

TEST CODE 8 1 4 4 1 6

MGP 2025

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Rohin Kumar		
Roll No./अनुक्रमांक	1910139147	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1501	Date/दिनांक	30/07/2025

*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. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	<p>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।</p> <p>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।</p> <p>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।</p> <p>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।</p> <p>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।</p>		
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<p>*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।</p>			For Office Use Only / केवल कार्यालय प्रयोग हेतु :		
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Note: Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion classes for the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the good copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

EXAMINER'S REMARKS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

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

Section - A

Q.1) a) 'Unconscious biases in parenting continue to shape gendered experiences in India.' Do you agree with this view? Discuss. (10 marks, 150 words)

'पालन-पोषण में अचेतन पूर्वाग्रह भारत में लिंग-आधारित अनुभवों को आकार देते हैं।' क्या आप इस दृष्टिकोण से सहमत हैं? चर्चा कीजिए। (10 अंक, 150 शब्द)

Parenting is the primary agency of socialisation that indoctrinate the individual with cultural & ethical values.
e.g. Preaching a baby Boy to not cry.

Unconscious biases & gendered experiences

(i) Attitude development → The traditionally believed hawkish among boys & dovish among girls.

(ii) Values experienced → like empathy, compassion and nurturing with girls & insensitivity among boys.

(iii) Secular/regular experiences → varying from giving opportunities to boys & depriving same to girls.

e.g. Toys → Boys given gun, trucks, cars
 Girls → Kitchen accessories, nurse tools etc.

(iv) Unfair distribution of punishment and rewards developing attitudes like - opportunism, self centredness etc.

Way to improve

- ① curricular → parenting education to be gender neutral.
- ② social efforts → depending on merit of individuals.
- ③ Teaching by leading → respect towards other genders.

To tackle the widespread gender issues, child rearing as an agency can contribute being the first school of a kid.

Feedback

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Please put tick marks in the above table.

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

TOTAL MARKS

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 can be understood as the ability to experience the pain & sufferings of others.
e.g. Empathising with disaster victims.

Compassion apart from experiencing the sufferings have an active desire to alleviate suffering of others.

e.g. Helping a disabled individual crossing traffic.

⊙ Thus compassion have more positive regard for the target group.

↳ compassion initiates action to alleviate pain.

Foundational in civil services

- ① Positive regard to the marginalised communities and orient policies likewise. e.g. utilising District Mineral Fund.
- ② Citizen centric decision making by consensus building & giving space to opinions. e.g. compensation for displaced.
- ③ Objectivity & fairness, promotes justice by being dutiful & value neutral, adhering to the cause.
- ④ Working beyond call of duty to alleviate the pain of individuals.

Thus compassion civil servants are like Plato's philosopher king promoting welfare for all.

Feedback

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TOTAL MARKS			

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

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

Tolerance is the ability to accept the differences without antagonism to opinions & beliefs ~~not~~ different from an individual.
 e.g. Religious tolerance - Ashoka's dhamma;

Consequences of Intolerance

I. ON Individuals:

- ① generates hatred, eny in an individual.
- ② Makes the individual ignorant and Knowledge Blind.
- ③ Harm to persons due to violence and impulsive behaviour.

II. for society:

- ↳ ① Communalism → among different social identity groups leading to violent conflicts.
- ② Regionalism → son of the "soil doctrine"
e.g. Marathi manus (Marathi language)
- ③ Instances of lynching ^{beat} crime against minorities like corrective rapes.
- ④ Reduced trust for public institutions and Jungle Raj (Might is Right).

How to develop tolerance

- ↳ ① Experiential learning - by exposing oneself to diverse opinions.
- ↳ ② Reading books → that are value neutral.
- ↳ ③ Generate scientific temperament (art SIA).
- ↳ ④ Co-curricular activities in schools, RWAs, societies. etc.

Tolerances can help one uphold principles of Equity, Justice & fairness thus fulfilling one duties.

Feedback

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TOTAL MARKS			

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

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

Emotional Intelligence is the ability to regulate one's & other emotions, ability to reason with them and utilise them to guide behaviour & action.

Components & ethical decision making

(i) Self Awareness :

↳ by ways of introspection, social feedbacks etc.
It helps an individual to review one's own decisions by self reflection to make them fair & unprejudiced.
e.g. discriminating tolerant to diff. ideologies.

(ii) Self Regulation : It's ability to guide one's action according to the demand of situation without regard to

gratification & short term pleasures.

(ii) It will help the individual in making long term plans, realistic goal setting etc.

(iii) Self motivation :

↳ To keep working like a "sthitha pragya"
↳ It helps the individual in consistency in upholding to values, relentlessly adhering to ethical principles like integrity.

(iv) Empathy : ability to experience other pain.
↳ helps in grass root, consensus oriented & humanistic decisions.

(v) Social skills : The ability to create links, networks & interact positively.
↳ Helps the individual → with transparency, accountability measures.

Thus EI can help civil servants in effectively utilising public funds for the promotion of welfare of all.

Feedback

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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)

Gandhi's regards → "the best way to find yourself is to lose yourself into the service of others". This aligns with the above quotation focusing on selfless duty.

△ e.g. Mother Teresa working in slums.

This life is short → the material living is transient & short. e.g. Socrates drank the poison hemlock saying he would save his moral life in exchange of mortal life.

Vanities are transient → The problems we experience are short term and our sufferings can be curbed, as Buddha regarded → cessation of sufferings by Eight Noble Paths.

They alone live who live for others

① Selfless individuals find the true meaning / essence of life.

② Giving back to the society helps others overcome their difficulties.

③ Remembered always.

e.g. A bodhisattva prolongs his salvation to help others achieve first.

Rest are more dead than alive

→ Individuals live in ignorance, self centric and opportunistic life that accumulates alone.

Thus, service to humanity is akin to service to god, and, no devotes himself to others also find his contentment, as "good of one is contained in good of all."

Feedback

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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)

Above quotation explains the futility of "crying over the spilt milk". once gone some opportunities ~~are~~ never come back until we work for others.

Sun gone out of life

- ① It raises issues like lack of individual self discovery and depending on others.
e.g. Kasturi Mrag (deer) toans whole life.
- ② shifting the locus of motivation externally without realising the inner Joy and happiness.
- ③ Shows lack of planning for failures and lost opportunities. which are crucial. e.g. Lapsing of funds.

Tears will prevent from seeing stars

- ① Clouded judgement → in the absence of rationally analysing the failures.
- ② Short term planning & long term failures. like : populist policies of loan Waivers.
- ③ It can further increase the suffering for missing of other upcoming opportunities.

What to do

- ① Continuous self reflection.
- ② Self motivation by believing in oneself.
- ③ Keeping open for uncertainties & having contingency plans.

Thus, individuals can find great value in their failures as Churchill said →

"failures are not always fatal, success is not always final, it is the courage to continue that counts"

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c) "Two ways of building character – cultivating strength to challenge oppression, and tolerate the resultant hardships that give rise to courage and awareness." - Sardar Patel (10 marks, 150 words)

"चरित्र निर्माण के दो तरीके - उत्पीड़न को चुनौती देने के लिए शक्ति का विकास करना, और परिणामस्वरूप होने वाली कठिनाइयों को सहन करना, जिससे साहस और जागरूकता का उदय होता है।" - सरदार पटेल (10 अंक, 150 शब्द)

Above quotation discusses the significance of individuals ability to fight oppression by capacity building and developing character.

Cultivating strength to challenge oppression

The ability to call out openly the multi-varied oppressions in society.

↳ ① Gender issues → #Me too movement, Pride march by LGBTQ+.

↳ ② Political power → to challenge the archaic laws - like public safety bill 1528 stopped by Congress.

↳ ③ Economic strength → to prevent the dictates of western countries.
e.g. India buying Russian oil.

↳ ④ Intimation power with soft power & advocacy for global south.

Tolerate resultant hardships

- ① Resilient behaviour → to continue fighting: e.g. Dharsana mill agitation, Jatyagrabis took Latin.
- ② Unaffected like Nelson Mandela who stayed in 29 years jail.

give rise to courage & awareness

- ① ~~The~~ Self confidence due to the character building that gives rise to courage.
 - ② Awakens the individual consciousness with ability to differentiate b/w right & wrong.
- △ e.g. Indian nationalists → aware of the British loot & drain led to a protracted fight.

Thus character building is a continuous exercise shaped by experiences of life. Virtuous characters help societies to innovate, overcome hardships & orthodoxies.

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Q.4) a) "With great power comes great responsibility." In the present context, 'Big Tech' headquartered in developed countries wield disproportionate influence over digital infrastructure, personal data, and global narratives—often prioritising profit over ethical considerations. What ethical principles should guide such corporations in building a fair, inclusive, and just global digital framework?

(10 marks, 150 words)

"बड़ी शक्ति के साथ बड़ा उत्तरदायित्व भी आता है।" वर्तमान संदर्भ में, विकसित देशों में मुख्यालय वाली 'बड़ी तकनीकी कंपनियाँ' डिजिटल अवसंरचना, व्यक्तिगत डेटा और वैश्विक 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)

Power is the ability to influence decisions of others. Big techs command a great influence due to its widespread expansion in lives of individuals that calls for ethical digitisation & adhering to corporate governance principles.

Issues with Big tech governance

- ① Privacy Breach observed in data leaks like Cambridge Analytica exposing facebook.
- ② Misuse of data to deepen their market by manipulation with collusion.
- ③ Monitoring individual behaviours to be politically misused, economically exploited to shape choices.

(4) It regards human as merely means to an end (against Kantian dignity principle).

Guiding ethical principles

(i) Humanism -> prioritising human choices rather than shaping them, by focusing on deontological means.

(ii) Commerce with morality -> without mindlessly toxicating markets.

(iii) Regards to individual privacy -> by avoiding misuse of data, content restrictions for 3rd party misuse.

(iv) Adhering to rule of law, like domestic norms of data localisation.

(v) Right to be forgotten for individuals

Thus Big techs governance with global cooperation can create value that can help bring a happy state of development like the Kant's Kingdom of ends.

Feedback

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

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

Crisis of conscience is the conflict of individuals values with his duty often clouding his ability to perform.
As fulfilling one would compromise the other.
eg. Arjuna in Mahabharata war,

Personal life experience

→ The situation in school where saving a friend from teacher against an individual who is the son of principle.

① Being a child the fear to speak out prevented me while not speaking will lead to an innocent getting punished.

Dealing with Crisis of conscience

- ① Value Judgement → as regarded by Bentham as 'individual utility'.
- ② ~~#~~ Assessing the merits of actions & demerits of inaction while fulfilling duty.
- ③ Taking external feedback and opinion while decision making.
- ④ Listen to the voice of inner conscience and standing against the wrong.

Thus, Crisis of conscience are sometimes developed out of our fear psychosis.
 Being emotionally intelligent and clear on objective facts of situation can help us find a balanced yet necessary solution.

Feedback

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TOTAL MARKS			

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

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

The above statement explores the virtues of increased political accountability and self reflection to prevent issues that endanger the welfare.

e.g. ~~or~~ publishing criminal antecedents ~~or~~ during ticket distribution in elections.

Politics of Confession

- Why needed
- (i) Increased criminalisation, with ~46% MPs in LS having criminal cases.
 - (ii) Disconnect with masses thus trust issues. needs to be bridged.
 - (iii) Populist policies for short term political gains.
 - (iv) corruption in public spaces.

(v) favouratism in policy making.

How it will help

- ① Raising the genuine public issues & policies based on consensus & feedback.
- ② Prevent authoritarianism with self regulation & democratisation of political parties.
- ③ long term policies & perspective plans like Niti@75 to guide the priorities of growth & development.
- ④ Inclusive policies → preventing injustice against minorities, wealth concentration.

Constitutional values can help politicians to align their conduct by keeping public welfare at the centre to achieve the ideals of 'Swaraj'.

Feedback

(For OFFICE use only)

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

Transparency is the publishing in public domain of the actions & decisions to justify one's actions. RTI Act called for increased transparency in Judiciary recognising Right to Know as fundamental right.

Key objectives of RTI, 2005

- ① To compel public offices to furnish required information.
- ② Time bound responses to further the ideals of enhanced accountability.
- ③ Citizen awareness of the key Policy decisions impacting them.
- ④ Empowering individuals to seek information.
- ⑤ Enhancing trust of Public in governance.

Ethical concerns

- (i) Conflict of duty → to balance the right to privacy and to know.
- (ii) Conflict b/w the right to be forgotten v/s the right duty to compile data.
- (iii) Issues of data storage that can be misused.
- (iv) Issues of corruption by sharing sensitive public data with firms.

How to reduce the conflict

- ① Effective implementation of data protection regime.
- ② Consultation with civil society.
- ③ Guided by the virtue approach and justice approach.
- ④ Balance individual right with effective storage. (Use of Quantum Key distribution)

Thus rights has to be harmoniously balanced with states duty to cooperate & utilize critical information only for state purposes.

Feedback

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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 पहुँच को बाधित करते हैं। नैतिकता युक्त शासन, लिंग-आधारित स्थानिक नियंत्रण के मुद्दे को सुलझाने और सार्वजनिक स्थानों में समावेशिता को बढ़ावा देने में कैसे मदद कर सकता है? (10 अंक, 150 शब्द)

Despite being around half of the country population, the female labour force participation rate is 42% in India, an abysmally low showing women's participation in public spaces.

Factor restricting women's access

- ① Patriarchal notions of society with defined gendered roles that limits women to confines of homes.
- ② Glass ceiling in many walks of public life that restricts meaningful participation ^{economic}
- ③ Lack of political & empowerment → Violating the dignity of women (Kantian ideas).

- ④ Issues of gender pay gap that dissuade them to private homes.
- ⑤ Double Jeopardy enhancing their pain that discourages.
- ⑥ Public spaces, commuting, workplaces & not designed likewise. e.g. limitation of Restrooms.

Role of Ethical Governance

- ① Promoting inclusivity with measures like Equal pay e.g. Bcei Pay's women's equality.
- ② Enhancing Equity & non discrimination.
- ③ Promoting protection against sexual abuse & harassment. e.g. Internal complaints committee.
- ④ Gender friendly environment committee. ↳ creches facilities.

Thus, for equitable sustainable development there is need to further the goals of gender participation in public & private spaces equally to achieve SDG of gender equality.

Feedback
(For OFFICE use only)

#	G	A	P
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TOTAL MARKS	
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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)

(i) Ethical fading → Is the phenomena of gradual erosion in the ethical values & principles held by an individual/institution.
e.g. Power hangover on civil servants.

(ii) Conflict of interest → when an individual's sense of duty is confronted by a professional duty. e.g. Judges ~~are~~ presiding committees removing judges.

(iii) Persuasion → Is the ability to influence the behaviour & action of the target group members in

the intended direction.

e.g. PM's appeal to Delhiites during 4-20 hosting event for traffic norms.

(iv) Work culture → when the individuals actions are in alignment with the institutional objectives, priorities and values. e.g. preventing factionalism in offices promote positive work culture.

(v) Corporate governance
↳ fulfilling the social and economic goals of an institution, by balancing the profit motive with social goals like CSR funding for project leading to education of COVID-orphan children.

Feedback

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

और सार्वजनिक परामर्श शामिल हैं। हाल ही में, एक आरक्षित वन क्षेत्र में 140 हेक्टेयर से अधिक वन भूमि से अतिक्रमण हटाने के लिए एक बड़ा अभियान चलाया जाना था, जिसका मुख्य उद्देश्य मानव-हाथी संघर्ष की बढ़ती घटनाओं को रोकना और पारिस्थितिक संतुलन बहाल करना था। बेदखली की आशंका से, कुछ निवासियों ने इस पर रोक लगाने के लिए उच्च न्यायालय का दरवाजा खटखटाया। हालाँकि, अदालत ने इसे देने से इनकार कर दिया और प्रशासन को उचित प्रक्रिया का पालन करते हुए बेदखली की कार्यवाही आगे बढ़ाने का निर्देश दिया। नोटिस दिए गए और अभियान को अंजाम देने के लिए एक विस्तृत रोडमैप तैयार किया गया, जिसके पैमाने और दूरस्थ स्थान के कारण 2-3 दिनों तक चलने की उम्मीद थी। पहले दिन, सिमंता ने वन अधिकारियों, नगरपालिका कर्मचारियों और पुलिसकर्मियों की एक टीम का नेतृत्व किया। तोड़फोड़ की कार्यवाही शांतिपूर्ण और बिना किसी बड़े प्रतिरोध के पूरी की गई। हालाँकि, दूसरे दिन, जब टीम घटनास्थल पर लौटी, तो उत्तेजित निवासियों का एक बड़ा समूह—मुख्य रूप से 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 मोबाइल 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)

Above case highlights the issues faced in eviction of encroached land. However, it also present the plight of resident communities left behind in the journey of development.

(a) options available to simanta

(1) option 1: To carry on the operation

↳ Merits → legal compliance to the court orders & protect the reserved area

Demerits : Threaten the safety of police personnels, fear of media trials and sufferings for locals.

② options 2 : Stop the eviction drive

Merits

- Safety of personnels.
- Protests & outrage curbed

Demerits

- Non-compliance with the duty.
- No resolution to issue.

③ options 3 : Explain the locals & try to rehabilitate them safely with compassion.

Merits

- Can stop the outrage of public
- Safety of local residents & Reserved forest.

Demerits

- Not within his powers to rehabilitate.
- Time consuming to rehabilitate.

④ Combination of option 2 & 3 Because.

① There is immediate need to mellow down public outrage to prevent law & order situation.

- ② Safety of the public personnels is also the duty of Samant. Also anyone hurt in this is not desirable.
- ③ Preventing tossing the issue in media trials that can derail the process.
- ④ Building agreement with locals to legally Allocate frern houses under PM-Awas yojana.
- ⑤ Involvement of community leaders for complying with court directives for forest protection.

⑥ Ethical dilemmas faced

- ① Duty to comply court orders v/s public outrage.
- ② Public safety v/s carrying out operation.
- ③ Interests of locals v/s protection of reserved forest.

(4) Adhering to voice of inner conscience v/s external pressure by colleagues.

(5) Balancing media coverage w/s people's right to know.

(d) Qualities in public servants

(i) Duty bound believing in upholding the rule of law.

(ii) Empathetic & compassionate to listen to plight of locals.

(iii) Emotional regulation and acting on merits of situation (weighing rationally)

(iv) Transparent in publishing before any such adventure.

(v) Accountability & answerability.

Thus curbing such issues need a practical approach of providing alternative options before displacing ~~for~~ a more humane approach.

Feedback

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Please put tick marks in the above table.			
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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.

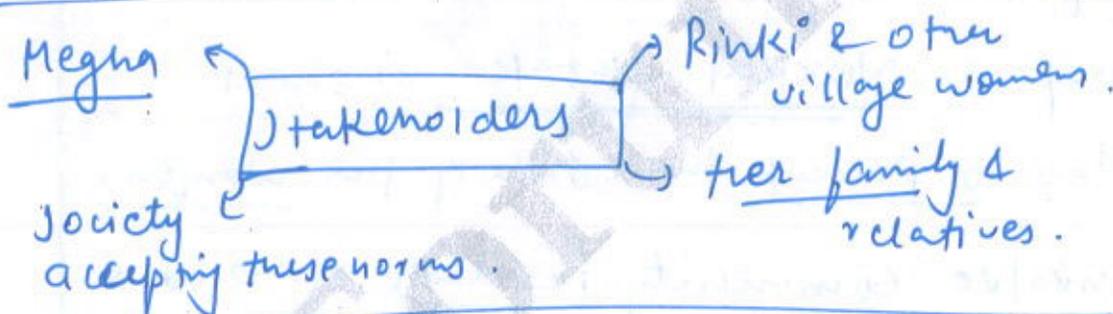
The experience leaves a deep impact on her. She starts reading more about menstrual taboos and their impact on women's health, dignity, and education. As a sociology student, she recognises how such traditions are linked to patriarchy and social stigma. She begins to reflect on what she can do at her 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 ताडचिरोली 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 ताडचिरोली जाने की इच्छा व्यक्त की। उसके पिता सहमत हो गए और उसे अपने मामा रतन को सूचित करने के लिए कहा, जो अभी भी अपने परिवार के साथ गांव में रहते हैं। मेघा ने रतन को सूचित किया और सेमेस्टर ब्रेक के दौरान गांव की यात्रा की। आगमन पर, रतन और उसके परिवार ने उसका गर्मजोशी से स्वागत किया। बाद में, रतन उसे एक स्थानीय उत्सव में शामिल होने के लिए आमंत्रित करता है। रत्ना बताती है कि 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 जाया है। शहर लौटने से पहले, मेघा ने देखा कि शिक्षित परिवार के सदस्य भी इन रीति-रिवाजों को स्वीकार करते हैं और उनका पालन करते हैं। इस अनुभव का उस पर गहरा प्रभाव पड़ता है। वह मासिक धर्म से जुड़ी वर्जनाओं और महिलाओं के स्वास्थ्य, सम्मान और शिक्षा पर उनके प्रभाव के बारे में और अधिक पढ़ना शुरू करती है। समाजशास्त्र की छात्रा होने के नाते, वह समझती है कि कैसे ऐसी परंपराएँ पितृसत्ता और सामाजिक पूर्वाग्रह से जुड़ी हैं। वह इस बात पर विचार करने लगती है कि समुदाय को अलग-थलग किए बिना या उसकी परंपराओं का अनादर किए बिना, वह अपने स्तर पर वर्तमान स्थिति को सुधारने के लिए क्या कर सकती है।

- a. मेघा द्वारा अपने गांव के समुदाय को असम्मानजनक या टकरावपूर्ण व्यवहार किए बिना संवेदनशील बनाने के लिए अपनाई जा सकने वाली कार्यवाही का सुझाव दीजिए।
 b. समुदाय के साथ जुड़ते समय उसके कार्यों को किन नैतिक सिद्धांतों और तरीकों से निर्देशित किया जाना चाहिए?
 c. मासिक धर्म मानव अधिकारों से किस प्रकार संबंधित है? (20 अंक, 250 शब्द)

Given Case presents an account of the unquestioned social evils of society. Perurbed by the long held traditions the youngsters find a conflict & dissonance in the acceptance & continuance of such practices.



① Course of Action for Megha

- ① first sensitize herself with the origin & implications of such issues for clarity & understanding.
- ② Try to take help of her colleagues, NGOs to visit the village.

- ③ Try to find parallels in other cultures to persuade & influence the villagers.
- ④ Making everyone aware of the other safety issues on such isolation.
- ⑤ Explaining other health issues that can arise in small girls due to lack of awareness to deal.
- ⑥ Prepare NUKKad Nataak or short films to present the side of the women.
- ⑦ Involve community leaders who have more convincing power.
- ⑧ Suggesting & availing from safe alternatives to deal better - like safety pads etc.

Ethical principles & methods guiding her

- ① Cultural sensitivity → that enhances the effects of persuasion & larger appeal.
- ② Human dignity (Kantian imperative) at the core. Respect for girls' natural anatomy.
- ③ Consensus building & agreeableness with sensitivity & compassion towards girls in this case.
- ④ Gender equity → explaining the males of society about the menstrual cycle & its significance.
- ⑤ Awareness based on scientific & rationality than less information.

① Menstruation & Human rights

- ① It deprives one section of society of opportunities to meaningful participation in social events.
- ② Violates dignity → when women are looked down upon. ej. Sabri mala case.
- ③ Often correlated to pollution & purity that goes against gender equity principles.
- ④ unfair treatment at workplaces, due to leniency, making insensitive remarks & lack of empathy for pain.
- ⑤ Non-acceptance as biological phenomena.

~~The~~ Menstruation related insensitivity is a social that needs to be preserved under art 51(A) that calls for respecting women without outraging her modesty.

Feedback

(For OFFICE use only)

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

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

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

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

- Can you think of a rational way to resolve this dilemma?
- Give your reasons for it.
- What are the ethical issues involved in the above case? (20 marks, 250 words)

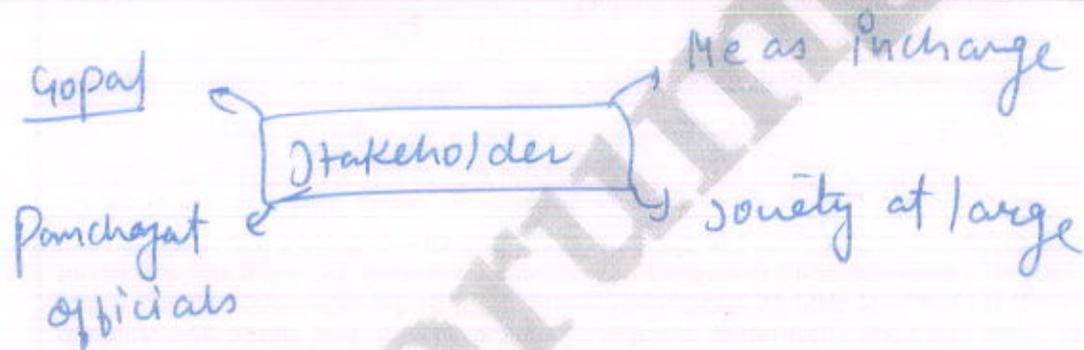
गोपाल 80 वर्षीय वृद्ध हैं जो मध्य भारत के एक सुदूर और अविकसित गाँव में रहते हैं। वह वर्षों से एक छोटे से कच्चे घर में रह रहे थे। जब उन्हें प्रधानमंत्री आवास योजना- ग्रामीण (PMAY-G) के बारे में पता चला, तो उन्हें अपने जीवन के अंतिम चरण में एक पक्के घर की आशा की एक किरण दिखाई दी। हालाँकि, गाँव के सरपंच और पंचायत सचिव ने उन्हें बताया कि इस योजना के अंतर्गत पात्र होने के लिए, उन्हें पहले अपने मौजूदा घर को गिराना होगा ताकि स्थल निरीक्षण के दौरान उस स्थान पर कोई संरचना दिखाई न दे। इसके बाद, गोपाल ने अपना घर तोड़ दिया और एक बबूल के पेड़ के नीचे रहने लगे। लगभग छह महीने से, वह कठोर मौसम की मार झेलते हुए खुले आसमान के नीचे रह रहे हैं। इस दौरान, उन्होंने बार-बार पंचायत कार्यालय का चक्कर लगाया, लेकिन उन्हें बताया गया कि आवश्यक दस्तावेजों के अभाव में उनके आवेदन पर कार्रवाई नहीं की जा सकती।

आप ज़िले में PMAY-G के क्रियान्वयन के प्रभारी अधिकारी हैं। गोपाल का मामला एक प्रमुख समाचार पत्र की रिपोर्ट के माध्यम से आप तक पहुँचता है। आप ज़मीनी हालात को समझने के लिए व्यक्तिगत रूप से उससे मिलने जाते हैं। उससे मिलने और उसकी आपबीती सुनने के बाद, आपको लगता है कि उसे निश्चित रूप से मदद की ज़रूरत है। आपकी पूछताछ से यह पृष्टि होती है कि वह वास्तव में बेसहारा है और खुले आसमान के नीचे दयनीय स्थिति में रह रहा है। यह भी स्थापित होता है कि उसने पंचायत अधिकारियों द्वारा योजना की गलत व्याख्या के आधार पर अपना घर गिरा दिया था। हालाँकि, उसके पास यह दिखाने के लिए कोई दस्तावेज़ नहीं है कि वह योजना के तहत पात्रता मानदंडों को पूरा करता है।

अब आप दुविधा में हैं। बिना ज़रूरी दस्तावेजों के उसे योजना में शामिल करना साफ़ तौर पर नियमों का उल्लंघन होगा। लेकिन उसे सहायता देने से इनकार करना क्रूरता और अमानवीय होगा।

- क्या आप इस दुविधा को हल करने का कोई तर्कसंगत तरीका सोच सकते हैं?
- इसके लिए अपने कारण बताइए।
- उपरोक्त मामले में नैतिक मुद्दे क्या हैं? (20 अंक, 250 शब्द)

Given case is one of ethical dilemma faced by a civil servant.
 To abide by rules or empathetically,
rationally find a way out to help an
 aggrieved and fulfil obligations of a
"Welfare state" ideal.



(a) Way to resolve dilemma

- ① Institute an enquiry in the matter against the misinformation by Panchayat officials.
- ② Assess the lack of documents unavailable to Gopal - to help him to restore his trust.

- ③ Speeding up the process of documentation expressing his genuineness.
- ④ contacting an NGO or rehabilitation to temporarily provide shelter to Gopal to protect his dignity (Under art 21).
- ⑤ constantly track the progress on the case to fulfil the duty I am bound by.

⑥ Reasons for the action

- ① upholding the law in both "letter & spirit".
- ② To restore the public trust by showing a humane side of administration.
- ③ I am duty bound, thus fulfilment of the duty for personal satisfaction.

④ Ensuring fairness in distribution of benefits of a government scheme.

⑤ It will ensure justice to Gopal, thus complying with ethical values.

③ Ethical Issues Involved

① Lack of fulfilment of commitment by public (panchayat) officials;

② Ignorance & apathy shown by panchayat officials to demolish the house before documentation.

③ The inherent misuse of schemes as the non-genuine can also forge such a situation (Misgovernance)

④ Issues of Poverty & destitute despite largescale welfarist policies, (Antyodayas).

⑤ Lack of effective accountability at the grassroot of governance where it is needed the most.

Thus, to fulfil the ideals of welfare state there is need of strobust governance at grassroot level (73rd & 74th CA), ~~and~~ accompanied by dutiful public servants & active citizenry.

Feedback

(For OFFICE use only)

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

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

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

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

(20 marks, 250 words)

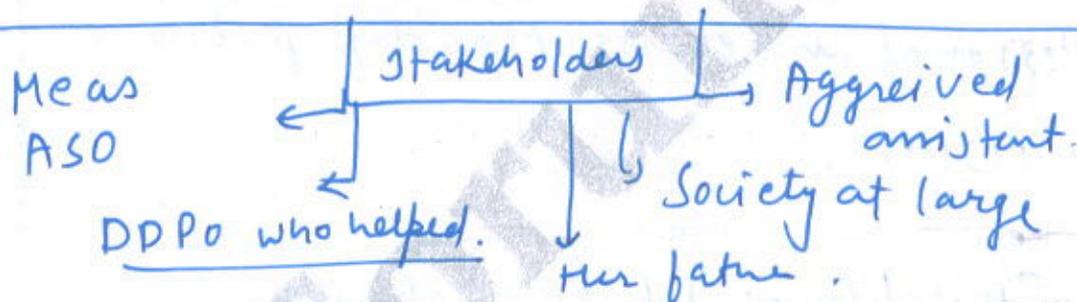
आप जिला विकास एवं पंचायत कार्यालय में सहायक अनुभाग अधिकारी के पद पर कार्यरत हैं। एक दिन, आपकी एक करीबी सहकर्मी बेहद परेशान होकर आपके पास आती है। वह आपको बताती है कि उसके पिता लिवर की गंभीर बीमारी से पीड़ित हैं और डॉक्टरों ने स्पष्ट रूप से कहा है कि जीवित रहने के लिए उन्हें तुरंत लिवर ट्रांसप्लांट करवाना होगा। वह बताती है कि उसके पास कोई स्वास्थ्य बीमा नहीं है और सर्जरी में लगभग 15 लाख रुपये खर्च होंगे। आपको पता है कि उसके पति का कुछ साल पहले निधन हो गया था और उसका एक चार साल का बेटा भी है जिसे विशेष ज़रूरतें हैं। कुछ हफ्ते पहले ही, उसने एक डिजिटल अरेस्ट स्कैम में अपनी सारी जमा-पूंजी गँवा दी थी। एक निम्न-मध्यम वर्गीय परिवार की विधवा होने के नाते, उसके विकल्प बेहद सीमित हैं। हालाँकि आप गहरी सहानुभूति रखते हैं, लेकिन आप आर्थिक मदद नहीं कर सकते, क्योंकि आपके पास मदद करने के लिए संसाधन नहीं हैं।

कुछ हफ्ते बाद, आप उसके पिता के स्वास्थ्य के बारे में पूछते हैं। वह आपको बताती है कि लिवर ट्रांसप्लांट सर्जरी सफल रही और उसके पिता अब तेज़ी से ठीक हो रहे हैं। राहत महसूस करते हुए, आप पूछते हैं कि उसने पैसे का इंतज़ाम कैसे किया। झिझकते हुए, वह बताती है कि जिला विकास एवं पंचायत अधिकारी (DDPO) ने उसकी मदद की। उसकी स्थिति को देखते हुए, DDPO ने ग्रामीण स्वच्छता योजना के लिए आवंटित निधि से 15 लाख रुपये जारी करने में मदद की। तकनीकी समस्याओं और स्थल की मंजूरी न मिलने के कारण इस योजना का क्रियान्वयन एक साल के लिए रोक दिया गया था। वह बताती है कि यह राशि पूरी गोपनीयता के आश्वासन और जल्द से जल्द चुकाने की प्रतिबद्धता के साथ प्रदान की गई थी। वह DDPO की समय पर की गई मदद के लिए 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)

Above case highlights the instances of soft corruption in a public situation where diverting public funds for personal usage is deeply concerning in public offices. Personal & emotive issues are in conflict with civil service values of integrity, probity.



(a) Ethical Issues involved

- (1) Siphoning off public funds for personal usage.
- (2) Misuse of public office by confiding information of fund release.
(by DDPO)

- ③ Lack of transparency in the management in fund management.
- ④ Lack of oversight to fix accountability to for the crucial public funds.
- ⑤ Lack of implementation of policies timely & lapsing & accumulation of funds due to Red tapism.
- ⑥ Personal interests cloud's public issues.
- ⑦ Ethicality of DP Po's behaviour
 - ① Non-fulfilment or adherence to public service values of non-partisanship, transparency.
 - ② Misuse of funds without anyone's knowledge alarms deeper issues of mistrust.

③ Sets a wrong precedent for the work culture of the office.

④ falling to the emotive slippery slope when one was duty bound to use funds for purpose they were originally meant for.

⑤ My reaction to situation

⑥ My stepwise action would be:

① To institute a departmental inquiry against both individuals.
(DDPO & assistant).

② To fix accountability for improper use of funds out of individual discretion.

- ③ I would serve a notice to the assistant to return the money in official capacity as soon as possible.
- ④ Explore what are the other legal issues been violated to show zero tolerance to compromise to official duty.
- ⑤ Try to set a precedent in office to act in utmost ethicallity.
- ⑥ however, I would also assist in my individual capacity that her family does not bear because of this.

Thus emotional intelligence is must for civil servant to prevent acting out of situations but with substance.

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) Nithin is the head of the Marketing Department at Pehnava Clothings Ltd., a reputed apparel manufacturing company with a strong global presence. Known for its professionalism and consistent performance, the company had earned a credible name in both domestic and international markets. However, the firm was going through difficult times. For three consecutive quarters, it had witnessed a steep decline in sales. This trend had raised serious concerns among the top management regarding the company's competitiveness, profitability, and long-term stability. To address the situation, the leadership decided to restructure the marketing division and bring in dynamic leadership. A senior marketing executive, Mr. A, was hired after a rigorous selection process. He had an impressive career record and was known for turning around sales performance in other firms and building strong brand identities. With high expectations placed upon him, Mr. A was seen as the key figure to steer the company out of crisis. Mr. A soon began delivering results. Within a year, the company's revenue had almost doubled, and its brand visibility had increased significantly. His bold marketing strategies, proactive outreach, and innovative campaigns received appreciation from various quarters within the company. His performance drew the attention of the top management. There were deliberations about assigning him a larger role within the company, with a focus on long-term business strategy. He was also being considered for an internal award for 'Excellence in Leadership and Innovation'. However, alongside professional success of Mr. A, Nithin began receiving troubling feedback about his conduct in the workplace. Informal reports indicated that he frequently made inappropriate comments about women. In addition, he regularly sent indecent messages via social media apps to all team members, including his female colleagues. Although no formal complaint was lodged initially, Nithin could sense tension within the team, and signs of discomfort were becoming increasingly apparent. Some employees even started avoiding direct interaction with Mr. A. Team morale and interpersonal trust were gradually eroding, but employees remained hesitant to speak openly. The matter escalated one evening when Mrs. X, one of Mr. A's team members approached Nithin. Visibly disturbed and emotionally shaken, she disclosed that Mr. A had repeatedly engaged in inappropriate behavior towards her. She added that Mr. A had been making undesirable advances towards her and had even tried to touch her inappropriately in his cabin. She urged Nithin to take appropriate action in the matter, or else she would have no option but to resign from her position.

- Bring out the ethical issues involved in this case.
- What are the options available to Nithin?
- Critically examine each of the options identified by Nithin.
- Which of the options, do you think, would be more appropriate for Nithin to adopt and why?

(20 marks, 250 words)

नितिन पहनावा 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, नेतृत्व ने मार्केटिंग विभाग का पुनर्गठन करने और गतिशील नेतृत्व लाने का निर्णय लिया। एक वरिष्ठ मार्केटिंग कार्यकारी, श्री A, को एक कठोर चयन प्रक्रिया के बाद नियुक्त किया गया। उनका करियर रिकॉर्ड प्रभावशाली था और वे अन्य फर्मों में बिक्री प्रदर्शन को बेहतर बनाने और मज़बूत ब्रांड पहचान बनाने के लिए जाने जाते थे। उनसे काफ़ी उम्मीदें लगाई जा रही थीं, इसलिए श्री A को कंपनी को संकट से उबारने वाले प्रमुख व्यक्ति के रूप में देखा गया। श्री A ने जल्द ही परिणाम देने शुरू कर दिए। एक साल के भीतर, कंपनी का राजस्व लगभग दोगुना हो गया और इसकी ब्रांड दृश्यता में उल्लेखनीय वृद्धि हुई। उनकी साहसिक मार्केटिंग रणनीतियों, सक्रिय आउटरीच और अभिनव अभियानों को कंपनी के भीतर विभिन्न क्षेत्रों से सराहना मिली। उनके प्रदर्शन ने शीर्ष प्रबंधन का ध्यान आकर्षित किया। कंपनी में उन्हें 'दीर्घकालिक व्यावसायिक रणनीति पर केंद्रित एक बड़ी भूमिका सौंपने पर विचार-विमर्श हुआ। उन्हें 'नेतृत्व और नवाचार में उत्कृष्टता' के लिए एक आंतरिक पुरस्कार के लिए भी विचार किया जा रहा था। हालाँकि, श्री A की व्यावसायिक सफलता के साथ-साथ, नितिन को कार्यस्थल पर उनके आचरण के बारे में परेशान करने वाली प्रतिक्रियाएँ मिलने लगीं। अनौपचारिक रिपोर्टों से संकेत मिलता था कि वह अक्सर महिलाओं के

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

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

(20 अंक, 250 शब्द)

Given case highlights the issue of issues faced by women in workplace like abuse, assault. It also brings forth the patriarchal mindset blooming in the corporated workspaces where dignity of women is violated by top officials.

Nithin

Mr. A

Company Management

Stakeholders

Mrs X who approached Nithin

Society at large

other aggrieved female staff

(a) Ethical issues involved

- ① Lack of safety in workplaces.
(~35% faced abuse - workplace report)
- ② Patriarchal mindset of the top official, violating the dignity (an Kantian imperative) of women.
- ③ Apathy by the company management by focusing more on profitability.
- ④ Lack of platforms to raise voice against the perpetrators.
- ⑤ Gender issues reflected in large.
- ⑥ Lack of courage to raise voice against & initial inaction by Nithin.

(b) options available to Nitin

option 1: Pay heed to the MTS X. grievances and take direct action.

option 2: Avoid & ignore being her personal matter.

option 3: Talk to the management for fair enquiry into matter.

option 4: Register complain against him with requisite evidences.

(c) Assessment of options

option-1: Direct Action

Merits

- ① Resolve the issues.
- ② sets good precedent.
- ③ Prioritisation of values.

Demerits

- ① Management may ignore.
- ② Action against Nitin & issues in his career.

Option 2: Ignoring being Personal

Merits

- ① Same action against Nitin.
- ② Smooth career progression.

Demerits

- ① Compromising on moral & ethical principles.
- ② Sets a wrong example.
- ③ Further issues with repetition.

Option 3: Enquiry in matter

Merits

- ① Evidence & testimonial collection for comprehensive action.

Demerits

- ① Management may ignore the matter for profits.

Option 4: Register complaint

Merits

- ① Punishing of a legal crime.
- ② Sets a strong example.
- ③ Corporate governance

Demerits

- ① May lose his job.
- ② Sales of company goes down.

(d) Most appropriate

A mixture of option 3 & 4 :

(1) Will inquire in all round issues by taking everyone in process.

(2) will give him a fair chance to stand trial.

(3) Registering complain for crime which is punishable under prevention of sexual harassment at workplace.

(4) It will set the work culture of the firm in right direction.

(5) female workforce motivated to work.

Kant says everything has either a price or dignity. where every price cease to end is dignity, thus need to prioritize over & above everything.

Feedback

(For OFFICE use only)

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

Q.12) You are appointed as an officer heading the Air Quality Compliance Division of the Environment Pollution Control Board in Delhi-NCR. The region is witnessing alarming levels of air pollution, which typically worsen during the winter months due to various meteorological and anthropogenic factors. The situation has led to severe public health concerns, particularly affecting vulnerable groups such as the elderly, children, and those with respiratory illnesses. The Supreme Court has also raised serious concern over the deteriorating air quality in Delhi-NCR and has directed the administration to take immediate and effective measures to control pollution, especially during the winter months.

Your jurisdiction has a large number of small and medium-scale industries that were granted environmental clearance over the years. These industries form the backbone of the local economy and provide employment to a significant number of migrant workers. However, recent inspections and air quality monitoring reports indicate that a significant number of these units are operating in violation of prescribed air emission norms. As part of targeted measures to curb air pollution, you issued notices to all identified polluting units, directing them to apply for fresh environmental clearance certificates from the competent authority.

However, your decision triggered strong opposition from a section of industrial units, labour unions, and local politicians. Industrial owners argued that such action would lead to production shutdowns, financial losses, and shortages of their products in the market. Labour unions and workers also protested, fearing mass unemployment and livelihood insecurity. Local politicians and vested interests accused you of jeopardising the socio-economic stability of the region. You received representations from various quarters urging you to withdraw the notices and not initiate harsh measures, citing the interests of multiple stakeholders. Additionally, you began receiving anonymous threats, aimed at coercing you into reversing your decision. On the other hand, several of your colleagues supported your stance, encouraging you to act in the larger public interest. Several local NGOs and environmental groups rallied behind your actions, demanding the immediate closure of polluting units.

a. Under the given conditions, what are the options available to you?

b. Critically evaluate each of the options listed by you.

c. What are the ethical dilemmas being faced by you?

(20 marks, 250 words)

आपको दिल्ली-एनसीआर में पर्यावरण प्रदूषण नियंत्रण बोर्ड के वायु गुणवत्ता अनुपालन प्रभाग का प्रमुख नियुक्त किया गया है। इस क्षेत्र में वायु प्रदूषण का स्तर चिंताजनक स्तर पर है, जो आमतौर पर सर्दियों के महीनों में विभिन्न मौसम संबंधी और मानवजनित कारकों के कारण और भी बढ़ता हो जाता है। इस स्थिति ने गंभीर जन स्वास्थ्य संबंधी चिंताओं को जन्म दिया है, खासकर बुजुर्गों, बच्चों और सांस की बीमारियों से पीड़ित लोगों जैसे कमजोर समूहों को प्रभावित किया है। सर्वोच्च न्यायालय ने भी दिल्ली-एनसीआर में बिगड़ती वायु गुणवत्ता पर गंभीर चिंता व्यक्त की है और प्रशासन को प्रदूषण को नियंत्रित करने के लिए तत्काल और प्रभावी उपाय करने का निर्देश दिया है, खासकर सर्दियों के महीनों में।

आपके क्षेत्राधिकार में बड़ी संख्या में लघु और मध्यम उद्योग हैं जिन्हें वर्षों से पर्यावरणीय मंजूरी दी गई है। ये उद्योग स्थानीय अर्थव्यवस्था की रीढ़ हैं और बड़ी संख्या में प्रवासी श्रमिकों को रोजगार प्रदान करते हैं। हालांकि, हाल के निरीक्षणों और वायु गुणवत्ता निगरानी रिपोर्टों से पता चलता है कि इनमें से कई इकाइयाँ निर्धारित वायु उत्सर्जन मानदंडों का उल्लंघन करते हुए चल रही हैं। वायु प्रदूषण पर अंकुश लगाने के लक्षित उपायों के तहत, आपने सभी चिन्हित प्रदूषणकारी इकाइयों को नोटिस जारी कर उन्हें सक्षम प्राधिकारी से नए पर्यावरणीय मंजूरी प्रमाणपत्र के लिए आवेदन करने का निर्देश दिया है।

श्रमिक संघों और स्थानीय राजनेताओं के एक वर्ग ने कड़ा विरोध किया। औद्योगिक मालिकों का तर्क था कि इस तरह के कदम से उत्पादन बंद हो जाएगा, वित्तीय नुकसान होगा और बाजार में उनके उत्पादों की कमी हो जाएगी। बड़े पैमाने पर बेरोजगारी और आजीविका की असुरक्षा की आशंका के चलते श्रमिक संघों और श्रमिकों ने भी विरोध प्रदर्शन किया। स्थानीय राजनेताओं और निहित स्वार्थों ने आप पर क्षेत्र की सामाजिक-आर्थिक स्थिरता को खतरे में डालने का आरोप लगाया। आपको विभिन्न पक्षों से ज्ञापन मिले, जिनमें विभिन्न हितधारकों के हितों का हवाला देते हुए, आपसे नोटिस वापस लेने और कठोर कदम न उठाने का आग्रह किया गया। इसके अतिरिक्त, आपको गुमनाम धमकियाँ भी मिलने लगीं, जिनका उद्देश्य आपको अपना फैसला बदलने के लिए मजबूर करना था। दूसरी ओर, आपके कई सहयोगियों ने आपके रुख का समर्थन किया और आपको व्यापक जनहित में कार्य करने के लिए प्रोत्साहित किया। कई स्थानीय गैर सरकारी संगठनों और पर्यावरण समूहों ने आपके कदमों का समर्थन किया और प्रदूषणकारी इकाइयों को तुरंत बंद करने की माँग की।

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

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

c. आपके सामने कौन सी नैतिक दुविधाएं हैं?

(20 अंक, 250 शब्द)

Above case highlights the ethical dilemma faced in prioritisation of environmental sustainability and economic development that gives jobs to many poorer sections. The case highlights the issue faced by a administration.

(a) options available to me to

- (1) option 1 : Withdraw the notice to demands of various sections.
- (2) option 2 : push for compliances without withdrawing notices.
- (3) option 3 : giving concessions of time, talk to stakeholders for ensuring compliance.

① Evaluation of options

Option 1: Withdraw

Merits

- ① Prevent public outcry.
- ② Avoiding controversy.
- ③ Secure the local employment.

Demerits

- ① Non compliance to supreme court order.
- ② No resolution of issue.
- ③ Sets wrong example for other unions.

Option 2: Do not withdraw

Merits

- ① Increased pressure on him
- ② may lead to protests & hartals
- ③ fulfilment of court order.
- ④ curb pollution.

Demerits

- ① Locals may loose employment.
- ② Plight to local businesses & migrants.
- ③ Political misuse of issue.

Option 3 : Stakeholder approach

<u>Merits</u>	<u>Demerits</u>
① Compliance of order.	① May delay the compliance.
② Pacify protests.	② Pollution may keep on increasing.
③ Beneficial to local businesses	③ No guarantee of <u>compliance</u> .

Thus there is need of time bound complying to issue with state support. like credit for technological upgradations, concessions in tax compliance etc.

③ Ethical dilemmas faced :

- ① - Public safety due to pollution
v/s securing the employment
of migrants.

- ② fulfilling Court orders v/s
 ~~to~~ listening to demands of unions.
- ③ Environmental Sustainability
 v/s economic Viability.
- ④ Duty v/s public outrage.
- ⑤ meeting specific demands v/s larger public issue.

Thus for changes to be incorporated there has to be a graded & piecemeal approach that satisfy interest of all Stakeholders that will enhance effectiveness of ~~is~~ the compliance.

Feedback

(For OFFICE use only)

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

Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1
- 2
- 3

Outcomes

- 1
- 2
- 3

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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