

TEST CODE 8 1 4 4 1 2

GP 2025

Time Allowed : Three Hours  
समय : तीन घंटे

ForumIAS

Maximum Marks : 250  
अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

|   |                 |               |  |
|---|-----------------|---------------|--|
| Name Of Candidate<br>परीक्षार्थी का नाम | Aashat Bakliwal |               |  |
| Roll No./अनुक्रमांक                     | 1910129862      | Medium/माध्यम | English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/> |
| Center Code/परीक्षा केंद्र              |                 | Date/दिनांक   | 5/07/25  |

\*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

| INDEX TABLE / अनुक्रमणिका  |                          |                              | INSTRUCTION / अनुदेश   |  |
|--|--------------------------|------------------------------|--|--|
| Q. No.<br>प्र.सं.  | Max. Marks<br>अधिकतम अंक | Marks Obtained<br>प्राप्तांक | 1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.<br>कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।   |  |
| 1  |                          |                              | 2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory.<br>उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।  |  |
| 2  |                          |                              | 3. The number of marks carried by a question/part is indicated against it.<br>प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।  |  |
| 3  |                          |                              | 4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided.<br>उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए। |  |
| 4  |                          |                              | 5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.<br>प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।                   |  |
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| Total/कुल अंक  | 250                      |                              | <b>For Student Only / केवल परीक्षार्थी प्रयोग हेतु</b>   |  |
| Examiner's Discretion/मूल्यांकन कर्ता का विवेक :   |                          |                              | Start Time/प्रारंभ करने का समय :   | End Time/समाप्त करने का समय :  |
|  |                          |                              | 2:30 pm  | 6:15 pm  |
| Total Marks/कुल अंक :  |                          |                              | Mode Of Examination/<br>परीक्षा की विधि :  | Online/ऑनलाइन <input type="checkbox"/><br>Offline/ऑफलाइन <input checked="" type="checkbox"/> |
|  |                          |                              | ENGLISH  |  |
| *Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.<br>मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समय रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं। |                          |                              | <b>For Office Use Only / केवल कार्यालय प्रयोग हेतु</b>   |  |
|  |                          |                              | ECN CODE/<br>ईसीएन कोड :   | Evaluation Date/<br>मूल्यांकन तिथि :   |
|  |                          |                              | ① ② ③ ④ ⑤  |  |

**Note:** Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion classes for the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the good copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

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## EXAMINER'S REMARKS

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### CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. Creative answer writing, sometimes missing the core demand, may fetch very high or very low scores, and exposes your answer to the subjectivity of the examiner.
2. **CD & VA = Content Density & Value Addition.** Examiner will evaluate the quality and quantity of your content in the answer. In the same word limit and space limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of ( but not all!) suggestions, ideas, quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.
3. **S & F = Structure & Flow** = Whether you have structured your answer properly or not. Whether the answer has been broken into parts and sub-parts and each part has been addressed appropriately or not. Whether the flow of the answer is maintained. Affects both subjective and objective components of assessment.
4. **P & R =** How your answer performs on the criteria of **presentation, ease of read, clarity and apparent effort** in writing the answer. This affects the subjective components of assessment.

## Section - A

**Q.1) a)** Rising influence of money power in Indian elections poses a serious challenge to transparency, fairness, and democratic accountability. How can ethical electoral funding be ensured to maintain the integrity of democracy? (10 marks, 150 words)

भारतीय चुनावों में धनबल का बढ़ता प्रभाव पारदर्शिता, निष्पक्षता और लोकतांत्रिक जवाबदेहिता के लिए गंभीर चुनौती है। लोकतांत्रिक सत्यनिष्ठा को बनाए रखने के लिए नैतिक चुनावी निधियन/फंडिंग कैसे सुनिश्चित किया जा सकता है?

(10 अंक, 150 शब्द)

Association of Democratic Reforms has highlighted the influence of money power in the 18<sup>th</sup> Lok Sabha elections leading to erosion of democratic ethos.

Challenge to transparency

- 1) Funding by corporates leading to lobbying and reciprocity
- 2) Anonymity in funding raising issues of corruption @ Electoral Bonds scheme

Challenges to fairness

- 1) Majority funding to ruling parties  
 • violating level playing field  
 @ 60% of Electoral Bond funds to ruling party.
- 2) Exploitation or marginalisation of funders

to other parties and of vulnerable sections

## Challenge to Accountability

- 1) Increasing criminalisation of politics leading to nexus and collusion.  
(eg) 46% MPs have criminal cases pending
- 2) Reduced executive responsibility to their constituency.

## Ethical sourcing of electoral funds for integrity of democracy

- 1) Adherence to principles of transparency and accountability through ethical funding.  
(eg) Disclosure of donations in USA.
- 2) Absence of corruptible behaviour among elected due to no loyalty to donors
- 3) Responsible performance of duty in public interest without donor pressure
- 4) Upholding constitutional ideals of parliamentary representative democracy and free and fair elections.

State funding of elections can be an ethical source

### Feedback

(For OFFICE use only)

| #   | G | A | P |
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| AWIS  |   |   |   |
| CD & VA                                     |   |   |   |
| S & F                                       |   |   |   |
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| Here G is Good, A is Average and P is Poor. |   |   |   |
| TOTAL MARKS                                 |   |   |   |

b) Explain the key dimensions of ethics that influence human behaviour. How do these dimensions shape ethical decision-making in private life? (10 marks, 150 words)

नैतिकता के उन प्रमुख आयामों का वर्णन करें जो मानव व्यवहार को प्रभावित करते हैं। ये आयाम निजी जीवन में नैतिक निर्णय लेने को कैसे आकार देते हैं? (10 अंक, 150 शब्द)

Ethics is the Study of human action on premise of right or wrong. It is based on maxim - "Do not do unto others as you would not be done by".

## Dimensions of Ethics

### (A) Normative Ethics

#### 1) Kant's Deontological Ethics

States that means and intentions are more important than ends

#### 2) Mohist's Consequentialism

Action which leads to welfare of large public is ethical

### (B) Virtue Ethics - propounded by Aristotle

Action's ethicality depends upon the character of the actor - whether it was guided by prudence, Fairness, Justice, Temperance

- (C) Applied Ethics - Refers to various branches of ethics where actions are judged
- (eg) Bio-ethics, Environmental ethics, Social ethics, etc.

Dimensions shape Ethical decision making in private life.

- 1) Guide our interactions with others

(eg) Not lying to a friend to get my work done - not using friend as means to ends
- 2) Shape beliefs and values of an individual thus shaping how decisions are made based on these values
 

(eg) Value of non-violence to engage in negotiation instead of fighting
- 3) Determine character and mindset, thus shaping the direction of decisions

(eg) Applying Aristotle's Phronesis (practical wisdom) to navigate problems in personal life

Ethics in private life must be grounded in values of honesty, integrity and compassion for a "good life".

### Feedback

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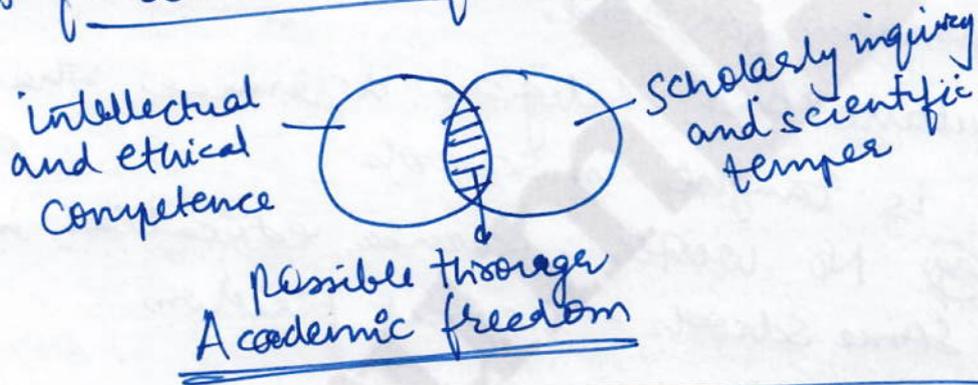
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**Q.2) a)** "Academic freedom is the bedrock of scholarly inquiry and intellectual progress." Examine the ethical issues that arise when educational institutions yield to political, social, or economic pressures and compromises academic freedom. (10 marks, 150 words)

"शैक्षणिक स्वतंत्रता विद्वतापूर्ण अनुसंधान और बौद्धिक प्रगति की आधारशिला है।" इस बात की जांच करें कि जब शैक्षणिक संस्थान राजनीतिक, सामाजिक या आर्थिक दबावों के आगे झुक जाते हैं और शैक्षणिक स्वतंत्रता से समझौता करते हैं, तो कौन-से नैतिक मुद्दे उत्पन्न होते हैं। (10 अंक, 150 शब्द)

Rabindranath Tagore considered education as a liberating and creative force that teaches freedom and fearlessness.



Ethical issues due to yielding to pressures and compromising academic freedom:

➤ Political pressures:-

a) Focus on form over substance leading to wastage of resources

⊙ Attendance of students given more importance than quality of teaching.

b) Abdication of Responsibility by teachers leading to blindly following rules.

⊙ Rules for pedagogy blindly followed, no freedom to innovate teaching method

## 2) Social pressure:

a) Strict adherence to social norms restricts Academic freedom of schools.

⊙ caste barriers leading to separate classroom for Dalits

↳ Culture and religion determine what is taught in schools

⊙ No western science education in some schools - restrict freedom

## 3) Economic pressure

a) Preference to profit leading to low quality education

⊙ Lack of blackboards and technology in schools (Computers)

• b) Lack of proper infrastructure due to fund constraints ⊙ no separate toilet for girls

To ensure Academic Freedom, we need to adopt Amartya Sen's Capability Approach and empower students and teachers to advocate for reforms to reclaim freedom.

### Feedback

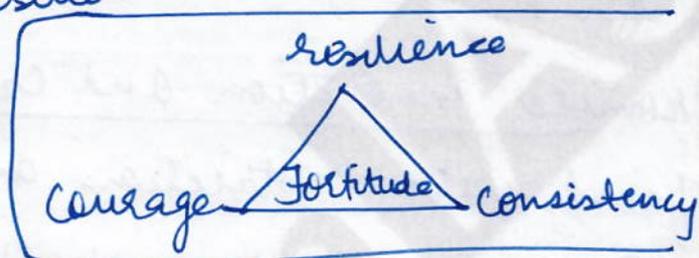
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b) Fortitude enables a civil servant to make difficult yet morally right decisions. Explain with reference to real-life examples. (10 marks, 150 words)

दृढ़ता (Fortitude) एक सिविल सेवक को कठिन परंतु नैतिक रूप से सही निर्णय लेने में सक्षम बनाता है। वास्तविक जीवन के उदाहरणों के संदर्भ में स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Fortitude is the ability of the mind to face adversity and overcome challenges consistently with resilience.



Fortitude enables civil servant to

take difficult yet morally decisions:-

1) Fosters moral courage - to spea  
truth to power and show commitment  
to truthfulness

(eg) IAS Mahesh Zagade refused to allot  
tender to politician's relative

2) Strength to stand up for what's right  
and show ethical resilience even in  
face of resistance

(eg) IFS Bij Kishore Singh's bravery and  
fortitude against forest smuggler Veerapan

3) Uphold value of integrity in conduct and probity in governance to avoid Abuse of public office

eg) M. Visvesvaraya using separate assets for private work like car, pen.

4) Promote innovation and creativity when faced with restrictions and constraints

eg) Himanshu Nagpal's Charan Paduka Abhiyan to crowd fund money for school shoes to children

5) Courage to unearth frauds and scams and reveal corrupt acts

eg) IES Satyendra Dubey or Lalit Mehta for Golden Quadrilateral highway and MGNREGS scheme.

How to build fortitude

- Heed to voice of conscience
- Practice courage in private life
- ↓ seek advice from mentors
- Ethical training and value education

Courage of conviction is the foundation of fortitude and basic of every moral action

### Feedback

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| #   | G | A | P |
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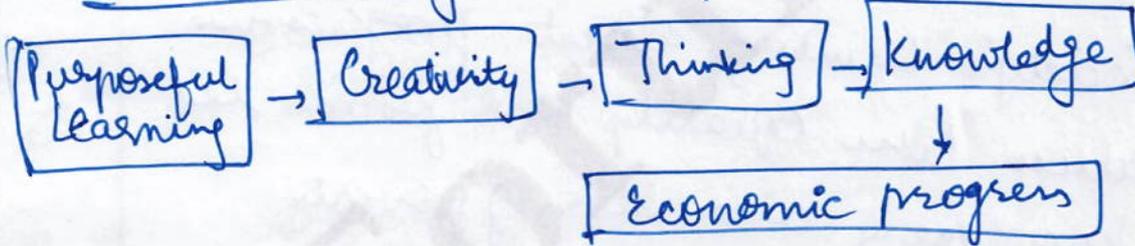
Q.3) Given below are the three quotations of great thinkers. What do each of these quotations convey to you in the present context?

नीचे महान विचारकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में इनमें से प्रत्येक उद्धरण आपको क्या संदेश देता है?

a) "When learning is purposeful, creativity blossoms. When creativity blossoms, thinking emanates. When thinking emanates, knowledge is fully lit. When knowledge is lit, the economy flourishes." - Abdul Kalam. (10 marks, 150 words)

"जब सीखना उद्देश्यपूर्ण होता है, तो रचनात्मकता खिलती है। जब रचनात्मकता खिलती है, तो चिंतन प्रक्रिया विकसित होती है। जब चिंतन प्रक्रिया विकसित होती है, तो ज्ञान पूरी तरह से प्रकाशित होता है। जब ज्ञान प्रकाशित होता है, तो अर्थव्यवस्था समृद्ध होती है।" - अब्दुल कलाम (10 अंक, 150 शब्द)

Through this quote, former President APJ Abdul Kalam is emphasizing on the importance of learning and creativity to build knowledge and fuel progress



1) Learning leads to creativity -

When we learn new things, our mind opens up and we generate new ideas.

eg) Newton's method of learning ~~was~~ led to creativity in his work

2) Creativity ensures thinking:

The more creative ideas we develop, the

more our thinking process develops. We are able to engage in critical thinking and rigorous questioning.

⑨ Article 51A(h) talks about development of spirit of inquiry

3) Thinking provides knowledge

Vivekananda said that knowledge comes from the inside out, when we think, we develop knowledge. Our soul is our best teacher.

⑨ Society's thinking about progressive values like equality and justice led to knowledge of alleviation of poverty.

↳ Knowledge makes economy flourish

↓  
Knowledge is the the very basis of what can make a nation great.

⑨ India's knowledge of values of fraternity and Vasudhaiva Kutumbakam has made it Leader of Global South.

Learning should be harmonious - of mind, body and soul to turn it into true knowledge

### Feedback

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b) "The difference between what we do and what we are capable of doing would suffice to solve most of the world's problems." - Mahatma Gandhi (10 marks, 150 words)

"हम जो करते हैं और जो करने में सक्षम हैं, उसके बीच का अंतर विश्व की अधिकांश समस्याओं को हल करने के लिए पर्याप्त होगा।" - महात्मा गाँधी (10 अंक, 150 शब्द)

This quote highlights the incongruence between our actions and our capabilities and how knowing it can solve world problems:

## Meaning of Quote

- 1) Gandhiji is calling us to focus on our capabilities - what we are capable of doing.
- ⇒ This can be known by the process of self-discovery, to know our strengths
- ⇒ When we match what we do with our capabilities, we can bring transformative change

## Ethical dimensions

- Courage to know yourself
- Emotional Intelligence to self-awareness and regulation
- Wisdom to act in harmony

## Present Context

- 1) At individual level, a person is capable of engaging in critical thinking, yet he follows Dogmas and hinders his progress.
- 2) Even at societal level, Community is quite capable to alleviate poverty and hunger but instead are driven by greed to accumulate wealth.
- 3) India in recent decade has tried to reach endeavours of her capability by reaching a \$4 Trillion economy.
- 4) On the contrary, USA is withdrawing from international agreements and halting aid to poor countries despite being capable enough.

Potter Stewart says, Ethics is knowing the difference between what is right thing to do and what you have right to do. Once you recognize right thing is what

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you are capable of, you can help solve many problems.

c) "Love and compassion are necessities, not luxuries. Without them, humanity cannot survive." - Dalai Lama (10 marks, 150 words)

"प्रेम और करुणा आवश्यकताएं हैं, विलासिता नहीं। उनके बिना मानवता जीवित नहीं रह सकती।" - दलाई लामा (10 अंक, 150 शब्द)

Love and Compassion are the values rooted in kindness, empathy and the willingness to alleviate sufferings of others.

Love and Compassion are necessities

1) In a world marred by wars and conflicts and a society falling prey to inequalities and poverty, love and compassion become a necessity for humans to even survive.

2) Love and Compassion in our mind can lead to inner peace and contentment which is crucial for happiness.

(eg) A man driven by compassion would not torture his wife for dowry unlike recent dowry death in Tiruppur.

3) Love and Compassion towards family

members and society can lead to harmony in society which is required if humanity is to survive

eg) Work of Isha foundation to spread ideas of love and compassion and promote volunteering social work.

↳ Love and Compassion can ensure order in the nation due to harmony in society

eg) If driven by love, there would be no communal violence & riots, unlike in Nuh, Haryana in 2023.

↳ Love and compassion ensures peace and stability in the world, with peace, humanity can survive, ~~the~~ without it, countless deaths

eg) Recent Israel-Iran conflict driven by hatred and greed rather than love and compassion.

As Martin Luther King Jr. says, Love and Compassion are the basis of morality. Only they can ensure human dignity and respect.

### Feedback

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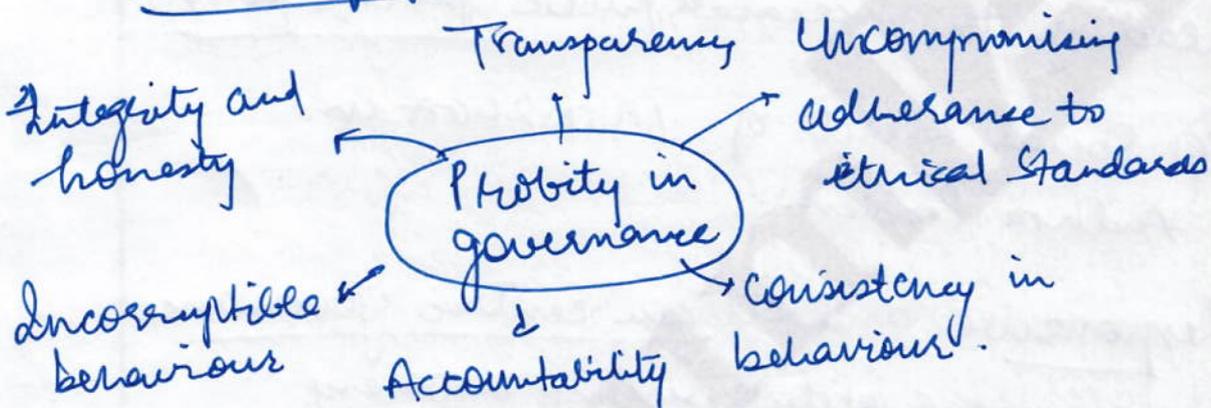
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TOTAL MARKS

Q.4) a) What do you understand by the term 'probity in governance'? Explain how probity acts as the foundation of ethical public administration. (10 marks, 150 words)

'शासन में ईमानदारी' शब्द से आप क्या समझते हैं? बताइए कि ईमानदारी किस प्रकार नैतिक लोक प्रशासन की नींव का कार्य करती है। (10 अंक, 150 शब्द)

Probity in governance refers to adherence to principles of ethics and integrity in exercise of power



Probity - foundation of ethical public administration

→ Uphold rule of law and Constitutional morality in action

eg) Ensuring equality before law by police authorities (Kiran Bedi)

→ Ensure transparency and accountability in decision making

eg) Disclosure of assets by civil servants (U. Sugavanam)

3) Uphold Kant's Duty Principle to perform duty in public interest with ethical means

(eg) Non performance of duty is a form of corruption.

4) Public trust and legitimacy is upheld leading to increased public participation

(eg) Social audit of MGNREGA in Andhra Pradesh.

5) Responsive and citizen centric governance to ensure quality of service delivery

(eg) Public Service Act in Odisha ensures timely delivery.

6) Equitable and inclusive → by showing empathy and compassion towards weaker sections

(eg) Balika Panchayats by IAS Minal Karamwal for girls participation

Probity in Governance upholds the Gandhian ideals of "Sarvodaya through Antyodaya" as model of development.

### Feedback

(For OFFICE use only)

| #       | G | A | P |
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Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

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b) "Starvation must not be used as a weapon of war." Yet, parties involved in conflicts often resort to the blockade of food and medical aid to civilians in conflict zones, deepening the humanitarian crisis. Powerful nations, despite their capacity to intervene, tend to prioritise strategic interests over humanitarian concerns. What ethical considerations should guide powerful nations in preventing such actions and ensuring unimpeded humanitarian access? (10 marks, 150 words)

"भुखमरी को युद्ध के हथियार के रूप में इस्तेमाल नहीं किया जाना चाहिए।" फिर भी, संघर्षों में शामिल पक्ष अक्सर संघर्ष क्षेत्रों में नागरिकों को भोजन और चिकित्सा सहायता को रोकने का सहारा लेते हैं, जिससे मानवीय संकट गहराता है। शक्तिशाली राष्ट्र, हस्तक्षेप करने की अपनी क्षमता के बावजूद, मानवीय चिंताओं पर रणनीतिक हितों को प्राथमिकता देते हैं। शक्तिशाली राष्ट्रों को ऐसी कार्रवाइयों को रोकने और निर्बाध मानवीय पहुँच सुनिश्चित करने में कौनसे नैतिक विचार सहायक हो सकते हैं? (10 अंक, 150 शब्द)

Recent international conflicts in Europe and West Asia have highlighted the glaring situation of blatant callousness towards civilians for humanitarian aid.

Why the Blockade and no action

- ① driven by greed and excessive desire
- ② Moral muteness - taking no action
- ③ Ethical drift - eroding moral compass

Ethical considerations for powerful nations to prevent such actions and ensure humanitarian aid:-

➤ Respect human dignity - each and every life is important and must be saved.

④ Geneva Convention on civilians

2) Treat Humans as ends and not means to achieve war victories

(eg) Just War Theory - When is it right to go for war

3) Uphold human rights - derived from Natural Law

(eg) UN Declaration of human rights - right to food, right to health.

4) Ensure Justice for all - Rawlsian justice talks about fairness and equitable distribution of resource

5) Fix accountability for war damages and loss of lives

(eg) Paying war compensation and indemnity

6) Recognize own moral responsibility to advocate for international peace

EAM S. Jaishankar says India's approach to conflict and peace is of diplomacy and that should be followed by all nations

### Feedback

(For OFFICE use only)

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Q.5) a) What teachings of Mahavira are most relevant today and why? Discuss. (10 marks, 150 words)

महावीर की कौन सी शिक्षाएँ आज सर्वाधिक प्रासंगिक हैं और क्यों? चर्चा करें।

(10 अंक, 150 शब्द)

Mahavira of Jainism gave many teachings for ethical conduct, social responsibility and humandignity relevant even today.

| <u>Teachings of Mahavira</u>   | <u>Why Relevant today?</u>   |
|--|--|
| 1) <u>Ahimsa</u> or non-violence, not just physical but also psychological | 1) To curb incidents of violence against women, vulnerable groups and minorities |
| 2) <u>Asteya</u> or non-stealing and <u>simplicity</u>                     | 2) To weed out corruption and prevent frauds and scams.                          |
| 3) <u>Aparigraha</u> - or detachment from material possessions             | 3) To weed out greed and excessive desire to accumulate wealth                   |

## Teachings of Mahavira

## Why relevant today?

↳ Tri - Ratna

- a) Right views
- b) Right knowledge
- c) Right character or conduct

↳ To ensure righteous conduct of people and gain true knowledge  
 ↳ Help prevent radicalisation and indoctrination of youth.

↳ Mindfulness and equanimity of mind  
 ↳ Presence of mind.

↳ To be conscious about your actions and decisions and how they affect others  
 ↳ generating empathy and compassion

↳ Asatya - or to speak truth

↳ To ensure our commitment to justice and truth

Thus, Mahavira's timeless teachings will help us develop a sound voice of conscience and courage to act upon it.

### Feedback

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b) "In contemporary times, social media platforms have emerged as powerful agents in shaping individual and societal attitudes." Do you agree with this view? Justify your answer.

(10 marks, 150 words)

"समकालीन समय में, सोशल मीडिया प्लेटफॉर्म व्यक्तिगत और सामाजिक दृष्टिकोण को आकार देने में शक्तिशाली अभिकारक के रूप में उभरे हैं।" क्या आप इस दृष्टिकोण से सहमत हैं? अपने उत्तर का औचित्य स्पष्ट कीजिए।

(10 अंक, 150 शब्द)

Attitude refers to the predetermined disposition about a thing, person or value based on its perception.

Social media platforms - shaping attitudes

A) Individual attitudes

1) Wide reach - global reach of social media @ #MeToo

2) Real time information reaches people @ information about war

3) Echo Chambers - shape attitudes towards an issue @ USA President

4) Election behaviour - based on Campaigns @ Cambridge Analytica

## B) Societal Behaviour

- 1) Expression of views on platform
  - ⊙ Views about current government
- 2) Ideology towards certain groups
  - ⊙ Pride Parade for LGBTQ+
- 3) Online influencers - education or informative videos that shape attitude of society

However, despite social media being powerful agents, they sometimes fail to shape attitude

- 1) Gender inequality despite advocating on social media
  - ⊙ Sabrinala issues
- 2) Increasing violence and crime against women
  - ⊙ Cyberbullying, Rapes, etc.

So, need is for ethical self-regulation of social media to ensure the change in attitude is in line with modern values of equality and justice

### Feedback

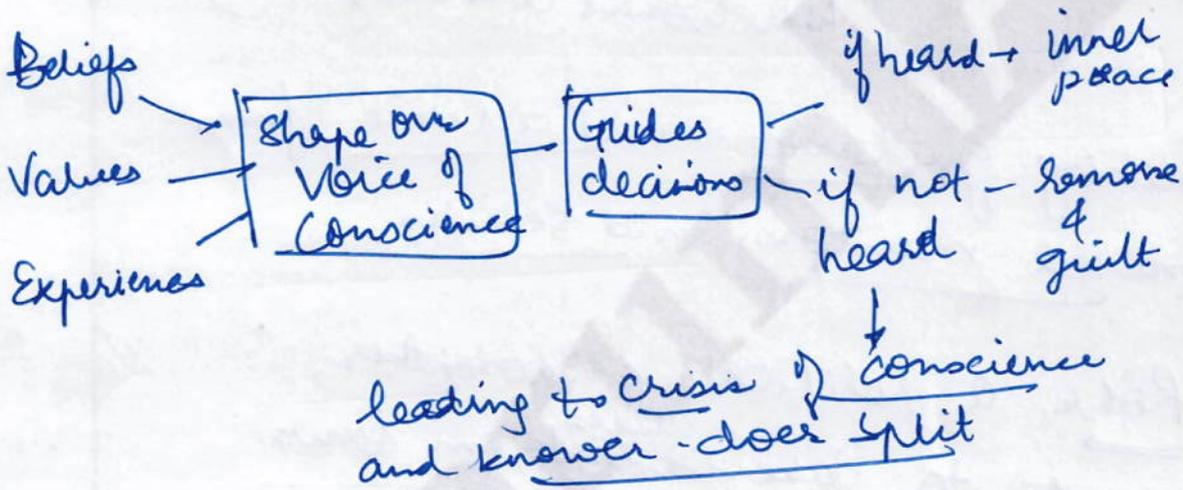
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Q.6) a) What do you understand by the 'voice of conscience'? In what ways can you prepare yourself to listen to the voice of conscience? (10 marks, 150 words)

आप 'अंतरात्मा की आवाज़' से क्या समझते हैं? अंतरात्मा की आवाज़ सुनने के लिए आप खुद को किन तरीकों से तैयार कर सकते हैं? (10 अंक, 150 शब्द)

Voice of Conscience refers to the inner voice or intuition that helps us to decide between right and wrong



Preparing to listen voice of conscience

- 1) Self reflection and meditation - to try and listen to my voice of conscience and intuition
- 2) Taking a pause before making a decision - to chart down its impact

3) Upholding Gandhi's Talisman -  
Reminding myself of the face of the poorest and downtrodden and then taking decision for his benefit

4) Knowing my values and beliefs and what are my triggers  
(Emotional Intelligence)

5) Seeking guidance and advice from trusted mentors and seniors.

6) Rohr, a political philosopher, suggests to take <sup>clues</sup> ~~clues~~ from laws and decisions of Supreme Court

However, there is a caution -  
I need to ensure that my moral beliefs are in line with Constitutional ideals and democratic ethos and all my decisions are directed towards public welfare with ethical means.

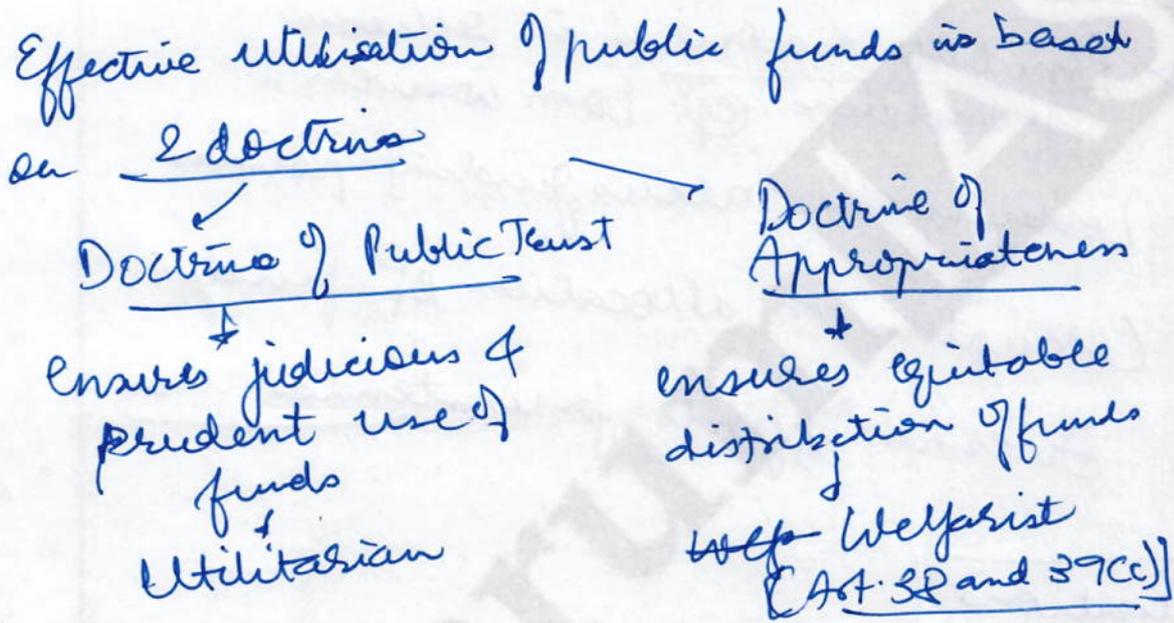
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| Here G is Good, A is Average and P is Poor. |   |   |   |
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b) Effective utilisation of public funds is not merely an administrative requirement but a moral responsibility of those entrusted with public office. However, instances of funds allocated to government schemes lying idle or being diverted towards extraneous purposes continue to be reported across the country. Examine the reasons for under-utilization and mis-utilization of public funds and their implications. (10 marks, 150 words)

सार्वजनिक निधियों का प्रभावी उपयोग केवल प्रशासनिक आवश्यकता नहीं है, बल्कि सार्वजनिक पद पर आसीन व्यक्तियों का नैतिक उत्तरदायित्व भी है। हालांकि, सरकारी योजनाओं के लिए आवंटित धन के व्यर्थ पड़े रहने या उद्देश्यों के इतर उपयोग किए जाने के मामले पूरे देश में सामने आते रहते हैं। सार्वजनिक निधियों के अल्प उपयोग और दुरुपयोग के कारणों और उनके निहितार्थों का परीक्षण करें। (10 अंक, 150 शब्द)



## Reasons for underutilisation

- 1) Top-down planning leading to funds lying idle (eg) Smart Cities Mission
- 2) No participation of Local self government (eg) tied funds for centrally sponsored schemes
- 3) Lack of enough infrastructure for implementation (eg) Trained staff.

↳ Bureaucratic attitude and red tapism leading to project delays

↳ Delay in allocation of funds to bodies

## Reasons for misutilisation

- 1) Populist measures in scheme formulation e.g. loan waivers
- 2) Lobbying and nexus guiding policies
- 3) Corruption in allocation of funds
- 4) Diversion of funds for unintended uses

## Implications

- 1) Erosion of public trust and legitimacy
- 2) Obstruction in achievement of developmental goals
- 3) Widening of inequalities and deepening poverty
- 4) Abuse of power - wastage of funds - becomes habitual rationalisation
- 5) Project delays → cost overruns → undermines public welfare

Effective utilisation of funds is crucial to

### Feedback

(For OFFICE use only)

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| TOTAL MARKS                                 |   |   |   |



## Section - B

Q.7) A rail overbridge (ROB) is being planned in the capital city of a central Indian state. The project aims to reduce traffic congestion and ease delays at railway crossings, which affect thousands of daily commuters. It had been a long-standing demand of local residents, and the government approved it to address persistent traffic bottlenecks in the area. The project is to be executed by the State Public Works Department (PWD), with a strict completion deadline of one year i.e. 31st July 2026. The PWD Minister, who is also the local MLA, is scheduled to inaugurate the project in the third week of August 2026. This is planned to take place shortly before the expected announcement of state elections. Ramesh has been selected as the project manager of this prestigious assignment on the basis of his professional competence and experience.

While reviewing the approved design plans in preparation for execution, Ramesh identifies a serious flaw. The proposed alignment includes a sharp 90-degree turn, incorporated due to spatial constraints between an electrified railway line on one side and ongoing metro construction on the other. From a technical standpoint, Ramesh believes the design is unsafe. It increases the risk of vehicular accidents, especially for heavy vehicles, and may lead to long-term inconvenience for road users.

Ramesh promptly raises the issue with the Chief Engineer. However, the Chief Engineer overrules the concern. He states that the General Arrangement Drawing (GAD) has already been approved by the Bridge Engineering Department, in coordination with Indian Railways. He points out that revisiting the design at this stage shall result in project delays, increased expenditure, and unwanted political attention.

Subsequently, Ramesh comes to know that the contractor awarded the tender to execute the project is a close relative of the PWD Minister. He also receives unofficial communication suggesting that his promotion to Additional Chief Engineer is under active consideration, but could be jeopardised if he creates "unnecessary hurdles" in the project's timely completion.

The incumbent state government is eager to complete the overbridge before the elections and present it as a major developmental achievement. This adds to the pressure on Ramesh to expedite project execution without raising further objections. Nonetheless, he remains convinced that the current design is flawed and could have grave implications for public safety if left unaddressed.

Meanwhile, the bridge design has also attracted widespread public attention after being published in a leading local newspaper. Images of the sharp 90-degree turn went viral on social media, drawing criticism and ridicule. Several engineering experts have publicly flagged the alignment as a potential safety hazard, reinforcing Ramesh's concerns.

- Under the given conditions, what are the options available to Ramesh as a project manager?
  - What are the ethical dilemmas being faced by Ramesh?
  - What are the professional challenges likely to be faced by Ramesh and his response to overcome such challenges?
- (20 marks, 250 words)

मध्य भारत के एक राज्य की राजधानी में एक रेल ओवरब्रिज (ROB) की योजना बनाई जा रही है। इस परियोजना का उद्देश्य यातायात के संकुलन को कम करना और रेलवे क्रॉसिंग पर देरी को कम करना है, जो हजारों यात्रियों को दैनिक रूप से प्रभावित करता है। यह स्थानीय निवासियों की लंबे समय से चली आ रही मांग थी, और सरकार ने क्षेत्र में लगातार यातायात की बाधाओं को दूर करने के लिए इसे मंजूरी दे दी। इस परियोजना को राज्य लोक निर्माण विभाग (PWD) द्वारा निष्पादित किया जाना है, जिसकी सख्त समय सीमा एक वर्ष यानी 31 जुलाई 2026 है। PWD मंत्री, जो स्थानीय विधायक भी हैं, अगस्त 2026 के तीसरे सप्ताह में इस परियोजना का उद्घाटन करने वाले हैं। यह राज्य चुनावों की अपेक्षित घोषणा से कुछ समय पहले होने

की योजना है। रमेश को उनकी पेशेवर क्षमता और अनुभव के आधार पर इस कार्य के प्रोजेक्ट मैनेजर के रूप में चुना गया है।

निष्पादन की तैयारी में स्वीकृत डिज़ाइन योजनाओं की समीक्षा करते समय, रमेश एक गंभीर दोष की पहचान करते हैं। प्रस्तावित संरक्षण में एक तीव्र 90-डिग्री मोड़ शामिल है, जो एक तरफ विद्युतीकृत रेलवे लाइन और दूसरी तरफ चल रहे मेट्रो निर्माण के बीच स्थानिक बाधाओं के कारण शामिल किया गया है। तकनीकी दृष्टिकोण से, रमेश का मानना है कि डिज़ाइन असुरक्षित है। इससे वाहन दुर्घटनाओं का जोखिम बढ़ जाता है, खासकर भारी वाहनों के लिए, और सड़क उपयोगकर्ताओं के लिए दीर्घकालिक असुविधा हो सकती है।

रमेश ने तुरंत मुख्य अभियंता के समक्ष इस मुद्दे को उठाया। हालांकि, मुख्य अभियंता ने चिंता को खारिज कर दिया। उन्होंने कहा कि भारतीय रेलवे के समन्वय में ब्रिज इंजीनियरिंग विभाग द्वारा जनरल अरेंजमेंट ड्राइंग (GAD) को पहले ही मंजूरी दे दी गई है। उन्होंने बताया कि इस स्तर पर डिज़ाइन पर दोबारा विचार करने से परियोजना में देरी होगी, खर्च बढ़ेगा और अवांछित राजनीतिक ध्यान आकर्षित होगा।

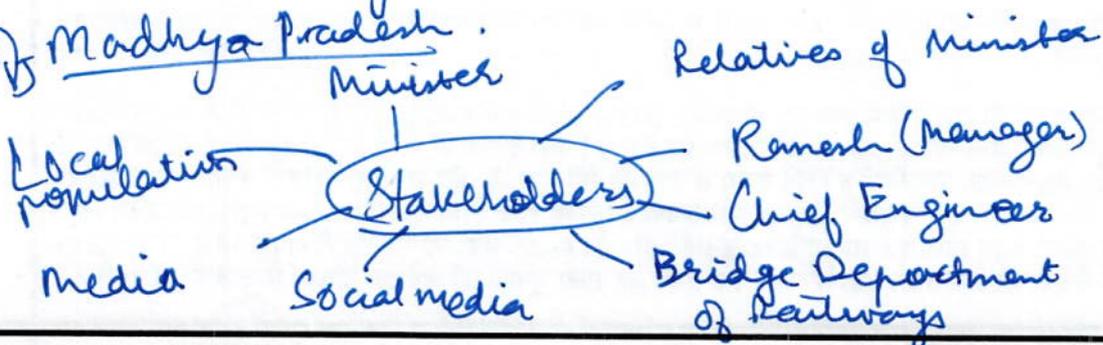
इसके बाद, रमेश को पता चलता है कि जिस ठेकेदार को परियोजना को पूरा करने का टेंडर दिया गया है, वह पीडब्ल्यूडी मंत्री का करीबी रिश्तेदार है। उसे अनौपचारिक संदेश भी मिलता है जिसमें कहा गया है कि अतिरिक्त मुख्य अभियंता के पद पर उसकी पदोन्नति पर सक्रिय रूप से विचार किया जा रहा है, लेकिन अगर वह परियोजना के समय पर पूरा होने में "अनावश्यक बाधाएं" पैदा करता है तो उसकी पदोन्नति खतरे में पड़ सकती है।

मौजूदा राज्य सरकार चुनावों से पहले ओवरब्रिज का निर्माण पूरा करने और इसे एक बड़ी विकासात्मक उपलब्धि के रूप में प्रस्तुत करने के लिए उत्सुक है। इससे रमेश पर बिना किसी और आपत्ति के परियोजना के निष्पादन में तेजी लाने का दबाव बढ़ जाता है। फिर भी, उनका मानना है कि मौजूदा डिज़ाइन में खामियाँ हैं और अगर इस पर ध्यान नहीं दिया गया तो इससे सार्वजनिक सुरक्षा पर गंभीर असर पड़ सकता है।

इस बीच, एक प्रमुख स्थानीय समाचार पत्र में प्रकाशित होने के बाद पुल के डिज़ाइन ने भी व्यापक रूप से लोगों का ध्यान आकर्षित किया है। 90 डिग्री के तीव्र मोड़ की तस्वीरें सोशल मीडिया पर वायरल हो गईं, जिससे आलोचना और उपहास का सामना करना पड़ा। कई इंजीनियरिंग विशेषज्ञों ने सार्वजनिक रूप से संरक्षण को संभावित सुरक्षा खतरे के रूप में चिह्नित किया है, जिससे रमेश की चिंताएँ और भी पुष्ट होती हैं।

- दी गई परिस्थितियों में, एक परियोजना प्रबंधक के रूप में रमेश के पास क्या विकल्प उपलब्ध हैं?
  - रमेश को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?
  - रमेश को किन व्यावसायिक चुनौतियों का सामना करना पड़ सकता है तथा ऐसी चुनौतियों पर नियंत्रण पाने के लिए उसकी क्या प्रतिक्रिया होनी चाहिये?
- (20 अंक, 250 शब्द)

The given Case Study highlights the lackadaisical attitude of government officials towards execution of public projects under political pressure. Similar incident recently occurred in Bhopal city of Madhya Pradesh.

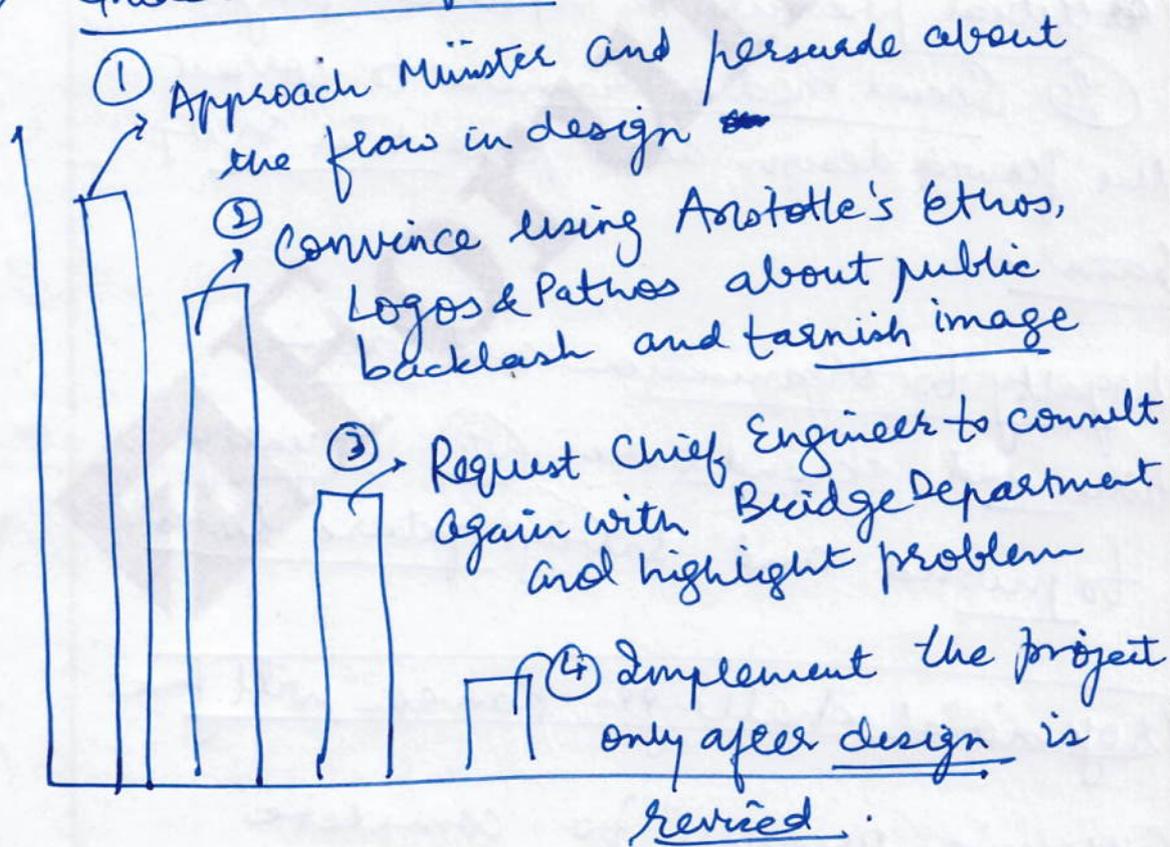


(a) Options available to Ramesh as project manager :-

1) Continue with project as it is  $\Rightarrow$  to ensure timely completion, but this would be blatant error in judgement.

2) Resign from the post - could lead to escaping responsibility.

3) Graded Course of action



(b) Ethical Dilemmas faced by Ramesh

- 1) Chain of Command (7/5) Voice of Conscience  
↳ Order of Chief Engineer and Minister to complete project, but Conscience to rectify design.
- 2) Personal interest of promotion (7/5)  
Public welfare to prevent accidents and public safety
- 3) Political pressure to expedite project  
(7/5) Social media pressure to correct the flawed design as a potential safety hazard.
- 4) Loyalty to organisation and saving time and expenditure (7/5) Loyalty to public and saving future lives.

(c) Professional challenges Ramesh will face

- 1) Excessive pressure to complete the project on time for inauguration

- 2) Threat of demotion or transfer if creates "unnecessary hurdles in completion
  - 3) No promotion to Additional Chief Engineers
  - 4) Backlash from seniors and Railway Department over correction of plan.
  - ⇒ Ramesh's Response to overcome challenges
  - 1) Upholding Mill's Utilitarian principle and acting in larger public interest.
  - 2) Showing moral courage to Speak truth to power (Kabir Das)
  - 3) Showing emotional intelligence in facing hardships and backlashes from seniors
  - 4) Effective persuasion skills to influence Minister's decision
- As Confucius said, "Virtue is not left to stand alone, he who practices it will have neighbours". Ramesh can take media and public support to convince correction in plan.

### Feedback

(For OFFICE use only)

| #       | G | A | P |
|---------|---|---|---|
| AWIS    |   |   |   |
| CD & VA |   |   |   |
| S & F   |   |   |   |
| P & R   |   |   |   |

Please put tick marks in the above table.  
Here G is Good, A is Average and P is Poor.

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|-------------|--|
| TOTAL MARKS |  |
|-------------|--|

**Q.8)** Srushti is a young and dynamic IPS officer, posted as Assistant Superintendent of Police (ASP) in a communally sensitive district. Her husband, Arjun, is an IAS officer and posted as Sub-Divisional Magistrate (SDM) in the same district. Both are honest, sincere and deeply committed to their work. They have a daughter who is just four months old, and is looked after by a domestic helper. Srushti resumed duty just two weeks ago after six months of maternity leave.

At 9 PM on Saturday night, Srushti is in her office reviewing the security arrangements with her team for an upcoming local festival. The situation in the area has been tense throughout the week due to a flare-up between two communities over a petty issue. Around 9:30 PM, she gets a call from the Superintendent of Police. He asks her to prepare a detailed law and order brief for a high-level meeting the next morning.

Srushti reaches home at 10 PM, feeling exhausted. She has not been getting proper sleep during the week due to frequent night patrolling. Arjun also returns around the same time after a long day in the field. Their daughter has been unwell and cried through most of the previous night. Arjun expresses concern about Srushti's heavy workload and the baby's condition. He tells her that she can not keep pushing herself like this and that the child needs more of her attention. Srushti replies that she cannot afford to step back. She adds that people are already judging her and questioning her commitment to work for availing maternity leave. The conversation gradually turns into an argument. Arjun feels Srushti is ignoring her health and family, while Srushti feels judged and unsupported.

Later that night, as Srushti sits at her desk preparing the report, she pauses and reflects on the purpose of her work. She had joined the IPS to serve the people and protect the vulnerable. But now, she wonders if she is being fair to her own child and family. Even as recently as last week, she had to cancel the family dinner as she had to attend an urgent meeting at the SP office. She also feels the weight of expectations. Male officers with children are rarely questioned. But as a new mother, she is constantly under scrutiny. Many in the department believe that women, especially new mothers, are not suitable for field duty.

Srushti starts thinking about her options. She knows that whatever decision she makes will not only impact her own future but also influence the expectations placed on other working mothers in uniform.

- What are the ethical issues involved in the above case?
- Evaluate the options available to Srushti in the above situation.
- What suggestions would you make to help officers like Srushti maintain a healthy work-life balance.

(20 marks, 250 words)

सृष्टि एक युवा और ऊर्जावान आईपीएस अधिकारी हैं, जो सांप्रदायिक रूप से संवेदनशील जिले में सहायक पुलिस अधीक्षक (ASP) के पद पर तैनात हैं। उनके पति अर्जुन एक आईएएस अधिकारी हैं और उसी जिले में उप-विभागीय मजिस्ट्रेट (SDM) के पद पर तैनात हैं। दोनों ही ईमानदार, निष्ठावान और अपने कार्य के प्रति पूरी तरह समर्पित हैं। उनकी एक बेटी है जो अभी चार महीने की है और उसकी देखभाल एक घरेलू सहायिका करती है। सृष्टि ने छह महीने की मातृत्व अवकाश के बाद दो सप्ताह पहले ही ड्यूटी फिर से शुरू की है।

शनिवार रात 9 बजे सृष्टि अपने कार्यालय में अपनी टीम के साथ आगामी स्थानीय त्यौहार के लिए सुरक्षा व्यवस्था की समीक्षा कर रही थी। एक छोटी सी बात पर दो समुदायों के बीच झगड़े के कारण पूरे सप्ताह क्षेत्र में स्थिति तनावपूर्ण रही। रात करीब 9:30 बजे उसे पुलिस अधीक्षक का फोन आता है। वह उसे अगली सुबह एक उच्च स्तरीय बैठक के लिए विस्तृत कानून व्यवस्था तैयार करने के लिए कहते हैं।

सृष्टि रात 10 बजे घर पहुँचती है, उसे बहुत थकान महसूस होती है। रात में लगातार गश्त करने के कारण वह पूरे सप्ताह ठीक से सो नहीं पाती है। अर्जुन भी क्षेत्र में एक लंबा दिन बिताने के बाद लगभग उसी समय लौटता है। उनकी बेटी की तबीयत खराब थी और वह पिछली रात ज्यादातर समय रोती रही। अर्जुन सृष्टि के भारी कार्यभार और बच्चे की स्थिति के बारे में चिंता

व्यक्त करता है। वह उससे कहता है कि वह खुद को इस तरह से नहीं रख सकती और बच्चे को उसके अधिक ध्यान की आवश्यकता है। सृष्टि जवाब देती है कि वह पीछे हटने का जोखिम नहीं उठा सकती। वह कहती है कि लोग पहले से ही उसका आकलन रहे हैं और मातृत्व अवकाश लेने के लिए काम करने की उसकी प्रतिबद्धता पर सवाल उठा रहे हैं। बातचीत धीरे-धीरे बहस में बदल जाती है। अर्जुन को लगता है कि सृष्टि उसके स्वास्थ्य और परिवार को नजरअंदाज कर रही है, जबकि सृष्टि खुद को आकलित और असमर्थित महसूस करती है।

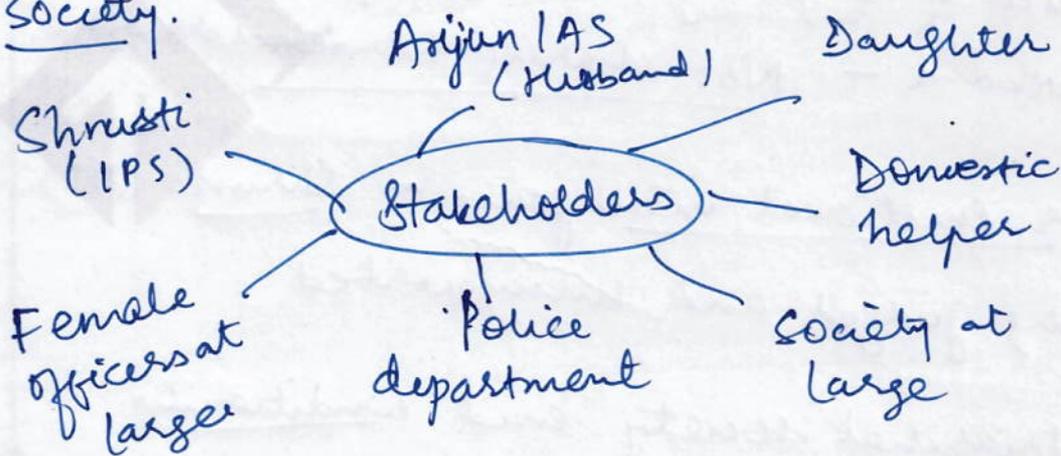
उस रात बाद में, जब सृष्टि अपनी डेस्क पर रिपोर्ट तैयार करने बैठी थी, तो वह रुकी और अपने काम के उद्देश्य पर विचार किया। वह लोगों की सेवा करने और कमजोर लोगों की रक्षा करने के लिए IPS में शामिल हुई थी। लेकिन अब, उसे आश्चर्य हो रहा है कि क्या वह अपने बच्चे और परिवार के साथ न्याय कर रही है। पिछले हफ्ते भी उसे पारिवारिक भोजन रद्द करना पड़ा क्योंकि उसे SP कार्यालय में एक ज़रूरी मीटिंग में शामिल होना था। वह अपेक्षाओं का बोझ भी महसूस करती है। बच्चों वाले पुरुष अधिकारियों से शायद ही कभी पूछताछ की जाती है। लेकिन एक नई माँ के रूप में, वह लगातार जांच के दायरे में रहती है। विभाग में कई लोग मानते हैं कि महिलाएँ, खासकर नई माँएँ, फ़्रील्ड ड्यूटी के लिए उपयुक्त नहीं हैं।

सृष्टि अपने विकल्पों के बारे में सोचना शुरू कर देती है। वह जानती है कि वह जो भी निर्णय लेगी, उसका न केवल उसके भविष्य पर असर पड़ेगा, बल्कि वर्दी में काम करने वाली अन्य माताओं की अपेक्षाओं पर भी असर पड़ेगा।

- उपर्युक्त मामले में नैतिक मुद्दे क्या हैं?
- उपरोक्त स्थिति में सृष्टि के लिए उपलब्ध विकल्पों का मूल्यांकन करें।
- सृष्टि जैसे अधिकारियों को स्वस्थ कार्य-जीवन संतुलन बनाए रखने में मदद करने के लिए आप क्या सुझाव देंगे?

(20 अंक, 250 शब्द)

This case study highlights the situation of how work-life balance is difficult especially for a young mother who is also a civil servant. Also, it shows the patriarchal & judgemental nature of our Society.



(a) Ethical issues involved in this case :-

- 1) Dual Burden on young women - of work and family
- 2) Communal disharmony over petty issues - violating social order
- 3) Questioning competence of young mothers - against right to equality and dignity (Article 14 and 21)
- 4) No collegiality in work culture of the Police Department.
- 5) Lack of empathy and compassion in husband - Not sharing household work
- 6) Poor emotional intelligence in Shruti (PPS) feeling judged and unsupported
- 7) Patriarchal society and conditioning of women to perform care work

⇒ Lack of attention to daughter and her health - violates duty of care.

## (b) Options available to Shrushti

- 1) Take advice of Arjun and not work extra hours to pay attention to the child.
  - ↳ to ensure duty of care as well as work life balance.
- 2) To keep working hard so that she is not judged on her commitment to work.
- 3) Graded actions
  - a) To set priorities in mind about work and daughter
  - b) Take daughter to workplace sometimes to cater to her needs, with creche facilities
  - c) Take meetings online using video conferencing from home.

d) For field duties and night patrolling, tell husband to take care of the child as well.

## Suggestions for healthy work life balance

1) Normalization of maternity leave as a fundamental right in the mind of all officers (SC in K. Umadevi v. Tamil Nadu)

2) Provision of Creche facilities and Child Rearing Rooms at workplace

3) Moral reasoning with husband to give a helping hand in care for child

4) Use of Technology wherever possible to make work easier and faster

⊗ CCTVs on streets, ~~delegation~~  
VC for meetings

5) Delegation of work appropriately  
⊗ Preparing plans, night patrolling.

Swami Vivekananda has said that world can ~~only~~ progress if women have a part in it. Shikshi must remember this and

### Feedback

(For OFFICE use only)

| #  | G | A | P |
|--|---|---|---|
| AWIS   |   |   |   |
| CD & VA  |   |   |   |
| S & F  |   |   |   |
| P & R  |   |   |   |
| Please put tick marks in the above table.<br>Here G is Good, A is Average and P is Poor. |   |   |   |
| TOTAL MARKS  |   |   |   |

Q.9) A reputed Indian beauty & personal care company developed a herbal skin cream for the international market, claiming anti-ageing and skin-repair properties based on traditional Ayurvedic formulations. After obtaining the necessary approvals and export certifications, the company began exporting the product. The product received widespread positive feedback for its quality and natural formulation, and soon became a huge hit in international markets. Riding on this success, the company announced that the product would soon be made available to domestic consumers, with almost the same quality and health benefits.

Subsequently, it secured approval from the domestic regulatory authority and launched the product in the Indian market. Over time, the brand gained a significant share of the domestic market and earned substantial revenues both nationally and internationally.

However, during a random sample check, officials discovered that the cream sold in India differed from the version approved by the competent authority. The product failed to meet the claimed herbal composition and purity standards. Further investigation revealed that the company had often been distributing batches that had failed export quality checks.

The incident triggered widespread public criticism and regulatory scrutiny, leading to a sharp decline in the company's reputation and financial performance.

- Discuss the ethical issues involved in the case.
- What actions should the competent regulatory authority take against the personal care company for violating domestic quality standards and distributing rejected export batches in the Indian market?
- What course of action is available to the company to manage the crisis and restore public trust and brand credibility?

(20 marks, 250 words)

एक प्रतिष्ठित भारतीय सौंदर्य और व्यक्तिगत देखभाल कंपनी ने अंतरराष्ट्रीय बाजार के लिए एक हर्बल त्वचा क्रीम विकसित की, जिसमें पारंपरिक आयुर्वेदिक फॉर्मूलेशन के आधार पर एंटी-एजिंग और त्वचा की मरम्मत के गुणों का दावा किया गया। आवश्यक अनुमोदन और निर्यात प्रमाणपत्र प्राप्त करने के बाद, कंपनी ने उत्पाद का निर्यात करना शुरू कर दिया। उत्पाद की इसकी गुणवत्ता और प्राकृतिक फॉर्मूलेशन के लिए व्यापक सकारात्मक प्रतिक्रिया मिली, और जल्द ही अंतरराष्ट्रीय बाजारों में एक बड़ी हिट बन गई। इस सफलता पर सवार होकर, कंपनी ने घोषणा की कि उत्पाद जल्द ही घरेलू उपभोक्ताओं के लिए उपलब्ध कराया जाएगा, जिसमें लगभग समान गुणवत्ता और स्वास्थ्य लाभ होंगे।

इसके बाद, इसने घरेलू विनियामक प्राधिकरण से मंजूरी हासिल की और उत्पाद को भारतीय बाजार में लॉन्च किया। समय के साथ, ब्रांड ने घरेलू बाजार में महत्वपूर्ण हिस्सेदारी हासिल कर ली और राष्ट्रीय और अंतरराष्ट्रीय स्तर पर पर्याप्त राजस्व अर्जित किया।

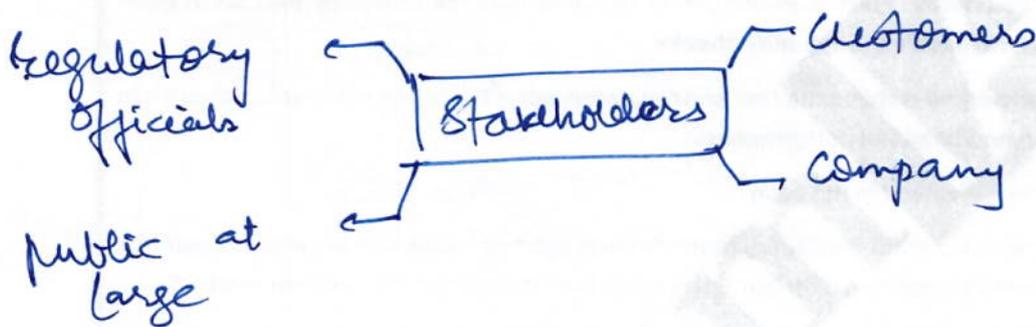
हालांकि, एक यादृच्छिक प्रतिदर्श परीक्षण के दौरान, अधिकारियों ने पाया कि भारत में बेची जाने वाली क्रीम सक्षम प्राधिकारी द्वारा अनुमोदित संस्करण से भिन्न थी। उत्पाद दावा किए गए हर्बल संरचना और शुद्धता मानकों को पूरा करने में विफल रहा। आगे की जांच से पता चला कि कंपनी अक्सर ऐसे बैच वितरित कर रही थी जो निर्यात गुणवत्ता जांच में विफल रहे थे।

इस घटना के कारण व्यापक सार्वजनिक आलोचना और विनियामक जांच शुरू हो गई, जिसके परिणामस्वरूप कंपनी की प्रतिष्ठा और वित्तीय प्रदर्शन में भारी गिरावट आई।

- मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- घरेलू गुणवत्ता मानकों का उल्लंघन करने और अस्वीकृत निर्यात बैचों को भारतीय बाजार में वितरित करने के लिए सक्षम विनियामक प्राधिकरण को व्यक्तिगत देखभाल कंपनी के खिलाफ क्या कार्रवाई करनी चाहिए?
- संकट का प्रबंधन करने तथा जनता का विश्वास और ब्रांड विश्वसनीयता बहाल करने के लिए कंपनी के पास क्या विकल्प उपलब्ध हैं?

(20 अंक, 250 शब्द)

Many companies engage in unfair trade practices of dumping export quality rejected product products in domestic market, thus violating corporate social responsibility.



(a) Ethical Issues involved:-

- 1) Engaging in unfair business practices showing lack of integrity and moral responsibility
- 2) Exploiting domestic consumers while giving quality export products shows deceiving attitude and moral abandonment
- 3) Weak regulatory checks on products

leading violation of Rule of Law.

- ↳ Tarnish of reputation due to public criticism and regulatory scrutiny.
- ↳ erosion of social capital and consumer trust.

(b) Action by competent regulatory authority

- 1) Order for immediate withdrawal of products from the domestic market
- 2) Impose penalties on the Company and deposit in Consumer Protection Fund
- 3) Further domestic approvals to be given only after detailed quality check
- 4) Additional tracking of rejected export batches and what is done to them by company.
- 5) Issue of fresh guidelines on adherence to quality standards and penalties for violation

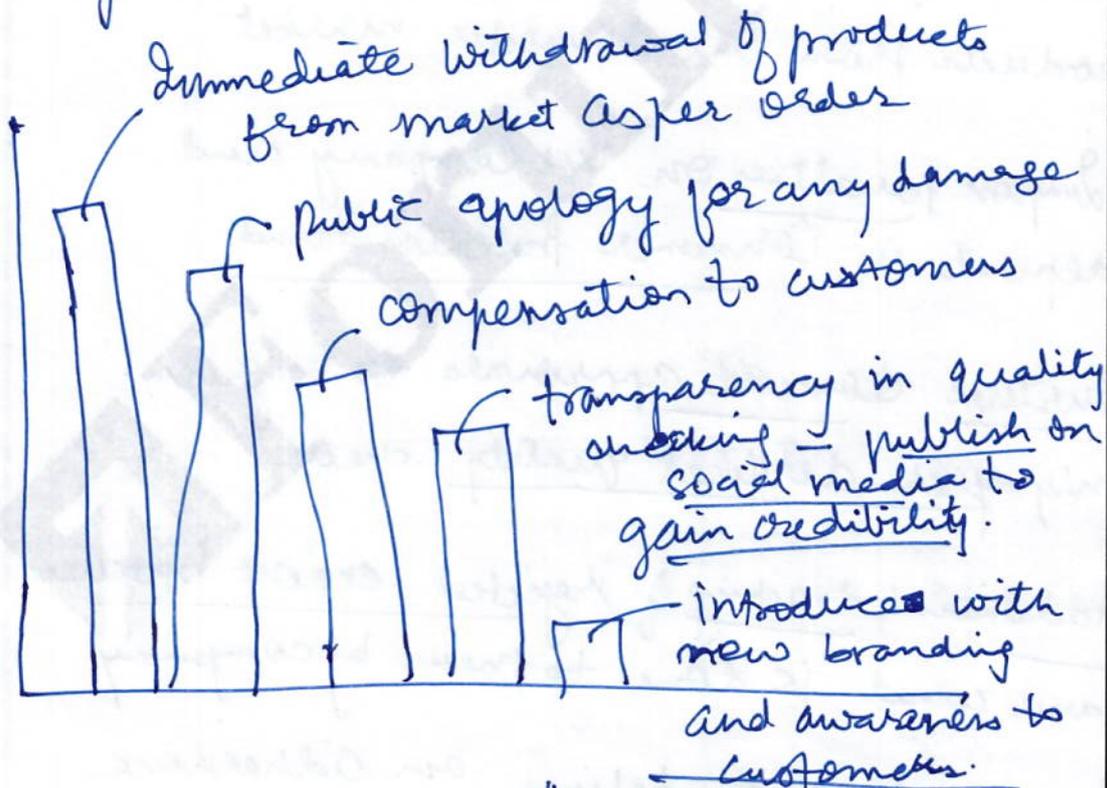
## (c) Course of action for company

~~1) Public apology~~

1) conducting own investigation to find out lapses in quality

2) If no lapses, file a complaint against investigation team for mal-feasance.

3) But, if lapses found, then following graded courses of action



As Adam Smith says, "it is responsibility of all to ensure welfare of society". Corporates must realise that profit and ethics can co-exist through

### Feedback

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| #  | G | A | P |
|--|---|---|---|
| AWIS   |   |   |   |
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| P & R  |   |   |   |
| Please put tick marks in the above table.<br>Here G is Good, A is Average and P is Poor. |   |   |   |
| TOTAL MARKS  |   |   |   |



**Q.10)** A forest fire has broken out in a hilly district and is rapidly spreading toward an eco-sensitive area that includes four villages (ESA villages). These villages lie along the forest fringe and are surrounded by difficult terrain. The region is known for its biodiversity and traditional forest-based livelihoods. The inhabitants of these villages are mostly poor tribal communities, dependent on forest resources for their sustenance.

You, as the District Magistrate of the area, have rushed to the spot with a medical team, police personnel, NGOs, media, and support staff to oversee the rescue and containment operations. Your disaster response team on the ground is small and poorly equipped. Reinforcements from the district headquarter have been requested, but they may take several hours to arrive due to the remoteness and challenging terrain.

In the meantime, a group of trained ex-forest guards and local youth from the villages offer to help. They are experienced and familiar with the area. However, existing government rules do not permit the engagement of unofficial personnel in fire control operations without formal clearance and insurance coverage.

Your team members are divided on this issue. Some members argue that volunteers should be engaged immediately to prevent the fire from spreading. Others caution that involving them without proper approval and safety cover could be risky and against protocol.

As the District Magistrate, you are also the Chairperson of the District Disaster Management Authority (DDMA). The fire is spreading at a very rapid rate, and immediate action is required to protect lives, property, and the environment. You are now in a dilemma.

- What are the options available to you?
- Critically evaluate each of the options identified by you.
- What option would you adopt and why?
- What are the ethical dilemmas being faced by you?

(20 marks, 250 words)

एक पहाड़ी जिले के जंगल में आग लग गई और यह तेजी से एक पर्यावरण-संवेदनशील क्षेत्र की ओर फैल रही है जिसमें चार गांव (ESA गांव) शामिल हैं। ये गांव जंगल के किनारे बसे हैं और दुर्गम इलाकों से घिरे हैं। यह क्षेत्र अपनी जैव विविधता और पारंपरिक वन-आधारित आजीविका के लिए जाना जाता है। इन गांवों के निवासी ज्यादातर गरीब आदिवासी समुदाय हैं, जो अपने जीवनयापन के लिए वन संसाधनों पर निर्भर हैं।

क्षेत्र के जिला मजिस्ट्रेट के रूप में, आप बचाव और नियंत्रण कार्यों की देखरेख के लिए एक मेडिकल टीम, पुलिस कर्मियों, गैर सरकारी संगठनों, मीडिया और सहायक कर्मचारियों के साथ घटनास्थल पर पहुंचे हैं। जमीन पर आपकी आपदा प्रतिक्रिया टीम छोटी और खराब रूप से सुसज्जित है। जिला मुख्यालय से सुदृढीकरण का अनुरोध किया गया है, लेकिन दूरदराज और चुनौतीपूर्ण इलाके के कारण उन्हें पहुंचने में कई घंटे लग सकते हैं।

इस बीच, प्रशिक्षित पूर्व वन रक्षकों और गांवों के स्थानीय युवाओं का एक समूह मदद करने की पेशकश करता है। वे अनुभवी हैं और क्षेत्र से परिचित हैं। हालांकि, मौजूदा सरकारी नियम औपचारिक मंजूरी और बीमा कवरेज के बिना अग्नि नियंत्रण कार्यों में अनौपचारिक कर्मियों को शामिल करने की अनुमति नहीं देते हैं।

इस मुद्दे पर आपकी टीम के सदस्य विभाजित हैं। कुछ सदस्यों का तर्क है कि आग को फैलने से रोकने के लिए स्वयंसेवकों को तुरंत काम पर लगाया जाना चाहिए। अन्य लोग चेतावनी देते हैं कि उचित स्वीकृति और सुरक्षा कवर के बिना उन्हें शामिल करना जोखिम भरा और प्रोटोकॉल के विरुद्ध हो सकता है।

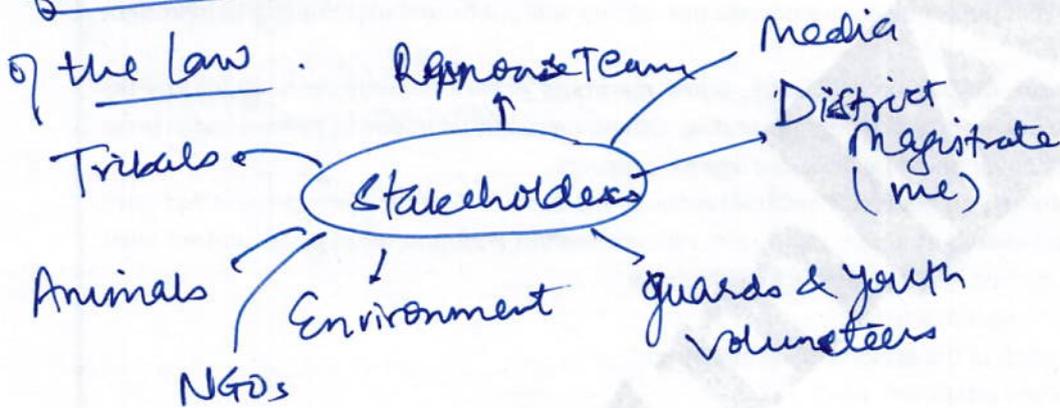
जिला मजिस्ट्रेट होने के नाते आप जिला आपदा प्रबंधन प्राधिकरण (DDMA) के अध्यक्ष भी हैं। आग बहुत तेजी से फैल रही है और जान-माल तथा पर्यावरण की सुरक्षा के लिए तत्काल कार्रवाई की आवश्यकता है। अब आप दुविधा में हैं।

- आपके पास क्या विकल्प उपलब्ध हैं?
- आपके द्वारा पहचाने गए प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।
- आप कौन सा विकल्प अपनाएंगे और क्यों?
- आपके सामने कौन सी नैतिक दुविधाएं हैं?

(20 अंक, 250 शब्द)

(a) & (b) Options Awaits

Case study highlights scenario of a disaster management (forest fire) where officials face dilemma between objectively follow the rules or go with the spirit



(a) Options available &

(b) Critical evaluation of options

➤ Engage volunteers immediately

Merits

- a) prevent fire from spreading
- b) save more lives
- c) Utilitarian Common good

Demerits

- a) Violates rule of law
- b) Investigation on decision in future
- c) Loss of life of untrained personnel

2) Do not engage without formal clearance

### Merits

- a) Uphold Rule of Law
- b) Follow protocols
- c) No risk of losing life of personnel

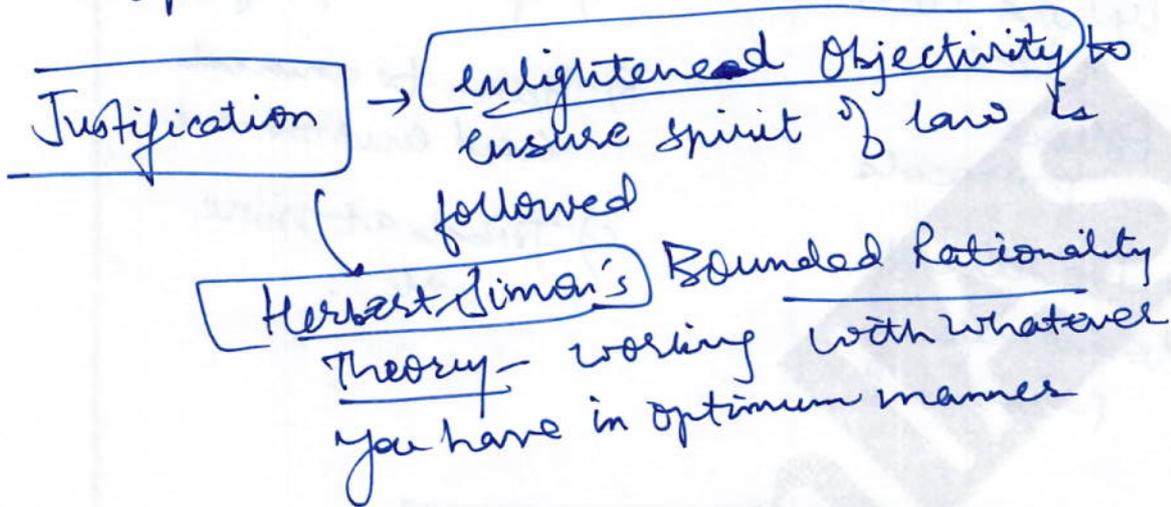
### Demerits

- a) Spread of fire
- b) Harm to animals and environment
- c) Tribals at more risk.

(b) Course of action I would adopt

- 1) As Chairperson of District Disaster Management Authority, I would directly contact the regulatory authority for approval.
- 2) I would request them to expedite the process and send approval letter via e-mail (use of technology)
- 3) After getting approval, I would allow volunteers to engage in disaster relief work.

4) In meantime, with the existing team, I would optimise work and start the operations



(c) Ethical Dilemmas:-

- 1) Objectivity to follow letter (vs) Compassion to allow without clearance
- 2) Duty to follow protocols (vs) Conscience to save ~~lives~~ lives & prevent spread of fire
- 3) Personal interest to prevent inquiry (vs) Public welfare of tribals and Environmental Stewardship

Human ingenuity is the key to navigate ethical dilemmas - APJ Abdul Kalam

**Feedback**

(For OFFICE use only)

| #       | G | A | P |
|---------|---|---|---|
| AWIS    |   |   |   |
| CD & VA |   |   |   |
| S & F   |   |   |   |
| P & R   |   |   |   |

Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

|             |  |
|-------------|--|
| TOTAL MARKS |  |
|-------------|--|



Q.11) In one of the government primary schools located in a rural block of a district, the newly appointed headmistress observed an unusual practice. The school had been preparing and serving mid-day meals separately to students belonging to different communities. Although the meals were cooked using a common gas connection, separate utensils, cooking areas, and serving arrangements had been in place for more than two decades. Students from the two communities had their food cooked and served by different cooks and ate in separate classrooms, despite attending classes together.

After taking charge, the headmistress decided to discontinue this practice. She directed that food be prepared and served together for all students, using a common kitchen and utensils. However, the decision triggered backlash. A considerable number of parents across communities vehemently opposed the move and stopped sending their children to school. Consequently, attendance fell by almost 60 percent. This also raised concerns regarding the possible discontinuation of the mid-day meal scheme, withdrawal of teaching staff, and even closure of the school due to falling enrolment. The issue has attracted attention from various political and social groups attempting to further polarise the situation and serve their vested interests.

Marpi Apang, the District Education Officer (DEO), has been tasked by the Deputy Commissioner's office to amicably resolve the matter at the earliest. She has also been directed to submit a detailed report along with the Action Taken Report within a fortnight.

- Identify the ethical issues involved in this case.
  - What course of action should Marpi adopt and why?
  - What should be the responsibilities of different social segments and agencies to create positive social ambiance for accepting such changes?
- (20 marks, 250 words)

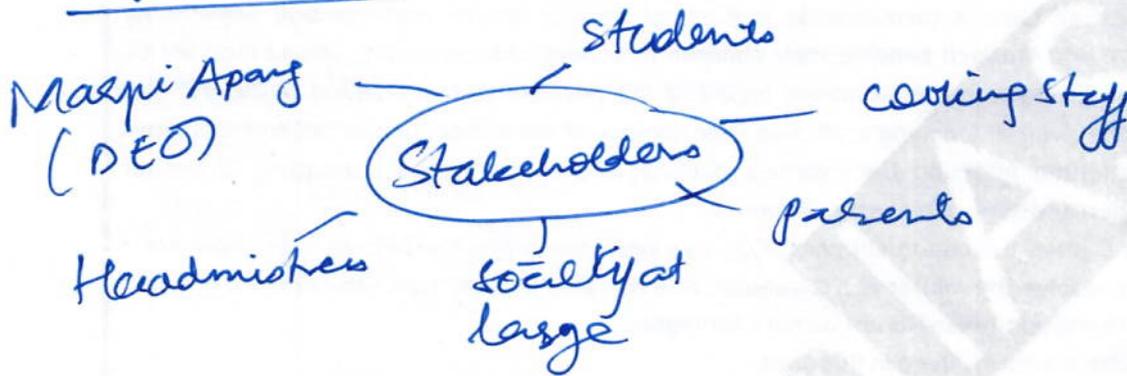
जिले के ग्रामीण ब्लॉक में स्थित एक सरकारी प्राथमिक विद्यालय में, नव नियुक्त प्रधानाध्यापिका ने एक असामान्य प्रथा देखी। विद्यालय में अलग-अलग समुदायों के छात्रों के लिए अलग-अलग मध्याह्न भोजन तैयार किया जाता था और परोसा जाता था। हालांकि भोजन एक ही गैस कनेक्शन का उपयोग करके पकाया जाता था, लेकिन अलग-अलग बर्तन, खाना पकाने के क्षेत्र और परोसने की व्यवस्था दो दशकों से अधिक समय से चली आ रही थी। दोनों समुदायों के छात्रों का भोजन अलग-अलग रसोइयों द्वारा पकाया और परोसा जाता था और वे एक साथ कक्षाओं में उपस्थित होने के बावजूद अलग-अलग कक्षाओं में खाते थे।

कार्यभार संभालने के बाद, प्रधानाध्यापिका ने इस प्रथा को बंद करने का फैसला किया। उन्होंने निर्देश दिया कि सभी छात्रों के लिए एक ही रसोई और बर्तनों का उपयोग करके भोजन तैयार किया जाए और परोसा जाए। हालांकि, इस निर्णय का विरोध शुरू हो गया। विभिन्न समुदायों के काफी संख्या में अभिभावकों ने इस कदम का कड़ा विरोध किया और अपने बच्चों को स्कूल भेजना बंद कर दिया। नतीजतन, उपस्थिति में लगभग 60 प्रतिशत की गिरावट आई। इससे मिड-डे मील योजना के बंद होने, शिक्षण कर्मचारियों को वापस बुलाने और यहां तक कि नामांकन में गिरावट के कारण स्कूल बंद होने की आशंका भी जताई गई। इस मुद्दे ने विभिन्न राजनीतिक और सामाजिक समूहों का ध्यान आकर्षित किया है जो स्थिति को और अधिक ध्रुवीकृत करने और अपने निहित स्वार्थों को पूरा करने का प्रयास कर रहे हैं।

जिला शिक्षा अधिकारी (DEO) मार्पी अपांग को डिप्टी कमिश्नर कार्यालय द्वारा मामले को जल्द से जल्द सौहार्दपूर्ण ढंग से सुलझाने का काम सौंपा गया है। उन्हें एक पखवाड़े के भीतर कार्यवाही रिपोर्ट के साथ एक विस्तृत रिपोर्ट प्रस्तुत करने का भी निर्देश दिया गया है।

- इस मामले में शामिल नैतिक मुद्दों की पहचान करें।
  - मार्पी को क्या कार्यवाही अपनानी चाहिए और क्यों?
  - ऐसे परिवर्तनों को स्वीकार करने के लिए सकारात्मक सामाजिक माहौल बनाने हेतु विभिन्न सामाजिक वर्गों और एजेंसियों का क्या उत्तरदायित्व होना चाहिए?
- (20 अंक, 250 शब्द)

This Case study highlights the prevalent social divide in sacred Temples of education (schools)



(a) Ethical Issues involved:-

- 1) Prevalence of caste discrimination against constitutional morality
- 2) Lack of Tolerance and Communal harmony in society - causing backlash over discontinuance of separate meals
- 3) Importance to social divides more than education - showing "ethical driftiness" - attendance falls
- 4) Social polarisation by groups by

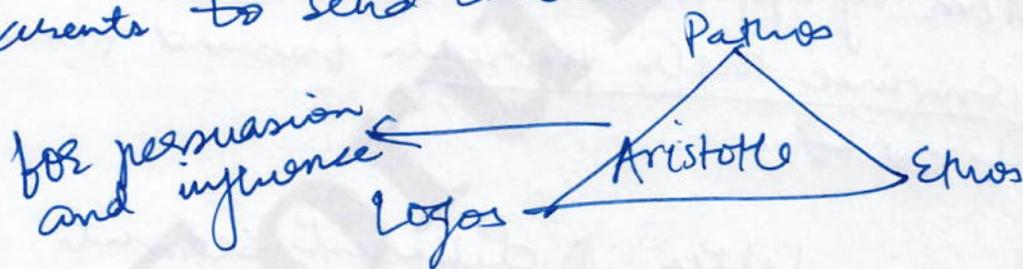
taking advantage of public sentiments.

↳ Against Spiritual Humanism of Aurobindo Ghosh.

5) Poor state of education in India

(b) Course of action Mayji should adopt:-

1) Engage with Panchayat Leaders to persuade them to ~~also~~ convince parents to send children to school



2) As a District Education Officer, Setting an example by eating meal with the community being discriminated

↳ Lead by example as per Lincoln and Mandela

3) Providing incentives to parents to

send their children to ~~was~~ schools

4) Nukkad Nataks arranged to inter-dining sensitise people about with other communities.

5) Modernising school infra to attract students, providing sports and recreational activities

↓  
Bottom up approach to let children convince their parents to send them to school.

(C) Responsibilities of different segments

A) Responsibility of parents

① → scientific temper under 51A(h) and duty to educate under 51A(k)

② Primary socialising agent - must teach ethical social behaviour ~~grounded~~ grounded in equality and fraternity

## B) Role of Teachers and Headmistresses

- ① Act as role models for students and by inter-dining
- ② Teach them values of tolerance and compassion — value-based education

## C) Role of Rural Panchayats —

- ↳ promote common brotherhood and communal harmony
- ↳ inclusive and participatory governance to set an example

## D) Role of Education Department

- ↳ ~~no~~ monitoring of performance of schools
- ↳ teacher training such that students are taught critical thinking and values

## E) Role of Government and CSO/NGOs

- ↳ awareness campaigns for social change

Social change can be done in 2 ways — self transformation and ethical leadership.

### Feedback

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| #       | G | A | P |
|---------|---|---|---|
| AWIS    |   |   |   |
| CD & VA |   |   |   |
| S & F   |   |   |   |
| P & R   |   |   |   |

Please put tick marks in the above table.  
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|             |  |
|-------------|--|
| TOTAL MARKS |  |
|-------------|--|



**Q.12)** You are a Municipal Commissioner of a tier-2 city experiencing rapid urban expansion. Several high-rise residential and commercial buildings are under construction in the city to meet the growing demand for housing. One such luxury residential complex is being built, employing hundreds of daily-wage labourers, many of whom live in temporary settlements at the construction site. Late one night during the monsoon season, a large section of scaffolding and concrete slabs collapses from the upper floors of one of the under-construction buildings. Seven labourers, including two minors, die on the spot. Several others are critically injured and rushed to the hospital. The tragic incident results in public outrage, intense media scrutiny, and protests by a local NGO. The state government orders a formal inquiry and directs you to submit a report within a week. Your preliminary investigation reveals a series of irregularities. The construction material used is substandard and not in accordance with the National Building Code. Although the approved plan permits construction of fifteen floors, the builder has illegally added two extra floors. Moreover, the structure has encroached on land demarcated for a community park and a fire service lane under the city's Zonal Development Plan. These violations are not reported during site inspections conducted by the building inspector of the municipal corporation. The building clearance was granted during the tenure of your predecessor, who is not only your batch-mate but also a close friend. Both of you were roommates during your training at LBSNAA. Prima facie, the case appears to involve a widespread nexus between officials of the Municipal Corporation and the builder. Your colleagues are putting pressure on you to go slow in the inquiry. Some of them suggest that holding the builder accountable could damage the city's image among investors and slow down urban development. Meanwhile, you come to know that the builder is the younger brother of a powerful minister in the state cabinet. One evening, his personal aide visits you privately. He suggests that the matter could be "mutually settled" and offers you a premium apartment worth ₹2 crore in the same residential complex. In the same breath, he hints that if the matter is not resolved swiftly in the builder's favour, someone in his office is prepared to file a complaint against you under the SC and ST (Prevention of Atrocities) Act.

a) Discuss the ethical issues involved in the case.

b) What are the options available to you in this situation?

c) Explain your selected course of action.

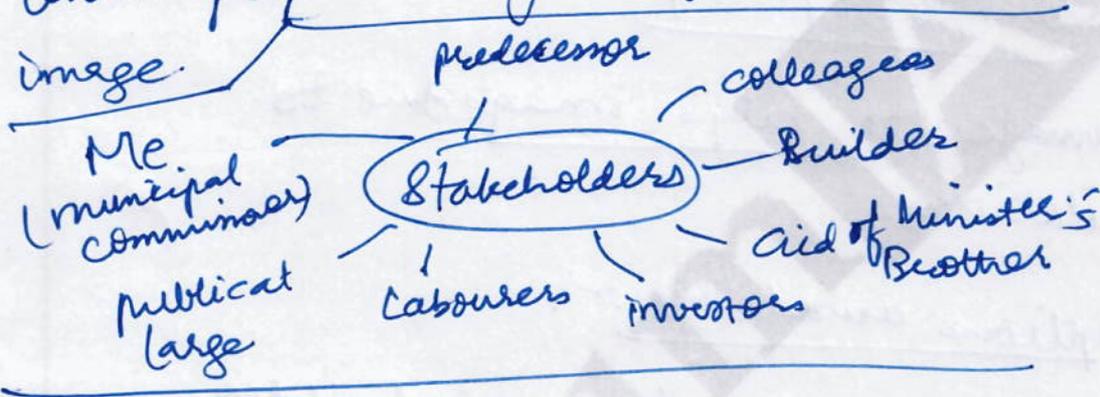
(20 marks, 250 words)

आप एक टियर-2 शहर के नगर आयुक्त हैं, जो तेजी से शहरी विस्तार का अनुभव कर रहा है। आवास की बढ़ती मांग को पूरा करने के लिए शहर में कई ऊँची आवासीय और व्यावसायिक इमारतों का निर्माण किया जा रहा है। ऐसा ही एक आलीशान आवासीय परिसर बनाया जा रहा है, जिसमें सैकड़ों दिहाड़ी मजदूर काम करते हैं, जिनमें से कई निर्माण स्थल पर अस्थायी बस्तियों में रहते हैं। मानसून के मौसम में देर रात, निर्माणाधीन इमारतों में से एक की ऊपरी मंजिलों से मचान और कंक्रीट स्लैब का एक बड़ा हिस्सा गिर गया। दो नाबालिगों सहित सात मजदूरों की मौत पर ही मौत हो गई। कई अन्य गंभीर रूप से घायल हो गए और उन्हें अस्पताल ले जाया गया। इस दुखद घटना के परिणामस्वरूप सार्वजनिक आक्रोश, मीडिया की गहन जांच और एक स्थानीय गैर सरकारी संगठन द्वारा विरोध प्रदर्शन हुआ। राज्य सरकार एक औपचारिक जांच का आदेश देती है और आपको एक साप्ताह के भीतर एक रिपोर्ट प्रस्तुत करने का निर्देश देती है। आपकी प्रारंभिक जांच में कई अनियमितताओं का पता चलता है। उपयोग की गई निर्माण सामग्री घटिया है और राष्ट्रीय भवन संहिता के अनुसार नहीं है। हालांकि स्वीकृत योजना पंद्रह मंजिलों के निर्माण की अनुमति देती है, लेकिन बिल्डर ने अवैध रूप से दो अतिरिक्त मंजिलें जोड़ दी हैं। इसके अलावा, संरचना ने शहर की क्षेत्रीय विकास योजना के तहत एक सामुदायिक पार्क और एक अग्निशमन सेवा लेन के लिए निर्धारित भूमि पर अतिक्रमण किया है। नगर निगम के भवन निरीक्षक द्वारा किए गए साइट निरीक्षणों के दौरान इन उल्लंघनों की रिपोर्ट नहीं की जाती है। भवन की मंजूरी आपके पूर्ववर्ती के कार्यकाल के दौरान दी गई थी, जो न केवल आपके बैचमेट है, बल्कि एक करीबी दोस्त भी हैं। आप दोनों LBSNAA में अपने प्रशिक्षण के दौरान रूममेट थे। प्रथम दृष्टया, मामला नगर निगम के अधिकारियों और बिल्डर के बीच व्यापक साठगांठ से जुड़ा हुआ प्रतीत होता है। आपके सहकर्मी आप पर जांच में धीमी गति से आगे बढ़ने का दबाव बना रहे हैं। उनमें से कुछ का सुझाव है कि बिल्डर को जवाबदेह ठहराने से निवेशकों के बीच शहर की छवि खराब हो सकती है और शहरी विकास धीमा हो सकता है। इस बीच, आपको पता चलता है कि बिल्डर राज्य कैबिनेट में एक शक्तिशाली मंत्री का छोटा भाई है। एक शाम, उसका निजी सहायक आपसे निजी तौर पर मिलने आता है। वह सुझाव देता है कि इस मामले को "पारस्परिक रूप से सुलझाया जा सकता है" और आपको उसी आवासीय परिसर में ₹2 करोड़ का प्रीमियम अपार्टमेंट देने की पेशकश करता है। इसी बीच उन्होंने यह भी संकेत दिया कि यदि मामला बिल्डर के पक्ष में शीघ्र हल नहीं हुआ तो उनके कार्यालय से कोई व्यक्ति आपके खिलाफ अनुसूचित जाति एवं अनुसूचित जनजाति (अत्याचार निवारण) अधिनियम के तहत शिकायत दर्ज कराने के लिए तैयार है।

- a) मामले में शामिल नैतिक मुद्दों पर चर्चा करें।  
 b) इस स्थिति में आपके पास क्या विकल्प उपलब्ध हैं?  
 c) अपनी चुनी हुई कार्यवाही का विवरण दीजिए।

(20 अंक, 250 शब्द)

This case study highlights the rampant collusive corruption prevalent in our society and the lengths to which people will go to protect their image.



a) Ethical Issues :-

- 1) Violation of National Building Code -  
Against constitutional morality  
and due process
- 2) Collusive corruption as a termite eating  
the social fabric
- 3) Injustice against ~~the~~ daily wage  
workers - lost lives without having  
a say in building decision
- 4) Political-Bureaucracy nexus - raising

## Questions on integrity of bureaucracy

- 6) Erosion of social capital and loss of public trust
- 6) Investor sentiments hanging in balance
- 7) Rapid urban expansion against the sustainability principle.
- 8) Damage to city's image due to violations

### (b) Options available :-

1) Give decision in favour of builder  
 # to avoid any complaints under SC and ST Act. ~~But~~ this would protect city's image ~~and~~ but tarnish reputation of administration.

2) Give decision against the bidder  
 could save my predecessor, friend but tarnish city image & investor sentiment. Further I would face false charges.

Q) My course of action :-

- 1) File a complaint against aide of Builder to the anti-corruption bureau for offering bribe.
- 2) Conduct detailed investigation to fix accountability as to whose fault it was.
- 3) ~~Disclose~~ Disclose the nexus of political-business and bureaucracy without fear of retaliation.
- 4) Fight the <sup>false</sup> allegations of SC&ST Act in court of law on merits and lack of evidence.

Justification - Ethical Resilience and Leadership - walk alone

↓  
 Kant's Categorical Imperative Universal Principle  
 I will act in a way that it becomes a universal moral principle.  
 All it takes for evil to triumph is for good men to do nothing. In times of adversity,

it is ~~to~~ my conscience that will guide me to the right path.

**Feedback**

(For OFFICE use only)

| #       | G | A | P |
|---------|---|---|---|
| AWIS    |   |   |   |
| CD & VA |   |   |   |
| S & F   |   |   |   |
| P & R   |   |   |   |

Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

|             |  |
|-------------|--|
| TOTAL MARKS |  |
|-------------|--|

## Mentor Feedback Questions

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

### Test Goal

- 1 .....
- 2 .....
- 3 .....

### Outcomes

- 1 .....
- 2 .....
- 3 .....

## Marking Scheme

| Mark  | Good                 | Average   | Below average |
|---|----------------------|-----------|---------------|
| 10 Marker   | 3.75 - 5.0           | 3.0 - 3.5 | < 3.0         |
| 15 Marker   | 5.75 - 7.0           | 4.0 - 5.5 | < 4.0         |
| 20 Marker   | 7.75 - 10            | 6 - 7.5   | < 6           |
|  | Key / Relevant Point |           |               |
|  | Vague / Irrelevant   |           |               |

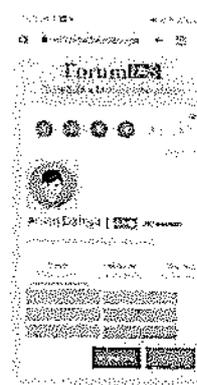
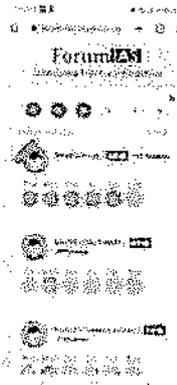
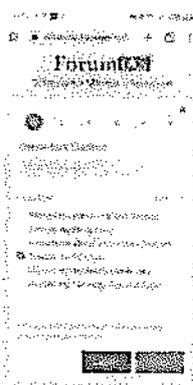
\* Subject to change without prior notice.

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