

TEST CODE 8 1 4 4 1 2

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate
परीक्षार्थी का नाम

Sakshee Mishra

Roll No./ अनुक्रमांक

191

Medium/माध्यम

English हिंदी

Center Code/परीक्षा केंद्र

1900

Date/दिनांक

27/7/25

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

INDEX TABLE / अनुक्रमणिका

INSTRUCTION / अनुदेश

Q. No. प्र.सं.	MAX. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
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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. 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. 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. 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. 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।

Total/कुल अंक

250

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Examiner's Discretion/मूल्यांकन कर्ता का विवेक :

Start Time/प्रारंभ करने का समय :

End Time/समाप्त करने का समय :

Total Marks/कुल अंक :

Mode Of Examination/
परीक्षा की विधि :Online/ऑनलाइन Offline/ऑफलाइन

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*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।ECN CODE/
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मूल्यांकन तिथि :

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Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion class the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

EXAMINER'S REMARKS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

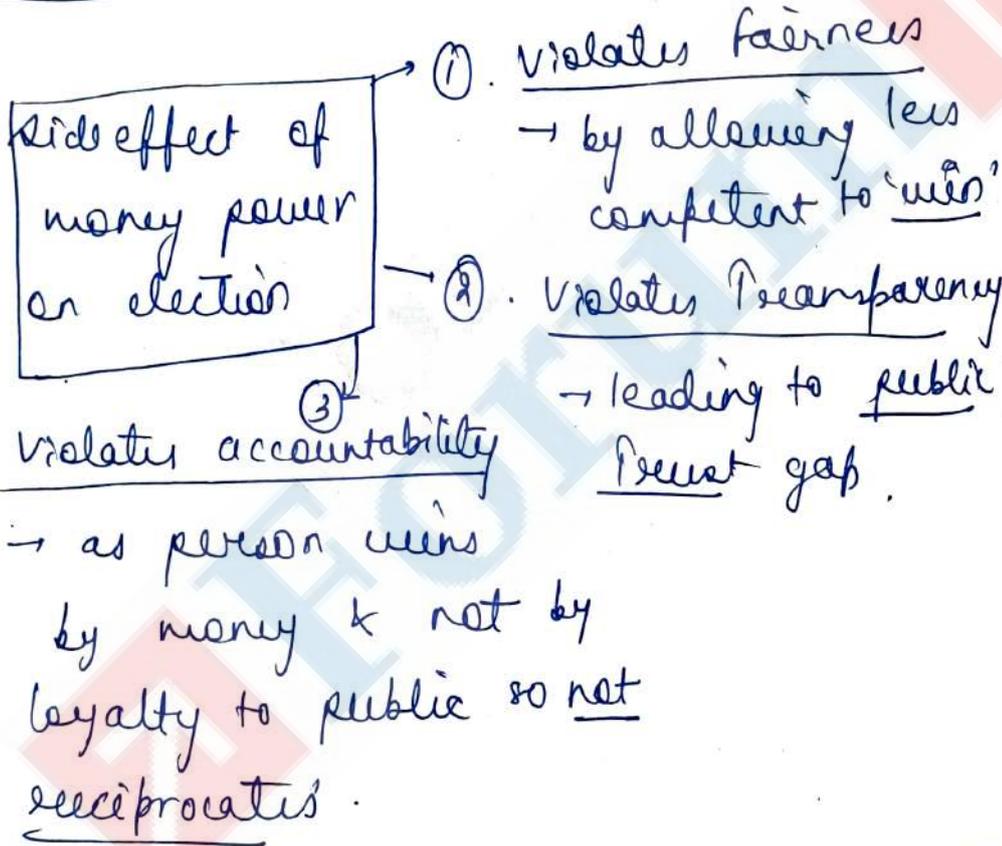
1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. Creative answer writing, sometimes missing the core demand, may fetch very high or very low scores, and exposes your answer to the subjectivity of the examiner.
2. **CD & VA = Content Density & Value Addition.** Examiner will evaluate the quality and quantity of your content in the answer. In the same word 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) Rising influence of money power in Indian elections poses a serious challenge to transparency, fairness, and democratic accountability. How can ethical electoral funding be ensured to maintain the integrity of democracy? (10 marks, 150 words)

भारतीय चुनावों में धनबल का बढ़ता प्रभाव पारदर्शिता, निष्पक्षता और लोकतांत्रिक जवाबदेहिता के लिए गंभीर चुनौती है। लोकतांत्रिक सत्यनिष्ठा को बनाए रखने के लिए नैतिक चुनावी निधियन/फंडिंग कैसे सुनिश्चित किया जा सकता है? (10 अंक, 150 शब्द)

Money power for gaining votes violates 'catagorical imperative' in 'democratic competition'.



Ethical electoral funding can be ensured in following ways:-

Explain shape ethi

नैतिकता के निर्णय लेने

- ①. Funding of elections by the state
- ②. Equal funding for all national parties, equal for all state parties and so on.
- ③. Transparent account of fund given to parties, in an official website.
- ④. Setting legal limit on amount that political parties can spend.
- ⑤. Disqualification of candidate distri-
buting money to get vote.

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①. Impartial & non partizan electoral officers.

②. Ethical public who not sells vote for money.

Here enhancing the moral standard of society as a whole is the best long term solution.

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b) Explain the key dimensions of ethics that influence human behaviour. How do these dimensions shape ethical decision-making in private life? (10 marks, 150 words)

नैतिकता के उन प्रमुख आयामों का वर्णन करें जो मानव व्यवहार को प्रभावित करते हैं। ये आयाम निजी जीवन में नैतिक निर्णय लेने को कैसे आकार देते हैं? (10 अंक, 150 शब्द)

Ethics is the branch of philosophy that guides human action towards morally right and against morally wrong.

Key dimension ethics influencing human behaviour

- ①. Virtue ethics - each action must be virtuous (Plato, Socrates advocated)
- ②. Deontological ethics - right means a must for right ends (Emanuel Kant)
- ③. Utilitarianism - the action that leads to maximum good of maximum people is ethical. (Jeremy Bentham)

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- ④. Applied ethics - ethically of an action is situation based.
- ⑤. Environmental ethics - ethical behavior - or towards environment.

Role of these dimension in ethical decision making in private life.

- ①. Justifying violation of rule to show 'compassion, love' etc (applied ethics)
 - ex - Telling lie to parents for help helping a UBTO friend.
 - ②. Choosing option that leads to maximum good.
 - ex - Telling lie to partner to save relationship.
 - ③. Remaining truthful despite adverse consequence
 - ex - Telling parents about their wrong decision even if it hurts -tes unhappiness.
- Thus, ethics is a multidimensional paradigm.

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Q.2) a) "Academic freedom is the bedrock of scholarly inquiry and intellectual progress." Examine the ethical issues that arise when educational institutions yield to political, social, or economic pressures and compromises academic freedom. (10 marks, 150 words)

"शैक्षणिक स्वतंत्रता विद्वत्तापूर्ण अनुसंधान और बौद्धिक प्रगति की आधारशिला है।" इस बात की जांच करें कि जब शैक्षणिक संस्थान राजनीतिक, सामाजिक या आर्थिक दबावों के आगे झुक जाते हैं और शैक्षणिक स्वतंत्रता से समझौता करते हैं, तो कौन से नैतिक मुद्दे उत्पन्न होते हैं। (10 अंक, 150 शब्द)

Malanda and Taxila of past had prospered due to the autonomy as functioning and political freedom of its teachers and wards.

Ethical Issue due to recent trend of academia yielding to political, social & economic pressure :-

①. Focus area : from core that benefits society to periphery that benefits politicians.

(ex) - Biased reporting of Human development index in the country.

②. Violation of categorical imperatives for funding support

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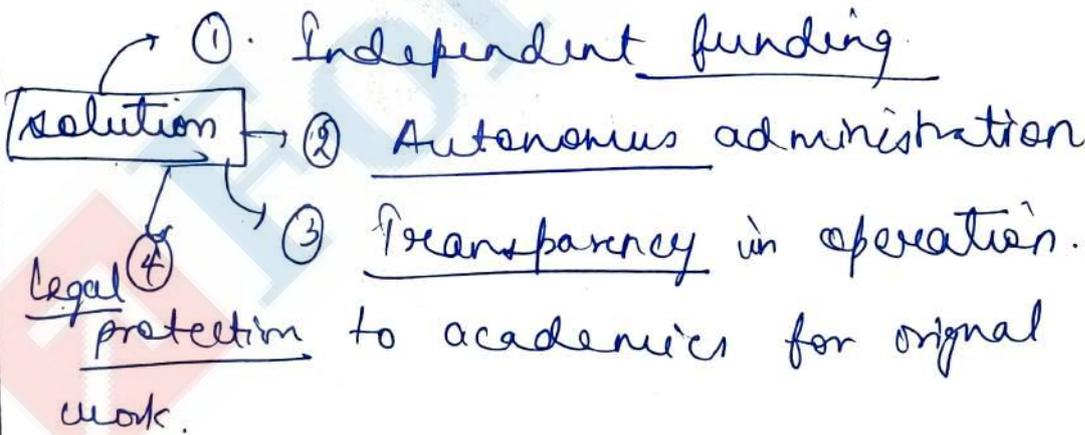
(ex) - Oxford university accused of anti India supports due to George Soros funding.

③. Compromising liberty of students and teachers : creating environment of fear.

(ex) Recent, arrest of an asst. professor in India for online post.

④. Creation of distorted realities

(ex) - history book writing compromising role of certain leaders.



Hence, only a culture of 'free-dom' can ensure university become 'light house' for society.

) Fortitude o real-life

दृढता (Forti दाहरणों के लिये)

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b) Fortitude enables a civil servant to make difficult yet morally right decisions. Explain with reference to real-life examples. (10 marks, 150 words)

दृढ़ता (Fortitude) एक सिविल सेवक को कठिन परंतु नैतिक रूप से सही निर्णय लेने में सक्षम बनाता है। वास्तविक जीवन के उदाहरणों के संदर्भ में स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Fortitude is an essential quality which brings 'courage of conviction' in decision makers like civil servants.

Fortitude enables in difficult yet moral decision as:-

- ①. Provides will power to act.
 - ex:- IAS Durga shakti nagpal said -ed 'land mafias' despite 'threat' to 'life' and 'suspension' as political punishment as had 'will' to act for people.
- ②. It provides self esteem to officer.
 - ex:- 'Manoj Nath' had to face

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three superemptions by juniors &
never became a DGP for not to
complying with politicians.

③. It provides coverage to accept
consequence.

(ex) - Mr Ashok Khemka accepted
> 51 transfer in his career for
bringing out cases of corruption
in bureaucracy.

④. Enables a civil servant to primitize
people.

(ex) - IAS Savit Sharma in Rajasthan
not complied MCA's order to
suspend a clerk who had failed
to show respect to MCA.

Hence, fortitude is an
essential attribute for 'Karma Yogi'.

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

a) "When learning is purposeful, creativity blossoms. When creativity blossoms, thinking emanates. When thinking emanates, knowledge is fully lit. When knowledge is lit, the economy flourishes." - Abdul Kalam. (10 marks, 150 words)

"जब सीखना उद्देश्यपूर्ण होता है, तो रचनात्मकता खिलती है। जब रचनात्मकता खिलती है, तो चिंतन प्रक्रिया विकसित होती है। जब चिंतन प्रक्रिया विकसित होती है, तो ज्ञान पूरी तरह से प्रकाशित होता है। जब ज्ञान प्रकाशित होता है, तो अर्थव्यवस्था समृद्ध होती है।" - अब्दुल कलाम (10 अंक, 150 शब्द)

This quote by 'Dr Kalam' highlights the 'virtuous cycle' created by the desire to 'learn'.

Learning leads to :

(*) Creativity: By bringing new questions and urge to find solutions.

(ex) - Learning of laws of nature helped Einstein to discover the 'special theory of relativity'.

(*) Thinking: Learning provides new insights and challenges our existing notion, leading to thoughts.

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(ex) - learning tailor ideas of 'organic farm' lead Gandhiji to think of ideas of 'truth & non violence'.

★ Knowledge: Creativity and thinking fills the gap of knowledge.

(ex) - Invention of knowledge of photo-voltaic energy from 'quantum learning'

★ Economy blooms: The knowledge generated can be used to create new products of commercial scalability.

(ex) - Use of photovoltaics in solar panels.

However, learning, thinking and knowledge also benefit 'society' by removing the 'ignorance' from minds of people as was shown by educated leaders like Dr. Ambedkar.

"The difference of the world"

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b) "The difference between what we do and what we are capable of doing would suffice to solve most of the world's problems." - Mahatma Gandhi (10 marks, 150 words)

"हम जो करते हैं और जो करने में सक्षम हैं, उसके बीच का अंतर विश्व की अधिकांश समस्याओं को हल करने के लिए पर्याप्त होगा।" - महात्मा गाँधी (10 अंक, 150 शब्द)

This quote by 'Gandhiji' highlights the importance of realizing one's potential to break limitations of comfort zone to solve problems faced by world.

Difference between what we are doing now and what we are capable of doing can solve world problem as:-

①. It helps people to become more 'proactive'.

②. realization that we can save warming planet lead to 'LIFE' principle being adopted by many.

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②. It helps people to go beyond
call of duty.

ex) Telangana DSP Mr Bhagwat made
a cancer patient 'Ramya' DSP for one
day fulfilling her last wish.

③. It helps to see energetic depressed
marks.

ex) - when Netaji said 'give me blood
i will give you freedom', people
got ready to challenge the mighty
British.

But, for this to be effective need to:

① Overcome emotional weakness.

② Overcome 'give up attitude'

③ see challenges as 'opportunity'

hence, with a positive bent
of mind we can realise our potential
-al to bring peace in the world.

c) "Love and compassion are necessities, not luxuries. Without them, humanity cannot survive." - Dalai Lama (10 marks, 150 words)

"प्रेम और करुणा आवश्यकताएं हैं, विलासिता नहीं। उनके बिना मानवता जीवित नहीं रह सकती।" - दलाई लामा (10 अंक, 150 शब्द)

This quote by Dalai Lama gives profound wisdom that love and compassion are the core human values to overcome artificial divides and sustain humanity.

Love & compassion are not luxury :-

①. It help in uplifting marginalised which is must for prosperity of whole society.

ex - Karlash Satyarthi's effort to save children who were exploited brought prosperity to who country.

②. It helps in rebuilding lost faith on humanity.

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(ex) - Some roads help to covid patients showed humanity services.

(3) They ensure harmony and reduce conflict in society.

(ex) lack of compassion for tribals concerns over jal-jungle-jameen lead to Mass violence.

Must for survival of humanity :-

(1) Ensures some people are not exploited in hand of others.

(ex): Refuge to rohingya's by Bangla-desh

(2) Ensure public trust on human values.

(ex): People still see mother Teresa as a mother due to love for all.

Thus these traits must be cherished by socializing children into this values, even 'media' can play a role.

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Q.4) a) What do you understand by the term 'probity in governance'? Explain how probity acts as the foundation of ethical public administration. (10 marks, 150 words)

प्रशासन में ईमानदारी शब्द से आप क्या समझते हैं? बताइए कि ईमानदारी किस प्रकार नैतिक लोक प्रशासन की नींव का कार्य करती है। (10 अंक, 150 शब्द)

Probity in governance means showing integrity, honesty and other ethical values in governance.

Probity: foundation of ethical public administration as:-

- ①. Promotes accountability
 (ex) Lal Bahadur Shastri resigned as rail minister due to rail accident
- ②. Promotes transparency
 (ex) - IAS Dargyom shared his asset details in public.
- ③. Enhances public trust
 (ex) - 20000 employees went on mass lead against perishment transfer

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of IAS Samit Sharma.

④. Leads to participation of people

(ex) - 'Fund your city' by Smita Sabrawal in an naval affected district.

⑤. Creates deterrence against mis use of power.

(ex) - 'IAS TV anupama' exposed corruption of Kerala transport minister forcing him to resign.

steps to enhance probity

①. Breeding ethical code of conduct (Ind arc)

② - amend Official secret act to enhance transpar-
ency (Hata comm.)

Mandate social auditing of key projects.

This 'probity' will help Bureaucracy become 'steel frame of India'

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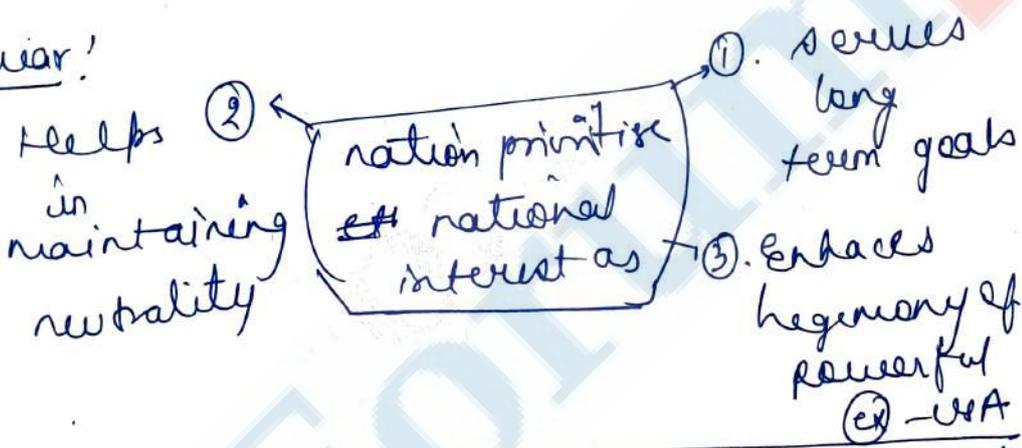
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b) "Starvation must not be used as a weapon of war." Yet, parties involved in conflicts often resort to the blockade of food and medical aid to civilians in conflict zones, deepening the humanitarian crisis. Powerful nations, despite their capacity to intervene, tend to prioritise strategic interests over humanitarian concerns. What ethical considerations should guide powerful nations in preventing such actions and ensuring unimpeded humanitarian access? (10 marks, 150 words)

"भुखमरी को युद्ध के हथियार के रूप में इस्तेमाल नहीं किया जाना चाहिए।" फिर भी, संघर्षों में शामिल पक्ष अक्सर संघर्ष क्षेत्रों में नागरिकों को भोजन और चिकित्सा सहायता को रोकने का सहारा लेते हैं, जिससे मानवीय संकट गहराता है। शक्तिशाली राष्ट्र, हस्तक्षेप करने की अपनी क्षमता के बावजूद, मानवीय चिंताओं पर रणनीतिक हितों को प्राथमिकता देते हैं। शक्तिशाली राष्ट्रों को ऐसी कार्रवाइयों को रोकने और निर्बाध मानवीय पहुँच सुनिश्चित करने में कौनसे नैतिक विचार सहायक हो सकते हैं? (10 अंक, 150 शब्द)

The recent blockade of food supply to Gaza by Israel highlighted the use of 'starvation as a weapon of war'!



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Ethical consideration which should guide powerful nation are

①. Idealism: The interest of humans everywhere should be seen as same.

- ① France questioning Israeli action
in Gaza.
- ② 'Common good': ^{Lack of} prosperity in one
place is threat to other places.
② - the vulnerable section can
be forced to go for militancy.
- ③. Categorical imperative: Use right me-
ans for securing strategic interest
② - mediation like Qatar.
- ④. Nishkam karma: Help for most
~~vulnerable~~ vulnerables must not be guided
by self interest.
- ⑤. 'Humanism': show basic values of
love & compassion.
Here there is an urgent
need of 'ethicisms' from present reali-
sm to deal with such situation.

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Yes

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①.

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Q.5) a) What teachings of Mahavira are most relevant today and why? Discuss. (10 marks, 150 words)

महावीर की कौन सी शिक्षाएँ आज सर्वाधिक प्रासंगिक हैं और क्यों? चर्चा करें।

(10 अंक, 150 शब्द)

Mahavira was the 24th Tirthankar of Jainism, his ideas had relevance beyond time & space.

Teachings of Mahavira most relevant today |

①. Non violence - to stop wars & conflicts. ex- In Ukraine, in Gaza, in Sudan and so on, if non violence is adopted people will use dialogue to resolve differences.

②. Ananta wada - that is each fact can be explained in multiple ways.

ex- In multireligious & multi-

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ethnic society out of globalization
differences of belief are obvious,
hence 'anekantavada' will help avoid
conflict.

③. Right conduct: It means every act-
-ion being morally right.

(ex) - Today when close relations are
losing trust right conduct can
heal relations.

④. Aparigraha: It advocates against
holding assets.

(ex) - Most crimes/wrongs today are
driven by materialism weather cor-
ruption or cheatings hence this idea
is needed.

Thus, by teaching this ideas in
~~the~~ schools & propagation by media they
can become part of 'Common life!'

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b) "In contemporary times, social media platforms have emerged as powerful agents in shaping individual and societal attitudes." Do you agree with this view? Justify your answer.

(10 marks, 150 words)

"समकालीन समय में, सोशल मीडिया प्लेटफॉर्म व्यक्तिगत और सामाजिक दृष्टिकोण को आकार देने में शक्तिशाली अभिकारक के रूप में उभरे हैं।" क्या आप इस दृष्टिकोण से सहमत हैं? अपने उत्तर का औचित्य स्पष्ट कीजिए।

(10 अंक, 150 शब्द)

Social media are digital platform forms where people from different regions connect online and form social bonds.

(ex) Twitter, facebook, Instagram etc.

Social media today is shaping individual and society's attitude as:-

①. Making people status conscious;

- comments on photos posted on social media lead to such consciousness.

(ex) showing designer home, big cars in 'X' to enhance status.

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2) Making society embrace new ideas

(ex) social media campaign by 'Queen groups' has enhanced acceptability for LGBTQ in society.

3) Changing preconceptions - shaping attitude

(ex) - social media posts of India changing biased views in west.

4) Enhancing prejudices

(ex) Posting neo nazi content in telegram changing views.

Hence, 'social media' should

be used as a tool for positive social change and not to perpetuate stereotypes.

2.6) a) W
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Q.6) a) What do you understand by the 'voice of conscience'? In what ways can you prepare yourself to listen to the voice of conscience? (10 marks, 150 words)

आप 'अंतरात्मा की आवाज़' से क्या समझते हैं? अंतरात्मा की आवाज़ सुनने के लिए आप खुद को किन तरीकों से तैयार कर सकते हैं? (10 अंक, 150 शब्द)

"There is a judge bigger than the court of law, it's the inner conscience!" - Mk Gandhi

Voice of conscience - means the inner voice that directs us to do right actions and avoid wrong action.

→ It is influenced by inner moral values as serues as a guide in situations of dilemma.

→ Since it emanates from our core values, it leads to feeling of guilt for violations.

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Preparing to listen voice of conscience

- ①. Know your values - by practice of introspection, write down your thoughts.
- ②. Allow the voice to come out - don't stop them.
 (ex) - Don't sleep to avoid such thoughts.
- ③. Weight the consequences of voice of conscience if followed.
 → allows to take a call.
- ④. Develop emotional intelligence to separate core emotion from temporary feelings.
 Hence 'voice of conscience' should serve as a 'moral compass' for ethical decision making.

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b) Effective utilisation of public funds is not merely an administrative requirement but a moral responsibility of those entrusted with public office. However, instances of funds allocated to government schemes lying idle or being diverted towards extraneous purposes continue to be reported across the country. Examine the reasons for under-utilization and mis-utilization of public funds and their implications. (10 marks, 150 words)

सार्वजनिक निधियों का प्रभावी उपयोग केवल प्रशासनिक आवश्यकता नहीं है, बल्कि सार्वजनिक पद पर आसीन व्यक्तियों का नैतिक उत्तरदायित्व भी है। हालांकि, सरकारी योजनाओं के लिए आवंटित धन के व्यर्थ पड़े रहने या उद्देश्यों के इतर उपयोग किए जाने के मामले पूरे देश में सामने आते रहते हैं। सार्वजनिक निधियों के अल्प उपयोग और दुरुपयोग के कारणों और उनके निहितार्थों का परीक्षण करें। (10 अंक, 150 शब्द)

'As all undertakings depend on finance, treasury must be valued'
~ Arthashastra

Reason for: ~~underutilization~~

Under utilization

1) Tied nature of fund
(ex) - MGNREGSA fund can't be used in any other service

Misutilization

1) Greediness of those with public finance responsibility.
(ex) - Alcohol scam in Chhattisgarh worth 2000 cr.

2) Lack of clarity on fund use provision → leading to no use.

2) Lack of public scrutiny on use of finances.

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1) Over regulation of officer responsi-
ble for fund use

(ex) - CVC has been allegedly blamed for low fund use in secretariats.

2) Red tapism - delay in clearance.

1) Lack of Transpar-
ency in fund use.

2) Nexus between politician and officers

(ex) - Chavara had em level involvement

3) No grievance redressal mechanism

7) A rail
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Implications

lack of develop-
ment
activity

(ex) - Infra
structure

poor quality of services.

1) Delay in public project

(ex) Road, Railway etc.

2) Cost overrun due to delays.

3) Depletion of public fund

4) Security compromised

(ex) - delay in defence acquisition clearance.

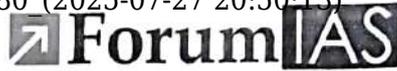
Means public fund use must be guided by 'virtue ethics' for benefit of nation.

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Section - B

Q.7) A rail overbridge (ROB) is being planned in the capital city of a central Indian state. The project aims to reduce traffic congestion and ease delays at railway crossings, which affect thousands of daily commuters. It had been a long-standing demand of local residents, and the government approved it to address persistent traffic bottlenecks in the area. The project is to be executed by the State Public Works Department (PWD), with a strict completion deadline of one year i.e. 31st July 2026. The PWD Minister, who is also the local MLA, is scheduled to inaugurate the project in the third week of August 2026. This is planned to take place shortly before the expected announcement of state elections. Ramesh has been selected as the project manager of this prestigious assignment on the basis of his professional competence and experience.

While reviewing the approved design plans in preparation for execution, Ramesh identifies a serious flaw. The proposed alignment includes a sharp 90-degree turn, incorporated due to spatial constraints between an electrified railway line on one side and ongoing metro construction on the other. From a technical standpoint, Ramesh believes the design is unsafe. It increases the risk of vehicular accidents, especially for heavy vehicles, and may lead to long-term inconvenience for road users.

Ramesh promptly raises the issue with the Chief Engineer. However, the Chief Engineer overrules the concern. He states that the General Arrangement Drawing (GAD) has already been approved by the Bridge Engineering Department, in coordination with Indian Railways. He points out that revisiting the design at this stage shall result in project delays, increased expenditure, and unwanted political attention.

Subsequently, Ramesh comes to know that the contractor awarded the tender to execute the project is a close relative of the PWD Minister. He also receives unofficial communication suggesting that his promotion to Additional Chief Engineer is under active consideration, but could be jeopardised if he creates "unnecessary hurdles" in the project's timely completion.

The incumbent state government is eager to complete the overbridge before the elections and present it as a major developmental achievement. This adds to the pressure on Ramesh to expedite project execution without raising further objections. Nonetheless, he remains convinced that the current design is flawed and could have grave implications for public safety if left unaddressed.

Meanwhile, the bridge design has also attracted widespread public attention after being published in a leading local newspaper. Images of the sharp 90-degree turn went viral on social media, drawing criticism and ridicule. Several engineering experts have publicly flagged the alignment as a potential safety hazard, reinforcing Ramesh's concerns.

Feedback

(For OFFICE) Under the given conditions, what are the options available to Ramesh as a project manager?

#	(C) What are the ethical dilemmas being faced by Ramesh?
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CD & VA	(D) What are the professional challenges likely to be faced by Ramesh and his response to overcome such challenges? (20 marks, 250 words)
S & F	
P & R	मध्य भारत के एक राज्य की राजधानी में एक रेल ओवरब्रिज (ROB) की योजना बनाई जा रही है। इस परियोजना का उद्देश्य यातायात के संकुलन को कम करना और रेलवे क्रॉसिंग पर देरी को कम करना है, जो हजारों यात्रियों को दैनिक रूप से प्रभावित करता है। यह स्थानीय निवासियों की लंबे समय से चली आ रही मांग थी, और सरकार ने क्षेत्र में लगातार यातायात की बाधाओं को दूर करने के लिए इसे मंजूरी दे दी। इस परियोजना को राज्य लोक निर्माण विभाग (PWD) द्वारा निष्पादित किया जाना है, जिसकी सख्त समय सीमा एक वर्ष यानी 31 जुलाई 2026 है। PWD मंत्री, जो स्थानीय विधायक भी हैं, अगस्त 2026 के तीसरे सप्ताह में इस परियोजना का उद्घाटन करने वाले हैं। यह राज्य चुनावों की अपेक्षित घोषणा से कुछ समय पहले होने की योजना है। रमेश को उनकी पेशेवर क्षमता और अनुभव के आधार पर इस कार्य के प्रोजेक्ट मैनेजर के रूप में चुना गया है।
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निष्पादन की तैयारी में स्वीकृत डिजाइन योजनाओं की समीक्षा करते समय, रमेश एक गंभीर दोष की पहचान करते हैं। प्रस्तावित संरेखण में एक तीव्र 90-डिग्री मोड़ शामिल है, जो एक तरफ विद्युतीकृत रेलवे लाइन और दूसरी तरफ चल रहे मेट्रो निर्माण के बीच स्थानिक बाधाओं के कारण शामिल किया गया है। तकनीकी दृष्टिकोण से, रमेश का मानना है कि डिजाइन असुरक्षित है। इससे वाहन दुर्घटनाओं का जोखिम बढ़ जाता है, खासकर भारी वाहनों के लिए, और सड़क उपयोगकर्ताओं के लिए दीर्घकालिक असुविधा हो सकती है।

रमेश ने तुरंत मुख्य अभियंता के समक्ष इस मुद्दे को उठाया। हालांकि, मुख्य अभियंता ने चिंता को खारिज कर दिया। उन्होंने कहा कि भारतीय रेलवे के समन्वय में ब्रिज इंजीनियरिंग विभाग द्वारा जनरल अरेजमेंट ड्राइंग (GAD) को पहले ही मंजूरी दे दी गई है। उन्होंने बताया कि इस स्तर पर डिजाइन पर दोबारा विचार करने से परियोजना में देरी होगी, खर्च बढ़ेगा और अवांछित राजनीतिक ध्यान आकर्षित होगा।

इसके बाद, रमेश को पता चलता है कि जिस ठेकेदार को परियोजना को पूरा करने का टेंडर दिया गया है, वह पीडब्ल्यूडी मंत्री का करीबी रिश्तेदार है। उसे अनौपचारिक संदेश भी मिलता है जिसमें कहा गया है कि अतिरिक्त मुख्य अभियंता के पद पर उसकी पदोन्नति पर सक्रिय रूप से विचार किया जा रहा है, लेकिन अगर वह परियोजना के समय पर पूरा होने में "अनावश्यक बाधाएं" पैदा करता है तो उसकी पदोन्नति खतरे में पड़ सकती है।

मौजूदा राज्य सरकार चुनावों से पहले ओवरब्रिज का निर्माण पूरा करने और इसे एक बड़ी विकासत्मक उपलब्धि के रूप में प्रस्तुत करने के लिए उत्सुक है। इससे रमेश पर बिना किसी और आपत्ति के परियोजना के निष्पादन में तेजी लाने का दबाव बढ़ जाता है। फिर भी, उनका मानना है कि मौजूदा डिजाइन में खामियाँ हैं और अगर इस पर ध्यान नहीं दिया गया तो इससे सार्वजनिक सुरक्षा पर गंभीर असर पड़ सकता है।

इस बीच, एक प्रमुख स्थानीय समाचार पत्र में प्रकाशित होने के बाद पुल के डिजाइन ने भी व्यापक रूप से लोगों का ध्यान आकर्षित किया है। 90 डिग्री के तीव्र मोड़ की तस्वीरें सोशल मीडिया पर वायरल हो गईं, जिससे आलोचना और उपहास का सामना करना पड़ा। कई इंजीनियरिंग विशेषज्ञों ने सार्वजनिक रूप से संरेखण को संभावित सुरक्षा खतरे के रूप में चिह्नित किया है, जिससे रमेश की चिंताएँ और भी पुष्ट होती हैं।

a) दी गई परिस्थितियों में, एक परियोजना प्रबंधक के रूप में रमेश के पास क्या विकल्प उपलब्ध हैं?

b) रमेश को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?

c) रमेश को किन व्यावसायिक चुनौतियों का सामना करना पड़ सकता है तथा ऐसी चुनौतियों पर नियंत्रण पाने के लिए उसकी क्या प्रतिक्रिया होनी चाहिये?

(20 अंक, 250 शब्द)

The case represents a situation of 'cognitive dissonance' for the 'moral actor' seemingly due to an unethical workculture.

@ Options available to Ramesh are:-

① To agree to Chief engineer and ignore the flaw in design

Pros

- Can lead to promotion
- will not invite wrath of politician
- No trouble with higher officers.

Cons

- Ethical fading - knowingly overlooking ethics.
- Categorical im- - perative violated
- Crisis of consci- - ence for

Ramesh

- Rellegation of Duty by Ramesh

②. Forward a report to senior "demanding changes" to the design citing public interest.

Pros

- No crisis of conscience
- Protection of life of civilians.
- No fall of public trust

Cons

- Can invite 'witch hunt' by ruling party.
- Loss of public image for MCA.

③. Leave the 'project manager' role citing difference with political demands.

Pros

- Not implicit in wrongdoing
- No crisis of conscience
- G.

Cons

- Relegation of 'fiduciary duty' to act in interest of people
- May feel guilty
- Replaced officer may do wrong design.

6. Ethical Dilemmas faced by Ramesh

1. <u>Public Interest</u> vs <u>Private Interest</u>	
→ protect <u>people's life</u>	→ avoid <u>corruption</u>
→ Best <u>quality service</u>	→ get <u>promotion</u>

2. <u>Public Interest</u> vs <u>Political interest</u>	
→ Protection of life	→ self image of <u>MLA</u>
→ Better quality	as <u>development oriented leader</u>

3. <u>Private Interest</u> vs <u>Political interest</u>	
→ Crisis of conscience avoidance	→ Better image of party.
→ Protection from <u>future legal action</u> for <u>fault</u> .	→ more votes from people
	→ ability to control officers

①. Professional challenges likely to be faced by Ramesh.

- ①. Punishment Transfer or delayed Promotion.
- ②. Question by public on his engineering ability due to wrong design.
- ③. Isolation in workplace due to other party loyalist officers.
- ④. Seen as 'trouble maker' by political parties.

To overcome this Ramesh can -

- ① Reach out to the MCA and explain consequence or 'votes' if bad project inaugurated.
- ②. Ramesh can use central administrative Tribunal to challenge any reaction.
Hence, despite challenge the work should be done. actor should prioritize 'public life' and 'safety'!

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Feed

(For OFFIC)

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Please put marks in table.	
Here G is Average u Poor.	
TOTAL MARKS	

Q.8) Srushti is a young and dynamic IPS officer, posted as Assistant Superintendent of Police (ASP) in a communally sensitive district. Her husband, Arjun, is an IAS officer and posted as Sub-Divisional Magistrate (SDM) in the same district. Both are honest, sincere and deeply committed to their work. They have a daughter who is just four months old, and is looked after by a domestic helper. Srushti resumed duty just two weeks ago after six months of maternity leave.

At 9 PM on Saturday night, Srushti is in her office reviewing the security arrangements with her team for an upcoming local festival. The situation in the area has been tense throughout the week due to a flare-up between two communities over a petty issue. Around 9:30 PM, she gets a call from the Superintendent of Police. He asks her to prepare a detailed law and order brief for a high-level meeting the next morning.

Srushti reaches home at 10 PM, feeling exhausted. She has not been getting proper sleep during the week due to frequent night patrolling. Arjun also returns around the same time after a long day in the field. Their daughter has been unwell and cried through most of the previous night. Arjun expresses concern about Srushti's heavy workload and the baby's condition. He tells her that she can not keep pushing herself like this and that the child needs more of her attention. Srushti replies that she cannot afford to step back. She adds that people are already judging her and questioning her commitment to work for availing maternity leave. The conversation gradually turns into an argument. Arjun feels Srushti is ignoring her health and family, while Srushti feels judged and unsupported.

Later that night, as Srushti sits at her desk preparing the report, she pauses and reflects on the purpose of her work. She had joined the IPS to serve the people and protect the vulnerable. But now, she wonders if she is being fair to her own child and family. Even as recently as last week, she had to cancel the family dinner as she had to attend an urgent meeting at the SP office. She also feels the weight of expectations. Male officers with children are rarely questioned. But as a new mother, she is constantly under scrutiny. Many in the department believe that women, especially new mothers, are not suitable for field duty.

Srushti starts thinking about her options. She knows that whatever decision she makes will not only impact her own future but also influence the expectations placed on other working mothers in uniform.

- What are the ethical issues involved in the above case?
- Evaluate the options available to Srushti in the above situation.
- What suggestions would you make to help officers like Srushti maintain a healthy work-life balance.

(20 marks, 250 words)

Feedb

(For OFFICE)

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Please put the marks in the table.	
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TOTAL MARKS	

सृष्टि एक युवा और ऊर्जावान आईपीएस अधिकारी हैं, जो सांप्रदायिक रूप से संवेदनशील जिले में सहायक पुलिस अधीक्षक (ASP) के पद पर तैनात हैं। उनके पति अर्जुन एक आईएएस अधिकारी हैं और उसी जिले में उप-विभागीय मजिस्ट्रेट (SDM) के पद पर तैनात हैं। दोनों ही ईमानदार, निष्ठावान और अपने कार्य के प्रति पूरी तरह समर्पित हैं। उनकी एक बेटी है जो अभी चार महीने की है और उसकी देखभाल एक घरेलू सहायिका करती है। सृष्टि ने छह महीने की मातृत्व अवकाश के बाद दो सप्ताह पहले ही ड्यूटी फिर से शुरू की है।

शनिवार रात 9 बजे सृष्टि अपने कार्यालय में अपनी टीम के साथ आगामी स्थानीय त्यौहार के लिए सुरक्षा व्यवस्था की समीक्षा कर रही थी। एक छोटी सी बात पर दो समुदायों के बीच झगड़े के कारण पूरे सप्ताह क्षेत्र में स्थिति तनावपूर्ण रही। रात करीब 9:30 बजे उसे पुलिस अधीक्षक का फोन आता है। वह उसे अगली सुबह एक उच्च स्तरीय बैठक के लिए विस्तृत कानून व्यवस्था तैयार करने के लिए कहते हैं।

सृष्टि रात 10 बजे घर पहुँचती है, उसे बहुत थकान महसूस होती है। रात में लगातार गश्त करने के कारण वह पूरे सप्ताह ठीक से सो नहीं पाती है। अर्जुन भी क्षेत्र में एक लंबा दिन बिताने के बाद लगभग उसी समय लौटता है। उनकी बेटी की तबीयत खराब थी और वह पिछली रात ज्यादातर समय रोती रही। अर्जुन सृष्टि के भारी कार्यभार और बच्चे की स्थिति के बारे में चिंता

व्यक्त करता है। वह उससे कहता है कि वह खुद को इस तरह से नहीं रख सकती और बच्चे को उसके अधिक ध्यान की आवश्यकता है। सृष्टि जवाब देती है कि वह पीछे हटने का जोखिम नहीं उठा सकती। वह कहती है कि लोग पहले से ही उसका आकलन रहे हैं और मातृत्व अवकाश लेने के लिए काम करने की उसकी प्रतिबद्धता पर सवाल उठा रहे हैं। बातचीत धीरे-धीरे बहस में बदल जाती है। अर्जुन को लगता है कि सृष्टि उसके स्वास्थ्य और परिवार को नजरअंदाज कर रही है, जबकि सृष्टि खुद को आकलित और असमर्थ महसूस करती है।

उस रात बाद में, जब सृष्टि अपनी डेस्क पर रिपोर्ट तैयार करने बैठी थी, तो वह रुकी और अपने काम के उद्देश्य पर विचार किया। वह लोगों की सेवा करने और कमजोर लोगों की रक्षा करने के लिए IPS में शामिल हुई थी। लेकिन अब, उसे आश्चर्य हो रहा है कि क्या वह अपने बच्चे और परिवार के साथ न्याय कर रही है। पिछले हफ्ते भी उसे पारिवारिक भोज रद्द करना पड़ा क्योंकि उसे SP कार्यालय में एक ज़रूरी मीटिंग में शामिल होना था। वह अपेक्षाओं का बोझ भी महसूस करती है। बच्चों वाले पुरुष अधिकारियों से शायद ही कभी पूछताछ की जाती है। लेकिन एक नई माँ के रूप में, वह लगातार जांच के दायरे में रहती है। विभाग में कई लोग मानते हैं कि महिलाएँ, खासकर नई माँएँ, फ़ील्ड ड्यूटी के लिए उपयुक्त नहीं हैं।

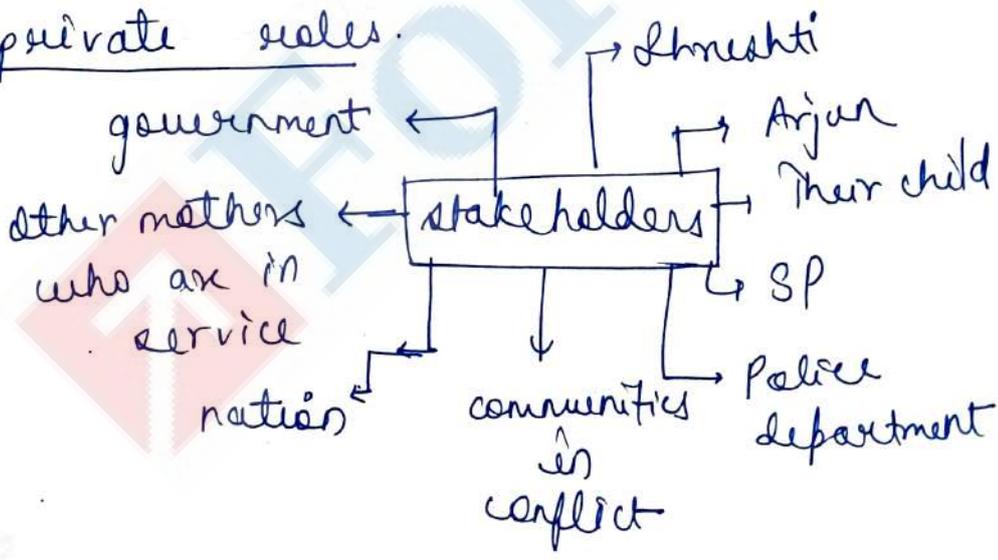
सृष्टि अपने विकल्पों के बारे में सोचना शुरू कर देती है। वह जानती है कि वह जो भी निर्णय लेगी, उसका न केवल उसके भविष्य पर असर पड़ेगा, बल्कि वर्दी में काम करने वाली अन्य माताओं की अपेक्षाओं पर भी असर पड़ेगा।

- a) उपर्युक्त मामले में नैतिक मुद्दे क्या हैं?
- b) उपरोक्त स्थिति में सृष्टि के लिए उपलब्ध विकल्पों का मूल्यांकन करें।
- c) सृष्टि जैसे अधिकारियों को स्वस्थ कार्य-जीवन संतुलन बनाए रखने में मदद करने के लिए आप क्या सुझाव देंगे?

(20 अंक, 250 शब्द)

This case of Shrushti

represents the situation of "bound-
ed ethicality" civil servants face
juggling between their public and
private roles.



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- (a) Ethical Issues involved in this case are :-
- ①. Lack of 'Empathy' towards situation of women in service by family and workplace.
 - ②. 'stereotypical attitude' towards capability and real expectations from women.
 - ③. Ethical Dilemma on right action to pursue for shrushti.
 - ④. 'Moral responsibility' of parents towards 'helpless infants'.
 - ⑤. Relegation of duty if 'law & order' is ignored in a communally sensitive situation.

⑥. 'Trust gap' between 'field officers' and boss.

⑦. 'Moral absolutism' by ignoring health for 'official responsibility'.

⑧. Options available with shrushti

①. Prioritise official duty of main-
-taining law and order and
seek help of parents or relatives of
for child.

PROS

- Perform official duty without guilt.
- Address the needs of child.
- Prove 'competence' at work place.

CONS

- Child may not get personal atten-
-tion of mother

②. Carry out official duty and request husband to look after child until situation in district improves

PROS

- Child will get attention of atleast one parent.
- Husband may cooperation bringing solution.

CONS

- Husband may get baffled and disagree.

③. Take the child to workplace, while doing full duty.

PROS

- Child will get mother's attention
- Husband may be satisfied.

CONS

- Officers may get distracted at workplace
- Enhance prejudice towards women officers.

4. Take leave for child care

PROS

- Care for child
- Health can be looked after.

CONS

- Wrong image for women officers in workplace
- Relegation of duty

5. Suggestion for officer like Shreya

Government level

- Establish 'crèche facility' for working women with fixed visits allowed.
- Provide extended child care leave for working mothers.
- Recruit more women into service to reduce prejudice.

For Officers

- Take help of parents for childcare
- Convey situation to boss with honesty.

Here, the decision must be always influenced by 'responsibility' towards people as an 'officer'.

Q.9) A reputed Indian beauty & personal care company developed a herbal skin cream for the international market, claiming anti-ageing and skin-repair properties based on traditional Ayurvedic formulations. After obtaining the necessary approvals and export certifications, the company began exporting the product. The product received widespread positive feedback for its quality and natural formulation, and soon became a huge hit in international markets. Riding on this success, the company announced that the product would soon be made available to domestic consumers, with almost the same quality and health benefits.

Subsequently, it secured approval from the domestic regulatory authority and launched the product in the Indian market. Over time, the brand gained a significant share of the domestic market and earned substantial revenues both nationally and internationally.

However, during a random sample check, officials discovered that the cream sold in India differed from the version approved by the competent authority. The product failed to meet the claimed herbal composition and purity standards. Further investigation revealed that the company had often been distributing batches that had failed export quality checks.

The incident triggered widespread public criticism and regulatory scrutiny, leading to a sharp decline in the company's reputation and financial performance.

- Discuss the ethical issues involved in the case.
- What actions should the competent regulatory authority take against the personal care company for violating domestic quality standards and distributing rejected export batches in the Indian market?
- What course of action is available to the company to manage the crisis and restore public trust and brand credibility? (20 marks, 250 words)

एक प्रतिष्ठित भारतीय सौंदर्य और व्यक्तिगत देखभाल कंपनी ने अंतरराष्ट्रीय बाजार के लिए एक हर्बल त्वचा क्रीम विकसित की, जिसमें पारंपरिक आयुर्वेदिक फॉर्मूलेशन के आधार पर एंटी-एजिंग और त्वचा की मरम्मत के गुणों का दावा किया गया। आवश्यक अनुमोदन और निर्यात प्रमाणपत्र प्राप्त करने के बाद, कंपनी ने उत्पाद का निर्यात करना शुरू कर दिया। उत्पाद को इसकी गुणवत्ता और प्राकृतिक फॉर्मूलेशन के लिए व्यापक सकारात्मक प्रतिक्रिया मिली, और जल्द ही अंतरराष्ट्रीय बाजारों में एक बड़ी हिट बन गई। इस सफलता पर सवार होकर, कंपनी ने घोषणा की कि उत्पाद जल्द ही घरेलू उपभोक्ताओं के लिए उपलब्ध कराया जाएगा, जिसमें लगभग समान गुणवत्ता और स्वास्थ्य लाभ होंगे।

इसके बाद, इसने घरेलू विनियामक प्राधिकरण से मंजूरी हासिल की और उत्पाद को भारतीय बाजार में लॉन्च किया। समय के साथ, ब्रांड ने घरेलू बाजार में महत्वपूर्ण हिस्सेदारी हासिल कर ली और राष्ट्रीय और अंतरराष्ट्रीय स्तर पर पर्याप्त राजस्व अर्जित किया।

हालांकि, एक यादृच्छिक प्रतिदर्श परीक्षण के दौरान, अधिकारियों ने पाया कि भारत में बेची जाने वाली क्रीम सक्षम प्राधिकारी द्वारा अनुमोदित संस्करण से भिन्न थी। उत्पाद दावा किए गए हर्बल संरचना और शुद्धता मानकों को पूरा करने में विफल रहा। आगे की जांच से पता चला कि कंपनी अक्सर ऐसे बैच वितरित कर रही थी जो निर्यात गुणवत्ता जांच में विफल रहे थे।

इस घटना के कारण व्यापक सार्वजनिक आलोचना और विनियामक जांच शुरू हो गई, जिसके परिणामस्वरूप कंपनी की प्रतिष्ठा और वित्तीय प्रदर्शन में भारी गिरावट आई।

- मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- घरेलू गुणवत्ता मानकों का उल्लंघन करने और अस्वीकृत निर्यात बैचों को भारतीय बाजार में वितरित करने के लिए सक्षम विनियामक प्राधिकरण को व्यक्तिगत देखभाल कंपनी के खिलाफ क्या कार्रवाई करनी चाहिए?
- संकट का प्रबंधन करने तथा जनता का विश्वास और ब्रांड विश्वसनीयता बहाल करने के लिए कंपनी के पास क्या विकल्प उपलब्ध है? (20 अंक, 250 शब्द)

Feedback

For OFFICE use only

#	Q	A
AWIS		
CD & VA		
S & P		
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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This case represents Gandhian
eth of 'commerce without conscience'

(a) Ethical Issues in this case :-

- ①. Violation of 'categorical imperative'
by treating people as means to
an end.
- ②. Violation of virtue ethics by seed-
-using quality standards.
- ③. 'Racial differentiation' between
people due to 'prejudices'
- ④. Self serving bias by firm as
selling export quality faked product.
- ⑤. Heardism by firm by seeing its
own benefit.

⑥. Relegation of fiduciary duty by company.

⑦. Regulatory look hole compromising public health & safety.

⑥. Regulatory authority must take following action against company:-

①. Lodge FIR against the MD for marketing wrong product.

②. Seal the inventory of the firm.

③. Charge penalty as per consumer protection law.

④. Cancel the production license of company

⑤. Launch a thorough investigation

to check quality of all its product.

- ⑥. Penalise the CEO of the firm.
- ⑦. Penalise the celebrity advertising for the firm.

① Option available to company to

regain public trust :-

- ①. Change the top senior level executives - as like CEO, MD etc.
- ②. Completely cooperate with the regulatory body.
- ③. Issue a public apology for cheating people asking another 'chance'
- ④. Bringing new term and condition with customer grievance redressal.

⑤. Assure 100% transparency in showing the quality testing report.

⑥. Provide compensation to the people to who wrong product was sold.

⑦. Recall product from the market with compensation to distributors.

These cases highlight the need of 'public vigilance' towards health & skin care production low stand of which have health risk.

It also highlights need of effective regulatory mechanisms in a country.

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) A forest fire has broken out in a hilly district and is rapidly spreading toward an eco-sensitive area that includes four villages (ESA villages). These villages lie along the forest fringe and are surrounded by difficult terrain. The region is known for its biodiversity and traditional forest-based livelihoods. The inhabitants of these villages are mostly poor tribal communities, dependent on forest resources for their sustenance.

You, as the District Magistrate of the area, have rushed to the spot with a medical team, police personnel, NGOs, media, and support staff to oversee the rescue and containment operations. Your disaster response team on the ground is small and poorly equipped. Reinforcements from the district headquarter have been requested, but they may take several hours to arrive due to the remoteness and challenging terrain.

In the meantime, a group of trained ex-forest guards and local youth from the villages offer to help. They are experienced and familiar with the area. However, existing government rules do not permit the engagement of unofficial personnel in fire control operations without formal clearance and insurance coverage.

Your team members are divided on this issue. Some members argue that volunteers should be engaged immediately to prevent the fire from spreading. Others caution that involving them without proper approval and safety cover could be risky and against protocol.

As the District Magistrate, you are also the Chairperson of the District Disaster Management Authority (DDMA). The fire is spreading at a very rapid rate, and immediate action is required to protect lives, property, and the environment. You are now in a dilemma.

- What are the options available to you?
- Critically evaluate each of the options identified by you.
- What option would you adopt and why?
- What are the ethical dilemmas being faced by you?

(20 marks, 250 words)

एक पहाड़ी जिले के जंगल में आग लग गई और यह तेजी से एक पर्यावरण-संवेदनशील क्षेत्र की ओर फैल रही है जिसमें चार गांव (ESA गांव) शामिल हैं। ये गांव जंगल के किनारे बसे हैं और दुर्गम इलाकों से घिरे हैं। यह क्षेत्र अपनी जैव विविधता और पारंपरिक वन-आधारित आजीविका के लिए जाना जाता है। इन गांवों के निवासी ज्यादातर गरीब आदिवासी समुदाय हैं, जो अपने जीवनयापन के लिए वन संसाधनों पर निर्भर हैं।

क्षेत्र के जिला मजिस्ट्रेट के रूप में, आप बचाव और नियंत्रण कार्यों की देखरेख के लिए एक मेडिकल टीम, पुलिस कर्मियों, गैर सरकारी संगठनों, मीडिया और सहायक कर्मचारियों के साथ घटनास्थल पर पहुंचे हैं। जमीन पर आपकी आपदा प्रतिक्रिया टीम छोटी और खराब रूप से सुसज्जित है। जिला मुख्यालय से सुदृढीकरण का अनुरोध किया गया है, लेकिन दूरदराज और चुनौतीपूर्ण इलाके के कारण उन्हें पहुंचने में कई घंटे लग सकते हैं।

इस बीच, प्रशिक्षित पूर्व वन रक्षकों और गांवों के स्थानीय युवाओं का एक समूह मदद करने की पेशकश करता है। वे अनुभवी हैं और क्षेत्र से परिचित हैं। हालाँकि, मौजूदा सरकारी नियम औपचारिक मंजूरी और बीमा कवरेज के बिना अग्नि नियंत्रण कार्यों में अनौपचारिक कर्मियों को शामिल करने की अनुमति नहीं देते हैं।

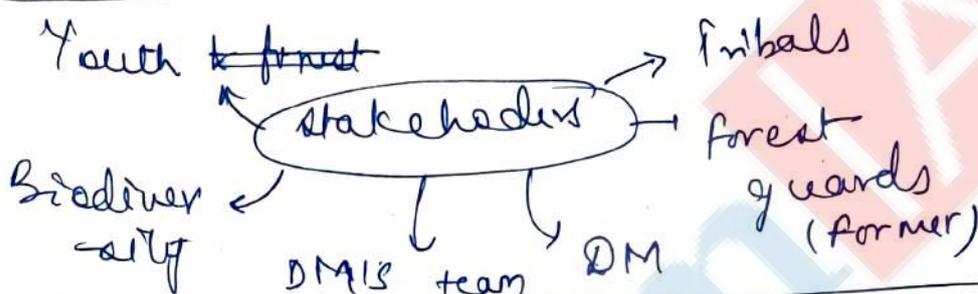
इस मुद्दे पर आपकी टीम के सदस्य विभाजित हैं। कुछ सदस्यों का तर्क है कि आग को फैलने से रोकने के लिए स्वयंसेवकों को तुरंत काम पर लगाया जाना चाहिए। अन्य लोग चेतावनी देते हैं कि उचित स्वीकृति और सुरक्षा कवर के बिना उन्हें शामिल करना जोखिम भरा और प्रोटोकॉल के विरुद्ध हो सकता है।

जिला मजिस्ट्रेट होने के नाते आप जिला आपदा प्रबंधन प्राधिकरण (DDMA) के अध्यक्ष भी हैं। आग बहुत तेजी से फैल रही है और जान-माल तथा पर्यावरण की सुरक्षा के लिए तत्काल कार्रवाई की आवश्यकता है। अब आप दुविधा में हैं।

- आपके पास क्या विकल्प उपलब्ध हैं?
- आपके द्वारा पहचाने गए प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।
- आप कौन सा विकल्प अपनाएंगे और क्यों?
- आपके सामने कौन सी नैतिक दुविधाएं हैं?

(20 अंक, 250 शब्द)

This is a case of 'bounded ethicality' faced by officers in complex field situations, when rule avoidance becomes difficult.



(a) Options available to DM :-

- ①. Agree to the offer of Youth & former forest guard to augment staff as DDM's head.
- ②. Go ahead with limited staff & keep the ex-forest guards & youth in reserve in case of emergency.
- ③. Allow ex-forest guard to participate

in the fire operation but disallow
youth.

(b) Critical evaluation of option

①. PROS

→ Immediate action
on fire control can
be started

→ Force can be aug-
-mented without
delay

CONS

→ Compromise the
security of ex guards
& youth.

→ Violation of offi-
-cial rules

②. PROS

→ No compromise
on safety of
non official pers-
onnel.

CONS

→ Fire fight may
be delayed due
to lack of adequate
staff

→ Locals may not
get full protection

③. PROs

- Use of ex-forest guard can be justified due to prior experience.
- Augment force without compromising youth's safety.

CONs

- Youth may feel distrusted and revolt.
- Full capacity of people offering help not used.

Ⓔ Option that I will choose is option ③

Reason

- It will augment of force for immediate relief.
- It will not compromise safety of untrained youth.
- It will see only limited violation of rule.

along with option ③ → will give access security
gear to ex-forest guards
 → Use them only as 2nd-line
 of defence & not front
warriors.

d)

Ethical Dilemma :-

- ①. Public Interest vs following rules strictly.
- ②. Taking risk vs playing safe.
- ③. Using public resource vs prioritising safety.

Thus in such cases the decision must be balanced between need of the situation being fulfilled with without violation of rules.

Feedback

(For OFFICE use only)

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

Q.11) In one of the government primary schools located in a rural block of a district, the newly appointed headmistress observed an unusual practice. The school had been preparing and serving mid-day meals separately to students belonging to different communities. Although the meals were cooked using a common gas connection, separate utensils, cooking areas, and serving arrangements had been in place for more than two decades. Students from the two communities had their food cooked and served by different cooks and ate in separate classrooms, despite attending classes together.

After taking charge, the headmistress decided to discontinue this practice. She directed that food be prepared and served together for all students, using a common kitchen and utensils. However, the decision triggered backlash. A considerable number of parents across communities vehemently opposed the move and stopped sending their children to school. Consequently, attendance fell by almost 60 percent. This also raised concerns regarding the possible discontinuation of the mid-day meal scheme, withdrawal of teaching staff, and even closure of the school due to falling enrolment. The issue has attracted attention from various political and social groups attempting to further polarise the situation and serve their vested interests. Marpi Apang, the District Education Officer (DEO), has been tasked by the Deputy Commissioner's office to amicably resolve the matter at the earliest. She has also been directed to submit a detailed report along with the Action Taken Report within a fortnight.

- a) Identify the ethical issues involved in this case.
 - b) What course of action should Marpi adopt and why?
 - c) What should be the responsibilities of different social segments and agencies to create positive social ambiance for accepting such changes?
- (20 marks, 250 words)

जिले के ग्रामीण ब्लॉक में स्थित एक सरकारी प्राथमिक विद्यालय में, नव नियुक्त प्रधानाध्यापिका ने एक असामान्य प्रथा देखी। विद्यालय में अलग-अलग समुदायों के छात्रों के लिए अलग-अलग मध्याह्न भोजन तैयार किया जाता था और परोसा जाता था। हालांकि भोजन एक ही गैस कनेक्शन का उपयोग करके पकाया जाता था, लेकिन अलग-अलग बर्तन, खाना पकाने के क्षेत्र और परोसने की व्यवस्था दो दशकों से अधिक समय से चली आ रही थी। दोनों समुदायों के छात्रों का भोजन अलग-अलग रसोइयों द्वारा पकाया और परोसा जाता था और वे एक साथ कक्षाओं में उपस्थित होने के बावजूद अलग-अलग कक्षाओं में खाते थे।

कार्यभार संभालने के बाद, प्रधानाध्यापिका ने इस प्रथा को बंद करने का फैसला किया। उन्होंने निर्देश दिया कि सभी छात्रों के लिए एक ही रसोई और बर्तनों का उपयोग करके भोजन तैयार किया जाए और परोसा जाए। हालांकि, इस निर्णय का विरोध शुरू हो गया। विभिन्न समुदायों के काफी संख्या में अभिभावकों ने इस कदम का कड़ा विरोध किया और अपने बच्चों को स्कूल भेजना बंद कर दिया। नतीजतन, उपस्थिति में लगभग 60 प्रतिशत की गिरावट आई। इससे मिड-डे मील योजना के बंद होने, शिक्षण कर्मचारियों को वापस बुलाने और यहां तक कि नामांकन में गिरावट के कारण स्कूल बंद होने की आशंका भी जताई गई। इस मुद्दे ने विभिन्न राजनीतिक और सामाजिक समूहों का ध्यान आकर्षित किया है जो स्थिति को और अधिक ध्वीकृत करने और अपने निहित स्वार्थों को पूरा करने का प्रयास कर रहे हैं।

जिला शिक्षा अधिकारी (DEO) मार्पी अपांग को डिप्टी कमिश्नर कार्यालय द्वारा मामले को जल्द से जल्द सौहार्दपूर्ण ढंग से सुलझाने का काम सौंपा गया है। उन्हें एक पखवाड़े के भीतर कार्रवाई रिपोर्ट के साथ एक विस्तृत रिपोर्ट प्रस्तुत करने का भी निर्देश दिया गया है।

- a) इस मामले में शामिल नैतिक मुद्दों की पहचान करें।
 - b) मार्पी को क्या कार्यवाही अपनानी चाहिए और क्यों?
 - c) ऐसे परिवर्तनों को स्वीकार करने के लिए सकारात्मक सामाजिक माहौल बनाने हेतु विभिन्न सामाजिक वर्गों और एजेंसियों का क्या उत्तरदायित्व होना चाहिए?
- (20 अंक, 250 शब्द)

Feedback
OFFICE use of

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& F		
& R		

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

TOTAL MARKS

Such cases are observed in
'rural setups' due to traditional beliefs
of 'purity and impurity'.

a. Ethical Issues involved are :-

① Differentiation between students
based on 'status by birth'

② Violation of Constitution's article
15, which requires state not to
discriminate.

③ 'Ethical fading' by other teachers
who allowed practice to continue
for long.

④ 'Trust gap' between communities

⑤ Violation of interest of teachers
& staff who may be removed

- ① Violation of virtue ethics by treating students differently.
- ② loss of public fund by employing extra cooks, using extra utensils.
- ③ Perpetuation of communal divide.
- ④ Course of action that marks should adopt is :-
 - ① Personally reach out to the village - ers and understand their reasons for such practice.
 - ② Try to explain the non-viability of such arrangements via civil society in a secular nation.
 - ③ Engage the 'local village panchayat' and area's MLA to convince people

to send children to school.

① Counselling of parents for attitude
change.

② Urging teachers to bring students
from home.

Rationale

→ she can't revoke the old awar-
-ment as it violates constitution

→ Attitude change is the only option
as problem is attitudinal.

→ Engaging influential people like
'pradhans' or 'village priest' can
convince people.

→ Personal reach by teacher can make
students to go school despite parental
reservation.

①. Responsibility of different social segments ;

①. Village caste group heads to convince members for change.

②. Religious leaders - to call for harmony and acceptance of change.

③. Civil society - in educating parents on the importance of ceding.

④. SHG groups - to incentivise mothers to send students to school.

Thus in such sensitive situations involving public emotion 'social persuasion' is best way ahead.

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 a Municipal Commissioner of a tier-2 city experiencing rapid urban expansion. Several high-rise residential and commercial buildings are under construction in the city to meet the growing demand for housing. One such luxury residential complex is being built, employing hundreds of daily-wage labourers, many of whom live in temporary settlements at the construction site. Late one night during the monsoon season, a large section of scaffolding and concrete slabs collapses from the upper floors of one of the under-construction buildings. Seven labourers, including two minors, die on the spot. Several others are critically injured and rushed to the hospital. The tragic incident results in public outrage, intense media scrutiny, and protests by a local NGO. The state government orders a formal inquiry and directs you to submit a report within a week. Your preliminary investigation reveals a series of irregularities. The construction material used is substandard and not in accordance with the National Building Code. Although the approved plan permits construction of fifteen floors, the builder has illegally added two extra floors. Moreover, the structure has encroached on land demarcated for a community park and a fire service lane under the city's Zonal Development Plan. These violations are not reported during site inspections conducted by the building inspector of the municipal corporation. The building clearance was granted during the tenure of your predecessor, who is not only your batch-mate but also a close friend. Both of you were roommates during your training at LBSNAA. Prima facie, the case appears to involve a widespread nexus between officials of the Municipal Corporation and the builder. Your colleagues are putting pressure on you to go slow in the inquiry. Some of them suggest that holding the builder accountable could damage the city's image among investors and slow down urban development. Meanwhile, you come to know that the builder is the younger brother of a powerful minister in the state cabinet. One evening, his personal aide visits you privately. He suggests that the matter could be "mutually settled" and offers you a premium apartment worth ₹2 crore in the same residential complex. In the same breath, he hints that if the matter is not resolved swiftly in the builder's favour, someone in his office is prepared to file a complaint against you under the SC and ST (Prevention of Atrocities) Act.

- Discuss the ethical issues involved in the case.
- What are the options available to you in this situation?
- Explain your selected course of action.

(20 marks, 250 words)

आप एक टियर-2 शहर के नगर आयुक्त हैं, जो तेजी से शहरी विस्तार का अनुभव कर रहा है। आवास की बढ़ती मांग को पूरा करने के लिए शहर में कई ऊँची आवासीय और व्यावसायिक इमारतों का निर्माण किया जा रहा है। ऐसा ही एक आलीशान आवासीय परिसर बनाया जा रहा है, जिसमें सैकड़ों दिहाड़ी मजदूर काम करते हैं, जिनमें से कई निर्माण स्थल पर अस्थायी बस्तियों में रहते हैं। मानसून के मौसम में देर रात, निर्माणाधीन इमारतों में से एक की ऊपरी मंजिलों से मचान और कंक्रीट स्लैब का एक बड़ा हिस्सा गिर गया। दो नाबालिगों सहित सात मजदूरों की मौके पर ही मौत हो गई। कई अन्य गंभीर रूप से घायल हो गए और उन्हें अस्पताल ले जाया गया। इस दुखद घटना के परिणामस्वरूप सार्वजनिक आक्रोश, मीडिया की गहन जांच और एक स्थानीय गैर सरकारी संगठन द्वारा विरोध प्रदर्शन हुआ। राज्य सरकार एक औपचारिक जांच का आदेश देती है और आपको एक सप्ताह के भीतर एक रिपोर्ट प्रस्तुत करने का निर्देश देती है। आपकी प्रारंभिक जांच में कई अनियमितताओं का पता चलता है। उपयोग की गई निर्माण सामग्री घटिया है और राष्ट्रीय भवन संहिता के अनुसार नहीं है। हालाँकि स्वीकृत योजना पंद्रह मंजिलों के निर्माण की अनुमति देती है, लेकिन बिल्डर ने अवैध रूप से दो अतिरिक्त मंजिलें जोड़ दी हैं। इसके अलावा, संरचना ने शहर की क्षेत्रीय विकास योजना के तहत एक सामुदायिक पार्क और एक अग्निशमन सेवा लेन के लिए निर्धारित भूमि पर अतिक्रमण किया है। नगर निगम के भवन निरीक्षक द्वारा किए गए साइट निरीक्षणों के दौरान इन उल्लंघनों की रिपोर्ट नहीं की जाती है। भवन की मंजूरी आपके पूर्ववर्ती के कार्यकाल के दौरान दी गई थी, जो न केवल आपके बैचमेट हैं, बल्कि एक करीबी दोस्त भी हैं। आप दोनों LBSNAA में अपने प्रशिक्षण के दौरान रूममेट थे। प्रथम दृष्टया, मामला नगर निगम के अधिकारियों और बिल्डर के बीच व्यापक सांठगांठ से जुड़ा हुआ प्रतीत होता है। आपके सहकर्मी आप पर जांच में धीमी गति से आगे बढ़ने का दबाव बना रहे हैं। उनमें से कुछ का सुझाव है कि बिल्डर को जवाबदेह ठहराने से निवेशकों के बीच शहर की छवि खराब हो सकती है और शहरी विकास धीमा हो सकता है। इस बीच, आपको पता चलता है कि बिल्डर राज्य कैबिनेट में एक शक्तिशाली मंत्री का छोटा भाई है। एक शाम, उसका निजी सहायक आपसे निजी तौर पर मिलने आता है। वह सुझाव देता है कि इस मामले को "पारस्परिक रूप से सुलझाया जा सकता है" और आपको उसी आवासीय परिसर में ₹2 करोड़ का प्रीमियम अपार्टमेंट देने की पेशकश करता है। इसी बीच उन्होंने यह भी संकेत दिया कि यदि मामला बिल्डर के पक्ष में शीघ्र हल नहीं हुआ तो उनके कार्यालय से कोई व्यक्ति आपके खिलाफ अनुसूचित जाति एवं अनुसूचित जनजाति (अत्याचार निवारण) अधिनियम के तहत शिकायत दर्ज कराने के लिए तैयार है।

- a) मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
b) इस स्थिति में आपके पास क्या विकल्प उपलब्ध हैं?
c) अपनी चुनी हुई कार्यवाही का विवरण दीजिए।

(20 अंक, 250 शब्द)

This case represents the ill
consequence of unhealthy nexus
between bureaucrats, big dealers
and politicians for the vulnera-
-ble section of society.

a) Ethical Issues involved in the

case:-

1. Relegation of 'fiduciary duty' by
the inspection officer.
2. 'Ethical fading' shown by other
employees ignoring ethical concerns.
3. 'Crisis of conscience' for me as
a close friend is involved.
4. 'Undue influence' of politicians on

officers.

- ⑤. Violation of 'virtue ethics' by the builder.
- ⑥. Heredism by the contractor to protect his own interest.
- ⑦. 'Misuse of law' for creating un-ethical pressure on officers.
- ⑧. Violation of 'categorical imperative' by various actors.
- ⑨. 'Justice being denied' to the victims who are vulnerable.
- ⑩. Issue of 'job less for 100s of labours'.
- ⑪. self serving bias by minister.

Options available:-

1. To order carry out the inquiry as directed by the state government with 'complete impartiality'

Pros

- 1) Public Trust
- 2) Justice
- 3) Deterrence from wrong doing.

Cons

- 1) Filing of false case may damage his reputation.
- 2) Wrath of politician.

2. To settle the issue by accepting

Pros

Pros

- 1) No case
- 2) No politician's wrath

Cons

- 1) Injustice to people
- 2) Public Trust gap widen
- 3) Crisis of conscience
- 4) No deterrence created.

②. I will go with option ① and along with it lodge complain against person offering money and threatening me.

Reason

- Ensure justice is served to the vulnerable.
- Ensure the wrongdoing is punished
- Upheld 'equality before law'
- Undertake my 'fiduciary duty'
- Will not lead to 'crises of conscience for me.'
- Enhance 'public trust' on administration.

Hence in such cases officer must show 'courage of conviction' and follow public interest.