

TEST CODE	8	1	4	4	1	2
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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	ASTHAGI SHAH		
Roll No./अनुक्रमांक	1910188051	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Online.	Date/दिनांक	22/07/2025.

\*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, OKN - 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 <b>TWELVE</b> 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 (तयूसीए) 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/कुल अंक	250		<b>For Student Only / केवल परीक्षार्थी प्रयोग हेतु</b>		
Examiner's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :	
			2:00 Pm	5:14Pm	
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 समय रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			<b>For Office Use Only / केवल कार्यालय प्रयोग हेतु</b>		
			ECN CODE/ ईसीएन कोड :	EG/ईजी :	Evaluation Date/ मूल्यांकन तिथि :
				① ② ③ ④ ⑤	

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

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## EXAMINER'S REMARKS

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### CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

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

## Section - A

Q.1) a) Rising influence of money power in Indian elections poses a serious challenge to transparency, fairness, and democratic accountability. How can ethical electoral funding be ensured to maintain the integrity of democracy? (10 marks, 150 words)

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

Rising influence of money power have challenged the democratic process and ethic in elections in India.

It poses several challenges such as

- 1) Unequal access to the power:  
↳ Average wealth of MP's nearly ₹1.5 Cr.
- 2) Prevents the willing, competent people from contesting due to poverty
- 3) Feeds the criminalisation of politics  
↳ 17th Lok Sabha 42% MP's

- (4) Breeds Corruption
- (5) More blackmoney infusion - Spirit of law defeated.

Ethical electoral funding can provide solutions through:

- (6) Bringing transparency - of total expenses a person incurs.
- (7) Positive reinforcement for candidates not to use blackmoney
- (8) Attitudinal change → Small parties can contest.
- (9) More inclusivity: as Tribals women can contest more.

Mahatma Gandhi's "Politics with principle" motto needs to be upheld through bringing integrity through out the process

**Feedback**

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

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

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

Ethics is a set of guidelines that help one to differentiate between rightful and wrongful actions. It shapes human behaviour.

Key dimensions of Ethics

(1) Urges one to think ethically (Cognitive)  
eg: Being unbiased.

(2) Aides one to be better in decision making  
eg: - honesty officer

(3) Through 'Conscience' - helps in case of discretionary power

(4) Helps in conflict resolution through Emotional intelligence

(3) Helps one to be Compassionate  
 ↳ eg: Babe Amte's leprosy care

It shapes ethical dimension decision making in private life:

↳ (6) Through Conscientiousness → one tries to be 'honest'

(7) Through Self-reflection → constant improvement possible.

(8) By being empathetic - better interpersonal relation

(9) EI - enable one to live effectively with family

(10) Conflict resolution skill enable to navigate hundred challenges

Thus, when one is ethical and has integrity, he don't need to face the thousand battles

**Feedback**

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

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

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

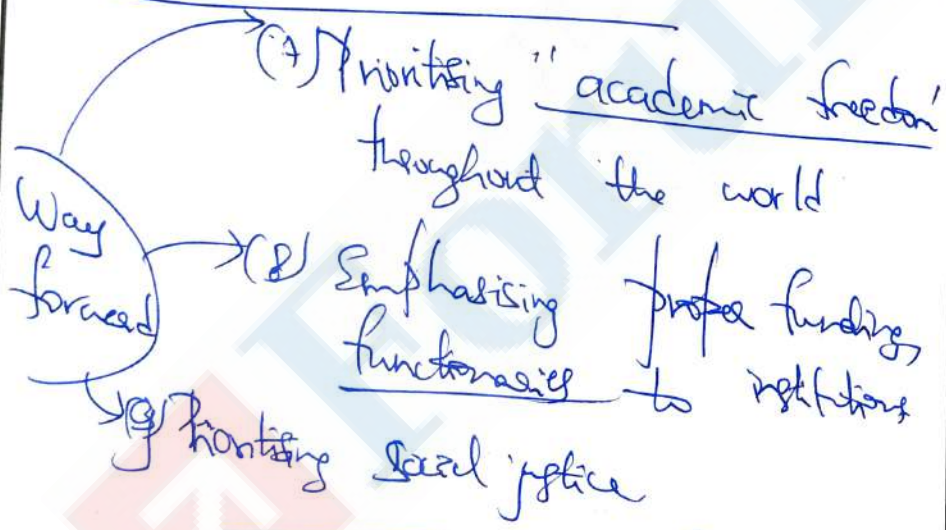
Progression of society depends upon how the academic is being functioned in it

ethical issues when educational institutions yield to pressures

- (1) Biased functioning: lack of objective based criteria.
- (2) Political interference → proper researches gets muddled up.
- (3) Diversity of students at jeopardy  
 ↳ 2025 June: US government cancelling fund to Harvard university

(Don't Write in this Area / पर कुछ न लिखें)

- (4) Lack of proper funding due to political differences → Quality Compromised
- (5) Economic pressures → leads to unequal access, exclusion of disadvantaged sections
- (6) Social pressures - might result in caste creations, caste based discriminations.



Dr. Sarafalli Tadheeshman had held that integral human development possible through dynamic competent education, which needs to be upheld

**Feedback**

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TOTAL MARKS			

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

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

Fortitude refers to the adequate courage a person should show across the time and space.

Fortitude enables civil servant to make right decisions

- (1) Helps one to be Conscientious - being true to moral compass  
 Ex: Anun Sagar, IAS - Culpable fined NHAI official for pothole (2025).
- (2) To navigate ethical challenges  
 Ex: Raju Narayana Swami, IAS Kerala confronted his father in law for land encroachment.

(3) Helps one to expose scams

↳ Satyendra Dubey, IES → NHAI scam

(4) To uphold spirit of law

↳ V. Sagarani → against ₹16,000 granite scam

(5) To work toward social justice

↳ Difficult choices: Major Manjivani, IAS

(6) To face political pressures yet to reach out to people

↳ Kiran Bedi, IPS — toning down PM's car

(7) To go against government :

↳ Justice Santosh Hegde, Lokayukta's report sent Sitting Cm to jail Govt

Thus, though Plato's 4 cardinal values Temperance, Prudence and Justice, Fortitude also plays a crucial role

**Feedback**

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

Q.3) Given below are the three quotations of great thinkers. What do each of these quotations convey to you in the present context?

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

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

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

"Knowledge is -the light that enlighten the whole world- Think-knowledge.

Importance of knowledge is infinite as it empowers, ignites curiosity and enables one to be role model.

Purposeful learning brings creativity → as learning a specific theme enables spontaneous overflow

of ideas. Thomas Alva Edison's homeschooling where his mother focused on purpose - enabled him to build curiosity

Creativity emanates the thinking as it further ignites the kindle of curiosity. Sir Albert Einstein's emphasise on the creative learning is prudent to note.

Knowledge makes the economy to flourish as at outset, it enables the development of goods & service but at its core, it aids in the development of better human beings

**Feedback**  
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TOTAL MARKS			

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

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

What we are capable of doing - is largely the resultant of multiple factors - the resources, efforts of family, education etc.

"Difference between what we do and what we are capable of doing" highlights that lack of proactiveness is our fault.

At personal level, if a student is not utilising time efficiently, his personal growth stagnates, this would cumulatively add to the lack of productivity in the world.

At Societal level our inaction  
 to eradicate inequality despite our  
 capabilities points out to the  
 wisdom of topic.

World's problem of war,  
international conflicts are failure  
 of systemic changes in global  
institutions → a key gap in  
 our actions and ability.

Thus, through complete  
 dedication to 'duty' each has  
 to work towards making world  
 a better place.

**Feedback**

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TOTAL MARKS			

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

Q) और कृपा आवश्यकताएँ हैं, विलासिता नहीं। उनके बिना मानवता जीवित नहीं रह सकती। - दलाई लामा  
(10 अंक, 150 शब्द)

Dalai Lama's life and these words highlights his emphasise on the power of Compassion and Love.

'Love' and 'Compassion' are of basic human needs. From the womb to the deathbed humans need care from others.

It is through the mother's constant love and warmth that a kid gets almost a care. If this lack - a proper ~~the~~ personality cannot happen - as psychologists say.

In extended family, schools  
as well as it is through the fraternities,  
guide and the personal attention that  
one is able to do better  
themselves.

A society with compassion  
has high social capital which  
then enable it to be much  
more productive.

A society's love and  
Care - make sure that vulnerable  
sections are taken care of.

Thus not only from the  
'Social Contract theory', Compassion  
and love builds the foundation of  
prosperity

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

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

'Probity in governance' implies  
to following institutional integrity  
along with upholding sense of policy  
delivery competency to the public.

Probity act as foundation of ethical  
public administration

① Bring 'honesty' in the public  
servants :- 'Corruption' reduced.

India 78/148 in Corruption Perception  
Index

② Ensure enough Accountability:  
↳ this participative governance ensure

③ through 'transparency' → public trust

get enhanced

(4) It helps to generate public support for the administration.

(5) Credibility of the institution gets ~~is~~ improved.

(6) Organisational discipline is maintained

(7) Institutional integrity - is followed across the hierarchy eg: V. Sagarani's model of declaring not assets in public domain.

Thus, integrity ensures good governance and upholds the trust of civil services

**Feedback**

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TOTAL MARKS	
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- (3) War should not be against the 'defenceless': kids etc
- (4) Following international agreements like Geneva Conventions etc
- (5) Upholding 'Veil of ignorance' of John Rawls' in formulating unbiased policies
- (6) Making assessments regarding the ethicallity of 'proportional wars'

Thus, the world requires a deep of relief and following of ethical standards across the globe, especially in wars

**Feedback**

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TOTAL MARKS			

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

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

(10 अंक, 150 शब्द)

'Mahavira' being the last  
Tirthankara of Jainism is relevant  
for today's world through his  
ethical teachings.

Relevance of Mahavira's teachings:

- (1) Non-violence: - Not harming  
any creature.
- ↳ (1.1) Upholding spirit of Stewardship
  - ↳ (1.2) Preventing man-animal conflict
- (2) Being truthful: (Satya)
- ↳ (2.1) To uphold honesty & integrity
- (3) Not attachment - Aparigraha:
- ↳ (3.1) To have sustainable life style

(Don't Write in this Area)  
पर कुछ न लिखें

3.2 To achieve SDG #12 (Responsible Consumption)

4) Samyak Gyan

4.1 To focus on 'wisdom' that we need

5) Samyak Tapas:

5.1) To meditate on world's affairs

5.2) Introspect

6) dharma meditation

As a tool to gain better mental health 40% of senior citizens has mental issues - NIMHANE

7) Nyaya : standing for just cause

Thus, Mahatma who attained 'Kairaly Gyan' inspires millions in the modern era to follow his teachings

**Feedback**

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TOTAL MARKS			

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

(10 marks, 150 words)

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

(10 अंक, 150 शब्द)

'Social media' is having increasingly high impacts on individual and societal attitudes in technosavvy world.

Being the powerful agents in shaping attitudes:

- (1) Influences individual choices:
  - ↳ 'Affirmations' like 'likes'
- (2) Feeds negative biases
  - ↳ xenophobic contents fuelled negative perception → Bengali's exodus of North East workers
- (3) Influences our cognitive ability:

(Don't Write in this Area)

↳ through 'Social Influences'.

(4) Societal attitudes towards individualism has risen

(5) Individual value preferences have altered → Acceptance of LCBTQA+

(6) Dedicated platforms on specific issues → attitude that we can change the world if created  
eg: Reddit during 2008 Subprime crisis

There are several negative issues as well

↳ 'Brain Rot': due to mindless scrolling on social media.

↳ Addictions - seeking social media affirmations.

**Feedback**

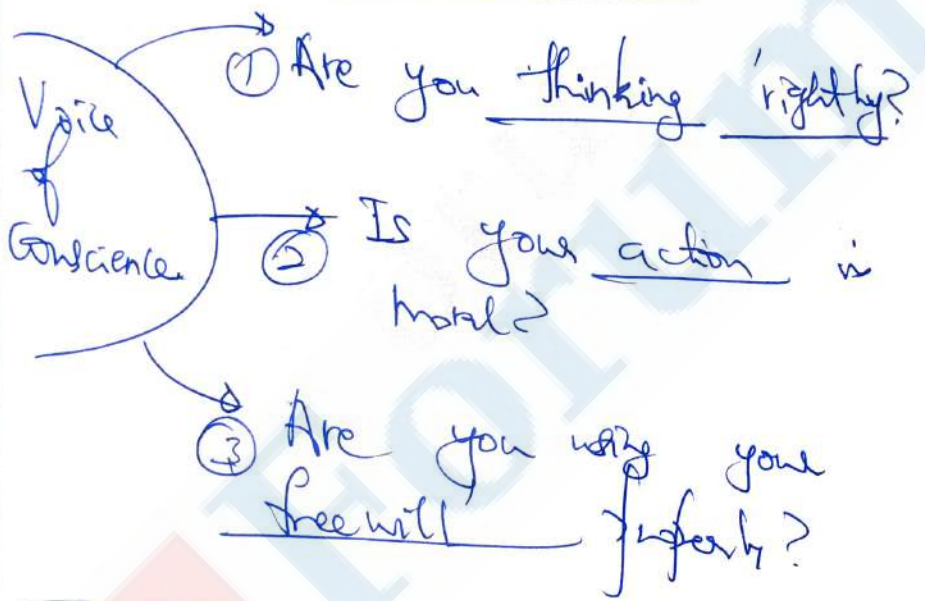
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S & F			
P & R			
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TOTAL MARKS			

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

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

'Voice of Conscience' refers to one's moral inner compass - it actively weighs one's thoughts, behaviours and keeps one guarded from dilemmas.



It One can prepare to listen to the voice of conscience through:

④ Introspection: through reflective

journaling

(5) Through asking times again questions - 'am I doing morally correct thing'.

(6) Practicing 'Empathy' - understanding others - so as our actions are better analysed.

(7) Building strong EI →

(8) Being open to constructive criticism

(9) Learning from great personalities

Strong voice of conscience helps one to avoid 'crisis of conscience' & lead life of meaningful and content.

Feedback

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

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

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

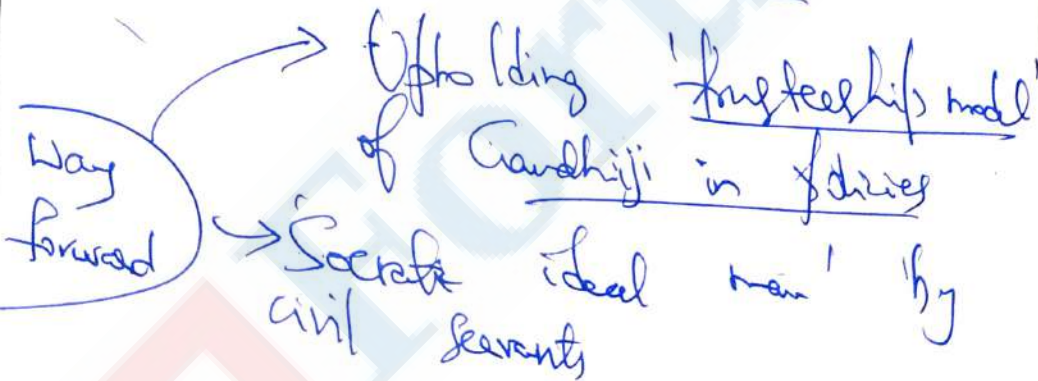
'Public funds' implies the fund dedicated for the welfare of the public. However, many factors make it ineffective and misutilised.

Reasons for under utilization and misutilisation

(1) Lack of financial prudence followed  
↳ Lack of consultative policy made

(2) 'Institutional integrity' not adhered properly.  
↳ CAG reported 26 instances (2011)

- (3) Concept of 'financial propriety' not implemented in its spirit
- (4) 'Corruption' due to lack of moral principles
- (5) Lack of 'accountability' - due to willingness to transparency is lacking
- (6) Public scrutiny is not robust → sense of collective ownership is not proper.



Tabman - where best man standing is been promised needs to be emphasised for effective public funding

**Feedback**

(For OFFICE use only)

#	G	A	P
AWIS			
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S & F			
P & R			

Please put tick marks in the above table.

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

TOTAL MARKS	
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## Section - B

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

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

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

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

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

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

- a) Under the given conditions, what are the options available to Ramesh as a project manager?
- b) What are the ethical dilemmas being faced by Ramesh?
- c) What are the professional challenges likely to be faced by Ramesh and his response to overcome such challenges? (20 marks, 250 words)

मध्य भारत के एक राज्य की राजधानी में एक रेल ओवरब्रिज (ROB) की योजना बनाई जा रही है। इस परियोजना का उद्देश्य यातायात के संकुलन को कम करना और रेलवे क्रॉसिंग पर देरी को कम करना है, जो हजारों यात्रियों को दैनिक रूप से प्रभावित करता है। यह स्थानीय निवासियों की लंबे समय से चली आ रही मांग थी, और सरकार ने क्षेत्र में लगातार यातायात की बाधाओं को दूर करने के लिए इसे मंजूरी दे दी। इस परियोजना को राज्य लोक निर्माण विभाग (PWD) द्वारा निष्पादित किया जाना है, जिसकी सख्त समय सीमा एक वर्ष यानी 31 जुलाई 2026 है। PWD मंत्री, जो स्थानीय विधायक भी हैं, अगस्त 2026 के तीसरे सप्ताह में इस परियोजना का उद्घाटन करने वाले हैं। यह राज्य चुनावों की अपेक्षित घोषणा से कुछ समय पहले होने की योजना है। रमेश को उनकी पेशेवर क्षमता और अनुभव के आधार पर इस कार्य के प्रोजेक्ट मैनेजर के रूप में चुना गया है।

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उपहास की तैयारी में स्वीकृत डिजाइन योजनाओं की समीक्षा करते समय, रमेश एक गंभीर दोष की पहचान करते हैं। उपरोक्त संरक्षण में एक तीव्र 90 डिग्री मोड़ शामिल है जो एक तरफ विद्युतीकृत रेलवे लाइन और दूसरी तरफ चल रहे रेलगाड़ियों के बीच स्थानिक बाधाओं के कारण शामिल किया गया है। तकनीकी दृष्टिकोण से, रमेश का मानना है कि डिजाइन असुरक्षित है। इससे वाहन दुर्घटनाओं का जोखिम बढ़ जाता है, खासकर भारी वाहनों के लिए, और सड़क उपयोगकर्ताओं के लिए दीर्घकालिक असुविधा हो सकती है।

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

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

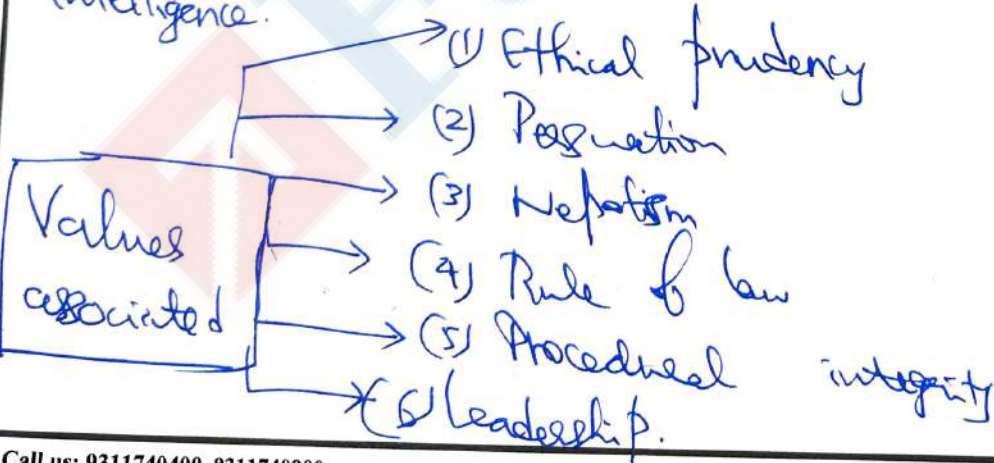
मौजूदा राज्य सरकार चुनावों से पहले ओवरब्रिज का निर्माण पूरा करने और इसे एक बड़ी विकासात्मक उपलब्धि के रूप में प्रस्तुत करने के लिए उत्सुक है। इससे रमेश पर बिना किसी ओर आपत्ति के परियोजना के निष्पादन में तेजी लाने का दबाव बढ़ जाता है। फिर भी, उनका मानना है कि मौजूदा डिजाइन में खामियाँ हैं और अगर इस पर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

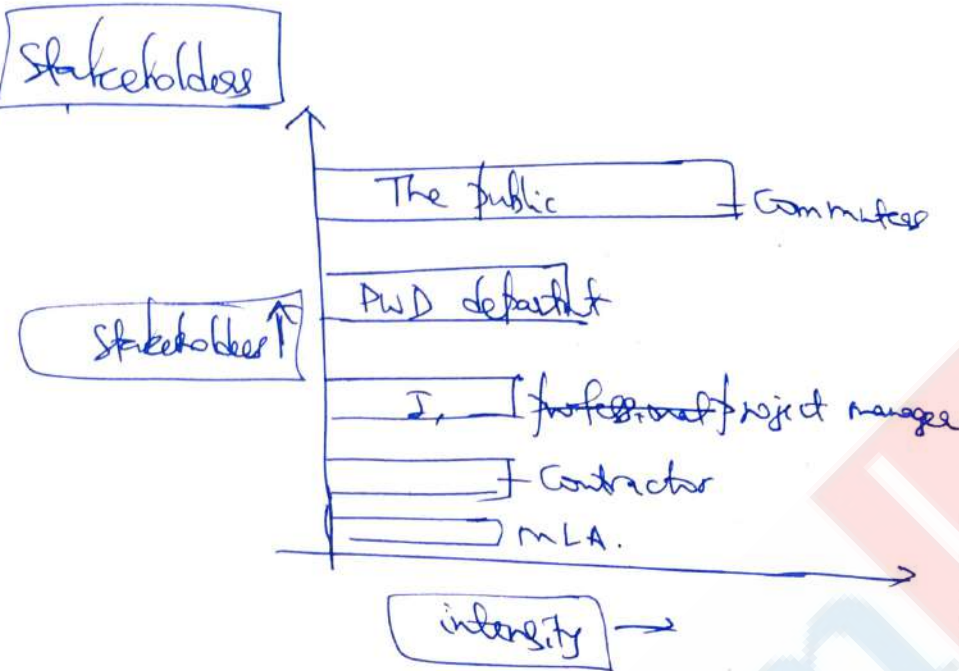
इस बीच, एक प्रमुख स्थानीय समाचार पत्र में प्रकाशित होने के बाद पुल के डिजाइन ने भी व्यापक रूप से लोगों का ध्यान आकर्षित किया है। 90 डिग्री के तीव्र मोड़ की तस्वीरें सोशल मीडिया पर वायरल हो गईं, जिससे आलोचना और उपहास का सामना करना पड़ा। कई इंजीनियरिंग विशेषज्ञों ने सार्वजनिक रूप से संरक्षण को संभावित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

- a) दी गई परिस्थितियों में, एक परियोजना प्रबंधक के रूप में रमेश के पास क्या विकल्प उपलब्ध हैं?
- b) रमेश को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?
- c) रमेश को किन व्यावसायिक चुनौतियों का सामना करना पड़ सकता है तथा ऐसी चुनौतियों पर नियंत्रण पाने के लिए उसकी क्या प्रतिक्रिया होनी चाहिये?

(20 अंक, 250 शब्द)

The given case highlights the pertinent challenge of political interference and checks one's probity, professional integrity and use of proper Emotional intelligence.





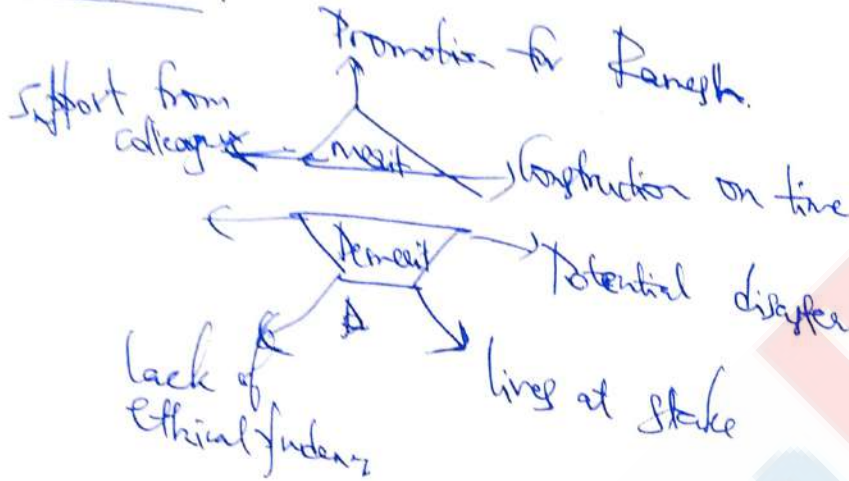
(A) Options available to Ramesh:

(1) To ~~stop~~ stop the construction in his capacity as project manager

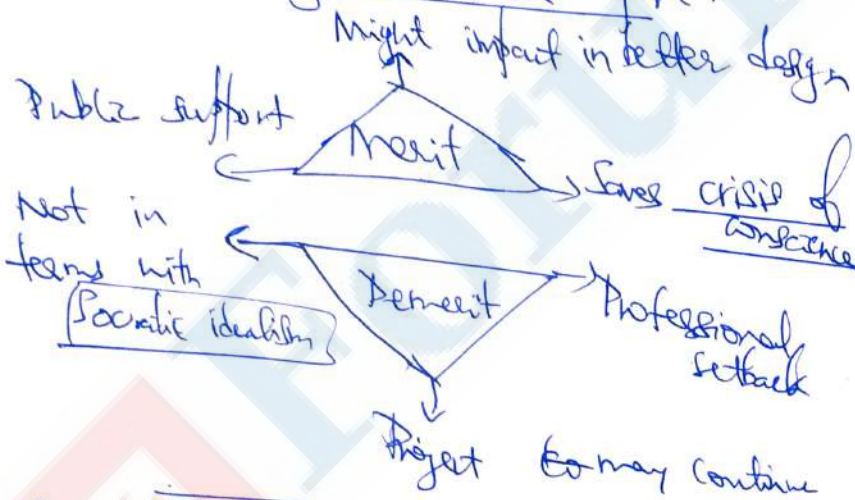
Merit	Demerit
(1) Public safety secured	(1) Potential backlash
(2) Procedural integrity	(2) Demotion in department
(3) Upholds Kant's duty ethics	(3) Public outcry over delay

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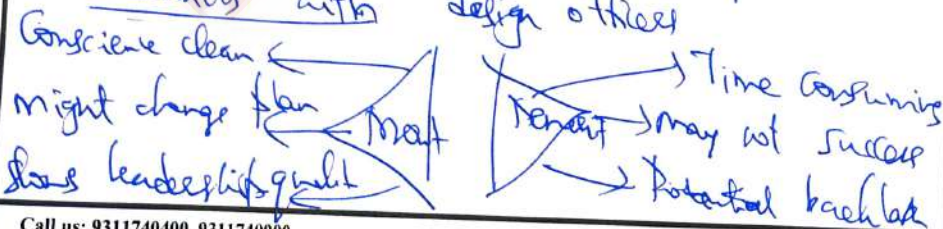
(2) To keep silent and let the construction proceed.



(3) To resign from the post.



(4) Approach seniors & use persuasion skills with design offices



## (B) Ethical dilemmas faced

- ↳ (1) Procedural integrity Vs the following the political order.
- (2) To expose it ~~to~~ the design flaw to public or maintain decorum of confidentiality.
- (3) Professional advancement Vs moral principles
- (4) Timely completion Vs the Competency in Construction.
- (5) Public Safety Vs political pressure
- (6) Professional etiquette Vs holding rule of law.

(Don't Write in this Area / इस क्षेत्र में लिखें)

(c) Professional challenges likely to be faced by Ramesh.

- (1) Demotion or promotion withheld.
- (2) Rubbing off his concern as the General Arrangement Drawing have accepted the Constructor.
- (3) His Success as an office and as an engineer - either one will get compromised.
- (4) His credibility in in question
- (5) Potential dispute & investigation on Ramesh

Thus, Ramesh should prioritise the welfare of larger section, the purpose of the overbridge is to ease the commutation - it should not end up as dispute. Professional integrity needs to be uphold

**Feedback**  
(For OFFICE use only)

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

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

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

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

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

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

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

(20 marks, 250 words)

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

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

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

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

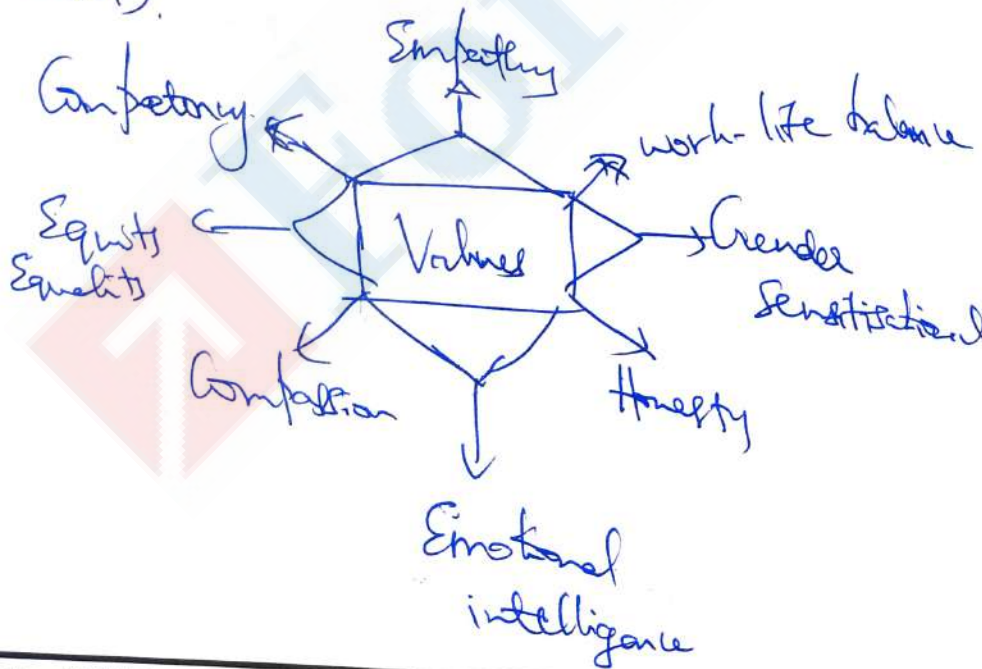
उस रात बाद में, जब सृष्टि अपनी डेस्क पर रिपोर्ट तैयार करने बैठी थी, तो वह रुकी और अपने काम के उद्देश्य पर विचार किया। वह लोगों की सेवा करने और कमजोर लोगों की रक्षा करने के लिए IPS में शामिल हुई थी। लेकिन अब, उसे आश्चर्य हो रहा है कि क्या वह अपने बच्चे और परिवार के साथ न्याय कर रही है। पिछले हफ्ते भी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

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

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

(20 अंक, 250 शब्द)

This case underscores the  
pressing challenges that the working  
mothers face. Despite the constitutional  
provisions (DDA - Article 42 - maternity  
relief).



Stakeholders

- Snehli, IAS office } → Couples
- Arjun, IAS office }
- The SP
- The police department
- Couple's 4 month old kid
- Both families
- The police
- The districts they serve

(A) Ethical issues involved

- ~~(1) From~~
- (1) 'Expectations' placed upon working mothers.
- (2) Roles shared by husband and wife.
- (3) 'Dual duty' of women.

(Don't Write in this Area)

(4) Perception about maternity leave by society

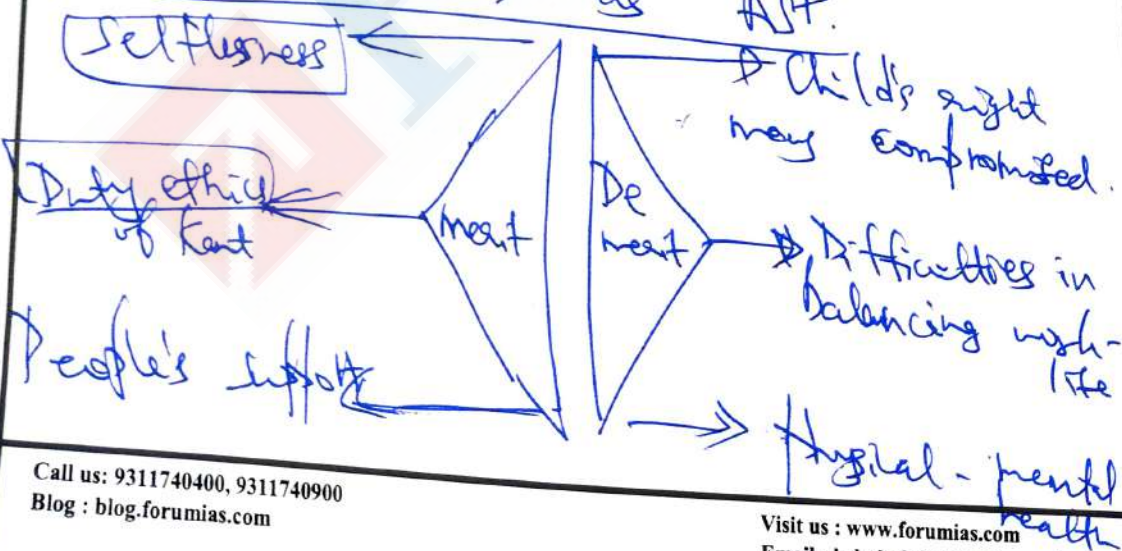
(5) Constant night vigil despite day time duty in few districts

(6) Child's right of adequate parental care..

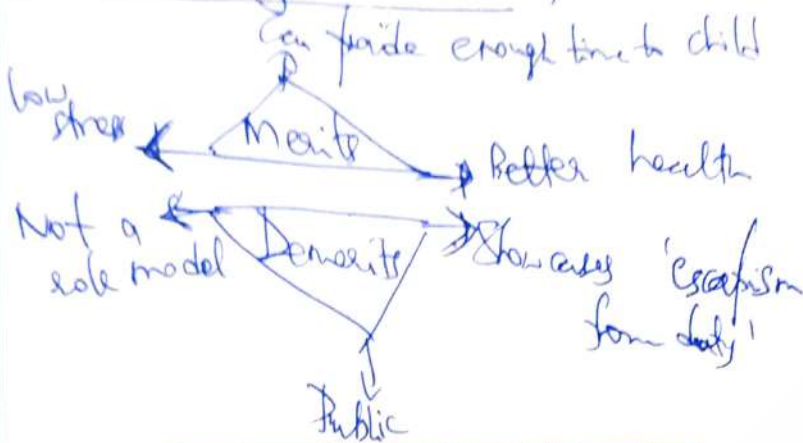
(7) Balancing work life and providing justice to both.

(B) Options available to Srughti

(1) To be committed even as before to her duty as APT.



(2) To resign the job



(3) To seek help from professionals & family.

Merits	Demerits
(1) Upholds the professional & personal duty (2) Better management (3) Proper balance may happen	(1) Time Consuming (2) Sensitive place - might require fee for advice (3)

She can also discuss about for more leaves or paternity leave for Argun.

(1) Suggestions to help officers like

Smith:

(1) Proper analysis of the situation  
↳ using SWOT analysis.

(2) ~~Bringing~~ Prefering a way forward  
with their fairness.

(3) Creating priority list of to do things

(4) Identifying ways to deal the  
with pressures

(5) Exploring options to provide  
adequate care to the child.

(6) Can get help from their families.

(7) Prefer use of EI

(8) Supporting each other Compassion.

Balancing work-life is crucial  
not only for the low-economic productivity  
but for each one's mental &  
physical well-being

### Feedback

(For OFFICE use only)

#	C	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.8) A reputed Indian beauty & personal care company developed a herbal skin cream for the international market, claiming anti-ageing and skin repair properties based on traditional Ayurvedic formulations. After obtaining the necessary approvals and export certifications, the company began exporting the product. The product received widespread positive feedback for its quality and natural formulation, and soon became a huge hit in international markets. Riding on this success, the company announced that the product would soon be made available to domestic consumers, with almost the same quality and health benefits.

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

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

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

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

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

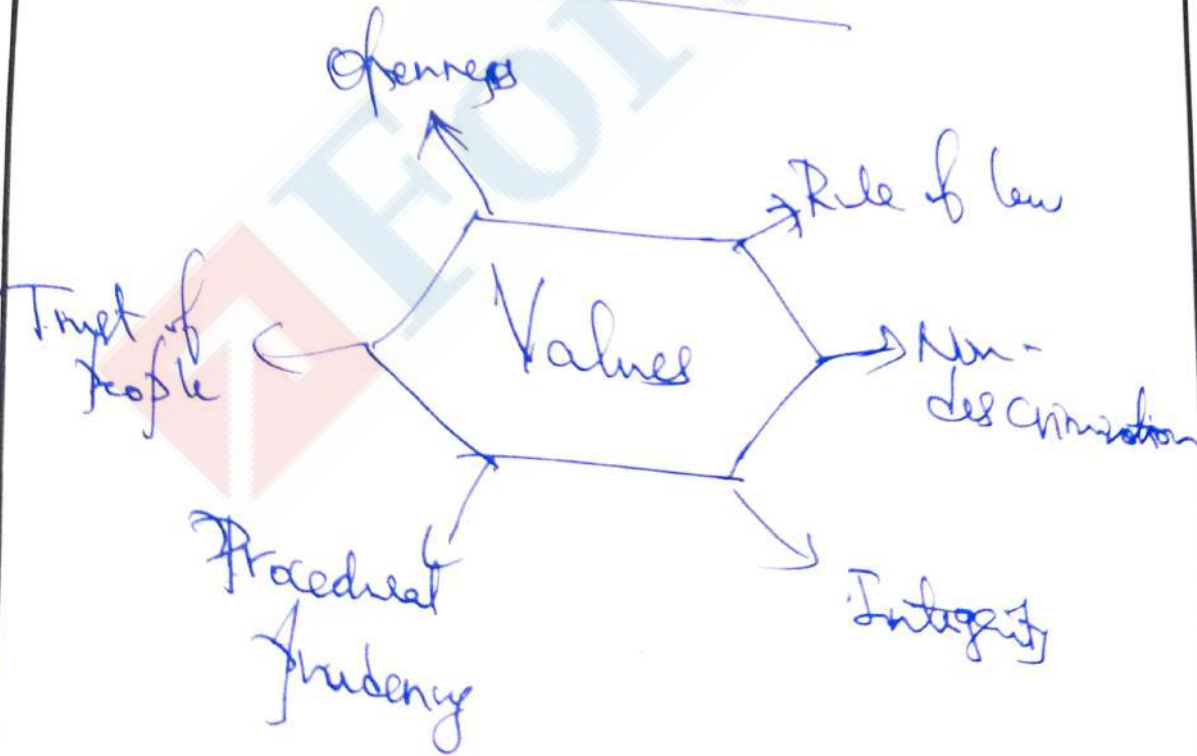
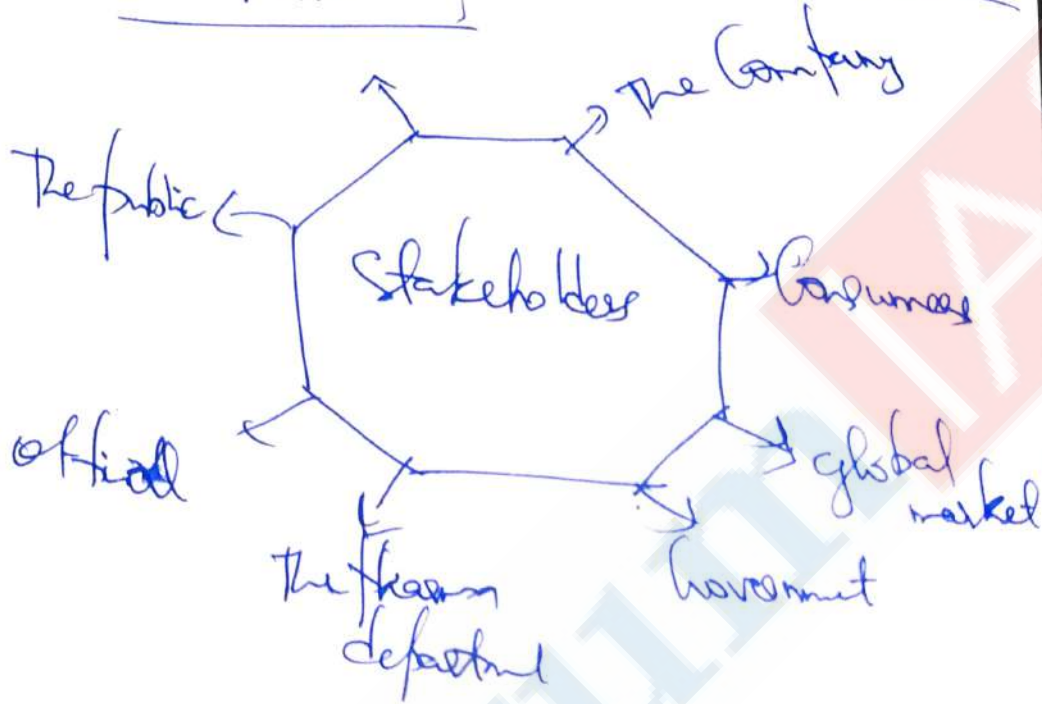
इसके बाद, इसने घरेलू विनियामक प्राधिकरण से मंजूरी हासिल की और उत्पाद को भारतीय बाजार में लॉन्च किया। समय के साथ ब्रांड ने घरेलू बाजार में महत्वपूर्ण हिस्सेदारी हासिल कर ली और राष्ट्रीय और अंतरराष्ट्रीय स्तर पर पर्याप्त राजस्व अर्जित किया।

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

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

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

This case showcases what might happen when institutional integrity is not upheld.



(A) Ethical issues involved

- (1) Following 'double standards' by the Company
  - Domestic market: lower Quality
  - <sup>vs</sup> Global market
- (2) Treating people as means for profit - end.
  - ↳ Against Deontology
- (3) Not following production guidelines
  - Procedural lacunae
- (4) Not keeping the public informed
  - [Transparency lacking]
- (5) Choosing different products from on license
  - Breach of trust
- (6) Claiming to fall promises - hollowness of Company.

(B) Actions should be taken by the  
regulatory authorities

Short term

- (1) NTPA (Pharmaceutical authority) should  
cancel its license - until due investiga-  
tion.
- (2) Directing companies to recall the  
products
- (3) Instruct for proper compensation  
for dereliction of duty

Long term

- (4) Study other products in market
- (5) Regular ease and Quality  
checking
- (6) Proper guidelines on following  
the procedural integrity
- (7) Penalty on erred companies.

(1) The Company should:

Short term

- (1) Call back all the products which adopted this method.
- (2) Apologising to public (like Johnson & Johnson did)
- (3) Compensation in case required
- (4) 'Transparency' to the officials of MottHW

Long term

- (5) Conduct Cost-benefit impact of such products
  - (6) Create a separate panel of experts to for QS.
  - (7) External checking → credibility
- Building trust is a great task especially when it get breached once. The Company needs to preserve its good reputation.

**Feedback**

(For OFFICE use only)

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

Q.10) A forest fire has broken out in a hilly district and is rapidly spreading toward an eco-sensitive area that includes four villages (ESA villages). These villages lie along the forest fringe and are surrounded by difficult terrain. The region is known for its biodiversity and traditional forest-based livelihoods. The inhabitants of these villages are mostly poor tribal communities, dependent on forest resources for their sustenance.

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

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

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

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

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

(20 marks, 250 words)

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

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

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

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

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

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

(20 अंक, 250 शब्द)

This case projects a dilemma due to procedural standards and need of Situational Prudence while dealing with an immediate need - like the forest fire

<u>Stakeholders</u>	<u>Values</u>
① Me, DM & Chairman of <u>DDMA</u>	① Leadership
② The <u>victims of 4 Wages</u>	② Pragmatic Idealism
③ <del>My</del> team	③ <del>Situational</del>
④ Forest officers	③ Openness
⑤ Ex-forest guards.	④ Integrity
⑥ The public	⑤ Persuasion

Ⓐ Options available to me

Ⓑ (1) To go ahead without involving

Ex- forest guards

No legal license

In line with SOP

Merits

'Procedural propriety followed'

Not a prudent way

Demerits

Rescue process more difficult

Potential mortality of many more

② Do the operations involving the ex-forest guards

Better management (as guards have place)

Quick arrest of forest fire

Merits

Following 'spirit' of DNA

More people may want to join the operation

Demerits

Not in line with legal way

Potential lack of co-ordination

(2) Do take quick analysis of the issue : if it demands immediate & difficult process → include ex-fest guards.

Merits	Demerits
(1) Saves human lives	(1) May be lack of co-operation
(2) Not against to spirit of law	(2) Estimating gravity might be difficult
	(3) SOP not followed

(1) I would adopt option (3) as along with :

- (1) make sure that lives are saved.
- (2) Rescue personnel has enough equipments.
- (3) Difficult terrain → needs people who know the place.
- (4) Procedural standard can be compromised by larger goal.

(Don't Write anything in this Area / इस क्षेत्र में कुछ भी न लिखें)

(d) Ethical dilemmas faced by me:

1) Prioritising procedural standard ~~off~~ <sup>off</sup> ~~or~~ <sup>or</sup>  
Save the people

2) To take quick decision to bypass SOP or to wait for the approval.

3) To manage things according to priority or ~~to~~ minutely scrutinize for SOPs

4) To involve local tribemen if external guests insufficient or not

As a Chairman of DDMA, the DM has discretionary power with respect to procedure. He needs to uphold the desires respective efforts in its letter & spirit

**Feedback**

(For OFFICE use only)

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

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

After taking charge, the headmistress decided to discontinue this practice. She directed that food be prepared and served together for all students, using a common kitchen and utensils. However, the decision triggered backlash. A considerable number of parents across communities vehemently opposed the move and stopped sending their children to school. Consequently, attendance fell by almost 60 percent. This also raised concerns regarding the possible discontinuation of the mid-day meal scheme, withdrawal of teaching staff, and even closure of the school due to falling enrolment. The issue has attracted attention from various political and social groups attempting to further polarise the situation and serve their vested interests.

Marpi Apang, the District Education Officer (DEO), has been tasked by the Deputy Commissioner's office to amicably resolve the matter at the earliest. She has also been directed to submit a detailed report along with the Action Taken Report within a fortnight.

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

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

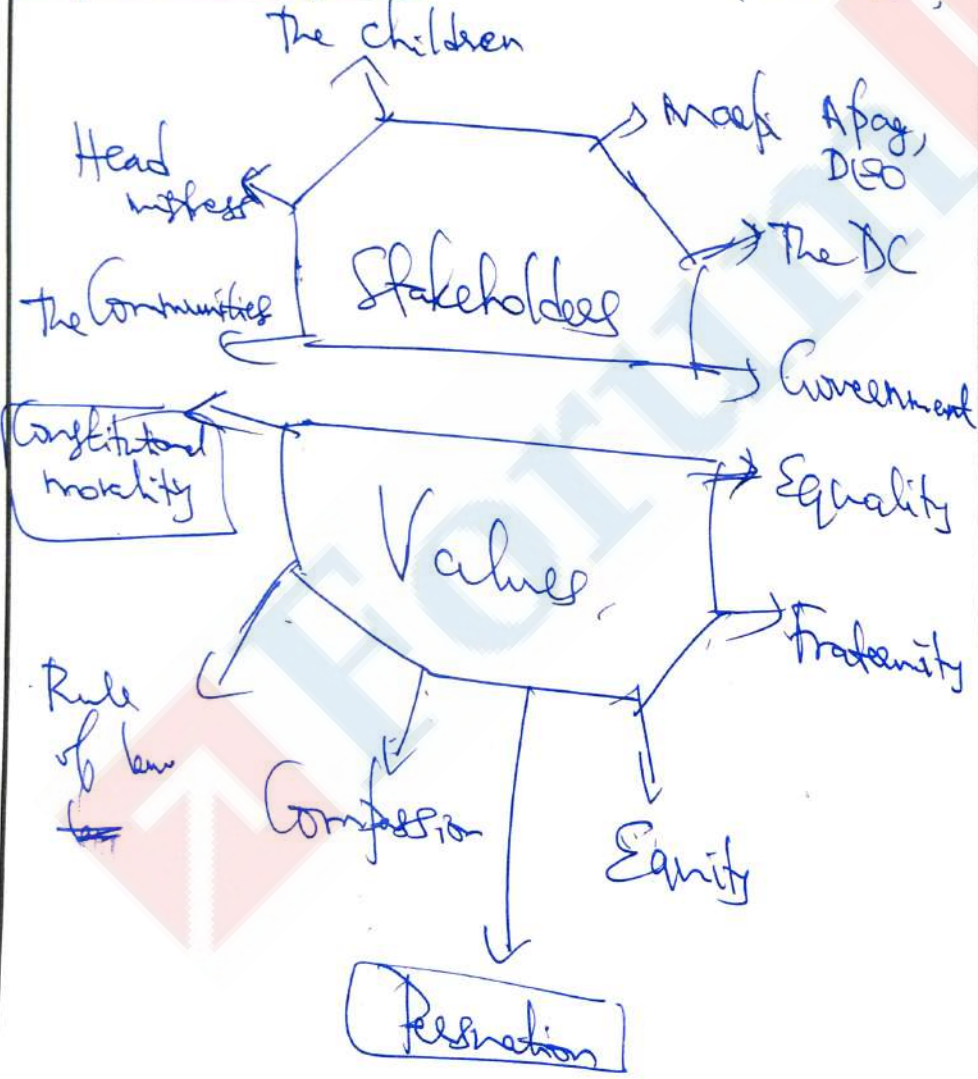
कार्यभार संभालने के बाद, प्रधानाध्यापिका ने इस प्रथा को बंद करने का फैसला किया। उन्होंने निर्देश दिया कि सभी छात्रों के लिए एक ही रसोई और बर्तनों का उपयोग करके भोजन तैयार किया जाए और परोसा जाए। हालाँकि, इस निर्णय का विरोध शुरू हो गया। विभिन्न समुदायों के काफी संख्या में अभिभावकों ने इस कदम का कड़ा विरोध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

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

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

(Don't Write anything in this Area for the first time)

This case highlights the sorry state of discrimination followed in our country, despite Constitutional provisions like Article 17 (Untouchability), Right to equality (Article 14, 15, 16),



## (A) Ethical Issues involved

- (1) Practising of untouchability Against Article 17
- (2) Discrimination Against Article 15.1
- (3) Superstition - when common ~~regas~~ & different cooks
- (4) Deep rooted casteism - impact psyche of children
- (5) 'Quinty politics' → affecting larger Society
- (6) Exclusion from schools: 40% of the kids after principals actions
- (7) Need of resilience skills Vs. sudden changes

① Course of action should be adopted:

Short term

- ① Conduct a web meeting inviting all parents of children
  - ② Listen to their concerns Participative
  - ③ Acknowledge their concerns Empathy
  - ④ Inform about legal provisions
  - ⑤ Assure about Quality
- } → Persuasion

Long term

- ⑥ Involve leaders from all communities to reach a frudent solution
- ⑦ Festivals of both communities together in school. Harmony
- ⑧ Street play in village Influence

E) Responsibilities of different social segments:

- (1) Maintaining 'Social Contract' is crucial.
- (2) Treating 'equally' everyone is basis of society.
- (3) Schools - should be the eradicator of inequality not re-inforcer of it.
- (4) Parents: teaching kids about lessons of tolerance, Compassion
- (5) Leaders: teaching and other communities for harmony.
- (6) Religious leaders - emphasising fraternity.
- 'Unity in diversity' requires one duty fulfilment as a Sallekha fact

**Feedback**

(For OFFICE use only)

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

Please put tick marks in the above table.

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

TOTAL MARKS	
-------------	--

Q.12) You are a Municipal Commissioner of a tier-2 city experiencing rapid urban expansion. Several high-rise residential and commercial buildings are under construction in the city to meet the growing demand for housing. One such luxury residential complex is being built, employing hundreds of daily-wage labourers, many of whom live in temporary settlements at the construction site. Late one night during the monsoon season, a large section of scaffolding and concrete slabs collapses from the upper floors of one of the under-construction buildings. Seven labourers, including two minors, die on the spot. Several others are critically injured and rushed to the hospital. The tragic incident results in public outrage, intense media scrutiny, and protests by a local NGO. The state government orders a formal inquiry and directs you to submit a report within a week. Your preliminary investigation reveals a series of irregularities. The construction material used is substandard and not in accordance with the National Building Code. Although the approved plan permits construction of fifteen floors, the builder has illegally added two extra floors. Moreover, the structure has encroached on land demarcated for a community park and a fire service lane under the city's Zonal Development Plan. These violations are not reported during site inspections conducted by the building inspector of the municipal corporation. The building clearance was granted during the tenure of your predecessor, who is not only your batch-mate but also a close friend. Both of you were roommates during your training at LBSNAA. Prima facie, the case appears to involve a widespread nexus between officials of the Municipal Corporation and the builder. Your colleagues are putting pressure on you to go slow in the inquiry. Some of them suggest that holding the builder accountable could damage the city's image among investors and slow down urban development. Meanwhile, you come to know that the builder is the younger brother of a powerful minister in the state cabinet. One evening, his personal aide visits you privately. He suggests that the matter could be "mutually settled" and offers you a premium apartment worth ₹2 crore in the same residential complex. In the same breath, he hints that if the matter is not resolved swiftly in the builder's favour, someone in his office is prepared to file a complaint against you under the SC and ST (Prevention of Atrocities) Act.

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

(20 marks, 250 words)

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

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

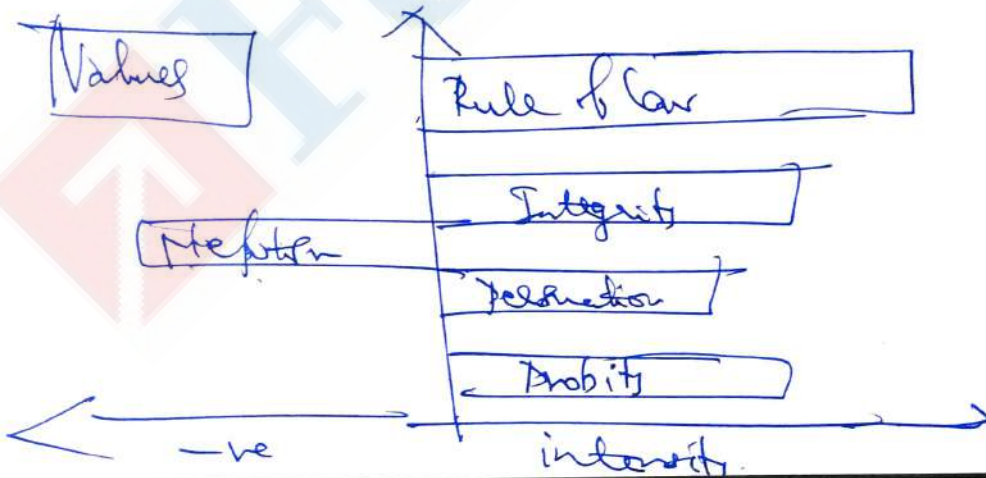
(20 अंक, 250 शब्द)

This reminds of repeated collapse of residential complexes in New Delhi in recent years - due to procedural laxity.

Stakeholders



Values

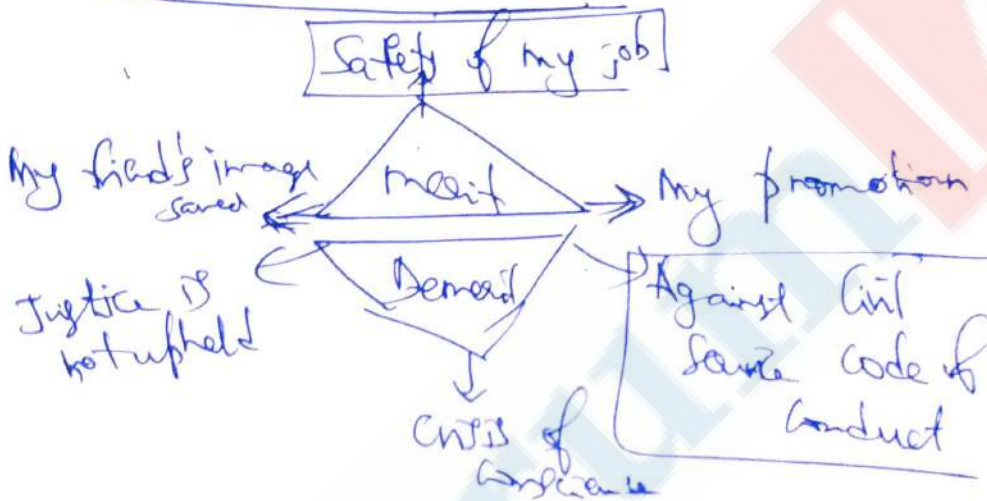


(A) Ethical issues involved

- (1) Not following procedural integrity
- (2) Violating NBC guidelines
- (3) Employing minor people  
(Against statutory provision)
- (4) Not providing adequate safety measures
- (5) Using Corruption as means Lack of integrity dishonesty
- (6) Political influence Value less
- (7) my predecessor → lack of integrity
- (8) Public trust violated

(B) Options available to me

① Keep silent and accept the offer of appointment



② Take action against Company

Merit	Demerit
① Rule of law upheld	① Potential acts against me
② Justice or fairness followed	② My friend's reputation damaged
③ No such cases in future	

(3) Consult seniors; strictly follow the law; furnish for the violation of procedural laxity.

Merit	Demerit
(1) Crisis of conscience is prevented	(1) might take time
(2) Best way forward from seniors is known	(2) Pressure from minister
(3) Justice to the child below etc.	(3) Fake case against me

(C) I will take option (3) ~~for~~

~~along with~~ phase:

~~along with:~~

My course of action?

(1) Cancel the ongoing construction

- until ~~refo~~ investigations completed
- (3) Provide safety & place for the remaining workers
  - (3) Compensation to the retiring killed
  - (4) Action against the Company for violation of Child Labour ~~prote~~ abolition act, 1986
  - (5) Strict implementation of 'National building code' in cities.
  - (6) Suggest for action against my friend [Description of duty]

Be prepared for adverse actions  
 I as a Dm will stand for the procedural integrity, reporting corrupt practices and would face the consequences as a part of duty.

**Feedback**  
 (For OFFICE use only)

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

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

TOTAL MARKS	
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### Mentor Feedback Questions

- 1 *How to bring creativity in Case studies?*
- 2 *Quote based questions - how to address effectively?*
- 3 .....
- 4 .....
- 5 .....

#### Test Goal

- 1 .....
- 2 .....
- 3 .....

#### Outcomes

- .....
- .....
- .....

### Marking Scheme

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

\* Subject to change without prior notice.