



TEST CODE 6 1 4 2 0 2

MGP 2023 - Conventional Sectional Test #6

Time Allowed : Three Hours  
समय : तीन घंटे

ForumIAS

Maximum Marks : 250  
अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	ADITYA HRIDA Y UPADHYAY	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Roll No./अनुक्रमांक	1910096715	Date/दिनांक	16/08/2023
Center Code/परीक्षा केंद्र	ORN-1902		

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

**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.

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## EXAMINER'S REMARKS

ForumIAS

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### 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.

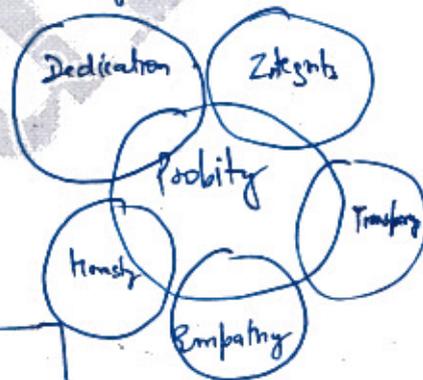
## Section - A

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 strict adherence to highest standards of ethics and ideals. It is not limited to financial integrity but also carries an element of Trust. It is value of all values

Es: Ramrajya where every citizen believed in honest rule of King Ram.



Private Virtue vs Probity

- ① Absence of private profit leads to holistic and broad view of society.
- ② Diseased private virtue presents political bias, emotional impact to affect the decision making.

3. Thinking of others helps us rise above our personal issues. Es: Tukaram Omble during 20/11

## How to cultivate Probity

- ① Enabling strict adherence to rules and regulations by proper implementation  
Es: RTI Act
- ② Eliminating ills of monopoly, discretion and arbitrariness by implementing checks and balances  
Es: Lokpal, CVC
- ③ Empowering NGO, SHG, Cooperative and Media as the 4<sup>th</sup> pillar of democracy Es: Norway governance based on voluntary acts
- ④ Digitisation of governance and simplification of procedures reducing contact point Es: Single Window & Feedback
- ⑤ Ethical Training and value inculcation of justice  
Es: Mission Kanyasulkam

Probity is the key to a ethical and good governance and needs to be upheld.

### Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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

TOTAL MARKS



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

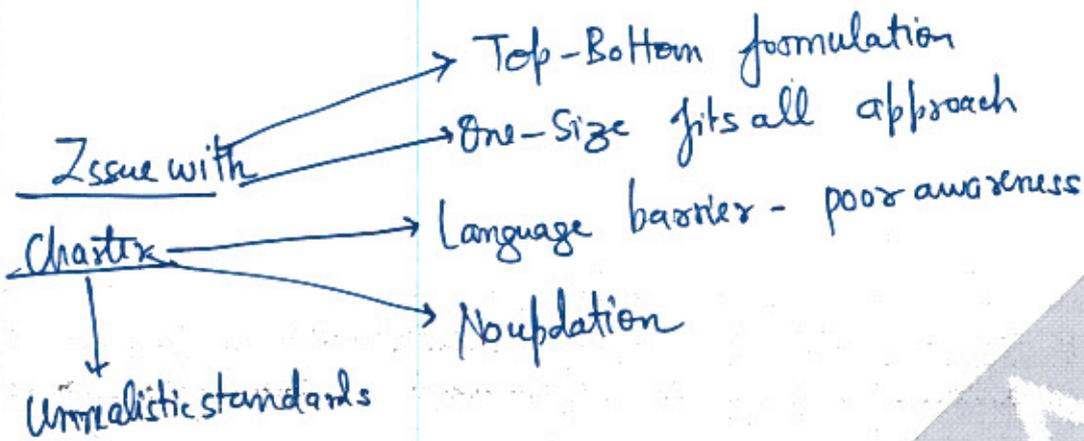
शासन को नागरिक केन्द्रित बनाने में नागरिक चार्टर की भूमिका का मूल्यांकन कीजिए। इसके अलावा, नागरिक चार्टर को अधिक प्रभावी बनाने के लिए कुछ उपायों की सिफारिश कीजिए। (10 अंक, 150 शब्द)

Asks 2<sup>nd</sup> ARC

Citizen Charter are voluntary documents declaring mission, values and goals of organisation.

Role in making governance citizen centric.

- ① Allow role of N90, STG, Panchayat in formulation deciding the service details.
- ② State the goals and measurable standards allowing accountability if standards not achieved.
- ③ Enhance responsiveness and grievance redressal in case of deficiency of service.
- ④ Inducate sense of responsibility among govt employees countering "Lacharvial attitude".



Measures to make more effective - 2<sup>nd</sup> time 12<sup>th</sup> April

- ① State Quantifiable Measurable standards with clear grievance redressal process.
- ② Allow decentralised formulation and different charter for different department.
- ③ Update charter at regular interval to tune with time.
- ④ Capacity Building of functionaries to make public understand the system better.
- ⑤ Implement Charthamak - UK system for incentivisation for better performance.

Citizen Charter and Accountability Model are key to citizen centric governance.

**Feedback**  
(For OFFICE use only)

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Please put tick marks in the above table.

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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
① A clearly defined set of guidelines to be followed.	① A set of overarching principles to be adhered to by organization
② Very narrow scope of interpretation	② Can be interpreted in a broad way covering various dimension.
③ Mainly concerned with financial, functional aspect	③ Extends to behavioural, attitudinal dimension.
④ India has All India Services (Conduct Rules) for Civil Servants.	⑤ As of now there is no official code of ethics for government functionaries.
<u>Ex:</u> Do not take gifts worth more than 25,000/-	<u>Ex:</u> Actions should be guided by integrity of highest order.

## Accountability

① Answerability for acts of commission and omission

→ A very formal mechanism

→ Extends to answerability, feedback, grievance redressal

→ Accountability comes with responsibility

Eg: Civil servant accountable for responding to allocation of scheme funds

## Responsibility

① Entrusted faith to carry out a job or execute a designated role.

② Can be both formal and informal.

③ A very wide scope extending to fulfilling all requirements of assigned work.

→ Responsibility these without accountability

Eg: Civil servant responsible for ensuring all in danger are sent to relief shelter

Both accountability and responsibility when in combination produce high standards of governance

### Feedback

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Please put tick marks in the above table.

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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 a person with overarching responsibility to oversee utilization of funds, roles of employees and ensure smooth working of organization.

Whereas

Leader is a broad term. For a group of people one who combines their energy, utilizing them in best way possible allowing and helping each one of them to be best version of themselves.

Es: Manager

CEO enforcing deadline and setting required order completed by employee

Leader

Es:

A CEO managing responsibility as per circumstances and allowing each individual to function in best space

Why Leadership is foundational value of civil servant

- ① To ensure smooth functioning of large governmental workforce with diverse issue.  
 Ex: Pay Commission called bureaucracy bloated.
- ② Ensure conflict resolution and mutual understanding between competing ideology.  
 Ex: Old employee Vs New Entrant.
- ③ Ability to rally diverse public above sectarian lines of gender, caste, religion, tribe.  
 Ex: Principle of Sabka Saath Sabka Vikas.
- ④ Ability to understand and empathize with suffering of populace and ensure alleviation.  
 Ex: ZAS Somvanshi, M.P removed AC to install it for children.

Leadership is inherent to any organization's success. Our Bureaucracy needs leaders at all level of organization.

**Feedback**  
 (For OFFICE use only)

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TOTAL MARKS	
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Q.3) a) Right to Information Act, 2005, aims to make the governance process transparent and accountable, however, the sunshine legislation is beset with several challenges. Analyse.  
(10 marks, 150 words)

सूचना का अधिकार अधिनियम, 2005 का उद्देश्य शासन प्रक्रिया को पारदर्शी और जवाबदेह बनाना है, हालांकि, यह व्यापक (Sunshine) कानून कई चुनौतियों से घिरा हुआ है। विश्लेषण कीजिए।  
(10 अंक, 150 शब्द)

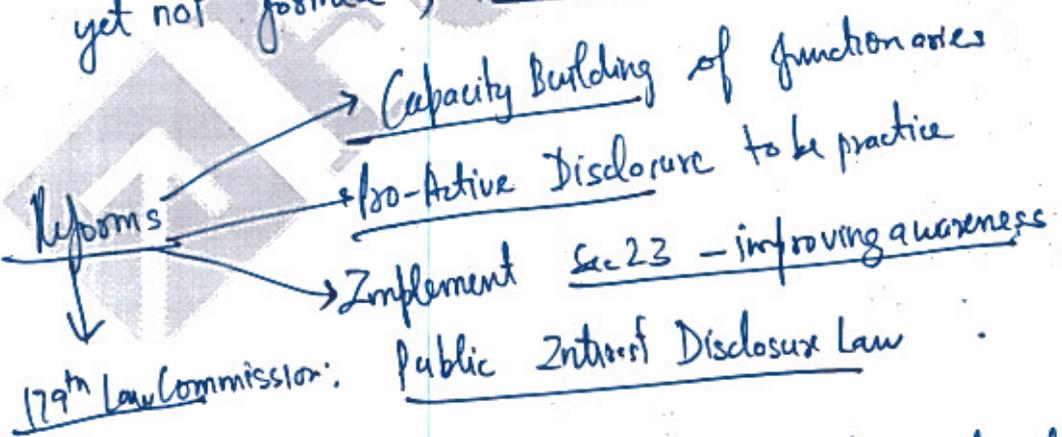
RTI was hailed in 2<sup>nd</sup> arc as transition from 'Dusk of Secrecy' to 'Dawn of Transparency'.

How it makes governance transparent and accountable

- ① Enforce check and balance against arbitrary exercise of power. Ex: MKSS efforts to ensure honest work in Rajasthan.
- ② End the culture of impunity in name of official duty. Ex: RTI exposed MGNREGA Scam in Bihar.
- ③ Allows people to ~~make~~ know their rights and make informed choices. Ex: Citizen Charter implement
- ④ Has exposed the social ills of society. bringing issue to fore front Ex: ZNP issue of overcrowded jail brought to fore front.

## What are the challenges to RTI

- ① As per survey by DAPG, only 15% of respondent aware of entire RTI process.
- ② As per SIC Maharashtra, Most Information Commissioner insensitive to people needs and unable to function due to transfer.
- ③ Poor record keeping practices and there is no collection of information by the government.
- ④ Weak supplementary law - Whistleblower law yet not formed, No Public Interest Disclosure Law.



RTI needs to be reformed and adapted to needs of time for successful in true sense.

### Feedback (For OFFICE use only)

#	G	A	P
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Please put tick marks in the above table.  
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TOTAL MARKS	
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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 per Article 44 of Constitution, government should endeavour to secure Uniform Civil Code for all the citizens of the country.

Challenges in attempting to reconcile legal principles with moral consideration.

① Issue of Individual freedom: Religion is personal subject, any attempt to modify its principles violates AA-26 Right to freedom of religion.

② Homogenization attempt: India has variety of cultures, each with its own characteristics. UCC hinders the respect of diversity. Rights of Tribals with separate culture violated.

③ Psychological reactance: Any attempt of forceful imposition of principle lead to psychological reactance and tangible form of protest, rebellion  
 Ex: CAA Protest

## Law Vs Religious Principles

- ① Law should respect the valid social customs and beliefs. Ex: Suicide a crime in India, religion also consider it.
- ② Law should be diverse and inclusive to incorporate most kinds of religious belief.
- ③ Law should not compromise with values of truth, justice, industry, public welfare.

OC Law should be evolved with consensus & respect for diversity and flexibility to adapt to needs of time and regional variation.

### Feedback

(For OFFICE use only)

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TOTAL MARKS	
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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 महत्त्व पर चर्चा कीजिए। क्या आपको लगता है कि नैतिक कठोरता सुशासन में बाधा बन सकती है?

(10 अंक, 150 शब्द)

Morality is the ability to distinguish between right and wrong & adopt the right conduct.

Eg: Refusing to take bribe for tender.

Significance for Morality for efficiency and effectiveness

- ① Prevents action under gratification and political pressure. Eg: Refusing to compromise right work in return for promotion.
- ② Prevent person bias, prejudice from hindering the functioning of government. Eg: Listening to views of opposite minded.
- ③ Ensure full dedication to duty of Public Service – best possible function. Eg: Armstrong lone efforts for road in Manipur.

① Selflessness in teamwork and responsibility placing welfare of public before self.

Eg: Tukaram Omble taking bullets to save himself from public.

How Moral Rigidity can be hindrance

① Inability to adapt to changed circumstances and social construct. Eg: Rigid view on homosexuality.

② Inability to introspect and reform the view and opinion on various issues. Eg: Rigid view on GST Policy despite success.

③ lead to development of indifference and disconnect with general public.

④ Prevent a healthy relationship and good work culture with Rigid-mindedness.

Morality which is well-formed, informed and flexible enough is key to good, efficient governance.

### Feedback

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TOTAL MARKS

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

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

Citizen Charter, e-governance, Social-Audit,

RTI have been various practices and policies enacted to uphold transparency, fairness and accountability in administrative system.

Advantage

Disadvantage

- Public empowered to question the government
- Increased check and balance
- Simplicity of procedure and processes

- Digital Methods inaccessible to many.
- Citizen Charter are Top-Down with one size fits all.
- Only in letter and not spirit

## Ethical consideration from Design & Implementation

- ① Monopoly Vs Consensus in enacting procedure, service standards and grievance redressal.
- ② Efficiency Vs Impact: checks may reduce efficiency but there is a better impact.
- ③ Ambitious Target Vs Achievable Ones: ensuring measurable standards and smooth accountability.
- ④ These methods consider public as active participant and not mere recipients of service.
- ⑤ Right Means Vs Ends: Achievement of Target not enough, one should employ right means.  
 e.g. Social Audit.

Ethical governance is key to social, economic stability and establishment of peace.

### Feedback (For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
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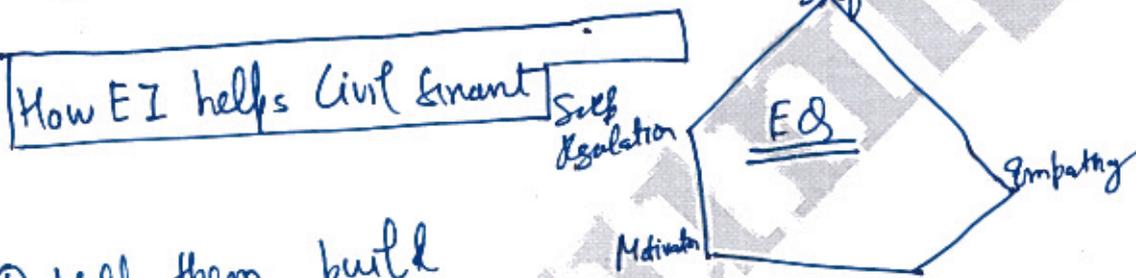
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TOTAL MARKS	
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Q.5) a) Civil servants who embody emotional intelligence exhibit a profound understanding of the human aspect of governance, enabling them to cultivate meaningful relationships, foster 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 ability to monitor one's own emotions & those of others; ability to regulate them and use it to desired effect.



① Helps them build good understanding ~~regard~~ at workplace and empathize with colleague.  
 Ex: Giving break to one suffering from anxiety.

② Conflict resolution among competing groups helping each of group know their interest.

③ Maintain stability and sanity in wake of public scrutiny and public pressure.

④ EQ helps them to align their interest with the interest of organization.

⑤ EQ helps them to maintain good personal health, healthy personal relationship and segregation of professional outcome with family behaviour.

How EQ can be cultivated in Civil servant

① Curriculum based training as recommended by Daniel Goleman, Peter Salovey.

② Activities of role playing to enable them to develop empathy for the situation of others.

③ Yoga, Meditation for mental relaxation and better control of emotions.

④ Social exercise - Icebreaking sessions, Team Building exercise to handle relationship.

Mission Karmayogi is a good step for holistic development of civil servants including training in EQ

### 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)

Corporate governance in terms of ESG factor  
 Concerns with balancing the profitability, productivity,  
 efficiency with factors of inclusivity, legality,  
wholeness, sustainability.

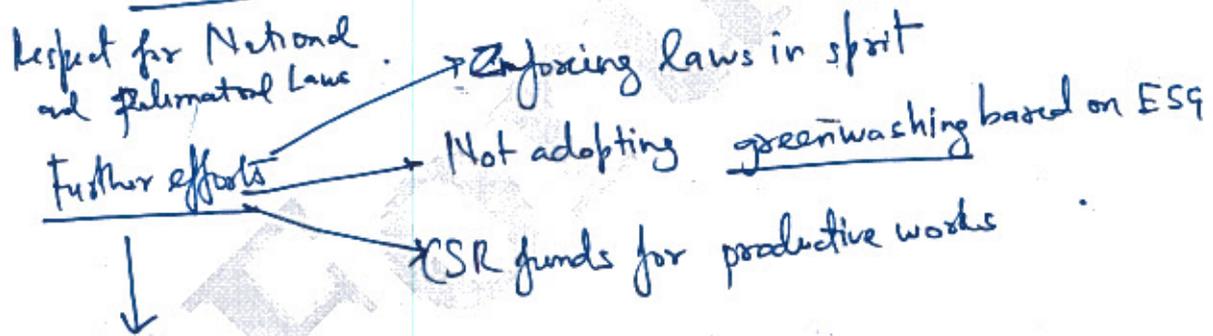


Evaluation of ESG framework.

Positive Role.

- ① Ensurance adherence to laws, local practices, customs, beliefs and practices.

- ② Ensure awareness to elicit practice of profit, money laundering, trafficking.
- ③ Ensures caring of interest of stakeholders beyond shareholders - Employee, customers, rivals, public.
- ④ Ensures respect of IPR Laws and assets of other companies - focus on own ability for profit.
- ⑤ Adopting Green Energy, Procedures, Developing a healthy and inclusive culture at workplace.



↓  
Gender Equality at Workplace

Corporate Governance needs to realize ESG in spirit and cultivate a sense of Compassionate Capitalism.

**Feedback**  
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P & R			

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)

Thomas Jefferson points out the importance of honesty in cultivating wisdom. Honesty is the quality of being steadfast to values of truth, justice, courage even in difficult times. Wisdom is the quality of being knowledgeable and being able to make right decision.

How Honesty leads to Wisdom.

① Honest person unaffected by external constraints and influence of money, power, position.  
 Ex: Lord Ram - Wisdom grew from his honesty and righteousness.

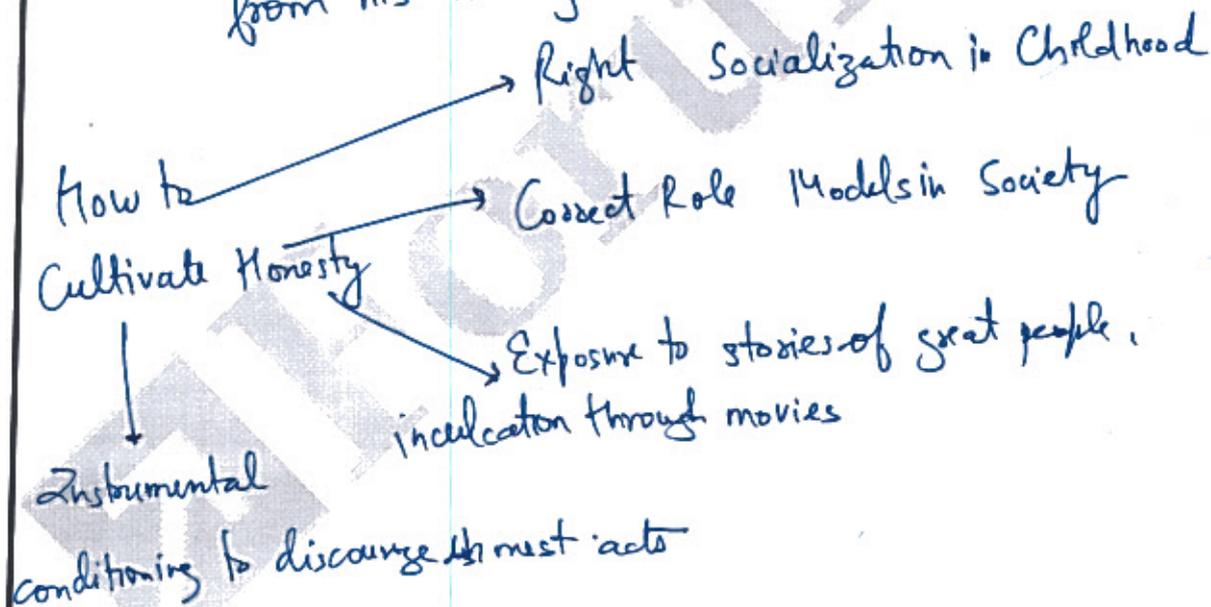
② Honest person is better able to introspect and aware of strength and weakness.

③ Honesty cultivates objectivity and non-partisanship with ability to look beyond personal bias, prejudice

Ex: Raja Harishchandra sentencing his own wife.

④ Honesty is key to empathy and compassion for suffering beings enabling action for their welfare.

Ex: Mahatam Gandhi missionary spirit flowed from his honesty.



Honesty is one of foundational values essential for a holistic personality.

### Feedback

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TOTAL MARKS

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

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

Here Abraham Lincoln, Former US President points out that there are only two major distinction in society - one who does good deeds and the one who does bad deeds.

How Religion flows from Good Vs Bad.

① Good deeds are a *sumum bonum* - good in itself which makes a person happy. Ex: Donating blood is source of happiness.

② Good deeds enable one to get respect and appreciation from society. Ex: Lord Ram respected for good deeds.

③ Good deeds lead to reciprocation by the others with good deeds only. Ex: Helping others motivates them to payback the favour.

## ④ Bad-Deeds

Bad-deeds always out of external influence, external factors - anger, jealousy which lead to poisoned mindset.

⑤ Bad-deeds deserve condemnation, criticism from Society making us feel bad, unhappy.

⑥ Bad-Deeds reciprocated with bad-deeds starting a vicious cycle - atmosphere of hate.

## Way forward in Society

① Right Education, awareness to motivate to learn right and do right.

② Being role-model and example to others.

③ Punishment for one with bad actions creating deterrence.

A simple framework of encouraging good actions and punishing bad actions can go long way in establishing peace.

### Feedback

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Please put tick marks in the above table.

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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)

Ruth Bader Ginsburg points out that change is not a sudden process, it takes place gradually slowly. This can be observed and experienced in various dimensions of life:

How real change is gradual

① Despite abolition of untouchability in 1950, it has taken 75 years to proceed to goal of equality and still efforts are ongoing.

② The struggle of transgender has been step based struggle. In NALSA vs Union of India 3rd gender was recognized; In Navtej Johar homosexuality was decriminalized, In 2019 Right of Transgender

Act was enacted . Still efforts are  
ongoing for same sex marriage .

③ India's Freedom struggle starting 1857 went  
through various phases bearing fruit 90 years later in 1947

Hence "Rome was not built in a day." We need  
to patient, serious and perseverance in our efforts.

Also rather than depending on others, we should be  
the change, we want to see in the world -

### 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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**Section - B**

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

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

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

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

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

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

(20 marks, 250 words)

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

हालाँकि, समकालीन समय में अनियोजित विकास, अनियंत्रित धार्मिक पर्यटन, रणनीतिक बुनियादी ढांचे के निर्माण आदि की बढ़ती गति ने प्राचीनमठ के लोगों के स्थानीय/संवैदनीय 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 बेलागाम और खुलेआम दोहन का लगातार विरोध किया है। उन्होंने याचिकाओं, जन सभाओं, नुबकड़ नाटकों आदि के माध्यम से उस अस्थिर विकास मॉडल के गंभीर परिणामों पर प्रकाश डाला है जिसे राज्य और केंद्र सरकारें प्राचीनमठ के लिए अपना रही हैं। हालाँकि, उनकी याचिकाएँ अनसुनी कर दी गईं। इसके अलावा, सरकार ने अपने रणनीतिक और धार्मिक महत्व को पूरा करने के लिए प्राचीनमठ में बुनियादी ढांचे के निर्माण को उचित ठहराया।

समस्याएँ तब सामने आईं जब सरकार ने पनबिजली उत्पन्न करने के लिए प्राचीनमठ में एक सुरंग बनाने का निर्णय लिया। पीबीसी के साथ-साथ देश के प्रमुख भूवैज्ञानिकों ने इस क्षेत्र पर इसके नकारात्मक प्रभाव का हवाला देते हुए इस विचार का पुरजोर विरोध किया। वैज्ञानिक समुदाय की राय थी कि चूँकि प्राचीनमठ भूवैज्ञानिक भ्रंश रेखाओं पर स्थित है और भूस्खलन के वाले क्षेत्रों पर बना है, इसलिए किसी भी बड़े पैमाने पर निर्माण से पर्यावरण को अपूरणीय क्षति हो सकती है। फिर भी, सरकार ने देश की ऊर्जा सुरक्षा के लिए इसकी आवश्यकता का हवाला देते हुए, रिकॉर्ड समय में सुरंग का निर्माण करते हुए परियोजना को आगे बढ़ाया। यहाँ 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। यहाँ तक कि अंतरराष्ट्रीय मीडिया ने भी इस प्रकरण और स्थानीय समुदायों के साथ-साथ पर्यावरण के लिए अस्तित्व संबंधी खतरे को उजागर किया। राज्य और केंद्र सरकारें हरकत में आईं और इस मामले को देखने के लिए वैज्ञानिकों, नौकरशाहों, एनडीआरएफ/एसडीआरएफ कर्मियों आदि को शामिल करते हुए एक विशेषज्ञ समिति का गठन किया। समिति ने सरकार को प्राचीनमठ को पूरी तरह खाली कराने की सलाह दी, क्योंकि भूमि का घंसना जारी था। समिति की सिफारिशों पर काम करते हुए, सरकार ने प्राचीनमठ के लोगों के लिए एक विस्तृत विस्थापन और पुनर्वास योजना तैयार की।

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

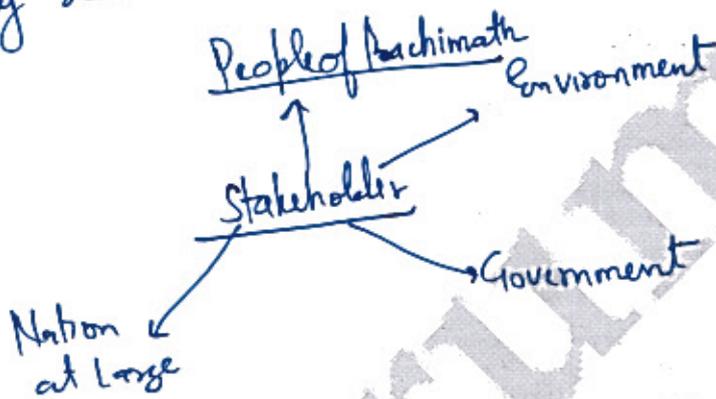
a) उपरोक्त केस स्टडी में विभिन्न परस्पर विरोधी हित क्या हैं?

b) जिस जिले में प्राचीनमठ पड़ता है, वहाँ के डीएम के रूप में आप लोगों को इलाका खाली करने के लिए कैसे मनाएंगे?

c) भविष्य में ऐसी स्थितियों से बचने के लिए हम क्या कर सकते हैं?

(20 अंक, 250 शब्द)

This case study reflects conflict between developmental interest and environmental. Last year Joshimeth in Uttarakhand displayed landsubsidece requiring actions from the government. This case study deals with issues arising from the same.



## Various Conflicting interest in study .

### ① Industrial Development Vs Environmental Sustainability

Infrastructure creation in Mountain region leads to economic growth but it hinders ecological stability often leading to landslide, avalanche .

② National Security Vs Local Interest

People residing in Baramchith are averse to govt interference but it is essential to ensure security of whole nation & prevent border attack.

③ Economic Profit Vs Scientific Damages

Despite Scientific warning over hydroelectricity project, govt constructed it for energy security impact.

④ Traditional Heritage Vs Life

Baramchith is heritage of people by their ancestors. Leaving the place is difficult for them however essential to save their life and live safely.

## My Steps as Dam to convince people to evacuate

Argument	Reason
① Inform them of possible dangers to life	Will help them understand gravity of situation.
② Promise them of compensation for displacement and livelihood	Economic security promise - a sense of security towards future.
③ Detailed program of evacuation explaining each step - start to completion	Allow credibility for our actions and ensure free flow of info.
④ Promise them of yearly pilgrimage once situation normalised.	This will allow them to leave their traditional homes in hope of return.
⑤ Promise to facilitate education of children, health facilities for BPL groups	With future of children in mind they will be ready to leave the place for their welfare.

## Measures to avoid such situation in future

- ① Environment Impact Assessment - involving public opinion on project execution.
  - ② Heeding to Scientific Analysis and following guidelines of Kasturirangan, Adjudicial committee.
  - ③ Balanced Tourism Industry with ecological stability.
  - ④ Ensure diversification of employment to decrease dependence on single industry.
  - ⑤ Ensuring a good ecosystem of NGO, SHG, Policy groups to campaign for rights of people.
- Principle of Sustainable Development and long term welfare need to be incorporated in governance process

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

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

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

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

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

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

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

इस घटना को प्रिंट, इलेक्ट्रॉनिक और साथ ही सोशल मीडिया में राष्ट्रीय और 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)

This case highlights the menace of spurious liquor in states with prohibition. In India this is a common occurrence in State of Bihar. There is a need to thwart those networks and inculcate awareness.

As Joint Secretary, Anjali Measures would be as follows:

① Immediate Measures

① Identify family with death of sole bread winner and compensate them with minimum amount for basic necessities.

② Publishing a statement, modifying bye-law to abstain from such compensation anytime in future.

## ② Medium-Term Measure

- ① Identify networks of illegal alcohol and take strict action against criminals.
- ② Identifying production centre and enforcing closure.
- ③ Strict guidelines about consumption of illegal liquor to create deterrence.

## Long-Term Measure

- ① Legalize sale of liquor as prohibition is just a passive deterrence - economic and social loss.
- ② Awareness programme through NGO, STG, discouraging excess liquor consumptions -
- ③ Strict punishment to cases of domestic violence in the influence of liquor consumption.

State government decision to not compensate victims is justified in following ways:

① Adherence to guidelines and prohibition law  
 = upholding principle of Rule of Law.

② Prevent State Govt to go on Slippery Slope  
 = opening pandora box for many such demands

③ Creates deterrence against Liquor Consumption -

④ Collective Welfare and Integrity of  
 governance over Populism

Issues with the decision of State Govt

① Against principle of Natural Justice ignoring the welfare and rights of family

② Reflects Indifference, Lack of empathy and Rigid attitude of government.

③ Against Social Contract, as government not honouring the demand of public and media.

Excess Alcoholism is an ill to society. In place of prohibition, we need to imbibe positive capability to drive out evil. Through awareness exercise, strict punishment of crimes and high taxation we can establish a responsible consumption.

### Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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

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

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

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

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

- Bring out various ethical dilemmas faced by Kamlesh.
- Consider yourself in Kamlesh's position. What are the various options available to you?
- Critically evaluate each of the option listed by you.
- Which of the above option should Kamlesh adopt and why? (20 marks, 250 words)

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

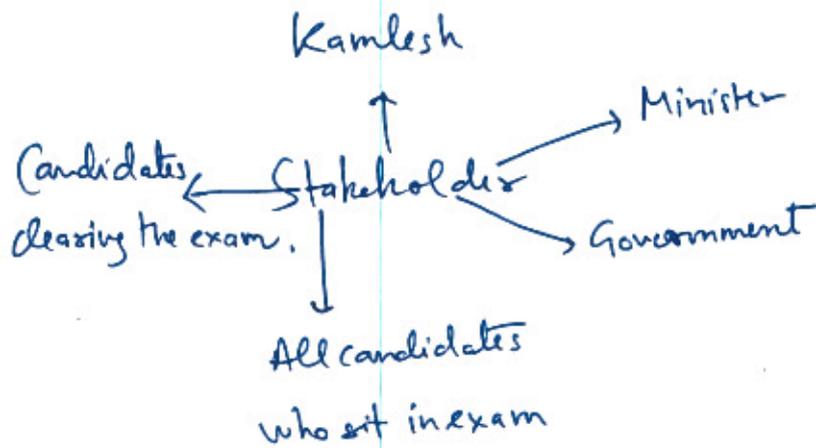
कमलेश की देखरेख में भर्ती प्रक्रिया सफलतापूर्वक संपन्न हुई। संबंधित मंत्री ने कमलेश को बधाई दी और उन्हें सूचित किया कि सफल उम्मीदवारों को एक समारोह में नियुक्ति पत्र आवंटित किए जाएंगे जिसकी अध्यक्षता खुद सीएम करेंगे। कमलेश खुश थे कि उनके काम को उच्चतम स्तर पर पहचान मिल रही है।

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

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

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

This case deals with issue of corruption and malpractice in govt appointments. Also of nepotism. It points out political pressure over bureaucracy preventing objectives honest decision.



## Ethical dilemma faced by Kamlesh

- ① Fair Process Vs Fast process
- ② Personal career Prospects Vs Adherence to correct recruitment process.
- ③ Professional Risk Vs Welfare and Interest of father and his wife.
- ④ Political Pressure Vs Rights of all the aspirants who gave the exam.
- ⑤ Constitutional Values Vs Obedience to Superior.

Various options available to me are

- ① Allow the process to complete as it is.
- ② Take the matter to Chief Minister Office.
- ③ Cancel the recruitment process.
- ④ Gather evidence, corroborate the truth and present the case before higher authority.

Option 1 Allow the process to complete as it is

Merit: No personal harm, Promotion, Seamless treatment of father and job of wife.

Demerit: Ethically Wrong, Harms Interest of all aspirant, Places Kamlesh on slippery slope.

Option 2: Take the matter to Chief Minister.

Merit: Higher authority over Minister, Enable support over career harm,

Demerit: More chance he would choose politically beneficial action.

Option 3: Cancel the recruitment process

Merit	De-Merit
<ul style="list-style-type: none"> <li>→ Fair chance to all aspirants.</li> <li>→ Prevent immoral teachers</li> </ul>	<ul style="list-style-type: none"> <li>→ Based on prima-facie result</li> <li>→ Personal career prospects harmed</li> <li>→ Punishment transfer to me and wife</li> <li>→ Reputation of Department Ruined</li> </ul>

Option 4: Gather evidence to establish truth, Report to Superior.

Merit	Demerit
<ul style="list-style-type: none"> <li>→ Legally sound and as per procedure</li> <li>→ Prevents immoral appointment</li> <li>→ Not hasty and balanced.</li> </ul>	<ul style="list-style-type: none"> <li>→ Minister relationship affected</li> <li>→ May lead to punishment transfer.</li> </ul>

I will chose the fourth option. I will stall the recruitment. I will gather evidence to establish the illegality of recruitment and present detailed report to Chief Secretary, Minister.

→ This will be in line Kant's categorical imperative of Duty based actions.

→ This ensures utilitarianism based on interest of all aspirant who took the exam.

→ Document the links of nepotism, favouritism and crony capitalism in appointment.

→ I can easily transfer treatment of my father to another city and should not be way of punishment transfer learning from likes of

U Sagamayam and Ashok Khemka.

We need a objective, integral and non-committed bureaucracy for fast and inclusive development

### Feedback

(For OFFICE use only)

	+	⊙	Ⓐ	Ⓟ
AWIS				
CD & VA				
S & F				
P & R				

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

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

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

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

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

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

The case study deals with two issues —  
 Present Urbanized Landscapes creating disaster management issue & issue of conflict of interest between professional duty & private interest.

## Ethical Concern in Case study

① Non-Adherence to NDMP, 2019 and National Building Codes by Urban Building.

② Competitive exam success based on Coaching centre and not inherent ability.

③ Conflict of Interest for Joseph between his Professional Duty and Welfare of brother.

④ Culture of Impunity in public and private sector to get the work done.

What advice I will give to Joseph

① You should prepare enquiry report objectively without any consideration of offer for his brother.

② You should employ strictest check and ensure that guilty are punished and proportionately charged.

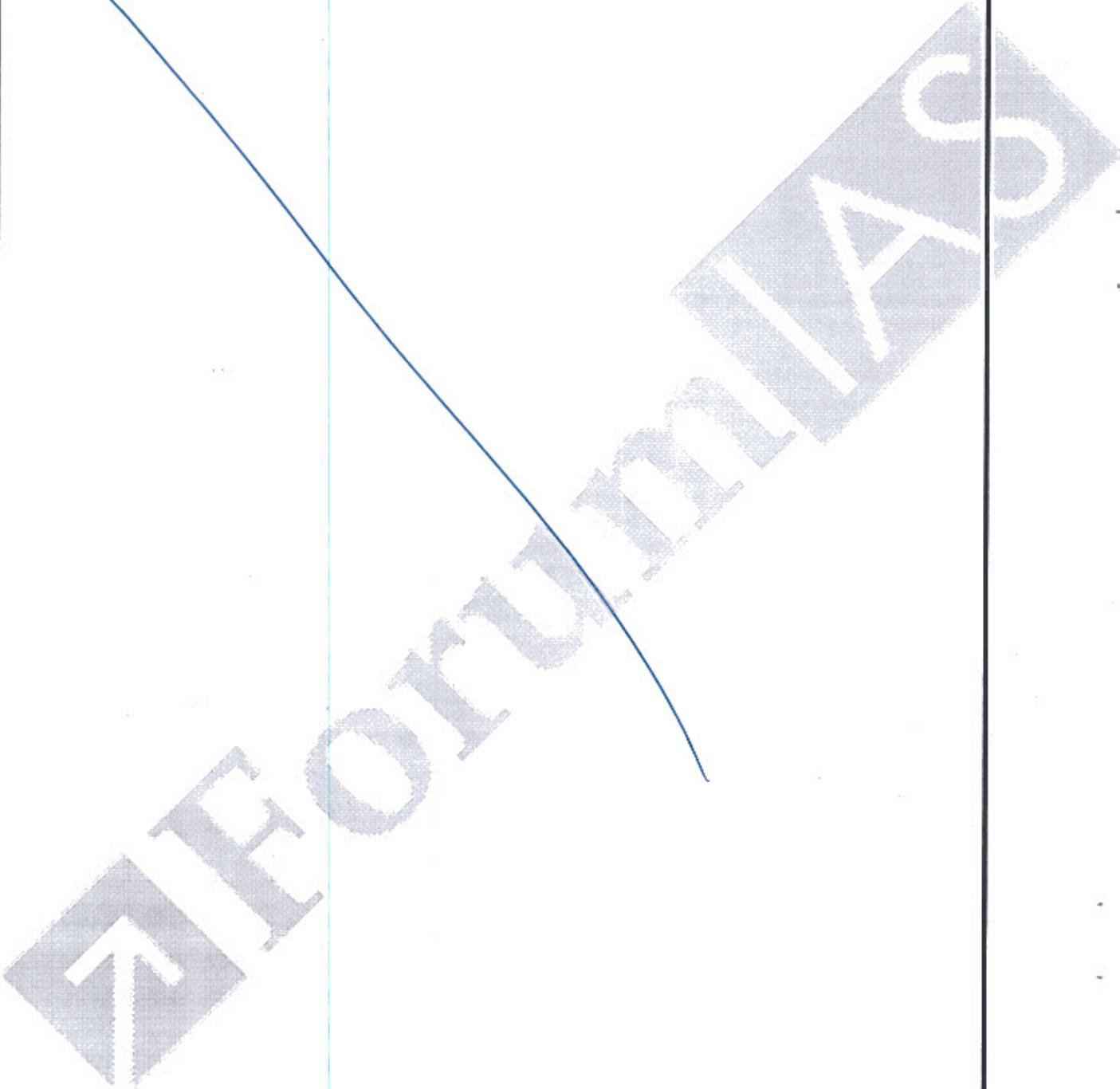
③ Reject the offer for his brother. I will offer to help him fund the coaching as his friend does.

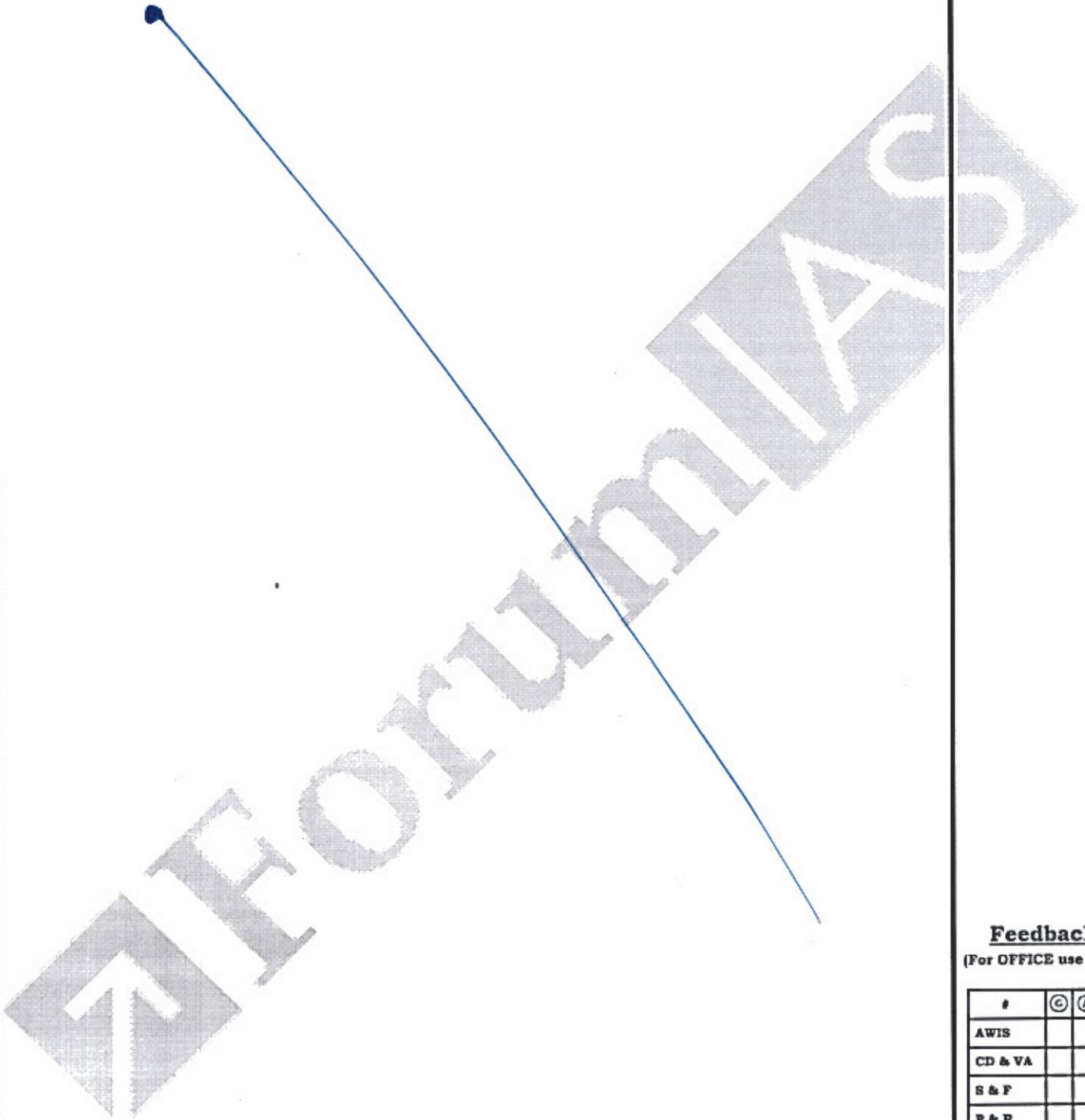
④ As a Municipal Commissioner and big brother takes steps for a healthy exam culture.

Why such advice??

- ① An objective enquiry in line values of integrity, honesty ← Catastrophic Imperative of Kant.
- ② It does justice to the boys who lost their life and many who were injured -
- ③ Prevents him from landing on slippery slope leading to future unethical actions -
- ④ Ensure responsible urbanisation, adherence to National Building Code, NDMA guideline in the future -
- ⑤ Enable his brother to rise up on his own and not depending on special coaching assistance .

Thi





**Feedback**  
(For OFFICE use only)

#	Ⓒ	Ⓐ	Ⓔ
AWIS			
CD & VA			
S & F			
P & R			

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

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

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

- i) Give his explanation to the Commission and go soft on the disciplinary action.
- ii) Ignore the commission and proceed firmly with the disciplinary action.
- 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। पृष्ठताछ 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 अपेक्षा 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 is a case study displaying issues of poor work culture and indifference to service delivery in government organisation. It also displays the political patronage of government employees.

Option 1: Give explanation to Commission and go Soft

Merit	De-Merit
<ul style="list-style-type: none"> <li>→ Public Image Protected</li> <li>→ No political pressure anymore</li> <li>→ Person peace</li> </ul>	<ul style="list-style-type: none"> <li>→ Slippery slope leading to future violations</li> <li>→ Continued indiscipline and poor service delivery</li> </ul>

Option 2: Ignore Commission and proceed with disciplinary Action.

Merit	De-Merit
<ul style="list-style-type: none"> <li>① Detestance among employees</li> <li>② Integrity, Steadfastness to Duty</li> <li>③ Right example for future for employees.</li> </ul>	<ul style="list-style-type: none"> <li>① Public Image harmed</li> <li>② Prosecution by Women Commission</li> <li>③ Political pressure</li> <li>④ Wrong message to society.</li> </ul>

Option 3: Brief Higher-up, seek direction and act accordingly.

Merit	De-Merit
<ul style="list-style-type: none"> <li>① Balanced approach</li> <li>② Experience based actions</li> <li>③ Allow to overcome political pressure and reform image</li> </ul>	<ul style="list-style-type: none"> <li>① No immediate action towards employee</li> <li>② Small victory to the mischievous employee.</li> </ul>

I will choose 3rd course of actions .

- ① I will inform my superior of indiscipline and poor duty of employees, my action, fabricated allegation and political influence.
- ② I will try to understand how to counter false charge of harassment and reform my image.
- ③ I will try to chort away to combat political patronage of employees in Municipality -

Why

- ① Values of Integrity, Perseverance and Dedication to Duty honoured.
- ② Respect for Commission and adherence to due procedure.
- ③ In line with Satyagraha of never bowing down to the evil.

Reason for Poor Work Culture in Offices

- ① Lack of clarity in distribution of work leading to poor accountability, monitoring.
- ② Improper formulation of rules, code of conduct and poor implementation.
- ③ Favouritism, Nepotism and Discrimination in recruitment of employees.
- ④ Employees are passive and deadline based rather than active participant in company welfare.
- ⑤ Poor Measure of Allowances, Social Security

## Measures to improve work culture

- ① Proper distinction of roles and free flow of information Ex: AMUL MILK Cooperative.
- ② Inclusivity in appointment, promotion and allocation of responsibility  
Ex: PEPSICO appointed Indra Nooyi as CEO
- ③ Formulation of Consensus based rules and ensuring strict adherence to the same.
- ④ Caring for employees - sufficient allowances, profession breaks and maternity relief.  
Ex: Travel breaks by Google.
- ⑤ Being responsive to needs and immediate grievance redressal of employees  
Ex: Accenture feedback system.

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

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

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

This case deals with issue of sexual harassment at work place harming dignity of women.

## Ethical Issues involved in Case Study

- Derogatory attitude towards women.
- Disrespecting bodily dignity and privacy
- Company Profit Vs Organizational Ethics.
- Internal Governance of Company.

Options available to me are:

Option I: Ignore Complaint of Gitanjali

Merit	De-Merit
<ul style="list-style-type: none"> <li>Vasum continues to help Company prosper</li> <li>No Public outcry of internal malpractice</li> <li>→ Unhindered Company process</li> </ul>	<ul style="list-style-type: none"> <li>→ Loss of dedicated employee in Gitanjali</li> <li>→ Further impetus to Vasum Actions</li> <li>→ Neglect of fair internal process and govt. laws</li> </ul>

Option II: Confront Vasum with Gitanjali Complaint

Merit	De-Merit
<ul style="list-style-type: none"> <li>① Respect to complaint of Gitanjali</li> <li>② Deterrence for Vasum against future actions</li> </ul>	<ul style="list-style-type: none"> <li>→ May affect the functioning of Company</li> <li>→ No proper argument to Vasum</li> <li>→ May lead to further misbehaviour toward Gitanjali</li> </ul>

Option III: Submit Complaint to Internal Committee and Action based on result.

Merit	De-Merit
<ul style="list-style-type: none"> <li>① Complete Analysis of Issue</li> <li>② Grievant's Complaint respected.</li> <li>③ Right Ethical Action based on principle of justice.</li> </ul>	<ul style="list-style-type: none"> <li>① With Work charged / functioning may get affected</li> <li>② With matter becoming public may create a bad atmosphere.</li> </ul>

I will adopt the third option - III

- ① Allow detailed analysis of issue and take decision based on facts and evidences.
- ② Respect the complaint of dedicated, hardworking employee in Grievant's.

③ An individual cannot be bigger than organization. Norm of justice has to be punished accordingly.

④ Will set the right example of adherence to company values and regulations.

### Steps to ensure a safer workplace

① Background check of employees before recruitment to ensure correct individuals.

② Clear mention and iteration of value of respect for women as company values.

③ A dedicated committee to monitor the welfare of women and investigate the issue.

① An able complaint system responsive and capable to resolve the issues faced.

② Repeated organisation of workshops, meet-ups to enable women to share their issues.

A flourishing work-culture and company requires respect towards women. Profit of company should never be prioritized over employee welfare.

### 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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### Mentor Feedback Questions

1 .....

2 .....

3 .....

4 .....

5 .....

### Test Goal

1 .....

2 .....

3 .....

### Outcomes

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### Marking Scheme

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

\* Subject to change without prior notice.

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