

TEST CODE 8 1 4 4 1 6

MGP 2025

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	DEV DUDEJA		
Roll No./अनुक्रमांक	1910116491	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1901	Date/दिनांक	16/08/2025

*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		
2		
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20		
Total/कुल अंक	250	

- 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।
- 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।
- 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।
- 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।
- 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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Examiner's Discretion/मूल्यांकन कर्ता का विवेक :

Start Time/प्रारंभ करने का समय :
2:30 PMEnd Time/समाप्त करने का समय :
5:30 PM

Total Marks/कुल अंक :

Mode Of Examination/
परीक्षा की विधि :Online/ऑनलाइन
Offline/ऑफलाइन

*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।

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ECN CODE/
ईसीएन कोड :

EG/ईजी :

① ② ③ ④ ⑤

Evaluation Date/
मूल्यांकन तिथि :

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

EXAMINER'S REMARKS



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)

Parenting and family ties are the first informed source of socialisation having impact on value formation and world view.

Unconscious biases shaping Gendered Experiences

- ① Sex meta preference :- Additional care and support for male child vis a vis girl child.
- ② Gender role being defined at home.
 - ⓐ Male Member going out for groceries while girls being preparing household chores.
- ③ More responsibility on Male child :- for management of finances while girls being ignored in face of marriage.
- ④ More opportunities for Boys and Male members
 - ↳ for education, economic careers and finances taking gendered Business.

① Lack of acceptance of fluidity of gender leading to discrimination against LGBTQ.
(fluidity of gender!)

However, at same time -

- ① Parenting norms guided by social norms becomes inherent in parenting
- ② Changing parenting due to education and rights awareness ① Girls excelling in crisis services.
- ③ Girls being empathic towards parents are getting loved by parents in old age ② Daughters of Mahatmas in last times

They gendered world is shaped at home, the situation is changing with the coming of rationality, humanity and equality principles.

Feedback

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AWIS			
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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	
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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 and Compassion are related concepts in ethical behaviour overlapping with each other in understanding.

Difference Between

Empathy

(i) Viewing the world by eyes and from shoes of others.

(ii) Understanding the pain and problems of others

(iii) Moral and emotional support

(iv) Understanding the loss of father of a friend.

Compassion

(i) Action oriented approach towards problems of others

(ii) Taking action to reduce or minimise the problems in delivering help.

(iii) Support by helping in resolution of crisis.

(iv) Helping in managing the needs and giving any support during time of death of father.



① Promotes ethical governance :- understanding the situations of people and delivering Quality services.

② Provides way for solving ethical dilemmas

② Breaking procedural compliance for help of genuine persons

Empathy and Compassion as foundational values

③ Participatory and Bottoms up approach

↳ Based on demands and problems of citizens

④ Driven by values and feeling of love and understanding

↳ people as stakeholder not

② Bike Ambulance Beneficiaries
By Arunachal Pradesh

Thus, Compassion is the higher virtue and said to be at the roots of Dharma (Bhagwad Gita)

Feedback

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TOTAL MARKS			

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)

Rising case of caste discrimination - Religious violence and linguistic Chauvinism indicates rising hatred and intolerance in society.

Consequences of this trend for -

① Personal Well Being

↳ ① Danger on the life of individual
 ↳ ② Attacks by language enforcers

↳ ② Violation of Human Dignity - One of Kantian categorical imperative

↳ ③ Mental distress and dissonance
 ↳ unethical action causing dissonance in oneself i.e. crisis of conscience

② Societal Well-being

↳ ① Rise in Hatred and Decline in social Harmony leading to mis trust -

- (ii) Against Cultural values and ethos
(eg) Sabara Drama Samelhan
- (iii) Opportunity for New Ideas and growth of society - (Utilitarian Approach)
- ① Friendship with different cultures back ground individual
↳ understanding similar values in every culture (Rishi Panch)
- Steps at Personal level
- ② Understanding the message of great philosophers (eg) Ishir, Manak - Jhankar
- ③ following cultural ethos of India (eg) Udhan, Kutumbakar
- ④ Reading about different cultures and tradition

Thus, as argued by Karl Popper, To society remain tolerant, it should be intolerant towards intolerance

Feedback

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TOTAL MARKS			

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)

Mayers and Salovey defined emotional intelligence as understanding of one's and others emotion differentiating between them and using them in emotional facilitation of thought.

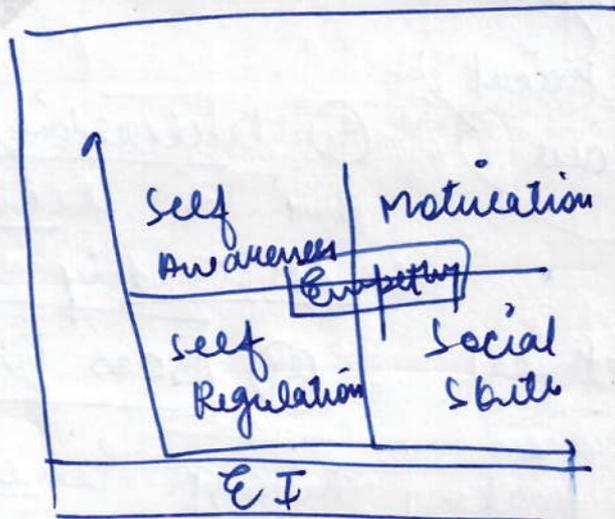
Main Components of Emotional Intelligence

① Self-Awareness :- Awareness about one self and emotion of emotions as reaction to situation
eg Getting Angry for certain situation

② Self Regulation
↳ discipline in behaviour due to better understanding one self and goals

③ Motivation

↳ for achievement of goals due to clarity of purpose and role. eg eg tested during times of fortress.



④ Social Skills :- Public relationships due to emotional understanding and connection

eg Menslikating girls can understand each other's pain.

⑤ Empathy :- display of emotional support due to emotional values and understanding

eg Helping the Elderly in crossing the road.

① Handling crisis situations and resolving ethical dilemmas

eg Personal vs Professional interest

Emotional Intelligence and Ethical decisions

② Understanding needs of the public

eg ET having empathy

③ Leadership qualities due to social skills and understanding

④ Ethical Decision making

eg Boss vs leader

through emotional connections

eg Talisman Principles

Thus, Emotional Intelligence is the core value of ethical Decision making.

Feedback

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TOTAL MARKS	
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Q.3) Given below are the three quotations of great thinkers. What do each of these quotations convey to you in the present context?

नीचे 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)

The value of service and selflessness have been appreciated in society and philosophical importance in leading good life.

In present context, Quotations have the relevance as -

- ① Devotion of service :- Free langars during COVID by rich community living for others
- ② Improving lives of people :- Tata Cancer Hospital providing affordable treatment.
- ③ Bringing Harmony and Oneness in the society eg Sharing of Oxygen cylinders.
- ④ Building trust and confidence among people eg Durga Matil's teary farewell by the people

⑤ Environmental Sustainability and Oneness of Human and Environment

② Selfless service by Forest Man Jades Pargang

① Classical conditioning of - Parental values being replicated by children

Development of value of service and selflessness

① Empathetic Attitude :- Helping the Elderly or disadvantaged

② Role Models like Sindhu Sapka adopting 1500 orphan

① Philosophical anchoring

② Kantian categorical imperative

Thus, as argued by Tagore, I dreamt of Joy, woke up to find life is service and later realised service is Joy.

Feedback

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TOTAL MARKS			

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)

Failures or setbacks are not the end of life rather the opportunity to restart, renew and reenergize to see new 'stars'.

In present context, crying about what is lost and missing the new opportunity can be understood as -

- ① Rising suicides among students due to failure in exams rather than possessing resilience and mental strength.
- ② A gate closed is the reminder of another opportunity.
eg) Better placement in different companies.
- ③ Reflects lack of optimism and negative outlook in attitude.
eg) Story of two fire survivors leading two different lives i.e. one with grief, another with new energy.

④ Commitment Norm :- Breaking up believes Personal relationships and Divorces in marriage is not an end rather opportunity to work on oneself. (eg) Hardik Pandya's Comelback after divorce

However, sometimes Crying is essential

① Emotion Release :- Relief in mental stress (eg) PV Sindhu crying after defeat in finals.

② Sign of Emotional Maturity :- in handling the situation by taking time.

③ Natural reaction due to attachment (eg) loss of ^{Grand} Mother

Thus, we should not stop looking for positive in the situations of griefs as reflected in values of Jainism.

Feedback

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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)

Character Building is essential to better life and challenges associated by two methods i.e. Tolerance and Strength.

Present Content holds relevance of values of Strength and Tolerance in building character.

① Strength :-

↳ Provides resilience against the hardship

② Resilience shown by 122 soldiers at Renjing la in [1962 war].

↳ Developing strength and necessity

② Power imbalance between India and China - India requires military modernisation and defence upgradation

↳ Constant evolution of strength.

② mental strength and level of maturity with age

② Tolerance

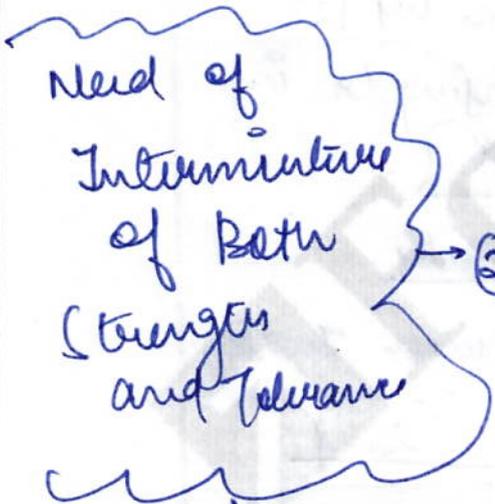
↳ (i) Gandhian Virtue of tolerance as courage
 (a) Tolerated humiliations by throwing out of train → courage to stand up against discrimination

↳ (ii) Harmony in the society

↳ eye for an eye makes whole world blind. (a) Stopping violence by using National Anthem.

→ (1) Situational and contextual Application

(a) cannot tolerate women violence and homosexual



→ (2) Provides maturity and mental stability

(a) Emotional Intelligence in Crisis Situation

→ (3) Ethical Decision making.

Thus, Strength and Tolerance are two sides of same coin i.e. Character.

Feedback

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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 आख्यानो (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)

The age of IR 4.0, have presented the challenges of Data Management and Control over Data is compared with Control over Oil in last century.

- Ethical issues in Profit orientation
- ① Violation of Kantian ethics i.e. difference in means and ends
 - ② Gandhian virtue of Commerce without morality is sin
 - ③ Lack of informed consent - violation of Privacy (Dignity of Human life)
 - ④ Lack of Public trust - Ethical blindspot

Ethical frameworks to help in this

- ① Respecting Privacy :- Privacy as fundamental value and right
- ② Public Interest Judgment

- ② Informed Consent & Consent of Individuals is supreme due to authority of Individuals over data.
- ③ Safeguarding Means and Ends :- inclusion of ethical monetisation to achieve profit
- ④ following Bottom line principles :-
Balancing social, individual and Material values.
- ⑤ Whole of society approach (a) Ganesh's Trusteeship framework.

Thus, Data Companies have the responsibility of safeguarding Individual rights having great power in form of Data

Feedback

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TOTAL MARKS			

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 a situation where individual actions are in divergence of individual longheld values creating dissonance in oneself. (e) speaking of lie by yudhishthir while holding Truth as Sacred.

Incidence of crisis of conscience in personal life

↳ Going excuse of Bad Health in school to avail the half day leave, while intention was to get time for sports.

↳ While holding Honesty as primary virtue, it adopted different means to achieve the end.

↳ Caused dissonance and sought forgiveness from God.

Dealing with Crisis of Conscience

- ① Acceptance of Moral Values :- Accepting the flaw in action or violation of moral values. (i) Dishonesty, Cheating.
- ② Uphold the principle of Means and Ends continuity (Kantian Ethics)
- ③ Advice from Parents and Seniors & Confidence and Maturity in crisis management -
- ④ Use of Emotional Intelligence -

Thus, as argued by Gandhi, small use of conscience can reach distances never reached by Human Use. Following conscience solves crisis.

Feedback

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TOTAL MARKS			

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)

Openness, Transparency and Law Mote disclosures are part of inter and intra party democracy being appreciated as ethical values.

① Gains Public trust and votes.

eg) Railway minister resigned after Rail crash.

② offers chances of governor and improvement.

eg) Incumbent Government

③ Apology as acceptance and new life.

eg) Indira Gandhi's removal after emergency - selected after 2 years

④ Displays empathy towards Public

eg) Portugal Health minister resigned after death of lady.

Confess and Regret as Cathartic

However, the ethical lens can be focused on.

① Intention of Openness of ethics has intention as parameter

eg Apology to gain empathy not empathy towards Public

② Image Cleaning eg whitewashing of crimes to enter politics

③

① Inter party democracy

↳ democratic values based on principles of Constitution

Promoting culture of confess and regret

② Ethical Role Models

eg K R Narayanan
APJ Kalam

③ Moving beyond Usti Bank

eg empathy towards public

④ Parties under RTI Act, 2005

Thus, the culture of confess and regret is beneficial for Mother of Democracy.

Feedback

(For OFFICE use only)

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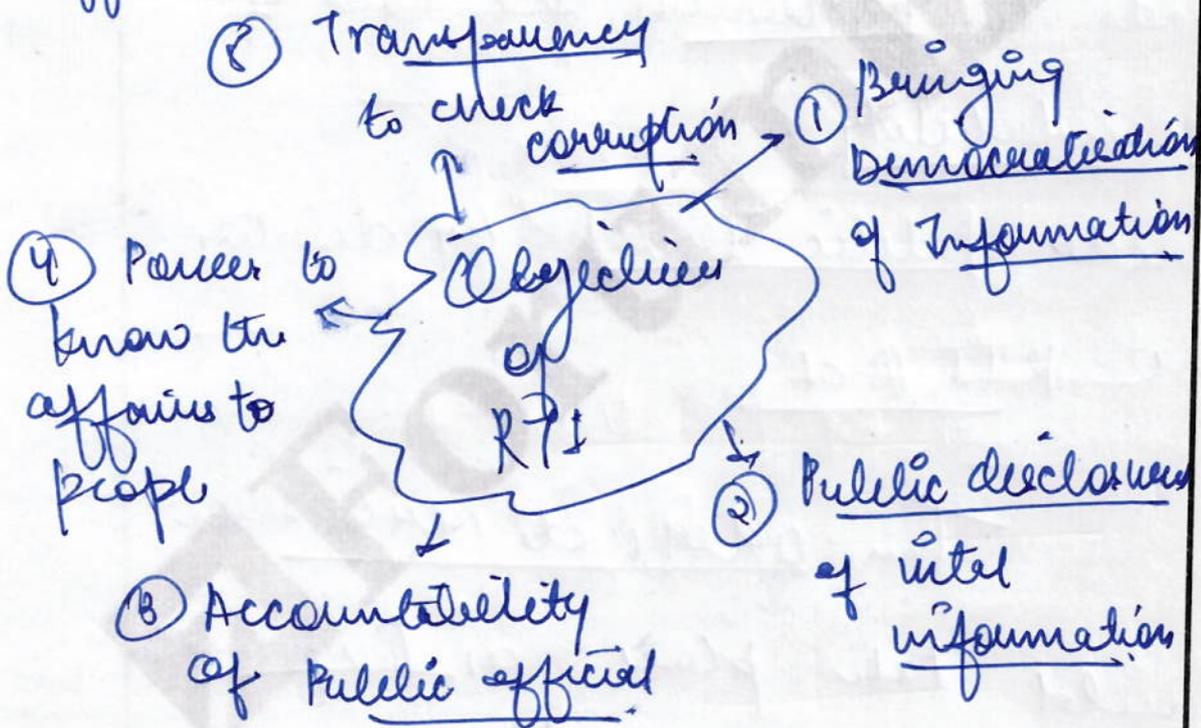
Please put tick marks in the above table.
Here G is Good, A is Average and P is Poor.

TOTAL MARKS	
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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)

Right to information, 2005 was enacted to bring transparency and openness along with accountability of public officials towards citizens.



Ethical concerns associated with DPDP Act and RTI (43(5) (b)(i)(j)).

↳ DPDP Act violates s(1)(j) by removing the public interest test from PTI.

↳ leads to secrecy of information of public officials

↳ leads to opaqueness and lack of accountability

↳ erodes public trust by deleting the RTI Act

Thus, adequate discussion should take place as transformation is the key to change the status of subjects to citizens

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.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 की सार्वजनिक स्थानों तक पहुंच 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)

Women are treated as 'secondary' seen by the society due to patriarchal mindset and stereotypical roles and norms -



Role of Ethical Governance

- ① Rights to Women
 @ 73rd Constt - Act
- ② Awareness and Literacy
 @ by YOSHIDA AD
(New)
- ③ Institutional Support
 @ Zippu Mody
(Ruanda)
- ④ Ethical Value @ Kantian Human
Dignity as
Paramount

Thus, Women's progress will decide the society & progress.

106th Constitutional amendment is positive step.

Feedback

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AWIS			
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S & F			
P & R			
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TOTAL MARKS			

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)

① Ethical fading :- Corruption in values in the society towards unethical conduct
 (Q) Position of women during Gupta.

② Conflict of interest :- Two mutually important values or interest colliding with one other.

(Q) Personal interest vs Public interest.

③ Persuasion :- Skill or ability to mould the opinion of other towards values held by oneself

(Q) Persuasion by Sardar Patel on Princely States

(iv) Work culture

↳ Organisational values and role and goal clarity within employees towards the values and targets of the organisation

eg Positive work culture in Work from Home to menstruating women

(v) Corporate Governance: Governance principles by the companies to regulate the conduct of the business.

eg Honda Accord recall highlighting ethical corporate 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			

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 ढांचे के विकास के लिए अरक्षित क्षेत्रों को पुनः प्राप्त करने के प्रयासों को तेज 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 जिलों 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 जिले में अतिरिक्त उपायुक्त (ADC) के पद पर तैनात है। पिछले एक साल में, जिला 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 महिलाएँ 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 वहाँ 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 crisis presents the situation of public outrage turning violent due to perceived discrimination and eviction from existing land.

② Options available with Simanta :-

① calling off the operation

↓
Milit

↓
Dement

① Saving lives of contingent forces and common people.

① weak mindset and escapism

② proclamation of the situation

② unlawful protest due to high court and regional courts in favour of dement

② Carrying on the situation and eviction drive by use of force.

merit

Demerit

① following the legal mandate

① the crowd might get incited and further escalation

② enforcement of procedural duties

② danger to lives of the people.

③ De-escalation by talking and dialogue with community leaders.

merit

Demerit

① Common sense approach

① following the eviction drive will be difficult

② Saving the lives of people and contingent

② Future resistance

③ following the professional ethics

③ Illegal encouragement of law.

- (b) Sumanta as ADC should follow mixture of 1st and 3rd approach :-
- (i) Based on Common Goods approach and showing Emotional Intelligence, He should calmly initiate to talk with community leaders.
 - (ii) The leaders should be communicated about the illegal nature of the habitation and need of land for ecological purposes.
 - (iii) Sumanta should also argue about Govern-
ment's plan to provide rehabilitation
and can assure about legal options
wherever available.
 - (iv) He may use persuasive techniques like foot in the door and Dilemma's mild fear theory to persuade the united crowd.
 - (v) It will help in deescalating the situation and gather the reinforcement.

(ii) Upon falling, we should abort mission for that day and invite leaders again before next drive. (Participatory approach).

(c) Ethical Dilemmas faced by Sumants

(i) honest professional duty vs Public anger and outrage

(ii) Procedural Compliance vs Situational morality

(iii) Use of force for legal action vs Emotional Intelligence

(iv) Safeguarding lives vs Procedural Duties

(d) Qualities of Civil Servants helping in these situations :-

(i) Emotional Intelligence :- maintaining composure and calmness in crisis situations

(ii) Courage :- tackling the outrageous environment and threat to life

(iii) Empathy :- for the rights and livelihoods of the inhabitants

(iv) Persuasion and Personality factors

Thus, Sumants should maintain emotional intelligence to find the de-escalation route

Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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TOTAL MARKS	
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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 ताड़चिरोली 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 ताड़चिरोली 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)

The case is classic example and manifestation of age old traditions and stigma causing gender discrimination.

① Cause of Action of Megha.

(i) 'Change starts at home' :- Megha should begin telling her parents and uncle Ratan along with family about menstrual cycle and its natural origin.

(ii) Use of role models :- like PV Sindhu and other sports person who played during menstrual cycle - reflecting the breaking of traditional norms.

(iii) Scientific Explanation :- About Hygiene being taken care, there is no scientific reason for believing in such taboos.

(iv) Talking to Girls in the house :- regarding study about menstrual cycle and breaking traditional shackles.

(v) Use of Religious Examples (eg) Kamakshya Temple celebrating menstruation

(a) Ethical Principles and methods :-

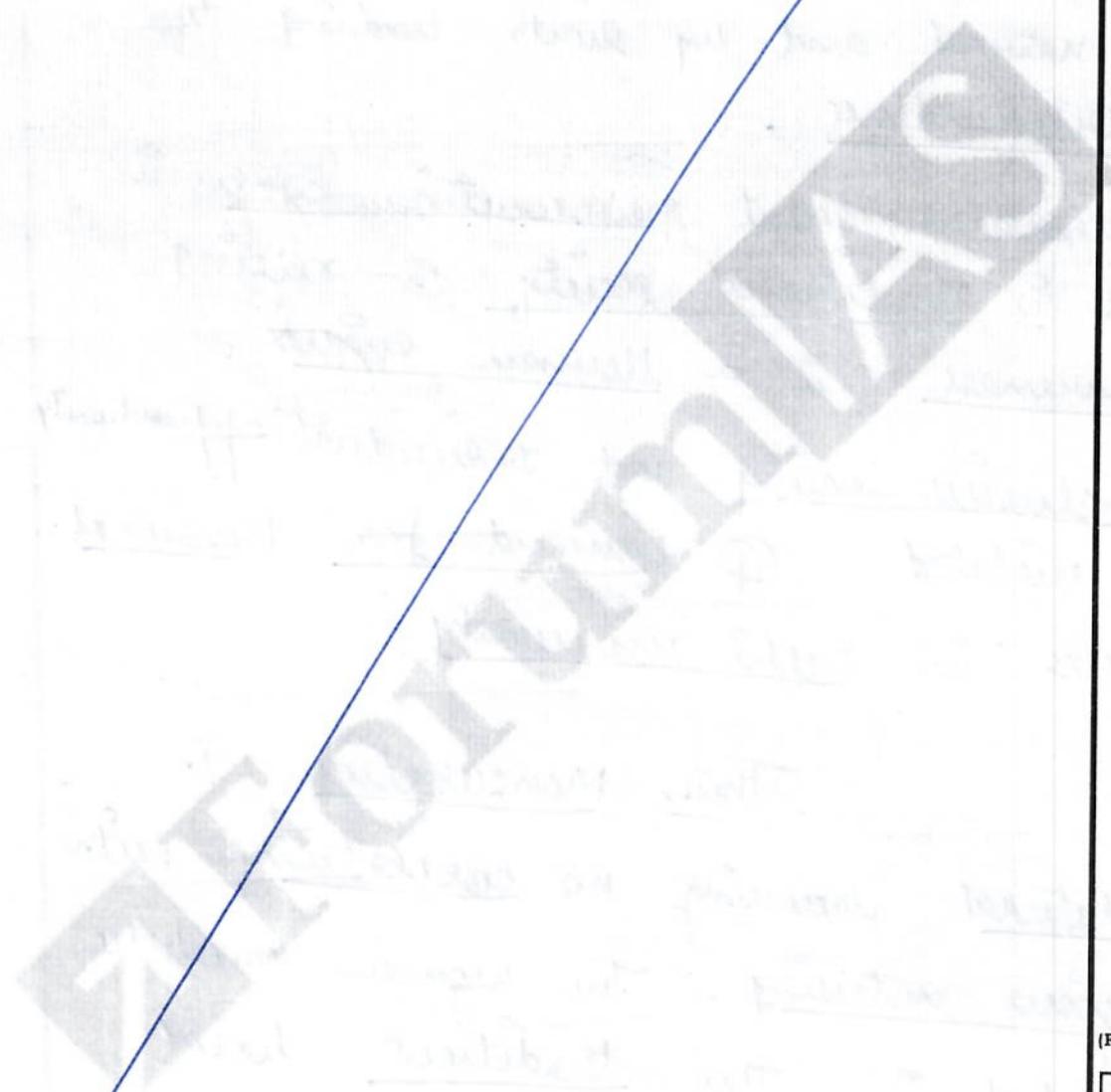
- (i) Kantian Human Dignity :- Dignity is paramount and exclusion of women leads to violation of dignity.
- (ii) Social and Constitutional Morality :- Progressive and scientific values balancing with customary practices.
- (iii) Objectivity and Rationality :- Exclusion of women based on Natural and uncontrollable factors defeats rationality.
- (iv) Courage and will power :- to take a stand in the family or Education opens the mind.

(c) Relation B/w Menstruation and Human Rights

(i) Human Rights talks about equal treatment for everyone. Women are excluded based on menstruation is violation of Principle of Equality.

- (ii) Bodily Autonomy and reproductive rights are connected as bridge between Mensuration and Human Rights.
- (iii) Origin of Mensuration and Human Rights is natural and by birth leading to interdependence.
- (iv) Awareness about Mensuration cycle is less in Traditional society :- Raising awareness is a Human Rights.
- (v) Inclusive Society and Individual opportunity are violated (e.g) Demand for Mensural leaves in Delhi University.

Thus, Mensuration is a Natural having no correlation with religious activity. The women must be included in the traditions based on Kantian Categorical imperatives.



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) 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 अविकसित 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 चरण 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 ज़िले 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 ज़मीनी 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 ज़रूरत है। आपकी पूछताछ से यह पट्टि होती है कि वह वास्तव में बेसहारा है और खुले आसमान के नीचे दयनीय स्थिति में रह रहा है। यह भी स्थापित 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 दस्तावेज़ 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 साफ़ 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 case involves the dilemma between
Procedural Rigidity and Genuine Need
of the scheme.

② Rational way of Resolving the Dilemma

- ① conducting a thorough enquiry in the neighbourhood to maintain objectivity for compliance in the procedure.
- ② Based on enquire, Gopal ji should be registered for the PMAY-G due to pitiable situation and his right of dignified life.
- ③ The procedural rigidity can be solved through registration or land records from Gram Panchayat for verifying the identity.
- ④ If land Records are not found, Gopalji should be advised to register the land for further official purpose and other documentation.
- ⑤ Tackling spread of misinformation regarding Government scheme by actual awareness Campaign.

(vi) Warning Notice to Gram Panchayat officials for misleading the elderly citizen.

(d) Reasons for my actions

(i) Citizens are not beneficiaries, they are the source of power. They had the right over the resources of the country due taxes paid by citizens.

(ii) Procedural rigidity cannot be followed in every situation as it is a relative criterion to be procedural.

(iii) Display of Empathy and Justice based approach is the quality of civil servant.

(iv) Necessary documents will be duly completed till the allotment of Pucca House to Gopal ji.

(v) Awareness about rights is crucial for tackling misinformation.

(vi) Notice for spreading misinformation upholds principle of Truth rather deception.

(c) Ethical issues involved in the
Case

(i) Deception and misinformation to elderly
and destitute individual by Gram Panchayat
members.

(ii) lack of Awareness about Government
schemes :- Need for Campaigns and
use of Sloganeering along with wall
paintings.

(iii) Procedural Compliance becoming obstruction
in exercise of Rights.

(iv) Empathy should be guiding principle
rather than rigidity and escapism.

(v) lack of entitled rights to protest
reflecting administrative lethargy
in lack of proactive campaigns.

Therefore, Empathy should
be the guiding light. Gandhi's

Taliman approach advocate for making decision by keeping face of power.



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.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 DPDO 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 स्कैम 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 जिला 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 case presents an illegal case of resource
se- location on one hand and empathetic
display on other.

(a) Ethical issues involved in the case :-

- (i) Relocation of Resources :- from different scheme for unintended purpose.
- (ii) Opaque and Professional Duty :- lack of transparency in the relocation and lack of professional duty.
- (iii) Dilemma between illegality and ethicality of the action.
- (iv) High cost of medical treatment leading to out of pocket expenditure :- problem of affordability of healthcare which is a fundamental right.

(B) Behaviour of DDPO from ethical point of view :-

Ethically Correct

- (i) Display of empathy for saving life of father of the friend. (Ends justify the means and intention as one of ethical determinants)

- (ii) Showing breaking of rigidity in procedures and upholding Human life as superior.
- (iii) The scheme was delayed due to technical issues and grants were available.
- (iv) Re-allocation of money by the friend leading to continuation of the scheme.

Ethically wrong

- (i) Procedural violation in reallocation of funds (Ends don't justify the ethicallity of the actions).
- (ii) Violation of Kantian ethics i.e. means are violated for the achievement of ends..
- (iii) Risk of private benefits accruing from reallocation of the funds.
- (iv) Civil servants are the custodians or trustees of public fund rather than owner of the public fund.

① My reaction to the situation is—

① I would displayed recognition about such action and cover of action along with discontent and disapproval of such move.

② While being empathetic about the ~~the~~ health and financial crisis, I would have suggested different route for treatment.

③ Options including Ayushman card providing 5 labels for treatment would one of the steps -

④ crowdfunding by bringing it in notice of my peers, friends and family groups would have helped her by avoiding violation of public trust.

⑤ While DDPO was ethically moved by compassion, he went ahead the line to breach the discretionary power.

* In present circumstance, I suggest her to collect money through friends and family to return to DDPO.

* I may also consider consulting DDPO after the fund is returned in order to express my discontent with his action.

Thus, while Health and life remains supreme, the violation of procedure should be in case of last resort. Other options were available including Government scheme like Aayushman

Bhanu

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) Nithin is the head of the Marketing Department at Pehnaava Clothings 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)

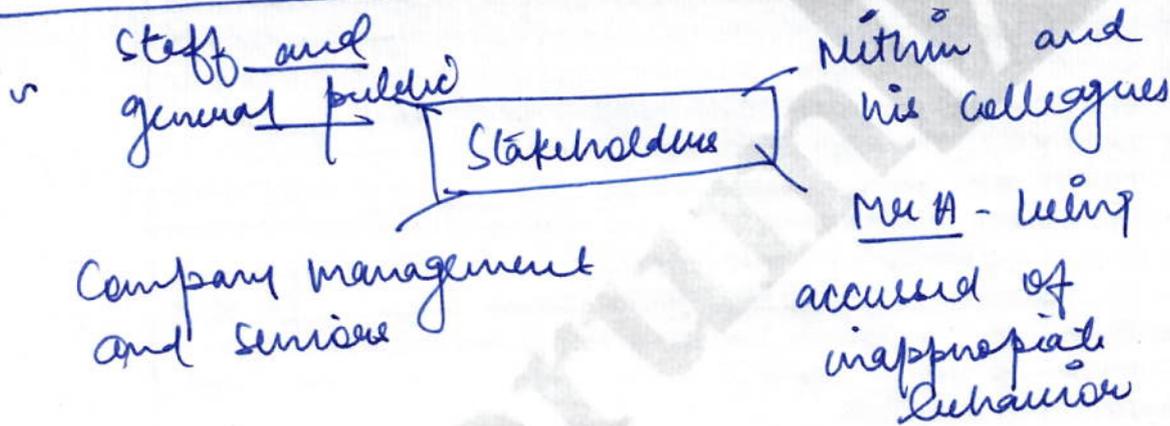
नितिन पहनावा क्लोथिंग्स लिमिटेड में मार्केटिंग विभाग के प्रमुख हैं, जो एक प्रतिष्ठित परिधान निर्माण कंपनी है जिसकी वैश्विक स्तर पर मज़बूत उपस्थिति है। अपनी व्यावसायिकता और निरंतर प्रदर्शन के लिए जानी जाने वाली इस कंपनी ने घरेलू और अंतर्राष्ट्रीय दोनों बाजारों में एक विश्वसनीय नाम कमाया था। हालाँकि, कंपनी 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 पहुँची। 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 A 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 is reflection of workplace harassment violating dignity of women.



(a) Ethical issues involved in the case

- Degradation and inappropriate comments on female colleagues creating unsafe environment by MCA.
- Violation of Human Dignity and integrity of the women by making undebatable advances and inappropriate touch.

(iii) misuse of position for seeking benefits from female members of the team.

(iv) Clash of Professional skills and personal morality :- Intelligence and skills have nothing to do with moral character.

(v) Illegality of the case :- punished under provision of Sexual Harassment at workplace.

(b) Options available to Nitin

(i) Ignore the issue :- ~~nitin~~ ^{MCA} has delivered the professional goals. Taking action will lead to loss to the company.
 ↳ At same time, Dignity of women are getting compromised and lack of trust and workculture.

(ii) Take immediate action and inform the management about same :-
 ↳ chances of management ignoring the issue due to profitability blindness.

↳ upholding integrity and posture and safe workspace for women.

(iii) Advise Mrs. X for filing complain in Internal Complaint Committee made under POSH Act in the company.

↳ Enquiry of the matter and objective decision making based on the facts of the case.

(a) Options examined critically

(i) Ignoring the complain

Merit	Demerit
(i) Company's profit stable -	(i) Dignity of women
(ii) Professional asset (Mrs. A)	(ii) Interpersonal Trust and morale of team
	(iii) Weak leadership Quality

(ii) Escalation of the issue to senior management

Merit	Demerit
(i) women rights	(i) Profit concerned

being held.

(ii) Safe workplace harassment continuation of women.

management may ignore the victim

(ii) Profits of the Company.

(iii) Advising Mee. X for approaching ICE

Merit

Demerit

- ① Formal procedure
- ② Rights based approach
- ③ ethical and legal principle being upheld

- ① Profits of the company.

(d) Appropriate option :- 2 & 3

(i) Nithin should advise Mee X. to raise complain and after decision of ICE the adequate measures should be taken.

(ii) If committee finds Mee. A guilty of offence of Harassment of workplace, Nithin should raise the matter to higher authorities for removal

of Mr. A.

(iii) Professional skills holds no meaning without character and moral values

rather it makes Man a clever cent (E. Science)

(iv) The company may find more professionally skilled individual but character and values should not be compromised.

(v) Due to people like Mr A women faces issues at workplace affecting their physical and mental health:

(vi) Stringent actions are the best remedy without any complacency.

(vii) Upholding fair, just and positive morale

Thus, Gandhi argued that Commerce without morality is the sin and knowledge without character is equal sin.

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) 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 हो 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 इकाइयों 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, आपके गुमनाम धमकियों 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 मांग की।

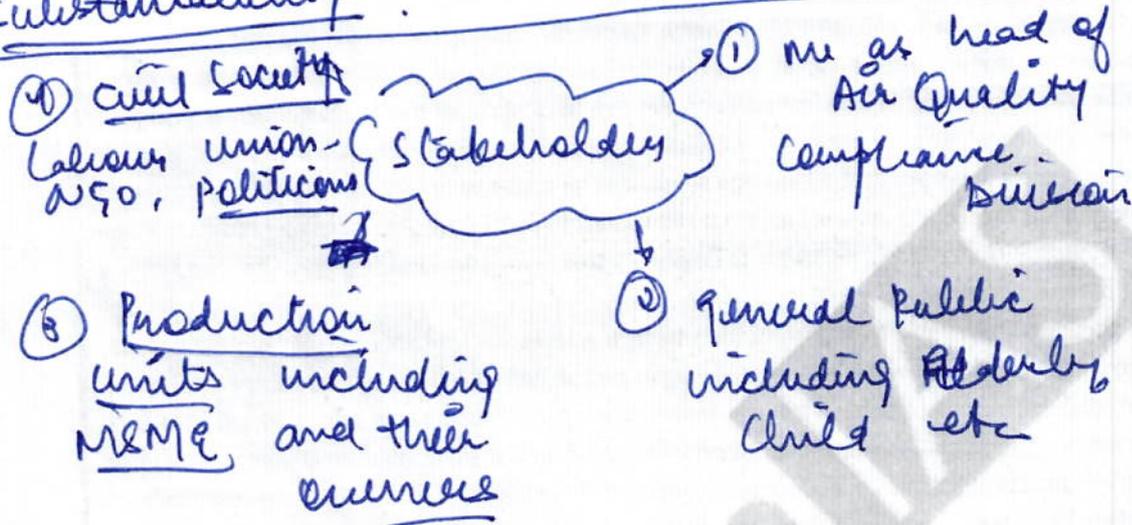
a. दी गई परिस्थितियों में आपके पास क्या विकल्प उपलब्ध हैं?

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

c. आपके सामने कौन सी नैतिक दुविधाएं हैं?

(20 अंक, 250 शब्द)

The case presents dilemma of economic development colliding with environmental sustainability.



(a) Options available to me —

① moving ahead with the notice and taking stringent measures against the polluting units.

② Taking the notice back in presence of civil society, MSME owners and local politicians jeopardising environmental health.

③ Finding innovative way to minimise pollution and compliance to norms.

of Air Quality standards in stipulated time period.

① Examining each option as -

① Moving ahead with Notice

- Merits
- ① Environmental ethics
 - ② Compliance with procedure and court orders
 - ③ Support from Environmental CSO groups

- Demerits
- ① Pressure and threats from the industrial units and supporters.
 - ② Employment and socio economic crisis

② Backtracking on the decision

Merit

Demerit

- ① Socio Economic development of the region.
- ② No Personal Cost.
- ③ Case of doing Business (as Green Traders)

- ① Environmental Health and Human Health.
- ② Lack of professional duty.
- ③ Weak Leadership

③ Innovative options such as Electrostatic Precipitators in Chimneys and time lag compromise

- | | |
|--|---|
| <p>① balancing the environmental issues with economic activity</p> <p>② common goods approach.</p> | <p>① Cost addition for MME.</p> <p>(Government support ^{can} be ^{given} to ^{labour})</p> |
|--|---|

④ Ethical Dilemmas faced by me

- | | |
|---|--|
| <p>① <u>Environmental Ethics</u></p> <p>↳ providing for preservation of natural beauty.</p> | <p>vs</p> <p><u>Socio Economic Development</u></p> <p>↳ Human cost involved</p> <p>↳ <u>employment</u></p> |
|---|--|

- | | |
|---|--|
| <p>② <u>Personal cost</u> (threats and pressures)</p> | <p>vs</p> <p><u>Professional Duty</u></p> <p>(Bound by ethics of service and Air Quality management)</p> |
|---|--|

- | | |
|---|--|
| <p>③ <u>Human Health</u></p> <p>↳ Human life especially <u>children and elderly</u></p> | <p>vs</p> <p><u>Economic Activity</u></p> <p>↳ MME Industry as <u>backbone</u></p> |
|---|--|

4) Environmental Law vs Employment and Development
Violation Law.

Nonetheless, I will be guided by ecological view calling for conservation of environment and providing Quality of Air as WHO standards. Along with Balancing concerns of the industries.

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

.....

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.....

.....

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		

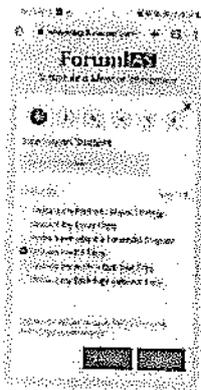
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