

TEST CODE 6 1 4 2 0 2

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

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Harsh hodha.		
Roll No./अनुक्रमांक	1910084469	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	-	Date/दिनांक	08/08/23.

*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-पुरतिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुरतिका 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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			9.00 am	12.00 pm.
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक आपकी लिखावट, प्रस्तुति आदिकों के उपयोग पर आधारित है और आंकड़ों या रूपरेखाओं, चित्रों, अथवा विषय वस्तु जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आती है आधार पर (लेकिन इन्हें तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤
				Evaluation Date/ मूल्यांकन तिथि :

Section - A

Q.1) a) Where the roots of private virtue are diseased, the fruit of public probity cannot but be corrupt. What do you understand by probity? Discuss ways of inculcating probity in public life.

(10 marks, 150 words)

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

(10 अंक, 150 शब्द)

Probity is the value of being integral, honest and incorruptible in your actions

Ex. Probity of M. Mannivaran (CCTV in his own office).

People with high probity adhere to their morals like a rock and never bend morals for sake of personal gains

Ex. APJ Abdul Kalam

Ways to inculcate it

① By value education in childhood

Ex. Japanese Model of education.

- ② Ethical training of civil servants in LBSNAA.
- ③ Awarding the civil servants who show probity in life.
Ex. Operant conditioning.
- ④ Code of ethics to be convened for civil servants
(Hata Committee)
- ⑤ Seeing public service as ultimate goal of life
Ex. Nishkama Karma philosophy
- ⑥ Social persuasion through role modelling (M. Visvesvaraya)
- ⑦ Public watch through citizens charter, RTI, etc.

Probity is of essentiality to implement in public life.

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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 was first introduced in UK by John Major as tool of quality service delivery and holding public institutions accountable for ideal actions.

Role

- ① Acts as measure of benchmark service delivery
- ② Its major principles like quality, efficiency make it citizen-centric.
- ③ Provision for grievance redressal helps it being accountable.
- ④ Public participation and disclosure of service provided so highly transparent.

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⑤ Ensures that public funds are used for effective public service delivery.

Measures to make it effective

- ① Learn from the best models
Ex. Indian Posts.
- ② Effective grievance redressal mechanism
- ③ High public participation to make administration accountable.
- ④ Training and resources to public servants to deliver on promises of quality.
- ⑤ Suo moto disclosures for better transparency.

Citizen charter can be legalised for better effect.

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Ex.

Q.2) a) Differentiate between the following:

(10 marks, 150 words)

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

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

(10 अंक, 150 शब्द)

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

code of conduct	code of ethics.
<p>① It is a code to ensure that activities of regular and procedural nature standardised.</p> <p>② It is ethically neutral</p> <p>③ Standardised and rigid in nature</p> <p>④ They are useful in routine day to day tasks</p> <p><u>Ex.</u> code of conduct Rules for Civil servants.</p>	<p>① It is a code that guides the civil servants in taking ethical decision.</p> <p>② It is ethically driven.</p> <p>③ seen more as guidelines</p> <p>④ They are useful in tackling ethical dilemmas</p> <p><u>Ex.</u> code of ethics for chartered Accountants.</p>

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Accountability

① It is a value of being answerable to stakeholders for using public resource

② It is a mandatory concept.

③ Accountable to people at large

④ Accountability is comparatively narrow concept.

Ex. Accountability under RTE for disclosure.

Responsibility.

① It is the value of being self-accountable without obligation

② It is voluntary in nature.

③ Responsible to self.

④ Responsibility has broad notions within it.

Ex. Suo moto disclosure by Newslaudry is being responsible.

Accountability & Responsibility are key principles of good governance.

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)

As per Jim Collins, he saw many organisations that were very successfully managed but very few that were successfully led. (Level 5 leadership survey).

Manager	Leader
① He is a person who manages cos. resources	① He is a person who directs the vision of company
② Formal authority	② can be formal or informal.
③ subordinate required to follow him	③ Leader followed voluntarily.
④ good manager can lead to efficient usage of resources.	④ good leader can create value revolution for company.

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Ex. good managers like Vishal Sikka, etc. but not charismatic

Ex. good leaders like Narayan Murthy, Steve Jobs.

Why leadership foundational value.

① It decides and directs the path in which administration works.

Ex. Path goal theory of House.

② Organisation without leader is like rudderless ship

Ex. Leadership vacuum in Infosys.

③ Leaders who are charismatic bring the best out of subordinates

Ex. APJ Abdul Kalam.

④ Share success and take responsibility for failure like MS Dhoni.

"Leadership is most fundamental for any orgn" - APJ Abdul Kalam.

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 was a watershed moment in the era of transparent governance in India which legitimised right to information under AIR in line with Namit Sharma case.

Objectives and aims

- ① Suo moto disclosure provision under section 4 for transparency.
- ② Mandatory disclosure by public authorities in specified days (30 for normal and 2 for emergency)
- ③ Public applications to be dealt with effectively → PIO for same
- ④ Provision of Chief Info Commissioner

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and State Info Commissioners for
holding public authorities accountable.

Challenges

- ① Exceptions under section 8
(political parties excluded).
- ② Use of 'national security' to deny
reasonable information.
- ③ Right to privacy (A 21) v/s
Right to information (A 19)
- ④ High pendency of cases from
1.1 lakh to 1.5 lakh from 2018-22.
- ⑤ Vacancy at CIC and SIC very
high i.e. 50%.
- ⑥ Lack of awareness among people
↳ Only 33% know of it.

Way forward

Need RTI Revolution 2.0 to better
implement this right.

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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 challenge 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 is a step included in Directive Principles of Constitution under A44 to create common law for secular activities in line with A14 and A15.

Challenges in reconciling

① Diverse and contrasting moral considerations

Ex. Monogamy in Hinduism vs Polygamy in Islam.

② Public consensus on common secular law difficult.

Ex. Waqf board against idea of UCC.

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③ Creating UCC which does not hurt religious principles of all in itself is difficult.

④ Sometimes legal principles and morals itself in contrast
En. capital punishment, triple talag, etc.

Law influenced by moral / religious principles

① Need to ensure balance between laws and morals

En. Recent banning of triple talag.

② Collective conscience is not above law of the land

En. Bhagalpur encounter case where SP denied it even after public support

③ Need to adhere to Kantian philosophy to 'Categorical Imperative'.

Thus need of the hour is to legislate model UCC to be followed by states.

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Q4) a) "Why should a man be moral? Because it strengthens his will." - Swami Vivekanand. In this perspective, discuss the significance of morality for bringing efficiency and effectiveness in public administration. Do you think moral rigidity can be a hindrance in good governance?

(10 marks, 150 words)

"मनुष्य को नैतिक क्यों होना चाहिए? क्योंकि यह उसकी इच्छाशक्ति को मजबूत करता है।" - स्वामी विवेकानन्द। इस परिप्रेक्ष्य में, लोक प्रशासन में दक्षता और प्रभावशीलता लाने के लिए नैतिकता के महत्व पर चर्चा कीजिए। क्या आपको लगता है कि नैतिक कठोरता सुशासन में बाधा बन सकती है?

(10 अंक, 150 शब्द)

Morals are the underlying principles that are followed by people in their actions or while being in dilemmas.

Ex. Nishkama Karma, etc.

Significance in public administration

① Efficient usage of public resource without selfish interests
Ex. E-Shreedharan in Delhi Metro.

② Effectively and good governance which leads to welfare society
(A38)

③ Adhere to values like transparency, accountability, integrity that

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are key to good governance.

- ④ Upholding morals leads to probity in governance
Ex. M. Visvesvaraya as chief Sec.

Moral rigidity as hindrance

- ① Extremes of anything is hazardous
↳ follow "golden mean" of Aristotle.
- ② Rigid adherence to some value
may lead to red tapism.
Ex. Substance over form needed.
- ③ Moral rigidity be replaced by
moral courage.
Ex. Enlightened objectivity over being
extremely rule-binding.
- ④ Inefficient usage of resources
Ex. Ease of doing business in India.

Although ensure that universal morals
upheld consciously (Kant)

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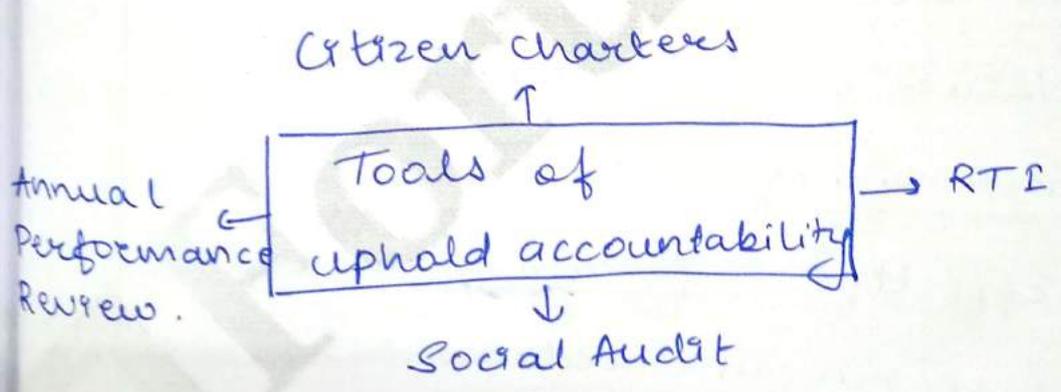
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b) Various practices and policies are implemented to uphold transparency, fairness, and accountability within administrative systems, encompassing both advantageous and disadvantageous aspects for the stakeholders involved and the overall administrative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

Public servants use public resources and thus must be held accountable for its proper and efficient usage.

Ex. Social Contract Theory.



Ethical considerations in practises

① Design

① Ensuring that tools hold public servants accountable.

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- ② Avoid loopholes to use them effectively
- ③ Ensure that efficient grievance redressal mechanism provided.
- ④ Public consensus and recⁿ taken while formulating them.

B) Implementation

- ① Public awareness and participation at core of these practises.
- ② Values of transparency and responsibility be nurtured.
- ③ Effective implementation and ensure grievance redressed in case of contravention.
- ④ Nolan Committee principles for good governance adhered to.

Thus need of the hour is 'good governance

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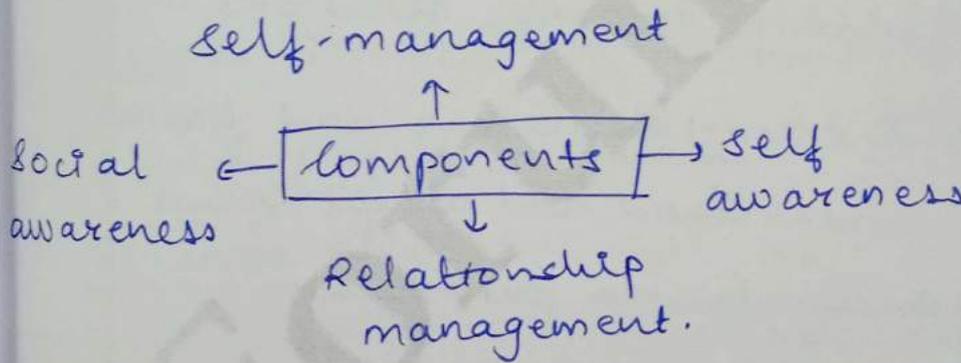
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Q.5) a) Civil servants who embody emotional intelligence exhibit a profound understanding of the human aspect of governance, enabling them to cultivate meaningful relationships, foster cooperation, and drive positive change. Examine ways in which Emotional 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 of recognising, understanding and managing emotions of self and that of others (Daniel Goleman).



Ways to inculcate in civil servants

- ① Nurture ability to self-introspect to better understand your emotions
- ex. If feel jealousy from success of others, question WHY?

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② Foster into them ability to direct emotions positively.
 Ex. Convert jealousy to hardwork to achieve success.

③ Value of empathy and compassion be built to better understand others and their viewpoints.
 Ex. Gandhiji towards Harijans.

④ Build scientific temper and flexibility to understand and accept views.
 Ex. Anekantavada philosophy.

⑤ Leadership quality to better manage relations and direct them towards vision.
 Ex. Jawaharlal Nehru as PM.

Emotional Intelligence helps in rational decision making and helps civil servants who face various dilemmas.

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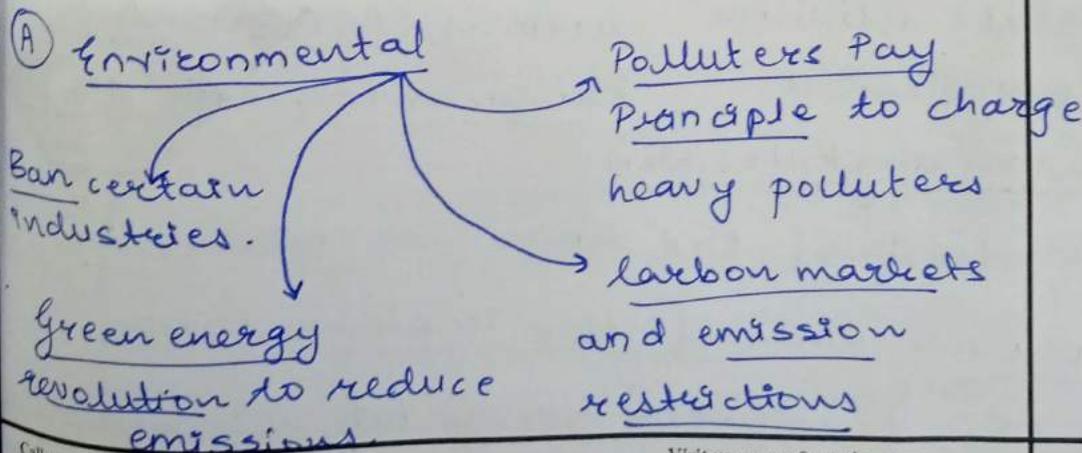
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b) The challenges posed by the corporate sector's impact on climate, environmental sustainability, and living conditions has highlighted the need for responsible and inclusive business practices. In this direction, the contemporary discourse on corporate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

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

'Business without ethics' is sin
as per Gandhiji and recent impact
of corporate activities on environment
highlight need to hold them alc.
for such practises. and here ESG
comes into picture.

ESG framework to fulfill responsibility



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B) Social

Corporate Social Resp.
in India (Sec 134 of
Companies Act)

Emphasis on
Social Contract
Theory and
Trusteeship approach.

Public Private partnership
to ensure that inclusive
and sustainable
business practises.

C) Governance

Corporate Governance
rules under
Companies Act.

Legislations in
place to avoid
excess effect of
corporate activities
on environment
(Sand Mining Rules, etc.)

Framework to ensure
that corporates are
responsible for their
actions (PAT, Extended
Producer Responsibility)

Need of the hour is 'collaborative
approach and effective implementation
of ESG framework for sustainable dev.

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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)

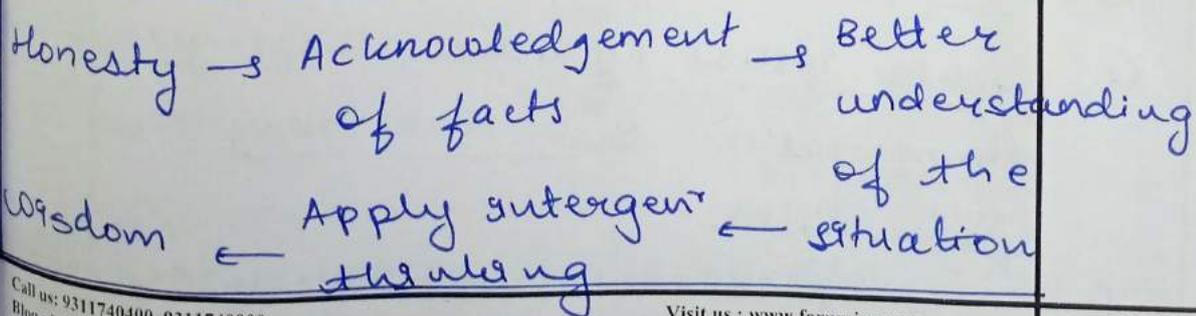
"Honesty is the best policy".

Meaning of quote

Here, Jefferson tries to highlight the vitality of value of honesty by emphasising that it is most essential to be adhered to if one is to have wisdom in life.

Ex. Honesty of Mahatma Gandhi.

From honesty flows the value of wisdom which can be seen as:



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Real life examples

- ① During crisis of 1990's, honesty of Indian government created sense of responsibility among all in public service resulting in creative decision of LPG reforms highlighting wisdom.
- ② Honesty of Newslaudry in sharing information about its shareholders even being private company leading to high trust and then value creation.

Learnings for me

- ① Be honest in your approach
- ② Tackle issues by acknowledging them rather than run away from them.
- ③ Honesty creates trust which is pivotal.

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

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

"Actions have consequences. If you sow mango you get mango. If you sow thorns, you get thorns."

Meaning of quote

This quote of Abraham Lincoln highlights the fact that actions lead to consequences which ultimately affect our emotions.

Ex. "As you sow, so shall you reap".

If we go good in life, the same will return to us as we are satisfied with our actions.

Ex. Mother Teresa, Baba Amte.

On the other hand, if we act evil, we will always feel

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guilty of our actions leading to
'crisis on conscience' and remorse.

Ex. Cognitive dissonance.

Although, sometimes it is
possible that we feel good when
acting in personal gain but that
is temporary feeling.

Ex. Corruption for sake of money but
later guilt of snatching others right.

Thus one must always ensure
that his actions are moral not
adhering to outcomes achieved.

Ex. Deontological approach and
Nishkama Karma Philosophy

Learnings for me

- ① Selfless Service.
- ② Go for inherent goodness in action.

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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)

"Rome was not built in
one day"

Meaning of quote

Change is the only thing
that is constant. Although real
change is very slow-paced.

Enduring change is the one
that occurs one step at a time.

Ex. Societal perception of Sati changed
with time.

When change is fast-paced
it is only temporary in nature as
it does not alter the behaviour and

conscience of people

Ex. LCBTQIA + STU discriminated

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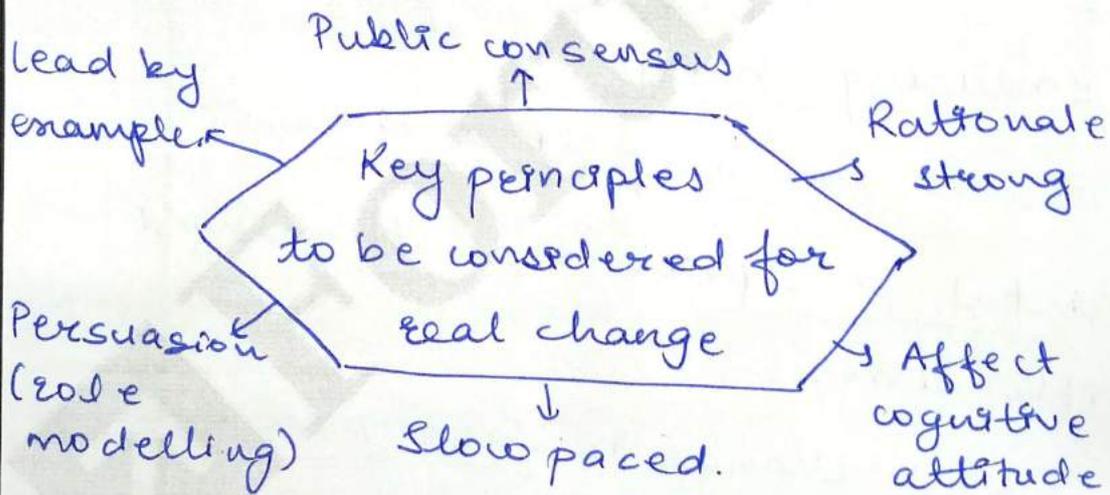
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even after NALSA judgement.

Thus real change is one which alters the perception and attitude of society at large through rational argument which can only happen one step at a time.

Ex. Women's role in society from 'secondary gender' to 'equal' status.



Learnings for me

① change management pivotal and needs patience.

② Revolutionary change should stand test of time.

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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)

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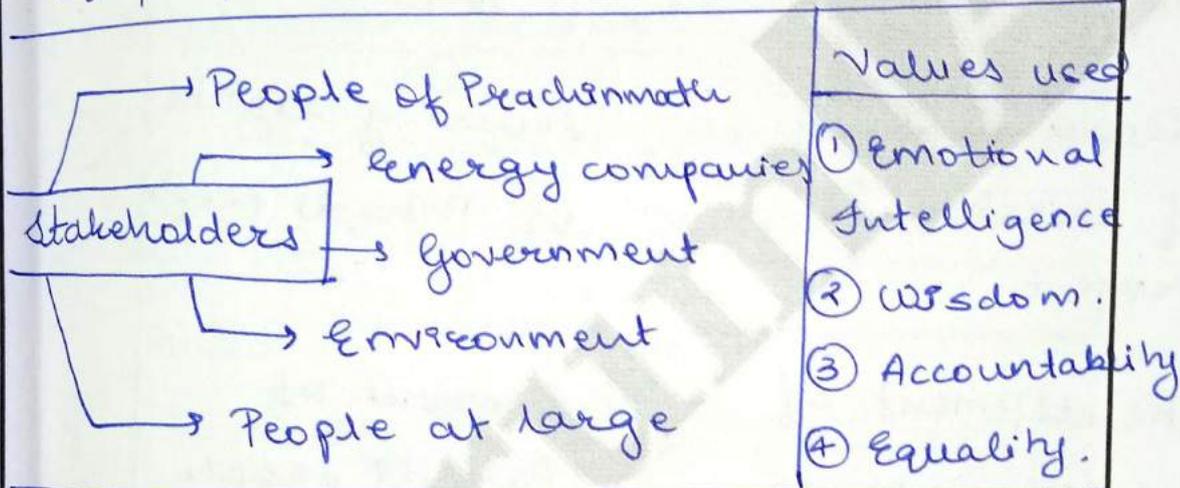
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The following case at hand highlights the issue of unsustainable and unplanned development which affect right to life and livelihood of people, in this case of Prachinathi.



Conflicting interest

- ① Development of v/s Environment of country vs Environment of region.
- ② Energy security for country vs Right to livelihood of Pahadi people.
- ③ Effectiveness from v/s Sustainable

utilising tourism potential.

development of Prachinmath.

④ Economic prosperity of country at large

v/s

Religious and cultural rights of people

⑤ Securing rights of investors in project

v/s

Securing rights of Pahadi people

⑥ Resettlement of Pahadi people to save lives

v/s

Demand of Pahadi people to live there peacefully.

Arguments to convince people

① Use emotional intelligence to 1st understand their point of view.

② Apologise on the behalf of the government for situation that

they are facing
↳ reduces half the anger.

③ Building back trust among people by social persuasion and operant conditioning through attractive resettlement order.

④ Try to negotiate with the religious leaders and use them to convince people at large
(Authority principle)

⑤ Communicate to them risks of living there which will affect their lives.

⑥ Support them in every manner to pursue their cultural practises in new rehabilitated region.

Ways to avoid in future

① Planned and sustainable infrastructure

development of region.

- ② Environmental Impact Assessment before any project in sensitive region.
- ③ Public consensus in any local project for better change management.
- ④ "Golden Mean" between economic development and environmental conservation be achieved.
- ⑤ Expert opinion be taken seriously before infra project
- ⑥ Religious and cultural rights of people be given due importance.
- ⑦ Public grievance redressal.

Good governance principles must always be upheld to avoid such issues in future.

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

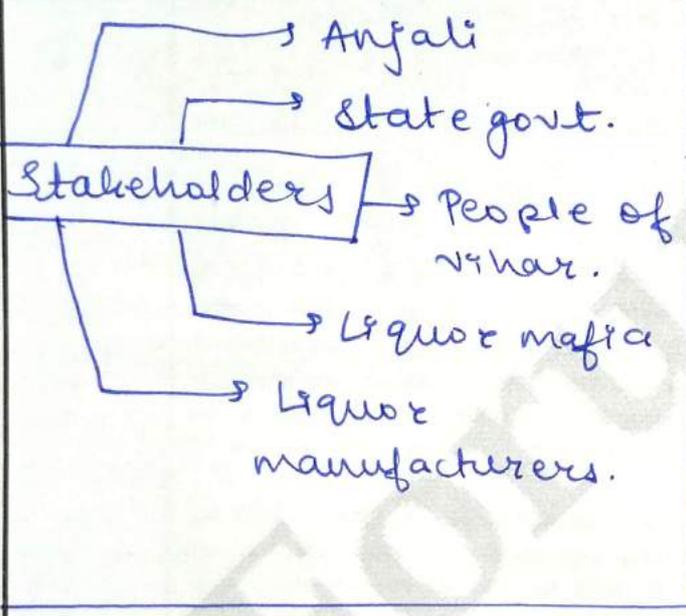
इस घटना को प्रिंट, इलेक्ट्रॉनिक और साथ ही सोशल मीडिया में राष्ट्रीय और अंतर्राष्ट्रीय कवरेज मिला। राज्य सरकार पर इस मुद्दे को सौहार्दपूर्ण ढंग से सुलझाने का दबाव बढ़ रहा था। अंजलि सचिवालय में संयुक्त सचिव के पद पर तैनात हैं। सीएम ने उनसे एक विस्तृत रिपोर्ट बनाने को कहा है कि राज्य सरकार को इस संकट से कैसे निपटना चाहिए।

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

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The case at hand highlights issue when law is created arbitrarily without effective focus on its implementation leading to negative effects on public at large.



Ethical issues

- ① Right to life hampered.
- ② Rule of law violated.
- ③ Poor governance
- ④ No empathy as lack of compensation

Measures to be recommended by Anjali

- ① Effective law enforcement to ensure that spurious liquor not sold.
- ② Police networks, naka bandis, etc. be used to catch hold of liquor

mafia.

- ③ Fast-track courts to convict mafia for 'deterrence' and operant conditioning.
- ④ Effective rehabilitation centres in Bihar to help people addicted with liquor.
- ⑤ Reconsider the entire ban on liquor which can turn people to other hazardous tools (drugs, cocaine, weed, etc.)
- ⑥ Compensation to family of construction labour as sole bread earners affecting livelihood of entire family.
- ⑦ Nukkad Nataks, social persuasion through role modelling to change cognitive behaviour of people

regarding alcohol consumption.

Critical evaluation of government decision to not compensate

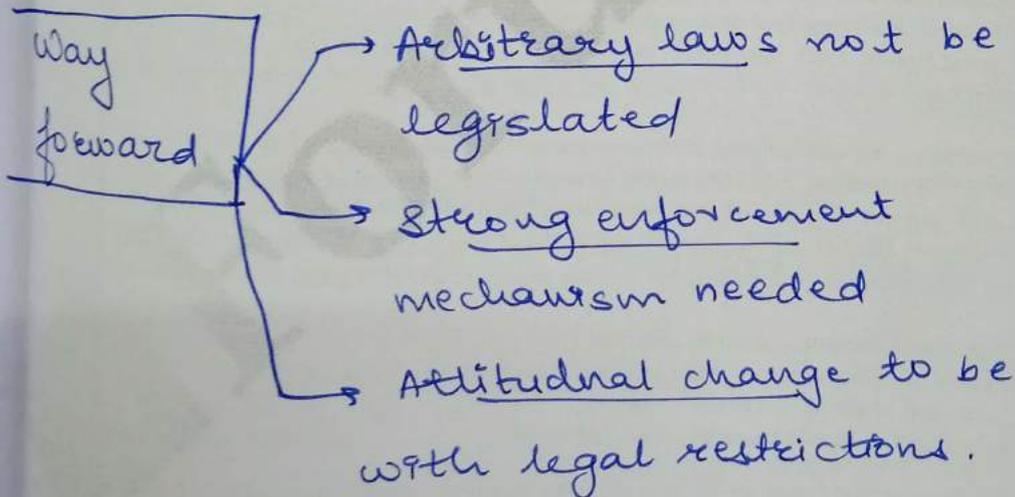
Arguments for

- ① Against rule of law so no need of compensation.
- ② Act as 'deterrence' for others to consume spurious liquor.
- ③ Teleological approach.
- ④ Already have resource restriction and compensation can encourage such activities.
- ⑤ Objective decision making.

Arguments against

- ① Need to show empathy and compassion to family.

- ② enlightened objectivity needed in this case.
- ③ Right to livelihood of family endangered if no compensation.
- ④ Spurious liquor being sold is defeat of government policy and thus compensation justified.
- ⑤ Deontological approach.



The Supreme Court said, ban of liquor as per DPSP although need effective enforcement mechanism.

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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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)

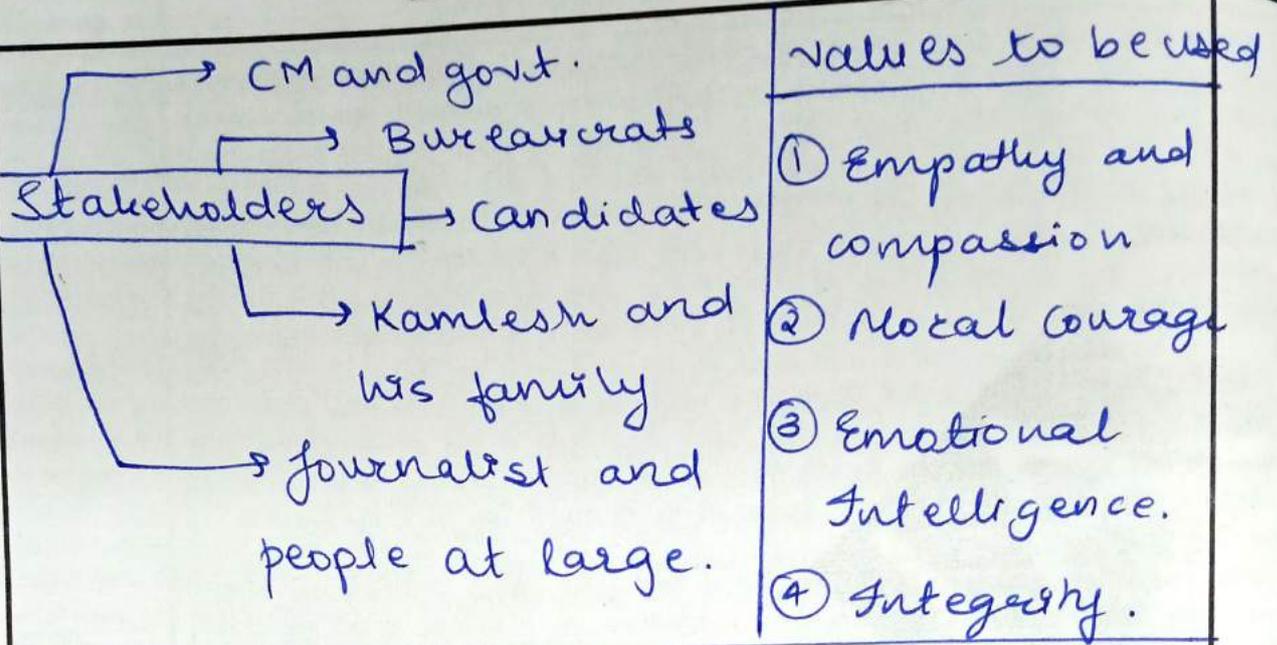
कमलेश एक सिविल सेवक हैं जिन्हें हाल ही में राज्य के शिक्षा विभाग में अतिरिक्त मुख्य सचिव के रूप में तैनात किया गया है। कमलेश का सेवा रिकॉर्ड बहुत अच्छा है और वह अपनी ईमानदारी और व्यावहारिक रवैये के लिए जाने जाते हैं। नए विभाग में आने के बाद कमलेश के सामने पहला बड़ा काम सरकारी स्कूलों में लेक्चरर पद पर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

The issue at hand is one of ethical dilemmas faced by civil servant when his superiors are involved in corrupt behaviour leading to cognitive dissonance among them.



Ethical dilemmas

- ① Adhere to family values v/s Professional integrity.
- ② Insubordination of superiors order v/s Cognitive dissonance.
- ③ Protect right of honest candidate v/s Rights of unselected candidates.
- ④ Secrecy v/s Transparency.
- ⑤ Personal gains and rewards v/s Upholding conscience.

- ⑥ Love for your family vs Public service values like integrity.
- ⑦ Teleological approach vs Deontological approach.
- ⑧ Crisis of conscience vs Personal hardship.

Options and evaluation

① Let the issue go unnoticed

Merits	Demerits
<ul style="list-style-type: none"> ① Personal gains and father's and wife's life simplified. ② Family ethics upheld. 	<ul style="list-style-type: none"> ① Cognitive dissonance and crisis of conscience ② Against public service values

② Investigate the issue thoroughly.

Merits

Demerits

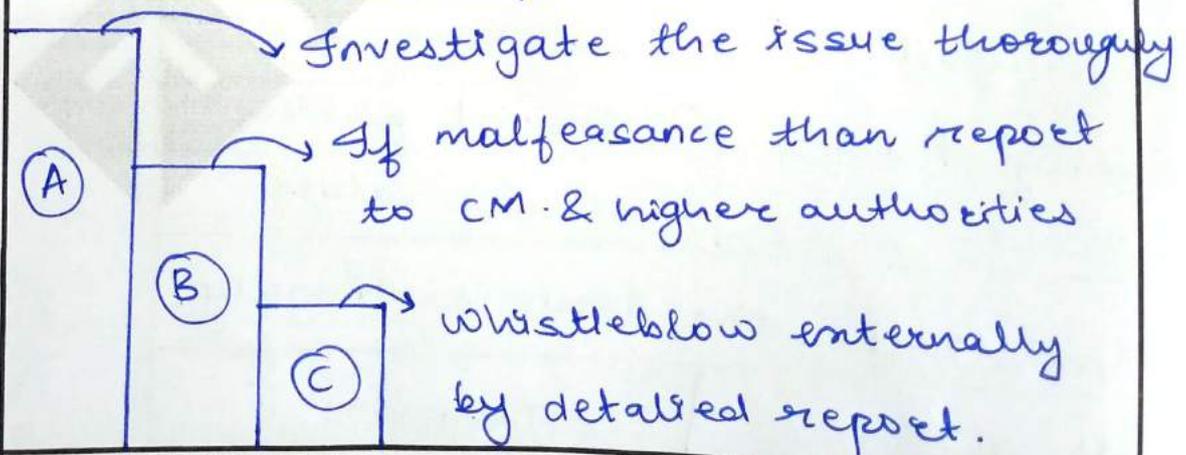
- ① Shows moral courage
- ② Uphold value of professional integrity.

- ① Hardship for self and family.
- ② Insubordination of seniors orders.

③ Whistleblow to media.

Merits	Demerits.
<ul style="list-style-type: none"> ① willingness to uphold morals. ② ethical and deontological approach. 	<ul style="list-style-type: none"> ① candidature of honest candidate also gone. ② Secrecy principle violated.

Course of action



Rationale

- ① Shows wisdom on your part to first investigate the given allegations thoroughly.
- ② Highlights moral courage to uphold professional integrity.
- ③ Emotional intelligence by considering the stakes of honest candidates (Detailed report suggesting suspicious candidates only).
- ④ Shows probity in governance by being incorruptible.
- ⑤ Ability to prioritise public good over personal gains.

Thus as civil servant, one must always follow 'Chetwood Motto' and uphold ethical behaviour.

Feedback

(For OFFICE use only)

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



Q.10) XYZ is a premiere coaching institute located in Chatterjee Nagar locality of Himnagar. XYZ specialises in the coaching for medical and engineering entrance examination. The main office of the coaching, where the daily classes are conducted, is located in a congested locality, from where several other coaching institutes also operate.

One day, while classes were in session in the top floor of the building and some 200 odd students were in attendance, a fire broke out in the premises of XYZ coaching. The fire incident created a commotion among those present in the building. Everyone, in a state of confusion, started running helter-skelter. Some students rushed to the very narrow stairs. Many stumbled and fell, hurting themselves. The emergency exit plan of the building was not suitable to cater to the large number of students and staff. In order to save themselves from asphyxiation, some students broke the window of the classroom. However, in absence of a fire stairs they had to climb down using the balcony ledge. In the process, many students had a free fall and hurt themselves badly.

While two boys lost their life due to stampede caused while exiting the building, one girl got fatally injured while climbing down the ledge. The civil administration immediately started an audit of the building. Joseph is posted as the Municipal Commissioner of Himnagar. Chatarjee Nagar falls under his jurisdiction. Joseph has ordered an enquiry into the whole incident.

Coincidentally, Joseph's younger brother, Frank is also a student of XYZ coaching. He was not present in the coaching during the fateful day. The owner of the XYZ coaching approaches Joseph and requests him to be lenient in the enquiry report. They propose that looking at the good track record of Frank they are willing to give him a scholarship to fund not only his coaching fees but also his graduation from any college in the country. They also promise that since Frank is a sincere student, they will dedicate their top faculty to ensure that Frank comes out with flying colours in the coming under graduate entrance examination.

Joseph knows that his brother has repeatedly failed in the entrance examinations earlier and a special focus will help him immensely. Also, Joseph himself was under student debt, which he was still paying in small instalments from his own salary. Recently married, and having risen from a poor family, Joseph has always worried about funding his brother's education.

a) Identify various ethical concerns in the case study.

b) You are a friend of Joseph. Joseph turns to you for advice. What advice will you give to Joseph and why?

(20 marks, 250 words)

XYZ एक प्रीमियर कोचिंग संस्थान है जो हिमनगर के चटर्जी नगर इलाके में स्थित है। XYZ मेडिकल और इंजीनियरिंग प्रवेश परीक्षा की महत्वपूर्ण कोचिंग है। कोचिंग का मुख्य कार्यालय, जहां दैनिक कक्षाएं संचालित होती हैं, एक भीड़भाड़ वाले इलाके में स्थित है, जहां से कई अन्य कोचिंग संस्थान भी संचालित होते हैं। एक दिन, जब इमारत की सबसे ऊपरी मंजिल पर कक्षाएं चल रही थीं और लगभग 200 छात्र उपस्थित थे,

XYZ कोचिंग के परिसर में आग लग गई। आग लगने की घटना से बिल्डिंग में मौजूद लोगों में हड़कंप मच गया। सभी असमंजस की स्थिति में इधर-उधर भागने लगे। कुछ छात्र बहुत संकरी सीढ़ियों की ओर भागे। कई लोग लड़खड़ाकर गिर पड़े, जिससे उन्हें चोट लगी। इमारत की आपातकालीन निकास बड़ी संख्या में छात्रों और कर्मचारियों के लिए उपयुक्त नहीं थी। खुद को दम घुटने से बचाने के लिए कुछ छात्रों ने कक्षा की खिड़की तोड़ दी। हालांकि, आग की सीढ़ियों के अभाव में उन्हें बालकनी के किनारे का उपयोग करके नीचे उतरना पड़ा। इस प्रक्रिया में, कई छात्र गिर गए और उन्हें गंभीर चोट लगी।

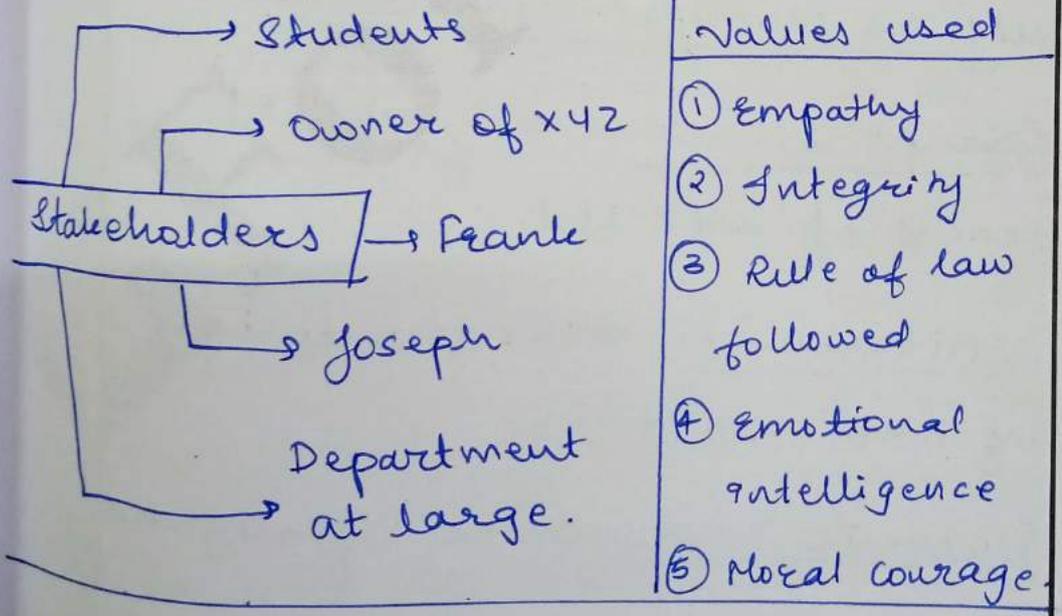
इमारत से बाहर निकलते समय मची भगदड़ के कारण जहां दो लड़कों की जान चली गई, वहीं एक लड़की की खिड़की से नीचे उतरते समय गंभीर रूप से घायल हो गई। नागरिक प्रशासन ने तुरंत इमारत का ऑडिट शुरू किया। जोसेफ हिमनगर के नगर आयुक्त के पद पर तैनात हैं। चटर्जी नगर उनके अधिकार क्षेत्र में आता है। जोसेफ ने पूरी घटना की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

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

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

- a) मामले के अध्ययन में विभिन्न नैतिक चिंताओं की पहचान करें।
- b) आप जोसेफ के मित्र हैं। जोसेफ सलाह के लिए आपके पास आता है। आप जोसेफ को क्या सलाह देंगे और क्यों? (20 अंक, 250 शब्द)

The case at hand highlights various ethical issues which are faced by public servant and brazen violation of laws affecting lives of people at large.



Ethical concerns

- ① Violation of rule of law.
↳ National Building Code.
- ② Right to life under ARI
violated.
- ③ Professional integrity of Joseph
at stake
- ④ Dilemma as to whether consider
duty to brother, frank or
duty as Municipal Commissioner.
- ⑤ Corrupt behaviour on part of
owner of X42 Ltd.
- ⑥ Utilitarianism over deontology
by X42 owner.
- ⑦ Economic inequalities highlighted
where education on loan.

- ⑧ Lack of wisdom and empathy towards those who lost lives and are injured
(no proper exit plan, no mention of compensation).

Advice to Joseph

- ① Properly investigate the issue at hand using experts, etc.
- ② Ensure that \downarrow the miscreants are duly punished. as per rule of law.
 \Downarrow
- ③ compensation to family of students who lost lives and are fatally injured.
 \Downarrow
- ④ As long term measure, ensure regular building safety audits.

Rationale

- ① Adherence of public service values of essentiality.
- ② If go for personal gain than, cognitive dissonance and crisis of conscience leading to guilt.
- ③ Uphold values of empathy, prokiy in governance, etc.
- ④ Uphold rule of law and punish violators to create 'deterrent effect'.
- ⑤ Rights of students upheld
- ⑥ Shows long-term approach on your part to avoid issue in future.

There are few instances where we get to show character by upholding morals.

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

We must always uphold our morals over short term gains to avoid remorse.

Feedback

(For OFFICE use only)

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

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

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

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

(20 marks, 250 words)

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

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

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

(20 अंक, 250 शब्द)

The case at hand highlights pressure handled by civil servant when bringing about change in the administration and governance process.

Evaluation of options

A) Explanation to commissioner and go soft.

Merits	Demerits
<ul style="list-style-type: none"> ① Avoid public embarrassment ② Personal hardship ③ Reduced technological approach 	<ul style="list-style-type: none"> ① Against his professional integrity ② Absence of moral courage.

(B) Ignore commission and take firm disciplinary action.

Merits	Demerits.
① Shows moral courage on your part ② Professional integrity. ③ Adhere to highest norms of public service	① Embarrassment in society as charge of sexual harassment ② MLA might go against him. ③ Family issues.

(C) Brief seniors, seek direction and act accordingly.

Merits	Demerits.
① Use their experience to good effect. ② Trust and consensus based action.	① Shows lack of moral values and state of confusion ② Dilatory approach at best.

Course of action

- ① Give explanation to commission and face enquiry against him by courage and integrity
 ↓↓
- ② Simultaneously take strong disciplinary action against miscreant employees at large.
 ↓↓
- ③ Bring MCA on board by stating positive of such action (better governance so public trust reinstated that will help in elections).

Rationale

- ① Uphold professional integrity and moral courage.
- ② Emotional intelligence highlighted.
- ③ Ability to face consequences to

uphold public service values.

- ④ good governance and lead by example.

Reasons for poor work culture

- ① Lack of code of conduct and ethics to direct them.
- ② Poor leadership who themselves indulge in corruption.
- ③ Lack of motivation to ensure good governance and effective service delivery.
- ④ low salaries and thus indulge in corruption, red tapism, etc.
- ⑤ Ineffective grievance redressal mechanism and thus no deterrence.
- ⑥ Lack of transparency & accountability.

Measures to improve

- ① Ethical training
- ② Code of ethics and conduct
- ③ Good leadership
- ④ Operant conditioning.
- ⑤ Nurture ethical values for good governance.
- ⑥ Use tools like Citizen charters, Social Audit, RTI effectively.
- ⑦ Public participation for higher accountability.
- ⑧ Grievance redressal
em. CPGRAMS.

Thus need of the hours is work-life balance for good work culture

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।

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

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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)

Case at hand is of dilemma regarding maintaining profitability of company by retaining deschivious employee or maintain professional dignity of women at workplace.

Ethical Issues

- ① Sexual harassment of women at workplace against POSH Act.
- ② Overreliance on one employee for profits against efficiency.
- ③ Focus on profit maximisation over ethics & morals.
- ④ Lack of empathy on part of Varun.

- 5) Show of poor leadership
- 6) Economic inequality in society
(sole bread earner)
- 7) Teleological approach
(Wrong means for good ends).

Options available

- 1) Strict enquiry on Varun.
- 2) Let Geetangali resign.
- 3) Directly fire Varun.
- 4) No enquiry and pay Geetangali off.

Course of action

- 1) Strict enquiry committee with objective members who will decide impartially
- 2) If Varun found guilty than give him strict warning and act as per

Provisions of POSH Act.

- ③ If feel necessary to suspend him than do so to avoid his influence on committee decision
- ④ Compensation to Geetanjali for mischief, as per provisions of act
- ⑤ Terminate Varun's employment if found guilty.

Rationale

- ① Ethics over profits
- ② Empathy and EI in action
- ③ Deontology upheld
- ④ Corporate ethics and rule of law upheld.
- ⑤ Deterrence theory to avoid future repetition.

Steps for safer workplace

- ① Internal Compliant Committee in place

② Sexual harassment and vigilance guidelines.

③ Ethics training in induction programme.

④ Effective work culture

⑤ Encourage women leaders

⑥ Strict action against offenders

Need to break corporate glass ceiling and let women flourish.