

TEST CODE 6 1 4 2 0 2

FIAS – MGP 2023 – Cohort 13 Alt – Sectional Test #6

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Chhaya Singh	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Roll No./अनुक्रमांक	1910057936	Date/दिनांक	19/08/23
Center Code/परीक्षा केंद्र	Online		

*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमिका

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
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Total/कुल अंक	250	

INSTRUCTION / अनुदेश

- Please do furnish Name, Email, Roll No and Mobile in the answer sheet.
कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।
- There are **TWELVE** questions printed in ENGLISH & HINDI, all questions are compulsory.
उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।
- Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided.
उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।
- Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.
प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।

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Examiner's Discretion/मूल्यांकन कर्ता का विवेक :	Start Time/प्रारंभ करने का समय : 10:00 am	End Time/समाप्त करने का समय : 1:00 pm
Total Marks/कुल अंक :	Mode Of Examination/ परीक्षा की विधि : Online	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>

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*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।	ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤	Evaluation Date/ मूल्यांकन तिथि :
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Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings – 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

EXAMINER'S REMARKS

Forum IAS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. Creative answer writing, sometimes missing the core demand, may fetch very high or very low scores, and exposes your answer to the subjectivity of the examiner.
2. **CD & VA = Content Density & Value Addition.** Examiner will evaluate the quality and quantity of your content in the answer. In the same word limit and space limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of (but not all!) suggestions, ideas, quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.
3. **S & F = Structure & Flow =** Whether you have structured your answer properly or not. Whether the answer has been broken into parts and sub-parts and each part has been addressed appropriately or not. Whether the flow of the answer is maintained. Affects both subjective and objective components of assessment.
4. **P & R =** How your answer performs on the criteria of presentation, ease of read, clarity and apparent effort in writing the answer. This affects the subjective components of assessment.

Section - A

Q.1) a) Where the roots of private virtue are diseased, the fruit of public probity cannot but be corrupt. What do you understand by probity? Discuss ways of inculcating probity in public life. (10 marks, 150 words)

जहाँ निजी हित की जड़ें रोगग्रस्त हैं, वहाँ लोक निष्ठा (ईमानदारी) का फल विकृत नहीं हो सकता। लोक निष्ठा (ईमानदारी) से आप क्या समझते हैं? सार्वजनिक जीवन में लोक निष्ठा (ईमानदारी) उत्पन्न करने के तरीकों पर चर्चा कीजिए। (10 अंक, 150 शब्द)

Probity refers to upholding high moral and ethical standards of honesty, integrity & dedication, continuously.

It ensures responsible, ethical governance.

(Diseased Root Virtue → Corrupt Probity)

- (I) focus on greed, unchecked ambition → Breeds corruption : arbitrary exercise of power.
- (II) Increase materialism, consumerism → Dissatisfaction : illegal avenues for earning
- (III) Selfishness :- Private benefit over public benefit
- (IV) Rewarding of contract on personal contacts & not objectivity.

(iv) Reduce integrity and courage → Bow down to political pressure or bureaucratic-business nexus (Vehla comm)

(v) Laziness / Laziness → "chara hai" attitude; no citizen centricity.

Overall reducing credibility of government.

Ways to inculcate

As was recommended by 2nd ARC:-

(i) Training → mid career level refreshment
↳ Incubation should ensure role play, visits etc. → to increase sensitisation.

(ii) 360° feedback → from seniors, subordinates, citizens.

(iii) Regulations → formulation of code of ethics
↳ for public service delivery bill.

(iv) Reward - probity; punish corrupt via effective use of POCA, CVC, CB I.

Probity forms the basis of good governance. Needs to be upheld as a part of "social contract"

Feedback

(For OFFICE use only)

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Please put tick marks in the above table.

Here G is Good, A Average and P is Poor.

TOTAL MARKS	
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b) Evaluate the role of citizen's charter in making governance citizen centric. Also, recommend some measures to make citizen's charters more effective. (10 marks, 150 words)

शासन को नागरिक केन्द्रित बनाने में नागरिक चार्टर की भूमिका का मूल्यांकन कीजिए। इसके अलावा, नागरिक चार्टर को अधिक प्रभावी बनाने के लिए कुछ उपायों की सिफारिश कीजिए। (10 अंक, 150 शब्द)

OECD has defined citizen charter as a document which provides information regarding service provided, the expected standards; delivery mechanism and a process of grievance redressal of an organisation.

Role of citizen charter

- (i) Awareness to citizens about their rights
(eg) COST Taxpayer charter.
- (ii) Ensures Accountability & Transparency in working of organisation.
- (iii) Citizen centric approach → effective service delivery on lines of pub. companies
i.e; citizens as consumers (and etc)
- (iv) Increases responsiveness of an organisation.
- (v) Regular feedback improve functioning.

Challenges

- (I) Not updated on time
- (II) Top-down approach, usually one size fits all.
- (III) Lack of awareness - both citizens / dept.
- (IV) more formality

Steps to make more effective

As stated by 2nd ARC :-

- (I) consultative approach during formation: include stakeholders, civil society etc.
- (II) Present in vernaculars.
- (III) continuous upgradation + internal restructuring before framing charter.
- (IV) Ensure doable goals than lofty goals.
- (V) capacity building of organisation.
- (VI) ensure simplified grievance redressal

citizen charter can lead to best model of service delivery. Required to be effective to ensure good governance.

Feedback

(For OFFICE use only)

#	G	A
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Please put tick marks in the above table.

Here G is Good, A Average and P is Poor.

TOTAL MARKS	
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Q.2) a) Differentiate between the following:

(10 marks, 150 words)

- (i) code of conduct and code of ethics
(ii) Accountability and responsibility

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

(10 अंक, 150 शब्द)

- (i) आचार संहिता और नैतिक संहिता
(ii) उत्तरदायित्व और जवाबदेही

(i)

code of ethicscode of conduct

(i) Provides set of va
lues to be followed
in an organisation.

(i) Provides for guidelines
to be followed in a
certain situation.

(ii) wide in nature

(ii) Narrow in nature

(iii) It is not binding.

(iii) It is binding.

Not following doesn't
have consequences.

Can lead to removal
or reduction in
position

(iv) (eg) → values such as
leadership, integrity,
honesty, openness as sugges-
-ed by Nolan committee

(iv) (eg) not accepting
gifts or taking bribes;
not taking part in
political parties etc.

both regulate the conduct of civil servant.
Necessary to ensure robust in governance

(ii)

Accountability

(i) This refers to ans
-werability about
the actions taken.

(ii) Externally enforced

(iii) Via various mecha-
-nism, such as:-

* Legal:- RTI Act, Preventi-
-on of corruption Act

* Institutional - CVC, CBI,
Lokpal.

(iv) Example:- Proactive
disclosure of a department's
documents or digitisation
-on of records.

Both are necessary to ensure dedicated
public services

Responsibility

(i) This means accepting
ownership for own
actions.

(ii) self-assumed.

(iii) Via ethical stan-
-dards.

(eg) conscience,
integrity, dedication

(iv) Example:- IAS

Dinaya Desaijan feeling
responsible for district
and learning Gondi
language.

Feedback

(For OFFICE use only)

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Please put tick
marks in the above
table.Here G is Good, A
Average and P is
Poor.

TOTAL MARKS	
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b) While successful managers make profit for their organizations, it is leaders who build successful organizations. In light of this statement, differentiate between a manager and a leader. Examine why leadership is considered a foundational value for a civil servant. (10 marks, 150 words)

सफल प्रबंधक अपने संगठनों के लाभ के लिए कार्य करते हैं, जबकि एक नेता सफल संगठनों का निर्माण करते हैं। इस कथन के आलोक में एक प्रबंधक और एक नेता के बीच अंतर स्पष्ट कीजिए। परीक्षण कीजिए कि नेतृत्व को एक सिविल सेवक के लिए एक मूलभूत मूल्य माना जाता है। (10 अंक, 150 शब्द)

Both leaders and managers are required for efficient functioning of an organization and are used interchangeably. But there is a fundamental difference between the two :-

Leader	Manager
<p>① Traditionally, the one who <u>leads</u>. This may include :-</p> <ul style="list-style-type: none"> • effectively <u>managing</u> functions. • Provide <u>inspiration</u>, motivation • Being a <u>role model</u> <p>② Requires a <u>personal</u> <u>relation</u> with <u>organisa</u> <u>tion</u>.</p>	<p>① Primary work is to <u>efficiently allocate</u> <u>resource</u> <u>-s</u> ; whether financial or human resource.</p> <p>② Not necessary. Only <u>professional</u> <u>relation</u> is enough.</p>

for eg Ratan Tata is a leader, whose name ensures credibility of the organisation, due to his personal charisma.

whereas, Cyrus Mistry efficient manager working behind scenes, for profit maximisation.

Leadership as foundational value

Nolan committee regarded it as an ability to lead by example, required because:-

(i) Huge public dealing → requires persuasion, social influence.

(eg) Prashant Nair in "comparative Kothi-Kodi"

(ii) Organisation is complicated → multitude of subordinates, seniors, peers.

(eg) Election duty etc. require decision making.

(iii) Stability in times of crisis → (eg) Disaster management.

(iv) Tough decisions → (eg) Gandhi during Chauri Chaura.

Hence, this aptitude is required.

Feedback

(For OFFICE use only)

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Please put tick marks in the above table.

Here G is Good, A Average and P is Poor.

TOTAL MARKS	
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Q.3) a) Right to Information Act, 2005, aims to make the governance process transparent and accountable, however, the sunshine legislation is beset with several challenges. Analyse.

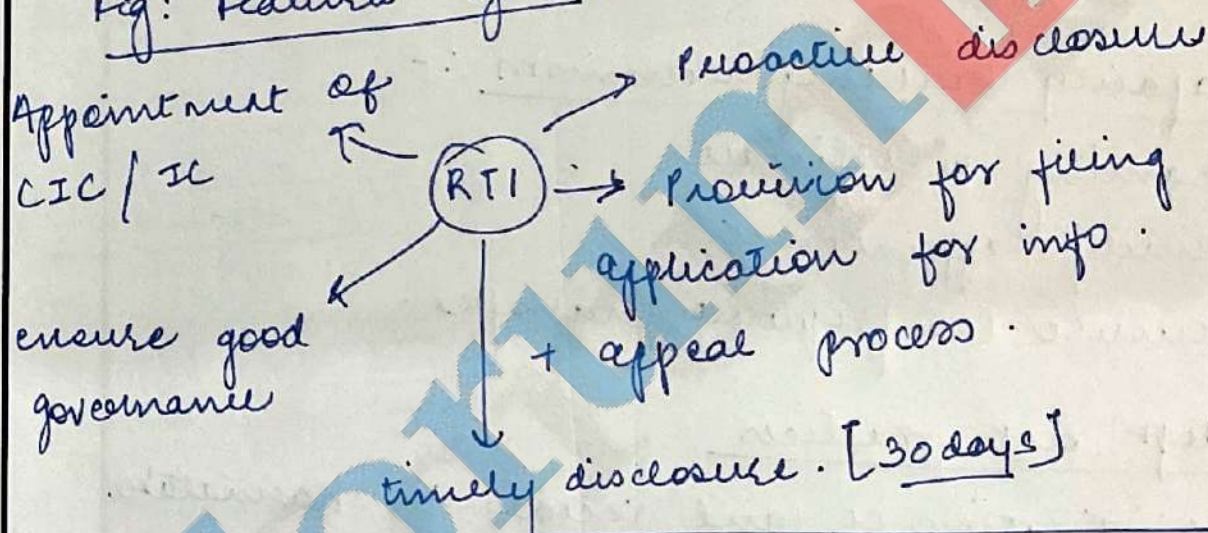
(10 marks, 150 words)

सूचना का अधिकार अधिनियम, 2005 का उद्देश्य शासन प्रक्रिया को पारदर्शी और जवाबदेह बनाना है। हालांकि, यह व्यापक (Sunshine) कानून कई चुनौतियों से घिरा हुआ है। विश्लेषण कीजिए।

(10 अंक, 150 शब्द)

RTI Act, 2005 was introduced to ensure citizen centric governance; by providing a bridge between governing and governed.

Key features of Act



Challenges faced:-

① Not implemented in spirit:-

Regarded as additional burden by officials.

② Policy incoherence → RTI v. OSA

→ Non-disclosure in name of private information.

(iii) Lack of capacity:-

- Positions vacant [25% in Andhra Pradesh]
- Too many records to digitise.

(iv) Fruitless RTI → leading to wastage of resource.

(v) Has reduced risk taking capacity of officials.

What should be done?

(i) Capacity Building Mechanism:-

- Training to officials
- Timely appointment
- Censure less frequent transfers.

(ii) Adopt best practices

(eg) Digitisation of land records in Karnataka

(iii) Remove blanket exemptions:-

(eg) Private interest, security
• Need to be rationalised.

(iv) Process for filtering out fruitless RTI.

(v) Officials should be protected for bonafide risks.

These can make RTI effective.

Feedback

(For OFFICE use only)

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Please put tick marks in the above table. Here G is Good, A Average and P is Poor.		
TOTAL MARKS		

b) Uniform Civil Code (UCC) aims to create a common set of laws governing personal matters, such as marriage, divorce, inheritance, and adoption, irrespective of individuals' religious affiliations. In the context of the ongoing discourse on UCC in India, examine the challenges that arise when attempting to reconcile legal principles with diverse moral considerations. To what extent should the law be influenced by moral/religious principles? (10 marks, 150 words)

समान नागरिक संहिता (यूसीसी) का उद्देश्य व्यक्तियों की धार्मिक संबद्धताओं के बावजूद, विवाह, तलाक, विरासत और गोद लेने जैसे व्यक्तिगत मामलों को नियंत्रित करने वाले कानूनों का एक सामान्य सेट बनाना है। भारत में यूसीसी पर चल रही चर्चा के संदर्भ में, विभिन्न नैतिक विचारों के साथ कानूनी सिद्धांतों के बीच सामंजस्य स्थापित करने का प्रयास करते समय उत्पन्न होने वाली चुनौतियों का परीक्षण कीजिए। कानून किस हद तक नैतिक/धार्मिक सिद्धांतों से प्रभावित होना चाहिए? (10 अंक, 150 शब्द)

Art. 44 of DPSP (Constitution) provides that the state shall formulate a uniform civil code for all citizens, to ensure standardization in religious matters.

Challenges of UCC

- ② huge religious diversity :- (eg) separate laws for Hindus, Muslims, Christians etc.
- ③ Diversity within religion
(eg) customary schools - sayakhiya / mitak - shara.
- ④ Resistance from people → strong attachment to religion.
- ⑤ Isolation of minority community - (eg) regarded as mechanism to promote majoritarianism.

⑤ values of loyalty towards way of life → will prevent effective implementation.

however, it also has benefits (eg) gender equity in age of marriage; maintenance etc.

Law influenced by morals

Benefits

Drawbacks

① can effectively be enforced in society.

(eg) Prostitution.

② provides basis for law

(eg) Adultery ground for divorce

① can result in perpetuation of dogmas

(eg) Khaya-e-bulgh concept.

② can result of suppression of communities

(eg) untouchability, U/BTQ/AT.

hence, law can only be guided as long as religious morality confirms with constitutional morality.

Q.4) a) "Why should a man be moral? Because it strengthens his will." – Swami Vivekanand. In this perspective, discuss the significance of morality for bringing efficiency and effectiveness in public administration. Do you think moral rigidity can be a hindrance in good governance?
(10 marks, 150 words)

"मनुष्य को नैतिक क्यों होना चाहिए? क्योंकि यह उसकी इच्छाशक्ति को मजबूत करता है।" – स्वामी विवेकानन्द। इस परिप्रेक्ष्य में, लोक प्रशासन में दक्षता और प्रभावशीलता लाने के लिए नैतिकता के महत्व की चर्चा कीजिए। क्या आपको लगता है कि नैतिक कठोरता सुशासन में बाधा बन सकती है?
(10 अंक, 150 शब्द)

Morality is the 'inner sense of right or wrong' of an individual.

(eg) Reassurance, compassion are moral values.

morality in bringing efficiency and effective work.

(i) Values of compassion : can lead to understanding most cause of problems.
+ innovative solutions

(eg) IPS Anil Kumar → Beaumont Cell for sexual harassment victims.

(ii) Honesty/Integrity → ensures effective also
- reduction of public resources.
• Reduces corruption.

(iii) Tolerance → acceptance of various views
(eg) supports CAA but also supports right to protest against CAA.

Feedback
For OFFICE use

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Please put tick marks in the above table.

Here G is Good, A Average and P is Poor.

TOTAL MARKS

(ii) Dedication to duty → ensures public welfare over private interest.

(eg) IAS Tukaram Munde → exposed corruption in Nagpur Municipality.

Moral rigidity ^{as} hindrance to good governance:-

(i) Reduces flexibility:-

(eg) Moral value of objectivity can also lead to apathy.

→ Thakur and PDS death.

(ii) Reduces effective functioning in crisis:-

(eg) Democratic moral values need to be sidelined in emergency.

(iii) Reduces adaptability with time:-

(eg) Religious values may conflict law, say - euthanasia or abortion → can't implement them.

hence, situation based morality is required.

Feedback

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#	G	A
AWIS		
CD & VA		
S & F		
P & R		

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TOTAL MARKS	
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b) Various practices and policies are implemented to uphold transparency, fairness, and accountability within administrative systems, encompassing both advantageous and disadvantageous aspects for the stakeholders involved and the overall administrative framework. Explore the ethical considerations that arise from the design and implementation of these administrative practices aiming to foster effective governance. (10 marks, 150 words)

प्रशासनिक प्रणालियों के भीतर पारदर्शिता, निष्पक्षता और उत्तरदायित्व को बनाए रखने के लिए विभिन्न प्रथाओं और नीतियों को लागू किया जाता है, जिसमें शामिल हितधारकों और समग्र प्रशासनिक ढांचे के लिए लाभप्रद और नुकसानदेह दोनों पहलुओं को शामिल किया जाता है। प्रभावी शासन को बढ़ावा देने के उद्देश्य से इन प्रशासनिक प्रथाओं के निर्माण और कार्यान्वयन से उत्पन्न होने वाले नैतिक विचारों का अन्वेषण कीजिए। (10 अंक, 150 शब्द)

Various practices and policies such as RTI Act, citizen charter, social audits, Digitisation, Bio-metric authentication etc. have been introduced for good governance.

Advantages :-

Stakeholders

ensure timely delivery of service
ensure grievance redressal
standardization of government functioning
increases trust / credibility of government.

Overall administration

improvement in work culture.

Reduced red-tapism
democratized
efficient utilization of public money
revealed to the do-ers

Disadvantages:-

Stakeholders → Lack of awareness
 eg social audit of
 MNREGA

Digital illiteracy → Not full proof
 eg failure of Bio-metric
 authentication.

↓
 exclusion.

Administration → Increase compliance burden
 → Reduced risk taking capacity
 → Harassment in name of
 RTI etc.

Ethical considerations

- (i) Balancing transparency v. confidentiality
 eg in case of national security
- (ii) Balancing allocation of funds :-
 growth v. welfare → eg defence v. P.A.S.
- (iii) Democratisation v. Emergency / Effective
 -ens /
 faster implementation
- (iv) Focus on core work v. ancillary work
 ↓
 District management
 ↳ Digitisation
 of records

Feedback

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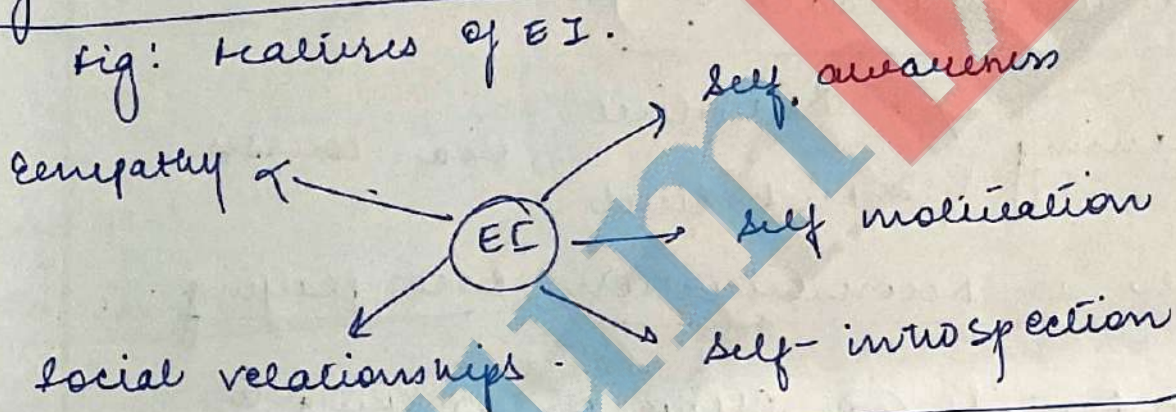
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Q.5) a) Civil servants who embody emotional intelligence exhibit a profound understanding of the human aspect of governance, enabling them to cultivate meaningful relationships, foster cooperation, and drive positive change. Examine ways in which Emotional Intelligence can be inculcated in civil servants. (10 marks, 150 words)

सिविल सेवक जो भावनात्मक बुद्धिमत्ता का प्रतीक हैं, शासन के मानवीय पहलू की गहन समझ प्रदर्शित करते हैं, जिससे वे सार्थक रिश्ते विकसित करने, सहयोग को बढ़ावा देने और सकारात्मक बदलाव लाने में सक्षम होते हैं। उन तरीकों की परीक्षण कीजिए जिनसे सिविल सेवकों में भावनात्मक बुद्धिमत्ता विकसित की जा सकती है। (10 अंक, 150 शब्द)

EI refers to the understanding, management, use of one's emotion and those of another.



EI beneficial for civil servants :-

(i) Understand root cause of problem :-

eg Divya Scurajan understood Gandhi's isolation.

(ii) Promote creative solutions :-

eg celebrate Ganesh is characteristic to major religious beliefs, environmental values

(iii) Crisis management → IPS Chetan Singh

diffusal of Bangalore CAA protest.

(iv) dealing with public compassionately.

(eg) Jan Sunwai

(v) Proactive actions :- (eg) adopting drought
villages in maharashtra.
or "lunch with collector" - Dantewada.

How to inculcate?

(i) Training → Induction via courses
→ Mid-level
such as deconstruction, role playing.

(ii) Field visits (eg) Village or Trekking to
develop bonds.

(iii) feedback mechanism - included as a
KPI.

(iv) Reward - (eg) Civil Services pay award.

In this manner EI can
lead to fulfillment of idea of "sabka
saath, sabka Vikas"

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b) The challenges posed by the corporate sector's impact on climate, environmental sustainability, and living conditions has highlighted the need for responsible and inclusive business practices. In this direction, the contemporary discourse on corporate governance is emphasizing the interconnectedness of environmental, social, and governance (ESG) factors. Evaluate the ESG framework in equipping the corporate world with the capabilities to fulfill its social roles and responsibilities. (10 marks, 150 words)

जलवायु, पर्यावरणीय स्थिरता और रहने की स्थिति पर कॉर्पोरेट क्षेत्र के प्रभाव से उत्पन्न चुनौतियों ने जिम्मेदार और समावेशी व्यावसायिक प्रथाओं की आवश्यकता पर प्रकाश डाला है। इस दिशा में, कॉर्पोरेट प्रशासन पर समकालीन चर्चा पर्यावरण, सामाजिक और शासन (ईएसजी) कारकों के अंतर्संबंध पर जोर दे रही है। कॉर्पोरेट जगत को अपनी सामाजिक भूमिकाओं और जिम्मेदारियों को पूरा करने की क्षमताओं से लैस करने में ईएसजी ढांचे का मूल्यांकन कीजिए। (10 अंक, 150 शब्द)

The corporate sector is primarily motivated by ~~welfare~~ profit maximization. In this process, welfare functions takes a backseat.

Challenges posed by this :-

- ① Exploitation of workers → low wages, poor living conditions.
eg) Bandhua Mukti Morcha case.
- ② Violation of sustainable development :
eg) Kangra Tanneries polluting Ganga.
- ③ Against human health, welfare :
eg) Maggi → lead excess.
- ④ Promotes micro-targeting → manipulation → restricts choice.

hence, change is required.

use of ESG factors :-

- (i) Promotes profit + welfare :- As it can lead to longevity in growth.
 - Build loyalty to an organisation
 - (eg) Tata trusted brand.
- (ii) Promote inclusive growth :-
 - (eg) ITC working for farmer income growth.
 - using ethical market connectivity.
- (iii) Aids governance and environment :-
 - (eg) Supports spending CSR on plantations.
- (iv) Promotes giving back to society :-
 - (eg) Prevents misconduct - tripping of CSR.
- (v) Improves work culture and ethics, ensuring employee dedication.

Hence, ESG can help corporates give a helping hand to overall societal development.

Feedback

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Q.6) What does each of the following quotation mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

a) "Honesty is the first chapter in the book of wisdom"-Thomas Jefferson (10 marks, 150 words)

'ईमानदारी ज्ञान की पुस्तक में पहला अध्याय है' - थॉमस जेफरसन (10 अंक, 150 शब्द)

Honesty is the quality of being true.
It may be being true to oneself or others.
Wisdom refers to knowledge which is
gained from experience.

Why wisdom requires honesty :-

(i) Ensure introspection :-

- To get true analysis of situation.

(eg) Honesty about cause of failure, rather
than denial → can lead to better
result next time.

(ii) Ensure learning :-

(eg) Germany's honesty about two genocide
now → working as a place for refugees.

(iii) Honesty with others → develops integrity,

courage → leading to wisdom.

The vice versa is also true one
needs wisdom to be honest.

(eg) Gandhi ji's wisdom of Non-violence,
→ honest realisation about fallacy of
Chauri Chaura.

Hence, both of these reinforce
each other.

Feedback

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b) "When I do good, I feel good; when I do bad, I feel bad, and that is my religion" - Abraham Lincoln.
(10 marks, 150 words)

"जब मैं अच्छा करता हूँ, तो मुझे अच्छा लगता है; जब मैं बुरा करता हूँ, तो मुझे बुरा लगता है। यही मेरा धर्म है" - अब्राहम लिंकन
(10 अंक, 150 शब्द)

The aforementioned quote points to the internal moral compass of a person. wherein, ~~person~~ feelings of a person are a reflection of the nature of their actions. This philosophy is reflected in various approaches :-

① law of karma → what you reap, so you shall sow.

② Kant's categorical imperative → observance of duty leads to happiness.

③ Reflected in presence of conscience :- doing good, (eg) charity, helping others etc leads to inner satisfaction.

doing bad → as in taking bribe for improper performance of duty → lead to negative

legal actions or cognitive dissonance

① Religious philosophy (eg) Buddhism based
on this, as remarked by Dalai Lama,

"If you want to be happy, be compassionate,
if you want others to be happy be com-
-passionate".

② Administrative importance - as 'it' functions
on social welfare.

- lack of rewards or incentives - hence,
doing good provides inner motivation.

- also helps in resolving ethical dilem-
-mas.

- opposing view is also presented
by Utilitarian school where ends justify
means. That is if ends are good, doing
bad is okay.

(eg) displacement for development.
However, this quote still forms fundamental
values.

Feedback

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c) "Real change, enduring change, happens one step at a time." – Ruth Bader Ginsburg.
(10 marks, 150 words)

"वास्तविक परिवर्तन, स्थायी परिवर्तन, एक समय में, एक कदम होता है।" – रूथ बेडर गिन्सबर्ग
(10 अंक, 150 शब्द)

The aforementioned quote states that the process of change is long and not sudden. It needs gradual approach to it.

Relevance of the quote.

(i) Individual level :-

- Information of a criminal cannot be enforced → requires patience, counselling, alternative avenues of job etc.
- Requires introspection, understanding emotional intelligence.

(eg) A trans-individual concerning parents of their gender identity.

(ii) Societal level :-

- cannot be imposed (eg) Dowry Prohibition Act as practice still continues.

- Requires changes in cognitive, effective, behavioural, component

(eg) step with saught a initiative.

Bringing change also require values of, Resilience, motivation, tolerance, dedication, wisdom, courage to deal with setbacks.

In administration, change is required to enforce public policy (eg) Suresh Bhat Campaign.

- Requires → Persuasion, effective commu - nication.

Hence, change is possible. Justice Ruth Bader Ginsburg herself brought change by legalising abortion and standing up for women's right and ensuring gender justice

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Section - B

Q.7) Prachinmath is a pilgrim town nestled in the laps of Himalayas. The town is part of one of the border states of the country. It serves as the base for a highly revered and well-known pilgrimage undertaken by millions of people every year. The people of Prachinmath, who are largely from a close-knit community of Pahadi tribe, have lived in the area for several generations. The Pahadi people, since many generations, have developed a lifestyle which is integral to the ecosystem of Prachinmath. The traditional knowledge of the tribe passed from one generation to other have helped the people in living with the environment in a sustainable manner. The people of Prachinmath worshipped the local deity, and believed it to be their destiny to live in the region in a peaceful and harmonious way.

However, the increasing pace of unplanned development, uncontrolled religious tourism, creation of strategic infrastructure etc., in the contemporary times have fundamentally altered the minimalistic nature of relationship that the people of Prachinmath had with the local/fragile environment. Prachinmath Bachao Committee (PBC), a civil society organization of Pahadi tribals, has consistently opposed the unbridled and brazen exploitation of the resources of Prachinmath. They have through petitions, jan sabhas, nukkad nataks etc., highlighted the grave consequences of the unsustainable development model that the state and the Union governments were adopting for Prachinmath. However, their petitions had fallen on deaf ears. Moreover, the government justified the infrastructure creation in Prachinmath in order to cater to its strategic and religious significance.

The problems came to a head when the government decided to construct a tunnel in Prachinmath, in order to generate hydroelectricity. The PBC as well as prominent geologists of the country vehemently opposed the idea citing its negative impact upon the region. The scientific community was of the opinion that as Prachinmath sits on geological fault lines and is built on a debris of a landslide, any large-scale construction may cause irreparable damage to the environment. Nevertheless, the government went ahead with the project, constructing the tunnel in a record time, citing its necessity for the energy security of the country. Even many economists were of the opinion that increased energy capacity will help India curtail its import bill. Such steps were hailed by the government as the stepping stone of the country towards strategic autonomy.

The worst fears of the local and scientific communities came true when the houses in Prachinmath started showing large cracks. The reason for the crack, as found out after a detailed study, was attributed to the subsidence of land in Prachinmath. The sinking of the land, development of large cracks, collapsing of the buildings etc., caught the attention of social, electronic, and print media alike. Overnight, Prachinmath became the talk of the country. Even the international media highlighted the episode, and the existential threat that it posed to the local communities as well as the environment. The state and Union governments swung into action and formed an expert committee, comprising of scientists, bureaucrats, NDRF/SDRF personnel etc., to look into the matter. The committee advised the government to evacuate Prachinmath completely, as the sinking of the land was continuing. Working on the recommendations of the committee, government prepared a detailed resettlement and rehabilitation plan for the people of Prachinmath.

The Pahadi people, who squarely blamed the government for the crisis, felt cheated by the actions of the government and refused to evacuate from Prachinmath, the place of their ancestors.

- What are the various conflicting interests in the above case study.
- As a DM of the district in which Prachinmath falls, how will you convince the people to evacuate from the area?
- What can we do to avoid such situations in the future.

(20 marks, 250 words)

प्राचीनमठ हिमालय की गोद में बसा एक तीर्थ नगर है। यह शहर देश के सीमावर्ती राज्यों में से एक का हिस्सा है। यह हर साल लाखों लोगों द्वारा की जाने वाली अत्यधिक पूजनीय और प्रसिद्ध तीर्थयात्रा के लिए महत्वपूर्ण स्थल के रूप में कार्य करता है। प्राचीनमठ के लोग, जो मुख्यतः पहाड़ी जनजाति के धनिष्ठ समुदाय से हैं, कई पीढ़ियों से इस क्षेत्र में रह रहे हैं। पहाड़ी लोगों ने, कई पीढ़ियों से, एक ऐसी जीवन शैली विकसित की है जो प्राचीनमठ के पारिस्थितिकी तंत्र का अभिन्न अंग है। जनजाति का पारंपरिक ज्ञान एक पीढ़ी से दूसरी पीढ़ी तक हस्तांतरित होने से लोगों को पर्यावरण के साथ टिकाऊ तरीके से रहने में मदद मिली है। प्राचीनमठ के स्थानीय देवता की पूजा करते थे, और मानते थे कि इस क्षेत्र में शांतिपूर्ण और सौहार्दपूर्ण तरीके उनकी नियति है।

हालाँकि, समकालीन समय में अनियोजित विकास, अनियंत्रित धार्मिक पर्यटन, रणनीतिक बुनियादी ढांचे के निर्माण आदि की बढ़ती गति ने प्राचीनमठ के लोगों के स्थानीय/संवेदनशील पर्यावरण को न्यूनतम प्रकृति को मौलिक रूप से बदल दिया है। पहाड़ी आदिवासियों का एक नागरिक समाज संगठन, प्राचीनमठ बचाओ समिति (पीबीसी) ने प्राचीनमठ के संसाधनों के बेलगाम और खतरनाक प्रभावों का विरोध किया है। उन्होंने याचिकाओं, जन सभाओं, नुक्कड़ नाटकों आदि के माध्यम से सरकार को मॉडल के गंभीर परिणामों पर प्रकाश डाला है जिसे राज्य और केंद्र सरकारें नज़रअंदाज़ कर रही हैं। हालाँकि, उनकी याचिकाएँ अनसुनी कर दी गईं। इसके अलावा, सरकार ने अपने रणनीतिक और धार्मिक महत्व को पूरा करने के लिए प्राचीनमठ में बुनियादी ढांचे के निर्माण को उचित ठहराया। समस्याएँ तब सामने आईं जब सरकार ने पनबिजली उत्पन्न करने के लिए प्राचीनमठ में एक सुरंग बनाने का निर्णय लिया। पीबीसी के साथ-साथ देश के प्रमुख भूवैज्ञानिकों ने सुरंग के निर्माण से होने वाले प्रभाव का हवाला देते हुए इस विचार का पुरजोर विरोध किया। वैज्ञानिक समुदाय की राय थी कि चूँकि प्राचीनमठ भूवैज्ञानिक ग्रंथ रेखाओं पर स्थित है और भूस्खलन के खतरे से घिरा हुआ है, इसलिए सुरंग के निर्माण से पर्यावरण को अपूरणीय क्षति हो सकती है। सुरंग के निर्माण से सुरक्षा के लिए इसकी आवश्यकता का हवाला देते हुए, रिकॉर्ड समय में सुरंग को खोदने की योजना को आगे बढ़ाया। यहाँ तक कि कई अर्थशास्त्रियों की भी राय थी कि सुरंग के निर्माण से आयात बिल को कम करने में मदद मिलेगी। सरकार द्वारा इस तरह के निर्माण की दिशा में पहला कदम बताया गया।

स्थानीय और वैज्ञानिक समुदायों की चिंता हुई जब प्राचीनमठ के घरों में बड़ी दरारें दिखाई देने लगीं। विस्तृत अध्ययन के बाद पता चला कि दरार का कारण प्राचीनमठ में भूमि का घंसना बताया गया है। भूमि के घंसने, से बड़ी-बड़ी दरारें पड़ने, इमारतों के ढहने आदि ने सामाजिक, इलेक्ट्रॉनिक और प्रिंट मीडिया का ध्यान समान रूप से खींचा। रातों-रात प्राचीनमठ देश भर में चर्चा का विषय बन गया। यहाँ तक कि अंतरराष्ट्रीय मीडिया ने भी इस प्रकरण और स्थानीय समुदायों के साथ-साथ पर्यावरण के लिए अस्तित्व संबंधी खतरे को उजागर किया। राज्य और केंद्र सरकारें हरकत में आईं और इस मामले को देखने के लिए वैज्ञानिकों, नौकरशाहों, एनडीआरएफ/एसडीआरएफ कर्मियों आदि को शामिल करते हुए एक विशेषज्ञ समिति का गठन किया। समिति ने सरकार को प्राचीनमठ को पूरी तरह खाली कराने की सलाह दी, क्योंकि भूमि का घंसना जारी था। समिति की सिफारिशों पर काम करते हुए, सरकार ने प्राचीनमठ के लोगों के लिए एक विस्तृत विस्थापन और पुनर्वास योजना तैयार की।

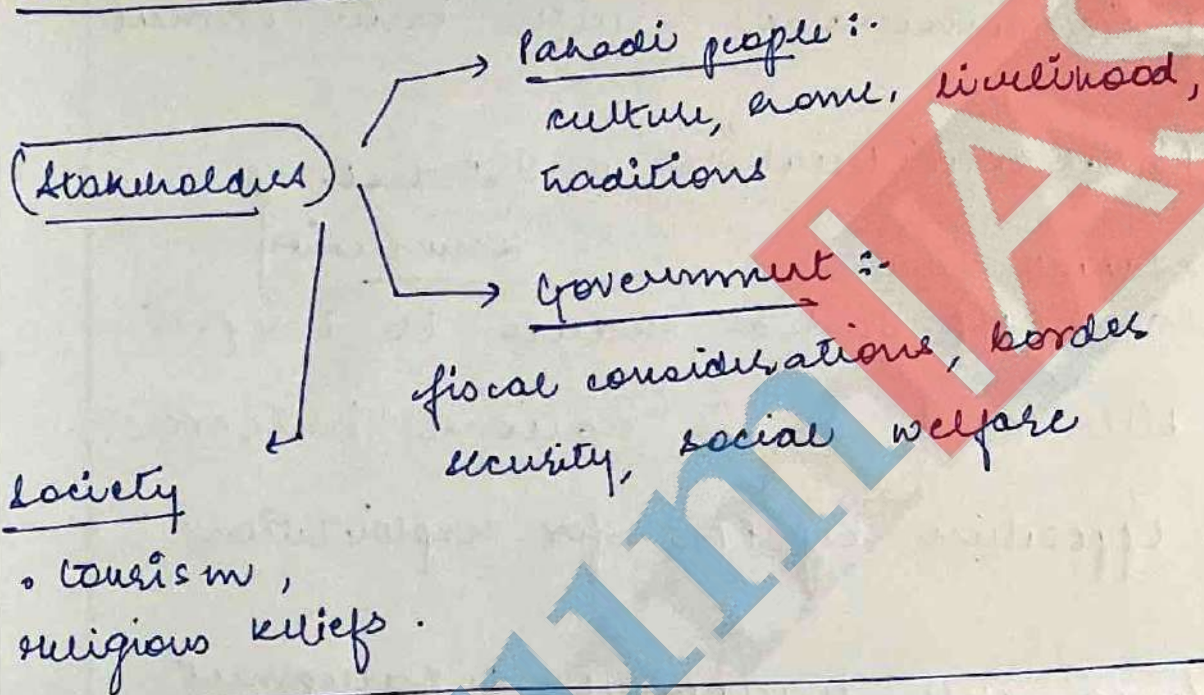
पहाड़ी लोग, जिन्होंने संकट के लिए सीधे तौर पर सरकार को दोषी ठहराया था, सरकार के कार्यों से ठगा हुआ महसूस कर रहे थे और उन्होंने अपने पूर्वजों के स्थान प्राचीनमठ को खाली करने से इनकार कर दिया।

- उपरोक्त केस स्टडी में विभिन्न परस्पर विरोधी हित क्या हैं?
- जिस जिले में प्राचीनमठ पड़ता है, वहाँ के डीएम के रूप में आप लोगों को इलाका खाली करने के लिए कैसे मनाएंगे?
- भविष्य में ऐसी स्थितियों से बचने के लिए हम क्या कर सकते हैं?

(20 अंक, 250 शब्द)

The aforementioned case study brings forth the concept of development v.

Environmental debate.



My vision :- Ecology is the true economy
- sundharal Bhanguna.

① Various conflicting 'interest' :-

② Environment v. development

- Hall located on an ancient landside
- But strategically 'important' for border security

(ii) Religious interest of people v. Livelihood
 • of those wanting to visit nearby shrines
 • v. Paradi people who have been living in consonance with environment

(iii) Fiscal considerations v. Interest of community
 → Tunnel can help India reduce its import bill and is in national interest
 v. Opposition by PBO for exploitation.

(iv) Sustainable development v. Development led displacement

(b) As a DM of the district :-

(i) use persuasion to convince people to relocate.

Aristotle regarded that 3 considerations are necessary
 ethos
 pathos logos.

* Logos → Logic to be given that this area is not sustainably settled.

• Provide data of landslide & seismic hazard.

• Show committee findings

* Pathos → to ensure growth of future generation, who may face life threat.

* Ethos → of constitutional morality - fulfill duty as citizens.

(ii) Use social influence → talks with religious and influential leaders of the community.

(iii) Proactive measures → ensure that place they're moved to have basic amenities.

Proper measurement, collection of property records - to ensure effective rehabilitation.

(c) How to avoid?

(i) focus on long-term goals rather than short term targets.

(ii) Properly conduct EIA and social impact assessment of a project.

(iii) Avoid making huge projects in such areas.

(iv) Effective consultation before developing with experts and stakeholders.

eg Niyamgiri hills case.

(v) Border security is required but tourism can be regulated.

(vi) other modes of generation of electricity in safe zones to be explored.

eg Chamoli disaster → No use if damaged.

(vii) Utilise traditional knowledge of people for sustainable development.

Feedback

(For OFFICE use only)

#	G	A
AWIS		
CD & VA		
S & F		
P & R		

Please put tick marks in the above table.

Here G is Good, A Average and P is Poor.

TOTAL MARKS	
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Q.8) Bihar is a state in the Northern part of the country. Prohibition laws in the state completely ban the storage, possession, sale, and consumption of liquor in any form. Despite the ban, the liquor mafia in the state has succeeded in supplying spurious liquor through various illegal dens. The activities of liquor mafia flourish under the nose of both the civil administration and the police department. Many Civil Society Organizations, women organizations etc., on numerous occasions complained to the authorities about the illegal production, sale, and consumption of liquor, but their complaints have fallen on deaf ears, and no substantial action was taken by the government to curb the menace.

As fate would have it, one day there was an unfortunate incident when a large group of fifty construction labourers died after consuming spurious liquor from an illegal den being operated by the mafia. Many of the victims were sole bread winners of their families. While the state was clear on its position that consuming liquor in the state was an illegal activity that warrants no sympathy or compensation (for the next of kin) from the government, families of the victims and also many CSOs were demanding compensation for the families of the deceased construction laborers.

The incident got both national and international coverage in print, electronic, as well as the social media. The pressure on the state government was mounting to amicably resolve the issue.

Anjali is posted as the Joint Secretary in the Secretariat. The CM has asked her to create a detailed report on how should the state government handle this crisis.

a) Under the given circumstances, what measures should Anjali recommend to handle the above crisis.

b) Critically evaluate the decision of state government to not compensate the victims of spurious liquor. (20 marks, 250 words)

बिहार देश के उत्तरी भाग में स्थित एक राज्य है। राज्य में शराबबंदी कानून किसी भी रूप में शराब के भंडारण, कब्जे, बिक्री और खपत पर पूरी तरह से प्रतिबंध लगाता है। प्रतिबंध के बावजूद राज्य में शराब माफिया विभिन्न अवैध अड्डों के माध्यम से नकली शराब की आपूर्ति करने में सफल रहे हैं। शराब माफिया की गतिविधियां नागरिक प्रशासन और पुलिस विभाग दोनों की नाक के नीचे मनपती हैं। कई नागरिक समाज संगठनों, महिला संगठनों आदि ने कई मौकों पर अधिकारियों से शराब के अवैध उत्पादन, बिक्री और खपत के बारे में शिकायत की, लेकिन उनकी शिकायतों को अनुसूना कर दिया गया, और सरकार द्वारा खतरे को रोकने के लिए कोई ठोस कार्रवाई नहीं की गई।

जैसा कि माध्यम को मंजूर था, एक दिन एक दुर्भाग्यपूर्ण घटना घटी जब माफिया द्वारा संचालित एक अवैध अड्डे से जहरीली शराब पीने के बाद पचास निर्माण मजदूरों के एक बड़े समूह की मृत्यु हो गई। पीड़ितों में से कई अपने परिवार के एकमात्र कमाने वाले थे। जबकि राज्य अपनी स्थिति पर स्पष्ट था कि राज्य में शराब का सेवन एक अवैध गतिविधि है जिसके लिए किसी सहानुभूति की आवश्यकता नहीं है, पीड़ितों के परिवार और CSOs भी मृत निर्माण मजदूरों के परिवारों के लिए मुआवजे की मांग कर रहे थे।

इस घटना को प्रिंट, इलेक्ट्रॉनिक और साथ ही सोशल मीडिया में राष्ट्रीय और अंतर्राष्ट्रीय कवरेज मिला। राज्य सरकार पर इस मुद्दे को सौहार्दपूर्ण ढंग से सुलझाने का दबाव बढ़ रहा था।

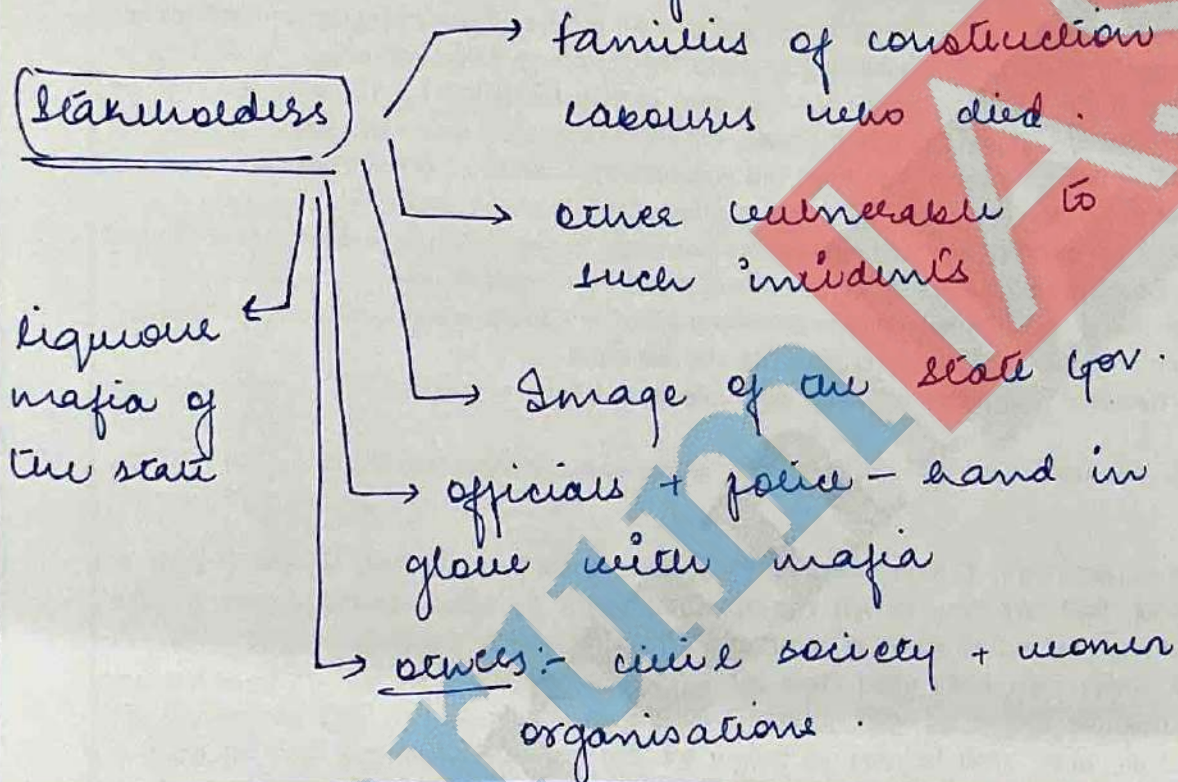
अंजलि सचिवालय में संयुक्त सचिव के पद पर तैनात हैं। सीएम ने उनसे एक विस्तृत रिपोर्ट बनाने को कहा है कि राज्य सरकार को इस संकट से कैसे निपटना चाहिए।

a) दी गई परिस्थितियों में अंजलि को उपरोक्त संकट से निपटने के लिए क्या उपाय सुझाने चाहिए?

b) जहरीली शराब के पीड़ितों को मुआवजा न देने के राज्य सरकार के निर्णय का आलोचनात्मक मूल्यांकन कीजिए। (20 अंक, 250 शब्द)

The case provides an example as to how various issues cannot be effectively

implemented due to lack of societal change and corruption venues in police and bureaucracy.



My vision :- Think strategically; deal effectively.

① Measures to be recommended by Anjali:-

② Short-term:-

- Get immediate grip on the situation.
- Ensure proper filing of FIR under

appropriate actions:

- Prompt action to be taken against offenders by the police.
- Disturb administration to take active steps to raid and shut-down any other such illegal establishments.
- Open a portal for civil ~~services~~ organisations to file any suggestions or disclosure of other activities.
- Take state level surprise checks.
- Strict actions against officials for dereliction of duty.

(II) Long-term:-

- Ensure behavioural change
- use incident as an opportunity to generate awareness.
- use advertisement etc. + Nasha mukti Kendras → to ensure alcoholism is reduced.

• Ensure accountability :-

→ Compulsory for police + administration to file complaints

→ Put a clause of personal liability of officials, if refusal to do so...

• Deal with mafia :-

→ Requires political & bureaucratic will...

→ Effective investigation & follow up of complaints by a separate committee.

→ can suggest restrictions & not total prohibition @ Kerala.

(b) Decision of SC to not compensate

(Benefits)

(i) Not set a wrong example :-

• as deaths due to illegal act

• people can use this as a means to earn money in future.

(ii) Principled stand :-

• No reward if a person has unclean hands.

- against governmental total prohibition policy.

(Drawbacks)

- sufferers are poor family who had nothing to do with this.
- State's fault : for not fulfilling its duty to stop mafia.
- Immature introduction of policy without behavioural change → such incidents are expected.

(Way forward)

↳ can atleast ensure education of children and alternate employment or vocational training of family to ensure that 'inter-generational cycle' is not continued.

Feedback

(For OFFICE use)

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AWIS		
CD & VA		
S & F		
P & R		

Please put tick marks in the above table.

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TOTAL MARKS	
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Q.9) Kamlesh is a civil servant who has been recently posted as Additional Chief Secretary in the education department of the state. Kamlesh has a meticulous service record and is well known for his honesty, and a no-nonsense attitude. After joining the new department, the first major task before Kamlesh was to conduct the recruitments for the post of lecturers in government schools. The posts were lying vacant for a long time, and the government wanted to fill up the vacancies without further delay as it was one of the poll promises made by the present government.

The recruitment process took place successfully under the supervision of Kamlesh. The concerned minister congratulated Kamlesh and informed him that the appointment letters will be allocated to the successful candidates in a ceremony which will be presided by the CM himself. Kamlesh was happy that his work was getting recognition at the highest level.

One day, Kamlesh was sitting in his office when his secretary brought him a letter from a leading investigative journalist of the state. The letter dealt with the recently conducted recruitment of the lecturers. Kamlesh was shocked at the content of the letter. The investigative journalist had alleged that the question paper of the exam was leaked to a few successful candidates, who had also forged their documents to appear in the exam. The letter also highlighted a nexus of middlemen, politicians, and civil servants who facilitate such illicit practices. Moreover, the investigative journalist had also attached credible proofs. Kamlesh corroborated the facts of the letters from his own sources and found the allegations to be true prima facie. Since the matter was serious and warranted immediate action, Kamlesh brought the matter to the notice of his minister. To his surprise, the minister asked him to sit over the matter for some time. Minister reasoned that bringing out this matter will bring ignominy not only to the department but also to the government. Further, the minister reasoned that cancelling the whole recruitment process will be detrimental for the education department, schools etc; also, the sincere and honest candidates who have invested a lot of time and money for preparation may also get affected negatively. He also reminded Kamlesh that the participation of the CM has already been announced.

After leaving the minister's office, Kamlesh got a phone call from Minister's Personal Secretary (PS). The PS hinted to Kamlesh that the concerned candidates were closely connected to the ruling political party, and going against them may create professional troubles for Kamlesh. On the other hand, his cooperation in this matter, the PS assured, will not go unnoticed and will be handsomely rewarded.

Kamlesh had just settled in his new posting. He knows that going against the wish of the Minister may cause him his present posting. What was more, Kamlesh's father is undergoing treatment in a local hospital. A shunting out from the district would mean that his father would have to be left alone to fend for himself. Further, Kamlesh's wife Priya, also a bureaucrat, is posted in the Chief Minister's Office (CMO). Kamlesh realises that his actions will also have a bearing on her career as well.

- Bring out various ethical dilemmas faced by Kamlesh.
- Consider yourself in Kamlesh's position. What are the various options available to you?
- Critically evaluate each of the option listed by you.
- Which of the above option should Kamlesh adopt and why?

(20 marks, 250 words)

कमलेश एक सिविल सेवक हैं जिन्हें हाल ही में राज्य के शिक्षा विभाग में अतिरिक्त मुख्य सचिव के रूप में तैनात किया गया है। कमलेश का सेवा रिकॉर्ड बहुत अच्छा है और वह अपनी ईमानदारी और व्यावहारिक रवैये के लिए जाने जाते हैं। नए विभाग में आने के बाद कमलेश के सामने पहला बड़ा काम सरकारी स्कूलों में लेक्चरर पद पर भर्तियां कराना था। पद लंबे समय से खाली पड़े थे और सरकार बिना किसी देरी के रिक्तियों को भरना चाहती थी क्योंकि यह वर्तमान सरकार द्वारा किए गए चुनावी वादों में से एक था।

कमलेश की देखरेख में भर्ती प्रक्रिया सफलतापूर्वक संपन्न हुई। संबंधित मंत्री ने कमलेश को बधाई दी और उन्हें सूचित किया कि सफल उम्मीदवारों को एक समारोह में नियुक्ति पत्र आवंटित किए जाएंगे जिसकी अध्यक्षता खुद सीएम करेंगे। कमलेश खुश थे कि उनके काम को उच्चतम स्तर पर पहचान मिल रही है।

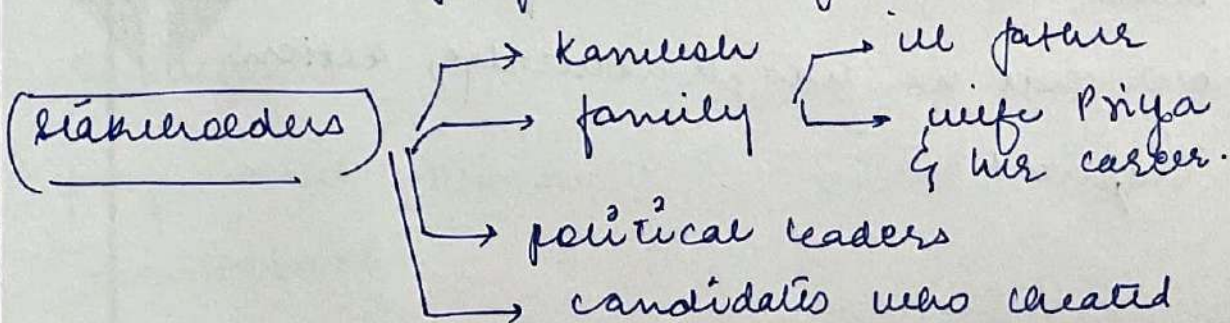
एक दिन, कमलेश अपने कार्यालय में बैठे थे, तभी उनका सचिव उनके लिए राज्य के एक प्रमुख खोजी पत्रकार का पत्र लेकर आया। यह पत्र हाल ही में आयोजित व्याख्याताओं की भर्ती से संबंधित है। पत्र का मजमून देखकर कमलेश हैरान रह गये। खोजी पत्रकार ने आरोप लगाया था कि परीक्षा का प्रश्नपत्र कुछ सफल उम्मीदवारों के लिए लीक कर दिया गया था, जिन्होंने परीक्षा में शामिल होने के लिए अपने दस्तावेज भी जाली बनाए थे। पत्र में बिचौलियों, राजनेताओं और सिविल सेवकों के गठजोड़ पर भी प्रकाश डाला गया है जो इस तरह की अवैध प्रथाओं को बढ़ावा देते हैं। इसके अलावा, खोजी पत्रकार ने विश्वसनीय सबूत भी संलग्न किए थे। कमलेश ने अपने स्रोतों से पत्रों के तथ्यों की पुष्टि की और आरोपों को प्रथम दृष्टया सही पाया। चूंकि मामला गंभीर था और तत्काल कार्रवाई की आवश्यकता थी, इसलिए कमलेश ने मामले को अपने मंत्री के संज्ञान में लाया। उन्हें आश्चर्य हुआ जब मंत्री ने उनसे मामले पर कुछ देर बैठने के लिए कहा। मंत्री ने तर्क दिया कि इस मामले को उजागर करने से न सिर्फ विभाग बल्कि सरकार की भी बदनामी होगी। इसके अलावा, मंत्री ने तर्क दिया कि पूरी भर्ती प्रक्रिया को रद्द करना शिक्षा विभाग, स्कूलों आदि के लिए हानिकारक होगा; इसके अलावा, सत्यनिष्ठ और ईमानदार उम्मीदवार जिन्होंने तैयारी के लिए बहुत समय और पैसा निवेश किया है, उन पर भी नकारात्मक प्रभाव पड़ सकता है। उन्होंने कमलेश को यह भी याद दिलाया कि सीएम के शामिल होने की घोषणा पहले ही हो चुकी है।

मंत्री के कार्यालय से निकलने के बाद, कमलेश को मंत्री के निजी सचिव (पीएस) का फोन आया। पीएस ने कमलेश को संकेत दिया कि संबंधित उम्मीदवार सत्तारूढ़ राजनीतिक दल से निकटता से जुड़े हुए हैं, और उनके खिलाफ जाने से कमलेश के लिए पेशेवर समस्याएं पैदा हो सकती हैं। दूसरी ओर, पीएस ने आश्वासन दिया कि इस मामले में उनके सहयोग पर किसी का ध्यान नहीं जाएगा और उसे भरपूर इनाम दिया जाएगा। कमलेश अभी-अभी अपनी नई पोस्टिंग पर आए थे। वह जानते हैं कि मंत्री की इच्छा के विरुद्ध जाने पर उन्हें अपनी वर्तमान पोस्टिंग से हाथ धोना पड़ सकता है। और तो और, कमलेश के पिता का स्थानीय अस्पताल में इलाज चल रहा है। जिले से बाहर जाने का मतलब यह होगा कि उसके पिता को अपनी देखभाल के लिए अकेला छोड़ दिया जाएगा। इसके अलावा, कमलेश की पत्नी प्रिया भी एक नौकरशाह हैं, जो मुख्यमंत्री कार्यालय (सीएमओ) में तैनात हैं। कमलेश को एहसास होता है कि उसकी हरकतों का असर उसके करियर पर भी पड़ेगा।

- कमलेश द्वारा सामना की गई विभिन्न नैतिक दुविधाओं को उजागर करें।
- अपने आप को कमलेश की स्थिति में समझें। आपके लिए विभिन्न विकल्प क्या उपलब्ध हैं?
- आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।
- कमलेश को उपरोक्त में से कौन सा विकल्प अपनाना चाहिए और क्यों?

(20 अंक, 250 शब्द)

The aforementioned case study presents an example of the conflict of interest and political burdens faced by civil servants in performance of their duty.



- ↳ honest successful candidates
- ↳ education department overall.
- ↳ Investigative Journalist.

My vision:- It is as much a duty to
non-cooperate with evil as it is to coop-
-erate with the truth.

↳ Mahatma Gandhi

(a) Ethical dilemmas:-

i) Private Interest v. Public Interest

- | | |
|---|--|
| <ul style="list-style-type: none"> • good posting • Taking care of father • wife is also settled | <ul style="list-style-type: none"> • against welfare function of state • promotes corruption |
|---|--|

ii) Moral myopia v. Passivity

Presumably being rewarded for dedication,
He had no prior knowledge

v. Now that he has knowledge, action
is required.

iii) Utilitarianism → Why waste efforts
of other candidates due to actions of few.

iv) Education department will become
defunct. huge loss to public money v.
principles of personal integrity

⑥ options available are :-

- do nothing, go with the flow
- Meet with the Journalist and disclose
scam.
- Persuade officials and do his duty as
an honest servant.

⑦ * do nothing :-

Benefit	Loghais
<ul style="list-style-type: none"> • familial responsibility fulfilled • professional position maintained 	<ul style="list-style-type: none"> • cognitive dissonance • Integrity compro- -mised.

- good relations with seniors
- Nobody is losing.
- @ honest candidates also have their interest saved.
- education department's fee saved

- what about those candidates who could've been selected.
- breed corruption in future.

* Discard scam

Benefit

- maintains integrity, honesty.
- prevents crisis of conscience.
- ensures justice to those not selected.

Challenges

- can lose job / posting
- affect on Priya's career
- rubbers sleep

* Persuade officers

Benefit

- Performance of duty

Challenge

might not agree.

① Kamlesh should persuade officials :-

list :-

① Talk to his family members about this. Bring ringa on board.

② Persuade seniors :-

use logic - disclosure can happen in future of journalist → will mal the whole department's image.

• can result in criminal charges due to lack of deniability (eg Vyapam scam)

③ If not agreed, put this observation in writing

↳ presents his integrity, follows honesty & shows courage to handle adverse consequences

④ This will also ensure justice against culpits. Increase long-term credibility of government.

Hence, probity shall be ensured.

Feedback

(For OFFICE use)

	①	②	③	④
AWIS				
CD & VA				
S & F				
P & R				
Please put tick marks in the above table.				
Here G is Good, A Average and P is Poor.				
TOTAL MARKS				

Q.10) XYZ is a premiere coaching institute located in Chatterjee Nagar locality of Himnagar. XYZ specialises in the coaching for medical and engineering entrance examination. The main office of the coaching, where the daily classes are conducted, is located in a congested locality, from where several other coaching institutes also operate.

One day, while classes were in session in the top floor of the building and some 200 odd students were in attendance, a fire broke out in the premises of XYZ coaching. The fire incident created a commotion among those present in the building. Everyone, in a state of confusion, started running helter-skelter. Some students rushed to the very narrow stairs. Many stumbled and fell, hurting themselves. The emergency exit plan of the building was not suitable to cater to the large number of students and staff. In order to save themselves from asphyxiation, some students broke the window of the classroom. However, in absence of a fire stairs they had to climb down using the balcony ledge. In the process, many students had a free fall and hurt themselves badly.

While two boys lost their life due to stampede caused while exiting the building, one girl got fatally injured while climbing down the ledge. The civil administration immediately started an audit of the building. Joseph is posted as the Municipal Commissioner of Himnagar. Chatarjee Nagar falls under his jurisdiction. Joseph has ordered an enquiry into the whole incident.

Coincidentally, Joseph's younger brother, Frank, is also a student of XYZ coaching. He was not present in the coaching during the fateful day. The owner of the XYZ coaching approaches Joseph and requests him to be lenient in the enquiry report. They propose that looking at the good track record of Frank they are willing to give him a scholarship to fund not only his coaching fees but also his graduation from any college in the country. They also promise that since Frank is a sincere student, they will dedicate their top faculty to ensure that Frank comes out with flying colours in the coming under graduate entrance examination.

Joseph knows that his brother has repeatedly failed in the entrance examinations earlier and a special focus will help him immensely. Also, Joseph himself was under student debt, which he was still paying in small instalments from his own salary. Recently married, and having risen from a poor family, Joseph has always worried about funding his brother's education.

a) Identify various ethical concerns in the case study.

b) You are a friend of Joseph. Joseph turns to you for advice. What advice will you give to Joseph and why? (20 marks, 250 words)

XYZ एक प्रीमियर कोचिंग संस्थान है जो हिमनगर के चटर्जी नगर इलाके में स्थित है। XYZ मेडिकल और इंजीनियरिंग प्रवेश परीक्षा की महत्वपूर्ण कोचिंग है। कोचिंग का मुख्य कार्यालय, जहां दैनिक कक्षाएं संचालित होती हैं, एक भीड़भाड़ वाले इलाके में स्थित है, जहां से कई अन्य कोचिंग संस्थान भी संचालित होते हैं।

एक दिन, जब इमारत की सबसे ऊपरी मंजिल पर कक्षाएं चल रही थीं और लगभग 200 छात्र उपस्थित थे,

XYZ कोचिंग के परिसर में आग लग गई। आग लगने की घटना से बिल्डिंग में मौजूद लोगों में हड़कंप मच गया। सभी असमंजस की स्थिति में इधर-उधर भागने लगे। कुछ छात्र बहुत संकरी सीढ़ियों की ओर भागे। कई लोग लड़खड़ाकर गिर पड़े, जिससे उन्हें चोट लगी। इमारत की आपातकालीन निकास बड़ी संख्या में छात्रों और कर्मचारियों के लिए उपयुक्त नहीं थी। खुद को दम घुटने से बचाने के लिए कुछ छात्रों ने कक्षा की खिड़की तोड़ दी। हालांकि, आग की सीढ़ियों के अभाव में उन्हें बालकनी के किनारे का उपयोग करके नीचे उतरना पड़ा। इस प्रक्रिया में, कई छात्र गिर गए और उन्हें गंभीर चोट लगी।

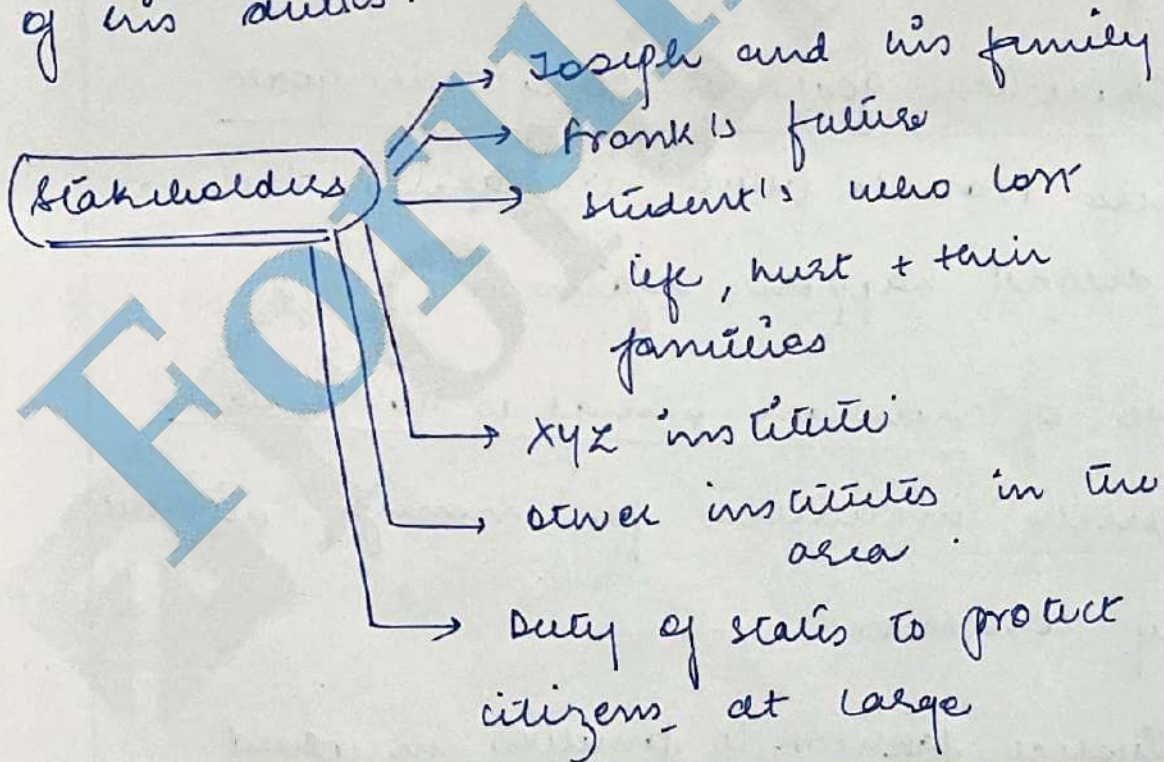
इमारत से बाहर निकलते समय मची भगदड़ के कारण जहां दो लड़कों की जान चली गई, वहीं एक लड़की खिड़की से नीचे उतरते समय गंभीर रूप से घायल हो गई। नागरिक प्रशासन ने तुरंत इमारत का ऑडिट शुरू किया। जोसेफ हिमनगर के नगर आयुक्त के पद पर तैनात हैं। चटर्जी नगर उनके अधिकार क्षेत्र में आता है। जोसेफ ने पूरी घटना की जांच के आदेश दे दिए हैं।

संयोग से, जोसेफ का छोटा भाई, फ्रैंक भी XYZ कोचिंग का छात्र है। वह उस दिन कोचिंग में मौजूद नहीं था। XYZ कोचिंग का मालिक जोसेफ के पास जाता है और उससे जांच रिपोर्ट में नरमी बरतने का अनुरोध करता है। उनका प्रस्ताव है कि फ्रैंक के अच्छे ट्रैक रिकॉर्ड को देखते हुए वे न केवल उसकी कोचिंग फीस, बल्कि देश के किसी भी कॉलेज से स्नातक की पढ़ाई के लिए भी उसे छात्रवृत्ति देने को तैयार हैं। वे यह भी वादा करते हैं कि चूंकि फ्रैंक एक ईमानदार छात्र है, इसलिए वे यह सुनिश्चित करने के लिए अपने शीर्ष संकाय को समर्पित करेंगे कि फ्रैंक आगामी स्नातक प्रवेश परीक्षा में अच्छे अंक लेकर आए।

जोसेफ को पता है कि उसका भाई पहले भी प्रवेश परीक्षाओं में बार-बार असफल हुआ है और विशेष फोकस से उसे काफी मदद मिलेगी। इसके अलावा, जोसेफ स्वयं एक ऋण के अधीन था, जिसे वह अभी भी अपने वेतन से छोटी किस्तों में चुका रहा था। हाल ही में शादी हुई और एक गरीब परिवार से आने के कारण, जोसेफ हमेशा अपने भाई की शिक्षा के वित्तपोषण के बारे में चिंतित रहता है।

- a) मामले के अध्ययन में विभिन्न नैतिक चिंताओं की पहचान करें।
b) आप जोसेफ के मित्र हैं। जोसेफ सलाह के लिए आपके पास आता है। आप जोसेफ को क्या सलाह देंगे (20 अंक, 250 शब्द) और क्यों?

The aforementioned case study reflects the fine balance a public servant needs to have in performance of his duties.



(My vision) → Performance of duty is observance of morality

(a) Ethical concerns :-

(i) Public v. Private interest :-

• Promoting Frank's education and accountability of life's loss in conflict.

(ii) Professional integrity v. Personal Benefit

By performing duty honestly. Also realising the struggle of coming from a poor background.

(iii) Short term goals v. Long term goals

ensure Frank's future v. making sure this does not happen again.

(iv) Use of human beings as a means

by such institutes for money, without safety concerns.

(v) Justice, fairness to families involved

and accountability of institute.

v. Reducing personal hardship.

(vi) Compassion and objectivity for students
v. love for brother.

(vii) selfish growth, greed v. selflessness &
dedication to duty.

(b) Advice to Joseph :-

I will advise Joseph to follow his prof.
duty. why?

(i) He holds this favor as a trustee of
society. his obligation is to give back
to society.

(ii) This incident shows a slippery
slope → (eg) various other institutes
are operating in that area - audit
is required.

• If xyz up now - can also happen
in future.

(i) concept of "Homo nureka" i.e., human beings is the sum of all things and values are lost

(ii) Coaching are only focusing on profit maximisation and not ethical welfare of students.

hence, exploitative

• Justice to be ensured.

(v) This will prevent crisis of conscience to Joseph.

(vi) with regards to Franko :-

• He is already not showing aptitude in the area.

• Some careers can be explored

• even if he panes now - no guarantee of the future.

hence, according to Kant's categori
-cal imperative → Joseph should perform
 his duty and not look for short
 term benefits as → means justify
the ends.

Feedback

(For OFFICE use only)

#	①	②
AWIS		
CD & VA		
S & F		
P & R		

Please put tick
marks in the above
table.Here G is Good, A
Average and P is
Poor.

TOTAL MARKS	
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Q.11) Kamal is an Indian Administrative Service (IAS) officer. He has been recently transferred as the Municipal commissioner of the Kartavya Nagar Municipality. Kamal is an honest and no non-sense officer. He has been known for having a tough stance against corruption, lethargy, and indiscipline at the workplace. In his new responsibility as the Municipal commissioner, Kamal finds that the day-to-day functioning of the municipal office is in a very sorry state. The inefficiency and ineffectiveness have brought matters to such a pass that even the basic responsibilities like cleanliness of the city, upkeep of public places, redressal of grievances etc., are not fulfilled. Upon enquiring, Kamal finds that the reason for rampant indiscipline and corruption in the municipal office is primarily a group of errant employees. While they do not work themselves, they also create nuisance in the office, thereby disrupting the work of other sincere employees. Moreover, it also comes to Kamal's knowledge that these employees indulge in corrupt practices by demanding bribes from people for petty tasks. Further, Kamal has noticed that the undisciplined employees come to office late, leave early and also remain absent from work without permission. Kamal gets to know that the ringleader of these employees is a close relative of a local MLA.

In order to improve the working condition of the municipal office, Kamal warns the mischievous employees to mend their troublesome ways or to face strict disciplinary actions. However, Kamal's warning has little effect on the thick-skinned employees, who continue to work in their wayward ways. Finally, Kamal issues a show cause notice to all the troublesome employees for their various acts of indiscipline. As a retaliatory measure, a woman employee amongst these troublemakers' files a complaint of sexual harassment against Kamal with the Women's commission. The commission has asked for Kamal's explanation in this matter. Also, this fabricated matter is publicised in the media to embarrass Kamal further. Moreover, the MLA begins pressuring Kamal to go soft on these employees. Some of the options before Kamal to handle this situation could be as follows:

- i) Give his explanation to the Commission and go soft on the disciplinary action.
- ii) Ignore the commission and proceed firmly with the disciplinary action.
- iii) Brief his higher-ups, seek directions from them and act accordingly—
 - a) Evaluate all the above courses of action and suggest the best course of action, giving your reasons for it.
 - b) What according to you are the reasons behind poor work culture in public offices? Also, recommend measures to improve the same.

(20 marks, 250 words)

कमल एक भारतीय प्रशासनिक सेवा (IAS) अधिकारी हैं। उन्हें हाल ही में कार्तव्य नगर नगर पालिका के नगर आयुक्त के रूप में स्थानांतरित किया गया है। कमल एक ईमानदार और विवेकशील अधिकारी हैं। उन्हें कार्यस्थल पर भ्रष्टाचार, अकर्मण्यता और अनुशासनहीनता के खिलाफ सख्त रुख अपनाने के लिए जाना जाता है। नगर आयुक्त के रूप में अपनी नई जिम्मेदारी में, कमल ने पाया कि नगरपालिका कार्यालय का दिन-प्रतिदिन का कामकाज बहुत ही दयनीय स्थिति में है। अक्षमता और अप्रभावीता ने मामलों को इस हद तक पहुंचा दिया है कि शहर की सफाई, सार्वजनिक स्थानों के रखरखाव, शिकायतों के निवारण आदि जैसी बुनियादी जिम्मेदारियों को भी पूरा नहीं किया जाता है। पूछताछ करने पर, कमल ने पाया कि नगर निगम कार्यालय में व्याप्त अनुशासनहीनता और भ्रष्टाचार का कारण मुख्य रूप से पथभ्रष्ट कर्मचारियों का एक समूह है। जबकि वे खुद काम नहीं करते हैं, वे कार्यालय में भी उपद्रव पैदा करते हैं, जिससे अन्य ईमानदार कर्मचारियों के काम में बाधा आती है। इसके अलावा, कमल के संज्ञान में यह भी आता है कि ये कर्मचारी छोटे-मोटे कामों के लिए लोगों से रिश्वत मांगकर भ्रष्टाचार में लिप्त हैं। इसके अलावा, कमल ने देखा कि अनुशासनहीन कर्मचारी कार्यालय में देर से आते हैं और जल्दी निकल जाते हैं और बिना अनुमति के काम से अनुपस्थित भी रहते हैं। कमल को पता चलता है कि इन कर्मचारियों का सरगना एक स्थानीय विधायक का करीबी रिश्तेदार है।

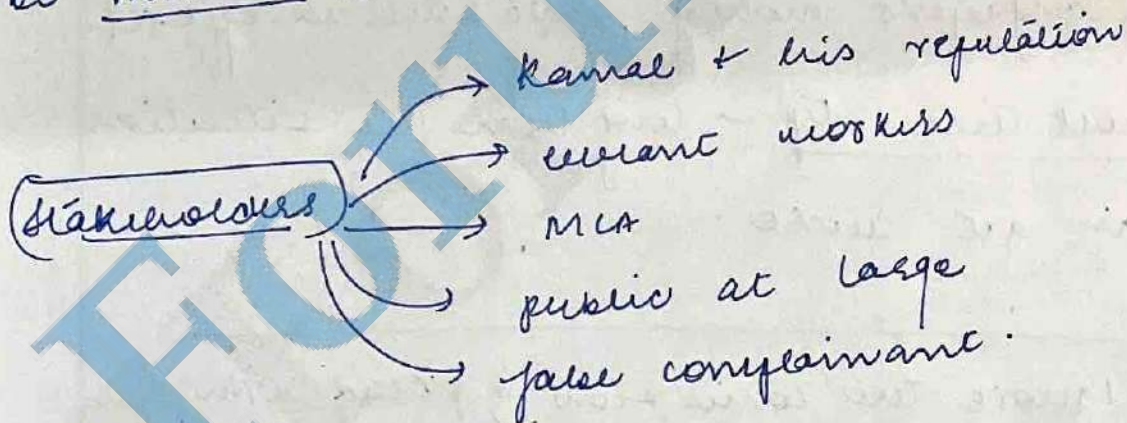
कमल ने नगर निगम कार्यालय की कार्य स्थिति में सुधार लाने के लिए पथभ्रष्ट कर्मचारियों को अनुशासनहीन व्यवहार को सुधारने या सख्त अनुशासनात्मक कार्रवाई करने की चेतावनी दी है। हालांकि, कमल की चेतावनी का मोटे चमड़ी वाले कर्मचारियों पर बहुत कम प्रभाव पड़ता है, जो अपने तरीके से काम करना जारी रखते हैं। अंत में, कमल सभी पथभ्रष्ट कर्मचारियों को उनके अनुशासनहीनता के विभिन्न कृत्यों के लिए कारण बताओ



नोटिस जारी करता है। जवाबी कार्रवाई के तौर पर इन उपद्रवियों में से एक महिला कर्मचारी कमल के खिलाफ महिला आयोग में यौन उत्पीड़न की शिकायत दर्ज कराती है। आयोग ने इस मामले में कमल से स्पष्टीकरण मांगा है। साथ ही कमल को अधिक बदनाम करने के लिए इस मनगढ़ंत मामले को मीडिया में प्रचारित किया जाता है। साथ ही विधायक कमल पर इन कर्मचारियों पर नरमी बरतने का दबाव बनाने लगते हैं। कमल के सामने इस स्थिति को संभालने के लिए कुछ विकल्प इस प्रकार हो सकते हैं :

- i) आयोग को अपना स्पष्टीकरण दें और अनुशासनात्मक कार्रवाई पर नरम हो जाएं।
 - ii) आयोग की उपेक्षा करें और अनुशासनात्मक कार्रवाई के साथ दृढ़ता से आगे बढ़ें।
 - iii) अपने उच्च अधिकारियों को सूचित करें, उनसे निर्देश प्राप्त करें और तदनुसार कार्य करें।
- a) कार्यवाही के उपरोक्त सभी प्रारूपों का मूल्यांकन करें और इसके लिए अपने कारण बताते हुए कार्यवाही का सबसे अच्छा विकल्प सुझाएं।
- b) आपके अनुसार सार्वजनिक कार्यालयों में खराब कार्य संस्कृति के क्या कारण हैं? साथ ही इसमें सुधार के (20 अंक, 250 शब्द) उपाय सुझाएं।

The aforementioned case study reflects the effects of a poor work culture and how laws meant for upliftment can be misused to create pressure.



② Give explanation + go soft

Benefit :- 1) The complaint can be withdrawn his image will be saved.

- (ii) The work will go on as it is → nobody is losing.

Drawbacks

- (i) against personal integrity
- (ii) against fairness → no action against
fair complaint.
- (iii) cognitive dissonance → gave into pressure
despite being no nonsense officers.
- (iv) public at large will suffer → misuse
of taxpayer's money, no services offered.
- (v) short term step → long term the situation
can get worse.

(II) Ignore the commission & proceed with action

Benefits :- (i) No heed to frivolous complaints

(ii) maintains his principled stand

(iii) disciplinary action may create deterrence

and effective public service delivery.

- (ii) shows courage of conviction.
- (i) According to Kant's imperative - duty to be done for duty's sake.

Drawbacks

- (i) Kamal's reputation is atline.
- (ii) Ignorance of processes of law.
- (iii) may lose his job due to complaint
→ no use of disciplinary action then.
- (iv) Brief his higher-ups & seek disaction.

<u>Benefit</u>	<u>Drawback</u>
(i) <u>Inform the organi-</u> <u>-ation</u>	(i) may ask to <u>stand</u> <u>-back</u>
(ii) <u>Provide support</u>	(ii) may <u>remove</u> from <u>post</u>
(iii) can gain <u>fresh</u> <u>perspective</u> .	(iii) may be <u>hand in</u> <u>glove</u> with <u>NCA</u>

① Kamal should :-

think strategically and deal effectively

② Inform seniors about situation, ask
for guidance
→ garner support from organisation

③ Reply to commission - let law take its
course - he has not done wrong.

④ If pressure too high can withstand
proceedings in the meantime

⑤ Deal with the false case, then
take up proceedings - not all at
once but one at a time.

In this manner short term goals of
getting out of case and long term
goals of dealing with proceedings is
fulfilled.

(h) Reasons behind poor work culture.

- Lack of disciplinary action
- Chalta hai attitude
- No reward / incentive for good perform-
-ance but vice versa.
- Asymmetric power by such officers —
no social stigma, poor public audie-
- Lack of upgradation to ensure transparen-
-ancy.
- Poor implementation of law → preventi-
-on of corruption act.

What can be done?

① 360° feedback (and all) → Review
also from stakeholders.

② Digitalisation — RTI records
Biometric attendance.

③ Frequent transfers to prevent nexus

④ Strict law enforcement to create
deterrence.

Feedback

(For OFFICE use)

#	⊙	Ⓐ
AWIS		
CD & VA		
S & F		
P & R		
Please put tick marks in the above table.		
Here G is Good, A Average and P is Poor.		
TOTAL MARKS		

Q.12) You are the managing director of an upcoming advertising company which has made a name for itself in the market in a very short time. Varun is a star employee of your company, who has consistently given good performance. Some of the most popular advertisements of the company, in recent times, have been an outcome of Varun's creative ideas. Since his joining, Varun has helped in almost doubling the revenues of the company, by bringing new clients and improving the brand equity of the company. You place high value in Varun's professional competence and are in the process of giving him a bigger responsibility in the company.

However, you have been hearing rumours from various sections about the attitude of Varun towards his female colleagues. It has come to your notice that Varun is habitual of passing loose and lewd comments on the female employees of the company. Furthermore, Varun regularly sends indecent messages on phone to all the employees, including female workers. One day, Geetanjali, an employee working in Varun's team comes to you visibly disturbed. She complains to you about the repeated misbehaviour of Varun towards her. She informs you that Varun has on many occasions made undesirable physical advances towards her. She also tells that last evening before her shift was about to end, Varun called her in his cabin and tried to touch her inappropriately. She requests you to conduct an enquiry by the internal complaints committee (formed under POSH Act). She also tells you that in case appropriate action is not taken against Varun, she will be forced to resign from her position. You personally know Geetanjali as a dedicated and honest employee of the company. You are aware that she is the sole breadwinner of her family and has to support her teen-age brother and ailing mother. You also understand that unless the situation was really serious, Geetanjali would not have thought of resignation. On the other hand, an enquiry against Varun may affect the financial growth of the company. Also, you know that if Varun is fired for his actions, many big clients may leave the company.

- What are the ethical issues involved in this case study?
- Evaluate the different options available to you. In this situation, which option will you adopt and why?
- What steps will you take to ensure a safer workplace for women in your company?

(20 marks, 250 words)

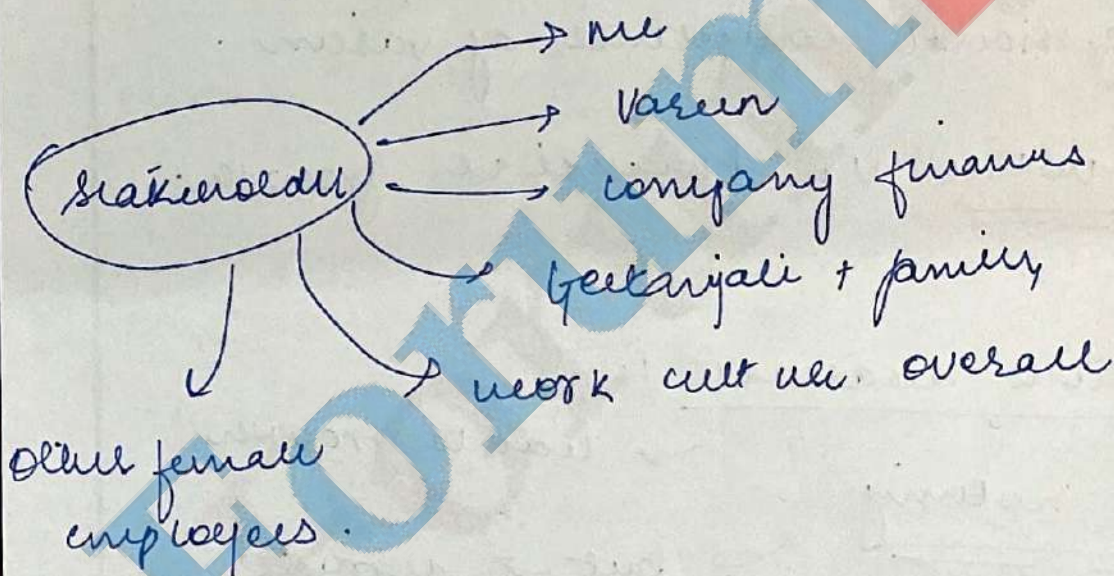
आप एक आने वाली विज्ञापन कंपनी के प्रबंध निदेशक हैं जिसने बहुत ही कम समय में बाजार में अपना नाम बना लिया है। वरुण आपकी कंपनी के एक स्टार कर्मचारी हैं जिन्होंने लगातार अच्छा प्रदर्शन किया है। कंपनी के कुछ सबसे लोकप्रिय विज्ञापन, हाल के दिनों में, वरुण के रचनात्मक विचारों का परिणाम रहे हैं। अपने शामिल होने के बाद से, वरुण ने नए ग्राहकों को लाकर और कंपनी की ब्रांड इक्विटी में सुधार करके कंपनी के राजस्व को लगभग दोगुना करने में मदद की है। आप वरुण की पेशेवर क्षमता में उच्च मूल्य रखते हैं और कंपनी में उन्हें एक बड़ी जिम्मेदारी देने की प्रक्रिया में हैं।

हालाँकि, आप विभिन्न वर्गों से वरुण के अपनी महिला सहयोगियों के प्रति रवैये के बारे में अफवाहें सुनते रहे हैं। आपके संज्ञान में आया है कि वरुण को कंपनी की महिला कर्मचारियों पर अमद्र और भद्दे कमेंट करने की आदत है। इसके अलावा, वरुण नियमित रूप से महिला कर्मचारियों सहित सभी कर्मचारियों को फोन पर अमद्र संदेश भेजता है। एक दिन, वरुण की टीम में काम करने वाली एक कर्मचारी गीतांजलि आपके पास आती है, जाहिर तौर पर परेशान दिखाई देती है। वह आपसे बार-बार वरुण के प्रति दुर्व्यवहार की शिकायत करती है। वह आपको बताती है कि वरुण ने कई मौकों पर उसके प्रति अवांछित शारीरिक 'गोषण' करने की कोशिश की है। वह यह भी बताती है कि कल शाम उसकी शिफ्ट खत्म होने वाली थी, वरुण ने उसे अपने केबिन में बुलाया और उसे गलत तरीके से छूने की कोशिश की। वह आपसे आंतरिक शिकायत समिति (POSH अधिनियम के तहत गठित) द्वारा जांच कराने का अनुरोध करती है। वह आपको यह भी बताती है कि अगर वरुण के खिलाफ उचित कार्रवाई नहीं की गई, तो उसे अपने पद से इस्तीफा देने के लिए मजबूर किया जाएगा। आप व्यक्तिगत रूप से गीतांजलि को कंपनी के एक समर्पित और ईमानदार कर्मचारी के रूप में जानते हैं। आप जानते हैं कि वह अपने परिवार की एकमात्र कमाने वाली है और उसे अपने किशोर भाई और बीमार मां का समर्थन करना है। आप यह भी समझते हैं कि जब तक स्थिति वास्तव में गंभीर नहीं होती, गीतांजलि ने इस्तीफे

के बारे में नहीं सोचा होता। दूसरी ओर, वरुण के खिलाफ जांच कंपनी की वित्तीय वृद्धि को प्रभावित कर सकती है। साथ ही, आप जानते हैं कि अगर वरुण को उनके कार्यों के लिए निकाल दिया जाता है, तो कई बड़े ग्राहक कंपनी छोड़ सकते हैं।

- a) इस केस अध्ययन में कौन से नैतिक मुद्दे शामिल हैं?
 b) आपके पास उपलब्ध विभिन्न विकल्पों का मूल्यांकन करें। ऐसी स्थिति में आप कौन सा विकल्प अपनाएंगे और क्यों?
 c) आपकी कंपनी में महिलाओं के लिए सुरक्षित कार्यस्थल सुनिश्चित करने के लिए आप क्या कदम उठाएंगे?
 (20 अंक, 250 शब्द)

The aforementioned case study
reflects sexual harassment of women
at workplace.



① Ethical is sus:-

② Varun is a good professional but personal integrity compromised.

- (ii) against my ethics of gender equity, equality
- (iii) whole work culture ruined.
(eg) one fish destroys whole pond.
- (iv) profit maximisation v. welfare of employees..
- (v) comparison towards beetanjali v. professional competence of Varun.
- (vi) Justice v. financial growth.

(b) Options available :

do nothing → lead to growth
→ but → degrade

work culture, against integrity.

(c) Talk to Varun → can bring a change
privately → but legal wrong
has already been committed

- ① constitute committee & deal effectively
- ② I will choose the third option :-
- ① legal wrong has been committed,
law should take its course.
- ② make sure such incidents don't
happen again
- ③ ensure equality and right to
live with dignity.
- ④ improve work culture - create deterrence.
- ⑤ Ignorance of duty under this law
can invite action against metro.
- ⑥ Effective grievance redressal
mechanism.

u) Proper action in this case.

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