

TEST CODE 6 1 4 2 0 2

ForumIAS MGP 2023 - Cohort 13 Alt - Sectional Test #6

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

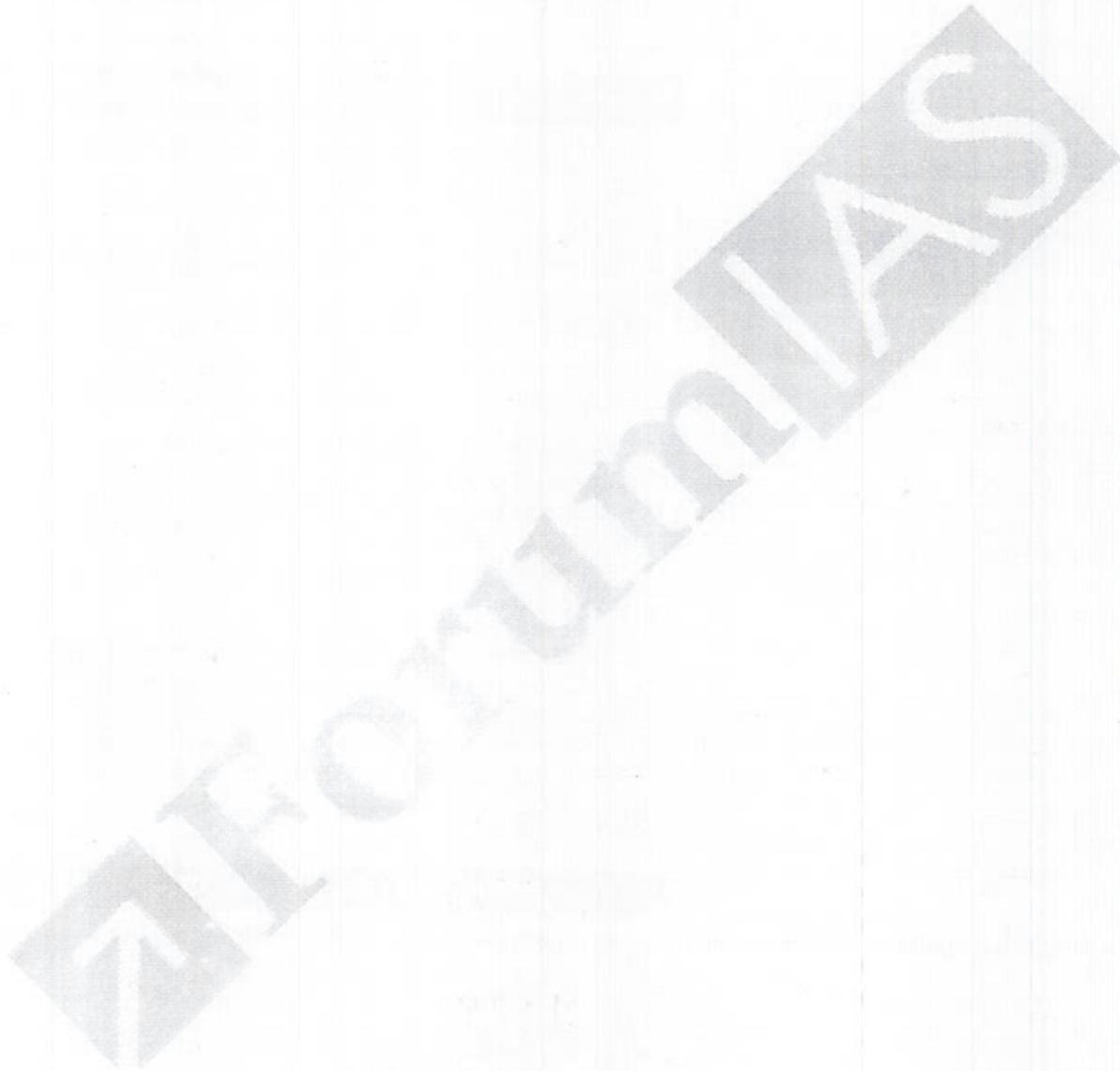
Name Of Candidate परीक्षार्थी का नाम	Shubhom Behere 22 AUG 2023		
Roll No./अनुक्रमांक	1910129864	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	20/8/2023

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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Examiner's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
			9:00	12:00
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input checked="" type="checkbox"/>
			20/8/2023	
*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, प्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	Evaluation Date/ मूल्यांकन तिथि :
			① ② ③ ④ ⑤	

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 means adherence to the moral and ethical values in our public and private actions and decisions. Probity involves acting according to the moral values in our mind and ethical norms of the society.

The statement "where the roots of the private virtue are diseased, the fruit of public probity cannot but be corrupt" indicates that the a person with questionable moral character and foundation will never be able to act ethically and morally in public. His public probity will be guided by his personal morals and corrupt, unethical morals will lead

Corrupt and unethical actions
ways of inculcating probity in public life

① Ethical education :- Education forms an important part of man's value system and moral and ethical education can promote ethical and moral public action of individual

② Social pressure :- Appropriate rewards and suitable punishments for unethical actions in public can promote public probity amongst people

③ Consensus based approach to build a common value system of the society can promote inculcation of norms of public probity in people

Public probity guides human interactions in public and form a great part of a study of civil servant to act for betterment of people

Feedback

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

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

Citizen charter is a compilation and representative document on the standards of the public service. It includes the rights of citizens as a customer and duties or liabilities of public servants as service provider. Citizen charter give citizen idea on the standard of service and scope of service that they can expect from a given department. It treats citizens as customers and efficient and effective public service delivery is its objective.

Role of citizen charter in making governance more citizen centric

- ① ~~It is~~ Awareness amongst citizens on what to expect from the public service.
- ② Citizens can compare their service experience with the charter to

demand better services from the public service provider

- ③ Feedback mechanism available can improve the charter based on citizen input and make it more effective
- ④ Citizen charter holds public servants accountable in their services and duties towards citizens.

Measures to make citizen charter effective

- ① Training to public servants about existence and features of citizen's charter.
- ② No one size fits all approach and citizen charter to be made according to demands of every department separately
- ③ Consensus and participation of public and public servants in making of standards in the citizen charter.
- ④ Periodic updgradation of the citizen charter based on feedback and operational experiences
- ⑤ Grievance redressal mechanism to be available to citizens to seek help in case of violation of citizen charter

Feedback

(For OFFICE use only)

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Q.2) a) Differentiate between the following:

(10 marks, 150 words)

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

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

(10 अंक, 150 शब्द)

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

Code of conduct

① ~~code of conduct~~ is a set of rules that are to be followed by relevant stakeholders

② It is mandatory and its violation can result in penalty or punishment

③ It draws inspiration from legal laws and regulations

④ Example

- ① code of conduct of elections
- ② code of conduct of civil servants, 1984

Code of ethics

① code of ethics is a set of guidelines that are supposed to guide the stakeholders

② It is not mandatory and just advisory in nature

③ It is based on the ethics of the society or a general morality.

④ E.g.

- ① code of ethics for civil servants

② Accountability

Responsibility

① Accountability ~~consist~~ of means Answerability of one's actions to others or public in case of civil servants.

① Responsibility is an answerability to one action to one's own mind or conscience.

② It is a public tool to make people answerable to the norms of common ethics and their public duties.

② It is a personal tool to accept the ownership of one's duties and actions.

③ Accountability also involves ~~also~~ enforcement in the form of awards and punishment.

③ Responsibility is followed by personal response in the form of gratification or dissatisfaction.

④ Accountability is ensured by civil society and public institutions.

④ Responsibility ensured by public opinion and personal ethics & morals.

Feedback

(For OFFICE use only)

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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)

According to Nelson Mandela's principles of public servant, leadership is one of the most important value of the public servant. While manager in organizations focuses on the outcomes of his policies to maximise profit, a leader is focused not only on the short term outcomes but overall capacity building of his organization and its members.

Manager

- ① Manager is driven by outcomes. He is teleological in his approach
- ② Manager is tried to maximise profits for the organization by managing resources that include

Leader

- ① Leader is focused on the capacity building. He is deontological in his approach
- ② Leader is more sensitive to the value of human dignity and treat member

Labour. He treats labour as human resources on par with other resources.

③ Manager's job is to manage the process and outcome. He seldom takes part in the process itself

④ Manager is a job position

of his team as a valuable ~~resource~~ resource different from material resource

③ Leader leads from the ground. He does not have a fixed job description and takes part in the process

④ Leadership is a value

Leadership in civil servant

① Leadership is one of the seven fundamental values of civil servant according to Nelson committee

② Civil servant acts a guide to subordinates his action and policies determine the welfare of the public. He must be a good leader to insure efficient and effective service delivery.

③ Leadership in civil servant not only ensures the completion of the outcome but also consideration for the interests and well being of the people involved in the process

Feedback

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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 act 2005 is a pathbreaking law that has helped bring a revolution in the public service sector in India by making government and civil servants more accountable to the general public and bringing transparency in the governance.

Features of RTI act, 2005

- ① Foundation of PIO in every department and CIC at state and central levels.
- ② 30 days timeline fixed to furnish information and information to be provided in 48 hours in case of harm to life.
- ③ Appeal can be done in state information Commission or central information commission if PIO fails in his duties.
- ④ Fines on PIO/departments in case of delay in furnishing information.

⑤ ~~Fin~~

Challenges

- ① Many departments are exempted from the RTI act ~~making~~ blunting its scope and efficiency.
- ② Posts of PIO vacant in many organisations.
- ③ Official secrets act used to deny information on crucial topics.
- ④ No standard or one window form available to file a RTI petition.
- ⑤ Unnecessary use of RTI by people to obtain irrelevant information.
- ⑥ Low or delayed response from the PIOs.

Way forward

- ① Make it mandatory for appointment of PIO in every department.
- ② Regular audit of the pending requests and responses from the PIOs.
- ③ Reducing the number of departments exempted from the scope of act.
- ④ Make a one window portal available online to submit the RTI application to make process easier and time saving.

Feedback

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

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

Uniform civil code (UCC) is included as article 44 in Part IV of Indian Constitution. UCC will bring all the people in India under same set of laws in the matters of marriage, divorce, inheritance etc. Currently they are multiple laws regarding the issues like Hindu Marriage Act (1955) & Muslim personal law etc. While UCC will be in line with democratic principles of equality and secularism, it is seen as a encroachment on the religious freedom of minorities by some

Challenges

① While UCC will ensure equality of law as enshrined in the constitution by

article 14, it violates article 29 that every group of people has been given right to preserve their cultural & religious practices

② UCC will result in common law eliminating the discriminatory treatment of women in terms of divorce and marriage. This can empower a section of women from marginalised community. But community leaders argue that the UCC is being brought to shackle their religious freedom granted by constitution rather than for promoting equality

while, equality of law is the paramount feature of liberal democracy, India is a diverse country and a communitarian approach to lawmaking is necessary as different cultures have different ethical values.

In a long term, government must be focused on the upliftment of women and apply the modern laws to the all sections of country, but the process of UCC should be participatory and must be done only after taking into confidence the objections of various communities

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)

→ Efficiency and effectiveness in public administration is the important indicator of good governance. To bring efficiency and effectiveness in public administration ~~WB~~ WB has given many pre-requisites. One of the important way to bring good governance is moral and ethical approach to public administration.

When Swami Vivekananda says that "Why should a man be moral? Because it strengthens his will!" he implies that morality acts as a guide to man's willpower and actions. Man's conceptions of morality and ethics has a huge influence on his decisions and actions.

In case of civil servants, morality plays

an important part. Moral values like honesty, integrity, empathy, ~~and~~ neutrality play a deciding role in making civil servant corruption free & accountable & transparent in his actions. A moral civil servant is more considerate and grounded in his assessment of public problems and can ensure just and fair service delivery. So, it can be said that the morality in civil servant is important for fulfilment of effective and efficient public administration.

Moral rigidity in extreme form can result in issues like developing a bureaucratic attitude towards the problem solving. ~~can~~ This can be overcome by a consensus based and subjective approach to public service delivery, where decisions are taken based on situational ethics rather than rigid moral norms.

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)

Effective governance is achieved by having a participatory, consensus based, accountable, transparent, equitable administration. To achieve the goal of effective governance, government has implemented many policies like RTI act, whistle blower protection act, Prevention of corruption act, DBT schemes, price support to farmers, targeted schemes for capacity development and poverty reduction in marginalised groups of India.

This schemes aim to foster a transparent, accountable and efficient governance. But, it also has ethical dilemmas.

like, transparency v/s right to privacy, (in case of RTI) liberty v/s equality (reservation, targeted schemes etc), sustainable development v/s intergenerational burden of taxes and loans (Welfare is either paid by a section of society or by next generation as loan repayments). This ethical dilemmas present a challenge to planners to achieve the goal of upliftment of society and sustained economic growth.

A emphatic and consensus based approach is necessary that results in equitable and fair distribution of resources to successfully battle the ethical dilemmas in planning and development.

Feedback

(For OFFICE use only)

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P & R			

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Q.5) a) Civil servants who embody emotional intelligence exhibit a profound understanding of the human aspect of governance, enabling them to cultivate meaningful relationships, foster cooperation, and drive positive change. Examine ways in which Emotional Intelligence can be inculcated in civil servants. (10 marks, 150 words)

सिविल सेवक जो भावनात्मक बुद्धिमत्ता का प्रतीक हैं, शासन के मानवीय पहलू की गहन समझ प्रदर्शित करते हैं, जिससे वे सार्थक रिश्ते विकसित करने, सहयोग को बढ़ावा देने और सकारात्मक बदलाव लाने में सक्षम होते हैं। उन तरीकों की परीक्षण कीजिए जिनसे सिविल सेवकों में भावनात्मक बुद्धिमत्ता विकसित की जा सकती है। (10 अंक, 150 शब्द)

Emotional intelligence is the ability to recognise, understand and manage our emotions and also recognise, understand and influence the emotions of others.

According to Parrots Emotional intelligence forms 80% of contribution in our success in professional life.

~~Direct~~ Civil servants with a good Emotional intelligence can better regulate and manage their own emotions to arrive at proper conclusions and decisions while also using their Emotional intelligence to influence and convince other stakeholders to make policy making and implementation easier and efficient.

Emotional intelligence helps them in understanding the feelings of the public,

Create relationships based on the response to public emotions and by re understanding and managing public emotions they can seek ~~best~~ better cooperation and response from public.

According to Daniel Goleman, there are four aspects of Emotional intelligence consisting of self regulation, self motivation, empathy, etc.

Emotional intelligence is a skill that is acquired over time through experience and training. Civil servants can enhance their Emotional intelligence by

- ① Training :- Training in emotion management and understanding by psychologists and experts.
- ② Self regulation techniques :- Self assessment and regulation of emotions through methods like meditation etc.
- ③ Developing experience :- By interacting with various people, civil servants can increase their experience in dealing with different emotional responses to different scenarios.

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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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 governance framework of corporate finance is focused on investing and promoting projects and companies that minimize their bad effect on environment and promote social justice and good corporate governance. By ESG financing methods, investors promote and incentivize companies to make their policies more inclusive and sustainable. ESG framework is necessary adaptation mechanism as world is facing high risk due to climate change induced global warming, Anthropogenic ~~use~~ contribution to ecological degradation are supposed to be minimized to ESG framework.

Features and utility of ESG framework

① Environmental

① Environmental degradation can be reversed if corporate adapt sustainable production practices

② By minimizing carbon footprint and GHG emission in manufacturing process and making other products environmentally sustainable companies can contribute.

② Social

① Corporates provide employment to different sections of people

② By giving back to the society through CSR, research grants and investing in products that bring social change e.g. vaccines, cheap medicines etc

③ Governance

① Good corporate governance results in inclusive workplace that provides good quality of life to workers and a safe and sustainable workplace.

ESG framework is a important strategy going forward as corporates try to expand their footprint and reach new markets in a sustainable and inclusive way.

Feedback (For OFFICE use only)

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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)

→ Honesty is considered as a important and foundational ethical value in both private and public spheres of life since ages. Even ancient religions like Buddhism and Jainism stressed as ~~the~~ on the honesty (Satya) as one of their foundational values included in their religious teachings.

When Thomas Jefferson says that the "Honesty is the first chapter in the book of wisdom", he is implying the importance of honesty as architectonic value.

Architectonic value act as foundation for other values and other values are further built on the notion of architectonic value.

Honesty leads to development of integrity, selflessness, openness and transparency in one's thoughts and actions.

Honest person is not influenced by personal profits or the quest of power, rather he ~~is~~ considers honesty and openness as a primary goal. Honesty leads to overall moral solidification of man and an honest person is ~~accountable~~ to the public and also responsible to himself for his actions as he is open to evolution and .

Honesty and combination of other values developed through habit of honesty, leads to better decisionmaking that is sensitive to the stakeholders and results in effective and action. Hence, Thomas Jefferson calls it a foundation to wisdom.

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)

Religion act as a moral guide for person. Religion is one of the most important source of morality in person and for ethics in society. In fact before the modern political system and constitution existed, religion acted as a guide for law of the society and conduct of the people.

Every religion has some defining values that dictate the norms for judging a action as good or bad. When Abraham Lincoln says that "When I do good I feel good; when I do bad I feel bad and that is my religion". He means to convey that his guide for moral action is not decided by dictates

of certain religion, but the teleological approach of doing good or bad. He says that when he acts to help & uplift others, he considers it as good and when his action results in harm to others he considers it as bad.

There is no situation ethics in his mind and morality and his notion of good and bad does not have any preconditions but rather based on the simple notion of harm principle. Rather than getting into philosophical debate of what is good and what is bad he takes a simple approach to judging good or bad action. By judging the impact of the action on others and himself

Feedback

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

(10 marks, 150 words)

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

(10 अंक, 150 शब्द)

Hegel in his theory of Dialectical Idealism

gives a concept of quantity changes

into quality where he says that the

~~the~~ small changes in society over the period finally result in the overthrow

of current societal structure and gives rise to new so societal structure

The classic story of crow dropping pebbles into the jar to drink water

also gives the lesson that by continuous efforts in some direction can bring you the fruit of your actions. If the

crow had stopped dropping pebbles

midway he would have never got to drink water. Only after dropping required

number of pebbles the crow was

able to reach the water

Similarly, change in society requires constant effort from the people to remove the unwanted ideas and norms from the societal structure. Enduring change means a permanent, long term transformation of the society into different structure and

RBC says that 'change in society, enduring change, happens one step at a time' she means

that no revolution is required for enduring change. Revolution results to instability rather a participatory approach that involves solving one problem at a time automatically leads society towards a direction of gradual changes in the social structure and we must be steadfast and patient in our approach.

eg. Empowerment of lower castes and abolition of untouchability took hundreds of years from Raja Rammohan Ray, Babasaheb Ambedkar, M. K. Gandhi, Constitutional provision but the process is still ongoing at all take further time

Feedback

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Section - B

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

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

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

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

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

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

(20 marks, 250 words)

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

हालाँकि, समकालीन समय में अनियोजित विकास, अनियंत्रित धार्मिक पर्यटन, रणनीतिक बुनियादी ढांचे के निर्माण आदि की बढ़ती गति ने प्राचीनमठ के लोगों के स्थानीय/ संवेदनशील पर्यावरण के साथ संबंधों की न्यूनतम प्रकृति को मौलिक रूप से बदल दिया है। पहाड़ी आदिवासियों का एक नागरिक समाज संगठन, प्राचीनमठ बचाओ समिति (पीबीसी) ने प्राचीनमठ के संसाधनों के बेलगाम और खुलेआम दोहन का लगातार विरोध किया है। उन्होंने याचिकाओं, जन सभाओं, नुककड़ 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 चूंकि प्राचीनमठ भूवैज्ञानिक ग्रंथ रेखाओं पर स्थित है और भूस्खलन के वाले क्षेत्रों पर बना है, इसलिए किसी भी बड़े पैमाने पर निर्माण से पर्यावरण को अपूरणीय क्षति हो सकती है। फिर भी, सरकार ने देश की ऊर्जा सुरक्षा के लिए इसकी आवश्यकता का हवाला देते हुए, रिकॉर्ड समय में सुरंग का निर्माण करते हुए परियोजना को आगे बढ़ाया। यहां तक कि कई अर्थशास्त्रियों की भी राय थी कि ऊर्जा क्षमता बढ़ने से भारत को अपने आयात बिल को कम करने में मदद मिलेगी। सरकार द्वारा इस तरह के कदमों को देश की रणनीतिक स्वायत्तता की दिशा में पहला कदम बताया गया।

स्थानीय और वैज्ञानिक समुदायों की सबसे भयावह आशंका तब सच साबित हुई जब प्राचीनमठ के घरों में बड़ी दरारे दिखाई देने लगीं। विस्तृत अध्ययन के बाद पता चला कि दरार का कारण प्राचीनमठ में भूमि का घंसना बताया गया है। भूमि के घंसने, से बड़ी-बड़ी दरारें पड़ने, इमारतों के ढहने आदि ने सामाजिक, इलेक्ट्रॉनिक और प्रिंट मीडिया का ध्यान समान रूप से खींचा। रातों-रात प्राचीनमठ देश भर में चर्चा का विषय बन गया। यहां तक कि अंतरराष्ट्रीय मीडिया ने भी इस प्रकरण और स्थानीय समुदायों के साथ-साथ पर्यावरण के लिए अस्तित्व संबंधी खतरे को उजागर किया। राज्य और केंद्र सरकारें हरकत में आईं और इस मामले को देखने के लिए वैज्ञानिकों, नौकरशाहों, एनडीआरएफ/एसडीआरएफ कर्मियों आदि को शामिल करते हुए एक विशेषज्ञ समिति का गठन किया। समिति ने सरकार को प्राचीनमठ को पूरी तरह खाली कराने की सलाह दी, क्योंकि भूमि का घंसना जारी था। समिति की सिफारिशों पर काम करते हुए, सरकार ने प्राचीनमठ के लोगों के लिए एक विस्तृत विस्थापन और पुनर्वास योजना तैयार की।

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

- उपरोक्त केस स्टडी में विभिन्न परस्पर विरोधी हित क्या हैं?
- जिस जिले में प्राचीनमठ पड़ता है, वहां के डीएम के रूप में आप लोगों को इलाका खाली करने के लिए कैसे मनाएंगे?
- भविष्य में ऐसी स्थितियों से बचने के लिए हम क्या कर सकते हैं? (20 अंक, 250 शब्द)

→ Himalayan Ecosystem has been declared as fragile by many ecological experts

It is plagued by torrential rains loose top soil, glacier melting, deforestation, unscientific development and population expansion. This has frequently resulted in various natural disasters like floods, landslides and land subsiding in recent years.

② Conflicting interests in given scenarios:

① Ecological conservation vs development:

Prachinmuth is ecologically sensitive area but it is also plagued by lack of development while environmental protection is important, development will bring jobs to the areas and increase the standard of living of the people.

② Expansion of tourism vs local traditional demands

While government wants to increase tourism by infrastructure and connectivity development, locals have a traditional approach centred on conservation of ecology. Lack of participatory planning and development is seen in this case.

3) Emotional attachment of local to ancestral land vs government attempt for rehabilitation

While government attempting to evacuate the people from their homes, people are rightfully angry that it did not pay heed to its demand for environment protection and sustainable development. They feel like they are getting punished due to inaction and ignorance of government.

6) As a DM of Prachinmeth, my first priority will be to evacuate the people from the city and then arrange for their proper rehabilitation until a sustainable and safe solution is reached, I will convince the people by keeping it in my mind that the people rightfully feel that they were wronged by the government and deserve explanation and compensation.

1) Assuring proper rehabilitation. People fear the loss of their private property. To assure them I will make arrangements for

a proper rehabilitation for them after the return and spread this rehabilitation plan amongst the people

② Participatory approach : I will take help of local political and religious leaders to convince people to move out until the danger is decreased. People can be more sympathetic to traditional authority as there is breach of trust between them and government

③ Monetary compensation - For people who will lose their sources of income due to shifting I will arrange for a periodic monetary/employment compensation until ~~they~~ a permanent solution is found

④ Make sure of proper educational & health facilities are available to the people and children who will be homeless and vulnerable and then spread awareness about these facilities in the public

① To avoid such occurrences following steps can be taken

① Ecological impact Assessment : To be made mandatory for projects in sensitive regions prone to disasters

② Participation of locals in EIA hearings and studies to take into account their grievances and traditional way of coexistence with nature

③ Expert participation and scientific surveys from independent institutes to determine ecological and economic feasibility and impacts of the projects.

④ Better monitoring for encroachment and unauthorised construction along with framing exclusive regulations to determine standards for construction and tourism in the hills.

Feedback

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

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

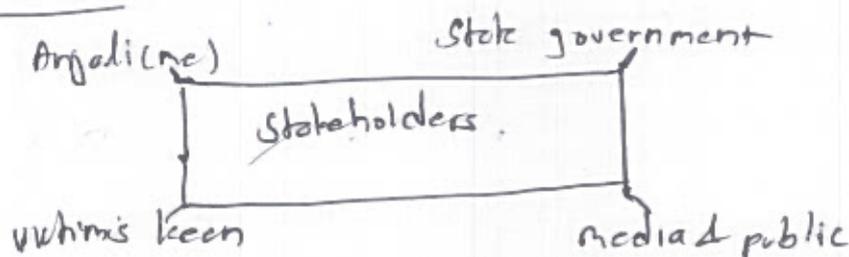
इस घटना को प्रिंट, इलेक्ट्रॉनिक और साथ ही सोशल मीडिया में राष्ट्रीय और अंतरराष्ट्रीय कवरेज मिला। राज्य सरकार पर इस मुद्दे को सौहार्दपूर्ण ढंग से सुलझाने का दबाव बढ़ रहा था।

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

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)

Stakeholders :-



① As a advisor to CM and joint secretary I will consider both short time / immediate and long term plan of action.

Prohibition has been point of debate and success of prohibition lies in the execution of the law rather than its intent. Prohibition is a participatory exercise, where general public, local bureaucracy, police, media are supposed to work together for its success.

Immediate measures :-

① Provide monetary compensation :- State government should provide a small monetary compensation to the victim's family considering the fact that they were sole bread winners.

② Constitute a investigative committee :- As such a large scale incident cannot happen without local politician - criminal - police nexus. I will constitute

a high level investigative committee to identify the lapses in the law enforcement.

③ Dialogue with victim's kin and CSO to assure them about the actions to be taken on the culprits and also on the larger approach to the prohibition and illegal hooch making.

④ Improve monitoring by taking police officials in loop to encourage them to increase patrols and raids to confiscate illegal factories.

long term approach

① Spread awareness amongst the people about the dangers of the illegal hooch that can lead to loss of life.

② women are more impacted by the abuse due to drinking, by taking help of SAG and women NGOs, local womenfolk can be roped in to spread awareness and monitor the local area for illegal hooch factories.

③ Break Politician - Criminal - Barrowat news
 Law breaking often happens due to the news of local politician - Bureaucrats. This leads to corruption and degradation of authority of government. By imposing anti corruption measures and regular reports from local officials they can be forced to be tough on illegal hoath

④ Coordination with neighbourly states to prohibit the smuggling of ingredients and equipment ~~to~~ to make hoath

⑤ Use of technology like drones to monitor illegal factories and social media to spread awareness and seek grievances

⑥ While There is a dilemma against the government whether to compensate the victims or not. Since, the victims were breaking the law government is not entitled to provide compensation but they were from poor background and leave behind families that are vulnerable to more poverty and if not provided with external

Support so, the decision to not provide compensation is indeed controversial

Points By not providing :-

- ① Government not liable since act was illegal
- ② Providing compensation will not discourage people from taking illegal liquor and incentivise them to be careless in future. It is contrary to the objective of prohibition
- ③ ~~Will not~~ Not providing compensation will show the firmness and determination of government to fight the menace of illegal liquor.

By providing compensation :-

- ① Compensation will be lifesaving for the families of poor who lost their only source of income
- ② Focus should be on ~~the~~ punishing the suppliers and makers of illegal liquor rather than on naive consumers
- ③ Will help to counteract public anger due to the loss of life and ineffective law enforcement

I think that government must provide compensation but also make sure that the public understands that the consumption of illegal liquor is prohibited

Feedback

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

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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)

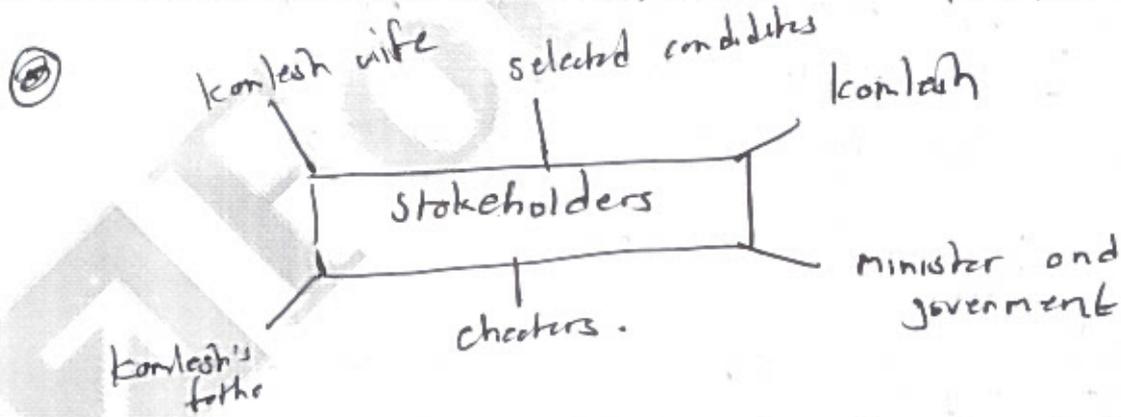
कमलेश एक सिविल सेवक हैं जिन्हें हाल ही में राज्य के शिक्षा विभाग में अतिरिक्त मुख्य सचिव के रूप में तैनात किया गया है। कमलेश का सेवा रिकॉर्ड बहुत अच्छा है और वह अपनी ईमानदारी और व्यावहारिक रवैये के लिए जाने जाते हैं। नए विभाग में आने के बाद कमलेश के सामने पहला बड़ा काम सरकारी स्कूलों में लेक्चरर पद पर 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)



(a) Ethical dilemmas faced by Kamlesh

(1) Integrity vs Personal Wellbeing

Kamlesh can preserve his ~~to~~ values of honesty by reporting the scam but it will result in harm to his professional career, his wife's career and his father's health.

② Honesty ~~vs~~ by reporting the scam ~~vs~~ protecting wife career. His wife has no involvement in the whole saga and will get unduly affected by the fallout. But he must also be true to his duty as a civil servant to be honest and corruption free.

③ Justice to the duly selected candidates ~~vs~~ punishing the fraud candidates.

While reporting the scam will bring out the fraud candidate, it will also affect the employment of ~~the~~ other deserving candidates.

④ Options before Kamlesh.

① Option A
Do not report the scam as told by the minister and refute the allegations of the journalist.

② Option B
Resign from the job preserving his integrity and honesty but not reporting.

the scam to save his wife's career.

Option C

Report the scam without fear and present the evidence of involvement of minister in the public & media.

① Feasibility

Option A

Merits

① Will save his job and his wife's job

② Can get future career boost by protecting ruling party and minister

Demerits

① Violated to the value of honesty and integrity of civil servant

② By not reporting he became an accomplice in the scam

Option B

Merits

① Can protect his wife's job by not publicly antagonising minister.

② Resigning will make you a suspect in public minds as scam is already in open.

Demerits.

① Shows cowardice and ignorance to duty and morality

② Financial difficulties due to loss of job

option C

Merits

- ① Be honest to own morals and duties by reporting the scam
- ② Justice to candidates that were wronged.
- ③ Reporting and giving evidence to public and media can put public and opposition pressure on government
- ④ Can protect the fallout on wife's career by going public about CM and minister's involvement.

Demerits

- ① The Minister can retaliate by either suspending you or other manner
- ② Cancellation of recruitment will lead to injustice to duly selected candidates
- ③ Public limelight will make your career politicized and return to normal is difficult

① I will take option C and report the scam to the public and media. I will also collect evidence of the scam and will present them to the journalists for publication.

This will preserve my values of ~~loyalty~~ integrity, honesty, transparency and duty to public as a civil servant to avoid corruption.

By being public about the reporting and also giving the evidence to the media. I ~~will~~ can protect myself and my wife from the political revenge of the government as it will be seen as a witchhunt by the public and opposition parties.

Feedback

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AWIS			
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P & R			

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

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

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

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

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

(a) Ethical concerns

- ① coaching classes flouting rules and regulations of fire safety and endangering lives of students.
- ② Joseph's dilemma as a civil servant pitting his integrity and duty against personal interests and benefits.
- ③ By taking action on coaching Joseph can fix responsibility for the lives lost and give justice to them while ~~not~~ not taking action can jeopardise further lives.
- ④ By preferring his brothers and his priorities over the students who

lost their life and were injured in the mishap, Joseph acting against the basic norm of human dignity and equality where every person's life has equal value. Frank's career is not more important than the career of totally injured girl.

(*) Corruption by coaching institute in the form of gifts and concessions will help Joseph and Frank but it will be injustice to people affected.

(b) As a friend of Joseph I will advise Joseph to ~~reject the offer of the~~

(1) Reject the offer of the institute to provide special treatment to Frank

(2) Form an investigative committee to enquire into the irregularities in the operation

of given coaching institute. as they have shown themselves to be negligent and also corrupt.

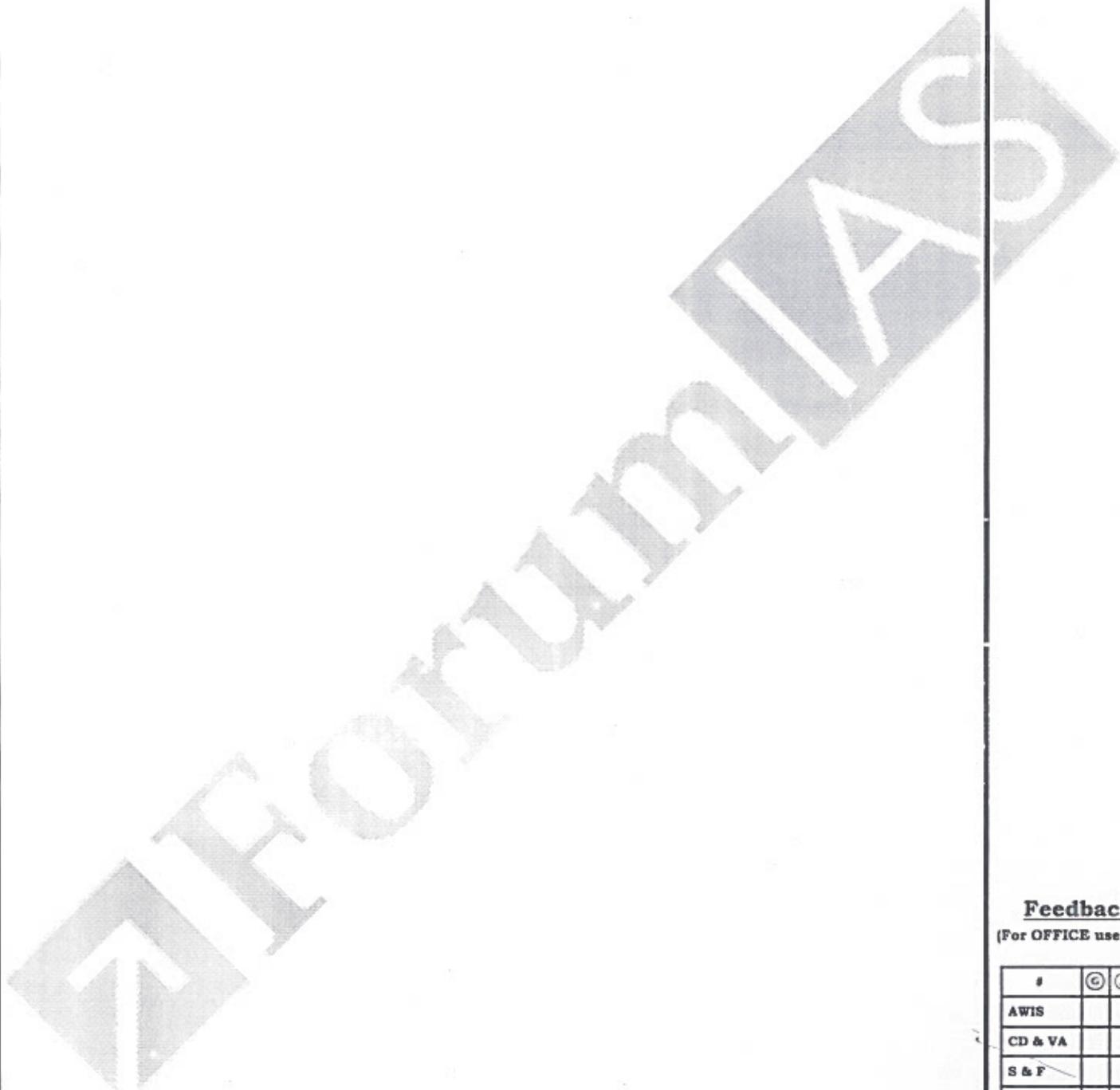
(3) Take police action against the coaching institute for both manslaughter due to negligence and bribing the public servant

(4) Transfer Frank to other institute

(5) Order a audit for fire safety in all coaching institutes in area and punish and compel the violators to take measures

(6) Prige a meeting with the administrators of the coaching institute to make them aware of the fire safety regulations and also take their suggestions on improvement of public service

- ⑦ Arrange for the compensation to the deceased and treatment of the injured by fining the violator institute or from government funds
- ⑧ Spread awareness amongst students about fire safety and evacuation process -
- ⑨ Strengthen the training, funding and response time of local fire fighting services.



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 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.

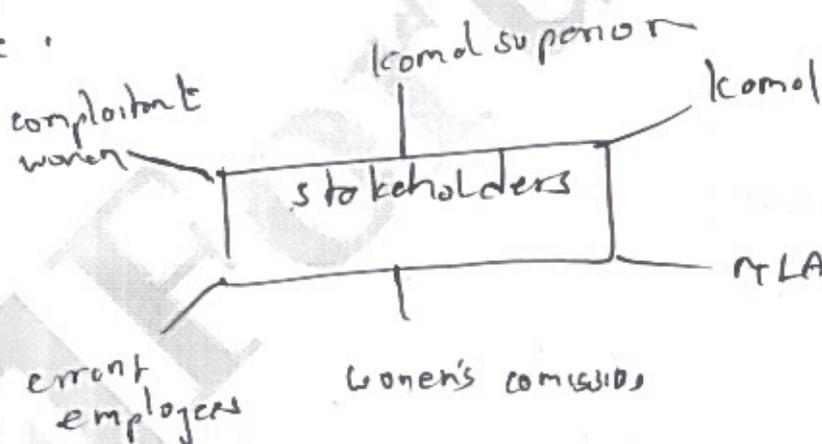
(20 marks, 250 words)

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। पृष्ठछ करने पर, कमल ने पाया कि नगर निगम कार्यालय में व्याप्त अनुशासनहीनता और भ्रष्टाचार का कारण मुख्य रूप से पथभ्रष्ट कर्मचारियों का एक समूह है। जबकि वे खुद काम नहीं करते हैं, वे कार्यालय में भी उपद्रव पैदा करते हैं, जिससे अन्य ईमानदार कर्मचारियों के काम में बाधा आती है। इसके अलावा, कमल के संज्ञान में यह भी आता है कि ये कर्मचारी छोटे-मोटे कामों के लिए लोगों से रिश्वत मांगकर भ्रष्टाचार में लिप्त हैं। इसके अलावा, कमल ने देखा कि अनुशासनहीन कर्मचारी कार्यालय में देर से आते हैं और जल्दी निकल जाते हैं और बिना अनुमति के काम से अनुपस्थित भी रहते हैं। कमल को पता चलता है कि इन कर्मचारियों का सरगना एक स्थानीय विधायक का करीबी रिश्तेदार है। कमल ने नगर निगम कार्यालय की कार्य स्थिति में सुधार लाने के लिए पथभ्रष्ट कर्मचारियों को अनुशासनहीन व्यवहार को सुधारने या सख्त अनुशासनात्मक कार्रवाई करने की चेतावनी दी है। हालांकि, कमल की चेतावनी का मोटे चमड़ी वाले कर्मचारियों पर बहुत कम प्रभाव पड़ता है, जो अपने तरीके से काम करना जारी रखते हैं। अंत में, कमल सभी पथभ्रष्ट कर्मचारियों को उनके अनुशासनहीनता के विभिन्न कृत्यों के लिए कारण बताओ

नोटिस जारी करता है। जवाबी कार्रवाई के तौर पर इन उपद्रवियों में से एक महिला कर्मचारी कमल के खिलाफ महिला आयोग में यौन उत्पीड़न की शिकायत दर्ज कराती है। आयोग ने इस मामले में कमल से स्पष्टीकरण मांगा है। साथ ही कमल को अधिक बदनाम करने के लिए इस मनगढ़ंत मामले को मीडिया में प्रचारित किया जाता है। साथ ही विधायक कमल पर इन कर्मचारियों पर नरमी बरतने का दबाव बनाने लगते हैं। कमल के सामने इस स्थिति को संभालने के लिए कुछ विकल्प इस प्रकार हो सकते हैं :

- i) आयोग को अपना स्पष्टीकरण दें और अनुशासनात्मक कार्रवाई पर नरम हो जाएं।
 - ii) आयोग की उपेक्षा करें और अनुशासनात्मक कार्रवाई के साथ दृढ़ता से आगे बढ़ें।
 - iii) अपने उच्च अधिकारियों को सूचित करें, उनसे निर्देश प्राप्त करें और तदनुसार कार्य करें।
- a) कार्यवाही के उपरोक्त सभी प्रारूपों का मूल्यांकन करें और इसके लिए अपने कारण बताते हुए कार्यवाही का सबसे अच्छा विकल्प सुझाएं।
- b) आपके अनुसार सार्वजनिक कार्यालयों में खराब कार्य संस्कृति के क्या कारण हैं? साथ ही इसमें सुधार के उपाय सुझाएं। (20 अंक, 250 शब्द)

Local bodies in India are plagued with various issues related to finance, functions & functionality. This has resulted in the low quality of living in cities inspite of increasing population pressure on them. Given problem highlights the functional part of the issue.



⑥ option i

Give explanation to commission and ignore go soft on disciplinary action

Merits

- ① Save your prestige by explaining to the women commission about your innocence.
- ② By going soft on employer complaint may take her complaint back

Demerits.

- ① Going soft will be seen as admission of guilt by others
- ② Employers will become emboldened and further breakdown of discipline will happen

option ii

Ignore the commission and proceed firmly with disciplinary action

Merits

- ① Disciplinary action will increase your authority and work culture will be changed for better

Demerits

- ① MLA will be feel insulted and can harass you further and obstruct the fund to municipality.

② Women's commission enquiry ~~will~~ can prove your innocence and you can regain your integrity and image

② MLA can pressure women commission to falsely implicate you.

Option III

② Brief his higher ups, seek directions from them and act accordingly

Merits

① Transparency and honesty to higher ups will bring their support to you

② Undue pressure of MLA and political witchhunt through commission can be stopped if higher ups intervened

Demerits

① Higher ups can take the side of MLA and employees

② Not going before women commission will bring all bring disrepute

I will approach the problem in two steps.

First, I will exercise option (ii) where I will take disciplinary action on erring employees without paying heed to commission.

After that I will take option (iii) and brief my superiors explaining the circumstances and reasons for taking action and the frivolous nature of woman's complaint with relevant proofs.

(b) Reasons behind poor work culture:

- ① Lack of training = Local body employees do not have standard and professional training
- ② Less remuneration = Local body employees are paid very less incentivizing them for corruption and disinterested work

Culture

③ Local politician Nexus :- Local politicians ensure that their supporters are recruited or contracted for local body work.

④ Decentralised recruitment :- Without oversight this favours nepotism and unprofessionalism

⑤ High workload :- Less funds and less workers causes higher workload

Way forward

① Standardised recruiting :- Local body recruitment to be done through SPSC or similar mechanism

② Wages to be increased to encourage hard work

③ Training and skill development courses for workers and contractors.

④ Grievance redressal mechanism to ensure audit and accountability

Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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

TOTAL MARKS

Q.12) You are the managing director of an upcoming advertising company which has made a name for itself in the market in a very short time. Varun is a star employee of your company who has consistently given good performance. Some of the most popular advertisements of the company, in recent times, have been an outcome of Varun's creative ideas. Since his joining, Varun has helped in almost doubling the revenues of the company, by bringing new clients and improving the brand equity of the company. You place high value in Varun's professional competence and are in the process of giving him a bigger responsibility in the company.

However, you have been hearing rumours from various sections about the attitude of Varun towards his female colleagues. It has come to your notice that Varun is habitual of passing loose and lewd comments on the female employees of the company. Furthermore, Varun regularly sends indecent messages on phone to all the employees, including female workers. One day, Geetanjali, an employee working in Varun's team comes to you visibly disturbed. She complains to you about the repeated misbehaviour of Varun towards her. She informs you that Varun has on many occasions made undesirable physical advances towards her. She also tells that last evening before her shift was about to end, Varun called her in his cabin and tried to touch her inappropriately. She requests you to conduct an enquiry by the internal complaints committee (formed under POSH Act). She also tells you that in case appropriate action is not taken against Varun, she will be forced to resign from her position. You personally know Geetanjali as a dedicated and honest employee of the company. You are aware that she is the sole breadwinner of her family and has to support her teen-age brother and ailing mother. You also understand that unless the situation was really serious, Geetanjali would not have thought of resignation. On the other hand, an enquiry against Varun may affect the financial growth of the company. Also, you know that if Varun is fired for his actions, many big clients may leave the company.

- What are the ethical issues involved in this case study?
- Evaluate the different options available to you. In this situation, which option will you adopt and why?
- What steps will you take to ensure a safer workplace for women in your company?

(20 marks, 250 words)

आप एक आने वाली विज्ञापन कंपनी के प्रबंध निदेशक हैं जिसने बहुत ही कम समय में बाजार में अपना नाम बना लिया है। वरुण आपकी कंपनी के एक स्टार कर्मचारी हैं जिन्होंने लगातार अच्छा प्रदर्शन किया है। कंपनी के कुछ सबसे लोकप्रिय विज्ञापन, हाल के दिनों में, वरुण के रचनात्मक विचारों का परिणाम रहे हैं। अपने शामिल होने के बाद से, वरुण ने नए ग्राहकों को लाकर और कंपनी की ब्रांड इक्विटी में सुधार करके कंपनी के राजस्व को लगभग दोगुना करने में मदद की है। आप वरुण की पेशेवर क्षमता में उच्च मूल्य रखते हैं और कंपनी में उन्हें एक बड़ी जिम्मेदारी देने की प्रक्रिया में हैं।

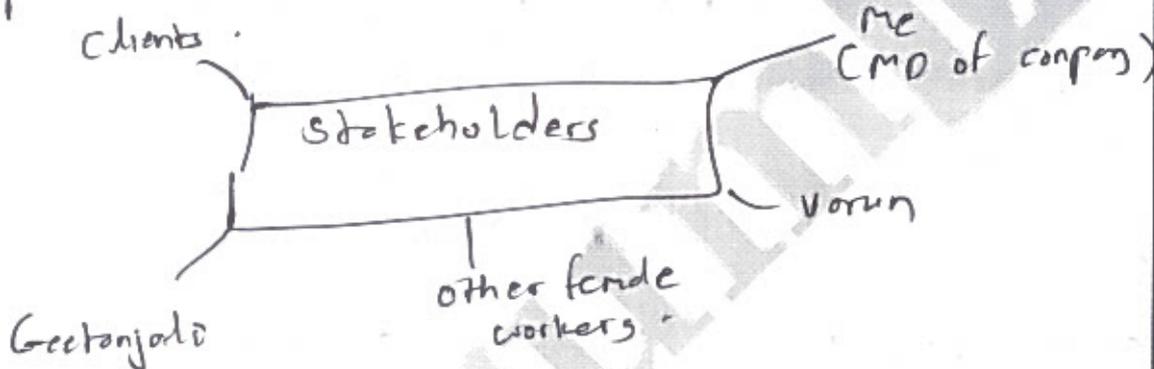
हालांकि, आप विभिन्न वर्गों से वरुण के अपनी महिला सहयोगियों के प्रति रवैये के बारे में अफवाहें सुनते रहे हैं। आपके संज्ञान में आया है कि वरुण को कंपनी की महिला कर्मचारियों पर अमद्र और भद्दे कमेंट करने की आदत है। इसके अलावा, वरुण नियमित रूप से महिला कर्मचारियों सहित सभी कर्मचारियों को फोन पर अमद्र संदेश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

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

- 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)

Sexual harassment at workplace is a serious issue and it data says that 18% of women face sexual harassment in some form at their work place



(a) Ethical issues -

- ① Prevention of sexual harassment and Gender discrimination
- ② Integrity of myself and reliability of company
- ③ fostering a & safe inclusive work environment by accountability and transparency.

④ Justice to the victims of misbehaviour.

⑤ Leadership qualities that involve participatory approach to problem solving.

⑥ Options A :-

Set up a ICC within 10 days to enquire about complaint and ~~put~~ ~~view~~ and take action accordingly

Merits

- ① will ensure proper investigation and include all sides of the conflict
- ② Following legal requirements regarding POSH and ensuring safe workplace for Gauranjali and accountability for Varun

Demerits

- ① ICC cannot reach proper conclusion if evidence is not available.
- ② Varun can leave job if he feels insulted
- ③ loss of revenue to company

Option B :-

Transfer Gectanjali to other department and confront Varun to not repeat harassment

Merits

① Varun can remain in company protecting its revenue and client base

② Gectanjali will feel safe due to absence of Varun

Demerits

① will send long ethical signal to other employees of company

② Varun can harass Gectanjali as revenge

I will take option A and set up a Internal complaints committee to enquire about the allegations. I will also put Varun on leave until the investigation is completed and ensure Gectanjali and other female members

about safe and inclusive work environment in company under my leadership

② Steps to ensure safe workplace for women

① Code of conduct :- Regarding office ~~steps~~ interactions and norms that will act as regulations for behaviour of members of the company

② Post training :- Periodic training courses on the post will be arranged and it will be made necessary to clear the post course evaluation ~~is~~ for every member.

③ Grievance redressal :- Mechanism for complaint registering and primary enquiry will be fixed and employees will be made aware of the same

- ④ More women representation to be ensured in important positions in the company to make workplace less hostile and ~~more~~ safer for women.
- ⑤ Robust HR policy to ensure proper response to complaints and arranging for consultation and help to the victims of sexual harassment.
- ⑥ Zero tolerance policy to any kind of sexual harassment towards females ~~and~~ P.

Feedback

(For OFFICE use only)

S	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

-
-
-
-

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.