

TEST CODE	6	1	4	2	0	2	FIAS – MGP 2023 – Cohort 13 Alt – Sectional Test	#6
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Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	T. BHUVANESH RAM		
Roll No./अनुक्रमांक	1910075716	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	23/8/2023

*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 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।	
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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 आये 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 :

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Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a meeting 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

AS

Forum

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)

Private ethics & public probity are highly interdependent, as erosion of personal values lead to decline in probity.

Probity refers to the proven record of integrity, honesty and transparency in an organisation. It is a broader phenomena indicating consistency of impeccable behaviour & upholding high ethical standards.

Means to inculcate probity:

- ① Legal measures: Stringent enforcement of
- Prevention of corruption Act
 - Benami prohibition Act

- PMCA
- POSH Act 2013..

② Institutional measures:

- promoting self-accountability under Sec 4 of RTI
- engaging with civil society
- citizen charter & social audit regularly.

③ Citizen perception surveys to gauge public trust & act accordingly.

④ Strengthening side of e-governance to address discretionary misuse

⑤ Tackling corruption by acting against errant officials.

⑥ Being open to 'integrity audits' by CBI, CVC etc

⑦ Signing integrity pacts with vendors

Probity in governance is sine qua non for public trust in govt.

Feedback

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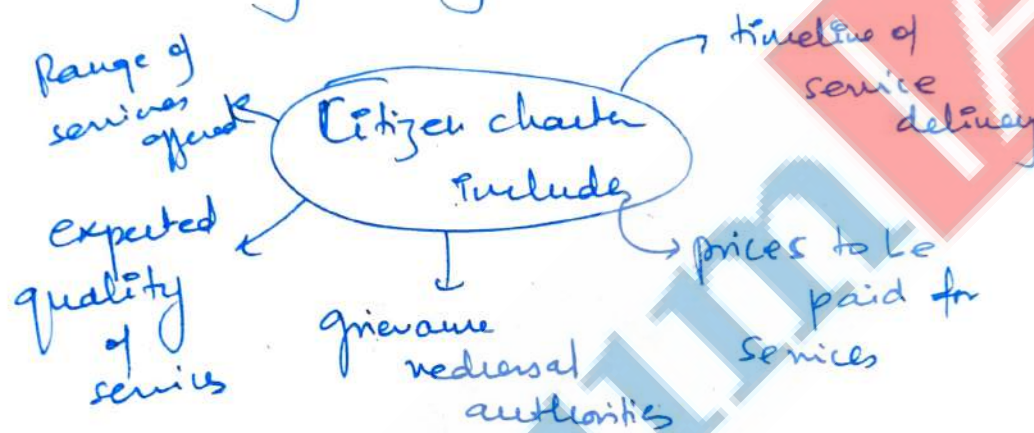
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TOTAL MARKS			

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

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

Citizen charters are documents exhibiting the deliverables, quality of service & grievance redressal mechanisms of an organisation.



Evaluation

Citizen charter has been effective on following grounds.

- ① It helps in increasing transparency & accountability of organisation.
- ② It leads to public commitment which can be used for scrutiny.

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③ Employees have rigid timelines which can act as goals

④ Grievance redressal promotes citizen-centricity.

⑤ Moves away from perceiving citizen as passive recipients of service to right-based approach & agent-principal relation.

However
Issues remain

→ non-enforceability

→ non-updation

→ disobedience in not maintaining one

→ not simple enough

→ one-size fits all.

Recommendations

→ periodic updation

→ creating consequences for non-adherence

→ DARPG to inspect PSUs/entities

→ not creating citizen charters

→ mandating charters for hospitals to be displayed in public

Citizen charters ensure the popular control of governance process

Feedback (For OFFICE use only)

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TOTAL MARKS			

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
<p>① It is a code outlining the minimum standard of behaviour.</p> <p>② Present for civil servants, ministers. Ex: Central Service conduct rules 1964.</p> <p>③ Specific behavioural benchmarks derived from code of ethics.</p> <p>④ Punishment for violation.</p> <p>⑤ Includes basic expectation of <u>do's & don'ts</u>. Ex: A civil servant can't owe allegiance to political entity.</p>	<p>① It includes the <u>ethical values</u> expected out of civil servants, ministers, judges etc.</p> <p>② Recommended by 2nd ARC, not present yet.</p> <p>③ Broad document envisioning <u>values & virtues</u>.</p> <p>④ <u>Moral pressure</u> for adherence.</p> <p>⑤ Includes values. Ex: Integrity, Impartiality recommended by 2nd ARC.</p>

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Accountability

- ① Arises when one is open to public scrutiny
- ② Largely a organisational phenomena. Ex: Parliament questions creates accountability in executive
- ③ Depends on responsibility
- ④ Exists @ multiple levels
 - political
 - bureaucratic
 - ~~Individual~~ Judicial
- ⑤ Context-dependent. Ex: Judicial accountability values are different from political accountability (such as answerable to parliament)

Responsibility

- ① Arises when one is conscientious & dutiful
- ② Mostly an individual value. Ex: A responsible civil servant upholds work ethics like being punctual.
- ③ Precedes accountability
- ④ Exists mostly @ individual levels.
- ⑤ Content-neutral & more universal in nature.

Feedback

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

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

Leadership and management are inter-related yet distinct virtues necessary for achieving any organisational objective. Both are necessary to guide followers to collective action, achieve team cohesion, allegiality etc.

However, the differences are:

Leadership	Management
<p>① Ability to organise a group and motivate towards a common objective</p> <p>② <u>Leaders</u> are not-appointed Ex: Mandela's leadership in anti-aparthid movement</p>	<p>① Ability to oversee the resource utilisation & achieve maximum efficiency.</p> <p>② <u>Managers</u> are appointed/elected. Ex: CEO of a company</p>

- ③ Influence by internalisation & identification
- ④ Tolerate chaos to achieve results
- ⑤ Value-centric approach
- ⑥ Exert greater & longlasting influence
Ex: Gandhi's philosophy

- ③ Influence by compliance and authority.
- ④ Focus on systematic approach to results
- ⑤ Profit-centric approach
- ⑥ Influence is restricted
Ex: A Manager may not be respected outside office

Leadership is a foundational value because

- ① Crucial to achieve synergy of minds
(as identified by Nolan committee)
- ② Need for guidance, setting norms & vision
- ③ Various styles according to context to overcome challenges
- ④ Civil servant has many employees & departments under his authority
- ⑤ Ability to coordinate & problem-solve.
Ex: coordinating with SDRF for evacuation in floods

Feedback

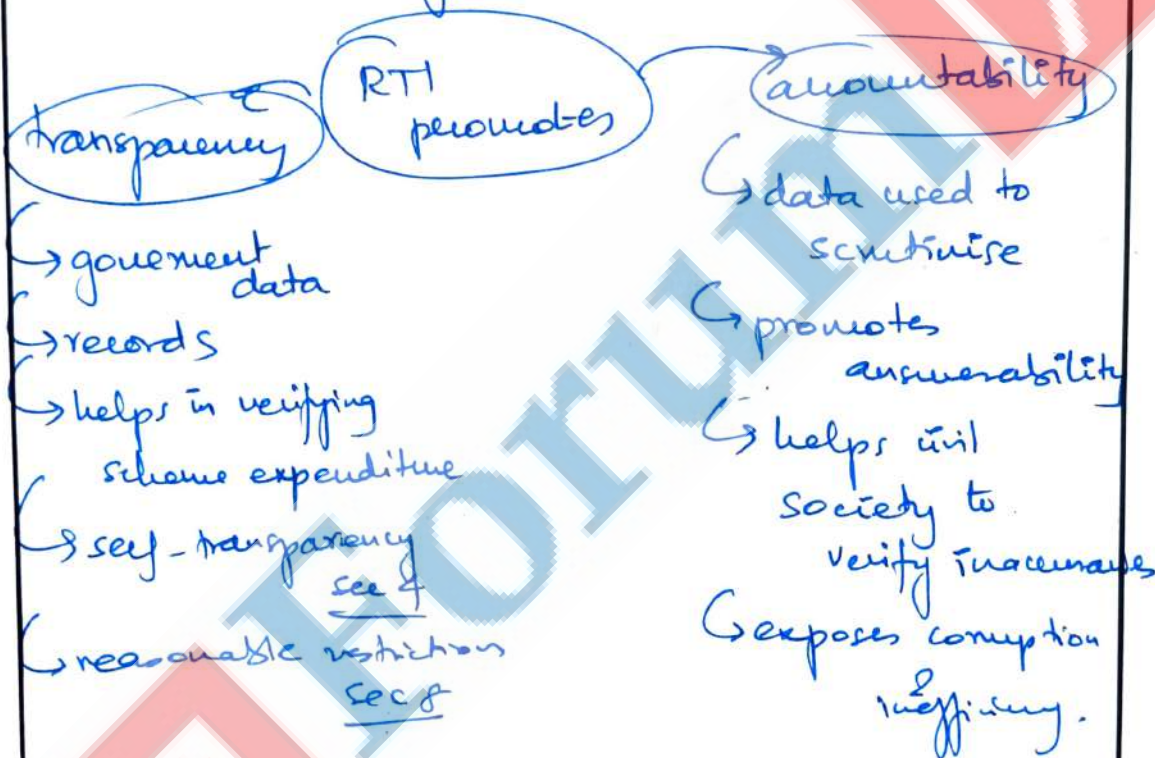
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TOTAL MARKS			

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 2005 is a landmark legislation and enables the information & processes of government to be assessed by the common man.



However, several issues remain like

① Political interference: 2019 amendments gave the power to fix tenure, terms & emoluments

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b) Uniformity such as conditions, where sh...

of Chief Information Commissioner & other members - was to the ruled government.

② Pendency: Unresolved appeals lying at CIC

has increased of late, as per parliament reports

③ Vacancy: Vacancies @ central & state

levels affect service delivery. Ex: Many states

functioning without Chief Information Commissioner

④ Unreasonable rejection: Appeals ~~are~~ ^{are} rejected

using 'national security' exemption

⑤ Recent attempt of Data protection bill amending

RTI raises concern of spammers.

⑥ Political partisanship of CIC & ICs

Means needed → reverting old tenure structure of CIC & ICs.

→ resolving pendency in time bound manner

→ filling vacancies

→ least disposal of appeals.

→ RTI portal in multiple languages

"Transparency is the best disinfectant!"

Feedback

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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)

As laid down in Art 44 of constitution,
Uniform civil code is necessary to bring uniformity
in civil laws. However, as sociologist Sutaria said

"India is a democratic polity laid on
a religious society"

Therefore, UCC efforts have given rise to several
moral challenges such as:

① Impact on 'unity in diversity': The diverse cultures
of various religions are feared to be affected
due to UCC.

Ex: Tribal communities marry before 18 yrs of age

② Impact on Fraternity: Fears of imposing majoritarian
impulses lead to social unrest.

③ Moral absolutism: The difference in

religious values cannot be decided by a universal moral compass.

④ Lack of empathy: VCC would not be sensitive to intricate differences across various customs

⑤ Ethical dilemmas:

- equality vs diversity
- respecting autonomy vs religious independence

Law's effect on religious principles:

must be allowed

must not be allowed

- to bring gender justice
- to uphold constitutional morality
- in line with reasonable restrictions
- must be limited to secular affairs

- leads to judicial overreach
- politicisation of religion
Ex: Anti conversion laws
- social conflicts
- polarisation in voting pattern

As constitution allows secular polity, religious ideals must be in line with constl values

Feedback

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TOTAL MARKS	
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Q4) 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)

Morality in public administration is
necessary as it upholds the public trust on
democratic governance.



Moral education of public officials is
thus essential as it leads to pro-social

outcomes. Ex: An official vesting profit consenses public revenue to be used in civic amenities.

Moral rigidity can be a hindrance to good government because:

- ① It creates inflexibility
- ② It displays dogmatic obedience to duty ethics (Kant) & virtue ethics
- ③ Neglects consequentialism
- ④ Leads to frequent dangers. Ex: 43 transfer of Mr. Ashok Khemta
- ⑤ It ^{dis}allows cooperation with political executive
- ⑥ Makes one an outsider.

While moral courage is necessary, executive rigidity is generally & organisationally harmful.

Feedback

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

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

Various frameworks have been implemented for effective governance & promoting ideals of good governance such as

- RTI
- Witness protection scheme 2018
- Whistleblower protection Act
- Social Audits
- Citizen Charter
- Institution → CBI, CVC, Lokpal etc

Ethical considerations:

① Privacy: Social audit of MNRGA data

needs ~~to~~ PII (personally identify the information)

② Ineffective implementation:

As Ambedkar ^{said}, the constitution is only as good as those who implement it.

③ Fund constraints: Ex: poor budget leading

Lack of separate office for development

④ Lack of political will to act on findings

⑤ Politicisation of ethical watchdogs

like ED, CBI etc

⑥ Executive appointment of civil servants in these institutions → conflict of interest.

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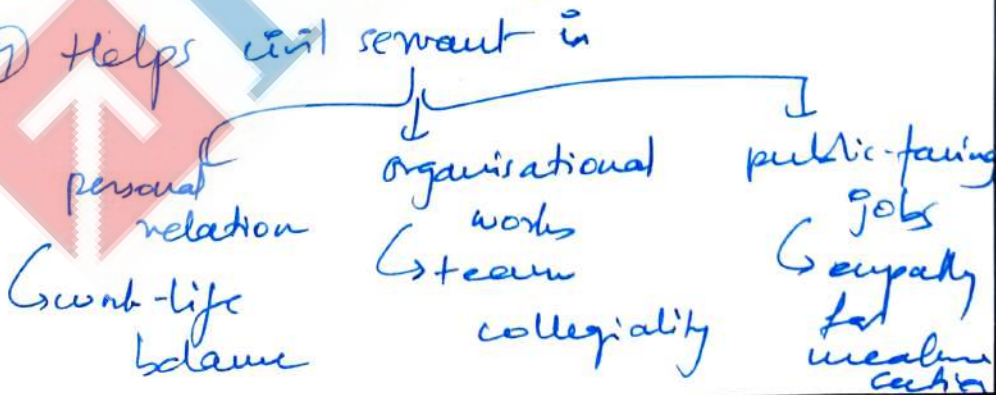
Q.5) a) Civil servants who embody emotional intelligence exhibit a profound understanding of the human aspect of governance, enabling them to cultivate meaningful relationships, foster cooperation, and drive positive change. Examine ways in which Emotional Intelligence can be inculcated in civil servants.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

Emotional intelligence is the ability to manage & regulate one's emotions & those in others.

It promotes meaningful relationships & fosters social change as:

- ① creates empathy & public trust
- ② Civil servants can handle challenging circumstances like handling a notorious scab
- ③ Fosters team collegiality
- ④ Helps civil servant in



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b) The
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Promoting EI in civil servants :

① Training: via case studies & ethical dilemmas of real-life situations.

Ex: Should an elderly lady allowed to cut line in PDS shop?

② Awareness creation

③ Adversity quotient training with skills like resilience

④ As it can be learnt (Golman), EI courses must be included in training modules like iGOT platform

⑤ Role modelling by political leaders & seniors

⑥ Promoting work-life balance preserves emotional health.

Ex: paternity leave equal to female employees.

EI is necessary for civil servants who deal with people of all classes

Feedback

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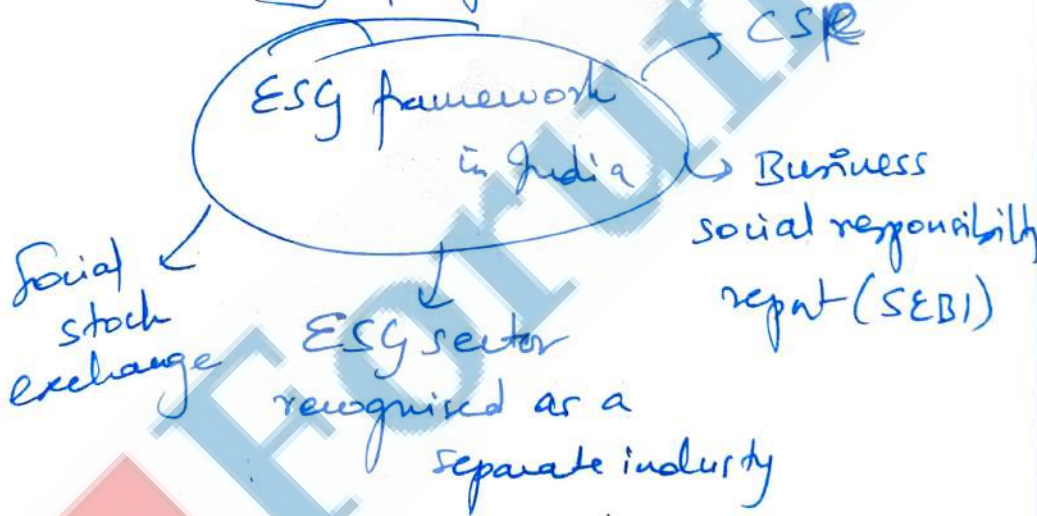
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b) The challenges posed by the corporate sector's impact on climate, environmental sustainability, and living conditions has highlighted the need for responsible and inclusive business practices. In this direction, the contemporary discourse on corporate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

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

ESG framework has shed light on fact that capitalism can't exist above chasing profits alone.



Evaluation:

① Current framework has helped in newer avenues of fund raising like Social Stock Exchange (SSE).

- ② It helped in new ESG entities to take shape in India. Ex: Tata foundation, Bill & Melinda Gates Foundation
- ③ NGO DARPAN registration has led to greater supervision in ESG space
- ④ Expansion of CSR activities helped in wider footprint of ESG activities.

Challenges

- poor outcome - orientation
- crowded in education & health space
- emerging areas like feintech, rural tech need greater focus
- specific funds & budget allocation needed.

ESG sector helps us achieve various constitutional goals & SDG like 1, 2 etc.

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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)

This quote illustrates the centrality of honesty for any individual, and how it is a characteristic of wisdom, which is a higher level of knowledge.

For me, being honest is an act of wisdom because:

- ① It avoids guilt. Ex: I try to confess my mistakes which helps me in self-improvement, instead of lying.
- ② Criminal justice: Honest accused persons are eligible for out-of-court settlement deals.
- ③ Honesty helps in maintaining integrity.

of thought, word & deed.

④ Being dishonest may lead to larger trouble in future.
(corruption)

Ex: Dishonesty in construction of Maki bridge in Gujarat led to recent mass killing.

Honesty thus promotes all other values as being true is the foundation for

transparency, accountability, objectivity etc

Promoting honesty → right parenting
→ Explaining ~~also~~ fills of lying

→ rewarding in schools

→ punishing corrupt officials

→ not punishing honest & bonafide mistakes

Feedback

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

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

The quote by Lincoln explains the simplicity of ethics @ personal level, by organically linking it to conscience & guilt.

For me, the quote is very powerful because it helps me at various levels.

① My parents say, "If you can't express it to us, that activity is bad!"

② Guilt prevents me from indulging in overeating, getting excessively angry etc.

③ Going to temple makes me feel good, rather than feel divine.

The power of inner moral compass cannot be dismissed. According to Kohlberg's development theory, all humans develop a conscience which can naturally guide us.

Lincoln's quote also illustrates that if one is in sync with her conscience, she doesn't need religion, laws, customs etc.

Promoting conscience-synced behavior at school level by explaining ideas of guilt, remorse etc helps in early development of moral behavior. Ex: Telling 'conscience' is our 'inner god' to children in value education.

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c) "Real change, enduring change, happens one step at a time." – Ruth Bader Ginsburg.

(10 marks, 150 words)

"वास्तविक परिवर्तन, स्थायी परिवर्तन, एक समय में, एक कदम होता है।" – रुथ बेडर गिन्सबर्ग

(10 अंक, 150 शब्द)

The given quote illustrates that all good things take time & the power of patience & perseverance, which are highlighted by Swami Vivekananda as key values in any individual.

For me, the quote helps in appreciating the value of marginal change and patience.

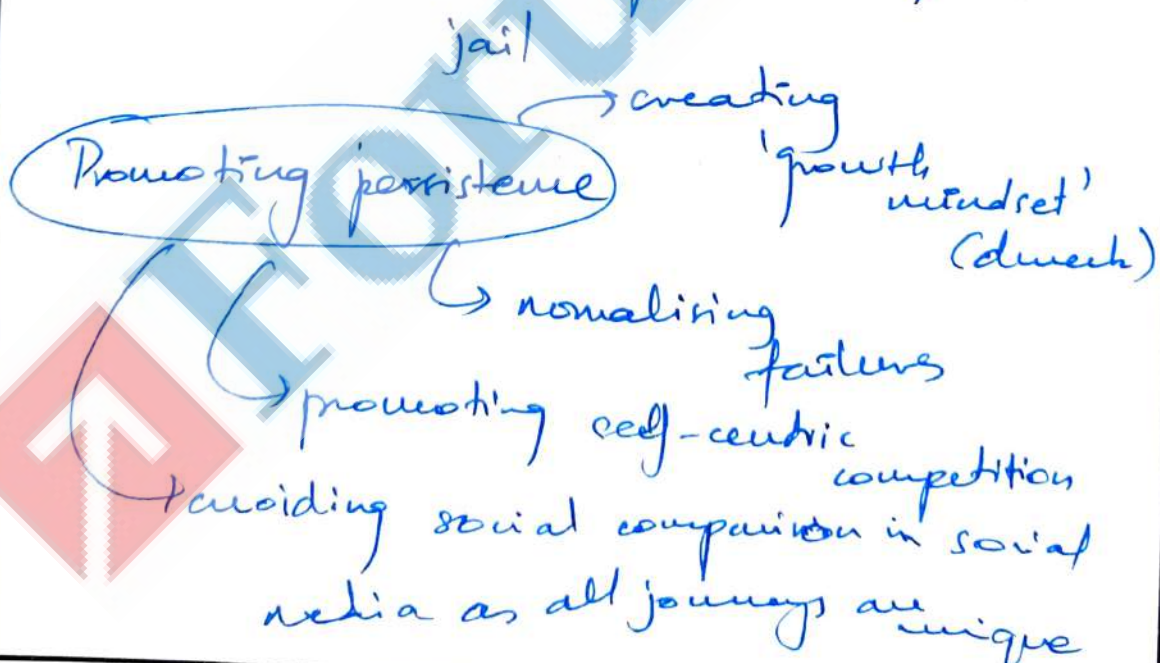
Ex: I used to get worried without much progress in weight loss on daily basis!

Ex: It helped me stay on the course of UPSC exam even after multiple failures.

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 पर कुछ न

Those who have understood the value of persistence have gone to great heights.

- ① Gandhi used struggle-tue-struggle strategy in national movement
- ② Thomas edison underwent hundreds of failures before inventing bulb
- ③ Oscar figueroa waited 16 years before claiming olympic gold in weightlifting
- ④ Nelson mandela spent 27 year in jail



Feedback
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Section - B

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

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

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

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

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

- What are the various conflicting interests in the above case study.
- As a DM of the district in which Prachinmath falls, how will you convince the people to evacuate from the area?
- What can we do to avoid such situations in the future. (20 marks, 250 words)

प्राचीनमठ हिमालय की गोद में बसा एक तीर्थ नगर है। यह शहर देश के सीमावर्ती राज्यों में से एक का हिस्सा है। यह हर साल लाखों लोगों द्वारा की जाने वाली अत्यधिक पूजनीय और प्रसिद्ध तीर्थयात्रा के लिए महत्वपूर्ण स्थल के रूप में कार्य करता है। प्राचीनमठ के लोग, जो मुख्यतः पहाड़ी जनजाति के 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 ढाँचे 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 ढाँचे 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 ठगा हुआ महसूस कर रहे थे और उन्होंने अपने पूर्वजों के स्थान प्राचीनमठ को खाली करने से इनकार कर दिया।

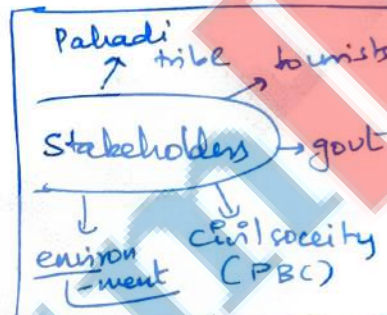
- उपरोक्त केस स्टडी में विभिन्न परस्पर विरोधी हित क्या हैं?
- जिस जिले में प्राचीनमठ पड़ता है, वहां के डीएम के रूप में आप लोगों को इलाका खाली करने के लिए कैसे मनाएंगे?
- भविष्य में ऐसी स्थितियों से बचने के लिए हम क्या कर सकते हैं?

(20 अंक, 250 शब्द)

ECOLOGICAL FRAGILITY VS SUSTAINABLE DEVELOPMENT

The case study of Praachinmathi and Pahadi tribe illustrates the value of planned development, respect for traditions, prudent consumption and environmental ethics.

a) Various value conflicts are observed in the given case study, which led to ethical dilemmas as well, such as:



① Environmental preservation vs developmental needs

- Being a strategic region, praachinmathi can't be devoid of development, lest the foray of insurgency may happen

② Respect for customs vs safety of lines:

- the refusal of Pahadis to move out adds to this conflict

③ Energy security vs environmental safety

sthai

①

Expansion of hydroelectric projects in Himalayan states led to similar incidents like Joshimath land subsidence.

④ Popular will vs political will

Resistance from PBC and local community was not taken into account while constructing the tunnel.

⑤ Environmental ethics vs ethics of welfare state

⑥ Religious interest vs public interest

- construction of religious tourist infrastructure in excess is likely to harm the livelihood of locals as shown in Joshimath.

The above conflicts has led to the grave situation of land subsidence and evacuation from Palahis' historical settlement.

b) As the DM of the district, it is my urgent priority to save lives from further landslides. Hence, I will adopt the following

strategy.

- ① I will be emotionally intelligent in arranging a Jan Sunwai & hearing the concerns of the locals.
- ② In the Sunwai, I will engage with the PBC, who act as the pressure group & are guiding the Pahadi tribe.
- ③ I will display empathy for their concerns, but explain the imminent danger of subsidence and potential loss of lives.
- ④ Extensive meetings with community elders can help in social influence (by convincing them to further persuade the people)
- ⑤ To add credibility, I would invite WDRF personnel to explain the dangers at hand.
- ⑥ I would ensure that the resettlement ^{new} ~~place~~ ^{area} is as close to the Prachinmath town, in

order to preserve religious & historic ties.

⑦ By displaying leadership & crisis management & participative governance (with civil society & local) I would diffuse the situation.

c) To avoid such situations in future,

① Enforcement of EIA processes ^{& expert reports.} must be strictly adhered to. Ex: NDRF report warning infra expansion in Himachal Pradesh was not permitted.

② Planned development by excluding eco-sensitive & high seismic zones

③ Extensive pre-development consultation to avoid popular unrest

④ Principles of 'preventive jurisprudence' & wise use of natural resources must be respected

⑤ Political will in taking tough decisions & alternate planning projects such as small hydro

There have been 117 landslides in 55 days in H.P recently. Such steps can help in avoiding similar incidents in future.

Q.8) Vihar is a ban the terror mafia activities partner the

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

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

- 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)

PROHIBITION LAWS ^{THEIR} EFFECTIVITY

Liquor production has been the monopoly of the state in various parts of India, with demands of prohibition increasing. The given case of Bihar illustrates the ill-effects of prohibition such as black market of liquor, spurious liquor consumption, inability to regulate etc.

Being the Joint Secretary, Anjali needs the following virtues:

- To display empathy with the kin of disease
- Emotional intelligence in handling crisis
- Adversity quotient
- Foresightedness & first-principles thinking.

a) Handling the above crisis is the short-term objective, for which Anjali can recommend the following.

① She could highlight the state failure

in eliminating spurious liquor markets, which puts the obligation of prohibition on the state & not citizen (as laid down in Directive principles of state policy).

- ② She should urgently convene a meeting with the DMs, SPs and other line departments to gauge the local impact
- ③ She ~~also~~ could personally visit the dead victims as a confidence-building measure.
- ④ She could explore recommend compensation packages under NDRF to quell the pain of the relatives.

In long term, her strategy should be,

- ① Cutting the supply networks (funds, raw material) of the liquor mafia.
- ② ~~Setting~~ Setting out expenditure to treat patients who consume spurious liquor for first aid purposes.

③ As liquor prohibition is a social issue, legal measures alone won't be sufficient & should be combined with awareness campaigns, school-level workshops etc.

b) The decision of not compensating the victims arises from the philosophy of not rewarding those who violated the law.

The decision is justified because:

- ① Similar incidents in future would lead to financial strain in treasury.
- ② Creates perverse incentives for liquor addicts & the liquor mafia (if compensated)
- ③ Non-compensation reinforces the government stand of zero tolerance policy.
- ④ It would motivate families to premise liquor drinkers from avoiding spurious liquor.

⑤ The saved expenditure can be used to build intelligence networks to tackle liquor mafia.

However, the decision also faces ethical issues, such as

① Lack of empathy: Though the violators ^{can't} be encouraged, the relatives are at no fault-who need support to rebuild lives

② Shirking responsibility: Existence of spurious liquor network & mafia is a state failure

③ Could create law & order issues.

④ Financial strain due to loss of breadwinners could increase mental health issue & liquor use.

Alternate strategies like giving employment to one adult per family could also be explored along with strategies to eliminate the liquor mafia to achieve the Gandhian dream of liquor-free nation

Feedback

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#	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 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 दस्तावेज भी जाली बनाए थे। पत्र में बिचौलियों, राजनेताओं और सिविल सेवकों के गठजोड़ पर भी प्रकाश डाला गया है जो इस तरह की अवैध प्रथाओं को बढ़ावा देते हैं। इसके अलावा, खोजी पत्रकार ने विश्वसनीय रावत 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 सज्जन 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)

A TEST OF MORAL FORTITUDE

The given case of Kamlesh is a scam in teacher recruitment Exp. involves ethics in public administration and the impact on students, who are the ultimate beneficiaries.

a) The various ethical dilemmas faced by Kamlesh are:

- ① Personal integrity vs departmental interest
- ② Personal ethics vs loyalty to superiors (minister)
- ③ Moral courage vs personal cost (loss of reputation, transfer etc.)
- ④ Moral neutrality vs guilt (if he doesn't act)
- ⑤ Political interest vs public interest (children, lowest applicants)
- ⑥ Procedural fairness vs political interest
- ⑦ Personal integrity vs familial interest (on Kamlesh wife & father)

b) If I were Kamlesh, the following options are available to me:

- ① Do nothing & let the appointment ceremony continue
- ② Internal whistleblowing - escalate to Chief Secretary & CMD
- ③ ~~Leak the~~ Best External whistleblowing - leak

the information before ceremony to create moral pressure.

④ Allow journalist to publish after ceremony.

c) Evaluating the options

① Do nothing

Pros

- Schools to start functioning immediately
- Personal rewards in due course
- Obedience to superiors
- Students academic not affected

Cons

- suffering from lifelong guilt
- the report of investigative journalist may hamper any job
- Substandard teachers affect students' outcomes

② Internal whistleblowing

Pros

- Keeps the matter within department
- could address the corrupt officials by punishment
- upholds personal integrity

Cons

- May impact career if CM & CS don't cooperate
- Personal ignominy for allowing the scam to happen

d) #
a

③ Leak the news before the ceremony takes place.

Pros

- May restore procedural fairness if recruitment cancelled
- public interest & transparency upheld
- moral pressure from public tough to avoid

Cons

- Brings shame to political & permanent executive
- may invite personal consequences & to wife's career
- delays school opening & affects lowest candidate

④ Allow reporting after the event

Pros

- may retrospectively lead to cancelling appointment
- lets public decide future course of action
- no personal cost of Kamal's

Cons

- ruling party may & dismiss it as 'con' - political conspiracy
- no certainty of impact.

d) The course of action I would choose is a combination of ② & ③, as explained

① I would approach CS & CMD to explain the deep-seated corruption & my alternate plan for a fresh recruitment cycle

② I would justify its a win-win because,
- no political shame for ruling party
- honest teachers can enhance students' learning ability.
- public interest upheld.

③ Ask the journalist to ~~not~~ publish the whole truth, that the process was rectified

④ The ceremony which will be held later can be positive for CM, who can take credit for identifying corruption & acting against it.

⑤ If the above doesn't happen, encourage the journalist to publish before the ceremony.

Internal whistleblowing is a prepared mechanism for ethical administration.

Feedback

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#	ⓐ	ⓑ	ⓒ	ⓓ
AWIS				
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S & F				
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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.

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 की खिड़की से नीचे उतरते समय गंभीर रूप से घायल हो गई। नागरिक प्रशासन ने तुरंत इमारत का ऑडिट शुरू किया। जोसेफ हिमनगर के नगर आयुक्त के पद पर तैनात हैं। चटर्जी नगर उनके अधिकार क्षेत्र में आता है। जोसेफ ने पूरी घटना की जांच के आदेश दे दिए हैं।

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

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

a) मामले के अध्ययन में विभिन्न नैतिक चिंताओं की पहचान करें।

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

TACKLING CORRUPTION & BRIBERY

The story of fire accident in XYZ coaching institute illustrates the increasing trend of fire-caused fatalities in coaching centres. It also involves moral temptations & a test of integrity.

a) The case study of Joseph consists of various ethical concerns such as:

① Disrespect to rule of law: The coaching centre has not installed fire exits according to the student strength & has poor fire management.

- ② Poor crisis management by the Institute has led to loss of lives.
- ③ Congestion issues: Overpopulation & unplanned giving of building permits exacerbates risk to fire hazards.
- ④ Conflict of interest: Joseph's duty as commissioner is in conflict with his interest as brother of Frank, who is part of X42.
- ⑤ Moral temptations: offer of X42 to give scholarship & tuition fee of Frank is clearly a bribe.
- ⑥ Ethical dilemmas like
 - public interest vs private interest
 - impartial decision making vs duty as brother also arise in the case.

b) As Joseph's friend, I would advise him to focus on the following:

① Public service values: As a civil servant, he is bound to place public interest over private interests.

② Integrity: Not acting against the President would endanger many more lives in future, causing him guilt potentially.

③ Self-confidence: As a public servant, Joseph is surely capable of doing well financially & supporting Frank.

④ Objectivity: As a foundational value, I would advise Joseph to keep his emotions aside & conduct the enquiry quickly.

⑤ Justice: The loss of lives of students would

go meaningless if the incident is not acted upon. Deterrence also helps other similar buildings to increase fire safety measures.

(6) Moral rectitude: I would empathise with Joseph's financial situation, but tell him that he is courageous enough to choose the right path.

(7) Utilitarianism: His course of action should be guided by the greatest good coming to the greatest number of citizens.

(8) I would offer to help him out financially & arrange loans for Frank, which would push him to deliver his best.

Increasing fire accidents in commercial establishments shows a underlying malady of poor low enforcement. Periodic fire safety audit, adhering to National Building code 2016 etc can save many avoidable deaths.



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.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.
 - 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। 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)

PROMOTING VIBRANT WORK CULTURE

The case study of Katunya Nagar Municipal
Office shows the impact of poor work culture on
civic performance and violation of citizen right
to municipal services.

Kamal's moral courage is under
test as he is facing false harassment
allegations.

a) Evaluating the given course of action, the

following is observed

- i) go soft on employers by giving explanation
to commission.

(Don't Write in this Area पर कुछ न लिखें)

Pros

- would solve the problem of personal embarrassment
- obedience to superiors (local MLA)
- avoids confrontation with MLA & errand employees

Cons

- Displays moral weakness
- Furthering lethargic work culture & encouraging affect's Kamal's reputation
- Inability to conduct municipal reforms in future.

② Proceed firmly with action

Pros

- Sends a signal to other employees
- upholds public interest, fiduciary responsibility
- duty of Kamal is satisfied (categorical imperative)

Cons

- May cause false allegation if commission colludes with MLA
- may lead to personal harm outside office.
- ^{false} similar complaints may come from other corrupt employees.

⑤ Discuss with seniors & act accordingly.

Pros

- Prevents hasty decision making.
- Seniors may be well placed to advise from experience
- No personal cost
- Possibility of seniors talking with the MLA to reason with him/her.

Cons

- If seniors advise to take it easy, it may cause moral distress
- non-action may cause guilt.
- discourages independent decision making.

The best course of action is to act firmly on the tax employees because:

- ① 'Satyameva Jayate': the false allegations used not wony Kamal as they can't be proven
- ② Leadership: Kamal must set the example of right-work culture
- ③ Dedication to public service must be upheld

not just by Kamal but all the employees of municipal office

④ Lack of punishments creates moral impunity, which is a bane in government officials.

⑤ It would help in Kamal's future as everywhere he goes, he can carry the values of effectiveness & efficiency.

b) The reasons for poor work culture in public offices are

① Lack of nexus between performance & incentives: As pay & promotions are seniority-based, this leads to laxadaisical attitudes.

② Poor role modelling: Morally upright young recruits may see ineffective employees

& deliver minimum level of performance i.e. 'satisfying'!

③ Ineffective leadership: An efficient, diligent leader may motivate her ~~sub~~ ^{colleagues} early.

④ Lack of grievance redressal: Public complaints against officials are not acted upon.

⑤ Extrinsic motivation: government employment is seen as a vehicle of easy promotion rather than intrinsic reward of public service.

→ complaint boxes: to receive grievance from public

Future means

→ code of ethics: Punishment for non-adherence to ethical basis (2nd ARC)

→ Punishment: Ex: 340 civil servants were laid off b/w 2014 & 2020

→ highlighting best practices by revolving trophies.

Effective work culture is indispensable in government.

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.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। हालांकि, 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 अभद्र और भद्दे कमेंट करने की आदत है। इसके अलावा, वरुण नियमित रूप से महिला कर्मचारियों सहित सभी कर्मचारियों को फोन पर अभद्र 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)

GENDER-FRIENDLY WORK PLACES

The given case study throws light on the state of poor work environments for women, which feeds into the low labor force participation rate (<30%) of the country. Upholding organisational ethics also includes promoting gender friendly workplaces.

a) The ethical issues involved are:

- Lack of 'respect for persons' (Kant): Women are objectified and are seen as a means to an end (male pleasure)
- Lack of fairness: Inhospitable workplace puts women in a undue disadvantage.

③ Ethical dilemmas!

→ Financial growth of company (vs) personal & professional integrity.

→ duty ethics (upholding equality) (vs) consequentialist ethics (upholding financial growth & big clients)

④ The lack of respect in Varun cannot be encouraged as it would set a bad work culture.

⑤ Lack of compassion: If not acted against Varun, it would be not fair to Geetanjali.

↳ The different options to act before me are.

① Do nothing and let Varun go scotch-free

<u>Pros</u>	}	<u>Cons</u>
→ It retains the big		→ promoting toxic

Write anything
in this Area/ इस स्थान
पर कुछ न लिखें)

(Don't Write anything
in this Area/ इस स्थान
पर कुछ न लिखें)

Clients of the firm
 → ensures financial growth
 → encourages Varun to perform more

work culture
 → guilt of not acting to uphold justice
 → Renunciation of Gyaanajali for no fault of her.

② Ask Gyaanajali to reconcile privately with Varun

Pros

→ Avoids punishing Varun
 → Ensures financial growth
 → Smooth resolution of conflict

Cons

→ lack of emotional intelligence
 → violating procedural fairness (post Act)
 → may do disservice to procedural justice.

③ Convince ICC to act against Varun

Pros

→ upholds organisational integrity
 → protects emotional

Cons

→ A demotivated Varun may perform poorly

health of Geetanjali → loss of big clients
→ sets example to → Varen may take
discourage similar revenge on
behaviour in future Geetanjali.

My preferred course of action is along

③, as explained!

→ Commencing ICC is a legal requirement & can't be compromised.

→ I would objectively analyse Geetanjali's complaints & call other women for corroborative evidence

→ I would arrange psychological counselling for Geetanjali to protect her mental health

→ As this is the first instance of ICC for Varen, he may be given a stem warning.

Write anything in this area (इस स्थान पर लिखें)

→ Over-dependence on Varun reflects poorly on my firm & can't affect my objectivity in decision making.

→ If repeated, Varun can be terminated from the firm.

c) Steps for safe workplace:

- sensitization workshops
- awareness regarding ICC members & LCC in district level
- gender-inclusive policies & leadership committees.
- law enforcement: providing creche space, breastfeeding space etc
- leave for period pains as given in Zomato
- punishing detractors to indicate zero tolerance of harassment.

this helps in achieving SOS 5

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			

Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1
- 2
- 3

Outcomes

-
-
-
-

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.