

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 | SURBHI PATNAIK | | |
| Roll No./अनुक्रमांक | 1910131803 | Medium/माध्यम | English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/> |
| Center Code/परीक्षा केंद्र | | Date/दिनांक | 15/08/23 |

*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2191

| 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 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। | | |
| 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। | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| 9 | | | | | |
| 10 | | | | | |
| 11 | | | | | |
| 12 | | | | | |
| 13 | | | | | |
| 14 | | | | | |
| 15 | | | | | |
| 16 | | | | | |
| 17 | | | | | |
| 18 | | | | | |
| 19 | | | | | |
| 20 | | | | | |
| Total/कुल अंक | 250 | | For Student Only / केवल परीक्षार्थी प्रयोग हेतु | | |
| Examiner's Discretion/मूल्यांकन कर्ता का विवेक : | | | Start Time/प्रारंभ करने का समय : | End Time/समाप्त करने का समय : | |
| | | | 3:00pm | 12:30pm | |
| Total Marks/कुल अंक : | | | Mode Of Examination/ परीक्षा की विधि : | Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/> | |
| *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 समय रूप किसी अन्य विषय वस्तु जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आती के आधार पर (लेकिन इन्हें तक सीमित नहीं) पर दिए गए अंक हैं। | | | For Office Use Only / केवल कार्यालय प्रयोग हेतु | | |
| | | | ECN CODE/ ईसीएन कोड : | EG/ईजी : | Evaluation Date/ मूल्यांकन तिथि : |
| | | | | ① ② ③ ④ ⑤ | |

217977_614202_1910131803_(2023-08-15 15:37:19)

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 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)

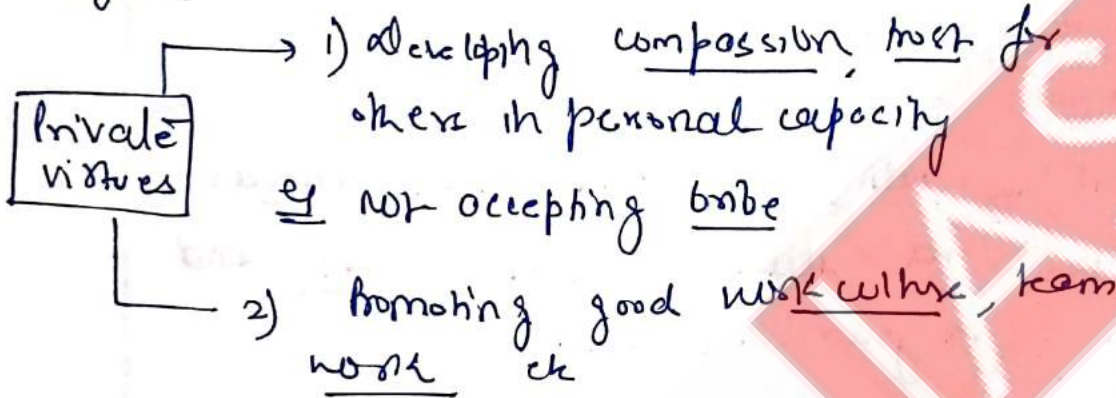
जहाँ निजी हित की जड़ें रोगग्रस्त हैं, वहाँ लोक निष्ठा (ईमानदारी) का फल विकृत नहीं हो सकता। लोक निष्ठा (ईमानदारी) से आप क्या समझते हैं? सार्वजनिक जीवन में लोक निष्ठा (ईमानदारी) उत्पन्न करने के तरीकों पर चर्चा कीजिए। (10 अंक, 150 शब्द)

Probity is the quality of having strong moral principles and values, such as honesty and integrity in governance policies.

Significance of Probity

- 1) Helps in ensuring effective utilization of limited resources
- 2) Plays a crucial role in building public trust in governance
- 3) Citizens have developed high expectations post economic reforms of 1991 and probity helps in fulfilling those
- 4) Corruption is a widespread phenomenon and probity in governance is a necessity
- 5) Following probity sets an example of right conduct.

Integrity can be inculcated in public life by developing private virtues and governance strengths



Institutional virtues

- 1) Adherence to principles enshrined in constitution and code of conduct rules
- 2) ensuring accountability through social audit or social audit of MGNREGA
- 3) Integration of Information Technology (IT) in public service delivery
- 4) Promoting RTI and citizen charter for transparency
- 5) Creating institutions such as CVC, CIC, Lokpal for preventing the abuse of power

Integrity is an important part of ethical governance. Strong measures are needed to keep it intact to make democracy inclusive and participatory.

Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.
Here G is Good, A is Average and P is 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 comprises of the vision, mission and
Goals of an organization to be able to provide
seamless service delivery and quality standards
 to citizens

Role of citizen charter in making governance citizen centric

Positive Role → Increase transparency & accountability
& grievance redressal

→ Governance becomes participatory through
 citizen feedback

→ Provide time bound services — promotes good
 governance

→ Provides consumer their rights
& Consumer Protection Act — right to information
right to quality service

Negative Role → Lack of vernacular language
availability

→ Not legally enforceable — Citizens cannot
claim legally

- made without stakeholder consultation
- one size fit all approach - Regional bias
 - ↓ Gender Bias
 - ↓ Disabled bias

Measures to make citizen charter more effective

- 1) Providing legal backing will ensure better compliance
- 2) Provision of vernacular language to make it more participatory
- 3) Disabled friendly e.g. Braille language
- 4) Based on varied stakeholder consultation
- 5) Avoid one size fit all approach - should be based on region, area, population, gender realities
- 6) Improve accountability and transparency through regular citizen feedback & online complaint tracking.

Citizen charter is an important facet of servo-storm model to include all in governance. It should be reformed comprehensively for participatory governance

Feedback
(For OFFICE use only)

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



(10 marks, 150 words)

Q.2) a) Differentiate between the following:

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

(10 अंक, 150 शब्द)

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

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

(i) Code of conduct

1) set of specific guidelines requiring minimum ethical standards from civil servants

2) Accountability to the public

3) It has a legal backing

4) Applicability over a short period of time in specific situations

5) It is explicit in nature specifying the expected behavior and punishments
 6) non acceptance of gifts above certain threshold

Code of ethics

1) set of values and principles that a civil servant is expected to have

2) Compulsion, Morale

3) non legally backed, voluntary in action

4) once applied, it can lead to a long term sustainable change in attitude and behavior

5) It is implicit in nature i.e. they are broadly specified, difficult to enforce and punish

Accountability

- 1) It's a formal ownership to a designated authority
- 2) It comes due to detailed laws and regulations
 ex Accountability of Civil servants to ensure proper disbursement of funds
- 3) It cannot be shared or delegated to a lower authority
- 4) It's external in nature and arises out of duty assigned to a person.

Responsibility

- 1) It's a sense of duty to be adhered to certain basic principles
- 2) It comes due to an individual's willingness to hold commitment
 ex Sachin Tendulkar took moral responsibility of a failure of ISRO project
- 3) It can be delegated to a lower authority
 ex Delegated legislation
- 4) It is internal in nature, A person has to be driven internally to satisfy his/her responsibility

Feedback

(For OFFICE use only)

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

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)

Leaders influence a team towards achievement of a vision or a set of goals through inspiration and motivation

→ Gandhiji's 'do or die' call before Quit India movement

Manager

Leader

1) main focus is on enhancing profit or finishing a task before a deadline

2) They focus on reward and punishment

3) They generally delegate the responsibility, take credit for wins and remain neutral in losses

1) focus is changing the direction through inspiration and inspiration

2) They focus on motivating the team to achieve goals

3) They empower the team, provide credit to the team for wins and blame themselves for losses

1) Managers' duty end with the achievement of work before deadline

→ A leader remains involved for most of the time and help people grow professionally and personally

Leadership - foundational value for a civil servant

1) Leaders improve work culture in an organization through innovative solutions and inspiring people
 of Atok Khemka's corruption free work → motivates team members

2) Leaders lead by example of Sugyan become first civil servant to disclose assets

3) Leaders respond quickly in crisis of Bhitwara model to reduce COVID pandemic

4) Leaders connect personally with people to promote governance of IAs Binya Dorgan personal connect with tobacco - Binya Gud

Leaders are the change makers for good governance. They promote public good and truly work for "Sabka saath, Sabka vikas"

Feedback
(For OFFICE use only)

| # | C | A | P |
|---------|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |

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

Right to Information Act, 2005 was enacted to mandate timely information delivery to citizen regarding various government functions. It was called a sunshine legislation as it provided measure to ensure good governance.

RISAT → ensure transparent and accountable governance

- 1) ensure citizen centric approach and include citizen in decision making
- 2) Timely delivery of information in 30 days
- 3) Promotes inclusive and participatory governance
 - of Jan Soochne portal
 - social audit of MGNREGA
- 4) keeps a tab on corrupt practices
 - of 2G scam, coal gate scam
- 5) Induce transparency in governance to bring positive changes

Several challenges with RTI

- 1) Late information or no information
 - non compliance with 30 day norm
 - prohibits rec'ts - "information non-available"
- 2) non-appointments of PIO
- 3) In contravention to Official Secret Act
- 4) Redundancy and long wait time
- 5) Deletion of autonomy with 2019 amendment
 - ↳ gives central government more power to impact CIL, SIC
- 6) Lack of adequate whistleblower protection
 - Killing of Sahendra Dubey, Gauri Lokesh

Way Forward

- Ensure adherence to 30 days information
- Regular appointments of PIOs
- Punishment and strict action against non-compliant officers

RTI ensures democracy strengthening and true achievement of local governance. It needs to be strengthened to achieve transparent and accountable government for New India@75

Feedback

(For OFFICE use only)

| | G | A | P |
|--|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |
| Please put tick marks in the above table. Here G is Good, A is 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)

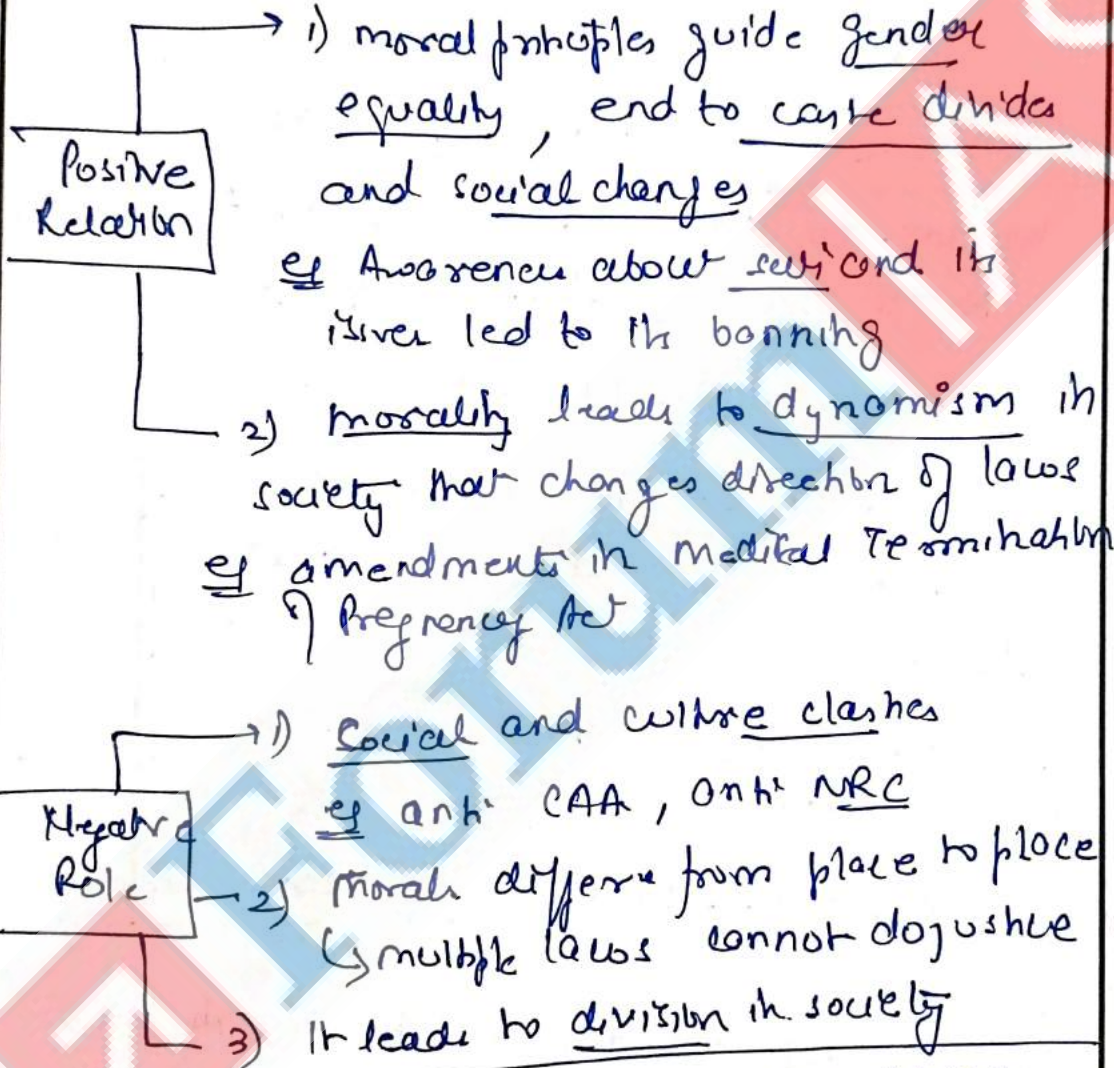
Uniform Civil Code (UCC) under Art-44 of Indian Constitution aims to establish a uniform set of laws to govern all religious aspects

Yet, UCC is beset with challenges -

- 1) It may lead to social and cultural clashes as the society may not be ready to accept them
- 2) It will sound like majoritarian voice controlling minority
- 3) Some faiths believe it is an interference in their culture
e.g. muslim personal board wants to retain Sharia
- 4) Implementation challenges - India is a diverse society and having Law for all is a huge task

1) Law Commission has said " it is neither desirable nor necessary"

Laws to be influenced by moral principles



moral principles are a good source of guiding society towards change. Need is to build societal consensus before any change in law is brought about at a large scale

Feedback
(For OFFICE use only)

| # | G | A | P |
|--|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |
| Please put tick marks in the above table. Here G is Good, A is Average and P is 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)

Public administration requires people with highest moral standards to be able to ensure good and participatory governance.

Significance of morality in public administration

- 1) Transparency and accountability to build trust among people
of ensuring proper utilization of govt funds
- 2) Civil servants are given wide discretionary powers - they need to act morally to bring about maximum change
- 3) morality helps civil servants lead by example in a crisis eg Amritsar devised billie ambulance to cater to emergency
- 4) It helps in equal and inclusive society dispelling societal evils

ex adm of Gopalgong ate mid day meal with children prepared by a dalit woman

1) morality helps in reaching the poorest and most vulnerable when

ex Annyodaya in spirit

But it is essential to strike a balance between moral principles and moral rigidity as it can hinder governance

1) conflict of values

ex denial of IDs to a woman due to lack of Aadhar — objectivity over compassion

2) delayed decision making due to over reliance on processes

3) Rigid following of laws lead to lack of effective grievance redressal.

ex A person may have to visit official multiple times

Public administrators should use moral principles to serve people in their best interest. Highest standards of morality and objective decision making are key to good governance

Feedback
(For OFFICE use only)

| * | ⊖ | Ⓐ | Ⓟ |
|--|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| F & R | | | |
| Please put tick marks in the above table. Here G is Good, A is 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)

Transparency, Fairness and Accountability are 3 cardinal values for sound administrative framework in democracy like India

These practices provide following advantages

① Transparency leads to enhanced public trust and confidence in governance

eg clear allocation of government funds through budget

② It reduces chances of corruption as they are being regularly monitored

eg social audit, RTI, citizen charters

③ faster and faster public service delivery to reach the last mile

④ Bringing about inclusive governance and reduce caste, gender, religious barriers

of e governance, DBT, Aadhar, MySamar Bharat

Yet, it also has few issues

- ① Bureaucratic apathy, administrative constraints lead to red tapism
- ② officers are often reluctant due to lack of whistleblower protection
- ③ Killing of Satendra Dubey
- ④ Transparency in contrast with official search Act lead to defeat of RTI
- ④ Rationalization of institutes like CVC, CBI and Lokpal lead to inadequate accountability to public

Inclusion of technology, adequate checks and balances are needed to ensure transparent, fair and accountable administrative governance.

Feedback

(For OFFICE use only)

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

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 परीक्षा कीजिए जिनसे सिविल सेवकों में भावनात्मक बुद्धिमत्ता विकसित की जा सकती है। (10 अंक, 150 शब्द)

Emotional Intelligence is the ability to understand emotions in self and others, realize the meaning of these emotions and react in an appropriate manner.

EI → cultivate meaningful relationships

e.g. Mr. Anja Devrajan conversed with locals in their tribal language, reduced their grievances. Her village was named as Anjagud.

EI → foster cooperation among subordinates, colleagues and locals

e.g. Mr. Chetan Kothoria used national anthem to ameliorate fear of people over CAA protests and reduce violence.

EI → driving positive change

Awarish person understood lack of infrastructure in rural areas — led to Bike ambulance to save people's lives in golden hour.

ways to inculcate emotional intelligence

- ① Involving people in sensitivity training to accept and appreciate people from different backgrounds
- ② Regular interaction with locals to understand their grievances
Mohalla sabhas Sunday darbars Discussions
- ③ Following certain hobbies like Yoga and meditation, to keep a check on emotions
- ④ Learning from seniors, reading memoirs of civil servants & ethical dilemma of a civil servant by Anil Swarup
- ⑤ Role play activities with colleagues.

EI is essential for a public servant to serve public better and also to keep mental and physical health in check as they face huge work pressure.

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)

ESG framework is an evolved part of corporate governance which ensures a company's performance in improving environmental and social conditions of society.

ESG - equips corporate world with capabilities to fulfil social roles and responsibilities

① Touting on green investment, green financing through social stock exchange & carbon credit mechanism

② It promotes transparent disclosures to comply with SEBI's Business Responsibility Rules

③ It leads to catering to the needs of all stakeholders - employer, citizens, local & community

④ It helps to ensure long term profitability and survival of the firm
 e.g. Tata's known for their social and philanthropic activities

Yes it is fought with certain challenges

- ① only minimum compliance to adhere to law
- ② lack of credible commitment leading to greenwashing e.g. Bmw's false zero emission claims
- ③ inadequate governance norms with minimum punishment specified
 e.g. most of norms are voluntary in nature
- ④ company using loopholes in laws to avoid compliance

ESG has brought the focus on sustainable manufacturing and production to promote responsible business practices in India. Need of the hour is to induce compliance and ensure environment friendly practices

Feedback
(For OFFICE use only)

| * | ⊙ | Ⓐ | Ⓓ |
|---------|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |

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

| | |
|-------------|--|
| TOTAL MARKS | |
|-------------|--|



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)

Wisdom refers to the ability to persevere things in a rightful manner. It leads to opening of doors to words better understanding of life.

Honesty is the most essential trait to be able to achieve true wisdom.

This is because honesty leads to inner peace and tranquility which is essential for learning to take place. A person, who honestly accepts not knowing any fact, will be receiving the knowledge with open arms. It was the continuous learning of Elon Musk that he was able to create space X.

Honesty also leads to growth in career due to integrity and development of competence which makes a person wiser.

Honesty also leads a person to understand

path and suffering of others to be able to resolve the issue, thus developing emotional intelligence. A.P.J. Abdul Kalam once took an employees' for movie as he was too busy with the work. Thus, Dr Kalam was able to appreciate the honest work of an employee to provide him help.

Values of honesty are thus very essential to be cultivated right from childhood. Family can be the main contributor in developing integrity, honesty and integrity. Educational institutions can be the change maker by correcting mistakes of students and imbibing values of honesty and team work.

Gen Lord Ram laid the importance of honesty to become wise and moral human being. Honesty goes a long way in perpetuating knowledge, wisdom leading to successful life.

Feedback

(For OFFICE use only)

| # | ☺ | 😊 | ☹ |
|--|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |
| Please put tick marks in the above table. Here G is Good, A is 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)

The above quote by Lincoln highlights the importance of listening to the call of conscience which is important to differentiate between right and wrong.

A sound conscience helps in developing empathy and compassion towards others leading to providing them help. This helping eventually develops a feeling of good in our hearts.

Conscience as a religion is important as it helps in keeping destructive activities at bay. It helps in shunning violence, war hoarding of resources and instils a sense of satisfaction of appreciating what we have.

It also helps in making ethically correct decisions in the face of moral dilemmas. Example Sam monckshaw.

rejected Indira Gandhi's appeal of going into war during monsoon as he knew it was not right for his soldiers' safety.

Doing good also conveys the feeling of societal benefit, where others try to emulate such acts. It was the initiative of Raja Ram Mohan Roy to ban sati which led awakening among people about the ill effects of such malpractices.

But, doing good or listening to the conscience should ~~not~~ have strong moral backing and not based on majoritarian or orthodox views. Religious rigid attitude towards Jews was right according to him, but it was inhumane and rigid ideology.

Doing good also needs to be based on consensus building [ex- form laws were taken back]. Through better education and awareness a model society can be created having goodness as its religion.

Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.
Here G is Good, A is 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)

The above quote by Ginsburg signifies the importance of change and how small steps leads to bigger achievements in life.

This is because any transformation eventually succeeds when it is backed by small and consistent efforts over and over.

Small changes → clear results

- 1) character building happens at young age through a gender of socialization
e.g. integrity, honesty — from family
regular learning — from school
- 2) daily nutrition intake leads to long term health and prosperity of a family.
- 3) skills imbibed in college through vocational learning — leads to better employment.
- 4) daily s-lomiths of yoga, meditation leads to mental stability and bushness.

Annima sikko, first female climber
to climb mount everest, said she took
one step at a time to scale the peak. It
shows the power of belief system in
a person's ability to achieve bigger things
through small and consistent efforts.

But often, large scale efforts are
needed for enduring change and bringing
about transformation.

- ① India's freedom struggle could not have been
won without participation of masses.
- ② Environmental change has to be reversed
through massive and urgent investment in
renewable energy.
- ③ Economy of India will grow through large
scale infrastructure.

As she said - "change is often uncomfortable,
but it should not be resisted as the small
steps taken today will lead to a beautiful
future ahead"

Feedback

(For OFFICE use only)

| * | G | A | P |
|--|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |
| Please put tick marks in the above table. Here G is Good, A is 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)

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 घनिष्ठ 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 लोग स्थानीय देवता की पूजा करते थे, और मानते थे कि इस क्षेत्र में शांतिपूर्ण और सौहार्दपूर्ण तरीके से रहना 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 के साथ संबंधों की 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 खुलेआम दोहन का लगातार विरोध किया है। उन्होंने याचिकाओं, जन सभाओं, नुक्कड़ नाटकों आदि के माध्यम से उस अस्थिर विकास मॉडल के गंभीर परिणामों पर प्रकाश डाला है जिसे राज्य और केंद्र सरकारें प्राचीनमठ के लिए अपना 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 इस क्षेत्र पर इसके नकारात्मक प्रभाव का हवाला देते हुए इस विचार का पुरजोर विरोध किया। वैज्ञानिक समुदाय की राय थी कि चूँकि प्राचीनमठ भूवैज्ञानिक भ्रंश रेखाओं पर स्थित है और भूस्खलन के वाले क्षेत्रों पर बना है, इसलिए किसी भी बड़े पैमाने पर निर्माण से पर्यावरण को अपूरणीय क्षति हो सकती है। फिर भी, सरकार ने देश की ऊर्जा सुरक्षा के लिए इसकी आवश्यकता का हवाला देते हुए, रिकॉर्ड समय में सुरंग का निर्माण करते हुए परियोजना को आगे बढ़ाया। यहां तक कि कई अर्थशास्त्रियों की भी राय थी कि ऊर्जा क्षमता बढ़ने से भारत को अपने आयात बिल को कम करने में मदद मिलेगी। सरकार द्वारा इस तरह के कदमों को देश की रणनीतिक स्वायत्तता की दिशा में पहला कदम बताया गया।

स्थानीय और वैज्ञानिक समुदायों की सबसे भयावह आशंका तब सच साबित 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। यहां 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 उगा 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, वहां 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 above case highlights real crisis of Jochimath in Uttarakhand where unbridled expansion of hydropower projects, dams have led to land subsidence.

The dichotomy between environment and development has led to modern day crisis in Himalayan states like Nainital, Badrinath, Uttarakhand where heavy rains have caused havoc.

1) Various conflicting interests

① Need for development of infrastructure to cater to people's demands

vs.

environmental fragility in the region

② Increase in tourism, religious attraction and free movement (MCA 19)

vs.

Disproportionate burden on local people due to pollution, waste and environmental issues

③ People's long commitment to local
duty, their ancestral homes

vs
Wanted to evacuate for safety

④ Issue of rehabilitation of people in other
areas vs their continued protests may
lead to issue of nation's image

⑤ Listening to the legitimate demands of NGO,
Civil society orgs. vs

Illegal protests by few NGOs in name of
shaming the country

(b) As a DM of the area, I will try to
convince people in the following way! -

① I will try to convince them that situation
is precarious and they need to be
practical

② Saving lives is utmost important in such a
situation. I'll try to talk to few of the
senior members of tribe and gain their
confidence.

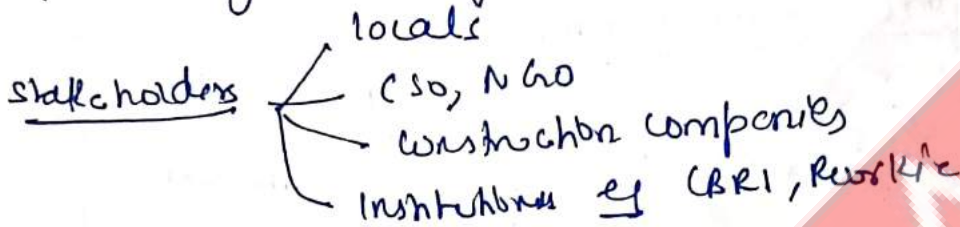
- ③ I'll ensure that I take active part in listening to their grievance, demands and hold talks with the -government on adequate compensation.
- ④ As religion is a personal matter I'll try to convince them that God worship can be done in other ways like conky for children's life and future, conky family.
- ⑤ I'll ensure that I'll try my best to be able to bring them back to their native village once situation on ground improves.

(c) To avoid such situations in future

① Ensure all developmental projects are done with proper Environment Impact Assessment (EIA) to reduce damage.

② Detailed hazard mapping, seismic analysis needs to be done to minimize damage to ecologically sensitive area.

③ Before undertaking any project, a stakeholder consultation must be done to listen to grievances of all impacted people



④ Adequate planning and analysis on the potential long term impact of Delhi-Delhadun 2 hour highway is being built, yet a part of it has subsided in the rain even before completion

⑤ Remedial monitoring and surveillance of impact must be done to forest any potential threat or damage

India, aspiring to be a developed country by 2047, needs heavy investment in infrastructure. Yet, there needs to be a balance in environmental concerns and infrastructure creation to ensure sustainable developments.

Feedback
(For OFFICE use only)

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

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)

Article 47 of the Indian constitution prohibits consumption of intoxicating drinks and puts an obligation on the state to reduce the harm. In this backdrop, many states like Bihar, Gujarat have banned liquor production.

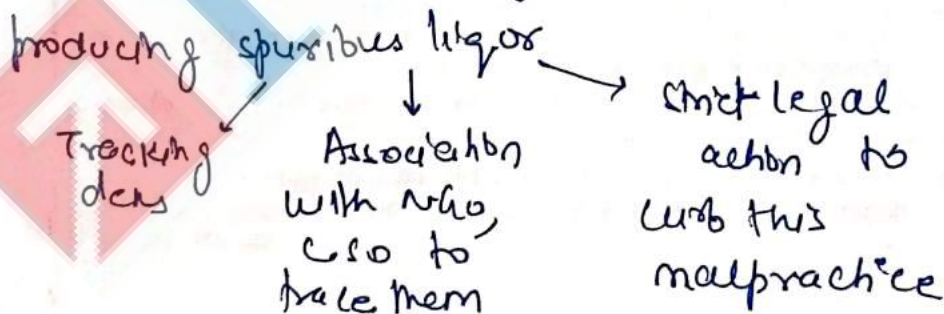
But as it said

"when anything is banned overnight, it moves underground"

This has led to spurious liquor being produced leading to death of innocents.

(a) Amal should recommend below steps to handle the crisis short term steps

(i) Immediate action against illegal dens



ForumIAS

- 2) Destruction of liquor found around the place so that no one is harmed in future
- 3) Enquiry into how these dens have been allowed to propagate
 - forming an investigation team to enquire into the activity

4) setting up of de-addiction centres in consultation with NCOs to prevent youth from getting affected

Long term steps

- 1) creating a separate vigilance unit to track future cases
- 2) Also, one time compensation can be paid to the family members but it needs to be ensured that proper awareness is there

CLEARLY mention that no compensation will be given from this day onward for such cases

dens will be demolished, but people need to ensure they adhere to the ban on liquor

3) Technology infusion to ensure compliance with the prohibition law
by mobile application to track illegal den through complaints

4) Awareness campaigns through
Mukad Natak TV Ads Graffiti

5) Promoting women led initiatives as they are more responsible
women NGO SMCs Asha/Anganwadi to promote awareness

(b) no compensation to family

Positive - 1) Since it is an illegal activity, government cannot compensate them as it will lead to slippery slope of same activity getting repeated.

2) It will set a wrong precedent for the youth who will fall into trap of local den

- 3) It will go against constitutional values and wishes of our forefathers who asked state to prohibit (Art 47)
- 4) It is an additional burden on the exchequer

Negatives 1) The very fact that mafias and illegal dens exist is a failure of state. Thus, state has moral obligation to compensate

- 2) The families of so labor do not have to suffer for their wrong doing
- 3) A welfare state (Art 30) has to provide support and basic sustenance to all in times of need
- 4) Compassion is a virtue that state should emulate to inspire others.

A well calibrated approach with strict action against dens and mafia is that there is a future defence is needed. On the other hand, awareness needs to be generated so that people's lives are secured and people have a healthy future ahead to serve as a demographic dividend for India's success story.

Feedback

(For OFFICE use only)

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



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 दरतावेज भी जाली बनाए थे। पत्र में विचारियों, 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 above case highlights the presence of nexus between politicians, bureaucrats and criminals which has been suggested even by Vohra Committee. Such a situation leads to breakdown of governance and degradation of public service.

(a) ethical dilemma in the above case, that
Kamlesh faces

(1) Transparency and accountability to the
public by disclosing unethical recruitment
principle

vs

Keeping quiet to protect reputation of the
government

(2) Following ethical principles of upholding
integrity

vs

Concern for family's health and wife's
career

(3) Successful candidates' (who have cheat)
unhonour leads to a blemish on the
education department

vs

Cancellation and redo of exam leads to
additional financial burden on state

(4) Following good means to achieve good ends

(Kamlesh wanted to ensure a sound, ethical
process of recruitment)

vs

wrong means of cheating to achieve results

(d) options available to Kamlesh

- 1) Keep quiet and agreeing to ministers
- 2) Reporting the wrongdoings on the basis of journalist's report
- 3) Keep the journalist indirectly to expose the scam

(e) option 1

merits

- 1) Kamlesh job is secured and he would be in good light
- 2) Reputation of department is intact
- 3) Timely filling of vacancies

demerits

- 1) Illegal nexus continues
- 2) Against Govt's categorical imperative
↓
Kamlesh will not be able to ensure it does not happen in future
- 3) Kamlesh will live in guilt forever
- 4) Kamlesh may be blackmailed later in future

Option 2

Merits

- 1) Break the illegal nexus
- 2) Fair to the actual hardworking candidates
- 3) Kamlesh's conscience is clean
- 4) Upholding transparency and accountability to public

Option 3

Merits

- 1) Break out the illegal nexus
- 2) Kamlesh & his corrupt will stay secure
- 3) Reassurance for future

Demerits

- 1) It may delay filing up of vacancies
- 2) Harm the professional career of Kamlesh and his wife
- 3) Impact on family & health of father

Demerits

- 1) It goes against spirit of holding your organization in high regard
- 2) Reputation of department will suffer
- 3) Delayed filing up of vacancies

(d) Komlesh should go ahead with option 2 of reporting the illegal recruitment process.

1) It will clear Komlesh of his conscience

2) upholding deontological aspect of achieving right end only through right means

3) If Komlesh corroborates with the minister this time, he will forever remain in fear and take wrong decisions in future

4) It will also act as a source of inspiration for other officers to act honestly to ensure transparency and accountability

5) While concerns for family are legitimate, Komlesh can seek help from senior officers to ensure his personal life is not harmed

Dishonesty, connivance in an illegal act should never be chosen as it shows the weakness of character which can be exploited by others. one's honesty and morals are sine qua non for good governance

Feedback

(For OFFICE use only)

| # | G | A | P |
|---|---|---|---|
| AWIS | | | |
| CD & VA | | | |
| S & F | | | |
| P & R | | | |
| Please put tick marks in the above table. | | | |
| Here G is Good, A is 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.

- Identify various ethical concerns in the case study.
- 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 किरातों 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)

Rising urbanization has led to unbridled infrastructure without adequate safety measures. This has led to increase in fire incidents leading to loss of innocent lives.

The above case highlights lapses in the administration of a coaching infrastructure.

(a) Ethical concerns in the case study

(1) Violation of building code regulations leading to loss of innocent lives, who were future of India

(2) Degrading moral values in society where owner of coaching institute can easily

go for bribing a civil servant to get through
an illegal act

3) No sense of guilt or grieve among the
coaching institute people, avoiding responsibility
for loss of lives

4) over reliance on coaching institutes

↓
Led to a culture where rote learning is
promoted over actual knowledge

5) social and class divides seen in education
system where bribery thrives

(6) As a friend of Joseph, I'll give him
following advice

(1) As Joseph is under huge pressure,
I'll advise him to take an
objective assessment of his grave
situation at hand.

The loss of lives of students is a very grave issue and no amount of leniency will work

- 2) I will ask him to take ethical decisions of going forward with a strict enquiry into the incident.
- 3) Bribery by the coaching owners should be quickly rejected. Action should also be taken to ensure he should never consider bribery again.
- 4) If once bribe is accepted, it will put a dent on the character of Joseph and he will be asked for similar favors in the future.
- 5) Financial difficulties are understandable but Joseph is an honest, hard working officer. He can go for a low interest rate loan, his wife can

also go for an employment opportunity to support the family.

6) Since Joseph is a civil servant, he knows the value of hard work and consistent efforts.

He can personally talk to Frank, understand his weaknesses and push him to work harder.

In today's time with all the online resources, coaching is not necessary.

7) Also, many good colleges in India that are on minimum fees eg- Delhi University and once Frank is econic, he can also pay back his student loan.

8) Considering all personal things are sorted Joseph should strictly take action against Coaching Institute so that all buildings follow proper Building Code with

- well functioning fire exit
- presence of fire extinguisher
- mock drills.

Indian urban population is set to increase to 45% by 2030. It's imperative to uphold legal norms during construction to protect human lives.

It's the duty of officers like Joseph to uphold ethical principles for a well functioning society.

Feedback

(For OFFICE use only)

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

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 nonsense 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.
 - ii) 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। पृच्छताछ करने पर, कमल ने पाया कि नगर निगम कार्यालय में व्याप्त अनुशासनहीनता और भ्रष्टाचार का कारण मुख्य रूप से पथघ्रष्ट 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 पथघ्रष्ट 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 पथघ्रष्ट 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 above case highlights poor
work culture in the organization leading to
wrong practices, lack of effective actions
and citizen grievances

(a) Option 1 — Give his explanation to the
Commissioner and go soft on the
disciplinary action

Merits

- 1) Provide relief to Komal and his career will remain intact
- 2) He may get some time to reconsider his stand

Demerits

- 1) It will set a wrong precedent for future
- 2) Troublesome employees will get a boost

3) Inaccurate/wrong
complaints will
be strictly punished
in future

3) It is an unethical way
and ~~sp~~ against spirit
of rule of law

(11) Ignore the commission and proceed firmly
with disciplinary action

Merits

- 1) It will help in improving work
culture of the org.
- 2) Corruption will
reduce and trust
of citizens can be
regained
- 3) It will set a
morally correct
precedent for future
to provide for
deterrence

Demerits

- 1) It will undermine
the authority of the
commission
- 2) Hampers the future
career growth of
Karnal
- 3) He may have to
face the action of
a local MLA impacting
his career

111) Pray to higher-ups, seek directions from them and act accordingly

Merits

- 1) Seniors may help Kamal to come up with a better solution
- 2) It will also address the issue of discipline among employees
- 3) Kamal will get moral strength to act ethically

Demerits

- 1) Seniors may also be under the influence of MLA
- 2) They may persuade Kamal to be incapable of handling the issue
- 3) It may not yield any improvement due to continued support of MLA

(*) Given the above analysis, the best course of action is

- 1) Kamal should act promptly to avoid any misinformation being spread.

- 2) As the case is also spread in media, Kamal should reflect his stand through a press conference or an article
- 3) Kamal should continue to take a tough stand against the employees,
 - Starting an investigation
 - Taking up an enquiry
- 4) Kamal should personally get in touch with local MLA to explain that his image might also get impacted if his supported employees do not cater to the needs of public
- 5) Simultaneously, he should inform his seniors of his intended action to get their support if the enquiry is escalated

(b) Reasons for poor work culture

- 1) Nexus between politicians and bureaucrats leading to unethical acts

- 2) A sense of job security further details the progress and people take job for granted
- 3) non-implementation of citizen feedback
- 4) Corruption thrives - leading to slippery slope of detaching young talent
- 5) Lack of adequate support from top management to carry out ethical actions

To Improve work culture

- 1) Incentive based model to bring some motivation and dedication.
- 2) Lead by example. → senior officers should promote ethical actions
- 3) mandatory reporting of employees on time, else disciplinary action
- 4) Zero tolerance towards corruption
- 5) separating political angle as far as possible.

A robust work culture is essential to promote citizen centric governance



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।

- 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)

The above case highlights the increasing incidences of sexual harassment at workplaces leading to increased stress among women

ethical issues involved

- safety of women at workplace to promote gender justice
- impact on mental health of women due to inappropriate work culture
- increasing cases of men taking advantage of their position
- lack of moral and legal responsibility of a company to provide safe environment

(b) options available

1) Termination

Immediately

Merits

Demerits

- 1) Upholding ethical values
- 2) Protect women employees & improve their mental health
- 3) Deterrence to such acts in future

- 1) Impact on revenue
- 2) Lack of opportunity to varun to present his case
- 3) Loss of clients to the company

2) Take no action — ask Geetanjali to forgive varun and suppress the matter

Merits

Demerits

- 1) Keep revenue up and growth of company's image

- 1) Against justice to Geetanjali
- 2) Lack of ethical standards
- 3) Slippery slope and no deterrence

3) Instruct ICC to investigate Merits / Demerits

- 1) correct legal path
- 2) ensure fair trial to both

- 1) long drawn process
- 2) company's profit could get impacted and loss of clients

(b) My action

- 1) I'll ask ICC to immediate start investigation under POSH Act
- 2) I'll ask Roan to go on few days leave so that the investigation runs fairly.
- 3) Because guarantee of a fair trial
- 4) If investigation find Roan guilty, action to be taken against him.

(c) To make workplace safer for women

- 1) strict adherence to moral and ethical act at workplace
- 2) gender sensitization training.

- 3) Institution of ICC regularly
- 4) Installation of CCTV cameras as evidence
- 5) Stricter punishment for both wrong
acts as well as wrong complaints

4 A bird cannot fly with only
why - similarly, a company needs both
men & women to work efficiently
for greater growth