



TEST CODE 8 1 4 5 5 6

MGP 2025

Time Allowed : Three Hours  
समय : तीन घंटे

Forum IAS

Maximum Marks : 250  
अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	P. Vibisha	Roll No./अनुक्रमांक	191011151	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1901	Date/दिनांक	23.07.2025		

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश		
Q. No. प.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक			
1			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।		
2			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।		
3			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।		
4			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।		
5			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।		
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Total/कुल अंक	250		For Student Only / केवल परीक्षार्थी प्रयोग हेतु		
Examiner's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :	
			4:00 pm	7:00 pm	
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>	
*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या 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।			For Office Use Only / केवल कार्यालय प्रयोग हेतु		
			ECN CODE/ ईसीएन कोड :	EG/ईजी :	Evaluation Date/ मूल्यांकन तिथि :
			① ② ③ ④ ⑤	① ② ③ ④ ⑤	

**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.

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## EXAMINER'S REMARKS

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### 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) What is your understanding of corruption? In your opinion, does corruption grease or sand the wheels of growth? Justify your answer. (10 marks, 150 words)

भ्रष्टाचार के बारे में आपकी क्या समझ है? आपकी राय में, क्या भ्रष्टाचार विकास के पहियों को तीव्र करता है या मंद कर देता है? अपने उत्तर का औचित्य सिद्ध कीजिए। (10 अंक, 150 शब्द)

Corruption is the misuse of power by person who possess authority for personal gains.  
 "Corruption is the never ending greed"

Corruption greases the wheels of growth

↳ leads to faster moving of files in office and delivery of work within time

② If both receiver and buyer has mutual understanding, speedy delivery of services

③ It becomes norm in society that little bit of corruption is okay to

get Work done

① People justify this behaviour it is necessity for government functioning.

However it weakens the democracy

② It Perpetuates systemic Corruption and erodes system from within  
 (a) Diversion of PDS funds.

③ It puts weaker section at disadvantage against Constitutional morality

④ Erodes the public trust in administration.

⑤ It will harm the global reputation of the Country. [Corruption Index - 94<sup>th</sup> rank]

⑥ Perpetuates Inequality in the Society and erosion of moral values

Corruption is insatiable desire for Personal gain that is against the dharma.

### 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

b) The balance between laws and conscience is delicate; when synchronized, they promote ethical conduct, but their discord can give rise to significant ethical dilemmas. Illustrate with examples

(10 marks, 150 words)

विधि और विवेक के बीच संतुलन नाजूक है; जब वे एक साथ होते हैं, तो वे नैतिक आचरण को बढ़ावा देते हैं, लेकिन उनके बीच मतभेद महत्वपूर्ण नैतिक दुविधाओं को जन्म दे सकता है। उदाहरणों के साथ स्पष्ट करें (10 अंक, 150 शब्द)

Laws are collective Conscience of the society and Conscience is inner sense of right and wrong. Both promotes ethical behaviour of individuals.

Laws and Conscience - Promote ethical Conduct Synchronized

- ① Regulate the human conduct and enforce ethical values. eg) POA Act against sexual violence
- ② Helps in the moral development of the individual to distinguish right and wrong
- ③ Creates order in the society and ensures social harmony.
- ④ Prevent the crime by deterrence and guilt of conscience

⑤ Helps to guide individuals in the right direction

Ethical dilemmas - discord between law and Conscience

① It is more subjective - Abortion is legal but Conscience won't accept to kill the fetus.

② Sometimes immoral laws works against Conscience. eg) Taliban laws on women rights.

③ outdated laws won't address the modern needs where it needs Conscience to guide. eg) Cybersecurity issue.

④ Conscience will act as moral compass when there is legal vacuum

Law ensures ethical behaviour but Conscience will go beyond to ensure peace

**Feedback**

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

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TOTAL MARKS

Q.2) a) "The recognition of the horrors of nuclear weapons should compel nations to move towards meaningful disarmament. However, geopolitical interests continue to hinder genuine progress in this direction. What are the ethical considerations of nuclear states to pursue global disarmament, and how can the international community balance security concerns with the moral imperative of a nuclear-free world? (10 marks, 150 words)

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

Nuclear disarmament is the abandonment of nuclear weapons and ensure peaceful world. (Vancleriva kutumbakam)

Ethical Considerations for disarmament

① Moral Paradox - Use of threat (nuclear weapons) to prevent the war (National security)

② National security Compels nation to invest in nuclear weapons. How individual security overrides global good?

③ Inequality → only some countries have weapons, whereas others are not  
↳ Inequality and disadvantage

④ Trust deficit among nations to accept disarmament.

⑤ Under NPT only 11 countries can use nuclear weapon but not others shows dominance of few countries.

⑥ For collective welfare and protection of Planet → nuclear disarmament is necessary.

Balancing security concerns with moral imperative

① No 1<sup>st</sup> Use Policy of nuclear weapons.

② Use of Ahimsa principle to ensure Peace in the world.

③ Strengthening of organisations like IAEA ensure the disarmament.

④ Collaboration between countries to reach a peaceful resolution.

In a war there is no winners

⑤ Always peace will lead the world

### Feedback

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AWIS			
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TOTAL MARKS

b) Distinguish between "Code of ethics" and "Code of conduct" with suitable examples.

(10 marks, 150 words)

उपयुक्त उदाहरणों के साथ "नैतिक संहिता" और "आचार संहिता" के बीच अंतर स्पष्ट करें।

(10 अंक, 150 शब्द)

Code of ethics refers to principles that govern moral and ethical behaviour of individuals in an organisation in decision making.

Code of Conduct refers to principles or rules that should be followed by individuals in the office.

Code of ethics	Code of Conduct
<p>1) Emphasizes the higher ethical standards that individual possess</p> <p>2) <u>General</u> <u>specific</u> in action eg) punctuality to office</p> <p>3) <u>Broad</u> <u>narrow</u> perspective</p>	<p>1) Emphasizes the minimal ethical standards to be followed by individual</p> <p>2) <u>General</u> <u>specific</u> in action. (eg) Accountability</p> <p>3) <u>Narrow</u> <u>broad</u> perspective.</p>

2) More focus on decision making

4) More focus on how to behave and act in an organisation

5) There is no Code of ethics at Present

6) All India Civil Service Conduct Rules 1964 ensures Code of Conduct

Eg) Service standards, Time frame

eg) Impartiality in decision making

6) Cannot be enforced easily

6) Can be enforced legally

7) No punishment for violation

7) penalty for violation

## Code of ethics and Code of Conduct

Both are 2 sides of the same coin one is letter and the other is spirit

### Feedback

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TOTAL MARKS

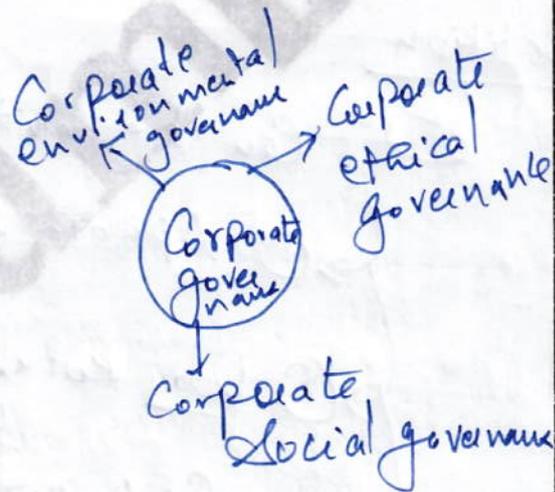
Q.3) a) In contemporary times, corporate governance emphasizes accountability and ethical responsibility, yet a lack of adherence to these principles among many corporations highlights a disconnect between theory and practice. In this context, discuss the challenges corporations face in adhering to ethical standards and how these challenges can be mitigated. (10 marks, 150 words)

समकालीन समय में, कॉर्पोरेट प्रशासन जवाबदेही और नैतिक उत्तरदायित्व पर बल देता है, फिर भी कई निगमों में इन सिद्धांतों के पालन की कमी सिद्धांत और व्यवहार के बीच एक विसंगति को उजागर करती है। इस संदर्भ में, नैतिक मानकों का पालन करने में निगमों के सामने आने वाली चुनौतियों पर चर्चा करें और इन चुनौतियों को कैसे कम किया जा सकता है।

(10 अंक, 150 शब्द)

Corporate governance refers to System of rules in which the organisation is directed and controlled

Challenges Corporate face in adhering to ethical standards



① Compliance over Conscience

↳ many corporate forced to adhere to ethical responsibility, shows lack of moral accountability. eg) Green Washing.

② Lack of transparency in disclosure

of all the facts about Company.

③ penalizes Profit over Collective Well being eg) so hours work culture for employees.

④ Increasing financial fraud

g) 2012 scam, PNB Fraud.

⑤ political affiliations affect the fair

Competition

It can be mitigated through

① Appointment of Independent directors

② Uday Kotak Committee  
↳ separate the role of CEO and director.

③ separate auditor from external agent.

④ Phillipines deal of good governance  
↳ genuine ethical Corporate governance practice

Corporate governance is not just sticking to rules, it should ensure integrity  
Commerce without morality is sin

### Feedback

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TOTAL MARKS

b) Why should public services prioritize impartiality and non-partisanship as core values in the present socio-political context? Illustrate with examples. (10 marks, 150 words)

वर्तमान सामाजिक-राजनीतिक संदर्भ में सार्वजनिक सेवाओं को निष्पक्षता और गैर-पक्षपात को मुख्य मूल्यों के रूप में प्राथमिकता क्यों देनी चाहिए? उदाहरणों के साथ स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Impartiality refers to prevention of bias and discrimination whereas Non Partisanship refers to lack of political influence in decision making.

Prioritizing Impartiality and Non-partisanship in Civil

① Fair decision making by adhering to rule of law eg) V. Jagannathan IAS never heeded to political pressure.

② Equitable allocation of resources by Prioritizing the most-needly eg) DBT Transfers to Farmers.

③ Helps in ethical governance eg) Ashok Khemka IAS - Impartial and Non Partisan attitude.

④ Resolving the Conflict of Interest  
 eg) RN Ravi → in negotiating with insurgents in Northeast.

⑤ Build Public Confidence and improve the trust among public.

⑥ Use of data and technology to identify genuine beneficiaries → eg) AJP

⑦ Promote inclusive governance and Citizen Centric administration

eg) Merit based appointments

⑧ Reduce Corruption and malpractices.

Impartiality and Non Partisan  
essence that Public Service aligns with  
Constitutional mandate of equality.

### Feedback

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TOTAL MARKS	
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c) "Non-violence is the greatest force at the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by the ingenuity of man." Mahatma Gandhi. What does the given quotation mean to you? (10 marks, 150 words)

"अहिंसा मानव जाति के लिए सबसे बड़ी शक्ति है। यह मनुष्य की चतुराई से बनाए गए विनाश के सबसे शक्तिशाली हथियार से भी अधिक शक्तिशाली है।" - महात्मा गांधी। दिए गए उद्धरण का आपके लिए क्या अर्थ है? (10 अंक, 150 शब्द)

The above quote reflects the power of non violence that can ~~can~~ defeat ~~the~~ mightiest weapon that mankind has ever produced.

Non Violence → Power of peace to move the world.

→ Ensure collective well being.  
 → violence can be defeated by violence.

→ But Non violence needs high moral strength, courage and tolerance.

## Non Violence

→ Necessary for present war torned situation in the world.

- ① Ensure world as one family
- ② Promotes global peace and protect the life of civilians
- ③ Powerful tool that could change the course of life
- ④ It is the ultimate trust to protect humanity.

### Feedback

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TOTAL MARKS

Q.4) a) "The growing reach and influence of social media present both opportunities and challenges for ethical governance." Examine the statement with suitable examples. (10 marks, 150 words)

"सोशल मीडिया की बढ़ती पहुंच और प्रभाव नैतिक शासन के लिए अवसर और चुनौतियां दोनों प्रस्तुत करते हैं।" उपयुक्त उदाहरणों के साथ कथन का परीक्षण करें। (10 अंक, 150 शब्द)

India has more than 400 million active social media users that could be utilized for ethical governance but it is not without challenges

Opportunities by social media

① Efficient delivery of service

e.g) Delhi police use social media to update traffic regulation

② During emergency times it is vital tool to spread the messages

e.g) Covid guidelines  
③ Use of social media for

feedback and public opinion - Quality service

e.g) Twitter sowa initiative delivery

④ To create awareness about government schemes  
 eg) ABX → Health service.

## Challenges for ethical governance

① Digital illiteracy → Mostly rural areas 37% of the population only ~~knows~~ knows to use mobile.

② Digital divide → Internet connectivity Penetration is very low in rural areas.

③ Spread of misinformation and fakenews  
Create Confusion

④ Privacy concerns and Surveillance issues (against social contract theory)

Social media is double edged sword that, so regulation is crucial for ethical governance.

### Feedback

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#	G	A	P
AWIS			
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TOTAL MARKS

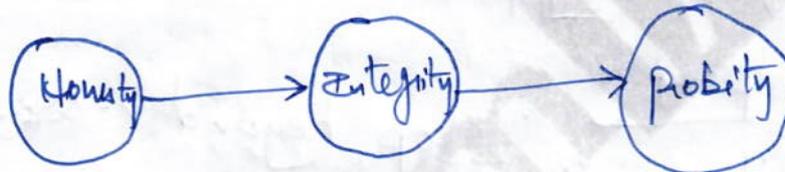
b) "Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development." Discuss the statement with examples.

(10 marks, 150 words)

"शासन में ईमानदारी एक कुशल और प्रभावी शासन प्रणाली और सामाजिक-आर्थिक विकास के लिए एक अनिवार्य और महत्वपूर्ण आवश्यकता है।" उदाहरणों के साथ इस कथन पर चर्चा करें।

(10 अंक, 150 शब्द)

Probity refers to high standards of Honesty, Integrity, Truth and objectivity in the conduct of public affairs.



Important for governance and socio economic development

① Data driven Policy making to ensure good governance eg) Poshan teacher.

② Optimal Utilization of resources  
 eg) S. Navikandan IAS → Refuse to use government vehicle  
 Use own Bike → High probity

③ Understanding diverse perspective of stakeholders in governance → Build trust.

eg) RN Ravi in North east agreement

④ High Commitment to Public Welfare

eg) Aamir Khan - 100 crore road built for people

⑤ Willing to stop beyond necessary to promote inclusivity

eg) Divya Dora - learnt local language to address their issues.

⑥ Equitable distribution of resources ensures equality eg) Disaster fund for targeted population.

⑦ Quality service delivery eg) Cumai ATM - odisha

poverty ensures the Vision idea of Gandhi's Sarvodaya Principle.

### Feedback

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#	G	A	P
AWIS			
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TOTAL MARKS

Q.5) a) 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)

Science without morality is a sin. So scientific research and technology emphasizes the purity of means in their approach.

Ethical Concerns - Corporate Sponsorship of Scientific Research

① Profit maximisation through unethical spending for scientific research  
eg) Undisclosed profits could be used.

② Through Bond market - Insider trading practice and accessible to sensitive info.

③ Use of fraudulent means to fund the scientific research.

④ Source of funding might come from external agents - Foreign influence

⑤ Though necessary for mutual benefits.

It can be addressed through,

1) Ensure Corporate governance with Independent directors

2) External auditors to regulate the finances and ensure accountability

3) Ethical leadership training to Promote Business ethics.

Dant Categorical imperative should be followed to uphold moral duty.

### 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

b) The ethical basis of a welfare state is central to its legitimacy. What are, in your opinion, the vital ethical traits of a welfare state? Suggest ways to strengthen the ethical foundation of a state.

(10 marks, 150 words)

किसी कल्याणकारी राज्य का नैतिक आधार इसकी वैधता का केंद्र है। आपकी राय में कल्याणकारी राज्य के महत्वपूर्ण नैतिक लक्षण क्या हैं? किसी राज्य के नैतिक आधार को सशक्त करने के उपाय सुझाएँ।

(10 अंक, 150 शब्द)

Welfare state follows the righteous approach to protect the citizens welfare and security.

Ethical traits of a welfare state

→ ① Social Contract theory

See trust as foundation of legitimacy and transparency

→ ② Sarvodaya Concept → Oblight of all  
Promotes inclusive governance

→ ③ Rights approach → Duty of the state to protect the individual rights

→ ④ It should govern as per will of the people (Thiruvalluvar).

⑤ Justice principle → To promote social Justice through Constitutional mandate of DPSPs.

To strengthen the ethical foundation of state

① Ensure active participation of Citizens in the governance → Stakeholders.

② Quality service delivery through governance.

③ Promote Community welfare

④ Focus on Trust building  
(eg) operation Sindhu migrant return

⑤ Focus on least advantaged

Welfare state - As per Kautilya, the King should protect his subjects

**Feedback**

(For OFFICE use on)

#	G	A	P
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Please put tick marks in the above table.

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TOTAL MARKS

Q.6) a) Space exploration has the potential to benefit all of humanity, yet it is currently dominated by a few powerful nations and private corporations. In this context, discuss the ethical issues arising from this imbalance in control and access to space resources. (10 marks, 150 words)

अंतरिक्ष अन्वेषण में पूरी मानवता को लाभ पहुँचाने की क्षमता है, फिर भी इस पर वर्तमान में कुछ शक्तिशाली देशों और निजी निगमों का वर्चस्व है। इस संदर्भ में, अंतरिक्ष संसाधनों पर नियंत्रण और पहुँच में इस असंतुलन से उत्पन्न होने वाले नैतिक मुद्दों पर चर्चा करें। (10 अंक, 150 शब्द)

Countries like USA, China, Russia  
India is currently dominating the space exploration which arises a ethical concerns of its potential benefits

Ethical issues of this imbalance

① Might lead to weaponisation of space - Poses devastating consequences.

② Exploitation of vulnerable countries by using its dominant position.  
 ↳ Against deontological ethics

③ Promotes inequality and discrimination among countries.

④ Rise in space debris → Potential issues in future. other countries has to pay the price.

⑤ Surveillance on other countries to get Undue advantage

There is a need for

- 1] Announce space as no mans property.
- 2] Countries should provide the service to vulnerable countries of India to SIDS countries.
- 3] Ethical regulation of Use of space
- 4] There should be peaceful collaboration between countries to use only for development purpose.

Principle of Van der Vaart's Kutumbakam  
 ensures peace and mutual cooperation

### Feedback

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#	G	A	F
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S & F			
P & R			

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TOTAL MARKS

b) Write short notes on the following in 30-50 words each:

- i) Ethical congruence
- ii) Conflict of interest
- iii) Compassion in public life
- iv) Crisis of conscience
- v) Social capital

(10 marks, 150 words)

निम्नलिखित पर 30-50 शब्दों में संक्षिप्त टिप्पणियाँ लिखें:

नैतिक अनुरूपता (Ethical Congruence)

हितों में टकराव

सार्वजनिक जीवन में करुणा

अंतरात्मा/विवेक का संकट

सामाजिक पूंजी

(10 अंक, 150 शब्द)

1) Ethical Congruence → It refers to alignment of one's moral values with his actions.  
 → It ensures contentment.  
 → long term sustainability  
 → Inner peace  
 eg) Ashok Khemka IAS.

2) Conflict of Interest → refers to condition where the official duties and personal values come into conflict with each other.

eg) organisation loyalty vs responsibility to Public.

3) Compassion → refers to relieve the suffering of others. It is most gracious virtue. Eg) Prashant Nair IAS  
 ↳ ensures social harmony ↳ Compassionate Kozhikode.

4) Crisis of Conscience refers to condition where a person is obligated to act against his core values and inner sense of right and wrong. Eg) Corruption due to political pressure.

5) Social Capital → Collective harmony of the society. It leads to strengthening of democracy.  
 ↳ Improves the value system of society.

### Feedback

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S & F			
P & R			

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TOTAL MARKS

## Section - B

Q.7) Recently, a disturbing incident involving the sexual assault of two young girls at a nursery school came to light in a 'sleepy' town of a western state in the country. When the parents approached the local police station to lodge an FIR, the police turned them away. However, twelve hours later, the FIR was filed, and a 24-year-old cleaning staff member of the school was arrested as the only suspect in the incident.

The news of the assault spread rapidly, igniting widespread outrage and intense media coverage. The public was furious, leading to protests across the town demanding justice for the victims. Locals organized a bandh, vandalized the school, and blocked railway lines while demanding death penalty for the suspect.

The state government swung into action, suspending two police personnel for their delayed response and forming a Special Investigation Team (SIT) to investigate the case. The principal of the school, along with two staff members, was also suspended. The SIT began its investigation and charged the school principal, secretary, and chairman under sections of the Protection of Children from Sexual Offences (POCSO) Act for failing to report the crime. Meanwhile, the accused's first wife filed a case against him for violent sexual behavior and unnatural sex. As the investigation progressed, tensions in the town continued to simmer. The pressure on the SIT to resolve the case was immense, with political figures, media, and the public all demanding swift action.

The following day, while the suspect was being transported to the crime scene (the school) for further investigation, he was killed in what was described as an encounter. According to the SIT's account, the suspect managed to snatch a gun from one of the officers and opened fire, injuring him. In retaliation, the police shot the suspect, who was gravely injured and later succumbed to his wounds in the hospital.

The news of the encounter spread quickly. While many praised the SIT for their swift action, others raised serious concerns. The family of the suspect claimed it was a staged encounter. The human rights groups echoed similar sentiments, accusing the police of an extrajudicial killing orchestrated under immense public pressure.

- What are the ethical issues involved in the above case?
- Based on the case study, discuss the challenges faced by law enforcement agencies in conducting a fair and impartial investigation amidst public and political pressure.
- What best practices should be followed to ensure the integrity of investigations in such high-profile cases? (20 marks, 250 words)

हाल ही में देश के एक पश्चिमी राज्य के कस्बे में नर्सरी स्कूल में दो छोटी बच्चियों के साथ यौन उत्पीड़न की एक परेशान करने वाली घटना सामने आई। जब माता-पिता ने स्थानीय पुलिस स्टेशन में एफआईआर दर्ज कराने के लिए संपर्क किया, तो पुलिस ने उन्हें भगा दिया। हालांकि, बारह घंटे बाद एफआईआर दर्ज की गई और स्कूल के 24 वर्षीय सफाई कर्मचारी को घटना के एकमात्र संदिग्ध के रूप में गिरफ्तार किया गया।

हमले की खबर तेजी से फैली, जिससे व्यापक आक्रोश फैल गया और मीडिया में इसकी खूब चर्चा हुई। लोगों में गुस्सा था, जिसके कारण पीड़ितों के लिए न्याय की मांग करते हुए पूरे शहर में विरोध प्रदर्शन हुए। स्थानीय लोगों ने बंद का आयोजन किया, स्कूल में तोड़फोड़ की और संदिग्ध के लिए मौत की सजा की मांग करते हुए रेलवे लाइन को अवरुद्ध कर दिया।

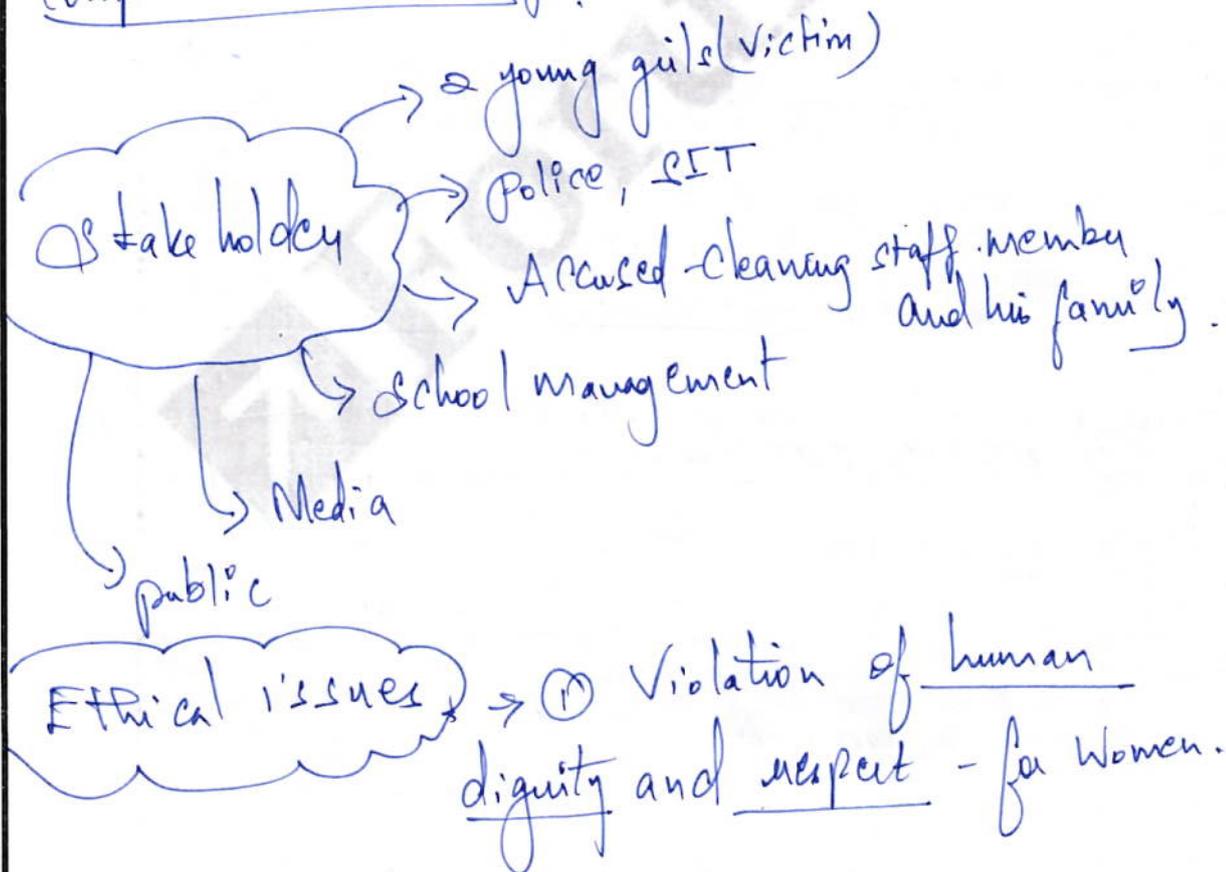
राज्य सरकार ने कार्रवाई करते हुए देरी से जवाब देने के लिए दो पुलिसकर्मियों को निलंबित कर दिया और मामले की जांच के लिए एक विशेष जांच दल (SIT) का गठन किया। स्कूल के प्रिंसिपल के साथ-साथ दो कर्मचारियों को भी निलंबित कर दिया गया। SIT ने अपनी जांच शुरू की और स्कूल प्रिंसिपल, सचिव और अध्यक्ष पर यौन अपराधों से बच्चों के संरक्षण (POCSO) अधिनियम की धाराओं के तहत अपराध की रिपोर्ट न करने का आरोप लगाया। इस बीच, आरोपी की पहली पत्नी ने उसके खिलाफ हिंसक यौन व्यवहार और अप्राकृतिक सेक्स का मामला दर्ज कराया। जैसे-जैसे जांच आगे बढ़ी, शहर में तनाव बढ़ता गया। मामले को सुलझाने के लिए SIT पर बहुत दबाव था, राजनीतिक हस्तियां, मीडिया और आम लोग सभी ने त्वरित कार्रवाई की मांग की।

अगले दिन, जब संदिग्ध को आगे की जांच के लिए अपराध स्थल (स्कूल) ले जाया जा रहा था, तो उसे मुठभेड़ में मार दिया

गया। SIA के अनुसार, संदिग्ध ने एक अधिकारी से बंदूक छीन ली और गोली चला दी, जिससे वह घायल हो गया। जवाबी कार्रवाई में, पुलिस ने संदिग्ध को गोली मार दी, जो गंभीर रूप से घायल हो गया और बाद में अस्पताल में उसकी मौत हो गई। मुठभेड़ की खबर तेजी से फैली। कई लोगों ने SIA की त्वरित कार्रवाई की प्रशंसा की, जबकि अन्य ने गंभीर चिंता जताई। संदिग्ध के परिवार ने दावा किया कि यह एक फर्जी मुठभेड़ थी। मानवाधिकार समूहों ने भी इसी तरह की भावनाओं को दोहराया, पुलिस पर भारी जन दबाव में न्यायेतर हत्या का आरोप लगाया।

- उपरोक्त मामले में नैतिक मुद्दे क्या हैं?
- केस स्टडी के आधार पर, सार्वजनिक और राजनीतिक दबाव के बीच निष्पक्ष जांच करने में कानून प्रवर्तन एजेंसियों के सामने आने वाली चुनौतियों पर चर्चा करें।
- ऐसे हाई-प्रोफाइल मामलों में जांच की सत्यनिष्ठा सुनिश्चित करने के लिए कौन सी सर्वोत्तम प्रथाओं का पालन किया जाना चाहिए? (20 अंक, 250 शब्द)

An per NCRB report, around 29.9% of the children are facing Sexual Violence in India. This case reflects the Sexual harassment of 2 girls, Police's delayed response, SIT's encounter pose Complex ethical challenges.



- ② need is psychological trauma and trauma for the victims - Non maleficence.
- ③ police personnel → lack of Compassion and Professional integrity shown in delayed FIR.
- ④ Special Investigation team - Use of Wrong means - (against Kant Categorical imperative) to kill the accused.
- ⑤ School management - Lack of responsibility and accountability.
- ⑥ Erosion of Public trust in the society.
- ⑦ Violation of Rawls' human rights concept.
- ⑧ Lack of moral responsibility.

## Challenges faced by law enforcement agencies in conducting impartial investigation

- ① External influence and political pressure creates a Conflict of Interest while conducting investigation
- ② Constant media publications shows law enforcement agencies in negative light.
- ③ Balancing Transparency and impartiality is difficult.
- ④ Public pressure might lead to Haphazard reporting.
- ⑤ Handling the pressure, stress and anxiety needs high Emotional Intelligence.

① Best practices should be followed to ensure integrity

① Following Transparency by reporting to public regarding the case details and build trust.

② Investigation should be done based on facts and evidence and detailed recording should be done.

③ Accountability and adherence to Rule of law to ensure procedural justice.

④ Non-partisanship and impartiality should be exemplified by authorities to ensure integrity.

The above case shows that it is not just a legal issue, but failure of moral and ethical principles. As per John Rawl's Justice should be severed.

**Feedback**

(For OFFICE use only)

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S & F			
P & R			

Please put tick marks in the above table.

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

TOTAL MARKS	
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Q.8) Sowmiya is a senior public servant renowned for her integrity and transparency. Currently serving as the Head of the Budget Division in the Finance Ministry, she is responsible for managing budgetary allocations critical to the government's developmental initiatives. Her department is currently organizing financial support to the states, three of which are due to go to the polls within the financial year. In this year's annual budget, the government allocated ₹9,300 crores to the National Electricity Mission (NEM), a centrally sponsored scheme aimed at providing electricity to every remaining household in the country. As of June, ₹1,775 crores had already been disbursed for this initiative. The NEM is pivotal for improving living standards and aligns with the government's broader goal of universal access to electricity.

The Ministry of Commerce has been advocating for the establishment of a semiconductor fabrication unit in a southern state. This project is essential for enhancing domestic manufacturing capabilities and reducing dependency on imported semiconductors. After extensive discussions spanning nearly three years among relevant stakeholders, the Union Cabinet approved the establishment of the unit, and the process for acquiring the necessary land has commenced.

In alignment with the government's policy toward a green transition, a leading Central Public Sector Enterprise (CPSE) is actively working on establishing a green hydrogen plant in a northeastern state. This initiative is crucial for promoting sustainable energy solutions and achieving the 'panchamrit' targets. The CPSE has already acquired the necessary land for the project. Following three rounds of global bidding, the project was awarded to an MNC, M/s XYZ Hydrocarbons, with the first tranche of payment scheduled for December.

The Finance Ministry was asked for an additional allocation of ₹7,000 crores to support the semiconductor fabrication unit and the green hydrogen plant. It was decided to recommend re-appropriating this entire amount from the NEM allocation. The file was forwarded to the Budget Department for their comments and further processing. Upon reviewing the case file, Sowmiya recognized the potential consequences of such a reallocation. Diverting funds from the NEM could significantly delay its implementation, undermining a project that holds political significance and is frequently highlighted in political rallies.

Additionally, failing to secure timely funding for the semiconductor unit and the green hydrogen plant could jeopardize these projects and lead to cost overruns. Delayed payment in an international project could send the wrong signals to MNCs about India's commitment to honoring international contracts. Such delays could harm the government's reputation and weaken investor confidence in India's growing green energy sector.

Sowmiya discussed the situation with her seniors and received orders to process this politically sensitive issue expeditiously. She realized that diverting funds from the NEM could raise difficult questions for the government in Parliament. On the other hand, these projects are proposed in states where elections are to be held shortly, adding to the urgency of the matter.

a. What are the ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects?

b. Given the need for proper utilization of public funds, discuss the options available to Sowmiya. Which option should she choose? (20 marks, 250 words)

सौम्या एक वरिष्ठ लोक सेवक हैं जो अपनी ईमानदारी और पारदर्शिता के लिए प्रसिद्ध हैं। वर्तमान में वित्त मंत्रालय में बजट प्रभाग की प्रमुख के रूप में कार्यरत, वह सरकार की विकासात्मक पहलों के लिए महत्वपूर्ण बजटीय आवंटन के प्रबंधन के लिए जिम्मेदार हैं। उनका विभाग वर्तमान में राज्यों को वित्तीय सहायता का आयोजन कर रहा है, जिनमें से तीन वित्तीय वर्ष के भीतर चुनाव कराने वाले हैं।

इस साल के वार्षिक बजट में, सरकार ने राष्ट्रीय विद्युत मिशन (NEM) के लिए ₹9,300 करोड़ आवंटित किए, जो एक केंद्र प्रायोजित योजना है जिसका उद्देश्य देश के हर बचे हुए घर को बिजली उपलब्ध कराना है। जून तक, इस पहल के लिए ₹1,775 करोड़ पहले ही वितरित किए जा चुके थे। NEM जीवन स्तर में सुधार के लिए महत्वपूर्ण है और बिजली तक

सार्वभौमिक पहुँच के सरकार के व्यापक लक्ष्य के साथ संरेखित है।

वाणिज्य मंत्रालय दक्षिणी राज्य में सेमीकंडक्टर निर्माण इकाई की स्थापना की वकालत कर रहा है। यह परियोजना घरेलू विनिर्माण क्षमताओं को बढ़ाने और आयातित सेमीकंडक्टर पर निर्भरता कम करने के लिए आवश्यक है। संबंधित हितधारकों के बीच लगभग तीन वर्षों तक चली व्यापक चर्चा के बाद, केंद्रीय मंत्रिमंडल ने इकाई की स्थापना को मंजूरी दे दी है, और आवश्यक भूमि अधिग्रहण की प्रक्रिया शुरू हो गई है।

हरित परिवर्तन की दिशा में सरकार की नीति के अनुरूप, एक प्रमुख केंद्रीय सार्वजनिक क्षेत्र उद्यम (CPSE) पूर्वोत्तर राज्य में हरित हाइड्रोजन संयंत्र स्थापित करने पर सक्रिय रूप से काम कर रहा है। यह पहल स्थायी ऊर्जा समाधानों को बढ़ावा देने और 'पंचामृत' लक्ष्यों को प्राप्त करने के लिए महत्वपूर्ण है। CPSE ने परियोजना के लिए आवश्यक भूमि पहले ही हासिल कर ली है। वैश्विक बोली के तीन दौर के बाद, परियोजना को एक बहुराष्ट्रीय कंपनी, मेसर्स XYZ हाइड्रोकार्बन को दिया गया, जिसका भुगतान दिसंबर के लिए निर्धारित है।

वित्त मंत्रालय से सेमीकंडक्टर फैब्रिकेशन यूनिट और ग्रीन हाइड्रोजन प्लांट को सहायता देने के लिए ₹7,000 करोड़ के अतिरिक्त आवंटन के लिए कहा गया था। NEM आवंटन से इस पूरी राशि को फिर से आवंटित करने की सिफारिश करने का निर्णय लिया गया। फाइल को उनकी टिप्पणियों और आगे की प्रक्रिया के लिए बजट विभाग को भेज दिया गया था। केस फाइल की समीक्षा करने पर, सौम्या ने इस तरह के पुनर्वितरण के संभावित परिणामों को पहचाना। NEM से वित्त को डाइवर्ट किए जाने से इसके कार्यान्वयन में काफी देरी हो सकती है, जिससे एक ऐसी परियोजना को नुकसान पहुँच सकता है जिसका राजनीतिक महत्व है और जिसे अक्सर राजनीतिक रैलियों में उजागर किया जाता है।

इसके अतिरिक्त, सेमीकंडक्टर इकाई और ग्रीन हाइड्रोजन प्लांट के लिए समय पर फंडिंग न मिलने से ये परियोजनाएं खतरे में पड़ सकती हैं और लागत में वृद्धि हो सकती है। किसी अंतर्राष्ट्रीय परियोजना में भुगतान में देरी से बहुराष्ट्रीय कंपनियों को अंतर्राष्ट्रीय अनुबंधों का सम्मान करने की भारत की प्रतिबद्धता के बारे में गलत संकेत मिल सकता है। इस तरह की देरी से सरकार की प्रतिष्ठा को नुकसान पहुँच सकता है और भारत के बढ़ते ग्रीन एनर्जी सेक्टर में निवेशकों का भरोसा कमजोर हो सकता है।

सौम्या ने अपने वरिष्ठ अधिकारियों से इस स्थिति पर चर्चा की और राजनीतिक रूप से संवेदनशील इस मुद्दे पर तेजी से कार्रवाई करने के आदेश प्राप्त किए। उन्हें एहसास हुआ कि NEM को वित्त से वंचित किए जाने से संसद में सरकार के लिए मुश्किल सवाल खड़े हो सकते हैं। दूसरी ओर, ये परियोजनाएँ उन राज्यों में प्रस्तावित हैं जहाँ जल्द ही चुनाव होने हैं, जिससे मामले की गंभीरता और बढ़ जाती है।

a. कल्याणकारी परियोजना से विकासात्मक परियोजनाओं के लिए वित्त के पुनर्विनियोजन में क्या नैतिक मुद्दे शामिल हैं?

b. सार्वजनिक वित्त के उचित उपयोग की आवश्यकता को देखते हुए, सौम्या के पास उपलब्ध विकल्पों पर चर्चा करें। उसे कौन सा विकल्प चुनना चाहिए?

(20 अंक, 250 शब्द)

The above case reflects the ethical dilemma of balancing Social Welfare and Economic development as both are crucial for Country's growth.

Stakeholder - Soumya - Head of Budget division in Ministry of finance

- ② Government → Promote welfare of the citizens
- ③ MNC Company - Development of Green energy.
- ④ People - Beneficiaries of NEM
- ⑤ States - might oppose Central's stand.

① Ethical issues involved in expropriation of Welfare fund

- ① ~~Against~~ Ethical dilemma in balancing the rights of the people and developmental needs
- ② Against Gandhi's Talisman of benefitting of weaker sections as funds will be reappropriated
- ③ Erosion of public trust in government as funds are not disbursed.

④ Strain in relationship with Centre and States due to misappropriation of funds.

⑤ Protest by oppositional parties create disruption in the society.

⑥ Breach of social contract theory as it is duty of the Government to protect the people.

⑦ Influence the Election outcomes as government failed to uphold its promise of welfare benefits.

⑧ Against the Constitutional mandate of DPSPs - Improve the standard of living of vulnerable sections.

(b) Need for proper utilization of public funds  
 ↳ options available to govt.

(i) Reappropriation of funds to development project

Pros

- 1) Ensures India's Commitment to development Project.
- 2) Reputation of India increased among global countries

Cons

- 1) Erosion of Public Trust
- 2) Upliftment of people might get delayed.

(ii) Disbursement of funds for NEM

Pros

- 1) Align with the idea of Gandhi's talismans
- 2) Priority to vulnerable section - ensures justice

Cons

- 1) Global image of India might get affected.
- 2) MNC's might withdraw from the project

③ Search for Available alternate financing by PSUs or Bond markets

- Pros
- ① Balance both the needs
  - ② People will get credit and MNCs start the Project

- ④ Increased burden for government
- ⑤ Difficult to pay back in future

She should choose Option 3 as development projects are crucial for employment and welfare measures are crucial for vulnerable section.

Aristotle: Golden mean helps to resolve the issue by Balancing the act. So that all stakeholder's needs are met.

### Feedback

(For OFFICE use only)

#	⊙	⊕	⊖
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) Surrogate advertising** — a marketing technique that promotes a product or service restricted or banned from direct advertising, such as alcohol and tobacco, by advertising a legal product like soda, water, or music CDs from the same brand — has been around for a long time. While the practice has faced criticism in the past, it has recently gained fresh attention as several famous film stars have begun endorsing these surrogate products.

Public health advocates and certain sections of society are worried about this trend. They argue that when celebrities get involved, the ads become much more influential, especially among the younger audiences. These critics believe that even if the ads don't directly promote harmful products, they still make them seem more acceptable. As a result, there is a fear that such advertising could indirectly lead to higher consumption of those items, which could bring more health problems, especially among the youth.

On the flip side, companies and the celebrities they work with claim they are not doing anything wrong. They point out that they are only endorsing legal products, and they have every right to advertise them. For them, this type of advertising is about keeping the brand alive and competing in a market with tight regulations. They also argue that restricting these ads could harm businesses, affecting jobs and overall economic growth.

The debate continues, with each side presenting its own set of compelling arguments.

- What are the ethical concerns associated with surrogate advertising?
- Suggest a course of action that addresses the concerns of both the stakeholders involved. Justify your answer. (20 marks, 250 words)

सुरोगेट विज्ञापन - एक मार्केटिंग तकनीक जो शराब और तम्बाकू जैसे प्रत्यक्ष विज्ञापन से प्रतिबंधित या प्रतिबंधित उत्पाद या सेवा को बढ़ावा देती है, सोडा, पानी या उसी ब्रांड के संगीत सीडी जैसे कानूनी उत्पाद का विज्ञापन करके - लंबे समय से चली आ रही है। हालाँकि इस प्रथा को अतीत में आलोचना का सामना करना पड़ा है, लेकिन हाल ही में इसने नया ध्यान आकर्षित किया है क्योंकि कई प्रसिद्ध फिल्म सितारों ने इन सुरोगेट उत्पादों का समर्थन करना शुरू कर दिया है।

सार्वजनिक स्वास्थ्य अधिवक्ता और समाज के कुछ वर्ग इस प्रवृत्ति से चिंतित हैं। उनका तर्क है कि जब मशहूर हस्तियाँ इसमें शामिल होती हैं, तो विज्ञापन बहुत अधिक प्रभावशाली हो जाते हैं, खासकर युवा दर्शकों के बीच। इन आलोचकों का मानना है कि भले ही विज्ञापन सीधे तौर पर हानिकारक उत्पादों को बढ़ावा न दें, फिर भी वे उन्हें अधिक स्वीकार्य लगते हैं। नतीजतन, इस बात का डर है कि इस तरह के विज्ञापन अप्रत्यक्ष रूप से उन वस्तुओं की अधिक खपत को बढ़ावा दे सकते हैं, जो अधिक स्वास्थ्य समस्याएँ ला सकते हैं, खासकर युवाओं के बीच।

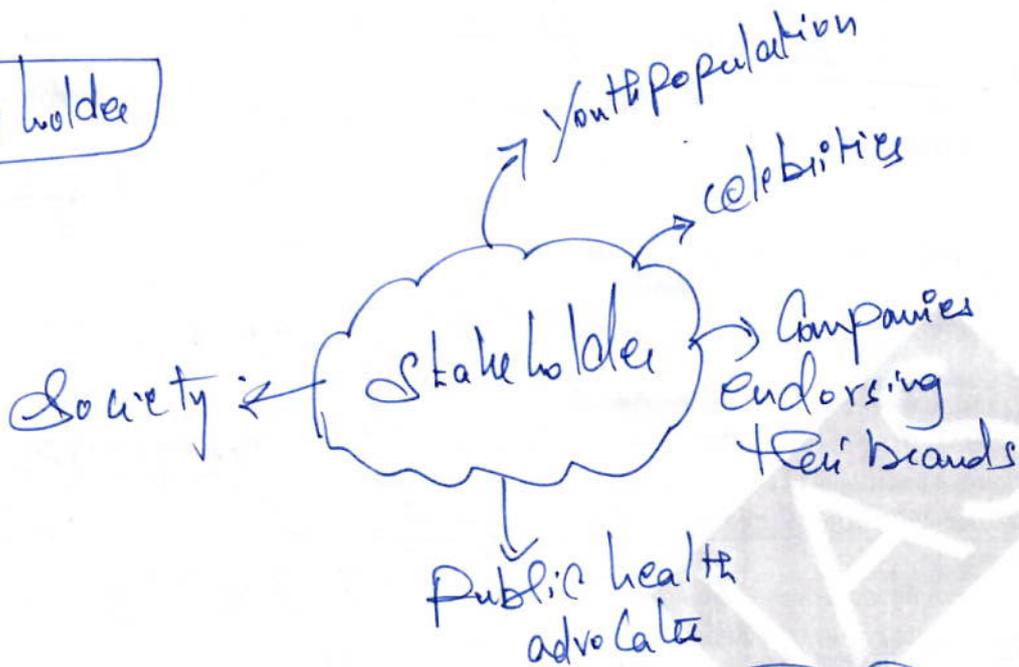
दूसरी तरफ, कंपनियाँ और उनके साथ काम करने वाले सेलिब्रिटी दावा करते हैं कि वे कुछ भी गलत नहीं कर रहे हैं। वे बताते हैं कि वे केवल विधिक उत्पादों का विज्ञापन कर रहे हैं, और उन्हें उनका विज्ञापन करने का पूरा अधिकार है। उनके लिए, इस प्रकार का विज्ञापन ब्रांड को जीवित रखने और सख्त नियमों वाले बाज़ार में प्रतिस्पर्धा करने के बारे में है। वे यह भी तर्क देते हैं कि इन विज्ञापनों को प्रतिबंधित करने से व्यवसायों को नुकसान हो सकता है, जिससे नौकरियों और समग्र आर्थिक विकास पर असर पड़ सकता है।

इस तरह यह बहस जारी है और प्रत्येक पक्ष अपने-अपने दमदार तर्क प्रस्तुत कर रहा है।

- सुरोगेट विज्ञापन से जुड़े नैतिक मुद्दे क्या हैं?
- ऐसी कार्यवाही का सुझाव दें जो दोनों पक्षों के हितधारकों के मुद्दों को संबोधित करे। अपने उत्तर का औचित्य स्पष्ट कीजिए। (20 अंक, 250 शब्द)

The above case reflects the chaos created by advertising the surrogate products and its influence on the society.

Stakeholder



Ethical concerns associated in surrogate advertising

① Influence on younger individuals as they are more vulnerable to these products.

② Lack of moral responsibility from celebrities promoting own benefits at the cost of society

③ It will negatively impact the health

of the people, reduce Human capital.

④ Banning Immigrate advertising might lead to loss for Company and potential loss of jobs.

⑤ Increasing Use of products will affect the Country's growth and young talent of the Country (Demographic dividend)

⑥ Against the Virtue ethics as it cultivate bad character and chaurling behaviour.

⑦ Against the utilitarian approach that it affects the collective well being of the Society.

⑧ It promotes substance use, which has deleterious potential consequences.

b) Course of action that addresses Concerns of both stakeholders.

i) Government should allow only limited time for advertising such products and also through selective platforms.

ii) It will reduce the amount of influence of smuggled advertising.

iii) Also the harmful content of the product should be labelled to reduce the influence on youth.

iv) Completely banning would have bearing on livelihoods of many people. Strict regulation in advertising will

Reduce the effect of the sub advertising.



**Feedback**

(For OFFICE use only)

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

Please put tick marks in the above table.

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TOTAL MARKS	
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**Q.10)** 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.

- Discuss the ethical issues involved in this case.
- As the Operations Manager, how would you deal with the given situation?
- 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।

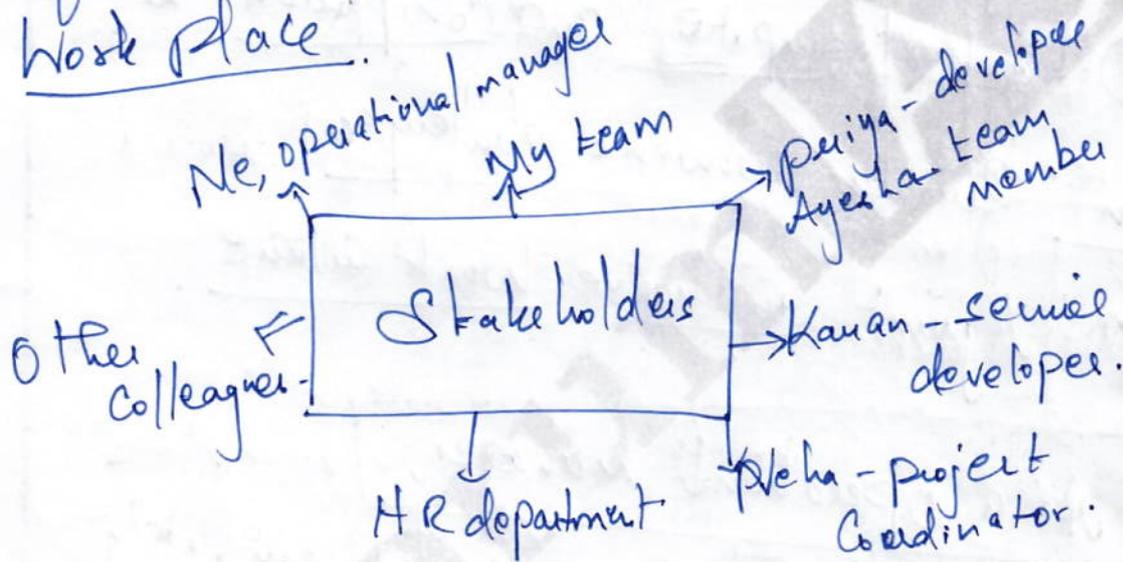
हाल ही में, टीम को बड़ी चुनौतियों का सामना करना पड़ा है। महिला डेवलपर्स में से एक प्रिया ने अपनी बीमार माँ की देखभाल के लिए छुट्टी मांगी है। इस बीच, टीम की एक अन्य सदस्य आयशा अपने शिशु की देखभाल के साथ-साथ अपने कार्यभार को संभालने के लिए संघर्ष कर रही हैं। नतीजतन, टीम के अन्य सदस्यों ने अतिरिक्त कार्य 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।

- इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- परिचालन प्रबंधक के रूप में आप दी गई स्थिति से कैसे निपटेंगे?
- 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 above case reflects the Gender discrimination and stereotyping in the Work culture. As per reports 30% of the women are facing discrimination in one or other form in Work Place.



② Ethical issues involved in the case.

① Violation of human dignity and respect

② Treating human as mere means not ends - Against deontological ethics.

3) Gender discrimination perpetuates such incidents in future.

4) Dual ~~responsibilities~~ responsibilities of Women in managing household and office.

5) Lack of empathy and compassion in Kaun for the women's challenges.

6) Against inclusive Work culture.

6) As a operational manager,

1) I would call ~~to~~ Kaun privately and Communicate with him about his Unethical behaviour.

2) I would ask him to apologise to the team members for his behaviour.

③ If HR department finds him guilty, he would face the consequences of disciplinary action.

④ Also I will ask Karan to communicate with Neha. So that the Project will not get affected.

⑤ If Karan faced disciplinary action, then I would hire temporary employees or freelancers to continue the Project.

⑥ Challenges faced by women at work place

① Gender stereotyping and discrimination due to deep rooted patriarchal norms.

② Glass Ceiling act as barrier to climb the ladder for women

③ Unequal pay for female workers compared to men - violates equality

④ Harassment, objectification of women by male workers.

⑤ Psychological Harm and mental trauma due to Harassment.

Steps

- ① Gender sensitization training in Workplace
- ② Implementation of POSH Act 2013 [S.C]
- ③ Care facilities, flexible working  
work from home options
- ④ paid Maternity leave (M.B. A2021)

Gender discrimination is not a women issue, it is a human issue. women's development is crucial for attaining the goal of Vikshit Bharat by 2047.

### 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.11) Utkarsh is a dedicated and experienced Chief Engineer in the Public Works Department (PWD) of a major Indian city. His responsibilities include overseeing the maintenance and construction of the city's infrastructure. One of his critical responsibilities is managing the safety and welfare of the PWD workers. A sudden strike by the workers' union of the PWD erupted over the issue of compensation to a construction worker who died while repairing a major bridge in the city. The case was brought to Utkarsh's attention for resolution.

The deceased worker, Shyam Lal, was part of a team tasked with repairing a crucial bridge that connected two busy parts of the city. During the repair, an unfortunate accident occurred where a section of the bridge collapsed. Shyam Lal fell from a significant height, suffering severe injuries. He was immediately rushed to the hospital but succumbed to his injuries shortly after arrival. Shyam Lal was 45 years old and the sole breadwinner for his family, which included his wife and three young children. The initial investigation revealed that Shyam Lal had not been wearing the mandatory safety harness at the time of the accident. The management, upon learning of this, is considering not providing extra compensation to Shyam Lal's family, citing negligence on his part.

The PWD workers' union was outraged by this decision, arguing that the lack of proper training and supervision were the primary cause of the accident. They demanded full compensation for Shyam Lal's family, like what other workers receive who die in the line of duty, and a job for one family member. With no satisfactory response from the management, the union went on strike, halting all ongoing maintenance and construction projects in the city. The strike has continued for two weeks, causing significant disruption to the city's infrastructure projects and leading to public outcry. Utkarsh is now tasked with finding a resolution to this deadlock.

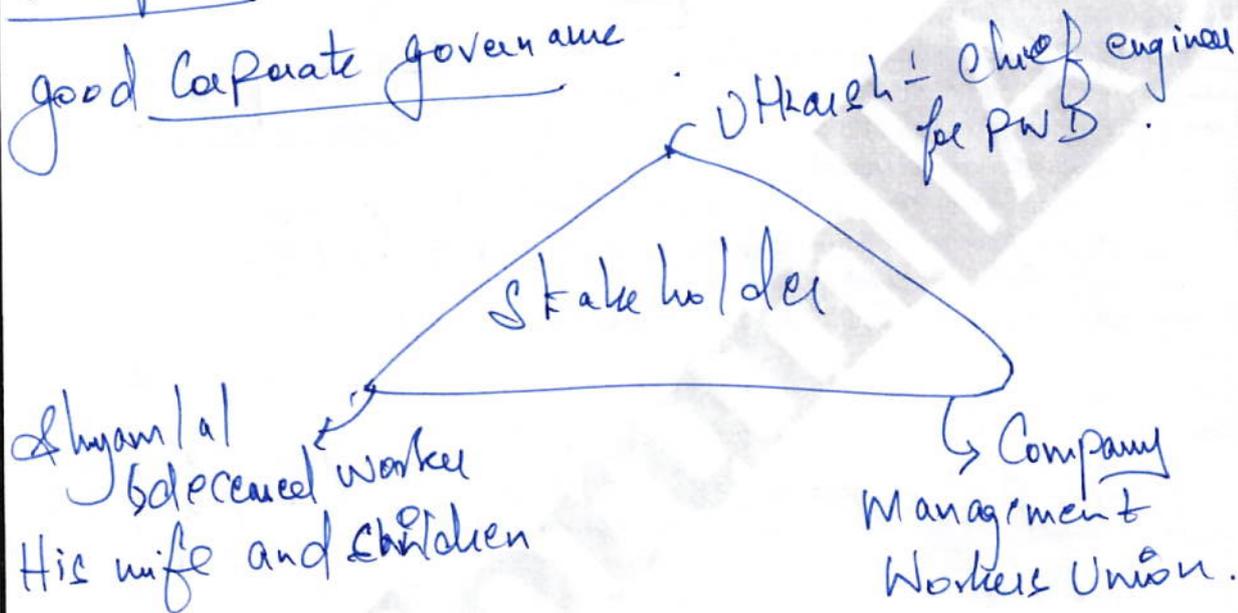
- What are the options available to Utkarsh to meet the above situation? Critically examine each of the options identified by him.
- What are the ethical dilemmas being faced by Utkarsh?
- What course of action should Utkarsh adopt to diffuse the above situation? (20 marks, 250 words)

उत्कर्ष भारत के एक प्रमुख शहर के लोक निर्माण विभाग (PWD) में एक समर्पित और अनुभवी मुख्य अभियंता हैं। उनकी जिम्मेदारियों में शहर के बुनियादी ढांचे के रखरखाव और निर्माण की देखरेख करना शामिल है। उनकी महत्वपूर्ण जिम्मेदारियों में से एक PWD श्रमिकों की सुरक्षा और कल्याण का प्रबंधन करना है। शहर में एक प्रमुख पुल की मरम्मत करते समय मरने वाले एक निर्माण श्रमिक को मुआवजे के मुद्दे पर PWD के श्रमिक संघ द्वारा अचानक हड़ताल की गई। मामले को समाधान के लिए उत्कर्ष के ध्यान में लाया गया। मृतक श्रमिक, श्याम लाल, शहर के दो व्यस्त हिस्सों को जोड़ने वाले एक महत्वपूर्ण पुल की मरम्मत करने वाली टीम का हिस्सा थे। मरम्मत के दौरान, एक दुर्भाग्यपूर्ण दुर्घटना हुई जिसमें पुल का एक हिस्सा ढह गया। श्याम लाल काफी ऊंचाई से गिर गए, जिससे उन्हें गंभीर चोटें आईं। उन्हें तुरंत अस्पताल ले जाया गया लेकिन पहुंचने के कुछ समय बाद ही उनकी मृत्यु हो गई। श्याम लाल 45 वर्ष के थे और अपने परिवार के लिए अकेले कमाने वाले थे, जिसमें उनकी पत्नी और तीन छोटे बच्चे शामिल थे। प्रारंभिक जांच से पता चला कि दुर्घटना के समय श्याम लाल ने अनिवार्य सुरक्षा हार्नेस नहीं पहना था। प्रबंधन को इस बात का पता चलने पर, श्याम लाल के परिवार को अतिरिक्त मुआवजा न देने पर विचार किया जा रहा है, क्योंकि इसमें उनकी ओर से लापरवाही का हवाला दिया गया है। पीडब्ल्यूडी कर्मचारी संघ इस निर्णय से नाराज है, उनका तर्क है कि उचित प्रशिक्षण और पर्यवेक्षण की कमी दुर्घटना का मुख्य कारण है। उन्होंने श्याम लाल के परिवार के लिए पूरा मुआवजा मांगा, जैसा कि अन्य कर्मचारियों को मिलता है, जो ज्यूटी के दौरान मर जाते हैं, और परिवार के एक सदस्य को नौकरी दी जानी चाहिए। प्रबंधन से कोई संतोषजनक जवाब न मिलने पर, संघ ने हड़ताल कर दी, जिससे शहर में चल रहे सभी रखरखाव और निर्माण प्रोजेक्ट रुक गए। हड़ताल दो सप्ताह तक जारी रही, जिससे शहर की बुनियादी ढांचा परियोजनाओं में काफी व्यवधान आया और लोगों में आक्रोश फैल गया। उत्कर्ष को अब इस गतिरोध का समाधान खोजने का काम सौंपा गया है।

- उपरोक्त स्थिति से निपटने के लिए उत्कर्ष के पास क्या विकल्प उपलब्ध हैं? उनके द्वारा पहचाने गए प्रत्येक विकल्प की आलोचनात्मक जांच कीजिए।
- उत्कर्ष के सामने कौन सी नैतिक दुविधाएं हैं?
- उपरोक्त स्थिति से निपटने के लिए उत्कर्ष को क्या कदम उठाना चाहिए? (20 अंक, 250 शब्द)

The above case reflects the ethical challenges of Workers welfare and Company's responsibility of employee Welfare. It underscores the need for

good Corporate governance



Options available to Utkarsh

① Communicating with management to provide Compensation

Merits  
① Company might agree

Demerits  
① Company might not agree

① Leads to withdrawal of protest ;  
 ② livelihood to shyama family

① leads to Continuous Work disruption

① Persuading the workers to Collectively Contribute to victims family

① Helps to victim family Merit

① Workers might not agree as they can't afford Demerit

② High ethical Principles followed by workers

② Letting from Company's side

③ Take help from some NGO or external Support to provide persuade the Company or their help

Merits

Demerit

① victims get money

① Company might not agree

② withdrawal of protest

② victims family will not get compensation

(b) Ethical dilemmas faced by Vikas

- ① Company's apathy Empathy for victims family and convincing management for fair compensation.
- ② Continuity of the construction and stopping the protest by ensuring justice to victims' family.
- ③ Balancing Management's apathy and lack of moral responsibility and seeing the needs of the protesters.
- ④ Ensuring justice without compromising his integrity.

① Course of action should outkash  
 1) He should seek the help of NCWC or external authorities to persuade the management.

② Even though there is lack of safety helmet it is Company's responsibility to promote employee welfare.

③ Compassionate Capitalism ensures that employees are assets of the Company and should be treated with dignity.

④ Business ethics should be followed to promote Compensation and justice.

As per Triple Bottom line theory, it is not always Profit, there should be consideration of People and Planet.

### Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.  
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TOTAL MARKS	
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**Q.12** Arijit, a recent graduate from a top marketing institute, has joined a prominent multinational corporation (MNC) in the "personal care and wellness" sector. The MNC is globally known for its commitment to eco-friendly, natural, and sustainable products, which was a major reason for Arijit being drawn to the job. He sees this as a chance to work on campaigns that promote health-conscious and environmentally sustainable choices worldwide.

Arijit enjoys the organization's work culture and the nature of his new job. Within just a month, his creativity and fresh approach have earned him praise from his manager. Soon, he is assigned a high-stakes project to design an international campaign for the MNC's new skincare product—a role typically reserved for more experienced team members. Excited, Arijit begins researching for the campaign but soon discovers an uncomfortable truth. Despite its "100% natural" branding, the product contains a significant percentage of synthetic ingredients, some of which are known to harm the environment and may also pose risks to human health. Arijit feels this contradicts the brand's supposed commitment to environmental and health standards.

When Arijit raises these concerns, his manager rebukes him and sternly instructs him to follow the company's approved messaging. The manager emphasizes that the product meets all regulatory standards and that similar claims are widely used by other competitors in the market. Arijit is told to focus on his marketing responsibilities and avoid scrutinizing the product's formulation. However, he still feels this is a manipulative practice that could mislead environmentally and health-conscious consumers into believing they are choosing a completely natural product.

Arijit worries that pressing the issue further could harm his career prospects, especially since he is still on probation. As the sole breadwinner with a large education loan to repay, he can't afford to lose his job. He tries to reason that this might simply be "how business is done" and considers dropping the matter. However, his conscience continues to urge him to take action.

- Analyze the conduct of the MNC from an ethical point of view.
- What are the options available to Arijit under the given situation? Evaluate each of the options and suggest the best course of action. (20 marks, 250 words)

हाल ही में एक शीर्ष विपणन संस्थान से स्नातक अरिजीत ने "व्यक्तिगत देखभाल और कल्याण" क्षेत्र में एक प्रमुख बहुराष्ट्रीय निगम (MNC) में शामिल हो गए हैं। MNC विश्व स्तर पर पर्यावरण के अनुकूल, प्राकृतिक और टिकाऊ उत्पादों के प्रति अपनी प्रतिबद्धता के लिए जानी जाती है, यही एक प्रमुख कारण था कि अरिजीत इस नौकरी के लिए आकर्षित हुए। वह इसे दुनिया भर में स्वास्थ्य के प्रति जागरूक और पर्यावरण की दृष्टि से टिकाऊ विकल्पों को बढ़ावा देने वाले अभियानों पर काम करने के अवसर के रूप में देखते हैं।

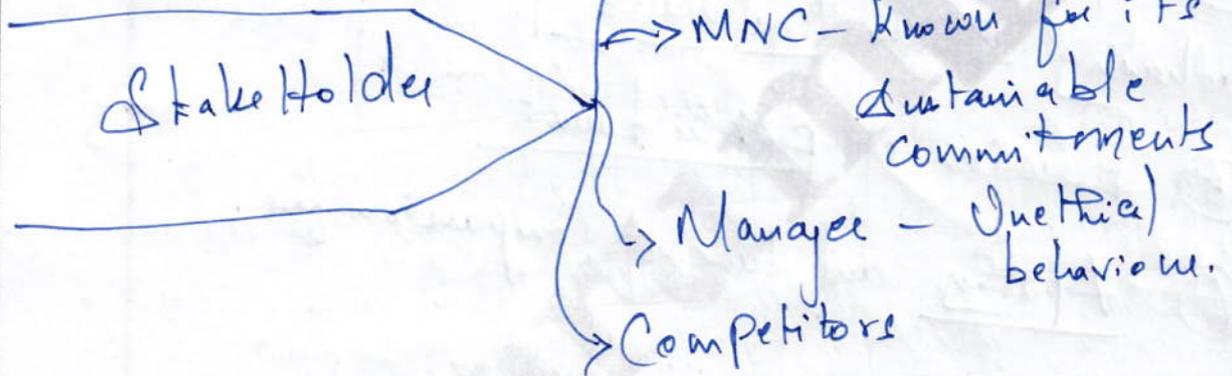
अरिजीत को संगठन की कार्य संस्कृति और अपनी नई नौकरी की प्रकृति पसंद है। सिर्फ एक महीने के भीतर, उनकी रचनात्मकता और नए दृष्टिकोण ने उन्हें अपने प्रबंधक से प्रशंसा अर्जित की है। जल्द ही, उन्हें MNC के नए स्किनकेयर उत्पाद के लिए एक अंतर्राष्ट्रीय अभियान डिजाइन करने के लिए एक उच्च-दांव वाली परियोजना सौंपी जाती है - एक ऐसी भूमिका जो आमतौर पर अधिक अनुभवी टीम के सदस्यों के लिए आरक्षित होती है। उत्साहित, अरिजीत अभियान के लिए शोध करना शुरू कर देता है लेकिन जल्द ही एक असहज सच्चाई का पता चलता है। इसकी "100% प्राकृतिक" ब्रांडिंग के बावजूद, उत्पाद में सिंथेटिक सामग्री का एक महत्वपूर्ण प्रतिशत है, जिनमें से कुछ पर्यावरण को नुकसान पहुंचाने के लिए जाने जाते हैं और मानव स्वास्थ्य के लिए भी जोखिम पैदा कर सकते हैं। अरिजीत को लगता है कि यह पर्यावरण और स्वास्थ्य मानकों के लिए ब्रांड की कथित प्रतिबद्धता के विपरीत है।

जब अरिजीत इन चिंताओं को उठाता है, तो उसका प्रबंधक उसे डांटता है और उसे कंपनी के स्वीकृत संदेश का पालन करने के लिए सख्त निर्देश देता है। प्रबंधक इस बात पर जोर देता है कि उत्पाद सभी विनियामक मानकों को पूरा करता है और बाजार में अन्य प्रतिस्पर्धियों द्वारा इसी तरह के दावों का व्यापक रूप से उपयोग किया जाता है। अरिजीत को अपनी मार्केटिंग उत्तरदायित्व पर ध्यान केंद्रित करने और उत्पाद के निर्माण की जांच करने से बचने के लिए कहा जाता है। हालाँकि, उसे अभी भी लगता है कि यह एक हेरफेर करने वाला अभ्यास है जो पर्यावरण और स्वास्थ्य के प्रति जागरूक उपभोक्ताओं को यह विश्वास दिलाने में गुमराह कर सकता है कि वे पूरी तरह से प्राकृतिक उत्पाद चुन रहे हैं।

अरिजीत को चिंता है कि इस मुद्दे को और आगे बढ़ाने से उसके करियर को संभावनाओं को नुकसान हो सकता है, खासकर तब जब वह अभी भी प्रोबेशन पर है। एक बड़े एजुकेशन लोन को चुकाने वाले एकमात्र अर्जक के रूप में, वह अपनी नौकरी खोने का जोखिम नहीं उठा सकता। वह तर्क करने की कोशिश करता है कि यह बस "व्यापार करने का तरीका" हो सकता है और मामले को छोड़ने पर विचार करता है। हालाँकि, उसका विवेक उसे कार्रवाई करने के लिए प्रेरित करता रहता है।

- नैतिक दृष्टिकोण से बहुराष्ट्रीय कंपनी के आचरण का विश्लेषण करें।
- दी गई परिस्थिति में अरिजीत के पास क्या विकल्प उपलब्ध हैं? प्रत्येक विकल्प का मूल्यांकन करें और सबसे अच्छा उपाय सुझाएँ। (20 अंक, 250 शब्द)

The above Case reflects the Greenwashing practice that are widely used by Corporates who Permitises Profit Over Philanthropism. "Commerce without morality is a sin."



@ Conduat of MNC from ethical point of view

→ (1) Lack of Professional Integrity and moral responsibility

② Using Unfair means to gain advantage.  
(Against Kant Categorical approach)

③ Lack of environmental stewardship that emphasizes business should protect the environment.

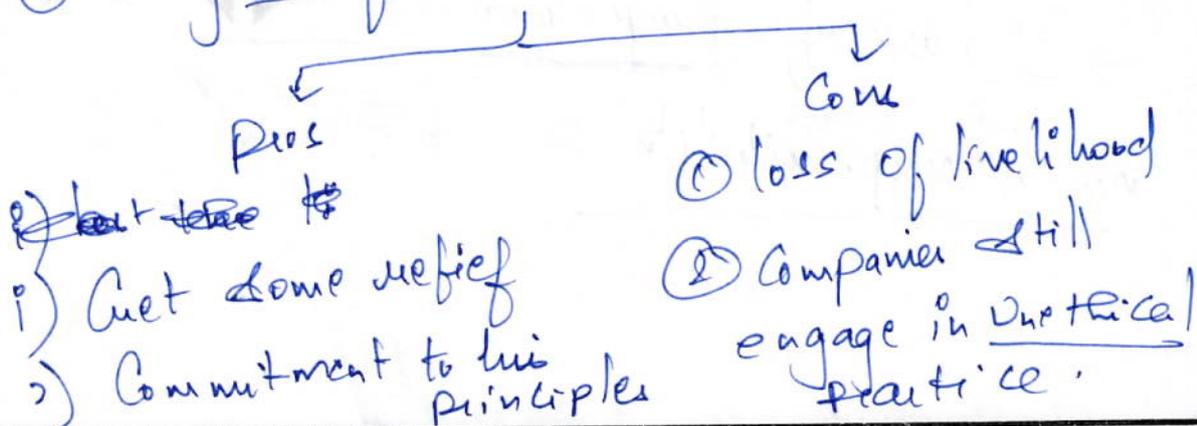
④ Violation of the rule of law by not adhering to the legal rules

⑤ Erosion of public trust

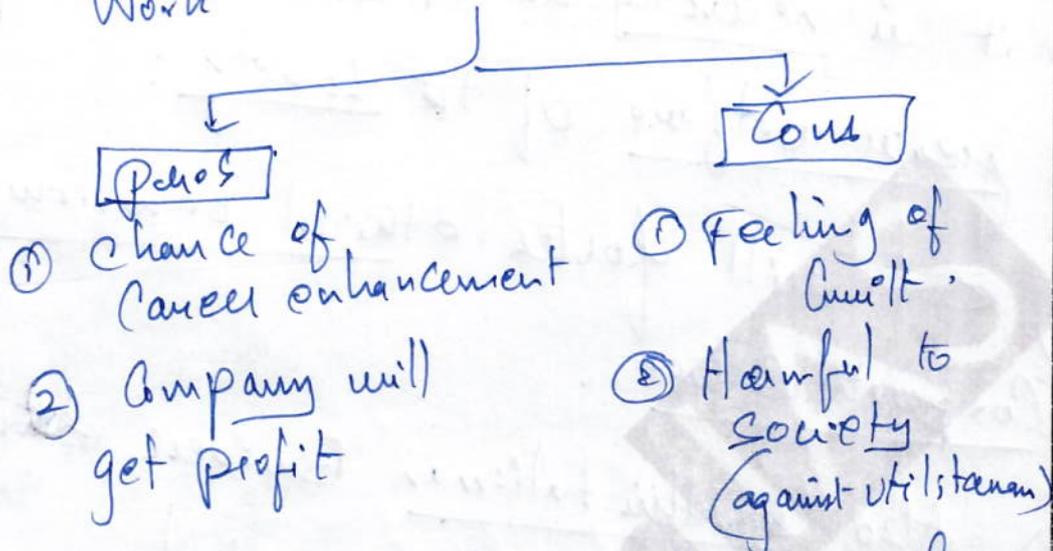
⑥ Apathy and lack of compassion for the society.

⑦ Options available to Ajit

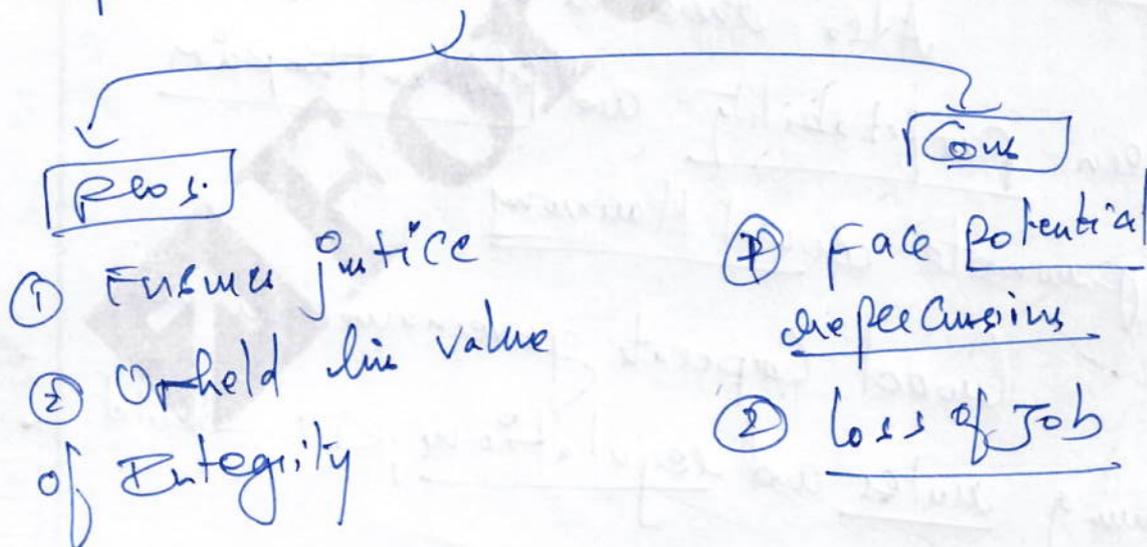
① Resigning from the Company



② Ignore the issue and continue to Work



③ Use of Whistle blower mechanism to report to Concerned authorities



Option 3 is the best course of action  
 As it is necessary to uphold moral duty  
 for greater welfare of the country :-

- 1) It will foster ethical behaviour in Corporate Culture.
- 2) Also Candlish Talisman Business should act as trustee and ensure social welfare.
- 3) Also there is a need of Balance between profitability and philanthropism to promote social Harmony.

Good Corporate governance is not following rules and regulations, It should Promote integrity.

### Feedback

(For OFFICE use only)

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

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

TOTAL MARKS

**Mentor Feedback Questions**

1 .....

2 .....

3 .....

4 .....

5 .....

**Test Goal**

1 .....  U

2 .....

3 .....

**Outcomes**

.....

.....

.....

.....

**Marking Scheme**

Mark	Good	Average	Below average
10 Marker	3.75 - 5.0	3.0 - 3.5	< 3.0
15 Marker	5.75 - 7.0	4.0 - 5.5	< 4.0
20 Marker	7.75 - 10	6 - 7.5	< 6
	Key / Relevant Point		
	Vague / Irrelevant		

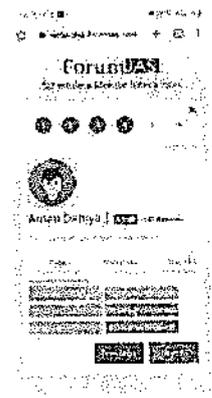
\* Subject to change without prior notice.

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