept
↳ against Article 33 and 34
- ② Presence of political arrogance

Q.11 आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 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 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। निराशा 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)

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)

and interference in governance
(against non-partisanship)

③ Injustice → towards me due to non
adherence to law over adherence
to 'spirit of law' (compassion)

④ It is justified for me to write to
the minister because :-

- ① Need for complete Justice
(Apada dharma)
- ② Non responsiveness of head of
dept. compels me to reach
out higher authority
- ③ In line with moral conscience
- ④ Last resort for welfare of
my staff → Kartavya duty based
ethics of following my dharma
- ⑤ Head was kept in loop by
sending copy of the report.
(∴ Accountability maintained)

Yet it broke -

- a) Rule of law
- b) hierarchy of position
- c) Trust of minister

Hence, I must adhere to the penishments and provide my justification.

- ③ I will cordially address the minister to explain my reasons for actions + co-ordinate with disciplinary proceedings

↳ Options available

(a) Complaint of the disciplinary actions to the minister

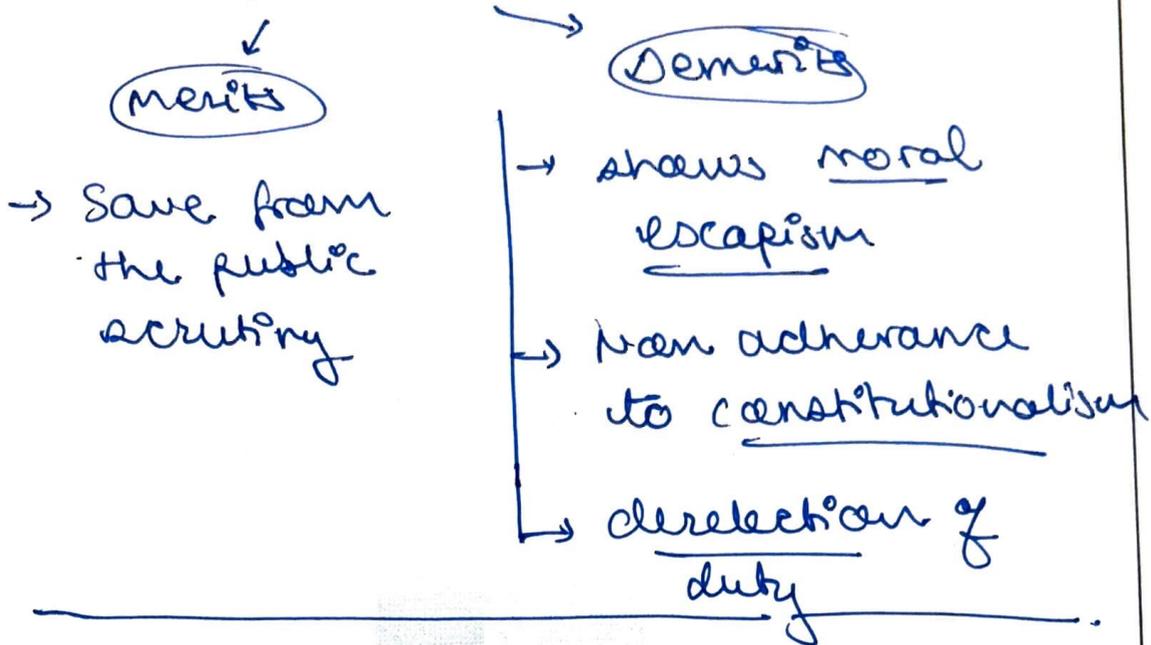
↳ Merit

- might get temporary respite
- Job security

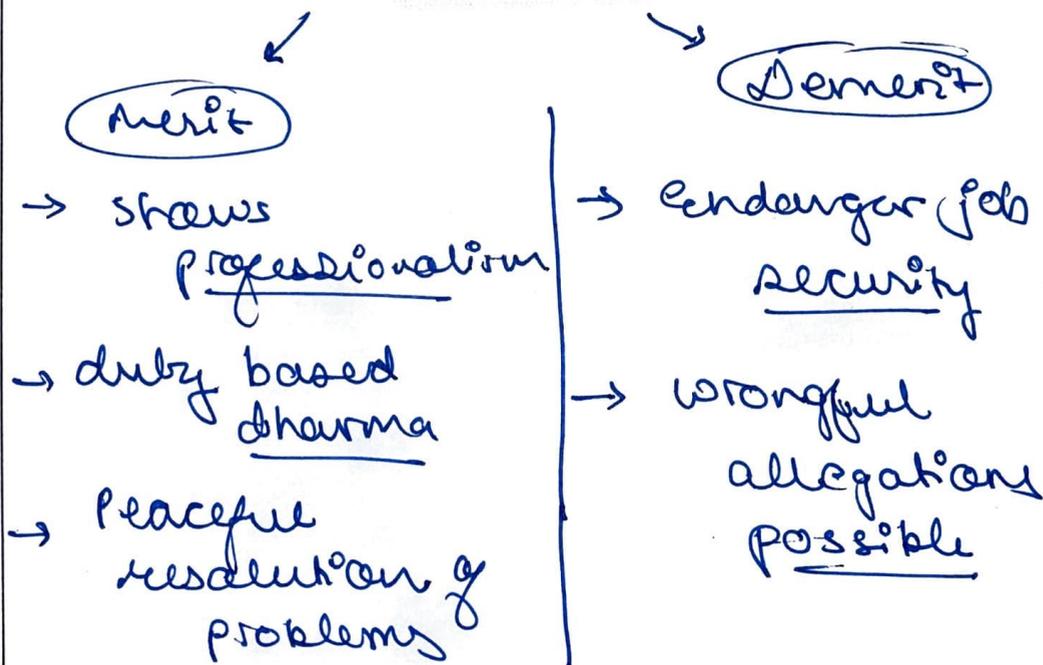
↳ Demerit

- further largen the Trust deficit with head
- shows lack of objectivity

b) Resign from post



c) Comply with measures of proceedings and give reasonable justification



I will take up 3rd option and show courage as well as adherence to my code of conduct.
 (Substantive Justice > Procedural Justice)

NEXT IAS

Candi
write

Q.12

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 फर्जों 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।

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.

(250 शब्द, 20 अंक)

During an audit of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) funds, you discover substantial irregularities. It appears that a significant portion of the funds allocated for rural employment projects has been siphoned off by senior officials within the ministry through fraudulent invoices and fake beneficiary lists. The funds meant for the rural poor have been diverted to personal accounts.

You are faced with an ethical dilemma. Reporting this corruption could lead to severe repercussions for you as the implicated senior officials are politically influential and have strong connections. You have also received subtle threats implying that your career progression could be jeopardised if you proceed with the disclosure. On the other hand, ignoring the corruption would mean perpetuating a cycle of exploitation and depriving the rural poor of their rightful benefits.

1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option.

(250 words, 20 marks)

The case reflects the problem of misutilisation of funds and collusive corruption which is antithetical to government's mandate of 'ethical governance'

Ethical issues involved

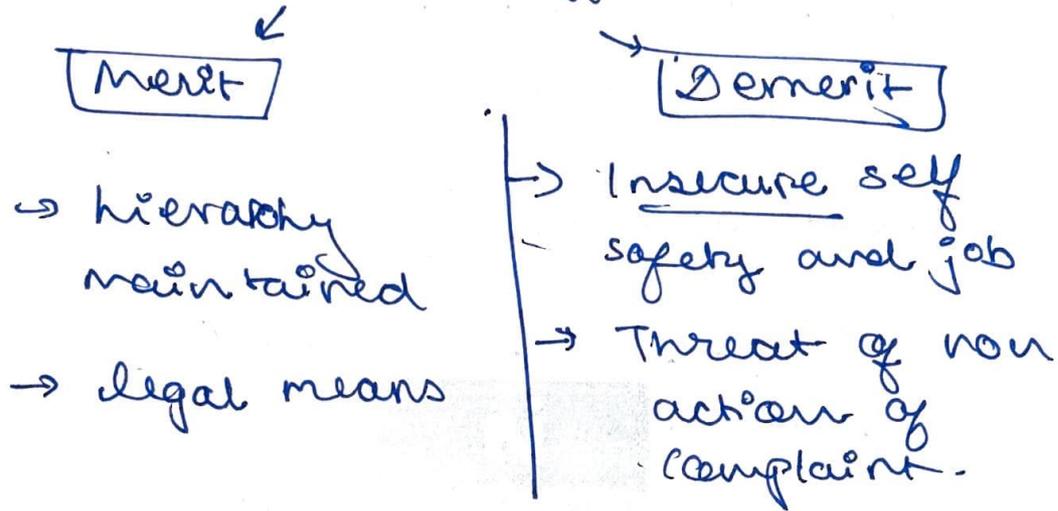
- ① Fund siphoning and irregularity → breach public trust
- ② Moral and economic corruption
(shows societal loss of values)
like integrity / honesty.
- ③ Against Gandhian Talisman →
"weakest pay the highest ~~the~~ price
of corruption"
- ④ Undue influence and Threat →
misuse of power (2nd ARE)
- ⑤ Rural development hindered →
leads to non-inclusive growth
- ⑥ Personal hedonism over
public welfare

NEXT IAS

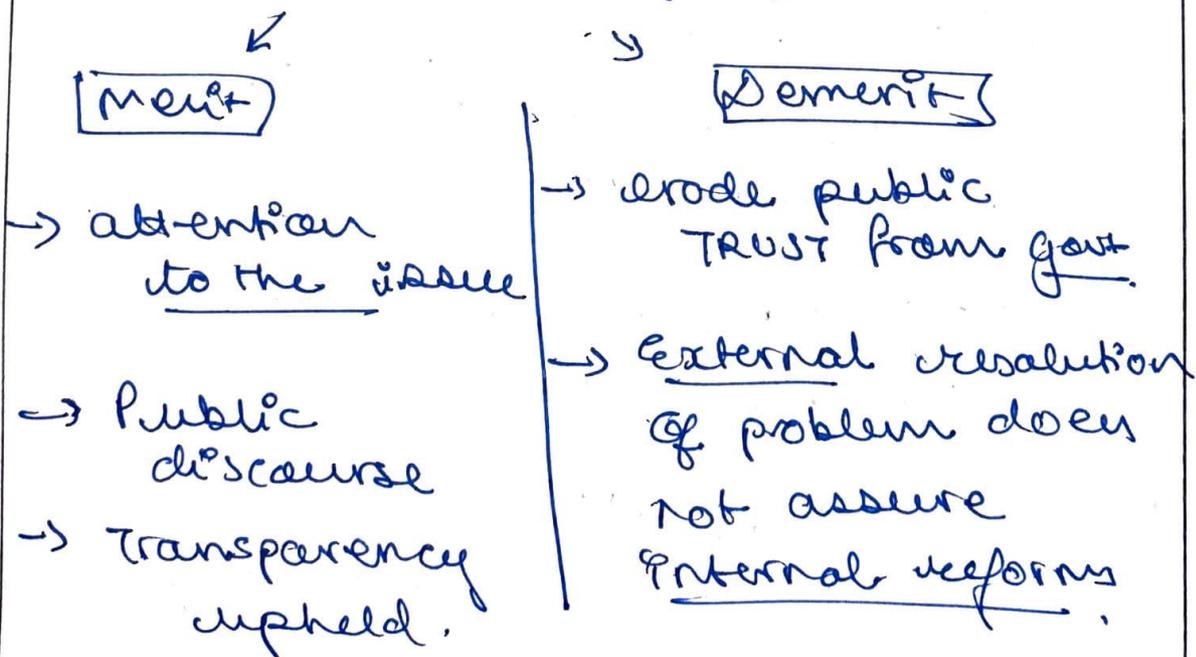
Candidates must not write on this margin

Options available to me

① Report the issue to ministers and higher officials



② Act as whistleblower in media and report irregularities



② Report the issue to Lokpal / Lokayukta via formal complaint and seek legal measures

←
Merit

→ stop the perpetuating cycle of corruption

→ rural poverty reduction

→ In line with legal code of conduct

→
Demerit

→ threatens job security

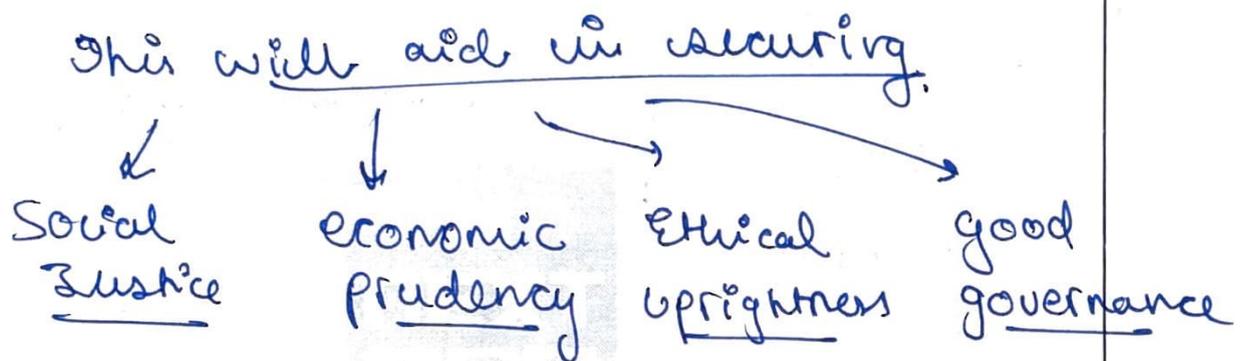
→ career progression at stake

③ - I will persuade the senior officials to let go of the material and moral corruption as it goes against India's welfarism and robs poor of their dignified earning

I will adopt John Rawls's Justice approach of 'veil of

ignorance and do justice
with courage.

I will opt for option ③ and
take 'whole of govt' approach
against corruption.



"All it takes for the evil to win
is for the good people to remain
silent". Hence, I will show
moral courage in calling out
corruption i.e. a cancer to the
society - as it eats away citizens
faith in democracy.