



VISIONIAS
INSPIRING INNOVATION
ABHYAAS MAINS

सामान्य अध्ययन (प्रश्न पत्र-IV)/GENERAL STUDIES (Paper-IV) (2931)

निर्धारित समय: तीन घंटे
Time Allowed: **Three Hours**

अधिकतम अंक: 250
Maximum Marks: 250

सामान्य अनुदेश

इस प्रश्न-सह-उत्तर (क्यू.सी.ए.) पुस्तिका में 62+2 पृष्ठ हैं। प्रश्न-पत्र, क्यू.सी.ए. पुस्तिका के अंत में संलग्न है, जो अलग (वियोज्य) किया जा सकता है और उम्मीदवार परीक्षा के उपरांत अपने साथ ले जा सकते हैं।

रफ कार्य के लिए, इस पुस्तिका के अंत में खाली पृष्ठ दिया गया है।

पुस्तिका प्राप्त होने पर, कृपया यह जांच कर लें कि इस क्यू.सी.ए. पुस्तिका में कोई कमी न हो, फटा हुआ पृष्ठ न हो अथवा कोई पृष्ठ गायब न हो इत्यादि। यदि ऐसा हो, तो इसके बदले नई क्यू.सी.ए. पुस्तिका प्राप्त कर लें।

General Instructions

This Question-Cum-Answer (QCA) Booklet contains 62+2 pages. Question Paper in detachable form is available at the end of the QCA Booklet which can be taken away by the candidate after examination.

For rough work, blank page has been provided at the end of this Booklet.

On receipt of the Booklet, please check that this QCA Booklet does not have any shortcomings, torn or missing pages etc. If, so, get it replaced with a fresh QCA Booklet.

(उम्मीदवार द्वारा भरा जाएगा/To be filled by the Candidate)

पंजीकरण सं./Registration No. : 1238934

अभ्यर्थी का नाम/Name of Student : TRILOK SINGH

माध्यम: हिंदी/अंग्रेजी
Medium: Hindi/English

ENGLISH

तारीख
Date

25/08/24

**सामान्य अध्ययन (प्रश्न पत्र-IV)
GENERAL STUDIES (Paper IV)**

केंद्र
Centre

JAIPUR

निरीक्षक के हस्ताक्षर
Invigilator's Signature

	<p style="text-align: center;">महत्वपूर्ण अनुदेश</p> <p>उम्मीदवारों को नीचे उल्लिखित निर्देश सावधानी से पढ़ लेने चाहिए। किसी भी निर्देश का उल्लंघन करने पर उम्मीदवारों को मिलने वाले अंकों में कटौती, उम्मीदवारी रद्द या आयोग के परवर्ती परीक्षाओं के लिए वर्जित करने इत्यादि के रूप में दण्डित किया जा सकता है।</p>	<p style="text-align: center;">Important Instructions</p> <p>Candidates should read the undermentioned instructions carefully. Violation of any of the following instructions may entail penalty in the form of deduction of marks, cancellation of candidature, debarment from further Examination of the Commission etc.</p>
1	<p>(क) अपना पंजीकरण सं. एवं अन्य विवरण केवल प्रश्न-सह-उत्तर पुस्तिका (क्यू.सी.ए.) में उम्मीदवार के लिए निर्धारित स्थान पर ही लिखें।</p> <p>(ख) इस पुस्तिका में अन्यत्र कहीं भी अपना नाम, पंजीकरण सं., मोबाइल नं., पता अथवा प्रश्न-सह-उत्तर पुस्तिका (क्यू.सी.ए.) संख्या न लिखें जिससे आपकी पहचान का खुलासा हो।</p>	<p>(a) Write your Registration Number and other details only in the space provided in the Question-Cum-Answer (QCA) Booklet for candidates.</p> <p>(b) Do not disclose your identity in any manner such as, by writing your Name, Registration number, Mobile number, Address, Question-Cum-Answer (QCA) Booklet No. etc. elsewhere in the Booklet</p>
2	<p>अपनी प्रश्न-सह-उत्तर पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तर के अतिरिक्त कुछ न लिखें जैसे कि कोई कविता/दोहा, अभद्र या अपमानजनक अभिव्यक्ति इत्यादि और न ही कोई ऐसा चिन्ह/निशान बनाएं जिसका उत्तर से सम्बन्ध न हो।</p>	<p>Do not write in the QCA Booklet anything other than the actual answer such as couplet, obscene, abusive expression etc., nor put any sign/mark having no relevance to the answer.</p>
3	<p>परीक्षक को प्रत्यक्ष/अप्रत्यक्ष रूप से कोई भी प्रार्थना/धमकी भरी बातें न लिखें।</p>	<p>Do not make any direct/indirect appeal/threat to the examiner.</p>
4	<p>उत्तर अस्पष्ट अथवा गंदी लिखावट में न लिखें। इस प्रकार के उत्तर का मूल्यांकन नहीं भी किया जा सकता है।</p>	<p>Do not write answers in bad/illegible handwriting. Such answers may not be evaluated.</p>
5	<p>उत्तर स्याही में ही लिखें। उत्तर लिखने के लिए पेंसिल का उपयोग न करें, हालांकि आरेख, चित्र इत्यादि बनाने के लिए पेंसिल का उपयोग किया जा सकता है।</p>	<p>Write answers in ink only. Do not use pencil for writing the answers. However, pencil may be used for drawing diagrams, sketches, etc.</p>
6	<p>प्रवेश पत्र में उल्लेख किए गए माध्यम के अलावा अन्य किसी माध्यम में उत्तर न लिखें। अधिकृत और अनधिकृत की मिली जुली भाषा का भी उपयोग न करें।</p>	<p>Do not write answers in medium other than the authorized medium in the Admission Certificate. Do not use mixed language either i.e. authorize and unauthorized media together for writing answers.</p>
7	<p>प्रश्नों के उत्तर ठीक उसके नीचे दिए गए निर्धारित स्थान पर ही लिखें। निर्धारित स्थान के अलावा किसी अन्य स्थान पर लिखे गए उत्तर का मूल्यांकन नहीं किया जाएगा।</p>	<p>Write answer at the specific space (right below the question) only. Answers written elsewhere at unspecified places in the booklet shall not be evaluated.</p>
8	<p>यदि आप अपने किसी उत्तर को रद्द करना चाहते हैं तो उसे पेन से काट दें तथा उस पर "रद्द" लिख दें, अन्यथा उसका मूल्यांकन किया जा सकता है।</p>	<p>If you wish to cancel any work, draw your pen through it and write "Cancelled" across it, otherwise it may be valued.</p>

कार्यालय के प्रयोग हेतु For Official Use	कार्यालय के प्रयोग हेतु For Official Use
परीक्षक के हस्ताक्षर Signature of Examiner(s)	

प्राप्तांक के विवरण (परीक्षक द्वारा भरा जाए)/ Marks Details (To be filled by the Examiner(s))

प्रश्न सं. Q. No.	अंक Marks		प्रश्न सं. Q. No.	अंक Marks	
1(a)			6 (a)		
1(b)			6 (b)		
2(a)			7		
2(b)			8		
3(a)			9		
3(b)			10		
3(c)			11		
4(a)			12		
4(b)					
5(a)					
5(b)					
उप-योग (A) Subtotal (A)			उप-योग (B) Subtotal (B)		
सकल योग (A+B) / GRAND TOTAL (A+B)					



VISIONIAS
INSPIRING INNOVATION
ABHYAAS MAINS

सामान्य अध्ययन (प्रश्न पत्र-IV)/GENERAL STUDIES (Paper-IV) (2931)

निर्धारित समय: तीन घंटे
Time Allowed: **Three Hours**

अधिकतम अंक: 250
Maximum Marks: **250**

प्रश्न-पत्र संबंधी विशेष अनुदेश

कृपया प्रश्नों के उत्तर देने से पूर्व निम्नलिखित प्रत्येक अनुदेश को ध्यानपूर्वक पढ़ें:

इसमें बारह प्रश्न हैं जो दो खण्डों में विभाजित हैं तथा हिंदी और अंग्रेजी दोनों में छपे हुए हैं।

सभी प्रश्न अनिवार्य हैं।

प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।

प्रश्नों के उत्तर उसी प्राधिकृत माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश-पत्र में किया गया है, और इस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यू.सी.ए.) पुस्तिका के मुख-पृष्ठ पर निर्दिष्ट स्थान पर किया जाना चाहिए। प्राधिकृत माध्यम के अतिरिक्त अन्य किसी माध्यम में लिखे गए उत्तर पर कोई अंक नहीं मिलेंगे।

प्रश्नों में इंगित शब्द सीमा को ध्यान में रखिए।

प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

QUESTION PAPER SPECIFIC INSTRUCTIONS

Please read each of the following instructions carefully before attempting questions:

There are **TWELVE** questions divided in **TWO SECTIONS** and printed both, in **HINDI** and in **ENGLISH**.

All questions are compulsory.

The number of marks carried by a question/part is indicated against it.

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. No marks will be given for answers written in a medium other than the authorized one.

Keep the word limit indicated in the questions in mind.

Any page or portion of the page left blank in the Questions-cum-Answer Booklet must be clearly struck off.

EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

1. (a)

साध्य साधनों को उचित नहीं ठहरा सकता है, इसका सरल और स्पष्ट कारण यह है कि प्रयुक्त साधन ही प्राप्त होने वाले साध्यों की प्रकृति निर्धारित करते हैं। उपयुक्त उदाहरणों के साथ विवेचना कीजिए। (150 शब्दों में उत्तर दीजिए)

The end cannot justify the means, for the simple and obvious reason that the means employed determine the nature of the ends produced. Discuss with suitable examples. (Answer in 150 words)

10

As Gandhiji had remarked that you can't expect roses out of Bebool seeds; ends can't be fruitful if the means are ethical.

Ends cannot justify the means

(1) Excessive focus on ends lead to violation of principles → ^(G) China has economic growth (ends) but low freedom and social discrimination is high. (Uighurs)

(2) violates Kantian categorical imperative
→ Duty must be done irrespective of ends (Doctor treating a terrorist)

(3) Leads to breaking of social contract and unshackled state → Police doing Encounters to do justice quickly.

This underlines the importance of means but in the same sense ends can't be ignored in contemp ~~or~~ ^{ary} times (Utilitarianists)

Focusing on harmony of means & ends → Social justice by the state
→ PM - Aashir Ann Kalyan followed right means and achieved the end of feeding 80 crore people

→ All good has some evil
→ Mass vaccination was necessary despite some reactions

This highlights the need of balancing means and ends to lead an ethical life.

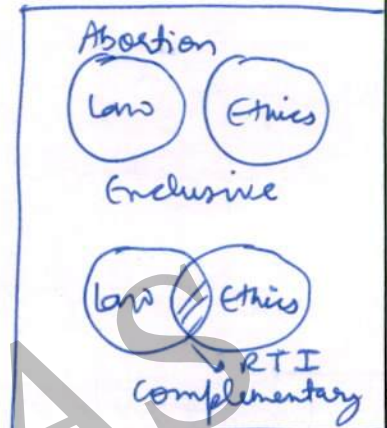
1. (b)

चर्चा कीजिए कि कानून एवं नैतिकता के बीच का संबंध किस प्रकार गतिशील होता है और सामाजिक परिवर्तनों द्वारा निरंतर आकार ग्रहण करता है। इस गतिशील संबंध को स्पष्ट करने के लिए उदाहरण प्रस्तुत कीजिए। (उत्तर 150 शब्दों में दीजिए)

Discuss how the relationship between law and ethics is dynamic and continuously shaped by societal changes. Provide examples to illustrate this dynamic relationship. (Answer in 150 words)

10

Law decides the direction in which the society should move while ethics helps people stay on that path.



Dynamic relation between law and ethics

(1) Complementary relation + (a) The ethics of transparency needed the help of RTI, 2005 law to reach its end.

(b) Ethics of compassionate capitalism has been ingrained in Companies Act 2013

(2) Conflicting relation + (a) The law of Abortion violates the religious

as well as function ethics (treating life as an end)

(b) Various laws like AFSPA, 1958 give unbridled powers to the executive leading to violation of human life.

Law has also reinforced ethics in some cases →

→ Dowry was not unethical but the prohibition has made it a social evil

→ Drink and drive is also considered unethical.

Ethics guiding law making →

→ The practice of Sati banned driven by the conscience of Indian intellectuals.

→ LGTBQIA + recognized in the NALSA judgement.

This is evident that both law and ethics need each other to create "Satyug"

2. (a)

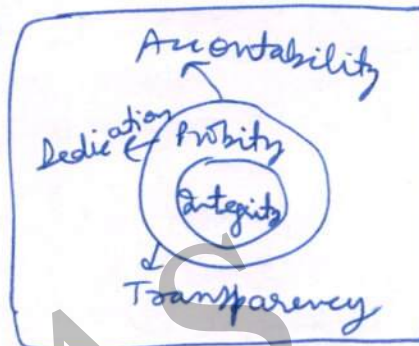
उपयुक्त उदाहरणों के साथ शुचिता (प्रोबिटी) और सत्यनिष्ठा के बीच अंतर स्पष्ट कीजिए। ये मूल्य सिविल सेवाओं में नैतिक अभिशासन और निर्णय-निर्माण में किस प्रकार योगदान देते हैं? (उत्तर 150 शब्दों में दीजिए)

Differentiate between probity and integrity with suitable examples. How do these values contribute to ethical governance and decision-making in the civil services? (Answer in 150 words)

10

उम्मीदवारों को इस हार्शिए में नही लिखना चाहिए
Candidate must not write on this margin

Integrity is one of the pillars of the overarching framework that is probity. Both complement each other in ethical action.



Integrity

Probity

→ Integrity of Manasa; Vacha; Karma.

→ Yudhishtira upheld integrity when he lied about Ashwathama (the elephant)

→ Adherence to highest ethical standards.

→ He lacked probity as he knew it was wrong despite it being objectively true.

Both the values help in ethical governance and decision making.

- (1) Help in transparency → IAS
U Sagayam of Tamil Nadu disclosed
his public assets online.
- (2) Dedication to Public Service → IAS
SR Rao achieved the cleaning of Surat
after Plague
- (3) Helps avoid Conflict of interest
and undue benefit → Manmohan Singh
sold his dollar bonds before 1991 LPG
reforms.
- (4) Instill fearlessness in Civil servants
→ IPS Sanjukta Parashar (Iron Lady
of Assam)
- (5) Leads to innovation in decision
making. → Telangana officers started
"Rice for Plastic" to clean up waste.

Integrity and probity

help the Karamcharis → become
Karmayogis

2. (b)

लोक प्रशासन में सूचना को गुप्त बनाए रखने के नैतिक निहितार्थों पर चर्चा कीजिए। पारदर्शिता किस प्रकार सरकारी संस्थाओं में जवाबदेही को बढ़ा सकती है और भ्रष्टाचार को कम कर सकती है? (उत्तर 150 शब्दों में दीजिए)

Discuss the ethical implications of withholding information in public administration. How can transparency enhance accountability and reduce corruption in government institutions? (Answer in 150 words)

10

"Information is the currency of democracy". (Thomas Jefferson)

The withholding of information from public makes the violation of democratic principles.

Ethical implications of withholding information

(1) Violation of duty (Karma of Greeta) → Public officials are mandated under RTI, 2005 to give data. Any violation is unethical.

(2) Apathy → type of corruption → Not performing the task leads to corruption.

(3) Violating the social contract and reduced credibility of institution

The regular rejection of information under RTI seeking national security exemption is harmful.

Transparency enhancing accountability

(1) Social audits + Availability of records help people hold government accountable.

eg. MKSS under RTI.

(2) Citizen Charters informs people about the expected service delivery.

Transparency to reduce Corruption

(1) Data can be used to check whether any misuse + PDS scam exposed in Gujarat.

(2) Complete information helps in justice delivery + PAoja Khedkar's father income affidavit led to case ^{being} highlighted

Transparency can be enhanced further by realizing section 4(2)

a RTI to give proactive disclosure

3. निम्नलिखित में से प्रत्येक उद्धरण का आपके विचार से क्या अभिप्राय है?

What do each of the following quotations mean to you?

- (a) "एक सभ्य घर के बराबर कोई स्कूल नहीं है और सद्गुणी माता-पिता के बराबर कोई शिक्षक नहीं है।"- महात्मा गांधी (उत्तर 150 शब्दों में दीजिए)
"There is no school equal to a decent home and no teacher equal to a virtuous parent."- Mahatma Gandhi (Answer in 150 words)

10

Family and Home is the first agent of socialisation. The child learns more in this school than any other.

Home as a school

(1) Value inculcation → Practices at home helps in learning values.

- Physical labours importance.
- Good wins over evil from myological (Ramayana) stories
- Compassion and care / Team spirit from siblings.

(2) Family's role in shaping the character of child → APJ Abdul Kalam's humble background made him the "People's President"

Parents also act as a light in darkness till the dawn arrives.

Role of virtuous Parents

(1) Protect the child and keep his self-esteem high + Thomas Elva Adison's mother lied about his expulsion reason from school.

(2) Give a purpose for life + Shivaji's mother Jijabai inspired him to create a unified state.

(3) Support against the society + Gaijen Sanona's father support inspired her to become pilot in Airforce.

(4) Role Model + S Jaishankar considers his father as role model and fulfilled his dream of becoming minister.

As APJ Abdul Kalam has said "Harmony in home leads to order in nation"; hence virtuous home builds a strong nation.

3. (b)

"हर कोई दुनिया को बदलने के बारे में सोचता है, लेकिन कोई भी खुद को बदलने के बारे में नहीं सोचता।" - लियो टॉल्स्टॉय (उत्तर 150 शब्दों में दीजिए)

"Everyone thinks of changing the world, but no one thinks of changing himself." - Leo Tolstoy
(Answer in 150 words)

10

It is believed that change has to begin from oneself. If we want to change the world; the first step has to be taken by us.

There are various instances in world depicting this. Great Emperor Asoka himself abandoned violence and then promoted the message of Dhamma. Even Swami Vivekananda became Ascetic to preach Neo-Vedanta.

But in the contemporary society; people have become hypocrites

(1) want cleanliness but themselves litter public areas

(2) Bystander Apathy - People want peace but don't intervene when it is violated (eg) - Shahdara murders where people filming videos. / Gaza violence not stopped by any nation

(3) Reduced civic action - Talk of changing the country but don't vote (64% Voter turnout in 2024 election)

Five fingers make a fist - Unity and individual action - MissionLife to protect environment.

Changing themselves

Following the fundamental duties of Part IV A (Article 51)

Protect the dignity of women by changing attitude (Do domestic work safe spaces; avoid stairs)

Pay tax and vote in elections along with contributing to society

Charity begins at home and thus individual change would drive global change.

3. (c)

"जो सही है उसे देखकर भी उसे न करना कायरता है।" - कन्फ्यूशियस (उत्तर 150 शब्दों में दीजिए)

"To see what is right and not do it is a lack of courage." - Confucius (Answer in 150 words) 10

Having the moral sensitivity to see the right but not taking appropriate action shows lack of integrity and courage.

Today we see the increased extreme weather events due to climate change but do not dare to change our lifestyle. The millions of Germans who saw extermination of Jews but didn't act were cowards

Other manifestations of apathy of action

(1) Collusive corruption is prevalent and no one has the courage to oppose.

(2) International hypocrisy → higher violence by China but no nation speaks up shows cowardice.

(3) Criminalization of Politics + People know the representative is criminal but still vote them.

As Edmund Burke had said "only thing needed for triumph of evil is for good men to remain silent". Hence the good men need to speak up :-

- (1) Break the chain of corruption by whistleblowing (Eg) Shanmugasu Manjunath of Indian oil did.
- (2) Vote out inefficient politicians.
- (3) Speak up against social evils prevalent in the society → Dowry; Child marriage; child labours.
- (4) Take the ethical stand despite circumstances → ^{Olympian} Simone Biles spoke against sexual abuse of coach.

The Bhagavad Gita preaches courage in crisis to take the right path.

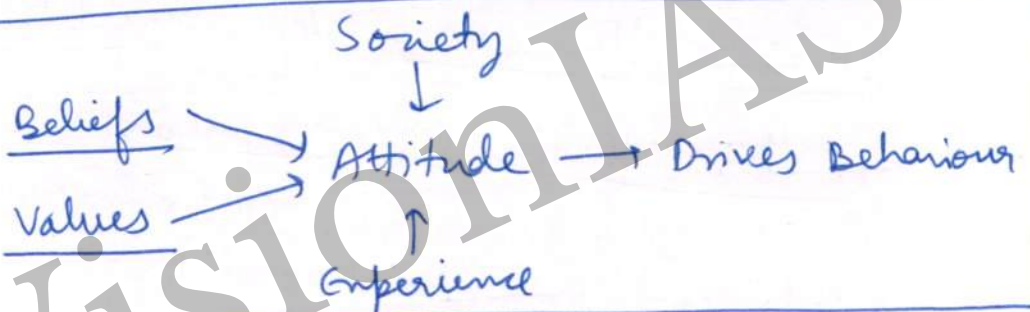
4. (a)

किसी व्यक्ति में सकारात्मक अभिवृत्ति उत्पन्न करने वाले कारक कौन-से हैं? सकारात्मक अभिवृत्ति सिविल सेवकों को अपने कर्तव्यों के निर्वहन में उनकी कार्यक्षमता को कैसे बढ़ाती है? (उत्तर 150 शब्दों में दीजिए)

What factors lead to a positive attitude in a person? How does positive attitude enhance the effectiveness of civil servants in performing their duties? (Answer in 150 words)

10

Attitude is the pre-disposition of a person towards an object or situation. It is crucial as "our attitude towards life decides life's attitude towards us."



Factors leading to positive attitude

(1) Values of Adversity Quotient and Calmness lead to a positive attitude.

(2) Belief that there is always a way out leads to cheerful and positive attitude. (e.g.) Sam Manekshaw's jolly nature even during war.

(3) Early socialisation and experiences.

→ Parents inculcate values of resilience in children

Positive attitude is crucial for upholding the quality of service delivery and performance of duties :-

(1) Helps deal with crisis effectively

→ IPS played national anthem on DJ to control crowd.

(2) Leads to innovative solutions

→ Maharashtra IAS used chocolate granules to save environment and address malnutrition

(3) Leads to last mile service delivery

→ UP IAS taking water to remote village.

(4) Helps uphold integrity and dedication to service

→ IPS Kiran Bedi transformed Tihar jail.

(5) Uphold constitutional values in governance.

As Oran Wilde has said "All of us are in gutters but some of us are looking at stars" Monstrous role of positive attitude

4. (b)

चर्चा कीजिए कि भावनात्मक बुद्धिमत्ता सीमित सार्वजनिक संसाधनों के आवंटन से संबंधित नैतिक निर्णयन को किस प्रकार प्रभावित कर सकती है। (उत्तर 150 शब्दों में दीजिए)

Discuss how emotional intelligence can influence ethical decision-making in the allocation of scarce public resources. (Answer in 150 words)

10

उम्मीदवारों को इस दृष्टि में नहीं लिखना चाहिए
Candidate must not write on this margin

Emotional intelligence is the ability to make the emotions work for us instead of against us. It has 4 components → self-regulation; self-awareness
→ Empathy; Social skills.

India hosts 17% of world population but resources are scarce
→ 4% of freshwaters of the world
→ Reducing land availability is challenge for food security
→ Fiscal capacity of state limited.

Civil servants thus have a role to allocate these using EI :-

(1) Finding innovative solutions

→ Crowdfunding initiatives like the "fund your city" by IAS Sonita

Sabharwal → People's Road by IAS Armstrong Paine

(2) Having Conscience and Empathy

→ PVTB tribes given 25000 Crore due to their backwardness.

→ 15th Finance Commission has more allocation for poorer states

→ increased Corporate tax / wealth tax

(3) Having a soft corner for the

more marginalized in society :-

→ Women/SC/ST/LGBTQIA+ see more allocations.

(4) Self-Awareness → Country knows its fiscal position hence uses Corporates and Civil society → ESG, Public-private projects.

(5) Use of E-governance to reduce cost; pilferages and take benefit to last person (Antyodaya)

Idea of "Lokasangrah" and

"Satva Bhavantu Sukhin" can be achieved

by integrating EQ with IQ (Holistic competence)

5. (a)

विभिन्न अंतर्राष्ट्रीय मानवतावादी संगठन विश्व भर के संघर्षग्रस्त क्षेत्रों में आपातकालीन सहायता प्रदान करते हैं। ऐसे संगठनों द्वारा सामना की जाने वाली नैतिक चुनौतियों पर प्रकाश डालिए। अंतर्राष्ट्रीय मानवतावादी कार्यों के मार्गदर्शक सिद्धांत कौन-से हैं? (उत्तर 150 शब्दों में दीजिए)

Various international humanitarian organizations provide emergency aid in conflict zones around the world. Highlight the ethical challenges faced by such organizations. What are the principles that guide international humanitarian work? (Answer in 150 words)

10

The recent allegations of World food program (WFP) for aiding Hamas militants has reignited the debate about the ethics of emergency aid.

Ethical challenges faced by such organization

- (1) Put life in danger to uplift crisis hit people → Have to operate in conflict zones (Syria, Gaza)
- (2) Have to collaborate with "terrorists" to give aid.
(Compromising means → Knowers - Doers split)
- (3) Lack of state support and allegations of sovereignty violation
- (4) Laws compromised to uphold conscience

Various humanitarian org-
-anizations are working in violence hit
areas of Africa and middle East. They
are guided by the following principles:-

(1) Vasudhaiva Kutumbakam → whole world
is one family and hence there is a need
to protect civilians

(2) Jiva Seva Shiva Seva → Service of
man is service of God.

(3) Treating humans as ends and not
seeing people differently (Kant's CI)

(4) Aapad Dharma given by Bhagavad Gita.
→ Abandon own work to help people in
crisis (Aapda)

(5) Satisfy higher needs of character
(Maslow's hierarchy of needs)

Such humanitarian
work driven by 'collectivism' is
crucial in a violence hit world.

5. (b)

अनुनय को सिविल सेवकों के लिए एक महत्वपूर्ण कौशल क्यों माना जाता है? गवर्नेंस में अनुनय को मार्गदर्शित करने वाले मुख्य विचार क्या हैं? (उत्तर 150 शब्दों में दीजिए)

Why is persuasion regarded as an important skill for civil servants? What are the key considerations that should guide persuasion in governance? (Answer in 150 words)

10

उम्मीदवारों को इस हद तक नहीं लिखना चाहिए। Candidate must not write on this margin.

Persuasion is the act of convincing someone to do a particular work. It has been defined in the Indian philosophy as Samana; Dana; Danda; Bheda.

Can be done through → Logos / Pathos / Ethos (Appeal to emotion; reason or use authority figure)
→ use emotional and fear appeals (Smoking kills to stop cigarette)

Persuasion importance for civil servants

(1) India is a diverse country with multiple religions; languages. Decision-making requires persuasion and consensus building → Persuade ^{higher caste} people to eat from widow in school (IAS Rahul Kumar)
↳ Persuade muslim families to take vaccine in Nuh

(2) To resolve conflicts + Role of Retired IPS officers PN Ravi in Naga Peace accord.

(3) Attitudinal change + It is required to initiate reforms → increasing girls enrollment in schools (Beti Bachao
Beti Padhao)

(4) To ensure smooth development work → IAS Anand Dwivedi convinced villagers to give land for road

Upholding of Constitutional values of secularism; equality
justice

Considerations that guide Persuasion

→ Respect diversity

→ Difference Principle of Rawls.

(Persuaded College to let pregnant women give exam without attendance)

→ Antyodaya; Rule of law; leads to larger public welfare

Persuasion as an art
helps the civil servant discharge his duty effectively.

6. (a)

विशेष रूप से लोक सेवा में, भ्रष्टाचार पर अंकुश लगाने में नैतिक नेतृत्व क्या भूमिका निभा सकता है? (उत्तर 150 शब्दों में दीजिए)

What role can ethical leadership play in curbing corruption, especially in public service? (Answer in 150 words)

10

उम्मीदवारों को इस हिसाब में नहीं लिखना चाहिए। Candidate must not write on this margin.

"Yatna Raja; Tatha Praja"

Leadership has a crucial role in curbing the culture of corruption in the organization.

Role of ethical leadership

(1) Promote transparency and integrity
→ Warren Buffet preached integrity by showing salary formula.

(2) Walk the talk / Lead the way
IAS TN Sesham took bold action against the miscreants and established EC as legitimate institution.

(3) Create mechanisms to report corruption and prevent at earliest

→ Infosys has clear audit provisions (Narayana Murthy)

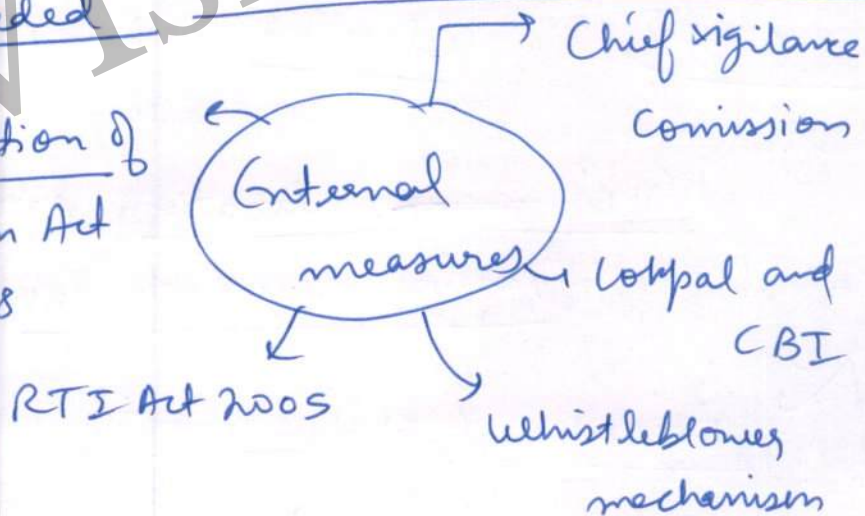
(4) Inspire the people (workers) by upholding integrity at all times.

(5) Create institutional habit of transparency and righteousness.

→ E. Sreedharan monitored all work at ground level himself and led to change quick work of Metro.

Despite that, role of individual is limited (as seen in case of Ashok Khenka) and external accountability is needed

Prevention of Corruption Act 1988



Corruption breaks the moral character and thus needs to be eliminated

by "Kantak Shodhan" (removing immoral) as per Kautilya

6. (b)

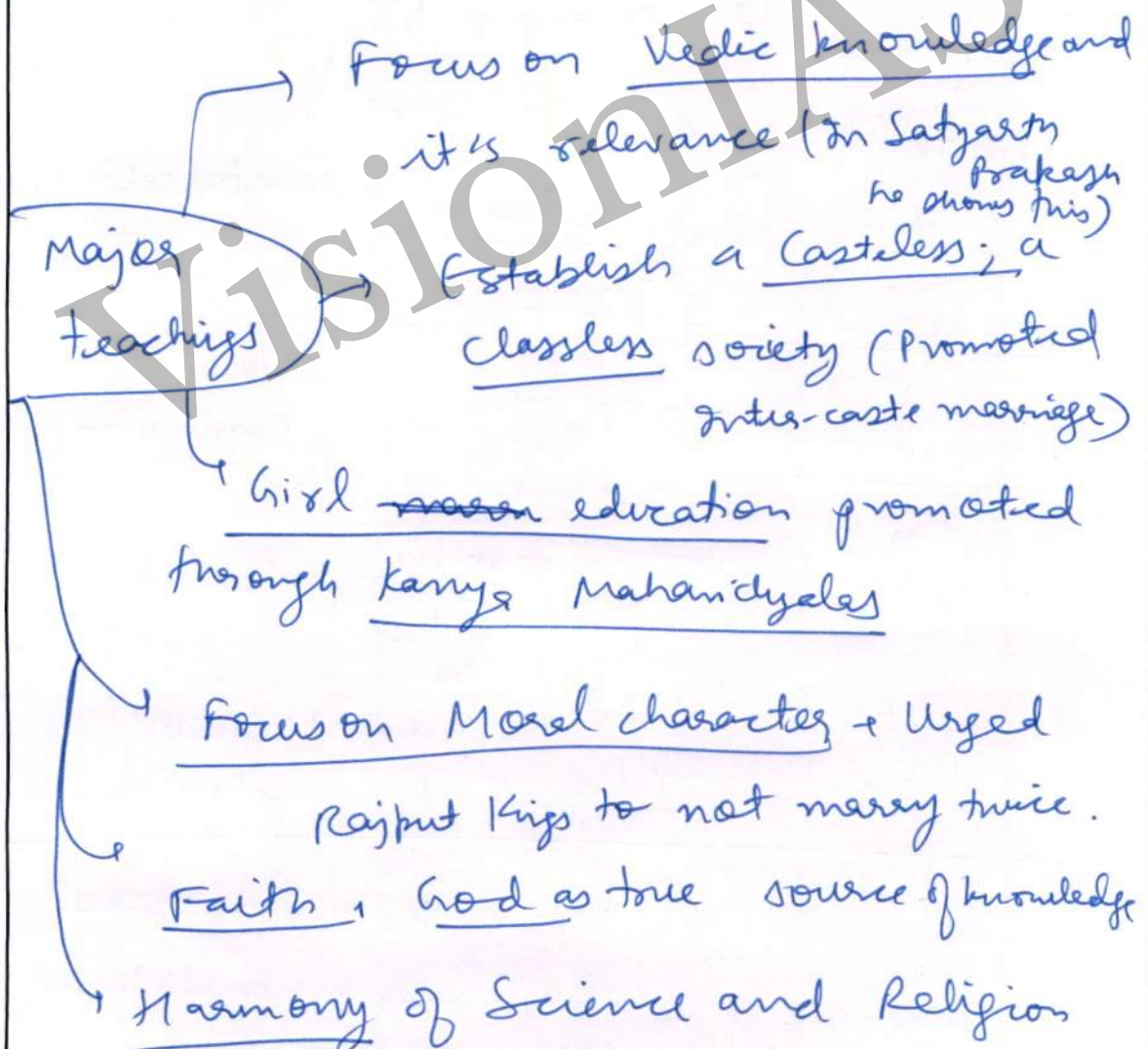
स्वामी दयानंद सरस्वती की प्रमुख शिक्षाएं क्या थीं? वर्तमान समय में, भारत में विद्यमान नैतिक एवं सामाजिक चुनौतियों से निपटने के लिए उनकी प्रासंगिकता की व्याख्या कीजिए। (उत्तर 150 शब्दों में दीजिए)
What were the major teachings of Swami Dayanand Saraswati? Explain their relevance in addressing the current ethical and social challenges in India. (Answer in 150 words)

10

उम्मीदवारों को इस क्षति में नहीं लिखना चाहिए
Candidate must not write on this margin

Swami Dayanand Saraswati

- Wati was a social reformer who transformed the renaissance movement by boosting self confidence of masses



Relevance to solve social challenges

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

(1) Women empowerment → Girl education needs to be promoted as enrollment and economic participation.

(2) Caste discrimination still there → SCs are subject to violence; Honour killings require Dayanand Maharaj's message of "one society"

(3) Abandon excessive ritualism and religious pride (eg) Nandwas assembly ^{hate speech} spread anger against other religion. Dayanand Maharaj preached TOLERANCE

Ethical challenges

→ Uphold character, especially civil servants as they are public agents of welfare

→ Communal living and establish social peace through ethics.

This message reverberates

www.visionias.in across ages as he preached timeless goal of unified society. 31

7.

मरियम एक प्रतिभाशाली और दृढ़ निश्चयी इंजीनियर है। हाल ही में, उसे XYZ Corp में काम पर रखा गया था, जो कि मुख्य रूप से पुरुष कर्मचारियों वाली एक प्रसिद्ध विनिर्माण कंपनी है। यह नौकरी मरियम के लिए एक महत्वपूर्ण उपलब्धि है, क्योंकि इसमें उसे अच्छा वेतन प्राप्त होता है जिससे उसे और उसके परिवार को आर्थिक रूप से सहायता मिलती है।

प्रारंभ में मरियम अपनी नई भूमिका को लेकर उत्साहित थी, लेकिन उसका उत्साह जल्द ही समाप्त हो गया, जब उसे कई सहकर्मियों द्वारा किए जाने वाले यौन उत्पीड़न का सामना करना पड़ा। उत्पीड़न में उसके रूप-रंग के बारे में अनुचित टिप्पणियों से लेकर अवांछित प्रस्ताव और अश्लील संदेश शामिल थे। मरियम ने कई बार इन घटनाओं के बारे में अपने प्रत्यक्ष पर्यवेक्षक को भी सूचित किया, लेकिन पर्यवेक्षक ने उसकी चिंताओं को यह सुझाव देते हुए खारिज कर दिया, कि वह इन टिप्पणियों को हानिरहित मजाक और कार्यस्थल संस्कृति का हिस्सा समझे।

जैसे-जैसे उत्पीड़न निरंतर तीव्र हुआ, मरियम का कार्य-निष्पादन प्रभावित होने लगा। साथ ही, इससे उसके तनाव में भी निरंतर वृद्धि होती गई, वह लगातार तनाव में रहने लगी वह अपने काम पर ध्यान केंद्रित करने में असमर्थ हो गई तथा टीम मीटिंग और सहयोगियों वाले प्रोजेक्ट्स में असहज महसूस करने लगी। असुरक्षित कार्य परिवेश उसके मानसिक स्वास्थ्य और करियर की संभावनाओं पर भारी पड़ता जा रहा था।

करण उसका एक सहकर्मी है, जिसने मरियम के साथ ही XYZ Corp में जॉइन किया था। उसने मरियम के व्यवहार में परिवर्तन और अपने सहकर्मियों के अनुचित व्यवहार को नोटिस किया। वह और मरियम मित्र बन गए थे, वे अक्सर कार्य से संबंधित मुद्दों पर चर्चा करते थे और अपने प्रोजेक्ट में एक-दूसरे की सहायता करते थे। करण इस स्थिति के बारे में अत्यधिक चिंतित था लेकिन उसे समझ नहीं आ रहा था कि मरियम के लिए स्थिति को बदतर किए बिना कैसे हस्तक्षेप किया जाए।

एक दिन, मरियम को टीम के एक बरिष्ठ सदस्य से एक बेहद अपमानजनक संदेश प्राप्त हुआ, जिससे वह कई घंटों तक रोती रही। मरियम अत्यधिक व्याकुल अवस्था में ब्रेक रूम में बैठी थी, करण ने वहां जाकर उसे सांत्वना दी। उसके साथ हुए उत्पीड़न की पूरी कहानी सुनने के बाद, करण ने उसे POSH (यौन उत्पीड़न की रोकथाम) अधिनियम के तहत शिकायत दर्ज करने का सुझाव दिया। उसने बताया कि यह अधिनियम उसके जैसे कर्मचारियों की सुरक्षा के लिए बनाया गया है और कंपनी कानूनी रूप से ऐसी शिकायतों से निपटने के लिए बाध्य है।

हालांकि, प्रतिशोध और अपनी नौकरी जाने के भय से मरियम ने शिकायत दर्ज कराने से इनकार कर दिया। उसने चिंता व्यक्त की कि उसे एक अशांति उत्पन्न करने वाले (Troublemaker) कर्मचारी के रूप में लेबल किया जा सकता है और इससे इंडस्ट्री में उसके भावी करियर पर प्रतिकूल प्रभाव पड़ सकता है। मरियम ने यह भी उल्लेख किया कि उसका परिवार उसकी आय पर निर्भर है और वह अपनी नौकरी खोने का जोखिम नहीं उठा सकती।

करण को ज्ञात है कि POSH अधिनियम पीड़ित महिला की ओर से किसी अन्य व्यक्ति को भी शिकायत दर्ज करने की अनुमति देता है। वह स्वयं इस घटना की रिपोर्ट करने पर विचार कर रहा है। उसका मानना है कि मरियम और अन्य महिला कर्मचारियों की सुरक्षा के लिए असुरक्षित कार्य परिवेश को सही करने की आवश्यकता है। हालांकि, वह मरियम पर इसके पड़ने वाले प्रभाव के बारे में चिंतित है, खासकर उसके आगे आने की अनिच्छा को देखते हुए।

यह स्थिति तब और जटिल हो गई, जब करण ने हाल ही में एक बातचीत सुनी जिसमें सुझाव दिया गया था कि XYZ Corp एक बड़े विस्तार की योजना बना रहा है, जिससे कर्मचारियों को पदोन्नति और नए अवसर प्राप्त हो सकते हैं। उसे चिंता है कि शिकायत दर्ज करने से न केवल मरियम की वर्तमान स्थिति बल्कि कंपनी के भीतर उसकी भविष्य की संभावनाएं भी खतरे में पड़ सकती हैं।

- (a) मरियम की इच्छा के विरुद्ध घटना की रिपोर्ट करने का निर्णय लेने में करण द्वारा सामना की जाने वाली नैतिक दुविधा पर चर्चा कीजिए।
- (b) करण के समक्ष उपलब्ध विकल्पों का मूल्यांकन कीजिए। इनमें से उसे कौन-सा विकल्प चुनना चाहिए और क्यों?
- (c) यौन उत्पीड़न को रोकने और उसका समाधान करने तथा समावेशी कार्यस्थल परिवेश का निर्माण करने में XYZ Corp जैसे संगठनों की क्या जिम्मेदारियां हैं? (250 शब्दों में उत्तर दीजिए)

Mariyam, a talented and driven engineer, was recently hired at XYZ Corp, a well-known manufacturing company with a predominantly male workforce. This job was a significant achievement for Mariyam, as it offered a good salary that supports her and her family financially.

Initially excited about her new role, Mariyam's enthusiasm quickly faded as she began experiencing sexual harassment from several colleagues. The harassment ranged from inappropriate comments about her appearance to unwanted advances and suggestive messages. Mariyam occasionally confided to her direct supervisor about these incidents, but he dismissed her concerns, suggesting she view these comments as harmless jokes and part of the workplace culture.

As the harassment continued and intensified, Mariyam's job performance began to suffer. She found herself constantly stressed, unable to concentrate on her work, and increasingly uncomfortable in team meetings and collaborative projects. The toxic work environment was taking a toll on her mental health and career prospects.

Karan, a colleague who joined XYZ Corp around the same time as Mariyam, noticed the change in her demeanor and the inappropriate behavior of their coworkers. He and Mariyam had become friends, often discussing work-related matters and supporting each other in their projects. Karan was deeply concerned about the situation but felt unsure about how to intervene without making things worse for Mariyam.

One day, Mariyam received an exceptionally offensive message from a senior team member, leaving her in tears for several hours. Karan found her in the break room, visibly distraught, and spent time consoling her. After hearing the full extent of the harassment she had been enduring, Karan suggested she file a complaint under the POSH (Prevention of Sexual Harassment) Act. He explained that the Act was designed to protect employees like her and that the company was legally obligated to address such complaints.

However, Mariyam, fearing retaliation and the potential loss of her job, refused to lodge the complaint. She expressed concerns about being labeled a troublemaker and worried that it might affect her future career prospects in the industry. Mariyam also mentioned that her family was dependent on her income, and she could not risk losing her job.

Karan is aware that the POSH Act permits lodging a complaint on behalf of the aggrieved woman. He is considering reporting the incident himself, believing that the toxic work environment needs to be addressed for the sake of Mariyam and other female employees. However, he is wary about the impact this may have on Mariyam, especially given her reluctance to come forward.

Adding to the complexity of the situation, Karan recently overheard a conversation suggesting that XYZ Corp is planning a major expansion, which could lead to promotions and new opportunities for employees. He worries that filing a complaint might jeopardize not only Mariyam's current position but also her future prospects within the company.

- (a) Discuss the ethical dilemma Karan faces in deciding whether to report the incident against Mariyam's wishes.
- (b) Evaluate the options available to Karan. Which of these options should he choose and why?
- (c) What responsibilities do organizations like XYZ Corp have in preventing and addressing sexual harassment and creating inclusive workplace environments? (Answer in 250 words)20

This case highlights the cases of sexual harassment prevalent in workplace as also shown by cases in Kerala film industry. This poses challenge for women participations.

Ethical dilemmas faced by Karan

- (1) Knower - Doer Split of Rayanand Saramati (if he reports then he may compromise Mariyam's position)
- (2) Upholding fundamental duty of protecting women dignity (Article 51-A) versus the future of Mariyam.
- (3) Non-reporting may lead to such behaviours with other women employees (can't be apathetic)

(4) Filing complaint without Mariyam's knowledge is also wrong.

(5) Income support of Mariyam's family may get cut off if she is fired.

(6) Karan's own inner peace and conscience is at stake.

Karan has various Options available :-

(1) Do not report the incident and stay silent.

Pros

- It will protect Mariyam's job
- It may lead to Mariyam's promotion.

Cons

- Crisis of conscience with Karan
- Violation of his duty
- Putting other women in vulnerable position
- Mariyam's mental health still bad

(2) Karan's another option is to use the legal mechanism under the POSH Act 2013; file a complaint and let the law take its course

Pros

- Inner peace
- uphold his fundamental duty
- Mariyam is protected
- may change the toxic work culture

Cons

- Mariyam and Karan may lose their jobs

Justification

He should choose the 2nd option because in "matters of conscience" the law of majority doesn't work. It's his duty to protect the dignity of Mariyam and other women; teach the perpetrators a lesson and uphold the sanctity of work culture. It also builds his virtue and gives him inner peace.

Responsibilities of Corporations like XYZ in preventing such incidents

(1) Follow the legal norms under the POSH Act 2013 → constitute an Internal Complaints Committee (ICC) with women representation.

- Help the women in legal remedy
- Inform the women about their legal rights.
- Transfer; suspend the accused and arrange for compensation (for victim)

(2) Innovative solutions like SHE-Box to submit complaint; organize Seminars to promote inclusive views of employees

(3) Socialization of Men to respect women by creating women-led teams and breaking glass ceilings.

Women's equal economic partnership is crucial to attain the goal of "Viksit Bharat".

8. जय एक सिविल सेवक है जिसे एक वर्ष पूर्व राज्य के शिक्षा विभाग में आयुक्त के रूप में नियुक्त किया गया था। अपने शुरुआती महीनों में, उसने कई ऐसी नीतियों और कार्यक्रमों को लागू किया, जिससे शिक्षा मंत्रालय के कामकाज में सकारात्मक बदलाव आ रहे थे तथा प्रतिष्ठा में वृद्धि हो रही थी, जो आगामी चुनावों में संबंधित मंत्री के लिए लाभकारी हो सकती थी।

हालांकि, जय को अब एक महत्वपूर्ण चुनौती का सामना करना पड़ रहा है। अपनी जिम्मेदारियों के भाग के रूप में, उसे सरकारी स्कूलों के लिए नए शिक्षकों की भर्ती को मंजूरी देनी होगी। उसे रिक्त पदों के लिए अनुशंसित 120 उम्मीदवारों की सूची प्राप्त हुई है, लेकिन उसे यह संदेह है कि भर्ती प्रक्रिया अनुचित थी। जय को कई शिकायतें भी प्राप्त हुई थीं, जिनमें दावा किया गया था कि यह भर्ती प्रक्रिया योग्यता आधारित नहीं थी।

समीक्षा करने पर, जय को ऐसे साक्ष्य प्राप्त हुए जो यह स्पष्ट करते हैं कि सूची में कई नाम राजनीतिक संरक्षण का परिणाम हैं। राजनीतिक संरक्षण राज्य में एक प्रचलित मुद्दा है, जहां राजनेता राजनीतिक समर्थन प्राप्त करने के लिए भर्ती का उपयोग करते हैं। जय का मानना है कि चुनाव नजदीक होने के कारण शिक्षा मंत्री भी इस कार्य में संलग्न हैं।

यह स्थिति जय को एक पुरानी घटना की याद दिलाती है जब एक जूनियर अधिकारी के रूप में, उसने एक अनावश्यक खरीद अनुरोध को स्वीकार करने से इनकार कर दिया था। परिणामस्वरूप, उसे एक सप्ताह के भीतर ही स्थानांतरित कर दिया गया तथा उसे और उसके परिवार को बदले की कार्रवाई के रूप में तुच्छ भ्रष्टाचार के आरोपों का सामना करना पड़ा। उसके स्थान पर नियुक्त अधिकारी ने और भी उच्च दरों पर खरीद को मंजूरी दे दी।

जय अब इस बात को लेकर चिंतित है कि मौजूदा भर्ती को रोकने से ऐसे ही परिणाम सामने आ सकते हैं। इसके अलावा, उसे भय है कि यदि वह इस अनुचित भर्ती प्रक्रिया के खिलाफ खड़ा होता है तो शिक्षा मंत्रालय में उसके द्वारा व्यक्तिगत रूप से शुरू की गई परियोजनाओं को समाप्त किया जा सकता है।

- (a) शिक्षा विभाग के आयुक्त के रूप में जय के पास क्या विकल्प उपलब्ध हैं? इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए।
- (b) जय को कौन-सा विकल्प अपनाना चाहिए और क्यों?
- (c) जय जैसे सिविल सेवकों को अपने दायित्वों के निर्वहन में नैतिक मानकों को बनाए रखने के प्रयास के दौरान बेहतर सुरक्षा कैसे प्रदान की जा सकती है? (250 शब्दों में उत्तर दीजिए)

Jay, a civil servant, was appointed as the Commissioner in the state's Education Department a year ago. In his initial months, he implemented several policies and programmes that were transforming the Education Ministry's operations, gaining a good reputation that could potentially benefit the concerned minister in the upcoming elections.

However, Jay now faces a significant challenge. As part of his responsibilities, he must approve the recruitment of new teachers for government schools. He has received a list of 120 candidates recommended for vacant posts, but suspects the recruitment process was unfair. Jay had also received several complaints claiming that the process had not been meritocratic.

Upon review, Jay discovers evidence suggesting that many names on the list are the result of political patronage - a prevalent issue in the state where politicians use recruitment to gain political support. Jay believes the Education Minister is engaging in this practice as the election season approaches.

This situation reminds Jay of a past incident when, as a junior officer, he refused to entertain an unnecessary procurement request. Consequently, he was transferred within a week, and he and his family faced frivolous anti-corruption complaints as retaliation. His successor approved the procurement at even higher rates.

Jay is now concerned that blocking the current recruitment could lead to similar consequences. Moreover, he fears that the projects he personally initiated in the Education Ministry might be abandoned if he takes a stand against this unfair recruitment process.

- (a) What are the options available to Jay as the Commissioner of the Education Department? Evaluate each of these options.
- (b) What option should Jay adopt and why?
- (c) How can civil servants like Jay be better protected when they attempt to uphold ethical standards in their work? (Answer in 250 words) 20

उम्मीदवारों को इस इतिहास में नहीं लिखना चाहिए
Candidates must not write on this margin

This case study highlights the importance of integrity as a foundational value of civil services. "Men of fortitude" such as Jay face such challenges frequently in administration.

Options available to Jay

(1) Learning from the past experience Jay can approve the recruitment process and help the minister in his ends.

Pros

- His transfer will not be done
- His personal projects continue
- Saves family from undue pressure.

Cons

- Niti over Nyay (Wrong means)
- Apusala Kamena
- Leads to crisis of conscience
- Defeats the purpose of exams and motivation of honest kids

(2) Jay should refuse this contempt attempt and stand by his decision.

He should cancel the recruitment of all such fraudulent teachers and order re-exam.

Pros

→ It will help Jay uphold integrity and his constitutional duty

→ Fairness of the process exam is done again.

→ Sheela Param Bhushan (Upholding character)

Cons

→ May get transferred and his family may face harassment.

→ His personal projects which were visionary may get shelved.

(b) Justification Jay should choose the second option as it is in line with foundational values of probity; integrity. Also, he has to send a message of fairness across his organization. He is also

promoting fairness of process by
re-ordering the exam. As civil ser-
vants face adversity; he will use
emotional intelligence to navigate this
challenge while upholding Audacity
Integrity and doing his duty.

Various civil servants
in the past have exposed such corrup-
tions but got a brutal end (Satyendra
Dube of NIAI and Shanmugam Marimuthu
killed). This underlines the need to
evolve mechanisms to protect them.

- (1) Strengthening the whistleblower
mechanism in such cases.
- (2) Stability of tenure is required

both in civil and police posts
as highlighted in Prakash Singh Case
(2006)

→ TN Seshan's 5 years tenure allowed
him to take bold actions

(3) Amendment of Prevention of Corruption

Act, 1988 as suggested by 2nd ARC
to protect the innocent officers

(4) Allow internal mechanisms of
grievance redressal

(5) Creation of Civil services board

to decide transfers instead of the
political executive

Civil servants have the
responsibility to transform "rustled
frame" to "trusted frame" and hence
needs to be protected

X शहर के जिला मजिस्ट्रेट के रूप में, आपको शहरी वन क्षेत्र में एक नए मेट्रो डिपो के निर्माण की देखरेख का दायित्व सौंपा गया है, जो सार्वजनिक परिवहन में सुधार करने और यातायात की भीड़ एवं वायु प्रदूषण को कम करने के उद्देश्य से एक महत्वपूर्ण अवसंरचनात्मक परियोजना है। हालांकि, इस परियोजना के लिए वन के एक बड़े हिस्से को साफ करने की आवश्यकता है, जिसका पर्यावरण कार्यकर्ताओं, स्थानीय निवासियों और गैर-सरकारी संगठनों ने कड़ा विरोध शुरू कर दिया है। इस वन को प्रायः शहर के "फेफड़े" के रूप में संदर्भित किया जाता है और शहर के पारिस्थितिक संतुलन के लिए व्यापक रूप से आवश्यक माना जाता है।

पर्यावरण संबंधी चिंताओं के अलावा, दो वर्ष में होने वाले आगामी चुनावों को देखते हुए, परियोजना को शीघ्र पूरा करने के लिए राज्य स्तर पर राजनेताओं की ओर से भी आप पर काफी दबाव है। राजनीतिक नेतृत्व शहर के विकास हेतु मेट्रो परियोजना के लाभों और चुनावी समर्थन प्राप्त करने की इसकी क्षमता पर बल दे रहा है।

इस परियोजना से हजारों यात्रियों के लिए यात्रा का समय उल्लेखनीय रूप से कम होने और शहर में बाहनों से होने वाले उत्सर्जन में संभावित कमी आने की उम्मीद है। हालांकि, इससे हजारों वृक्षों की क्षति भी होगी और स्थानीय पारिस्थितिकी तंत्र बाधित होगा।

जब आप कोई निर्णय लेने की तैयारी करते हैं, तो आप जानते हैं कि आपके निर्णय के शहर के विकास और उसके पर्यावरण, दोनों पर दूरगामी परिणाम होंगे।

- उपर्युक्त प्रकरण में शामिल नैतिक दुविधाओं की पहचान कीजिए।
- उपर्युक्त स्थिति में आपके समक्ष उपलब्ध विकल्पों का मूल्यांकन कीजिए। आप इनमें से किस विकल्प को चुनेंगे और क्यों?
- भविष्य की परियोजनाओं में शहरी विकास संबंधी आवश्यकताओं और पर्यावरण संरक्षण के बीच संतुलन स्थापित करने के लिए कुछ उपाय सुझाइए। (250 शब्दों में उत्तर दीजिए)

As the District Magistrate of X city, you are responsible for overseeing the construction of a new metro depot in an urban forest area, which is a critical infrastructure project aimed at improving public transportation and reducing traffic congestion and air pollution. The project, however, requires the clearance of a substantial portion of the forest, which has triggered strong opposition from environmental activists, local residents, and NGOs. This forest is widely regarded as essential for the city's ecological balance, often referred to as the city's "lungs."

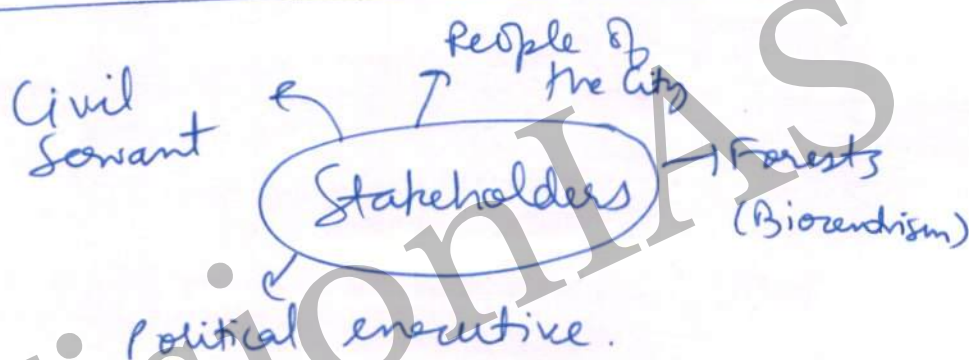
In addition to the environmental concerns, you are under considerable pressure from politicians at the state-level to expedite the project, given the upcoming elections in two years. The political leadership emphasizes the benefits of the metro project for the city's development and its potential to garner electoral support.

The project is expected to significantly reduce travel time for thousands of commuters and potentially decrease overall vehicle emissions in the city. However, it would also lead to the loss of thousands of trees and disrupt local ecosystems.

As you prepare to make a decision, you are aware that your choice will have far-reaching consequences for both the city's development and its environment.

- Identify the ethical dilemmas involved in the above case.
- Evaluate the options available to you in the above situation. Which of these would you choose and why?
- Suggest some measures that could be implemented to balance urban development needs with environmental conservation in future projects. (Answer in 250 words) 20

The given Case Study reminds of the "Save Aarey" movement to protect the forests of the City. The modern development needs have often been clashing with the nature.



Ethical dilemmas in the case

(1) Development v/s conservation

→ There is a need to balance the needs of both (metro and trees) project

(2) Deontology v/s Utilitarianism

→ The right means require project delay but metro project will benefit whole city

(3) Pressure from the Political executive to expedite the project leaves little elbow space.

(4) Environmental NGOs have highlighted the case and hence it will be under scrutiny. Need to uphold ethics.

(5) Protecting Carbon sinks vs solving the larger problem of traffic congestion poses a dilemma.

Ethical Options available

(1) Allow the project as proposed; curb the protesters using force and quickly execute the work.

Pros

Cons

- Lead to benefit to city as metro comes
- Election benefits to ruling party and may get promotion

- Violation of environmental ethics as trees are cut
- Animals displaced
- Crisis of conscience
- Without due process (Hindian ^{IP} violator)

(2) To constitute a state committee and integrate the EIA norms to realign the project. Convince the environmental activists of due process and also reassure politicians of timely completion.

Pros

- will uphold forest rights
- Right to clean air (Article 21)
- Project also gets completed (Dual benefit)
- Follow right means
- Inner Peace upheld

Cons

- Political executive may refuse this proposal
- Reduced extent of metro.

Justification

→ In Indian philosophy, it is said "Prakriti Rakshati Rakshitah" hence it is important to conserve nature along with development. It helps us achieve "Lokasangraha" along with proper health of forests. Also following of EIA

and due consultation upholds participative democracy.

उम्मीदवारों को इस खण्ड में नहीं लिखना चाहिए
Candidates must not write on this margin

Measures to balance development with Environment conservation

- (1) Compulsory EIA (Environmental impact assessment) in large scale projects to uphold due process and Article 48-A
- (2) Innovative methods → Nashik PWD did afforestation for trees felled and put up Society board
- (3) Implementation of Compensatory Afforestation (CAMPA) and Nagas Van schemes
- (4) Follow Ravi Chopra Committee recommendations for construction in hilly areas
- (5) Harmonious development → Concepts of overbridges in wildlife corridors to not disrupt movement of vehicles and animals.

This will lead to the

goal of "green Growth" (Saptarishi)

10.

डॉ. मेहरा भारत की एक अग्रणी फार्मास्यूटिकल कंपनी में वरिष्ठ ड्रग डेवलपर हैं, जो चिरकालिक और दुर्लभ रोगों के उपचार हेतु महत्वपूर्ण जीवन रक्षक दवाओं सहित विभिन्न दवाओं का उत्पादन करने के लिए प्रसिद्ध हैं। अपनी स्थापना के बाद से ही, कंपनी ने अपनी दवाओं की गुणवत्ता और बहनीयता पर बल दिया है।

हाल ही में, संशोधित सरकारी दिशा-निर्देशों के तहत, फार्मास्यूटिकल कंपनियों के लिए सामग्रियों (Ingredients) पर परीक्षण से "संतोषजनक परिणाम" प्राप्त करने के बाद ही तैयार उत्पाद का विपणन करने का प्रावधान किया गया है। इसके अतिरिक्त, उन्हें दवाओं के किसी बैच के बार-बार परीक्षण या सत्यापन के लिए मध्यवर्ती और अंतिम उत्पादों, दोनों के पर्याप्त मात्रा में नमूने रखने होंगे।

डॉ. मेहरा की टीम एक दुर्लभ लेकिन जानलेवा रोग के लिए एक नई दवा विकसित करने के अंतिम चरण में है। नैदानिक परीक्षणों में इस दवा के आशाजनक परिणाम प्राप्त हुए हैं। हालांकि, दवा के दीर्घकालिक दुष्प्रभावों के बारे में अनसुलझी चिंताएं विद्यमान हैं, जो परीक्षण में शामिल विषयों में अत्यधिक कम प्रतिशत के रूप में देखी गई हैं। इसके बावजूद, कंपनी ने पिछले एक दशक में कोई भी महत्वपूर्ण दवा जारी नहीं की है, जिससे बोर्ड के सदस्यों की ओर से दवा की रिलीज़ में तेज़ी लाने के लिए काफी दबाव है।

- उपर्युक्त प्रकरण में शामिल हितधारकों की पहचान कीजिए।
- डॉ. मेहरा द्वारा सामना किए जाने वाले नैतिक मुद्दों पर चर्चा कीजिए।
- उपर्युक्त प्रकरण में डॉ. मेहरा के पास उपलब्ध विकल्पों का विश्लेषण कीजिए। आप इनमें से किसे चुनेंगे और क्यों? (250 शब्दों में उत्तर दीजिए)

Dr. Mehra is a senior drug developer at a leading pharmaceutical company in India, renowned for producing various medications, including lifesaving drugs critical for treating chronic and rare diseases. Since its inception, the company has emphasized the quality and affordability of its drugs.

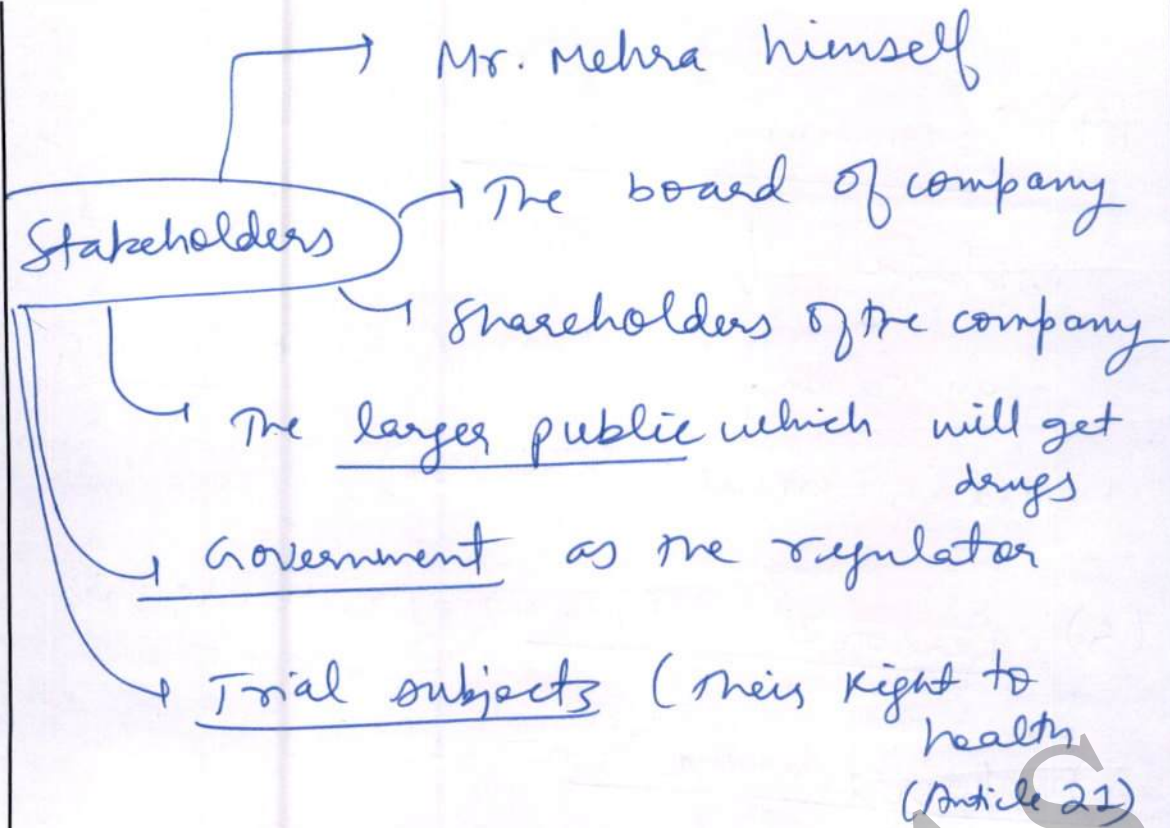
Recently, under revised government guidelines, pharmaceutical companies are required to market a finished product only after obtaining "satisfactory results" from tests on the ingredients. Additionally, they must retain a sufficient quantity of samples of both intermediate and final products to allow repeated testing or verification of a batch.

Dr. Mehra's team is in the final stages of developing a new medication for a rare but life-threatening disease. This drug has shown promising results in clinical trials. However, there have been unresolved concerns about the long-term side effects of the drug, observed in a small percentage of trial subjects. Despite this, the company has not released any major drug in the past decade, leading to significant pressure from the board members to expedite the drug's release.

- Identify the stakeholders in the above case study.
- Discuss the ethical issues faced by Dr. Mehra.
- Analyse the options available to Dr. Mehra in the above case. Which of these would you choose and why? (Answer in 250 words)

20

This case study highlights the medical ethics where means need to be proper as it impacts large population



Ethical issues faced by Dr. Mehra

(1) Pressure of board to release the drugs highlights the profitability v/s health dilemma for Dr. Mehra.

(2) Unchecked and unsafe release may lead to prosecution by the government and tarnish his image.

(3) Rights of the shareholders who have invested in the company as they may lose wealth.

(4) "Summum Bonum" (Collective good)
violated if drugs is released and
may cause life loss (As Cough Syrup
did in Gambia children)

(5) Personal values of Dr. Mehra; his
Hippocrates oath at stake.

(6) The trial subjects though have
signed a contract need to be protected
from further side effects.

Options available to Dr. Mehra

(1) Under the pressure of board;
he can release the drugs and charge
the samples (before and after) to dupe
the government agencies.

Pros

- It will lead to profitability of company as first major drug is released
- It ~~will~~ ^{may} also lead to Dr. Mehra's personal growth in company.

Cons

- violating the medical ethics
- Drugs can lead to life loss
(man not as ends violates Kant's (D))
- It will also break government trust and he may face prosecution.
- Tarnish the image of country if the drug is exported.
- Crisis of Conscience for Dr. Mehra

② Other option is to convince the company to delay release; publish white paper on its side effects and then negotiate with government to let the drugs be released with advisory (to some people)

Pros

- Upholds the profitability of the company
- Advisory will lead to uses by awareness and curbing reaction (Avoids known deer split)
- Transparency is upheld; trust of shareholders and Dr. Mehra's reputation both also protected.

Justification

→ Greed is one of the "gates of hell" as per Bhagavad Gita hence due process needs to be followed to uphold collective interest. Dr. Mehra also needs to uphold his duty as a citizen and a doctor to "let his conscience guide him towards the best action"

आपको राज्य शहरी विकास विभाग में अंडर सेक्रेटरी के पद पर नियुक्त किया गया है। विभाग को एक प्रतिष्ठित परियोजना का कार्य सौंपा गया है जिसका उद्देश्य शहरों की अत्यधिक ऐतिहासिक महत्त्व वाली अवसंरचना को पुनर्जीवित करना है। इस परियोजना के बारे में आप बेहद उत्साहित हैं, जिसमें सार्वजनिक परिवहन का आधुनिकीकरण करना, विरासत भवनों का जीर्णोद्धार करना और शहर के सांस्कृतिक पहलू को संरक्षित करते हुए हरित स्थान का सृजन करना शामिल है।

इस अवसर से उत्साहित होकर, आपने कई सप्ताह तक शोध करके एक व्यापक प्रस्ताव तैयार किया। आपकी योजना में संधारणीय विकास, सामुदायिक जुड़ाव और शहरी नियोजन के लिए प्रौद्योगिकी का लाभ उठाने के लिए अभिनव विचार शामिल थे। आपने अपने सहयोगियों को प्रेरित करने और परियोजना को गति देने की आशा से विभागीय बैठक में ये प्रारंभिक योजनाएं प्रस्तुत कीं।

हालांकि, आपके उत्साह को उदासीनता का सामना करना पड़ा। आपके सहयोगियों ने बहुत कम रुचि दिखाई तथा वे परियोजना के लिए विचारों या प्रयासों का योगदान करने में विफल रहे। चिंतित होकर, आपने अपने वरिष्ठ को उत्साह की कमी की सूचना दी, जो इस परियोजना के प्राधिकारी भी हैं। आपकी निराशा के लिए, वे भी उतना ही उदासीन लग रहे थे, उन्होंने सहजता से उल्लेख किया कि वे छह महीने में सेवानिवृत्त होने वाले हैं और इस परियोजना की अवधि अधिक लंबी है।

परियोजना को सफल होते देखने के लिए दृढ़ संकल्पित होकर, आपने इसे आगे बढ़ाने की जिम्मेदारी अपने ऊपर ले ली। पिछले दो महीनों से, आप अपने परिवार के साथ समय व्यतीत करने के अवसरों का त्याग करते हुए, दिन में 12 घंटे से अधिक, अक्सर देर रात तक काम कर रहे हैं। आपका समर्पण इस परियोजना की शहर के निवासियों के जीवन को बदलने और भावी पीढ़ियों के लिए शहर की समृद्ध विरासत को संरक्षित करने की क्षमता में आपके विश्वास से प्रेरित है।

परियोजना के दो महीने बाद मुख्य सचिव द्वारा समीक्षा बैठक बुलाई जाती है। बैठक के दौरान, विभिन्न क्षेत्रों के विभाग प्रमुख वर्तमान में जारी और आगामी परियोजनाओं पर चर्चा करने के लिए उपस्थित होते हैं। जब शहरी पुनरुद्धार परियोजना प्रस्तुत करने का समय आता है, तो आपका बाँस अथवा वरिष्ठ खड़ा हो जाता है। आपको आश्चर्य होता है कि वह आपके ड्राफ्ट प्रस्ताव को अपने काम के रूप में प्रस्तुत करता है और नवीन विचारों एवं व्यापक योजना का सारा श्रेय ले लेता है।

जब आप वहाँ बैठे हुए अपने वरिष्ठ को आपकी कड़ी मेहनत को अपना बताते हुए सुनते हैं, तो आप क्रोध, निराशा और मनोबल की कमी को संयुक्त रूप से महसूस करते हैं। यह घटना न केवल आपके प्रयासों को कमजोर करती है बल्कि आपको ऐसी कार्य संस्कृति में अपने समर्पण के मूल्य पर भी प्रश्न उठाने के लिए विवश करती है जो सहयोग का समर्थन नहीं करती है या व्यक्तिगत योगदान को मान्यता नहीं देती है।

(a) इस प्रकरण में शामिल नैतिक मुद्दों पर चर्चा कीजिए।

(b) उपर्युक्त कार्य संस्कृति कार्यस्थल पर मनोबल और उत्पादकता को किस प्रकार प्रभावित करती है?

(c) आपके पास क्या विकल्प उपलब्ध हैं और आप इस स्थिति का समाधान किस प्रकार करेंगे? (250 शब्दों में उत्तर दीजिए)

You have been appointed as the Under Secretary in the State Urban Development Department. The Department has been tasked with a prestigious project aimed at revitalizing the infrastructure of a city with deep historical significance. This project, which you are extremely passionate about, involves modernizing public transportation, restoring heritage buildings, and creating green spaces while preserving the city's cultural essence.

Excited by the opportunity, you spent weeks researching and drafting a comprehensive proposal. Your plan included innovative ideas for sustainable development, community engagement, and leveraging technology for urban planning. You presented these initial plans in a departmental meeting, hoping to inspire your colleagues and kickstart the project.

However, your enthusiasm was met with indifference. Your colleagues showed little interest, failing to contribute ideas or efforts towards the project. Concerned, you reported this lack of enthusiasm to your immediate superior, who is also the authority for this project. To your dismay,

he seemed equally indifferent, casually mentioning that he is set to retire in six months and that the project has a long gestation period.

Determined to see the project succeed, you took it upon yourself to drive it forward. For the past two months, you have been working more than 12 hours a day, often late into the night, sacrificing time with your family. Your dedication is driven by your belief in the project's potential to transform the lives of the city's residents and preserve its rich heritage for future generations.

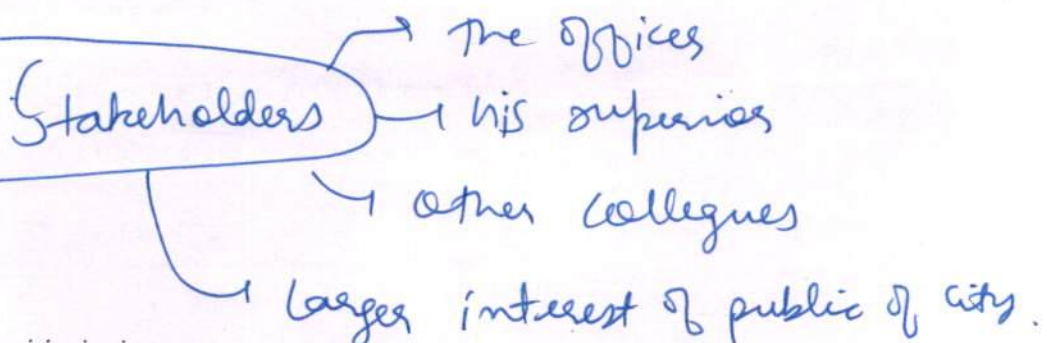
Two months into the project, a review meeting is called by the Chief Secretary. During the meeting, Department heads from various sectors are present to discuss ongoing and upcoming projects. When it is time to present the urban revitalization project, your boss stands up. To your shock, he presents your draft proposal as his own work, taking all the credit for the innovative ideas and comprehensive planning.

As you sit there, listening to your superior claim your hard work as his own, you feel a mix of anger, disappointment, and demoralization. This incident not only undermines your efforts but also leaves you questioning the value of your dedication in a work culture that does not seem to support collaboration or recognize individual contributions.

- Discuss the ethical issues involved in this case.
- How does the above-mentioned work culture affect workplace morale and productivity?
- What are the options available to you and how would you address the situation? (Answer in 250 words)

20

This case study highlights one of the 5 vows' violation (Stealing of thoughts and ideas) (Asteya). Along with that; the poor work culture (highlighted as ABCD by non-usable Prime Minister is also visible).



Ethical issues involved in the case

उम्मीदवारों को
इस कक्ष में
नहीं लिखना
चाहिए
Candidates
must not
write on
this margin

(1) Poor work culture and bureau-
-atic apathy is highlighted by the
colleagues which is a violation of
their oath and duty

(2) Immoral behaviours by the superiors;
poor leadership shows "bad ethics"
flows from top to bottom!

(3) Fame being prioritized over
honest work and dedication under-
-lines the erosion of values in Civil
service (IAS Abhishek Singh case of getting
fame)

(4) Defeats the social contract as the
superiors will not work with the
same dedication and lead to poor
implementation

Such work culture demotivates the honest and dedicated officers.

Such work culture affecting workplace and productivity

(1) Breeds apathy and regulatory

Cholesterol → Despite having strong character and dedication, without lack of support, work can't be done.

(2) Morale is hurt and it leads to reduced public engagement.

(3) It leads to reduced productivity and creates such slow culture

(Eg) → Meme of lunch break about Banks.

(4) Honest officers gets sidelined or transferred; no camaraderie between colleagues leads to toxicity

As a upright and emotionally intelligent officer; I will confront my superiors and express my discomfort. I would request him to restore the project to its tone originates (that is me) to ensure the hard work I put is actualized on the ground.

→ I would urge my colleagues; use persuasion to help me in completion of this project and set incentives for them (Reward theory)

→ This will help defuse the situation as the credit does not matter but the implementation needs to be robust to uphold the trust and social capital in a democracy.

12.

अरुण अपनी सत्यनिष्ठा और समर्पण के लिए प्रसिद्ध है। हाल ही में, उसने राज्य प्रदूषण नियंत्रण बोर्ड में अधीक्षक की भूमिका संभाली है। यह पोस्टिंग, केवल एक वर्ष में उसकी चौथी पोस्टिंग है, जिसमें पर्यावरणीय प्रभाव आकलन (EIA) की देखरेख की जिम्मेदारी शामिल है। अपने नए पद पर अरुण को एक महत्वपूर्ण आर्द्रभूमि, जो इस क्षेत्र के लिए प्राथमिक जल स्रोत के रूप में कार्य करती है, के निकट स्थित एक तांबा प्रगलन संयंत्र के बारे में पता चलता है।

उस संयंत्र के भारी प्रदूषण कर्ता के रूप में कुख्यात होने के बावजूद, अध्यक्ष द्वारा अरुण को प्रस्तुत किया गया वर्तमान EIA, आर्द्रभूमि पर इससे किसी गंभीर प्रभाव को नहीं दर्शाता है। अगले दो वर्षों के लिए कोई अन्य आकलन निर्धारित नहीं किया गया है।

एक दिन, अरुण को विपक्षी दल से जुड़े एक राजनेता से एक पत्र प्राप्त होता है। इस पत्र में ऐसे साक्ष्य हैं जो बताते हैं कि वर्तमान EIA परिणाम फ़र्जी प्रयोगशाला रिपोर्टों पर आधारित हैं, जिन्हें कथित तौर पर अध्यक्ष द्वारा अनुमोदित किया गया है। अध्यक्ष के सत्तारूढ़ दल के साथ घनिष्ठ संबंध हैं, जिसे संयंत्र के संचालकों से पर्याप्त दान प्राप्त होता रहा है।

विपक्षी राजनेता ने अरुण से विभाग के अंदर से ही अध्यक्ष को बेनकाब करने का आग्रह किया और यह तर्क दिया कि यह दृष्टिकोण प्रभावी रूप से सरकार पर एक नया EIA आयोजित करने के लिए दबाव डाल सकता है। वह अरुण से वादा करता है कि उनके दल के सत्ता में आने, जिसकी हालिया जनमत सर्वेक्षणों में संभावना व्यक्त की गई है, पर उसे महत्वपूर्ण पुरस्कार और समर्थन मिलेगा।

यद्यपि प्रस्तुत किए गए साक्ष्य प्रभावशाली हैं, लेकिन अरुण राजनीतिक मोहरे के रूप में शोषण किए जाने की संभावना के बारे में भी सतर्क है। वह अपने कार्यों के संभावित परिणामों, उसके करियर और पर्यावरण दोनों के लिए, के बारे में पूरी तरह से अवगत है।

- (a) उपर्युक्त प्रकरण के आलोक में, कॉर्पोरेट, राजनीतिक और नौकरशाही के हितों के बीच गठजोड़ से उत्पन्न होने वाले नैतिक मुद्दों पर चर्चा कीजिए।
- (b) एक कर्तव्यनिष्ठ सिविल सेवक के रूप में, अरुण के पास उपलब्ध विकल्पों का मूल्यांकन कीजिए। उसे कौन-सा विकल्प चुनना चाहिए और क्यों? (250 शब्दों में उत्तर दीजिए)

Arun, renowned for his integrity and dedication, has recently assumed the role of Superintendent at a state Pollution Control Board. This posting, his fourth in just one year, includes the responsibility of overseeing Environmental Impact Assessments (EIAs). In his new position, Arun becomes aware of a copper smelting plant situated near a crucial wetland that serves as the primary water source for the region.

Despite the plant's notorious reputation for heavy pollution, the current EIA, presented to Arun by the Chairperson, indicates no significant impact on the wetland. The next assessment is not scheduled for another two years.

One day, Arun receives a letter from a politician affiliated with the opposition party. The letter contains evidence suggesting that the current EIA results are based on falsified lab reports, allegedly approved by the Chairperson. The Chairperson is known to have close ties with the ruling party, which has been receiving substantial donations from the plant's operators.

The opposition politician urges Arun to expose the Chairperson from within the department, arguing that this approach could effectively pressurize the government to conduct a new EIA. He promises Arun significant rewards and support once their party comes to power, an outcome suggested by recent opinion polls.

While the evidence presented is compelling, Arun remains cautious about the possibility of being exploited as a political pawn. He is acutely aware of the potential consequences of his actions, both for his career and for the environment.

- (a) In light of the above case, discuss the ethical issues that may arise from the nexus between corporate, political, and bureaucratic interests.
- (b) As a conscientious civil servant, evaluate the options available to Arun. Which option should he choose and why? (Answer in 250 words)

20

उम्मीदवारों को इस कश्चिफ में नहीं लिखना चाहिए
Candidates must not write on this margin

The case study highlights the environmental pollution issue and neglect by EIA process. The EIA process needs to be integrated in all projects.

Ethical issues in the case

- (1) Environmental pollution - As the wetland is getting polluted leading to "Eroziel"
- (2) Public welfare and rights related Article 21 promises right to water and dignified life which is violated by this.
- (3) Used as a means for selfish ends
→ Arun may be misused by the Opposition.

(4) Grony Capitalism + The corporate is not penalized despite checklist - ation shows this

(5) Erosion of integrity of Chairperson if the allegations are true.

Options available to Arun

(1) Stay silent and not report the discrepancy and wait for next EIA.

Pros

→ lead to resolution of dilemma as didn't act on opposition advice.

Cons

→ wetland degradation still there

→ people drinking contaminated water

→ Knows - Does split as Arun don't take action

→ Anthropocentrism over Biocentrism

→ Grony capitalism and venus doesn't gets exposed.

(2) Act on the Opposition advice and
take action against the venus using
evidence

Pros

→ May lead to exposure of
venus and crony capitalism
if allegations true.

→ Uphold his constitutional duty and
protect environment (Article 48-A)

Cons

→ Evidence may be false

→ Acting as a patron of Opposition

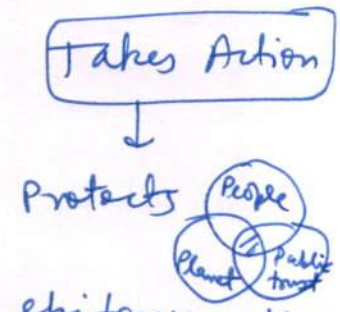
→ Spoils System as Opposition promised
benefits to Army.

(3) Launch an independent investigat-
-ion at personal level to corroborate
the evidence. Confront chairman if report
true and order immediate EIA to
protect the People; Planet; Public
image

- Pros**
- Uphold Environmental justice
 - Protect Public (Lokasangrah)
 - Expose Corruption and nexus of corporate
 - Act independently and resist favours
 - leads to inner peace and Nishkarm
Karma

Cons → Future career prospects may get hurt.

Justification As **Plato** has identified Wisdom and Courage as two virtues; Arun's actions are in line with his public duty; environmental ethics; upholding people's welfare as well as following right means.



Arun's actions epitomize the character of a "Karmayogi"

SPACE FOR ROUGH WORK

AL

VisionIAS