

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. : 01146808

अभ्यर्थी का नाम/Name of Student : SANSKRITI TRIVEDI

माध्यम: हिंदी/अंग्रेजी
Medium: Hindi/English

ENGLISH

तारीख
Date

25-08-24

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

केंद्र
Centre

**Bhai Joga Singh
School - Delhi**

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
<p>परीक्षक के हस्ताक्षर Signature of Examiner(s)</p>	

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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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

Ends-Means debate is one of the foundational ethical theoretical debates and is related to teleological - deontological aspects of ethics.

Ends can't justify means because -

- ① Ends only result orientation makes us leave behind ethical values and moral consideration. (eg) money obtained from corruption
- ② Ends are just part of the entire process while means are the cost that we have to pay (eg) western development due to polluting industries which causes climate change of today.

3. Just consideration of ends leaves behind the most vulnerable (eg) Ration denied due to wrong spelling on Ration card

4. The 'ends' focused approach is not sustainable and short timed approach (eg) businesses like Satyam earned but fell due to illegal practice

5. Sets a bad precedent and questions on societal ethos (eg) Vaccine IPR was debated at WTO despite knowing the repercussions

But ends also become important at times → Utilitarian benefits to larger people
→ some believe in retributive justice (eg) capital punishment in India

Thus ends-means debate has to be engaged for better ethical foundations

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

Laws are command of
sovereign and given by those having
power to enforce it (St Aquinas) while
ethics is socially agreed principles
of conduct and values

Relation between Law - Ethics :-

(1) Law representative of major
societal beliefs further reinforced
by ethics (eg) Sati was legal because
socially such acts were worshipped
thus considered ethical

↓
But later such oppressive laws
against women questioned for their
discrimination (eg) abolition of
Triple Talak recently

- ②. As acceptance of new ideas grow they are removed as taboos and engaged with legally
- eg) Laws related to live-in-relationships; countries accepting LGBTQ relationships
- ③. As society moves towards more humane governance more humane laws made eg) capital punishment being replaced by life long imprisonment.
- ④. Even new economic activities are getting acceptance and considered ethical like online gambling & gaming now being regulated by laws.

But laws have to be aware of their reformation potential and take steps to challenge societal ethics if they are discriminatory

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

Probity & Integrity are two foundational values of civil services.

Probity

① This is adherence to highest moral standard above any question / reapproach

② It is a largest concept of ethics seen in Plato & Socrates conception of ethics

eg) TN Seshan acting with spirit of service & honesty for Electoral Reforms

Integrity

① This is value of being honest & truthful to one's views and have unity of thinking & speech

② Integrity becomes part of probity. It is a smaller concept within probity

eg) Shangmuyam M raising voice against adulterated petrol

Contribution to Ethical Governance

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

- ① To ensure minimise misuse of discretion and act with principles
 - ② To adhere to values and motto of organization and stick to organizational code of conduct.
 - ③ To ensure that transparency and accountability is maintained
 - ④ To ensure grievance redressal of various concerns
 - ⑤ To have humane governance so as to serve the most vulnerable.
 - ⑥ To take decisions in non partisan & objective way & preserve neutrality, anonymity of civil servants
- Through 360° Feedback (Mota committee) Karamyogi mission, such ethical ~~governance~~ governance can be actualised.

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

Transparency & Accountability

are twin pillars of open government

to ensure good governance as per WB.

Ethical Implications of withholding :

- ① Against deontology as the means used are unethical (eg) RTI Act Section 8 exemptions
- ② Against compassion as information can strengthen the poor and vulnerable
(eg) MGNREGA rolls were faulty
- ③ Against utilitarian benefits to larger public (eg) info on COVID deaths hidden by government
↓
repercussions on health

Reduction of corruption ensured by -

① Benefits of Transparency

1) Enhance Accountability

(a) as per RTI Act information is to be given by public bodies

(b) Jan Sunwais, social audits ensure public participation

(c) to ensure that public funds are utilised as per sanction

(2) Reduction of Corruption

(a) Information in public domain can't be tampered (eg) tendering costs of different companies

As per Transparency International our RTI Act is a strong step and needs certain reforms for ensuring public trust.

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

This quote by gandhiji
gives focus on the importance of
home, family, parent in socialisation
and value building in children.

These are essential pillars because:

- ① First place of socialisation then
have lasting impacts on future
attitudes
- ② A family is space of altruism
and comfort - there is greater
trust in the learning systems
- ③ Families give instant feedback
and help in value building
- ④ punishment for hitting
younger sibling.

④ Parents are like role models and children imitate their values, thus virtuous parents ensure virtuous civilisation (J. Krishnamurthy)

⑤ At home there is huge compassion for each other thus kids imbibe this even for their fellow humans.

But concerns from such socialisation

- ① Can be dogmatic (eg) patriarchy; caste based
- ② Can be micro-managing thus lack of individual personality development
- ③ Childhood times negativities and abuse can be traumatic for few.

Thus family as a space is a microcosm of the ethical learnings of society.

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

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

This quote puts focus
on looking inwards rather than
pointing out to issues outside.

People look outside because :-

- 1) Lack of introspection; very distracted
in times of social media
- 2) Easy to put blame on external factors,
our attitude of ego defense.
(eg) blame government for poor air
- 3) Poor emotional intelligence and
self awareness

But need to look inside because :-

- 1) Small changes add to larger
good (eg) Life movement
- 2) ~~need~~ For better attitude,
development through cognitive,

affective and behavioral factors.

(eg) read about violence on women
before commenting on social media

(3) Faults in us are tough to accept
thus need acceptance at the first
stage. (eg) Gandhiji's thinking of
problems with mass movement to
improve it

(4) Will give us peace and not look
for scapegoats on our failures

↓
thus bounce better

(eg) Virat Kohli's
improved form
after personal health

Strategies to do this → Build EQ - talk to therapist
→ Journaling, meditation
→ Talk to well wishers.

With looking inside and making
small changes one can be successful
because "Rome was not built in a day" !

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

This quote talks about moral mutedness and inaction in face of moral crisis.

~~providing~~ One chooses to ~~but~~ do the right as: —!

- ① Fear of repercussions (eg) not reporting about domestic violence in neighbourhood
- ② To be of mindset that it is 'not my problem' (eg) inaction on climate change - use personal vehicle even though public transport is there
- ③ To have lack of self courage of conviction and active voice of consciousness to stand for the right (eg) paying for certificates but not

Complaining about the rent-seeking instances to authorities

Courage can be built by :-

- ① Better emotional intelligence to be self aware and self regulated about emotions and act rationality
- ② To trust oneself and act with mercy & intellectual integrity on face of adversity (eg) SN Debey complained about NHAI scam.
- ③ To develop strong voice of conscience and obide to it as Gandhi said 'There is no court higher than voice of conscience'

Today we see progress in world due to courage to stand against the wrong (eg) - Ambedkar; thus need to learn from such instances.

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

Attitude refers to learned and predisposed behaviour towards an idea, value, person.

Positive attitude in a person is a result of :-

- ① Role modelling and reading about cases of positive attitude to have cognitive element build up.
- ② To work on emotions intelligently to ensure favourable attitude in tough times
- ③ To focus on inculcation of values through interdiscipline and not just uniformity to ideas
(eg) gratitude journaling to be thankful
- ④ Socialisation - family, workplace also add to positive attitude
(eg) healthy workplace leads to positive

attitude to work & organizational goals

Enhance effectiveness of civil servants

- ① To look at bright side even in tough times (eg) in tough transfers/postings like this as an opportunity to learn.
- ② To face challenges head on (eg) Reyendra Bhanu in COVID 19 at Nardambur
- ③ To have orientation of change maker, bring innovative ideas (eg) P. Narhari's role in Ladli Laxmi Yojana
- ④ To be flexible to work for vulnerable as per Gandhian Tolismen and not focus on too much rules (eg) providing food reliefs to neighbouring villages too.

Thus attitude inculcation can lead to behavioral change and have as a result lasting policies by positive minded civil servants.

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

Emotional Intelligence (EI) is the skill to channelise our's own and other's emotions to beneficial outcomes

EI in allocation of scarce resources

① Scarce Resources have to be utilised on projects that give benefits to larger number of people (Utilitarian logic)

② But EI enables to look beyond majority and focus on various vulnerables and minorities

③ For tribes there article 275 are special grants; similarly for

SCs there is N-SC-Finance & Development
Cooperation

④ To have audits and better transparency to ensure proper allocation of resources.
like Jan Sunnais, social audits

⑤ To create funds for refugees as world faces huge refugee crisis thus showing cosmopolitanism & humanism

⑥ Gender Budgeting to be helpful

in focused empowerment of women

⑦ various subsidies are huge costs to enterprises but social good

But issues → NA just emotional, subjective

considerations are needed

(eg) expenditure for infrastructure

NA be biased to favor particular community due to empathy towards them

Thus EI has to be balanced with other factors while allocating scarce resources

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

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

Humanitarian aid is a key issue of international aid today as major crises has called contributions from various parts of ^{world} ~~world~~ (eg) during Israel - Hamas war

Ethical Challenges faced by such organizations:

- ① As conflict zones have people from both sides - injured & desolated; there is a concern as to whom to help.
- ② ~~whereas~~ the aid sometimes comes from countries sponsoring conflicts elsewhere (eg) USA money to Taliban and also to World Food Programme at Syria
- ③ ~~to~~ issues on prioritisation of people and concerns as the aid is limited

Principles to guide such work:

- ① ~~from~~ Aid not seen as 'charity' or 'patronage'
- ② Aid not be diverted to supporting conflicting groups, buying arms
- ③ guided by humanism & cosmopolitanism to save human lives.
- ④ In injured camps - nationalities don't divide people - act with compassion to both sides (Vienna convention)
- ⑤ Aid to work for long term rehabilitation
- ⑥ work of UNICEF & UNESCO at Africa.

Thus humanitarian aid has to be used to keep voice of humanity alive amidst all chaos & massacre.

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

Persuasion is an approach of attitude change to build favourable attitude & values & behaviour.

Persuasion as important skill :-

- ① To seek social change away from dogma (eg) Mohesh Bagawat against trafficking
- ② To introduce new policies and build public trust (eg) on handling COVID vaccine hesitancy
- ③ To have organisational unity and better leadership (eg) convincing team mates for standing against sand mafia
- ④ To have better working relations with political executive (eg) to ensure funds for a backward hamlet

Key considerations guiding persuasion:

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

- (1) To have authentic source of knowledge (eg) quoting GAVI, WHO data on vaccine advocacy
- (2) To use understandable language, medium and ways to persuade
(eg) nukkar natak in total regions
- (3) To appear trustworthy (eg) doctors visiting along with public servants for immunisation
- (4) To not manipulate and give unethical information
- (5) To have repetition of such sentiments
(eg) garbage trucks in Delhi using slogans

Thus persuasion can be an effective tool in civil servants arsenal for social change & behavioral change

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 नही लिखना चाहिए
Candidates must not write on this margin

Corruption as per

Transparency International is misuse of
of any public office, for personal gains.

(eg) bribery, nepotism etc

Ethical leadership & corruption

① To have better role model and
thus set right precedent (eg) TN Seshan
for future Election Commissioners

② To ensure the organisational conduct
rules and ethical constraints are
upheld

③ To seek regular reports from
subordinate thus check
miscreants

④ To abide by code of ethics and

ensure in spirit ~~and~~ application of laws

(e) no postings given as per requests.

But leadership should —

- 1) give space for others to grow
- 2) NOT micro-manage

As per 2nd ARC our corruption is at
the top offices and then trickles down
to the bottom.

Thus ethical leadership is immediate
requirement for beneficial outcomes
and clean governance.

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

Swami Dayanand Saraswati

was a key 19th century reformer of present day Punjab and most prominently established the Arya Samaj, DAV schools.

Major teachings

- ① Questioned hierarchies of society and sought equality in varnas.
- ② To allow all to access Vedas and no restrictions on religious ~~practices~~ practices.
- ③ Focused on spiritual practices to reach best self - better self awareness.
- ④ Focus on education of all.
- ⑤ Women rights to be promoted.

Relevance in ;

1. > Ethical challenges

- (a) can give rise to more compassionate governance & society on egalitarian lines
- (b) against corruption as focused on self work & self belief and not on any patronage

2. > Social challenges

- (a) condition of women still in poor only 27% in higher education
- (b) caste distinctions remain
- (c) Minorities are not developed (Sachar committee)
- (d) Education yet not universalised

But some concerns

→ 'shuddhāi' ideas gives ideas on pollution related to varna

↳ Communalism due to hindu - muslim differences

Thus have to read him again today to build ethical society

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

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 वरिष्ठ 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 pertains to the continued exploitation and unsafe workplace experienced in India as seen through Bhanwari Devi case and then # Me Too movement recently

(a) Ethical Dilemma faced by Icarus

(1) Trust of her friend (v/s) Acting with his conscience to report the wrong

(2) Gender Justice by Action against the miscreants (v/s) Benefits that Mariyam would receive post the X42 expansion

(3) Commitment to his personal values like Safety of women (v/s) Commitment to the organizational growth

(4) Actions under POSH will ensure justice to her (v/s) welfare of her family with continued status quo
(ends v/s mean here)

(b) Options available by Karan

① To report the incident

Merits	Demerits
1) Justice to her & other employees (female) 2) To stand true to his conscience	1) Break her trust 2) Can face setbacks at job

② To not report the incident

Merits	Demerits
1) Utilitarian benefits to larger XYZ corporation 2) Maximum continues at her job; can get benefits	1) The toxic workplace continues 2) Acts against <u>voice of conscience</u> ↓ <u>crisis</u> created 3) Against <u>gender</u> justice

③ To ask another female employee to report

Merits	Demerits
① The issues will be brought to light	① Acts against his <u>conscience</u> → cognitive dissonance
② Gender justice	② <u>Another</u> ^{female} <u>employees</u> can <u>refuse</u> thus the toxicity continues

He should go with option 2

Because:

- ① True gender justice to all female employees.
- ② The miscreants punished and the toxic workplace can be healthy
- ③ Deterrence for future such incidents
- ④ Mariyam will have to be persuaded to see merits to this act as this is good for her & company in the long run
- ⑤ Mariyam's mental health is improved, better performance

(b) Compassionate capitalism as ensures each stakeholder interest met

(c) Responsibilities of Organisations

(1) To abide by POSH Act and form Internal Complaints Committee; if less than 10 female workers have connective with District committees

(2) To have a code of conduct at place setting boundaries on language; time of contact to female employees

(3) To have security features like cameras; Safe resting rooms for women

(4) HR to conduct confidence building measures

(5) Counsellors can be employed to seek therapy.

Eventually, POSH like law should be made gender Neutral to reach better workplace.

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 है।

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.

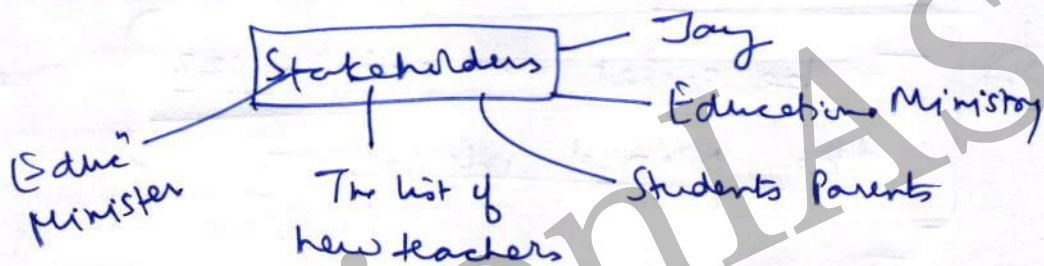
This situation reminds Jay of a past incident when, as a junior officer, he refused to entertain an unnecessary procurement request. Consequently, he was transferred within a week, and he and his family faced frivolous anti-corruption complaints as retaliation. His successor approved the procurement 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 ह्रासिए में नहीं लिखना चाहिए
Candidates must not write on this margin

This case deals with the multiple challenges faced by an honest civil servant in a systemic corrupt architecture (2nd ARC); specially due to political, pressure and meddling



(a) Options Available to Jay :-

- ① Is ~~not~~ seek full report and take action as per the report

Merits

- (a) acts with full integrity & honesty
- (b) chance of fair recruitment
& thus trust in public systems.

Demerits

- (a) safety of his own & family
- (b) transfers can follow
- (c) political dispensation is will v/s public interest will = ~~political~~ ^{public} chosen
- (d) ~~the corrupt~~ his initiatives at the department at present thus overall education sector in danger

②. To be quiet and act as per the political interest -

Merits

- (a) Stability to his job.
- (b) his initiatives are preserved
- (c) the minister is happy - thus no transfer; pecuniary benefits

Demerits

- (a) against his moral & intellectual integrity
- (b) against public trust on process → gives rise to unrest
- (c) wrong means - Teleological

~~(d) Utilitarian benefits~~

(d) political interest taken precedence over public interest

(e) poor quality education as teachers lack required skill

③ (To use anonymous ways to file RTI and bring information in open)

Merits

(a) the collusive corruption is exposed

(b) fair system restored

Demerits

(a) the information can be manipulated

(b) as Jay doesn't speak - shows lack of conviction

④ option to be chosen

He should go with option ① as -

① To ensure fairness in processes as per social contract

② He will be saved from crisis of conscience

- ③ He can defend himself as he was truthful in case of repercussion
- ④ Public will expressed
- ⑤ Education - ethical and good quality

(c) Protection to Jay Lta c.s.

- ① By legal protections to act in non partisan manner
- ② Special Civil Services Board (Chota Committee) to check complaints
- ③ To have full transparency and documentation so that their work is not questioned
- ④ To seek ethical behaviour from political dispensations (49) - 2nd ARC
Suggests ethics commissions

Thus code of ethics can guide both political - permanent executive to ensure smooth collaboration of the two

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 अवसरचनात्मक 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

This case deals with the debate between the environmental conservation with developmental concerns which increases in significance as we aim to reach \$7 trillion economy by 2030

(a) Ethical Dilemmas

(i) Benefits of the project (v/s) Rights of the local
(public; congestion etc) and their involvement in decision making

(ii) Anthropocentric view to view (v/s) Naturalism to focus on development
focus on development each life as important even trees

(iii) political interest (v/s) public interest (v/s) environmental interests

(iv) Reduction of vehicular emissions (v/s) lungs of city (forests)
due to metro

(Thus two benefits opposed)

(b) options available

(1) [To continue with the project plan] :

Merits

- (a) Benefits to public - transport (Utilitarian)
- (b) Political interests met
- (c) Development of city

Demerits

- (a) A ~~large~~^{small} section is unhappy (minority left behind)
- (b) against naturalism ethics
- (c) wrong means for right ends (Teleology)

(2) [To halt the process for wider deliberation]

Merits

- (a) Even minority voice heard
- (b) Deliberations can give lasting solution
- (c) governance from below
- (d) Non anthropocentric view

Demerits

- (a) political interest can be irked
- (b) benefits are halted - against utilitarian

I would choose to go with ②;
also would work on coming up
with an alternative route with
help of experts

Reasons—:

1. > To balance development with
conservation concern.
2. > Local communities involved —
stakeholder & humane model
3. > In long run such deliberative
processes ensure legitimacy &
trust of government.
4. > The aim is to reduce congestion
which is met

(c) ways to balance—:

- ① Wider deliberative before
announcements of projects
- ② Aray forest protests

- ② To abide by Legal requirements,
of EIA on projects and expand it
to have Social Impact Assessment too
- ③ To ensure that CAMPA Act provisions
are met with to ensure afforestation
when trees are cut for projects.
- ④ To have green spaces like Miyawaki,
Nagar Van to ensure balanced
growth
- ⑤ Buildings to follow ecological code
like GRHA, ECO-NIWAS etc
along with use of renewable
material

These steps can ensure
benefit for
lasting growth

- People
- Profit
- Planet

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 वहनीयता 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)

20

This case deals with
issues of medical ethics where
benefits to a company is to be
balanced with larger public safety
& health

Q1 STAKE HOLDERS are :-

- ① Mr Mehra
- ② Mr Mehra's company, Board member
- ③ Indian government
- ④ Citizens / beneficiaries of drugs
- ⑤ The trial subjects

(b) Ethical Issues faced :-

- ① The benefits of drug is huge but misses government's guidelines - thus conflict between benefits (v/s) Rule based working.
- ② The company's reputation is in question as any mistake can lead to long term reputational loss.
- ③ Despite being humane and fair process oriented, government has put tough restrictions.
- ④ The trial of new drugs puts lives of a few subjects at risk for larger

benefits. (Utilitarian v/s Small minority)

(5) As the long term side effects will take time to materialise; the company in pressure to release - can lead to biased and non-rational decision.

(c) Options Available

(1) To release the drugs showing full application of criteria is

Merits

(a) Company is benefitted

(b) Benefits to rare disease patients

(c) As their procedures are fair ~~there is~~ chances of any problem are less

Demerits

(a) against medical ethics and rules of the medical trials

(b) Information Asymmetry can lead to losses of lives of trial subjects and also to people using it

(c) long term reputational & legal

• damage to company

(2) (To stick the procedures and rules of government)

Merits

(a) Legal way ahead

(b) In line with integrity of Mr Mehra

(c) ~~is~~ No hazard on lives of others

(d) Long term benefits

Demerits

(a) company can face pressure financially

(b) can ~~be~~ halt trial due to lack of funds → impact on health

Way forward for him -

Optimis (2) also the company should

communicate the concerns of the

drugs and seek waivers to rules

if possible.

if not possible, the company

should seek some subsidy for

continued research as public health

is government duty under article 47

Reasons for this

- ① To act with intellectual integrity
- ② value human lives over profits
- ③ To have trust on medical sector of people
- ④ Hippocratic oath and self less service
- ⑤ long term Reputation of company
- ⑥ Government involvement can ensure eased permissions.

④
~~Health~~ Government can also create Special rare disease funds to support such research like diseases - Stompe

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 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।

- इस प्रकरण में शामिल नैतिक मुद्दों पर चर्चा कीजिए।
- उपर्युक्त कार्य संस्कृति कार्यस्थल पर मनोबल और उत्पादकता को किस प्रकार प्रभावित करती है?
- 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

This case deals with issues of work culture where an individual finds him/herself alienated, due to indifference and this causes poor morale of ~~the~~ for future projects.

(a) Ethical Issues

(1) Poor work culture where there is lack of collaboration and ideas exchange

(2) lack of spirit of service in a

public office cause problems to the developmental goals of the government

③ The disinterested colleagues have no positive associations with their work thus a Negative attitude is noted

④ Poor work-life balance as individuals have to face burden of entire process - this leads to burnout and disorientation

⑤ In a hierarchical organisation - boss / superior taking credit of someone's work - without giving due mention

⑥ Lack of innovative and out of box thinking and inclination for formalism and set routine work only

⑦. organizational praise (v/r) individual credit

(b) Impact of workplace

(i) on Morale

→ poor attitude to work

- socialisation to do the bare minimum
- status quoism, no exchange of ideas
- lack of brainstorming & innovation

② on productivity

- Seeing such indifference we limit to routine work
- lack of collaboration leads to longer time on projects

Thus work culture of govt can lead to negative perception of the work, over the long time the growth of the work systems stagnates, any new ideas are discouraged and no questions are entertained, 2nd ARC & OECD had noted about such formalism and distanced governance structure

(c) Options available

- ① To stand up and seek credit ^{at that time}
- ② To talk to boss after meeting
- ③ seek resignation

I would go with ② as ^① I can't
malign reputation of organisation in
front of Chief Secretary

② I will seek the boss to have more
workplace deliberations and grievance
redressal

③ To encourage new ideas

④ To have better work distribution so
that no one is burdened.

If the boss is unresponsive, I will
file a written complaint to seniors and
seek redressal.

OECD says that once employees

associate positively with their

work - productivity is a spill over benefit

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

This case deals with nexus of politicians - corporates - bureaucrats that have been noted by committee like VShro committee and lead to collective corruption at the topmost offices (2nd ARC)

(a) Ethical issues as a result of
Such nexus :

- ① The democratic values are hampered as the electoral processes can be controlled by corporate funding
- ② ~~Bureaucrats~~ Bureaucrats act as per wishes of political dispensation to have pecuniary benefits & favorable postings (Chairperson of SCB here)

↓
This leads to massacre of development as the processes are hijacked for partisan interests.

- ③ Largest public trust on governance is questioned as public interest is overshadowed by public interest.
- ④ Environmental conservation takes a backseat as there is easier clearances (as seen here in Copper Plant). Eventually repercussions faced by people & ecology.
- ⑤ Lack of transparent & accountable systems leads to misuse of government funds (eg) installing street lights close to industries.
- ⑥ Fair Play is hampered as there is rent seeking and cronyism (eg) tendering process bypassed to give project to favorable contractor by parties.

(b) options available

① [To let the systems function and not reveal the research]

Merits	Demerits
<ul style="list-style-type: none"> → Benefits to his career → the SPCB chairperson is placated 	<ul style="list-style-type: none"> → the too unjust & illegal actions continue → environmental cost

② [To have his own individual research before decision]

Merits	Demerits
<ul style="list-style-type: none"> → This will ensure not uses on <u>political pawns</u> → Rational decision making 	<ul style="list-style-type: none"> → lack of data & transparent systems → if found guilty, the <u>chairperson</u> can transfer him

Amn should go with ② also are

if Research false - to Reprimand opposition party publicly
if truth is research

then :

- ① Talk to chairperson and convince him to seek reevaluation of EIA
- ② If chairperson doesn't agree; then use other channels to expose - through senior; media report etc

Reasons

- ① To be sure of the facts presented as political vendetta can be a reason for opposition to seek him the report
- ② The opposition ^{offers to} gives him the pecuniary benefits - which shows their mal-intention
- ③ Organisational values to be upheld
- ④ Rights of locals and environmental degradation to be key concern

Thus all these

- bureaucrats
- politicians
- corporates

 should stick to their status for Justice as per Plato's prescription on functional differentiation & non-interference

SPACE FOR ROUGH WORK

VisionIAS

SPACE FOR ROUGH WORK

AL

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