

Test Code 2 0 2 3 1 1

MME-2023 Full Length Test

Time Allowed : Three Hours

समय : तीन घंटे



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Maximum Marks : 250

अधिकतम अंक : 250

GENERAL STUDIES/ सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Jatin Jain		
Roll No./अनुक्रमांक	Medium/माध्यम	English <input checked="" type="checkbox"/>	हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Date/दिनांक	11/7/2023	

INDEX TABLE/ अनुक्रमणिका		
Q.No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
2		
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20		
Total/कुल अंक	250	

प्रश्न-पत्र सम्बन्धी विशेष अनुदेश

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

कुल बीस प्रश्न दिए गए हैं जो हिन्दी और अंग्रेजी दोनों में छपे हुए हैं।

सभी प्रश्न अनिवार्य हैं।

प्रत्येक प्रश्न/भाग के लिए नियत 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।

प्रश्न संख्या 1 से 10 तक का उत्तर 150 शब्दों में तथा प्रश्न संख्या 11 से 20 तक का उत्तर 250 शब्दों में दीजिए।

प्रश्नों में इंगित शब्द सीमा को ध्यान में रखिए।

प्रश्न-सह-उत्तर (क्यू.सी.ए.) पुस्तिका में खाली छोड़ें या कोई पृष्ठ अथवा पृष्ठ के भाग को पूर्णतः काट दीजिए।

Question Paper Specific Instructions

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

There are TWENTY questions 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.

Answers to Questions no. 1 to 10 should be in 150 words, whereas answers to Questions no. 11 to 20 should be in 250 words.

Keep the word limit indicated in the questions in mind.

Any page or portion of the page left blank in the Question-cum-Answer (QCA) Booklet must be clearly struck off.

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Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Demand						
Structure						
Presentation						
Handwriting						
Content						
Innovation						

Additional Remarks



1.

(a) Can you think of a time when you suffered from cognitive dissonance? Explain.

क्या आप ऐसे समय के बारे में सोच सकते हैं जब आप संज्ञानात्मक असंगति से पीड़ित थे? व्याख्य करना।

It is attitude - Behaviour
or holding Conflicting belief
also

(10 marks, 150 words)

Cognitive Dissonance is a phenomenon of Attitude - Behaviour inconsistency, where the attitude, values are not in harmony with the behaviour and actions of individual.

Ex: An IPS officer having the ideology of non-violence, having to use force or lathi charge for law and order & national security.

Personal Case of Cognitive Dissonance

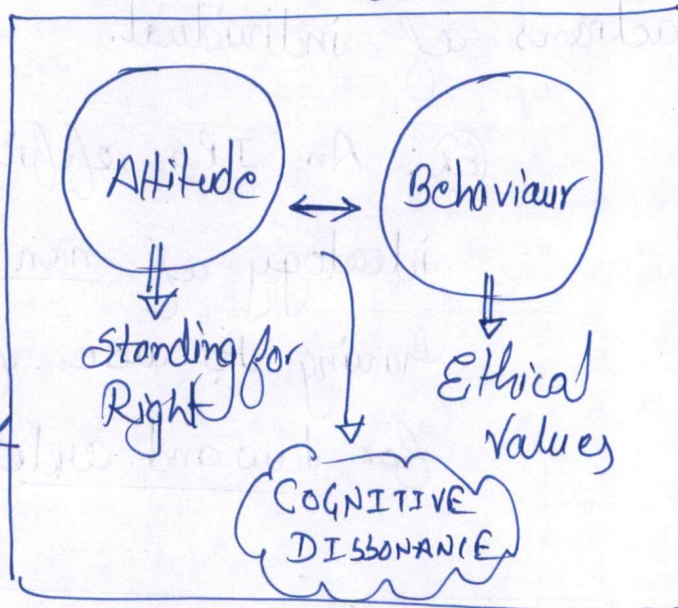
→ I was a victim of Cognitive Dissonance, arising from the Crisis of Conscience, when

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

at a family function, there was an argument among my Uncle and Aunty.
 (Domestic Violence)

I faced a dilemma of whether to raise my voice against the injustice, or should I remain silent adhering to value of respect of elders.

But as Gandhiji said, one should always listen to voice of conscience.



I stood up the voice against the moral injustice and prevented myself from being prisoner of conscience.

what action you took

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(b) Can behaviour be considered ethical without considering its likely consequences? Explain your position with due justification.

क्या व्यवहार को उसके संभावित परिणामों पर विचार किए बिना नैतिक माना जा सकता है? उचित औचित्य के साथ अपनी स्थिति स्पष्ट करें।

Ethics is set of standards of society that guides our actions, behaviours and choices based on moral compass.

There are two schools of thoughts in ethical paradigm.

Virtue Ethics

Emphasis on the individual character and values (virtues)

Driven by MEANS

Consequentialist Ethics

Emphasis on the consequences of the actions

Driven by ENDS

①: Romanyama shows that Means are paramount thus Rama → Maryada Purushottam Rama

②: Mahabharata depicts Ende as important, thus Krishna supported Pandava in war of Kurushetra for Dharma

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Good

Ethical behaviour without Consequences

↳ Gandhiji was paramount proponent that Means are important always and thus adapted Swaraj, Satya, Ahimsa as principles of life.

↳ As famously said "Satya Parveshan Ho Sakta Hai, Parajit Nahi", so ethical behaviours should lead to desired outcome
Ex: Nehru Mandela fight against Apartheid

However, sometimes Consequences must also guide our Ethical behaviour.

↳ Following Teleological approach, sometimes telling small lie to preserve a large truth for public welfare is justified as "Lokhitey Sarvate" (People Welfare Supreme)

Thus, our ethical behaviour should be based on some universal values and moral compass for larger public good.
based on principles as well as reason.

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2. What do you understand by the term 'Crisis of Conscience'? Illustrate with the help of a situation in your own life. How did you resolve it? (10 marks, 150 words)

'विवेक का संकट' शब्द से आप क्या समझते हैं? अपने जीवन की किसी स्थिति की सहायता से चित्रण करें। आपने इसे कैसे हल किया?

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difficult to decide

what to do - what not

Crisis of Conscience (CoC) is

the intrinsic situation where the Actions (A) and Beliefs (B) of the individual are not in harmony, leading to

Cognitive Dissonance

(E) : Virat Kohli faced Crisis of Conscience when during important match his father passed away

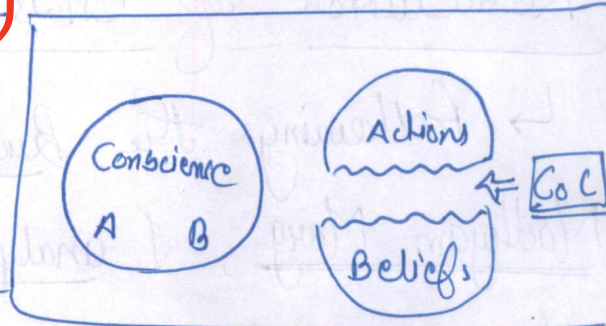


Fig: Crisis of Conscience

So what was crisis to fulfill worldly duty to play for TM nation

Personal Situation of Crisis of Conscience

→ During my graduation years, being associated with NGOs Dissonjali and Engineers without Borders, I faced the

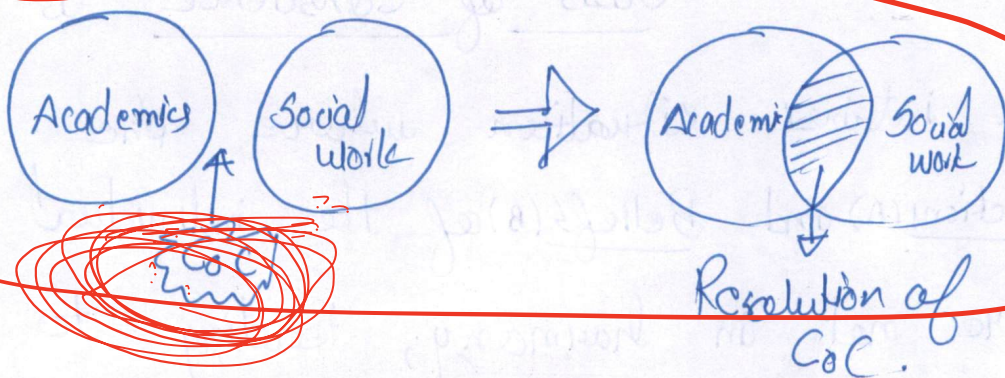
3

miss note

how to where to devote

Crisis of Conscience for time
management between the graduation
academics and the social service

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Resolution of Crisis of Conscience

↳ Following the Buddha's idea of Madhyam Marg, I analysed and introspected the situation and spoke to the respective authorities and gained permission for continuing social work and covering my academics with extra hours.

Thus, as said that "Chao Hai, Toh Raah Hai" (where there is Will, there is Way), the Crisis of Conscience and other challenges can be resolved.

3. Given below are three quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context:

(a) "A good head and a good heart are always a formidable combination" Nelson Mandela (10 marks, 150 words)

नीचे महान नैतिक विचारकों/दार्शनिकों के तीन उद्धरण दिए गए हैं। इनमें से प्रत्येक उद्धरण के लिए, वर्तमान संदर्भ में आपके लिए इसका क्या अर्थ है, इसे उजागर करें:

(a) "एक अच्छा दिमाग और एक अच्छा हृदय हमेशा एक जबरदस्त संयोजन है" - नेल्सन मंडेला

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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The above quote means that good head i.e. Cognitive aspect and the good heart i.e. Affective or Emotional aspect makes a harmonic combination

→ Compassion
→ Integrity
etc.

doesn't mean EQ

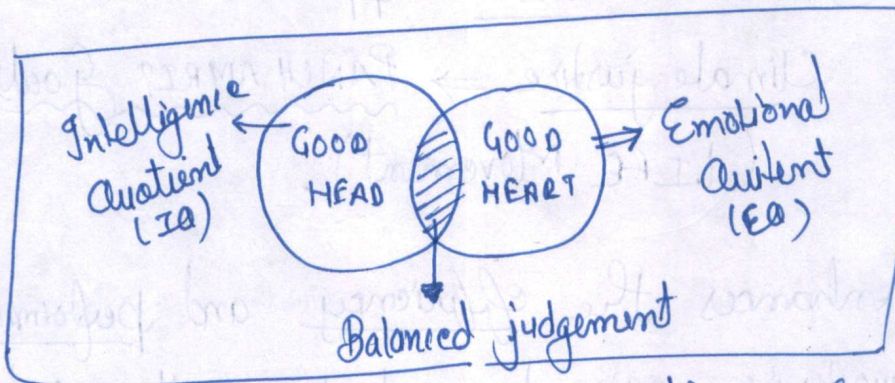


Fig: Formidable Combination of Heart and Mind.

Meaning in Present Context

IQ + EQ leads to informed and Compassionate decision making

Ex: Issue of Refugee by various countries (Bhashan Char Island → Rohingya Rehabilitation)



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Thus, the combination of $CO + IQ$ would lead to strong character of individual, which will act as a catalyst to realise principle of Sare Bhavanku Sukhina

It enhances the efficiency and performance of work i.e. going beyond the call of duty
Ex: IAS Armstrong Rome built the road in Manipal without state support

Climate justice \rightarrow PANCHAKSRA Goals (LIFE Movement)

It leads to inclusivity in approach and also passiveness in attitude.
Ex: Prime Minister's apparatus towards

It helps to uphold the Utilitarian idea i.e. Maximum good to Maximum people
Ex: Compassionate Capitalism of Ratan Tata and Narayan Murthy

upholding principle of Commerce with morality

How

Why & why
what aspect

How
in what way

3

उम्मीदवादी को
किस शक्ति से तब
लिखना
कानिद
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by giving logic proceed

- (b) "The weak can never forgive, forgiveness is the characteristic of strong" - Mahatma Gandhi (10 marks, 150 words)
- (b) "कमजोर कभी क्षमा नहीं कर सकता, क्षमा शक्तिशाली की विशेषता है" - महात्मा गांधी

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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Gandhiji, in the above quote means that to forgive the person must have a strong character and will power, which is also reflected in a statement.

why strong
 what's being reflected

"To err is humane and
 To forgive is humane"

Ex: In Ramayana, it was Rama's strong moral character to forgive Kaikai, and was the first to visit her

Meaning in Current Context

Forgiveness helps to move ahead in life and make inner progress & mental peace

Ex: Malala forgive her attackers → it send a message that Bullet cannot silence a voice of change.

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लिखना
चाहिए
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2) Forgiveness also enhances the mutual compatibility and trust among people in society -

Ex: Jainism Philosophy have festival Micchami Dukkadam i.e. Sabko Kshama and Sabse Kshama → leading to peace & cohesion

any
strong
character

3) Attitude of forgiveness is necessary to take society out of darkness of social evils, hatred etc

Ex: forgiveness of past violence, action etc & focus on the present.

4) Forgiveness resembles progress and signifies person's character to value things, person more than action.

Ex: Buddha's forgiveness to Mara

3

The idea of forgiveness will help us to cultivate the garden of society and let the glowers of different for colour, size, variety spread fragrance of love.

(c) "It takes a great deal of bravery to stand up to our enemies, but just as much to stand up to our friends." (10 marks, 150 words)

(c) "अपने दुश्मनों के खिलाफ खड़े होने के लिए बहुत बहादुरी की जरूरत होती है, लेकिन अपने दोस्तों के खिलाफ खड़े होने के लिए भी उतनी ही बहादुरी की जरूरत होती है।"

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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The above quote means that it requires lot of Courage and Bravery to raise voice against the incorrect and stand by side of Righteousness even it means against the friends.

Ex: Lord Krishna in Bhagvat Gita, tells the same to Arijun, to fight for Righteousness (Dharma) against Bhisma, Dronacharya etc

Why such
- what happens with friends

Meaning in Present Context

1) Right is Right even if nobody is doing and Wrong is Wrong even if everybody is doing. It requires Courage of Conviction to choose path of Right.

उम्मीदवारों को
इस हाशिए में नहीं
लिखना
चाहिए
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Ex: Punjab government removed a Minister and some MLA's against the charges of Corruption.

② Moral Compass should be placed while choosing the ethical dilemma for the larger good of Society.

Ex: Vibhishan in Ramayana choose the path of Lord Rama against his brother Ravana & stand firm.

Current scenario
what's happening in
society &
how
- these
all bcz
PP1 not
standing
against
friend

③ Rising intolerance, hatred, greed which are the vices of 21st century, one should be deontologically sound in actions

Ex: Raising voice of concern against the Russia-Ukraine conflict

8

Relevance to
quote?

As, Dubman Tutu said,

"In matter of style, swim with flow, but
In matter of principles, stand like a rock."

Thus, standing for Dharma should be priority



Your Personal Example

4. "You see what you expect to see, Severus." Can you think of a situation where that has been true for you and perhaps caused you to miss something important (10 marks, 150 words)

"आप वही देखते हैं जो आप देखने की उम्मीद करते हैं, सेवेरसा।" क्या आप ऐसी स्थिति के बारे में सोच सकते हैं जहां यह आपके लिए सच रहा हो और शायद इसके कारण आप कुछ महत्वपूर्ण चूक गए हों (10 अंक, 150 शब्द)

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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Severus means that people are driven by the myopic viewpoint driven by their pre-conceived notion and understanding, leading to partial exploration of truth.

Just

now use various biases like confirmation bias self serving bias In group bias & herd self fulfilling Prophecy or well

Ex: Russia Pakistan attacked India in 1965, assuming weak political stability during Lal Bahadur Shastri's tenure of PM.

Infer 75

17-13

Bounded Rationality

Personal Situation

During the pandemic of Covid, we helped many people including monetary help, accommodative and medicinal help.



As it was a situation of Crisis, we believed the truth on face value. Later, we came to know some miscreants misused the monetary help for illegal purposes.

Thus, our view point of seeing the problem of individuals with a binary lens, caused to miss the other side of the coin.

Similarly, during the Green Revolution government looked for food security and productivity, but ignored the viewpoint of Environment Sustainability, that new Green Revolution is not Green.

Thus, an individual must follow the ideals of Anekantvada and the Syadvada and look reality from different lenses of society.

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instead of situation aspect or for or possible try to bring value loaded situation where you can agree

Why you missed

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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5.

(a) 'Stakeholder Theory of Corporate Governance' focuses on the stakeholders, and not just shareholders, in its governance process. What is your view about it in the present context? Justify your answer with an illustration. (10 marks, 150 words)

(a) 'कॉर्पोरेट प्रशासन का हितधारक सिद्धांत' अपनी शासन प्रक्रिया में हितधारकों पर केंद्रित है, न कि केवल शेयरधारकों पर। वर्तमान संदर्भ में इसके बारे में आपका क्या विचार है? एक उदाहरण देकर अपने उत्तर की पुष्टि कीजिए।

here better start with shareholders to stakeholder → why focus here

Stakeholder model of governance is based on the principle of inclusivity and 'whole of society' approach and works on the principles of commerce with morality.

(Eg): Tata Enterprises by Ratan Tata follows the stakeholder model.

Relevance of Stakeholder Governance

1) It follows the ideas of Anudaya and Saevodaya (Uday Kotak Committee)

Eg: Nanhi Kali CSR initiative of Infosys (Narayam Murthy)

2) It follows the principle that

"GOOD ETHICS MAKES SOUND ECONOMIES"

①: Bill Gates always believed in idea of Charity - Bill & Melinda Foundation

② It works on model of Sustainability and Stewardship for Green Business

③: Starbucks - replaced the single plastic and 'Bring Your Cup' campaign

④ It follows 'Ethics in business' rather than Business ethics (2nd ARC 4th Report)

⑤: Volvo - opening the idea of Seats belts for all → larger social interest.

Thus, it is rightly said that when Society around us is falling apart then Economy cannot thrive, seeing the case of Russia-Ukraine war, therefore Ethical and moral foundation of business would lead to Stakeholder model.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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5



- (b) Is it right to pay a bribe to induce a government entity to approve a program that will benefit people? How would you decide? How would you ensure that your self-interest was not unduly affecting your decision? (10 marks, 150 words)
- (b) क्या किसी सरकारी संस्था को किसी ऐसे कार्यक्रम को मंजूरी देने के लिए प्रेरित करने के लिए रिश्वत देना सही है जिससे लोगों को लाभ होगा? आप कैसे निर्णय लेंगे? आप यह कैसे सुनिश्चित करेंगे कि आपका स्वार्थ आपके निर्णय पर अनुचित प्रभाव नहीं डाल रहा है?

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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"CORRUPTION" is like a termite,
it hollows the Country"

— Narendra
Modi

The words of Prime Minister advocates that Corruption (or bribery) is any form is Not ethical means for the development of Viksit Bharat.

Is bribe justified for public welfare?

1) As it is said, the "short-term gain leads to long-term pain", inducing such phenomenon can lead to Slippery slope

(Eg): Bribery in case of infrastructural projects like Metro (for public welfare) can lead to Compromise on the Structural integrity ⇒ later leading to

2) Gandhiji's words of wisdom like
Means are paramount than the Ends
also makes our decision deontologically sound

(Eg): Bribe is one form may transform
into of other form.

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इस हाशिए में नहीं
लिखना
चाहिए
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Principles for my decision

- 1) based on the Utilitarian philosophy
along with Kant's Categorical Imperative
- 2) Necessities of the Need and Temptation
of Greed should not eclipse our
path driven by inner Conscience.

Ensuring Self-interest not impacting decision

- 1) "If Corruption is the disease, then
TRANSPARENCY is the Vaccine" - Kofi Annan
↳ will ensure objectivity & Transparency by
inclusive decision making (People participation)

- 2) Applying ALIR model of reasoning in decision
i.e. Accountability, legality, Integrity, & Responsibility

(Eg): following laws in letter & spirit

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011-41008973, 8800141518

And as known, Corruption and
Bribery are Enemy with face of friend, such
paths ~~should~~ of short-cut be avoided.

6. Why Emotional Intelligence matters for sportspersons? Explain with examples. (10 marks, 150 words)

खिलाड़ियों के लिए भावनात्मक बुद्धिमत्ता क्यों मायने रखती है? उदाहरण सहित समझाइए।

Daniel Goleman defined Emotional Intelligence (EI) as the ability to Recognise, Understand and Manage ^{own} emotions as well as of others.

(Eg) Maunbaker and Sardar Patel used their EI to integrate the princely states and prevent Balkanisation.

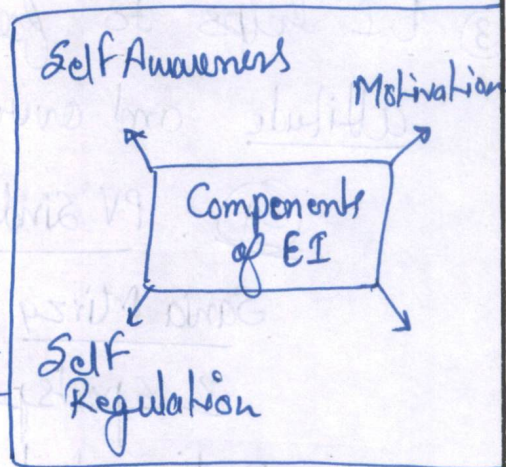


Fig: EI Components.

Importance of EI for sportspersons

① EI helps to take spontaneous decision based on instinct and information.

(Ex): EI of MS Dhoni helped him to promote in 2011 WC final before Yuvraj, as he plays the opponent spinner well.

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② EI helps to bring the best out of the individual, that would lead to performance of the team (leadership)

(Eg): EI of Manpreet Singh (Indian hockey team Captain) helped to win the Bronze medal at Olympic

③ EI helps to foster the Never Give Up attitude and overcome challenges.

(Eg): PV Sindhu, Meenabai Chaudhari, Sania Mirza (all other female athletes & sports person) - to fight the patriarchal challenges & perform

④ EI helps to show the sportsmanship as winning and losing are part of the game, but it is the process which matters

Thus EI is essential component not just for sports person, but in life to have good social and mental hygiene and effective & impactful decision makes

change language difficulty in sports & how EI helping instead of just of firmative language



7.

(a) Do you think tolerance is a virtue? What are its limitations? Can you think of an instance when being tolerant is not ethically ideal? (10 marks, 150 words)

(a) क्या आपको लगता है कि सहिष्णुता एक गुण है? इसकी सीमाएँ क्या हैं? क्या आप ऐसे उदाहरण के बारे में सोच सकते हैं जब सहिष्णु होना नैतिक रूप से आदर्श नहीं है? (10 अंक, 150 शब्द)

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Tolerance is the willingness to recognise, respect belief and practises of others, to enhance and encourage diversity.

Eg: India's Culture is famous as Ganga-Jamuni Tehzeeb (shows Tolerance)

Is Tolerance a virtue

In my opinion Tolerance is the virtue to guide moral action. It enhances the culture of debate and discussion, to enhance viewpoints.

on what criteria you are arguing bring them

(Eg): Constituent Assembly debates are manifestation of Tolerance for such dynamic Constitution.

Limitations of Tolerance

1) Tolerance also has a threshold, beyond which it can't be tolerated.

(Eg): State-sponsored terrorism by Pakistan, can't be tolerated after a point.

2) Tolerance of one, can be viewed as the weakness of the individual.

(Eg): Tolerance by the women and housewives are seen as weak gender (Patriarchal nature of society).

Situation when Tolerance is NOT Ethical

(a) One should be tolerant and silent against the social injustices like the Religion based hatred and discrimination leading to Mob lynching, Social boycott etc.

(b) As said in Mahabharata, Vidurnedi "Jo Thatasta Hai Samay likhega Unke bhi Hisab",

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tolerant by virtue, but voal against malafide practises in society.

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(b) An ideal mixture of positive attitude of the political leader and right aptitude of the civil servant is cardinal for good governance. Explain with the help of examples. ? (10 marks, 150 words)

(b) राजनीतिक नेता के सकारात्मक दृष्टिकोण और सिविल सेवक की सही योग्यता का एक आदर्श मिश्रण सुशासन के लिए आवश्यक है। उदाहरणों की सहायता से समझाइये। (10 अंक, 150 शब्द)

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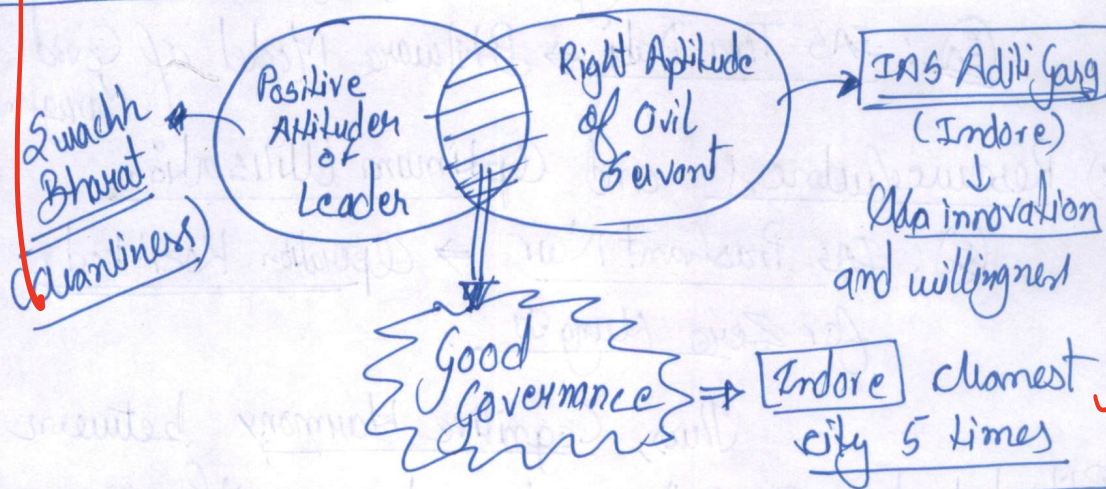
Good Governance as said by Kautilya

"Praja Sukhe Sukham Raja,
Prayam Tu Nitey Nitam"

✓ good

(Happiness of King lies in Happiness and welfare of the people. ⇒ Good Governance)

Good Governance is the outcome of the convergence of the Legislative and Executive arm of democracy.



[Fig: Good Governance Virtue]

Short

Cardinal Virtue for Good Governance

A) Positive Attitude of a leader

- 1) Gives vision and direction (political will)
- 2) Solution oriented approach with "whole of society" approach.
- 3) Enhancing public participation by tuning (Jan Andolan) using Social persuasion and Emotional intelligence.

Ex: Positive Attitude of ~~Atal~~ Atal Bihari Vajpayee leading towards Su-shasan and good governance

B) Right aptitude of Civil Servant

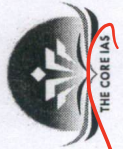
- 1) Innovation and Sky Thinking for implementation
 Ex: IAS Tina Dabi → Bhilwara Model of Covid Management
- 2) Resourcefulness and Optimum Utilization
 Ex: IAS Prashant Nair → Operation Kozikhoda for Zero Hunger

Thus, Cognitive Harmony between Political leader & Civil Servant along with weapons of ethics, justice etc would lead from Good Governance to Ethical Governance.

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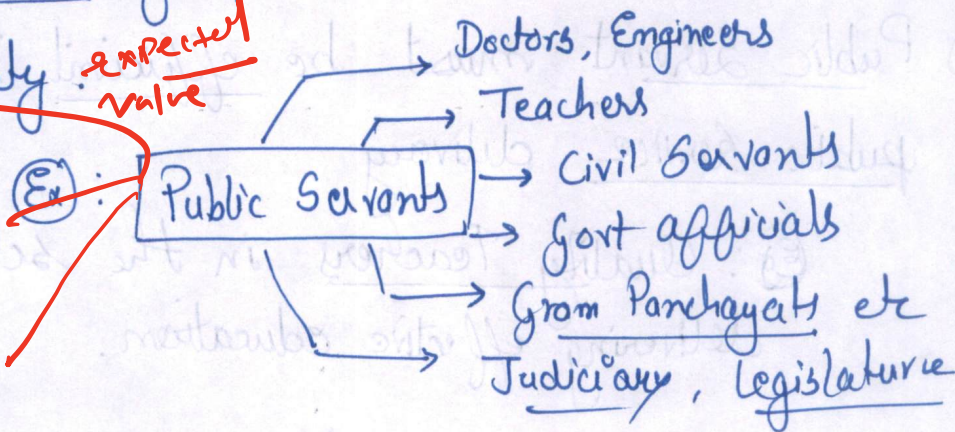


Elaborate more

(c) What do you understand by the term 'public servant'? Reflect on the expected role of public servant. (150 words) (10 marks)

'लोक सेवक' शब्द से आप क्या समझते हैं? लोक सेवक की अपेक्षित भूमिका पर विचार करें।

Public Servants are the people known as "JANTA SEVAK" and are social scientist in action, for the welfare of public to make ethical society. expected value



Expected Role of Public Servant

1) Should work for "Sarva bhute Hitah Ratah" (welfare of all) - following Gandhian principle of Anhyodaya and Sarvodaya

Eg: Doctors and Corona Warriors doing duty during pandemic

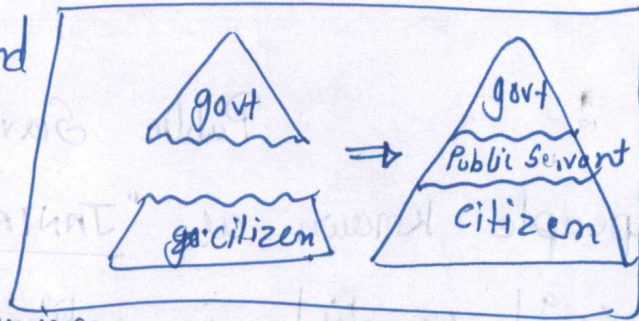
2) Public servant should enhance a

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new currency of social trust between the government and Citizens

(Eg): Sarpanch and Gram Panchayat

like Chavvi Agrawal transforming village



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③ Public Servant must be efficient in public service delivery

(Eg): Quality Teachers in the schools delivering effective education.

④ driven by the principle of Seva, Suraksha and Satya for ethical society (Ram Rajya)

⑤ Public Servants should also be Compassionate and Tolerant against the citizens

(Eg): IAS Inayat Khan → adopted children of Pulwama attack Martyr.

⑥

Thus, Public Servants play an important role in achieving the PANCH PRAN

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of our Prime Minister and transforming Naya Bharat into Viksit Bharat

Case of the Issue

SECTION B

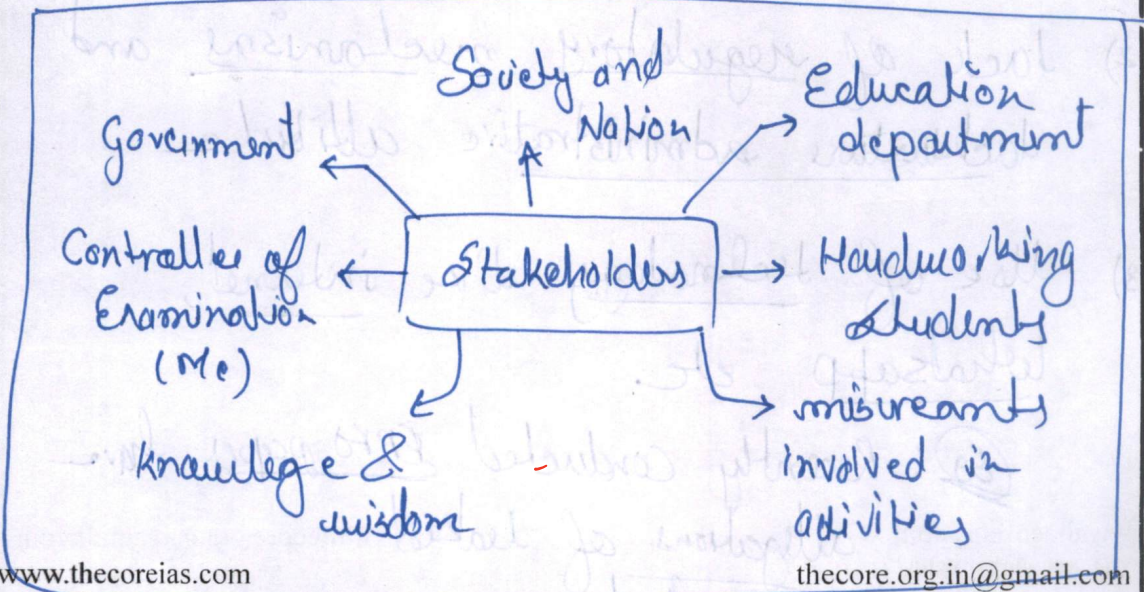
8. Irregularities like question paper-leak, mass cheating etc. in examinations have been a growing concern among masses as it puts the future of thousands of students at stake. It seems to be spreading into our society day by day. Students, who indulge in such activities, feel that they are benefiting by this, but in reality, they are cheating themselves as well as the nation.

- (a) Analyse this situation while bringing out the causes and ethical aspects involved in it.
- (b) Assuming yourself as a Controller of Examination of the district, what actions will you take to curb such phenomenon? (20 marks, 250 words)

अनियमितताएं जैसे परीक्षा-पत्र लीक होना, सामूहिक नकल आदि लोगों के बीच बढ़ती चिंता का विषय है क्योंकि इससे हजारों छात्रों का भविष्य दांव पर लग जाता है। यह हमारे समाज में दिन-प्रतिदिन फैलता नजर आ रहा है। जो छात्र ऐसी गतिविधियों में शामिल होते हैं, उन्हें लगता है कि इससे उन्हें लाभ हो रहा है, लेकिन असल में वे खुद के साथ-साथ देश को भी धोखा दे रहे हैं।

- (a) इसमें शामिल कारणों और नैतिक पहलुओं को सामने लाते हुए इस स्थिति का विश्लेषण करें।
- (b) स्वयं को जिले का परीक्षा नियंत्रक मानते हुए बताइए कि ऐसी घटना पर अंकुश लगाने के लिए आप क्या कार्रवाई करेंगे? (20 अंक, 250 शब्द)

The above Case deals with the situation of immoral and unethical practises in the academics. The similar incidents took place with various examinations in Rajasthan and Gujarat



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A) Causes of the Issue

→ Demand Side

- 1) Students wanting short cut path to success.
- 2) lack of discipline among the students especially Gen Z generation.
- 3) lack of ethical literacy about the issue, unawareness about the long term consequences.

→ Supply Side

- 1) Self interest over the societal interest (monetary gains)
- 2) lack of regulatory mechanisms and lacklustre administrative attitude
- 3) Use of technology like internet, whatsapp etc.

(Eg): Recently conducted EPFO paper have allegations of leaked in whatsapp

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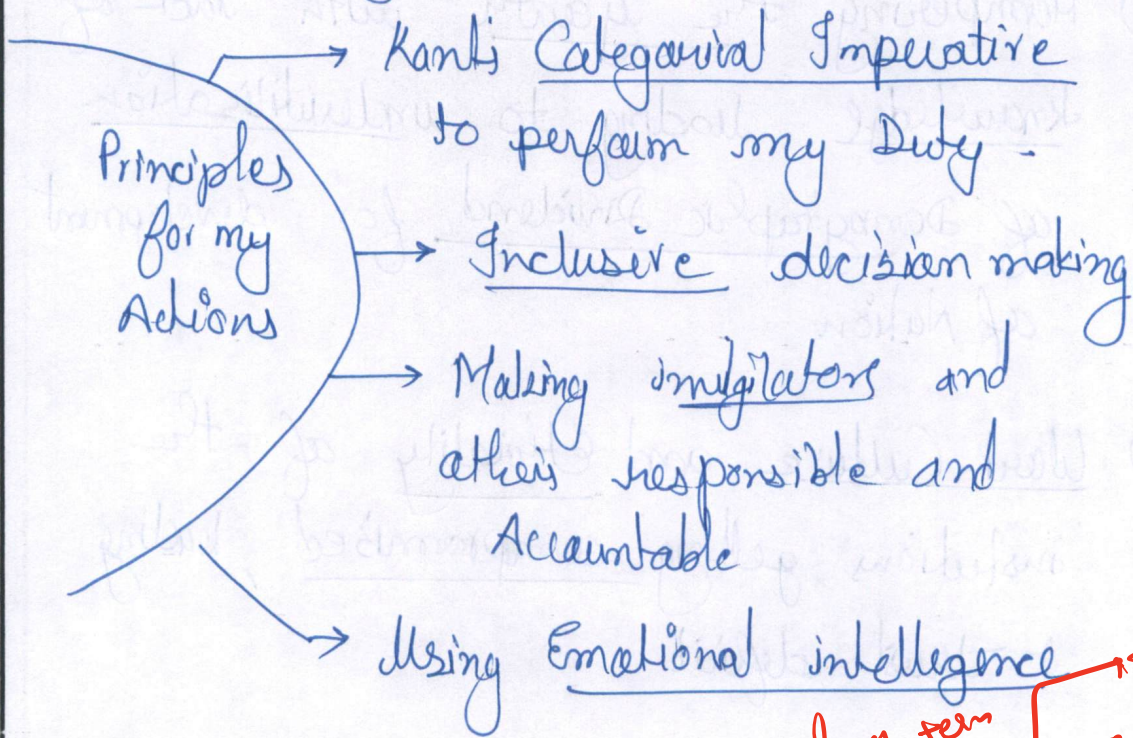
Ethical aspects involved in the Case

- 1) Actions are dentologically unsound and fails the test of morality.
- 2) Hampering the youth with lack of knowledge, leading to underutilisation of Demographic Dividend for development of Nation.
- 3) Work Culture and Ethicality of the institutions getting compromised, leading to trust deficit.
- 4) Injustice and Adharma towards the honest and hardworking students.
- 5) Culture of appartunism spreading in Society.
- 6) Administrative and regulatory failure of the system.

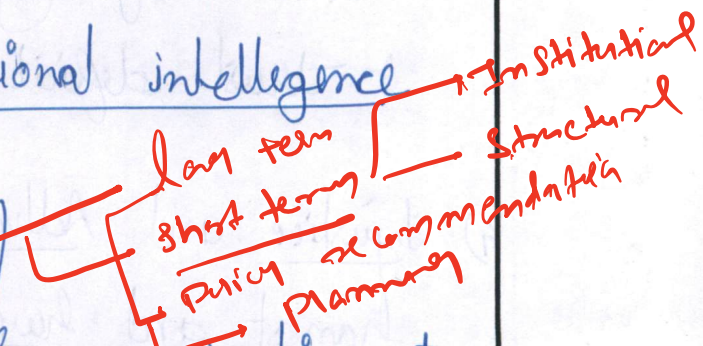
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B) Myself being the Controller of Examiners of my district, I would uphold the integrity of the examination process and following my Dharma and duty

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My Course of Action



- 1) gather data about the examination centre
- 2) Personally visiting the centre to check the status and preparation — Ensures procedural integrity
- 3) Training and information sharing with the examination staff.

4) Use of technology like CCTVs etc to ensure Transparency and Accountability

5) Establishing Monitoring squads to surprise visit at all centers during the exam.

6) Use of local people as intelligence for any compromise by the staff.

7) involving all the stakeholders for checks and balances.

8) strict action and following SOP against any ~~or~~ such activity.

The above course of action would allow me to follow my duty and show democratic maturity and keeping the integrity of education examination and ensuring trust in the system.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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9. In a government school, a male teacher, sexually assaulted a minor girl student. Huge crowd, including the parents of the girl, have gathered in school premises after the minor girl disclosed it to her parents and they filed an FIR against the teacher. The concerned teacher has fled the spot following this event. The Police arrested the Principal of the school and assured the crowd that the culprit would be arrested soon. The crowd, however, has gone berserk and damaged the school property. It wants immediate arrest of the culprit and is not ready to retreat until he is arrested.

(a) What, according to you, might be the reason behind the police arresting the Principal? Do you agree with the action? Give reasons to support your stand.

(b) Imagining yourself as a District Magistrate, what will be your course of action upon hearing the news? (20 marks, 250 words)

9. एक सरकारी स्कूल में एक पुरुष शिक्षक ने नाबालिग छात्रा के साथ दुष्कर्म किया। नाबालिग लड़की द्वारा अपने माता-पिता को यह बताने के बाद लड़की के माता-पिता सहित भारी भीड़ स्कूल परिसर में एकत्रित हो गई और उन्होंने शिक्षक के खिलाफ प्राथमिकी दर्ज कराई। इस घटना के बाद संबंधित शिक्षक मौके से फरार हो गया है। पुलिस ने स्कूल के प्रधानाचार्य को गिरफ्तार कर लिया और भीड़ को आश्वासन दिया कि अपराधी को जल्द ही गिरफ्तार कर लिया जाएगा। हालाँकि, भीड़ उग्र हो गई और उसने स्कूल की संपत्ति को नुकसान पहुँचाया। वह अपराधी की तुरंत गिरफ्तारी चाहती है और जब तक उसकी गिरफ्तारी नहीं हो जाती, पीछे हटने को तैयार नहीं है।

(a) आपके अनुसार, पुलिस द्वारा प्रधानाचार्य को गिरफ्तार करने के पीछे क्या कारण हो सकता है? क्या आप कार्रवाई से सहमत हैं? अपने दृष्टिकोण के समर्थन में कारण दीजिए।

(b) अपने आप को एक जिला मजिस्ट्रेट के रूप में कल्पना करते हुए समझाइए कि समाचार सुनने पर आपकी कार्रवाई क्या होगी? (20 अंक, 250 शब्द)

The above Case represents the ethical quandary of our patriarchal society. From the time of Draupadi (Mahabharata) to Nirbhaya (Delhi) to many more the women have been the victims of such immoral acts of sexual harassment & violence.

Laws & Rules involved

violation of Art 46, 51(A)(e)

Section 375 of IPC, Prevention of Sexual Harassment Act, 2013, POCSO Act etc

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Ethical Mapping of the Case

- 1) Disrobing of minor girls Respect and dignity along with physical & mental trauma
- 2) Unsafe temple of education (School)
- 3) Unruly and angered crowd powered with emotions
- 4) Issue of law and order as the people are on protest & damaged school property
- 5) Principal is arrested rather than the accused.

A) Reason for Principal getting arrested

- 1) Immediate pacification of the situation and calm the emotions and anger of people
- 2) Principal being the head of institute being Responsible and Accountable for the actions.
- 3) Police performing their duty as a part of investigation

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④ To get further evidence and information regarding the Culprit or any such complaints in the past.

⑤ Some violations of the Acts and policies i.e. about the Internal Committees and Grievance Redressal not placed.

Arguments in favour of Principals arrest

- ① Shows police action and instills confidence among the public.
- ② And as Desmond Tutu said, remaining silent at situation requiring action, amounts to taking the side of oppressor.
- ③ In hierarchical system of organisation, the head or leader is accountable for the actions.

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Arguments against the arrest

- 1) The process of law and procedural integrity (concrete evidence) not followed.
- 2) Real victim is still free, thus it can lead to false consciousness.

Thus, in my opinion, an objective and fair investigation should proceed and depending on the evidences and as per Rule of law the decision to arrest should be made.

B) Myself being a District Magistrate, it is my duty to look after the welfare of people (Lokasangra principle)

My Course of Action would be based on

Fair and objective investigation

Efficient public service

Principles of Action

Empathy and Compassion

ensuring justice

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Course of Action

- 1) Look in the details of case and contact the SP/DSP concerned authority
- 2) Personally visit the school and meet the parents and the victim and counsel the girl child by involving experts
- 3) Using emotional intelligence persuade the crowd and maintain law and order and build trust for swift action
- 4) Ensure the effective implementation of laws and rules like POCSO Act, etc

Long term Action

- 1] Ensuring Counselling session in the schools for raising awareness
- 2) Gender sensitisation of the people
- 3) Periodic sessions in schools like School Pe Charcha
technological sensitivity training etc
Thus, as Nari Shakti leads to Rashtra Samriddhi, it is essential to have attitudinal change and ensure safety of women and gender equality (SDG 5)

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Goal

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10. You have recently joined a school as a principle which is located in remote area of the country. Most of the children in school belong to families of people who waged war against nation and they have gurged against country. However, your organisation is committed to impart quality education to these students so that they live quality life and don't choose the path which their relatives chose. Students are willing to scale high but problem is coming from that of staff which have preconceived notion against these student and are also de-motivated. As a leader of this school how will you manage the situation to achieve the mission of organisation (20 marks, 250 words)

10. आप हाल ही में एक ऐसे स्कूल में नियुक्त हुए हैं जो देश के सुदूर इलाके में स्थित है। स्कूल में अधिकांश बच्चे ऐसे लोगों के परिवारों से हैं जिन्होंने देश के विरुद्ध युद्ध छेड़ा है और उन्होंने देश के खिलाफ विद्रोह किया है। हालाँकि, आपका संगठन इन छात्रों को गुणवत्तापूर्ण शिक्षा प्रदान करने के लिए प्रतिबद्ध है ताकि वे गुणवत्तापूर्ण जीवन जी सकें और वह रास्ता न चुनें जो उनके रिश्तेदारों ने चुना है। छात्र ऊंचे स्तर पर जाने के इच्छुक हैं लेकिन समस्या उन कर्मचारियों की ओर से आ रही है जो इन छात्रों के प्रति पहले से ही धारणा रखते हैं और हतोत्साहित भी हैं। इस विद्यालय के एक नेता के रूप में आप संगठन के मिशन को प्राप्त करने के लिए स्थिति का प्रबंधन कैसे करेंगे? (20 अंक, 250 शब्द)

Persuasion
Attitude
Change

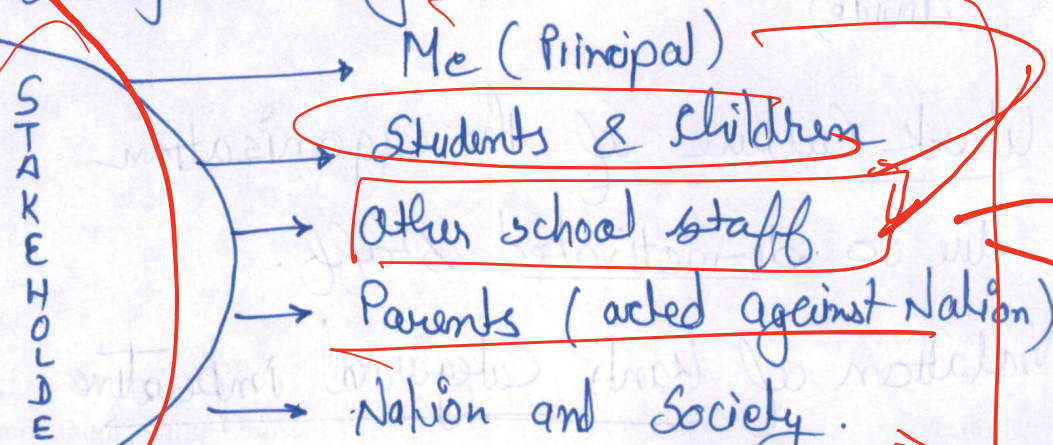
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"THE MIND ONCE ENLIGHTENED
CANNOT AGAIN BECOMES DARK"

- Thomas Paine

The above quotes resembles the situation and shows the importance of education for the people and society at large.



Ethical Mapping of the Case

- 1) Issue of lack of qualitative education for the children ✓
- 2) Lack of administrative will for promoting education
- 3) Prejudices and stereotypes leading to discrimination and injustice
- 4) Violation of fundamental rights like Art 14 and Art 21A (Right to Education)
- 5) Social and regional inequality due to unbalanced development.
(Rural v/s Urban social infrastructure divide)
- 6) Work Culture of the organisation due to de-motivated staff.
HSR
- 7) Violation of Kant's Categorical imperative

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of performing professional duty.

Cause of Action

vention

↳ Being a principal (head) of the school and also a leader, my vision would be to use education as a catalyst for showing the direction to the children for better future and making life of purpose.

① firstly, I will call the internal meeting of the staff, to analyse the prejudices.

② Using Emotional intelligence and Social Persuasion, try to change the attitude of teachers and let them know the value of Education and teacher in student's life.

Hoco

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- ③ Simultaneously, Counselling with the parents and children, so as to bridge the trust deficit among all stakeholders
- ④ Ensuring proper infrastructural support and the required resources are available at the disposal.
- ⑤ Regular monitoring and feedback evaluation for quality education
- ⑥ Celebration of festivals and events like Independence Day, Republic Day with full zeal and enthusiasm
↳ to instill the spirit of Nationalism and also inspire by watching documentaries and movies on Deshbhakti

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⑦ Engaging with the various NGOs and Self Help groups like the Dishaajali, Rang De Basanti for the collaborative approach.

⑧ Sensitisation and ethical training of the staff is also required.

⑨ Convergence with the government initiatives like Right to Education Act, New Education Policy 2020 and working for overall personality development of students.

6 The above Course of Action would help to create a better future of children and developed Naya Yuva for Naya Bharat and fulfil my dharma of being a teacher.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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11. Engrave Computers is a technology based company that specializes in producing software that enable managers to monitor the performance of employees and predict their productivity. This software also gives companies opportunities to explore various issues that affect the performance of employees and propose solutions to these challenges. I am the manager of this company and Ben has been very influential in developing this software. The company does not demand that employees should hand over their production rights and other patent requirements to it; in fact, it encourages its workers to be creative and invent software that will boost its sales and retain the right to distribute, sell, share or change the particulars of their inventions

The company gives workers this privilege to motivate them to continue rendering their services without feeling the company or managers are misusing their talents.

The company is registered to take part in an international exhibition where the winner is awarded a quarter of its working capital and offered a free one year advertising space in an international broadcasting channel. I am confident that Ben will make the company proud since he has always won this contest.

On the other hand, this company experienced significant losses last year because most employees reported to work late or were absent without seeking permission from the human resource management

As a result, an urgent meeting was convened and it was agreed that absenteeism and lateness will not be tolerated and anyone culpable will be suspended for three months. Workers were requested to read the new regulation and append their signatures to show that they agreed on the terms stated by the human resource department.

Last week the company secretary was suspended since she failed to observe this regulation and this was a warning that no one will be spared. Ben reported to work yesterday after being absent for four days and claims that he was not feeling well. Everybody is keen watching what will happen to him as pressure continues to pile on the human resource department to take corrective measures against him

However, this department felt that this case was beyond its abilities and forwarded the matter to my department, I forwarded the issue to the board of directors but I was directed to solve it within 24 hours.

- What are the ethical issues involved in the case?
- What are the option available to you? Critically evaluate each of them?
- Suggest measure to solve absentee problem in Organisation 20 marks, 250 words)

एनग्रेव कंप्यूटर्स एक प्रौद्योगिकी आधारित कंपनी है जो ऐसे सॉफ्टवेयर बनाने में माहिर है जो प्रबंधकों को कर्मचारियों के प्रदर्शन की निगरानी करने और उनकी उत्पादकता की भविष्यवाणी करने में सक्षम बनाता है। यह सॉफ्टवेयर कंपनियों को कर्मचारियों के प्रदर्शन को प्रभावित करने वाले विभिन्न मुद्दों का पता लगाने और इन चुनौतियों का समाधान प्रस्तावित करने का अवसर भी देता है। मैं इस कंपनी का प्रबंधक हूँ और बेन इस सॉफ्टवेयर को विकसित करने में बहुत प्रभावशाली रहा है।

कंपनी यह मांग नहीं करती कि कर्मचारी अपने उत्पादन अधिकार और अन्य पेटेंट आवश्यकताएँ उसे सौंप दें; वास्तव में, यह अपने कर्मचारियों को रचनात्मक होने और ऐसे सॉफ्टवेयर का आविष्कार करने के लिए प्रोत्साहित करती है जो इसकी बिक्री को बढ़ावा देगा और उनके आविष्कारों के विवरण को वितरित करने, बेचने, साझा करने या बदलने का अधिकार बरकरार रखेगा।

कंपनी श्रमिकों को यह विशेषाधिकार देती है कि वे अपनी सेवाएं देते रहने के लिए प्रेरित हों, बिना यह महसूस किए कि कंपनी या प्रबंधक उनकी प्रतिभा का दुरुपयोग कर रहे हैं।

कंपनी एक अंतरराष्ट्रीय प्रदर्शनी में भाग लेने के लिए पंजीकृत है जहां विजेता को उसकी कार्यशील पूंजी का एक-चौथाई हिस्सा दिया जाता है और एक अंतरराष्ट्रीय प्रसारण चैनल में एक साल के लिए मुफ्त

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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The above case presents the issue of Work Culture in the Corporate governance and a dilemma between the professional attitude and professional aptitude of Ben.

- (a) इस मामले में कौन-से नैतिक मुद्दे शामिल हैं?
(b) आपके लिए क्या विकल्प उपलब्ध हैं? उनमें से प्रत्येक का आलोचनात्मक मूल्यांकन करें?
(c) संगठन में अनुपस्थिति की समस्या को हल करने के उपाय सुझाएं। (20 अंक, 250 शब्द)

उत्पादन स्थान की प्रशासनिक शक्ति को बढ़ावा देने के लिए, मुझे विचार है कि बैंक कंपनी को गौरवचिन्तित करेगा क्योंकि उसने हमेशा यह प्रतिबद्धता जताई है। दूसरी ओर, इस कंपनी को पिछले साल काफी नुकसान का सामना करना पड़ा क्योंकि आर्थिक संकटों ने देश से काम करने की सूचना दी या मानव संसाधन प्रबंधन से अनुपस्थिति के कारण।

अनुपस्थिति रहे। परिणामस्वरूप, एक तत्काल बैठक बुलाई गई और इस बात पर सहमति बनी कि अनुपस्थिति और विवाद को बर्दाश्त नहीं किया जाएगा और किसी भी दोषी को तीन महीने के लिए निलंबित कर दिया जाएगा। शर्मिंदगी से अनुरोध किया गया कि वे नए विनियमन को पढ़ें और यह दिखाने के लिए अपना दस्तावेज संलग्न करें कि वे मानव संसाधन विभाग द्वारा बताई गई शर्तों पर सहमत हैं।

पिछले सप्ताह कंपनी सचिव को निलंबित कर दिया गया क्योंकि वह इस नियम का पालन करने में विफल रही और यह एक चेतावनी थी कि किसी को भी बर्खास्त नहीं जाएगा। बैंक बार-बार दिनों तक अनुपस्थित रहने के बाद कल काम पर आया और उसने दावा किया कि उसकी तबीयत ठीक नहीं है। हर कोई यह देखने को उत्सुक है कि उसका क्या होगा क्योंकि मानव संसाधन विभाग पर उसके खिलाफ सुधारत्मक कदम उठाने का दबाव लगातार बढ़ रहा है।

हालाँकि, इस विभाग को लगा कि यह मामला उसकी क्षमताओं से परे है और मामले को मेरे विभाग को भेज दिया गया। मैंने इस मुद्दे को निदेशक मंडल के पास भेज दिया लेकिन मुझे 24 घंटे के भीतर इसे हल करने का निर्देश दिया गया।



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उत्पादकों को
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लिखना
बर्खास्त
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A) Ethical issues involved

- 1) Professional integrity and progress of Engrave Computers in conflict with the rule of the organisation
- 2) Slippery slope, as precedent has been set and may create internal dissatisfaction over lack of objectivity
- 3) Absenteeism and lateness (punctuality lack) are signs of bad work ethics.
- 4) Use of advanced technology like AI to predict productivity and challenges
 - ↳ Studying behaviourism → may be misused
- 5) Passing the buck and shifting of responsibility among the departments of Engrave Computers.

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Options Available

① Suspend Ben for disobeying rule

Merits

Demerits

- | | |
|--|--|
| → <u>Rule of Organisation</u> followed | → <u>professional loss</u> of organisation |
| → <u>Objective</u> decision | → <u>personal loss</u> for Ben |
| → <u>Work ethics</u> maintained | → <u>future of org</u> |
- message to staff*

② Do not Suspend Ben

Merits

Demerits

- | | |
|---|---|
| → Englave computers can win competition | → <u>Slippery slope</u> and wrong precedent |
| → Ben's personal & professional career progress | → Lack of <u>fair and equal</u> decision making |
| | → violation of <u>rules</u> |

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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③ My Course of Action

Since the above two options are an extreme, I would try to bring Aristotle's Golden Mean and use objectivity and rationality in decision making.

My steps would be

① Enquiring with Ben about the reasons for absentism (know all perspectives of situation)

②

Ben's Response

genuine

May take exception on medical and humanitarian grounds

faulty

Suspend and Take action

↳ application of law in letter and spirit

↳ Ensuring fair application of rules

↳ Organisation ethos Supreme (Ethics in public life)

↳ Work ethos leads to better efficiency

↳ Compassionate view makes the worker attached to Organisation & family.

① Measures to solve problem of Absenteeism

1) Following Carrot and stick policy
i.e. Rewarding and punishing -

(Eg): Facebook implies rule of rewarding workers (most punctual)

2) Use of hybrid models like Work from Home and Work from office
to balance public and private life

3) Maintaining data and looking for pattern
of the workers and then act rather than
One size fit all.

4) Engaging in Constructive Team Activities
like picnics, sports, Cultural events
to enhance work experience.

As said, the Sound Ethic
makes Good Economics, the work Ethos are
essential for long term success and
public trust of organisation
like Tata in India

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12. You are a District Health Officer posted at one of the (most backward districts) of the State. Your core responsibility is to see that all the government hospitals function effectively in your district. However, floods are a regular feature in the district, and consequently, various diseases get spread by mosquitoes like Japanese Encephalitis, dengue, malaria etc.

Last year, around 700 children died in the district due to such deadly diseases. Government hospitals do not have the required infrastructure and staff to meet such a large number of cases. Despite best efforts by the health authorities, this issue emerges year after year.

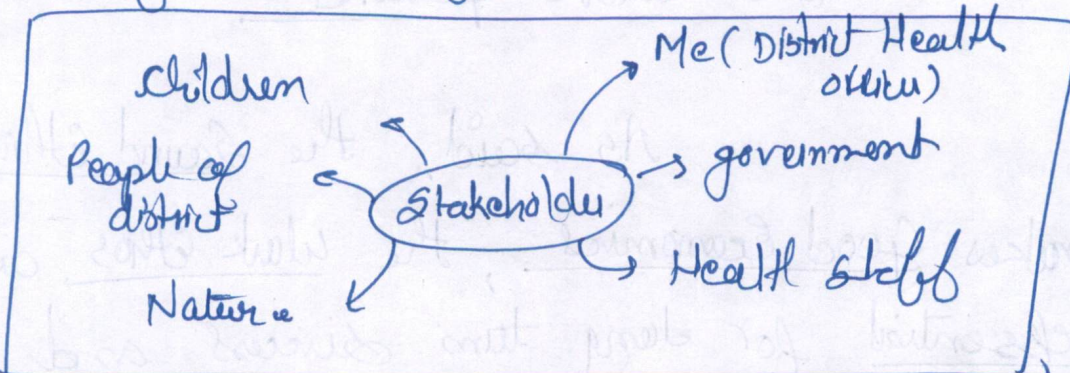
- (a) Explain the causes of such a recurring phenomenon.
 (b) What steps - short term and long term will you take to minimise the casualties? (20 marks, 250 words)

आप राज्य के सबसे पिछड़े जिलों में से एक में तैनात जिला स्वास्थ्य अधिकारी हैं। आपकी मुख्य जिम्मेदारी यह देखना है कि आपके जिले में सभी सरकारी अस्पताल प्रभावी ढंग से कार्य करें। हालाँकि, जिले में बाढ़ एक नियमित समस्या है, और परिणामस्वरूप, जापानी एन्सेफलाइटिस, डेंगू, मलेरिया आदि जैसी विभिन्न बीमारियाँ मच्छरों द्वारा फैलती हैं।

पिछले साल ऐसी घातक बीमारियों से जिले में करीब 700 बच्चों की मौत हो गयी थी। इतनी बड़ी संख्या में मामलों से निपटने के लिए सरकारी अस्पतालों के पास आवश्यक बुनियादी ढांचा और कर्मचारी नहीं हैं। स्वास्थ्य अधिकारियों के सर्वोत्तम प्रयासों के बावजूद, यह मुद्दा साल-दर-साल सामने आता रहता है।

- (a) ऐसी आवर्ती घटना के कारणों की व्याख्या करें।
 (b) जनहानि की संख्या को कम करने के लिए आप अल्पकालिक और दीर्घकालिक क्या कदम उठाएंगे? (20 अंक, 250 शब्द)

The Above situation depicts the conundrum of the inadequate social infrastructure in the country and also highlights the regional imbalance and lack of inclusive growth



उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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Ethical Mapping of the Case

- 1) Regional backwardness of the district
- 2) Ineffective functioning of government health facilities.
- 3) Natural calamities like floods getting exacerbated due to anthropocene climate change
- 4) Diseases leading to loss of life (which is Government's responsibility)
- 5) Violation of DSPs [Art]
- 6) Lack of administrative structure (staff) and infrastructure

A Causes of Recurring phenomenon

- 1) Resource Availability - due to backwardness of the region, timely resource availability may be region
- 2) Water borne diseases - Contamination of communicable diseases due to floods
↳ Overburden on infrastructure

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3) Inadequate Planning and implementation of work

4) lack of long term vision to have root cause solution (flood) rather than band-aid approach

5) lack of awareness and preventive and precautionary measures for the spreading of diseases

6) Misappropriation of public funds due to disparity

7) Malnutrition and lack of immunity among the children and people, thus highly susceptible to such diseases.

There needs to be proper action taken to prevent such situation in future. As a Health officer my steps

B] Cause of Action

→ Short term and immediate

① Ensuring proper medical checkup and availability of medicines in the hospitals.

② Spreading awareness about the preventive measures using Whatsapp, Radio, loudspeakers etc. Community radio

③ Counselling and meeting of other officials for accountability and regular monitoring

④ talking with the administration and making hands on approach for medical infrastructure like beds etc

→ Long Term Solutions

1) Old age wisdom "Prevention better than Cure"
thus regular and proactive measures to be taken

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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2) Regular state sponsored health camps of people (to enhance immunity)

3) Ensure the convergence of schemes like Ayushman Bharat and Aspirational

District Program (for backwardness)

4) Expansion of social infrastructure and making an primary healthcare like Mohalla Clinics of Delhi.

5) Requesting the Civil administration for concurrent measures for flood management using technology and other means

6) Role of Civil Society, Media etc for awareness and information

(7)

The the above course would allow me to contribute to the society and fulfil my duty as a doctor as well as public servant.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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13. You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineer have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacuna which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area.

When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed. What will you do in such a situation?

What are the Options available with you. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons. (250 words)

13. आप नगरपालिका परिषद के निर्माण विभाग में अधिशासी अभियंता पद पर तैनात हैं और वर्तमान में एक ऊपरगामी पुल (सिलवअमत) के निर्माण कार्य के प्रभारी हैं। आपके अधीन दो कनिष्ठ अभियंता हैं, जो प्रतिदिन निर्माणस्थल के निरीक्षण के उत्तरदायी हैं तथा आपको विवरण देते हैं और आप विभाग के अध्यक्ष, मुख्य अभियंता को रिपोर्ट देते हैं। निर्माण कार्य पूर्ण होने को है और कनिष्ठ अभियंता नियमित रूप से यह सूचित करते रहे हैं कि निर्माण कार्य परिकल्पना के विनिर्देशों के अनुरूप हो रहा है। लेकिन आपने अपने आकस्मिक निरीक्षण में कुछ गंभीर विसामान्यताएँ व कमियाँ पाई, जो आपके विवेकानुसार पुल की सुरक्षा को प्रभावित कर सकती हैं। इस स्तर पर इन कमियों को दूर करने में काफी निर्माण-कार्य को गिराना और दोबारा बनाना होगा जिससे ठेकेदार को निश्चित हानि होगी और कार्य-समाप्ति में विलम्ब भी होगा। क्षेत्र में भारी ट्रैफिक जाम के कारण परिषद पर निर्माण शीघ्र पूरा करने के लिए जनता का बड़ा दबाव है।

जब आप स्थिति मुख्य अभियंता के संज्ञान में लाए, तो उन्होंने अपने विवेकानुसार इसको बड़ा गंभीर दोष न मानकर इसे उपेक्षित करने की सलाह दी। उन्होंने परियोजना को समय से पूरा करने हेतु कार्य को आगे बढ़ाने के लिए कहा। परन्तु आप आश्वस्त है कि यह गंभीर प्रकरण है जिससे जनता की सुरक्षा प्रभावित हो सकती है और इसको बिना ठीक कराए नहीं छोड़ा जा सकता। ऐसी स्थिति में आप क्या करेंगे? आपके पास क्या विकल्प उपलब्ध हैं? इनमें से प्रत्येक विकल्प का गुण-दोष के आधार पर मूल्यांकन कर अन्ततः सुझाव दीजिए कि आप क्या कार्यवाही करना चाहेंगे और क्यों? (250 शब्द)

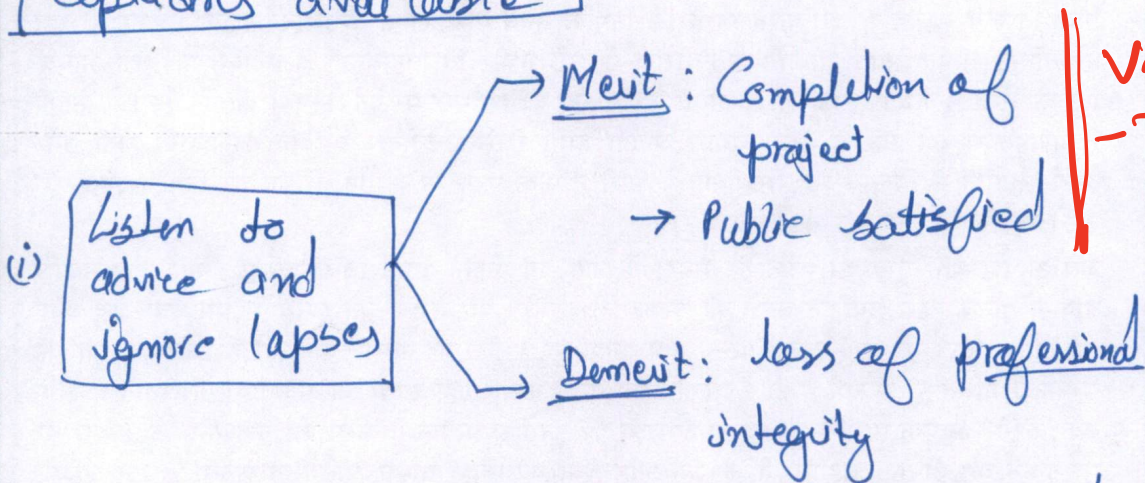
20 अंक

The Case depicts the
situation of Crisis of Conscience and
issue of Public safety and Security at

Ethical facts of the Case

- 1) Delays and lacunae in Construction
- 2) Lack of Accountability of Junior Engineers
(Not informing about it)
- 3) Dilemma of ~~Completion of work~~ against
the security and safety of people V/S
- 4) Public Duty is listening to Senior advice
↳ dereliction of duty
- 5) Inefficiency by the contractor

Options available



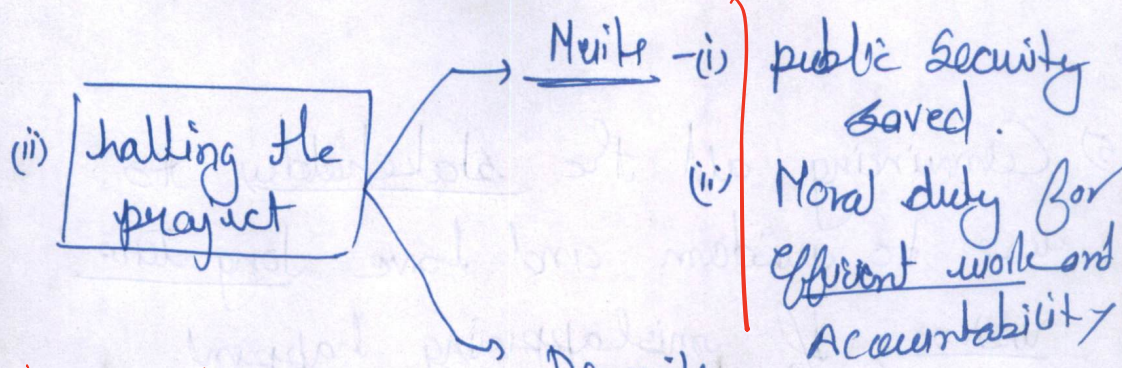
Values - relation with all stakeholders

(ii) Morbi bridge collapse ↳ Short term gain may be
↳ long term gain

↳ Corruption
- Injustice

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11-13



(iii)
(iv)
(v)

generate more option

Demerits

- (i) Project delayed, cost
- (ii) Professional reputation (Not listening to advice)

My Course of Action

- 1) As I am convinced about the gravity of lapse, would prepare a detailed report with evidences and explain to my seniors.
- 2) Enquire about it from the contractors about the reason for the lapses.
- 3) Raise the issue in the internal committee meetings of the same.
- 4) Prepare detailed report and might send a memo to the high authorities including Chief Minister's office.

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5) Convincing all the stakeholders to use to wisdom and have long term vision, if mishappening happens who would be accountable for loss of lives.

6) Work for the alternatives, by studying other models to see what can be the way ahead with minimum changes in the structural integrity and delay - & taking opinion of other

7) If, all these actions fail and the project is still continued, would release the report to the media and Civil Society blow whistle

↳ As against my Conscience and public safety should be ultimate goal and duty of a government employee

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Rationale for My Actions

As Desmond Tutu said -

"In time of principles, stand like Rock"

↳ Thus raising voice and listening to inner self would avoid me being prisoner of Conscience

↳ Time is always right to do the Right and Public Safety and virtue of life is Supreme

↳ Such incidents needs to be avoided for future precedents as would set a slippery slope

Thus, the work might be delayed but safe constructions and proper means would be followed to fulfil the purpose of the project.

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Rationalise for the following

1. Rationalise for the following

2. Rationalise for the following

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1. Can you think of a time when you suffered from cognitive dissonance? Explain. (10 marks, 150 words)

(a) Can behaviour be considered ethical without considering its likely consequences? Explain your position with due justification.

क्या आप ऐसे समय के बारे में सोच सकते हैं जब आप संज्ञानात्मक असंगति से पीड़ित थे? व्याख्या करना।

(a) क्या व्यवहार को उसके संभावित परिणामों पर विचार किए बिना नैतिक माना जा सकता है? उचित औचित्य के साथ अपनी स्थिति स्पष्ट करें।

2. What do you understand by the term 'Crisis of Conscience'? Illustrate with the help of a situation in your own life. How did you resolve it? (10 marks, 150 words)

'विवेक का संकट' शब्द से आप क्या समझते हैं? अपने जीवन की किसी स्थिति की सहायता से विजय करें। अपने इस कैसे हल किया?

3. Given below are three quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context:

(a) "A good head and a good heart are always a formidable combination" Nelson Mandela (10 marks, 150 words)

नोबेल महान नैतिक विचारकों/दार्शनिकों के तीन उद्धरण दिए गए हैं। इनमें से प्रत्येक उद्धरण के लिए, वर्तमान संदर्भ में आपके लिए इसका क्या अर्थ है, इसे उजागर करें:

(a) "एक अच्छा दिमाग और एक अच्छा हृदय हमेशा एक जबरदस्त संयोजन है" - नेल्सन मंडेला

(b) "The weak can never forgive, forgiveness is the characteristic of strong" - Mahatma Gandhi (10 marks, 150 words)

(b) "कमजोर कभी क्षमा नहीं कर सकता, क्षमा शक्तिशाली की विशेषता है" - महात्मा गांधी

(c) "It takes a great deal of bravery to stand up to our enemies, but just as much to stand up to our friends." (10 marks, 150 words)

(c) "अपने दुश्मनों के खिलाफ खड़े होने के लिए बहुत बहादुरी की जरूरत होती है, लेकिन अपने दोस्तों के खिलाफ खड़े होने के लिए भी उतनी ही बहादुरी की जरूरत होती है।"

4. "You see what you expect to see, Severus." Can you think of a situation where that has been true for you and perhaps caused you to miss something important (10 marks, 150 words)

"आप वही देखते हैं जो आप देखने की उम्मीद करते हैं, सेवरस।" क्या आप ऐसी स्थिति के बारे में सोच सकते हैं जहां यह आपके लिए सच रहा हो और शायद इसके कारण आप कुछ महत्वपूर्ण चीजें गूँथें हों? (10 अंकों, 150 शब्द)

5. (a) 'Stakeholder Theory of Corporate Governance' focuses on the stakeholders, and not just shareholders, in its governance process. What is your view about it in the present context?

(a) 'स्टेकहोल्डर थ्योरी ऑफ कॉर्पोरेट गवर्नंस' अपने स्टakeholders पर, न कि केवल शेयरधारकों पर। वर्तमान संदर्भ में इसके बारे में आपका क्या विचार है? एक उदाहरण देकर अपने उत्तर की पुष्टि कीजिए।

(a) 'कॉर्पोरेट प्रशासन का हितधारक सिद्धांत' अपनी प्रशासन प्रक्रिया में हितधारकों पर केंद्रित है, न कि केवल शेयरधारकों पर। वर्तमान संदर्भ में इसके बारे में आपका क्या विचार है? एक उदाहरण देकर अपने उत्तर की पुष्टि कीजिए।

(b) Is it right to pay a bribe to induce a government entity to approve a program that will benefit people? How would you decide? How would you ensure that your self-interest was not unduly affecting your decision? (10 marks, 150 words)

(b) क्या सही है कि भ्रष्टाचार को प्रोत्साहित करने के लिए सरकार को एक कार्यक्रम को मंजूरी देना चाहिए? आप कैसे तय करेंगे कि आपका स्वार्थ अपने निर्णय को अधिक प्रभावित नहीं करता है? अपने उत्तर को पुष्टि करने के लिए एक उदाहरण दें।

