ETHICAL TAKE

Abuse of Authority

When Power Becomes a Weapon Against Junior Officers

UPSC General Studies Paper IV | Article dated 17 October 2026

Complete illustrated edition for review



Symbolic illustration with fictional adults; not a reconstruction of the reported event.

Authority and dignity at work

Public office carries a duty to supervise performance without humiliation or retaliation. This GS IV study connects a reported workplace dispute with dignity, moral courage, lawful decision-making and impartial inquiry.

The real-world allegations remain distinct from the fictional teaching case. The 250-word model answer is followed by a separate expanded explanation for classroom learning.

01 Source article

Inquiry ordered against IAS officer who 'misbehaved with' woman JKAS officer

Bashaarat Masood
Srinagar, October 16

A DAY after a video purportedly showing senior IAS officer Kumar Rajeev Ranjan abusing a woman officer during a review meeting went viral, the Jammu and Kashmir government has ordered an inquiry against him, while the National Commission for Women (NCW) has taken suo motu cognisance.

Chief Minister Omar Abdullah said he has taken up the issue "in the strongest possible terms" with the Chief Secretary, even as political leaders called for action against the senior officer. The Jammu and Kashmir Administrative Service (JKAS) officers, meanwhile, observed a pen-down strike.

The video came to light on Thursday. While reviewing a meeting of officers for Mission YUVA, Ranjan allegedly called the woman officer, Beenish Wani, "bl**dy sh*t", saying he can always talk to her like this. As the woman officer strongly objected to his language, he allegedly directed his subordinate to prepare her suspension order.

An inquiry order issued by the government on Friday reads, "Sanction is hereby accorded to the appointment of Ms. Mandeep Kaur, IAS, Commissioner/Secretary to the Government, Housing and Urban Development Department, as Inquiry Officer to conduct an in-depth inquiry into the matter of alleged misconduct by Mr Kumar Rajeev Ranjan, IAS, Administrative Secretary, Labour & Employment Department, with Ms Beenish Wani, JKAS, Assistant Director, Employment, Ganderbal, being reported in the print/electronic media. The Inquiry Officer shall submit her report within a period of 15 days from the date of issuance of this order."

The National Commission for Women asked Chief Secretary Atul Dulloo to submit an Action Taken Report in seven days, saying it had taken note of the viral video that allegedly showed Ranjan "verbally abusing, humiliating and threatening [a] junior woman officer".

"The Commission also called for safeguards against workplace harassment, victimisation and professional retaliation, along with protection and support for the woman officer... Every woman officer is entitled to a safe, respectful and dignified workplace. Abuse of authority and workplace humiliation must be addressed with utmost seriousness," it said.

Chief Minister Abdullah said, "I've seen the video of the online government meeting that is circulating on social media. Prima facie, the conduct of the senior officer was not in keeping with the standards expected of a senior IAS officer, and the subsequent threats issued to a junior JKAS officer only make matters worse. I've taken this up in the strongest possible terms with the Chief Secretary. Unfortunately, as a Union Territory, control over IAS officers rests with Lok Bhavan, but as CM, I've instructed the CS to ensure the JKAS officer faces no retributive action."



A videograb of senior IAS officer Kumar Rajeev Ranjan abusing a woman officer during a review meeting

"Had J&K been a state, the IAS officer seen abusing a young JKAS officer would have been attached to the General Administration Department pending an inquiry into his conduct. As a UT, we expect the authorities with control over the IAS officers to set the right example and ensure abusive, threatening behaviour is not brushed under the carpet," he said.

J-K Congress president Tariq Hameed Karra wrote to Lt Governor Manoj Sinha, calling for his intervention. "If the allegations are substantiated, appropriate action should follow, irrespective of the position held by the officer concerned," Karra wrote.

Peoples Conference leader Sajad Lone called the incident "scary" while praising the woman officer for standing her ground. "We may pretend to be surprised, but reality as it exists is that it is normal for such behaviour to be exhibited. Workplace bullying by officers exists. This is a vicious circle. IAS officers bully their junior officers; their junior officers bully their junior officers; and the viciousness carries on in its most lethal form on to the common masses," he said.

In Jammu, members of the All India Confederation of SC, ST, OBC, Minority and Adivasi Organisations held a protest demanding Ranjan's termination from service.

The exchange

The exchange happened over the role of the National Rural Livelihood Mission (NRLM) in the implementation of the programme. "Why do you need NRLM? You pass on your work to others," Ranjan told the officer. "They (NRLM) are just a helping tool; they have never been an authority."

Wani responded by saying: "Sir, NRLM is not the main authority; at least they need to help us... We have completed our target."

This seemed to trigger Ranjan, who is heard shouting: "Shut up, don't' speak".

As the woman officer hit back, Ranjan asked her how she dared speak to him like that. "And how dare you speak to me like that," Wani shot back.

At this point, Ranjan was heard using the derogatory remark aimed at Wani. As Wani pointedly told him he cannot talk to her in the manner, Ranjan was heard asking one of the officers in the room to type the suspension order of the KAS officer.

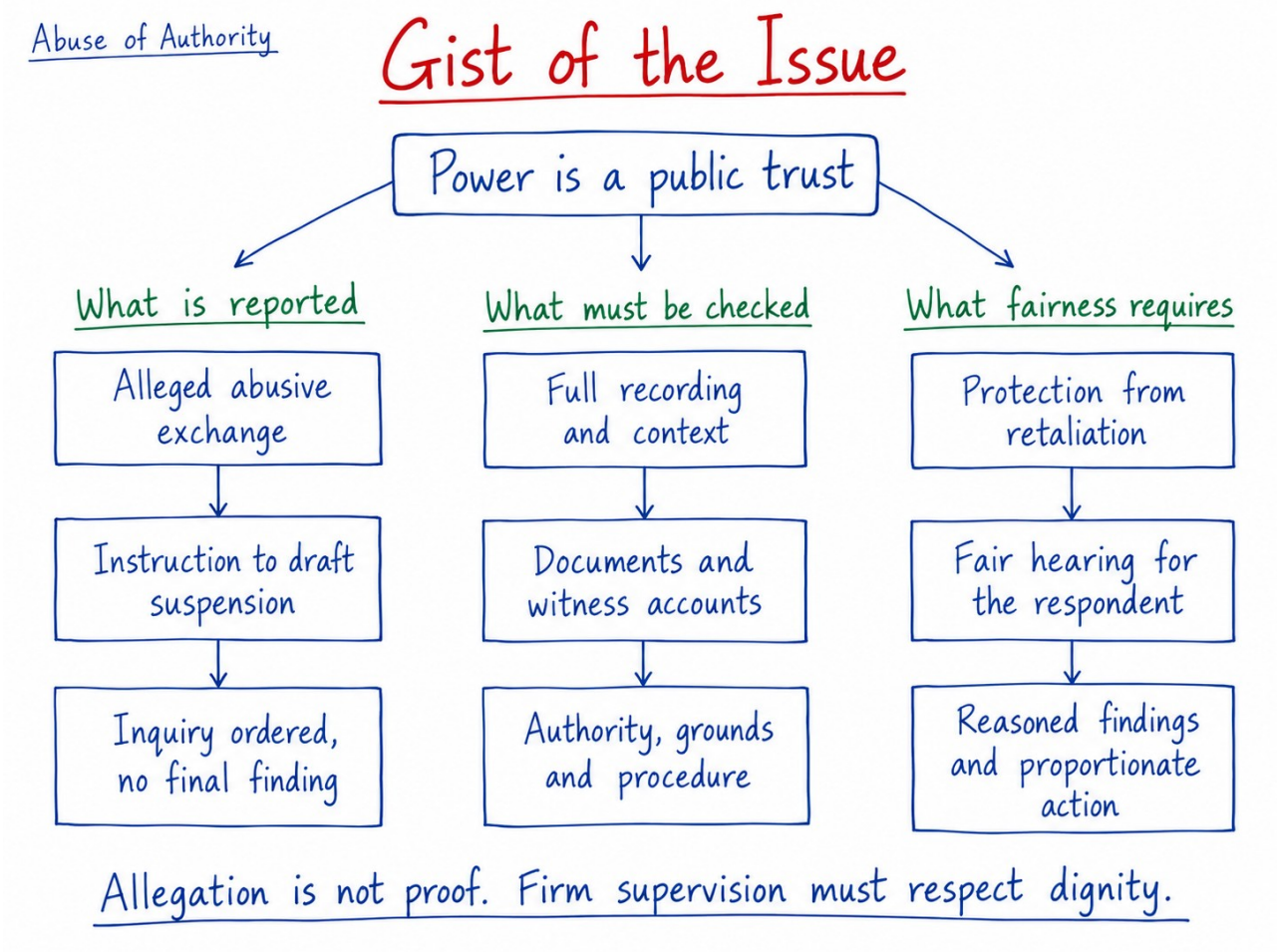
Wani responded by saying, "No issues, you can suspend me."

Ranjan is then heard shouting, "get out, get out". Wani, apparently leaving the meeting, said, "To hell with you."

The Indian EXPRESS
Sat, 17 October 2026
https://epaper.indianexpress.com/c/81331145

The Indian Express, 17 October 2026. Report by Bashaarat Masood, dated Srinagar, 16 October. Original user-supplied clipping retained unchanged. [S1]

02 Gist of the issue



Gist of the issue • Handwritten revision aid

The case raises a basic question of public-service ethics: how can an administration demand performance while protecting the dignity, professional voice and procedural rights of every officer? A senior may examine poor performance firmly. Humiliation, threats used to settle a personal disagreement and retaliation against a complaint would undermine legitimate authority.

The supplied Indian Express report describes allegations that Kumar Rajeev Ranjan, Administrative Secretary, Labour and Employment, used abusive language towards Beenish Wani, Assistant Director, Employment, Ganderbal, during a virtual Mission YUVA review meeting. The exchange involved the supporting role of the National Rural Livelihoods Mission (NRLM). The report describes an instruction to prepare a suspension order; it does not establish that a lawful suspension order was issued. It also reports an NCW request for an Action Taken Report within seven days, the Chief Minister's intervention and a JKAS pen-down protest. [S1]

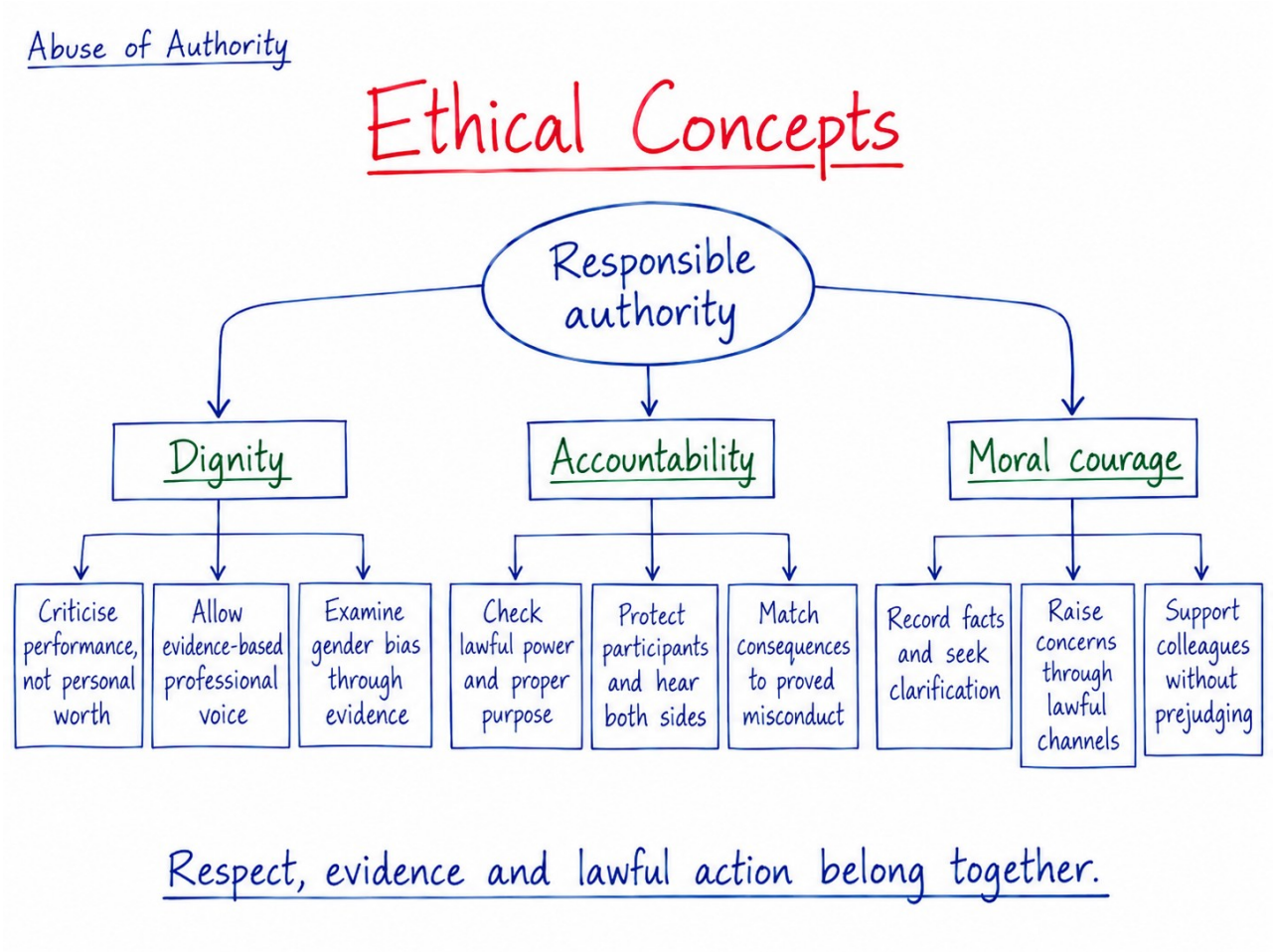
Government Order 1654-JK(GAD) of 2026, dated 16 October, appointed Mandeep Kaur as inquiry officer, with a report due within 15 days of the order, and Amit Vermani as presenting officer. The order expressly concerns alleged misconduct; it is not a finding of guilt. No final inquiry findings were located in the sources checked for this edition on 17 October 2026. [S2]

Fairness requires the responses to be recorded. NDTV reports that Wani affirmed the incident and the video's authenticity. It also reports Ranjan's conditional expression of regret, his claim

that she provoked him, and his request to examine the complete meeting video. The department questioned the context of selectively edited clips. These are reported positions, not independently established findings. The full recording, documents and witness accounts should be examined. [S3]

Source-reading caution: the supplied clipping attributes "To hell with you" to Wani as she was leaving. It must not be attributed to Ranjan. Nor does the clipping establish that either officer's substantive position on programme performance was correct. [S1]

03 Ethical concepts and keywords

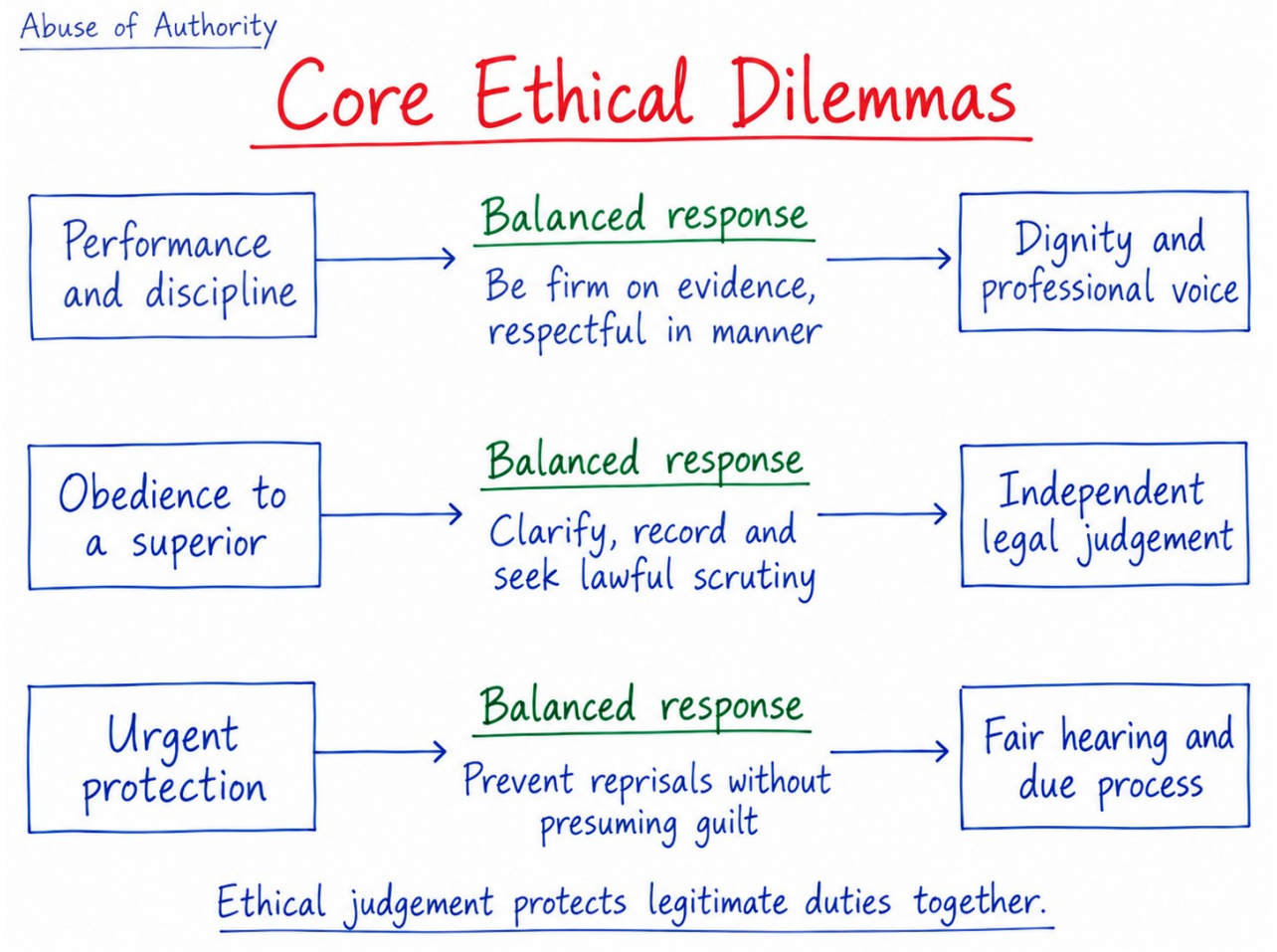


Ethical concepts and keywords • Handwritten revision aid

Concept	Application and necessary distinction
Dignity at work	Every officer deserves respectful treatment. Criticism should address conduct or performance without degrading the person.
Abuse of authority	A power granted for a public purpose is misused when deployed to intimidate or punish personal disagreement.
Accountability and due process	Investigate promptly, protect the complainant and give the officer complained against a fair opportunity to respond.
Hierarchy and professional voice	Supervision requires coordination and lawful compliance; it also needs candid, evidence-based upward communication.

Concept	Application and necessary distinction
Gender equality	Examine evidence of discriminatory language, unequal treatment or patterns. The complainant's gender alone does not establish motive.
Dissent and whistleblowing	A disagreement about implementation is not automatically whistleblowing. Disclosure of wrongdoing is a distinct issue.
Psychological safety	Officers should be able to report errors, disagree professionally and ask questions without fear of humiliation or reprisal.
Rule of law	Check the competent authority, applicable service rules, relevant material and procedural requirements before adverse action.
Retaliation and victimisation	Timing can raise concern, but the reasons and evidence for an adverse action must be tested. Fabrication is not established here.
Moral courage and prudence	Resist improper pressure through a calm objection, an accurate record and lawful escalation; courage does not require reckless confrontation.

04 Core ethical dilemmas

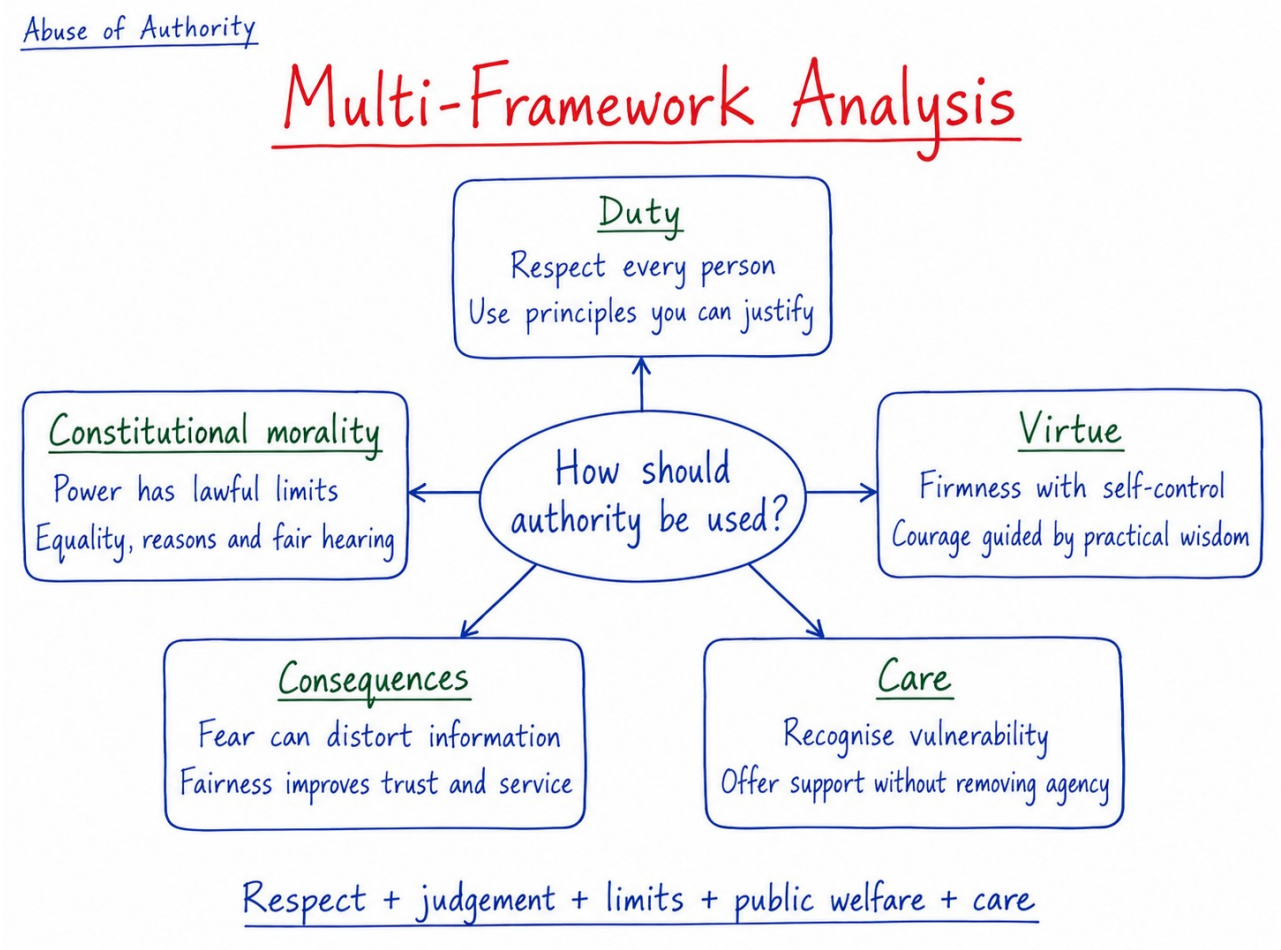


Core ethical dilemmas • Handwritten revision aid

- Authority and dignity: how can a superior correct genuine deficiencies firmly without humiliating a junior or suppressing relevant evidence?

- Obedience and independent judgement: when an oral direction appears improper, how should an official seek clarification and legal scrutiny without abandoning legitimate duties?
- Urgency and fairness: how can an institution prevent retaliation immediately while reserving findings and penalties for a fair inquiry?
- Gender sensitivity and evidentiary restraint: how can investigators take possible discrimination seriously without assuming a motive or legal classification from the gender of the participants?
- Institutional loyalty and accountability: does loyalty mean protecting a senior's reputation at all costs, or preserving public confidence through credible scrutiny?
- Collective solidarity and public service: how can colleagues support an aggrieved officer through lawful representation while keeping essential services functioning?

05 Multi framework analysis



Multi-framework analysis • Handwritten revision aid

Duty and respect for persons

Kant's ethics asks whether the principle behind an action can be justified universally and whether people are treated as ends in themselves. A practice of silencing uncomfortable information through humiliation would make truthful administration difficult. Respect also applies to the person facing allegations: an inquiry must not reduce that person to a symbol to

be punished for public reassurance. The duty-based response combines respectful supervision, truthful evidence and impartial procedure. [T1]

Virtue and practical wisdom

Aristotle connects good conduct with judgement, habituated character and appropriate emotional responses. Anger is not automatically a vice; its object, degree, timing and expression matter. A good administrator can express justified concern without personal contempt. Courage also lies between surrender to fear and rashness: a junior or witness may challenge mistreatment through measured words, documentation and escalation. Practical wisdom selects an effective response in the circumstances. [T2]

Rights and constitutional morality

Dignity, equality and non-arbitrariness provide the constitutional orientation for service relations. These principles guide the interpretation and use of administrative powers; they do not make every discourteous exchange a proved constitutional violation. Ambedkar's account of constitutional morality stresses the cultivation of habits that sustain constitutional government. Applied here, office-holders must internalise limits on power instead of treating rank as immunity. [T3]

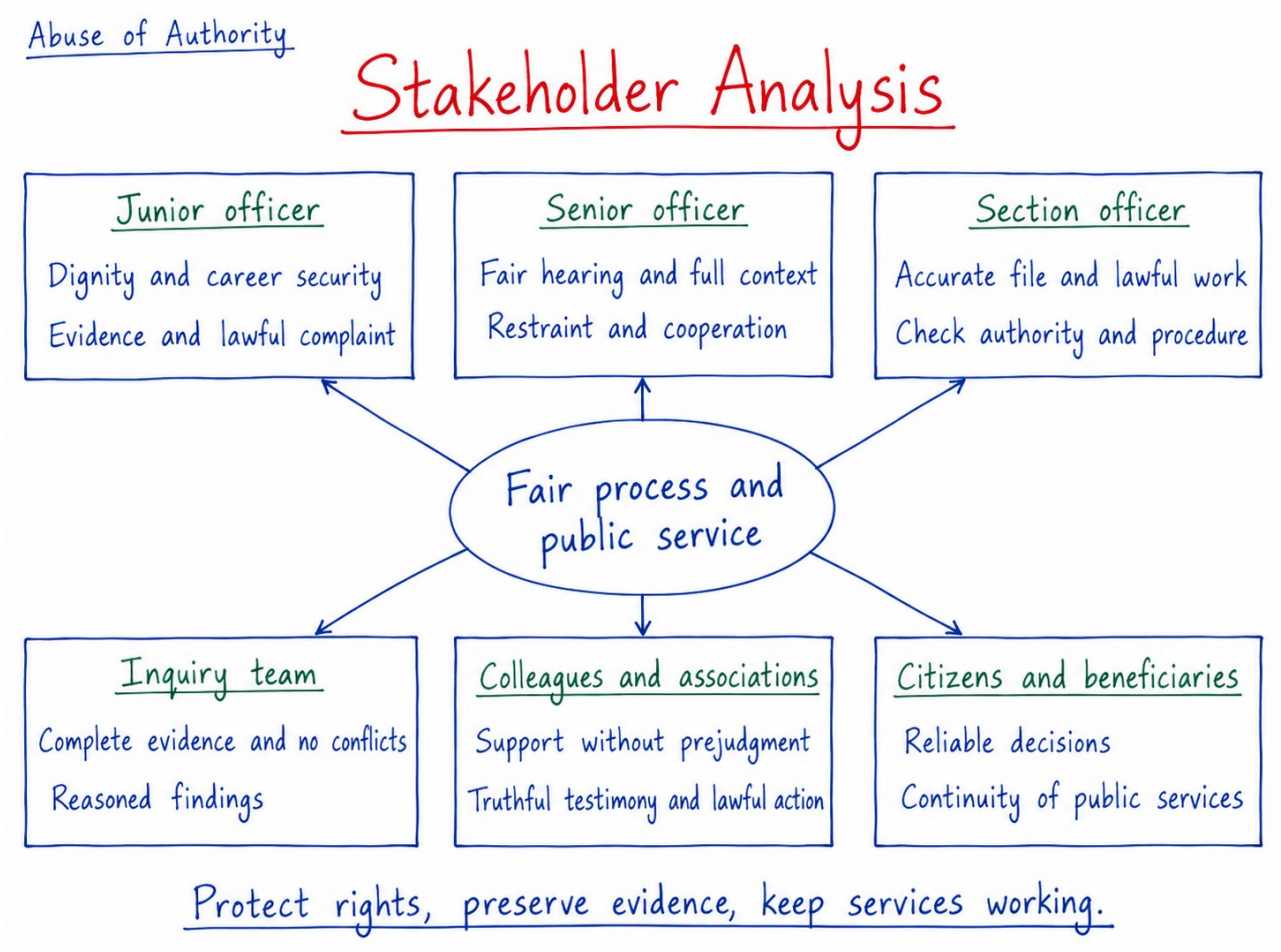
Consequences and the public interest

Fear may produce immediate compliance but can also encourage concealment of errors, inaccurate reporting and avoidable programme failure. Equally, an inquiry that presumes guilt may discourage legitimate supervision. Assess the institutional consequences of both extremes. A fair process, secure reporting routes and proportionate accountability support better decisions and public service over time.

Care and organisational responsibility

An ethics of care draws attention to vulnerability and relationships. A junior facing career pressure may need confidential advice, protection and support. Care should not become paternalism: the officer should have a voice in protective arrangements, including whether a temporary reporting change is helpful. The institution should support witnesses too, while respecting the rights of all participants.

06 Stakeholder analysis

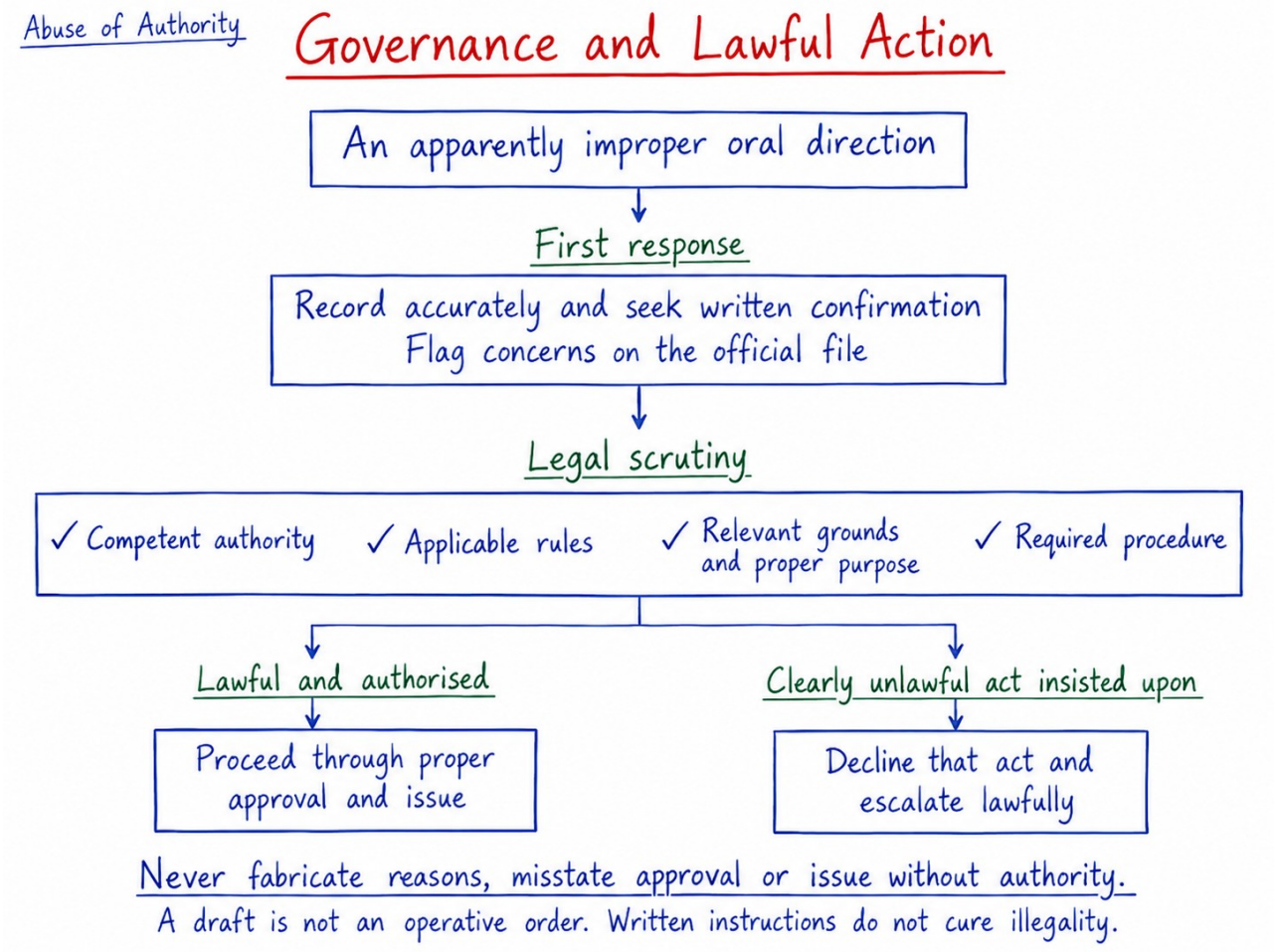


Stakeholder analysis • Handwritten revision aid

Stakeholder	Legitimate concern	Responsible response
Beenish Wani	Dignity, fair treatment, career security and professional voice	Preserve relevant evidence, use appropriate complaint channels and continue lawful duties.
Kumar Rajeev Ranjan	A fair hearing, accurate context and legitimate supervisory authority	Cooperate with the inquiry, preserve records, avoid influence or retaliation and respond to the allegations.
Government and competent disciplinary authority	Service delivery, impartial discipline and public confidence	Protect evidence and participants, manage conflicts of interest and act on reasoned findings.
Inquiry officer and presenting officer	A complete and reliable record	Separate allegation from proof; assess the full context and relevant material without cadre preference.
Section officer and witnesses	Lawful work, personal safety and truthful participation	Record instructions accurately, flag concerns and assist authorised scrutiny without fabrication or gossip.

Stakeholder	Legitimate concern	Responsible response
NCW and relevant complaint bodies	Women's rights and effective safeguards	Exercise the powers of the relevant body; oversight is distinct from a service disciplinary finding.
JKAS association and other colleagues	Collective dignity and confidence in grievance redress	Use lawful representation, support witnesses and avoid prejudging the inquiry or harming services.
Citizens and programme beneficiaries	Reliable decisions and uninterrupted services	Expect transparent accountability consistent with privacy, due process and public-service obligations.

07 Administrative and governance angle



Administrative and governance angle • Handwritten revision aid

Service conduct and courteous supervision

The All India Services (Conduct) Rules, 1968 apply to IAS officers. Rule 3(1) requires integrity, devotion to duty and conduct befitting the service; Rule 3(2A) requires courtesy in official duties. Proven abusive conduct may engage these obligations. The applicable rules for JKAS officers and other staff must be checked separately; the AIS rules should not simply be applied to every official. [S4]

Suspension is a legal power with conditions

Rule 31 of the J&K Civil Services (Classification, Control and Appeal) Rules, 1956 identifies the appointing authority, a superior authority or another government-empowered authority as possible suspension authorities. It permits suspension when an inquiry is contemplated or pending, and in specified criminal-process circumstances. A completed disciplinary inquiry is therefore not an automatic prerequisite. The current applicable framework and any delegation must still be verified for the officer concerned. [S5]

An angry instruction, a draft for consideration and an operative suspension order are different things. Rank alone neither proves competence nor disproves it. The proposed action must be checked for lawful authority, a relevant basis, proper purpose and required procedure. A retaliatory purpose would be a serious concern; the available report does not establish a fabricated charge or an issued suspension order.

Responding to an apparently improper oral direction

Record what was instructed, seek written confirmation through the applicable procedure and place the authority and legal concerns on the file. Refer the matter to the competent administrative or legal authority. Do not invent allegations, misrepresent approval or issue an order without authority. Preparing a neutral file note or draft for scrutiny need not amount to endorsing the merits. Written confirmation does not make an otherwise unlawful act lawful.

POSH has a specific legal scope

The Sexual Harassment of Women at Workplace Act, 2013 addresses conduct falling within its definition of sexual harassment. Section 2(n) covers specified unwelcome sexual conduct; the hostile-environment and employment-threat circumstances in section 3(2) are linked to sexual harassment. General bullying or gender-based unfairness does not automatically become a POSH case merely because a woman is involved. Assess the facts and competent forum; service-conduct and other remedies may remain relevant even when POSH is not. [S6]

UT governance and institutional coordination

Section 53(2)(iii) of the Jammu and Kashmir Reorganisation Act, 2019 provides for the Lieutenant Governor's discretion in matters relating to All India Services. This helps explain the institutional issue highlighted in the reporting. The authority for a particular disciplinary step must still be determined under the relevant service and business rules. An NCW request and a departmental inquiry serve different functions; neither substitutes automatically for the other. [S7]

Safeguards without prejudgment

Prompt evidence preservation, conflict-free inquiry arrangements, a safe complaint channel and protection against reprisals are appropriate. Temporary reporting arrangements should be proportionate and reviewed. Findings should be reasoned and any penalty supported by the rules and proved misconduct. The reported 15-day inquiry direction and seven-day NCW request are case-specific timelines, not universal statutory limits for every workplace complaint. [S1–S2]

08 Thinkers and usable ideas

The following are paraphrases, followed by contemporary applications. They are not verbatim quotations or claims that these thinkers addressed this particular incident.

Thinker and source	Accurate idea	Application
Immanuel Kant Groundwork, section II	Human beings should be respected as ends; the principles guiding action should be capable of universal justification.	Demand performance without treating a colleague as an instrument of personal authority. Protect fairness for both parties. [T1]
Aristotle Nicomachean Ethics, books II and IV	Virtue requires practical judgement; anger should be appropriate to its object, degree, occasion and manner.	Firmness and emotional regulation can coexist. Avoid both intimidation and evasive leadership. [T2]
B R Ambedkar Constituent Assembly, 4 November 1948	Constitutional morality has to be cultivated; constitutional government depends on supportive habits and practices.	Build routine respect for lawful limits, fair hearing and reasoned disagreement. This is an application of his idea. [T3]
Kautilya Arthashastra, book I, chapter 19	The ruler's welfare is tied to the welfare of the subjects.	Administrative power should serve public welfare. This is an analogy, not evidence of a specific ancient anti-bullying penalty. [T4]
Mary Wollstonecraft A Vindication of the Rights of Woman	Women should be treated as rational moral agents and have opportunities to develop their reason.	Evaluate professional contributions on evidence, free from gender stereotypes. [T5]

09 Case study

Fictional teaching scenario. Priya Menon, Ashish Varma and the events below are invented to examine the ethical problem. They are not additional facts about the reported Wani-Ranjan incident.

Priya Menon, a young civil-service officer, is Assistant Director of Employment in a district. During a review of a livelihood programme, she presents verifiable data showing that the district has met its assigned targets and explains why coordination with another mission remains useful. Ashish Varma, the Administrative Secretary chairing the meeting, disagrees with her assessment.

Varma interrupts repeatedly, calls her incompetent in front of colleagues and says that a junior should not question his judgement. Priya asks that the discussion remain focused on the data. Varma directs the section officer to draft a suspension order immediately, without identifying a charge, supporting material or the authority under which he proposes to act. He then orders Priya to leave. Two senior colleagues present remain silent.

Later that evening, Priya learns that a draft is being prepared. No signed order has been served. The section officer has not yet checked the applicable rules, delegation or reasons for suspension. Priya fears that complaining may affect her career, while the section officer fears consequences for raising an objection. The programme's next review is due the following week.

(a) Identify the ethical issues involved.
(b) Examine the options available to Priya and recommend a course of action.
(c) What should the section officer do, and why?
(d) Suggest institutional measures to prevent bullying and retaliatory action.
Answer in 250 words.

10 Model case study answer

250 words including the four answer labels. The expanded teaching explanation below is outside the exam word limit.

(a) The issues are misuse of authority, humiliation, suppression of professional dissent, possible retaliation, bystander responsibility, and fairness in disciplinary action. Gender discrimination requires evidence; it should not be presumed. Legitimate supervision must respect dignity and procedural safeguards.

(b) Priya could remain silent, seek informal resolution, or complain through appropriate channels. Silence may reduce conflict but leaves the risk unresolved. She should preserve records, identify witnesses, submit a factual complaint, and request protection against retaliation. She should separately record her programme data, continue lawful duties, and seek advice on any adverse order. A voluntary reporting change may protect her without replacing accountability.

(c) As section officer, I would record the oral instruction, seek written confirmation, and check the competent authority, applicable rules, grounds and procedure. I would place concerns on file and obtain administrative or legal scrutiny. I would not fabricate reasons, misstate approval or issue an unauthorised order. A neutral draft for consideration differs from an operative decision. If clearly unlawful action is insisted upon, I would decline that action and escalate through lawful channels.

(d) Reforms should include confidential reporting, independent handling of conflicts, witness protection, reasoned decisions, training in respectful supervision, and periodic review of retaliation risks. Adverse action after a complaint deserves scrutiny, not automatic invalidation. Meeting records need proportionate privacy safeguards. Proven misconduct should attract proportionate consequences after a fair hearing. These measures protect honest officers, preserve legitimate managerial authority, improve organisational trust, and keep the institution focused on public service rather than personal loyalty.

Expanded teaching explanation

A Identify duties and evidence separately

The fictional facts justify concern about humiliation and an apparently retaliatory instruction. They do not establish that Varma lacks every possible suspension power. An answer should identify what is missing: competence, the factual basis and applicable procedure. It should also distinguish the disagreement over programme design from the way each person behaved. A correct policy argument does not excuse abuse, and an incorrect argument does not remove an officer's dignity.

Bystanders have ethical responsibilities, but silence in a stressful meeting does not establish equal culpability with the person issuing the instruction. Their knowledge, authority, opportunity and risk matter. A senior colleague may be able to de-escalate the meeting immediately; a vulnerable junior may more safely preserve evidence and report afterwards. Both can contribute to accountability.

B Compare Priya's realistic options

Option	Potential benefit	Risk or limitation
Remain silent or seek a transfer	May reduce immediate exposure to conflict. A voluntary transfer can be a legitimate protective choice.	Does not address the underlying behaviour; should not be imposed as the price of making a complaint.
Seek a supported informal resolution	Can clarify misunderstandings and restore working relations where Priya feels safe.	An apology may be insufficient for serious misconduct or ongoing pressure; no forced reconciliation.
Make a documented formal complaint	Creates a record and enables evidence-based scrutiny and protective measures.	May be slow and requires credible safeguards against influence and reprisal.
Challenge an actual adverse order	Allows use of the available representation, appeal or legal remedy after checking the governing framework.	A rumour or unsigned draft is not the same as an operative order. Obtain the document and advice promptly.

The strongest course combines documentation, a factual complaint to an appropriate authority outside the immediate conflict, and continued lawful work. Priya should preserve the original data and authorised records, write a contemporaneous account and identify witnesses. She should request confidentiality to the extent possible and protection from reprisal. She need not make every possible external complaint simultaneously; the facts, jurisdiction, safety and applicable rules should guide the route.

C Protect the integrity of the file

The section officer should record the actual instruction and make a neutral note identifying the missing information. Ask who is competent, what grounds are relied upon, which rule applies and what approvals are required. Seek written confirmation and timely scrutiny. Do not backdate a document, invent a charge, falsely certify approval or turn a draft into an issued order. If asked to perform a clearly unlawful act, object and escalate without unnecessarily disclosing protected records.

This is more useful than the blanket slogan "refuse to type". Clerical preparation, recording objections, advising on legality, approving and issuing an order are distinct responsibilities. Moral courage consists in protecting lawful process at the point where the official actually has responsibility. A written command is evidence of an instruction, not a defence for knowingly unlawful conduct.

D Build safeguards that remain fair

- Prevention: train supervisors in constructive feedback, meeting conduct, emotional regulation and gender equality; assess behaviour through reliable evidence rather than popularity alone.

- Reporting: provide an accessible confidential route, acknowledgement, reasons for delay and a way to raise conflicts of interest. Support complainants and witnesses while giving the respondent a meaningful hearing.
- Retaliation review: require documented reasons and independent scrutiny of suspicious adverse action after a complaint. Timing is a warning sign, not automatic proof of bad faith or a blanket immunity from genuine discipline.
- Records: keep reliable minutes and preserve relevant digital material. If recording meetings is proposed, define the purpose, access, retention and privacy safeguards; recording every discussion indiscriminately is not necessary.
- Accountability: use substantiated findings and proportionate sanctions under the applicable rules. Unproved complaints alone should not automatically disqualify an officer from promotion.
- Institutional learning: track delays, repeated substantiated patterns and staff confidence in complaint handling. Publish appropriate aggregate outcomes without exposing confidential identities or prejudicing proceedings.

An ethical institution protects the person who reports mistreatment and the integrity of the process used to test the allegation. Dignity and effective administration are strengthened when power is exercised for public purposes and reasons can withstand scrutiny.

11 Practice questions

1. What is moral courage in public service? Distinguish it from defiance for its own sake, and explain how a civil servant can combine courage with prudence. (150 words, 10 marks)
Syllabus link: foundational values for civil service; dedication to public service.

2. Is an official who implements an improper instruction always as responsible as the superior who gives it? Examine the relevance of knowledge, discretion, authority and opportunity to object. (150 words, 10 marks)
Syllabus link: laws, rules, regulations and conscience as sources of ethical guidance.

3. Suggest institutional measures that allow junior officials to communicate unwelcome facts without fear while preserving legitimate supervisory accountability. (150 words, 10 marks)
Syllabus link: ethical concerns and dilemmas in government institutions; accountability.

4. Emotional self-regulation is an administrative competence. Discuss with reference to Aristotle's treatment of anger and the demands of public leadership. (150 words, 10 marks)
Syllabus link: emotional intelligence and its application in administration and governance.

Answer-writing check: identify the role you occupy; distinguish facts from assumptions; compare realistic options; specify a lawful sequence; protect all parties' rights; conclude with public interest.

Sources and verification notes

Checked on 17 October 2026. The real-world account is a reported incident under inquiry. The ethical analysis and proposed safeguards are teaching applications; they are not findings against either officer. The fictional scenario is separate.

S1 The Indian Express, Bashaarat Masood, 17 October 2026, user-supplied clipping. Source for the reported exchange, speaker attribution, NCW request and public responses.

https://epaper.indianexpress.com/c/81331145

S2 J&K GAD Government Order 1654-JK(GAD) of 2026, 16 October 2026. Order listing verified on the government website; scanned order read via the copy linked by Daily Excelsior. It appoints an inquiry officer and presenting officer and specifies 15 days; it makes no finding of guilt.

https://jkgad.nic.in/leftMenu/OrderCirculer.aspx

S2 copy Scan of the inquiry order used for verification.

https://publish.dailyexcelsior.com/wp-content/uploads/2026/10/order3-6.pdf

S3 NDTV, Pradeep Dutta, 16 October 2026. Report containing responses attributed to Wani, Ranjan and the department.

https://www.ndtv.com/india-news/b-y-s-t-ias-officer-kumar-rajeev-ranjan-abuses-woman-colleague-in-virtual-meeting-in-j-k-12192189

S4 All India Services (Conduct) Rules, 1968, rule 3; official government compilation and DoPT circular reproducing the courtesy requirement.

https://doptcirculars.nic.in/OM/ViewOMNew.aspx?headid=10&id=151

S4 text AIS Conduct Rules compilation hosted by the High Court of Tripura.

https://thc.nic.in/Central%20Governmental%20Rules/All%20India%20Services%20%28Conduct%29%20Rules1%2C%201968.pdf

S5 J&K Civil Services (Classification, Control and Appeal) Rules, 1956, rule 31. Official judicial compilation indexed with rule text; the applicable current rules and delegation must be checked before an actual personnel decision.

https://jkhighcourt.nic.in/doc/JK-CIVIL-SEVICES-CLASSIFICATION-CONTROL-AND-APPEALpdf.pdf

S6 Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, sections 2(n) and 3. India Code statutory text.

https://www.indiacode.nic.in/bitstream/123456789/2104/1/A2013-14.pdf

S7 Jammu and Kashmir Reorganisation Act, 2019, section 53(2)(iii). India Code statutory text.

https://www.indiacode.nic.in/bitstream/123456789/15242/1/re-organisation_act%2C2019.pdf

T1 Immanuel Kant, Groundwork of the Metaphysics of Morals, section II; T K Abbott translation under the title Fundamental Principles of the Metaphysic of Morals.

https://www.gutenberg.org/cache/epub/5682/pg5682-images.html

T2 Aristotle, Nicomachean Ethics, books II and IV; W D Ross translation. Book IV discusses the appropriate expression of anger.

https://classics.mit.edu/Aristotle/nicomachaen.4.iv.html

T3 Constituent Assembly Debates, 4 November 1948, B R Ambedkar's introduction of the Draft Constitution; primary transcript.

https://www.constitutionofindia.net/debates/04-nov-1948/

T4 Kautilya, Arthashastra, book I, chapter 19, The Duties of a King; R Shamasastry translation. General welfare principle, not a claimed anti-bullying provision.

https://www.swaveda.com/texts/arthashastra/19/

T5 Mary Wollstonecraft, A Vindication of the Rights of Woman, especially chapters 2 and 12.

https://www.gutenberg.org/cache/epub/3420/pg3420.html