



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. 01120753

अभ्यर्थी का नाम/Name of Student : SURESH KUMAR

माध्यम: हिंदी/अंग्रेजी
Medium: Hindi/English

Eng

तारीख
Date

20/8/24

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

केंद्र
Centre

Schraden

निरीक्षक के हस्ताक्षर
Invigilator's Signature

Rajiv Verma

	<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>

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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)					



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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

The classic debate of end and means is often in conflict as utilitarian concept justifies the end goal of maximum benefit to all, while the teleological principle says upholding duty or the right means is paramount.

End cannot justify means

(1) means are what drives the end

ex - If preparation is good, the result will come automatically

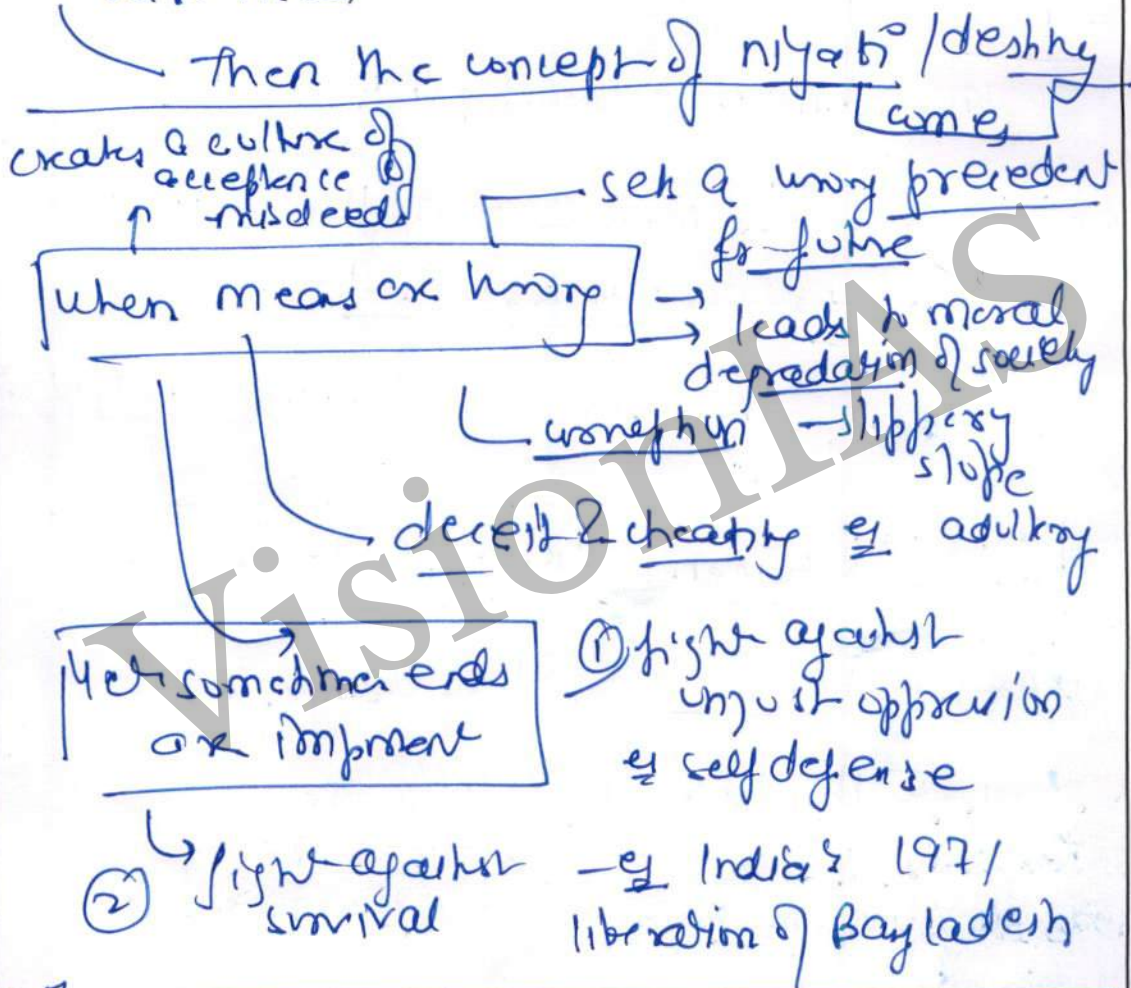
(2) Adequate analysis of means or following the right path → will give good & desired results in the end

ex If government follows fiscal prudence, outcome will impact economic growth positively

(3) The concept of nishikam karm in Gita means the same

duty → The result will come automatically

(4) When the result may not be as per our need



There cannot be any way of acquiring or acquiring the right outcome " as they say → do your best, leave the rest to God - eventually stipulates the importance of means

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 is the codification of principles of societal ethics which govern the societal norms and conduct

eg law mandates wearing a helmet

ethics are the moral principles with respect to rightness or wrongness of an act

eg ethics of 18th century held sati was right.

Relation between ethics & law is dynamic

(1) As societies evolve, law changes to reflect the changed morals

eg Child marriage was a norm earlier, now as the society has evolved, child marriage has been prohibited under law

(2) Societal ethics set a precedent which then transform into a law because

Societal awareness and mandate of the majority stakeholders is necessary

eg Triple Talay was rejected ^{ban} earlier and had a key aspect of religion. Now, as society has become egalitarian, even men have raised voice for banning Talay (Triple)

(3) Societal ethics also vary & evolve in a spherical way where different ethics exist in different way leading to different laws

acceptance of LGTRG in European countries

many countries legalised

In other society have not accepted

India has decriminalised

homosexuality but legal marriage needs more unreserved evaluation

(4) Societal ethics also transform from one ethic of an individual → eg Rgaram manon Roy ayathir banning of Sati led to societal awareness & codification of law.

Laws & ethics are interminous and relate each other through dimensions of time & space

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

Probity → refers to principle of high moral standards and moral uprightness

∴ professional value of being transparent & responsible

Integrity → is the virtue of consistency of thought, speech & action across time & space

∴ following red light even at midnight when no one is watching

Probity

(1) Has a societal connotation and should be upheld across workspace

(2) Needed in both professional and personal conduct

∴ Lal Bahadur Shastri took resignation post rail accident

Integrity

(1) more individual oriented, for our conscience

(2) Need in individual conduct as not everyone is watching all the time

∴ Shastri took/bought things he could afford

(3) sets as an example to others to follow & emulate

(3) sets a precedent for self to follow, irrespective of people



Contribution to ethical governance

- ① Promotes spirit of service of duty towards society
= every person to last mile utility & ethos
- ② set up a leadership precedent for others to follow
- ③ enhances accountability & trust in system
= following law in all situations

Contribution to decision making

- ① consistent decision making using objective parameters
= equal law application to all connects
- ② Quick and decisive as no moral hazard
- ③ Promotes a work culture that values the outcomes and effectiveness

Probity & Integrity are essential traits that must be inculcated to promote good governance & societal well being

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 a virtue in public administration that gives power to citizens to make Government Accountable

⇒ RTI has empowered citizens

↳ From a culture of secrecy to a culture of transparency

Ethical Implications of withholding information

(1) Against Nolan principles of uphold transparency & accountability

⇒ may create an authoritarian state

(2) Denied right to information as a fundamental right under Art 29(1)(g)

(3) Against Constitutional morality

(4) may lead to corruption and poison behavior

⇒ lack of effective GRT creates a moral climate of damaging environment

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

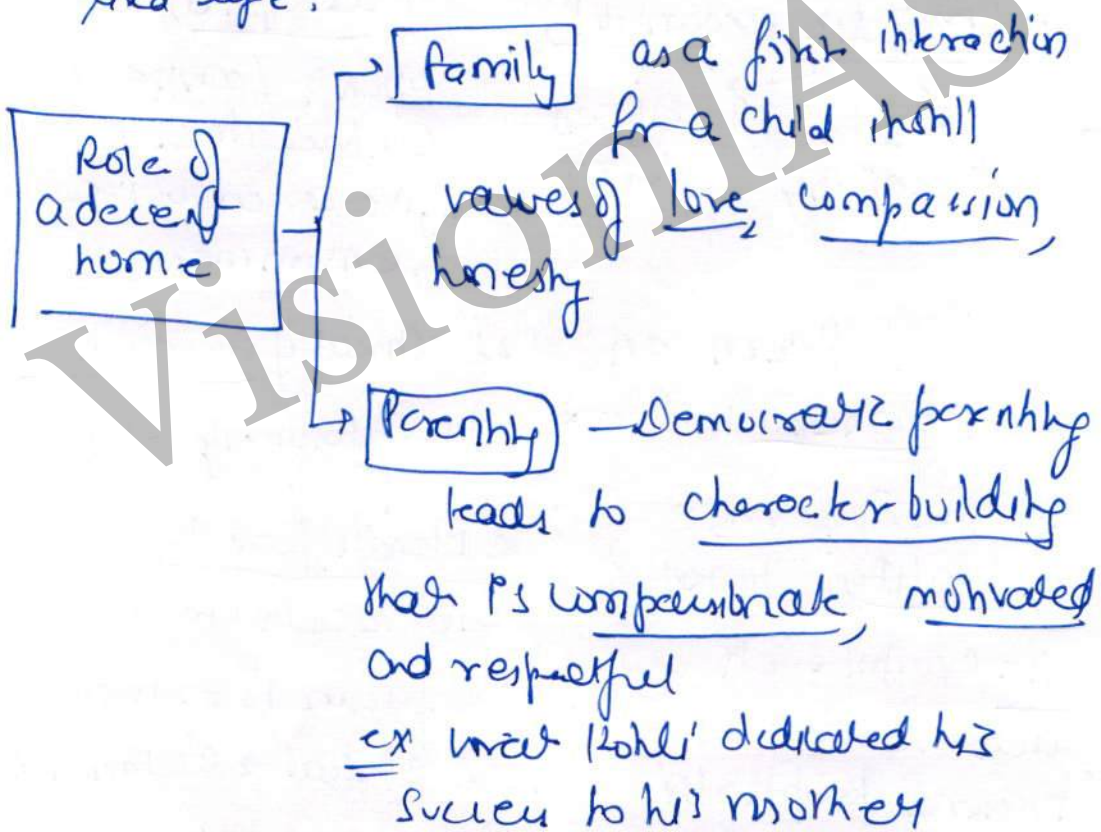
What do each of the following quotations mean to you?

(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

The above quote by Mahatma Gandhi highlights the importance of family as an agent of socialization and teacher an equivalent to a parent for a well lived life.



when the decent home is not available it results in lack of inculcation of values and no social interaction which is conducive to growth & shaping of a character

- rise in modern day juvenile crimes,
violence and wageyts are due to
Broken families of some family
disintegration

A kindous parent — leads to development
of
↳ positive attitude
↳ respect for all humanity &
environment
↳ values of courage, fortitude & bravery
come from parents

↳ Mukesh Ambani dedicated his growth to
the same attitude of his father towards
learning

In the modern world with rise of
xenophobia, intolerance, consumerism &
materialism family roles become indispensable

↳ If the nation has to grow strong,
I consider three most important
attributes — father, mother &
teacher" — Abdul Kalam

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)

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

10

The above quote by Leo Tolstoy highlights the importance of changing oneself — starting small, taking a first step towards changing the world.

This is very important because all the societal changes that have happened over the years are initially an idea of an individual.
e.g. Lal Bahadur Shastri's idea of asking his family first to skip one meal every day before asking the nation amidst the food crisis.

Just like a flower begins from a bud, any new invention also happens in one's brain before it becomes a product. It was the idea of Mother Teresa to fight against poverty & for the rights of underprivileged that resulted in her getting a Nobel Peace Prize.

Clarity on why it's important because

sets a precedent for others to emulate

e.g. PM cleanliness beach on October 2

shows that if one person can do, others can also

Impact of one act
e.g. Breaking of record by Lance Armstrong motivated others

shows courage that it takes to make a change

e.g. stopping alcohol consumption by oneself before becoming a specialist

Often we go for major systemic changes which needs long time, often generations

e.g. corruption in system cannot be done overnight. But an out of defiance and satish wife by Anna Kasse led to nationwide awakens leading to Lothal Act.

"The small step where you are, with what you have. For no change is big enough that can't be made"

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

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

The above quote by Confucius highlights the importance and value of courage. It means that if we see what is the right course of action and yet we don't adopt it is the cowardly act.

As courage requires a heart of steel going against the conventional norm. For instance Joshi Khanna in Atom Jeebafur was ~~was~~ went against the government, knowing fully well that his career may be jeopardised. Yet he followed the right action.

No action also causes a societal attitude of accepting a wrong act as a norm, leading to a greater damage in the future. A small comment passed by a man jokingly towards a woman needs to be stopped right there and then, else it becomes huge in the end that it creates

ground for environmental movement -

Similarly in environment domain,
action of understal Bahujana and Gaura
Deni was courageous since it was
a novel method of protesting against the
environmental damage leading to
Chipko Andolan.

If the act is known, its consequences
understood and still no action is undertaken,
it creates a slippery slope of further
misdeeds & has a moral impact on society
just like corrupty bribe is unethical &
illegal, simly bribe is equally wrong
as it creates a precedent and a challenge
low altitude resulting in moral
degradation of society

The world suffers not so much from
the violence of bad
as the silence of good men "

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

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

Positive attitude is a trait of seeing positive in every situation, even though it may be uncomfortable or precentous

e.g. even if I have limited time, I shall believe that I can win is a positive attitude.

Factors that lead to positive attitude

① Family & parenting

values of patience
never giving up attitude
values of hard work

e.g. Neeraj Chopra dedicates his commitment to positive outlook to his family

② Post experience of not giving up is the role of adversity leads to positive attitude

e.g. India's historic T20 win - not giving up even when 0.00% chances of success - and they won

③ Learnings from leaders - Inspiration
Stories of Abdul Kalam, Swami
Vikaranda

④ Contrast Theory - looking at people who
have achieved massive success despite
setbacks e.g. Jitendra Billa → a ~~deaf~~ blind
man
- who became an entrepreneur.

Positive attitude → effectiveness of civil service

① Development of courage & fortitude
e.g. Tomboli Nayyar - building hospital in rural
area

② Spirit of service comes from positive
attitude
e.g. Murali Karanawat → replacing budget
with Books

③ Dedication to people's betterment leads to
action
e.g. Amr Devgan - learning Hindi for tribals

④ It spreads to the team & eventually
becomes work culture

e.g. Arjun Khemkar's positive attitude is
respected & revered by all officers

Positive attitude is like a butterfly, which
creates fragrance of commitment &
character building wherever it goes

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 हिसाब में नहीं लिखना चाहिए
Candidates must not write on this margin

emotional intelligence is the ability to understand emotions in self & others, realize the meaning of these emotions and act accordingly in a cascading manner

⇒ emotional intelligence of Rohit Sharma & Karan Pandya in handling last over in T20 W.C

emotional intelligence → ethical decision making → allocation of scarce public resource

① Awareness on the amount of resources & allocation as per the objective criteria

⇒ during covid-pandemic, frontline workers, men, elders & children were given vaccines first

② effective decision making keeping emotions at bay

③ empathy & compassion to deal with exceptional cases

ex. Comity of Ration card in absence of adheres, poor girl doesn't die of hunger

④ maximize the benefit to the most needy, thinking of layers & picks

ex. In the event of war, captain BIKRAM Bahra took main assault in his own hands as the subordinate had a family

⑤ transparent dealings to preserve the resources & enhance efficiency

ex. optimum allocation of Budget to different ministries by government.

emotional intelligence is a value to be nurtured for maximizing welfare of all & go beyond the call of duty to satisfy every citizen

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)

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

10

The recent crisis of Israel-Hamas and Russia-Ukraine conflict has brought into attention the importance of humanitarian organizations like Red Cross to provide emergency aid.

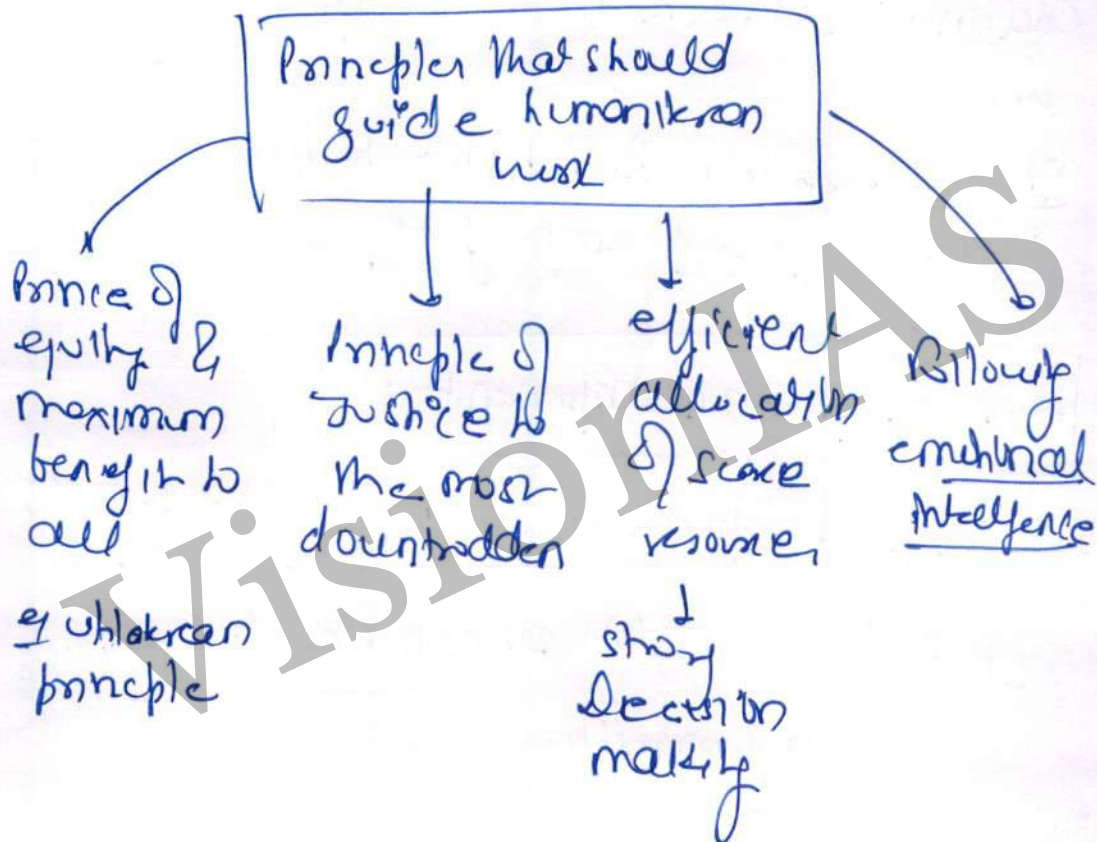
ethical challenges faced by such org.

- ① Reaching the needy becomes a challenge due to conflict
- ② delivery of scarce resources to needy
↳ how to prioritize whom to give first
women & children
- ③ maintain high work hours & deal with emotional stress of seeing deaths

4 - Israel - Gaza war - over 40,000 deaths

(4) Balancing method of organization as well as people

(5) Promotion of human rights where there is chaos all around



Humanitarian work is a noble work to alleviate the suffering of needy. India has been active in such areas showing the dilemma "service to mankind is service to God"

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 भाग में नही लिखना चाहिए
Candidates must not write on this margin

Persuasion is the ability to convince another person of changing his/her ways and nudge them to adopt a healthy way

ex Billboards at Red light to turn off the engine & safe fuel.

Persuasion is an important skill

(1) helps in task make changes in society
ex nudge to adopt swachh Bharat mission & clean surroundings

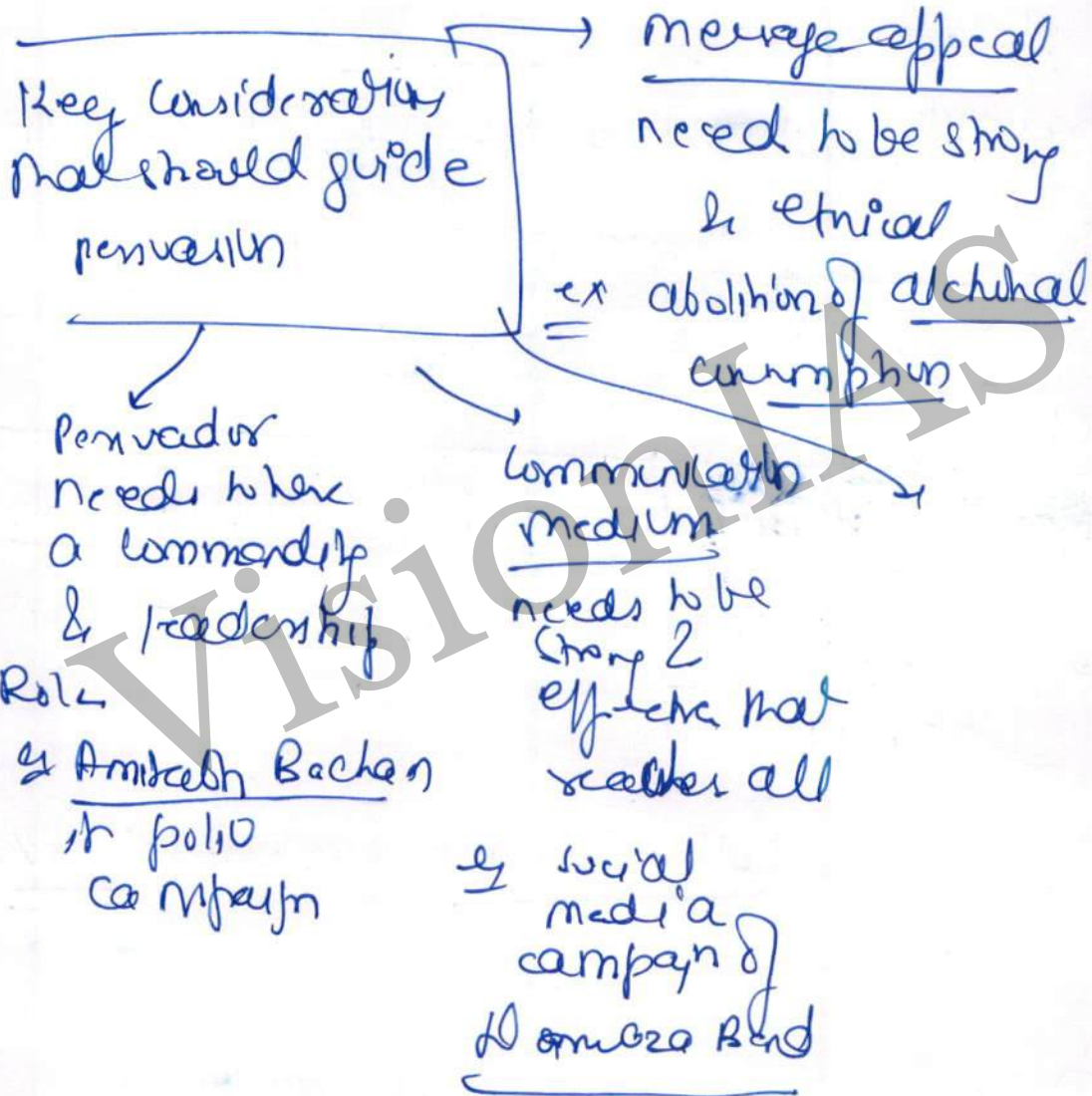
(2) make log term changes for good
ex → money towards EV

(3) promote a spirit of service as people listen to the person who has good persuasion skill
ex Anand Karere

(4) Persuasion also creates an inner drive to make social changes

→ Key persuasive skills promote Innovation & new approaches

→ Use of DBT for food delivery.



Persuasion is an important trait to cultivate for social change & transformation in society

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 हार्शिए में नहीं लिखना चाहिए
Candidates must not write on this margin

ethical leadership promotes a culture of ethics in an organization, where the values imbibed by top leadership are transmitted down the hierarchy of organization & ensuring same use of crowd funding investment for road is replicated by others

Role of ethical leadership in curbing corruption

① Leading by doily → Juniors emulate what the seniors do

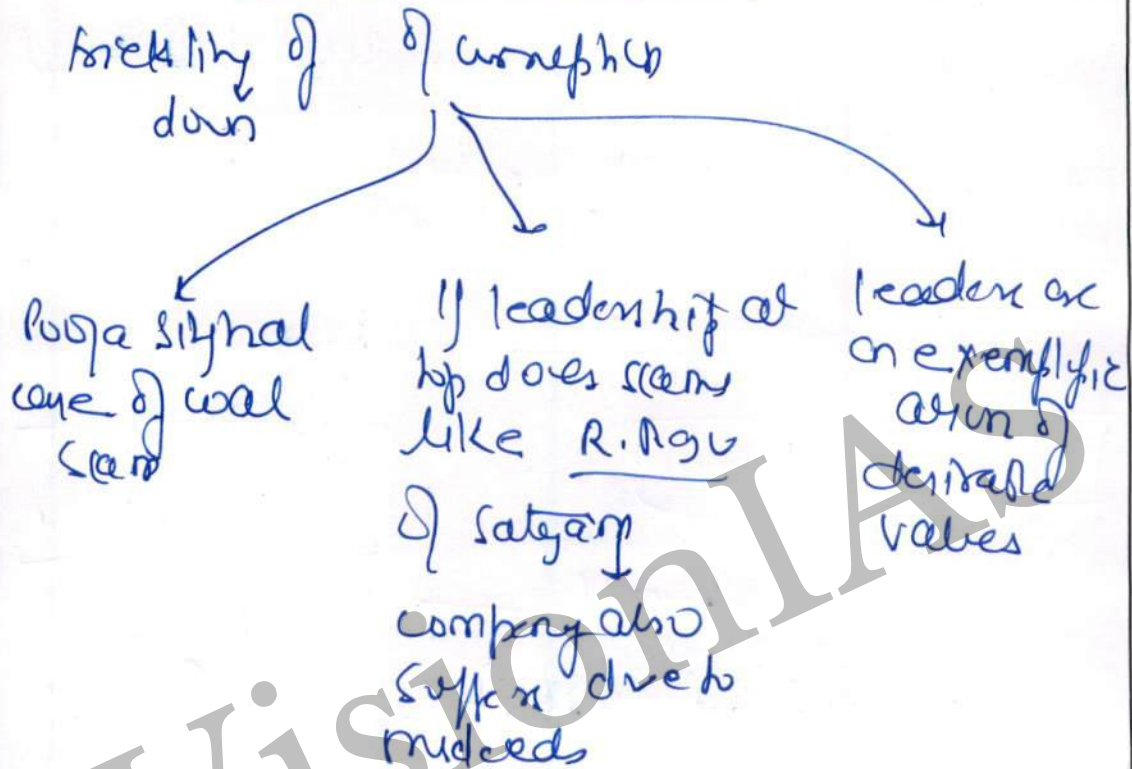
② creates a culture of change yearly set practice

③ create a work environment where such activities are not tolerated

④ Structural nudges towards adoption of good practices

(3)

But if the leadership is wrong, leads to



ethical leadership must be nurtured & developed through

- Truthfully
- learn from leaders
- Ready autobiography
- Interaction with role models

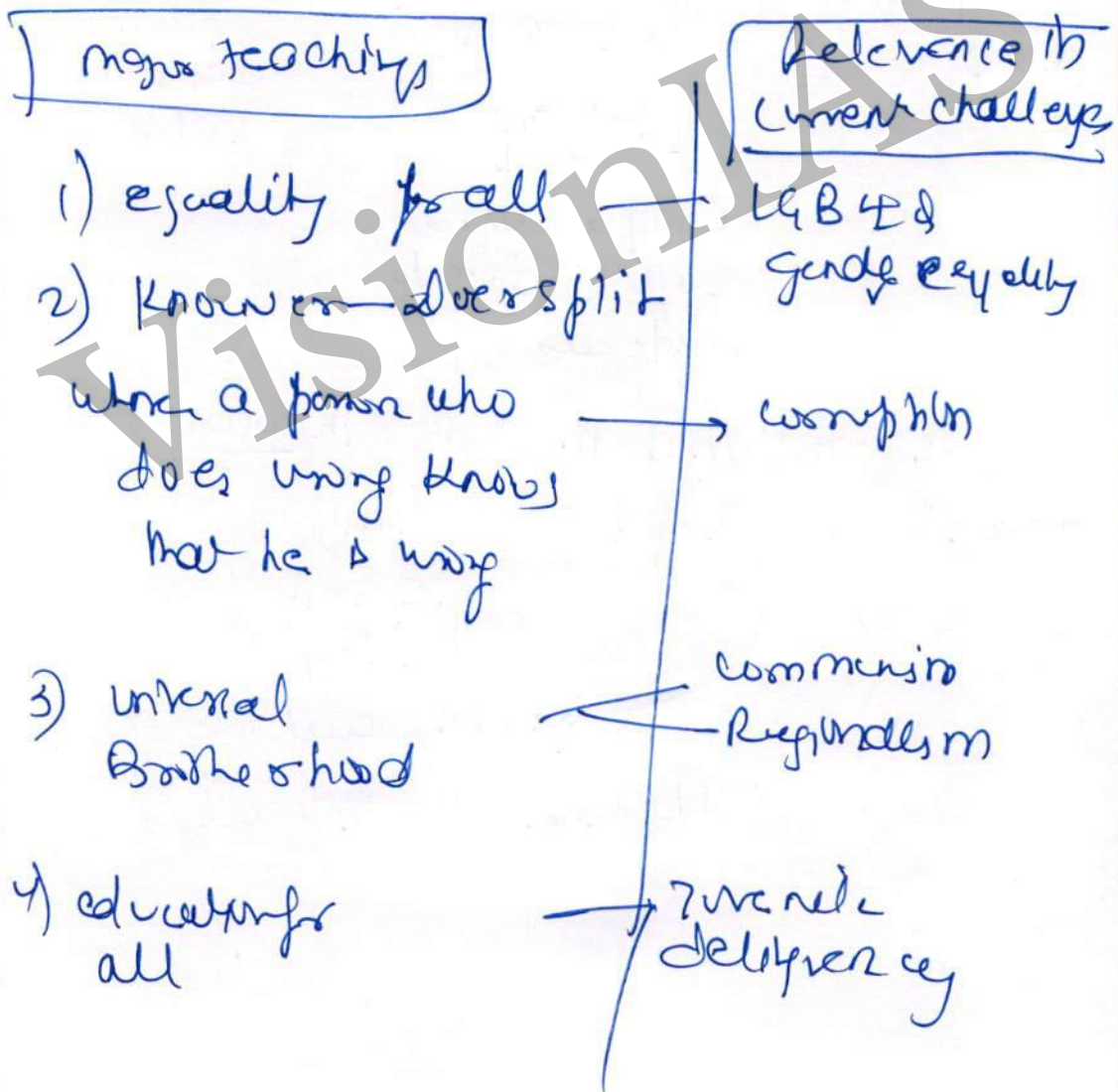
6. (b)

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

~~Swami~~ ^{Dayanand} Swami Dayanand Saraswati was a great social reformer who propagated values of humanism & call for a spirit of Back to the Vedas



Teemity from Swami Dayanand
should be mandating in school for
value transmission in children

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

VisionIAS

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 अक्षील 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 ज़िम्मेदारियां 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.

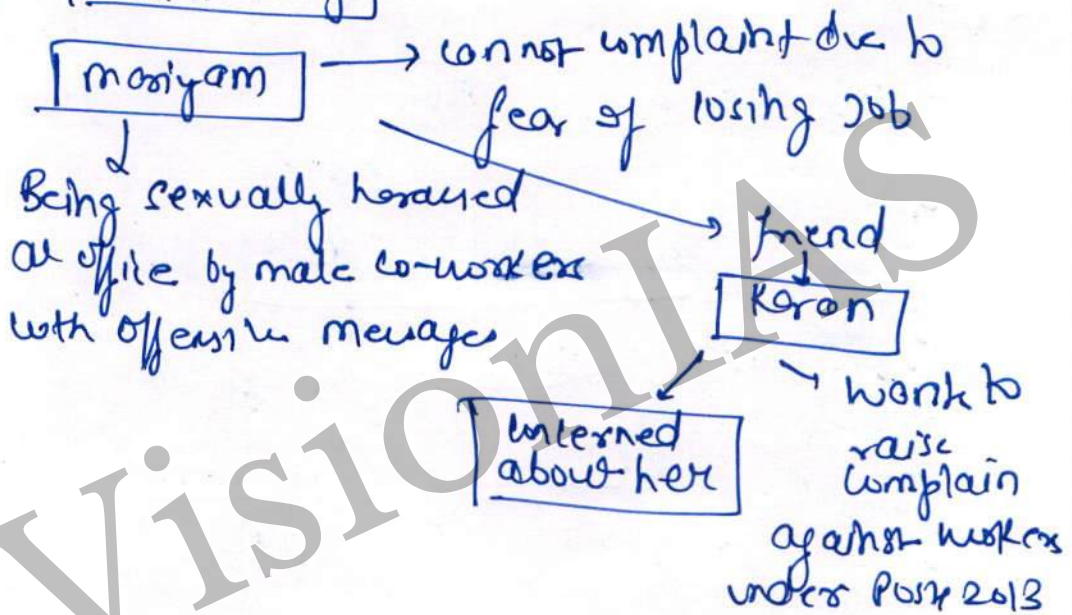
Karan is aware that the POSH Act permits lodging a complaint on behalf of the aggrieved woman. He is considering reporting the incident himself, believing that the toxic work environment needs to be addressed for the sake of Mariyam and other female employees. However, he is wary about the impact this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

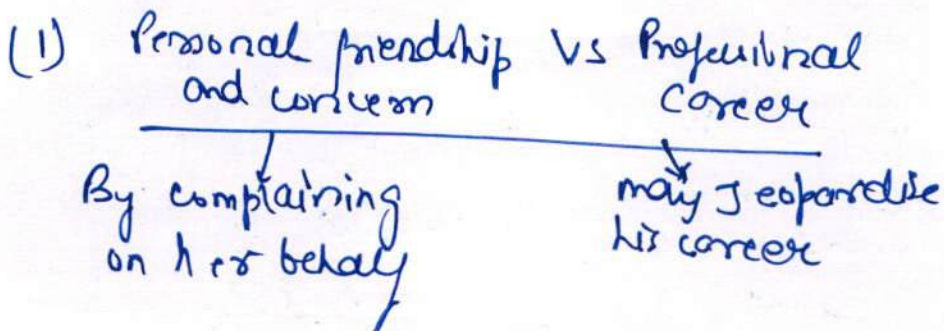
- (a) Discuss the ethical dilemma Karan faces in deciding whether to report the incident against Mariyam's wishes.
- (b) Evaluate the options available to Karan. Which of these options should he choose and why?
- (c) What responsibilities do organizations like XYZ Corp have in preventing and addressing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

The above case highlights increasing cases of violence and sexual harassment against women at workplace. The recent murder & rape at Kolkata hospital reflects the same downgrading of ethos at workplaces

(a) Case in Brief



(a) ethical dilemmas that Koron faces in deciding to report the incident



(2) Loyalty to friend vs Loyalty to Company
 By upholding her dignity & respect By not reporting

(3)

(1) Options that Karan has

(1) Written memorandum to report

- | | |
|--|--|
| <p><u>merits</u></p> <ul style="list-style-type: none"> 1) due process of law 2) <u>Respect</u> and <u>self worth</u> restored 3) upholding principles of not accepting wrongdoing 4) against <u>injustice</u> | <p><u>demerits</u></p> <ul style="list-style-type: none"> 1) loss of job & income to manojom 2) fear of retribution 3) concern over <u>welfare</u> of <u>family</u> |
|--|--|

(2) 1) manojom doesn't agree, send an anonymous mail

- | | |
|---|---|
| <p><u>merits</u></p> <ul style="list-style-type: none"> 1) <u>Dignity</u> of woman restored (Art-21, <u>fundamental duty</u>) 4) <u>Issue</u> of <u>conscience</u> resolved | <p><u>demerits</u></p> <ul style="list-style-type: none"> 1) may not be acted upon 2) against <u>moral</u> <u>conscience</u> 3) Delayed = Denied Justice |
|---|---|

(3) Approach Post-committee himself

merits

demerits

- | | |
|---|--|
| 1) <u>Loyalty</u> to friend | 1) may lose job & opportunity of promotion |
| 2) <u>Dignity</u> of a woman is non-compromisable | 2) Impact on Monty & her well-being |
| 3) <u>Cost</u> of convenience resolved | 3) collection of evidence difficult |

Karan should choose option 1 & 3

- (1) Try & convince Monty to report to Internal Complaints Committee himself

↳ Responsibility to stand against injustice

Accepting a crime is worse than committing a crime

- (2) To set a precedent for future → stand up for the cause of woman everywhere

- (3) Her job may not be impacted since she has evidence of message & Karan can act as a witness

(4) Due process of law will be upheld

(5) If she lacks courage → Karan can step forward & report to POSH

(6) Being a witness to injustice → Uphold human values of courage & justice

(7) Set an example for male co-workers that they are equally responsible for protecting honour of a woman

(8) Responsibilities of organizations like XYZ

address sexual harassment

inclusive workplaces

- set up Internal Complaint Committee of >10 employees
- Regular audits of the process
- Protection to women who have complaints
- Timely inquiry
- Penal provisions
- Gender sensitive awareness
- Regular training & awareness campaign

It is important to make gender inclusive workplaces as human development is an important aspect of economic growth (SDG 5)

Injustice anywhere is a threat to justice everywhere

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.

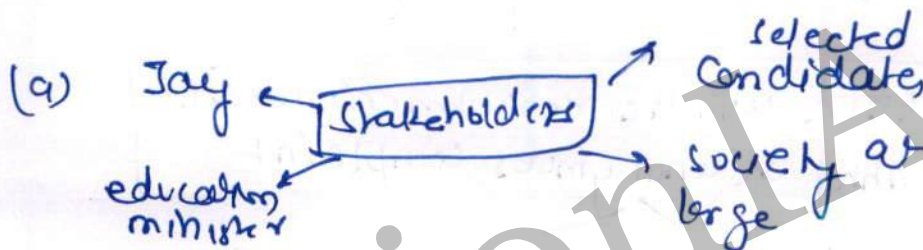
This situation reminds Jay of a past incident when, as a junior officer, he refused to entertain an unnecessary procurement request. Consequently, he was transferred within a week, and he and his family faced frivolous anti-corruption complaints as retaliation. His successor approved the procurement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

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

The above case highlights ethical dilemmas that a civil servant faces regularly as to uphold personal ethics of principles & values or give in to procedural irregularities and corruption



Options available to Jay

(1) Consult with seniors in office

Pros

- 1) uphold principle of hierarchy & chain of command
- 2) Due process of law
- 3) clear conscience
- 4) Accountability to department & society

Cons

- 1) may lead to procedural delays
- 2) seniors may not agree ↓
 knower - doer split

(2) Block the current recruitment as planned

Merits

- 1) Clear conscience
- 2) Upholds categorical imperative of Kant
↓
honesty & Integrity

Demerits

- 1) Impact on careers
- 2) Threat to family on corruption charges
- 3) Possible nexus among ministers & officers

(3) Continue with the recruitment while working on anonymous complaint

Merits

- 1) Family will not be impacted
- 2) Compared to last time, Jay has now upheld postal duty by working to department's service

Demerits

- (1) Knower-Doer split of deontology
- (2) Against Kant's categorical imperative
- (3) Breach of public trust as a civil servant
- 4) Crisis of conscience

- (b) Karan should follow mix of Option 1 & 2
- (1) Since he has evidences of political patronage → approaching seniors should be the ideal way to follow due process and civil service duty of chain of command and respecting hierarchy
- (2) Since it is a security issue in multiple places, there would be a past incident where other officers have encountered the same crisis → learning from seniors → following set precedents
- (3) His day's responsibility to uphold the trust of people on him → spirit of service is key for a clear conscience.
- (4) else, he should block the recruitment and proceed with the next step of setting up an enquiry & reproving the evidences
- (5) He will have upheld his duty under constitution and people's trust
- (6) Family ~~is~~ may be impacted in short term but adequate support & ways are there

for a civil servant to protect family

(C) Ways to protect civil servants

① Hierarchy and following ethical principles at top level so top officers are motivated & have spirit of service

② Whistleblower Protection Act of 2014 implementation in letter & spirit to protect civil servants & their families

③ Reward incentives for good work done so that there is a precedent set for such malafide activities

④ Learning by doing → leaders may show their own work incidents and help others in proceeding with such dilemmas

ethical standards are a sine qua non

for an efficient bureaucracy. It needs to be upheld at every level to weed

out the corruption from society &

promote a transparent & accountable service

9.

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 वाहनों 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

उम्मीदवारों को
इस ह्रासिए में
नहीं लिखना
चाहिए
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write on
this margin

The above case highlights the rising debate of environment vs development. As a growing population needs transport services, but there is a need for protection of environment as well.

(a) ethical dilemmas involved

(a) Professional duty vs Responsibility
 of metro construction towards environment and stakeholders
 for reducing congestion & ease of traffic

(b) development vs environment
commitment protection

(c) Due process of law vs Political pressure
 proceeding with the project by following GIAT of expediting the project

(d) Accountability vs Responsibility
 as a DM towards environment
 for finishing work as a conscious citizen

(6) Options available to me

(1) Go with the planned project and expedite the progress

merits

- 1) Upholding accountability as a DM
- 2) Due process of law as the project is Critical
- 3) Commitment to people and responsibility of timely service
- 4) Responsibility to seniors & executive official

demerits

- 1) Ignoring the concerns of other sections
↓
Injustice to them
- 2) Keeping voice to Noida environment should be a mode of universal value
↓
Kant's categorical imperative track
- (3) Threat to environment
↳ crisis of conscience

(2)

Take a consultation with environment groups & setup an EIA study

merits

- 1) crisis of conscience cleared
- 2) Due process of listening to every stakeholder
- 3) environment impact assessment as a precedent

demerits

- 1) delay in progress
- 2) may lead to problems for citizens
- 3) reduced accountability to political masters

I would choose option (b)

(1) even though this is a critical infrastructure project, a due process of law is to be followed for providing clearance

(2) Environment Impact Assessment is mandated by law & needs to be done for responsibility & accountability

(3) not budging under the political pressure

Project can be delayed but environmental damage is non-reversible

↓
← marketability, political neutrality is a value

(4) expert & stakeholder consultation leads to long term Benefit and sustainable development

ex non-followup of Kashmiriyan Panel (53% workers' Grievances as 1-52) &

Gadgil Panel report has resulted in massive loss of life & livelihood in Wagandi

(1) upholding citizen safety, trust will be a priority and balancing that with infrastructure

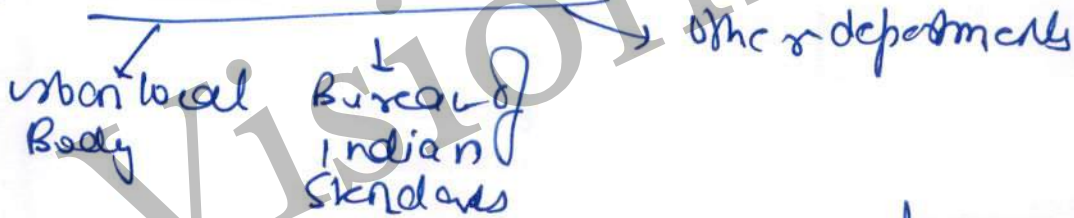
उम्मीदवारों को इस क्राशिए में नहीं लिखना चाहिए
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(c) measures for balancing urban development and environmental conservation

(a) Detailed analysis of past data
hazard zoning & topographical details

(b) Dividing area $\left\{ \begin{array}{l} \text{critical} \\ \text{moderate} \\ \text{safe} \end{array} \right\}$ each can have different level of stringency under EIA

(c) Stakeholder consultation



(d) mandatory EIA in sensitive areas & as per laws $\left\{ \begin{array}{l} \text{fundamental duty as per SI(A/S)} \\ \text{building byelaws} \end{array} \right.$

(e) development of infrastructure \rightarrow model planning
 $\left\{ \begin{array}{l} \text{adequate safety} \\ \text{just} \end{array} \right.$
 Regular monitoring & audit \leftarrow Timely completion

Sustainable development is the need

of hour "Earth has enough for everyone's need, not for everyone's greed"

10.

डॉ. मेहरा भारत की एक अग्रणी फार्मास्युटिकल 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, फार्मास्युटिकल 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.

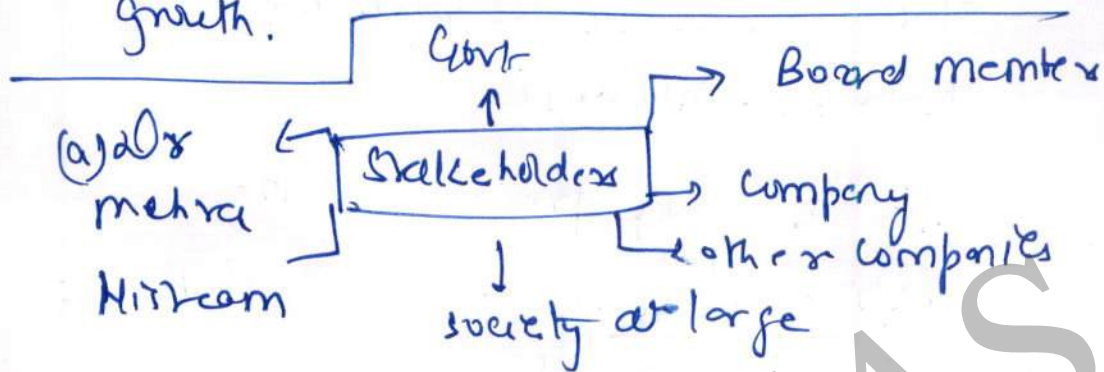
Recently, under revised government guidelines, pharmaceutical companies are required to market a finished product only after obtaining "satisfactory results" from tests on the ingredients. Additionally, they must retain a sufficient quantity of samples of both intermediate and final products to allow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

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The above case highlights medical and bio-ethics where life of an individual is valuable and precious compared to any amount of profit or growth.



ethical issues faced by Dr. Mehra

- (1) Honesty and Integrity of disclosing the results of possible side effects
- (2) Responsibility to the public about their health & safety
- (3) Consistency of commitment of upholding due process of clinical trials or expediting drug manufacturing.

(4) Pressure of following immoral and unethical values from the Board members

(5) Against Hippocratic oath of medicine ethics of helping all patients and their best interest

(6) setting a wrong precedent in medical domain - other companies may do the same ↓

Slippery slope

↓
against Kant's categorical imperative

(7) following of government laws & guidelines & due process of getting

(8) using manas as a means for profit - by company against Kant's intrinsic law of manas an end goal

(9) Optimism available to Dr mentors

1) Allow government guidelines & due process of clinical trial

Merits

Demerits

- 1) Clear conscience
- 2) Responsibility to people as a doctor
- 3) upholding Integrity of medical fraternity
- 4) Due process of law
- 5) setting a right precedent
- 6) Transparency in ethics

- 1) Accountability to the company compromised
- 2) may lead to losses to company
- 3) competitor may take over
↓
Against loyalty to company

2) expedite drug delivery based on board pressure

Merits

Demerits

- 1) loyalty to company upheld
- 2) drug may work just as fine
↓
Accountability as an employee

- 1) crisis of conscience
- 2) Breach of trust of patients
- 3) Integrity is compromised

If I were in Dr. Mehra's place, I would
Choose option (1)

(1) As a doctor, I have a responsibility
for people's life, which cannot be
compromised at all

(2) Going ahead with guidelines and
fair & transparent prices is a
stipulation → establishes a precedent
for junior doctors also

(3) I can ask for → more resources
to expedite → larger team
the process → extra research lab

↳ Marginal totals can be done
↳ parallel research → upholding both
loyalty to company and larger commitment
to society.

"A healthy mind lives in a pure
heart" → doctors are like Gods
their trust is indispensable

आपको राज्य शहरी विकास विभाग में अंडर सेक्रेट्री के पद पर नियुक्त किया गया है। विभाग को एक प्रतिष्ठित परियोजना का कार्य सौंपा गया है जिसका उद्देश्य शहरों की अत्यधिक ऐतिहासिक महत्व 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 क्षेत्रकों 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 बॉस 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 वहां 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.

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

20

The above case highlights the expected dissatisfaction & anger when the hard work of a person is not recognized, rather all the credit is taken by someone else. This often happens in the workplace and needs a well calibrated approach

(a) ethical issues involved

(1) Lack of reward / incentive for hardwork and commitment to service

- (2) Due credit not given - leading to questioning of importance of hard work
- (3) Lockdown approach of the department towards improvement of city infrastructure
- (4) Dedication to public service of KJ takes a hit when work is not appreciated
- (5) Lack of empathy from seniors
- (6) Poor work culture → showing the department in bad light
↓
not a good example for juniors
- (7) using others as a means to grow up the professional ladder → slippery slope - against categorical imperative of Kant
- (8) Breeds disappointment when leadership position is compromised

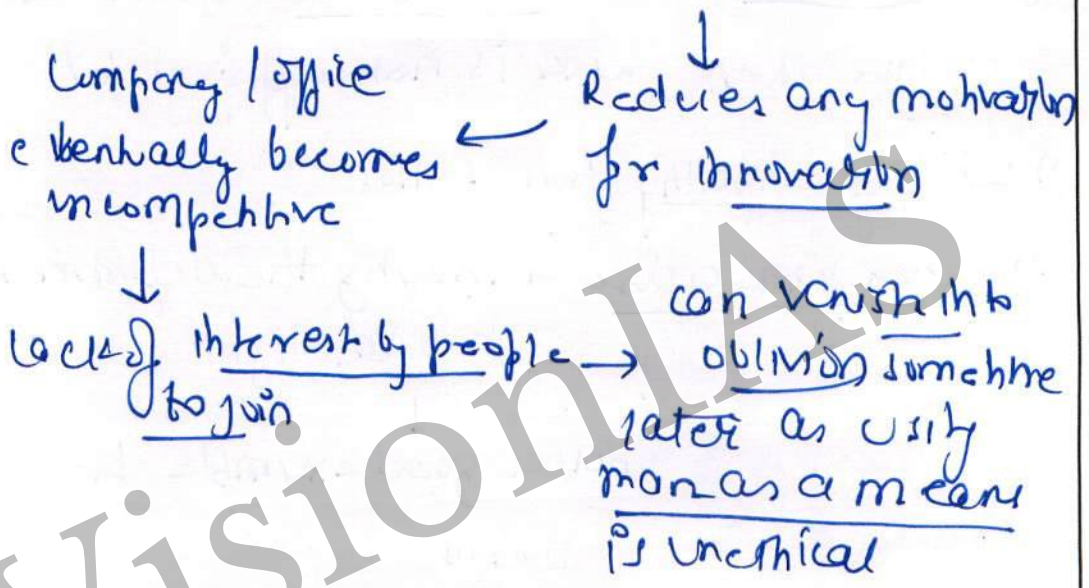
(9) work culture affects workplace and productivity

(10) Promotes lack of interest & dedication

(2) Reduces morale when a person is not appreciated for hardwork

(3) Overall efficiency and productivity takes a backseat

(4) Poor work culture → leads to culture of taking others' credit



(5) Talent is not retained → goes to competitors

(c) Options available to me

(1) Patience and wait for right time to approach seniors

- +
- 1) clear conscience as understand why he did that
 - 2) wait & patience is a virtue

-
- 1) dissatisfaction and anguish
 - 2) lack of morale to work harder

उम्मीदवारों को इस इतिहास में नहीं लिखना चाहिए
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3) understanding that project is important, I will have many more opportunities to present my work

(3) Breach of trust & lack of accountability on senior's part

(2) Taking the matter in the event with senior

Merits

- 1) Upholds credibility
- 2) Need to consult the team as why defected although earlier

Demerits

- 1) lead to escalation of situation
- 2) against organization loyalty

I would address →

wait for the event to finish →

lay out table
my seniors →
on a good presentation

Take time the next day 2 set up discussion with him

listening to his point of view

← Give him an adequate space & time to explain

↓
Asking as to why he suddenly used my work which he earlier refused

↓ conveying my dissatisfaction.

It is important to stand up for

impact other's image & respect

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)

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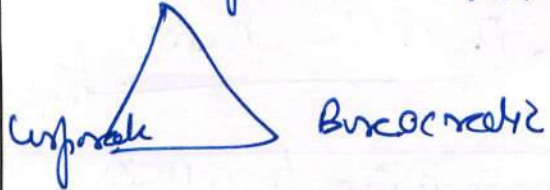
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The above case highlights the premise of politicians amidst the work and how they have to navigate among the complex environment to uphold due process of work & be responsible to citizens, where there is a clear nexus ^{between}

(a) ethical issues that may arise from nexus

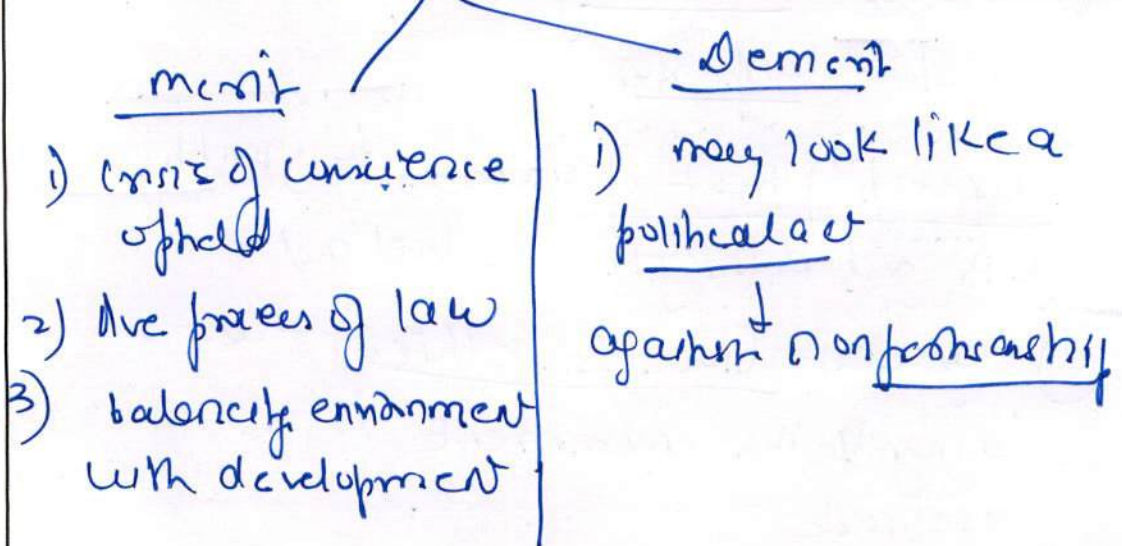
- (1) Non-scrutinized Environment Impact assessment — may be created under biased interest
- (2) Lack of accountability & responsibility on part of corporate
- (3) Breach of trust of citizen by granting EIA and damaging the wetland
- (4) against biocentric ethics — as damaging the environment is not acceptable

- (1) crisis of conscience faced by Ann as he may be used as a political pawn
- (2) Threat to career is perceivable
- (3) Spirit of service as a responsible civil servant under question
- (4) A corrupt work culture where corrupt news has become a norm



(b) options available to Ann

(a) Consider an inquiry on his own into GFA as he knows heavy polluter is a norm



(b) Show the reports with champion

merits

- 1) (note) of conscience upheld as detailed discussion can resolve the gap in information
- 2) Follow hierarchy & code of ethics by following the chain of command

demerits

- 1) champion may deny - against unobserved ethics
- 2) lead to fear of retaliation from neous

(c) If GA comes out against champion, I call the report anonymously

merits

- 1) upheld my duty
- 2) Responsibility to people and organization
- 3) conscience clear as my duty was done

demerits

- 1) Against civil service ethics of anonymity
- 2) may look like political act

Ann should choose option 1 & 2

(1) Conducting an enquiry is crucial to maintain sincerity of GAN & set a precedent of due process commitments

(2) use of past knowledge since Ann knows that there is a reputation of heavy polluter

(3) Follow organizational ethics of chain of command → If chairperson doesn't agree, give a copy of report conducted and let the committee decide.

Upholding civil service accountability & transparency is important. People, ecosystem & biodiversity are equal stakeholders and their interests need to be upheld for sustainable development

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