

TEST CODE 8 1 4 4 2 8

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

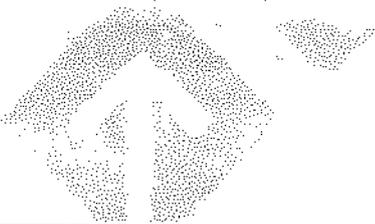
Name Of Candidate परीक्षार्थी का नाम	Ayush Pathak		
Roll No./अनुक्रमांक	1910091577	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1901	Date/दिनांक	10/0/25

*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 checked="" 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		
			ECN CODE/ ईसीएन कोड :	EG/ईजी :	Evaluation Date/ मूल्यांकन तिथि :
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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) The increasing use of digital surveillance technologies for maintaining law and order is a debatable issue. Critically examine the statement from the ethical point of view. (10 marks, 150 words)

कानून और व्यवस्था बनाए रखने के लिए डिजिटल निगरानी तकनीकों का बढ़ता उपयोग एक बहस का मुद्दा है। नैतिकता के परिप्रेक्ष्य में इस कथन का आलोचनात्मक परीक्षण करें। (10 अंक, 150 शब्द)

George Orwell in '1984' book mentioned the term 'The Big Brother is watching'. Digital surveillance also raises ethical issues for people.

Digital surveillance for law and order } → facial recognition technology
→ Use of Pegasus spyware
→ CCTV cameras etc.

Ethical issues with digital surveillance

① Threat to Privacy of Individual against (Art 21) → Right to Privacy (Puttaswamy Judgement)

② Goes against State's Public trust doctrine
eg → Use of spyware against journalists (case of Pegasus)

③ Breach Social contract by infiltrating private spaces.

eg → Right to public places and surveillance used in private affairs.
(Biometric Identification)

④ Creation of surveillance state through usage of a panopticon
(Bentham)

⑤ Inadequate social capital and trust among people towards the government.

However, It is necessary in certain cases.

① Identification of beneficiaries

↳ Aadhar data for PDS

② Security of Critical Infrastructure

eg → Entry in Rashtrapati Bhawan.

③ Threat from terrorists etc.

eg → Need monitoring for identification

Therefore, a golden mean to be used in employing such technologies weighing both functions and dysfunctions.

Feedback

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TOTAL MARKS			



b) Knowledge and skills are important, but they must be grounded in ethical principles for true success. In this context, discuss the importance of ethics in education and the role of educational institutions in imparting ethical values. (10 marks, 150 words)

ज्ञान और कौशल महत्वपूर्ण हैं, लेकिन सच्ची सफलता के लिए उन्हें नैतिक सिद्धांतों पर आधारित होना चाहिए। इस संदर्भ में, शिक्षा में नैतिकता के महत्व और नैतिक मूल्यों को प्रदान करने में शैक्षणिक संस्थानों की भूमिका पर चर्चा करें।

(10 अंक, 150 शब्द)

"Vidya dadati Vinayam,
Vinayat yati Patratat" - Gita

The values of humility and other ethical traits are very essential for character development all done through education.

Importance of ethics in Education →

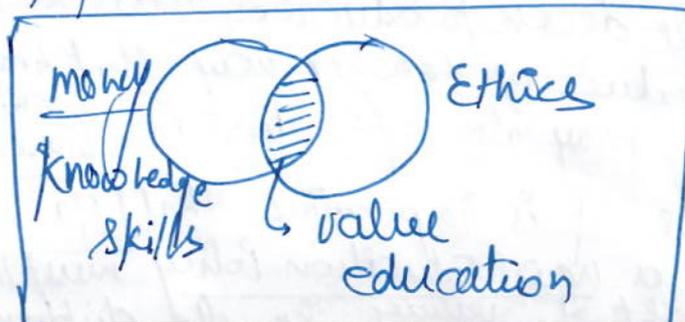
① Ensure Commerce with morality

eg → Ratan Tata, Azim Premji donated 1000cr during COVID-19

② Agents of social change and mobility

eg → Skills, knowledge along with ethics lead to just transition along with professional success.

③



- ④ Promoting social capital
eg)↳ CSR done by good ethically educated people.
- ⑤ Removal of bias and value of equality
eg)→ Gender sensitive education, Japan

Role of Educational Institutions →

- ⑥ Classical conditioning → Instilling discipline, values of team work and equality
eg)→ eating together, sitting together, wearing same dress.
- ⑦ Gender and caste sensitivity
↳ Indicated through activities.
- ⑧ Value Education through textbooks, allegories, teachers etc.

However, challenges exists in this inculturation

- ↳ Inadequate access to Education to all sections
- ↳ Biased values of teacher may affect training of children
- ↳ Textbooks may also be fact devoid or biased.

Therefore, it is imperative that Nai Taalim and a new Education Policy must instill right set of values in the children.

Feedback

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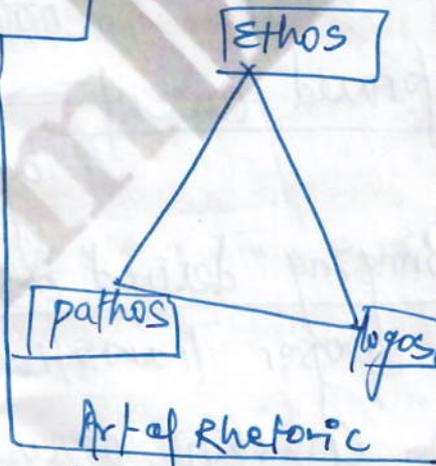
Q.2) a) How does persuasion help achieve a desired change in attitude? What are the elements of an effective persuasive approach? (10 marks, 150 words)

अनुनयन, मनोवृत्ति में वांछित परिवर्तन प्राप्त करने में कैसे मदद करता है? एक प्रभावी अनुनयन मनोवृत्ति के तत्वों का उल्लेख कीजिए? (10 अंक, 150 शब्द)

Persuasion refers to a deliberate attempt to change attitude towards some object or person.

Ways to change attitude

Aristotle defined in Art of Rhetoric



① **Ethos** - through charismatic appeal

eg → Amitabh Bachchan's voice used for polio campaign - do boondh Zindagi ki.

② **Logos** → Through logic and expert opinion.

eg → Doctors during COVID-19 briefing
Army daily briefings during Operation Sindoor to break rumours.

③ Pathos → Through appeal to the emotions of the people.
 (eg) Bollywood movies - dialogues or slogans for patriotism (National Anthem)

Elements of effective persuasion approach

- ① Voluntary → It should not be coercive in nature.
- ② Informed consent → of the individual by giving all information.
- ③ Bringing desired outcome → like proper transition of thought process
 (eg) Gandhiji persuading masses for struggle of freedom.
- ④ Leading by own example
 'Be the change you want to see in the world'. (Mahatma Gandhi)

These methods can lead to change in attitude however, it must be towards ethical ends and not selfish motives.

Feedback

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b) While scientific research drives technological progress and societal development, its funding often raises ethical questions. What ethical concerns arise from corporate sponsorship of scientific research, and how can these be addressed? (10 marks, 150 words)

जबकि वैज्ञानिक अनुसंधान तकनीकी प्रगति और सामाजिक विकास को आगे बढ़ाता है, लेकिन इसके वित्तपोषण से अक्सर नैतिक प्रश्न उठते हैं। वैज्ञानिक अनुसंधान के कॉर्पोरेट प्रायोजन से कौन से नैतिक मुद्दे उत्पन्न होते हैं, और इनका समाधान कैसे किया जा सकता है? (10 अंक, 150 शब्द)

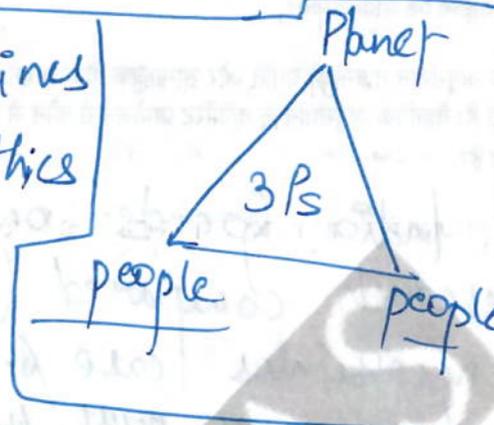
India spends only 0.69% of GDP on research compared to 4% by Korea. This necessitates case for private funding but ethical concerns must be adequately addressed.

Ethical concerns from Corporate sponsorship

- ① Partisan research driven by Profit motives.
- ② Commerce without morality → funding defense or nuclear technology for selfish purposes
- ③ Doctrine of Public Welfare
↳ private sector driven by intellectual property claims. reduced access to public
- ④ Corporate greed focusing only on certain areas of research.
↳ Greenwashing incidents through masking pollution, showing green products - misuse of technology.

To address these concerns →

- ① Triple bottom lines of corporate ethics to be followed.
- ② Ethics of care towards community and environment
eg → BRSR reporting and ESG following.
- ③ Commerce without morality
eg → funding for medical research.
- ④ Public trust doctrine
↳ funding towards social welfare
eg → Ban on robot for manual scavenging.
- ⑤ CSR guidelines towards spending on R&D.



All these will ensure compassionate capitalism and ensure sustainable research.

Best practice → TIFR/TISS research funding by Tata group.

Feedback
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Q.3) Given below are 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) "Where do the evils like corruption arise from? It comes from the never-ending greed. The fight for corruption-free ethical society will have to be fought against this greed and replace it with 'what can I give' spirit." - A.P.J. Abdul Kalam (10 marks, 150 words)

"भ्रष्टाचार जैसी बुराइयाँ कहाँ से आती हैं? यह कभी न खत्म होने वाले लालच से आती है। भ्रष्टाचार मुक्त नैतिक समाज के लिए लड़ाई इस लालच के खिलाफ लड़ी जानी चाहिए और इसकी जगह 'मैं क्या दे सकता हूँ' जैसी भावना लानी चाहिए। - "एपीजे अब्दुल कलाम (10 अंक, 150 शब्द)

The quote highlights shunning greed with 'giving' spirit in line with avoiding commerce without morality and wealth without work by Gandhiji.

fight against corruption - fight against greed

① Earth has enough for everyone's needs, but not everyone's greed - Gandhi

② Value education → to inculcate values of selflessness.

eg → Karna went away kavacha and kurdala despite threat to life.

③ Moral Integrity at the forefront of actions and behaviour.
 eg → CR activities - Bill and Melinda Gates foundation

④ Trusteeship principle → Nothing can be owned, we all are just trustees.

Challenges in adopting the giving attitude

- Selfish Individuality
- heartless capitalism (Profit driven)
- Corruption of mind
- Some level of self benefit is required for personal sustenance.

However, 'the giving spirit' must be inculcated through value education and constant actions. As Aristotle wrote →
 "Virtue is not a destination but a habit of continuously doing good things."

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b) "The greatest glory in living lies not in never failing, but in rising every time we fail." - Nelson Mandela
(10 marks, 150 words)

"जीवन जीने का सबसे बड़ा गौरव कभी असफल न होने में नहीं है, बल्कि हर बार असफल होने पर उठ खड़े होने में है। -"
नेल्सन मंडेला (10 अंक, 150 शब्द)

The quote highlights the
quality of perseverance.

Inevitability of falling →

"pain is permanent. suffering is optional."

① suffering and setbacks are common
in life.

⊙ → failure in exams, job loss etc.

② No one can avoid the falling

⊙ → Even Lord Ram failed to protect
Sita initially when Ravana kidnapped her.

Rising after falling → like phoenix

③ Perseverence as a virtue

⊙ → Japan's rise after nuclear
attack.

④ Constant self believe and hard work
 (eg) Michael Phelps winning 2 gold medals.

⑤ Avoiding negativities from life
 (eg) India's series draw against England at Oval.

However, it is not always easy to rise

- ① Lack of capacity → physical accidents etc.
- ② High scale poverty and lack of social capital.
- ③ Moral courage - lost after falling down.

However, in these very cases, it becomes imperative to again choose oneself and do hard work to bounce back. As it is said,

Koshish karne walo ki, kabhi haar nahi hoti
 (Those who keep trying are never lost)

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c) "Your goodness is an impediment in your way, so let your eyes be red with anger, and try to fight the injustice with a firm hand." - Sardar Patel (10 marks, 150 words)

"आपकी अच्छाई आपके मार्ग में बाधा बन रही है, इसलिए अपनी आंखों को क्रोध से लाल होने दे और अन्याय के खिलाफ मजबूती से लड़ने का प्रयास करें।" - सरदार पटेल (10 अंक, 150 शब्द)

The quote of Sardar Patel calls for fighting injustice in all its shapes and forms.

fighting injustices →

- ① Collective action against British
↳ led to freedom for India.
- ② Injustices against women
↳ fought during suffragette movement in Europe
- ③ Injustices against peasants
↳ fought by Telangana and Tebhaga movements.
- ④ Injustices against racism/blacks
↳ Black lines matter.

Why goodness is impediment

“Staying mute in the crisis of morality is as bad as perpetuating it.”

Therefore, it is necessary to fight injustice →

- ① To ensure social mobility of the marginalised (eg → dalits - Reservation)
- ② To ensure social contract and protect of human rights.
(eg → Anti Apartheid movement)
- ③ To fight corruption in public life.
(eg → Jan lokpal andolan)

Through the oppressor fight against opposition, but courage of conviction and collegiality leads to social revolutions as was seen during French revolution

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Q.4) a) What do you understand by the term "Conflict of Interest"? How does it manifest in the decision making by public servants? In what ways can it be minimized? (10 marks, 150 words)

आप "हितों के टकराव" शब्द से क्या समझते हैं? यह लोक सेवकों द्वारा निर्णय लेने में कैसे प्रकट होता है? इसे किन तरीकों से कम किया जा सकता है? (10 अंक, 150 शब्द)

Conflict of Interest refers to having two opposing interests i.e. clash of public interest with private interest.
(eg) → A Judge hearing or adjudicating his own case.

Conflict of Interest manifests in decisions of public servants as →

- ① Favouritism → in tender allocation or identification of beneficiaries
- ② Selectivity → In benefit a particular community
(eg) → own caste affecting partisan activities towards those people
- ③ Ethics of private life
(eg) → Corruption to promote public luxuries.

④ Accepting gifts - Conduct Rules 1964 caution against accepting gifts.

⑤ Conflict in values and action in public vs private life.

eg → (Prohibiting dowry) but (taking it for others) (in adv wedding)

Ways to minimize conflict of interest-

- ① Reveal the conflict of interest
- ② Reduce Involvement
- ③ Reintroduce third party
- ④ Relinquish the involvement completely through
- ⑤ Relinquish the private interest / refusal.
- ⑥ Resign from the job.

Ultimately, the Mission Karmayogi envisages a coherent working by civil servants in line with conduct Rules 1964 and values of impartiality and integrity.

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b) "In post-conflict rehabilitation, the pursuit of justice must be balanced with the need for reconciliation."
Examine this statement in the context of addressing ethnic violence. (10 marks, 150 words)

"संघर्ष पश्चात् पुनर्वास में, न्याय की खोज को सुलह की आवश्यकता के साथ संतुलित किया जाना चाहिए।" नृजातीय हिंसा को संबोधित करने के संदर्भ में इस कथन का परीक्षण करें। (10 अंक, 150 शब्द)

The case of Rohingyas being flown out of Myanmar calls for ethical and just rehabilitations of those people.

Pursuit of justice + Need for rehabilitation

- ① Sustainable living of refugees
↳ housing, water, shelter (basic human rights)
- ② Public trust - doctrine be upheld
↳ people have some inalienable natural right to life.
eg → Gaza refugees in Europe, middle East.
- ③ Long term sustainable solution
eg → Refugees create issues for adequate jobs, education for the native population.

- ④ Ethics of Care (Carol Gilligan)
 - ↳ the rights of women and children be upheld.
 - eg → food shortages in Gaza.
 - ↳ Manipur women sexual harassment issues.
- ⑤ Social contract towards own population
 - ↳ to give quality, affordable education and social security.
- ⑥ Balancing global justice regime and role of the UN
 - ↳ to manage the crisis and solve
 - eg → UNHRC to repatriate the refugees
- ⑦ Adequate provision of Compassionate capitalism
 - eg → provision of medicines for children in Gaza.

Thus, it is rightly said that Compassion is a language which the deaf can hear and even a blind can see.

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TOTAL MARKS			



Q.5) a) In the ever-evolving landscape of academic institutions, administrators must not only manage academic issues but also emotional and interpersonal dynamics. In this context, discuss the significance of emotionally intelligent administrators in higher education. (10 marks, 150 words)

शैक्षणिक संस्थानों के निरंतर विकसित होते परिदृश्य में, प्रशासकों को न केवल शैक्षणिक मुद्दों बल्कि भावनात्मक और पारस्परिक गतिशीलता का भी प्रबंधन करना चाहिए। इस संदर्भ में, उच्च शिक्षा में भावनात्मक रूप से बुद्धिमान प्रशासकों के महत्व पर चर्चा करें। (10 अंक, 150 शब्द)

Emotional Intelligence as per Daniel Goleman is the ability to understand, acknowledge and manage emotions towards rational goals.

Significance of EI administrators in higher Education

- ① Balance skills with ethical development
↳ value inculcation through textbooks and discourses
- ② Avoiding the commerce without morality
by not creating more Moral Media and Viral rallies.
- ③ Textbooks and Curriculum to be devoid of biases against women or castes.
- ④ → Narratives of Ideological state apparatus.

4) funding Ethical research

eg → Medical vaccines, Space science with high social impact.

5) Women Empowerment through reducing the attrition rate in STEM

eg → 43% women STEM graduates but only 15% STEM jobs.

6) Managing interests of all stakeholders

However challenges remain

→ Pressure groups calling for change in Curriculum

→ Calling for higher funding

→ Private involvement and issue of affordability.

NEP'20, therefore calls for ethical and moral management of young minds towards heralding a morally upright future generation.

Feedback

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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			



b) "The recognition of the horrors of nuclear weapons should compel nations to move towards meaningful disarmament. However, geopolitical interests continue to hinder genuine progress in this direction. What are the ethical considerations of nuclear states to pursue global disarmament, and how can the international community balance security concerns with the moral imperative of a nuclear-free world?"

(10 marks, 150 words)

"परमाणु हथियारों की भयावहता की पहचान राष्ट्रों को सार्थक निरस्त्रीकरण की दिशा में आगे बढ़ने के लिए बाध्य करेगी। हालांकि, भू-राजनीतिक हित इस दिशा में वास्तविक प्रगति में बाधा डालते रहते हैं। वैश्विक निरस्त्रीकरण को आगे बढ़ाने के लिए परमाणु हथियारों से युक्त राज्यों के नैतिक विचार क्या हैं, और अंतर्राष्ट्रीय समुदाय परमाणु मुक्त विश्व की नैतिक अनिवार्यता के साथ सुरक्षा चिंताओं को कैसे संतुलित कर सकता है? (10 अंक, 150 शब्द)

Nuclear disarmament calls for giving up nuclear weapons as weapons of mass destruction for the world.

Ethical consideration →

① Non equitable Treaty

② → NPT calls for P5 nations retaining nuclear weapons.

③ Mutually assured destruction

↳ threat of being harmed.

④ Perceptions and lack of social capital and trust

↳ (other country might use) leads to no one disarming

④ Non state actors
 ↳ Pakistan nuclear weapons program may be on the hands of Army and jihadis.

Balancing security with moral imperative

- ① Just NPT and disarmament by all or none.
- ② Calling for transparent treaty with interest all the members.

India's doctrine of No first Use against will for future nuclear disarmament talks and must be adhered to by all in morally upright manner.

Feedback
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Q.6) a) "Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development." Discuss the statement with examples.

(10 marks, 150 words)

"शासन में ईमानदारी एक कुशल और प्रभावी शासन प्रणाली और सामाजिक-आर्थिक विकास के लिए एक अनिवार्य और महत्वपूर्ण आवश्यकता है।" उदाहरणों के साथ इस कथन पर चर्चा करें। (10 अंक, 150 शब्द)

Probity refers to the quality of being incorruptible and avoiding conflict of interest while ensuring dedication to public service.



① Socio-economic development

↳ Gender justice

↳ MGNREGS workers getting paid on time.

↳ Class mobility

↳ Efficient service delivery (DBT)

↳ Child development

② → MS Smita Sabharwal
Amra Lalang campaign for better child nutrition.

Effective governance

④ Corruption to be ended
↳ PN Seshan as EC

⑤ Adopting best practices of efficient service delivery

⑥ → U Sagayam → Asset disclosure for transparency.
Efficiency in work

↳ IAS B Manjunath - Deoghar MP highlighting e-commerce for local SMEs.

These along with adherence to

Mission Karmayogi guidelines would lead to robust and ethical good governance regime.

Feedback

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Please put tick marks in the above table.			
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TOTAL MARKS			



b) How can responsible and informed social media use be nurtured among children to make the internet a safer space for them? (10 marks, 150 words)

बच्चों के बीच सोशल मीडिया के जिम्मेदार और सूचित उपयोग को कैसे बढ़ावा दिया जा सकता है ताकि इंटरनेट उनके लिए अधिक सुरक्षित स्थान बन सके? (10 अंक, 150 शब्द)

The recent term of 'brain rot' being the word of the year highlights needs for ethical management of social media.

Need for responsible and informed social media

- ① false news, biases in reporting
- ② Rumour formation (eg) Blue whale
- ③ Mental health issues Challenges away children
(eg) Instagram likes - driver of self-worth.

To address this → way forward

- ① Commerce with morality
social media intermediaries to ensure adequate parental control

② Doctrine of legality and Parents
Paternal

eg → It rules and state laws to protect children.

③ Value education on the lines of women empowerment

④ Trust and compassion among children through parenting.

⑤ Operant conditioning through punishment of bad behaviour etc.

⑥ Role modelling by parents

This will ensure better management of the children's mind and content usage at social media.

Feedback

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



Section - B

Q.7) Arushi is a young IPS officer known for her competence, integrity, and relentless dedication to challenging tasks. Recognizing her excellent track record, her superiors have chosen her to handle a sensitive assignment in a tribal-dominated district notorious for illegal bauxite mining. Here, the mafia mines bauxite from mineral-rich lands, transports it by truck, and sells it on the black market. This illegal operation thrives with the support of certain local officials and tribal musclemen who intimidate the local population and bribe select poor tribals to maintain control and silence.

Upon assuming the new role, Arushi quickly grasps the ground realities and identifies the mafia's modus operandi, characterized by a series of devious tactics. Her inquiries reveal that several employees in her office are colluding with the mafia, forming an unholy nexus that enables these illegal operations. Determined to dismantle this network, she initiates strict actions, including raids on trucks transporting illegally mined bauxite. These actions significantly disrupt the mafia's operations, unsettling criminals unaccustomed to such resistance. Some office employees allegedly allied with the mafia inform the criminals of her determination to dismantle their operations, posing a serious threat to their profits. In response, the mafia adopts a counter-offensive strategy. Tribal strongmen and mafia operatives begin issuing direct threats to her, warning of severe consequences if the raids continue. Her family (husband and elderly mother) are stalked and placed under virtual surveillance, causing mental anguish and stress for them all. Matters assume serious proportions when a muscleman appears in her office and threatens that if she does not halt raids, etc., she will suffer the same fate as a predecessor officer who was killed by the mafia a decade earlier.

- Discuss the ethical issues involved in this case.
- Identify and evaluate the different options available to Arushi under the given situation.
- Which option would she adopt and why? (20 marks, 250 words)

आरुषि एक युवा IPS अधिकारी हैं जो अपनी योग्यता, ईमानदारी और चुनौतीपूर्ण कार्यों के प्रति अथक समर्पण के लिए जानी जाती हैं। उनके बेहतरीन ट्रैक रिकॉर्ड को देखते हुए, उनके वरिष्ठों ने उन्हें अवैध बॉक्साइट खनन के लिए कुख्यात आदिवासी बहुल जिले में एक संवेदनशील कार्य को संभालने के लिए चुना है। यहाँ माफिया खनिज-समृद्ध भूमि से बॉक्साइट का खनन करते हैं, उसे ट्रक से ले जाते हैं और काले बाज़ार में बेचते हैं। यह अवैध काम कुछ स्थानीय अधिकारियों और आदिवासी बाहुबलियों के समर्थन से फलता-फूलता है जो स्थानीय आबादी को डराते हैं और नियंत्रण और चुप्पी बनाए रखने के लिए चुनिंदा गरीब आदिवासियों को रिश्वत देते हैं।

नई भूमिका संभालने के बाद, आरुषि जल्दी से जमीनी हकीकत को समझ जाती है और माफिया के काम करने के तरीके को पहचान लेती है, जिसमें कई तरह की कुटिल चालें शामिल हैं। उसकी पूछताछ से पता चलता है कि उसके कार्यालय के कई कर्मचारी माफिया के साथ मिलकर एक गठजोड़ बना रहे हैं, जो इन अवैध कार्यों को संभव बनाता है। इस नेटवर्क को खत्म करने के लिए दृढ़ संकल्पित होकर, वह सख्त कार्रवाई शुरू करती है, जिसमें अवैध रूप से खनन किए गए बॉक्साइट को ले जाने वाले ट्रकों पर छापे शामिल हैं। ये कार्रवाइयाँ माफिया के संचालन को काफी हद तक बाधित करती हैं, जिससे ऐसे प्रतिरोध के अभ्यस्त न होने वाले अपराधी परेशान हो जाते हैं। माफिया के साथ कथित रूप से जुड़े कुछ कार्यालय कर्मचारी अपराधियों को उनके संचालन को खत्म करने के उसके दृढ़ संकल्प के बारे में सूचित करते हैं, जिससे उनके मुनाफे को गंभीर खतरा पैदा होता है। जवाब में, माफिया एक जवाबी आक्रामक रणनीति अपनाता है। आदिवासी ताकतवर और माफिया के गुर्गों ने उसे सीधे धमकियाँ देना शुरू कर दिया, अगर छापे जारी रहे तो गंभीर परिणाम भुगतने की चेतावनी दी। उसके परिवार (पति और बुजुर्ग माँ) का पीछा किया जाता है और उन्हें आभासी निगरानी में रखा जाता है, जिससे उन सभी को मानसिक पीड़ा और तनाव होता है। मामला तब गंभीर हो जाता है जब एक दबंग व्यक्ति उसके कार्यालय में आता है और धमकी देता है कि यदि उसने छापेमारी आदि बंद नहीं की तो उसका भी वही हथ्र होगा जो एक पूर्ववर्ती अधिकारी का हुआ था, जिसे एक दशक पहले माफिया ने मार डाला था।

- इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- दी गई स्थिति में आरुषि के लिए उपलब्ध विभिन्न विकल्पों की पहचान करें और उनका मूल्यांकन करें।
- वह कौन सा विकल्प अपनाएगी और क्यों? (20 अंक, 250 शब्द)

The Vohra committee had highlighted the unholy nexus of criminals - politicians - bureaucrats hampering the prospects of good governance. The case highlights this nexus before ARUSHI who has to uphold her integrity.

Answer (a) →

ethical issues involved in the case

① Collusive corruption

↳ Office employees, tribal strongmen and mafia working together.

② Threat to Professional Integrity

↳ Arushi has to maintain her duty against threat to family and own life.

3. Emotional Intelligence
to be used to manage the tough
situation of fight against mafia
(eg) → Durga Shakti Nagpal (IAS) against
Sard mafia case.
4. Ensure social justice and equitable
service delivery
(eg) → Providing welfare of tribal population
5. Social Contract and duty towards
welfare of the local people
6. Nishkama karmayoga to be upheld
during unflinching dedication without
fear of favours.
7. Ethics of Care → towards
the duty (Kantian ethics) by
setting the right deference.

Answer (b)

Options available

① Do not take any action against the mafia

Merits

- Safety of life
- duty towards family upheld

Demerits

- Against professional integrity
- loss of social contract
- Against maximum good (Utilitarian)

② Adequately generate evidences and create report of the collusion and have written communication with superior

Merits

- due process followed as per conduct Rules 1964
- professional integrity upheld.
- in line with Kant's deontological

Demerits

- Threat to personal life
- ③ → Sabyendra dubc case → murdered by mafia.

Answer (C) Option to be adopted

ARUSHI should opt Option 2 with slight modifications →

- ① Proper Report has to be made.
- ② Ensure the culprits are put to action through law.
- ③ Setting vigilance department and corruption guidelines and Grievance redressal mechanisms.
- ④ Toll free anti corruption number by IAS Prakash Kaur for anti corruption.
- ⑤ set a good long term deterrence.

Justification → ① Social contract is upheld as liberal rights protected.

- ② Mission Karmayogi calls for ethical reform
- ③ Utilitarian and deontological upheld
- ④ Virtue of justice (Plato) is upheld by ARUSHI

Thus it is rightly said, "the implementers of constitution should be good for till working"
- Arbedkar

Feedback

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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			



Q.8) The Siang Upper Multipurpose Project (SUMP) is proposed on a river in a northeastern state of India, a recognized biodiversity hotspot. Covered in dense forests, this region harbors a rich diversity of flora and fauna, including numerous endemic species. Although sparsely populated, the region's communities have livelihoods and cultural practices deeply intertwined with the natural landscape. Its ecological wealth has been preserved over the years due to its environmental significance and cultural heritage. Additionally, the Upper Siang basin holds immense strategic importance due to its proximity to international borders, offering potential leverage in regional security and resource management.

The SUMP aims to harness the river's energy for economic growth, proposing infrastructure that includes an 11,000 MW "mega dam," power stations, and transmission lines that could transform the state into a renewable energy hub. Proponents argue that the project will boost the state's economy through power generation, employment, and enhanced infrastructure while also helping meet the country's clean energy targets.

However, a local NGO has raised concerns about the ecological and social costs of SUMP. The project would require extensive forest clearance, which plays a crucial role in carbon sequestration. Additionally, experts warn that construction activities could disturb the region's delicate ecosystems. This may affect riverine biodiversity and increase the risk of soil erosion and sedimentation, with potential downstream effects on agriculture and water quality. Another major issue raised is the potential displacement and cultural impact on local communities. This could threaten their subsistence-based livelihoods and disrupt their way of life. Critics also highlight that the project may contradict India's commitments to sustainable development.

Despite these concerns, supporters of the project argue that SUMP's strategic importance and clean energy potential cannot be ignored. Moreover, they emphasize the project's strategic location, which would strengthen energy security, reduce regional inequalities, and contribute to the country's long-term development goals. They argue that amidst rising energy demands, the country cannot afford to forgo such an opportunity, especially given the presence of hydroelectric projects across borders that could shift regional control over water resources.

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

(b) In your opinion, which should take priority between development and conservation, and why?

(20 marks, 250 words)

सियांग अपर बहुउद्देशीय परियोजना (SUMP) भारत के एक पूर्वोत्तर राज्य, जो एक मान्यता प्राप्त जैव विविधता हॉटस्पॉट है, की एक नदी पर प्रस्तावित है। घने जंगलों से आच्छादित, यह क्षेत्र वनस्पतियों और जीवों की समृद्ध विविधता का केंद्र है, जिसमें कई स्थानिक प्रजातियाँ शामिल हैं। हालाँकि यहाँ की आबादी विरल है, फिर भी इस क्षेत्र के समुदायों की आजीविका और सांस्कृतिक प्रथाएँ प्राकृतिक परिदृश्य के साथ गहराई से जुड़ी हुई हैं। इसकी पारिस्थितिक संपदा अपने पर्यावरणीय महत्व और सांस्कृतिक विरासत के कारण वर्षों से संरक्षित रही है। इसके अतिरिक्त, अपर सियांग बेसिन अंतर्राष्ट्रीय सीमाओं से अपनी निकटता के कारण अत्यधिक सामरिक महत्व रखता है, जो क्षेत्रीय सुरक्षा और संसाधन प्रबंधन में संभावित लाभ प्रदान करता है।

SUMP का उद्देश्य नदी की ऊर्जा का आर्थिक विकास के लिए दोहन करना है, और इसके लिए 11,000 मेगावाट के "वृहद् बांध", बिजलीघरों और पारेषण लाइनों सहित बुनियादी ढाँचे का प्रस्ताव है जो राज्य को एक नवीकरणीय ऊर्जा केंद्र में बदल सकते हैं। समर्थकों का तर्क है कि यह परियोजना बिजली उत्पादन, रोज़गार और उन्नत बुनियादी ढाँचे के माध्यम से राज्य की अर्थव्यवस्था को बढ़ावा देगी और साथ ही देश के स्वच्छ ऊर्जा लक्ष्यों को पूरा करने में भी मदद करेगी।

SUMP की पारिस्थितिक और सामाजिक लागतों को लेकर चिंता जताई गई है। इस परियोजना के लिए व्यापक वन मंजूरी की आवश्यकता होगी, जो कार्बन पृथक्करण में महत्वपूर्ण भूमिका निभाती है। इसके अतिरिक्त, विशेषज्ञ चेतावनी देते हैं कि निर्माण गतिविधियाँ क्षेत्र के नाजुक पारिस्थितिक तंत्र को प्रभावित कर सकती हैं। इससे नदी की जैव विविधता प्रभावित हो सकती है और मृदा अपरदन और अवसादन का खतरा बढ़ सकता है, जिसका कृषि और जल गुणवत्ता पर संभावित प्रभाव पड़ सकता है। उठाया गया एक अन्य प्रमुख मुद्दा स्थानीय समुदायों पर संभावित विस्थापन और सांस्कृतिक प्रभाव है। इससे उनकी जीविका-आधारित आजीविका को खतरा हो सकता है और उनकी जीवन शैली बाधित हो सकती है। आलोचक यह भी रेखांकित करते हैं कि यह परियोजना भारत की सतत विकास प्रतिबद्धताओं के विपरीत हो सकती है।



इन चिंताओं के बावजूद, परियोजना के समर्थकों का तर्क है कि SUMP के रणनीतिक महत्व और स्वच्छ ऊर्जा क्षमता को नज़रअंदाज़ नहीं किया जा सकता। इसके अलावा, वे परियोजना की रणनीतिक स्थिति पर बल देते हैं, जो ऊर्जा सुरक्षा को मज़बूत करेगी, क्षेत्रीय असमानताओं को कम करेगी और देश के दीर्घकालिक विकास लक्ष्यों में योगदान देगी। उनका तर्क है कि बढ़ती ऊर्जा माँगों के बीच, देश इस अवसर को हाथ से जाने नहीं दे सकता, खासकर सीमा पार मौजूद जलविद्युत परियोजनाओं को देखते हुए, जो जल संसाधनों पर क्षेत्रीय नियंत्रण को स्थानांतरित कर सकती हैं।

(a) उपर्युक्त परिस्थिति में शामिल नैतिक मुद्दों का वर्णन कीजिए?

(b) आपकी राय में विकास और संरक्षण में से किसे प्राथमिकता दी जानी चाहिए और क्यों?

(20 अंक, 250 शब्द)

The Supreme Court is dehradun Quarrying case called for balancing conservation with developmental needs.

eg → Verdict is Charidham road widening project also highlighted the debate of environment vs National security.

stakeholders

↓ stakeholders

Interests

① Tribals	→ Environment, livelihood, development
② local NGO	→ Environmental conservation
③ Supporters of project	→ Completion of Project
④ Government	balance conservation with development

Ans a → Ethical issues
Involved

① Eco-centrism vs human-centrism

↳ Project providing benefits for people may harm environment

② National security over conservation

↳ eg → North east being strategic place.

③ Doctrine of Trusteeship

↳ eg → state has a role to protect environment

④ Doctrine of social contract

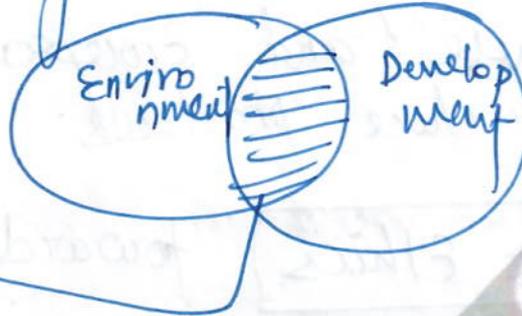
↳ eg → state's role for security of people.

⑤ Energy security vs Stewardship

↳ eg → Balance the two mandates of environment protection with infrastructure and energy security

Ans(b) Priority measure with Justification

① Real solution



② Both are responsibilities of government

eg → Sustainable development of Infrastructure → ESZ regulation

③ following mandate of Supreme Court verdict of Dehradun Quarrying case (balancing the two)

④ Environmental impact assessment is to be conducted transparently and fairly. To see the efficacy of the project.

⑤ In case of potential threat to lives
↳ the project to be either dropped

or done using better technologies.

(eg) Chinese and European conservation infrastructure practices.

⑥ **Care Ethics** towards both environment and people to be shown.

Justification →

⑦ **Utilitarian** philosophy would ask for option giving maximum benefits

⑧ **Deontology** and **professional integrity** would call for balancing environment with development

Therefore a proper sustainable code is needed for better development and also ensure **SDG 8, 13** i.e. sustainable development

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) Inside a busy city administration office, Joint Municipal Commissioner Keerthi, who also serves as the Public Information Officer (PIO), faces a challenging situation. Recently, an RTI application has been received, demanding details about public infrastructure projects initiated during her tenure. Upon reviewing the requested information, Keerthi discovers that certain decisions made regarding these projects were not entirely sound in hindsight. These decisions, although taken in good faith and after due diligence, failed to realize promised outcomes. There were other employees also who were party to this decision. The disclosure of this information could potentially lead to scrutiny and backlash against herself, the employees, and contractors involved. Known for her integrity and commitment to public service, Keerthi finds herself at a crossroads. The RTI Act has served as a critical check against administrative arbitrariness, ensuring transparency and accountability. However, she also observes a troubling trend. RTI applications are often used by vested interests and activists seeking personal gain rather than genuine public interest. Some activists even resort to threats or extortion tactics, undermining the integrity of the RTI process. She fears the requested RTI information could be similarly exploited. Moreover, the employees involved are requesting her to withhold the information. In navigating this situation, Keerthi weighs her options carefully.

(a) Critically examine the options available to Keerthi in the above situation.

(b) Which of the above would be the most appropriate for Keerthi and why? (20 marks, 250 words)

एक व्यस्त शहर प्रशासन कार्यालय के अंदर, संयुक्त नगर आयुक्त कीर्ति, जो सार्वजनिक सूचना अधिकारी (PIO) के रूप में भी काम करती हैं, एक चुनौतीपूर्ण स्थिति का सामना करती हैं। हाल ही में, एक RTI आवेदन प्राप्त हुआ है, जिसमें उनके कार्यकाल के दौरान शुरू की गई सार्वजनिक अवसंरचना परियोजनाओं के बारे में विवरण मांगा गया है। मांगी गई जानकारी की समीक्षा करने पर, कीर्ति को पता चलता है कि इन परियोजनाओं के संबंध में किए गए कुछ निर्णय पूरी तरह से सही नहीं थे। ये निर्णय, हालांकि सद्भावनापूर्वक और उचित परिश्रम के बाद लिए गए थे, लेकिन वादा किए गए परिणामों को प्राप्त करने में विफल रहे। इस निर्णय में अन्य कर्मचारी भी शामिल थे। इस जानकारी के प्रकटीकरण से संभावित रूप से उनके, कर्मचारियों और शामिल ठेकेदारों के खिलाफ जांच और प्रतिक्रिया हो सकती है। अपनी ईमानदारी और सार्वजनिक सेवा के प्रति प्रतिबद्धता के लिए जानी जाने वाली कीर्ति खुद को एक चौराहे पर पाती हैं। RTI अधिनियम ने प्रशासनिक मनमानी के खिलाफ एक महत्वपूर्ण जांच के रूप में काम किया है, जो पारदर्शिता और जवाबदेही सुनिश्चित करता है। हालांकि, वह एक परेशान करने वाली प्रवृत्ति भी देखती हैं। RTI आवेदनों का उपयोग अक्सर निहित स्वार्थों और कार्यकर्ताओं द्वारा वास्तविक सार्वजनिक हित के बजाय व्यक्तिगत लाभ के लिए किया जाता है। कुछ कार्यकर्ता तो धमकी या जबरन वसूली की रणनीति का भी सहारा लेते हैं, जिससे आरटीआई प्रक्रिया की सत्यनिष्ठा को नुकसान पहुंचता है। उन्हें डर है कि मांगी गई आरटीआई जानकारी का भी इसी तरह से फायदा उठाया जा सकता है। इसके अलावा, इसमें शामिल कर्मचारी उनसे जानकारी छिपाने का अनुरोध कर रहे हैं। इस स्थिति से निपटने के लिए, कीर्ति अपने विकल्पों पर सावधानीपूर्वक विचार कर रही हैं।

(a) उपर्युक्त स्थिति में कीर्ति के लिए उपलब्ध विकल्पों की आलोचनात्मक जांच कीजिए।

(b) कौन सा विकल्प कीर्ति के लिए सबसे उपयुक्त होगा और क्यों?

(20 अंक, 250 शब्द)

*"Information is the currency
of a democracy."
- Thomas Jefferson*

The case highlights the issue of upholding Intellectual and professional Integrity from Keerthi (PIO) by RTI disclosure and ensure social welfare.

"Sunlight is the best disinfectant"

Answer - (a) —

Options available to Keerthi

① Decline the disclosure as she herself along with colleagues could be implicated

Merits

→ Safety of colleagues and own self

→ RTI can be motivated by vested interests

Demerits

→ Breach of professional integrity

→ No transparency

→ 'Right to Know' (Art-19) is breached

② Addresses the content of the RTI application and after verification of claims disclose all the relevant information without favour to anyone

Merits	demerits
→ Upholds professional integrity	→ own implication and loss of job
→ allows due process	→ Colleagues may also be implicated.
→ social contract and transparency upheld	

Answer (b)

The most appropriate option for peerthi

① Option 2 along with certain modifications be used

- ① As a PIO, she must disclose the information.
- ② Be ready for any inquiry as the due process was followed.
- ③ Outcomes are not always realized in policies.
eg → Cost overruns in NHAI projects.
- ④ Set an example by coming across and create a culture of transparency in the office.

Justification →

- ① Justice must not only be done, but also be seen to be done.
— Lord Acton
- ② This will uphold transparency and legitimacy of the RTI Act.
- ③ Social contract towards the people is fulfilled.
- ④ Right to Information as (Art 19, 21) is upheld.
- ⑤ The action is in line with Utilitarianism (maximum good) and Kantian "Categorical Imperatives".

— Thus it is rightly said,

"RTI is the masterkey to good governance."
— ARCI

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) Littering at popular tourist destinations has become a significant environmental and ethical concern in India. A recent incident highlighted this issue when tourists were observed throwing tissue papers and a cake box on the road after celebrating a birthday. When a local politely requested them to use a nearby dustbin just 5 feet away, the tourists dismissed the appeal, claiming no dustbin was available. The situation escalated when their driver threw a plastic bag into the adjacent valley.

Public reactions to the incident were divided. Some individuals commended the intervention as an effort to promote civic responsibility, emphasizing the need to protect fragile ecosystems like hill stations. Many argued that tourists must adhere to basic environmental ethics and that public spaces are a shared responsibility. Critics also highlighted the broader implications of such irresponsible behavior on the environment and local livelihoods.

On the other hand, the tourists involved accused those intervening of interfering in their personal affairs, claiming their privacy was being violated. The argument that the tourists were being publicly shamed through the viral video added another layer to the ethical debate. Many questioned whether posting such incidents online, even for a social cause, was appropriate or necessary.

The debate continues, with one side emphasizing the collective responsibility to preserve public spaces and the environment, while the other raises concerns about individual privacy and autonomy.

- What are the ethical concerns associated with tourists littering at public destinations?
- How can ethical tourism practices be integrated into policies to address issues like littering at tourist destinations?
- Suggest a course of action that balances environmental responsibility and individual rights. Justify your answer. (20 marks, 250 words)

भारत में लोकप्रिय पर्यटन स्थलों पर कूड़ा फेंकना एक महत्वपूर्ण पर्यावरणीय और नैतिक चिंता बन गया है। हाल ही में एक घटना ने इस मुद्दे को उजागर किया जब पर्यटकों की जन्मदिन मनाते के बाद सड़क पर टिश्यू पेपर और केक का डिब्बा फेंकते हुए देखा गया। जब एक स्थानीय व्यक्ति ने विनम्रतापूर्वक उनसे 5 फीट की दूरी पर स्थित पास के कूड़ेदान का उपयोग करने का अनुरोध किया, तो पर्यटकों ने यह कहते हुए अपील को खारिज कर दिया कि कोई कूड़ेदान उपलब्ध नहीं है। स्थिति तब और बिगड़ गई जब उनके ड्राइवर ने बगल की घाटी में एक प्लास्टिक बैग फेंक दिया।

इस घटना पर लोगों की प्रतिक्रियाएँ विभाजित थीं। कुछ लोगों ने नागरिक जिम्मेदारी को बढ़ावा देने के प्रयास के रूप में हस्तक्षेप की सराहना की, जिसमें हिल स्टेशनों जैसे नाजूक पारिस्थितिकी तंत्रों की रक्षा करने की आवश्यकता पर जोर दिया गया। कई लोगों ने तर्क दिया कि पर्यटकों को बुनियादी पर्यावरणीय नैतिकता का पालन करना चाहिए और सार्वजनिक स्थान एक साझा जिम्मेदारी हैं। आलोचकों ने पर्यावरण और स्थानीय आजीविका पर इस तरह के गैर-जिम्मेदार व्यवहार के व्यापक प्रभावों पर भी प्रकाश डाला।

दूसरी ओर, शामिल पर्यटकों ने हस्तक्षेप करने वालों पर उनके निजी मामलों में हस्तक्षेप करने का आरोप लगाया, उनका दावा है कि उनकी निजता का उल्लंघन किया जा रहा है। यह तर्क कि वायरल वीडियो के जरिए पर्यटकों को सार्वजनिक रूप से शर्मिंदा किया जा रहा है, ने नैतिक बहस को एक और स्तर पर ला खड़ा किया। कई लोगों ने सवाल उठाया कि क्या ऐसी घटनाओं को ऑनलाइन पोस्ट करना, चाहे वह सामाजिक उद्देश्य के लिए ही क्यों न हो, उचित या आवश्यक था।

यह बहस जारी है कि एक पक्ष सार्वजनिक स्थानों और पर्यावरण को संरक्षित करने की सामूहिक जिम्मेदारी पर जोर दे रहा है, जबकि दूसरा पक्ष व्यक्तिगत गोपनीयता और स्वायत्तता के बारे में चिंता जता रहा है।

- सार्वजनिक स्थलों पर पर्यटकों द्वारा कूड़ा-कचरा फेंकने से जुड़ी नैतिक चिंताएँ क्या हैं?
- पर्यटन स्थलों पर कूड़ा-कचरा फेंकने जैसी समस्याओं से निपटने के लिए नीतियों में नैतिक पर्यटन प्रथाओं को कैसे एकीकृत किया जा सकता है?
- पर्यावरणीय जिम्मेदारी और व्यक्तिगत अधिकारों के बीच संतुलन बनाने वाली कार्यवाही का सुझाव दें। अपने उत्तर का औचित्य सिद्ध करें। (20 अंक, 250 शब्द)

The doctrine of Stewardship calls for taking responsibility towards conservation of environment. Ethical and sustainable tourism is part of it.

eg → IAS Anil Lavasa - gave guidelines for tourist behaviour in Leh and Pangong Tso lake littering cases.

Ans a)

Ethical concerns with littering

① Breach of ecocentrism

↳ Janani Janmabhumi cha Swargya dapi garvya si

(environment is like mother, which is over and above than heaven)

② Trusteeship doctrine is breached

eg → Gandhiji highlighted use of natural resource on the trust of nature.

- ③ Accountability towards environment
↳ breached by the tourists.
- ④ Privacy breached by locals
↳ making videos by them.
- ⑤ Lack of adequate state actions
eg → sustainable tourism guidelines
to be adhered to and regulations
be made.
- ⑥ Sustainable development principle
to be adhered.
- ⑦ Polluter pays principle to be
adhered
eg → Tourists paying through
loss of dignity and ridiculing.

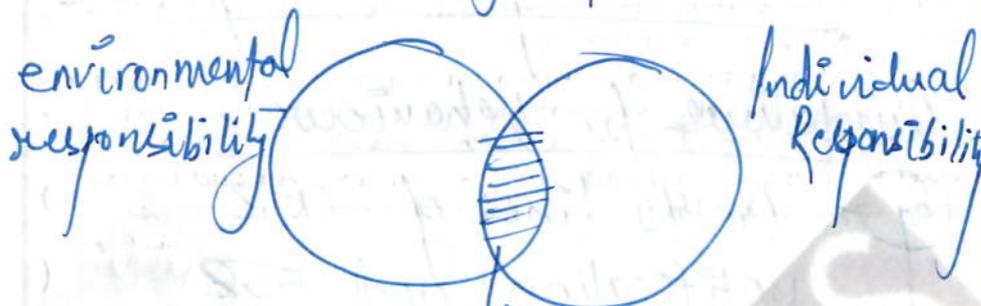
Ans (b)

ethical tourism practices
can be integrated into policies

- ① Guidelines for behaviour
(eg) → On the lines of CRZ notification and ESI notification
- ② A list of do's and don'ts
↳ with proper monitoring through CCTVs and local people.
- ③ Local people to not decide by themselves and reporting to police.
- ④ A volunteer force of Eco warriors
↳ upholding the guidelines.
(eg) → Ahliharasa created such a Squadron of people
- ⑤ Region specific and local consultation to be done while doing the integration and creation of guidelines.
- ⑥ Penalties for violation.

Ans (c)

Course of Action



- list of do's and don'ts to be communicated to tourists
- Ban usage of plastics / single use plastics in sensitive areas.
- Use carrot and stick approach by using incentive of good behaviour and nudging along with punishment for violation.

Justification

→ ethical tourism will lead to economic growth maximum benefit to locals (utilitarianism) while also conserve the environment (Kantian deontology) and all in all uphold core ethics towards the people's privacy and responsible behaviour along with conservation.

Hence a good solution lies in balancing the interests of all the stakeholders visible or invisible.

Feedback
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#	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) You are the Operations Manager at a fast-growing technology startup, NexGen Solutions, known for its innovative projects and timely delivery. The startup's environment is fast-paced, with tight deadlines and high expectations from clients and investors. Your current project, creating a cutting-edge AI based application, is critical for securing upcoming funding and partnerships. Your small, capable team includes four software developers and two project coordinators, with an equal number of men and women.

Recently, the team has encountered major challenges. Priya, one of the female developers, has requested leave to care for her ailing mother. Meanwhile, another team member, Ayesha, is struggling to manage her workload along with caring for her infant child. As a result, other team members have taken on extra tasks, impacting their work-life balance and causing heightened stress. With the project deadline looming, tensions in the team have become visible. During a crucial project meeting, Karan, a senior developer, voices his frustration, saying, "Perhaps it's not ideal to have team members who can't fully commit during critical stages."

Karan's remark triggers an immediate reaction. Neha, a project coordinator, finds his comment offensive and reports it to the Human Resources (HR) Department. She also hints that she might bring the issue to social media, which could harm the startup's image. The HR Department, located at the company's headquarters, investigates and recommends disciplinary action against Karan, emphasizing the importance of a respectful, inclusive workplace. Their recommendation puts you in a difficult situation. The project is already delayed, and losing a senior developer like Karan could jeopardize its timely completion.

You are now faced with a complex dilemma. On one hand, it's vital to address the inappropriate comment and ensure a respectful work culture. On the other hand, you must keep the project on track without further demotivating your team.

(a) Discuss the ethical issues involved in this case.

(b) As the Operations Manager, how would you deal with the given situation?

(c) Based on the case study, discuss the challenges faced by women at workplace. How can such challenges be addressed?
(20 marks, 250 words)

आप एक तेजी से बढ़ते प्रौद्योगिकी स्टार्टअप, नेक्सजेन सॉल्यूशंस में संचालन प्रबंधक हैं, जो अपनी अभिनव परियोजनाओं और समय पर डिलीवरी के लिए जाना जाता है। स्टार्टअप का माहौल तेज गति वाला है, जिसमें सख्त समय सीमा और ग्राहकों और निवेशकों से उच्च अपेक्षाएं हैं। आपका वर्तमान प्रोजेक्ट, एक अत्याधुनिक एआई आधारित एप्लिकेशन बनाना, आगामी फंडिंग और साझेदारी को सुरक्षित करने के लिए महत्वपूर्ण है। आपकी छोटी, सक्षम टीम में चार सॉफ्टवेयर डेवलपर्स और दो प्रोजेक्ट समन्वयक शामिल हैं, जिनमें पुरुषों और महिलाओं की संख्या बराबर है।

हाल ही में, टीम को बड़ी चुनौतियों का सामना करना पड़ा है। महिला डेवलपर्स में से एक प्रिया ने अपनी बीमार माँ की देखभाल के लिए छुट्टी मांगी है। इस बीच, टीम की एक अन्य सदस्य आयशा अपने शिशु की देखभाल के साथ-साथ अपने कार्यभार को संभालने के लिए संघर्ष कर रही है। नतीजतन, टीम के अन्य सदस्यों ने अतिरिक्त कार्य किए हैं, जिससे उनके कार्य-जीवन संतुलन पर असर पड़ा है और तनाव बढ़ गया है। प्रोजेक्ट की समय सीमा समाप्त होने के साथ, टीम में तनाव स्पष्ट रूप से दिखने लगा है। एक महत्वपूर्ण प्रोजेक्ट मीटिंग के दौरान, एक वरिष्ठ डेवलपर करण ने अपनी निराशा व्यक्त करते हुए कहा, "शायद यह आदर्श स्थिति नहीं है कि टीम के सदस्य महत्वपूर्ण चरणों के दौरान पूरी तरह से प्रतिबद्ध न हों।"

करण की टिप्पणी से तत्काल प्रतिक्रिया होती है। प्रोजेक्ट कोऑर्डिनेटर नेहा को उनकी टिप्पणी आपत्तिजनक लगती है और वह मानव संसाधन (HR) विभाग को इसकी रिपोर्ट करती है। वह यह भी संकेत देती है कि वह इस मुद्दे को सोशल मीडिया पर ला सकती है, जिससे स्टार्टअप की छवि को नुकसान हो सकता है। कंपनी के मुख्यालय में स्थित HR विभाग जांच करता है और करण के खिलाफ अनुशासनात्मक कार्रवाई की सिफारिश करता है, जो एक सम्मानजनक, समावेशी कार्यस्थल के महत्व पर जोर देता है। उनकी सिफारिश आपको मुश्किल स्थिति में डाल देती है। परियोजना में पहले से ही देरी हो रही है, और करण जैसे वरिष्ठ डेवलपर को खोने से इसका समय पर पूरा होना खतरे में पड़ सकता है।

अब आप एक जटिल दुविधा का सामना कर रहे हैं। एक तरफ, अनुचित टिप्पणी को संबोधित करना और एक सम्मानजनक कार्य संस्कृति सुनिश्चित करना महत्वपूर्ण है। दूसरी ओर, आपको अपनी टीम को और अधिक हतोत्साहित किए बिना परियोजना को ट्रैक पर रखना चाहिए।

(a) इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।

(b) परिचालन प्रबंधक के रूप में आप दी गई स्थिति से कैसे निपटेंगे?

(c) केस स्टडी के आधार पर कार्यस्थल पर महिलाओं के सामने आने वाली चुनौतियों पर चर्चा करें। ऐसी चुनौतियों का समाधान कैसे किया जा सकता है?
(20 अंक, 250 शब्द)

The case is a classic example of issue of work-life balance along with ensuring congenial work culture for inclusivity and Gender sensitivity.

Ans(a) → Ethical Issues Involved

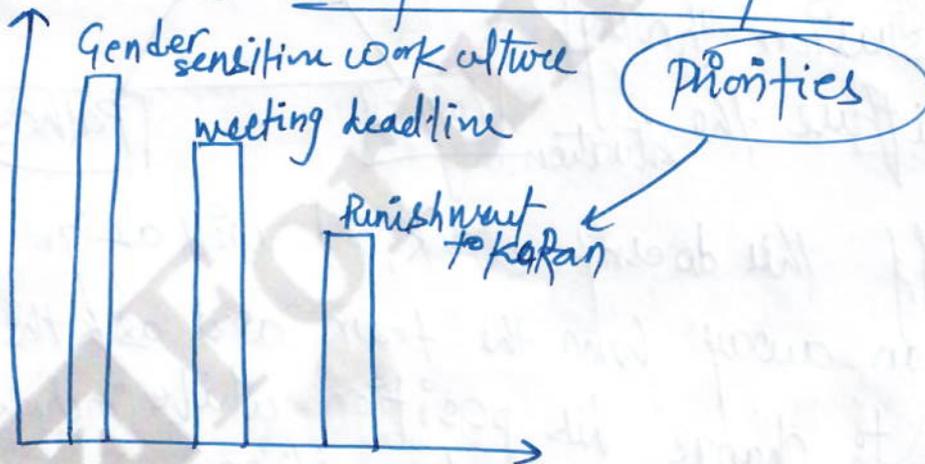
- ① Gender Sensitivity issue
eg → Karan's comment being offensive to Neha.
- ② Lack of Gender inclusive workspace
eg → Maternity leave, etc.
- ③ Work Culture Issues
eg → lack of social capital among the team members.
- ④ Deadlines driven working
↳ capitalism and startup work culture.

5) Work-life balance
- Women facing dual burden of home and office.

6) Emotional Intelligence and Effective leadership on my part to deal with the situation.

Ans (b)

My course of action as the operations Manager

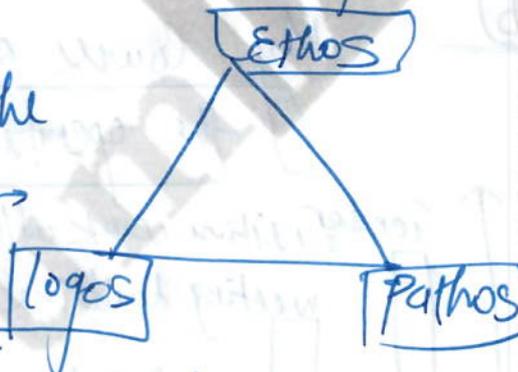


1) I will convey the report of complaint against Karan to the Internal Complaints Committee (ICC) of the office created under POSH Act.

② I will personally ask Neha to kindly not post anything on public and ask her if Korian's apology would give justice to her concerns.

③ I will ask Korian to first personally apologise for the remarks or face sanctions.

④ I will use the persuasion through → to diffuse the situation.



⑤ If this doesn't work, I will assign Korian away from the team and ask the HR to change his position while include someone else to fill his position.

⑥ Meanwhile I will handle the extra work load through collaborations with other members to meet deadlines.

☞

Long run →

- ① Proper Gender sensitivity workshops and programs to be held.
- ② Proper provisions for women workers leaves given their motherhood and family responsibilities.

Ans C

Challenges faced by women

- Sexual Harassment (POSH)
- Glass ceiling (discrimination in promotions)
- Pink collar jobs (receptionists)
- Wage gap → 33% as per TLO
- Reserve Army of Labour (high unemployment)

MEASURES

- POSH act and Vishakha guidelines
- Maternity benefit Act and Equal Remuneration Acts Art - 39(d), 42
- Maternity leaves with paid work.
- CEDAW and NICW to be proactive in measures.

SDG 5.0 requires effective actions and safeguards at all avenue of life of women.

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.12) Prateek Kumar, the Project Manager, is in charge of the construction of a highly anticipated highway that is expected to drive regional development. The project aims to enhance connectivity, boost trade, and create substantial employment opportunities. Given its importance, it has become a focal point for the ruling party, which is actively promoting it as a symbol of progress ahead of the upcoming state elections next year. The timely completion of the highway is crucial, as the Chief Minister is scheduled to inaugurate it upon completion. This has led to added pressure on Prateek and his team to meet the approaching deadline, which is set for next month.

During a routine inspection, Prateek discovers that a particular stretch of the highway has been built with substandard materials. This section fails to meet the required safety and durability standards, posing a serious threat to public safety and lives. If left unresolved, the compromised quality could lead to accidents, undermining both the project's credibility and the government's promises for safe and reliable infrastructure. Concerned, Prateek raises the issue with the contractor, but the contractor downplays the severity, claiming that minor adjustments will fix the problem without causing major delays.

In a subsequent team meeting, some senior members suggest that Prateek overlook the quality concerns to ensure the project remains on schedule. They argue that the majority of the highway meets standards and emphasize the severe economic and political consequences of delays. With elections approaching, they stress the importance of the Chief Minister's inauguration as a key political event. They warn that any delay could damage the ruling party's image, harm its electoral prospects, and potentially have repercussions for the team and the organization.

Later, the contractor privately approaches Prateek with a substantial bribe, urging him to ignore the issue and allow the project to proceed. The contractor justifies his actions by citing financial pressures and the need to complete the project on time. Prateek is an honest and upright officer, but he understands that addressing the problem would delay the project, making it impossible to meet the deadline.

(a) Discuss the ethical issues involved in the case.

(b) Under the given conditions, what are the options available to Prateek as the Project Manager? Critically evaluate each of the options.

(c) What option should Prateek adopt and why?

(20 marks, 250 words)

परियोजना प्रबंधक प्रतीक कुमार एक बहुप्रतीक्षित राजमार्ग के निर्माण के प्रभारी हैं, जिससे क्षेत्रीय विकास को बढ़ावा मिलने की उम्मीद है। इस परियोजना का उद्देश्य कनेक्टिविटी को बढ़ाना, व्यापार को बढ़ावा देना और पर्याप्त रोजगार के अवसर पैदा करना है। इसके महत्व को देखते हुए, यह सत्तारूढ़ पार्टी के लिए एक केंद्र बिंदु बन गया है, जो अगले साल होने वाले राज्य चुनावों से पहले इसे प्रगति के प्रतीक के रूप में सक्रिय रूप से बढ़ावा दे रही है। राजमार्ग का समय पर पूरा होना महत्वपूर्ण है, क्योंकि मुख्यमंत्री इसके पूरा होने पर इसका उद्घाटन करने वाले हैं। इससे प्रतीक और उनकी टीम पर अगले महीने निर्धारित समय सीमा को पूरा करने का अतिरिक्त दबाव बढ़ गया है।

नियमित निरीक्षण के दौरान, प्रतीक को पता चलता है कि राजमार्ग के एक विशेष हिस्से को घटिया सामग्री से बनाया गया है। यह खंड आवश्यक सुरक्षा और स्थायित्व मानकों को पूरा करने में विफल रहता है, जिससे सार्वजनिक सुरक्षा और जीवन को गंभीर खतरा है। यदि इसे अनसुलझा छोड़ दिया जाता है, तो समझौता की गई गुणवत्ता दुर्घटनाओं का कारण बन सकती है, जिससे परियोजना की विश्वसनीयता और सुरक्षित और विश्वसनीय बुनियादी ढांचे के लिए सरकार के वादे दोनों कम हो सकते हैं। चिंतित, प्रतीक ने ठेकेदार के साथ इस मुद्दे को उठाया, लेकिन ठेकेदार ने गंभीरता को कम करके आंका, दावा किया कि मामूली समाधान से बड़ी देरी के बिना समस्या ठीक हो जाएगी।

बाद की टीम मीटिंग में, कुछ वरिष्ठ सदस्यों ने सुझाव दिया कि प्रतीक को परियोजना को समय पर पूरा करने के लिए गुणवत्ता संबंधी चिंताओं को नजरअंदाज करना चाहिए। उनका तर्क है कि राजमार्ग का अधिकांश हिस्सा मानकों को पूरा करता है और देरी के गंभीर आर्थिक और राजनीतिक परिणामों पर जोर देता है। चुनाव नजदीक आने के साथ, वे एक प्रमुख राजनीतिक घटना के रूप में मुख्यमंत्री के उद्घाटन के महत्व पर जोर देते हैं। वे चेतावनी देते हैं कि किसी भी देरी से सत्तारूढ़ पार्टी की छवि को नुकसान हो सकता है, उसकी चुनावी संभावनाओं को नुकसान हो सकता है, और संभावित रूप से टीम और संगठन के लिए नतीजे हो सकते हैं।

बाद में, ठेकेदार निजी तौर पर प्रतीक के पास एक बड़ी रिश्त लेकर आता है, और उससे इस मुद्दे को अनदेखा करने और परियोजना को आगे बढ़ने देने का आग्रह करता है। ठेकेदार वित्तीय दबाव और समय पर परियोजना को पूरा करने की आवश्यकता का हवाला देकर अपने कार्यों को उचित ठहराता है। प्रतीक एक ईमानदार अधिकारी है, लेकिन वह समझता है कि समस्या का समाधान करने से परियोजना में देरी होगी, जिससे समय सीमा को पूरा करना असंभव हो जाएगा।

(a) मामले में शामिल नैतिक मुद्दों पर चर्चा करें।

(b) दी गई परिस्थितियों में, प्रोजेक्ट मैनेजर के रूप में प्रतीक के पास क्या विकल्प उपलब्ध हैं? प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।

(c) प्रतीक को कौन सा विकल्प अपनाना चाहिए और क्यों?

(20 अंक, 250 शब्द)

"The Remedy should not be worse than the disease."

- Ranai's Baron

Substandard materials leading to collapse of highway is a routine news which leads to loss of lives and hampers government image. Prateek Kumar has an ethical issues of upholding intellectual and professional integrity in this case.

Ans 9 → Ethical issues →

- ① Upholding Professional integrity by disclosing issues with highway and doing his duty.
- ② Upholding trust of the people in the government.
- ③ Best Utilization of public resource - highway built on taxpayers money

④ Emotional rectitude and intellectual integrity
 - to avoid Bias and political pressure.

⑤ Uphold Utilitarian principle of maximum good
 ↳ as collapse of highway might lead to loss of lives.

Ans (b)

→

Options available to preteek

① Take no actions and ignore the problems.

Merits → Personal promotion
 ↳ meeting deadline

Demerits → Professional Integrity
 ↳ deontology is not upheld.

② Take the report of the project and disclose the all possible scenario of collapse of highway and loss of lives due to road accidents.

Demerits → May not be heard
→ seniors may discourage

Merit → Uphold the professional integrity
↳ follow due process as per Conduct Rules.

③ Threaten to go public with report and become a whistle blower.

Merit → duty towards Constitution and people rather than politicians.

Demerits → threat to job being lost.

Ans C) → option to be adopted

- ① first go with Option 2, disclose all the facts to higher officials and even CM.
- ② If it doesn't work, then only go for Option 3

Justifications

① People's interest are the most important



② Upholding deontology

by 'doing the right thing' Gandhiji

③ Nishkama Karma yoga - without fear to own danger of losing job.

The crux of ethics does not lie in bold words but rather in adoption in action. - TIARC

Feedback
(For OFFICE use only)

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

Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1
- 2
- 3

Outcomes

-
-
-
-

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		

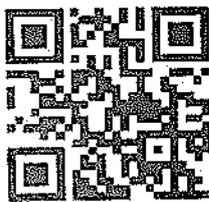
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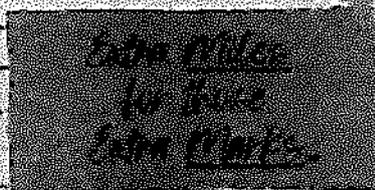
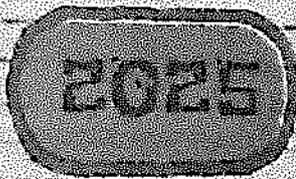
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YOU SHOULD JOIN THE COURSE IF YOU

- ◆ Have Completed the Syllabus
- ◆ Need help in conceptual clarity & note making
- ◆ Seeking disciplined preparation

Augmented Test Series (ATS)

Total 10 Tests (4 Sectional & 6 Full Length Tests) → One to One Mentorship with Faculty → Test Discussion, Model Answers & Copy Evaluation

YOU SHOULD JOIN THE COURSE IF YOU

- ◆ Want to attempt UPSC- level, full-length papers under the time limit
- ◆ Have completed the syllabus
- ◆ Want 300+ answers, fine-tuned speed, structure & value-addition

Faculty Recommends

For starters

- Write small, learn fast (O-AWFG) → then go full-scale (ATS)

Already confident with Optional basics and PYQs?

- You may enrol directly in ATS and jump straight into UPSC-level full-length mocks.

OPTIONAL SUBJECTS

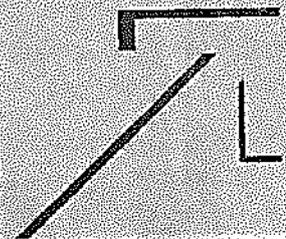
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11 AUGUST

ATS (Batch-5)

17 AUGUST

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