

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

Garv Garg

Roll No./अनुक्रमांक

1910101942

Medium/माध्यम

English हिंदी

Center Code/परीक्षा केंद्र

1900

Date/दिनांक

8th August 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		
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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।

For Student Only / केवल परीक्षार्थी प्रयोग हेतु

Examiner's Discretion/मूल्यांकन कर्ता का विवेक :	Start Time/प्रारंभ करने का समय : 12:00 PM	End Time/समाप्त करने का समय : 3:00 PM
Total Marks/कुल अंक :	Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>

For Office Use Only / केवल कार्यालय प्रयोग हेतु

*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 परांद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।	ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤	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

THE FORUM IAS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

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

Section - A

Q.1) a) '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)

Gender biases in India has been a result of classical conditioning that one receives unknowingly in early life.

How biased parenting shape Gender experiences

- ① Freedom - very few things on female - as opposed to male build a sense of "weak female support system".
- ② Expression - women are denied expressing too much in front of relatives → prevents building of communication skills.

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

③ Expectations - from male -
pressurise them, and create
sticky floor for female -

④ Ultimate aim - Women's
ultimate aim as per biased
parenting is to marry, and
boys have to take care of
family.

⑤ Job - Pink collarisation of
jobs - teaching, Medicare as
parents feel they are suitable
for female.

How to resolve the issue.

- Parent awareness through social agents like Vidya didis and Asha didis!
- Role model - Tessy Thomas
- Impartial education system
- Build network of CSOs and NGOs.

Feedback
(For OFFICE use)

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AWIS	
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Please put tick marks in the table.	
Here G is Good Average and P is Poor.	
TOTAL MARKS	

These Gendered inequality can be changed by ungendered development
instilling a feeling of equality.

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 traits of ethical person who strives to work for "good of all" (Gandhi)

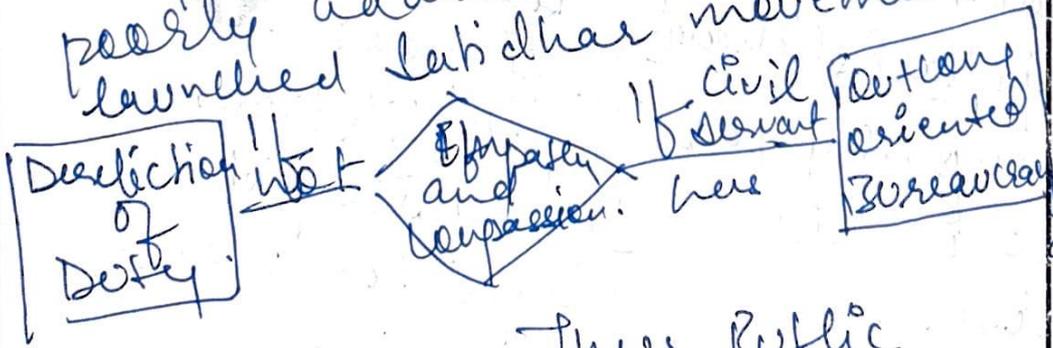
Empathy	Compassion
<p>① To look at the situation by <u>standing</u> in <u>boots</u> of others.</p> <p>② "<u>Karuna</u>" of Buddha asks for showing <u>consciousness</u> towards <u>poor</u> condition of others.</p> <p>Eg) Raja Hari Chandra felt empathy for poor in his reign.</p>	<p>① To have an <u>urge</u> to <u>work</u> for the <u>down-trodden</u>.</p> <p>② "<u>Lokhit</u>" of Ram Manohar Lohia talks about <u>working</u> for the <u>poor</u> of poor.</p> <p>Eg) Atik Kumar Pandey started drive for "Shram-dan" for poor healthcare.</p>

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

Why are they important in Civil services →

① Public service motive - to prevent self preservation (Hobbes) and work for public benefit.
 eg) PD Shetty generated transport dept.
 ② Duty (Dand) - To have a sense of duty towards the general masses and not showing crony capitalism.

③ Role of Public servant - is social reform - if public servant does not have empathy and compassion this role becomes poorly addressed. eg) Ashish Saxena launched Satishar movement.



Thus, Public service of Patel - steel frame tends

Feedback
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TOTAL MARKS	

to be standing on two pillars of empathy and compassion.

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 cases of communal violence, social conflicts, caste based violence, rapes highlight growing intolerance.

Consequences.

a) Personal Well-being:

① Mental stress - May create pressure if you are the victim and also create crisis of conscience if one is remotely watching.

② Instilling Biasness - Create a failure or value laden child upbringing - Irrational attitude.

③ Ignorance - Deep split - of Dharma and Adharma emerges and creates

Ideal self farther from real self (Plato),

① Social Ideal Being

- ① Interdependence - Gandhi's idea of collectivism gets debased.
- ② Collegiality and compassion - tends to diminish (fikhrism)
- ③ Lopsided growth - Creation of Artificial Inequality (Cheeseau)

What will be done at Personal level

- ① Stand against injustice - (Ranayana) no matter whatever personal consequences are.
- ② Improve personal conduct - to not show intolerance - leads to imitation by others.
- ③ Address intolerance in family, friends, schools, office spaces to have spillover effect.

Thus, one is required to address issue of intolerance. Nishtha, Dhriti, Samyam

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)

Daniel Goleman

has defined 4 components of emotional intelligence.

① self awareness - introspection, growth of conscience and knowing one's own emotions.

② social awareness - knowing ideals of the society one is living in. (eg) Tolerance, Gratitude etc.

③ self Management - controlling one's own emotions to express right emotions at right time.

④ social management - To understand and stand other's emotions and

strive to manage them also.

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यहाँ लिखें न

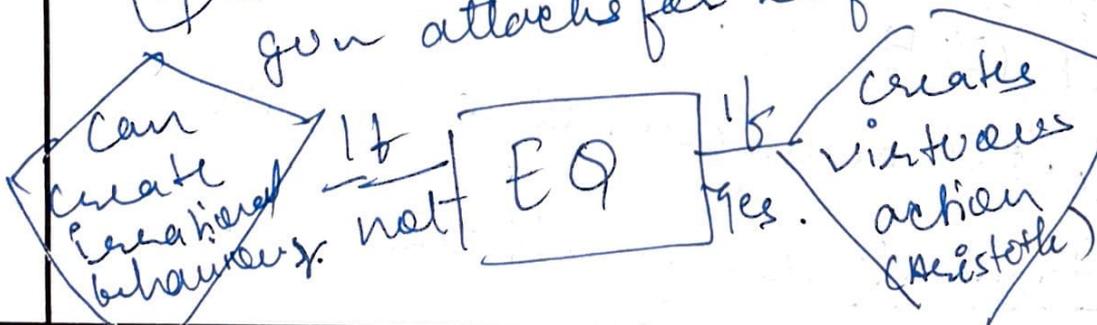
EQ helps ethical decision making

① Clears fog of anger - Makes one choose right option even in strongest waves of rage.

[eg] Krishna controlled his emotions when Shisupal insulted him.

② Cost benefit analysis - one gets power to assess what impact or end his emotions will create. [eg] Action in too much love or trust may backfire sometimes.

③ Selflessness (Kant) - creation of a feeling of "good of all".
[eg] R.K. Rathie, IAS, suffered 7 gun attacks for selflessness.



Feedback
(For OFFICERS)

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TOTAL MARKS	

201. Both are most strive to achieve

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)

"Service of Jiva,
is service of Shiva" as per
Vivekanand, where the ultimate
aim of human kind is to serve others.

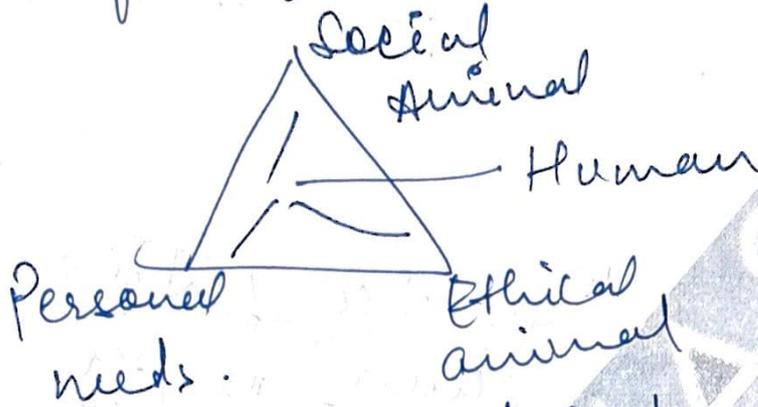
① Kabir has said - ~~He~~ He
who dies before actual dying
become immortal - if one tends
to lose selfishness and work
for others, one will actually
live forever.

② Selflessness - Kant has
spoken that human life is
only meaningful if it strives
to work for others.

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(Eg.) Mother Teresa lived for benefit of others.

(3)



and if human fails to serve need of any of the three the true essence of life is gone.

(4) Confucius had talked about humanity in giving. Those who are givers are true humans.

(Eg.) Ratan Tata believed in action based philanthropy.

(5) Buddha has talked about humanity's aim as - Kritjaha to give what is yours - Daan, Dya.

Feedback

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Thus, human life is meaningful if one finds to believe in good of others.

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)

"If sun changes its direction, move with it"
Anvayias, has said change in conditions or failure in one arena provides chance to moving further.

① If one tends to get disheartened by a minor failure one fails to see the larger goal.
eg: Dr. Kalam faced challenge of missile failure - but he did not cry and created Prithvi.

② Flexibility - "If sun is not with me, I will make light by fireflies". - one can not remain

dependent ones. Single opportunity and has to move forward.

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

(eg) Vikram Sarabhai was not successful initially at INCOS PAR but he moved forward and worked for fertile workers.

(3) Disengagement - due to failure puts mental stress and creates ~~trust~~ / crises - does split. One has to see the bright side of it.

(4) Ying Yang - the Japanese philosophy of something ~~is~~ good in bad. Urged where there is success even in failure.

(eg) Neeraj Chopra failed in early tournaments - acted as training

for "Kleizen" Thus, one must opt for "Kleizen" to work brick by brick without fear of failure.

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TOTAL MARKS	

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 as per
Aristotle is "not being but
becoming" and a positive
character is built after one has
taken resolve to make it.

Ways of Making Character

I Cultivate strength to challenge
oppression :-

① Rise against injustice - Islam
talks about acting against
injustice even if it causes persecution.

② Courage of conviction - to stand
by your values and challenge
wrongdoing eg) Ushaaram had

Character to challenge coal mafia.

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③ Feeling of responsibility
situation talks about every man's responsibility to protect oppressed.

② Tolerate Hardships

① Courage - i) creation of moral integrity and unbreakable value system. [eg] Subhash Bose underwent hardships but he tolerated.

ii) Create ability to walk against the stream. [eg] Mahatma has talked about undergoing hardships to get Mahatma.

② Awareness - i) of the self as an individual to become a critical thinker (socialist) [eg] R. K. Rishi became IAS after gun attacks.

ii) of society - as one gets to know the expectations of society

evolutionised transport dept - of Karnataka.

Don't miss

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Here G is Average and Poor.
TOTAL MARKS

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 आख्यानों (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)

Growth of digital presence of general masses have led to "big tech" to commercialize people's data for monetary gains.

Ethical Principles

- ① Selflessness - to consider people as end in themselves (Kant) and not a means.
eg) End behavior/predictive marketing
- ② Confidentiality - to safeguard privacy (K's Potter's Law Judgment) and improve reputation of company.

eg) WhatsApp has increased end-to-end encryption.

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

③ Short term pain, long term gain
Bigtech can suffer in short term to achieve longer good - "good for all". (eg) Hike was not able to wait for profit - indulged in information leak - got banned.

④ Corporate governance - To create corporate as a social asset and not personal fiefdom. (Adrian Cadbury)

⑤ Impartiality - Remove algorithmic bias and create a fair technology for all (eg Amazon^{AI} chess make everyone more).

⑥ Vasudhaiva Kutumbakam - Consider all of world as one family.
Thus, Bigtech have to use conscience and grow virtuous to ensure ethics.

Feedback

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Please put tick marks in the above table.

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TOTAL MARKS

In technology - "Science with Morality"

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)

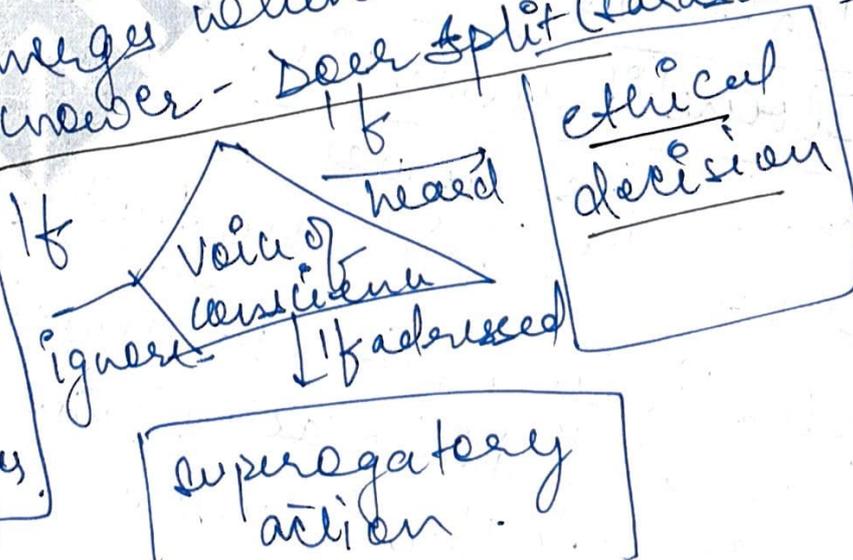
"There is a court bigger than this, and that is crisis of conscience" - Gandhi

Crisis of Conscience

① Feeling of inner guilt, when one goes against one's values.
eg. Depression due to commission of a heinous crime.

② It emerges when there exist inner - Deep split (Gerasimov)

Mental Stress and Challenges



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

Incident from my life.

- ① There were ~~more~~ more than 10 mice in my home, they were destroying food, clothes, books,
- ② I tried using rat repellent scents but they did not work.
- ③ I had to use rat kill, this caused crisis of conscience due to an effect on my policy of non violence.

I dealt with it as →

- ① Cost benefit analysis. - I worked for larger good.
- ② Discussed it with my mother.
- ③ Reinstilling faith in myself that what I did was necessary and was need of time (Bentham).

Feedback

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P & R			

Please put tick marks in the above table.

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TOTAL MARKS	
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Thurs, crisis of conscience punishes us even if no one has looking or wrongdoing.

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)

In Rousseau's Confession, he has called if one confesses one's conduct one gets freed of distress and caters to one's own moral well.

How confession can help Politics.

- ① Transparency - creation of citizen centric governance
eg) PRAGATI, E-TAAL aim for confession of fair use of funds.
- ② Accountability - creation of public trust in government and reduce chances of social conflict.
eg) Protest against Farm laws

and CAA were due to knowledge gap and mistrust.

(Don't Write in this Area / कृपया इस क्षेत्र में कुछ न लिखें)

③ Efficiency - Improve, and confession acts as deterrent in government for fair conduct
(eg) RTI, reduce corruption in Bureaucracy

④ Objectivity - Includes probity in governance and maintains uprightiness of ministers.

⑤ Inclusiveness - Reduce crony Capitalism and creates an environment of merit.
(eg) Jan Sunwak of Rajasthan.

→ Role of ECI - enforce MCC and sanction (SCA) of RPA for Affidavit of politician.

How to build such politics

→ Role of society - ensure they are aware of enquiry functions of citizen.

→ Role of Parliace - ensure revision of decision

Feedback

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

TOTAL MARKS

society approach is most a whole to deal with

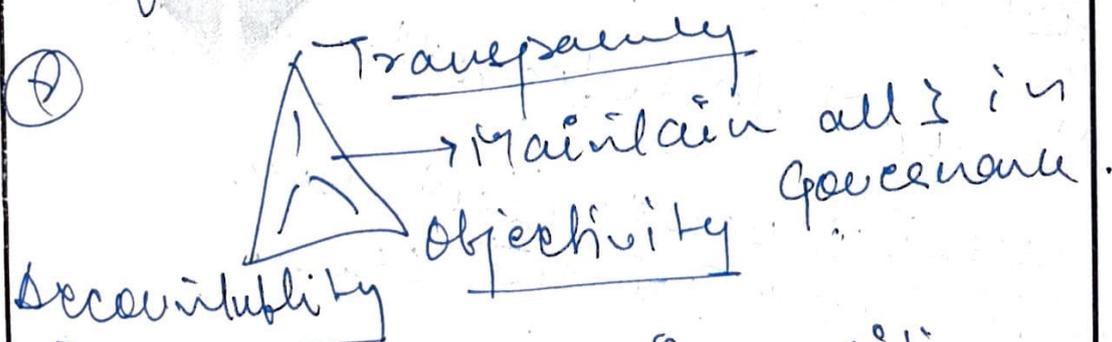
b) What are the key objectives of the Right to Information Act, 2005? Examine the ethical concerns associated with certain provisions of the Digital Personal Data Protection Act in realizing the objectives of the RTI Act. (10 marks, 150 words)

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)

As per Supreme Court RTI is the "sunlight" which helps in empowering democracy of India.

Objectives of RTI -

① Information decentralization to make citizen aware of functioning of Government.



③ Creation of inclusive, citizen

Center, outcome oriented government.

(Don't Write in this Area)

- ④ Efficiency - of use of public resources - determine of RTI
- ⑤ Ensure trust of citizen in Government - helps in policy execution.

Ethical concerns of DPDP Act

- ① Opaqueness - of data from reach of RTI - causing denial of information.
- ② lack of transparency of data fiduciary.
- ③ NO right to be forgotten printed
- ④ Excessive power (deviation) with government creates "Governmental control - governance" Thus, DPDP Act

Feedback

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needs careful public scrutiny to ensure it does not endanger privacy and RTI.

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 पहुँच को बाधित करते हैं। नैतिकता युक्त शासन, लिंग-आधारित स्थानिक नियंत्रण के मुद्दे को सुलझाने और सार्वजनिक स्थानों में समावेशिता को बढ़ावा देने में कैसे मदद कर सकता है?

(10 अंक, 150 शब्द)

Pandita Ramabai
had said people want women
to be lawbreakers only and
not law makers, but now
women are not even allowed to
be lawbreakers.

Factors, restricting women
access to public spaces.

① stereotypical patriarchal
mindset - creates negative
appellages with women's
role.

② Attachment of care function.
Karen Gilligan has talked

about women have come to be associated
with only one function i.e. to serve.

(Don't write in this Area)

① Women hesitancy - to take on male dominated tasks - creation of sticky floors.

④ Poor Governance - Use of money muscle power, poor law and order, criminalization of politics restrict women.

Role of Ethical Governance

① Inclusivity - provision of opportunities for all (eg) Permanent Commission in Army.

② Change Behaviour of society for social support for women (eg) Beti Bachao Beti Padhao.

③ Creation of women capacity by education and skilling. There is a need

Feedback (For OFFICE use)

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of "Nishtha, Bhrati, samyam" to ensure engineered development.

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 - when ethics is not showcased in one's act. It leads to shallow value system of a person.

(eg) Ethical fading of Ravana to kidnap maadita.

② Conflict of interest - To have any personal interference while performing professional duty.

(eg) A Judge is made adjudicator of his son's rape case.

③ Persuasion - Deliberate act to change decision of others.

(Don't Write in this Area)

Employs term goes like classical conditioning, debates, manipulation etc.
 eg) Civil servant persuades protesting crowd to stop protest.

(14) Work Culture - The environment of workplace, connection between boss and employees, efficiency in work all form part of work culture.
 eg. Good work culture of TCS for more sick leaves.

(15) Corporate Governance - A driver Cadbury explains it as creation of corporate as social asset. Welfare need of employees, company and society are all taken care of.

Feedback

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Section - B

Q.7) A State Government in the northeastern part of the country has launched a series of anti-encroachment drives across forest areas, wetlands, and revenue lands. Under the directions of the Chief Minister, the administration has intensified efforts to reclaim public land, particularly in areas reserved for ecological protection and critical infrastructure development. Most of the time, these actions have been backed by court orders and have resulted in the recovery of thousands of hectares of land. However, in certain regions, the implementation of such drives is fraught with social and political complexities. In several districts, settlements have existed for decades and are inhabited by marginalized communities with limited access to legal rights or formal rehabilitation measures. These areas are often politically sensitive and influenced by local leaders and pressure groups. Simanta is posted as Additional Deputy Commissioner (ADC) in one such district. Over the past year, the district administration has attempted to align eviction measures with welfare outreach, including the provision of temporary shelters, relocation assistance, and public consultations. Recently, a major operation was scheduled to clear encroachments from over 140 hectares of forest land within a Reserved Forest, primarily to curb rising instances of human-elephant conflict and to restore ecological balance. Anticipating eviction, some residents approached the High Court seeking a stay. However, the court refused to grant it and directed the administration to proceed with the eviction following due process. Notices were served, and a detailed roadmap was prepared to carry out the operation, which was expected to last 2-3 days due to the scale and remote location. On the first day, Simanta led a team comprising forest officials, municipal workers, and police personnel. Demolitions were conducted peacefully and without major resistance. However, on the second day, when the team returned to the site, a large group of agitated residents—primarily women and children—had gathered. They raised slogans and formed human chains to prevent further evictions. The atmosphere grew tense when some individuals began throwing stones, resulting in serious injury to a municipal worker. The crowd grew increasingly volatile and emotionally charged, demanding an immediate halt to the operation. The police contingent present on the ground was outnumbered by the crowd. Faced with this crisis, some team members pleaded with Simanta to call off the operation, fearing threats to their life and the possibility of a violent escalation. Simanta attempted to contact his superior officer (the Deputy Commissioner), but due to poor mobile connectivity in the forested area, communication could not be established. Meanwhile, several local journalists had arrived and begun reporting on the incident. Simanta is in a dilemma as to what to do.

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

(20 marks, 250 words)

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

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

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

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 कार्यवाही 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 कार्यवाही 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 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, 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।

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

(20 अंक, 250 शब्द)

In forested mountainous areas, where civil protection is essential, it tends to conflict with ecological protection.

(a) Options available.

① Continue with operation without addressing citizen grievances

② Right of eminent domain | ③ No citizen critique

④ Initiate government (Hobbes) | ⑤ May fuel violence

② Abolish operation and wait for support.

Merit	Demerit
① Addressing citizen grievances	① Against conduct rules.
② In line with New violence and Right to Property.	② Discourage law and order measures.
	③ Prevents state's responsibility of land usage.

③ i) Address the citizen grievances through persuasion.
 ii) Create a discussion forum with leaders. Tell them reason for removal of encroachments.
 iii) Give them belief that their right to land would not be affected.



(Don't write in this Area)

- iv) Tell them that act is for their own safety.
- v) Address media persons to not aggravate the issue and work for "social stability".
- vi) Arranging proper rehabilitation and continue with the operation.

Merit

Demerit

① In line with citizen centric governance.

② No dereliction of duty.

③ Option ③ must be chosen as -

- i) Creates public trust in functioning of government
- ii) Creates citizens as critics

① citizen may not agree.

② Media may still aggravate issue.

of Governance (Water supply theory of Gandhi)

iii) In line with personal integrity (ethical egoism)
 iv) Provides development choices

(a) Ethical dilemmas -

- 1) Right to property v/s Right of eminent domain
- 2) Safety v/s historical right
- 3) Habitation v/s encroachment
- 4) Development v/s states quo mentality
- 5) Violence v/s state's function
- 6) Use of force v/s Right to protest

(a) Qualities -

- 1) Emotional intelligence - to maintain citizen as well as own emotions
- 2) Flexibility - To change opinion as per need
- 3) Communication skills
- 4) IA for addressing challenges

Feedback
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5) Empathy and compassion



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.

- Suggest a course of action Megha can take to sensitize her village community without appearing disrespectful or confrontational.
- What ethical principles and methods should guide her actions while engaging with the community?
- 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। रतना 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। रतना 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। रतना ने स्वीकार किया कि गांव में कई लोगों ने, जिनमें वह खुद भी शामिल हैं, इस प्रथा पर कभी सवाल नहीं उठाया। स्पर्शीकरण मेघा को परेशान करता है। उसे यह विश्वास करना मुश्किल लगता है कि एक प्राकृतिक जैविक कार्य इस तरह के बहिष्कार की ओर ले जाता 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 परंपराएँ 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)

Menstruation
has been a social taboo,
with disadvantaged attached
to women considered as
impure.

(a) Course of Action

(1) Megha first has to develop
awareness of conviction for
inner strength to fight
social stigmas.

(2) Address issue with Gram
leaders and educated
family → taking example of
Maa Kamakhya who also
undergoes menstruation (Raja



ForumIAS

(Don't write in this area)

- (3) Use NGOs like Parimeta for extending social message.
- (4) Address school authorities for educating children that menstruation is natural.
- (5) Use DM authorities to start information campaign and address large number of people.
- (6) Megha should address taboo in her own family for having imitative effect.

(b) Ethical Principles.

- (1) Equality of male and female
- (2) Rationality - that menstruation

is a natural function -

- ③ Objectivity - In deciding social norms,
- ④ Compassion for deprived women.
- ⑤ To not let cracks of society widen (Bible)

Ethical methods.

- ① Use of persuasion.
- ② Classical conditioning
- ③ 
 - Affect-through shared traits
 - Behaviour through Imitation
 - Cognition through education.

- ④ Satyagraha - take side of truth and nonviolence.

ForumIAS

(c) Mentorship is related to human rights as.

(1) Right to education (Unnikrishnan case) gets harmed as women are not allowed to go to school.

(2) Right to equality gets harmed (CEP Rayappa case)

(3) Right to live with dignity (Common Cause case) gets harmed

(4) Right to freedom of movement (Kewshalya case) gets harmed

(5) Creates untouchability.

(6) Against right to healthy life.

Thus, stigmas attached to mentorship must be dealt by rationality and

social outreach.

(Don't
in this
or 20)

Feedback
(For OFFICE use)

*	①
ANVIS	
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	
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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 रह 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 पृष्टि 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)

PM Awas yojana provides right to dignified life and shelter - however Governance inefficiency creates roadblocks in its realisation.

① Rational way to resolve the dilemma -

① Understanding -

i) What documents were missing with Gopal and any fraudulent demand is not made.

ii) Address Gram panchayat of their failure of understanding tenets of the scheme.

② Strategy - Create mechanism

for early filling of documents
for Gopal.

③ Action :-

- i) In case documents can be made - go with the normal conduct rule.
- ii) If documents can not be made - create superogatory action by addressing case to superior and create condition for allotment of funds for Gopal.
- iii) Work for training of Gram officials for next future such case.
- iv) Early disbursement of funds to Gopal - efficient conduct.

(Don't write in this Area)

(b) Reason -

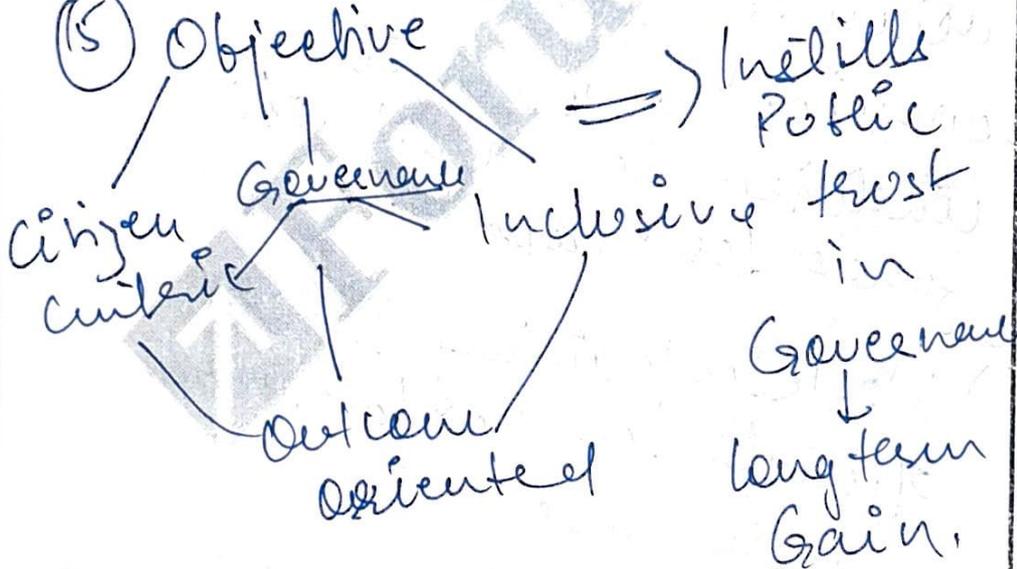
(1) Efficiency - In public service delivery.

(2) Flexibility - for duty motive

(3) Working as per intent of law ; Greatest Good of Greatest Number (Bentham)

(4) No crisis of conscience
ethical egoism (Ayn Rand)

(5) Objective



(c) Ethical Issues.

(1) Bureaucratic inefficiency

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

- ① Denial of right to dignified life to Gopal -
- ② Denial of public service to marginalized.
- ④ Improper use of public funds.
- ⑤ Lack of citizen centric governance.
- ⑥ Lack of empathy with Panchayat officials.
- ⑦ Irrational conduct.
- ⑧ Creation of short term gain - long term pain.

Thus the issue

needs, ~~also~~ ^{also} consciousness decision making along with creation of long term greatest good by flourish conduct.

Feedback

(For OFFICE use only)

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

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

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

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

(20 marks, 250 words)

आप जिला विकास एवं पंचायत कार्यालय में सहायक अनुभाग अधिकारी के पद पर कार्यरत हैं। एक दिन, आपकी एक करीबी सहकर्मी बेहद परेशान होकर आपके पास आती है। वह आपको बताती है कि उसके पिता लिवर की गंभीर बीमारी से पीड़ित हैं और डॉक्टरों ने स्पष्ट रूप से कहा है कि जीवित रहने के लिए उन्हें तुरंत लिवर ट्रांसप्लांट करवाना होगा। वह बताती है कि उसके पास कोई स्वास्थ्य बीमा नहीं है और सर्जरी में लगभग 15 लाख रुपये खर्च होंगे। आपको पता है कि उसके पिता 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, 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 गहरी 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)

Case highlights
of public fund to address
employee private issue.

(a) Ethical Issues

- (1) Lack of social security of employees - no health insurance.
- (2) Cyber security - lack of cyber protection.
- (3) Improper use of public funds by DPDO
- (4) Money - Beer split for DPDO can emerge.
- (5) Bureaucratic irrationality.
- (6) Not a universal action and poor means to achieve good end (Kant)



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in this
or app

- (7) Against large and long term good (Bentham)
- (8) Poor work culture.
- (9) Behaviour of DPDO

I Positive

- (1) Allegiality witnessed
- (2) Bluntness witnessed
- (3) he has empathy and compassion.
- (4) Creation of good relation with Juniors - work culture
- (5) He could ~~save~~ save several lives - sanctity of life maintained (Bible)

II Negative

- (1) Can cause ~~more~~ - poor

split as per his action
caused dereliction of duty

- (2) It will act as fraud/scam on panchayat's use of funds.
- (3) Not a universal action (Kant)
- (4) Can create long term pain (JS Mill)
- (5) May lower the reputation of whole organisation.
- (6) Acts as failure to meet conduct rule and public service motive.
- (7) Act in line of self preservation (Hobbes)
- (C) I would reach as:
- (1) Though it was a malicious conduct, but was not done

(Don't write in this area)

for corruption or sundry interests.

- ② I will warn DPO and my colleague that any further such action will make me address issue publicly
- ③ Create crowdfunding portal to finance the need of money. Show case reports of woman's father.
- ④ work for early fulfillment of public funds.
- ⑤ Address whole issue to my senior best ask him to handle it as a beneficial error.

Thus, improper usage of public funds for personal interest is against

Interest of public service.

Feedback (For OFFICE use)

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

Q.11) Nithin is the head of the Marketing Department at Pehnava 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 पहावा क्लोटिंग्स 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 काफ़ी उम्मीदें लगाई जा रही थीं, इसलिए श्री A को कंपनी को संकट से उबारने वाले प्रमुख व्यक्ति के रूप में देखा गया। श्री A ने जल्द ही परिणाम देने शुरू कर दिए। एक साल के भीतर, कंपनी का राजस्व लगभग दोगुना हो गया और इसकी ब्रांड दृश्यता में उल्लेखनीय वृद्धि हुई। उनकी साहसिक मार्केटिंग रणनीतियों, सक्रिय आउटरीच और अभिनव अभियानों को कंपनी के भीतर विभिन्न क्षेत्रों से सराहना मिली। उनके प्रदर्शन ने शीर्ष प्रबंधन का ध्यान आकर्षित किया। कंपनी में उन्हें दीर्घकालिक व्यावसायिक रणनीति पर केंद्रित एक बड़ी भूमिका सौंपने पर विचार-विमर्श हुआ। उन्हें 'नेतृत्व और नवाचार में उत्कृष्टता' के लिए एक आंतरिक पुरस्कार के लिए भी विचार किया जा रहा था। हालाँकि, श्री A की व्यावसायिक सफलता के साथ-साथ, नितिन को कार्यस्थल पर उनके आचरण के बारे में परेशान करने वाली प्रतिक्रियाएँ मिलने लगीं। अनौपचारिक रिपोर्टों से संकेत मिलता था कि वह अक्सर महिलाओं के

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

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

(20 अंक, 250 शब्द)

(a) Ethical Issues

- Peer work culture.
- Work without ethics.
- Violation of dignity of women.
- Long term company's reputation disadvantaged.
- Lack of professionalism.
- Violation of PoS & act by

7) Pleasure withouts conscience

8) Irrational behaviours.

9) Peer collegiality.

6) Options available.

1) Ignore the complaint
and continue benefiting
from Mr. A's skills.

2) Remove Mr. A. outrightly.

3) a) knowing - truthfulness
of Mrs. X's complaint by
checking CCTV and
discussing with other
team members.

b) Action - i) Immediately
address issue to internal
complaint committee

ii) Make Mr. A feel aware
consequences of his actions.

iii) If he feels genuinely guilty
give him another chance
to work with strict warning
of removal on any minor
incident.

iv) Address Mrs. X to psychologist
to heal mental issues and
remove her from Mr. A's
team and shift her to
other team.

(b) Evaluation.

Opinion	Merit	Demerit
(a)	i) Company's profitability ii) Short term goal.	i) Against personal values ii) Not universal action (Kant) iii) Not greatest good (Bentham)

ForumIAS

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

- (b) i) Address work culture
- ii) Re instill faith in work with ethics
- iii) Punish malicious conduct

- i) Company losses
- ii) Does not cater to long term behaviours change

- (c) i) Punishes malicious conduct
- ii) Greatest good (T & Mill)
- iii) Improves work culture
- iv) Company benefits from profit
- v) Madhyan Pralay

- i) Mr. A can suspend such conduct
- ii) Not a deviation action (Hobbes)

(d) Nithin must opt for option 3 →

- ① Addresses own crisis of conscience (Ayn Rand)
- ② Creates conditions for ensuring professional conduct fear
Other also - spillover effects.
- ③ Company can increase sales
- ④ Mr. A. faces punishment
- ⑤ Women dignity maintained
- ⑥ long term good (IS Mill)
- ⑦ Ethical choice (Paul Sartre)
- ⑧ Act in line of "Nirvana"
(Sikhism)

This Nitin
must be rational in his
conduct and balance work

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			

Welfare with company goals -

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। हालाँकि, 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। आपके विभिन्न पक्षों से ज्ञापन मिले, जिनमें विभिन्न हितधारकों के हितों का हवाला देते हुए, आपसे नोटिस वापस लेने और कठोर कदम न उठाने का आग्रह किया गया। इसके अतिरिक्त, आपको गुमनाम धमकियाँ भी मिलने लगीं, जिनका उद्देश्य आपको अपना फैसला बदलने के लिए मजबूर करना था। दूसरी ओर, आपके कई सहयोगियों ने आपके रुख का समर्थन किया और आपको व्यापक जनहित में कार्य करने के लिए प्रोत्साहित किया। कई स्थानीय गैर सरकारी संगठनों और पर्यावरण समूहों ने आपके कदमों का समर्थन किया और प्रदूषणकारी इकाइयों को तुरंत बंद करने की माँग की।

- a. दी गई परिस्थितियों में आपके पास क्या विकल्प उपलब्ध हैं?
b. आपके द्वारा सूचीबद्ध प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।
c. आपके सामने कौन सी नैतिक दुविधाएँ हैं?

(20 अंक, 250 शब्द)

(Don't Write in this Area)

Case highlights dilemma between growth and environmental protection.

(a) Options available.

(1) let the pollution continue and refrain from acting

(2) shut all industries all together -

(3) is knowing - reasons for poor mission protection,

ii) Strategy - organise multi stakeholder meeting comprising owners, NGO, unions and citizens.

iii) Action -

(1) Persuasion - Ask owners
that this action goes in
line of greater good (Karma)

(2) Coercion - create deterrence
by forcing environment
clearance.

(3) Penibility - decrease
hardness upto an extent
it does not undermine
needs of environment.

(4) Objectivity - to not submerge
below pressure created
by vested interests.

(5) Address unemployment by sharing

(Don't Write in this Area)

(b) Evaluation.

Opinion	Merit	Demerit
(1)	social stability Production continues	Against good for all No sustainable development
(2)	Environmental ethics. good for more	Does not lead to economic good Cause unemployment
(3)	Universal action social stability creation of sustainable development	Businessmen may diverge again.

(C) Ethical dilemma -

- (1) Development v/s environment.
- (2) Growth w/s Inclusivity
- (3) Environment v/s economy
- (4) Means v/s ends.
- (5) Use of force v/s use of persuasion.
- (6) Acting as per central rules v/s Acting as per need of time.
- (7) Environmental ethics v/s laissez faire of Smith.

Civil servant must act for greatest good for

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			

greatest number -