

Total Marks : 250

Time : 3 Hours

Candidates should attempt all questions of Group A with word limit of 300 words and any 10 questions of Group B with word limit of 250 words.

Question 1 to Question 5
20 marks each (answer in 300 words)

Question 6 to Question 18
15 marks each (answer in 250 words)

GROUP A

- Q.1** Ethics is about distinguishing between what is legally permissible and what is morally right. Discuss.
ନୀତିଶାସ୍ତ୍ର ହେଉଛି ଆଇନଗତ ଭାବରେ କ'ଣ ଅନୁମତିପ୍ରାପ୍ତ ଏବଂ କ'ଣ ନୈତିକ ଦୃଷ୍ଟିରୁ ଠିକ୍ ତାହା ମଧ୍ୟରେ ପାର୍ଥକ୍ୟ କରିବା। ଆଲୋଚନା କରନ୍ତୁ।
- Q.2** While laws and rules serve as the primary moral compass for public administrators, they alone are insufficient. Justify this statement with relevant examples.
ଯଦିଓ ଆଇନ ଏବଂ ନିୟମ ସରକାରୀ ପ୍ରଶାସକଙ୍କ ପାଇଁ ପ୍ରାଥମିକ ନୈତିକ ଦିଗଦର୍ଶକ ଭାବରେ କାର୍ଯ୍ୟ କରେ, କେବଳ ସେମାନେ ଯଥେଷ୍ଟ ନୁହଁନ୍ତି। ପ୍ରାସଙ୍ଗିକ ଉଦାହରଣ ସହିତ ଏହି ବିବୃତିକୁ ଯଥାର୍ଥ କରନ୍ତୁ।
- Q.3** Determining ethics in state policies and actions is challenging, as every decision has both positive and negative impacts depending on stakeholders' perspectives. Discuss with relevant examples.
ରାଜ୍ୟ ନୀତି ଏବଂ କାର୍ଯ୍ୟରେ ନୀତିଶାସ୍ତ୍ର ନିର୍ଣ୍ଣୟ କରିବା ଏକ ଚ୍ୟାଲେଞ୍ଜିଂ, କାରଣ ପ୍ରତ୍ୟେକ ନିଷ୍ପତ୍ତିର ଅଂଶୀଦାରଙ୍କ ଦୃଷ୍ଟିକୋଣ ଉପରେ ନିର୍ଭର କରି ସକାରାତ୍ମକ ଏବଂ ନକାରାତ୍ମକ ପ୍ରଭାବ ପଡ଼ିଥାଏ। ପ୍ରାସଙ୍ଗିକ ଉଦାହରଣ ସହିତ ଆଲୋଚନା କରନ୍ତୁ।
- Q.4** Social morality norms should not be imposed on civil servants while performing their professional duties for the common good. Critically examine this perspective.
ସାଧାରଣ ମଙ୍ଗଳ ପାଇଁ ସେମାନଙ୍କର ବୃତ୍ତିଗତ କର୍ତ୍ତବ୍ୟ ପାଳନ କରିବା ସମୟରେ ସରକାରୀ କର୍ମଚାରୀଙ୍କ ଉପରେ ସାମାଜିକ ନୈତିକତାର ମାନଦଣ୍ଡ ଲଦି ଦିଆଯିବା ଉଚିତ୍ ନୁହେଁ। ଏହି ଦୃଷ୍ଟିକୋଣକୁ ସମାଲୋଚନାତ୍ମକ ଭାବରେ ପରୀକ୍ଷା କରନ୍ତୁ।
- Q.5** With the advent of 24x7 news and prevalence of an array of news sources across the board, the media is omnipresent in nature. In this competitive environment, many media professionals who are overcome by deadlines, bottom-line imperatives, and corporate interests are losing sight of the ethical implications of their work. Further, there have been several cases of irresponsible reporting where the reportage has interfered with court proceedings, compromised delicate security situations or led to the spread of fake or unverified news. In this context, answer the following questions:
(a) Identify the ethical issues prevalent in the profession of media.
(b) How does unethical reporting and sensationalization of news impact society?
(c) What can be done to strengthen the role of ethics in media?
୨୪x୭ ଖବରର ଆଗମନ ଏବଂ ବିଭିନ୍ନ ସମ୍ବାଦ ଉତ୍ସର ପ୍ରସାର ସହିତ, ଗଣମାଧ୍ୟମ ପ୍ରକୃତିରେ ସର୍ବବ୍ୟାପୀ। ଏହି ପ୍ରତିଯୋଗିତାମୂଳକ ପରିବେଶରେ, ସମୟସୀମା, ନିମ୍ନ-ଲାଇନ୍ ବାଧ୍ୟତା ଏବଂ କର୍ପୋରେଟ୍ ସ୍ପାର୍ଥ ଦ୍ୱାରା ଅତିକ୍ରମିତ ଅନେକ ଗଣମାଧ୍ୟମ ବୃତ୍ତିଗତ ସେମାନଙ୍କ କାର୍ଯ୍ୟର ନୈତିକ ପ୍ରଭାବକୁ ଭୁଲି ଯାଉଛନ୍ତି। ଏହା ବ୍ୟତୀତ, ଦାୟିତ୍ୱହୀନ ରିପୋର୍ଟିଂର ଅନେକ ମାମଲା ଘଟିଛି ଯେଉଁଠାରେ ରିପୋର୍ଟେଜ୍ କୋର୍ଟ କାର୍ଯ୍ୟରେ ବାଧା ସୃଷ୍ଟି କରିଛି, ନାଜୁକ ସୁରକ୍ଷା ପରିସ୍ଥିତିକୁ ବିପଦରେ ପକାଇଛି କିମ୍ବା ନକଲି କିମ୍ବା ଯାଞ୍ଚ ନ ହୋଇଥିବା ସମ୍ବାଦ ପ୍ରସାରଣ କରିଛି। ଏହି ପରିପ୍ରେକ୍ଷାରେ, ନିମ୍ନଲିଖିତ ପ୍ରଶ୍ନଗୁଡ଼ିକର ଉତ୍ତର ଦିଅନ୍ତୁ:

- (କ) ଗଣମାଧ୍ୟମ ବୃତ୍ତିରେ ପ୍ରଚଳିତ ନୈତିକ ସମସ୍ୟାଗୁଡ଼ିକୁ ଚିହ୍ନଟ କରନ୍ତୁ।
(ଖ) ଅନୈତିକ ରିପୋର୍ଟ ଏବଂ ସମ୍ବାଦର ଚାଞ୍ଚଲ୍ୟକରୀକରଣ ସମାଜକୁ କିପରି ପ୍ରଭାବିତ କରେ?
(ଗ) ଗଣମାଧ୍ୟମରେ ନୀତିଶାସ୍ତ୍ରର ଭୂମିକାକୁ ସୁଦୃଢ଼ କରିବା ପାଇଁ କ'ଣ କରାଯାଇପାରିବ?

GROUP B

- Q.6 Addressing an ethical dilemma in civil services necessitates not only compliance with rules and regulations but also the exercise of moral prudence and altruism. Discuss this in the context of Indian civil services, with examples.**

ସିଭିଲ୍ ସେବାରେ ଏକ ନୈତିକ ଦ୍ଵନ୍ଦ୍ଵର ସମାଧାନ ପାଇଁ କେବଳ ନିୟମ ଏବଂ ନିୟମାବଳୀ ପାଳନ କରିବା ଆବଶ୍ୟକ ନୁହେଁ ବରଂ ନୈତିକ ବିଚକ୍ଷଣତା ଏବଂ ପରାଧର୍ମପରତାର ଅଭ୍ୟାସ ମଧ୍ୟ ଆବଶ୍ୟକ। ଭାରତୀୟ ସିଭିଲ୍ ସେବା ପରିପ୍ରେକ୍ଷାରେ ଏହାକୁ ଉଦାହରଣ ସହିତ ଆଲୋଚନା କରନ୍ତୁ।

- Q.7 Define self-efficacy and its key determinants. Explain its importance for a civil servant in decision-making, resilience, and effective public service delivery.**

ଆତ୍ମ-ଫଳଦାୟକତା ଏବଂ ଏହାର ପ୍ରମୁଖ ନିର୍ଦ୍ଦେଶକକୁ ପରିଭାଷିତ କରନ୍ତୁ। ନିଷ୍ପତ୍ତି ଗ୍ରହଣ, ସ୍ଥିରତା ଏବଂ ପ୍ରଭାବଶାଳୀ ସାର୍ବଜନୀନ ସେବା ପ୍ରଦାନରେ ଜଣେ ସିଭିଲ୍ କର୍ମଚାରୀଙ୍କ ପାଇଁ ଏହାର ଗୁରୁତ୍ଵ ବ୍ୟାଖ୍ୟା କରନ୍ତୁ।

- Q.8 Examine the role of ethics officers in enhancing corporate governance in India.**

ଭାରତରେ କର୍ପୋରେଟ୍ ଶାସନ ବୃଦ୍ଧି କରିବାରେ ନୀତିଶାସ୍ତ୍ର ଅଧିକାରୀଙ୍କ ଭୂମିକା ପରୀକ୍ଷା କରନ୍ତୁ।

- Q.9 The Code of Conduct for civil services in India has largely remained symbolic, failing to instill ethical and moral values in governance. In this context, examine the necessity of a National Commission on Integrity and Transparency in Governance.**

ଭାରତରେ ସିଭିଲ୍ ସେବା ପାଇଁ ଆଚରଣ ସଂହିତା ମୁଖ୍ୟତଃ ପ୍ରତୀକାତ୍ମକ ରହିଛି, ଶାସନରେ ନୈତିକ ଏବଂ ନୈତିକ ମୂଲ୍ୟବୋଧ ସ୍ଥାପନ କରିବାରେ ବିଫଳ ହୋଇଛି। ଏହି ପରିପ୍ରେକ୍ଷାରେ, ଶାସନରେ ଅଖଣ୍ଡତା ଏବଂ ସ୍ଵଚ୍ଛତା ଉପରେ ଏକ ଜାତୀୟ କମିଶନର ଆବଶ୍ୟକତା ଯାଞ୍ଚ କରନ୍ତୁ।

- Q.10 Citizen empowerment naturally stems from the implementation of a Citizen Charter. Critically analyze this statement in the Indian context.**

ନାଗରିକ ସଶକ୍ତିକରଣ ସ୍ଵାଭାବିକ ଭାବରେ ଏକ ନାଗରିକ ଚାର୍ଟର କାର୍ଯ୍ୟାୟକ୍ରମରୁ ଉତ୍ପନ୍ନ ହୁଏ। ଭାରତୀୟ ପରିପ୍ରେକ୍ଷାରେ ଏହି ବିବୃତ୍ତିକୁ ସମାଲୋଚନାତ୍ମକ ଭାବରେ ବିଶ୍ଳେଷଣ କରନ୍ତୁ।

- Q.11 Considering the significance of developing emotional intelligence from an early age, examine the key role schools can play in fostering it.**

ବାଲ୍ୟକାଳରୁ ଭାବପ୍ରବଣ ବୁଦ୍ଧିମତ୍ତା ବିକାଶର ଗୁରୁତ୍ଵକୁ ବିଚାର କରି, ଏହାକୁ ପ୍ରୋତ୍ସାହିତ କରିବାରେ ବିଦ୍ୟାଳୟଗୁଡ଼ିକ କ'ଣ ପ୍ରମୁଖ ଭୂମିକା ଗ୍ରହଣ କରିପାରିବେ ତାହା ପରୀକ୍ଷା କରନ୍ତୁ।

- Q.12 What do each of the following quotations mean to you?**

"The happiness of your life depends upon the quality of your thoughts."- Marcus Aurelius.

ନିମ୍ନଲିଖିତ ପ୍ରତ୍ୟେକ ଉକ୍ତି ଆପଣଙ୍କ ପାଇଁ କ'ଣ ଅର୍ଥ ରଖେ?

"ଆପଣଙ୍କ ଜୀବନର ଖୁସି ଆପଣଙ୍କ ଚିନ୍ତାଧାରାର ଗୁଣବତ୍ତା ଉପରେ ନିର୍ଭର କରେ।"- ମାର୍କସ୍ ଅରେଲିୟସ୍

- Q.13 What do each of the following quotations mean to you?**

"The forces in a capitalist society, if left unchecked, tend to make the rich richer and the poor poorer." — Jawaharlal Nehru.

ନିମ୍ନଲିଖିତ ପ୍ରତ୍ୟେକ ଉକ୍ତି ଆପଣଙ୍କ ପାଇଁ କ'ଣ ଅର୍ଥ ରଖେ?

"ପୁଞ୍ଜିବାଦୀ ସମାଜରେ ଶକ୍ତିଗୁଡ଼ିକ, ଯଦି ଅଣଦେଖା କରାଯାଏ, ତେବେ ଧନୀକୁ ଅଧିକ ଧନୀ ଏବଂ ଗରିବକୁ ଅଧିକ ଗରିବ କରିଥାଏ।" — ଜବାହରଲାଲ ନେହେରୁ।

- Q.14** Critically examine whether the concept of an ethical foreign policy overlooks the practical realities of international politics.
ଏକ ନୈତିକ ବୈଦେଶିକ ନୀତିର ଧାରଣା ଆନ୍ତର୍ଜାତୀୟ ରାଜନୀତିର ବ୍ୟବହାରିକ ବାସ୍ତବତାକୁ ଅଣଦେଖା କରେ କି ନାହିଁ ତାହା ସମାଲୋଚନାମୂଳକ ଭାବରେ ପରୀକ୍ଷା କରନ୍ତୁ।
- Q.15** The nature of business operations significantly impacts the ethical challenges it faces. Discuss the importance of business ethics in today's world with relevant examples.
ବ୍ୟବସାୟିକ କାର୍ଯ୍ୟର ପ୍ରକୃତି ଏହା ସମ୍ମୁଖୀନ ହେଉଥିବା ନୈତିକ ଚ୍ୟାଲେଞ୍ଜଗୁଡ଼ିକୁ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ ଭାବରେ ପ୍ରଭାବିତ କରେ। ପ୍ରାସଙ୍ଗିକ ଉଦାହରଣ ସହିତ ଆଜିର ବିଶ୍ୱରେ ବ୍ୟବସାୟିକ ନୀତିର ଗୁରୁତ୍ୱ ବିଷୟରେ ଆଲୋଚନା କରନ୍ତୁ।
- Q.16** A tragic incident occurred at the Kalinga Institute of Industrial Technology (KIIT), Bhubaneswar, where a third-year B.Tech student from Nepal was found dead in her hostel room, suspected to have died by suicide. The incident led to widespread protests by Nepali students, alleging harassment and institutional neglect. They demanded a thorough investigation and the arrest of the accused.
In response, KIIT initially ordered all Nepali students to vacate the campus, leading to distress among them. While the administration later clarified its stance and attempted to restore normalcy, reports emerged of students facing forceful eviction, lack of support, and police intervention. The incident escalated into a diplomatic issue, with the Nepalese Prime Minister addressing the matter and diplomatic channels being activated to resolve it.
As an administrator handling this crisis, you are faced with multiple ethical dilemmas: ensuring justice for the deceased student, addressing the grievances of the protesting students, maintaining institutional stability, and navigating the diplomatic sensitivities between India and Nepal.
Questions:
(a) Identify the ethical issues involved in this case.
(b) As an administrator, what steps would you take to balance justice, institutional discipline, and diplomatic relations?
(c) How would you ensure the safety and emotional well-being of international students while upholding the rule of law?
(d) What ethical principles should guide the actions of university authorities in managing such incidents?
(e) How can institutions prevent such incidents in the future and foster a safe, inclusive, and accountable academic environment?
ଭୁବନେଶ୍ୱରର କଳିଙ୍ଗ ଇନ୍ଦ୍ରିୟୁଆର୍ ଅଫ୍ ଇଣ୍ଡଷ୍ଟ୍ରିଆଲ୍ ଟେକ୍ନୋଲୋଜି (KIIT)ରେ ଏକ ଦୁଃଖଦ ଘଟଣା ଘଟିଛି, ଯେଉଁଠାରେ ନେପାଳର ଜଣେ ତୃତୀୟ ବର୍ଷର ବି.ଟେକ୍ ଛାତ୍ରୀ ତାଙ୍କ ହଷ୍ଟେଲ ରୁମ୍‌ରେ ମୃତ ଅବସ୍ଥାରେ ପାଇଥିଲେ, ଯାହା ଆତ୍ମହତ୍ୟା ବା ମୃତ୍ୟୁବରଣ କରିଥିବା ସନ୍ଦେହ କରାଯାଉଛି। ଏହି ଘଟଣା ପରେ ନେପାଳୀ ଛାତ୍ରମାନେ ହଇରାଣ ଏବଂ ସାଂଗଠନିକ ଅବହେଳା ଅଭିଯୋଗ କରି ବ୍ୟାପକ ବିରୋଧ ପ୍ରଦର୍ଶନ କରିଥିଲେ। ସେମାନେ ଏହାର ପୂର୍ଣ୍ଣାନ୍ୱୟ ଚରଣ ଏବଂ ଅଭିଯୁକ୍ତଙ୍କୁ ଗିରଫ କରିବାକୁ ଦାବି କରିଥିଲେ।
ଜବାବରେ, KIIT ପ୍ରଥମେ ସମସ୍ତ ନେପାଳୀ ଛାତ୍ରଙ୍କୁ କ୍ୟାମ୍ପସ୍ ଖାଲି କରିବାକୁ ନିର୍ଦ୍ଦେଶ ଦେଇଥିଲା, ଯାହା ଫଳରେ ସେମାନଙ୍କ ମଧ୍ୟରେ ଦୁଃଖ ସୃଷ୍ଟି ହୋଇଥିଲା। ପ୍ରଶାସନ ପରେ ଏହାର ମତ ସ୍ପଷ୍ଟ କରି ସ୍ୱାଭାବିକତା ଫେରାଇ ଆଣିବାକୁ ଚେଷ୍ଟା କରିଥିଲା, କିନ୍ତୁ ଛାତ୍ରମାନଙ୍କୁ ବଳପୂର୍ବକ ବହିଷ୍କାର, ସମର୍ଥନର ଅଭାବ ଏବଂ ପୋଲିସ୍ ହସ୍ତକ୍ଷେପର ସମ୍ମୁଖୀନ ହେଉଥିବା ରିପୋର୍ଟ ପ୍ରକାଶ ପାଇଥିଲା। ଘଟଣାଟି ଏକ କୃତନୈତିକ ପ୍ରସଙ୍ଗରେ ପରିଣତ ହୋଇଥିଲା, ନେପାଳ ପ୍ରଧାନମନ୍ତ୍ରୀ ଏହି ମାମଲାକୁ ସମ୍ବୋଧିତ କରିଥିଲେ ଏବଂ ଏହାର ସମାଧାନ ପାଇଁ କୃତନୈତିକ ଚ୍ୟାଲେଞ୍ଜଗୁଡ଼ିକୁ ସୂଚନା ଦେଇଥିଲେ।
ଏହି ସଙ୍କଟକୁ ପରିଚାଳନା କରୁଥିବା ପ୍ରଶାସକ ଭାବରେ, ଆପଣ ଅନେକ ନୈତିକ ଦ୍ୱନ୍ଦ୍ୱର ସମ୍ମୁଖୀନ ହେଉଛନ୍ତି: ମୃତ ଛାତ୍ରଙ୍କ ପାଇଁ ନ୍ୟାୟ ସୁନିଶ୍ଚିତ କରିବା, ପ୍ରତିବାଦ କରୁଥିବା ଛାତ୍ରଙ୍କ ଅଭିଯୋଗକୁ ସମାଧାନ କରିବା, ସାଂଗଠନିକ ସ୍ଥିରତା ବଜାୟ ରଖିବା ଏବଂ ଭାରତ ଏବଂ ନେପାଳ ମଧ୍ୟରେ କୃତନୈତିକ ସମ୍ବେଦନଶୀଳତାକୁ ନେଇଗେର୍ କରିବା।
ପ୍ରଶ୍ନ:
(କ) ଏହି ମାମଲାରେ ଜଡ଼ିତ ନୈତିକ ପ୍ରସଙ୍ଗଗୁଡ଼ିକୁ ଚିହ୍ନଟ କରନ୍ତୁ।
(ଖ) ଜଣେ ପ୍ରଶାସକ ଭାବରେ, ନ୍ୟାୟ, ସାଂସ୍ଥାଗତ ଶୃଙ୍ଖଳା ଏବଂ କୃତନୈତିକ ସମ୍ପର୍କକୁ ସନ୍ତୁଳିତ କରିବା ପାଇଁ ଆପଣ କ'ଣ ପଦକ୍ଷେପ ନେବେ?

- (ଗ) ଆଇନର ଶାସନକୁ ବ୍ୟାଘ୍ର ରଖି ଆପଣ କିପରି ଆନ୍ତର୍ଜାତୀୟ ଛାତ୍ରମାନଙ୍କର ସୁରକ୍ଷା ଏବଂ ଭାବପ୍ରବଣ ସୁସ୍ଥତା ସୁନିଶ୍ଚିତ କରିବେ?
(ଘ) ଏପରି ଘଟଣା ପରିଚାଳନା କରିବାରେ ବିଶ୍ୱବିଦ୍ୟାଳୟ କର୍ତ୍ତୃପକ୍ଷଙ୍କ କାର୍ଯ୍ୟକୁ କେଉଁ ନୈତିକ ନୀତି ମାର୍ଗଦର୍ଶନ କରିବା ଉଚିତ?
(ଙ) ଭବିଷ୍ୟତରେ ଅନୁଷ୍ଠାନଗୁଡ଼ିକ କିପରି ଏପରି ଘଟଣାକୁ ରୋକିପାରିବେ ଏବଂ ଏକ ସୁରକ୍ଷିତ, ଅନ୍ତର୍ଭୁକ୍ତ ଏବଂ ଦାୟିତ୍ୱପୂର୍ଣ୍ଣ ଶୈକ୍ଷିକ ପରିବେଶକୁ ପ୍ରୋତ୍ସାହିତ କରିପାରିବେ?

Q.17 You are appointed as the Project Director in a large infrastructure company of the country. The company has won the rights to develop a port and its hinterland in a state. The project has economic and strategic significance for the country as it would develop a leading transshipment hub in the region and would lead to higher exports and earnings through its operation, flourishing of new businesses and also create employment opportunities. Also, the successful completion and operationalization of the project is important for the company as some of its previous projects were halted due to protests by the local communities and not only the reputation of the company but also significant investments are at stake. The land acquisition for the project has been completed as per the laid down rules and regulations. The Environmental Impact Assessment has been carried out and the project has received the go ahead from the concerned authorities. Also, rehabilitation and alternative livelihood opportunities are made available to the affected people as per the laid-down norms. However, once the construction started, some farmer groups started agitating on the grounds that they have not been adequately compensated and that the project will negatively impact their livelihoods. They are demanding that either the project be halted or the compensation provided to them be increased substantially by way of money and assured jobs. In this context, answer the following:

- (a) Identify the relevant stakeholders in this case and the issues affecting them.
(b) Evaluate the merits and demerits of ceding to the demands of the protesting groups, in the given context.
(c) What course of action will you follow?
- ଆପଣ ଦେଶର ଏକ ବଡ଼ ଭିତ୍ତିଭୂମି କମ୍ପାନୀରେ ପ୍ରକଳ୍ପ ନିର୍ଦ୍ଦେଶକ ଭାବରେ ନିଯୁକ୍ତ ହୋଇଛନ୍ତି। କମ୍ପାନୀଟି ଏକ ରାଜ୍ୟରେ ଏକ ବନ୍ଦର ଏବଂ ଏହାର ଆଖ୍ୟାନ୍ତରୀଣ ଅଞ୍ଚଳ ବିକାଶ କରିବାର ଅଧିକାର ପାଇଛି। ଏହି ପ୍ରକଳ୍ପର ଦେଶ ପାଇଁ ଅର୍ଥନୈତିକ ଏବଂ ରାଜନୈତିକ ଗୁରୁତ୍ୱ ରହିଛି କାରଣ ଏହା ଏହି ଅଞ୍ଚଳରେ ଏକ ଅଗ୍ରଣୀ ଗ୍ରାହ୍ୟପିମେଣ୍ଟ ହବ୍ ବିକଶିତ କରିବ ଏବଂ ଏହାର ପରିଚାଳନା ଦ୍ୱାରା ଅଧିକ ରପ୍ତାନି ଏବଂ ରୋଜଗାର ଆଣିବ, ନୂତନ ବ୍ୟବସାୟର ବିକାଶ ହେବ ଏବଂ ନିଯୁକ୍ତି ସୁଯୋଗ ମଧ୍ୟ ସୃଷ୍ଟି ହେବ।
- ଏହା ସହିତ, ପ୍ରକଳ୍ପର ସଫଳ ସମାପ୍ତି ଏବଂ କାର୍ଯ୍ୟକ୍ଷମତା କମ୍ପାନୀ ପାଇଁ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ କାରଣ ସ୍ଥାନୀୟ ସମ୍ପ୍ରଦାୟଙ୍କ ବିରୋଧ ଯୋଗୁଁ ଏହାର କିଛି ପୂର୍ବ ପ୍ରକଳ୍ପ ବନ୍ଦ ହୋଇଯାଇଥିଲା ଏବଂ କେବଳ କମ୍ପାନୀର ପ୍ରତିଷ୍ଠା ନୁହେଁ ବରଂ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ ନିବେଶ ମଧ୍ୟ ବାଜିରେ ଲାଗିଛି। ପ୍ରକଳ୍ପ ପାଇଁ ଜମି ଅଧିଗ୍ରହଣ ନିର୍ଦ୍ଧାରିତ ନିୟମ ଏବଂ ନିୟମାବଳୀ ଅନୁସାରେ ସମାପ୍ତ ହୋଇଛି। ପରିବେଶଗତ ପ୍ରଭାବ ମୂଲ୍ୟାଙ୍କନ କରାଯାଇଛି ଏବଂ ପ୍ରକଳ୍ପକୁ ସମ୍ପୂର୍ଣ୍ଣ କର୍ତ୍ତୃପକ୍ଷଙ୍କଠାରୁ ଅନୁମତି ମିଳିଛି। ଏହା ସହିତ, ନିର୍ଦ୍ଧାରିତ ମାନଦଣ୍ଡ ଅନୁଯାୟୀ ପ୍ରଭାବିତ ଲୋକଙ୍କୁ ପୁନର୍ବାସ ଏବଂ ବିକଳ ଜୀବିକା ସୁଯୋଗ ଉପଲବ୍ଧ କରାଯାଇଛି।
- ତଥାପି, ନିର୍ମାଣ ଆରମ୍ଭ ହେବା ପରେ, କିଛି ଚାଷୀ ଗୋଷ୍ଠୀ ଆନ୍ଦୋଳନ କରିବା ଆରମ୍ଭ କରିଥିଲେ ଯେ ସେମାନଙ୍କୁ ପର୍ଯ୍ୟାପ୍ତ କ୍ଷତିପୂରଣ ଦିଆଯାଇନାହିଁ ଏବଂ ପ୍ରକଳ୍ପ ସେମାନଙ୍କ ଜୀବିକା ଉପରେ ନକାରାତ୍ମକ ପ୍ରଭାବ ପକାଇବ। ସେମାନେ ଦାବି କରୁଛନ୍ତି ଯେ ପ୍ରକଳ୍ପକୁ ବନ୍ଦ କରାଯାଉ କିମ୍ବା ସେମାନଙ୍କୁ ପ୍ରଦାନ କରାଯାଇଥିବା କ୍ଷତିପୂରଣକୁ ଟଙ୍କା ଏବଂ ନିଶ୍ଚିତ ଚାକିରି ଦ୍ୱାରା ଯଥେଷ୍ଟ ବୃଦ୍ଧି କରାଯାଉ। ଏହି ପରିପ୍ରେକ୍ଷାରେ, ନିମ୍ନଲିଖିତ ଉତ୍ତର ଦିଅନ୍ତୁ:
- (କ) ଏହି କ୍ଷେତ୍ରରେ ସମ୍ପୂର୍ଣ୍ଣ ଅଂଶୀଦାରମାନଙ୍କୁ ଏବଂ ସେମାନଙ୍କୁ ପ୍ରଭାବିତ କରୁଥିବା ସମସ୍ୟାଗୁଡ଼ିକୁ ଚିହ୍ନଟ କରନ୍ତୁ।
(ଖ) ପ୍ରବଳ ପରିପ୍ରେକ୍ଷାରେ ପ୍ରତିବାଦକାରୀ ଗୋଷ୍ଠୀଗୁଡ଼ିକର ଦାବି ପୂରଣ କରିବାର ଗୁଣ ଏବଂ ଦୋଷ ମୂଲ୍ୟାଙ୍କନ କରନ୍ତୁ।
(ଗ) ଆପଣ କେଉଁ କାର୍ଯ୍ୟପଦ୍ଧତି ଅନୁସରଣ କରିବେ?

Q.18 Bishwanath Das once stated, "A republic does not necessarily mean the wiping out of the States." In the context of Indian federalism, discuss how cooperative federalism can strengthen democracy while ensuring national unity. ବିଶ୍ୱନାଥ ଦାସ ଥରେ କହିଥିଲେ, "ଏକ ଗଣତନ୍ତ୍ର ଅର୍ଥ ରାଜ୍ୟଗୁଡ଼ିକୁ ଲୋପ କରିବା ନୁହେଁ।" ଭାରତୀୟ ସଂଘୀୟତା ପରିପ୍ରେକ୍ଷାରେ, ଜାତୀୟ ଏକତା ସୁନିଶ୍ଚିତ କରିବା ସହିତ କିପରି ସହଯୋଗୀ ସଂଘୀୟତା ଗଣତନ୍ତ୍ରକୁ ସୁଦୃଢ଼ କରିପାରିବ ତାହା ଆଲୋଚନା କରନ୍ତୁ।

(GS PAPER IV: FULL SYLLABUS)

GROUP A

Q.1 Answer

APPROACH:

Introduction: Briefly define ethics in the introduction.

Body: Differentiate between 'right to do' and 'right thing to do' in the context of ethics.

Conclusion: Conclude accordingly.

Introduction:

Ethics is constituted of moral principles that govern a person's behavior or the conduct of an activity. The aforementioned quote makes a differentiation between legal action (right to do) and ethical action, i.e., the right thing to do. For instance, 'right to protest' is a fundamental right derived from the right to free speech and expression and the right to assemble peacefully without arms as per the Indian Constitution. However, this right to protest, agitate and demonstrate peacefully is often misused and exploited to block roads and highways, thereby causing hindrance to the general public. This shows that one's 'right' is not always exercised 'rightly'.

Factors	Legal	Ethical
Ethos	Regards ethics as a set of limits and something that has to be done	Defines ethics as a set of principles to guide choices
Objectives	Geared toward preventing unlawful conduct	Geared toward achieving responsible conduct
Method	Emphasizes rules and uses increased monitoring and penalties to enforce these rules	Treats ethics as infused in business practice (leadership, core systems, decision-making processes, etc)
Behavioral Assumptions	Rooted in deterrence theory (how to prevent people from doing bad things by manipulating the costs of misconduct)	Rooted in individual and communal values (both material and spiritual)

*Adapted from Paine (1996)

Body:

One can come across many such examples where rights exist, but there is a need to identify whether it is right or wrong to assert such a right. For instance,

- Exercising freedom of speech in such a way that it does not amount to defamation or sedition etc.
- Practicing religion in such a way that it does not disempower a gender or community.
- Giving up subsidies by people in case they do not need them any more for the benefit of those who need them.

The distinction between legal action and ethical action is paramount for all individuals in society. But it assumes greater significance for people in public office, as their actions have wider social and economic ramifications. For instance, a public official often grapples with this dilemma because not taking a legal action might be an ethical action.

For example, denying a needy person ration (food grains and other consumables) provided by the state due to lack of requisite official documents might pass the legal scrutiny, but it reflects poorly on the ethical conduct and conscience of the officer.

Conclusion:

However, people often have different and opposing ethical standards. Since ethics is developed from an individual's or a group's beliefs, values, and morals, it varies from person to person. Further, one person's ethical values can be in direct conflict and opposition to another person's values.

Therefore, societies adhere to certain common ethical standards, such as not lying, not stealing, respecting all religions, etc., as adherence to these standards ensures that the welfare of the society as a whole is not compromised.

Q.2 Answer

APPROACH:

Introduction: Introduce your answer with laws and rules as the principal guide to morality for public administrators.

Body: Bring out examples showing how laws and rules are a source of ethical guidance. Citing arguments also highlight how they are not sufficient enough as ethical guide.

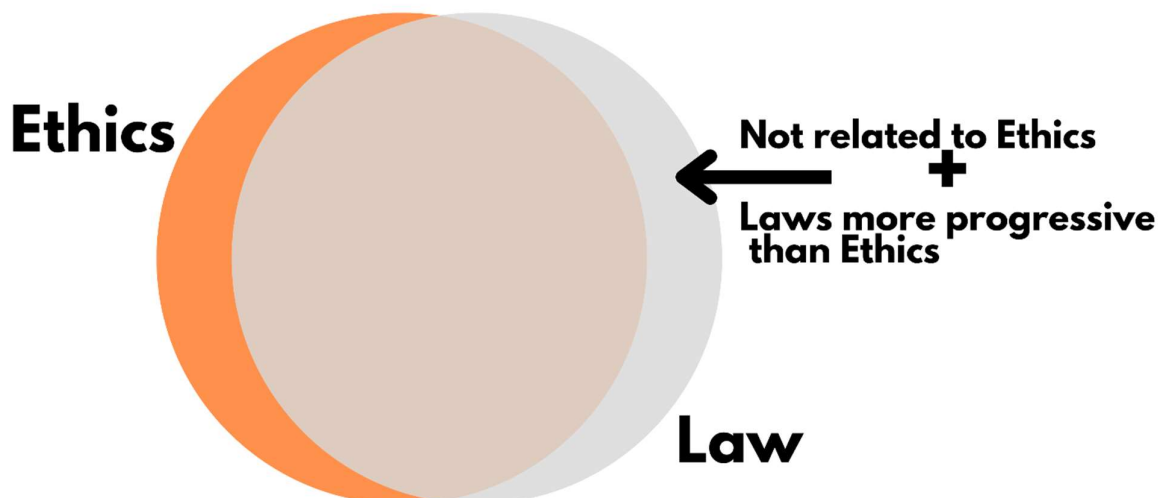
Conclusion: Conclude accordingly.

Introduction:

While laws can be defined as an assemblage of rules and regulations set up by legislative bodies that are indispensable and must be followed by the people, rules are the standard set of instructions to operationalise the law, which should be followed by public. Their purpose is to promote the common good and societal welfare as well as to protect individual rights.

Body:

Laws and rules as a source of ethical guidance for public administrators:



Purpose of Laws & Rules	Explanation	Example
Clarifying values, procedures, and behavior	Laws and rules guide public administrators in making decisions and taking actions in a rule-based manner.	BPL persons aged 60 years or above receive old age pensions as per rules.
Regulating public goods and natural	Laws and rules help in the fair distribution and use of public resources.	Distribution of food grains through the Targeted Public

resources		Distribution System (TPDS).
Promoting order, fairness, and safety	Ensures discipline, fairness, and protection for citizens.	Traffic rules regulate city road traffic and ensure public safety.

However, laws and rules are not sufficient in themselves to guide public servants in certain situations as follows:

- **Conflicting laws:** In case of conflicting laws, a public servant's own moral prudence and individual morality rather than law serves as a guiding light.
 - For example, the conflict between sharing of information in the public domain through the RTI Act and restrictions as per the Official Secrets Act leads to the officer using his morality to decide the course of action on a case-by-case basis.
- **Evolving laws:** As the society evolves, it is not the laws and rules but larger public values and moral principles which serve as a source of ethical guidance for public administrators for bringing required changes in the laws and rules.
 - For example, Section 377 of the Indian Penal Code, the Pre-Conception and Pre-Natal Diagnostic Techniques Act, etc.
- **Actions driven by compassion:** Owing to his compassion, a civil servant might have to go beyond the limiting laws to help a downtrodden or the needy.
 - For example, in case of an inclusion and exclusion error in the beneficiary registry, missing the Aadhar document, provisioning of ration to poor elderly who is a victim of the system and under desperate need.
- **Sensitization and awareness:** Public offices have Citizen Charters with specified rules guiding public services delivery, however, these rules are, at times, not followed due to lack of sensitization of public servants and awareness among citizens.
- **Role of individual's conscience:** At times, an individual's conscience helps as a guide to take ethical decisions.
 - For example, public administrators are involved in corruption cases despite the Prevention of Corruption Act, 1988.

Conclusion:

Beyond laws, rules and regulations, it is evident that public administrators must take reasonable care to ensure a clear inner conscience. Public administrators must not only do the right things but also do the things right.

Q.3 Answer

APPROACH:

Introduction: Start by writing about the determination of ethics in state policies and actions.

Body: Give arguments to support the statement along with suitable examples.

Conclusion: Conclude accordingly.

Introduction:

The state as the highest executive authority is required to perform administrative, legal, and regulatory functions. Broadly, state actions and policies need to conform with the constitution, laws, judicial pronouncements, international conventions and treaties. However, there isn't a necessary positive correlation between the legality of an outcome and its ethicality.

Ethical Decision Making Model



Body:

Depending upon the circumstances and requirements, views of different stakeholders may not be in consonance with each other. This is highlighted in the arguments given below:

- States reach out to all the stakeholders so as to include their interest in policies and programs. However, such outreach becomes difficult particularly when the interests of stakeholders are contradictory.
 - For e.g., labour reforms are viewed as promoting the interests of the employer at the cost of employees' interests.
- When it comes to significant areas such as national security or maintenance of law and order, the state cannot compromise with the fundamentals of the state.
 - For e.g. state refusing refuge to immigrants to ensure national security.
- Sometimes, the state has to neglect the interests of a few in order to promote the larger interest of society.
 - For instance, infrastructure projects undertaken in the need for economic growth and development may cause tribal displacement.
- Resource constraint also hinders the state's ability to promote the common good and welfare. Therefore, it raises questions on the state policy of preferential treatment.
 - For e.g., development programs for minorities, SC/ST's etc.
- State policies to promote constitutional values could also hurt the sentiments of religious communities. The verdict in case of Triple Talaq law, Sabarimala case, Santhara/Sallekhana case etc. is viewed as state intervention in a matter of personal faith.

Conclusion:

State policies and actions must only be assessed in context of the requirements of the time and in light of them falling within the legal and constitutional framework. Needless to say that there should be a harmonious construction of the viewpoints of different stakeholders, so that conflicts can be resolved amicably.

Q.4 Answer

APPROACH:

Introduction: Briefly discuss the prominent thinkers promoting this view.

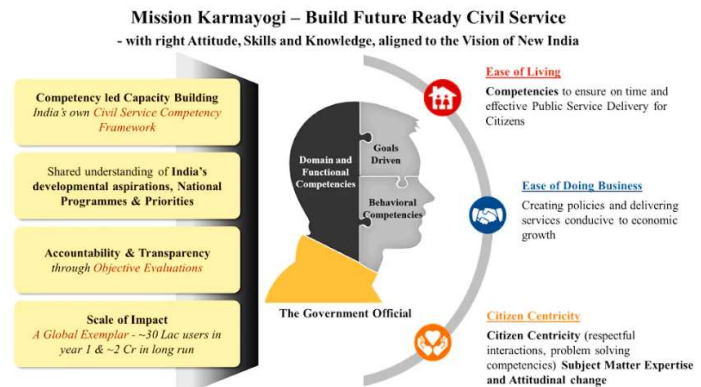
Body: Explain the meaning of the statement with relevant examples.

Conclusion: Discuss the debate surrounding the issue and conclude accordingly.

Introduction:

Machiavelli believed that we should not apply the ordinary standards of right and wrong to the extraordinary situation of a person who is acting as a bureaucratic functionary.

The rationale behind this is that when the act accuses, the result excuses, i.e., one should consider the results that have been achieved, rather than how they have been executed. The dilemma arises out of a tension between perceived professional obligations and long-standing moral obligations that are the standards of everyday life.



Body:

This can be witnessed in several instances like:

Issue	Explanation
Lying for your country	Ambassadors may withhold or distort information in national interest. Example: India did not share details of its 1998 nuclear tests.
Administrative secrecy	Public servants take an oath to maintain state secrets, ensuring national security but compromising transparency and honesty.
Encounters	In special cases, public servants (e.g., law enforcement) may be permitted to kill to prevent major threats, though killing is generally unethical and unlawful.
Administrative discretion	Eligibility for schemes and benefits may be relaxed in exceptional cases to achieve greater public good.

Conclusion:

However, these should be treated as an exception and not the rule. Civil servants are expected to uphold the highest values in society. The reputation and success of governance depends upon the conduct of public functionaries and the trust people have in the administrators.

It is therefore of fundamental importance that public functionaries act in a just and fair manner towards all, not only paying lip service to ethical conduct but also ensuring it is manifestly seen to be done. Therefore, norms of social morality should be firmly upheld by the civil servants as administration provides the container, which gives shape and content to these values.

Q.5 Answer

APPROACH:

Introduction: Give a brief introduction about the case.

Body: Highlight ethical issues involved in the case. Highlight the impact of unethical reporting and sensationalization of news on the Indian society.

Conclusion: Suggest suitable steps to strengthen the role of ethics in media.

Introduction:

Media acts as a bridge between the state and public and plays a role of informer, motivator and leader for healthy democracy at all levels. As the fourth pillar of democracy, media is mandated to follow certain ethics such as ensuring authenticity of the news, use of restrained and socially acceptable language for ensuring objectivity and fairness in reporting and keeping in mind its cascading effect on the society and on the individuals and institutions concerned.

However, in recent times, there has been a decline in media ethics with growing instances of yellow journalism, where illegitimate and poorly researched news are presented with catchy headlines served with exaggeration and sensationalism to increase TRPs and revenue.

Body:

(a) Ethical issues prevalent in the profession of media:

Issue	Explanation
Commercialization of media	Leads to sensationalization of news, yellow journalism, and the problem of paid news.
Misuse of freedom of speech and press	Insensitive language in news debates crosses limits of decency and morality. Revealing personal information without consent violates the right to privacy.
Impedes right to fair trial	Media trials hinder a fair trial, jeopardize the rule of law, and can damage a person's reputation even after acquittal.
Irresponsible reporting	Reporting without verifying facts can lead to communal disharmony, political unrest, and lawlessness, endangering national unity and security.

Media plays a significant role in shaping the opinion of people and how they perceive the world around them. The omnipresent nature of media also discourages critical thinking by continuous bombardment of opinionated content.

(b) Impact of unethical reporting and sensationalization of news on Indian society:

Issue	Explanation
Creating a misinformed society	Fake news and sensationalism lead to a misinformed citizenry, ultimately creating a misinformed society.
Crowding out the real issues	Commercialization of media prioritizes entertaining news over socially significant issues like national growth, HDI decline, and unemployment, leaving citizens unaware.
Encouraging the attitude of indifference	Frequent corrections of reported news by reputed media sources degrade their credibility, making citizens indifferent to news.
Propagating fear and anxiety	Selective reporting and overhyping of news create an atmosphere of fear and anxiety, such as broadcasting live footage from crematoriums during COVID-19.

(c) Steps to strengthen the role of ethics in media

Issue	Explanation
Independent self-regulatory body	Internal mechanisms like 'letters to the editor', internal Ombudsman, Media Council of Peers, and Media Watch Groups can help ensure adherence to

	guidelines and address media-related misconduct.
Encouraging a central role for civil society	The rise of digital media has democratized content creation, making civil society a key player in media regulation, supervision, and content creation.
Creating discourse on ethics in digital media	Media ethics must evolve with modern digital platforms, and consumers should be sensitized on responsible digital media usage.
Using technology to check fake news	Technologies like Artificial Intelligence and Blockchain can be leveraged to verify facts in real time before media outlets publish stories.

Conclusion:

Mahatma Gandhi once said that the sole aim of journalism should be service. Especially in case of developing countries like India, the media has a great responsibility to fight issues such as casteism and communalism and help the people in their struggle against poverty and other social evils.

GROUP B

Q.6 Answer

APPROACH:

Introduction: Briefly define an ethical dilemma.

Body: With examples, discuss how ethical dilemmas can be solved by following rules and regulations, and moral prudence and altruism.

Conclusion: Conclude accordingly.

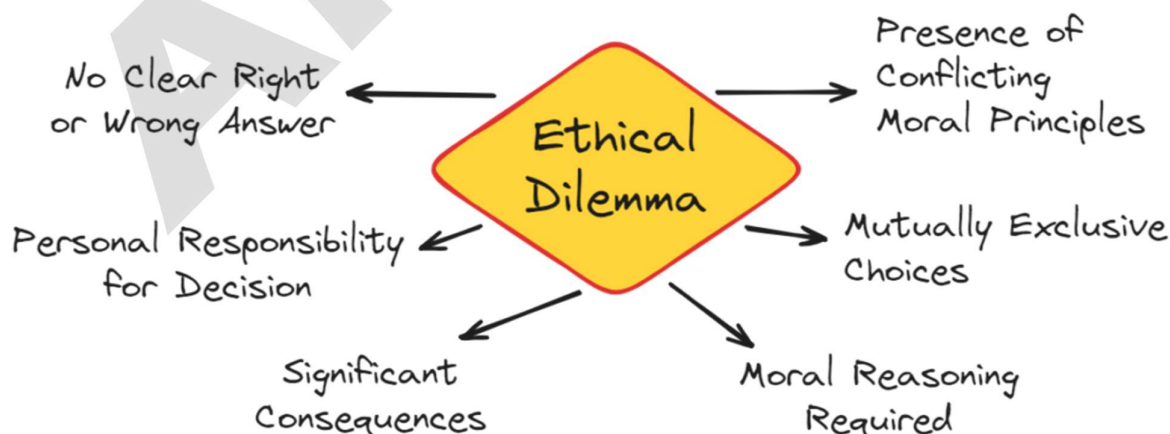
Introduction:

An ethical dilemma is a situation in which an agent is in an unpleasant and difficult situation where he/she often need to choose between two or more competitive alternatives. Civil servants, while discharging their duties, often face various ethical dilemmas like maintaining secrecy versus transparency, and professional ethics versus personal values.

Body:

To deal with ethical dilemmas in the administration, civil servants have to take cues from various sources. They have to follow provided guidelines in certain situations, which will allow them to follow the right conduct and provide resolution to the dilemma.

Conditions for Ethical Dilemma



This approach also upholds deontological ethics. Some of the rules and regulations for civil servants to overcome ethical dilemmas are the All-India Service (Conduct) Rules, 1968, the Central Civil Service (Conduct Rules), 1964, etc., which provide rules regarding acceptance of gifts by civil servants, etc.

Role of moral prudence in dealing with ethical dilemmas: Moral prudence is the ability to govern and discipline oneself by the use of moral reasoning.

It is a solution to a ethical dilemma in the following ways:

Key Aspect	Description	Example
Aids in analysis of the action to be taken	Studying the nature of the dilemma and finding the best possible solution in the absence of organizational directions.	Identifying the needy people during a disaster amid limited supplies.
Establishing facts	Taking stock of all parties, individuals, and organizations affected by a particular decision.	Taking a multi-stakeholder approach while granting permission to a factory that ejects environmentally hazardous wastes in urban areas.
Gauging the morality of action	Ensuring that an action is not only legally right but also morally justifiable while considering mitigating actions to alleviate suffering.	Clearing encroachments of homeless migrants during winter nights.

Conclusion:

Role of altruism in dealing with ethical dilemmas: Altruism or selflessness i.e. 'Nishkama Karma' helps to deal with the ethical dilemma where personal interests versus professional duties are involved. For example, during instances of social tension and violence, or natural disasters, police officers save the lives of people even at the peril of losing their own.

Thus, a civil servant has to take guidance from multiple sources while dealing with ethical dilemmas. These sources can be rule-bound as well as emanate from his/her conscience.

Q.7 Answer

APPROACH:

Introduction: Briefly explain self-efficacy in the introduction.

Body: Explain its key determinants. Explain the significance of having a sense of high self-efficacy for a civil servant.

Conclusion: Conclude accordingly.

Introduction:

Self-efficacy is a personal judgment of "how well one can execute courses of action required to deal with prospective situations." In other words, it is a person's belief in their ability to succeed in a particular situation.



Body:

People's beliefs in their efficacy are developed by following four main sources of influence, which act as key determinants of self-efficacy:

Factors Influencing Self-Efficacy	Description
Mastery Experiences (Performance Outcomes)	Successfully performing a task strengthens self-efficacy, while failure weakens it.
Social Modelling	Observing others complete a task enhances belief in one's capabilities.
Psychological Responses	Emotional states, moods, stress levels, and physical reactions influence self-efficacy.
Social Persuasion	Encouragement from family, teachers, friends, or colleagues helps build confidence and overcome self-doubt.

Civil servants in India should have a sense of high self-efficacy as they play a major role in delivering governance through various organizations and institutions.

The significance of having a sense of high self-efficacy for civil servants is as follows:

- As they are the pillar of governance, their work will impact the public at large. High sense of self-efficacy can have an impact on everything from psychological state to behaviour, which will lead to better implementation of policy and effective public service delivery.
- A sense of high self-efficacy will challenge a civil servant in complex situations and will motivate him to deliver. They face various complex tasks and pressure from higher administration as well as demands for service delivery from the public. If they have confidence in their ability, they will handle any situation effectively.
- A high sense of self-efficacy will let a civil servant hold the principles and values desired by them without getting deterred by the consequences for being right.
- A civil servant with higher self-efficacy will develop deeper interest in problems of society and that of administration as well and will try to resolve them to the best of his ability.
- A civil servant with a sense of high self-efficacy will be able to recover quickly from setbacks and disappointments. For example, frequent transfers will not deter him from doing his duty wherever he is transferred.

Conclusion:

A civil servant with a weak sense of self-efficacy will avoid challenging tasks and will in turn feel demotivated when the situation demands the best out of him/her. Therefore, a civil servant needs to identify his/her capabilities and self-efficacy so that an effective and value-based administration can run the country.

Q.8 Answer

APPROACH:

Introduction: Briefly define the role of ethics officer.

Body: Mention the significance of the ethics officers with relevant examples.

Conclusion: Conclude by providing the status of ethics officers in Indian companies and their needs.

Introduction:

In India, corporate governance has been under focus in light of irregularities such as the one involved in the Satyam scandal. An Ethics Officer serves as an organization's internal control point for ethics and improprieties, allegations, complaints, and conflicts of interest. They ensure corporate leadership and provide advice on corporate governance issues.

The Importance of Ethics in Corporate Governance



Body:

Significance of Ethics officer in strengthening the corporate governance in India:

Role of Ethics Officer	Explanation
Develops the importance of ethics in the corporate domain	Maintains knowledge of corporate governance, compliance, reporting responsibilities, and legal benchmarks from central and state laws.
Ensures ethical business practices	Addresses loopholes in regulations that may lead to unethical practices (e.g., child labor, environmental pollution) and ensures companies follow ethical means while making profits.
Protects the interests of whistle-blowers	Ensures whistle-blowers' anonymity and intervenes if they face ostracization, bullying, or retaliation.
Strengthens the faith of shareholders	Conducts corporate governance audits, ensures compliance with the Code of Conduct, and upholds corporate social responsibility, thereby increasing shareholder confidence.
Promotes ethical work culture	Oversees corporate ethics development, conducts ethical decision-making training for senior management, and provides confidential reporting and investigation mechanisms for ethical concerns.

Conclusion:

The concept of having an ethics officer was for the first time officially adopted in the USA in 1978. However, in the case of India, ethics officers are still a rarity. Even companies such as Tata Steel, which are known for their value system, do not appoint a separate ethics officer.

Their managing director is also the chief ethics officer. But, this is not a good practice since a CEO himself can be under scrutiny at times. The rising cases of unethical practices by corporates such as Vodafone, Ranbaxy and Apple, etc. highlights the need of ethics officers to strengthen the corporate governance further.

Q.9 Answer

APPROACH:

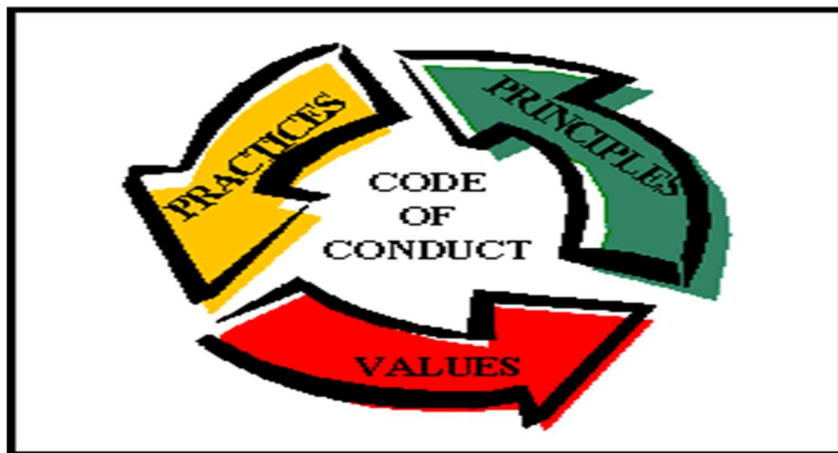
Introduction: Start by mentioning the code of conduct for civil servants.

Body: Discuss why the code of conduct has remained a mere code and has not helped in promoting ethical and moral values in governance. Explain how a National Commission on Integrity and Transparency can promote ethics and moral values in administration.

Conclusion: Conclude appropriately.

Introduction:

All India Services (AIS) includes the Indian Administrative Service (IAS), the Indian Police Service (IPS), and the Indian Forest Service (IFS). Officers are trained by the central government and assigned to different state cadres. These services are governed by Article 312 of the Indian Constitution.



Central Civil Services (CCS) includes the Indian Foreign Service (IFS), Indian Revenue Service (IRS), Customs and Central Excise Service, and others. These services are run by the central government, with no state cadre system.

Body:

However, the Code of Conduct has just remained a code and has not been able to promote ethical and moral governance due to various reasons:

Issue	Explanation
Code of ethics is missing	India has conduct rules that prohibit undesirable conduct but lacks a code of ethics that provides a moral and ethical framework, leading to morally ambiguous decisions.
Conflict of interest	The Code of Conduct does not cover all scenarios of power abuse, leading to violations of impartiality, equality, social justice, and rule of law, especially when decisions consider post-retirement benefits.
Lack of compassion	While procedural affirmations exist, values like empathy and compassion—key to public service—are often overlooked.
Lack of awareness	Despite long-term implementation, there is limited knowledge about how the Code of Conduct is enforced or functions.
Accountability towards decisions	Public servants are expected to be accessible and accountable, but poor service delivery, weak grievance redressal, and inaccessibility reduce public trust in governance.

In this context, there is a need to set up a National Commission on Integrity and Transparency in Governance (NCITG) which would help resolve the above issues in the following ways:

- Set up goals and standards: It would not only establish minimal standards of conduct but also set forth high goals for public servants, especially in higher echelons where the ambit of discretion is higher.

- Code of prescribed behaviour: Such a Commission would help make the employees aware of what they must do to demonstrate ethical behaviour and how they should do it.
- Regular development and review: The Commission would ensure regular review of policies, procedures, practices, and institutions influencing ethical conduct in the public. It would also lead to better adherence to ethical governance principles and immediate corrective measures, when needed.
- Ethical dimensions in management frameworks: It would ensure that management practices are consistent with the values and principles of public service.

Conclusion:

The institutionalization of NCITG would go a long way in restoring the trusteeship relationship between the public and government to promote an ethical governance through the principles of integrity and transparency.

Q.10 Answer

APPROACH:

Introduction: Define the concept of citizen charter.

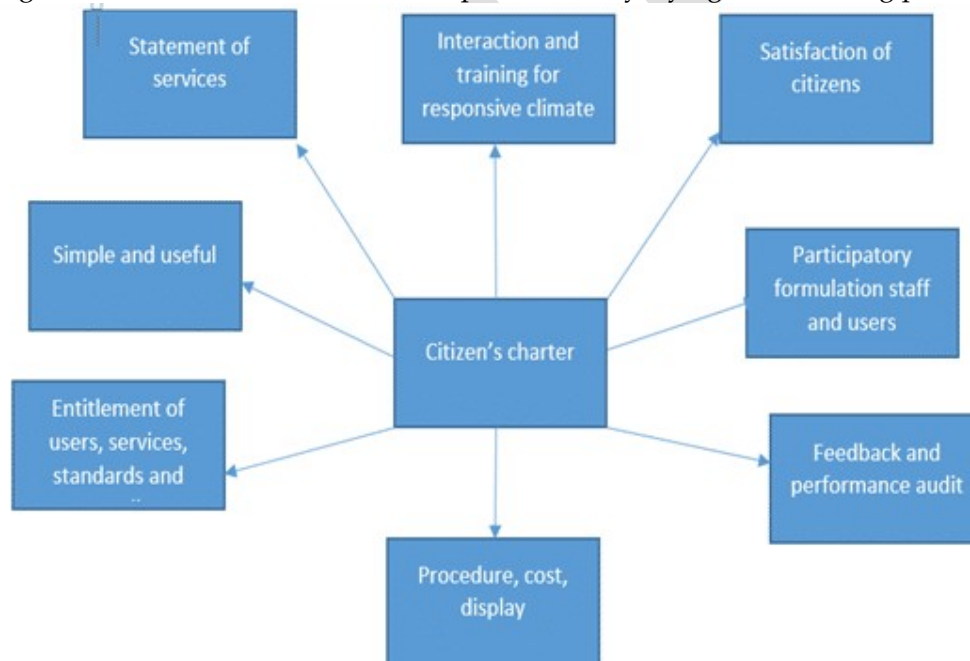
Body: Highlight the role played by citizen charter in empowering the citizens. Bring out the factors which limit the effectiveness of the citizen charter for empowering citizens in India.

Conclusion: Conclude by making suggestions to make citizen charter more effective.

Model Answer:

Introduction:

A Citizens' Charter represents the commitment of the organisation towards standards, quality and time frame of service delivery, grievance redressal mechanism, transparency and accountability. Citizen charter is a significant instrument for citizen's empowerment by laying out following principles of service delivery:



Body:

Key Principle	Explanation
Set standards of service	Services provided by an organization are based on set standards, ensuring better quality products for citizens.

Open and provide full information	Citizen Charter promotes transparency and accountability by disclosing services rendered, allowing citizens to make informed choices.
Consultative in nature	All stakeholders, including beneficiaries/citizens, are involved in the process of preparing the charter.
Treat all fairly	Ensures equal access to organizational services for all citizens.
Grievance Redressal Mechanism	Ensures timely and effective resolution of issues.

Thus, citizen charter has the potential to empower citizens and therefore in 1997, Union and state governments in India, decided to formulate citizens charter for sectors with large public interface - Railways, Telecom, Posts, Public Distribution Systems. These Charters were required to include standards of service and time limits that the public can reasonably expect, avenues of grievance redress and a provision for independent scrutiny with the involvement of citizen and consumer groups.

However, citizens charters in India have not yielded desired results and fell short of the expectations of empowering citizens due to the following reasons:

- As per various independent surveys conducted in India, it has been found that the consultation process with citizens and other stakeholders was minimal or largely absent. It thus became one of the routine activities of the organisation and had no focus.
- By and large service providers were not familiar with the philosophy, goals and main features of the Charter, since the set of the administrative staff/public officials who frame the charter are different from the one who implements it. Also, adequate training and sensitization programmes are not conducted within the departments.
- There is a lack of resources, as no funds have been specifically earmarked for awareness generation of Citizens' Charter or for orientation of staff on various components of the Charter. Also, no departmental level monitoring and evaluation is done to ensure the efficacy of the charter.

Conclusion:

For proper implementation of citizen charter to ensure citizen's empowerment, there is a need for citizens and staff to be consulted at every stage of formulation of the Charter, orientation of staff about the salient features and goals/ objectives of the Charter, need for wider publicity of the Charter through print media, social media and mass media, earmarking of specific budgets for it, and replication of best practices.

Q.11 Answer

APPROACH:

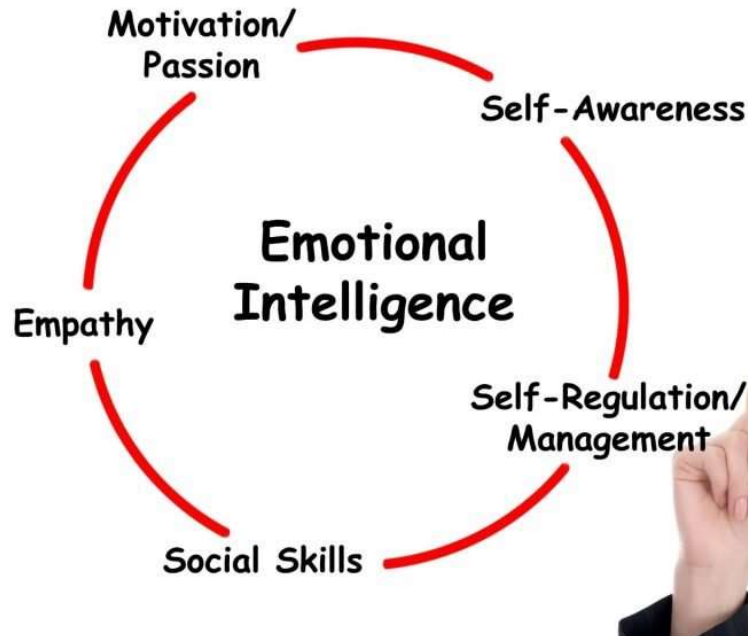
Introduction: Introduce by explaining the meaning of emotional intelligence.

Body: Highlight the importance of developing it at an early age. Discuss the role played by schools in inculcating emotional intelligence.

Conclusion: Conclude on the basis of the above points.

Introduction:

Emotional Intelligence (EI) is the ability to understand, interpret one's own emotions as well as others' and respond appropriately to them. Our education system emphasizes on academic results rather than well-rounded development of children.



Further, most students not only fail to understand others' emotions but also forget to take care of their own mental health and emotions. In this context, EI plays an important role in helping students understand and manage their emotions.

Body:

Importance of developing emotional intelligence at an early age:

Aspect	Explanation
Management of relationships	EI helps children recognize and understand their emotions, empathize with others, and build strong relationships, positively impacting interactions with family members, classmates, etc.
Self-development and improved outcomes	EI fosters self-motivation and effective communication skills, making students confident learners and improving academic performance. A lack of EI leads to disengagement from the school environment and poor academic results.
Reduces anxiety and stress	EI helps reduce anxiety and behavioral issues among students, promoting better emotional well-being.

Most children spend an ample amount of time at school each year, thus, what they learn in their school with their peers often tends to have a large impact on their development. Thus, schools can play a crucial role in inculcating emotional intelligence among children at an early age. **This can be done in the following ways:**

- **Identify emotions:** Schools can help students identify their feelings and help them name the emotion (anger, happiness, sadness, frustration etc.). Thereafter, they can help students find solutions to the challenges together.
- **Empathize with students:** In general, the socialisation process teaches students to ignore their emotions and hide feelings of anger, aggression etc. School teachers, staff members etc. can help by talking with the child about his/her emotions, which can help him/her overcome a negative feeling.

- **Effective communication:** Teachers should initiate the process of communication by opening up about their feelings, the reasons behind those feelings and ways to deal with them. This will help bridge the gap between the teachers and students.

Conclusion:

Thus, schools should initiate social-emotional learning programmes, which help in development of self-awareness, self-control, and interpersonal skills. They can help children interact effectively with others, which will help them succeed later in life.

Q.12 Answer

APPROACH:

Introduction: Introduce by explaining the quote in brief.

Body: Discuss the relevance of the quote in contemporary times with relevant examples.

Conclusion: Conclude appropriately.

Introduction:

The above quote by Marcus Aurelius highlights that happiness is subjective, as what one feels happy about may not be pleasant for others. Happiness begins when one focuses his attention on positive aspects in life and is thankful for what he has. One should never depend on the outside surroundings to determine happiness, as the outside surroundings keep changing.

For example, if one's happiness depends on the reciprocity of love by another person and that does not happen, then one's happiness gets hampered. Outer world happiness is not consistent or sustainable. Therefore, when we create happiness by ourselves, it will be consistent as it is in our own hands/free will.

Body:

The human mind heavily feeds on the quality and type of information one receives. One should understand the fact that one's reality is created in the mind and negative emotions such as anger, fear, jealousy and irritation can weaken goals and can cause unnecessary complexity to an otherwise peaceful life. Thus, positive thinking is an important aspect of greatness. One should be calm and composed during times of distress and develop positive thoughts, even in negative situations. For instance, when one thinks positively, he/she is in harmony with oneself. This, in turn, enhances one's creativity and problem solving skills.

The given quote is of great significance even in the present context, which is evident from the following:

Aspect	Explanation
Contentment in a materialist world	Growing materialism leads to an unending pursuit of wealth, often resulting in unhappiness. Contentment in thoughts is crucial for maintaining happiness. As Gandhiji stated, "There is enough for everyone's needs but not enough for everyone's greed."
Social justice and peace in society	Increasing inequality, religious animosity, and communal tension highlight the need for quality thoughts. Respecting different cultures, religions, and ethnicities fosters a peaceful society, enhancing happiness.
Combating nepotism and corruption	Ethical thinking helps address corruption, nepotism, and crony capitalism. Public servants with a strong moral compass are less likely to misuse power and can lead happy, conscientious lives.
Courage to combat adversities	Happiness is linked to overcoming challenges. A positive mindset fosters self-confidence, perseverance, and resilience, enabling individuals to withstand adversities.

Conclusion:

Emphasis on quality of thoughts ultimately leads to development of virtues such as love, compassion, moral strength, forgiveness, humility, honesty, etc. All of these virtues are essential for resolving the day-to-day dilemmas and maintaining happiness in one's life.

Q.13 Answer

APPROACH:

Introduction: Give a brief context about the quote.

Body: Explain the meaning of the quote through relevant data. Substantiate the contemporary relevance of this quote.

Conclusion: Conclude accordingly.

Introduction:

Jawaharlal Nehru, in the backdrop of the Great Depression, stated that an unregulated capitalist model tends to disproportionately benefit the rich and questioned its applicability for India. A capitalist economy usually goes through business cycles with periods of manias being followed by panics and crashes. However, the capitalist model of economic development has been followed successfully in countries across the world, and has been found to be much more advantageous for a free democratic society and its people, as compared to socialist and communist models.

Body:

Some of the issues that may arise in a capitalist society are as follows:

Issue	Explanation
Invisible hands	Free markets are believed to balance supply and demand, but price and wage adjustments occur with a lag, leading to periods of surplus production or underproduction, which can negatively impact employment.
Loss of virtue ethics	Crony capitalism can arise when state actors and institutions enable undue advantages, leading to price distortions, market power concentration, and corruption, questioning the virtues and duties of public servants.
Moral dissonance and social crimes	Corrupt executives collaborating with crony capitalists can widen inequality, deepen poverty and unemployment, and increase social tensions and crime, as people resort to unethical ways to counter perceived injustice.
Public distrust in policies and institutions	Unchecked capitalism can result in consumerism, workforce exploitation, wage disparities, policy manipulation for the elite, environmental degradation, and misuse of taxpayer money, eroding distributive justice and public trust.

However, the role of capitalism in creating wealth for the nation cannot be ignored. And, this wealth has benefitted even the poor people, much more than other economic models. Moreover, nowhere in the world, there exists a pure capitalist society or a pure socialist society, rather a mix of both the models.

Conclusion:

Therefore, in India, the government realizing the need for state intervention, has acted to correct increasing income inequality. It has adopted policies with a humane approach and followed principles of redistributive justice like better access to education and health care, affirmative actions, financial inclusion, minimum wages, rights-based approach, DBTs and well-targeted social policies.

The need of the hour is compassionate capitalism and deontological approach to human development. Gandhiji's talisman can be a source of moral guidance for institutions and people to ensure that the fruits of development reach all.

Q.14 Answer

APPROACH:

Introduction: Give a brief introduction about ethical foreign policy.

Body: Discuss how the notion of an ethical foreign policy downplays the realities of international politics.

Conclusion: Discuss why, despite this, ethics and morality have become necessities for the countries to adopt and adhere to.

Introduction:

Ethical foreign policy can be thought of as a foreign policy paradigm that requires governments to take a more enlightened view of their self-interests, demonstrated through a foreign policy commitment to alleviate human suffering and to promote mutual understanding, cooperation and peace in the international system. It manifests through policies of foreign aid, human rights promotion, global health initiatives, and humanitarian intervention, etc.

International Relations Theories and Values	
1. Realism	Security: Power politics, conflict, and war
2. Liberalism	Freedom: Cooperation, peace, and progress
3. International Society	Order and justice: Shared interests, rules, and institutions
4. International Political Economy	Wealth, poverty, and equality
Source: Adapted from Robert Jackson & Georg Sørensen. (2003). <i>Introduction to International Relations: Theories and Approaches</i> . 2 nd ed. Oxford: Oxford University Press, p. 6. Rey Ty's lecture notes.	

However, from a realist perspective, the idea and implementation of an ethical foreign policy, based on the interest of others rather than self-interest, seems to underestimate the realities of international politics.

Body:

This could be further understood through the following:

Issue	Explanation
Burden of intervention	An ethical foreign policy would require a state to intervene wherever needed, straining manpower, resources, and security, which may undermine national interest.
Limits of intervention	Some international crises cannot be prevented or effectively addressed due to logistical and political constraints.
Ethical dilemmas in means and ends	Applying the same ethical standards to both means and ends is challenging. For example, tyranny within a nation violates human rights, but war against a tyrant also involves loss of lives.
Political legitimacy over ethics	Ethical foreign policies are often driven by leaders seeking domestic political legitimacy rather than genuine humanitarian concerns. Military actions are often justified through rhetoric, as seen in the UK's intervention in Iraq.
Selective application of ethics	Ethical considerations are prioritized only when they are cost-free. For example, arms exports to nations with human rights abuses show that economic and strategic interests override humanitarian concerns.

Conclusion:

However, despite these constraints, ethics and morality are inextricably linked to the practice of foreign policy. Ethical foreign policy is not an independent construct, since every foreign policy has an ethical dimension because we are ethically constrained in everything we do. Another aspect is that ethical foreign policy has become demand driven as the number of failed states in the international system has increased. Also, internalization of ethical values has become important due to globalization as it would serve a country's political and strategic interests of economic and security concerns. Thus, a new world order needs to be conceptualized where promoting rights and freedoms of others also become important so that acting towards them becomes as consequential as self-interest.

Q.15 Answer

APPROACH:

Introduction: Briefly explain the term business ethics.

Body: With the help of appropriate examples, explain how the nature of a business's operations influences the ethical issues of an organization. Highlight how business ethics is crucial in the present-day world.

Conclusion: Conclude based on the above points.

Introduction:

Business ethics is the system of moral and ethical beliefs that guides the values, behaviors, and decisions of a business organization and the individuals within that organization. It is the overarching framework that puts moral regulations on an organization based on its business operations. The nature of a business' operations has a major influence on the ethical issues which need to be dealt with by an organization.

Ethical Challenges in International Business



Body:

As a result, the ethical issues also differ from industry to industry, which can be understood from the following examples:

Industry	Ethical Concerns	Business Ethics Required
Energy Company (fossil fuels, nuclear fuel)	Price risks in exploration, environmental concerns (oil spills), risks to human life (nuclear disasters).	Transparency in accounts, adherence to environmental ethics.
E-commerce Company (Amazon, Flipkart, etc.)	Data protection, customer privacy, and security.	Ethical handling of data, safeguarding customer information, and maintaining cybersecurity.
Pharmaceutical Company (life-saving drugs)	Unethical clinical trials, misleading advertisements, nexus with doctors, false patent claims.	Fair pricing, high drug quality, accurate information sharing, informed consent in clinical trials.

Business ethics not only help an organization tackle the ethical issues, but it is also crucial in today's world as it helps:

- **Builds trust among people:** Ethical standards of operations followed by the company helps in building a positive reputation of the company within the community.
- **Provides stability to the company:** Running a business in an ethical manner from top to bottom builds a stronger bond between employees and the management.
- **Improves performance of organization:** A high standard of business ethics in all facets of operations makes people in an organization perform their job duties at a higher level and also to stay loyal to that organization.
- **Increase formal investment in the economy:** A company with a foundation of ethical behavior increases its potential of attracting more investors and shareholders. With an increasing number of investments, the company as well as the economy develops potential to generate further employment opportunities in a country.

Conclusion:

In an era of increased ethical awareness of the people, adhering to business ethics has not just remained a moral responsibility but also a legal obligation. In this direction, many countries, including India, have formulated many civil and criminal laws that a business must follow to operate ethically.

Q.16 Answer

APPROACH:

- Introduce the case by highlighting the ethical, institutional, and diplomatic sensitivities involved.
- Identify key ethical issues such as justice, student welfare, institutional accountability, and diplomatic concerns.
- Discuss balanced administrative steps to ensure justice, institutional stability, and diplomatic resolution.
- Emphasize ethical principles like fairness, transparency, and duty of care in university governance.
- Conclude with long-term measures for student safety, mental health support, and institutional reforms.

Introduction:

The tragic death of a Nepali student at KIIT, Bhubaneswar, has sparked protests and raised serious ethical concerns regarding student safety, institutional accountability, and diplomatic sensitivities. Allegations of harassment, administrative neglect, and forceful eviction of Nepali students have intensified the crisis, drawing attention from both Indian and Nepalese authorities. As an administrator, handling this situation requires a balanced approach that ensures justice, maintains institutional discipline, and upholds ethical principles while safeguarding the rights and well-being of all students.

Stakeholder	Concerns & Responsibilities
Deceased Student & Her Family	Seeking justice, accountability, and closure.
Nepali Students at KIIT	Concerned about safety, fairness, and institutional support.
KIIT Administration	Responsible for student welfare, crisis management, and stability.
Indian Law Enforcement Agencies	Ensuring a fair investigation and maintaining law and order.
Government of Nepal	Protecting the rights of its students and maintaining diplomacy.
Government of India	Ensuring international students' safety and handling diplomacy.

University Faculty & Staff	Supporting students and maintaining an academic environment.
General Student Community	Affected by campus unrest and institutional decisions.
Media & Civil Society	Influencing public opinion and ensuring transparency.
Diplomatic Authorities	Mediating between governments and institutions for resolution.

Body:

1. Ethical Issues Involved

Key Issue	Explanation
Justice and Fair Investigation	Ensuring a fair and impartial investigation into the alleged harassment and abetment of suicide.
Institutional Responsibility	The duty of KIIT to safeguard students, provide timely intervention in harassment cases, and handle crises sensitively.
Human Dignity and Rights	Protecting the rights of Nepali students, preventing forceful eviction, and addressing their grievances with empathy.
Law and Order	Managing protests while ensuring safety and avoiding unnecessary force.
Diplomatic Sensitivities	Maintaining India-Nepal relations by addressing the concerns of Nepali students and government authorities.
Emotional and Psychological Well-being	Ensuring mental health support for students affected by the incident.
Transparency and Accountability	Ensuring that the administration acts responsibly and communicates effectively with students and stakeholders.

2. Steps to Balance Justice, Institutional Discipline, and Diplomatic Relations

- **Fair and Transparent Investigation:** Ensure that a neutral and independent inquiry is conducted into the student's death and allegations of harassment.
- **Student Support Mechanisms:** Establish a dedicated grievance redressal cell and psychological counseling services for international students.
- **Dialogue with Stakeholders:** Hold discussions with students, faculty, police, and government officials to address concerns and prevent escalation.
- **Crisis Management Strategy:** Avoid abrupt actions like mass eviction; instead, provide clear communication and support mechanisms.
- **Engagement with Diplomatic Channels:** Work closely with Nepalese authorities to reassure them of student safety and a fair probe.

3. Ensuring Safety and Emotional Well-being of International Students

- **Safe Accommodation:** Assure Nepali students of their safety and provide an alternative for those feeling threatened.
- **Helpline and Counseling:** Strengthen mental health support systems and set up a 24x7 helpline for international students.

- **Cultural Sensitivity Training:** Train faculty and staff to handle diverse student backgrounds with sensitivity.
- **Strict Action Against Harassment:** Establish a zero-tolerance policy against harassment and ensure strict action against the accused if found guilty.

4. Ethical Principles Guiding University Authorities

- **Justice:** Ensuring a fair inquiry and holding accountable those responsible.
- **Empathy and Compassion:** Treating affected students with care and understanding.
- **Integrity and Transparency:** Open communication and unbiased decision-making.
- **Accountability:** Taking responsibility for student safety and ensuring corrective measures.
- **Non-discrimination:** Ensuring that no student is targeted or treated unfairly due to nationality or background.

5. Preventive Measures for Future Incidents

- **Robust Grievance Redressal System:** Strengthen mechanisms to address harassment complaints promptly.
- **Mental Health Awareness Programs:** Encourage students to seek help and provide regular counseling sessions.
- **Anti-Harassment and Disciplinary Policies:** Implement stringent rules against harassment and ensure timely intervention.
- **Regular University-Student Dialogue:** Hold periodic discussions with international students to understand their concerns.
- **Crisis Management Framework:** Develop a clear protocol for handling student protests and sensitive situations without resorting to force or abrupt decisions.

Conclusion

This case highlights the ethical responsibility of educational institutions in ensuring student welfare, addressing grievances effectively, and maintaining diplomatic harmony. By adopting a proactive and student-centered approach, universities can foster a safe and inclusive learning environment.

Q.17 Answer

APPROACH:

- **Introduction:** Explain the economic and strategic significance of the project, emphasizing its benefits for trade, employment, and national interest.
- **Stakeholder Analysis:** Identify key stakeholders (local farmers, company, government, investors, employees) and analyze their concerns.
- **Evaluation of Demands:** Assess the merits and demerits of ceding to the protesters' demands, considering financial, social, and long-term implications.
- **Course of Action:** Propose a balanced approach—dialogue, transparent grievance redressal, reassessment of compensation, and awareness campaigns to ensure equitable resolution while maintaining project viability.
- **Conclusion:** Highlight the importance of balancing economic growth with social responsibility to ensure long-term success and sustainability.

Introduction:

The present case relates to the grievances of the local communities against a developmental project leading to protests, which has the potential of disrupting the economic growth of the country.

Body:

(a) In this context, the relevant stakeholders and their issues are as follows:

Stakeholders	Concerns and Interests
Farmer Groups and Local People	- Inadequate compensation for land and resources. - Adverse effects on livelihoods. - Environmental and social concerns in the long term.
The Company and Its Employees	- Risk of reputational damage. - Significant financial losses if the project is delayed or canceled. - Job security concerns and potential layoffs.
National and State Governments	- Economic and strategic benefits tied to timely project completion. - Risk of reduced investments and employment loss if the project fails. - Impact on overall quality of life improvements.
Project Director	- Ensuring the successful completion of the project in a fair, transparent, and ethical manner. - Addressing and resolving the ongoing protests.

(b) The merits and demerits of ceding to the demands of the protestors to halt the construction and provide better compensation including assured jobs are as follows:

Merits	Demerits
Addressing the demands of protesting groups would resolve grievances, build trust, and reduce future conflicts and violence.	Negative impact on other stakeholders: Local people, employees, and governments may suffer due to delays, leading to forgone revenue, employment loss, and strategic setbacks.
Timely completion of the project would prevent financial losses for the company and secure employees' livelihoods.	Setting a precedent: It may encourage further protests over projects, increasing costs and delays, and potentially affecting financial viability.
Providing additional compensation and alternative livelihoods would mitigate perceived injustice/inequality and enhance the company's reputation.	Creates a moral hazard: Short-term benefits for a few might encourage more groups to protest for financial gains in the future.
Engaging in dialogue and negotiation with protesting groups would improve the company's credibility as a responsible corporate entity.	Impact on investment climate: It may discourage domestic and overseas investors from investing due to fears of a hostile business environment, negatively affecting long-term economic growth.

(c) To address the concerns of the protesting farmer groups in an ethical manner, I would consider the following course of action:

- Ensuring compliance with regulations: I would ensure that the work of the company is in compliance with all relevant regulations and demonstrate its commitment to ethical development practices and help build trust with the local community.

- Seeking support from the state and national governments: Support of the state and national governments would be sought for ensuring the security of the men and materials and finding solutions which are broad-based, consultative, cooperative and inclusive and acceptable to all the stakeholders.
- Negotiating with the farmer groups: I would engage with the farmer groups in a respectful and transparent manner and negotiate a settlement that addresses their concerns while balancing the interests of the company as well.
- Alleviate the concerns of the protestors: I would assure further studies and measures to alleviate the concerns of protesting groups and local communities, and provide all possible support in the future.

Conclusion:

Preparing a people-centric Detailed Project Report (DPR), effective communication, public awareness and outreach, access to information in a transparent manner, cooperation with the Central and state security agencies, taking civil society organisations on board, and an effective grievance redressal mechanism can lead to equitable benefit sharing and help achieve the goal of national development inclusively.

Q.18 Answer**APPROACH:**

- Introduce by explaining the concept of Indian federalism and its significance in a diverse democracy.
- Discuss cooperative federalism, highlighting mechanisms like GST Council, NITI Aayog, and centrally sponsored schemes.
- Examine how cooperative federalism balances regional autonomy with national unity, ensuring effective governance.
- Conclude by emphasizing its role in strengthening democracy and fostering inclusive development.

Introduction:

Bishwanath Das's statement, "*A republic does not necessarily mean the wiping out of the States,*" highlights the essence of federalism in a democratic republic. It underscores that while the nation remains a single entity, the autonomy of states must be preserved for effective governance. In the Indian context, this idea is reflected in the balance between the central and state governments, where cooperative federalism plays a crucial role in strengthening democracy and ensuring national unity.

Body:**Cooperative Federalism: A Pillar of Democratic Unity**

Cooperative federalism refers to a system where the Union and State governments work together, respecting each other's domains while ensuring the collective progress of the nation. In India, this concept is embedded in the Constitution through mechanisms such as:

- **Distribution of Powers** – The Seventh Schedule divides responsibilities into the Union, State, and Concurrent Lists, ensuring both national cohesion and state autonomy.
- **Inter-Governmental Coordination** – Bodies like the NITI Aayog, Inter-State Council, and Finance Commission foster collaboration between the Centre and States.
- **Economic and Social Development** – Centrally Sponsored Schemes like Ayushman Bharat and Jal Jeevan Mission demonstrate cooperative governance for public welfare.
- **Crisis Management** – National emergencies, disaster relief, and health crises (such as COVID-19) require coordinated action between various levels of government.

Strengthening Democracy through Cooperative Federalism

- **Decentralized Decision-Making** – Empowering states allows governance to be more localized and responsive to regional needs, strengthening democratic participation.
- **Equitable Development** – Cooperative mechanisms ensure that weaker states receive necessary support, reducing regional disparities and fostering inclusivity.
- **Respect for Diversity** – India’s linguistic, cultural, and economic diversity demands a governance model that balances unity with autonomy, preventing alienation.
- **Conflict Resolution** – Dialogue-based mechanisms like the Zonal Councils and tribunals help resolve Centre-State and inter-state disputes peacefully.

Challenges and the Way Forward

While cooperative federalism is essential, challenges like fiscal dependency of states, central overreach, and political conflicts can hinder its effectiveness. Strengthening institutions that promote dialogue, ensuring financial autonomy for states, and fostering trust-based governance can enhance cooperative federalism.

Conclusion

Bishwanath Das’s vision aligns with the idea that a republic thrives when states retain their individuality while contributing to national progress. By embracing cooperative federalism, India can uphold democratic values, ensure balanced development, and maintain national unity while respecting state autonomy.