

TEST CODE	8	1	4	4	1	6
-----------	---	---	---	---	---	---

MGP 2

Time Allowed : Three Hours  
समय : तीन घंटे

**ForumIAS**

Maximum Marks  
अधिकतम अंक

**GENERAL STUDIES / सामान्य अध्ययन**

Name Of Candidate परीक्षार्थी का नाम	Dishant. A. Nisar.		
Roll No./अनुक्रमांक	Medium/माध्यम	English <input checked="" type="checkbox"/>	हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Date/दिनांक	31/8/25.	

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

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 sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भर दें।		
1			2. There are TWELVE questions printed in ENGLISH & HINDI. Questions in both languages are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्नों का उत्तर अनिवार्य है।		
2			3. The number of marks carried by a question/part is indicated against each question/part. Do not write answers in the margin. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं। उत्तर लिखने के लिए केवल दिए गए स्थान का उपयोग करें।		
3			4. Answers must be written in the medium authorized in the admit Card/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 प्रवेश पत्र के अंदर ही 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 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 जाना चाहिए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ का स्पष्ट रूप से काट दें।		
5			<b>For Student Only / केवल परीक्षार्थी प्रयोग हेतु</b>		
6			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :	
7			Mode Of Examination / परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/>	Offline/ऑफलाइन <input type="checkbox"/>
8			<b>For Office Use Only / केवल कार्यालय प्रयोग हेतु</b>		
9			ECN CODE / ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤	Evaluation Date / मूल्यांकन तिथि :
10			*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 समय 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।		
11			Total Marks/कुल अंक : 250		
12			Examiner's Discretion/मूल्यांकन कर्ता का विवेक :		
13			Total Marks/कुल अंक :		
14			*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 समय 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।		
15			Total Marks/कुल अंक : 250		
16			Examiner's Discretion/मूल्यांकन कर्ता का विवेक :		
17			Total Marks/कुल अंक :		
18			*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 समय 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।		
19			Total Marks/कुल अंक : 250		
20			Examiner's Discretion/मूल्यांकन कर्ता का विवेक :		
Total/कुल अंक	250				

**Note:** Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion classes and the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the 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 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, 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, 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 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 पूर्वग्रह भारत में लिंग-आधारित अनुभवों को आकार देते हैं।' क्या आप इस दृष्टिकोण से सहमत हैं? चर्चा कीजिए। (10 अंक, 150 शब्द)

Parenting is the most important activity as family is the primary mode of socialization that helps to nurture a child's values.

Unconscious bias leading to gendered experiences → Yes.

1) Parents differentiate between son and daughter in terms of resource allocation

↳ Son given new toys, bicycle and sports equipment but not daughter.

2) Treatment of mother i.e spouse by husband → Domestic chores and not earning leading to bias in children.

- 3) Education Bias → promoting ~~the~~ males higher education and not of daughters
- 4) Cultural Practices → Like daughters treated as 'Laxmi' and must be protected

However, gendered experiences also caused by other practices →

- 1) Role of media and societal culture.
- 2) Entrenched patriarchy → Corporate glass ceiling.

It requires steps like →

- 1) Awareness among parents to remove biases
- 2) Gender neutral parenting → Dangal film → daughters as wrestlers

Thus, from family, children learn and hence must be done responsibly

Feedback

(For OFFICE use)

#	Q1	Q2	Q3	Q4
AWIS				
CD & VA				
S & F				
P & R				
Please put 20 marks in the above table.				
Here G is Grade A				
Average marks is				
Poor.				
TOTAL MARKS				

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

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

Empathy is about awareness and experience of others' emotions while compassion is about 'taking action' to alleviate pain of others.

Pity → Antipathy → Sympathy → Empathy → Compassion

↳ 'Cycle of Compassion'

Empathy

- 1) 'Finding echoes of others in yourself'
- 2) First important step leading to action

↳ APJ Kalam's empathy with subordinate's work load.

Compassion

- 1) Action oriented for a virtuous world.
- 2) Final step that leads to change.

↳ Buddha's compassion towards Angulimal.

## Foundational values in public services →

- 1) People oriented job → AS surrounded by people and work for the people  
 ↳ Implement schemes like MGNREGA
- 2) Team work and leadership → AS empathy makes better management of the administrative setup ↳ E. Sridharan
- 3) Active orientation for Justice → AS being compassionate towards vulnerable leads to justice ↳ Sawodaya Principle
- 4) Avoiding malpractices → By ensuring conscience is clear ↳ T.N. Seshan
- 5) 'Help the helpless' ↳ Compassionate kothikode project of IAS Prasant Nair

Thus both these values lead to a more 'Ethical governance' and 'SADHARAN DHARMA'

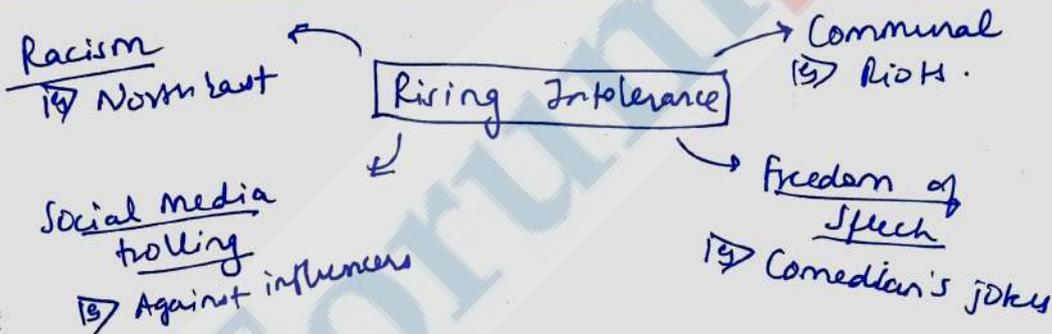
#	Name	Remarks
AWIS		
CD & VA		
S & F		
P & R		
Please put final marks in this table		
Here Give Overall Average and Poor.		
TOTAL MARKS		

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

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

'Intolerance is the mark of an unfinished education'

Society needs tolerance i.e being receptive of differing viewpoints in society.



## Consequences

1) Personal well-being → i) Undermines one's confidence and mental health problems.

↳ Nido Tharian, student from North East faced Racism.

2) 'Chilling effect' → As one's freedom

is hampered  $\Rightarrow$  Kunal Kamra's studio  
attacked

3) Personal Hatred Rises  $\rightarrow$  'Vicious cycle'

$\Rightarrow$  Developing own prejudices due to  
'victim mentality'

**B** Societal well-being

1) Social - Capital Affected  $\Rightarrow$  Maharashtra  
case of Gujarati vs Marathi

2) Rise of 'hate crimes', mob violence

$\Rightarrow$  Against Dalits involved in cattle transport

Steps to be tolerant at personal level

1) Expanding horizons of knowledge by  
reading books

2) 'Role play' training and communicating  
with diverse people

3) Self restraint  $\Rightarrow$  If you are veg and  
someone eats non veg  $\rightarrow$  you can  
sit somewhere else.

'I detest what you say but I will defend  
till death your right to say it -

Voltaire

Hence, tolerance important.

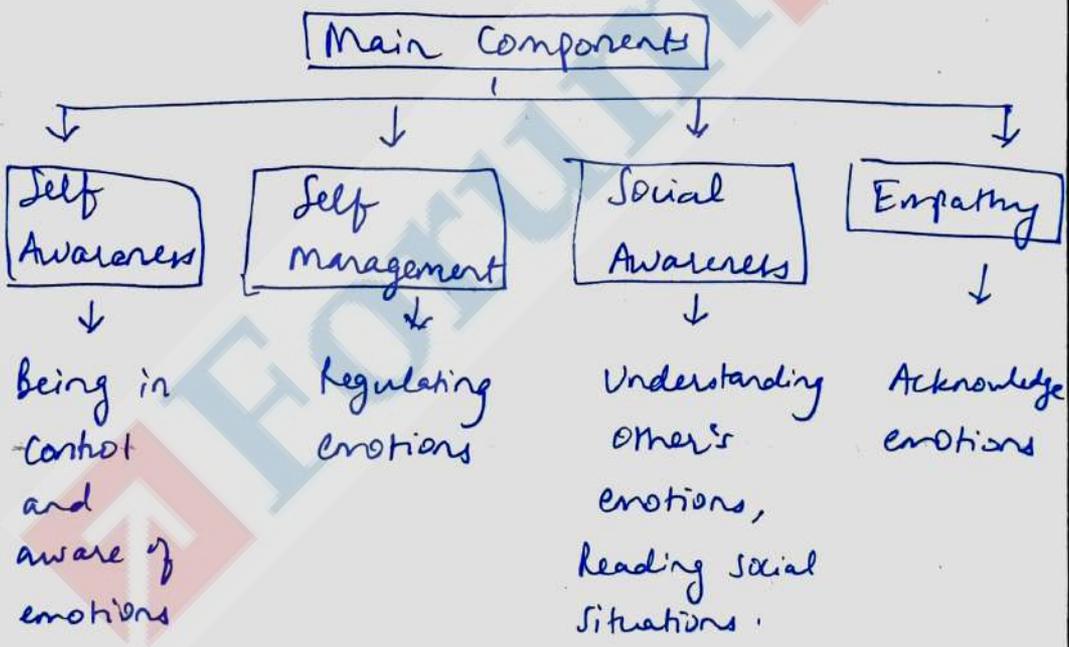
#	Q	A
AWIS		
CD & VA		
S & F		
P & R		
Please put your marks in the above table.		
Here G is Good, Average and P is Poor		
TOTAL MARKS		

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

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

Emotional Intelligence (EI) is the ability to manage one's own and others' emotions in social situations.

$$\text{Head} + \text{Heart} = \text{EI}$$



IAS Divya Devarajan understood the problems of people in tribal areas and learnt 'Gondi Language' to communicate better.

Helping Individual in taking ethical decisions. →

- 1) Recognizing flaws in one's own emotions and taking steps to resolve  
 (eg) Recognizing Bias and removing it.
- 2) Better stress management → clarity of mind in work
- 3) Good interpersonal communication and team bonding leading to ethical decisions (eg) Conflict management in teams
- 4) Being empathetic and thus using emotions towards greater good  
 (eg) ZAS Somavanshi donated ACS from office to hospital ward.

'Success at work depends on 80% EI and 20% of IQ. Thus now soft skills are important and must be learnt

Feedback  
(For OFFICE USE)

#	①	②	③	④
AWIS				
CD & VA				
S & F				
P & R				
Please put these marks in the box table.				
Here G.O. (Good), Average and Poor.				
TOTAL MARKS				

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

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

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

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

Vivekananda's quote highlight important perspectives on the transient nature of life and how it must be spent in service, compassion and society.

Explanation →

1) 'Living for others' → True meaning and satisfaction in life

↳ Mother Teresa's life

2) Consumerism, Materialism is a vanity and only ephemeral in short life

3) We must be Compassionate ↳ Bharat Vatwari runs NHO for roadside destitutes

In present context →

- 1) Isolationist and Alienated world  
due to social media and Nobody  
has time for others  
↳ Ignoring elderly population's needs
- 2) Materialist life → Wealth gathering  
and not being charitable  
↳ Oxfam says inequality is highest  
since colonial age.
- 3) Service oriented requires us to be  
'action-oriented' ↳ Vivekananda on  
'karmyog'
- 4) Life for others ↳ Climate justice ↳ Greta  
Thunberg  
Social Development ↳ Bernadete  
Wilson

Rabindranath Tagore said that, "I slept and  
dreamt life was joy, I awake and saw  
service was joy!"

**Feedback**  
(For OFFICE use only)

#	Q	A
AWIS		
CD & VA		
S & F		
P & R		
Please put 120 marks in the table		
Here G is Good, A Average and B is Poor.		
TOTAL MARKS		

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

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

'Chhodo kal ki baatein, kal ki baat  
Puraani, Naye Daur mein likherge hum  
milke nayi kahaani'

(Forget the past and embrace the present  
to write a new chapter).

Tagore's statement tells us to  
not regret the past or what we  
have lost. It hinders us from  
seeing what we have gained.

eg) Steve Jobs lost Apple as CEO but  
his experience allowed him to open  
new profitable company.

eg) India's Chandrayaan 2 failed but  
Chandrayaan 3 greater success.

## Present context →

- 1) Youth becoming emotionally numb  
over loss  $\Rightarrow$  Suicides, mental health  
issues
- 2) Requires them to embrace life's  
ephemeral nature  
 $\Rightarrow$  Marcus Aurelius's Stoicism teaches  
us to be resilient in adversity.
- 3) Developing 'Adversity Quotient' is  
now important in Disruptive world.  
 $\Rightarrow$  AZ - Job loss  $\rightarrow$  But chance to  
learn new skills.
- 4) Practice mindfulness and being  
'Content with what we have'.

If we fail, we can stand up  
again to try as we will be  
more stronger.

### Feedback

(For OFFICE use only)

#	@	☺	☹
AWIS			
CD & VA			
S & F			
P & R			
Please put these marks in the above table			
Here G is Good, A is Average, and P is Poor.			
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 is the golden jewel made out of the pearls of courage and resilience'

Sardar Patel's quote teaches us how to build character.

In present context → Cultivating strength to challenge oppression.

1) Societal Injustice (eg) Patriarchy, crimes against children (vulnerable) requires us to challenge it.

(eg) IPS Anit Shiekhi's 'Chuppi Tod' movement.

2) Youth must be enlightened to ensure they take such strong ethical decisions. (eg) Standing up against

## Climate injustice

Tolerate Resultant → Hardships → Courage and awareness

1) Create more resilience and strong adversity quotient.

↳ Nelson Mandela stood up against Apartheid and jailed for 22 years.

2) Need for more awareness about our own Courage and limits.

↳ Fighting against Sardar Patel is a long fight needing resilience.

Thus, to build character, we must learn from Sardar Patel who united India by fighting against the oppressors and took up such a humongous task.

#	③
AWIS	
CD & VA	
S & F	
P & R	
Please put marks in the table	
Here G in Good 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?

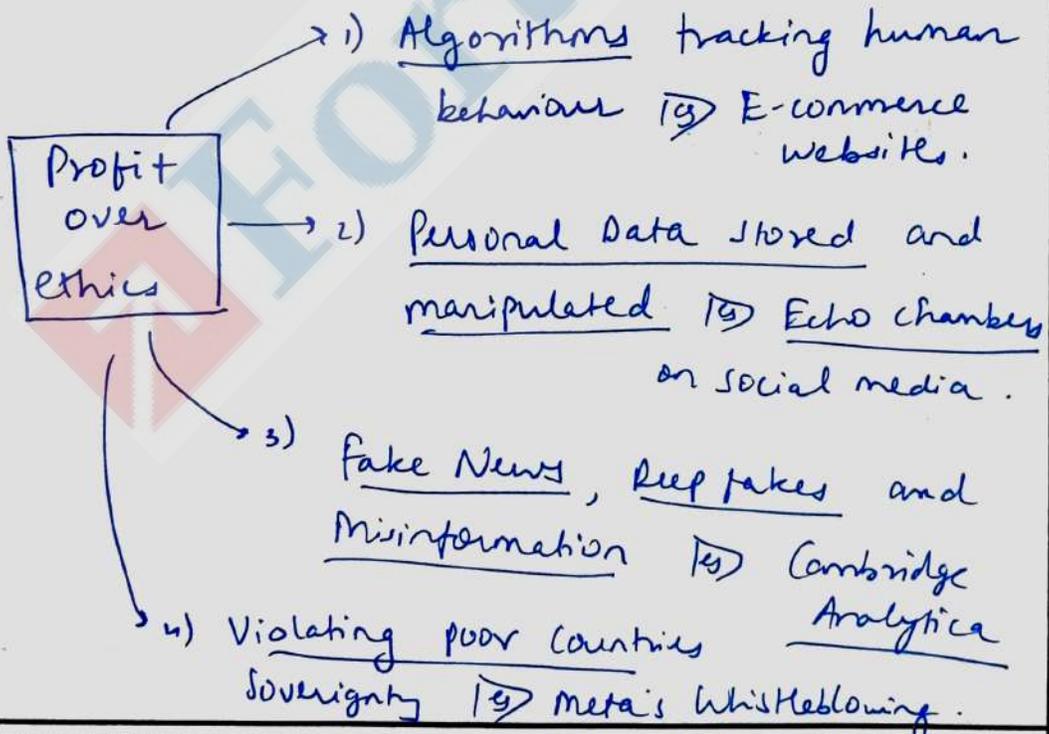
(10 marks, 150 words)

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

(10 अंक, 150 शब्द)

'Data has become the new oil'

Big Tech companies command significant control over data and economic resources requiring an ethical framework in the internet-world.



Ethical principles that should guide such companies. →

1) Gandhi's Seven Sins → Commerce without morality and thus must be ethical in business

2) Stakeholder Capitalism and Compassionate Capitalism as 'No company operates in isolation with society' → so responsible

↳ Google's Calico project to tackle fake news

3) Deontological Principle of human as an end and dignity maintained.

↳ Apple's Commitment to privacy.

4) Sarvodaya → For benefit to all

↳ CSR Activities for Digital Literacy

A strong regulation and ethical principles are needed to navigate the technology and data led world.

Feedback (For OFFICE USE)

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

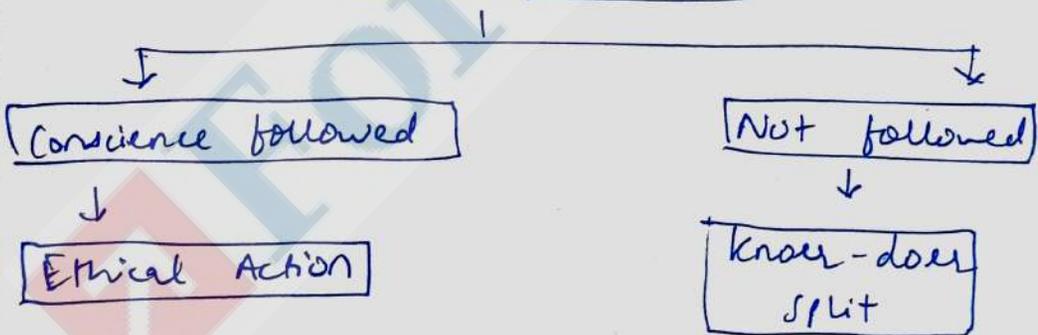
b) What do you understand by the term 'crisis of conscience'? Describe an incident from your life where you experienced such a crisis. How did you deal with it? (10 marks, 150 words)

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

'There is a higher court than the court of justice and that is the court of conscience' - Bradhiji

Conscience is our 'moral compass' → the inner voice telling us what is right or wrong guiding our behaviour.

Crisis of Conscience



It is when our conscience is faced with dilemmas or ethical blindness

→ Pressure by ministers to execute faulty projects.

Personal Incident

- 1) During my college days, I was the Student Chairperson of my department
- 2) I witnessed my friends using sponsorship money to buy personal hoodies and gifts.
- 3) I was faced with the crisis of conscience to inform the department coordinator and complaint about my friends.

How I dealt with it

- 1) Confronting friends and warning them to not do such acts.
- 2) Ensuring as a leader, they give back the personal items and refund the money.
- 3) Told truth to the coordinator but persuaded for leniency as mistake will not happen again.

Feedback

(For OFFICE use)

#	3
AWIS	
CD & VA	
S & F	
P & R	

Please put big marks in this table

Here: G is Good / Average and P is Poor.

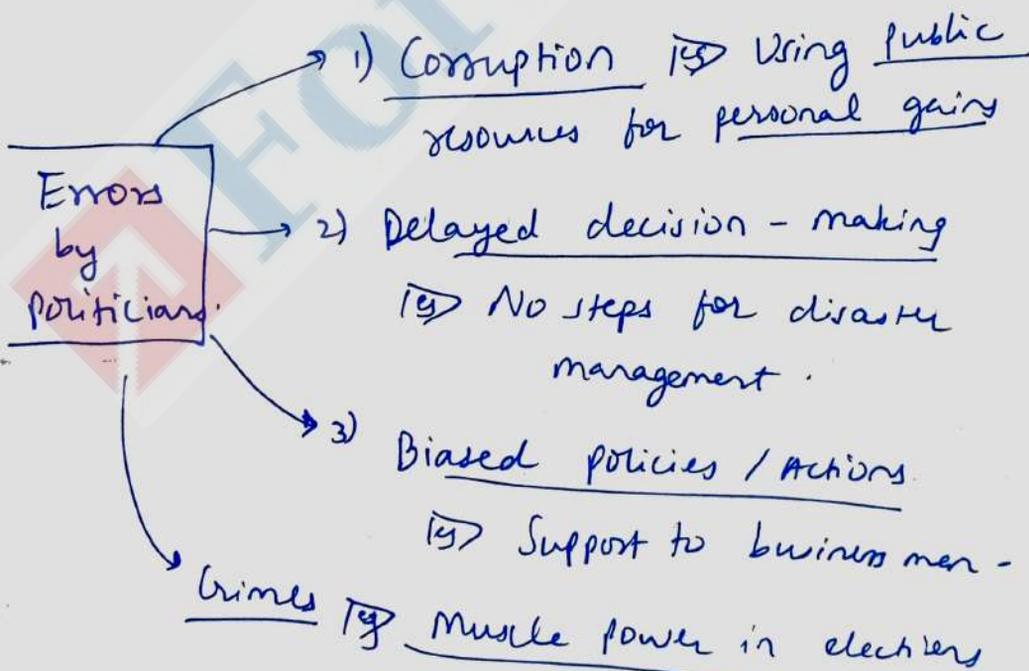
TOTAL MARKS

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

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

'Politics without principles is one of the greatest sin' - Handhiji

Politics is famously called as a 'contact sport' i.e. it requires fighting, taking tough decisions due to dynamic nature.



Politics of confession → As a cathartic experience →

1) 'Trusteeship principle' → As powers and resources given for the welfare of people → So mistakes must be acknowledged

2) Accountability → Towards people  
 ↓  
 Confession to ensure punishment  
 ↘ Towards Law/Constitution  
 eg) Sheshaji offered to resign.

3) 'One who leads, leads till the ends'  
 So as leaders must have higher moral virtues eg) Gandhiji → took decision of withdrawing Non-cooperation due to Chauri Chaura.

Thus, politicians are also stakeholders in the Social Contract. They might not confess but we need strong institutions to ensure accountability.

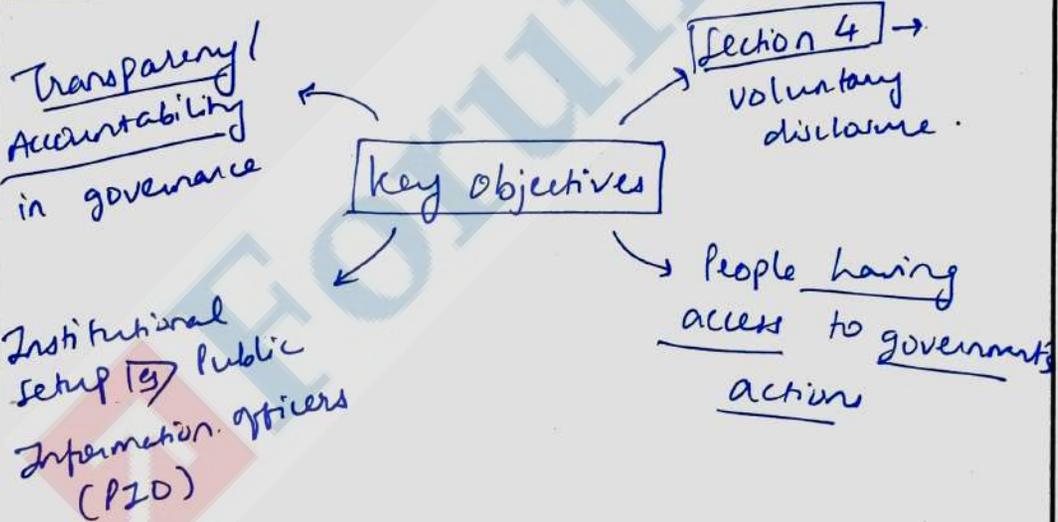
AWA	
CD & SA	
S & P	
P & R	
Please put the marks in the table.	
Average and Pass	
TOTAL MARKS	

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)

Information is the currency in a Democracy — Jefferson

The RTI Act 2005 is a landmark legislation that ensures 'right to know' and be informed of the citizens.



Ethical concerns with DPDP Act →

1) Protects 'sovereign data' that is digital

Personal data collected by the government

↳ It can be misused but RTI cannot be applied to find out.

2) Data protection to private companies and data localization provisions.

↳ But RTI Act not amended to ensure such data having public use can be accessed.

3) 'Data Principal' and 'Data Fiduciary' provisions and 'Right of Consent' is still vague.

- Way forward
- 1) Timely evaluation and updation of law.
  - 2) Amending RTI Act to deal with evolving landscape.
  - 3) Strengthening voluntary disclosure.

An informed citizenry is best safeguard against tyranny.

## Feedback

(For OFFICE use)

*	Q/A
AWIS	
CD & vA	
S & F	
P & N	
Please put marks in this table	
Here is the Average and	
Poor	
TOTAL MARKS	

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

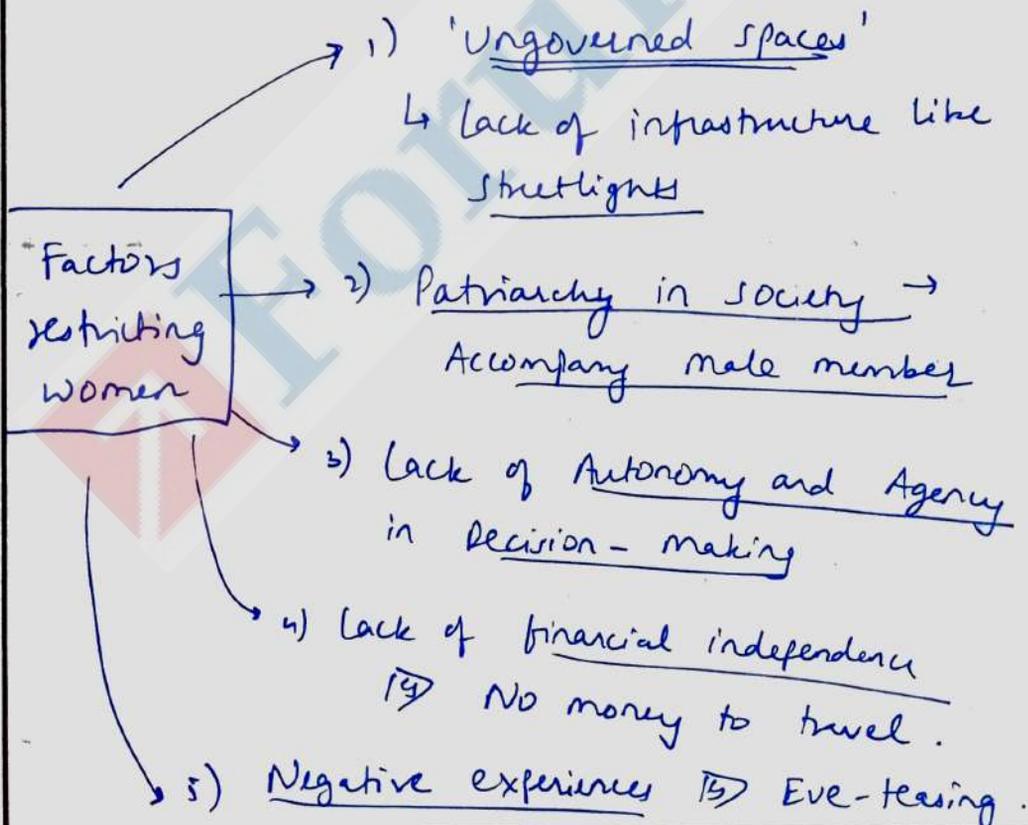
(10 marks, 150 words)

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

(10 अंक, 150 शब्द)

## 'Right to the City' by UN Habitat

argues for inclusive, democratic spaces and women being 50% of population must have this right.



Ethical governance to address the issue and promote inclusivity. →

- 1) Create inclusive infrastructure → Well lit roads, public parks
- 2) 'Women as safety officers' → with Pink patrolling, Pink police booth
- 3) Inclusive Travel → Bus rides for women in Karnataka → exclusive Discounted.
- 4) Proactive police deployment in areas with anti-social elements.
- 5) Technology as 'ethical enabler'  
↳ → Emergency SOS in mobile.
- 6) Leverage Women NGOs, SHGs → → Distribute pepper sprays, self defence

'Women in society making it inclusive is important for economy, culture.'  
"Yatra Nayesthu Pujyate, Ramante Tatra-Devata".

### Feedback

(For OFFICE use only)

#	⊕	⊖	⊙
AWIS			
CD & VA			
S & F			
P & R			
Please put the marks in the above table.			
Here G is Upper Average and L is Poor			
TOTAL MARKS			

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

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

(10 marks, 150 words)

निम्नलिखित पर 30-30 शब्दों में संक्षिप्त टिप्पणियाँ लिखें:

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

(10 अंक, 150 शब्द)

## 1) Ethical fading

i) Highlights blurring of ethical lens of an individual / organisation leading to making unethical decisions.

↳ Custodial torture by law enforcement

e) It hampers conscience and requires awareness and cultivating virtues (virtue ethics)

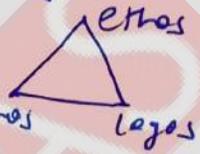
## 2) Conflict of Interest

i) A conflict when personal values are opposing professional commitments.

↳ Friendship vs Objectivity in Job while awarding contracts.

2) Requires 4R i.e. Recognize, Register, Reaffirm and Rectify.

3) Persuasion → 1) Make someone do a particular act, it is rigorous exercise in convincing. → persuade officers to take innovative steps for policy execution

2) It reflects appealing to their →   
 19) IPS Chetan Pandey persuaded crowd to stop their protest by emotional appeal

4) Work culture → The overall environment of a work place and the relations between employer - employee and co-workers

12) Google's work culture → tolerant, friendly, motivating, healthy and not toxic.

5) Corporate governance → 1) Practices that are carried out in corporate companies and the 'relations with stakeholders'

2) Requires practices like → independent directors ESG and CSR norms fulfilled, proactive mandate towards market, consumers etc.  
 12) Tata as a gold standard of corporate governance

Feedback  
For OFFICE: 18

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

## Section - B

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

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

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

(20 marks, 250 words)

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

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

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

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

(20 अंक, 250 शब्द)

The above case study reflects the dynamic nature of job where such situations require a civil servant to manage a charged crowd and fulfill responsibilities

### A Options Available

- 1) Temporarily leave the location and call off operation.

Merits

Demerits

1) Save Lives of staff

2) Responsibility not

fulfilled.

2) Prevent any other  
attack from crowd

2) Media report  
could show lawless  
ness and helplessness  
emboldening crowd.

Option 2 → Fight the crowd and  
continue with the drive

Merit → 1) Duty fulfilled  
2) Lawlessness tackled.

Demerit → 1) Exacerbate situation  
2) Against spirit of law → Protect  
Lives

Option 3 → Contact Superior, call for  
backup

Merit → 1) Fulfilling the responsibility and  
staff protected.

Demerit → Can lead to temporary conflicts.

**B** Option Suitable and why?

1) A mix of option 1 and option 3

is suitable for Simanta.

**Justification** → 1) Temporary withdrawal for a more strategic planned, operation is useful in such situations.

- 2) Can protect the lives of staff which is responsibility as a leader.
- 3) Media presence and any skirmish with crowd could lead to 'fuel to fire'  
 ⇒ Using force by police or attack on police → mob violence.
- 4) With Backup → drive can be taken successfully.

Simanta must try persuading the crowd to allow officials to do their job and explore long term steps like rehabilitation.

**(C) Ethical dilemmas faced** →

- 1) Lives of citizens vs Responsibility to law

i.e. Deontology vs Utilitarianism

2) Using force vs exercising restraint

3) Persuading (soft power) vs Using Action (Hard power)

4) Right to life in spaces vs Illegal Occupation of land

d dualities to manage such situations →

1) 'Creative Thinking' for bringing out nuanced solutions.

2) Emotional Intelligence to understand concerns of team → step back if required.

3) Courage and Resilience → To not be overwhelmed by angry crowds

4) Sensitivity to situations and taking rational steps.

Thus, such steps require a balance between rights and legal measures to

Feedback

(For OFFICE use only)

AWIS	
CD & VA	
S & F	
P & R	
Please put all marks in the appropriate table.	
Here G is Grade, A is Average and P is Poor	
TOTAL MARKS	

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

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

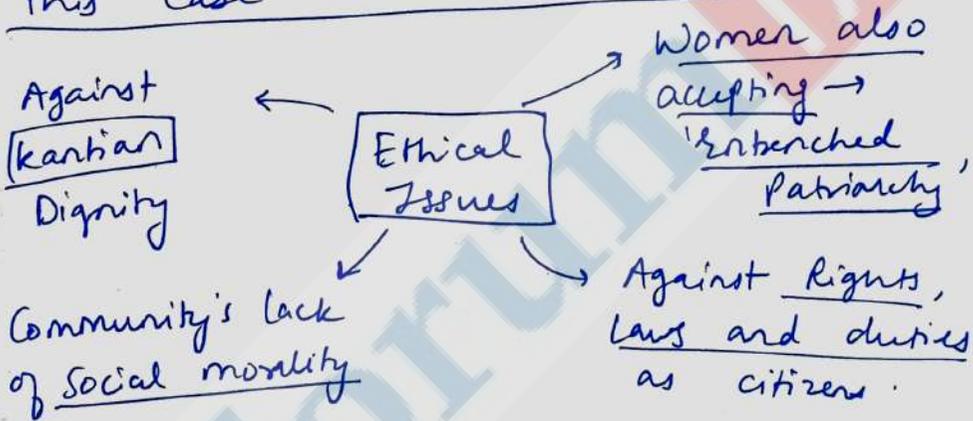
- Suggest a course of action Megha can take to sensitize her village community without appearing disrespectful or confrontational.
- What ethical principles and methods should guide her actions while engaging with the community?
- How is menstruation related to human rights?

(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 ताड़चिरौली 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 ताड़चिरौली जाने की इच्छा व्यक्त की। उसके पिता सहमत हो गए और उसे अपना मामा रतन को सूचित करने के लिए कहा, जो अभी भी अपने परिवार के साथ गांव में रहते हैं। मेघा ने रतन को सूचित किया और सेमेस्टर ब्रेक के दौरान गांव की यात्रा की। आगमन पर, रतन और उसके परिवार ने उसका गर्मजोशी से स्वागत किया। बाद में, रतन उसे एक स्थानीय उत्सव में शामिल होने के लिए आमंत्रित करता है। रत्ना बताती है कि रिकी को मासिक धर्म चल रहा है और परंपरा के अनुसार, मासिक धर्म वाली लड़कियों को इस उद्देश्य के लिए विशेष रूप से बनाई गई छोटी झोपड़ियों में अलग रहना चाहिए। स्थानीय रूप से इसे 'कुर्मा' कहा जाता है। 'घर', वे आम तौर पर गांव के बाहरी इलाके में नदी या तालाब के पास स्थित होते हैं। वह आगे कहती है कि इन लड़कियों को मुख्य घर में प्रवेश करने या किसी सामाजिक या धार्मिक गतिविधियों में भाग लेने की अनुमति नहीं है। मेघा आश्चर्यचकित है। वह पूछती है कि क्या सभी महिलाएं इस प्रथा का पालन करती हैं। रत्ना ने सिर हिलाया और कहा कि यह पीढ़ियों से प्रथा रही है। यहां तक कि स्कूली छात्राएं भी इन झोपड़ियों में रहती हैं और मासिक धर्म के दौरान कक्षाएं छोड़ देती हैं। रत्ना ने स्वीकार किया कि गांव में कई लोगों ने, जिनमें वह खुद भी शामिल हैं, इस प्रथा पर कभी सवाल नहीं उठाया। स्पष्टीकरण मेघा को परेशान करता है। उसे यह विश्वास करना मुश्किल लगता है कि एक प्राकृतिक जैविक कार्य इस तरह के बहिष्कार की ओर ले 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 परंपराएं पितृसत्ता और सामाजिक पूर्वाग्रह से जुड़ी हैं। वह इस बात पर विचार करने लगती है कि समुदाय को अलग-थलग किए बिना या उसकी परंपराओं का अन्याय 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)

'It is a paradox that we worship women as gods and yet discriminate against them treating them inhumanely.  
 This Devi-Dichotomy is reflected in this case



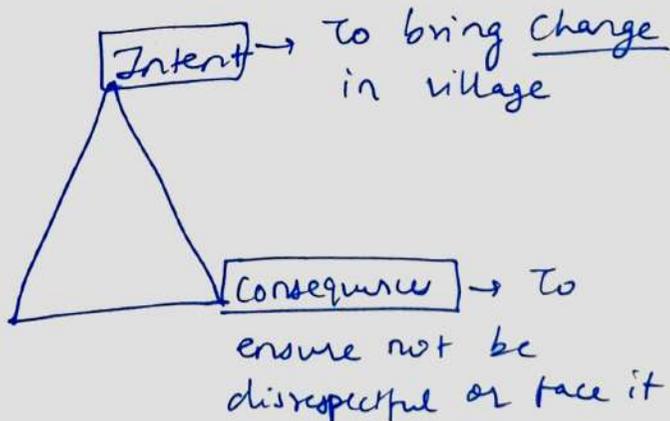
**A** Course of Action for Megha

following

**Ethical**  
**Kind**

**Means**

Limited at her disposal



- 1) Megha can use 'persuasion' by appealing to different stakeholders in the village
  - ↳ Panchayat officials.
  - ↳ Teachers and School Administration
  - ↳ Social workers
- 2) By using 'interactive educational means' she can highlight how it is biological and not related to 'purity and pollution'
- 3) Use 'Social Influencers', Religious leaders that promote rationality and can be open to awareness drives in village
- 4) Invite College students, NGOs to conduct 'Nukkad Natak', Singing folk songs about such issues.
  - ↳ Vasudeo practice in Maharashtra that goes village to village for awareness.
- 5) Highlight how discrimination is illegal

and such isolation can hamper women's health, reproductive and genital health (use Dillard's Fear Theory for Persuasion)

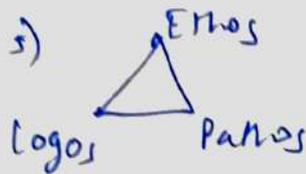
B Ethical Principles and methods to guide her action

1) Deontological Ethics → Kant's categorical imperative of doing the right thing and individual dignity.

2) Virtue Ethics → How 'men of virtues like integrity, knowledge' do not treat women in this way.

3) Utilitarian principle → Women's health beneficial for whole community.

4) Religion and Treating women as 'Dev' and not as 'Daasi'



} of persuasion of mind, emotions, logic by targeting each.

## (C) Menstruation related to human rights

- 1) Dignity of women is inalienable human right and such segregation is against dignity.
- 2) Natural Biological Process → requiring acceptance in society and not taboo.
- 3) Linked with Human health and wellness which is a human right.
- 4) Women must be allowed privacy, space while they are menstruating.
  - ↳ Sanitary Pads at workplaces, schools

In 21st Century, it is necessary that we come out of orthodox morality and embrace women as equal partners.

(Don't  
 in th  
 12.0.5

### Feedback

For OFFICE use

#	DATE
AWIS	
CD & VA	
S & F	
P & R	

Please put 100 marks in this box table

Here G is Good Average and P is Poor

TOTAL MARKS

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

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

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

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

(20 marks, 250 words)

गोपाल 80 वर्षीय वृद्ध है जो मध्य भारत के एक सुदूर और अविक्सित 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 जिले में PMAY-G के क्रियान्वयन के प्रभारी अधिकारी हैं। गोपाल का मामला एक प्रमुख समाचार पत्र की रिपोर्ट के माध्यम से आप तक पहुँचता है। आप 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)

The most important duty of a civil servant is 'Yogakshema' i.e. securing the welfare of citizens. He is a 'public servant' → responsible for the people's welfare.

**Dilemma** →

Granting house under PMAY  
with incomplete documents  
vs.

Following rules

**A Rational way to Resolve**

- 1) Discretionary powers of a official incharge can be utilized if there is a genuine case
- 2) After proper due diligence and establishing destitute's conditions, new documents by coordination with relevant stakeholders can be made.
- 3) The oldman can be rehabilitated to

- The district's 'Elderly house' or to some other NGO run place.

**B** Reasons

1) Sarvodaya via Annyodaya → If even one person faces injustice, society suffers.

↳ Duty of civil servant to secure the rights of those at the periphery.

2) Vulnerables are at the heart of such social sector schemes and hence they must be inclusive

3) Democratic Bureaucracy is empathetic and understands the needs of people.

eg) ZAS Anukriti Sharma brought electricity to old women's house after 75 years of independence

4) Dharma of civil servants is 'Welfare'

5) Red tapism must be curbed to allow public trust in governance.

6) Right Means employed to ensure Right ends rooted in Gandhian principles.

[C] Ethical Issues in the case →

1) Faulty interpretation by Panchayat officials. → 'No scope of such grave mistakes in administration' which deals with people's lives.

2) Old man living under tree for six months → Apathy of society and Panchayat to ignore his plight.

3) Delayed implementation of schemes  
↳ Excessive red tape and bureaucratic

hurdles that lead to mistrust.

- 4) Failure of State's social contract to ensure House → Basic life necessity of a citizen.
- 5) Ethics of care violated as old man left alone with no social security.
- c) Doubts on formal rules vs exceptions dilemma hindering a civil servant from being empathetic.

Thus, the old man must be given a pucca house through the state's discretionary powers, ensuring justice is done.

Feedback

(For OFFICE use)

*	③
AWIS	
CD & VA	
S & F	
P & R	
Please put final marks in this table.	
Here G is Grade Average and P is Poor	
TOTAL MARKS	

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

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

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

(20 marks, 250 words)

आप जिला विकास एवं पंचायत कार्यालय में सहायक अनुभाग अधिकारी के पद पर कार्यरत हैं। एक दिन, आपकी एक करीबी सहकर्मी बेहद परेशान होकर आपके पास आती है। वह आपको बताती है कि उसके पिता लिवर की गंभीर बीमारी से पीड़ित हैं और डॉक्टरों ने स्पष्ट रूप से कहा है कि जीवित रहने के लिए उन्हें तुरंत लिवर ट्रांसप्लांट करवाना होगा। वह बताती है कि उसके पास कोई स्वास्थ्य बीमा नहीं है और सर्जरी में लगभग 15 लाख रुपये खर्च होंगे। आपको पता है कि उसके पति का कुछ साल पहले निधन हो गया था और उसका एक चार साल का बेटा भी है जिसे विशेष जरूरतें हैं। कुछ हफ्ते पहले ही, उसने एक डिजिटल अरेस्ट स्कैम में अपनी सारी जमा पूंजी गंवा दी थी। एक निम्न-मध्यम वर्गीय परिवार की विधवा होने के नाते, उसके विकल्प बेहद सीमित हैं। हालांकि 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 तेजी से ठीक हो रहे हैं। राहत महसूस करते हुए, आप पूछते हैं कि उसने पैसे का इंतजाम 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 गैर-प्राप्तता 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)

The case presents a unique situation where for the right ends, wrong means were used as seen in public funds given by DDPO

### A Ethical Issues

- 1) Officials are custodians of public funds and its diversion is unethical.
- 2) Indicates DDPO's lack of accountability towards his job role.
- 3) Dilemma of saving father of staff vs following procedural rules by DDPO.
- 4) Moral Muteness of mine in case I do not speak up against the diversion.
- 5) Ethical Blindness of woman and DDPO that do not see the unethical repercussions of the action.

6) Non Availability of health insurance  
↳ reflects poor penetration of social security in society.

7) Confidentiality indicating 'collusive nature of corruption' (as even for right ends there was a misuse of authority)

B) Behaviour of DPDO from ethical point of view →

1) Utilitarian Ethics → Saved life and helped employee, money will be returned and fund was inactive  
→ Can be justified as there is no negative consequences and 'Greatest Happiness of Greatest Number'

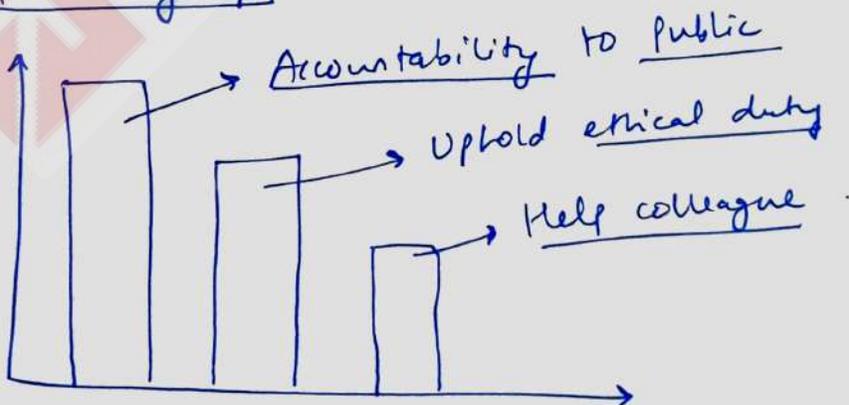
2) Deontological Ethics → Categorical Imperative of Honesty violated as responsibility towards the fund and Public Service.

3) Virtue Ethics → DPO was compassionate and inclusive  
 ↓  
 But he violated accountability, integrity

4) Code of Ethics and Code of Conduct violated → As civil servant must be honest and not do malpractice.

C My Reaction

i) Priority of →



- 1) I would sensitively confront the DPDO and colleague to ensure that money is returned to the fund
  - 2) Request her to make alternate arrangement
    - Explore crowdfunding
    - seek help from NGOs from civil servant's lobby.
  - 3) Urge them to inform higher authorities of their action or warn that you would have to complaint
- ↳ Cannot allow small moral lapse in judgement as tomorrow it can become bigger
- 4) My reaction is based on ensuring right means are used

Thus, balancing integrity and accountability is important in civil services.

**Feedb**  
For OFFICE

#	⑤
AWIS	
CD & VA	
S & F	
P & R	
Please put marks in the table.	
Here G is Good	
Average is	
Poor.	
TOTAL	
MARKS	

Q.11) Nithin is the head of the Marketing Department at Pehnava Clothing's 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 पटनावा क्लोदिंग्स लिमिटेड में मार्केटिंग विभाग के प्रमुख हैं, जो एक प्रतिष्ठित परिधान निर्माण कंपनी है जिसकी वैश्विक स्तर पर मज़बूत उपस्थिति है। अपनी व्यावसायिकता और निरंतर प्रदर्शन के लिए जानी जाने वाली इस कंपनी ने घरेलू और अंतर्राष्ट्रीय दोनों बाज़ारों में एक विश्वसनीय नाम कमाया था। हालाँकि, कंपनी कठिन दौर से गुज़र रही थी। लगातार तीन तिमाहियों से, इसकी बिक्री में भारी गिरावट देखी गई थी। इस प्रवृत्ति ने कंपनी की प्रतिस्पर्धात्मकता, लाभप्रदता और दीर्घकालिक स्थिरता को लेकर शीर्ष प्रबंधन के बीच गंभीर चिंताएँ पैदा कर दी थीं। इस स्थिति से निपटने के लिए, नतुव ने मार्केटिंग विभाग का पुनर्गठन करने और गतिशील नेतृत्व लाने का निर्णय लिया। एक वरिष्ठ मार्केटिंग कार्यकारी, श्री A, को एक कठोर चयन प्रक्रिया के बाद नियुक्त किया गया। उनका करियर रिकॉर्ड प्रभावशाली था और वे अन्य फर्मों में बिक्री प्रदर्शन को बेहतर बनाने और मज़बूत ब्रांड पहचान बनाने के लिए जाने जाते थे। उनसे काफी उम्मीदें लगाई जा रही थीं, इसलिए श्री A को कंपनी को संकट से उबारने वाले प्रमुख व्यक्ति के रूप में देखा गया। श्री A ने जल्द ही परिणाम देने शुरू कर दिए। एक साल के भीतर, कंपनी का राजस्व लगभग दोगुना हो गया और इसकी ब्रांड दृश्यता में उल्लेखनीय वृद्धि हुई। उनकी साहसिक मार्केटिंग रणनीतियों, सक्रिय आउटरीच और अभिनव अभियानों को कंपनी के भीतर विभिन्न क्षेत्रों से सराहना मिली। उनके प्रदर्शन ने शीर्ष प्रबंधन का ध्यान आकर्षित किया। कंपनी में उन्हें दीर्घकालिक व्यावसायिक रणनीति पर केंद्रित एक बड़ी भूमिका सौंपने पर विचार-विमर्श हुआ। उन्हें 'नेतृत्व और नवाचार में उत्कृष्टता' के लिए एक आंतरिक पुरस्कार के लिए भी विचार किया जा रहा था। हालाँकि, श्री A की व्यावसायिक सफलता के साथ-साथ, नितिन को कार्यस्थल पर उनके आचरण के बारे में परेशान करने वाली प्रतिक्रियाएँ मिलने लगीं। अनौपचारिक रिपोर्टों से संकेत मिलता था कि वह अक्सर महिलाओं के

'Safety of women in the workplace is of utmost importance and cannot be compromised at the cost of seniority, competence etc.

### A Ethical Issues

- 1) Silence of spectators and victims  
↳ perpetration of the crime.
- 2) MCA's undesirable advances  
↳ Lack of sensitivity towards women  
↳ Violation of dignity and against fundamental rights.  
↳ Poor emotional intelligence and moral integrity
- 3) Failure of company to create a safe space for women employees

to speak without hesitation

- 4) Existence of 'glass ceiling' in Corporate Companies → entrenched patriarchy
- 5) Failure of POSH Act to act as a deterrent → State's role not enough.

- (B) Options Available to Nitin and  
(C) examination.

Option 1 → Confront Mr A to stop such acts or warn consequences

- Merit**
- 1) Allow internal resolution
  - 2) Mr A's reputation saved.
  - 3) Company gets more profits.

- Demerit**
- 1) Does not hold Mr A accountable
  - 2) Against dignity and ethics.
  - 3) Not strong deterrent

Option 2 → Urge female employee to  
Complaint to HR

Merit

- 1) formal mechanism ensured.
- 2) Mr A's actions will be  
accounted for → loss of job.

Demerit

- 1) Resistance from top management.
- 2) Employee may not complaint.

Option 3 → With HR and other seniors  
ensure resolution via POSH  
Act

Merit

- 1) Nitin is Head of Department  
and his responsibility fulfilled.
- 2) Safe work culture and  
inclusivity.
- 3) Justice done.

Demerit

- 1) Mr A would be fixed / resign  
— loss to company.
- 2) Damage already done — company  
could not protect employees.

d) Most appropriate

1) Option 3 → Using HR team, POSH Committee to bring Mr A accountable is the right step.

Justification →

- 1) Mr A's actions reflect lack of protection at workplace and he was not sensitized to behaviour <sup>needed</sup> ~~at~~.
- 2) Nitin's responsibility to make safe workplace for other employees
- 3) No warning as inexcusable acts to multiple female employees and hence must be punished.
- 4) People over profits → motto of good ethical corporate governance.

Thus, such actions are needed along with strong POSH law to act as deterrent -

Feedback

(For OFFICE use)

#	Q. No.
AWIS	
CD & VA	
S & F	
P & R	
Please put marks in this table.	
Here Grade is	Average and Poor.
TOTAL MARKS	

Q.12) You are appointed as an officer heading the Air Quality Compliance Division of the Environment Pollution Control Board in Delhi-NCR. The region is witnessing alarming levels of air pollution, which typically worsen during the winter months due to various meteorological and anthropogenic factors. The situation has led to several 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.

- Under the given conditions, what are the options available to you?
- Critically evaluate each of the options listed by you.
- 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 रांरा की बीमारियों से पीड़ित लोगों जैसे कमजोर समूहों को प्रभावित किया है। सर्वोच्च न्यायालय ने भी दिल्ली-एनसीआर में बिगड़ती वायु गुणवत्ता पर गंभीर चिंता व्यक्त की है और प्रशासन को प्रदूषण को नियंत्रित करने के लिए तत्काल और प्रभावी उपाय करने का निर्देश दिया है, खासकर सर्दियों के महीनों में।

आपके क्षेत्राधिकार में बड़ी संख्या में लघु और मध्यम उद्योग हैं जिन्हें वर्षों से पर्यावरणीय मंजूरी दी गई है। ये उद्योग स्थानीय अर्थव्यवस्था की रीढ़ हैं और बड़ी संख्या में प्रवासी श्रमिकों को रोजगार प्रदान करते हैं। हालांकि, हाल के निरीक्षणों और वायु गुणवत्ता निगरानी रिपोर्टों से पता चलता है कि इनमें से कई इकाइयाँ निर्धारित वायु उत्सर्जन मानदंडों का उल्लंघन करते हुए चल रही हैं। वायु प्रदूषण पर अंकुश लगाने के लक्षित उपायों के तहत, आपने सभी विन्हित 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।

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

(20 अंक, 250 शब्द)

'Environmental Sustainability and Socio economic development are linked and yet often are in confrontation with each other.

**A** Options Available →

- 1) Option 1 → Withdraw the notice
- 2) Option 2 → Continue with the notice and ensure implementation.
- 3) Option 3 → Reevaluate and present holistic plan to balance.

**B** Evaluation of options

Option 1

- Merits**
- 1) Ensure no loss of livelihood
  - 2) Protect communities economy
  - 3) Put threats to rest.

- Demerits**
- 1) Pollution persists affecting lives of all.
  - 2) Reflects bucklessness and withdrawal under pressure.

Option 2 →

- Merits**
- 1) Strict action against violators.
  - 2) Protect air quality and thus lives/health of all.
  - 3) Not bowing down under pressure of vested interest  
↳ Rule of Law.

- Demerits**
- 1) Instant closure → loss of economic avenues.
  - 2) Social Unrest → spillover to politics, law and order problem.
  - 3) Haphazard measure and not long term systemic plan.

Option 3

Merits

- 1) Addresses Systemic Issues faced by industries.
- 2) Proper plan would balance Livelihood
- 3) Provide buffer of time to make cost arrangements.

Demerit

- 1) Slow task and pollution persists.
- 2) Backlash from Environmental groups

Solution and Course of Action →

- 1) Addressing long term issue by ensuring emission norms are met through interventions in industries.
- 2) Industries also need time to arrange capital for improving sustainability

3) Government must ensure timely evaluation, Auditing and strict execution under new plan.

(C) Ethical Dilemmas →

- 1) Sustainability vs Development
- 2) Support of groups vs opposition.  
(Choosing sides is a dilemma).
- 3) Personal Threats vs Responsibility to Job.
- 4) Livelihood of Vulnerables vs Demand from elites.
- 5) Short term solution vs Long term changes

'Prakriti Rakshati Rakshita' → Thus Nature must be protected and balance must be created.

Feedback

(For OFFICE use)

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