

TEST CODE

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MGP 2025

Time Allowed : Three Hours
समय : तीन घंटे

Forum IAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	AYUSH PATHAK		
Roll No./अनुक्रमांक	1910091577	Medium/माध्यम	English <input type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	2-Aug-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. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	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।		
1			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।		
2			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।		
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. 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. 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 Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/>	
				Offline/ऑफलाइन <input type="checkbox"/>	
*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 कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र 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।			For Office Use Only / केवल कार्यालय प्रयोग हेतु		
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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

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) 'Unconscious biases in parenting continue to shape gendered experiences in India.' Do you agree with this view? Discuss. (10 marks, 150 words)

'पालन-पोषण में अचेतन पूर्वाग्रह भारत में लिंग-आधारित अनुभवों को आकार देते हैं।' क्या आप इस दृष्टिकोण से सहमत हैं? चर्चा कीजिए। (10 अंक, 150 शब्द)

"One is not born but rather becomes a woman."

The role of family/^{parents} is crucial in primary socialization and value inculcation which might be biased as well.

Unconscious bias → shaping gendered experiences

1.) Stereotyping :- Boys at home given Superman toys, while girls given a doll.

2.) Classical conditioning :- Through early inculcation of girls in domestic work.

eg → 12 million girl child labour in India → ILO.

- 3) Operant Conditioning :- reward and punishment for certain behaviour
 eg → wearing certain clothes.
- 4) Moral policing :- eg → Curfew timing for girls more strict.
- 5) Son Meta preferences and Mission Women in reproductive choice → Neglect of girls.
 eg → High anaemia rates among women - 57% (NFHS)
- 6) Biases against LGBTQ people.

However, changes in parenting with more democratisation has improved gendered experiences →

- ① More educational opportunities under Beti Bachao / Beti Padhao.
- ② Choice for selection of Groom (Hadiya case)
- ③ Availability for jobs and mobility
- ④ Equality at par with brothers at home.

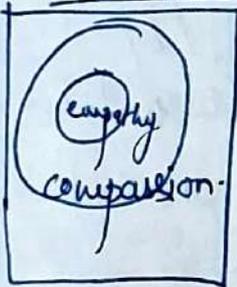
As rightly said.
Yatra Manavastu Rijante Ramante Tatra devta.
 (God reside where women are respected)

b) Distinguish between empathy and compassion. Why are they considered as foundational values in public services? (10 marks, 150 words)

समानुभूति और करुणा में अंतर स्पष्ट कीजिए। इन्हें सार्वजनिक सेवाओं में आधारभूत मूल्य क्यों माना जाता है? (10 अंक, 150 शब्द)

Empathy is putting yourself in shoes of others while compassion is a deep desire to not only help but ensure better life for the person.

eg → COVID-19 wards → Nurses and doctors compassionate and empathetic towards patients.



→ [Compassion is bigger than empathy]

Difference

Empathy

Compassion

- Understand the pain
- Cognitive in nature
- Thought's orientation
- End goal is to understand and that's it
- "I know what you're going through"

- Understand and alleviate
- Cognitive, emotional and behavioural
- action orientation
- End goal is to help
- "Let me help you out"

They are foundational values in
Civil services →

- 1) Accommodate the diversity and interest of people - Need to go extra mile.
eg → faster COVID vaccination.
- 2) Gandhi's Talisman → ensuring last mile delivery.
eg → Tribal rights - (Hospital) built by (IAS Ajay Tamboli)
- 3) Dedication to public service to provide basic rights and dignity.
- 4) People as ends → going extra mile for alleviating their issues
- 5) Service Orientation → 'Karmayogi Bharat'
eg → IAS Manjunath B → Deoghar Mart for better e-commerce for local prod^{cts}

The real yoga or action lies in Compassion and empathy rooted in 'Yogah Karmasu Kaushalam'.

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Q.2) a) The current society is witnessing rising levels of intolerance. What are the consequences of this situation for personal well-being and for societal well-being? What can one do at the personal level to become tolerant? (10 marks, 150 words)

वर्तमान समाज में असहिष्णुता का स्तर बढ़ता जा रहा है। इस स्थिति के व्यक्तिगत और सामाजिक कल्याण पर क्या प्रभाव पड़ेंगे? सहिष्णु बनने के लिए व्यक्तिगत स्तर पर क्या किया जा सकता है? (10 अंक, 150 शब्द)

Ethnic Violence in Manipur
(Kuki vs Meiteis) Communal violence
at Muh and many hate speeches
and mob lynching high need for personal ethics.

Consequences of this for personal wellbeing

- 1) Erosion of mental health → threat to life and livelihood.
(eg) → Communal riots → Muzaffarnagar
Mob lynching → Afzal Khan case.
- 2) Threat to religious identity and practices
against Art - (25-2/6)
(eg) → Attack on temples or moral policing over religious symbols.
- 3) Intolerance hampering work-life balance
- work discrimination affecting home environment.

Social well being →

4) Erosion of social trust → a wide-
various communities.

5) Violation of Rule of law → leading to
murders and violence.

⊙ → Nuh violence (Haryana)

6) Violates the principle of people as end in
themselves → Categorical imperative
of Immanuel Kant.

To incorporate them in personal level →

1) Value education → 'Nai Talim' of Gandhiji;
↳ Happiness and respect inducing curriculum

2) Intercommunity engagements → at locality,
workspace etc.

⊙ → HR activities → For mutual community
respect.

3) Introspection and meditation to control
impulses.

4) Intellectual Integrity for Questioning biases.

"Violent means bring violent society" (Gandhi)
hence peace is the only solution.

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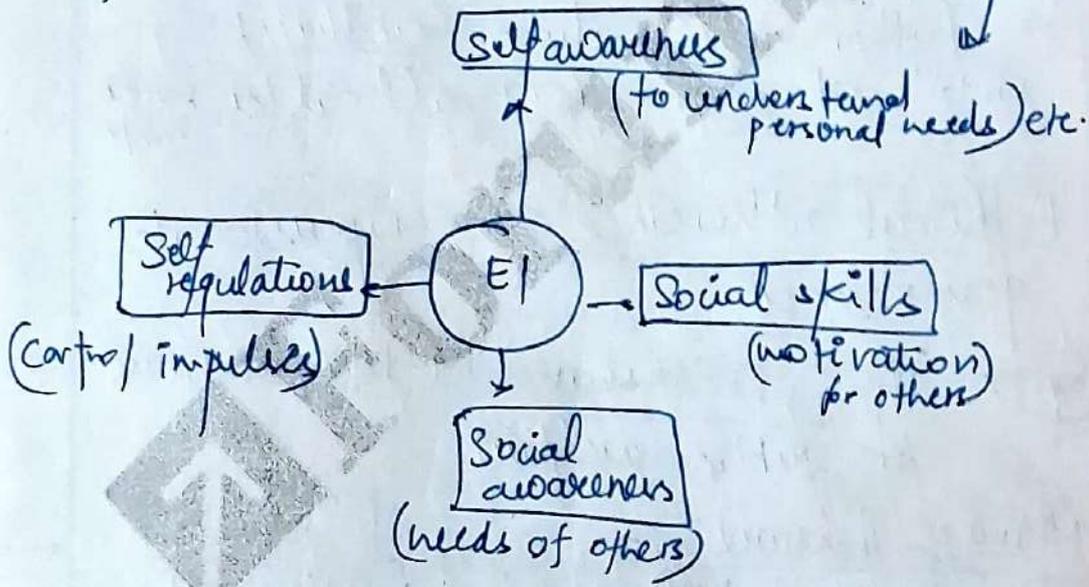
b) What are the main components of emotional intelligence and how does it help an individual in taking ethical decisions? (10 marks, 150 words)

भावनात्मक बुद्धिमत्ता के मुख्य घटक क्या हैं और यह किसी व्यक्ति को नैतिक निर्णय लेने में किस प्रकार सहायता करती है? (10 अंक, 150 शब्द)

Emotional Intelligence (EI) is the ability to understand and manage emotion of oneself and others.

eg → Staying calm at war → [Colonel Vikram Batra]

Components of EI → As per Daniel Goleman



It helps in decision making as →

1) Providing moral compass :- To control emotions and taking ethical action.

eg → Neeraj Bhanot during Plane hijack saved 100's of people.

- 2) Handle emergency situations
 (eg) → COVID-19 management by the whole country.
- 3) Provides ability to motivate others
 (eg) → Sardar Patel during Bardoli Ardholan.
- 4) Social awareness about needs of others for better interest articulation
 (eg) → Father of the nation (Gandhiji) mobilized people from all castes, races etc.
- 5) Ethical adherence to compassionate governance
 (eg) → IAS TN Seshan - EPIC reforms for public welfare.
- 6) Manage pressure :
 (eg) → (S Jaishankar) - buying Russian oil despite foreign backlash

To inculcate EI, it is important to ensure introspection while with lead to becoming Sthitapragya in future.

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

a) "This life is short, the vanities of the world are transient, but they alone live who live for others, the rest are more dead than alive." - Swami Vivekanand (10 marks, 150 words)

"यह जीवन छोटा है, संसार की व्यर्थताएँ क्षणिक हैं, लेकिन केवल वे ही जीवित हैं जो दूसरों के लिए जीते हैं, बाकी लोग जीवित से अधिक मृत हैं।" - स्वामी विवेकानंद (10 अंक, 150 शब्द)

Davidra Naryan → the worship of shiva and
Common human's and help is one and the same thing. - Swami Vivekananda

Living for others → Being alive in the crowd of dead people.

1) Promoting social welfare →
eg → Mother Teresa's work for common people.

2) Ensuring dedication of life for others
eg → Dasrath Manjhi cut the mountain for creation of road.

3) Compassion for the vulnerable
eg → Sonu sood sending migrants during COVID.

4) People at Ends in themselves
 (eg) → Mandela's actions against apartheid regime.

5) Ethical governance :- people's trust upheld
 (eg) → 'Amma Lalana' (IAS Shifa Sabharwal)
 ↳ Improve reproductive health.

6) Compassionate capitalism →
 (eg) → Ratan Tata → 1100 cr in COVID fund

However, in the age of rising consumerism
living for others is not easy →

1) Personal needs are also important
 (eg) → Family responsibilities.

2) ethical fading due to personal profit motives.

3) Greenwashing leading to commerce
without morality.

Therefore, inculcating compassion through
value education is the qua non for
 better society.

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b) "If you cry because the sun has gone out of your life, your tears will prevent you from seeing the stars." - Rabindranath Tagore (10 marks, 150 words)

"यदि आप इसलिए रोते हैं कि आपके जीवन से सूर्य चला गया है, तो आपके आँसू आपको तारे देखने से रोकेंगे।" - रवींद्रनाथ टैगोर (10 अंक, 150 शब्द)

The quote highlights the importance of valuing ^{what} you have instead of what you lost.

"The glass is either half empty or half full" - depends on the perspective.

Counting the blessing → And not regretting what is gone out (the sun)

1) Starting new beginnings

eg → Japan after nuclear attack lost everything but started afresh.

2) Positive mindset and not having chip on shoulder of the past

eg → learning from mistakes.

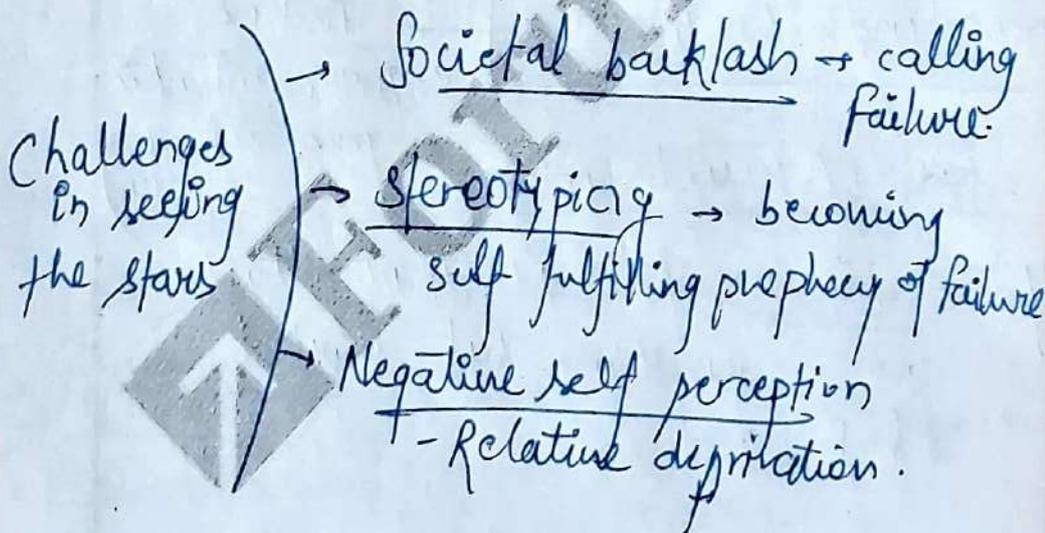
3) Paying attention to the stars

→ Learning and keep building upon failures.

eg → Steve Smith comeback after being ruled out of cricket.

4) Managing Personal mental balance

↳ Use of emotional intelligence.



Hence, cultivating EI to manage failure and starting a new is very important.

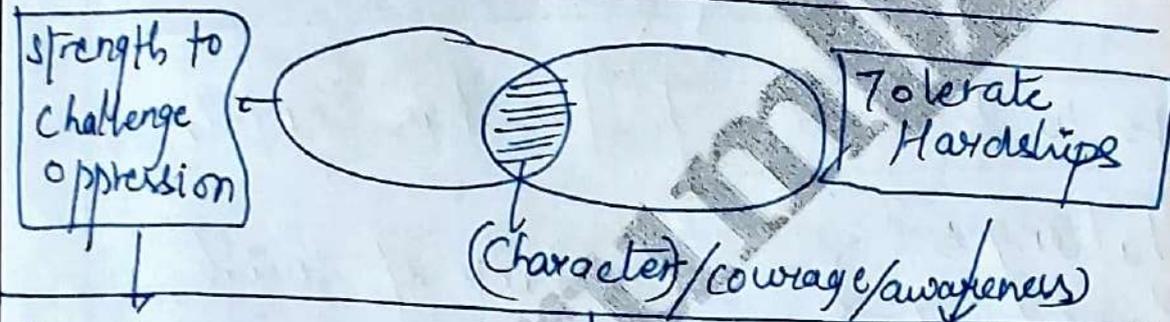
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c) "Two ways of building character - cultivating strength to challenge oppression, and tolerate the resultant hardships that give rise to courage and awareness." - Sardar Patel (10 marks, 150 words)

"चरित्र निर्माण के दो तरीके - उत्पीड़न को चुनौती देने के लिए शक्ति का विकास करना, और परिणामस्वरूप होने वाली कठिनाइयों को सहन करना, जिससे साहस और जागरूकता का उदय होता है।" - सरदार पटेल (10 अंक, 150 शब्द)

"Courage power is not the ability to go on when you have power. It is to go on when you don't." - (Lincoln)



1) Against the state oppression
 eg → Against the British rule during Non Cooperation movement.

2) Against Brahminical supremacy
 eg → Satyashodhak Samaj

3) Personal hardships
 eg → Failure in exam, loss of loved one.

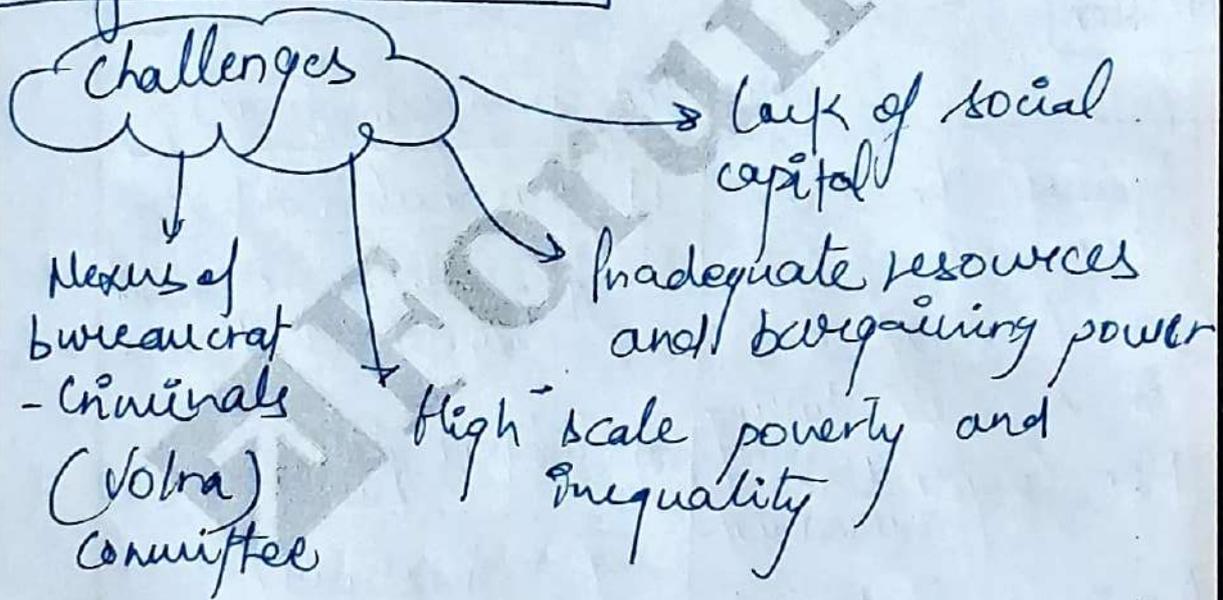
4) Professional hardships
 eg → Insecurity of job of gig workers

3) Handle pressure and oppose oppression by women.
 (eg) → Suffragette movement in Europe

3) Societal hardships of Nuclearisation of families and rising consumerism.

Ways to inculcate

It has certain



This makes working extremely difficult and calls for greater character development.

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Q.4) a) "With great power comes great responsibility." In the present context, 'Big Tech' headquartered in developed countries wield disproportionate influence over digital infrastructure, personal data, and global narratives—often prioritising profit over ethical considerations. What ethical principles should guide such corporations in building a fair, inclusive, and just global digital framework? (10 marks, 150 words)

"बड़ी शक्ति के साथ बड़ा उत्तरदायित्व भी आता है।" वर्तमान संदर्भ में, विकसित देशों में मुख्यालय वाली 'बड़ी तकनीकी कंपनियाँ' डिजिटल अवसंरचना, व्यक्तिगत डेटा और वैश्विक आख्यान (नैरेटिव) पर असंगत प्रभाव डालती हैं—अक्सर नैतिक विचारों पर लाभ को प्राथमिकता देती हैं। ऐसे निगमों को एक निष्पक्ष, समावेशी और न्यायसंगत वैश्विक डिजिटल ढाँचा बनाने में किन नैतिक सिद्धांतों द्वारा मार्गदर्शित होना चाहिए? (10 अंक, 150 शब्द)

"Data is the new oil."

Industrial Revolution 4.0 has seen rise of big tech and misuse and unethical profiteering practices at the cost of humans.

- Big Tech Issues
- lack of informed consent
 - Misuse of data
 - data localization and sovereignty issues
 - Security and privacy issue.

eg → Cambridge Analytica and "the social dilemma" documentary highlighted the misuse of data.

This requiring ethical management of Big Tech companies.

Ethical principles → for Fair, Inclusive and just framework

1) People as Ends in themselves → usage of data
- protect privacy.

2) Commerce with morality :- better CSR spending.
eg → Bill & Melinda Gates Corporation

3) Public Trust → Towards Informed consent regarding use of data.

4) Inclusive Framework → for various social groups → race, caste, class, gender etc

5) Social Justice → Uphold rights protection
- No bias algorithms regarding racism

6) Ecocentrism and trusteeship → To ensure environmental justice.

This will ensure better and sustainable Industrial Revolution 4.0.

b) What do you understand by the term 'crisis of conscience'? Describe an incident from your life where you experienced such a crisis. How did you deal with it? (10 marks, 150 words)

अंतरात्मा के संकट से आप क्या समझते हैं? अपने जीवन की किसी ऐसी घटना का वर्णन कीजिए जहाँ आपको ऐसा संकट महसूस हुआ हो। आपने कैसे उस स्थिति का समाधान किया? (10 अंक, 150 शब्द)

Crisis of Conscience refers to the situation where a person feels bad as he has to do something against his conscience.

(eg) → lying and cheating in an exam

Incident from my life →

I felt crisis of Conscience of once lying to my father about his medical reports as he has become very sensitive and undergoing therapy and I made sure his mental health is intact while I make sure of his physical health improvement.

How I cope up with it -->

1) Leveraging other members of my family.

2) By Apologizing to them as it was the needed solution.

3) Disclosing the information about the condition.

4) Ensuring that wellbeing of mental health is very much required as much of physical health.

5) As I worked at doctor's discretion, social proofing help in dealing with conscience crisis.

"There is a ^{and} highest court that is the Court of conscience."

- MK Gandhi

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Q.5) a) "A politics of confession that encourages politicians and parties to confess and offer regret for their errors can surely be a cathartic experience." Examine the statement from the ethical point of view. (10 marks, 150 words)

"स्वीकारोक्ति की राजनीति जो राजनेताओं और दलों को अपनी गलतियों को स्वीकार करने और उनके लिए खेद प्रकट करने के लिए प्रोत्साहित करती है, निश्चित रूप से एक भाव विरेचक (मनोवैज्ञानिक रूप से शुद्ध करने वाला) अनुभव हो सकती है।" नैतिक दृष्टिकोण से इस कथन का परीक्षण कीजिए। (10 अंक, 150 शब्द)

"Acknowledging a mistake is half the penance." Political behaviour of transparency and confessions can argue well towards good governance

Regret and confessions - Cathartic experience

1) Historical reparations

eg → Canada PM towards Komagata Maru incident.

2) Making amends through gestures

eg → climate finance by developed countries

3) Accountability towards the people

eg → Article - 74 of the constitution

- 4) Promotion of social capital and trust leading to legitimacy of the political party or government.

However, challenges remain

1) Large scale actions → can't be undone now.

(eg) → Holocaust can't be undone.

2) Political reparations are also only taken / initiatives for image building

3) Neo Colonialism → only mere apology will not suffice.

(eg) → Need for 3-5 trillion climate finance for energy transitions

Therefore, though cathartic, politics of confession must ensure rationality along with transparency and openness.

b) What are the key objectives of the Right to Information Act, 2005? Examine the ethical concerns associated with certain provisions of the Digital Personal Data Protection Act in realizing the objectives of the RTI Act. (10 marks, 150 words)

सूचना का अधिकार अधिनियम, 2005 के प्रमुख उद्देश्य क्या हैं? सूचना का अधिकार अधिनियम के उद्देश्यों की प्राप्ति में डिजिटल व्यक्तिगत डेटा संरक्षण अधिनियम के कुछ प्रावधानों से जुड़े नैतिक मुद्दों का परीक्षण कीजिए। (10 अंक, 150 शब्द)

RTI is the master key to
Good Governance.

- (ARC II)

Key objectives of RTI Act 2005

→ Right to Information under Art-21

→ Public Information officials to disclose information

Timeline for providing information

Sec-6 overpowers the Official Secrets Acts

Ethical concerns of DPDP Act - digital

protection Act aims to ensure privacy and security to personal data as per K.S. Puttaswamy case as BN Srikrishna Committee.

Issues →

- 1) Exemptions to government to listen or access certain personal data.
- 2) Threat to right to Privacy (Article-21)
- 3) Threat to right to Information (RTI) as certain security offices like R&AW, IB etc. are out of purview of RTI Act.
- 4) Definitions and vague terms in DPDP Act.

Way forward

→ GDPR Act UK as the best practice

→ Digital Services Act for better privacy and security of data.

Feedback

(For OFFICE use)

	☺	☹
AWIS		
CD & VA		
S & F		
P & R		

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

TOTAL MARKS	
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Q.6) a) Public spaces serve as arenas of democratic participation and civic expression. Yet in India, they remain deeply gendered, with many women largely confined to the private and domestic sphere. Examine the factors that restrict women's access to public spaces. How can ethical governance help address the issue of gendered spatial control and promote inclusivity in public spaces?

(10 marks, 150 words)

सार्वजनिक स्थान लोकतांत्रिक भागीदारी और नागरिक अभिव्यक्ति के क्षेत्र हैं। फिर भी, भारत में, ये स्थान अभी भी लिंग-भेद से प्रभावित हैं, और कई महिलाएँ निजी और घरेलू दायरे तक ही सीमित हैं। उन कारकों का परीक्षण कीजिए जो महिलाओं को सार्वजनिक स्थानों तक पहुँच को बाधित करते हैं। नैतिकता युक्त शासन, लिंग-आधारित स्थानिक नियंत्रण के मुद्दे को सुलझाने और सार्वजनिक स्थानों में समावेशिता को बढ़ावा देने में कैसे मदद कर सकता है? (10 अंक, 150 शब्द)

As per ILO, 50% inclusion of women in Indian Economy will improve its standing by 27%.

Factors of women being restricted →

- 1) Patriarchal nature of society
 - ↳ (Wage gaps) → 33% (IMF)
 - Glass ceilings at workplace.
- 2) Accessibility, Availability Issues
 - eg → Lack of adequate education - job transition
 - STEM graduates → 45%
 - STEM jobs (women) → 14% (NFHS)
- 3) Lack of state protection → reproductive health neglected.
 - eg → 57% anaemic women (NFHS-5)

Ethical governance to Improve situation

1) Inclusive governance → Accessibility

(eg) → 33% reservation at PFI and Parliament.

2) Compassionate governance → Through protection of domestic violence survivors

(eg) → Swadhar Greh.

3) Economic Empowerment through self-help

(eg) → SHG - Gaura SHG, Kudumbashree + 80,000 women empowered.

4) Antyodaya → last mile service delivery

(eg) → Ration Cards in the name of women

5) Behavioural change → Nudge Theory (Richard Thaler)

(eg) → Beti bachao Beti Padhao leading to less of child marriages 23% → 18% (NEHS)

To ensure Vixsit Bharat @ 2047.
80% of the population must have a dignified life.

b) Write short notes on the following in 30 words each:

- i) Ethical fading
- ii) Conflict of interest
- iii) Persuasion
- iv) Work culture
- v) Corporate governance

(10 marks, 150 words)

निम्नलिखित पर 30-30 शब्दों में संक्षिप्त टिप्पणियाँ लिखें:

- i) नैतिक लुप्तता
- ii) हितों का टकराव
- iii) अनुनयन
- iv) कार्य संस्कृति
- v) कॉर्पोरेट प्रशासन

(10 अंक, 150 शब्द)

(i) Ethical fading → Inability to see ethical issue due to personal profit motives

- Greenwashing → Volkswagen case
- Insider trading → Harshad Mehta
- Chandra Kocher (CIC) case.

(ii) Conflict of interest → situation when public interest collides with personal interest

- Judges overseeing their own cases
- SEBI case, NSE case (Chitra Ramakrishna)
- Corruption (S. M. Chakravarty - 8000 cr)

(iii) Persuasion → ability to change attitude of opinion of others.

- Charisma (Ethos) → face of heroes of Bollywood at ads
- Logic (Logos) → expert opinion during COVID.
- Emotion (Pathos) → songs, natak etc.

(iv) - **Work Culture** → the totality of rules or norms defining interrelations of colleagues.
 ↳ 9 to 5 work or flexibility
 ↳ Code of conduct vs work from home etc

(v) **Corporate governance** → mechanism and rules through which an organisation is governed.
 ↳ Companies Act (2013) norms
 ↳ ESG norms → sustainable production etc

→ true values are pivotal in ensuring ethical behaviour at personal, professional and societal levels.

Feedback (For OFFICE)

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AWIS	
CD & VA	
S & F	
P & R	
Please put the marks in the table. Here G is Good Average and Poor.	
TOTAL MARKS	

Section - B

Q.7) A State Government in the northeastern part of the country has launched a series of anti-encroachment drives across forest areas, wetlands, and revenue lands. Under the directions of the Chief Minister, the administration has intensified efforts to reclaim public land, particularly in areas reserved for ecological protection and critical infrastructure development. Most of the time, these actions have been backed by court orders and have resulted in the recovery of thousands of hectares of land. However, in certain regions, the implementation of such drives is fraught with social and political complexities. In several districts, settlements have existed for decades and are inhabited by marginalized communities with limited access to legal rights or formal rehabilitation measures. These areas are often politically sensitive and influenced by local leaders and pressure groups.

Simanta is posted as Additional Deputy Commissioner (ADC) in one such district. Over the past year, the district administration has attempted to align eviction measures with welfare outreach, including the provision of temporary shelters, relocation assistance, and public consultations. Recently, a major operation was scheduled to clear encroachments from over 140 hectares of forest land within a Reserved Forest, primarily to curb rising instances of human-elephant conflict and to restore ecological balance. Anticipating eviction, some residents approached the High Court seeking a stay. However, the court refused to grant it and directed the administration to proceed with the eviction following due process. Notices were served, and a detailed roadmap was prepared to carry out the operation, which was expected to last 2–3 days due to the scale and remote location. On the first day, Simanta led a team comprising forest officials, municipal workers, and police personnel. Demolitions were conducted peacefully and without major resistance. However, on the second day, when the team returned to the site, a large group of agitated residents—primarily women and children—had gathered. They raised slogans and formed human chains to prevent further evictions. The atmosphere grew tense when some individuals began throwing stones, resulting in serious injury to a municipal worker. The crowd grew increasingly volatile and emotionally charged, demanding an immediate halt to the operation. The police contingent present on the ground was outnumbered by the crowd. Faced with this crisis, some team members pleaded with Simanta to call off the operation, fearing threats to their life and the possibility of a violent escalation. Simanta attempted to contact his superior officer (the Deputy Commissioner), but due to poor mobile connectivity in the forested area, communication could not be established. Meanwhile, several local journalists had arrived and begun reporting on the incident. Simanta is in a dilemma as to what to do.

- Evaluate the options available with Simanta to cope with the situation.
- Which of the above options would be the most appropriate for Simanta and why?
- What are the ethical dilemmas being faced by Simanta?
- Examine the qualities of a public servant which will be required to manage such situations.

(20 marks, 250 words)

देश के पूर्वोत्तर भाग में एक राज्य सरकार ने वन क्षेत्रों, आर्द्रभूमि और राजस्व भूमि पर अतिक्रमण विरोधी अभियानों की एक श्रृंखला शुरू की है। मुख्यमंत्री के निर्देशों के तहत, प्रशासन ने सार्वजनिक भूमि, विशेष रूप से पारिस्थितिक संरक्षण और महत्वपूर्ण बुनियादी ढाँचे के विकास के लिए आरक्षित क्षेत्रों को पुनः प्राप्त करने के प्रयासों को तेज़ कर दिया है। अधिकांशतः इन कार्रवाइयों को अदालती आदेशों का समर्थन प्राप्त रहा है और इसके परिणामस्वरूप हजारों हेक्टेयर भूमि वापस प्राप्त हुई है। हालाँकि, कुछ क्षेत्रों में, ऐसे अभियानों का कार्यान्वयन सामाजिक और राजनीतिक जटिलताओं से भरा है। कई ज़िलों में, बस्तियाँ दशकों से अस्तित्व में हैं और हाशिए पर रहने वाले समुदायों द्वारा बसाई गई हैं, जिनकी कानूनी अधिकारों या औपचारिक पुनर्वास उपायों तक सीमित पहुँच है। ये क्षेत्र अक्सर राजनीतिक रूप से संवेदनशील होते हैं और स्थानीय नेताओं और दबाव समूहों से प्रभावित होते हैं।

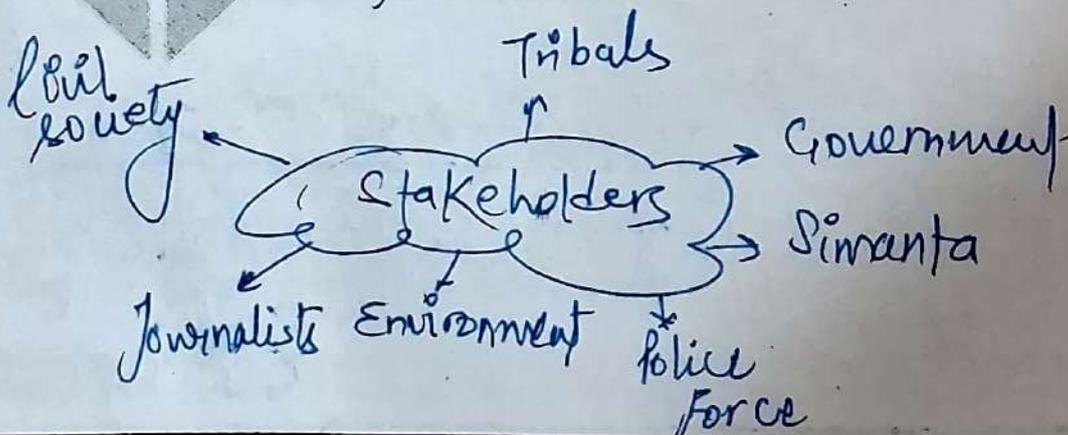
सिमंता ऐसे ही एक ज़िले में अतिरिक्त उपायुक्त (ADC) के पद पर तैनात हैं। पिछले एक साल में, ज़िला प्रशासन ने बेदखली के उपायों को कल्याणकारी प्रयासों के साथ जोड़ने का प्रयास किया है, जिसमें अस्थायी आश्रयों का प्रावधान, पुनर्वास सहायता

और सार्वजनिक परामर्श शामिल हैं। हाल ही में, एक आरक्षित वन क्षेत्र में 140 हेक्टेयर से अधिक वन भूमि से अतिक्रमण हटाने के लिए एक बड़ा अभियान चलाया जाना था, जिसका मुख्य उद्देश्य मानव-हाथी संघर्ष की बढ़ती घटनाओं को रोकना और पारिस्थितिक संतुलन बहाल करना था। बेदखली की आशंका से, कुछ निवासियों ने इस पर रोक लगाने के लिए उच्च न्यायालय का दरवाजा खटखटाया। हालाँकि, अदालत ने इसे देने से इनकार कर दिया और प्रशासन को उचित प्रक्रिया का पालन करते हुए बेदखली की कार्रवाई आगे बढ़ाने का निर्देश दिया। नोटिस दिए गए और अभियान को अंजाम देने के लिए एक विस्तृत रोडमैप तैयार किया गया, जिसके पैमाने और दूरस्थ स्थान के कारण 2-3 दिनों तक चलने की उम्मीद थी। पहले दिन, सिमंता ने वन अधिकारियों, नगरपालिका कर्मचारियों और पुलिसकर्मियों की एक टीम का नेतृत्व किया। तोड़फोड़ की कार्रवाई शांतिपूर्ण और बिना किसी बड़े प्रतिरोध के पूरी की गई। हालाँकि, दूसरे दिन, जब टीम घटनास्थल पर लौटी, तो उत्तेजित निवासियों का एक बड़ा समूह—मुख्य रूप से महिलाएं और बच्चे—इकट्ठा हो गए थे। उन्होंने नारे लगाए और आगे की बेदखली को रोकने के लिए मानव श्रृंखला बनाई। माहौल तब तनावपूर्ण हो गया जब कुछ लोगों ने पत्थरबाजी शुरू कर दी, जिससे एक नगरपालिका कर्मचारी गंभीर रूप से घायल हो गया। भीड़ लगातार उग्र और भावनात्मक रूप से उत्तेजित होती जा रही थी, और ऑपरेशन को तुरंत रोकने की मांग कर रही थी। मौके पर मौजूद पुलिस बल भीड़ से संख्या में कम था। इस संकट का सामना करते हुए, टीम के कुछ सदस्यों ने अपनी जान को खतरा और हिंसक वृद्धि की संभावना के डर से सिमंता से ऑपरेशन बंद करने का अनुरोध किया। सिमंता ने अपने वरिष्ठ अधिकारी (उपायुक्त) से संपर्क करने का प्रयास किया, लेकिन वन क्षेत्र में खराब मोबाइल कनेक्टिविटी के कारण संचार स्थापित नहीं हो सका। इस बीच, कई स्थानीय पत्रकार वहां पहुंच गए और घटना की रिपोर्टिंग शुरू कर दी। सिमंता दुविधा में हैं कि क्या करें।

- स्थिति से निपटने के लिए सिमंता के पास उपलब्ध विकल्पों का मूल्यांकन करें।
- सिमंता के लिए सबसे उपयुक्त होगा और क्यों?
- सिमंता को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?
- ऐसी परिस्थितियों का प्रबंधन करने के लिए एक लोक सेवक के गुणों का परीक्षण करें।

(20 अंक, 250 शब्द)

The Supreme Court in Olga Tellis case provided a Standard of Procedure for Eviction from a place. The case highlights the issue of crowd management and upholding tribal right to shelter and promoting economic development as well.



Ans 9) Options available to Simanta →

1) Call off the operation and protect lines of policemen

Merits

- Duty towards tribal rights
- protection of colleagues

Demerits

- dereliction of duty (deontology)
- Setting wrong precedence of succumbing to protests

2) Go on with the eviction without any inhibition and use force if needed

Merits

- Complete the task at hand/ approved by the supreme court

Demerits

- Harm to tribal lines (against no harm principle)

3) Use persuasion and make the tribals to relocate to the shelters and in the long run ensure proper dwelling of these people.

Merits

- Uphold the
value of professional
integrity

- Completes the task

→ Compassion towards
Tribal rights

Demerits

→ Eviction of tribals
leading to displacement
from land.

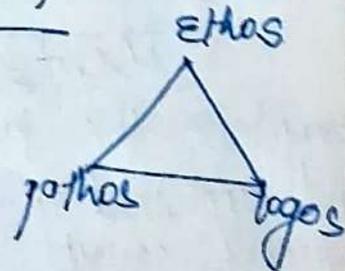
→ Tribals might continue
their protest.

Ans (b)

The most appropriate option

Premanta should adopt Option (3)
with slight modification —

(i) He must use Persuasion
to convince the Tribals
to follow rule of law.



(ii) The action must be in line with
Organic guidelines.

(iii) The Tribals must be accommodated
at sustainable shelters or houses in
longer run to ensure right to shelter.
(Art-21)

Justification → This will uphold deontology as duty of Komayog is fulfilled
Utilitarian → will ensure benefits to more people through development.

Ans (C) → Ethical dilemmas

- (1). Erection from the site vs Compassion
- (2) development vs Ecology and tribalism
- (3). Social contract to protect rights vs following orders of supreme court.
- (4) Rights vs Economic development
- (5) Utilitarianism vs Ethic of care about Tribal rights protection

Ans (d) Qualities of Public Servant needed

- (1) Emotional Intelligence (e.g. AS divya tyer manager crowd at Sabirvale)
- (2) Persuasion → Effective communication (e.g. → Armstrong lane - People's road)
- (3). Compassion → Towards diversity of rights.
- (4). Efficiency and Nishkama Karma.
- (5). Empathy to weigh up all the options and take the most appropriate option.

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.8) Megha is a first-year sociology student at a reputed college in the national capital. She is originally from Tadchiroli, a tribal village in a western Indian state. Megha's family migrated to the city when she was seven years old and had not visited their village since. Though Megha has fond memories of her childhood there, she never deeply understood the customs and traditions of the region. One day, Megha expresses her wish to visit Tadchiroli. Her father agrees and asks her to inform Ratan, her paternal uncle, who still lives in the village with his family. Megha informs Ratan and travels to the village during a semester break. Upon arrival, she receives a warm welcome from Ratan and his family. Later, Ratan invites her to attend a local festival. During the event, Megha notices that her cousin Rinki is missing. Curious, she asks Ratan's wife Ratna why Rinki is not at the festival. Ratna explains that Rinki is on her period, and as per tradition, menstruating girls must stay separately in small huts built specifically for the purpose. Locally known as 'kurma ghars', they are generally located on the periphery of the village, near a river or pond. She further adds that these girls are not allowed to enter the main house or participate in any social or religious activities. Megha is taken aback. She asks whether all women follow this practice. Ratna nods and says it has been the custom for generations. Even schoolgirls stay in these huts and miss classes during their periods. Ratna admits that many in the village, including herself, never questioned the practice. The explanation unsettles Megha. She finds it hard to believe that a natural biological function leads to such exclusion. Before returning to the city, Megha observes that even educated family members seem to accept and follow these customs.

The experience leaves a deep impact on her. She starts reading more about menstrual taboos and their impact on women's health, dignity, and education. As a sociology student, she recognises how such traditions are linked to patriarchy and social stigma. She begins to reflect on what she can do at her level to improve the current situation, without alienating the community or disrespecting its traditions.

a. Suggest a course of action Megha can take to sensitize her village community without appearing disrespectful or confrontational.

b. What ethical principles and methods should guide her actions while engaging with the community?

c. How is menstruation related to human rights? (20 marks, 250 words)

मेघा राष्ट्रीय राजधानी के एक प्रतिष्ठित कॉलेज में समाजशास्त्र की प्रथम वर्ष की छात्रा है। वह मूल रूप से पश्चिमी भारतीय राज्य के एक आदिवासी गांव ताडचिरोली की रहने वाली है। मेघा का परिवार जब वह सात साल की थी तब शहर में आ गया था और तब से अपने गांव नहीं गया था। हालांकि मेघा को अपने बचपन की बहुत अच्छी यादें हैं, लेकिन उसने कभी भी इस क्षेत्र के रीति-रिवाजों और परंपराओं को गहराई से नहीं समझा। एक दिन, मेघा ने ताडचिरोली जाने की इच्छा व्यक्त की। उसके पिता सहमत हो गए और उसे अपने मामा रतन को सूचित करने के लिए कहा, जो अभी भी अपने परिवार के साथ गांव में रहते हैं। मेघा ने रतन को सूचित किया और सेमेस्टर ब्रेक के दौरान गांव की यात्रा की। आगमन पर, रतन और उसके परिवार ने उसका गर्मजोशी से स्वागत किया। बाद में, रतन उसे एक स्थानीय उत्सव में शामिल होने के लिए आमंत्रित करता है। रत्ना बताती है कि रंकी को मासिक धर्म चल रहा है और परंपरा के अनुसार, मासिक धर्म वाली लड़कियों को इस उद्देश्य के लिए विशेष रूप से बनाई गई छोटी झोपड़ियों में अलग रहना चाहिए। स्थानीय रूप से इसे 'कुर्मा' कहा जाता है। 'घर', वे आम तौर पर गांव के बाहरी इलाके में नदी या तालाब के पास स्थित होते हैं। वह आगे कहती है कि इन लड़कियों को मुख्य घर में प्रवेश करने या किसी सामाजिक या धार्मिक गतिविधियों में भाग लेने की अनुमति नहीं है। मेघा आश्चर्यचकित है। वह पूछती है कि क्या सभी महिलाएं इस प्रथा का पालन करती हैं। रत्ना ने सिर हिलाया और कहा कि यह पीढ़ियों से प्रथा रही है। यहां तक कि स्कूली छात्राएं भी इन झोपड़ियों में रहती हैं और मासिक धर्म के दौरान कक्षाएं छोड़ देती हैं। रत्ना ने स्वीकार किया कि गांव में कई लोगों ने, जिनमें वह खुद भी शामिल हैं, इस प्रथा पर कभी सवाल नहीं उठाया। स्पष्टीकरण मेघा को परेशान करता है। उसे यह विश्वास करना मुश्किल लगता है कि एक प्राकृतिक जैविक कार्य इस तरह के बहिष्कार की ओर ले जाया है। शहर लौटने से पहले, मेघा ने देखा कि शिक्षित परिवार के सदस्य भी इन रीति-रिवाजों को स्वीकार करते हैं और उनका पालन करते हैं। इस अनुभव का उस पर गहरा प्रभाव पड़ता है। वह मासिक धर्म से जुड़ी वर्जनाओं और महिलाओं के स्वास्थ्य, सम्मान और शिक्षा पर उनके प्रभाव के बारे में और अधिक पढ़ना शुरू करती है। समाजशास्त्र की छात्रा होने के नाते, वह समझती है कि कैसे ऐसी परंपराएं पितृसत्ता और सामाजिक पूर्वाग्रह से जुड़ी हैं। वह इस बात पर विचार करने लगती है कि समुदाय को अलग-थलग किए बिना या उसकी परंपराओं का अनादर किए बिना, वह अपने स्तर पर वर्तमान स्थिति को सुधारने के लिए क्या कर सकती है।

- a. मेघा द्वारा अपने गांव के समुदाय को असम्मानजनक या टकरावपूर्ण व्यवहार किए बिना संवेदनशील बनाने के लिए अपनाई जा सकने वाली कार्यवाही का सुझाव दीजिए।
b. समुदाय के साथ जुड़ते समय उसके कार्यों को किन नैतिक सिद्धांतों और तरीकों से निर्देशित किया जाना चाहिए?
c. मासिक धर्म मानव अधिकारों से किस प्रकार संबंधित है?

(20 अंक, 250 शब्द)

"One is not born but rather becomes a woman."

The case highlights the continuance of menstrual taboos even against rights under Article -21 of reproductive health.

Ans(a)

Course of action for Megha

- 1) Megha should use effective communication with the local village population of Tadchivoli.
- 2) She must give them awareness regarding the legal provisions and possible health issues which can be associated due to neglect.

- 3) She must use polite words as a persuasion technique to highlight that untouchability against menstrual women is a crime under Article -17.
- 4) Blindly following social evils in the name of traditions will only ensure degradation of women rights.
- 5) She can use the instances of Ambubachi Mela at Kamakhya Temple where Menstruating month of goddess Kamakhya is celebrated.
- 6) Juchita Shrivastava case upheld the right to reproductive justice under Article 21.

Ans (b) Ethical principles and methods to guide her actions

- 1) Emotional Intelligence → To manage the emotions of people towards change.
- 2) Persuasion → through 'Art of Rhetoric' Using Ethos, logos, pathos (Aristotle) by logic and emotional appeal.
- 3) Compassion → towards the menstruating women and their ostracization.
- 4) Empathy → Being a girl Megha would be able to relate to them.
- 5) Effective Communication and leadership → To ensure change in the Practice.
- 6) Behavioural (Nudge Theory) - Richard Thaler to ensure behavioural change and act as social agent for change.

Ans(c) Menstruation is related to human rights as →

- 1) Part of Right to life and human dignity. Article-21 (Suchita Shrivastava case)
- 2) Right to Education is hampered against Article 21(A)
- 3) Discrimination in terms of access to public places on the basis of gender (Article-15)
- 4) Untouchability in terms of menstrual taboos against Article 17
- 5) Ostracization may also hamper right to access health care and right to livelihood covered under (Art 21).

Therefore, necessary actions like gender sensitization (Beti bachao Beti Padhao) and removal of taboos is important to ensure SDG-5.0 gender Justice.

Feedback	
(For OFFICER)	
•	②
AWIS	
CD & VA	
S & F	
P & R	
Please put marks in the table.	
Here G is Grade Average and P is Poor.	
TOTAL MARKS	

Q.9] Gopal is an 80-year-old man living in a remote and an underdeveloped village in a Central Indian state. He had been residing in a small mud house for years. When he came to know about the Pradhan Mantri Awas Yojana-Gramin (PMAY-G), he saw a glimmer of hope for a pucca house in the last phase of his life. However, the village sarpanch and panchayat secretary told him that to be eligible under the scheme, he must first demolish his existing house so that during a site inspection, no structure would be visible at the location. Subsequently, Gopal demolished his shelter and began living under a babool tree. For nearly six months, he has been staying in the open, braving harsh weather conditions. During this time, he has repeatedly visited the panchayat office but has been told that his application cannot be processed as he lacks the necessary documents.

You are the officer-in-charge of implementing PMAY-G in the district. The case of Gopal reaches you through a prominent newspaper report. You personally visit him to understand the situation on the ground. After meeting him and listening to his account, you feel that he certainly needs support. Your enquiries confirm that he is truly destitute and living in a pitiable condition under the open sky. It is also established that he demolished his house based on a faulty interpretation of the scheme by panchayat officials. However, he has no documents to show that he fulfils the eligibility criteria under the scheme.

Now you are in a dilemma. Including him under the scheme without the necessary documents would clearly be a violation of rules. But denying him support would be cruel and inhuman.

- Can you think of a rational way to resolve this dilemma?
- Give your reasons for it.
- What are the ethical issues involved in the above case?

(20 marks, 250 words)

गोपाल 80 वर्षीय वृद्ध हैं जो मध्य भारत के एक सुदूर और अतिकसित गाँव में रहते हैं। वह वर्षों से एक छोटे से कच्चे घर में रहे थे। जब उन्हें प्रधानमंत्री आवास योजना- ग्रामीण (PMAY-G) के बारे में पता चला, तो उन्हें अपने जीवन के अंतिम वर्ष में एक पक्के घर की आशा की एक किरण दिखाई दी। हालाँकि, गाँव के सरपंच और पंचायत सचिव ने उन्हें बताया कि इस योजना के अंतर्गत पात्र होने के लिए, उन्हें पहले अपने मौजूदा घर को गिराना होगा ताकि स्थल निरीक्षण के दौरान उस स्थान पर कोई संरचना दिखाई न दे। इसके बाद, गोपाल ने अपना घर तोड़ दिया और एक बबूल के पेड़ के नीचे रहने लगे। लगभग छह महीने से, वह कठोर मौसम की मार झेलते हुए खुले आसमान के नीचे रह रहे हैं। इस दौरान, उन्होंने बार-बार पंचायत कार्यालय का चक्कर लगाया, लेकिन उन्हें बताया गया कि आवश्यक दस्तावेजों के अभाव में उनके आवेदन पर कार्रवाई नहीं की जा सकती।

आप जिले में PMAY-G के क्रियान्वयन के प्रभारी अधिकारी हैं। गोपाल का मामला एक प्रमुख समाचार पत्र की रिपोर्ट के माध्यम से आप तक पहुँचता है। आप ज़रूरी हालात को समझने के लिए व्यक्तिगत रूप से उससे मिलने जाते हैं। उससे मिलने और उसकी आपबीती सुनने के बाद, आपको लगता है कि उसे निश्चित रूप से मदद की जरूरत है। आपकी प्रकृतिक संवेदना यह स्पष्ट होती है कि वह वास्तव में बेसहारा है और खुले आसमान के नीचे टपनीय स्थिति में रह रहा है। यह भी स्पष्ट होता है कि उसने पंचायत अधिकारियों द्वारा योजना की गलत व्याख्या के आधार पर अपना घर गिरा दिया था। हालाँकि, उसके पास यह दिखाने के लिए कोई दस्तावेज नहीं है कि वह योजना के तहत पात्रता मानदंडों को पूरा करता है।

अब आप दुविधा में हैं। बिना ज़रूरी दस्तावेजों के उसे योजना में शामिल करना सख्त तौर पर नियमों का उल्लंघन होगा। लेकिन उसे सहायता देने से इनकार करना क्रूरता और अमानवीय होगा।

- क्या आप इस दुविधा को हल करने का कोई तर्कसंगत तरीका सोच सकते हैं?
- इसके लिए अपने कारण बताइए।
- उपरोक्त मामले में नैतिक मुद्दे क्या हैं?

(20 अंक, 250 शब्द)

"The constitution is as good as the one implementing it." (B.P. Ambedkar)

A positive minded officer must involve right mindset to solve issues. The case poses a dilemma of documentation issue leading to denial of rights.

⊙ → MAHARAJA case → document issues led to denial of wages to workers.

Ans(a) → Rational Way to solve the dilemma →

1) Get all the facts regarding the case right and ascertain the veracity of claims by Copal.

2) Personally ensure the expedited document formation of Copal

through local Tehsil or block.

- 3) Involve the local lekhpal to ensure that the documentation work of Gopal is completed faster with proper verification.
- 4) Meanwhile, I would involve the local administration to ensure that Gopal gets accommodated in a temporary shelter for the time being.
- 5) After proper documentation, Gopal's house must be built on a priority basis as already he has suffered a lot due to lack of ~~beaver~~ bureaucratic apathy and misinterpretation of laws.

Ans (b)

The reasons for it →

- 1) Priority in front of me.
 Ensure housing for aapal (within rules)
 Proper documentation needed
 Timelines to be met.
- 2) 'Sera Paramo dharma' (Vinoba Bhave)
 ↳ The actions to ensure housing is part of needs of 'Roti, Kapda Makan'
- 3) Uphold social contract theory.
- 4) I am the 'face of the government'
 the value of the taxpayers money must be upheld.
- 5) Compassionate governance is at the root of good governance.

Ethical Issues involved →

- 1) Ethics of care to be balanced with professional integrity.
- 2) Men as Ends in themselves.
- 3) Setting the right precedence
- (categorical imperative)
- 4) Following rule of law without deviating from dedication to public service
- 5) Issue of misinterpretation of laws
- leading to denial of rights.
- 6) Bureaucratic apathy → missing documentation of all (Gopal's case)

Therefore, it is rightly said.

"Knowledge isn't power until it is applied into real life."
- Dale Carnegie.

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.10) You are working as an Assistant Section Officer in the District Development and Panchayat Office. One day, one of your close colleagues approaches you in deep distress. She tells you that her father is suffering from a severe liver condition, and the doctors have clearly stated that he must undergo liver transplant immediately in order to survive. She shares that she has no health insurance, and the surgery would cost around Rs 15 lakh. You are aware that her husband passed away a few years ago, and that she also has a four-year-old son with special needs. Just a few weeks ago, she also lost all her savings in a digital arrest scam. As a widow from a lower middle-class family, her options are extremely limited. Although you feel deeply empathetic, you are unable to offer financial assistance, as you do not have the resources to help.

A few weeks later, you enquire about her father's health. She informs you that the liver transplant surgery was successful and that her father is now recovering steadily. Relieved, you ask how she managed to arrange the funds. Hesitantly, she confides that the District Development and Panchayat Officer (DDPO) helped her. Moved by her situation, the DDPO facilitated the release of Rs 15 lakh from the fund allocated to a rural sanitation scheme. The implementation of this scheme had been put on hold for a year due to technical issues and pending site approvals. She explains that the amount was provided on the assurance of strict confidentiality and with a commitment to repay it at the earliest. She expresses deep gratitude for the DDPO's timely help, which she believes saved her father's life. She has already begun repaying the money and will continue to do so until it is all returned.

- Discuss the ethical issues involved in the case.
- Examine the behavior of DDPO from an ethical point of view.
- How would you react to the situation?

(20 marks, 250 words)

आप जिला विकास एवं पंचायत कार्यालय में सहायक अनुभाग अधिकारी के पद पर कार्यरत हैं। एक दिन, आपकी एक करीबी सहकर्मी बेहद परेशान होकर आपके पास आती है। वह आपको बताती है कि उसके पिता लिवर की गंभीर बीमारी से पीड़ित हैं और डॉक्टरों ने स्पष्ट रूप से कहा है कि जीवित रहने के लिए उन्हें तुरंत लिवर ट्रांसप्लांट करवाना होगा। वह बताती है कि उसके पास कोई स्वास्थ्य बीमा नहीं है और सर्जरी में लगभग 15 लाख रुपये खर्च होंगे। आपको पता है कि उसके पति का कुछ साल पहले निधन हो गया था और उसका एक चार साल का बेटा भी है जिसे विशेष ज़रूरतें हैं। कुछ हफ्ते पहले ही, उसने एक डिजिटल अरेस्ट स्केम में अपनी सारी जमा-पूंजी गँवा दी थी। एक निम्न-मध्यम वर्गीय परिवार की विधवा होने के नाते, उसके विकल्प बेहद सीमित हैं। हालाँकि आप गहरी सहानुभूति रखते हैं, लेकिन आप आर्थिक मदद नहीं कर सकते, क्योंकि आपके पास मदद करने के लिए संसाधन नहीं हैं।

कुछ हफ्ते बाद, आप उसके पिता के स्वास्थ्य के बारे में पूछते हैं। वह आपको बताती है कि लिवर ट्रांसप्लांट सर्जरी सफल रही और उसके पिता अब तेज़ी से ठीक हो रहे हैं। राहत महसूस करते हुए, आप पूछते हैं कि उसने पैसे का इंतज़ाम कैसे किया। झिझकते हुए, वह बताती है कि ज़िला विकास एवं पंचायत अधिकारी (DDPO) ने उसकी मदद की। उसकी स्थिति को देखते हुए, DDPO ने ग्रामीण स्वच्छता योजना के लिए आवंटित निधि से 15 लाख रुपये जारी करने में मदद की। तकनीकी समस्याओं और स्थल की मंजूरी न मिलने के कारण इस योजना का क्रियान्वयन एक साल के लिए रोक दिया गया था। वह बताती है कि यह राशि पूरी गोपनीयता के आश्वासन और जल्द से जल्द चुकाने की प्रतिबद्धता के साथ प्रदान की गई थी। वह DDPO की समय पर की गई मदद के लिए गहरा आभार व्यक्त करती है, जिससे उसे लगता है कि उसके पिता की जान बच गई। उसने पैसे चुकाना शुरू कर दिया है और जब तक पूरा पैसा वापस नहीं मिल जाता, तब तक वह ऐसा करती रहेगी।

- मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- नैतिक दृष्टिकोण से DDPO के व्यवहार की जांच करें।
- आप इस स्थिति पर क्या प्रतिक्रिया देंगे?

(20 अंक, 250 शब्द)

"The remedy should not be worse than the disease."
- Francis Bacon

The case is a classical example of employing wrongful means even to achieve ethical or necessary ends.

eg → Siphoning funds for cardiac surgery.

Ans (a) → ethical issues involved

1) Means vs Ends :- Wrongful means don't bring ethical results (Gandhiji)
- against Categorical Imperatives

2) Incrementalism → DPDO's moral action leads to slippery slope of corruption

3) Professional Integrity of DPDO and also body is compromised.

4) Rational Compassion → One should not set wrong precedents even to help out someone close.

5) Moral neuterness → Neglecting the incident will ensure perpetuation of such things in future.

6) Ethical fading → lady colleague could not see ethical side of the action due to personal gain.

Ans(b) → Behaviour of DPO
to help the lady by taking out fund from the panchayat fund.

Merits

- Compassion towards the lady and her family
- Sensitivity towards her needs.
- Managing emergency situation while saved her father and surgery was successful.

Demerits

→ Wrongful means lead to wrongful ends

→ Setting slippery slope of corruption

→ He may be sent to jail for siphoning off the money

→ Ethical myopia - on the part of DDPO to not oversee the ethical aspect of his actions.

→ More such employees may come for corrupt actions (Sanctification of Corruption - Kaulik Basu)

Ans (C)

My Course of Action

1) I would first of all ask for a proper understanding of the case of the lady employee.

2) To raise money, I would engage following tactics →

crowd funding through employees as they know her.

leverage local NGOs or civil society to help

Raising loan through banks which she could pay later and the government official could also help her.

(Devi Shetty) → +30,000 (heart surgeries fee) (case study)

3) To ease her work load → I would distribute the work accordingly so that she could take care of her father.

This will help in upholding professional code of ethics while also help in achieving the ends of surgery.

Feedback

(For OFFICE use only)

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) Nithin is the head of the Marketing Department at Pehnav Clothing Ltd., a reputed apparel manufacturing company with a strong global presence. Known for its professionalism and consistent performance, the company had earned a credible name in both domestic and international markets. However, the firm was going through difficult times. For three consecutive quarters, it had witnessed a steep decline in sales. This trend had raised serious concerns among the top management regarding the company's competitiveness, profitability, and long-term stability. To address the situation, the leadership decided to restructure the marketing division and bring in dynamic leadership. A senior marketing executive, Mr. A, was hired after a rigorous selection process. He had an impressive career record and was known for turning around sales performance in other firms and building strong brand identities. With high expectations placed upon him, Mr. A was seen as the key figure to steer the company out of crisis. Mr. A soon began delivering results. Within a year, the company's revenue had almost doubled, and its brand visibility had increased significantly. His bold marketing strategies, proactive outreach, and innovative campaigns received appreciation from various quarters within the company. His performance drew the attention of the top management. There were deliberations about assigning him a larger role within the company, with a focus on long-term business strategy. He was also being considered for an internal award for 'Excellence in Leadership and Innovation'. However, alongside professional success of Mr. A, Nithin began receiving troubling feedback about his conduct in the workplace. Informal reports indicated that he frequently made inappropriate comments about women. In addition, he regularly sent indecent messages via social media apps to all team members, including his female colleagues. Although no formal complaint was lodged initially, Nithin could sense tension within the team, and signs of discomfort were becoming increasingly apparent. Some employees even started avoiding direct interaction with Mr. A. Team morale and interpersonal trust were gradually eroding, but employees remained hesitant to speak openly. The matter escalated one evening when Mrs. X, one of Mr. A's team members approached Nithin. Visibly disturbed and emotionally shaken, she disclosed that Mr. A had repeatedly engaged in inappropriate behavior towards her. She added that Mr. A had been making undesirable advances towards her and had even tried to touch her inappropriately in his cabin. She urged Nithin to take appropriate action in the matter, or else she would have no option but to resign from her position.

- Bring out the ethical issues involved in this case.
- What are the options available to Nithin?
- Critically examine each of the options identified by Nithin.
- Which of the options, do you think, would be more appropriate for Nithin to adopt and why?

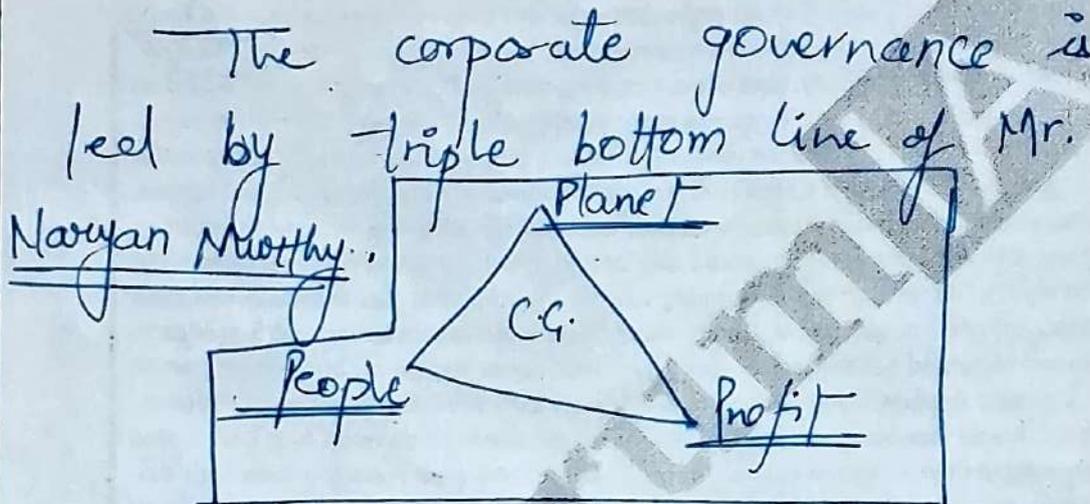
(20 marks, 250 words)

नितिन पहनाव क्लोदिंग लिमिटेड में मार्केटिंग विभाग के प्रमुख हैं, जो एक प्रतिष्ठित परिधान निर्माण कंपनी है जिसकी वैश्विक स्तर पर मज़बूत उपस्थिति है। अपनी व्यावसायिकता और निरंतर प्रदर्शन के लिए जानी जाने वाली इस कंपनी ने घरेलू और अंतर्राष्ट्रीय दोनों बाज़ारों में एक विश्वसनीय नाम कमाया था। हालाँकि, कंपनी कठिन दौर से गुज़र रही थी। लगातार तीन तिमाहियों से, इसकी बिक्री में भारी गिरावट देखी गई थी। इस प्रवृत्ति ने कंपनी की प्रतिस्पर्धात्मकता, लाभप्रदता और दीर्घकालिक स्थिरता को लेकर शीर्ष प्रबंधन के बीच गंभीर चिंताएँ पैदा कर दी थीं। इस स्थिति से निपटने के लिए, नेतृत्व ने मार्केटिंग विभाग का पुनर्गठन करने और गतिशील नेतृत्व लाने का निर्णय लिया। एक वरिष्ठ मार्केटिंग कार्यकारी, श्री A, को एक कठोर चयन प्रक्रिया के बाद नियुक्त किया गया। उनका करियर रिकॉर्ड प्रभावशाली था और वे अन्य फर्मों में बिक्री प्रदर्शन को बेहतर बनाने और मज़बूत ब्रांड पहचान बनाने के लिए जाने जाते थे। उनसे काफी उम्मीदें लगाई जा रही थीं, इसलिए श्री A को कंपनी को संकट से उबारने वाले प्रमुख व्यक्ति के रूप में देखा गया। श्री A ने जल्द ही परिणाम देने शुरू कर दिए। एक साल के भीतर, कंपनी का राजस्व लगभग दोगुना हो गया और इसकी ब्रांड दृश्यता में उल्लेखनीय वृद्धि हुई। उनकी साहसिक मार्केटिंग रणनीतियों, सक्रिय आउटरीच और अभिनव अभियानों को कंपनी के भीतर विभिन्न क्षेत्रों से सराहना मिली। उनके प्रदर्शन ने शीर्ष प्रबंधन का ध्यान आकर्षित किया। कंपनी में उन्हें दीर्घकालिक व्यावसायिक रणनीति पर केंद्रित एक बड़ी भूमिका सौंपने पर विचार-विमर्श हुआ। उन्हें 'नेतृत्व और नवाचार में उत्कृष्टता' के लिए एक आंतरिक पुरस्कार के लिए भी विचार किया जा रहा था। हालाँकि, श्री A की व्यावसायिक सफलता के साथ-साथ, नितिन को कार्यस्थल पर उनके आचरण के बारे में परेशान करने वाली प्रतिक्रियाएँ मिलने लगीं। अनौपचारिक रिपोर्टों से संकेत मिलता था कि वह अक्सर महिलाओं के

बारे में अनुचित टिप्पणियाँ करते थे। इसके अलावा, वह नियमित रूप से सोशल मीडिया ऐप्स के माध्यम से अपनी महिला सहकर्मियों सहित सभी टीम सदस्यों को अभद्र संदेश भेजते थे। हालाँकि शुरुआत में कोई औपचारिक शिकायत दर्ज नहीं की गई थी, लेकिन नितिन टीम के भीतर तनाव महसूस कर सकते थे, और बेचैनी के संकेत धीरे-धीरे स्पष्ट होते जा रहे थे। कुछ कर्मचारी तो श्री A के साथ सीधे बातचीत करने से भी कतराने लगे थे। टीम का मनोबल और पारस्परिक विश्वास धीरे-धीरे कम होता जा रहा था, लेकिन कर्मचारी खुलकर बात करने में हिचकिचा रहे थे। एक शाम मामला तब और बढ़ गया जब श्री A की टीम की एक सदस्य श्रीमती X, नितिन के पास पहुँचीं। स्पष्ट रूप से परेशान और भावनात्मक रूप से हिली हुई, उन्होंने खुलासा किया कि श्री A ने उनके साथ बार-बार अनुचित व्यवहार किया है। उन्होंने आगे बताया कि श्रीमान ए उनके प्रति अनुचित व्यवहार कर रहे थे और अपने केबिन में उन्हें अनुचित तरीके से छूने की भी कोशिश की थी। उन्होंने नितिन से इस मामले में उचित कार्रवाई करने का आग्रह किया, अन्यथा उनके पास अपने पद से इस्तीफा देने के अलावा कोई विकल्प नहीं होगा।

- इस मामले में शामिल नैतिक मुद्दों को स्पष्ट करें।
- नितिन के पास क्या विकल्प उपलब्ध हैं ?
- नितिन द्वारा पहचाने गए प्रत्येक विकल्प का आलोचनात्मक परीक्षण करें।
- नितिन के लिए कौन सा विकल्प अपनाना अधिक उपयुक्त होगा और क्यों?

(20 अंक, 250 शब्द)



The case highlights the instances of a poor professional etiquettes of employee leading to a bad work culture and atmosphere at work.

(eg) → Sexual harassment and erosion of trust at team work.

Ans (a)Ethical Issues in the case

- 1) Gender Insensitivity and disrespect against basic human decency.
- 2) Ethical fading:- Inability of Mr. A to have appropriate ethical behaviours.
- 3) Lack of Professional Integrity → violation of workplace safety rules.
- 4) Bystander Apathy:- Colleagues are ignoring this misbehaviour.
- 5) Blind Profit oriented capitalism:- Only show of profits lead to excellence abroad without giving attention to workplace attitude.
- 6) Toxic Work Culture:- Lack of Social capital and trust erosion with the workspace.

Ans (b), (c) Options available to Nifin

1) Fire Mr. A immediately on the report of sexual harassment by Mrs. X

Merits → Professional integrity towards congenial workspace
→ protection and respect to women's rights.

Demerits → No 'right to be heard' to Mr. A

POSH Act and Vishakha Guidelines not followed

2) Hold inquiries against Mr. A under the Internal Complaints Committee to ascertain the veracity of claims. Ask employees to raise their opinions as well about each other.

Merit

- follow the due process
- doctrine of natural justice upheld as right to reply also given.
- Congenial work culture due to better interaction.

Demerits

- Mr. A might deny the allegations.
- Need for proper right to reply as other employees might use this opportunity for vendetta.
- loss of efficient employee leading to professional team to growth.

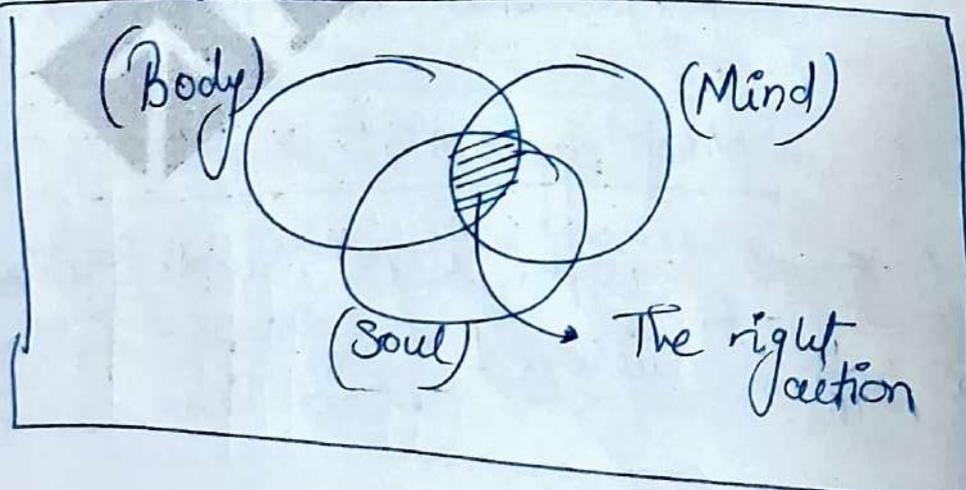
Ans d

→ Most appropriate option

- 1) Option 2 with slight modification is to be employed.

- 2) ICC complaint and investigation to be carried out.
- 3) Upper officials to be informed about the incident to ensure collaborative decision.
- 4) In long term strengthen ICC, POSH guidelines adoption, CCTV cameras and gender sensitization to ensure effective deterrence.

Taking the right action sometimes requires moral courage along with compassion and a conscience of *Manasa, Vaacha, Karma*.



Feedback	
(For OFFICE use)	
	☺ ☹
AWIS	
CD & VA	
S & P	
P & R	
Please put tick marks in the above table.	
Here G is Good, A Average and P is Poor.	
TOTAL MARKS	

Q.12) You are appointed as an officer heading the Air Quality Compliance Division of the Environment Pollution Control Board in Delhi-NCR. The region is witnessing alarming levels of air pollution, which typically worsen during the winter months due to various meteorological and anthropogenic factors. The situation has led to severe public health concerns, particularly affecting vulnerable groups such as the elderly, children, and those with respiratory illnesses. The Supreme Court has also raised serious concern over the deteriorating air quality in Delhi-NCR and has directed the administration to take immediate and effective measures to control pollution, especially during the winter months.

Your jurisdiction has a large number of small and medium-scale industries that were granted environmental clearance over the years. These industries form the backbone of the local economy and provide employment to a significant number of migrant workers. However, recent inspections and air quality monitoring reports indicate that a significant number of these units are operating in violation of prescribed air emission norms. As part of targeted measures to curb air pollution, you issued notices to all identified polluting units, directing them to apply for fresh environmental clearance certificates from the competent authority.

However, your decision triggered strong opposition from a section of industrial units, labour unions, and local politicians. Industrial owners argued that such action would lead to production shutdowns, financial losses, and shortages of their products in the market. Labour unions and workers also protested, fearing mass unemployment and livelihood insecurity. Local politicians and vested interests accused you of jeopardising the socio-economic stability of the region. You received representations from various quarters urging you to withdraw the notices and not initiate harsh measures, citing the interests of multiple stakeholders. Additionally, you began receiving anonymous threats, aimed at coercing you into reversing your decision. On the other hand, several of your colleagues supported your stance, encouraging you to act in the larger public interest. Several local NGOs and environmental groups rallied behind your actions, demanding the immediate closure of polluting units.

a. Under the given conditions, what are the options available to you?

b. Critically evaluate each of the options listed by you.

c. What are the ethical dilemmas being faced by you?

(20 marks, 250 words)

आपको दिल्ली-एनसीआर में पर्यावरण प्रदूषण नियंत्रण बोर्ड के वायु गुणवत्ता अनुपालन प्रभाग का प्रमुख नियुक्त किया गया है। इस क्षेत्र में वायु प्रदूषण का स्तर चिंताजनक स्तर पर है, जो आमतौर पर सर्दियों के महीनों में विभिन्न मौसम संबंधी और मानवजनित कारकों के कारण और भी बढ़ता ही जाता है। इस स्थिति ने गंभीर जन स्वास्थ्य संबंधी चिंताओं को जन्म दिया है, खासकर बुजुर्गों, बच्चों और सांस की बीमारियों से पीड़ित लोगों जैसे कमजोर समूहों को प्रभावित किया है। सर्वोच्च न्यायालय ने भी दिल्ली-एनसीआर में बिगड़ती वायु गुणवत्ता पर गंभीर चिंता व्यक्त की है और प्रशासन को प्रदूषण को नियंत्रित करने के लिए तत्काल और प्रभावी उपाय करने का निर्देश दिया है, खासकर सर्दियों के महीनों में।

आपके क्षेत्राधिकार में बड़ी संख्या में लघु और मध्यम उद्योग हैं जिन्हें वर्षों से पर्यावरणीय मंजूरी दी गई है। ये उद्योग स्थानीय अर्थव्यवस्था की रीढ़ हैं और बड़ी संख्या में प्रवासी श्रमिकों को रोजगार प्रदान करते हैं। हालांकि, हाल के निरीक्षणों और वायु गुणवत्ता निगरानी रिपोर्टों से पता चलता है कि इनमें से कई इकाइयाँ निर्धारित वायु उत्सर्जन मानदंडों का उल्लंघन करते हुए चल रही हैं। वायु प्रदूषण पर अंकुश लगाने के लक्षित उपायों के तहत, आपने सभी चिन्हित प्रदूषणकारी इकाइयों को नोटिस जारी कर उन्हें सक्षम प्राधिकारी से नए पर्यावरणीय मंजूरी प्रमाणपत्र के लिए आवेदन करने का निर्देश दिया है।

श्रमिक संघों और स्थानीय राजनेताओं के एक वर्ग ने कड़ा विरोध किया। औद्योगिक मालिकों का तर्क था कि इस तरह के कदम से उत्पादन बंद हो जाएगा, वित्तीय नुकसान होगा और बाजार में उनके उत्पादों की कमी हो जाएगी। बड़े पैमाने पर बेरोजगारी और आजीविका की असुरक्षा की आशंका के चलते श्रमिक संघों और श्रमिकों ने भी विरोध प्रदर्शन किया। स्थानीय राजनेताओं और निहित स्वार्थों ने आप पर क्षेत्र की सामाजिक-आर्थिक स्थिरता को खतरे में डालने का आरोप लगाया। आपको विभिन्न पक्षों से ज्ञापन मिले, जिनमें विभिन्न हितधारकों के हितों का हवाला देते हुए, आपसे नोटिस वापस लेने और कठोर कदम न उठाने का आग्रह किया गया। इसके अतिरिक्त, आपको गुमनाम धमकियाँ भी मिलने लगीं, जिनका उद्देश्य आपको अपना फैसला बदलने के लिए मजबूर करना था। दूसरी ओर, आपके कई सहयोगियों ने आपके रुख का समर्थन किया और आपको व्यापक जनहित में कार्य करने के लिए प्रोत्साहित किया। कई स्थानीय गैर सरकारी संगठनों और पर्यावरण समूहों ने आपके कदमों का समर्थन किया और प्रदूषणकारी इकाइयों को तुरंत बंद करने की माँग की।

a. दी गई परिस्थितियों में आपके पास क्या विकल्प उपलब्ध हैं?

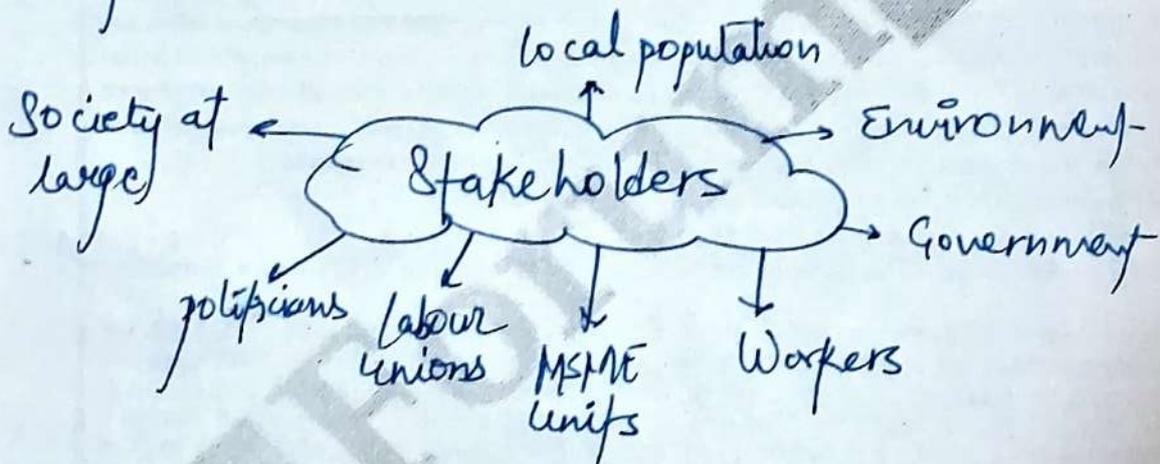
b. आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।

c. आपके सामने कौन सी नैतिक दुविधाएँ हैं?

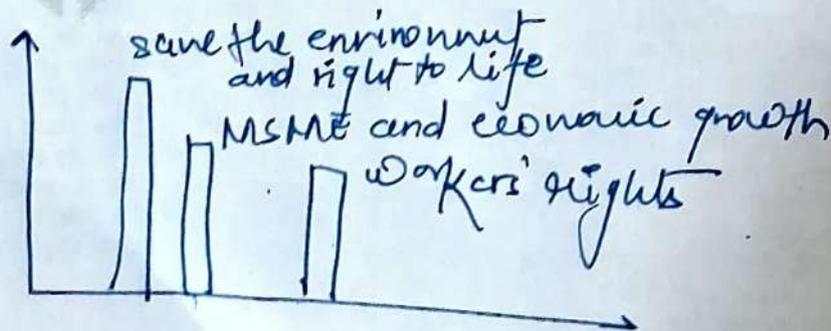
(20 अंक, 250 शब्द)

The right to live under Pollution free environment is part of Article 21 of the constitution (MC Mehta case).

The case highlights the ethical dilemma of uphold the right (above mentioned) under Art. 21 over the rights of migrants, workers and MSMEs.



Priorities



Ans (a), (b) Options available

1) Stop the production of the polluting units

Merits

- Stop the pollution
- Uphold right to life.

Demerits

- Economic growth hampered
- * Workers' jobs are endangered

2) Inspection of Industrial Units
Under NCAP (National Clean Air Action Plan)
 and take actions accordingly

Merits

- Professional integrity upheld
- Doctrine of due process and polluter pays principle upheld.

Demerits

- Workers' jobs are endangered

3) Ensure closure of polluting industries and use local Self Help Groups and MGNREGS work to accommodate the workers if possible or communicate with the startups to provide jobs to them as per skill.

Merits

- Professional Integrity as a Karmayogi
- Deontology and Utilitarian principle upheld by ensuring no air pollution further.
- Compassion for the workers' rights
- Ecocentrism and Parens patriae (state as the guardian of environment)

Demerits

- Pressure from the local politicians
- Labour unions may not lead to this solution.

Ans (c)

Ethical dilemmas
faced by me →

1) Eco centrisms vs Ethno centrisms and human centrisms

↳ Protection of air over workers rights.

2) Trusteeship Principle vs Right to livelihood of workers.

3) Sustainable development vs Fast paced inclusive growth
through MSME units.

4) Persuading workers to leave the job vs allowing them and ignoring the incident

5) Interests of population affected by pollution vs Interests of factory workers.

6) Political pressure vs personal safety.
They must be handled to ensure good governance.

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			