

TEST CODE 6 1 4 2 0 2

Maximum Marks : 250

अधिकतम अंक : 250

Time Allowed : Three Hours

समय : तीन घंटे

Forum IAS

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate
परीक्षार्थी का नाम

Khimelika Parashar

Medium/माध्यम

English हिंदी

Roll No./अनुक्रमांक

Date/दिनांक

17/8/2023

Center Code/परीक्षा केंद्र

*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

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
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INSTRUCTION / अनुदेश

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

Total/कुल अंक

250

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Examiner's Discretion/मूल्यांकन कर्ता का विवेक :

Start Time/प्रारंभ करने का समय :

End Time/समाप्त करने का समय :

4:00 PM

Total Marks/कुल अंक :

Mode Of Examination/
परीक्षा की विधि :Online/ऑनलाइन Offline/ऑफलाइन

*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.

मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।

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ECN CODE/
ईसीएन कोड :

EG/ईजी :

① ② ③ ④ ⑤

Evaluation Date/
मूल्यांकन तिथि :

Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings - 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

EXAMINER'S REMARKS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of 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 virtue of doing
↓
good & living
derived from
↳ the word
"Probity" meaning
good
by ethical principles
such as honesty,
integrity, courage etc.

Probity is ensured in integrity, be
it the personal space or professional.

ex. E. Shreedharan was managed
to achieve timely submission of Konkan
& Delhi Metro plans because he was
driven by Accountability, transparency,
integrity in governance = Probity

METHODS OF INCULCATING PROBITY IN PUBLIC LIFE

- 1) Awareness Campaigns by Civil Society Organisation
- 2) Sensitization of public & personnel on importance of virtues
- 3) Foster value education in schools
- 4) Following Ethical code of conduct while discharging duties by Civil Servants
 - Accountability
 - Just
 - Fair
 - Egalitarian
 - Transparent.

APJ Abdul Kalam said, "India can never achieve its vision of developing by 2020 if it continues to be maligned with corruption."

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			

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

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

Citizen Charter is the Commitments made by the organisation towards its customer (Citizen)

Its components are

- (i) Mission & vision
- (ii) List of services
- (iii) Grievance redressal
- (iv) Expectation from customer.

ROLE OF CITIZEN'S CHARTER IN MAKING GOVERNANCE CITIZEN CENTRIC

- ↳ Prioritise needs of the citizen over all
- ↳ Fosters Cooperative Competition among other departments / Business units
- ↳ Aims at Speedy Grievance-redressal

↳ Aims to maximise benefit to citizen ("sevottam" principle)

MEASURES TO MAKE CITIZEN CHARTER MORE EFFECTIVE

↳ Organisation should under promise & over deliver rather doing the vice-versa.

↳ develop capabilities to achieve quoted targets.

↳ Enhance grievance redressal mechanism — "justice delayed is justice denied"

↳ Enlist all the services, attributes, qualities etc clearly to avoid mis-marketing.

further, 7-step process As suggested by 2nd ARC report could be implemented to make charter more effective.

Feedback (For OFFICE use only)

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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	
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Q.2) a) Differentiate between the following:

(10 marks, 150 words)

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

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

(10 अंक, 150 शब्द)

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

(i) Code of Conduct : Set of Norms & Regulations which are to be observed in a professional Capacity. e.g. Code of Conduct for a Business Manager

Code of Ethics : Set of Ethical rules that needs to be observed in moral Capacity. e.g. doing no harm to any one

CODE OF CONDUCT

CODE OF ETHICS

(i) Professed in legal Capacity

(i) Professed in legal & Personal Capacity

(ii) Clear cut distinction between right & wrong

(ii) Operates on ethical theories (deontological vs Consequentialist)

(iii) Mandatory to abide by

(iii) Depends on the character of the person

(iv) Provision of Punitive Actions

(iv) Legal Action not always present

(ii) Accountability : The quality of being accountable to some authority over one's action in ~~personal~~ ^{professional} capacity.
 e.g. Govt. ^{accountable} ~~responsible~~ to Parliament.

Responsibility : The quality of being accountable to one self for one's action.
 e.g. Satish Dhawan resigned over a failed mission, team was led by ^{ISRO} ~~APJ~~ Abdul Kalam

Accountability	Responsibility
→ Imposed in professional capacity	→ Imposed on personal capacity
→ Narrow in approach e.g. Inspector accountable to SP	→ Broad in approach e.g. Home minister resigning over conflicts in country.
→ Legal in Nature	→ No legal Breaching
→ Not driven by personal Moral	→ Driven by individual virtue system.

Feedback
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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)

Manager is some one who manages the team (group of people), ensures work is being done timely and stake holders interests are satisfied.

while, Leader is some one who inspires people, motivates them to achieve their targets & challenge their limits.

Manager	Leader
→ Goal oriented	→ Process oriented
→ Doesn't inspire colleagues	→ Inspires colleagues
→ Can not make	→

people challenge their limits
 → Motivates them to surpass their inhibitions

→ Focused on Short term Goal.
 → Sets in a a long-term vision

LEADERSHIP FOUNDATIONAL VALUE FOR CIVIL SERVANT

- Need to make people realise their potential
- Seek cooperation & collaboration between partners
- Helps in managing conflict
- Imparts long term vision for betterment of society
- fosters virtues like accountability, empathy, & efficiency in Public dealing.

e.g. IN Sheelsham brought- changes in Election system of India by being a Leader.

Therefore, Civil servants can impact a lot of lives by professing probity in Governance instead of being a "yes-man".

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)

Govt introduced Right to Information Act, 2005 upon rigorous efforts of Mazdoor Kisan Shakti Sangathan to make governance transparent & accountable.

AIM OF RTI, 2005

- Foster good governance practices
- Make decision making transpa
rent & accountable
- Identify corruption among
government bodies
- Analyse judicial usage of
public funds. etc.

CHALLENGES OF RTI, 2005

- Political Parties are exempted from its ambit.
- New Digital Data Protection Act, 2023 introduces new exemptions from Section 8(1);
- Laid back attitude of PIOs
- In coherent & inconsistent data management system
- Lack of awareness among people

A journey of thousand miles begins with a single step, RTI (2005), NDSAP (2012) are steps in the right direction towards achieving good practices in governance, however the loopholes needs to be addressed to maximise benefit of all.

Feedback
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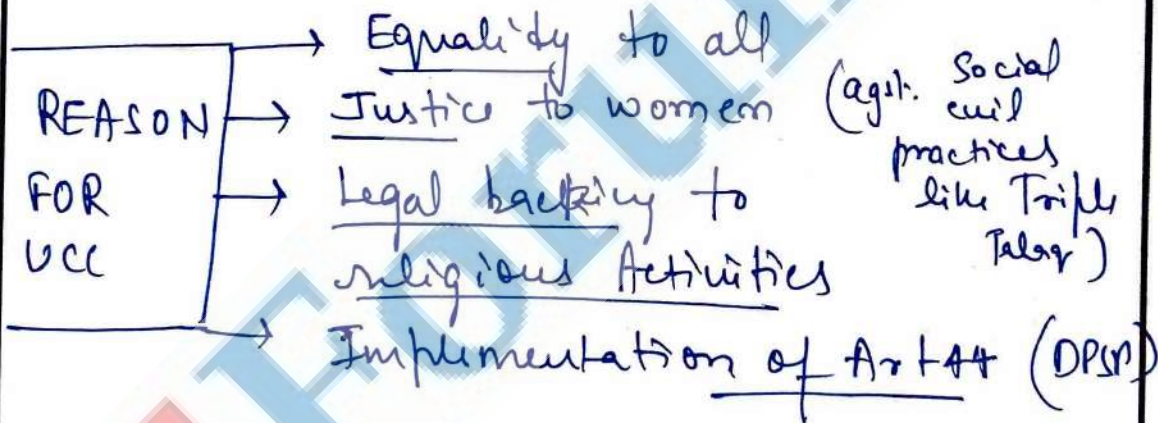
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TOTAL MARKS			



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

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

Uniform Civil Code : A Common set of Laws governing personal matters of people irrespective of their religion.



CHALLENGES FOR UCC TO RECONCILE LEGAL PRINCIPLES WITH MORAL CONSIDERATION

- Undermining traditions of people
- Undermining "Unity in diversity" Philosophy

- Mainstreaming minority customs
e.g Tribals with unique practices
- which religious practice will prevail & which will get subsumed - salad - bowl model or melting-pot model

ETHICAL CHALLENGE

- to provide Egalitarian Justice
- Equality of treatment.
- Respect of minority

EXTENT TO WHICH LAWS BE INFLUENCED BY CUSTOMS :

- (i) when religious customs are
 - (i) logical
 - (ii) fosters justice to all
 - (iii) Empowers Natural right (theory of Hobbes)
 - (iv) Assures Basic Goods like happiness, peace etc
- then laws can be influenced by religion.

It is rightly said,
 Science with religion is illegal
 but religion without science is hoax

Feedback
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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)

Morality is the virtue of abiding by & living as per one's principles & values like integrity etc. ^{ethical} honesty,

SIGNIFICANCE OF MORALITY IN PUBLIC ADMINISTRATION

- ↳ Brings out accountability in officials
- ↳ fosters probity in governance
- ↳ Makes decision making effective
- ↳ Imparts transparency to the process

example Kiran Bedi is known for her spotless track record for Morality.

Moral rigidity in Good governance Can be a Hindrance

Yes

No

- Creates friction among people
- Slows down decision making
- Hampers societal development
- Official suffers in personal capacity

- Imparts message of right-conduct over Easy conduct
- Sets an example of high moral grounds to be followed by people
- Serves in long term (e.g. better promotions etc.)

It is rightly said by Einstein, "A man of intellectual is no man in comparison to a man of value"

Thus, a balance needs to struck between too much rigidity & too much flexibility to maximise benefit.

Feedback

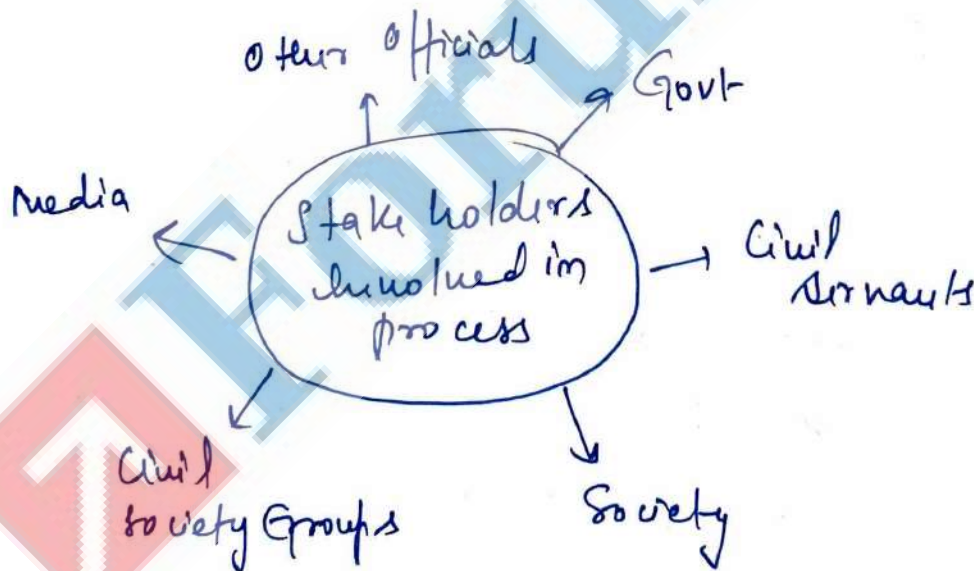
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b) Various practices and policies are implemented to uphold transparency, fairness, and accountability within administrative systems, encompassing both advantageous and disadvantageous aspects for the stakeholders involved and the overall administrative 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 समय 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)

Government is taking a lot of measures e.g. GEM, digital transactions, online auctions etc to impart virtues needed for Good Governance.



Ethical Considerations arise from implementation of these practices

- Breach of Privacy: (Loop holes in
DPD bill)
- Issues of accountability: (e.g. people not
finding "proper"
- Inter - Intra department for grievance
ministries competition redressal)
 - ↳ (e.g. Mining of Coal & Coal Bed
Methane)
 - Same Source
 - 2 diff ministries involved
- Reversal of
intended benefit (e.g. electoral bonds
↓
making process more
opaque & corrupt)

These challenges require an approach
to deal with the identification of
such loopholes & their timely
redressal to foster maximum benefit
for all with good governance.

Feedback

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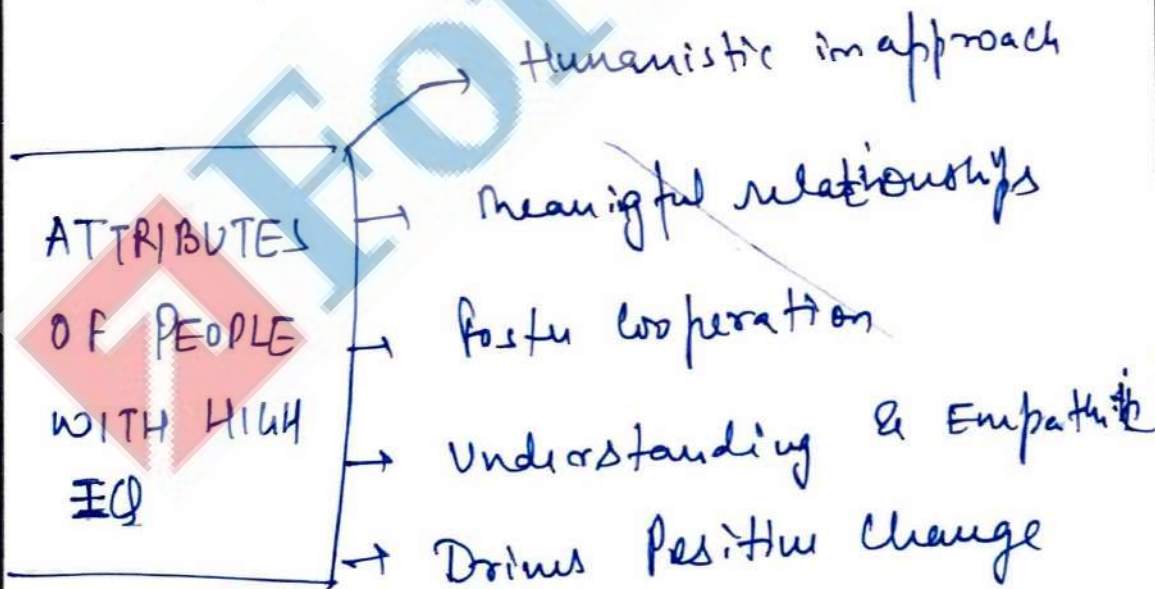
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TOTAL MARKS			

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

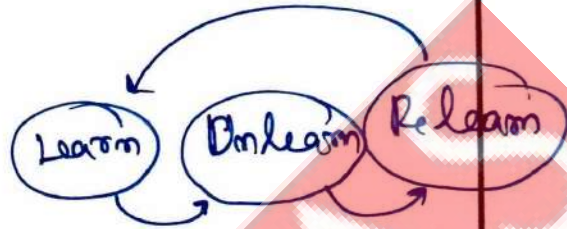
Emotional Intelligence is the virtue of using one's emotions (cognitive power) to derive better behavioral results.

e.g. Goleman study substantiates success with higher emotional quotient



EMOTIONAL INTELLIGENCE CAN BE FOSTERED VIA

- 1) Sensitivity Training
- 2) Positive affirmations & Action — (desirable)
- 3) Spreading Awareness on ^{benefits} of possessing EI on one's ^{body}.
- 4) Conducting work shops by partnering with Civil Society organisation.



Gandhiji provided the importance of higher EI in his Talisman

Theory, therefore Empathy should be made corner stone value while carrying out day to day activities by Civil servants.

Feedback
(For OFFICE use only)

	G	A	P
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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			

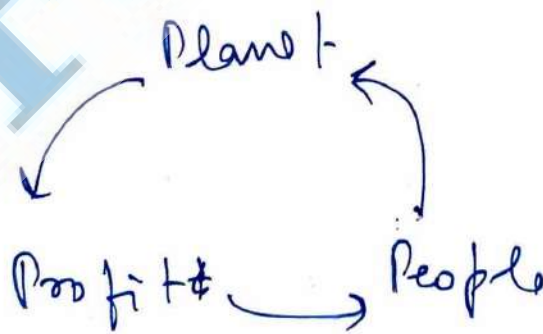


b) The challenges posed by the corporate sector's impact on climate, environmental sustainability, and living conditions has highlighted the need for responsible and inclusive business practices. In this direction, the contemporary discourse on corporate governance is emphasizing the interconnectedness 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: This propounds

Carrying out Business with a
consideration for "environmental",
"social", & "Governance" benefit, making
it equally beneficial for all stake-
holders.



3Ps of ESG

ESG FRAMEWORK

PROs	CONs
<ul style="list-style-type: none"> → Considers all Stake holders in decision making → Prioritise -ve Ramifications like pollution over profit → Bolsters <u>Sustainability</u> in practices → fosters inclusive Growth of all 	<ul style="list-style-type: none"> → Too good to be true (e.g. <u>ethical Capitalism</u> is limited) → Corporates <u>forge numbers</u> to justify actions → very few companies taking up the challenge. → <u>profit</u> makes still remains the main

Every coin has two sides, the onus falls on to one doing the deed to do it the right way. Hence Corporates should take the moral responsibility for Equitable & Inclusive development of All.

Feedback
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Please put tick marks in the above table.
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TOTAL MARKS	
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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)

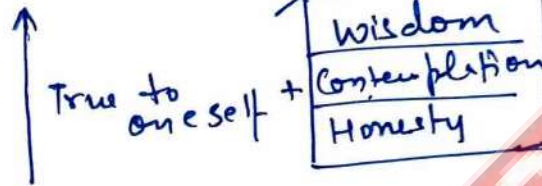
This statement summarizes the importance of Honesty in acquiring wisdom as a virtue. Honesty is the foundational stone for wisdom.

What is wisdom?

wisdom is intellectual power which is attained by examination of life. As Socrates said "An unexamined life is not worth living".

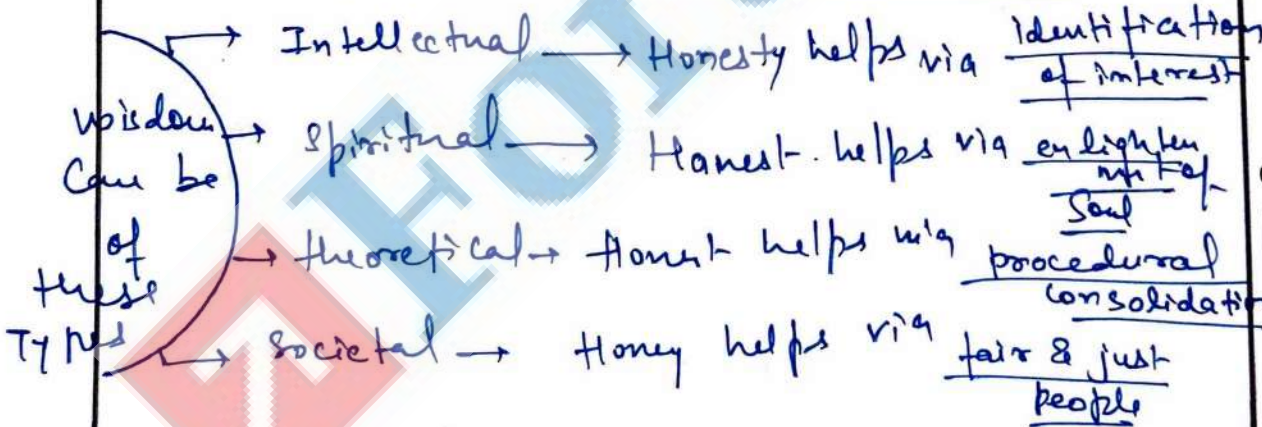
It is emphasised contemplation brings wisdom, being true to one self brings contemplation &

being true to oneself is fostered by Honesty



Example Gandiji was true to himself

emphasised upon the importance of
 (1) Satya + Ahimsa
 & brought change not just in India
 (freedom from Colonialism) but in South
 Africa (freedom from Apartheid) via
 "Satyagrah" [i.e. "Satya se Aagrah"
 Action via Truth]



Hence, "Honesty" is the virtue of all virtues that is foundational solution to all vice.

Feedback
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TOTAL MARKS	
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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)

This statement emphasises on the importance of Conscience, which is true, pure & ethical & related Nature of religion.

Conscience (It) feels bad when something bad is being done & feels good when things done are good.

Conscience helps

↓
Taking good
decisions
[ethical]

↓
Avoiding bad
decisions
[unethical]

All religions are driven through the basic difference of Good & Bad deeds.

Shwami Vivekananda Propounded - Ethical Secularism i.e. "Be a good Hindu, if you are a Hindu; if you are a muslim, be a good muslim".

All religions are driven through different rituals but common end.

[God]

Wars in contemporary times (Palestine vs Israel) are illegal - they are harming people over God (i.e. Jerusalem sovereignty rights).

Like wise, missionary religions fought Crusade wars over hegemony of their God.

Therefore, spirit of mutual tolerance, humanism and cooperation can be found in Hinduism which promotes humanity above all.

Feedback

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TOTAL MARKS			

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

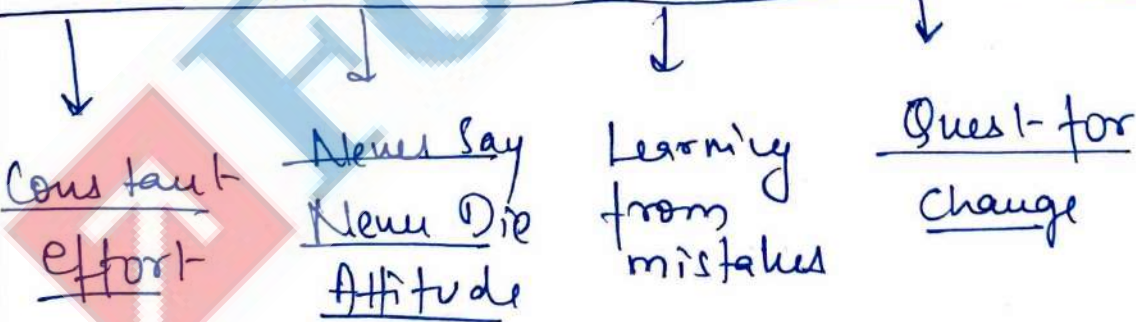
"वास्तविक परिवर्तन, स्थायी परिवर्तन, एक समय में, एक कदम होता है।" – रूथ बेडर गिन्सबर्ग (10 अंक, 150 शब्द)

"Rome was not built in a day"

The above adage is in line with the given quote.

It means, change is not an overnight phenomenon. Permanent & Enduring change takes time, patience & perseverance

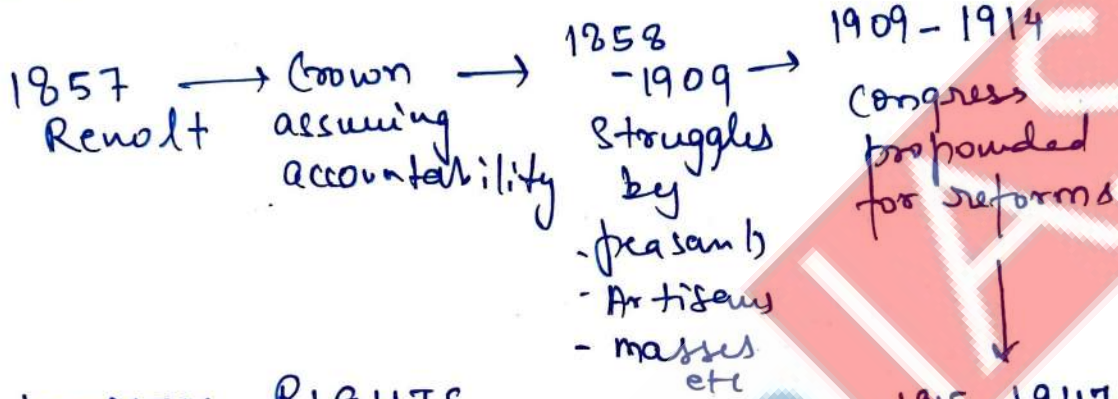
REAL CHANGE CAN BE ACHIEVED THROUGH



His story has been a constant

Reminder of How real change was brought in via small steps.

(i) INDIAN INDEPENDENCE



(ii) WOMEN RIGHTS

↓
 French + American Revolution
 + Campaigns by feminists like Simone de Beauvoir
 Gandhiji's NCM, CDM & finally Quit-India Movement.

change is the only constant & you never step twice in same river, hence progress towards one's goal is important & not- how much progress has been done to get "REAL CHANGE"

Feedback

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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)

This case study pitches the classic case of unsustainable development, prioritising development over environment, tribal community etc



9) Various conflicting interests - here are

- 1) Interest of Govt over Interest of Tribals : → Development projects hampering traditional way of life.
- 2) Commercial interests of Business class over tribals → unsustainable use of land putting the lives of local in danger.
- 3) Development-projects construction like Dams over environment-conservation
- 4) Safe rehabilitation over ancestral home evacuation

As a DM of the District
I will convince the people in
following ways :-

- 1) Participatory - Listen the woes of
Dialogue - people on the issue
exchange & try to pacify them
through institutional
channels
- 2) Justice Delivery - Partner with Central/
State govt. to deliver Comp
- let justice to the vulnerable
- 3) Awareness - Provide better Pros & Cons
creation of the rehabilitation with
help of NGOs, empowering
people in better
Decision Making.
- 4) Compensation -
remunerations/
Compensations would provide Monetary
& Non-Monetary (Jobs, educa-
-tion etc.) help with the aid of
State govt. to the displaced people.

c) Measures that can be taken to avoid such situations in future.

1) Sustainable development:-
Balancing Environmental Conservation & Growth

2) Inclusive development:- Balancing
interests of Local Communities with Commerce

3) Scientific Studies carried out
before any developmental plans

4) Prohibition on Construction in
Ecological Sensitive Areas

5) Permit land Encroachment to
reduce burden on Sensitive Areas.

with a willingness & proper Imple-
mentation sustainable development

can be carried out balancing needs
of all Stake holders as done by Bhutan.

Feedback

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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.

- a) Under the given circumstances, what measures should Anjali recommend to handle the above crisis.
- b) Critically evaluate the decision of state government to not compensate the victims of spurious liquor. (20 marks, 250 words)

बिहार देश के उत्तरी भाग में स्थित एक राज्य है। राज्य में शराबबंदी कानून किसी भी रूप में शराब के मंदारण, 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।

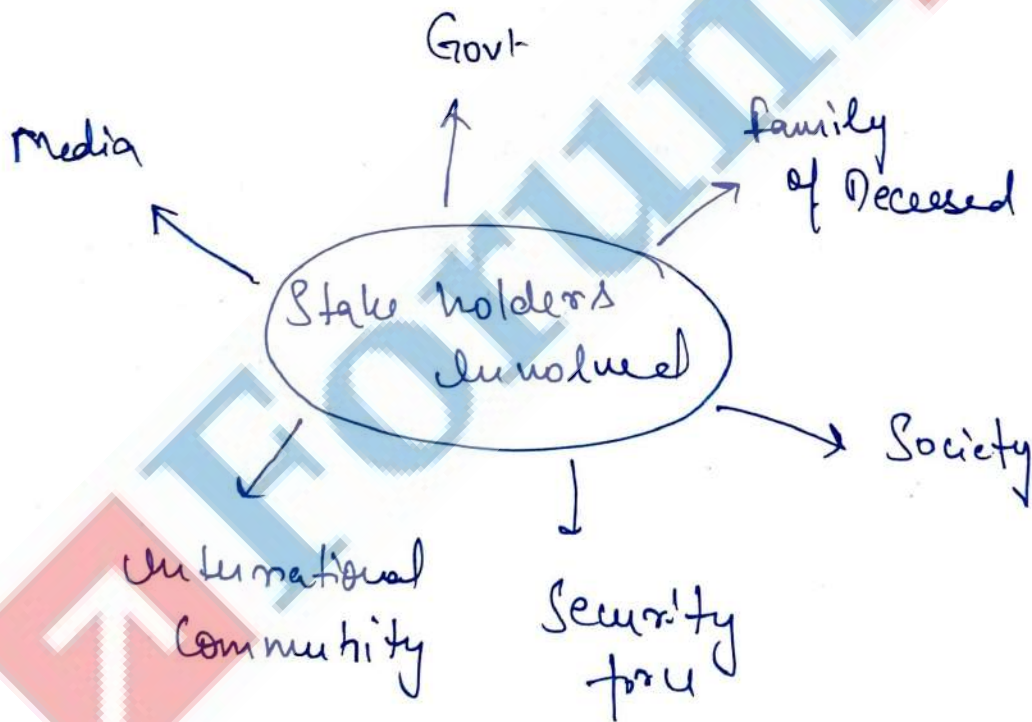
जैसा कि माग्य को मंजूर था, एक दिन एक दुर्भाग्यपूर्ण घटना घटी जब माफिया द्वारा संचालित एक अवैध अड्डे से जहरीली शराब पीने के बाद पचास निर्माण मजदूरों के एक बड़े समूह की मृत्यु हो गई। पीड़ितों में से कई अपने परिवार के एकमात्र कमाने वाले थे। जबकि राज्य अपनी स्थिति पर स्पष्ट था कि राज्य में शराब का सेवन एक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

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

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

- a) दी गई परिस्थितियों में अंजलि को उपरोक्त संकट से निपटने के लिए क्या उपाय सुझाने चाहिए?
- b) जहरीली शराब के पीड़ितों को मुआवजा न देने के राज्य सरकार के निर्णय का आलोचनात्मक मूल्यांकन कीजिए। (20 अंक, 250 शब्द)

This case details with the ethical dilemma of providing justice to intentional wrong doers e.g. deceased people due to their fault.



a) Anjali should recommend the below measures to handle the given Crisis:



Providing justice to people who died drinking illegal alcohol against State sanctions

In short-term

1) Pacify families of the deceased: CM should emphasise visit the families of the deceased people & portray solidarity

2) Use the case against Alcohol consumption: This case should be used to justify the sanctions against alcoholism & associated ill-wills

3) Provide Compensatory : - Jobs or
JustiU skill development
opportunity should be
provided to the family of deceased.

4) Long term measures

- ↳ Partner with NGOs
to spread reach &
awareness
- ↳ Security forces should
identify the loopholes
& methods of smuggling alcohols
- ↳ Government should formulate
stringent laws & ensure effective
implementation.

b) In this case Govt. decided
not to provide "Monetary
compensation" to the victims,
below is the analysis

Correct Decision

Unfair Decision

1) Disapproves the behavior of flouting laws

2) Creates example of stringent action for reformative needs

3) Prudent use of Tax payers money — not being used to compensate law breakers

1) Mostly People belong to "Poor" class, deceased could be the sole bread winner, depriving families of an equitable Just lines.

2) Punishes Innocent over the deeds of others (Person who consumed Alcohol)

3) Moral obligation of Govt. to ensure welfare of its citizens

"Justice Delayed is Justice Denied", Govt. should take cognisance of ramifications of its stringent actions to deliver justice effectively & efficiently

Feedback
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*	G	A	P
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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 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)

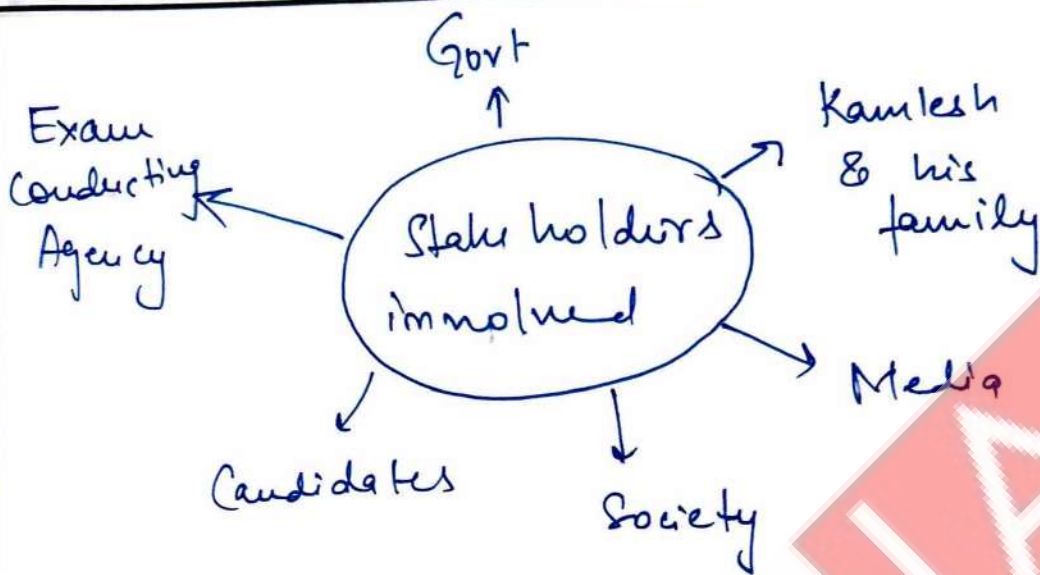
कमलेश एक सिविल सेवक हैं जिन्हें हाल ही में राज्य के शिक्षा विभाग में अतिरिक्त मुख्य सचिव के रूप में तैनात किया गया है। कमलेश का सेवा रिकॉर्ड बहुत अच्छा है और वह अपनी ईमानदारी और व्यावहारिक रवईयों के लिए जाने जाते हैं। नए विभाग में आने के बाद कमलेश के सामने पहला बड़ा काम सरकारी स्कूलों में लेक्चरर पद पर भर्तियां कराना था। पद लंबे समय से खाली पड़े थे और सरकार बिना किसी देरी के रिक्रिटियों को भरना चाहती थी क्योंकि यह वर्तमान सरकार द्वारा किए गए चुनावी वादों में से एक था। कमलेश की देखरेख में भर्ती प्रक्रिया सफलतापूर्वक संपन्न हुई। संबंधित मंत्री ने कमलेश को बधाई दी और उन्हें सूचित किया कि सफल उम्मीदवारों को एक समारोह में नियुक्ति पत्र आवंटित किए जाएंगे जिसकी अध्यक्षता खुद सीएम करेंगे। कमलेश खुश थे कि उनके काम को उच्चतम स्तर पर पहचान मिल रही है।

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

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

- कमलेश द्वारा सामना की गई विभिन्न नैतिक दुविधाओं को उजागर करें।
- अपने आप को कमलेश की स्थिति में समझें। आपके लिए विभिन्न विकल्प क्या उपलब्ध हैं?
- आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।
- कमलेश को उपरोक्त में से कौन सा विकल्प अपनाना चाहिए और क्यों? (20 अंक, 250 शब्द)

This case highlights various dilemmas, cognitive dissonance faced by a bureaucrat of value in the current political system.



a) various Ethical dilemmas involved here are :

(i) Integrity vs Personal Gains
 e.g. Acting as per the laws and risking transfer

(ii) Professional duties vs Personal Duties
 e.g. Jeopardising Career over responsibility towards family

(iii) Rule of Law vs Due process of Law
 e.g. Barring a few, everyone accepts the successful candidates were selected as per the procedure; Injustice to honest-students.

(iv) Personal Image
[Not capable of
flouting laws]
among peers & Govt.

Justice of to
unfairness
faced by
honest candidates

b) Various options available to
Kamlesh are :

- (i) Expose the recruitment scandal
- (ii) Inform the Chief Minister,
by passing the hierarchy of depart-
-ments
- (iii) Cooperate with Minister's Choice
- (iv) Go ahead with the recruitment,
later cancel selection of "faulty"
Candidates based on technical / health
etc requirements.

C) (i) Expose the Scandal & Inform CM, by passing hierarchy

Merit	Demerit
(i) Gets to <u>maintain Integrity, Professional Image</u> (ii) Governances with <u>probity, empathy & Justice</u> (iii) Might <u>reap results</u> in <u>later stage of career.</u>	(i) <u>Jeopardise immediate career, postings etc</u> (ii) <u>Attract departmental backlash</u> (iii) CM might agree with the minister, risking " <u>becoming target</u> " of <u>political wrath</u>
(ii) Cooperate with minister, later cancel the selection based on technicalities	Posting, transfer, family etc.

Merit	Demerit.
(i) "Award" expectation for cooperation (ii) family responsibility will be done - father's treatment - wife's career (iii) <u>Perks of being favored politically</u>	(i) <u>Jeopardise self & principles</u> (ii) sets bad example among peers & in society (iii) <u>Promulgates shady practices</u> in government functioning.

d) It was Kamlesh would go ahead with option (i) because :-

(i) It will get to live a peaceful & happy life
 ↳ Absence of Cognitive dissonance

(ii) Initial hardship but might yield result in later stage.
 ↳ (transfer)

(iii) Sets in good example for Society, where faith in democracy is depressing.

(iv) Propagates a sense of Justice in the society → leading to its Overall upliftment.

It is rightly said by Swami Dayanand that a "value is valuable only when the value of value is valuable to one"

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.

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,

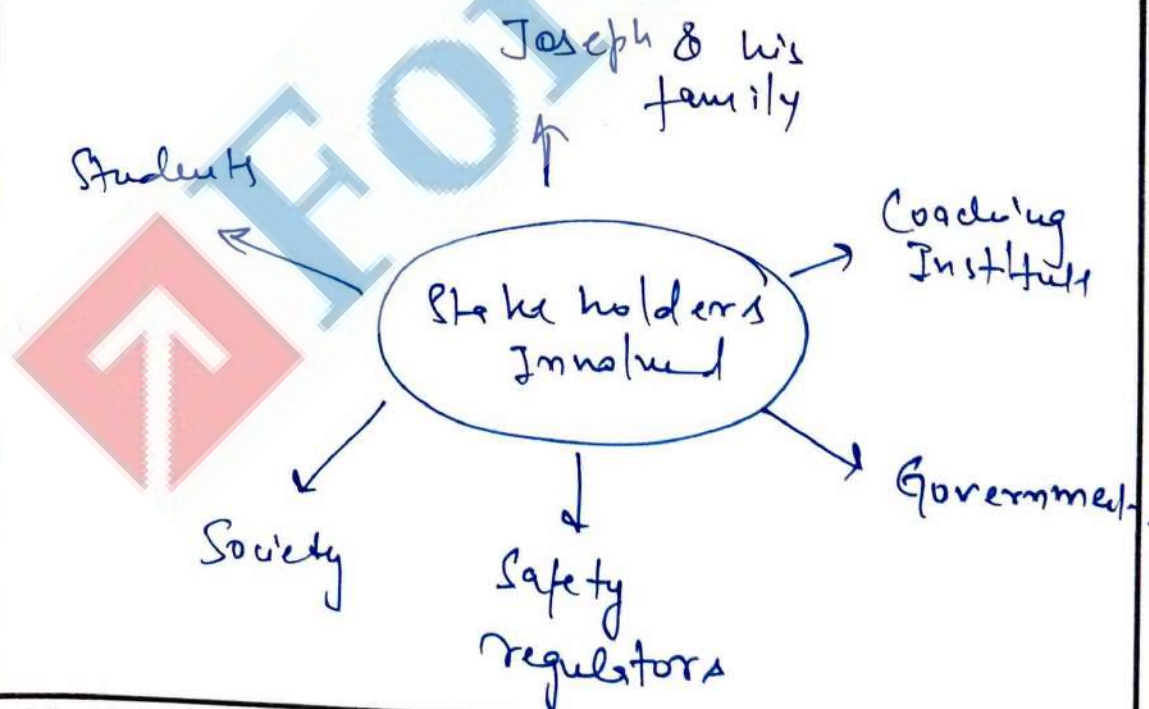
XYZ कोचिंग के परिसर में आग लग गई। आग लगने की घटना से बिल्डिंग में मौजूद लोगों में हड़कंप मच गया। सभी असमंजस की स्थिति में इधर-उधर भागने लगे। कुछ छात्र बहुत संकरी सीढ़ियों की ओर भागे। कई लोग लड़खड़ाकर गिर पड़े, जिससे उन्हें चोट लगी। इमारत की आपातकालीन निकास बड़ी संख्या में छात्रों और कर्मचारियों के लिए 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 और क्यों? (20 अंक, 250 शब्द)

This case study deals with the classic case of Professional duties & Personal responsibilities dilemma. e.g Joseph enquiry the firing incident. Im partially



a) Various ethical concerns involved here are :-

- (i) Conducting an unpartial investigation by Joseph: (His brother free of wrath, vengeance could have been among those students)
- (ii) Ethical Capitalism (name sake)
↳ Sticking in plenty of students beyond service capacity
- (iii) Commercialization of Education by education coaching institutes.
- (iv) Taking bribe from the institute & compromising investigation
- (v) Looking after younger brother after getting married (Starting a new life)

b) As a friend of Joseph, I would advise him on the below aspects:-

(i) Justice to his professional duty : He should do what the duty demands irrespective of the adversities

(ii) Be morally strong : No need to jeopardise principles over petty bribes

(iii) Reprimand or charge the Owner of the institute over the charges of Bribing an official

↳ [Set in a good example in society]

(iv) Tutor his brother or
simple guide him in the
 studies : If Joseph (older
 brother) can do why can't the
 younger one follow the same
 path. [Academic excellence]

(v) Arise sense of responsibility
 (financial, moral) in his brother
 so that he can achieve success
 without any moral lapse or
 external help.

It have provided above advice,
 because : - (i) Joseph won't
 have to compromise his
value system

(ii) Booking the owner on bribery charges sets in a good example for the society.

(iii) Strengthening his ties with his brother will help him attain value education along with theoretical knowledge.

(iv) Help Joseph balance his new responsibilities (New marriage) better without worrying about his brother.

(v) An impartial investigation would help comb unethical practices by institutes for profit.
 → Do justice to students who suffered
 → Helps other people follow the footsteps e.g. stronger relations etc.

Therefore, education is not imparted only to mind but- to the heart as well

& Joseph could be an epitome of this adage.

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

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

- i) Give his explanation to the Commission and go soft on the disciplinary action.
- ii) Ignore the commission and proceed firmly with the disciplinary action.
- iii) Brief his higher-ups, seek directions from them and act accordingly
- a) Evaluate all the above courses of action and suggest the best course of action, giving your reasons for it.
- b) What according to you are the reasons behind poor work culture in public offices? Also, recommend measures to improve the same. (20 marks, 250 words)

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

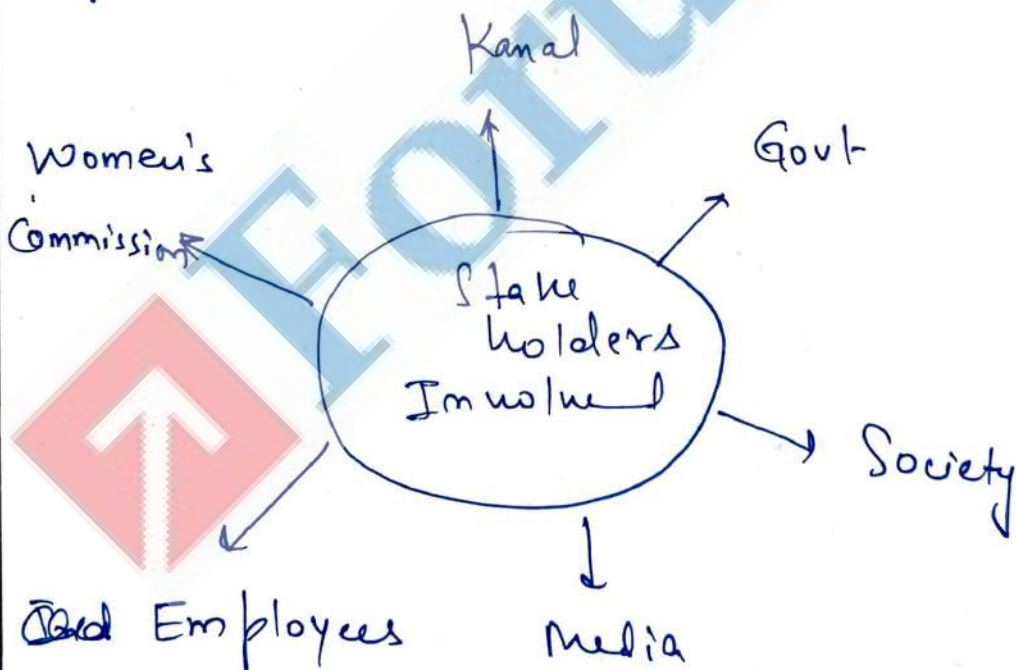


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नोटिस जारी करता है। जवाबी कार्रवाई के तौर पर इन उपद्रवियों में से एक महिला कर्मचारी कमल के खिलाफ महिला आयोग में यौन उत्पीड़न की शिकायत दर्ज कराती है। आयोग ने इस मामले में कमल से स्पष्टीकरण मांगा है। साथ ही कमल को अधिक बदनाम करने के लिए इस मनगढ़ंत मामले 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)

This case highlights the adversity one has to face against many to bring good change in the system.



a) i) Give his expln to the Commission & go soft on the disciplinary Action

Merit	Demerit
(i) Saves face in the <u>Societal disrepute</u> ↳ <u>trial by media</u> (ii) Escapes from any <u>punitive action</u> (iii) Maintaining <u>statue quo</u> help in having <u>peace</u> in office	(i) Against his <u>moral & ethical conduct</u> (ii) Breaches his <u>professional responsibility</u> (iii) Dissuades in taking <u>preventive</u> actions against <u>prevalent</u> evils.
(ii) Ignore the Commission & proceed firmly with the disciplinary actions	

Merit	Demerit
→ Justify his <u>original stand</u> helps him → Sets an example of <u>probity</u> in <u>governance</u> → Exposed <u>faulty legal machinery</u> → fosters <u>ethical professional conduct</u> as in <u>NOLAN report</u>	→ <u>Societal backlash</u> → <u>Tarnishing of professional image</u> → <u>Political wrath</u> ↳ <u>Posting, transfer.</u> → <u>Hostile work environment</u> for <u>colleagues</u> in office

iii) brief his higher-ups, seek directions from them & Act accordingly

Merit

Demerit

- Experience is the best teacher - helps him put forth his side of story
- Cooperation from department ensured
- Pragmatic solution for justice will be given.

- Time consuming
- Too many opinions involved.
- propagates "might is right" philosophy.
- Sets in self doubt & limits decision making power

I would advise him to go ahead with option (iii) which is

(a) seek guidance from his seniors, bureaucrats, political leaders etc

(b) Along with this he should provide a justification to women Commission & highlight the misuse of legal framework (e.g. false Sexual harassment charges)

issue,
Lastly, he should discipline the
employees in proportion with their
crimes, to let society at large know about the corrupt
practices.

These advs will be helpful because :-

(1) Help Kamal save his reputation
(both public
& professional)

(2) To do justice to the wrong
doers (e.g. faulty employees)

(3) Bring change in the policy
implementation strategy — Exposing
Sexual Harassment
laws misuse

All these measures will require
strong will, persistence & patience
from Kamal's end.

b) Reasons behind poor work culture in Public offices
↓

(i) Safety of Tenure :- employees can't be fired

(ii) No incentive provision to motivate employees (e.g. Appraisal Systems in Corporates)

(iii) Colonial Hangover : "Babu culture" of making people neat, logging in late, going of early
→ No system to keep jobs on working hours!

(iv) Issue of playing blame games
→ Appraisal system to motivate people
→ to avoid Accountability

measures that can be taken to improve

→ Creating time sheets to track absence

→ Punitive measures to disregard in competence.

→ Creating environment of cooperative competitions among departments to foster efficiency.

with Preparation, Strong will & Competence

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	
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Any thing can be done.

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 few 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।

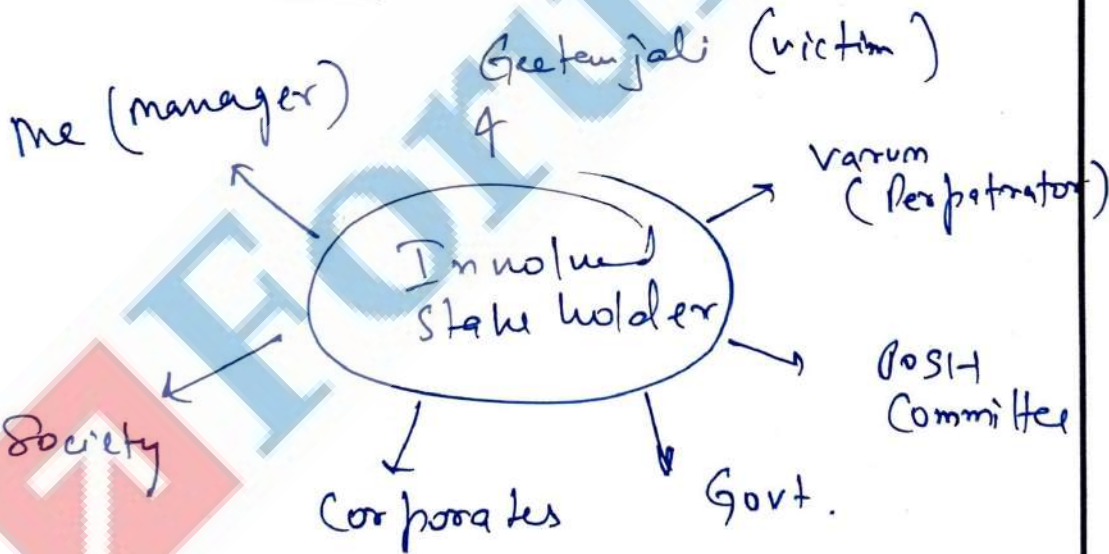
हालाँकि, आप विभिन्न वर्गों से वरुण के अपनी महिला सहयोगियों के प्रति रवैये के बारे में अफवाहें सुनते रहे हैं। आपके संज्ञान में आया है कि वरुण को कंपनी की महिला कर्मचारियों पर अभद्र और भदे कमेंट करने की आदत है। इसके अलावा, वरुण नियमित रूप से महिला कर्मचारियों सहित सभी कर्मचारियों को फोन पर अभद्र संदेश 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।

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

This case study deals with the issue of sexual mis-conduct in professional space & its ramification on professional & personal lives of the stake holder.



Q) Ethical issues involved here are :-

- (i) Prioritising Business require-ments over Ethical conduct
- (ii) Sexual Harassment & Non-conducive work environment.
- (iii) firing an Employee who is at fault against Business Sense.
- (iv) Imminent-resignation of an employee who is having a hard personal life
- (v) Issue of managing conflicting interests while maintaining objecti-ivity & personal morals during investigation.
- (vi) Saving company's image over wrong deeds.

b) Various options available to me are

(i) ~~fire~~ Start Investigation based on charges by Geetajali on Varun.

(ii) Directly fire Varun, ^{taking} Geetajali's word on journal.

(iii) Let go of Geetajali, & keep "Star performer" Varun for bringing profits to the company.

It would choose option (i) —

will start an investigation on the matter, meanwhile will

switch teams / department of

Geetajali, so that she doesn't

come in direct contact with Varun.

If after an independent investigation
varun is found guilty, I will
let go of varun & would ensure
Corresponding provisions of IPC,
CrPc are applied on him to get
Justice for Getaurjali.

PERKS OF THIS OPTION

- (i) Complete justice to all
- (ii) Gives alleged perpetrator & victim
a chance to explain
- (iii) Physical separation (e.g. team change)
will ensure no manipulation or
extortion.
- (iv) Creates safer environment
for all & inclusiveness
- (v) Sets in a case towards "Justice
delivery" — Ensure more victims
come forward.

c) Steps taken to improve safety at workplace :

- (i) Setting up POSH Committee & ensuring smooth functioning
- (ii) ensuring Ethical code of conduct followed by all

(iii) Sensitization training for all Gender
 Men, women, LG BTFQIA+

(iv) Spreading awareness about Do's & Don'ts in around colleagues.

(v) Setting up of Informal redressal Committee ^{Grievance} _{to escape real tapping & improve approachability.}

Setting up similar provisions in place helps create an inclusive professional space that fosters excellence, cooperation & development of all.

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

Outcomes

- | | | |
|---------|--------------------------|-------|
| 1 | <input type="checkbox"/> | |
| | | |
| 2 | <input type="checkbox"/> | |
| | | |
| 3 | <input type="checkbox"/> | |
| | | |

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.