

Time Allowed : Three Hours
समय : तीन घंटे**ForumIAS**Maximum Marks : 250
अधिकतम अंक : 250**GENERAL STUDIES / सामान्य अध्ययन**

Name Of Candidate परीक्षार्थी का नाम	MOHAN LAL		
Roll No./अनुक्रमांक	191013/287	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	ONLINE	Date/दिनांक	3/8/2023

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. 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।	
1			2. 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।	
2			3. 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।	
3			4. 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 प्रदेश 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।	
4			5. 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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Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Examiners Discretion is the marks awarded at the discretion of the examiners 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, एनोटाईट, 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।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤
				Evaluation Date/ मूल्यांकन तिथि :

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

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 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 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 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, 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 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 subjective components of assessment.

Section - A

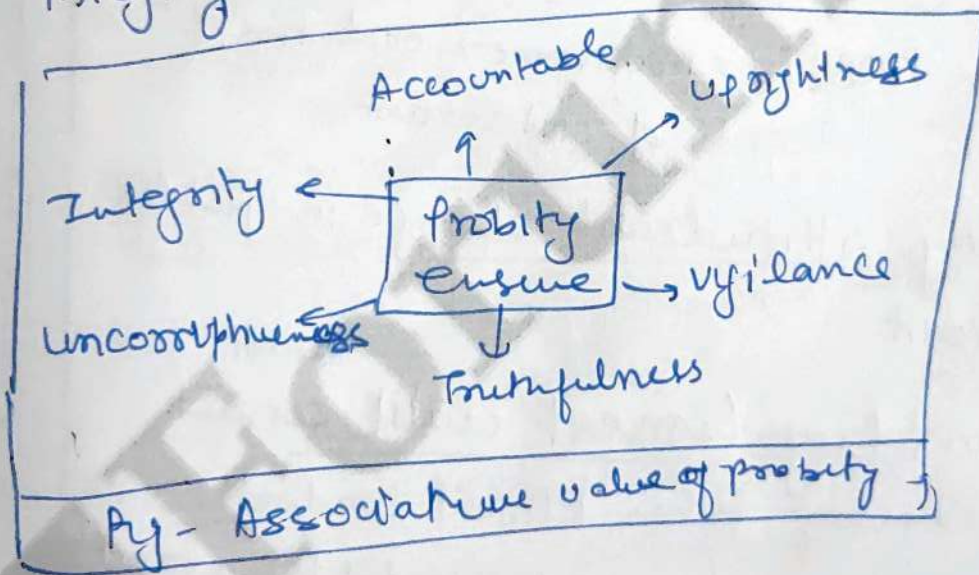
Q.1) a) Where the roots of private virtue are diseased, the fruit of public probity cannot but be corrupt. What do you understand by probity? Discuss ways of inculcating probity in public life.

(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 means having strong ethical principle in the process of governance. It has much broader connotation than integrity in one's professional life.



ways of inculcating probity

- ① Code of ethics for public servant - 2nd Acc
- ② Protection of honest civil servants
↳ of Satyendra Dubey murdered with showing probity in public life

- (3) sensitive training at different point of career
↳ focus on practical learning more than classroom learning
- (4) first posting under civil servant of higher ethical standard
- (5) Transfer & posting of civil servant → independent of political interventions
- (6) Probity as criteria for promotion of civil servant
↳ & PROBITY → programme → evaluation of integrity of civil servant
- (7) Bringing attitudinal change in public servant
- (8) Rewarding honest civil servant for showing higher ethical conduct
↳ Eg IAS MS Laxmi Priya awarded for Project Sampurna in Bongaigaon (Assam)
- (9) Identify high risk area & reduce discretion by designing SOP. for those
Govt initiative like mission Karmyogi, SPARROW and perform and perish are in right direction to inculcate to ensure probity in public life

Feedb
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Please put the marks in the table.	
Here G is Good Average and Poor.	
TOTAL MARKS	

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)

Citizen charter is a type of undertaking given by a organization to its citizen regarding the standard and quality of services, which it delivers

Role of citizen charter in citizen centric governance

- (1) makes the citizen aware about services of govt
- (2) makes the organization more transparent and accountable towards citizen
↳ Ex → municipality services, online like Birth/death certificate
- (3) grievance redressal of citizen
↳ ensures citizen participation in governance
- (4) enhance quality of service delivery
↳ Ex Jan seva Kendra in Ahmedabad
- (5) Ensure attitudinal change in public servant
↳ delivers services on time

However, citizen charter has termed as technical jargon by 2nd ARC as no proper mechanism has been followed to implement it properly.

Measure to make citizen charter more effective

- ① making it more consultative
 - ↳ role of civil society & citizens
- ② making it available in local languages
- ③ Inclusive design
 - ↳ also cater old age, 3rd gender:
- ④ Need to make it more dynamic
 - ↳ 2nd ARC → only 6% have committed to make it more dynamic
- ⑤ grievance redressal need to be ensured
- ⑥ flexibility in designing according to need of organization

Citizen charter is necessary, but not an end in itself. Public servant need to change their attitude and behaviour to make them more accountable towards citizen

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Q.2) a) Differentiate between the following:

(10 marks, 150 words)

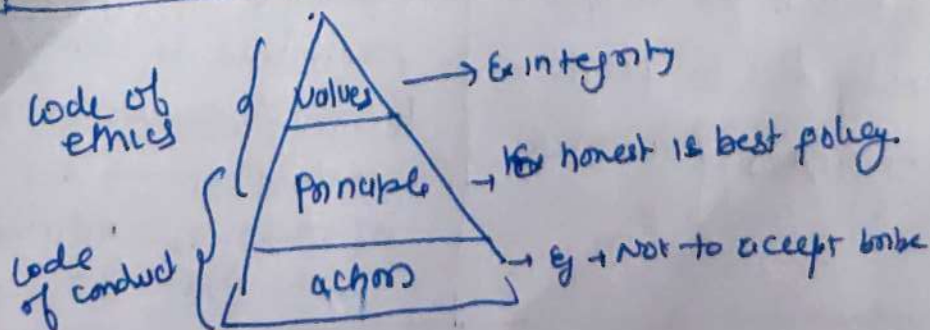
- (i) code of conduct and code of ethics
- (ii) Accountability and responsibility

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

(10 अंक, 150 शब्द)

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

	Code of conduct	Code of ethics
Definition	Set of rules which guide/regulate conduct of public servant	→ set of values which are expected out of public servant
Punishment	Its violation may result in punishment ↳ Ex taking bribe → punishment	→ not result in punishment
scope	→ clearly define & written. Ex. CCS rules 1964, All India Service conduct rules 1968.	→ recommended by 2 nd ARC, but still not implemented & defined.
function	→ Set of rules which guides action ↳ Ex declaring property annually	→ set of principles governing ethical decision making ↳ Ex how to avoid conflict of interest



Accountability

- ① → Answerability of a person for the performance of a task assigned to him/her.
- ② → External to the person
- ③ → ~~of~~ letter side of law
- ④ → Specifically mentioned for public servant
↳ Ex accountable for their decision → Public servant
- ⑤ → formal in nature
- ⑥ → Ex NHA I. holding officer accountable for accident on highway due to poor road engineering works

Responsibility

- Inner commitment coming from within to perform duty for power exercised or position held by them.
- Internal to the person
- Spirit side of law
- Expected from public servant
↳ Ex public servant to act in public interest
- Informal in nature
- Ex IAS Titender dudi launching learning improvement programme to bridge learning loss during corona in children → act of responsible attitude

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)

Leader is the one that see long term vision and perspective about his/her organization.

Leader	Manager
① Long term thinking	→ short term thinking
② broader objective	→ narrow objective
③ holistic development of organization	→ focus mainly on profit motive
④ care about the well being of team along with goal completion	→ care about goal completion only
⑤ Compassionate attitude towards all the stakeholders	→ Outcome oriented only
⑥ Ex - Narayam murthy transformation leader known for compassionate capitalism	→ Eg - All mid-level management in organization

Leadership as foundational value

- ① large domain area of civil servant
 - ↳ PM → handles entire district
 - ↳ senior civil servant → handle entire ministry
- ② well being of all the stakeholders
 - ↳ citizen, employees, govt
- ③ to motivate its sub-ordinates
 - ↳ e.g. Sahish dhawan took credit of failure on himself, credit of success to its juniors
- ④ To deal with situation of crisis
 - ↳ e.g. handling train incidence like odisha case require leadership skills
- ⑤ Dedication towards public service
 - ↳ e.g. IAS Ms Laxmi Prya's initiative Prission sampurna in boyargaon (Assam)
- ⑥ To handle & work under extreme pressure
 - ↳ e.g. IPS Sanyukta Parashar work in Bodo military area

Thus, a leader decide the fate of his workplace.

Praya sukhe, sulcham Rya → should be vision of every leader

Feedb	
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Please put the marks in the table.	
Here G is Good Average and Poor.	
TOTAL MARKS	

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)

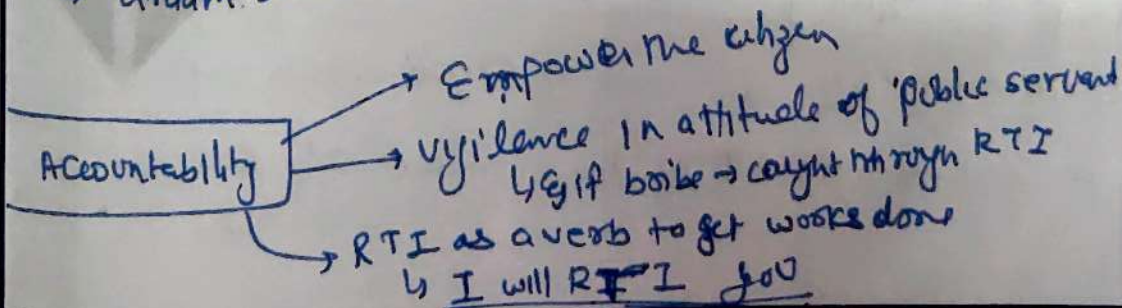
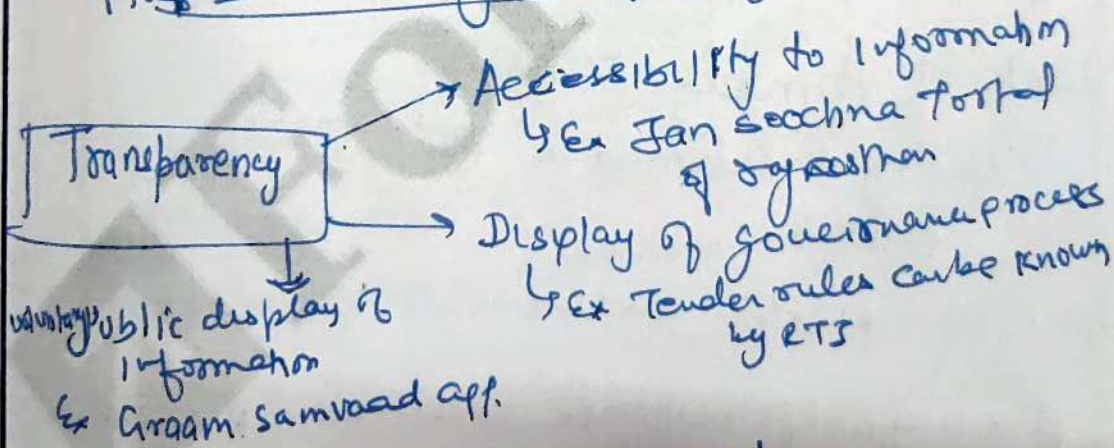
सूचना का अधिकार अधिनियम, 2005 का उद्देश्य शासन प्रक्रिया को पारदर्शी और जवाबदेह बनाना है, हालांकि, यह व्यापक (Sunshine) कानून कई चुनौतियों से घिरा हुआ है। विश्लेषण कीजिए।

(10 अंक, 150 शब्द)

RTI marks the beginning of light
and end of darkness — 2nd ARC

RTI has brought necessary changes
in the process of governance. It truly
uphold the idea of democratic value. That
citizen should have access to information, so
that they can have control over government.

RTI ensuring transparency and accountability



However, all that glitters is not gold. RTI to suffer with several challenges

- ① Vested interest in RTI filing
 - ↳ Gov. RTI + private interest, 20% + public interest
- ② Harassment of RTI activist and as well as of public servant.
- ③ Issues with Public Information officers ^{and ARD}
 - ↳ Subordinate office, so problem in sharing info related to senior
 - ↳ No ownership of info, so need to take permission everywhere
 - ↳ Lack of required training
- ④ Lack of timely reply
 - ↳ 30 day mentioned in Act, rarely follows
- ⑤ Lack of public awareness regarding RTI

Therefore timely response, protection of RTI activist, empowering PIO are some of steps which must be taken to RTI law more effective.

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Please mark as table.
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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)

Recently states like Uttarakhand and Gujarat have set up committees to examine the scope of implementing UCC in their respective states.

UCC seems to be highly sensitive matter and it has various challenges to deal with its implementation.

Challenges in UCC

- ① Bringing all religions at one plate
↳ Issues due to difference in religious belief
- ② Seen as an attack of majority over minority
↳ Ex minority like muslim, sikh, Jainism, Hindu sense of insecurity
- ③ Conflict with different moral belief
↳ difference in marriage:
 - ↳ polygamy allowed in muslims
 - ↳ Hindus polygamy not allowed

- ④ Preservation of local tribal values
↳ Ex. Matrilineal nature of society in Garo, Khasi tribes
- ⑤ Impact on directive of govt
↳ Ex. - After hijab ban, many girls stopped going schools/colleges
- ⑥ Difficult to deal with different. existing personal law
↳ Ex. Hindu Code Bill, Muslim personal laws

Influence of moral/religious principle on UCC

- Although, most religious principle are moral in nature. But issues like triple talaq, property inheritance for women need some improvement.
 - Similarly, law should ultimately in line with moral/religious value. But in case of conflict, rationality and critical thinking should be given priority.
 - Ex. Triple talaq banned, hijab ban verdict shows human dignity must be protected at all cost despite various religious values.
- However, essential religious practice and values should be respected and according goal of UCC as dreamt by our constitution makers, should be realised.

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Please put marks in the table.	
Here G is Ge Average and Poor.	
TOTAL MARKS	

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 पर चर्चा कीजिए। क्या आपको लगता है कि नैतिक कठोरता सुशासन में बाधा बन सकती है?
(10 अंक, 150 शब्द)

Ans

Broad moral sense guide a person in his/her decision making which ensure efficiency and effectiveness in administration.

Willpower to stay consistent in one's moral values gives confidence to effectively discharge his duties.

Significance of morality in efficiency & effectiveness

- ① designing policy to increase efficient
↳ Direct benefit transfer (DBT) saved 1.70 lakh crore rupees
- ② morality helps in effectively discharge duties
↳ Ex Not designing a women benefit of govt scheme just because don't have Aadhar
- ③ willpower to handle political pressure
↳ Ex handling violent protest under high pressure
- ④ morality ensuring source motto
↳ Philosophy of Seva Paramo dharmo

Moral rigidity as a hindrance to good governance

- ① Rigidity in following traditional values
 - ↳ Ex someone who believes in caste preservation might not ensure equitable society
- ② Rigid attitude - Ivory tower bureaucracy
 - ↳ lack of public trust & consensus
- ③ Issue of bureaucratic pathology → rigidity in rules/regulations
 - ↳ lacks compassionate attitude towards vulnerable
- ④ Issues in implementing new decisions
 - ↳ Ex official not accepting self-certified documents

However, 'moral rigidity can sometime lead to effective implementation and ensure good governance

- ① dealing with cases of bribe
 - ↳ A morally rigid person will never accept bribe
 - ② Accountability towards public
 - ↳ Ex completing task on time
 - ③ Rigidity in following transparency in administration
- Hence, A moral person will help in ensuring good governance which will be pro-active and pro-people.

Feedback

(For OFFICE use)

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

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)

Ans

Policies and practices designed to implement effective governance requires ethical considerations in order to make them more aligned with all the stakeholders.

Advantageous and disadvantageous aspect of policies

Advantages	Disadvantages
<ul style="list-style-type: none"> ① ensure effective governance ② reduces administrative governance ③ uphold foundation values for civil servant ④ guide ethical decision making ⑤ ensure good quality of public service delivery 	<ul style="list-style-type: none"> ① make <u>bureaucrathological</u> character ② Not focus on attitudinal change, rather institutional change, which is not long lasting ③ misutilisation of power & law Ex - 80% RTI for personal interest ④ followed in letter side of law, not in spirit

Ethical consideration for design of policies

- ① Policies are made assuming humans have positive conduct
 - ↳ Expectation → RTI will be used for public interest
 - ↳ Result → only 20% used for public interest
- ② Ensuring continuous monitoring of policies
 - ↳ Social Audit rarely conducted, just on paper
- ③ provides scope for nexus between politicians & public servant
 - ↳ Govt permission refused to take action against joint secretary and above level officer
- ④ misuse of administrative discretion
 - ↳ eg APSPA soldier killing locals without any valid reason
- ⑤ Privacy issues
 - ↳ eg transparency in sharing and/or information cause privacy issues

Thus, ethical consideration should be given necessary attention in designing policies in order to make them more effective and building a 21st century new India.

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.

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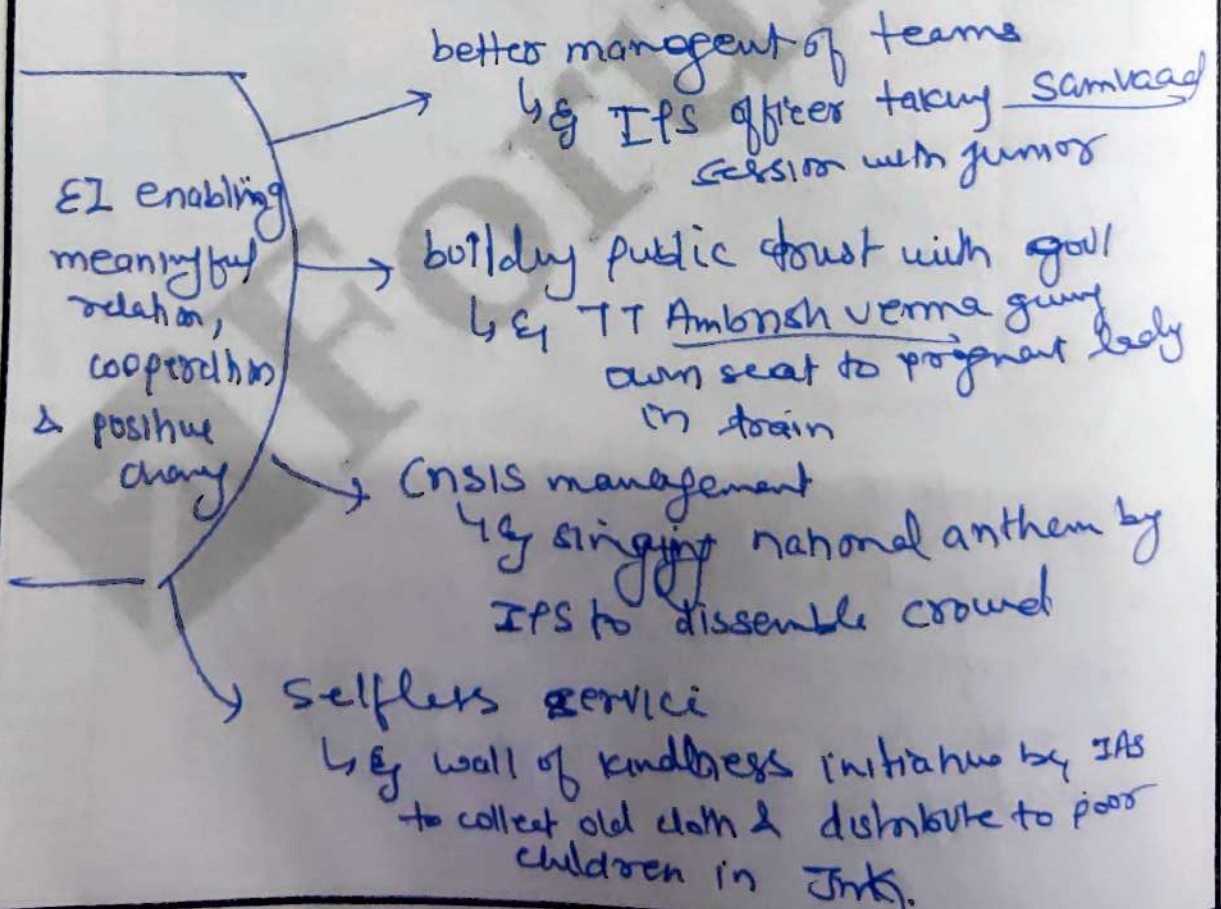
Q.5) a) Civil servants who embody emotional intelligence exhibit a profound understanding of the human aspect of governance, enabling them to cultivate meaningful relationships, foster cooperation, and drive positive change. Examine ways in which Emotional Intelligence can be inculcated in civil servants.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

Ans

Success at workplace depend 80% on emotional quotient (EQ), 20% on intelligent quotient (IQ). - Daniel Goleman.

Emotional Intelligence (EI) helps civil servant to effectively manage its own emotions as well as other emotion for a desired behaviour.



Inculcation of Emotional Intelligence

- ① Bringing code of ethics for civil servant ^{2nd} ~~and~~ _{ABC}
- ② Training of civil servant include brain forming sessions
- ③ doing meditation and yoga regularly
- ④ Visit to trauma centres, old age homes to understand emotions
- ⑤ Developing wider understanding about Culture, diversity
- ⑥ Gaining knowledge through books of varied understand.
- ⑦ Awarding officer showing good EI.
- ⑧ Psychological counselling of civil servant, if required
- ⑨ First posting of civil servant under ~~officers~~ of good EI

Therefore, civil servant should develop attitude of Shikha prajnya (steady wisdom) as mentioned in gita to become EI person.

Feedback

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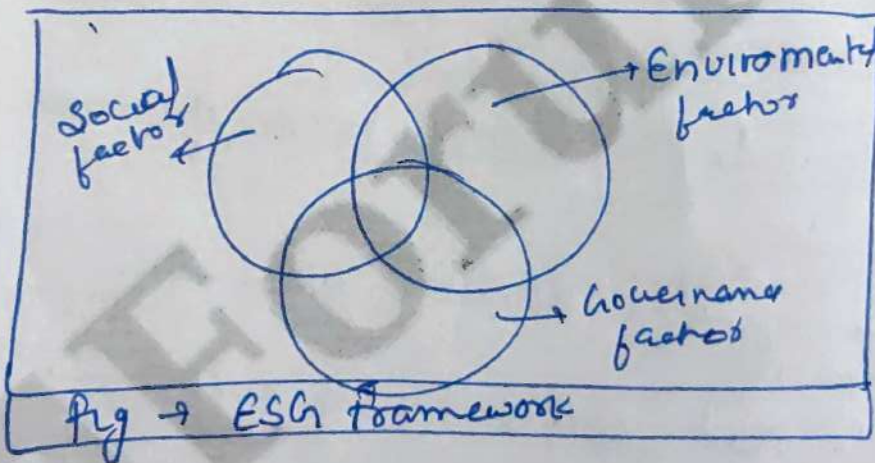
TOTAL MARKS

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)

Ans

Continuous environmental challenges like climate change and global warming have made us think about reform in corporate governance strategies. ESG is one such innovation in this direction.



Challenges posed by corporate sector

- dependency on coal. e.g. companies like NTPC - completely dependent on coal
- problem of e-waste → difficult to handle
- unhygienic food like Pepsi & chips
- high energy consumption in bitcoin mining

Advantages of ESG frameworks

- ① ensure ethical working of corporate sector
↳ caring about all three ESG factor ensure responsible attitude
- ② set a metric for evaluation of corporate working
- ③ ensure wholistic responsibilities of corporate sector
- ④ uphold principle of accountability towards its customer
↳ eg. polluter pays principle ensure waste to be disposed off by companies
- ⑤ Improve governance process of companies
↳ Enhance good working culture

However, ESG governance has 11 issues.

- ① Manipulation of information
↳ eg. Greenwashing → wrongly depicting environ-mental friendly work
- ② Ineffective implementation of frameworks
↳ Restricted to few by corporate
- ③ mainly remained on paper, not implemented

Thus, ESG is still in initial phase to see it for reaching outcome. But, it is aligned with Gandhi ji idea of commerce without morality as 'Giri'.

Feedback

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

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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)

Ans

Wisdom is regarded as one of the four important virtue in virtue ethics.

One should be honest in his attitude. In order to get wisdom because true wisdom is in knowing that you know nothing → as said by Socrates.

Honesty as first chapter of wisdom

① wisdom requires honesty in accepting one's mistakes

↳ Acceptance of failure can lead to wisdom

② Inner Satisfaction in wisdom

↳ Municipal Commissioner G.R. Khairnar continued his work of illegal demolition in BMC even after his suspension

- ③ path of wisdom require honesty
↳ Buddha's got wisdom only after honestly accepting cause of suffering
- ④ Truthfulness role in wisdom
↳ Satyameva Jayate → Truth always triumphs
ensures wisdom
- ⑤ honesty in knowing deficiency to get more knowledge
↳ Hunger of wisdom

However, apart from honesty, values like courage, justice, integrity - is also essential to get wisdom

- i.e. IAS divya Shekhi Naypal action against sand mafia despite pressure show courage ...

Therefore one must have honesty and integrity to embark on a path to get wisdom

Feedback

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

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)

Ans

The given lines of Abraham Lincoln highlight the importance of conscience in our life. One should be aware about its action and its consequences to lead a good life.

When I do good, I feel good

- ① motivate us to do good
↳ e.g. Service motive → Mother Teresa dedicated whole life for leprosy patient
- ② Brings compassionate attitude toward vulnerable
↳ e.g. helping a poor child to get admission under RTE
- ③ Upholding integrity in life
↳ e.g. Professor Lallankumar gave back 33 months salary as no student came in his class during corona.

When I do bad, I feel bad

- ① "Bura dekhane mein chalya, bura namilya koy, Jo dil Khoja apna, mayhse bura na koi". - Kabir
↳ About doing highlight awareness about outself and critical analysis of our own life.
- ② Realization about mistakes leads to good conduct in future
↳ Reformatist attitude than retributive attitude
- ③ Honesty is accepting bad actions
↳ eg paying fine for violating traffic rules → remind us in future

Thus, if we are aware about our actions, it automatically lead to ethical conduct. Every human being should have this quality and this should be definition of true Dharma.
Focus should be on building good conscience by having rational and critical thinking.

Feedback
(For OFFICE use)

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

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)

Ans

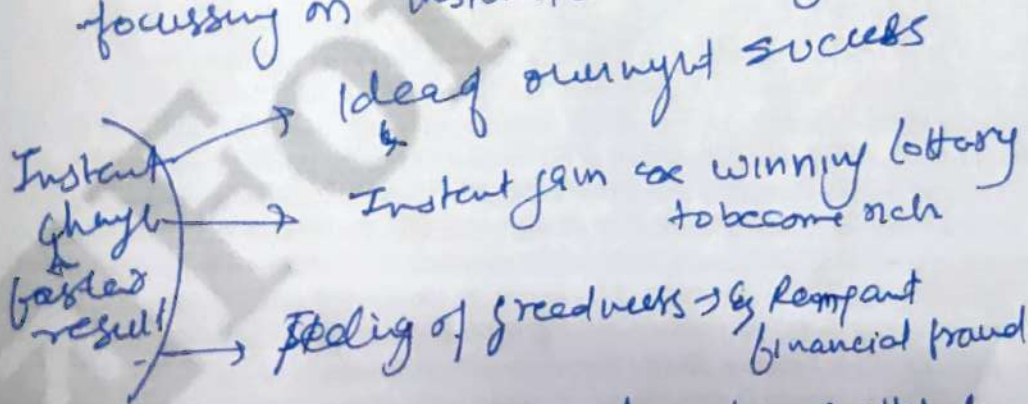
Change is the only constant in one's life.
This change happens at its own pace, and
consistency in making effort to bring positive
difference also occur one step at a time.

Real change → one step at a time

- ① making small efforts counts
by. Effective implementation of Montreal
protocol from 4 decades → brings positive
outcome in ozone layer depletion
- ② consistency in effort matter
by. Gandhi's continued struggle to get
independence resulted in freedom
- ③ effective goal setting to make change
by. India's goal of becoming developed
country in next 25 yrs → shows side of
small step

- ④ Smaller & steady wins the race
 by India's strategy of dealing with covid → slowly opening. lockdown shows the role of steady approach
- ⑤ Continuous strive for better result in heavy journey of ISRO from small agency to one of the pioneer in space world
- ⑥ Endoring change takes time
 by Constitution makes took almost 3 years to prepare constitution, but it still ~~slow~~ carries reluctance unlike other countries

However, in this materialistic world, people focussing on instantaneous change.



As the dhoti barely reflect slow change attitude
 "Dheere dheere Rahmana, dheere sab kuch hoje
 mali stabe so gadha, keetu aaye fal hoje"

Feedback

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

TOTAL MARKS

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)

Ans

Recent incidence of land subsidence in Jashimatta have shook one entire country.. The case highlight the ethical issue of continuously economic development on the verge of environmental sustainability

(a) Conflicting interest involved

- ① Tribal's attachment to place vs environmental sustainability of the place
- ② Tribal's religious belief vs personal safety
- ③ Economic growth vs environmental sustainability
- ④ National security vs Nature's significance
- ⑤ P.B.C interest with locals vs govt's developmental plans
- ⑥ National security vs energy security
- ⑦ Tribal religious belief vs scientific report finding

⑥ Convincing the people

- ① Firstly, try to talk to the members of PBC and other senior educated members in the community, along with religious leaders and convince them about the evaluation of the area.
- ② Highlight the issue in the meeting along with all necessary facts and evidence for urgency to evacuate area.
- ③ Also, publishing warning message in the local newspaper regarding the urgency.
- ④ Along with these, arranging temporary shelter for locals to shift to new place.
- ⑤ Transport arrangement for luggage and animals required by local.

- ⑥ Requesting the state govt to give some initial compensations to convince them early
- ⑦ Providing better shelter homes, those who shift early, so that it encourages other habiters.
- ⑧ mapping of homes, which are badly damaged and ensuring these families shift as early as possible to shelter homes
- ⑨ Give assurance to local that all developmental project will be stopped currently.
- ⑩ monitoring evaluation plans with allocation of responsibility to junior officers

- ① Preparation to avoid future disaster
 - ① Conducting a detailed study of the region & deciding the level of preparation accordingly
 - ② All developmental project need to stopped immediately.. and environmental impact assessment of future project to be conducted throughly
 - ③ Locals should be trained to first hand dealing the disaster; in case of emergency.
 - ④ Identify the risk prone area, monitor the area with high tech sensor.
 - ⑤ Human habitation to be avoided as far as possible
 - ⑥ Regular monitoring of the area by installing early warning signal.
- Disaster management is one of the important work of civil servant. Thus he should be crisis manager to deal with the situation

Feedback
(For OFFICE use)

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

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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.

- Under the given circumstances, what measures should Anjali recommend to handle the above crisis.
- 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 चलती 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 अनसुना कर दिया गया, और सरकार द्वारा खतरे को रोकने के लिए कोई ठोस कार्रवाई नहीं की गई।

जैसा कि भाग्य 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 अंतरराष्ट्रीय 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।

- दी गई परिस्थितियों में अंजलि को उपरोक्त संकट से निपटने के लिए क्या उपाय सुझाने चाहिए?
- जहरीली शराब के पीड़ितों को मुआवजा न देने के राज्य सरकार के निर्णय का आलोचनात्मक मूल्यांकन कीजिए।

(20 अंक, 250 शब्द)

Liquor ban in various state has become a double sided sword. On the one hand, it helps in peaceful co-existence in the family especially for women and on the other hand, incidences of illegal liquor mafia ~~creates~~ things difficult to handle.

(a) Recommendations of Anjali

- ① First conducting a detail review of situation
 - to know exact source of liquor
 - Review of families of victims
- ② Taking views & details from the district administration and ~~district~~ civil society organization/NGO working in the area
- ③ Assessing the financial burden on state exchequer in compensation

(4) Assessing the financial situation of victims

(5) Since victims were sole bread winners, some sort of state help in various state govt scheme can be done.

(6) Family member can be given priority in skill training programme. Like PM Kaushal UKAS 'Kardos' so that livelihood can be sustained

(7) Illiterate member of victim's family can be given extended wote under MGNREGS

(8) Following are the reason for above benefits

(1) Fault/negligence of district administration to neglect complaint earlier

(2) Every individual has right to live since family suffering without any fault.

(3) Issuing clear cut strict guidelines to district administration to not to occur such incidences again

Q1) Critical evaluation of state govt initiative

Pros

- ① Saving of taxpayer money
- ② clear message to other person who consume spurious liquor
- ③ a) Net positive gain if they leave drinking
- Utilitarianism principle
- ③ Uphold of zero tolerance policy towards illegal activities

Cons

- ① Shows discompassionate attitude of state govt
- ② Philosophy of daandva narayan compromise
(service to poor is service to god)
- ③ loss of reputation in international media
- ④ Depict lack of accountability of govt towards its citizen

Thus, such a strict attitude towards victims shows lack of essential values in state govt. Therefore Buddha's madhyam marj can guide us in reaching appropriate decision

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 है 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 दस्तावेज़ 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 स्रोत 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 case study highlight the ethical issues of upholding professional integrity, political-bureaucrat nexus, policy level corruption, and convention of ministerial responsibility.

(b) & (c)

Options available

① Keeping a veil over the issue

Pros	Cons
<p>① Saving of money in conducting re-examination</p> <p>② possibility of reward in future</p> <p>③ Surety of remaining in same post</p>	<p>① Cons of conscience as Kancha a honest person</p> <p>② Injustice to other sincere student who didn't qualify exam</p> <p>③ possibility of similar cheating in future</p>

② Cancelling whole recruitment process

Pros	Cons
<p>① Uphold professional integrity</p> <p>② highlight of nexus between politicians, civil servant</p> <p>③ Fair treatment for students</p>	<p>① Loss of present post</p> <p>② going against minister → trouble in future</p> <p>③ Affect on all promises made by ruling party</p>

(C) Conduct inquiry and take appropriate actions

Pros	Cons
<p>(1) Inquiry will find out all the culprit involved</p> <p>(2) Action based on facts & evidences</p> <p>(3) Ensure public trust in system</p>	<p>(1) minister's involvement may be exposed</p> <p>(2) Loss to professional career of Kamlesh & his wife</p> <p>(3) chances of transfer - father's health issue affected</p>

(d) I would choose option C because of following reasons

- (1) Conducting inquiry will clearly reveal all the fact and evidences of the case
- (2) As Kamlesh is honest & has good service record, hiding the matter will cause crisis of conscience for him
- (3) Philosophy of Dharmo Rakshati Rakshita → Law protect those who uphold law

- ④ Taking actions as per inquiry report
- ⑤ I will try to convince ministers that, if revealed better, by loss for ruling govt. so better to take action now
- ⑥ Means is more important than end so taking action is "right" than worrying about professional career.
- ⑦ Taking all necessary precautions so that no instances of paper leak in future.

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, आगे 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।

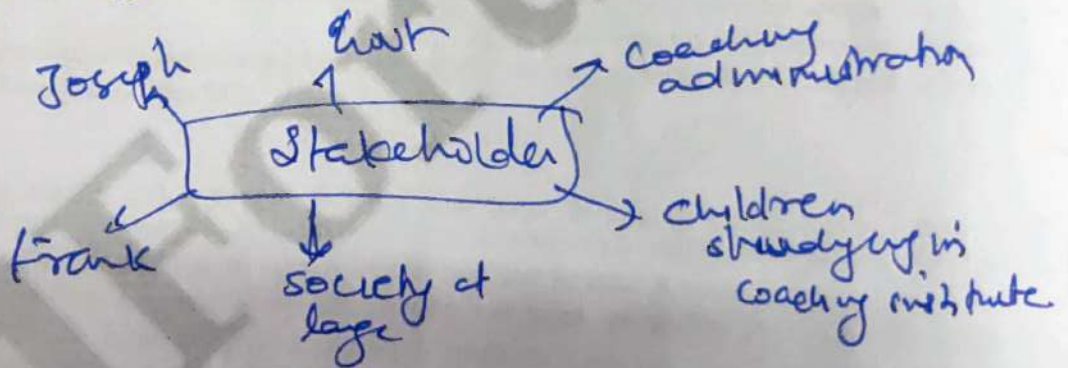
b) आप जोसेफ के मित्र हैं। जोसेफ सलाह के लिए आपके पास आता है। आप जोसेफ को क्या सलाह देंगे और क्यों? (20 अंक, 250 शब्द)

Ans

The case study deals with the recent incidence of fire incident

looked out in one of the coaching institute

This shows the negligence of private organization towards public safety guidelines.



(a) Ethical concern involved

(1) conflict of interest

Professional duty to take actions

Brother in coaching institute

- ② violation of article 21 - Right to life & personal liberty
- ③ faulty implementation of fire safety guidelines
- ④ lack of responsible behaviour toward children
- ⑤ Integrity vs personal gain
 + duty toward action fees will be paid
- ⑥ Act of bribery to public official
- ⑦ Lack of accountable behaviour of private organization
- ⑧ private gain vs professional gain
- ⑨ death of person due to negligence
- ⑩ profession responsibility vs family responsibility
- ⑪ Lack of transparency in the private organization

(5)

Advice to be given to Joseph

- (1) First, irrespective of any favour, try to conduct an Impartial enquiry

Justification → uphold impartiality in decision making as mentioned in conduct rules

- (2) Ask coaching to give scholarship on merit irrespective of result of enquiry

Justification → denial of any favour & ensuring merit & objectivity in decision making

- (3) Depending on the violation of fire safety guidelines, report to be prepared against coaching administration

⑨ Initiating action against
coaching on the basis of inquiry
report

Justification → It will uphold professional
Integrity.

As the case study requires to
act as per Yogasth Buddhi (based
on objectivity), as propounded in
Uttara .. to do best in the interest
of all other stakeholders.

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)

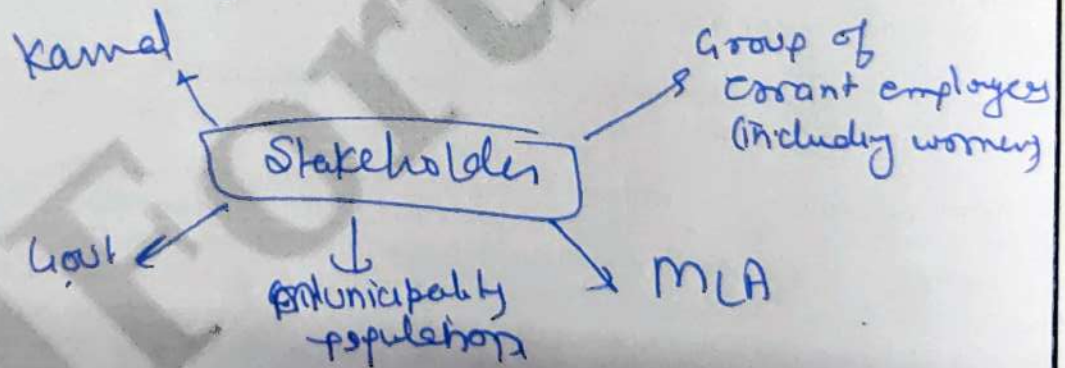
कमल एक भारतीय प्रशासनिक सेवा (IAS) अधिकारी हैं। उन्हें हाल ही में कार्तव्य नगर नगर पालिका के नगर आयुक्त के रूप में स्थानांतरित किया गया है। कमल एक ईमानदार और विवेकशील अधिकारी हैं। उन्हें कार्यस्थल पर भ्रष्टाचार, अकर्मण्यता और अनुशासनहीनता के खिलाफ सख्त रुख अपनाने के लिए जाना जाता है। नगर आयुक्त के रूप 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 उपाय सुझाएं।

(20 अंक, 250 शब्द)

The case study highlights the ethical issues of poor work culture in public organization, corruption, indiscipline, and poor quality of service delivery to its citizen.



(ii) Evaluation of available course of action

(i) Give explanation and go soft on employees

Pros	Cons
<ul style="list-style-type: none"> ① save karnal from troubling issue ② Image in the media will be corrected ③ Political pressure will stop 	<ul style="list-style-type: none"> ① Public service delivery will suffer ② Wrong message to current employees ③ Lacks non-partisanship behaviour ④ Lack impartial decision making

(i) Ignore commission & proceed with action

Pros	Cons
<ul style="list-style-type: none"> ① Strict action against employees possible ② Improvement in work culture of municipality ③ Relief for other employees which are sincere ④ Instant improvement in service delivery 	<ul style="list-style-type: none"> ① Ignoring commission may give message of guilty ② Reputation in the media will be at stake ③ Public retaliation may be possible if reply not given

(ii) Brief the seniors and see direction

Pros	Cons
<ul style="list-style-type: none"> ① Seniors may give better advice ② Informing seniors may give protection from false charge ③ Action as per code of conduct 	<ul style="list-style-type: none"> ① It may delay action against employees ② Seniors may guide to act softly

As per above, I will choose part (ii) as my course of action.

- (i) Talking to senior as one of the source of ethical guidance in case of dilemma
- (ii) senior may guide some better alternative due to their field experience
- (iii) Superior's backing will be there in my future action
 - less chance for political interference
 - Senior may also support ~~with~~ working reply to commission
- (iv) It will also give new perspective to deal with the situation
- (v) It reflect responsible behaviour from Kamal's side
- (vi) It shows transparency and objectivity in decision making

(b) Reason for poor work culture

- ① Absolute job protection
→ safety in continuity in job
- ② Time-bound, seniority based promotion
- ③ Nexus between politician and public servant
↳ as MLA is pressurizing IAS KAML
- ④ Lack of incentive for good work
→ fixed time bound yearly increment
- ⑤ Lack of protection to honest and public servant
- ⑥ frequent political interference in transfer and posting

Measure to improve work culture

- ① Rewarding honest hardworking public servant
- ② Performance based evaluation
→ accordingly decide promotion

③ Ensuring ~~character~~ against corrupt public servant in some bound manner

④ Promoting philosophy of mission
Karmyogi as work as duty

⑤ Integrity as a criteria for promotion

Hence, philosophy of reform,
perform and transform should

be guiding light to improve the work culture in public organization

AWTS
CD & VA
S & F
P & R
Please mark marks in table.
Here G.A.
Average
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 भद्रे 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।

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

Ans Recent allegations of women wrestler regarding sexual harassment against sitting MP of this country highlight a this grave issue to the limelight.

(1) Ethical issues involved

- Impinging on the dignity of women
- Violation of POSH act
- Profitability vs reputation
 → affected by against various → If no action, bad image of company
- Irresponsible attitude of employees
- Efficiency vs right attitude
- Wrong Attitude towards women
- Profitability vs compassion
 → acceptance alone to reach women

6) Options available

1) Brush the matter under the carpet

Pros	Cons
<ul style="list-style-type: none"> 1 ensure financial growth of company 2 by client will not leave company 3 creative idea for company by Varun 	<ul style="list-style-type: none"> 1 wrong message to female workforce 2 may instill large protest against company in future 3 Resignation of honest employee useyankhi

2) Remove Varun from job

Pros	Cons
<ul style="list-style-type: none"> 1 ensure safe working condition for women 2 Reputation of company's image will be improved 3 good message to other employees 	<ul style="list-style-type: none"> 1 financial loss to the company 2 chances of losing client possible 3 chances of wrong allegation against varun

3) Conduct an inquiry against Varun and take appropriate action

Pros	Cons
<p>① Through checkup of facts and allegations</p> <p>② Action based on enquiry will be right</p>	<p>① Delay the process</p> <p>② Other women may not open the matters</p> <p>③ Financial loss to company if allegation proved right</p>

I will choose 3rd option,

- (1) Conducting an inquiry will reduce the chance of wrong allegation against Varun
- (2) If proved right, necessary action like suspension, warning or termination may be initiated against Varun
- (3) Reason
 - ① Commerce without morality → one of the sins by Gandhi ji
 - ② All stakeholders of the organization given due consideration
 - ③ It ensure healthy work culture, right action will motivate other employee to give their best in work

101

Measures for safer workplace for women

- ① Proper functioning of internal complaint committee as mentioned in POSH act
 eg. lacky in recent wrestling federation
- ② Continuous feedback from women workforce regarding companies atmosphere
- ③ Ensuring pick-up facilities for women's especially during night hours
- ④ Strict implementation of companies policies regarding women's safety
- ⑤ Ensuring glass ceiling doesn't exist for women
- ⑥ mandatory presence of women in higher management.

As, a bird can not fly on single wing. Similarly, company cannot grow where women's are not treated with respect.

Mentor Feedback Questions

1

2

3

4

5

Test Goal

1

2

3

Outcomes

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Marking Scheme

Mark	Good	Average	Below average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0
✓✓	Key / Relevant Point		
✗	Vague / Irrelevant		

* Subject to change without prior notice.