

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	VANAJ VIDYAN		
Roll No./अनुक्रमांक	1910114539	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	18/8/25

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश		
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।		
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।		
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।		
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।		
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।		
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Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>	
			Online		
*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।			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 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) '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)

If we wish to transform India, the role of the mother, the father and the teacher is central to our mission.

- This quote by President Kalam highlights the role of parents and parenting.

Unconscious biases in parenting shaping gendered experiences

① Double burden on working mothers of care → reinforces patriarchy.

Cooking & cleaning still primary responsibility of mothers → influences sons & daughters.

- ③ Desire of daughters' safety → different home-curfew times → violates Rawls' difference principle.
- ④ Pushing sons towards engineering and daughters towards medical → violates individual choice.
- ⑤ Father's role of breadwinning still stable in India + mother asking money from father → shapes female autonomy (Flavia Ajnes)

However, this is changing with -

- ① Both working parents → Role model effect
- ② Pandemic → parents & father at home → appreciation of care economy.
- ③ Women in all spheres as inspirations - Dr. Sophia Qureshi

Self-introspection and moral intellectualism will help shape gender equality

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)

"There is more to intelligence than being intelligent" — This quote signifies the importance of empathy and compassion.

EMPATHY

COMPASSION

Feeling of being in someone's shoes and feeling their emotion first-hand.

An emotion of sympathy from outsider's perspective.

Affective component that drives towards action.

Affective component without ~~eff~~ action-orientation.

Kant's Categorical imperative to act for means.

Without action, it's a mere feeling of Bystander's Apathy.

Compassion

Empathy

Eg - Looking at an injured person and feeling 'bad for her'

Looking at injured person and feeling "Principle of Reciprocity and Mirror Rule."

Why foundational values for civil services

① From Weberian Iron Cage of objectivity to new age-people-centric governance
eg - IAS Anurag Srivastava built ambulance

② Rules not as ends but as means

eg - Section 5(3) of RTI Act - discretion

③ Media outcry for non-compassionate and non-empathy acts (consequentialism)

- eg - Kanpur lady died in VIP conveyance

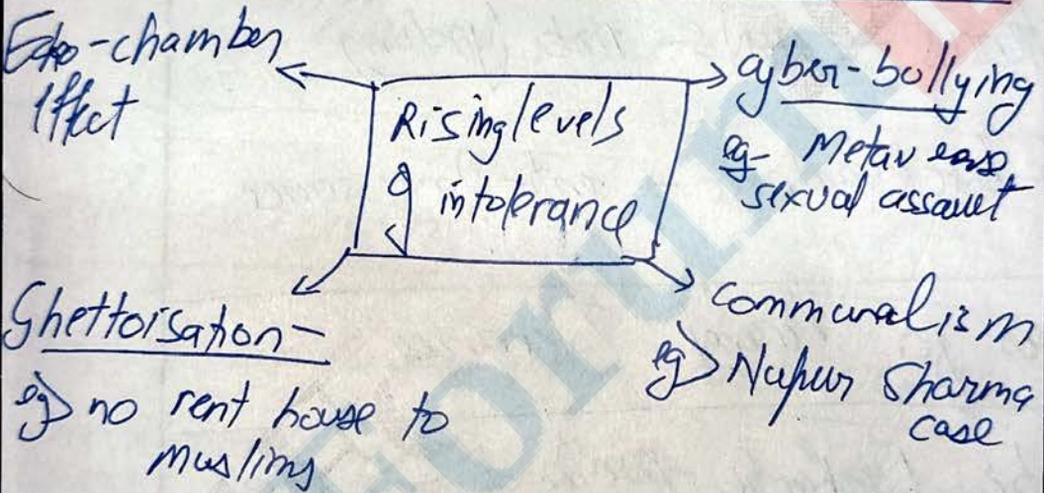
Hence, a compassionate civil service shall achieve peace.

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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			

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

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

Intolerance refers to a lack of ability to appreciate the variety of opinions and differences amongst people.



Consequences for personal well-being

Greater chance of violence and personal safety → violates core ethics

Lack of exposure to diverse opinions → animalistic existence (Mill)

③ Educational division → children's
socialisation affected — eg Hijab case

Consequences for societal well-being

① Intolerance leads to riots and
violation of Locke's social contract

② New offences → BNS - mob lynching

③ Fading to backwardness → anti-Renaissance

④ Measures for Personal Tolerance

① Socratic Dialectic method → to
expose to newer thoughts

② Appreciate unity in diversity — eg Jama
masjid for late night dharm

③ clear phone cookies → avoid algorithmic bias

It is the constitutional duty under Article 51A
to be tolerant humans.

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

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 monitor, recognise and use emotions in all spheres of life.

Components of EI, and how they help in taking ethical decisions

1) Self-awareness

→ Allows to control anger and negative emotions — [Gandhiji — anger is the worst enemy]

Knowing one's feeling → easier to regulate [Sthata prijna]

2) Self-social awareness

'Do in Rome as Romans do'

→ eg. Pacify rioters instead of Lathicharge

- ② 'Reading The Room' and taking decisions
 eg) Kanpur bulldozer demolition stopped
 due to recent labour date of woman,

Self-Regulation

- ① EI = resolves crisis of conscience →
 easier decision making - eg) withdrawal of NCM Sandhiji
 forgiveness EI ↓
- ② Accepting one's mistakes and taking responsibility - eg) IAS Rinku Sami apology for unsanitary conditions

Relationship management

- ① Family well-being → work-life balance [Fayd's]
 ↳ care ethics
- ② Leadership → eg) Kalam's EI for team juniors

EI is 80% of decision making and enables compassion and empathy to objectivity

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)

Swami Vivekanand ji, the greatest youth leader of India, highlights the significance of serving others, for a good, meaningful life.

Transience of world in short life

Impermanence is the only permanence
eg) King of Mandias poem

Vanities of world (materialism) bring even more misery (Buddha) - vs Hedonism

Gandhian Sin - wealth without work.

Narrow perception of good life = (Mistake)

Living for others

- ① From animalistic existence of a pig to human existence (mill)
- ② Gandhiji - Lost yourself in the service of others.
- ③ Serving others is the true joy - and brings meaning, happiness, comfort, and sleep at night - True virtue.
- ④ Without service to others - such as charity and enablement, an entity is dead - both inside (moral void) and outside (eg. Jane Street expelled by SERBI)

However, a small degree of Ethical Egoism is essential, as well as family responsibility - in an increasingly capitalistic world - for a broad good life

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)

'Rashtra Kavi' and Nobel laureate
Gurudev Tagore implies that dwelling
over the past prevents us from
seeing beauty in the present.

Crying for loss prevents from seeing the
stars

Every lost opportunity brings
a new chance and beginning —

eg) KFC - founded by Col. Sanders at 67.

eg) Sun going out (hardship) is a
cycle of life and natural —

eg) Steve Jobs fired and hired by his own
company.

③ Often, losses teach us more than wins — a true chance to improve.

eg I came 2nd in state rounds, but worked hard and was awarded by PM-Modi for first rank in national level at VBYLD-2025.

④ Fixation to past prevents self-improvement, hinders introspection, leads to depression and feeling of being stuck.
eg some startups improve, while 90% fail

⑤ The stars always exist — we must be self-aware and clear-eyed to see them.

'Shoot for the moon — and if you miss, you will still be among the stars.'

A high EI, ambition, self-belief and tunnel-vision (Arjuna) focus ensures success in life.

Feedback	
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P & R	
Please put tick marks in the above table.	
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TOTAL MARKS	

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

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

Iron Man Sardar Patelji highlights the importance of resilience and fortitude in character-building.

cultivating strength to challenge oppression builds character.

Without strength, character is flail and spineless, unable to challenge oppressors.

eg) Gandhiji → mass mobilisation, through self-reliance → challenged British rule.

Oppressor's strength comes from muteness of virtuous men (Ambedkar)

eg) moral muteness of Germans → Holocaust

③ True character arises from virtue, which has integrity and does not fade in adversity - [Aristotle virtue ethics]

Character building by resultant hardships

① Corporate Ethics - eg) Tata paid for COVID-19 employees spouses despite financial loss → get loyalty later.

② Tolerating hardships → sense of fulfillment
→ focus on future building

This leads to character of success

↳ Japan Meiji Restoration

③ Courage and awareness → p. permanent character → ensure a society never into decadence - eg) Democracy and judicial review of 42nd amendment.

Sardar Patel's unification of India is the perfect example of character building by courage.

Q.4) a) "With great power comes great responsibility." In the present context, 'Big Tech' headquartered in developed countries wield disproportionate influence over digital infrastructure, personal data, and global narratives—often prioritising profit over ethical considerations. What ethical principles should guide such corporations in building a fair, inclusive, and just global digital framework? (10 marks, 150 words)

"बड़ी शक्ति के साथ बड़ा उत्तरदायित्व भी आता है।" वर्तमान संदर्भ में, विकसित देशों में मुख्यालय वाली 'बड़ी तकनीकी कंपनियों' डिजिटल अवसंरचना, व्यक्तिगत डेटा और वैश्विक आख्यान (नैरेटिव) पर असंगत प्रभाव डालती हैं—अक्सर नैतिक विचारों पर लाभ को प्राथमिकता देती हैं। ऐसे निगमों को एक निष्पक्ष, समावेशी और न्यायसंगत वैश्विक डिजिटल ढाँचा बनाने में किन नैतिक सिद्धांतों द्वारा मार्गदर्शित होना चाहिए? (10 अंक, 150 शब्द)

The Economist noted that the future of the world is not being written by governments, but by 20-year olds in Silicon Valley over coffee.

Big Tech: Profit over Ethics

AI-race towards AGI, without allowing jobs to catchup. (Elon Musk's letter)

Morpholisation of data (Google) and market (Microsoft) against ethical sharing of common-good.

eg) EU Google anti-trust ruling

- ③ Global narratives by paid algorithms
eg) meta Cambridge Analytica
- ④ Profit over safety eg) metaverse sexual harassment
- ⑤ fight over digital infrastructure - eg) Net neutrality

Ethical Principle for fair, inclusive & just framework

- ① Virtue Ethics - eg) transparency, data integrity and privacy - eg) not flouting GDPR.
- ② Data open sourcing for ethical reasons in Global South - eg) NPCI - OPE open source
- ③ Equity and inclusivity in CSR - eg) Google Railways wifi
- ④ Distributive Ethics (Rawls) for bridging data divide among women (37%)

Internet is no longer a luxury, but a human right (Shreya Singhal case) and must be available

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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 refers to a strong inner voice divided between two or more alternatives - where the individual is personally involved.

Deep division between two equally ethical choices with personal ramifications. eg) Trolley problem, but with a family member on the tracks.

Enables emotions to overpower objectivity due to weak EI.

True test of character - eg) IAS Durga Shakti Nagpal vs sand mafia

Requires courage and fortitude -

eg) Satyendra Dubey whistle blow despite personal safety

⑤ Clean ethical principles helps in resolution - Dr Gandhiji called off NCM despite pressure due to dear conscience

LIFE INCIDENT

⑥ During a ^{team} debate competition in university, I saw an old man fallen on road, perhaps unconscious. On one hand, my team-duty called me to report on time (Dentology), while principle of reciprocity required helping the man. I chose to help, and waited for ambulance - fighting bystanders apathy. However, I also ^{communication} whatsapp'd the team and organisers about delay - and they agreed to keep our team's chance at the end - showing empathy as well as democratic attitude.

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

TOTAL MARKS	
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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)

Forgiveness is not for the weak -
it is the attribute of the strong -
- Gandhiji

The above quote applies to both seeking and asking for forgiveness.

Politics of confession and offering regret

A. Catharsis for politicians and parties

Admitting errors → shows courage and right intention - despite

consequences - eg) Kan Nishkama Karma

Helps course-correct instead of continuing wrong policy to save face - eg) PM apology law

- ③ Reflects and reminds us value of service and not ruler - eg) LBS Shastri apologised for famine.
- ④ Power to serve, not to rule - [Kant means over ends]
eg) Suresh Prabhu offered resignation
Catharsis for voters
- ① True democracy (Preamble value) where those in power take responsibility. - [Kantian C.T.]
- ② Public rewards humility & punishes arrogance
eg) Indira Gandhi lost 1977 but won 1980 after Emergency
- ③ Helps a fresh start with no expectations
- ④ Re-emphasizes value of vote - (Art. 326.)
In a world where ego drives vengeance and allows criminalisation of politics - a world allowing confession would open space for communication and fraternity.

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)

The RTI Act, 2005 is a watershed legislation that allows every citizen to seek information from the state, ushering in transparency in governance.

Key objectives of RTI Act

- ① Probity in governance - \rightarrow RTI unveiled scam in Jharkhand Pm-JM scheme.
- ② Citizen-centric - decentralised governance
 \rightarrow Principle of subsidiarity
- ③ Equitable access (₹10) and no fee for SC/ST - Rawls' Difference Principle
- ④ Mandatory self-disclosure - \rightarrow Virtue Ethics

Ethical concerns with DPDP Act on objectives of RTI Act

- ① Prevails over RTI through a new Section 8 exception on public servants → a new reason for denial.
- ② Privacy vs Transparency [Puttaswamy case SC]
- ③ Defeats utilitarianism for public servants' privacy.
- ④ Without true information → no true Article 19(1)(g).

Way Ahead: Madhyam Marg

- ① Attitude of disclosure in public servants shall enable discretion - Section 5(3)
- ② DPDP Act is an enabler - not restriction
- ③ After Puttaswamy, Privacy and information both are fundamental rights.
A virtuous bureaucracy will ensure disclosure with privacy - (e) Redacted disclo

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)

Going out in ~~North~~ Indian cities highlights an observational lack of no. of women - highlighting gendered spaces in urban areas as well.

Factors restricting women to ~~public~~ private spaces

- ① Lack of washrooms in courts & markets → lack of privacy & workplace dignity
- ② Patriarchal attitudes → women as house wives → no workforce in public spaces
[Only 41% PLFS female workforce]

③ Lack of safety in streets (staring, stalking) — and even rapes at daytime (Jaipur)

④ Democracy → women restricted to votes
→ no real protests outside metro cities

Ethical Governance for inclusivity in public spaces

① Gender-budgeting: → 50% budget
→ 50% public toilets.

② Women-in governance = empathetic decisions
→ a) CCTV surveillance
→ b) Buses have marshalls

③ Public spaces = gender-sensitisation area
eg) women traffic cops, Mukked Matsys

④ Tech-based ethical governance will ensure women have public voice — inside & outside digital space.

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 - Refers to the moral reasoning of individuals to not follow ethics in situations where a difficult ethical dilemma arises.

→ A person keeps ~~them~~ mute when seeing a some innocent person wrongfully convicted - to avoid becoming witness in court

ii) Conflict of interest

Ref. The taking of decisions supposed to be taken with neutrality, but compromised due to personal interests

- SEBI chief allegation of holding shares
- Resolution → Recusal, Disclosure, Removal etc.

③ Persuasion: The ability to actively change someone's attitude & behaviour - consciously.

eg. Teacher persuading child to not engage in bullying

④ Work Culture - The broader attitude of the work place towards its employees, customers, shareholders.

- its influenced by the objectives of the organisation and philosophy

eg. Google - family culture

→ Bureaucracy - weberian culture of hierarchy

⑤ Corporate Governance - The ethical based framework that a private organization must follow in its shareholders, customers, competitors, regulations, and environment. [ESS]

eg. Volkswagen Dieselgate violates it
but Tata CSR-6% exemplifies it.

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

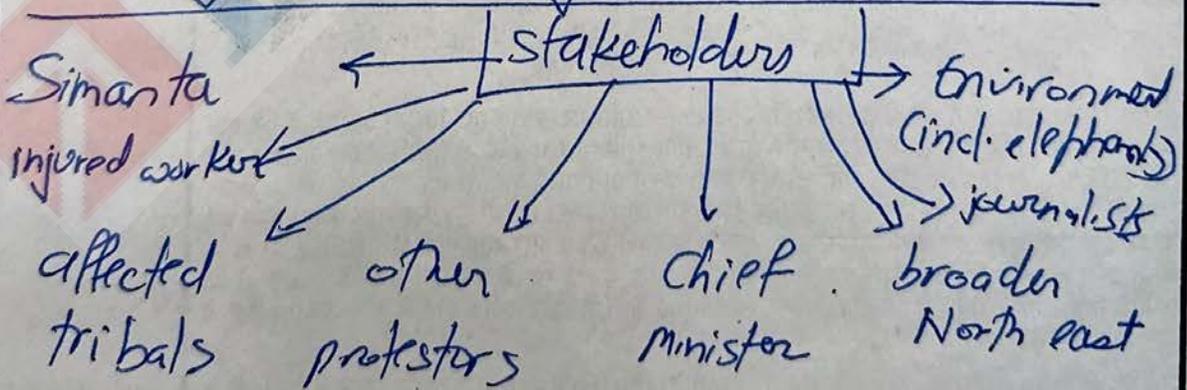


और सार्वजनिक परामर्श शामिल हैं। हाल ही में, एक आरक्षित वन क्षेत्र में 140 हेक्टेयर से अधिक वन भूमि से अतिक्रमण हटाने के लिए एक बड़ा अभियान चलाया जाना था, जिसका मुख्य उद्देश्य मानव-हाथी संघर्ष की बढ़ती घटनाओं को रोकना और पारिस्थितिक संतुलन बहाल करना था। बेदखली की आशंका से, कुछ निवासियों ने इस पर रोक लगाने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

This case study on environmental and developmental ethics highlights a well-intentioned act conflicting with non-caged weberian execution, leading to loss of public trust



Ethical dilemmas faced by Simanta

① Development of a remote forested area vs ecological balance & biodiversity

② Means of violence to quell violence vs End of people-centric development

③ Peaceful protesters right v/Art. 19(1)(a) vs retribution for injured municipal worker

④ Professional duty to clear encroachment (Weberian ethics) vs Compassion for vulnerable populations

(A) OPTIONS AVAILABLE

① Continue the drive despite protests

Merits

Demerits

① Dedication towards duty (Nishkama Karma)

① Violates care ethics
② Against welfare state [Yogakshema]



③ may lead to further violence & loss of life

Opt-2 - Retreat and yield to protesters demands

Merits	Demerits
① No more violence and injury	① Only a band-aid - no <u>structural solutions</u>
② Status quo continues	② Loss of credibility and reputation
	③ Violates principle of publicity - I feel like a weak officer

Opt-3 - Arrange ^{more} security, medical ambulance on standby - pause demolition until then. Initiate negotiations with protesters, assuring them of rehabilitation and ecocentricism (Nigamgar example). Once protests are ~~less~~ quelled and additional forces arrive → proceed with anti-exproachment drive.

Merit	Demerit
<p>① Fullfills duty of eccentric protection.</p> <p>② Avoids violence & injury.</p> <p>③ maintains reputation of department</p> <p>④ Legally compliant with HC</p>	<p>① It does not address violent protestors</p> <p>②</p>
<p>This option shall be followed by simanta.</p>	

- Qualities to manage such situations
- ① Accountability & responsibility - That administration did not take action for decades and suddenly demolition.
 - ② Empathy - provide due notice and rehabilitation arrangements.
 - ③ Objectivity - Data integrity - no innocent should suffer.
 - ④ Fortitude - not be scared of mob & media - and do Nishkama Karma duty.
- No factor should stop you from doing what's right.

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	
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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.

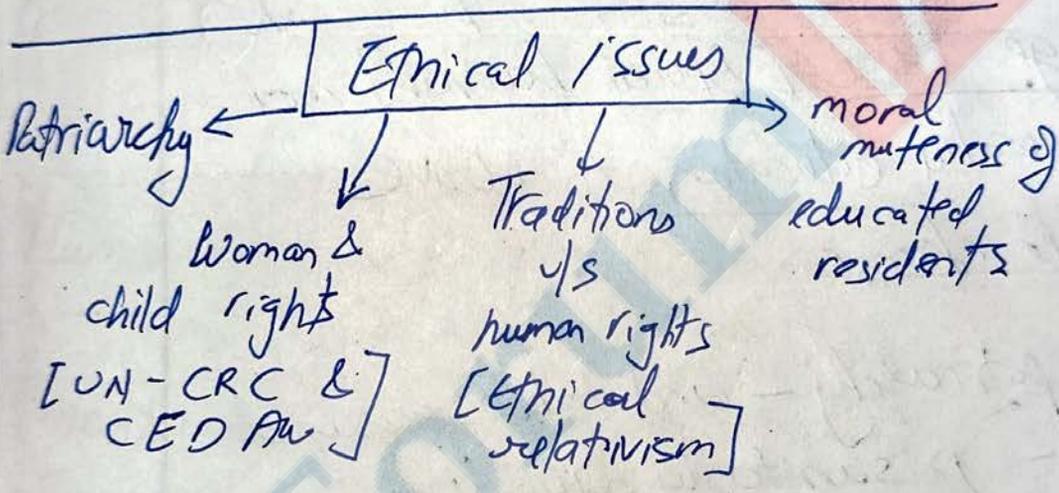
The experience leaves a deep impact on her. She starts reading more about menstrual taboos and their impact on women's health, dignity, and education. As a sociology student, she recognises how such traditions are linked to patriarchy and social stigma. She begins to reflect on what she can do at her 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? (20 marks, 250 words)
- How is menstruation related to human rights?

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 ताड़चिरोली 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। हालाँकि 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 ताड़चिरोली 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 जाता है। शहर लौटने से पहले, मेघा ने देखा कि शिक्षित परिवार के सदस्य भी इन रीति-रिवाजों को स्वीकार करते हैं और उनका पालन करते हैं। इस अनुभव का उस पर गहरा प्रभाव पड़ता है। वह मासिक धर्म से जुड़ी वर्जनाओं और महिलाओं के स्वास्थ्य, सम्मान और शिक्षा पर उनके प्रभाव के बारे में और अधिक पढ़ना शुरू करती है। समाजशास्त्र की छात्रा होने के नाते, वह समझती है कि कैसे ऐसी 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)

Despite 78 years of independence, two woman Presidents and one female PM, the practices such as 'Kurama Shar' continued to overshadow our development.



Course of Action for Megha

- 1) Intellectual integrity - to know all about menstrual taboos - and objectively shatter its myths and misconceptions in her own conscience.

- ② Prepare a presentation in vernacular language, with non-explicit words for communicating to village elders and children.
- ③ As sociology student - request college administration and classmates for arranging a village tour [Bhavad Darshan] and spread value education to drive attitude change.
- ④ Dispel patriarchy - and taboos around periods -
 - sanitary napkin distribution
 - women wrestlers in Olympics - medal despite menstruation.
- ⑤ Contact administration and district & state commission of women about Kumari Jhans - violating Article 14 and untouchability - [Sabrimala case - Chandrababu]

B. Ethical Principles Guiding her

1) Cultural relativism - Respect that they are different - and attitude change takes time.

2) Empathy with women who have never questioned such practices due to patriarchy.

3) Utilitarianism → show greatest benefit if women are active despite periods - esp fields & agri work.

4) Human Rights are incompromisable - women & child - basic dignity.

menstruation and Human Rights

1) Every woman has dignity and menstruation symbolises pollution [Sabritmale]

2) Untouchability (Art. 17) obviates education (Rinki), healthcare (unsanitary hut), food (no kitchen) and cultural rights - [CEDAW]

3) ICCPR guarantees human right of equality - and menstrual discrimination violates Justice Ethic.

as well.

④ Notion of purity and pollution has further reinforced patriarchal and discriminatory attitude. [World Bank]

⑤ Enabler of workplace discrimination (Period Poverty) and gender wage-pay gap (37%)

Fighting against menstrual Taboos

① Reinforce its natural biological function through graffiti & Nukkad Natak [Project Naveli]

② Distribute sanitary napkins and normalise attitude - Padman movie.

③ Corporate help - ① Zomato Period leave

We are a country of 'Gata Nari Piyank' vasti deuta - we must fight against such inhuman & indignant behaviour (Art 14)

Feedback	
(For OFFICE use)	
AWIS	
CD & VA	
S & F	
P & R	
Please put tick marks in the table.	
Here O is Good, Average and P is Poor.	
TOTAL MARKS	

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

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

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

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

(20 marks, 250 words)

गोपाल 80 वर्षीय वृद्ध हैं जो मध्य भारत के एक सुदूर और अविकसित गाँव में रहते हैं। वह वर्षों से एक छोटे से कच्चे घर में 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 पट्टि होती है कि वह वास्तव में बेसहारा है और खुले आसमान के नीचे दयनीय स्थिति में रह रहा है। यह भी स्थापित होता है कि उसने पंचायत अधिकारियों द्वारा योजना की गलत व्याख्या के आधार पर अपना घर गिरा दिया था। हालाँकि, उसके पास यह दिखाने के लिए कोई दस्तावेज़ नहीं है कि वह योजना के तहत पात्रता मानदंडों को पूरा करता है। अब आप दुविधा में हैं। बिना ज़रूरी दस्तावेजों के उसे योजना में शामिल करना साफ़ तौर पर नियमों का उल्लंघन होगा। लेकिन उसे सहायता देने से इनकार करना क्रूरता और अमानवीय होगा।

- क्या आप इस दुविधा को हल करने का कोई तर्कसंगत तरीका सोच सकते हैं?
- इसके लिए अपने कारण बताइए।
- उपरोक्त मामले में नैतिक मुद्दे क्या हैं?

(20 अंक, 250 शब्द)

The present case exemplifies how a marginalised person faces inhuman hardships due to a bureaucratic attitude



of decentralised officials.

(c) Ethical issues involved

- (1) Means of following rules to deny a house vs ends of right to shelter
- (2) Human right to shelter and dignity under Article 21. [Bulldozer case SC]
- (3) Bureaucratic rule following attitude with no respect for consequence to human
- (4) Lack of accountability - Panchayat office repeatedly turning him down.
- (5) Lack of intellectual integrity - Panchayat secretary's faulty rule - implementation
- (6) Newspaper - governance - and people - govt gap - no informants to me without media.

WAYS TO RESOLVE THE DILEMMA

① First, I and Panchayat officials must take accountability - Apologise to Sohal for error on our part and living under open sky for 6 months.

② To ~~to~~ Submit Sohal to medical checkups & due to infirm age & unsanitary conditions.

Courage Action:

① ~~to~~ Accommodate Sohal in an old age shelter for weak & destitute
[eg - Rain Basera]

② Encourage Panchayat & villagers to ~~take~~ crowd fund Sohal's livelihood & food - for temporary period → [Common Food] - g Armstrong Palme

- ③ Enroll Jopul under senior citizen pension & Antyodaya scheme - [people-centric governance]
 - ④ Not follow break rules - but immediately enroll him for documents - and personally supervise their quick delivery.
 - ⑤ Write to my superior for creating exceptions - and allow allotment based on 'provisional documents' - and my signature as guarantor of my responsibility.
-
- ⑥ Reasons for my course of action
-
- ① Failure of state to provide shelter violates Yogakshemam & Article 39.

② Compassion and empathy for democratic attitudes essential for people-centric governance

③ Mirror Test: I can't look myself in the eye if due to fault of administration, an 80-year old dies under rains.

④ Moral Intuitionism (Ross) - it feels wrong in conscience to let him suffer.

⑤ Means & ends of scheme - Home to every poor Indian - must be realised.

As a member of my university's legal aid cell, I have personally dealt with PM-SAY issues and allotments thereof. I would also conduct awareness & training sessions for panchayat & other villages on PM-SAY - so no one else bears hardship.

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 DDPO from an ethical point of view.
- How would you react to the situation?

(20 marks, 250 words)

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

This case study highlights a lack of probity with public funds as well as a conflict between empathy and

Trusteeship of funds.

Ethical issues involved

- ① Probity of utilization of public funds and their diversion to private cause. — violates Gandhis Trusteeship.
- ② Ethical Egoism of colleague prevailing professional ethics.
- ③ Human Life as paramount and end in itself — father's life and dependent children.
- ④ Categorical imperative (Kant) violated — diversion of fund can't become universal law.
- ⑤ Ethical fading of society — digital avatar against a widow by scammers with no conscience.



⑥ Secrecy and closed bureaucracy - DPDO
feels immunity at fund diversion -
no feeling of being caught

3. Ethical examination: DPDO's behaviour

① Asking to maintain confidentiality -

a) violates financial integrity

[Carl Lewis - do when no one is watching]

b) aware of illegality - (cognition) but
no fear of law - lack of deterrence

② Attitude of entitlement & immunity -

- acts as owner instead of trustee of
funds [Stewardship]

③ Rural sanitation scheme: stuck for
a year with no accountability -

violates Nishkama Karma and deontological ethics.

④ Fund of ₹ 15 lakhs to one woman over hundreds of toilets - violates Bentham's utilitarianism.

⑤ Violates Common good of society

However, some positive traits -

① Empathy & compassion towards colleague -

② Prioritised life of father over sitting on funds -

C. my Reaction

① Express gratitude for father's life, but clearly mention illegality of DPD's actions -

② Ask colleague to immediately take personal loan and repay the ₹15,00,000 immediately to the scheme's funds.

③ Since loan repayment is in EMI's - she may budget for needs of son & family. (ethical egoism)

③ Inform my and DPO's superior of diversion of funds from scheme - & to hold DPO accountable - as due process of law not followed.

④ Advocate stricter mechanism for oversight of finances - through committee & finance officers - so such penalty does not occur again.

The attitude of public servants - that they can do with funds as they like, violates 'Seva hi dharm' and must be penalised.

	+	⊖	⊙
AWIS			
CD & VA			
S & F			
P & R			
Please put tick marks in the above table. Here G is Good, 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 पहनावे क्लोथिंग्स 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 सहकर्मीयों 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 पहुँचीं। 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 ए 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 अपना अधिक उपयुक्त होगा और क्यों?

(20 अंक, 250 शब्द)

6. Yatra Hari Pyjante, tatra waste Deuta

- The shloka highlights the position of women in our culture. Yet, incidents of workplace harassment continue - hindering 50% of our population from breaking the glass ceiling

A. ETHICAL ISSUES

use of

- Women colleagues as a means - violates Kant's categorical imperative.
- Professional competence of Mr. A. might

giving him im puny from private
behaviour.

② Workplace harassment, violating -

- a) POSH Act 2013
- b) Section 354, IPC [now BNS]
- c) CEDAW Convention.

④ Lack of virtues of decent character
- violation of virtue ethics

⑤ Patriarchal attitude - of ownership over
women.

⑥ Lack of deterrence of the law.

⑦ Differential principle (Ranks) - violated
as Mrs X offering to resign.

⑧ Violates Capability Approach - as
Mr. A is solely credited for
the turnaround.



(Don't Write in this Area)

- ⑨ Corporate Governance & ESG
- ⑩ work culture (Fayol & Herzberg) impacted.

③ & ④: OPTIONS Available to Nithin

- ① Suppress the complaint and allow Mrs. X to resign

merits	Demerits
<ul style="list-style-type: none"> ① status quo continues ② Profit as primary goal of company 	<ul style="list-style-type: none"> ① shelf life of key is very small. ② Principle of Reciprocity what if my sister? ③ work culture & morale affected ④ Mr. A further emboldened

② Suspend Mr. A immediately

Merits

Demerits

① work culture restored

① no principle of natural justice

② immediate deterrence from future conduct

② company loses a high performer

③ Formulate ICC and meanwhile issue warning to Mr. A + put him on probation + work from home

Merits

Demerits

① Principle of natural justice

① women team members still may be apprehensive.

② Company continues to use his services.

② Does not address their fear in reaching NITEN in first instance

③ Madhyam Marg of Buddha

- ① Option 3 would be appropriate. However, it should be followed with these conditions -
- ① Immediate counselling for Mrs X and all team members who felt uncomfortable.
 - ② ICC investigation - publicized - so all victims may come forward & report. [Consequentialism spectrum]
 - ③ If ICC finds him guilty → removal from company.
- zero tolerance for sexual harassment + policy case of Section 354 / R
 - ④ Corporate ethics towards employees require a safe workplace & security.

Profits without a team are meaningless. A scandal of harassment for short-term profits will lead to global ramifications for ESG violation - Mr. A must be disciplined.

Feedback
(For OFFICE use only)

#	①	②	③	④
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	
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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.

- Under the given conditions, what are the options available to you?
- Critically evaluate each of the options listed by you.
- What are the ethical dilemmas being faced by you?

(20 marks, 250 words)

आपको दिल्ली-एनसीआर में पर्यावरण प्रदूषण नियंत्रण बोर्ड के वायु गुणवत्ता अनुपालन प्रभाग का प्रमुख नियुक्त किया गया है। इस क्षेत्र में वायु प्रदूषण का स्तर चिंताजनक स्तर पर है, जो आमतौर पर सर्दियों के महीनों में विभिन्न मौसम संबंधी और मानवजनित कारकों के कारण और भी बदतर 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 बिगाड़ती 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। हालाँकि, हाल के निरीक्षणों और वायु गुणवत्ता निगरानी रिपोर्टों से पता चलता है कि इनमें से कई इकाइयों 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।

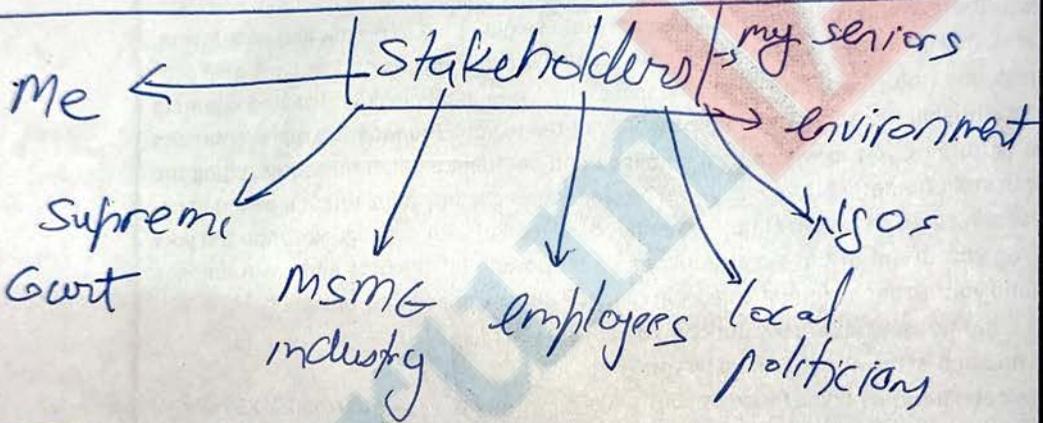
श्रमिक संघों और स्थानीय राजनेताओं के एक वर्ग ने कड़ा विरोध किया। औद्योगिक मालिकों का तर्क था कि इस तरह के कदम से उत्पादन बंद हो जाएगा, वित्तीय नुकसान होगा और बाजार में उनके उत्पादों की कमी हो जाएगी। बड़े पैमाने पर बेरोजगारी और आजीविका की असुरक्षा की आशंका के चलते श्रमिक संघों और श्रमिकों ने भी विरोध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

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

(20 अंक, 250 शब्द)



This case signifies an attitude where environment is looked at as a 'means' - and taking measures to protect it is seen as a burden, rather than a duty.



© ETHICAL Dilemmas

- ① Personal safety vs Professional duty (ethical egoism) to implement notices (Nishkam Karm)
- ② Environmental compliance vs profits for corporates



(Don't write anything in this area / इस क्षेत्र में लिखें)

- ③ Environment as means v/s Ends of development
- ④ ~~Support~~ Eccentricism v/s livelihood of workers
- ⑤ Short-term gain of less profits v/s long-term gain of health & life.

⑥ (A) Options Available

① Yield to demands and withdraw notices

Merit

Demerit

- ① Cessation of threats ensures well-being
- ② Jobs & profits continue

- ① Cognitive dissonance - this violates my intellectual integrity.
- ② Moral impuisionism - Feels wrong as ego-centrism violated
- ③ Right-duty gap of MSMEs continues the environment.

② Continue with the notices implementation strictly - and shut down non-compliance

Merits

Demerits

① Support of colleagues & NGOs = local hero

① Sudden loss of livelihood & economy

② Environment wing
⇒ public trust doctrine in MC Mehta case

② TN Godavarman case: can't save environment at cost of human life.

③ Anonymous threats may translate to harm.

However, the biggest demerit is that this is a dereliction of my duty as public servant - of compassion

③ Provide grace period of compliance and help in compliance with regulation. Take action after end of such period.

Merits

Demerits

- ① Accountability of department - as POC certificates issued by deptt only.
- ② Govt as enabler = democratic attitude.
- ③ Strict action for non-compliance - as carrot & stick.

- ① Does not lead to attitude change & Right-duty vacuum.
- ② Job loss not addressed due to higher costs.

In addition to Option 3, here I would -

- ① spread awareness drives about bad effect of industry - eg) Air pollution = 40% more deaths
- ② Short-term ^{pain} loss is easier to bear than long-term loss - (Gita).
- ③ Environment as a trusteeship model of govt & industries both.
Article 48A goes require state to protect environment.

Feedback

(For OFFICE use only)

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

Mentor Feedback Questions

- 1 Please review case study in detail
- 2 intro - body - conclusion
- 3 Are keywords sufficient?
- 4 In case study, is course of action justified properly?
- 5
6. Are personal examples here fit?
7. Presentation?

Test Goal

Outcomes

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>

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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.