TEST CODE	8	1	4	4	1	2

MGP 2025

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	ANKIT JARWAL		
Roll No./अनुक्रमांक	1910118078	**Medium**/माध्यम	English ☑ हिंदी ☐
Center Code/परीक्षा केंद्र	1901	**Date**/दिनांक	25/07/25

*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

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

INSTRUCTION / अनुदेश

1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.
कृपया उत्तर–पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।

2. There are **TWELVE** questions printed in ENGLISH & HINDI, all questions are compulsory.
उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।

3. The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।

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.
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।

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.
प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न–सह–उत्तर पुस्तिका में खाली छोड़े गये किसी भी पष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।

RECEIVED Forum IAS ACADEMY

Examiner's Discretion/मूल्यांकन कर्त्ता का विवेक :

Total Marks/कुल अंक :

*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.

मूल्यांकन कर्त्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्त्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।

For Student Only / केवल परीक्षार्थी प्रयोग हेतु

Start Time/प्रारंभ करने का समय : 9:40 AM	**End Time**/समाप्त करने का समय : 12:46 PM
Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन ☐ Offline/ऑफलाइन ☑

For Office Use Only / केवल कार्यालय प्रयोग हेतु

ECN CODE/ ईसीएन कोड :	**EG**/ईजी : ① ② ③ ④ ⑤	**Evaluation Date**/ मूल्यांकन तिथि :

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.

EXAMINER'S REMARKS

Crucial IAS

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)

According to PRS, 46% of Member of Parliament in 18th Lok Sabha had criminal cases against them indicating influence of money and muscle in Indian elections.

Money power challenge to

(1) transparency → use of money to buy votes
↳ unfair means like paid news distort transparent functioning
↳ lopsided media role

(2) fairness → undue influence of corporate governance and funding.

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

→ advantage to male candidate over women

→ prevalence of dominant caste over others

(3) democratic accountability → hinder election of deserving candidate

↳ nonperformance of duty

~~ethic~~ Ethical electoral funding

maintaing democratic integrity

(1) disclosure of funding to political party (eg) 2nd ARC mandate disclosure of all funding if above 20% in cash

(2) limit on party spending along with candidate

(3) disclosure of audit report by political party to people

(4) 3rd party monitoring of electoral spending

electoral funding distort the basis of free and fair election threatening democracy and need multipronged solution to nullify it

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			

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

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 refer to set of right and wrongs based on rational and well established moral principles.

key dimension of ethics affecting human behavior

1. shape individual action based on conscience (eg going beyond rules
2. solve ethical dilemma in conflicting situation (eg whistleblowing
3. shapes law as law reflect common social ethics itself
4. external and internal sanction to action
5. promote social harmony and stable society (eg social contract take away some

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

freedom to universal common freedom

(6) cosmopolitan moral theory explain political boundary irrelevant in ethical and action.

ethical dimension shaping decision in private life

(1) promote tolerance to diverging view

(2) promote equality within family
(eg) girl child also getting equal education

(3) promote respecting rule of law
(eg) following dowry prohibition act

(4) democratic decision making in family

(5) equity in access to resources also depends ethical distribution.

Ethics shapes both public and personal life decisions. and virtue built on ethics leads to continuity in actions and inactions.

Feedback
(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
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Please put tick marks in the above table. Here G is Good, A is Average and P is Poor.			
TOTAL MARKS			

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

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)

Recent controversy regarding to Athola university highlight the ethical and intellectual inquiry importance significant to academic freedom

ethical issues when educational institution subjected to various pressure

(1) neglect to autonomy of institution
(eg) USA president limit research fund based on implementation of his policy

(2) threat to creativity and out of thinking (eg) limit expressive art and ideas in USA, China

(3) limit Research and development
(eg) low international collaboration in

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

Indian university due to government controls and regulations.

(4) over regulation by regulatory bodies
(eg) Rejection to participate in international academic conference to delhi university professor.

(5) limitation of fund affect functioning
(eg) only 0.65% of GDP on R&D ins India reduce output.

Mitigating challenges

(1) autonomy to institution based academic performance (NEP2020)

(2) promote international collaboration
(eg) UGC regulation on foreign higher education institution

(3) independent appointment commission to education institution

(4) self regulating body of edu. institution to check on misuse of freedom.

Education is liberator of human body and freedom of educational inequity is need to improve outcome based result.

Feedback
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#	G	A	P
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Please put tick marks in the above table.
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TOTAL MARKS	

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 सन्दर्भ में स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Fortitude refers to courage in adverse situation and to uphold what you believe is correct even if it might lead to some personal / professional loss.

Fortitude enable civil servants to make morally difficult choice

(1) Bring objectivity in decision making (eg) ECI TN sheshan made EPI card prerequisite to conduct any election in state.

(2) courage to stand up and bring out truth (eg) Durga shakti Nagpal and whistle blowing to bring out corruption nexus.

(3) going beyond letter of law and uphold constitutional morality

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(eg.) IAS Anna Sundaragan selected efficient but new inexperienced Tutor in digital literacy campaign in Kerala

(4) uphold dedication to public service and remove social bias

(eg) IAS pushpendra Meena in dung district → SADBHAVNA for mental health awareness in local community.

(5) holdousely accountable ~~to law~~ for results (eg) E Sreedharan offered resignation after Laxmi nagar bridge collapse.

Fortitude is important cardinal virtue of pluto which allow civil servants to go beyond their limited scope and act as per [philosopher king] ideal

Feedback
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Please put tick marks in the above table.
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TOTAL MARKS	

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)

Former Indian President Abdul Kalam has highlight the importance of purposeful, value based and experiental knowledge critical in growth and development of nation and economy.

importance of purposeful ~~learn~~ learning

1. provide value education to bring social change
2. focus on learning and not just outcome.
3. improve morality of people in turn promoting ethical

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

social standards.

(4) foster diversity in occupations eg creative field etc.

Case study | IAS Sachin Rana started STEM Labs in PMSHRI schools in Arunachal to improve education quality and purposeful learning.

Contemporary relevance

- commercialisation of education
- less emphasis on value education
- less emphasis on research and development. (only 0.6% of GDP in India)
- increasing homogenisation of career avenue.

New education policy 2020 bring the change in how we see education in uplifting the purpose by inclusion of local language, vocational education, value education rooted in Indian values all leading to Amritkal realisation.

Feedback
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TOTAL MARKS	

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)

Mahatma gandhi ji highlights how our inactions and nonachievement of our potential is causing world's problems and addressing this can lead to change in our problem basket.

Realising our potential to solve world problems

(1) Not being minimum guy i.e. dedication and not just committed to job/work (eg) extra hours at work to to job.

(2) shot at moon w taking risk to realise our potential (eg) Google X lab allow failure in out of box solution development

(3) impartiality and nonpartisionship

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(eg) UNSC not effective because donot act to its capability.

(4) negative attitude leading to poor outcome. (eg) Mid day meal ~~scheme~~ rejected by upper caste child cooked by lower caste cook in Meerut.

Contemporary relevance

(1) environmental conscious decision
(eg) mission life

(2) bringing international peace and stability. (eg) UNSC, WTO reform to bring global order

(3) mitigating tolerance by countering negative narratives and opinions.

Right attitude combined the aptitude is need of global challenges. It is the attitude that decide how far we go and if we realise our potential we can go on good ending solution side.

Feedback
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TOTAL MARKS	

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)

The great thinker and religious leader his holiness Dalai lama reflects upon love and compassion ~~and~~ as guide to humanity and continue the existence of human as "humane and responsible" specie of earth.

Love and compassion as necessity for humanity to survive

(1) act for poor and vulnerable.

(eg) Gandhian talisman talk about action that benefit most vulnerable and weakest section of society

(2) promoting tolerance and social capital (eg) bridging the divergent view upon issue

(3) achieving golden mean of photo

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

in diverging ideals (eg) courage between recklessness and cowardiness

(4) bringing social reforms and change (eg) equality of all man and women with divide based on race, caste, religion etc.

Contemporary relevance

(1) prevent humanitarian crisis (eg) Gaza war lead to death of thousands

(2) preserve identity and culture of vulnerable (eg) forced conversion of tribals and lower caste people in India

(3) promoting environmental concerns living protecting biodiversity and ecosystem integrity

Love and compassion are great tool in modern intolerance, communal & social divide. They apply to everyone not to everyone i.e. human animal etc and show the path from human to being human

Feedback
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P & R			

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TOTAL MARKS

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

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 outward manifestation of upholding highest ethical standards in public life.

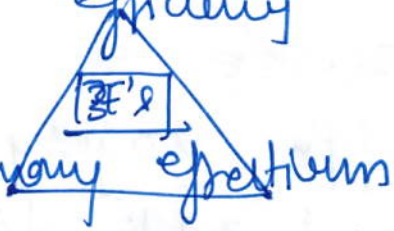
elements of probity

1. based on code of conduct and externally imposed
2. include transparency + honesty + accountability + dedication to public service etc
3. apply majorly to civil servants and public dealing officials.
4. violation lead to scrutiny and sanction from state / people
5. uphold public service value and democratic bureaucracy principle

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

Probity foundation of ethical public administration

1. uphold objectivity in decision making. (eg) choosing beneficiary without favour/bias
2. bring trust and confidence in state machinery
3. ideal of nonpartisanship leading to objective and rational policy formulation
4. trust of political executive in efficient policy implementation
5. emphasis on 3E's of governance



6. effective grievance redressal and course correction

Probity emanates from Kautilayan philosopher king idea where actions are to enhance ethical public administration.

Feedback
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#	G	A	P
AWIS			
CD & VA			
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Please put tick marks in the above table.
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TOTAL MARKS	

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 है? (10 अंक, 150 शब्द)

More than 150 people including 90 children have died of hunger in Gaza since start of Israeli operation in Gaza strip

Reasons of blockade / justifications

1. strategic interest to weaken the adversary
2. reduce diversion of aid to enemy and terrorist groups
3. may act as financing terror activities.

challenges due to blocking humanitarian aid

1. violate human rights under Universal Declaration on Human rights

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(2) treating humans as end to achieve own interest (eg) Human shield of terrorist.

(3) skewed impact on vulnerable like children, women, oldage etc

ethical considerations to prevent such actions undermining humanitarian aims

(1) availability of ~~neg~~ humanitarian aid

(2) role of international organisation (eg) UN, world food programme

(3) providing aid to vulnerable sections (eg) Rederos foundation helping and providing medical aid

(4) verifiable food distribution centre and no attack on them.

(5) cessation of violence should be earlier aims.

Just war theory implies that your response should be proportional to impact and blocking humanitarian aid violates it. A stable international environment need to solve this crisis

Feedback
(For OFFICE use only)

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

TOTAL MARKS

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

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 the last thirthankara of jainism had profound impact on religion, beliefs and morality of Indian society and world around it.

teaching of Mahavira and their relevance

(1) Nonviolence → increasing instability and war around globe (eg) Russia - Ukrain conflict (eg) Israel attack on gaza, Iran etc

(2) Non stealing → debt trap and undue influence (eg) China debt trap

↳ respect sovereignity and territorial integrity (eg) occupation

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

of ukranian territory by Russia

(3) Truth - (eg) information overload and digital confusion
(eg) social media and fake digital life
↳ misinformation and use of AI (eg) deepfake in elections

(4) Universal brotherhood
↳ increasing communal violence
(eg) Delhi riot, Nuh violence etc
↳ reducing tolerance in society.

(5) Equality → continued social divide based on race, caste etc.
(eg) survey found 30% Indians still practice untouchability

(6) foster growth both economic and spiritual (eg) India developed nation by 2047

Mahavira jain philosophy is critical in almost every aspect acting as guiding light to improve

Feedback
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TOTAL MARKS	

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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)

Social media currently has almost 40% of global population as its users and in a way have profound impact in beliefs and attitude.

Social media shaping individual attitude

(1) changing cognition i.e. belief.

(eg) talk about women rights and patriarchal mindset bring social change.

(2) shaping attitude / belief / emotions

(eg) social media used to build awareness about operation sindoor in India evoking emotions

(3) impact on behavior component

(eg) doomscrolling and follow viral trend lead to changing actions and

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

responses

impact on social attitude

(1) changing social beliefs (eg) voice against caste discrimination via movie like jai Bhim etc

(2) bring emotional response change

(eg) highlighting plight of migrant labourers during COVID-19

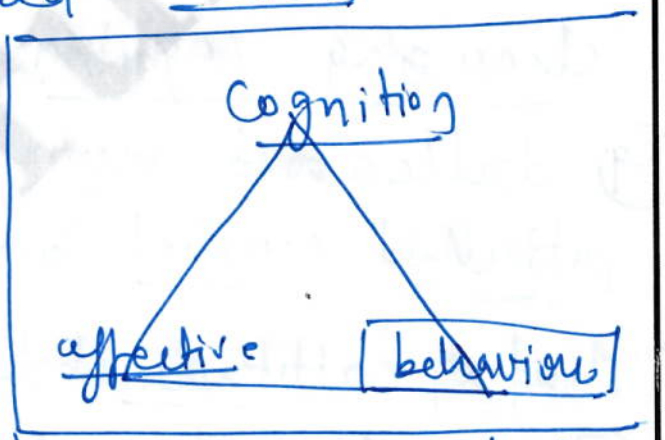
other factor impacting attitude

(1) education and schools

(2) Norms and regulations

(3) operant conditioning

(4) social influence and persuation by society



Component of attitude

Attitude is shaped by values and it depend on what we hear, and wide social media prevalence highlight. we we see and hear is what we think and ultimately what we become.

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TOTAL MARKS

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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 in conscience reflects the inner predisposition or attitude towards particular ethical issue.

Shaping voice of conscience

1. social environment and moral fabric / priorities of society. (eg) Individualism in USA.
2. value education (eg) Gandhian wardha education model
3. circumstances (eg) Indian value democracy ~~over~~ due to colonial past
4. legislative and normative input (eg) Right to equality foster principle of equal human value

Preparing oneself to listen to conscience

1. understanding situation showing

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

emotional competence

(2) managing oneself and relationship with others

(3) evaluation of conflicting values based on individual preference

(4) avoiding temptation by showing temperance

(5) focusing on impact as well as mean to achieve it → Gandhiji talked about If you take care of means, end will be automatically taken care of.

Challenges to Conscience

- unclear conscience eg Arjun
- new challenge (no conscience at all) eg ethicists AI
- conflicting conscience eg health v/s pleasure
- no choice at all eg No choice is good at all

Conscience is highest court of justice and it is what should be at peace to achieve education

Feedback
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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)

Public fund & effective utilisation ensure economy, efficiency and effectiveness in outcome and is guiding principle to effective policy implementation.

reason of under utilisation

1. Lack of knowledge and competence
2. Redtapism and unnecessary delay
3. inadequate avenue identification.
   (eg) No beneficiary identification in schemes.
4. time of disbursal of money
   (eg) Marchnash phenomena?

Casestudy - CAG found 80% fund untilised in CAMPA of Uttarakhand.

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

reason of misutilisation

1. discretion with public office
2. regulator and not enabler attitude eg rent seeking attitude
3. nexus between political executive and bureaucracy

implication of financial misappropriation

1. parallel economy in country
2. impact on effective policy implementation
3. hamper service delivery
4. demolish social value and
5. sanctitisation of corruption

Kautilya called corruption as inevitable and need institutional reform like danda (punishment), strong whistle blowing mechanism etc to solve. Singapore model of single anti corruption body can bring change in India as well

Feedback
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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.

a) Under the given conditions, what are the options available to Ramesh as a project manager?

b) What are the ethical dilemmas being faced by Ramesh?

c) 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 संरेखण 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 डिजाइन 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 ख़तरे 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 डिजाइन 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 संरेखण को संभावित सुरक्षा खतरे के रूप में चिह्नित किया है, जिससे रमेश की चिंताएँ और भी पुष्ट होती हैं।

a) दी गई परिस्थितियों में, एक परियोजना प्रबंधक के रूप में रमेश के पास क्या विकल्प उपलब्ध हैं?

b) रमेश को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?

c) 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 case study highlights the political influence in service delivery and ethical dilemmas like public safety v/s personal gains etc.

(a) Options available to Ramesh as project manager

(i) continue the project as it is which might help in his promotion as well

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(2) completely reject project as infeasible due to space constraints etc.

(3) reconsider the design flaw and reinitiate efficient changes to improve feasibility with minimal impact to time and space.

(b) ethical dilemmas faced by Ramesh

(1) public safety v/s personal gain
(sharp 90° turn life threatening) (might gain promotion if continued)

(2) professional ethics v/s political pressure
⇓ (ensuring safety and efficiency at work) ⇓ (agree to political directions to finish on time at any cost)

(3) short term gain v/s long term view
(finish project on time) (avoid future tragedy and grave consequence)

(4) personal experience v/s departmental view

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(eg) chief engineer say design already approved after due consultation however Ramesh think otherwise

(5) means and ends debate

means ⇓ building bridge that threaten life for political gains i.e. using human as mean to end.

ends → building bridge important for public welfare

(6) personnel integrity v/s professional integrity

personnel integrity ⇓ follow own conscience and expertise

professional integrity ⇓ follow organisational directions

(7) personnel reputation in media v/s organisational perspective and public trust in it.

(C) professional challenges faced

i- threat to potential promotion in contradicted

ii- image as dilatory and inefficient to organisation

iii- threat to long term organisational

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

trust in case of future accident

iv – media criticism add unwanted pressure on efficiency and timely completion

v – organisational pressure to fix crisis and complete project on time

vi – potential hasty decision if changes done without due process

Ramesh Response

1. immediate consultation with superior and design department
2. relook at design modification necessary
3. efficient planning and practical project management timelines
4. communication within organisation as well as political bureaucracy
5. coordination with contractor for avoiding any future delay.

Bhagwad geeta talked about Yogshemam Vahamyam i.e. welfare of all and it should be linked with efficiency as well.

Feedback
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Please put tick marks in the above table.
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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.

a) What are the ethical issues involved in the above case?

b) Evaluate the options available to Srushti in the above situation.

c) 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 कमज़ोर 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 हफ़्ते भी उसे पारिवारिक भोज 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, ख़ासकर नई माँएँ, फ़ील्ड 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।

a) उपर्युक्त मामले में नैतिक मुद्दे क्या हैं?

b) उपरोक्त स्थिति में सृष्टि के लिए उपलब्ध विकल्पों का मूल्यांकन करें।

c) सृष्टि जैसे अधिकारियों को स्वस्थ कार्य-जीवन संतुलन बनाए रखने में मदद करने के लिए आप क्या सुझाव देंगे?

(20 अंक, 250 शब्द)

The case study highlights the challenges in civil servants' work life balance and how it leads to double shift phenomenon to women especially young mothers.

(a) ethical issues involved

(1) poor work life balance as both husband and wife reach at 10PM.

(2) duty towards family and daughter unfulfilled

(3) patriarchal mindset - Arjun consider only shruti has duty to upbring children

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

(4) apathy from seniors and organisation (eg) questioning commitment after maternity leave

(5) insensitivity towards women (eg) she weighed male officers cavarely question for having children

(6) little private-professional life separation (eg) superior call here at late night for meeting

(7) duty towards ousely is unfulfilled - (eg) deteriorating health of Shanti

(b) Options available with shanti

(1) request for better posting where less workload is there

merit	demerit
(1) focus on ousely and daughter	(1) wrong precendent for future IPS officer
(2) better work life balance	(2) negative perception as escapist
(3) justice to duty.	(3) professional duty and integrity compromised

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

(2) continue the situation in status quo

merit	demerit
(1) uphold professional integrity	(1) violate personal duty
(2) reputation as upright officer	(2) neglect to family
	(3) continue personal and professional stress
	(4) poor environment within family

(3) share responsibility with Ajay and clear communication with SP

merit	demerit
(1) organisation integrity by communication	(1) might not get support from seniors
(2) foster good work culture	(2) hectic work as communally sensitive drug
(3) focus on better family relationship and responsibility	(3) lack of institutional support like creche
(4) fulfill duty and create good virtue	

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

Shruti should choose 3rd option as it bring harmony in personal and professional life.

(c) Suggestion for healthy worklife balance

(1) at home
- shared responsibility
- support of other family members

(2) institutional
- good work culture ethics
- facility like creche etc

(3) personnel training
- gender sensitisation of other employee
- superior limiting interference in personal time & space

(4) Shruti → communicate with superior
- practice stress releasing like meditation, Yoga etc

A good work culture is necessary to bring efficiency and best out of employee, it should be holistic and have support of all stakeholders.

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.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.

a) Discuss the ethical issues involved in the case.

b) 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?

c) 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 को 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।

a) मामले में शामिल नैतिक मुद्दों पर चर्चा करें।

b) घरेलू गुणवत्ता मानकों का उल्लंघन करने और अस्वीकृत निर्यात बैचों को भारतीय बाजार में वितरित करने के लिए सक्षम नियामक प्राधिकरण को व्यक्तिगत देखभाल कंपनी के खिलाफ क्या कार्रवाई करनी चाहिए?

c) संकट का प्रबंधन करने तथा जनता का विश्वास और ब्रांड विश्वसनीयता बहाल करने के लिए कंपनी के पास क्या विकल्प उपलब्ध है?

(20 अंक, 250 शब्द)

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

The case study highlights the poor corporate governance and primary to profit over customer health by beauty and personal care company.

(a) ethical

(1) Beauty and personal care company

(2) regulatory authority for licence

(3) Quality control Bureau

(4) general public

(4) international customers

(5) company BoD

(6) Indian customers

stakeholders

(a) ethical issues involved in case

(1) profit over business quality and customer healthcare

(2) stakeholder differentiation - difference in international and domestic customers

(3) poor regulatory and compliance standards in India

(4) using human as mean to end for profit and gain

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(5) inadequate oversight and monitoring
(eg) exposed after company gained adequate market share
(6) Gandhian sin - commerce without principles / morals
(7) weak internal checks and oversight. (eg) Board of Directors failed to detect the anamoly
(8) failure of good corporate governance structure under companies act 2013

(b) action taken by regulatory authority

(1) temporary ban on company operations in domestic market
(2) Complete assessment and review of potential conflicting loopholes
(3) independent investigation under competent authority
(4) central competition comission of India should be involved in overing process
(5) build long term plans and standard

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

operation procedure by multistakeholder committee.

(b) regular inspection in similar companies for similar violation

(c) [Course of action for company]

(1) internal assessment about leakage point in supply chain

(2) bring responsible personnel responsible and accountable

(3) coordinate with law enforcement agency

(4) Stakeholder relationship committee to consult and bring back trust.

(5) overhaul in senior management to bring organisation reform

(6) after ~~pro~~ lifting of ban, maintain transparent process and effective grievance redressal

[Good Ethics in good business] and long term goal of any organisation should cater to each and every stakeholders in it.

Feedback
(For OFFICE use only)

#	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.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.

a) What are the options available to you?

b) Critically evaluate each of the options identified by you.

c) What option would you adopt and why?

d) 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। हालाँकि, 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।

a) आपके पास क्या विकल्प उपलब्ध हैं?

b) आपके द्वारा पहचाने गए प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।

c) आप कौन सा विकल्प अपनाएंगे और क्यों?

d) आपके सामने कौन सी नैतिक दुविधाएं हैं? (20 अंक, 250 शब्द)

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

The case study involve situations where rules can lead to conflicting dilemma and may lead to inaction

(a) [options available as DM]

(1) engage youth and retired forest gaurds

(2) deny any engagment as against law

(3) select few trained people like forest guards only upto limit you have safety equipments.

(b) [evaluation of options]

(1) engage youth and retired forest officials

merit	demerit
(1) against rule of protocol	(1) help tackle crisis with help
(2) future scrutiny and action against DM	(2) give time for reinforcement to join
(3) potential risk to volunteers in rescue operation	

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

(2) reject any help from volunteers

merit	demerit
(1) follow weberian bureaucracy	(1) weak on ground capability reduce effective rescue
(2) avoid risk to volunteers health and safety	(2) Rules becoming an end in themselves

(3) select few and use them as support to rescue teams

merit	demerit
(1) helping efficient rescue operations	(1) ~~diff~~ limited resources and experience of volunteers
(2) enough time to reinforcement	(2) may not improve effectiveness of operations w/o active engagement.
(3) bring local participation in work	

(c) I would choose 3rd option as I have limited capacity ~~and~~ in team and crisis of fire is spreading fast. I am utilising experience of

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

skilled and trained retired forest guards and locals who know the area well and it will buy more time until reinforcement arrive.

The doctrine of double effect i.e. there is risk but if not involved the risk potential increases multiplies

(d) ethical dilemma faced

i- professional limitations v/s public welfare

ii- law v/s morality (eg) law completely prohibit but morality allow using local experience and expertise

iii- harm principle v/s law enforcement.
The threat to volunteers is there but they can be of utility compared to strict adherence

iv- following law in letter v/s spirit.
→ as volunteers are experts in local area, the legal spirit may all their mission

The diligence in decision and extent of participation can be gave changes.

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.

a) Identify the ethical issues involved in this case.

b) What course of action should Marpi adopt and why?

c) 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, नवनियुक्त 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। हालाँकि 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 कार्रवाई रिपोर्ट के साथ एक विस्तृत रिपोर्ट प्रस्तुत करने का भी निर्देश दिया गया है।

a) इस मामले में शामिल नैतिक मुद्दों की पहचान करें।

b) मार्पी को क्या कार्यवाही अपनानी चाहिए और क्यों?

c) 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)

The case study highlight the prevelence of caste discrimination

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

and allied social segregation in society. It also reflect upon how measure to reform are opposed widely and even misused for personal gain.

(a) ethical issues involved

(1) violate constitutional obligation i.e. Article 14 right to equality.

(2) violation of legal provision (eg) civil disability act, Right to education act.

(3) lower awareness among parents about strict purity pollution norms

(4) violates moral principles like objectivity and tolerance

(5) showcase social divide and lack of social capital due to social divide

(6) primary to tradition over children future - 60% attendence fell down

(7) misuse by vested interested to polarise matter further

(8) violate leaders principle of

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

equality and categorical imperative

(a) fail in applying veil of ignorance and justice ~~of~~ John Rawls

(b) Course of actions by Mapi

(1) communication with parents about importance of education to children

(2) prepare slow and gradual plan of transition (eg) bringing student closer who themselve will eat together without coercion

(3) avoid communal polarisation by multistakeholder consultation.

(4) communicate with local administration to mitigate any potential communal conflict

(5) emphasis on value education and inclusion of parent in these exercises to bring change.

The change in a day is not

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

possible. Mangi need to create a plan of action which inbibe the values of equality and fraternity. Group exercises involving children from two groups, include social reformist education etc will bring sense of equality.

School is a place of discipline and increasing tolerance and the long term should focus on inculcating right value in children who will transform their parents and bring two groups together.

(c) responsibility of different social segmets and agencies in positive social ambiance.

(d) bring social solidarity and improve social capital by communication and dialogue.

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

(2) insulate children education from local rivalries

(3) uphold constitutional obligation
└ fundamental duty to bring social reform and foster fraternity and peace

(4) uphold social contract as representative of segment of people

(5) constitutional values over tradition and customary value

(6) celebration of each other to bridge communal gap

(7) imbibing tolerance and impartiality in community by regular dilogue

(8) compartisanship in enforcement agency to bring rule of law

A multi stakeholders and all groups solidarity to change can only foster positive social ambiance

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			

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

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 batchmate 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 मौके 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 सप्ताह 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। हालाँकि 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 हैं, 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 सांठगांठ 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।

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

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)

The case study look upon challenges of housing in urban areas and violation of safety norms and prescribed guidlines. It bring out the nexus in officials and builders as well

(a) [challenges involved in case]

(1) corruption between officials and builder

(2) Violation of rules by builder as well as building inspector

(3) Misuse of public resources - encroachment of public park and fire safety lane

(4) ethical dilemma to protect ousely from false accusation or uphold professional integrity

(5) duty as friend as earlier commission who approved project was

(Don't Write anything in this Area / इस स्थान पर कुछ न लिखें)

friend

(6) persisting kickbacks i.e. offered 2 crore to settle the disputes

(7) living humans as mean to end (eg) labour living in unsafe under construction area.

(8) future potential impact on development and investor confidence in city administration & feasibility.

(b) options available in situation

(1) favour contractor and get ₹2 crore for own benefit

(2) pay heed to official colleagues and save his friend and other officials

(3) continue independent enquiry until the truth is completely revealed with temporary stay

(c) course of action based on 3rd option

(1) temporary stay on any construction in building

(Don't Write anythi in this Area / इस स्थ पर कुछ न लिखें)

(2) comprise committee of different stakeholders like fire department, NGO, police etc.

(3) Coordinate with police department to continue parallel criminal investigations of 7 labour deaths

(4) independent enquiry into allegations, violations of rules and officials responsible

(5) Coordination with DM to provide suitable compensation to victim.

(6) check political or undue influence in inquiry committee.

This case study can be solve if I remain independent impartial and without any favour towards any bias. Fortitude to resist kickbacks and equanimity to look at all sides to bring out the truth will the final aim.

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			

ForumIAS

Mentor Feedback Questions

1 .....

2 .....

3 .....

4 .....

5 .....

Test Goal	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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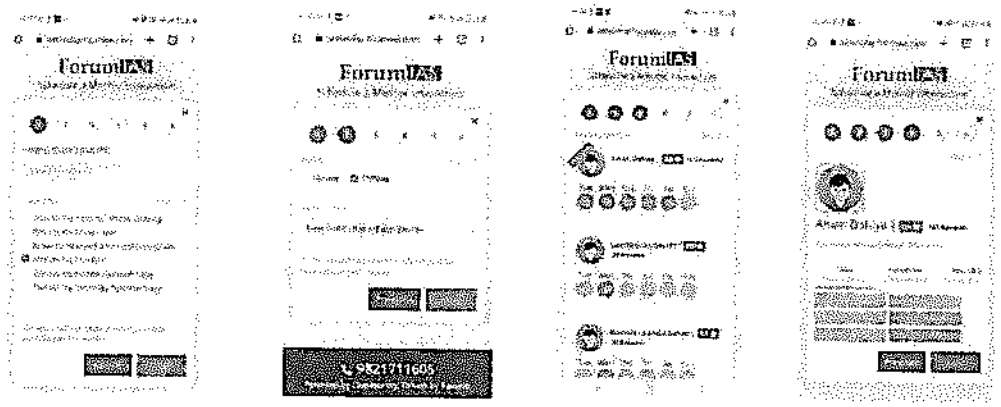

When must you seek mentorship? When you are unable to fully comprehend the directions given by the evaluator in the MGP copy. A Mentor will help you understand the nuiances of your evaluated MGP copy. He / She will also be able to make suggestions, if needed, on improvements that you could make.

If we are already doing well, a reinforcement from the Mentor will further assist us in following the right path. A Mentor may also be able to give valuable inputs with respect to time management, presentation, structure etc. He may recommend you clearly to work on content or may suggest you to take courses / read books in case he feels you lack content that may be quickly improved with a course at ForumIAS or elsewhere, or some study material.

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