

TEST CODE 8 1 4 4 2 8

MGP 2025

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

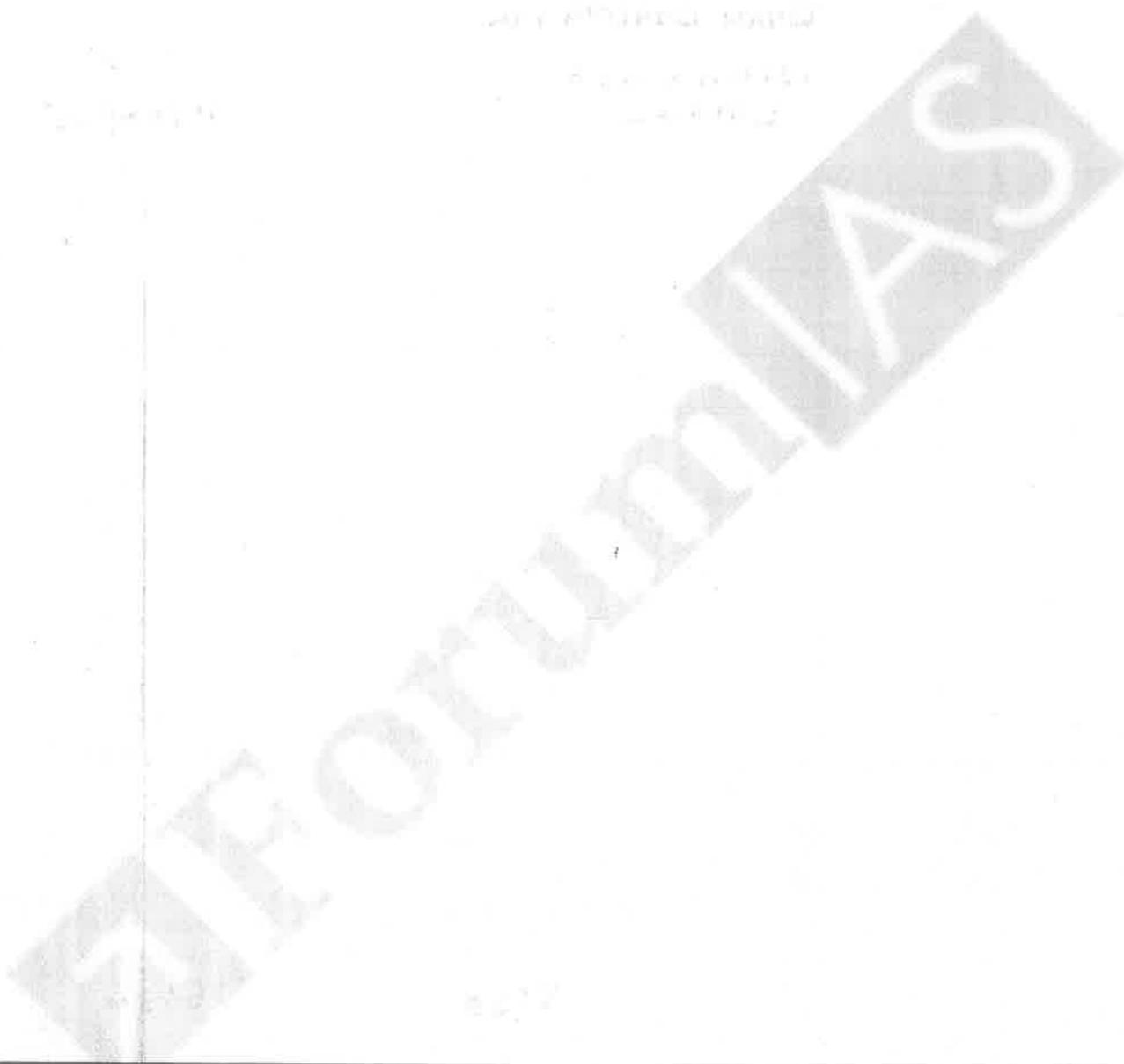
Name Of Candidate परीक्षार्थी का नाम	ISHAN BHATNAGAR		
Roll No./अनुक्रमांक	1910116216	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	BHOPAL	Date/दिनांक	10/08/25

*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश		
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।		
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।		
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।		
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।		
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।		
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			२:३०	५:३०	
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input checked="" type="checkbox"/>	
*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, प्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु		
			ECN CODE/ ईसीएन कोड :	EG/ईजी :	Evaluation Date/ मूल्यांकन तिथि :
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Note: Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion classes for the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the good copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

EXAMINER'S REMARKS



CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

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

Section - A

Q.1) a) The increasing use of digital surveillance technologies for maintaining law and order is a debatable issue. Critically examine the statement from the ethical point of view. (10 marks, 150 words)

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

Increasing use of digital surveillance tech is
a two-edged sword - driving efficient
law enforcement but raising privacy concerns.

Efficiency of law enforcement

- 1-> Evidentiary value of video evidence & BSA →
recording traffic violations, abuse of power etc.
- 2-> Digital Surveillance of conversations → unearthing
conspiracy, organized crime. eg> NCRB drug
busts.
- 3-> Digital Surveillance of public places → women's
safety and quick response. eg> 'we with you' app.
- 4) Used in counter-terror to track radicalization
over social media. eg> ISIS Telegram groups

Concerns

- 1) Facial Recognition Tech → citizen profiling → pointed out by Internet Freedom Foundation
 - 2) Access to private chats, search history → violation of digital privacy as per K.S. Puttaswamy case.
 - 3) "Thought monitoring" by internet monitoring → "big brother" effect of thought policing.
 - 4) Treating people as "means to an end" (collective security) and not "ends in themselves".
 - 5) violates Franklin's doctrine of "looking for the best in people" since it assumes the worst.
- Hence, deployment of such technology should be based on principle of necessity (ECHR) → infringement of privacy should be only to the extent strictly necessary to uphold security of all.

Feedback

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

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

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

(10 अंक, 150 शब्द)

C.S. Lewis famously said that "education without morals makes man a 'more clever Devil'" highlighting the supreme significance of ethics in education.

Importance of ethics in education

- 1) Shapes the character on the "blank slate" (tabula rasa) of the mind (John Locke).
- 2) Teaches the social norms and values of society to the child (Durkheim)
- 3) Fosters intelligence, curiosity, love for learning. → Sivasubramanya Iyer inspired horrible Poet Kalam to pursue science.
- 4) Uniforms, discipline, universalistic institutions - teacher equality, discipline, obedience and mutual coexistence.

Role of educational institutions

- 1) They are "temples of learning" where child learn character strengths. e.g. diligence, team work.
- 2) They promote universalistic orientation - tolerance of different backgrounds, regions etc. e.g. diversity initiatives, affirmative action.
- 3) Inculcate values of meritocracy and hard work.
- 4) Correct mistakes - e.g. Gandhiji learnt from his teacher's reprimand to respect institutions.

26
moral
education
absent

- Knowledge without character. e.g. Corruption
- Skills used for moral wrongs. e.g. Cyber hacking

None, morality is at the heart of good education. As Nelson Mandela said, values taught at school last a lifetime.

Feedback

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TOTAL MARKS			

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

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

Persuasion is a deliberate act that seeks to change the attitude or opinion of another person.

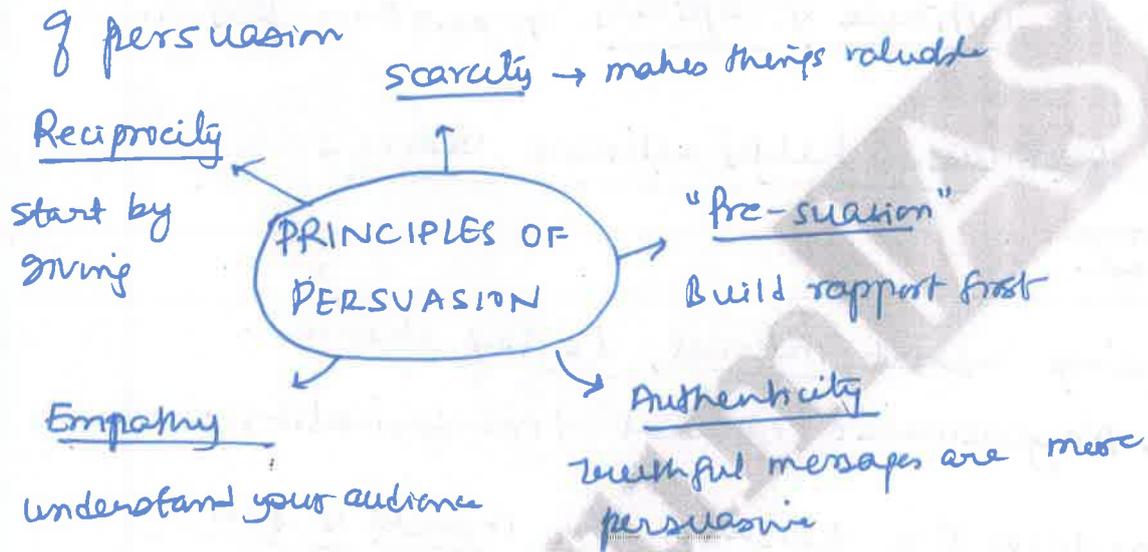
Now persuasion helps achieve desired change

1. > Brings about internal, lasting change.
eg> Angulimala's ethical transformation.
2. > Convinces the person of the merits of the argument. eg> Raja Rammohun Roy made lasting change in making Sati immoral.
3. > Internal compliance → reduces compliance cost. eg> TATA group goes much beyond legal CSR mandate and gives 7% of profits.
4. > Enables the person to go the extra mile.
eg> Sri ~~Arjuna~~^{Krishna} convinced Arjuna that he was fighting Dharma Yuddh → all doubts

were cleaned, and he fought valiantly.

Elements of Effective Persuasive Approach

Robert Cialdini has given the following principles



According to Kahneman & Tversky, persuasive message should be - (i) simple, (ii) short, (iii) engaging, (iv) it should tell a story.

Most importantly, every message should "start with why" (Simon Sinek) eg) Operation smooch briefing started with causes of action.

Thus, persuasion is the means to build lasting social change.

Feedback

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

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

Robert Merton had famously opined that since the 20th century, scientific research has been "colonized" by corporates and the state. This points to how universal welfarist orientation of research is impeded by "defense anxiety" and profit motives.

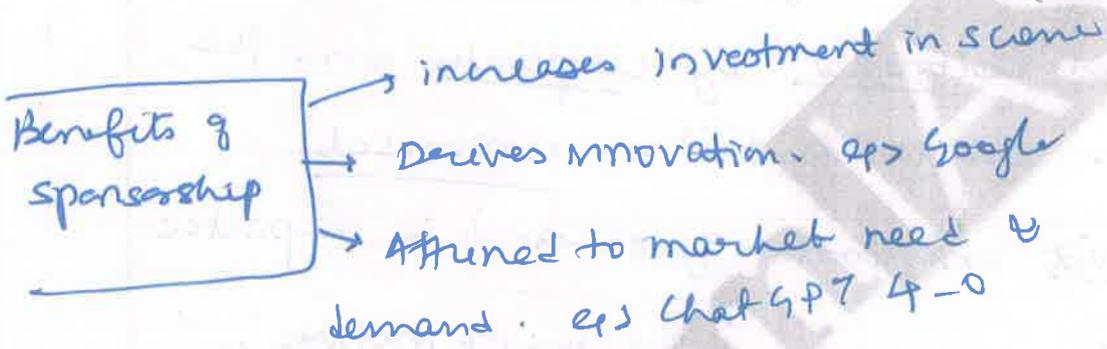
Ethical concerns from Corporate Sponsorship

1. > Profit is overriding motive, not welfare.
eg) neglect of "low profit" tropical diseases like malaria.
2. > using IP protections to restrict access to fruits. eg) evergreening of patents.
3. > violating universalist ethics like Secrecy of life. eg) designer babies.
4. > No engagement with societal effects. eg)

AI research without considering automation risks.

5. > Gandhiji's sin of "Science without humanity"

- GMOS destroying the environment, pollution due to energy intensive products etc.



Addressing ethical concerns -

1 > Perinupted scientific research on humanism & environmentalism.

2 > Regulatory oversight to ensure fairness, informed consent, risk reduction.

3 > Follow Oxford Convention on Bioethics - respect for human rights.

4 > Global consensus. ex) GPAI

Hence, scientific humanism and inclusive welfare should guide scientific research.

Feedback

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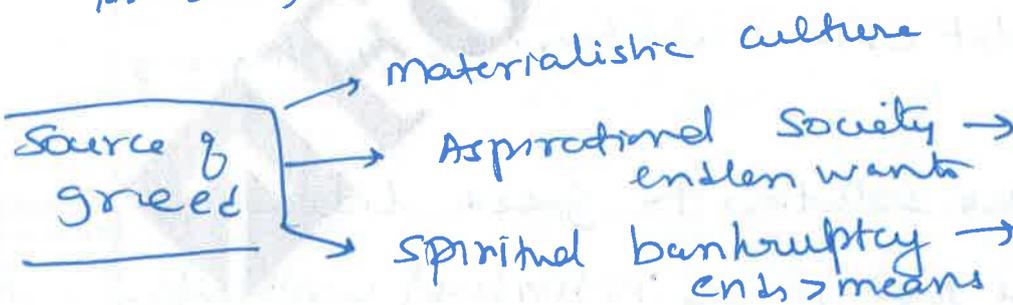
Q.3) Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

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

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

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

This poignant reflection of Pres Kalam reflects on the true nature & source of corruption in society. It comes from limitless greed since "there is enough to satisfy every one's need, but not one man's greed" (Mahatma Gandhi)



Thus, the fight against corruption has to be a fight against greed.

Addressing greed

(i) Emphasizing social contribution

Economic
Survey

→ naming stadiums etc. after
taxpayers
→ rewarding genuine social work

(ii) Attitudinal change by change in
school curricula (eg → social volunteering)

(iii) Encourage families in social work

eg → foster care

(iv) using targetted media campaign for
demonstration effect of real-life role
models like Baba Amte, Mother Teresa.

(v) highlight CSR initiatives. eg → TATA group

Hence, the solution to greed lies in
a culture that prizes individual contribution

"not what you have, but who you are".

Feedback

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

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

Nelson Mandela's wise words mirror his own life, where greatness came not from immediate success but from "rising" in the face of failure.

1) Mandela was sent to prison for a violent conspiracy → but he learnt non-violence and grew from his failure.

2) Decades in prison led not to bitterness, but moral rejuvenation and faith in truth and reconciliation to heal a broken nation.

Hence, ~~we~~ ~~we~~ must imbibe this value in our own lives, as follows -

- (i) As individuals, we should keep trying and focus on a "growth mindset" that prioritizes constant improvement.
- (ii) organizations can follow "Kaizen method" of consistent learning from failure to improve. eg) Toyota.
- (iii) As a nation, we must learn from past failures. eg) fragmentation led to colonial conquest.
- (iv) the world must learn from past Wars, use of nuclear weapons, genocide to prevent future tragedy → Russia-Ukraine crises, humanitarian intervention in Gaza are urgently needed.
- Kenya, greatness is not about always succeeding but learning from our failures.

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

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

Sardar Patel gives us the wisdom of using emotional intelligence to channelize our anger towards fighting injustices and firmly countering social evils.

This is a direct corollary to the idea that "all it takes for evil to triumph is for good men to do nothing".

Hence, in his own life, Sardar Patel -

- (i) organized Satyagrahe like Bardolo
- (ii) vehemently opposed British "divide & rule" policy
- (iii) passionately worked to integrate India.

In our own lives, this is implicit in →

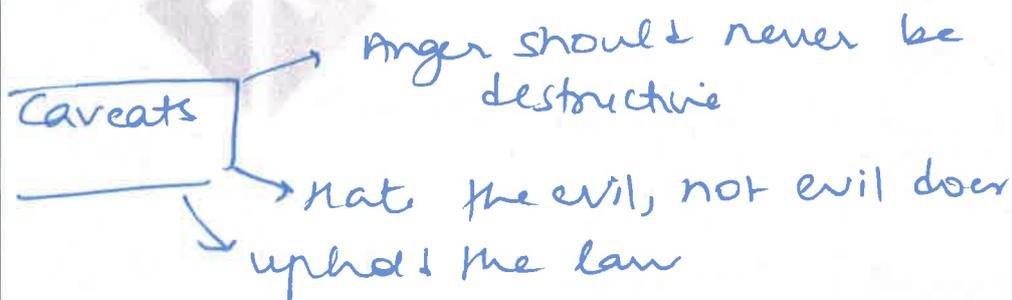
(i) upholding the moral law irrespective of the consequences (Immanuel Kant).

(ii) fighting for the right thing, at all costs. eg Sateyendra Dubey.

(iii) collective anger at injustice. eg post Kolkata rape.

(iv) channelizing anger towards social reconstruction and to end inequalities as argued by Marx.

(v) Cultivating inner strength to lead anger "anemetic action" but not "cloud inner judgment" (Swami Vivekananda)



Hence, anger is a tool for mobilization for social justice, but must never be allowed to take complete control.

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

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

"Conflict of interest" refers to a bias introduced because a person's personal interests get into conflict with their public role as administrator or adjudicator.

manifestations

- 1) Subject matter bias | e.g. a homophobic person deciding on entitlements of LGBTQA+.
- 2) pecuniary bias | where public servants stand to gain from decisions. e.g. road route such that it is near property of officer.
- 3) Personal bias | e.g. appointment committee headed by senior officer.

considering employment of his son.

4) Procedural Bias - veto is vested with chairperson, or where other officials do not get effective say.

Addressing bias

1) Immediately record conflict of interest.

2) Recuse from decisions involving bias, where possible.

3) Disclose in advance → reconstitution of search committee etc.

4) Sensitization to reduce subject matter bias - e.g. gender sensitization.

5) Fair processes with equal voice to all.

Lord Acton said that "justice must not just be done, but seen to be done". Hence every bias - real or perceived must be duly addressed in administrative decision making.

Feedback

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

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

This statement reflects the need of tempering the "sword of justice" with the "balm of fraternity". For ethnic violence, this is especially meaningful as -

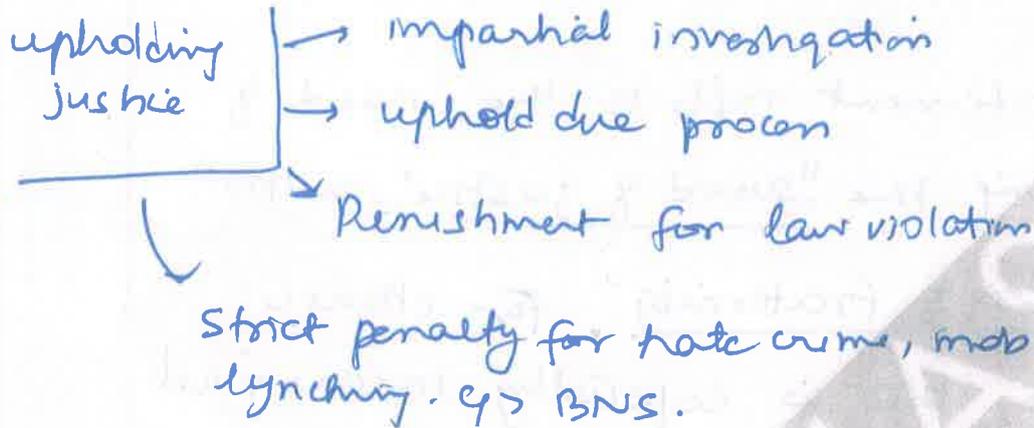
(i) the cause of ethnic violence is breakdown of social fabric.

(ii) justice to victims in the long term is about accountability as well as a social order that prevents future violence.

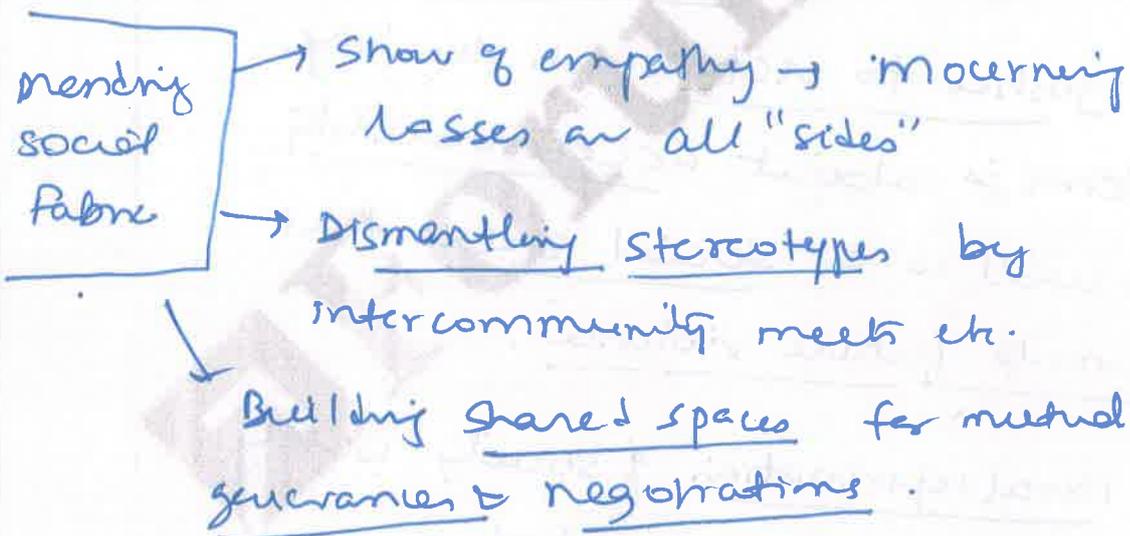
(iii) moral rejuvenation of society is only possible with reconciliation.

This principled, balanced approach was showcased in Mandela's Truth & Reconciliation Commission.

Implications for handling ethnic violence →



At the same time, there must be a spirit of reconciliation



Ashish Nandy has argued that the only antidote to ethnic violence is an impartial state and an integral civil society storing common civilizational history and pluralism.

Feedback

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



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

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

Higher education spaces are often emotionally charged because of youthful idealism, politics, and research convictions of academicians.

Significance of Emotionally Intelligent Administrators

1. → Upholding academic freedom by buffering external pressure. eg → ~~not~~ not letting politics dictate curriculum
2. → Navigating academic politics and emphasizing shared institutional interest. eg → funding competition etc.
3. → Sufficiently funding & acknowledging

research outcomes to obtain talent.
otherwise, we will see brain drain.

4. > Channelizing energy of youth in Constructive
work on lines of Gandhiji's Nayi Talim.

5. > Addressing mental health issues
among students by counselling and
Support policies - q> NLU-D suicides.

6. > Addressing systemic discrimination
against women, SCs, STs. q> Rohith
Vemula's suicide.

7. > Fostering vibrant campus culture through
fests, research initiatives, debates,
hackathons, building competitions etc.

hence, an emotionally intelligent
administrator is crucial to ensuring
social management, ensuring all stakeholders
needs are met.

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

(10 marks, 150 words)

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

Global disarmament is a sine qua non for lasting global peace. However efforts as disarmament are impeded by the following ethical considerations -

- (i) Survival spirit, which is the "will to life" (Freud)
- (ii) mutual suspicion that others will retain weapons
- (iii) Domination instinct to accumulate more hard power.
- (iv) National interest dictates that defences be robust.

(v) Utilitarian gamble of retaining nuclear weapons → foster peace by threat of "mutually assured destruction".

Balancing needs

1. → International treaties that go for complete disarmament → unlike NPT, which only targets non nuclear countries.
2. → Transparent mechanism → mutual trust that disarmament efforts are not asymmetrical.
3. → liberal I.R. theory → trade interdependence leads to mutual trust, leads to disarmament.
4. → Gradual de-escalation approach, practised since 1970s of reducing war-needs

Hence, disarmament is a gradual process to be built on shared trust & transparency.

Feedback

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

(10 marks, 150 words)

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

Probity in Governance means
the integrity of government processes
which should be geared towards
transparency and upholding the
public good.

Integral for efficient & effective
governance

- 1) Probity in procurement process →
resource use efficiency - e.g. MMR Act
- 2) Responsiveness & grievance redressal →
tailored solutions → enhanced
effectiveness. e.g. millets in PDS to
address hidden hunger.

Sine qua non for social development

1) Probity → transparency i

(i) justice to victims. e.g. rape
investigation

(ii) redistribution through welfare.
e.g. MGNREGA

(iii) Plugging leakage → benefit reaches
intended beneficiaries. e.g. DBT.

Feedback

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TOTAL MARKS			



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

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

Responsible social media use -

- (1) No use at impressionable age.
- (2) Sensitization to dangers
- (3) Sensitizing parents
- (4) Promote solutions like "parental lock" and monitoring.
- (5) Educational curricular reform on "safe internet use"

FORUM IAS

Feedback

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TOTAL MARKS			



Section – B

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

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

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

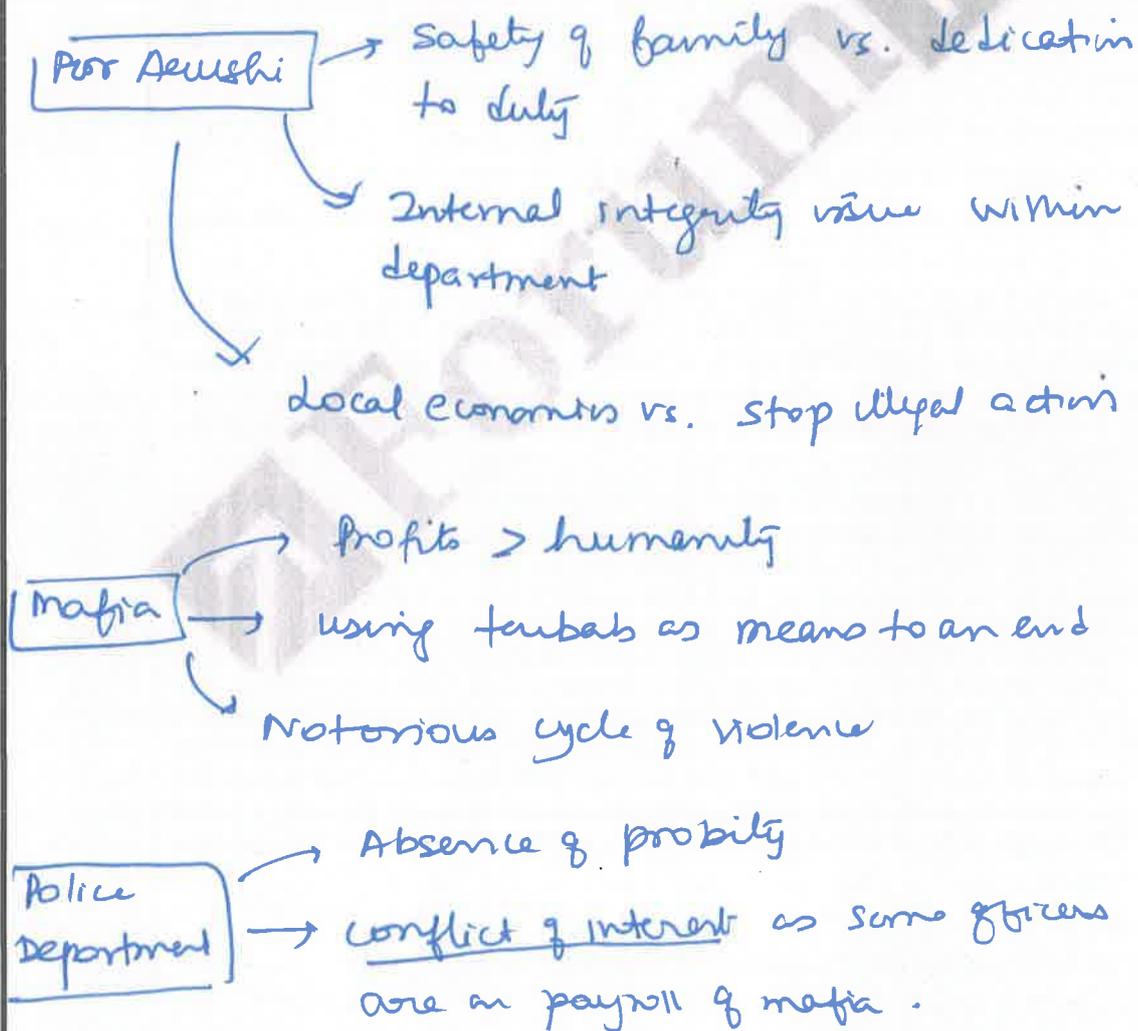
आरुषि एक युवा **IPS** अधिकारी हैं जो अपनी योग्यता, ईमानदारी और चुनौतीपूर्ण कार्यों के प्रति अथक समर्पण के लिए जानी जाती हैं। उनके बेहतरीन ट्रैक रिकॉर्ड को देखते हुए, उनके वरिष्ठों ने उन्हें अवैध बाँक्साइट खनन के लिए कुख्यात आदिवासी बहुल जिले में एक संवेदनशील कार्य को संभालने के लिए चुना है। यहाँ माफिया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

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

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

The present situation of illegal mining in tribal district highlights "unholy nexus" between local strongmen, mafia, and officers, which is the "bane of state failure" as per the Vohra Committee.

(a) Ethical Issues in the case study →



Tribals → Double victimization : poverty + mafia

↳ Resource depletion and environmental degradation

↳ Intimidation → loss of agency.

(b) options available →

(i) Pursue strict action, including arresting threatening strongmen

Positives

1> Sends message of Courage & deterrence

2> upholds rule of law as categorical imperative.

Negatives

1> Risk to self and family

2> may disrupt "precarious employment" in mines

(ii) Tone down actions

1> safety of family

2> mines local employment to tribals

1> violates the law
2> violates the virtue of courage.

(iii) Integrated, multi-pronged response

+ve

(i) Takes long term
view of situation

(ii) Decisively eliminate
mafia

-ve

(i) may cause some delay
in implementation

(ii) risk to life remains

(c) option to be adopted →

The choice of option should be guided by
Gandhiji's talisman of looking after the
most marginalized. In this case, it would be
the kudrats. Their welfare is paramount.

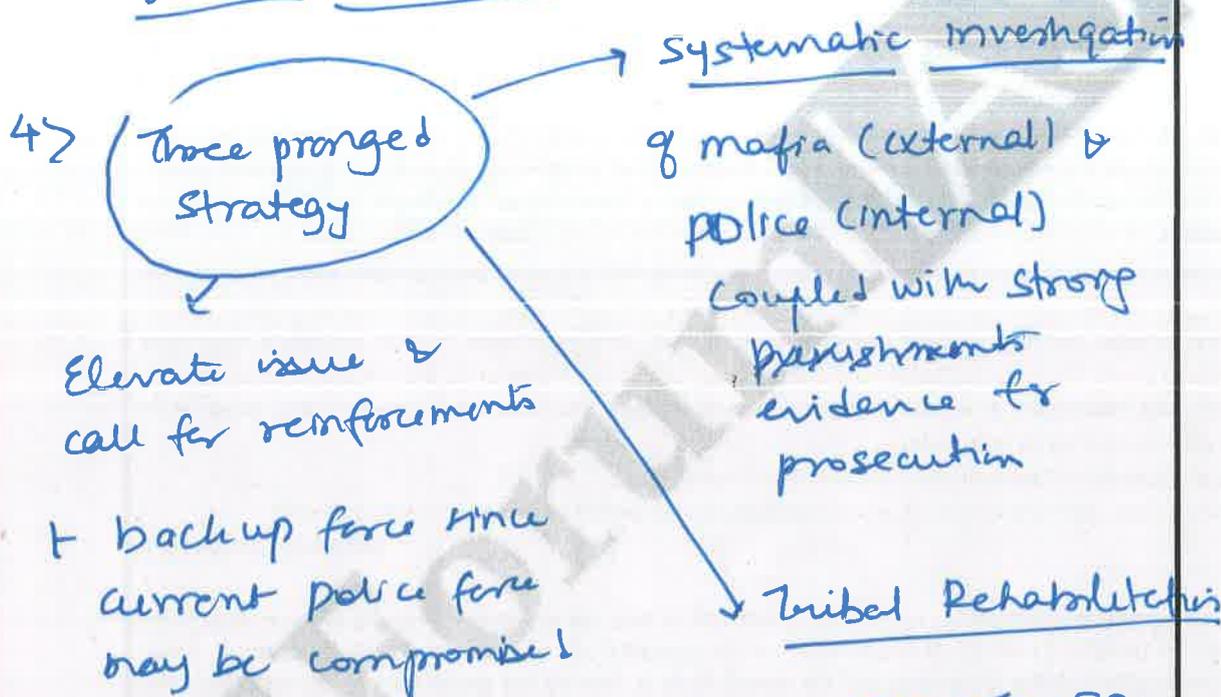
Hence, Arushi should go for - (iii) integrated,
multi-pronged approach, as follows →

1) Immediate arrest of threatening musclemen
since it is a crime to threaten an officer
on public duty.

2) Use the musclemen to interrogate & find

out scope of operations of mafia →
upholds utilitarian principle of greatest
group of greatest number.

3) send family to safety, upholding ethics
of love and care.



5) steps -

(i) gather tribal
support.

(ii) investigation & arrests → systematically

(iii) close illegal mine & setup alternate livelihoods
for locals.

hence this approach will empower the tribals
and give them agency.

Feedback

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

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

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

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

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

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

(20 marks, 250 words)

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

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

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



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

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

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

(20 अंक, 250 शब्द)

The present instance brings out the crucial & perhaps universal dilemma of our times - "development vs. environment".

(a) Ethical Issues

Strong upper multipurpose project (SOMP)
offers certain benefits → energy security,
clean energy, boost to local economy,
water security. But it has issues →

Environmental
Issues

→ violates ecocentrism, placing
development → environment

→ Breaks spiritual relationship of
indigenous community with
forest

→ Eco-ide by damaging biodiversity
of flora & fauna.

Env Issues
(contd.)

→ violating personhood of Siang
river (personhood to rivers →
Uttarakhand H.C.)

↘ against Sustainable development

Social issues

→ Displacement of indigenous
community

↓

- rootlessness
- loss of ~~life~~ livelihoods
- death of cultures (Kaxa Committee)

Philosophical
Issue

→ Utilitarian welfare maximization
at the cost of Rawls' maxi-min
principle which says that
welfare of least well off to be
taken into account.

↘ Developmental paradigm - "violent"
and seeks to "colonize" rather than
"harmonize" with nature (Vandana Shiva)

(b) Priority between development
and conservation -

To me, instead of a binary, the very idea of Development must be extended to involve ecological ~~and~~ sustainability.

Hence, a project may only be implemented when -

- (i) the harm is miniscule compared to gain
- (ii) gain is for a wide section of people
- (iii) rehabilitation is possible for those evicted
- (iv) there is no irreversible damage to the environment
- (v) the cummulative benefit exceeds the long term costs.

Hence, the Brendtland Report had argued that development today cannot be at the cost of resources available to our future generations.

As an hierarchy of values, environment >
narrow vision of development since -

- (i) it upholds categorical imperatives →
it is the correct universal maxim.
- (ii) it allows future gains & makes
cummulative utilitarian sense.
- (iii) It sees development as a spiritual
project, not a merely mechanical one.

Hence, in the present case, EIA should be
done to calculate the precise magnitude of
possible harm and precautinary principle
of "no harm" should be followed to
avoid irreparable harm to the environment.

Feedback

(For OFFICE use only)

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



Q.9) Inside a busy city administration office, Joint Municipal Commissioner Keerthi, who also serves as the Public Information Officer (PIO), faces a challenging situation. Recently, an RTI application has been received, demanding details about public infrastructure projects initiated during her tenure. Upon reviewing the requested information, Keerthi discovers that certain decisions made regarding these projects were not entirely sound in hindsight. These decisions, although taken in good faith and after due diligence, failed to realize promised outcomes. There were other employees also who were party to this decision. The disclosure of this information could potentially lead to scrutiny and backlash against herself, the employees, and contractors involved. Known for her integrity and commitment to public service, Keerthi finds herself at a crossroads. The RTI Act has served as a critical check against administrative arbitrariness, ensuring transparency and accountability. However, she also observes a troubling trend. RTI applications are often used by vested interests and activists seeking personal gain rather than genuine public interest. Some activists even resort to threats or extortion tactics, undermining the integrity of the RTI process. She fears the requested RTI information could be similarly exploited. Moreover, the employees involved are requesting her to withhold the information. In navigating this situation, Keerthi weighs her options carefully.

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

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

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

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

(b) कौन सा विकल्प कीर्ति के लिए सबसे उपयुक्त होगा और क्यों? (20 अंक, 250 शब्द)

This situation shows a challenging situation where good faith decisions could not yield correct outcomes, showing "intention - outcome" gap.

(a) options available →

(i) hide details and not reveal complete information

+ve	-ve
1) Prevents unnecessary scrutiny 2) upholds morale 3) vested interests	1) Against spirit of RTI 2) Against accountability 3) Incentivizes inefficiency

(ii) reveal complete information

+ve	-ve
1) upholds letter & spirit of RTI act. 2) Proactive public disclosures - 3) upholds accountability	1) Harassment of bona fide officers 2) Scrutiny may derail work 3) vested interests

(iii) Go for calibrated approach
balancing privacy & accountability

the	-ve
1) upholds RTI Act and DP DP Act.	1) may foster inefficiency.
2) Accountability tempered with privacy.	2) may get overturned in appeal.

(b) Appropriate action →

The most appropriate action would be
to chiefly go for full disclosure as per
option (i), with elements of option (ii)
as follows -

- (1) major decisions taken and their
basis must be revealed
- (2) Any data or reports that led to
decision to be revealed
- (3) vehicle names & major decisions

makers may be revealed, where
necessarily.

(4) Irrelevant details - like details of
every subordinate working on an issue,
could be avoided.

(5) This prevents harassment of office
staff while insuring accountability
of primary decision-makers.

This set of decisions -

(i) upholds accountability ✓
transparency

(ii) shows good faith in revealing
the basis of decision.

(iii) incentivizes more efficient ✓
appropriate decisions.

It is not enough for officers to have

integrity. Rather they should also show effectiveness in converting "outlays into outcomes" as per the Nolan Committee.

Further, prevalence of false RTIs or use of RTI for extortion is addressed by -

- (i) malicious prosecution proceedings against extortionists
- (ii) internal enquiry showing decisions were in good faith → clean chit if no discrepancies disclosed.

hence, RTI regime mandates proactive disclosure, and courts must step in to firmly correct instances of vested interest in same manner as fine regime for frivolous PLs.

Feedback

(For OFFICE use only)

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



Q.10) Littering at popular tourist destinations has become a significant environmental and ethical concern in India. A recent incident highlighted this issue when tourists were observed throwing tissue papers and a cake box on the road after celebrating a birthday. When a local politely requested them to use a nearby dustbin just 5 feet away, the tourists dismissed the appeal, claiming no dustbin was available. The situation escalated when their driver threw a plastic bag into the adjacent valley.

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

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

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

(a) What are the ethical concerns associated with tourists littering at public destinations?

(b) How can ethical tourism practices be integrated into policies to address issues like littering at tourist destinations?

(c) Suggest a course of action that balances environmental responsibility and individual rights. Justify your answer. (20 marks, 250 words)

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

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

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

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

(a) सार्वजनिक स्थलों पर पर्यटकों द्वारा कूड़ा-कचरा फैलाने से जुड़ी नैतिक चिंताएं क्या हैं?

(b) पर्यटन स्थलों पर कूड़ा-कचरा फैलाने जैसी समस्याओं से निपटने के लिए नीतियों में नैतिक पर्यटन प्रथाओं को कैसे एकीकृत किया जा सकता है?

(c) पर्यावरणीय जिम्मेदारी और व्यक्तिगत अधिकारों के बीच संतुलन बनाने वाली कार्यवाही का सुझाव दें। अपने उत्तर का औचित्य सिद्ध करें। (20 अंक, 250 शब्द)

This situation highlights classic
dilemma of using social media as a
tool of accountability in its
encroachment of privacy of individuals.

(a) Ethical Issues

Tourist → self-centeredness
→ Ecocide: destroying the
environment

↳ Non consideration for others

Locals → Trusteeship → upholding the
environment
↳ Courage → speaking up for
a just cause

↳ Impinging on privacy of tourists

Environment → ~~sea~~ Impact of tourism
↳ Faulty construction by
tourism industry

↳ Tourist practices - waste disposal,

fuel wastage etc.

(b) Integrating ethical tourism practices →

- 1) Sensitization of tourists. Ex) signs of "no littering".
- 2) use "consistency effect" by making tourist sign "no littering" declarations.
- 3) E.S. → nudge behaviour by rewarding ethical waste collection.
- 4) Advertising ecotourism as an "aspirational experience" to derive behaviour change.
- 5) use of social media influencers to derive attitude change.
- 6) Integrated systems approach -
 - (i) only permit "non polluting" tourist project

- (ii) adequate waste disposal arrangement
- (iii) strict fines -

(c) Balanced Course of Action

In the present situation, we have to take a proportionate approach, which as per Supreme Court in Modern Dental Association v UOI, means that -

- (i) social welfare must be upheld with,
- (ii) minimal rights violation.

Alongside, we must uphold the principle of "Polluter Pays" (as Stockholm Summit) by internalizing upon polluting tourists the social costs of pollution.

This requires a calibrated approach -

(i) Reporting mechanism for polluting tourists → can upload pictures to an app, issue to be taken up by service providers, use the hotel to be fined (in line with IT rules of intermediary liability)

(ii) strict fines and ban from tourist place in repeat offender cases.

(iii) social media videos may only be uploaded to raise awareness of issue upon blurring faces → no uploading of identity to social media without consent.

This approach brings an institutional solution to the problem, addressing rights of all stakeholders, including the environment.

Feedback

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



Q.11) You are the Operations Manager at a fast-growing technology startup, NexGen Solutions, known for its innovative projects and timely delivery. The startup's environment is fast-paced, with tight deadlines and high expectations from clients and investors. Your current project, creating a cutting-edge AI based application, is critical for securing upcoming funding and partnerships. Your small, capable team includes four software developers and two project coordinators, with an equal number of men and women.

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

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

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

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

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

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

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

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

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

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

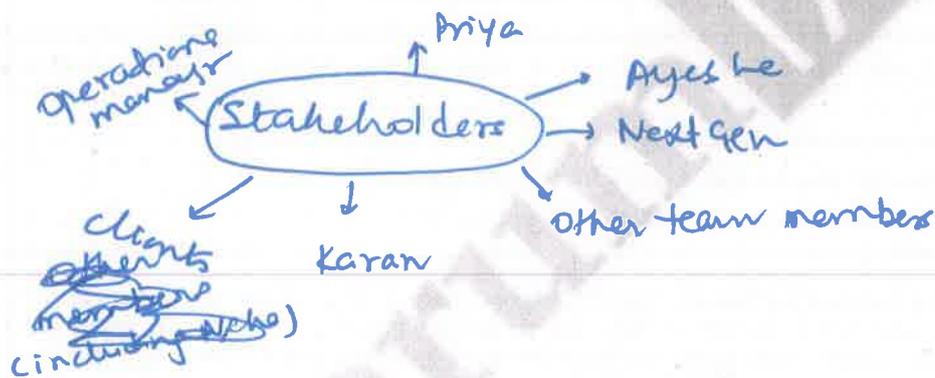
(a) इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।

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

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

The present situation brings out a difficult situation of a high stress work culture with high work load, where Karan's remarks raise questions about mutual support, warmth and inclusivity and most crucially, dignity and entitlements of women in the workplace.

(a) Ethical issues involved →



Ayesha & Priya → Personal commitments vs. professional obligation

↓ Facing workplace discrimination

Team → Heavy targets, high workload
 → No work-life balance
 → internal conflicts

Karan → Gender insensitivity
 → Professionalism is lacking
 → Lack of empathy, gender sensitivity
 → Perhaps has genuine work stress.

clients & investors → unhealthy expectations
→ limited turn-around time

Next Gen → lack of gender sensitization
→ absence of support systems
for employees
↓
overburden & burnout

(b) Dealing with situation →

As operations manager, I would uphold
the value of inclusive, gender-just,
empathetic work place.

Schutte et al. have argued that in
high stress situations, work place support is
crucial to productivity.

steps →

1) victim justice by discussing feelings &
experiences of Priya & Ayesha. If they

Consistently feel Intimidated or Uncomfortable with Karan, then he should be severely reprimanded, and if needed, suspended pending further inquiry.

2> Stakeholder - first approach | Consult whole team regarding -

- (i) work force allocation
- (ii) work load
- (iii) Bandwidth to take on work

3> Support the team by -

(i) Disciplinary action against Karan

If victims/team discloses consistent attitude problem. → destory the team by removing toxic element

(ii)

(ii) Reach out to other verticals to borrow other developers or programmers to reduce individual workload.

(iii) prioritize task - as per Scientific work management of Samuel Taylor

to implement most crucial tasks
first.

(iv) if still not feasible, push back the project.

Ⓒ Addressing challenges ~~spont~~ faced by
women -
Ⓓ Addressing long-term work culture -

(i) Rigorous gender sensitization
workshop for all people concerned.

(ii) Rationalization of task-worker ratio

(iii) For the team - implement deadline
policy which is participatory, realistic.

(iv) well-defined support systems for
women - crèches, maternity

↳ Gender leave etc.

challenges
faced

- invisibilization of work
- relegated to care based tasks.
- Glass ceiling & pay gap
- ↳ Deprived of entitlements - e.g. maternity leave.

Feedback

(For OFFICE use only)

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



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

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

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

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

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

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

(c) What option should Prateek adopt and why?

(20 marks, 250 words)

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

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

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

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

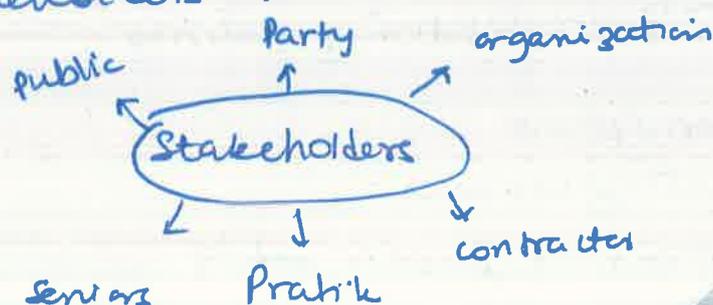
(a) मामले में शामिल नैतिक मुद्दों पर चर्चा करें।

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

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

(20 अंक, 250 शब्द)

The present situation discloses the following
Stakeholders →



(a) Ethical issues

The primary ethical issue raised is
political and economic concerns putting
a question upon public safety and value
of human life.

Pratik → Adherence to deadline vs. uphold
quality standards
→ Courage of conviction vs. bowing to
external pressure.

Public → safety "held ransom" by political
concerns.

Party & CM → focus on winning elections over genuine impact
"professionalization" of politics

Contractors → corruption
→ cutting corners
→ threatening public safety

Senior officers → Failure to uphold neutrality
→ Partisan bias
→ Not upholding public welfare.

(b) options available →

(i) leave issue unresolved.

+ve	-ve
1) Smooth implementation	1) Risk to lives
2) Timely completion	2) structural defect left unaffected.
3) low cost	

(ii) Raise issue through appropriate channel

+ve	-ve
1) Protects public safety	1) Delays & economic cost.
2) upholds quality	2) Action against

of service
delivery.

organization, transfer
etc. of practices.

(iii) Seek to address issue & expedite
work through innovation practices

+ve	-ve
1) Dynamic method	1) May take time
2) Possibility of timely completion	2) May lead to "bad press" if delayed
3) No risk	

(c) Prateek has to adopt the third option
because it upholds the innate value
of human beings as "ends in themselves"
(Kant).

Course of action -

- 1) Enquiry & fact finding on extent of
structure risk.
- 2) Due documentation and action on

contracts for lapses.

3) Taking inspiration from Shri E Sreedharan who prefabricated some metro stations to meet deadlines, Prateek should -

- (i) find innovative, cost effective method of repair
- (ii) ensure timely completion through "reverse clock" (eg) DMRC policy)
- (iii) constantly monitor progress to ensure high quality of completion

This is the best course of action as it upholds quality of service delivery, ensures timelines are met, keeps costs low and prioritizes public safety. As Shri T.N.

Seshan observed an officer's duty is to the people and the constitution, and not to political masters.

Feedback

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#	G	A	P
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CD & VA			
S & F			
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