

TEST CODE 7 1 4 3 0 3

MGP 2024

Time Allowed : Three Hours
समय : तीन घंटे

Forum IAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	VINEETH LOHIDAKSHAN		
Roll No./अनुक्रमांक	1910139096	Medium/माध्यम	English <input type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	

*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			
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Total/कुल अंक	250		

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।

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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 <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>

*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.

मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या 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।

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ECN CODE/
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① ② ③ ④ ⑤

Evaluation Date/
मूल्यांकन तिथि :

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 space limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of (but not all!) suggestions, quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.
3. **S & F = Structure & Flow =** Whether you have structured your answer properly or not. Whether the answer has been broken into parts and sub-parts each part has been addressed appropriately or not. Whether the answer has been broken into parts and sub-parts

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Section - A

Q.1) a) Indian society and its philosophical traditions have predominantly embraced a "non-absolutist stance" towards ethical considerations. Do you agree? (10 marks, 150 words)

भारतीय समाज और इसकी दार्शनिक परंपराओं ने नैतिक विचारों के प्रति मुख्य रूप से "निरपेक्ष रूढ़-गैर" अपनाया है। क्या आप इससे सहमत हैं? (10 अंक, 150 शब्द)

Indian society has predominantly been flexible in ethical considerations as elaborated in Kautilya's Matsya Nyaya of stick for sticks policy.

Indian society & philosophical traditions have embraced non-absolutist stance as follows:-

① Male hegemony prevailed → hence flexible to accommodate partiality → Killing of Ravana Suttana.

② To accommodate various view points - maintains unity in diversity, non-absolutist stance necessary

↳ Kalings War of Ashoka

③ Allowing materialistic enjoyment without equality

↳ Charvaka philosophy

④ Reinforce resource misallocation ↳ Varna system leading to casteism

However situations where Indian society held on to absolutist stance on ethics are as follows

① Vulnerable sections as priority ↳ Dandya Narayan concept

② Strictly against corruption ↳ Band (spy) of Khalji Dynasty

③ "Ends over means" - Bhakti Movement dispelled Brahmanical rituals.

Indian society and philosophy have shaped a Mahya-mica marg in ethics - evidenced by Satyagraha is freedom struggle over moderates & revolutionaries.

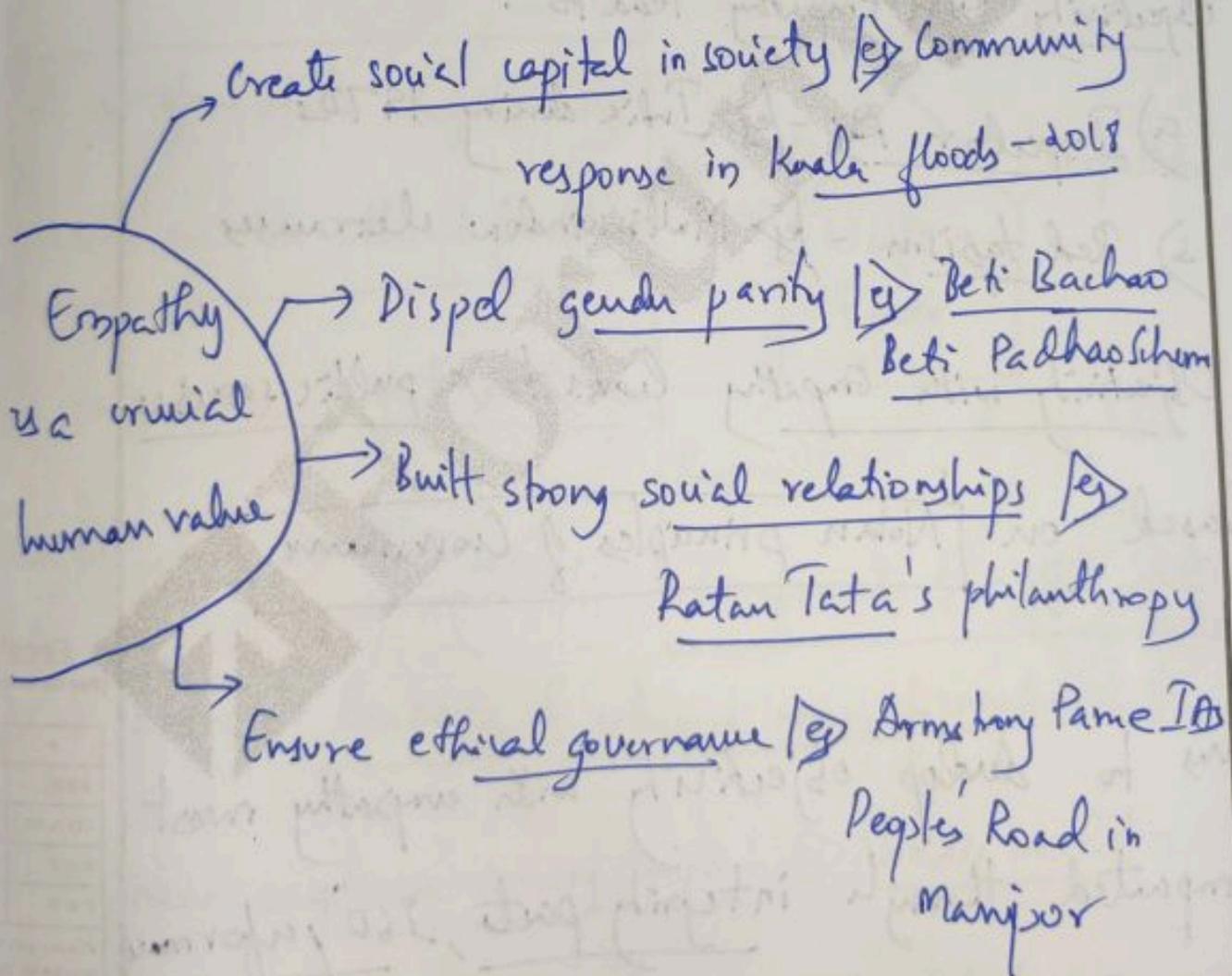
b) "Empathy is a crucial human value, but there exists a complex relationship between empathy and objectivity." Discuss with suitable examples.

(10 marks, 150 words)

"समानुभूति एक महत्वपूर्ण मानवीय मूल्य है, लेकिन समानुभूति और वस्तुनिष्ठता के बीच एक जटिल संबंध मौजूद है।" उपयुक्त उदाहरणों के साथ चर्चा कीजिए।

(10 अंक, 150 शब्द)

Empathy refers to the feeling of pain of others as personal pain while objectivity refers to taking actions based established rules & facts.



On the contrary there exists a complex relationship

between empathy and ^{objectivity} ~~compassion~~ as follows :-

① Empathy without objectivity may lead to

conflict of interest in professional life → Eviction for

Sardar Sarovar Dam

② Objectivity with Empathy lead to :-

a) Inspector Raj - → India during 1970s

b) Red tapism - → Multi window clearances

③ Objectivity with Empathy leads to a public service

based on Nolan principles of Governance

Measures to develop objectivity with empathy must be imparted through integrity pacts, 360° performance analysis & Mission Karmayogi training

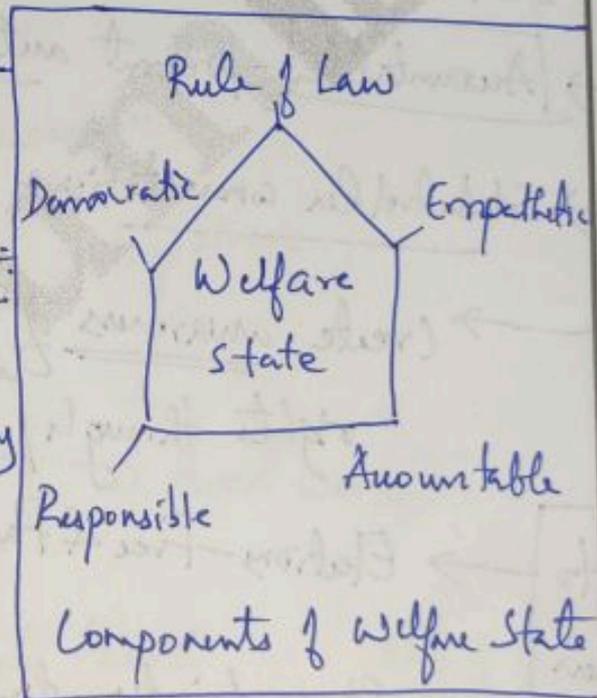
Q.2) a) A welfare state's legitimacy rests on its ethical foundation. In your opinion, what are the key ethical traits of a welfare state? Suggest ways to strengthen the ethical foundation of a state.

(10 marks, 150 words)

कल्याणकारी राज्य की वैधता उसके नैतिक आधार पर टिकी होती है। आपकी राय में, कल्याणकारी राज्य के मुख्य नैतिक लक्षण क्या हैं? राज्य के नैतिक आधार को मजबूत करने के तरीके सुझाएँ। (10 अंक, 150 शब्द)

Welfare state is entrenched in Articles 38-51 of Constitution which is "Directive Principles of State Policy".

A welfare state's legitimacy rests on its ethical foundation:



① To ensure right beneficiaries

identification → PDS scheme

② To prevent leakages & collusive nexus formation

③ To have acceptance among people → Nordic model

④ To have international recognition → Palestine cause

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Key ethical traits of a welfare state

- Responsive | Eg → PMKAY - for covid time food security
- Equality | Eg → PM JANMAN for tribal society
- Rule of law - prevents Anarchy as in Syria
- Empathetic - humanistic administration | Eg NREGA
- Accountable - prevent authoritarian & despotic rule
- Stakeholder consultation - ensure social coherence

→ Create awareness of people about their rights through Citizen's Charter

Ways to strengthen ethical foundation of a state

- Elections - Free & Fair
- Strong & independent watchdogs - Election Commission, CVC, CBI, Judiciary
- Social Audit of State Functioning - South Africa model

A welfarist state as envisioned by constitution is essential for transformation to Vidut Bharat

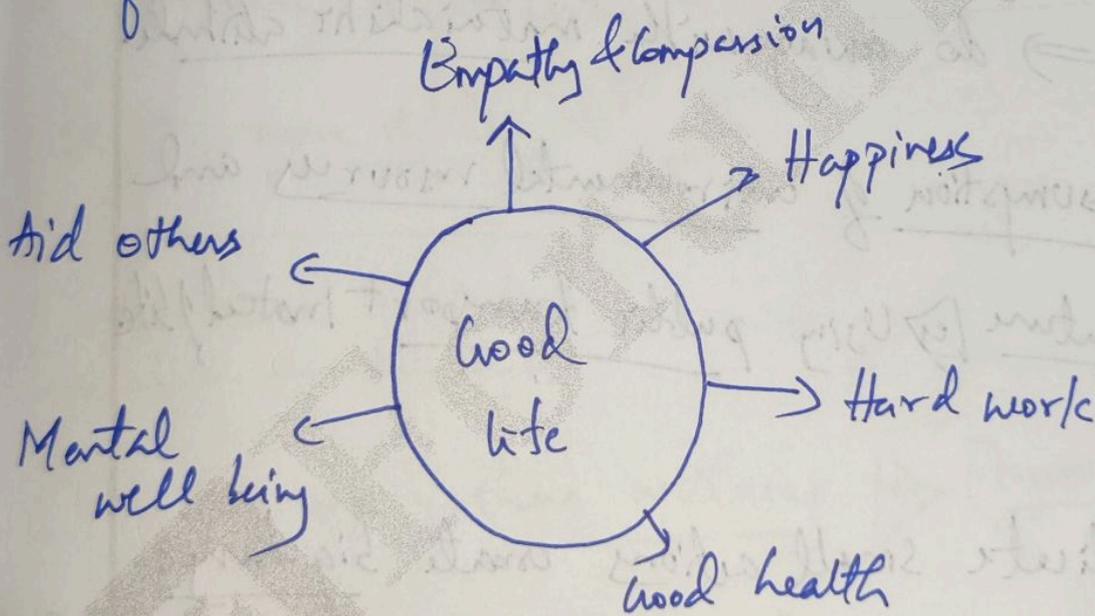
b) Different individuals have varied interpretations of what constitutes a good life. What does a good life signify for you? Explain with examples.

(10 marks, 150 words)

अलग-अलग लोगों की अच्छी ज़िंदगी के बारे में अलग-अलग व्याख्याएँ हैं। आपके लिए अच्छी ज़िंदगी का क्या मतलब है? उदाहरणों के साथ स्पष्ट कीजिए।

(10 अंक, 150 शब्द)

A good life is associated with various connotations as for Bhagat Singh - independence was good life while for Jeff Bezos - profit maximisation is good life.



A good life as per me signify following:

- ① Utilising opportunities - showing resilience & grit like how APJ Abdul Kalam became successful

- ② Showing empathy & compassion to fellow beings
as Jainism doctrine - hurt no one ⇒ Charity to orphans
- ③ Multiply happiness in all dimensions as "Eudaimonia"
of Aristotle ⇒ Sharing food with siblings
- ④ Consider human beings as ends in themselves rather
than means ⇒ do away with materialistic attitude.
- ⑤ Limit consumption of environmental resources and
save for future ⇒ Using public transport instead of like

As it indicates small actions create big change
of future. I would like to develop emotional
intelligence through proper socialization, peer to
peer learning & behavioural change to ensure happy
life

Q.3) What does each of the following quotations mean to you?

निम्नलिखित उद्धरणों में से प्रत्येक का आपके लिए क्या अर्थ है?

a) "A man can give up a right, but he may not give up a duty without being guilty of a grave dereliction".
Mahatma Gandhi (10 marks, 150 words)

"कोई व्यक्ति अपना अधिकार छोड़ सकता है, लेकिन वह गंभीर लापरवाही का दोषी हुए बिना अपना कर्तव्य नहीं छोड़ सकता"। महात्मा गांधी (10 अंक, 150 शब्द)

The given quote of Mahatma Gandhi underscores

his belief that work is worship. He gave

predominant importance to one's duty over anything,

be it own rights.

Importance of duty

① To ensure others' wellbeing \Rightarrow Florence Nightingale

gale during world war-II.

② To ensure proper functioning of system \Rightarrow District

Magistrate of district functioning

③ To ensure citizen centric governance - ^{Mann Ki Baat} ~~Pradhan Mantri~~

④ To prevent misallocation of resources \Rightarrow Top 10

ST groups utilise all reservation benefits.

A man can give up right in following conditions

- if it leads to greater good - utilitarianism \Rightarrow giving up of civil disobedience movement by Gandhiji
- lead to 'virtue ethics' - Nelson mandela gave up right to protest for establishing Court in South Africa

In order to create a sense of duty adherence :-

- * Promote risk taking behaviour & courage of conviction
- * Incentivise 'competency' \Rightarrow Brazilian model

Ethical stewardship in duty is essential to power

Viksit Bharat by 2047.

b) "The world is sustained by those who refrain from hurting others, even when they have the power to do so."
(10 marks, 150 words)

"दुनिया उन लोगों द्वारा कायम है जो दूसरों को चोट पहुँचाने से बचते हैं, तब भी जब उनके पास ऐसा करने की शक्ति होती है।"
(10 अंक, 150 शब्द)

The given quote implies the responsible use of power by concerned people. Power of Ashoka was misused through Kalinga war but was altered to benefit of people through his Dharma policy

(*) People refrain from hurting other because

their core values & beliefs have shaped a positive attitude. It is mix of emotional intelligence and compassion.

For e.g. During Kargil War, India could have attacked Pakistan all along but restrained based on humanity.

⊗ There are instances of misuse of power by concerned authorities.

★ Thoothukudi custodial torture

★ 1992 Harshat Mehta Scam

★ 2010 Commonwealth games Scam

When bureaucrats involved in misuse of power, it leads to 'red tapism' & 'mechanistic authority'.

The need of the time is reponsible, future ready leaders which can be ensured through following :-

⊗ IoT training - soft skill training

⊗ Mission Karmayogi

⊗ Active social media presence to be addressed.

As per Kantian ethics, those in power are role models for society who should follow categorical imperative of not misusing power.

c) "Our lives begin to end the day we become silent about things that matter." Martin Luther King Jr.
(10 marks, 150 words)

"हमारा जीवन उस दिन समाप्त होना शुरू हो जाता है जिस दिन हम उन चीजों के बारे में चुप हो जाते हैं जो मायने रखती हैं।" मार्टिन लूथर किंग जूनियर।
(10 अंक, 150 शब्द)

The given quote by Martin Luther King Jr stresses on the fight and struggle we have to make to achieve things. Every item comes at a price and we should be ready to pay it.

Importance of struggles & efforts

- ① To leave no stone unturned → indicate grit & resilience of individual (eg) Ira Singhal IAS - UPSC Rank 1
- ② To create 'sensitisation' in the 'minds of authorities'
(eg) Nelson Mandela against Apartheid regime
- ③ To secure individual rights (eg) Malala Yousafzai for Women education

How to fight for rights

- 1) Peaceful ways - prayer & petition of Moderates
- 2) Violent method - Revolutionaries like Bhagat Singh
- 3) Satyagraha method - Gandhi - middle path

Recent Instances

- ① Doctors of protesting for workplace safety after Bengal doctor rape & murder
- ② LGBTQ activists protesting for marriage rights
- ③ Farmer organisations for expanding MSP regime

As Martin Luther King mentioned, freedom is never given by the oppressor but rather demanded by oppressed.

Hence emotional intelligence to know what matter and fortitude to fight for it is necessary.

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Q.4) a) What is 'emotional intelligence' and how can it be developed? How does it help civil servants in ethical decision making and crisis management? (10 marks, 150 words)

'भावनात्मक बुद्धिमत्ता' क्या है और इसे कैसे विकसित किया जा सकता है? यह सिविल सेवकों को नैतिक निर्णय लेने और संकट प्रबंधन में कैसे मदद करता है? (10 अंक, 150 शब्द)

Emotional intelligence refers to the ability to identify assess & control emotions of oneself and group.

eg) Empathy of Mother Teresa to orphan children.

Methods to develop EI

Children - Good parenting
Socialisation

Adults - Diary Writing
Yoga, Meditation

Public Servants - Soft Skilling
Mission Karmayogi
iHOT platform

	Recognition	
Self	Self Awareness	Self Management
Social	Social Awareness	Social Skills

Daniel Goleman framework of EI

EI helps civil servants in ethical decision making as follows:-

- ① Promote stakeholder consultation - accommodating all views \rightarrow PESA Act, 1992
- ② Give value for 'inclusivity' - women, vulnerable sections \rightarrow Srikruthi Home for Transgender
- ③ Value all life forms \rightarrow environmental ethics \rightarrow Dog Shelter by Odisha Govt

EI in disaster management

- ① Prompt collective response - \rightarrow Community response in 2018 Kerala floods
- ② Mobilise resources at quick speed \rightarrow Uttarakhand 2013 Floods - NDRF Response
- ③ Sustainable rehabilitation - based on empathy & compassion - using Reliance CSR Funds

Emotional intelligence marks transition of individual into 'virtue character' based on 'Kantian ethics'

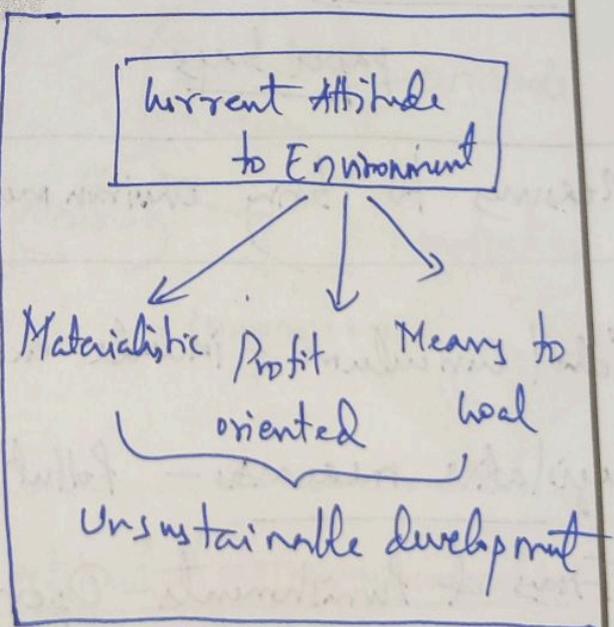
b) The arrival of modernity has reshaped our traditional relationship with nature. How can a change in 'environmental attitude' aid in addressing sustainability challenges? (10 marks, 150 words)

आधुनिकता के आगमन ने प्रकृति के साथ हमारे पारंपरिक रिश्ते को नया आकार दिया है। 'पर्यावरणीय मनोवृत्ति' में बदलाव धारणीयता से संबंधित चुनौतियों से निपटने में कैसे सहायक हो सकता है? (10 अंक, 150 शब्द)

Environmental ethics is a key moral value indicated in Article 48 (DPSP) & Article 51A (Fundamental Duty) of Indian Constitution. eg Jalou Payeng - Forest Man

Modernity has reshaped our traditional relationship with nature as follows:

- 1) Widescale deforestation for public projects eg Great Nicobar Project
- 2) Eviction of tribes who conserved forest eg Bhils for Sardar Sarovar Dam



- 3) Transport → fossil fuel based ⇒ pollution
- 4) Plastic usage → Marine animals affected by micro pollution.

Change in environmental attitude bring sustainability as follows

- ① Treating resources as 'ends in itself' \Rightarrow help to conserve for future generation "
- ② Reduction of consumption - Buddhist philosophy \rightarrow minimalistic "
- ③ No hunting of others including animals \rightarrow Jainism doctrine "
- ④ Ownership - Trustees - 'Trusteeship of wealth' "
- ⑤ Attitude change - to shift to renewable energy, use paper bags

Measures to bring environmental attitude change

- ① School curriculum - include environmental lessons
- ② Legislative measures - Pollution Prevention Act
- ③ Fines & Punishments - Operant conditioning

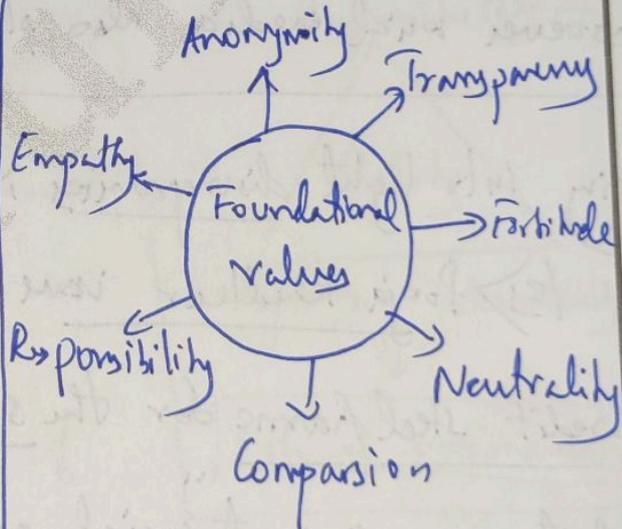
Panchamrit Targets and Mission LiFE indicate India's role as 'Vishwaguru' to show world the way towards sustainable development.

Q.5) a) Once a foundational value, bureaucratic anonymity is now diluted by social media, blurring the lines between private conduct and public duty. Examine critically. (10 marks, 150 words)

'अनामता' कभी नौकरशाही का आधारभूत मूल्य रहा है, लेकिन अब सोशल मीडिया के कारण यह कमजोर हो गया है, जिससे निजी आचरण और सार्वजनिक कर्तव्य के बीच की रेखाएँ धुंधली हो गई हैं। आलोचनात्मक परीक्षण कीजिए। (10 अंक, 150 शब्द)

Bureaucratic anonymity is diluted with social media like Instagram as indicated by the transfer of an IAS officer posted as election official in Muzarret

Bureaucratic anonymity was a foundational value.



① To ensure unhindered non-partisan governance

② to provide inductive

work environment between political & permanent executive.

③ to prevent 'commercialisation' of public office for corruption \Rightarrow 26 scam

Social Media dilutes Anonymity as follows

- ① Create 'popularity cult' among civil servants
 ↳ Many public servants have >1 million followers
- ② Misuse of public offices for needs & publicity stunt
- ③ Wastage of 'office time' for posting on social media
reduction of productivity. ↳ latest LBSNAA circular

However social media also plays a significant role :-

- ① Bring into light discrepancies in public service
 ↳ Pooja Khedkar issue
- ② Credit steel frame for the service they render
- ③ Act as efficient 'social audit mechanism'
- ④ Balance out freedom of expression of bureaucrats with anonymity.

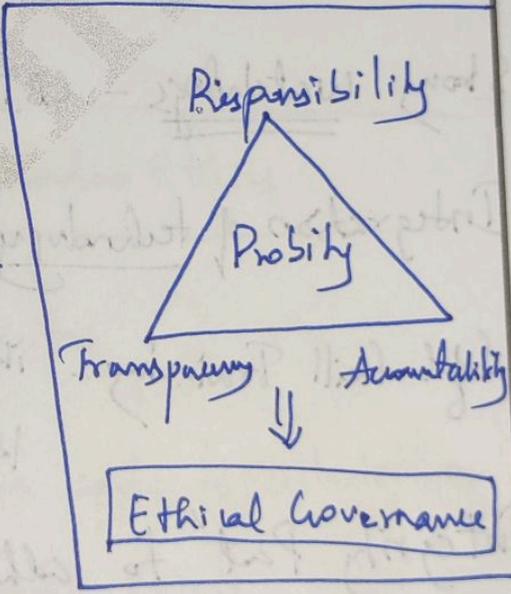
Thus Bureaucrate anonymity has taken a new role in digital era which requires 'ethical stewardness' for sustenance

b) What do you understand by probity in governance? What are the difficulties in upholding it in contemporary times? Suggest measures for ensuring probity in governance. (10 marks, 150 words)

शासन में ईमानदारी से आप क्या समझते हैं? समकालीन समय में इसे बनाए रखने में क्या कठिनाइयाँ हैं? शासन में ईमानदारी सुनिश्चित करने के उपाय सुझाएँ। (10 अंक, 150 शब्द)

Probity in governance is the application of values of responsibility, transparency and accountability to ensure an ethical good governance. eg PMKAY to address food security during COVID-19

Difficulties to uphold probity in governance present times:



① Erosion of civil service anonymity eg "Reel culture" of bureaucrats

② Politicization of bureaucracy eg Civil servants retiring to indulge in politics

③ Increased 'media vigil' eg as kangaroo courts

Prevent 'corage of conviction'

④ Erosion of value system ⇒ allusive nexus leading to corruption ⇒ Commonwealth Games Scam

⑤ Absence of strict punishments ⇒ lokpal conviction rate is 0%

Measures to ensure probity in governance

- ① Strong watchdogs - CBI, CVC, lokpal
- ② Integration of technology - Direct Benefit Transfer
- ③ Soft Skill Training - iKOT Platform, Mission Karmayogi
- ④ 'Integrity Pact' to adhere to 'moral code of conduct'

Probity in governance is an inherent value to ensure 'ethics as fairness' / Dharma Vijaya.

Q.6) a) Differentiate between code of conduct and code of ethics. Explain the necessity of a code of ethics for public servants to ensure ethical governance. (10 marks, 150 words)

आचार संहिता और नैतिक/नीति संहिता के बीच अंतर स्पष्ट कीजिए। नैतिक शासन सुनिश्चित करने के लिए लोक सेवकों के लिए नैतिक संहिता की आवश्यकता का वर्णन कीजिए। (10 अंक, 150 शब्द)

Code of conduct is a generalised set of rules regarding their conduct within and outside organisation while code of ethics is a specific set of guidelines to make employees ^{aware of} behave in various situations.

Code of Conduct	Code of Ethics
① Generalised	① Specific
② Apply to entire organisation	② Can apply to whole or specific people
③ One size fit all approach	③ Customised model
④ Generally about DO's	④ Generally about DON'Ts
⑤ No ethical values	⑤ Involve ethical values

Necessity of a code of conduct for public servants to ensure ethical governance:-

- ① Help to ensure 'non-partisanship' and hold onto objectivity \rightarrow MCC during elections
- ② Promote ethical decision making without 'crisis of conscience' \rightarrow land Eviction for dam
- ③ Address 'conflict of interest' \Rightarrow guidelines on when to recuse
- ④ Promote good public-private life balance
- ⑤ Create 'social capital' & inclusive development
 \rightarrow local self Govt systems by Dr. Rajendra Dherod

Civil service must adhere to the 'modern Shiksha Char' to ensure SURAJ (Good governance)

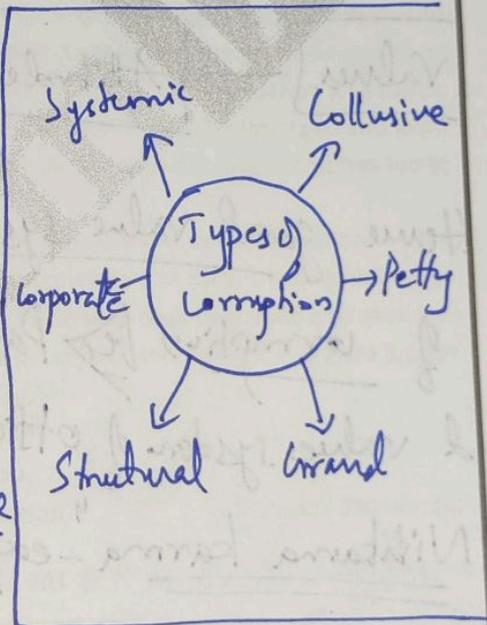
b) Despite acknowledging that corruption is detrimental and condemning it, why do people continue to engage in it? Explore the significance of value systems in combating the evil of corruption. (10 marks, 150 words)

भ्रष्टाचार को हानिकारक मानने और इसकी निंदा करने के बावजूद, लोग इसमें क्यों संलिप्त रहते हैं? भ्रष्टाचार की बुराई से निपटने में मूल्य प्रणालियों के महत्व का अन्वेषण कीजिए। (10 अंक, 150 शब्द)

As per World Bank, corruption is the misuse of public office for private gain. eg Satyam Scam

Corruption is detrimental because

- 1) Cause loss of public resources
eg Nirav Modi, Harshat Mehta
- 2) loss of public trust in governance
- 3) Promote hate in society

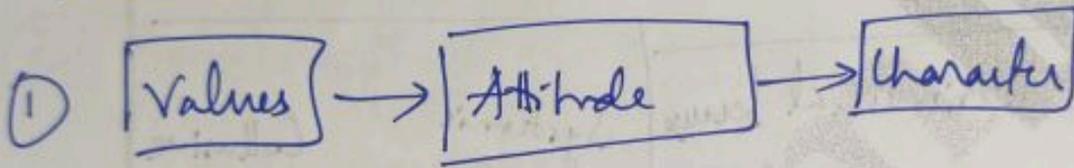


People continue to engage in corruption despite condemning it because:

- 1) 'collusive nature' - forced by giver: eg 2G Scam

- ② 'let go attitude of society' → Traffic fines
- ③ News formation - Politician, bureaucrats, businessmen
- ④ 'Materialistic attitude' - private gain over public good

Significance of value systems in combating corruption



- ② Hence good value system can lead to combat of corruption → Parenting, School education, (NET)
- ③ Good value system of officers → Adhere to their duty
"Nishkama karma" - expect nothing in return
- ④ Value system of citizens → know their rights & adhere to rules & regulations

Thus it is important to focus on values system to eradicate corruption which is a public cancer affecting nations as per Kofi Annan

Section - B

Q.7) You are the Superintendent of Police (SP) in a communally sensitive district. Recently, a young couple approached you seeking protection. They wish to get married, but they belong to different religions. Also, the girl is from an influential family, while the boy comes from a humble background. They are facing threats from the girl's family, who have warned them of dire consequences if they proceed with the marriage. The girl's family has fixed her marriage to a boy belonging to their community and is vehemently against interfaith marriage. The village elders have also expressed apprehensions that, if the matter is not resolved promptly, it could incite widespread rioting and lead to serious law and order problems. The local intelligence unit has corroborated these concerns in its report submitted to your office.

The fears of the village elders have come true. Rumors and disagreements regarding the proposed marriage have caused communal tensions in the neighboring localities. In one such locality, a law-abiding and responsible citizen lives with his wife and son, Sahil. This locality, where people of different religions reside, has a history of maintaining overall harmony and peace despite occasional minor quarrels. But this time, it escalated to the point of rioting, during which Sahil came under the attack and was grievously injured. The rioters also set fire to many houses and vehicles, causing extensive damage to public property. Despite immediate and frantic calls to the police, no prompt action was taken. Sahil succumbed to his injuries the next day. A video of the brutal attack on Sahil emerged and went viral on social media. The incident was also covered extensively by the national media and has led to increased communal polarization in the district.

On one hand, the couple feels increasingly threatened as many blame them for the situation; on the other hand, there are fears of another round of violence as some members of Sahil's community vowing to avenge his death. The grieving parents are devastated by the loss of their only child and seek justice. The district administration is under immense pressure to prevent further violence, ensure justice for Sahil's family, and protect the young couple.

- Discuss the ethical issues involved in this case.
- As the SP of the district, evaluate the options available to you.
- What course of action would you adopt to deal with the situation? (20 marks, 250 words)

आप सांप्रदायिक रूप से संवेदनशील जिले के पुलिस अधीक्षक (SP) हैं। हाल ही में एक युवा जोड़ा आपसे सुरक्षा की मांग करते हुए आया था। वे शादी करना चाहते हैं, लेकिन वे अलग-अलग धर्मों से ताल्लुक रखते हैं। साथ ही, लड़की एक प्रभावशाली परिवार से है, जबकि लड़का एक साधारण पृष्ठभूमि से आता है। उन्हें लड़की के परिवार से धमकियाँ मिल रही हैं, जिन्होंने उन्हें शादी करने पर गंभीर परिणाम भुगतने की चेतावनी दी है। लड़की के परिवार ने उसकी शादी अपने समुदाय के लड़के से तय कर दी है और वे अंतरधार्मिक विवाह के सख्त खिलाफ हैं। गाँव के बुजुर्गों ने भी आशंका जताई है कि अगर केस स्टडी को तुरंत नहीं सुलझाया गया, तो इससे बड़े पैमाने पर दंगे भड़क सकते हैं और कानून-व्यवस्था की गंभीर समस्याएँ पैदा हो सकती हैं। स्थानीय खुफिया इकाई ने आपके कार्यालय को सौंपी अपनी रिपोर्ट में इन चिंताओं की पुष्टि की है। गाँव के बुजुर्गों की आशंकाएँ सच साबित हुई हैं। प्रस्तावित विवाह को लेकर अफवाहों और असहमति के कारण पड़ोसी इलाकों में सांप्रदायिक तनाव पैदा हो गया है। ऐसे ही

ऐसे ही एक इलाके में कानून का पालन करने वाला और जिम्मेदार नागरिक अपनी पत्नी और बेटे साहिल के साथ रहता है। इस इलाके में अलग-अलग धर्मों के लोग रहते हैं, यहाँ कभी-कभार होने वाले छोटे-मोटे झगड़ों के बावजूद समय सद्भाव और शांति बनाए रखने का इतिहास रहा है। लेकिन इस बार, यह दंगे की हद तक बढ़ गया, जिसके दौरान साहिल पर हमला किया गया और वह गंभीर रूप से घायल हो गया। दंगाइयों ने कई घरों और वाहनों में आग लगा दी, जिससे सार्वजनिक संपत्ति को भारी नुकसान हुआ। पुलिस को तुरंत और बेचैनी से फोन करने के बावजूद, कोई त्वरित कार्रवाई नहीं की गई। अगले दिन साहिल ने दम तोड़ दिया। साहिल पर हुए क्रूर हमले का एक वीडियो सामने आया और सोशल मीडिया पर वायरल हो गया। इस घटना को राष्ट्रीय मीडिया ने भी बड़े पैमाने पर कवर किया और इसके कारण जिले में सांप्रदायिक धुवीकरण बढ़ गया। एक तरफ, दंपति को लगातार खतरा महसूस हो रहा है क्योंकि कई लोग उन्हें इस स्थिति के लिए दोषी ठहरा रहे हैं; दूसरी तरफ, साहिल के समुदाय के कुछ सदस्यों द्वारा उसकी मौत का बदला लेने की कसम खाने के कारण हिंसा के एक और दौर की आशंका है। शोकाकुल माता-पिता अपने इकलौते बच्चे को खोने से तबाह हो गए हैं और न्याय की मांग कर रहे हैं। जिला प्रशासन पर आगे की हिंसा को रोकने, साहिल के परिवार को न्याय दिलाने और युवा जोड़े की सुरक्षा करने का भारी दबाव है।

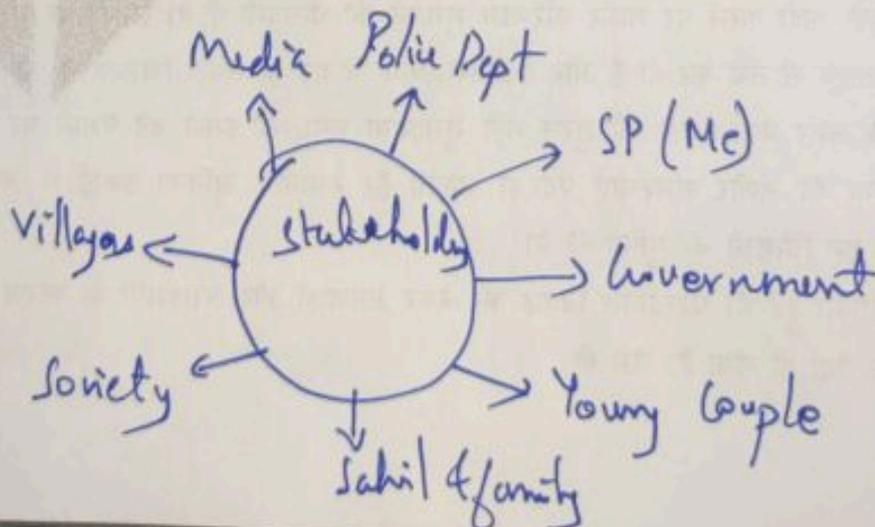
a) इस केस स्टडी में शामिल नैतिक मुद्दों पर चर्चा कीजिए।

b) जिले के पुलिस अधीक्षक के रूप में, आप अपने पास उपलब्ध विकल्पों का मूल्यांकन कीजिए।

c) स्थिति से निपटने के लिए आप क्या कदम उठाएंगे?

(20 अंक, 250 शब्द)

The given case study entails around the secular fabric of Indian constitution and the protection of personal liberty under Art-21 - Right to life to choose their partner of preference (Hadiya case)



a) Ethical issues involved in this case are

- (i) Right to marry partner of choice hindered
- (ii) Right to life of Sahil affected
- (iii) Communal feelings preferred over humanistic feelings
- (iv) All effects of social media - propagation of triggering content.
- (v) Unity in Diversity of India affected
- (vi) Problems of spreading fake news
- (vii) Young children taken as means for communal clashes - against child rights declaration of United Nations
- (viii) Bureaucratic laity of police

b) As SP of district, various options available are:

(i) Make arrangements for marriage of couple

Merits

- a) Uphold rule of law
- b) Moral satisfaction
- c) Courage of conviction

Demerits

- a) Trigger violence
- b) Bad image in front of people

(ii) Take steps to prevent marriage of couple

- a) Ensure peace & harmony
- b) Utilitarianism - greater good for more people

- a) Against basic rights
- b) Create moral dissonance

(iii) Keep all party meeting and find solution

- a) Win-Win situation

- a) Immediate response might be delayed

- b) long term solution
- c) set precedence

b) cause of couples may not
be met

(iv) Take leave and resuscitate from situation

- a) Professional safety
- b) Personal safety
assured

a) Running away from duty

b) lack of work ethics

c) course of action I would adopt

I would adopt a step wise process
mainly starting with (iii) All party meeting and
consensus based solution.

⊛ I would personally visit Sahil's parents
and comfort them for their loss. I would
aspire for strict action against abused.

- (*) I would call on for peace in the region through All party meeting.
- (*) would implement "Section-144" to prevent any unwanted incident.
- (*) If required, will utilise provisions of Preventive Detention to arrest those highly likely to create subtus.
- (*) will soon arrest those responsible for Sahil's death and submit report.
- (*) Speak for conciliation between parties for the couple. If not successful, will advise them for marriage under Special Marriage Act, 1954.

Long term peace in any society requires mutual trust & cooperation on the basis of Sarvodaya Samabhava.

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Q.8) In the lush green expanse of the Western Ghats, a significant change is underway. The state government has announced a new infrastructure project—a highway connecting City A and City B. This project, envisioned as a catalyst for economic growth and enhanced connectivity, also promises to attract significant investments, including from a major semiconductor company. The semiconductor company is important for strategic purposes, given the growing importance of semiconductors in defense, space, and communications sectors. However, the proposed highway passes through a densely forested tribal area, home to an indigenous community deeply connected to the land.

The local tribal community, reliant on the forest for their livelihood and cultural practices, is alarmed by the prospect of displacement and the extensive forest clearance required by the project. The forest is not just their home but a crucial part of their identity and source of livelihood. It is where their ancestors are buried, where they grow medicinal plants, and where their children play. The community's leaders, including Geeta, a respected elder, are determined to protect their land. They fear losing their ancestral lands and the destruction of their way of life.

Determined to make their voices heard, the community organizes a protest march to the office of the District Magistrate and seeks time to meet the DM. The DM, Rajesh known for his fair and balanced approach, listens intently as Geeta and other leaders explain their fears. They asserted their legally protected right to manage and protect the forest.

Meanwhile, in the corporate offices of M&T Infrastructure Ltd., CEO Anil is grappling with the growing unrest. The company has been contracted to build the highway, but the resistance from the tribal community poses a significant challenge. Delays could lead to escalating costs and potential project failure. Anil decides to seek a meeting with Priya, the Chief Secretary of State, to discuss the situation. Priya, overseeing the project from the state secretariat, is aware of the delicate balance needed. The project is crucial for the state's development and aligns with the policy of promoting ease of doing business. Moreover, the potential investment from the semiconductor company is strategically important for both the state and the nation. Any delay or hindrance could tarnish the state's reputation and dissuade future investments. When Anil meets Priya, he lays out his concerns. "Madam Secretary, the protests are intensifying. If this continues, we might have to consider withdrawing from the project. The financial risks are becoming untenable."

The ruling party, keen to maintain its pro-development image, wants early completion of the project and the materialization of the semiconductor manufacturing plant to fulfill its poll promises. The Chief Secretary conveys the policy of the state government and the concerns of M&T Infrastructure Ltd. to the District Magistrate of the district concerned. As the administrative head of the district, the responsibility for maintaining law and order and facilitating development projects rests upon him.

- What are the ethical issues involved in the case?
 - Evaluate the options available to Rajesh, being District Magistrate of the area.
 - What course of action should Rajesh adopt and why?
- (20 marks, 250 words)

पश्चिमी घाट के पर्यावरण विस्तार में एक महत्वपूर्ण बदलाव हो रहा है। राज्य सरकार ने एक नई बुनियादी ढांचा के तहत शहर A और शहर B को जोड़ने वाला एक राजमार्ग परियोजना की घोषणा की है। आर्थिक विकास और बेहतर कनेक्टिविटी के उत्प्रेरक के रूप में परिकल्पित इस परियोजना से एक प्रमुख सेमीकंडक्टर कंपनी सहित महत्वपूर्ण निवेश आकर्षित होने का भी वादा किया गया है। रक्षा, अंतरिक्ष और संचार क्षेत्रों में सेमीकंडक्टर के बढ़ते महत्व को देखते हुए, सेमीकंडक्टर कंपनी रणनीतिक उद्देश्यों के लिए महत्वपूर्ण है। हालाँकि, प्रस्तावित राजमार्ग एक घने जंगल वाले आदिवासी क्षेत्र से होकर गुजरता है।

जो भूमि से गहराई से जुड़े एक स्वदेशी समुदाय का घर है। स्थानीय आदिवासी समुदाय, जो अपनी आजीविका और सांस्कृतिक प्रथाओं के लिए जंगल पर निर्भर है, विस्थापन की संभावना और परियोजना द्वारा आवश्यक व्यापक वन निकासी से चिंतित है। जंगल न केवल उनका घर है बल्कि उनकी पहचान और आजीविका का एक महत्वपूर्ण हिस्सा है। यह वह जगह है जहाँ उनके पूर्वजों को दफनाया गया है, जहाँ वे औषधीय पौधे उगाते हैं और जहाँ उनके बच्चे खेलते हैं। गीता, एक सम्मानित बुजुर्ग सहित समुदाय के नेता अपनी जमीन की रक्षा करने के लिए दृढ़ हैं। उन्हें अपनी पुश्तैनी जमीन खोने और अपनी जीवन शैली के नष्ट होने का डर है। अपनी आवाज बुलंद करने के लिए दृढ़ संकल्पित समुदाय ने जिला मजिस्ट्रेट के कार्यालय तक विरोध मार्च निकाला और डीएम से मिलने का समय मांगा। डीएम राजेश, जो अपने निष्पक्ष और संतुलित दृष्टिकोण के लिए जाने जाते हैं, गीता और अन्य नेताओं द्वारा उनके डर को स्पष्ट करने पर ध्यानपूर्वक सुनते हैं। उन्होंने जंगल के प्रबंधन और सुरक्षा के लिए अपने कानूनी रूप से संरक्षित अधिकार पर जोर दिया। इस बीच M&A इंफ्रास्ट्रक्चर लिमिटेड के कॉर्पोरेट कार्यालयों में, CEO अनिल बढ़ती अशांति से जूझ रहे हैं। कंपनी को राजमार्ग बनाने का ठेका दिया गया है, लेकिन आदिवासी समुदाय का प्रतिरोध एक बड़ी चुनौती है। देरी से लागत बढ़ सकती है और संभावित परियोजना विफलता हो सकती है। अनिल ने स्थिति पर चर्चा करने के लिए राज्य की मुख्य सचिव प्रिया से मिलने का फैसला किया। राज्य सचिवालय से परियोजना की देखरेख कर रही प्रिया को इस नाजुक संतुलन की आवश्यकता का एहसास है। यह परियोजना राज्य के विकास के लिए महत्वपूर्ण है और व्यापार करने में आसानी को बढ़ावा देने की नीति के अनुरूप है। इसके अलावा, सेमीकंडक्टर कंपनी से संभावित निवेश राज्य और राष्ट्र दोनों के लिए रणनीतिक रूप से महत्वपूर्ण है। कोई भी देरी या बाधा राज्य की प्रतिष्ठा को धूमिल कर सकती है और भविष्य के निवेश को हतोत्साहित कर सकती है। जब अनिल प्रिया से मिलता है, तो वह अपनी चिंताएँ बताता है। "मैंडम सेक्रेटरी, विरोध प्रदर्शन तेज़ हो रहे हैं। अगर यह जारी रहा, तो हमें इस परियोजना से हटने पर विचार करना पड़ सकता है। वित्तीय जोखिम असहनीय होते जा रहे हैं।"

अपनी विकास समर्थक छवि को बनाए रखने के लिए उत्सुक सत्तारूढ़ पार्टी अपने चुनावी वादों को पूरा करने के लिए परियोजना को जल्द से जल्द पूरा करना और सेमीकंडक्टर विनिर्माण संयंत्र को मूर्त रूप देना चाहती है। मुख्य सचिव राज्य सरकार की नीति और M&A इंफ्रास्ट्रक्चर लिमिटेड की चिंताओं को संबंधित जिले के जिला मजिस्ट्रेट को बताते हैं। जिले के प्रशासनिक प्रमुख के रूप में, कानून और व्यवस्था बनाए रखने और विकास परियोजनाओं को सुविधाजनक बनाने की जिम्मेदारी उन पर है।

- केस अध्ययन में नैतिक मुद्दे क्या हैं?
- क्षेत्र के जिला मजिस्ट्रेट होने के नाते राजेश के लिए उपलब्ध विकल्पों का मूल्यांकन कीजिए।
- राजेश को क्या कार्रवाई करनी चाहिए और क्यों?

(20 अंक, 250 शब्द)

The given case study entails the debate of "environment vs development", bringing to the forefront concept of sustainable development. The most notable such case study is Vedanta Ltd in Niyamgiri hills.

a) Ethical issues in the case are

- (i) Right to residence of tribal community at stake
- (ii) Cultural erosion for development
- (iii) Environment vs Development debate
- (iv) Objectivity vs Empathy to tribal community
- (v) Balancing welfare of people along with national interests
- (vi) Global image of nation as investor friendly at stake

b) Options available to Rajesh as DM

1) Forcibly evict tribes and clear protests

Merits

Demerits

- a) Ease of business promoted
- b) Professional growth
- c) Rule of law guaranteed

- a) Crisis of conscience
- b) Empathy and compassion withheld.

2) Reject the proposal & allow tribes to stay

M

D

- a) Showcase empathy & compassion
- b) concern for environment
- c) Mental satisfaction

- a) lack of problem solving skill
- b) Criticised on professional side
- c) Affect national investments

3) Carefully study impacts and take decision

M

- a) Uphold rule of law
- b) Win-Win situation
- c) Profession growth guaranteed

D

- a) Delay in project
- b) Red tapism

Course of Action

As DM, Rajesh can go in for 3rd option of carefully studying the impacts of the project and taking a decision.

→ Western Wharves is a fragile area as per halqil report + which requires elaborate

Environmental Impact Assessment (EIA) to prevent

Wayanad landslide like disasters.

- In the time being, other options like resettlement plans for tribes can also be planned.
- Briefing sessions to tribe leaders have to be done to ensure support & cooperation.
- Alternative site inspection for the project can also be done as per the requirements.
- A detailed report will be submitted to the Government entailing the ground situation.

Environment is a valuable resource whose conservation is mandated as per Article 58 (DPSP) & Art. 51 A (Fundamental duty).

Q.9) A small village in South India experienced a devastating tragedy that shocked the nation. Around 65 villagers lost their lives after drinking liquor contaminated with methanol. The tragedy quietly unfolded one evening as unsuspecting villagers gathered for relaxation, sharing stories, and unwinding after a day's work and consumed the toxic brew. Within a short time, symptoms of poisoning began to appear. The villagers experienced severe headaches, dizziness, nausea, and blurred vision. Panic quickly spread through the community as more and more people fell ill. Families desperately sought help, but the village's healthcare facilities were quickly overwhelmed and unable to cope with the sudden influx of patients. The few medical professionals available worked tirelessly, but resources were limited, and the severity of the situation became increasingly apparent. Police filed FIR, but no breakthrough was achieved in the case for almost two months. Mahesh, an investigative journalist working with a leading TV channel, began investigating the case on his own initiative. Within a month, Mahesh made a breakthrough by interacting with local people, the liquor mafia, and government officials. He prepared his investigative story and presented it to the CMD of the TV channel. Mahesh's report exposed the complete nexus of the illicit liquor mafia operating with the support of corrupt police, civil officials, and politicians. The key political figure involved was the local MLA, known to be very close to the Chief Minister. After reviewing the investigative report, the CMD advised Mahesh to drop the idea of making the story public through electronic media. The CMD revealed that the local MLA was not only a relative of the TV channel's owner but also held an unofficial 30 percent share in the channel. Additionally, the CMD offered Mahesh a promotion, a pay raise, and the adjustment of the 20-lakh soft loan that Mahesh had taken for his son's studies abroad if he handed over the investigative report.

- a) What are the options available with Mahesh to cope up with the situation? Critically examine each of the options.
- b) Which of the options, do you think, would be the most appropriate for Mahesh to adopt and why?
- c) Suggest some innovative measures to address the nexus of criminal activities and prevent such tragedies. (20 marks, 250 words)

दक्षिण भारत के एक छोटे से गांव में एक ऐसी भयानक त्रासदी हुई जिसने पूरे देश को झकझोर कर रख दिया। मेथनॉल से दूषित शराब पीने से करीब 65 ग्रामीणों की जान चली गई। यह त्रासदी शाम को हुई जब गांव के लोग आराम करने, कहानियाँ साझा करने और दिन भर के काम के बाद आराम करने के लिए इकट्ठा हुए और उन्होंने ज़हरीली शराब पी ली। कुछ ही समय में, ज़हर के लक्षण दिखने लगे। गांव वालों को तेज़ सिरदर्द, चक्कर आना, जी मिचलाना और धुंधली दृष्टि का अनुभव हुआ। जैसे-जैसे ज़्यादा से ज़्यादा लोग बीमार होते गए, पूरे समुदाय में हतहात फैल गई। परिवारों ने मदद के लिए बेताब होकर मदद माँगी, लेकिन गांव की स्वास्थ्य सुविधाएँ जल्द ही अधिक खराब हो गईं और अचानक आए अधिक मरीजों की संख्या को संभाल नहीं पाईं। उपलब्ध कुछ चिकित्सा शेषों ने अथक परिश्रम किया, लेकिन संसाधन सीमित थे और स्थिति की गंभीरता लगातार स्पष्ट होती जा रही थी।

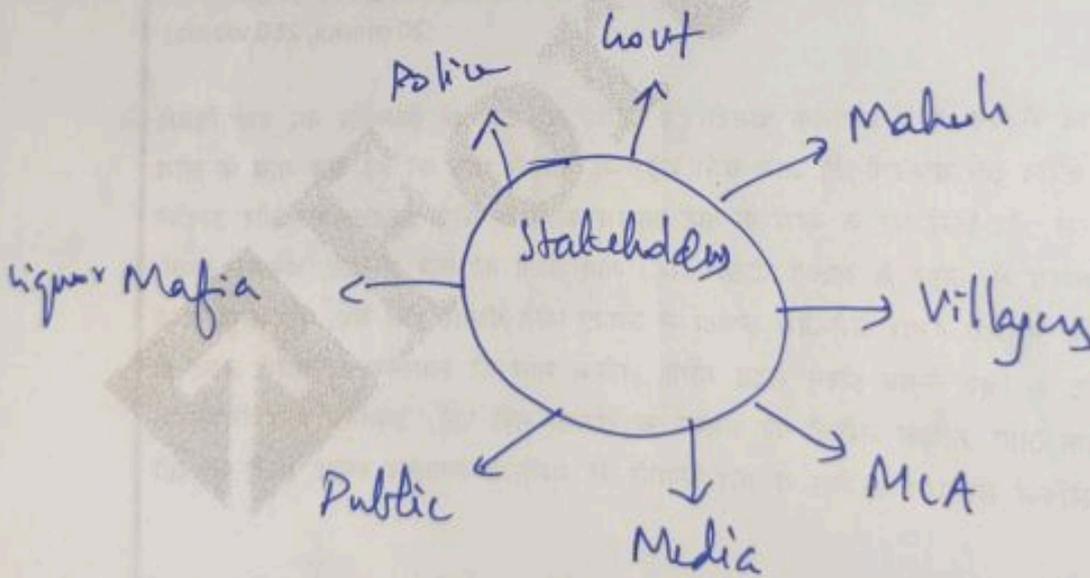
पुलिस ने FIR दर्ज की, लेकिन लगभग दो महीने तक मामले में कोई सफलता नहीं मिली। एक प्रमुख टीवी चैनल के साथ काम करने वाले खोजी पत्रकार महेश ने अपनी पहल पर मामले की जाँच शुरू की। एक महीने के भीतर, महेश ने स्थानीय लोगों, शराब माफिया और सरकारी अधिकारियों से बातचीत करके एक सफलता हासिल की। उन्होंने अपनी खोजी कहानी तैयार की और उसे टीवी चैनल के CMD के सामने पेश किया। महेश की रिपोर्ट ने स्पष्ट पुलिस, सिविल अधिकारियों और राजनेताओं के समर्थन से चल रहे अवैध शराब माफिया के पूरे गठजोड़ को उजागर किया। इसमें शामिल मुख्य राजनीतिक व्यक्ति स्थानीय विधायक था, जिसे मुख्यमंत्री का बहुत करीबी माना जाता है।

जांच रिपोर्ट की समीक्षा करने के बाद, CMD ने महेश को इलेक्ट्रॉनिक मीडिया के माध्यम से कहानी को सार्वजनिक करने का विचार प्रेषित करने की सलाह दी। CMD ने खुलासा किया कि स्थानीय विधायक न केवल टीवी चैनल के मालिक का रिश्तेदार था, बल्कि चैनल में अनौपचारिक रूप से 30 प्रतिशत की हिस्सेदारी भी रखता था। इसके अलावा, CMD ने महेश को पदोन्नति, वेतन वृद्धि और अपने बेटे की विदेश में पढ़ाई के लिए लिए गए 20 लाख के सॉफ्ट लोन के समायोजन की पेशकश की, बशर्ते कि वह जांच रिपोर्ट सौंप दे।

- a) स्थिति से निपटने के लिए महेश के पास क्या विकल्प उपलब्ध हैं? प्रत्येक विकल्प की आलोचनात्मक जांच कीजिए।
- b) आपको क्या लगता है कि महेश के लिए कौन सा विकल्प सबसे उपयुक्त होगा और क्यों?
- c) आपराधिक गतिविधियों के गठजोड़ को दूर करने और ऐसी त्रासदियों को रोकने के लिए कुछ नवीन उपाय सुझाएँ।

(20 अंक, 250 शब्द)

The given incident Hoosh tragedy is similar to the disaster which occurred in Kallakurichi in Tamil Nadu in 2024 claiming several lives.



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a) Options available to Mahesh to cope with the situation →

(i) Give the report to CMD and drop investigation

Merits

- a) safety of life
- b) Professional growth

Demerits

- a) Integrity crisis
- b) Pave way for further tragedies

(ii) Take the report and provide to another channel

Merits

- a) Integrity upheld
- b) Prevent future incidents
- c) Right to life (Art-21) upheld

Demerits

- a) Professional life affected
- b) Danger to life
- c) Family can be harmed

(iii) Whistle blow through social media

Merits

- a) Safety to people from illicit liquor
- b) Expose corrupt Mafia

Demerits

- c) Danger to life & family
- d) Professional life at stake

(iv) Provide the report to higher watchdogs like CBI, CVC anonymously

Merits

- a) Right precedent
- b) Courage of conviction

Demerits

- a) Danger to life
- b) Professional growth affected

b) The most appropriate action in my opinion would be (IV) Reporting anonymously to CBI, CVC.

This is because personal and professional life of Mahesh can be protected along with actions taken against corrupted Police, mafia and MLA as per Bharatiya Nyaya Sanhita provisions.

It creates win-win situation as Right to life (Art. 21) of villagers are also protected.

c) Innovative measures to address nexus of criminal activities and prevent such tragedies

① strict "code of conduct and "code of ethics" for public servants.

② Social audit of bureaucrats along with

grievance redressal portal like CPGRAMS

for public should be opened.

③ Watchdogs like CBI, CUC must be provided with power to take action against corrupt officials.

④ "Integrity pacts" for civil servants along "Nordic" model.

⑤ competency based incentive system like in Brazil can be adopted

⑥ Technology integration to ensure integrity and non-partisanship → Direct Benefit Transfer

Bureaucrat - Politician - Businessman nexus is

a corner of modern society which should be countered by "Veil of Ignorance" promoted by Rawls

Q.10) In a bustling city administration office in a state, Joint Municipal Commissioner Meera, who is also the Public Information Officer (PIO) faces a challenging situation. Recently, an RTI application has been received, demanding details about public infrastructure projects initiated during her tenure. Upon reviewing the requested information, Meera discovers that certain decisions made regarding these projects were not entirely sound in hindsight. These decisions, although taken in good faith and after due diligence, failed to realize promised outcomes. There were other employees also who were party to this decision. The disclosure of this information could potentially lead to scrutiny and backlash against herself, the employees, and contractors involved. Known for her integrity and commitment to public service, Meera finds herself at a crossroads. The RTI Act has served as a critical check against administrative arbitrariness, ensuring transparency and accountability. However, she also observes a troubling trend. RTI applications are often used by vested interests and activists seeking personal gain rather than genuine public interest. Some activists even resort to threats or extortion tactics, undermining the integrity of the RTI process. She fears the requested RTI information could be similarly exploited. Moreover, the employees involved are requesting her to withhold the information. In navigating this situation, Meera weighs her options carefully.

- a) Critically examine the options available to Meera in the above situation.
b) Which of the above would be the most appropriate for Meera and why? (20 marks, 250 words)

राज्य के एक व्यस्त नगर प्रशासन कार्यालय में, संयुक्त नगर आयुक्त मीरा, जो जन सूचना अधिकारी (PIO) भी हैं, एक चुनौतीपूर्ण स्थिति का सामना कर रही हैं। हाल ही में, एक RTI आवेदन प्राप्त हुआ है, जिसमें उनके कार्यकाल के दौरान शुरू की गई सार्वजनिक अवसंरचना परियोजनाओं के बारे में विवरण मांगा गया है। मांगी गई जानकारी की समीक्षा करने पर, मीरा को पता चलता है कि इन परियोजनाओं के संबंध में लिए गए कुछ निर्णय पूरी तरह से सही नहीं थे। ये निर्णय, हालांकि सद्भावनापूर्वक और उचित परिश्रम के बाद लिए गए थे, लेकिन वादा किए गए परिणामों को प्राप्त करने में विफल रहे। इस निर्णय में अन्य कर्मचारी भी शामिल थे। इस जानकारी के प्रकटीकरण से संभावित रूप से उनके, कर्मचारियों और शामिल ठेकेदारों के खिलाफ जांच और प्रतिशोध हो सकता है। अपनी ईमानदारी और सार्वजनिक सेवा के प्रति प्रतिबद्धता के लिए जानी जाने वाली मीरा खुद को एक चौराहे पर पाती हैं। RTI अधिनियम ने प्रशासनिक मनमानी के खिलाफ एक महत्वपूर्ण जांच के रूप में काम किया है, जो पारदर्शिता और जवाबदेही सुनिश्चित करता है। हालांकि, वह एक परेशान करने वाली प्रवृत्ति भी देखती हैं। RTI आवेदनों का उपयोग अक्सर निहित स्वार्थी और कार्यकर्ताओं द्वारा वास्तविक सार्वजनिक हित के बजाय व्यक्तिगत लाभ के लिए किया जाता है। कुछ कार्यकर्ता तो धमकी या जबरन वसूली की रणनीति का भी सहारा लेते हैं, जिससे आरटीआई प्रक्रिया की अखंडता को नुकसान पहुंचता है। उसे डर है कि मांगी गई RTI जानकारी का भी इसी तरह से फायदा उठाया जा सकता है। इसके अलावा, इसमें शामिल कर्मचारी उससे जानकारी छिपाने का अनुरोध कर रहे हैं। इस स्थिति से निपटने के लिए मीरा अपने विकल्पों पर सावधानीपूर्वक विचार करती हैं।

- a) उपरोक्त स्थिति में मीरा के लिए उपलब्ध विकल्पों की आलोचनात्मक जांच कीजिए।

- b) उपरोक्त में से कौन सा विकल्प मीरा के लिए सबसे उपयुक्त होगा और क्यों?

(20 अंक, 250 शब्द)

The given scenario entails the "slippery slope" associated with public offices where in decisions taken in good thought might not yield the desired result.

a) Various options available to Meera

(1) Withhold information demanded citing Official Secrets Act, 1923

Merits

a) Professional safety

b) Ensure safety of co-workers

Demerits

a) Crisis of conscience

b) Misuse of legal loopholes

c) Against rule of law

(ii) Provide the information demanded by RTI activist

Merits

- a) Rule of law upheld
- b) Moral integrity upheld
- c) Democratic process followed

Demerits

- a) Professional safety at stake
- b) Lack of risk taking attitude by future officers

(iii) Seek advice of seniors and provide only required information

Merits

- a) Good precedence
- b) Crisis of conscience solved
- c) Promote courage of conviction

Demerits

- a) Against rule of law
- b) Democratically unethical

b) The most appropriate option for Meera in my opinion would be (III) consulting seniors and providing only limited required information.

* This ensures that both sides are having a win-win situation (Madhyamike Pathe)

* It also ensures a safe working environment for others without fear of questioning.

* Misuse of RTI Act can lead to lack of "courage of conviction" and going beyond "call of duty by public servants" level.

* This also ensures "transparent functioning" of the organisation by providing required details

* The organisation can also release annual report of the projects detailing the performance so that everyone can know the success & failures.

* We have to keep in mind "utilitarianism" as guiding force. Maximum good for maximal people should be prioritised.

Dr Armstrong Pannu IAS provides perfect example for maintaining good relations with community for participatory governance and transparency.

Q.11) You are the Operations Manager at a rapidly growing technology startup, Tech Nova Innovations, which prides itself on its cutting-edge solutions and ability to deliver projects on time. The startup culture is fast paced, with tight deadlines and high expectations from both clients and investors. Your current project, developing a new AI-driven platform, is crucial for securing future funding and partnerships. Your team is small but skilled, consisting of four software developers and two project coordinators, with an equal number of men and women.

Recently, your team has faced significant challenges. Riya, one of the female software developers, has requested personal leave to care for her ailing father. Meanwhile, another female team member, Shabnam, is struggling to balance her work responsibilities with the care of her infant child. The remaining team members have had to take on additional tasks, affecting their work-life balance, leading to increased stress and frustration. As the project deadline approaches, the strain within the team becomes evident. During a critical review meeting, Arjun, a senior developer, expresses his frustration, "Maybe it's not a good idea to have team members who can't commit full-time during crucial phases." The comment sparks immediate backlash. Chetna, a project coordinator, finds Arjun's remark deeply offensive and reports the incident to the Human Resources (HR) Department. She also threatens to take the issue to social media, potentially harming the startup's public image. The HR Department, based at the startup's headquarters, investigates the complaint and recommends taking strict action against Arjun for his unprofessional and insensitive comment. They highlighted the importance of maintaining an inclusive and respectful workplace culture. This recommendation places you in a difficult position. The project is already behind schedule, and losing a senior developer like Arjun could severely impact its timely completion.

You are now faced with a complex dilemma. On one hand, it is essential to address the insensitive remark and ensure a respectful work environment. On the other hand, you must keep the project on track without further demotivating your team.

- Discuss the ethical issues involved in this case.
- As the Operations Manager, how would you deal with the situation?
- Based on the case study, discuss the challenges faced by women at workplace. How can such challenges be resolved?

(20 marks, 250 words)

आप तेजी से बढ़ते प्रौद्योगिकी स्टार्टअप, टेक नोवा इनोवेशन में परिचालन प्रबंधक हैं, जो अपने अत्याधुनिक समाधानों और समय पर परियोजनाओं को पूरा करने की क्षमता पर गर्व करता है। स्टार्टअप संस्कृति तेज गति से आगे बढ़ती है, जिसमें सख्त समय सीमा होती है और क्लाइंट और निवेशकों दोनों से उच्च अपेक्षाएँ होती हैं। आपका वर्तमान प्रोजेक्ट, एक नया AI-संचालित प्लेटफॉर्म विकसित करना, भविष्य के वित्तपोषण और साझेदारी को सुरक्षित करने के लिए महत्वपूर्ण है। आपकी टीम छोटी लेकिन कुशल है, जिसमें चार सॉफ्टवेयर डेवलपर और दो प्रोजेक्ट समन्वयक हैं, जिनमें पुरुषों और महिलाओं की संख्या बराबर है। हाल ही में, आपकी टीम को महत्वपूर्ण चुनौतियों का सामना करना पड़ा है। महिला सॉफ्टवेयर डेवलपर में से एक रिया ने अपने बीमार पिता की देखभाल के लिए व्यक्तिगत छुट्टी का अनुरोध किया है। इस बीच, एक अन्य महिला टीम सदस्य, शबनम, अपने शिशु बच्चे की देखभाल के साथ अपने काम की जिम्मेदारियों को संतुलित करने के लिए संघर्ष कर रही है। शेष टीम के सदस्यों को अतिरिक्त कार्य करने पड़े हैं, जिससे उनके कार्य-जीवन का संतुलन प्रभावित हुआ है, जिससे तनाव और हताशा बढ़ गई है। जैसे-जैसे परियोजना की समय सीमा नज़दीक आती है, टीम के भीतर तनाव स्पष्ट होता जाता है। एक महत्वपूर्ण समीक्षा बैठक के दौरान, एक वरिष्ठ डेवलपर अर्जुन अपनी निराशा व्यक्त करता है,

"शायद यह एक अच्छा विचार नहीं है कि टीम के सदस्य ऐसे हों जो महत्वपूर्ण चरणों के दौरान पूर्णकालिक रूप से काम न कर सकें।" टिप्पणी पर तुरंत प्रतिक्रिया होती है। चेतना, एक परियोजना समन्वयक, अर्जुन की टिप्पणी को बहुत अपमानजनक मानती है और मानव संसाधन (HR) विभाग को घटना की रिपोर्ट करती है। वह इस मुद्दे को सोशल मीडिया पर ले जाने की धमकी भी देती है, जिससे स्टार्टअप की सार्वजनिक छवि को नुकसान पहुंच सकता है। स्टार्टअप के मुख्यालय में स्थित HR विभाग शिकायत की जांच करता है और अर्जुन के खिलाफ उसकी गैर-पेशेवर और असंवेदनशील टिप्पणी के लिए सख्त कार्रवाई करने की सिफारिश करता है। उन्होंने एक समावेशी और सम्मानजनक कार्यस्थल संस्कृति को बनाए रखने के महत्व पर प्रकाश डाला। यह सिफारिश आपको एक मुश्किल स्थिति में डाल देती है। परियोजना पहले से ही समय से पीछे चल रही है, और अर्जुन जैसे वरिष्ठ डेवलपर को खोने से इसका समय पर पूरा होना बुरी तरह प्रभावित हो सकता है। अब आप एक जटिल दुविधा का सामना कर रहे हैं। एक ओर, असंवेदनशील टिप्पणी को संबोधित करना और एक सम्मानजनक कार्य वातावरण सुनिश्चित करना आवश्यक है। दूसरी ओर, आपको अपनी टीम को और अधिक हतोत्साहित किए बिना परियोजना को ट्रैक पर रखना चाहिए।

a) इस केस स्टडी में शामिल नैतिक मुद्दों पर चर्चा कीजिए।

b) संचालन प्रबंधक के रूप में, आप इस स्थिति से कैसे निपटेंगे?

c) केस स्टडी के आधार पर, कार्यस्थल पर महिलाओं के सामने आने वाली चुनौतियों पर चर्चा करें। ऐसी चुनौतियों का समाधान कैसे किया जा सकता है?

(20 अंक, 250 शब्द)

The given scenario deals with the frustrations associated with modern work culture and also the aspect of gender inequality and "glass ceiling" associated with women in workforce.

a) Ethical issues involved in the given case study are :-

- (i) Toxic work culture of modern era
- (ii) Poor work life balance.
- (iii) Patriarchal nature of society
- (iv) class cliff effect - victim blaming women for any failure
- (v) Poor team coordination between members
- (vi) Inability of a daughter to take care of her ailing father
- (vii) Harmful effects of start up culture
- (viii) Ethical effects of AI development

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b) As operations manager, I would deal the situation as follows :-

- ① I would call up whole team meeting including Arjun, Chetna and Riya
- ② I would like to talk openly involving everyone's view point to ensure "Right to be heard"
- ③ I would let know Arjun of the insensitiveness of his comment. I would also let Chetna & Riya realise the work pressure upon Arjun.
- ④ I would like work up a compromise between members to ensure "good relations" and high productivity. Arjun would apologise for

his insensitive comments.

- ⑤ If this strategy does not work, strict action would be taken against Ajion.
- ⑥ In order to ease of pressure of completion, additional members would be recruited.
- ⑦ Internal complaints committee to prevent such instances would be set up.

c) Challenges faced by women at workplace

- ① Sexual harassment \Rightarrow Bengal doctor rape
- ② Harassment through words
- ③ No promotions to top positions \Rightarrow $< 1\%$ of companies have women as CEO.
- ④ Glass ceiling effect
- ⑤ Glass cliff effect - blaming for failures

⑥ No basic facilities - toilets, sanitary pads

Such can be resolved through following methods

- ① Proper internal complaints committee as per Prevention of Sexual Harassment Act (2013)
- ② Proper socialisation through team outings and work off sessions
- ③ Ensuring basic sanitary facilities
- ④ No unnecessary over duty for females
- ⑤ Gender sensitisation for all male employees
- ⑥ Grievance redressal forum for female employees

Our constitution prevents derogatory practices

against women through Art-51A (fundamental

duties) Recent Nari Shakti Vandhan Act indicate importance of gender equality

Q.12) Utkarsh is a dedicated and experienced Chief Engineer in the Public Works Department (PWD) of a major Indian city. His responsibilities include overseeing the maintenance and construction of the city's infrastructure. One of his critical responsibilities is managing the safety and welfare of the PWD workers. A sudden strike by the workers' union of the PWD erupted over the issue of compensation to a construction worker who died while repairing a major bridge in the city. The case was brought to Utkarsh's attention for resolution.

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

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

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

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

रखरखाव और निर्माण प्रोजेक्ट रुक गए। हड़ताल दो सप्ताह तक जारी रही, जिससे शहर की बुनियादी ढांचा परियोजनाओं में काफी व्यवधान आया और लोगों में आक्रोश फैल गया। उत्कर्ष को अब इस गतिरोध का समाधान खोजने का काम सौंपा गया है।

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

The given case study indicate situation of too much objectivity and adherence to rule of law, that it leads to "red tapism". As per ILD, over 50,000 workers have died on the line of duty in India over past 5 years.

a) Various options available to Utkarsh

(i) Reject the claim for compensation
citing lack of safety wear

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Merits

- a) Rule of law upheld
- b) Get the work to resume

Demerits

- a) Empathy and compassion not shown
- b) Basic worker right violated

(ii) Approve the claim for compensation

Merits

- a) Going beyond call of duty
- b) Good image among the workers

Demerits

- a) Professional growth affected
- b) Relaxation may lead to slippery slope

(iii) Call an all party meeting and provide exemption as a one time measure

Merits

- a) Right precedence
- b) Win-win situation
- c) Public life not affected

Demerits

- a) Cause further delays to resolve
- b) Might not go well with management

The best suited action for Utkarsh would be (IV) Calling all party meeting providing one time relaxation as it shows analytical thinking of an administrator.

b) Ethical dilemmas faced by Utkarsh

(i) Empathy vs Objectivity

↓
to workers & family

↓
to rules of management

and explain the decision to all members - workers & management.

- One time exemption enhances image of management and Utkarsh. It leads to trust building.
- Strike gets called off → public life also not affected.
- long term measures :-
 - a) Proper training & safety orientation for workers
 - b) strict oversight by site manager
 - c) Telno integration → CCTV cameras for monitoring.

Worker right is basis of any society. It is essential to ensure safe working conditions to ensure ethic as fairness of Rule as well as 'Ethic of Care' by Carole Gilligan.

Feedback

(For OFFICE)

*	①
AWIS	
CD & VA	
S & F	
P & R	
Please put the marks in the table.	
Here G is Good, Average and Poor.	
TOTAL MARKS	

Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1
- 2
- 3

Outcomes

- 1
- 2
- 3

Marking Scheme

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

* Subject to change without prior notice.