

TEST CODE 8 1 4 4



(373538)

MGP 2025

Time Allowed : Three Hours  
समय : तीन घंटेMaximum Marks : 250  
अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Monika Srivastava	MONIKA SRIVASTAVA	
Roll No./अनुक्रमांक	191007759	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Delhi	Date/दिनांक	12/02

\*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	20	9.75	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	20	8.5	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	30	12.25	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	20	7.75	4. Answers must be written in the medium authorized in the admission Certificate, which must be stamped on the cover of this Question-Cum-Answer (QCA) Booklet as provided. उत्तर प्रदेश 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		5.5	5. Word limit in question is to 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।	
6		7		
7		8.75		
8		9		
9		6.25		
10		7.75		
11		6		
12		8.5		
13				
14				
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17				
18				
19				
20				
Total/कुल अंक	250	97	For Student Only / केवल परीक्षार्थी प्रयोग हेतु	
Examiner's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
- 2.5 (Exceeding time limit) 2:35 pm				5:50 pm 15 min 1cl
Total Marks/कुल अंक : 94.5			Mode Of Examination/ परीक्षा की विधि : offline	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input checked="" 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 आती के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड : 1184	EG/ईजी : 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 for the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the good copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

### EXAMINER'S REMARKS

Dear Monika

You have following areas of strength

- ① You have really good understanding of ethical concepts in almost all the questions as reflected by your rich quality answers especially Q.1, Q.7, Q.8 etc. Well done!
- ② Your handwriting, presentation, structure etc is spot on! Keep it up!

However you need to work upon following areas

Sec - A

① Learn to differentiate between explicit & implicit part & be brief for latter

② In quotes based questions explore more dimensions as you do in essays.

③ Refer to video comments for question specific suggestions

Case Studies

① Differentiate between ethical issues & ethical dilemma Q.8, 11

② Pay equal time & attention to all parts Q.9

③ Complete paper on time.

Above all you are an excellent candidate Monika. Just keep

### 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.

Doing the good work and you will do wonders!  
All the best Champ!

## Section - A

Q.1) a) The increasing use of digital surveillance technologies for maintaining law and order is a debatable issue. Critically examine the statement from the ethical point of view. (10 marks, 150 words)

कानून और व्यवस्था बनाए रखने के लिए डिजिटल निगरानी तकनीकों का बढ़ता उपयोग एक बहस का मुद्दा है। नैतिकता के परिप्रेक्ष्य में इस कथन का आलोचनात्मक परीक्षण करें। (10 अंक, 150 शब्द)

Technology is a double edged sword. utmost care and oversight is needed while dealing with digital surveillance technology to achieve greatest good of all (utilitarianism).

Fairly highlighted importance

Debatable Issue → Police law & order

- ① Enhances law and order
  - Facial Recognition technology used by Madhya Pradesh to catch culprits
- ② Brings reforms in criminal justice system by fast tracking investigations
  - NAFRT for faster investigation
- ③ Helps in preventive policing
  - Tracking movements of habitual offenders
- ④ Enhances transparency and accountability
  - Body worn cameras by Armed Police

Good points &

Keywords

Drone Policing Aadhar

⑤ Helps in Cracking tough cases with minimal evidences

(eg) CCTV movements for murder investigation (Meghalaya)

However it has certain challenges -

① Manipulation and misuse of data if gone into wrong hands

② Privacy Breach and Confidentiality compromise (eg) Aadhar Breaches

③ Increasing cybersecurity attacks and high vulnerability (eg) Hybrid warfare by China

④ Sluggish Capacity Building of security personnels hinders effectiveness of such networks

*Fairly mentioned the issue*

Way forward

① Strict data protection norms (eg) Digital data protection law of India

② Robust cybersecurity framework (eg) cyber audits

③ Minimal data collection (eg) GDPR Principles

Technology can act as means

to achieve good governance. It must be blended with values, ethicality to achieve ethical governance

*Subtle points*

*well included very keywords.*

## Feedback

(For OFFICE use only)

#	G	A	P
AWIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CD & VA	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S & F	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P & F	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please put tick marks in the above table.

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

TOTAL MARKS 5

*Apply with the demand*

b) "An individual's values are shaped by various institutions like family, society, and educational establishments". Discuss with examples. (10 marks, 150 words)

"किसी व्यक्ति के मूल्यों को परिवार, समाज और शैक्षिक प्रतिष्ठानों जैसी विभिन्न संस्थाओं द्वारा आकार दिया जाता है।" उदाहरणों के साथ चर्चा करें। (10 अंक, 150 शब्द)

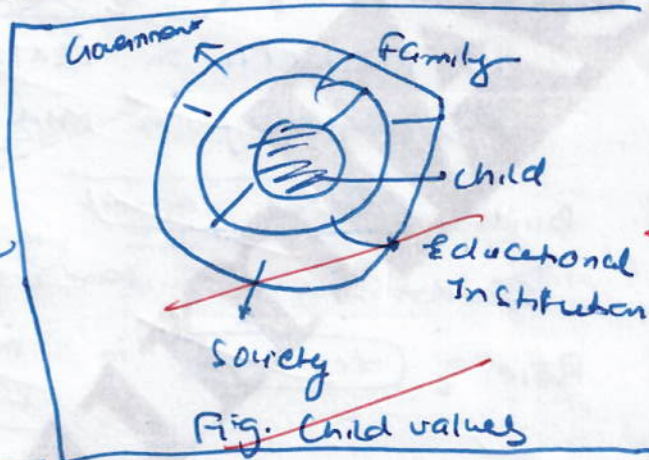
Value Incubation that is transmission

and Internalisation of values is majorly impacted by family, society and educational institutions

→ Nicely defined in intro

## Role of Family

① First and Primary agent of Socialisation (Foundational years)



→ Good use of flow chart

② Observational Learning

→ Respecting women at home

← Dignity of women at work places

③ Development of Key values

→ Father: Integrity, discipline

→ Mother: Resilience, compassion

→ Suitable points &

④ Learning of Basic life skills

→ cleaning rooms, making bed → self Reliance

⑤ Storytelling by Grand parents

→ wolf story → lying is Bad

→ Role of Erandhi's father when he took him to Harischandra Play

→ Examples

## Role of educational institutions

- ① First Formal agent of socialisation and Value education
  - ↳ Panthakosher Principles (NSP 2020)
- ② Leadership skills
  - ↳ team activities, sports
- ③ Development of Key values
  - ↳ Punctuality in class
  - ↳ Equality via Mid Day meal
- ④ Builds Social capital
  - ↳ Krishna - Sudama Relationship
- ⑤ Role of Teachers in building Scientific temper

Four points  
Can also add  
TM &  
-ve values  
Separately

## Role of Society

- ① Cultural values
  - ↳ Langar by Sikhs
- ② Regressive Norms
  - ↳ Social stigma towards LGBTQ
- ③ Fraternity and Brotherhood
  - ↳ Celebration of festivals

Write equal points for all parts

Apart from family, society and educational establishment, individual values are shaped by self-education, local government and episodic events. However, the former three leaves a profound impact on building beliefs, attitude and values

### 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	47.5
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Fairly summed up in conclusion

Addition -ve impact as well

Q.2) a) While scientific research drives technological progress and societal development, its funding often raises ethical questions. What ethical concerns arise from corporate sponsorship of scientific research, and how can these be addressed? (10 marks, 150 words)

जबकि वैज्ञानिक अनुसंधान तकनीकी प्रगति और सामाजिक विकास को आगे बढ़ाता है, लेकिन इसके वित्तपोषण से अक्सर नैतिक प्रश्न उठते हैं। वैज्ञानिक अनुसंधान के कॉर्पोरेट प्रायोजन से कौन से नैतिक मुद्दे उत्पन्न होते हैं, और इनका समाधान कैसे किया जा सकता है? (10 अंक, 150 शब्द)

Scientific research aims to foster innovation, technology advancements and welfare of society. However, it is often hindered by funding constraints and hence corporate sponsorship is one of financing mechanism.

Nikely introduced  
"  
~ 70% of research is funded by corporates

## Ethical Questions in Scientific Research Funding

① Bias towards companies sponsoring the research → Research result oriented towards profitable companies

You missed implicit part

② Non-maleficence as research should maximize benefit, minimize harm

It drives progress

③ Funding vacuum left by public sector and filled by private sector which is mainly driven by profits

Research to fight global issues  
→ Covid-19

(e1) India R&D ~ 0.6% of GDP  
USA R&D more than 2% of GDP

④ lack of objectivity and impartiality in research findings

⑤ Accountability issues as funding indirectly creates patron-client relationship

⑥ Funding from unethical means

↳ Diversion of Black money towards scientific research → money laundering

Subject  
Points

Conflict  
of  
interest

## Way Forward

① Blended financing models

② Social Stock Exchange development

③ Dedicated Fund by Government

↳ Research and Development Fund

④ Code of Ethics in Research

Fair  
Suggestion

Science without humanity is a sin as per Gandhiji. Ends as well as means should be pure to achieve excellence in scientific research

Apply Concluded quote Gandhiji

### Feedback

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AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.

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TOTAL MARKS 3.75

b) Integrity involves standing up for what you believe is right, even in the face of adversity. Illustrate with examples. (10 marks, 150 words)

सत्यनिष्ठा में विपरीत परिस्थितियों में भी, जिसे आप सही मानते हैं उसके लिए खड़ा रहना शामिल है। उदाहरण सहित स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Integrity entails unwavering commitment to one's values, principles and ethics, morality. As per 2<sup>nd</sup> ARC, integrity for a civil servant means putting public interests over everything.

Fair definition based intro

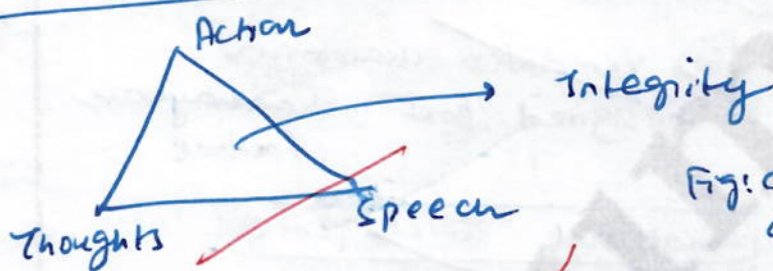


Fig: coherence between action thought speech

Use this space

Draw it here & rubox it

Standing up for what you believe is right

- ① No compromise with personal values despite crisis (e.g.) Gandhiji Non cooperation withdrawal due to violence
- ② Not giving up despite immense pressure
  - ➔ Achok Khemka (IAS) integrity despite more than 50 transfers
- ③ Always dedicated to what you believe
  - ➔ Malala took a bullet for female education

Relevant points & examples

④ Maintain perseverance despite failures and opposition

Ex) TN sesham electoral defeats and opposition from political parties

⑤ Flexibility to achieve what you believe in

Ex) IAS Arun Parmstrong crowdfunding to meet public service

⑥ Taking accountability and responsibility amidst adversity

Ex) Ex-ISRO chairman resigned post-chandrayaan failure

⑦ Always show emotional intelligence despite situation

Ex) Sreeharan and his team spirit

However, sometimes integrity needs to be compromised for greater good

⑧ Yudhishthira in Mahabharat "Shakunama is Dead"

Integrity, honesty, loyalty etc are the way forward to build the key foundational value. As per Lewis, it is following rules even when no one is watching. Hence, it must be internalised

### 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 27

Good  
 quality  
 points  
 ↓  
 Try  
 to  
 add  
 10-12  
 points  
 for  
 a  
 10  
 marks

Q.3) Given below are 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) "The greatest glory in living lies not in never failing, but in rising every time we fail." - Nelson Mandela  
(10 marks, 150 words)

"जीवन जीने का सबसे बड़ा गौरव कभी असफल न होने में नहीं है, बल्कि हर बार असफल होने पर उठ खड़े होने में है।" - नेल्सन मंडेला  
(10 अंक, 150 शब्द)

The above quote by Nelson Mandela shows importance of "Not giving up" attitude which is a result of multiple traits like Resilience, perseverance and patience

nicely explained the quote

Rising every time we fail

① Learning from past mistakes and improving next time we try

→ India learnt from BOP crisis, now world's <sup>4th</sup> largest economy

Address

Glory isn't not in failing

② Continued efforts towards achieving success

→ Despite multiple failures in non cooperation, Quit India → India got success as we rose every time

Failure is inevitable only those don't fail who never try

③ Builds resilience to fight back

→ COVID-19 vaccine trials weren't showing results → Scientists kept trying

④ Gives Internal Motivation to work harder

eg) If I fail in this exam, I will work harder next time

⑤ Builds Leadership Qualities

eg) Bhagat Singh Leadership to Punjab Naujawan Sabha

⑥ Brings Civilisational change and progress

eg) Raja Ram Mohan Roy faced lot of resistance → Sati abolition

⑦ Leads to Innovation eg) Thomas Edison failed 100 times

Ways to Build

① Self introspection and self-engineering

② Building emotional intelligence (eg) Mission Karmayogi

③ Seeking external help (eg) Role of Family)

As India rises to become Vishwaguru, it's not that we have not failed in the past due to long freedom struggle but it's because we have stood tall in alignment with Constitutional morality

Can we see few quotes "Why do we fall? So that we can learn the price success pays"

### Feedback

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AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.

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TOTAL MARKS 4

Good points

Example

Part of dimensions

b) "Where do the evils like corruption arise from? It comes from the never-ending greed. The fight for corruption-free ethical society will have to be fought against this greed and replace it with 'what can I give' spirit." - A.P.J. Abdul Kalam (10 marks, 150 words)

"भ्रष्टाचार जैसी बुराइयाँ कहाँ से आती हैं? यह कभी न खत्म होने वाले लालच से आती है। भ्रष्टाचार मुक्त नैतिक समाज के लिए लड़ाई इस लालच के खिलाफ लड़ी जानी चाहिए और इसकी जगह 'मैं क्या दे सकता हूँ' जैसी भावना लानी चाहिए।" - एपीजे अब्दुल कलाम (10 अंक, 150 शब्द)

The above quote by Kalam Sir tries to bring out root causes of prevailing corruption in society. It is defined as misuse of public resources for personal interest (World Bank)

Fairly highlighted the core of quote

Comes from never ending greed

① Rising consumerism and materialistic needs of society for monetary effects of corruption

② Greed of having power over resources  
 for paper leak scam (West Bengal)

③ Greed to achieve more and more using discretionary powers for Pooja Singhal case

④ Greed to enhance social status in society by show-off culture

⑤ Greed to satisfy my inner self as well as others for 2G scam, collusion, ratnam scam

Such points  
 ↓  
 This greed leads to  
 → Nepotism  
 → Bribery  
 → Insider trading etc.

Address  
↓  
What I can give spirit can help  
→ Nishkama and Karma  
→ Idea of trusteeship  
→ IAS Rajyog adopted  
5 villages in  
Sikemas guiding light

## Fight for Corruption Free Society

① Value education and Internalisation  
 → zero tolerance towards corruption since schools and childhood

② Opport conditioning using persuasion  
social influence  
 → Gandhi as role model, was assumed political office

③ Attitude of 'Nishkama' Karma  
 → Mission Karmyogi for Capacity building  
safeguards and accountability mechanisms (CVC, CBI, Courts)

④ code of ethics and code of conduct  
 → All India conduct rules  
 As per Chanakya, corruption

is unavoidable in governance as bigger fish will always prey on small fishes.  
 Adequate safeguards and accountability mechanism along with 'Karma Yogi' attitude is need of hour

→ valid but corruption core dimension first

Mitely concluded questing Chanakya

**Feedback**  
(For OFFICE use only)

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

Please put tick marks in the above table.  
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TOTAL MARKS **3.75**

Address Core planned

c) "The world will not be destroyed by those who do evil, but by those who watch them without doing anything." - Albert Einstein. (10 marks, 150 words)

"वैश्विक विनाश उन लोगों द्वारा नहीं होगा जो बुरे हैं, बल्कि उन लोगों द्वारा होगा जो बिना कुछ किये उन्हें देखते रहते हैं।" - अल्बर्ट आइंस्टीन (10 अंक, 150 शब्द)

The above quote by Einstein highlights importance of moral muteness and silencing of conscience. There will always be good and bad but when good does not do anything, it is when bad takes over.

→ Fairly explained the quote

Those who do evil and those who watch them without doing anything

① Misuse of power and increasing violence  
 → custodial death in Tamil Nadu where other police officials were watching

② Violation of dignity of vulnerable  
 → Kolkata rape case and accused guard on duty did nothing

→ Suitable points

③ Rising geo-political conflicts and silence of major global powers on loss of life  
 → Selective silencing among western nations based on self-interests

→ Bhisma's Silence during Uthmaniyahay caused Mehelghan

④ leads to collapse of entire civilisation  
 → Holocaust and death of conscience

⑤ Slippery slope as it can lead to further repercussions

⑨ Inaction by civil servant on PDS  
Extortion → sharkhand starvation death

⑥ Targets marginalised and minorities

⑨ Mob lynching and bystanders watching and recording

⑦ Erosion of societal morality and decay

⑨ Corruption → Hind mentality  
↳ Chalta Hai attitude

Courage of conviction to do anything

- ① whistleblower protection
- ② law enforcement mechanisms
- ③ collective conscience  
(⑨ Ashraya case)

There is a higher court above

all courts that is Court of conscience and everyone is answerable → Need to act as per its advice during injustice

valid Grandhi's Condemn

### 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 4.50

Good points

Can explore more dimensions

Even

Silence sometimes is good

Strategic Silence of

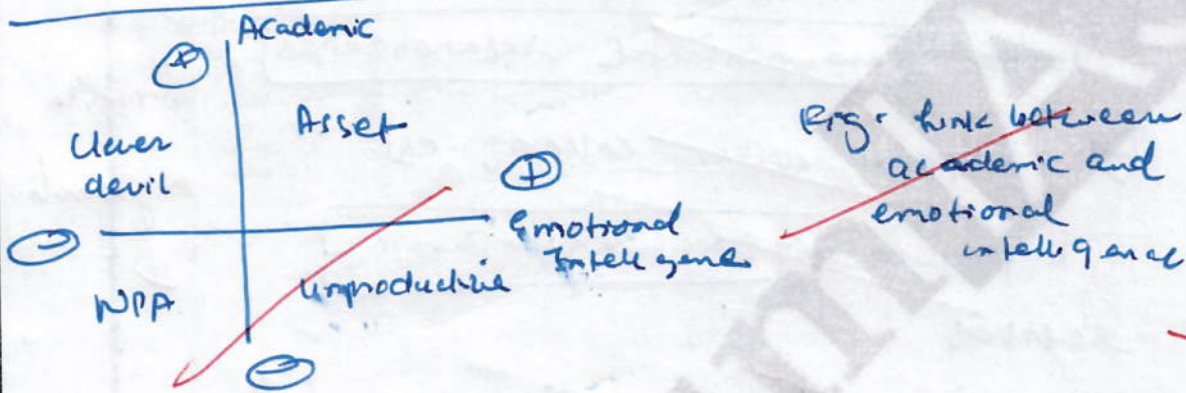
India during Russia-Ukraine war

all courts

Q.4) a) In the ever-evolving landscape of academic institutions, administrators must not only manage academic issues but also emotional and interpersonal dynamics. In this context, discuss the significance of emotionally intelligent administrators in higher education. (10 marks, 150 words)

शैक्षणिक संस्थानों के निरंतर विकसित होते परिदृश्य में, प्रशासकों को न केवल शैक्षणिक मुद्दों बल्कि भावनात्मक और पारस्परिक गतिशीलता का भी प्रबंधन करना चाहिए। इस संदर्भ में, उच्च शिक्षा में भावनात्मक रूप से बुद्धिमान प्रशासकों के महत्व पर चर्चा करें। (10 अंक, 150 शब्द)

As per Goleman, one can achieve success with 80% emotional intelligence and 20% academic excellence



Better link with recent incidents & B-G/Car Case in Kolkata

valued value addition

## Managing Academic Issues

① Professional competence for excellence  
 (a) UIDAI ex-chairman Bhushan Pandey

② Development of Aptitude for success  
 (a) Stephen Hawking

③ Rising complexities of issues

(a) Cyber security

(a) Sustainable development

Good points

Briefly address evolving landscape

Establishment of India as major Education destination in S. Asia

## Managing emotional and interpersonal dynamics

### ① Crisis management

↳ Playing national anthem during mob lynching

### ② Better interpersonal relationships

↳ Rapport with colleagues

### ③ Improves Government - Public relations

↳ Collector BPO

### ④ Pressure handling

↳ Political interference and TN section reforms

### ⑤ Channelises negativity to positive change ↳ Parasitism faced funding issues ↳ crowd funding

Emotional intelligence is imperative for administrators to achieve goals of good governance

*validly summed up in conclusion*

*Sustained arguments*

*Effective Communication & its need in JNU etc*

#### 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 **4/00**

b) "The Right to Information Act not only empowers citizens but also fundamentally transforms the concept of accountability." Discuss. (10 marks, 150 words)

"सूचना का अधिकार अधिनियम न केवल नागरिकों को सशक्त बनाता है बल्कि जवाबदेही की अवधारणा को भी मौलिक रूप से बदल देता है।" चर्चा करें। (10 अंक, 150 शब्द)

Right to Information Act is a landmark legislation which enhances access to information by public and helps achieve fundamental right (Article 19(1)(d))

Fairly Explained in notes

Empowers citizen

→ Implicit part = Behaviour

- ① Access to Public Information
- ② Scope of format and application ↔ Accessibility
- ③ Promotes Participatory Governance
- ④ "RTI Effect" can lead to action by officials due to RTI on pending issues
- ⑤ Demand driven approach and citizen empowerment

Add certain provisions

Sec 2(h) provides wide definition of Public authority

From Storms concept of Accountability

Core Demand

- ① Revealed Scams  
(eg) Adarsh Society
- ② Voluntary Public disclosure under Section 4
- ③ Enhance Transparency which is best antidote to Corruption

Add more points

Upholds Public Trust

Good use of Information & Add Suggestions

Challenges

- ① Rejections under exemption clause  
(eg) PMO: govt. rejected
- ② Lack of awareness among marginalised
- ③ Threat to RTI activists  
(eg) more than 50 killed so far)

→ Filling of vacancies RTI along with administrative reforms is need of the hour to achieve Trust Based Governance

Apply summed up in Conclusions

**Feedback**  
(For OFFICE use only)

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

Please put tick marks in the above table.  
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TOTAL MARKS	3/7.5
-------------	-------

Add more points for Core Demand

Q.5) a) The onset of modernity has altered our traditional bond with nature. In what ways can a shift in 'environmental attitude' help resolve sustainability challenges? (10 marks, 150 words)

आधुनिकता के आगमन ने प्रकृति के साथ हमारे पारंपरिक संबंध को बदल दिया है। 'पर्यावरणीय मनोवृत्ति' में बदलाव किस तरह से धारणीयता से संबंधित चुनौतियों को हल करने में मदद कर सकता है? (10 अंक, 150 शब्द)

usually the concept of modernity runs counter to sustainability. However, major shift in attitude can lead to convergence of both

Fairly Explained Context

## Onset of Modernity and Bond with Nature

- ① Rising consumerism and over exploitation of natural resources
- ② Instant gratification  
 ↳ 10 min delivery by Swiggy
- ③ Shopping culture and high amount of electronic waste  
 ↳ Youth changing phones every 6 months
- ④ High income means higher consumption and standard of living  
 ↳ Rising carbon foot print
- ⑤ Infrastructure development like malls  
 ↳ Felling of trees

Addressed implicit part  
 Be brief  
 Focus more on core demand

## Change of environmental attitude

① Nature based solutions for sustainability

⇒ Mission life encourages mindful utilisation over mindless consumption

② One - Health approach for overall adaptation and mitigation

③ Treating nature as 'Mother Gauri'

⇒ Ek ped maa ke naam

④ International collaboration to preserve Global Common Good

⇒ International solar alliance

promotion of circular economy, shifting away from Not in my backyard Attitude to Stewardship would help protect our mother earth with modern values

Add more points  
Can also use  
C  
A  
B  
much for attitude  
change  
Cognitive

ps Army dete  
facts  
about my backyard  
IMR &  
MMR due to  
pollution

### 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.

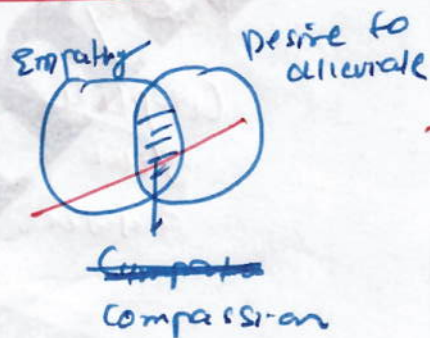
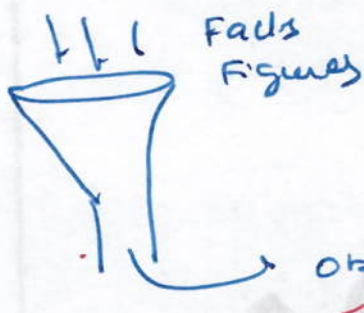
TOTAL MARKS	5/70
-------------	------

b) While empathy is considered a vital human value, an intricate relationship exists between empathy and objectivity. Discuss with suitable illustrations. (10 marks, 150 words)

जबकि समानुभूति को एक महत्वपूर्ण मानवीय मूल्य माना जाता है, समानुभूति और वस्तुनिष्ठता के बीच एक जटिल संबंध मौजूद है। उपयुक्त उदाहरणों के साथ चर्चा करें। (10 अंक, 150 शब्द)

Empathy is putting oneself in shoes of others to understand one's situation.  
 It goes beyond pity and sympathy.  
Objectivity is taking decision based on raw facts, evidences and not on bias, prejudices.

Nicely defined both concepts in intro



Relevant value addition

Relationship between Empathy and objectivity

① Apparent conflict as preferential treatment is no discrimination

Resolution: Constitutional Morality (Article 14, 16)

Present fair argument

↓  
 Then add how both aren't

mutually exclusive  
 21

↓

Both Complement each other

↓

Rationalised Empathy

4

Humanised objectivity

Kindly  
Complete  
your  
answer.

**Feedback**

(For OFFICE use only)

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

Please put tick marks in the above table.

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TOTAL MARKS 75

Q.6) a) Space exploration has the potential to benefit all of humanity, yet it is currently dominated by a few powerful nations and private corporations. In this context, discuss the ethical issues arising from this imbalance in control and access to space resources. (10 marks, 150 words)

अंतरिक्ष अन्वेषण में पूरी मानवता को लाभ पहुँचाने की क्षमता है, फिर भी इस पर वर्तमान में कुछ शक्तिशाली देशों और निजी निगमों का वर्चस्व है। इस संदर्भ में, अंतरिक्ष संसाधनों पर नियंत्रण और पहुँच में इस असंतुलन से उत्पन्न होने वाले नैतिक मुद्दों पर चर्चा करें। (10 अंक, 150 शब्द)

Space being a Global Common Good

is equally accessible to all nations. As per outer space treaty, usage of space for exploration follows principle of equality

→ Nicely Explained in intro

Dominance of powerful nations and private corporations

→ This is implicit part

① use of Money power as space missions are costly → USA NASA Budget

↳ 704  
↳ unmet core demand

② Rising militarisation and weaponisation of space → Golden Dome project by USA

③ Increase in Space debris

→ Kessler Syndrome

↳ Ethical issues from imbalance

④ Need for Space Sovereignty to preserve space assets

→ India Mission Shakti

→ Create divide between haves & have-nots

↳ Commercialisation of space  
Perpetuates ~~inequality~~

- Way Forward
- ① code of ethics for space
  - ② update outer space treaty for space governance
  - ③ International collaboration for shared missions (e.g. NISAR)
  - ④ Reusing of space flights  
e.g. RSLV India

Substant but it is value addition

Address

Core demand

Principle  
First

Science with <sup>out</sup> humanity is a sin

Hence space exploration must follow noble principles and ethicality

*Noble Concluded with Gandhin Sir.*

### Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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TOTAL MARKS 25

*Address Core demand Principle*

b) "The growing reach and influence of social media present both opportunities and challenges for ethical governance." Examine the statement with suitable examples. (10 marks, 150 words)

"सोशल मीडिया की बढ़ती पहुंच और प्रभाव नैतिक शासन के लिए अवसर और चुनौतियां दोनों प्रस्तुत करते हैं।" उपयुक्त उदाहरणों के साथ कथन का परीक्षण करें। (10 अंक, 150 शब्द)

Social media is a double edged sword as it can act as an enabler when used with ethically but act as a destroyer when used with evil intentions

Valid  
note  
" 493 million active users in India

## Opportunities for ethical governance

- ① Improves public government relations  
Ex) collector BUD of Kerala
- ② Information dissemination and awareness  
Ex) schemes information for wider reach
- ③ Disaster preparedness and Recovery  
Ex) Mumbai police on social media for disaster preparedness
- ④ Grievance Redressal mechanism  
Ex) external affairs ministry on twitter
- ⑤ Enhances perception, Builds trust and participatory governance

Crucial points

Lines  
work  
to  
voiceless

## Issues with Social Media

- ① Confidentiality vs Transparency: a delicate balance
- ② Too much use of social media hamper productivity of civil servant
- ③ Rising culture of Show off
  - (a) police official showing investigation and raids
- ④ Slippery slope as freedom of speech vs government criticism
  - (a) IAS Smta Sabarwal post against All India Conduct Rules

Risks of Cybersecurity attacks and

too much reliance on social media

⑥ Digital divide (~20% rural)

Social media acts as a means to achieve good governance and

cannot be an end in itself  
*validly balanced the argument*

Good quality points

Crime Suggestion briefly after name

Follow IT guidelines

(Code of Ethics) rules 2021

### Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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TOTAL MARKS 4.5

## Section - B

Q.7) You are the District Magistrate in a region characterized by strong adherence to traditional social norms. While there has been significant legal progress in terms of recognizing the rights of the LGBTQIA+ community, including the decriminalization of Section 377 of the Indian Penal Code, societal acceptance of this community remains limited. A group of LGBTQIA+ activists recently approached your office, seeking permission to organize a public awareness campaign aimed at promoting acceptance and understanding of gender diversity. The campaign would involve several activities, including seminars in educational institutions to raise awareness about the rights and challenges faced by the LGBTQIA+ community, a Pride march to celebrate diversity, and the distribution of educational material to promote better understanding of gender identity and sexual orientation. The activists argue that their campaign is in line with the legal developments and human rights frameworks endorsed by the Indian Constitution, and they believe such efforts are essential to promote inclusivity. This initiative is also a way to address stigma and discrimination, fostering a more inclusive environment for the LGBTQIA+ community, which has long been marginalized in society.

However, significant opposition to this initiative has emerged, particularly from local religious and community leaders. These leaders argue that such a campaign challenges the deeply rooted cultural and religious values of the region. They fear that openly promoting LGBTQIA+ rights and gender diversity might encourage practices that they believe contradict their traditional beliefs. Some leaders even warned that the campaign could lead to unrest, disrupt social harmony, and provoke protests within the district. The arguments put forth by the opponents of the campaign are grounded in their belief that the recognition and celebration of LGBTQIA+ rights could have a destabilizing effect on the social cohesion of the community. Many of them hold conservative views about gender roles and sexuality, considering the campaign as an affront to their customs and ethos. These concerns are widespread among older generations, and religious bodies fear that such activities could influence younger minds and lead to cultural erosion.

On the other hand, a younger and more progressive section of the community has expressed strong support for the initiative. They argue that embracing diversity and promoting equality is essential for a modern and inclusive society. This group believes that public campaigns, such as the one proposed, are crucial for educating the masses and eliminating prejudices. They see the campaign as a positive step toward equality and acceptance, aligned with the constitutional values of non-discrimination and equal rights.

- What are the ethical dilemmas being faced by you?
- Evaluate the options available to you, being District Magistrate of the area.
- How would you manage and mold the attitudes of conservative groups to ensure harmony in the district while promoting acceptance of the LGBTQIA+ community? (20 marks, 250 words)

आप एक ऐसे क्षेत्र के जिला मजिस्ट्रेट हैं, जहाँ पारंपरिक सामाजिक मानदंडों का दृढ़ता से पालन किया जाता है। हालाँकि LGBTQIA+ समुदाय के अधिकारों को मान्यता देने के मामले में महत्वपूर्ण कानूनी प्रगति हुई है, जिसमें भारतीय दंड संहिता की धारा 377 को वैध बनाना भी शामिल है, लेकिन इस समुदाय की सामाजिक स्वीकृति सीमित है। LGBTQIA+ कार्यकर्ताओं के एक समूह ने हाल ही में आपके कार्यालय से संपर्क किया, लिंग विविधता की स्वीकृति और समझ को बढ़ावा देने के उद्देश्य से एक जन जागरूकता अभियान आयोजित करने की अनुमति मांगी। अभियान में कई गतिविधियाँ शामिल होंगी, जिसमें LGBTQIA+ समुदाय के अधिकारों और चुनौतियों के बारे में जागरूकता बढ़ाने के लिए शैक्षणिक संस्थानों में सेमिनार, विविधता का जश्न मनाने के लिए एक गौरव मार्च और अपनी विशिष्ट पहचान और यौन अभिविन्यास की बेहतर समझ को बढ़ावा देने के लिए शैक्षिक सामग्री का वितरण शामिल है। कार्यकर्ताओं का तर्क है कि उनका अभियान भारतीय संविधान द्वारा समर्थित कानूनी विकास और मानवाधिकार ढाँचों के अनुरूप है, और उनका मानना है कि समावेशिता को बढ़ावा देने के लिए ऐसे प्रयास आवश्यक हैं। यह पहल पूर्वाग्रहों और भेदभाव को दूर करने का एक तरीका भी है, जो LGBTQIA+ समुदाय के लिए अधिक समावेशी वातावरण को बढ़ावा देता है, जिसे समाज में लंबे समय से हाशिए पर रखा गया है।

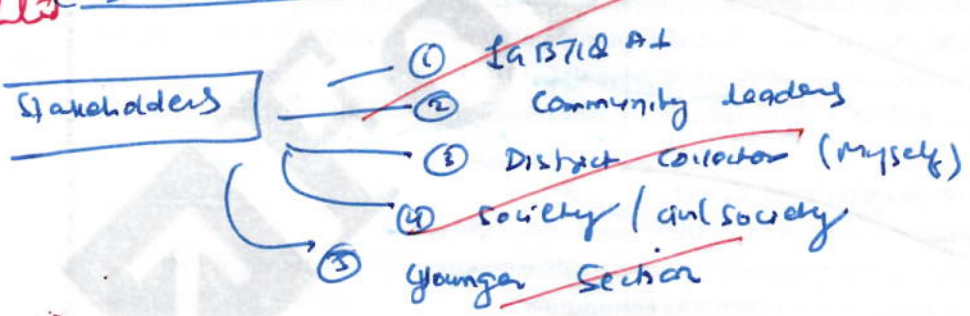
हालांकि, इस पहल का काफी विरोध हुआ है, खास तौर पर स्थानीय धार्मिक और सामुदायिक नेताओं की ओर से। इन नेताओं का तर्क है कि इस तरह का अभियान क्षेत्र की गहरी जड़ें जमाएँ सांस्कृतिक और धार्मिक मूल्यों को चुनौती देता है। उन्हें डर है कि LGBTQIA+ अधिकारों और लैंगिक विविधता को खुले तौर पर बढ़ावा देने से ऐसी प्रथाओं को बढ़ावा मिल सकता है जो उनके अनुसार उनकी पारंपरिक मान्यताओं के विपरीत हैं। कुछ नेताओं ने तो यहां तक चेतावनी दी कि इस अभियान से अशांति फैल सकती है, सामाजिक सद्भाव में बाधा आ सकती है और जिले के भीतर विरोध प्रदर्शन भड़क सकते हैं। अभियान के विरोधियों द्वारा दिए गए तर्क उनके इस विश्वास पर आधारित हैं कि LGBTQIA+ अधिकारों की मान्यता और उत्सव समुदाय के सामाजिक सामंजस्य पर अस्थिर प्रभाव डाल सकते हैं। उनमें से कई लैंगिक भूमिकाओं और कामुकता के बारे में रूढ़िवादी विचार रखते हैं, और इस अभियान को अपने रीति-रिवाजों और लोकाचार का अपमान मानते हैं। ये चिंताएँ पुरानी पीढ़ियों के बीच व्यापक हैं, और धार्मिक संस्थानों को डर है कि इस तरह की गतिविधियाँ युवा मस्तिष्क को प्रभावित कर सकती हैं और सांस्कृतिक क्षरण का कारण बन सकती हैं।

दूसरी ओर, समुदाय के एक युवा और अधिक प्रगतिशील वर्ग ने इस पहल के लिए मजबूत समर्थन व्यक्त किया है। उनका तर्क है कि विविधता को अपनाना और समानता को बढ़ावा देना एक आधुनिक और समावेशी समाज के लिए आवश्यक है। इस समूह का मानना है कि प्रस्तावित अभियान जैसे सार्वजनिक अभियान जनता को शिक्षित करने और पूर्वाग्रहों को खत्म करने के लिए महत्वपूर्ण हैं। वे इस अभियान को समानता और स्वीकृति की दिशा में एक सकारात्मक कदम के रूप में देखते हैं, जो गैर-भेदभाव और समान अधिकारों के संवैधानिक मूल्यों के साथ जुड़ा हुआ है।

- इस परिस्थिति में आपके सामने कौन सी नैतिक दुविधाएं हैं?
- क्षेत्र के जिला मजिस्ट्रेट होने के नाते आप अपने पास उपलब्ध विकल्पों का मूल्यांकन करें।

Fair highlights the core issue in this

The above case study highlights the chinese attitude towards marginalised LGBTQIA+ community. Despite landmark judgement of Supreme Court re Navtej Singh Johar case, the community still faces challenges in achieving Article 14 and 21 (Right to equality and Right to life)



Ethical Dilemmas Faced by District collector

① Maintaining Constitutional morality vs maintaining law and order

② Social norms vs Fundamental Rights

③ Law of tolerance among community leaders vs Constitutionalism Transformation under Supreme Court Judgement

④ maintaining Cultural values of Society vs accepting modern values

⑤ Taking action against older generation vs supporting Campaign for Individual liberty

⑥ Moral Absolutism (older generation) vs Moral Relativism (younger generation)

Good quality Points

Following Constitutional morality (r)

Respecting traditional morality

⑦ Options available to me

⑧ Don't grant permission for organising Campaigns and workshops

Pros

- ① Law and order at Peace (Utilitarianism)
- ② Cultural values preservation
- ③ No legal right of Libertist impacted it rejected

Cons

- ① Against fundamental Rights of Community
- ② Against Constitutional morality
- ③ unjust approach towards Marginalised

Relevant Points

② Grant Permission to LIBTILAT for Pride march and discard requests from community leaders

Pros

Cons

i) Preservation of human and fundamental rights

i) Law and order situation

ii) Zero tolerance towards discrimination

ii) Loss of livelihoods and property damage

iii) Civil servants as agents of social change

iii) Exclusionary approach

iv) Transformative constitutionalism

iv) Social unrest

③ Speak to local, religious leaders, use social influence and persuasion to convince them and allow LIBTILAT after due discussion

Pros

Cons

1) Rights based approach

① Protest might continue

2) Discussion with all groups - Inclusive

② Needs attitude change which is gradual

3) Avoid law and order disturbances

4) Greatest good of all

Add more points under Cons for the option you consider unethical & vice versa

④ Resign and refuse from position



⑤ Attitude change with regards to sensitive matters needs strategic approach of Persuasion using logic, emotions and message.

i) Be the change you want to see: Civil servant can himself act as agent of social change. Ex Tra Singhal employed in ha office.  
↳ Let an example

ii) Engage with local leaders and communities.  
Ex Civil society organisations for gender sensitisation

iii) Effective communication during awareness campaigns

iv) Implementation of schemes and due regards to transgender council decisions.  
Ex SMILE scheme for marginalised  
Ex Reservation in Karnataka

v) Value Education in schools to condition attitude. Ex Panchakosha Principles

vi) Private sector collaboration using CSR funds for ISC campaigns

vii) Issuance of self-identification certificates on time under Transgender act

Good quality points & explanation  
↓  
Divide into  
Short term &  
Long term measures

Apart from above, to enhance capability →  
LEBTA :-

- 1) Rehabilitation measures to ensure rights
- 2) Skilling and capacity building under PM Kaushal Yojana
- 3) Employment opportunities under MANREGA, SLI scheme etc
- 4) Building Self-confidence using operant conditioning

*Suggest 2 suggestions*

To achieve true spirit of 'Sabka Sam Sabka Vikas', inclusion of LEBTA in the growth journey of Indian cannot be neglected. Role of Civil servants to put individual rights over social rights is paramount

*APPLY Concluded on optimistic lines*

**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	875		

*Good Content - in Part I add sheet +*

**Q.8)** Arijit, a recent graduate from a top marketing institute, has joined a prominent multinational corporation (MNC) in the "personal care and wellness" sector. The MNC is globally known for its commitment to eco-friendly, natural, and sustainable products, which was a major reason for Arijit being drawn to the job. He sees this as a chance to work on campaigns that promote health-conscious and environmentally sustainable choices worldwide.

Arijit enjoys the organization's work culture and the nature of his new job. Within just a month, his creativity and fresh approach have earned him praise from his manager. Soon, he is assigned a high-stakes project to design an international campaign for the MNC's new skincare product—a role typically reserved for more experienced team members. Excited, Arijit begins researching for the campaign but soon discovers an uncomfortable truth. Despite its "100% natural" branding, the product contains a significant percentage of synthetic ingredients, some of which are known to harm the environment and may also pose risks to human health. Arijit feels this contradicts the brand's supposed commitment to environmental and health standards.

When Arijit raises these concerns, his manager rebukes him and sternly instructs him to follow the company's approved messaging. The manager emphasizes that the product meets all regulatory standards and that similar claims are widely used by other competitors in the market. Arijit is told to focus on his marketing responsibilities and avoid scrutinizing the product's formulation. However, he still feels this is a manipulative practice that could mislead environmentally and health-conscious consumers into believing they are choosing a completely natural product.

Arijit worries that pressing the issue further could harm his career prospects, especially since he is still on probation. As the sole breadwinner with a large education loan to repay, he can't afford to lose his job. He tries to reason that this might simply be "how business is done" and considers dropping the matter. However, his conscience continues to urge him to take action.

- Analyze the conduct of the MNC from an ethical point of view.
  - What are the options available to Arijit under the given situation? Evaluate each of the options and suggest the best course of action.
- (20 marks, 250 words)

हाल ही में एक शीर्ष विपणन संस्थान से स्नातक अरिजीत ने "व्यक्तिगत देखभाल और कल्याण" क्षेत्र में एक प्रमुख बहुराष्ट्रीय निगम (MNC) में शामिल हो गए हैं। MNC विश्व स्तर पर पर्यावरण के अनुकूल, प्राकृतिक और टिकाऊ उत्पादों के प्रति अपनी प्रतिबद्धता के लिए जानी जाती है, यही एक प्रमुख कारण था कि अरिजीत इस नौकरी के लिए आकर्षित हुए। वह इसे दुनिया भर में स्वास्थ्य के प्रति जागरूक और पर्यावरण की दृष्टि से टिकाऊ विकल्पों को बढ़ावा देने वाले अभियानों पर काम करने के अवसर के रूप में देखते हैं।

अरिजीत को संगठन की कार्य संस्कृति और अपनी नई नौकरी की प्रकृति पसंद है। सिर्फ एक महीने के भीतर, उनकी रचनात्मकता और नए दृष्टिकोण ने उन्हें अपने प्रबंधक से प्रशंसा अर्जित की है। जल्द ही, उन्हें MNC के नए स्किनकेयर उत्पाद के लिए एक अंतर्राष्ट्रीय अभियान डिजाइन करने के लिए एक उच्च-दांव वाली परियोजना सौंपी जाती है - एक ऐसी भूमिका जो आमतौर पर अधिक अनुभवी टीम के सदस्यों के लिए आरक्षित होती है। उत्साहित, अरिजीत अभियान के लिए शोध करना शुरू कर देता है लेकिन जल्द ही एक असहज सच्चाई का पता चलता है। इसकी "100% प्राकृतिक" ब्रांडिंग के बावजूद, उत्पाद में सिंथेटिक सामग्री का एक महत्वपूर्ण प्रतिशत है, जिनमें से कुछ पर्यावरण को नुकसान पहुंचाने के लिए जाने जाते हैं और मानव स्वास्थ्य के लिए भी जोखिम पैदा कर सकते हैं। अरिजीत को लगता है कि यह पर्यावरण और स्वास्थ्य मानकों के लिए ब्रांड की कथित प्रतिबद्धता के विपरीत है।

जब अरिजीत इन चिंताओं को उठाता है, तो उसका प्रबंधक उसे डांटता है और उसे कंपनी के स्वीकृत संदेश का पालन करने के लिए सख्त निर्देश देता है। प्रबंधक इस बात पर जोर देता है कि उत्पाद सभी विनियामक मानकों को पूरा करता है और बाजार में अन्य प्रतिस्पर्धियों द्वारा इसी तरह के दावों का व्यापक रूप से उपयोग किया जाता है। अरिजीत को अपनी मार्केटिंग उत्तरदायित्व पर ध्यान केंद्रित करने और उत्पाद के निर्माण की जांच करने से बचने के लिए कहा जाता है। हालांकि, उसे अभी भी लगता है कि यह एक हेरफेर करने वाला अभ्यास है जो पर्यावरण और स्वास्थ्य के प्रति जागरूक उपभोक्तकों को यह विश्वास दिलाने में गुमराह कर सकता है कि वे पूरी तरह से प्राकृतिक उत्पाद चुन रहे हैं।

अरिजीत को चिंता है कि इस मुद्दे को और आगे बढ़ाने से उसके करियर की संभावनाओं को नुकसान हो सकता है, खासकर तब जब वह अभी भी प्रोबेशन पर है। एक बड़े एजुकेशन लोन को चुकाने वाले एकमात्र अर्जक के रूप में, वह अपनी नौकरी खोने का जोखिम नहीं उठा सकता। वह तर्क करने की कोशिश करता है कि यह बस 'व्यापार करने का तरीका' हो सकता है और मामले को छोड़ने पर विचार करता है। हालांकि, उसका विवेक उसे कार्रवाई करने के लिए प्रेरित करता रहता है।

- नैतिक दृष्टिकोण से बहुराष्ट्रीय कंपनी के आचरण का विश्लेषण करें।

b. दी गई परिस्थिति में अरिजीत के पास क्या विकल्प उपलब्ध हैं? प्रत्येक विकल्प का मूल्यांकन करें और सबसे अच्छा उपाय सुझाएँ।  
(20 अंक, 250 शब्द)

The above case study highlights the phenomenon of greenwashing by MNC where false, misleading information is put on products

It also shows how companies might put profits over Planet and People

## Conduct of MNC

① Lack of Corporate governance principles

↳ Against consumer health and safety

↳ Fake and misleading information

↳ Unsustainable methods of harming environment and ecosystem

↳ Lack of leadership on part of manager as he silences Arjit

↳ Clouds judgement of health conscious individuals by false claims

② Also shows Poor and Toxic work culture

Good quality 120 wts

- ↳ Retical of manager on concerns of Arjit
- ↳ Told to focus on his 'assigned' job,
- ↳ Integrity of leaders compromised along with company

⑤ loss of Trust of employees like Arjit who was drawn to company's commitment  
 ↳ Creation of Fake brand reputation

⑥ Herd mentality followed by company as competitors are also doing it  
 (collective Moral Myopia)

⑦ Lack of Transparency and Accountability

⑧ Non-compliance with global and national safety standards  
 ↳ Violation of consumer Protection Act 2019

⑨ using Employees as means to achieve ends (profit)

↳ Exploiting Arjit's economic situation  
 to silence him as he has loan to repay  
 ↳ Moral rotteness of Arjit due to fear

Appreciate your usage of quality & diverse points

⑩ Treating Consumers as a means to the end of profit

## Options available to Arjit :

I Be a whistleblower and report findings in media

### Pros

- ① Greatest good of all
- ② Consumer health and safety
- ③ courage of conviction
- ④ No crisis of conscience

### Cons

- ① loss of reputation of company
- ② Arjit would lose his job
- ③ Inability to pay loan and economic burden

Fair  
Options  
4

Don't report the case and focus on his job

### Pros

- ① Arjit job is secured
- ② Economic Burden lessened
- ③ Good support with Boss
- ④ Reputation of company intact

### Cons

- ① Consumer safety at risk
- ② Against Kant categorical imperative
- ③ Profits in short run
- ④ Business without morality

For unethical option

more cons than pros

Evaluation

III Report to higher authorities in company, dialogue with leaders to raise concern

- |   |  |
|---|--|
| <p><u>Pros</u></p> <ol style="list-style-type: none"> <li>① <u>Courage &amp; conviction</u></li> <li>② <u>virtuous character</u> of <u>Artist</u></li> <li>③ <u>No crisis of conscience</u></li> <li>④ <u>Accountable</u> as <u>demands accountability</u></li> </ol> | <p><u>Cons</u></p> <ol style="list-style-type: none"> <li>① <u>Nexus</u> between <u>manager</u> and <u>high-ups</u></li> <li>② <u>Action</u> against <u>Artist</u> for <u>overstepping</u> his position</li> </ol> |
|---|--|

Course of Action

My course of action would be based on below principles -

- ① Compassionate Capitalism
- ② Business without morality a sin
- ③ Knowledge without character evil
- ④ Customer safety paramount
- ⑤ Means over ends

Hence, I will take combination of option I and option III

Fair  
Justification  
 ↓  
Can add  
quotes  
 &  
 'Knowing the right thing, yet not doing it is the worst form of cowardice'

① Speak to higher authorities and share concerns with them. Communicate clearly findings of -

- (a) Greenwashing
- (b) Poor safety standards
- (c) usage of synthetic materials
- (d) Distorting consumer choices with asymmetric information
- (e) violation of Rule of law

② In case, higher authorities do not cooperate and seize my actions, I will share my findings with media anonymously

- ↳ Ensure truth comes out
- ↳ Job can be saved if confidential

③ Meanwhile, I will start looking for alternative jobs, seek family counseling and mental health support

Silencing one's conscience can

lead to disastrous consequences. Hence,

Courage of conviction must be shown to

prioritise collective interests over personal interests

→ Relevant  
Sand  
↓  
Before  
whistleblow  
ing try  
more  
innovative  
options  
↓

Take help of  
RSP team  
to suggest  
health  
alternatives  
etc

### 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

well concluded  
using quote

Add innovative  
Points in CoA

Q.9) The Upper Brahmaputra Hydropower Project (UBHP) is proposed on a river in a northeastern state of India, a recognized biodiversity hotspot. Covered in dense forests, this region harbors a rich diversity of flora and fauna, including numerous endemic species. Although sparsely populated, the region's communities have livelihoods and cultural practices deeply intertwined with the natural landscape. Its ecological wealth has been preserved over the years due to its environmental significance and cultural heritage. Additionally, the Upper Brahmaputra basin holds immense strategic importance due to its proximity to international borders, offering potential leverage in regional security and resource management.

The UBHP aims to harness the river's energy for economic growth, proposing infrastructure that includes an 11,000 MW "mega dam," power stations, and transmission lines that could transform the state into a renewable energy hub. Proponents argue that the project will boost the state's economy through power generation, employment, and enhanced infrastructure while also helping meet the country's clean energy targets.

However, a local NGO has raised concerns about the ecological and social costs of UBHP. The project would require extensive forest clearance, which plays a crucial role in carbon sequestration. Additionally, experts warn that construction activities could disturb the region's delicate ecosystems. This may affect riverine biodiversity, and increase the risk of soil erosion and sedimentation, with potential downstream effects on agriculture and water quality. Another major issue raised is the potential displacement and cultural impact on local communities. This could threaten their subsistence-based livelihoods and disrupt their way of life. Critics also highlight that the project may contradict India's commitments to sustainable development.

Despite these concerns, supporters of the project argue that UBHP's strategic importance and clean energy potential cannot be ignored. Moreover, they emphasize the project's strategic location, which would strengthen energy security, reduce regional inequalities, and contribute to the country's long-term development goals. They argue that amidst rising energy demands, the country cannot afford to forgo such an opportunity, especially given the presence of hydroelectric projects across borders that could shift regional control over water resources.

- What are the ethical issues involved in the above case?
- In your opinion, which should take priority between development and conservation, and why?

(20 marks, 250 words)

ऊपरी ब्रह्मपुत्र जलविद्युत परियोजना (UBHP) भारत के पूर्वोत्तर राज्य में एक नदी पर प्रस्तावित है, जो एक मान्यता प्राप्त जैव विविधता हॉटस्पॉट है। घने जंगलों से आच्छादित, इस क्षेत्र में वनस्पतियों और जीवों की समृद्ध विविधता है, जिसमें कई स्थानिक प्रजातियाँ शामिल हैं। हालाँकि यहाँ की आबादी कम है, लेकिन इस क्षेत्र के समुदायों की आजीविका और सांस्कृतिक प्रथाएँ प्राकृतिक परिदृश्य के साथ गहराई से जुड़ी हुई हैं। इसके पर्यावरणीय महत्व और सांस्कृतिक विरासत के कारण इसकी पारिस्थितिक संपदा को वर्षों से संरक्षित किया गया है। इसके अतिरिक्त, ऊपरी ब्रह्मपुत्र बेसिन अंतरराष्ट्रीय सीमाओं के निकट होने के कारण अत्यधिक रणनीतिक महत्व रखता है, जो क्षेत्रीय सुरक्षा और संसाधन प्रबंधन में संभावित लाभ प्रदान करता है। UBHP का लक्ष्य आर्थिक विकास के लिए नदी की ऊर्जा का दोहन करना है, जिसमें 11,000 मेगावाट का "वृहद् बांध", बिजली स्टेशन और ट्रांसमिशन लाइनें शामिल हैं जो राज्य को अक्षय ऊर्जा केंद्र में बदल सकती हैं। समर्थकों का तर्क है कि यह परियोजना बिजली उत्पादन, रोजगार और बेहतर बुनियादी ढांचे के माध्यम से राज्य की अर्थव्यवस्था को बढ़ावा देगी और साथ ही देश के स्वच्छ ऊर्जा लक्ष्यों को पूरा करने में भी मदद करेगी।

हालाँकि, एक स्थानीय NGO ने UBHP की पारिस्थितिकी और सामाजिक लागतों के बारे में चिंता जताई है। इस परियोजना के लिए व्यापक वन मंजूरी की आवश्यकता होगी, जो कार्बन पृथक्करण में महत्वपूर्ण भूमिका निभाती है। इसके अतिरिक्त, विशेषज्ञ चेतावनी देते हैं कि निर्माण गतिविधियाँ क्षेत्र के भंगुर पारिस्थितिकी तंत्र को नुकसान पहुँचा सकती हैं। इससे नदी की जैव विविधता प्रभावित हो सकती है, और मिट्टी के कटाव और अवसादन का खतरा बढ़ सकता है, जिसका संभावित रूप से कृषि और जल गुणवत्ता पर नकारात्मक प्रभाव पड़ सकता है। उठाया गया एक अन्य प्रमुख मुद्दा स्थानीय समुदायों पर संभावित विस्थापन और सांस्कृतिक प्रभाव है। इससे उनकी जीविका-आधारित आजीविका को खतरा हो सकता है और उनकी जीवन शैली बाधित हो सकती है। आलोचक यह भी बताते हैं कि यह परियोजना भारत की सतत विकास के प्रति प्रतिबद्धताओं के विपरीत हो सकती है।

इन चिंताओं के बावजूद, परियोजना के समर्थकों का तर्क है कि UBHP के रणनीतिक महत्व और स्वच्छ ऊर्जा क्षमता को नजरअंदाज नहीं किया जा सकता है। इसके अलावा, वे परियोजना के रणनीतिक महत्व पर बल देते हैं, जो ऊर्जा सुरक्षा को

सशक्त करेगा, क्षेत्रीय असमानताओं को कम करेगा और देश के दीर्घकालिक विकास लक्ष्यों में योगदान देगा। उनका तर्क है कि बढ़ती ऊर्जा मांगों के बीच, देश ऐसे अवसर को छोड़ने का जोखिम नहीं उठा सकता है, खासकर सीमाओं के पार जलविद्युत परियोजनाओं की मौजूदगी को देखते हुए जो जल संसाधनों पर क्षेत्रीय नियंत्रण को स्थानांतरित कर सकती हैं।

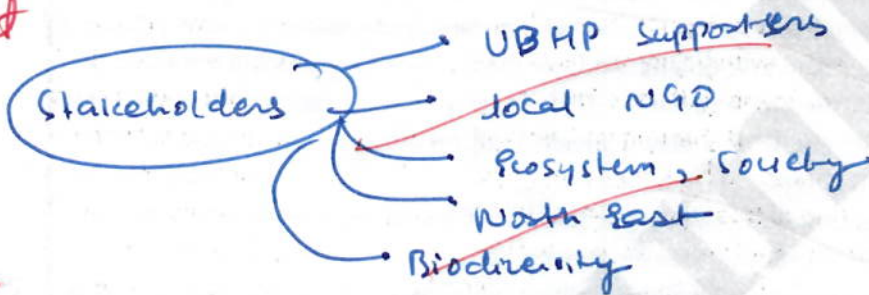
a. उपर्युक्त परिस्थिति में शामिल नैतिक मुद्दों का वर्णन कीजिए?

b. आपकी राय में विकास और संरक्षण में से किसे प्राथमिकता दी जानी चाहिए और क्यों?

(20 अंक, 250 शब्द)

The above case study highlights the divergences between choosing development and conservation. However, when sustainable development is chosen, welfare is maximised.

Mentioned relevant facts in intro



## Ethical Issues involved in case

① Conservation of Brahmaputra ecosystem

② Preservation of Biodiversity

③ Grievance raised by local NGO

showing high social costs

④ India's climate change goals wrt carbon sequestration vs meeting

energy from non-fossil fuels

⑤ INDC targets 50% from non-fossils by 2035

- 1) creating 2.5 to 3 billion tonnes of Carbon Sinks
- 2) setting goal of climate neutral by 2050 (net)
- 3) National Security as strategic importance or project
- 4) Development of North East as part of Inclusive Growth (contributes 2-3% of GDP)
- 5) Displacement of communities particularly vulnerable groups
- 6) Diversification of energy basket to meet rising energy demands
- 7) Hydropower → cost effective & environment friendly
- 8) unintended side effects of project like
  - Soil erosion
  - Sedimentation
  - water quality
- 9) Benefit vs Risk assessment of such projects
- 10) Utilitarianism (Greatest good of all) vs Deontological (Environment as means)

Appreciate your usage of multiple points of good quality

(b) Development and conservation could go hand in hand instead of conflicting interest with below suggestions -

(1) Environmental impact assessment and Social Impact Assessment of large projects

(2) Transparency in EIA, SIA reports preparation using accurate baseline data

(3) Inclusion of various stakeholders for opinion & redressals - local NGOs, To be displaced groups, Project supporters

(4) Exploring alternative options for hydro power generation as north east has multiple rivers - doit, Barak, Subansiri with lower ecological impact

(5) Generation of livelihoods and economic prospects for people of North-east

- ↳ PM Devine, Border area development
- ↳ North East Summit
- ↳ Sagarmala, UDAN, Pravatmala
- ↳ local handicrafts promotion, organic farming, Bamboo mission

Structure  
Can be improved

↓  
First address  
Pro-development  
+  
Pro-Conservation  
+  
Human benefits

Pro dev	Pro Con
1-	1-
2-	2-
3-	3-

↓  
Then give your view

- ④ In case Project needs to be implemented -
- ↳ Rehabilitation Policy for displaced people
  - ↳ Minimum Harm Principle
  - ↳ Post execution Monitoring of Impact
  - ↳ Nature Based Solutions like compensatory afforestation

Amidst rising threats to Biodiversity hotspots and irreversible changes in climate tipping points, we must follow 'ero centism' and move on path of development with Mother Earth as an ally

Apply Concluded

Also Consider it on Case by Case basis

For Strategic locations & NE India (Border Security & Sovereignty) Development can take Priority but in Ecosensitive regions of western ghats, Conservation needs Priority

Utilize  
space  
properly

**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 **6.25**

Part B can be better addressed

**Q.10)** You are the Operations Manager at a fast-growing technology startup, NexGen Solutions, known for its innovative projects and timely delivery. The startup's environment is fast-paced, with tight deadlines and high expectations from clients and investors. Your current project, creating a cutting-edge AI based application, is critical for securing upcoming funding and partnerships. Your small, capable team includes four software developers and two project coordinators, with an equal number of men and women.

Recently, the team has encountered major challenges. Priya, one of the female developers, has requested leave to care for her ailing mother. Meanwhile, another team member, Ayesha, is struggling to manage her workload along with caring for her infant child. As a result, other team members have taken on extra tasks, impacting their work-life balance and causing heightened stress. With the project deadline looming, tensions in the team have become visible. During a crucial project meeting, Karan, a senior developer, voices his frustration, saying, "Perhaps it's not ideal to have team members who can't fully commit during critical stages."

Karan's remark triggers an immediate reaction. Neha, a project coordinator, finds his comment offensive and reports it to the Human Resources (HR) Department. She also hints that she might bring the issue to social media, which could harm the startup's image. The HR Department, located at the company's headquarters, investigates and recommends disciplinary action against Karan, emphasizing the importance of a respectful, inclusive workplace. Their recommendation puts you in a difficult situation. The project is already delayed, and losing a senior developer like Karan could jeopardize its timely completion.

You are now faced with a complex dilemma. On one hand, it's vital to address the inappropriate comment and ensure a respectful work culture. 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 given situation?
- Based on the case study, discuss the challenges faced by women at workplace. How can such challenges be addressed?

(20 marks, 250 words)

आप एक तेजी से बढ़ते प्रौद्योगिकी स्टार्टअप, नेक्सजेन सॉल्यूशंस में संचालन प्रबंधक हैं, जो अपनी अभिनव परियोजनाओं और समय पर डिलीवरी के लिए जाना जाता है। स्टार्टअप का माहौल तेज गति वाला है, जिसमें सख्त समय सीमा और ग्राहकों और निवेशकों से उच्च अपेक्षाएं हैं। आपका वर्तमान प्रोजेक्ट, एक अत्याधुनिक एआई आधारित एप्लिकेशन बनाना, आगामी फंडिंग और साझेदारी को सुरक्षित करने के लिए महत्वपूर्ण है। आपकी छोटी, सक्षम टीम में चार सॉफ्टवेयर डेवलपर्स और दो प्रोजेक्ट समन्वयक शामिल हैं, जिनमें पुरुषों और महिलाओं की संख्या बराबर है।

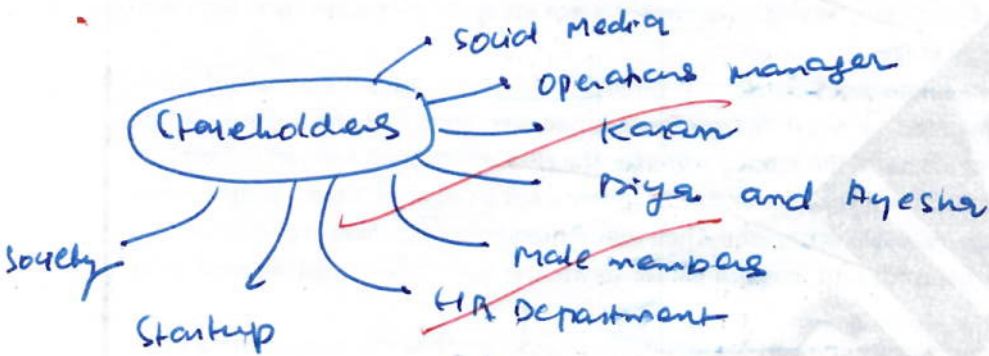
हाल ही में, टीम को बड़ी चुनौतियों का सामना करना पड़ा है। महिला डेवलपर्स में से एक प्रिया ने अपनी बीमार माँ की देखभाल के लिए छुट्टी मांगी है। इस बीच, टीम की एक अन्य सदस्य आयशा अपने शिशु की देखभाल के साथ-साथ अपने कार्यभार को संभालने के लिए संघर्ष कर रही है। नतीजतन, टीम के अन्य सदस्यों ने अतिरिक्त कार्य किए हैं, जिससे उनके कार्य-जीवन संतुलन पर असर पड़ा है और तनाव बढ़ गया है। प्रोजेक्ट की समय सीमा समाप्त होने के साथ, टीम में तनाव स्पष्ट रूप से दिखने लगा है। एक महत्वपूर्ण प्रोजेक्ट मीटिंग के दौरान, एक वरिष्ठ डेवलपर करण ने अपनी निराशा व्यक्त करते हुए कहा, "शायद यह आदर्श स्थिति नहीं है कि टीम के सदस्य महत्वपूर्ण चरणों के दौरान पूरी तरह से प्रतिबद्ध न हों।"

करण की टिप्पणी से तत्काल प्रतिक्रिया होती है। प्रोजेक्ट कोऑर्डिनेटर नेहा को उनकी टिप्पणी आपत्तिजनक लगती है और वह मानव संसाधन (HR) विभाग को इसकी रिपोर्ट करती है। वह यह भी संकेत देती है कि वह इस मुद्दे को सोशल मीडिया पर ला सकती है, जिससे स्टार्टअप की छवि को नुकसान हो सकता है। कंपनी के मुख्यालय में स्थित HR विभाग जांच करता है और करण के खिलाफ अनुशासनात्मक कार्रवाई की सिफारिश करता है, जो एक सम्मानजनक, समावेशी कार्यस्थल के महत्व पर जोर देता है। उनकी सिफारिश आपको मुश्किल स्थिति में डाल देती है। परियोजना में पहले से ही देरी हो रही है, और करण जैसे वरिष्ठ डेवलपर को खोने से इसका समय पर पूरा होना खतरे में पड़ सकता है।

अब आप एक जटिल दुविधा का सामना कर रहे हैं। एक तरफ, अनुचित टिप्पणी को संबोधित करना और एक सम्मानजनक कार्य संस्कृति सुनिश्चित करना महत्वपूर्ण है। दूसरी ओर, आपको अपनी टीम को और अधिक हतोत्साहित किए बिना परियोजना को ट्रैक पर रखना चाहिए।

- इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- परिचालन प्रबंधक के रूप में आप दी गई स्थिति से कैसे निपटेंगे?
- 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?

The above use case highlights apparent conflict between efficiency and empathy. Both are foundational key values for a healthy and productive work culture and a right balance between both is needed for safe workplace.



→ Fairly mentioned the core issues

## Strical Issues Involved

① Meeting company's goals and commitment for future growth

② Maintaining a healthy, supportive ecosystem for women

- ↳ Gender sensitive space
- ↳ Flexible working policies for working mothers
- ↳ Mental Support to employees with personal issues like mother's health
- ↳ Respect and dignity towards women (Article 15A)

Write them in form of issues

① Lack of proper work ethics

etc

③ Frustration of Karan leads to insensitive remark. bad in taste  
 ↳ Law of Self-control  
 ↳ poor emotional intelligence

④ Bringing Issue to Social media  
 ↳ Harm to company's reputation  
 ↳ Impacts future prospects

⑤ Law of Sufficient workforce and poor work life balance due to high workload

⑥ Despite having gender parity at workplace, Poor attitude towards women

⑦ As operations manager, my course of action will be based on below -

① Maintaining healthy work culture to have high employee productivity

② long run growth over short term profits

③ Maintaining company's reputation

④ Zero tolerance towards gender insensitivity

Good quality points

→ Suitable arguments

## Steps to be taken

- ① Speaking to Karan regarding insensitive remarks whether he actually meant to target females of the team or a general comment
- ② In any case, action towards Karan would be taken due to suppression of such remark
- ③ If there is disrespect and negative attitude of Karan towards women, I will ask him to put resignation as in future also, this might occur → Deter Karan to repeat same in future  
 ↳ no tolerance towards disrespect of women
- ④ If Karan accepts his mistake and ready for apology to women, then I will reduce his pay and put him in low value project next time → Reward and Punishment strategy
- ⑤ Meanwhile, I will ensure Karan sees an apology (formal) for his comment
- ⑥ I will also put out an application

Valid Hand  
but address all issues  
!!

→ Hire freelancers for temporary workload  
→ Happiness Cell  
→ reduce work stress & fatigue

for additional members for the team to meet expectations of client

① Provision of creche facility for Ayesha so that she can focus on her work and take care of her child as mandated under maternity Benefit Act

② Provide mental health counseling support to Priya to increase and enhance her performance at work and better her wellbeing

③ Gender sensitisation at workplace

④ Challenges by working women  
 ↳ Dual Burden due to both responsibilities  
 ↳ Caregiving work (eg women spend 10 times more time on caregiving than men as per time use survey)  
 ↳ lack of gender sensitisation at workplace  
 ↳ poor organisational support

ways to address  
 ① value education in schools (Panchakosha Principles)  
 ② Gender sensitisation at workplace

To drive women-led development in New India, it is imperative that we provide the right ecosystem to unleash potential of Wari Shakti

Allocate equal time & space to all parts of part C is under-addressed

### 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 7.75

Q.11) With stubble burning leading to rising pollution levels, the district is facing severe air quality deterioration, affecting both public health and environmental sustainability. The District Collector is mobilizing his team to implement measures to control stubble burning in an effort to check the rising pollution levels. Along with an awareness campaign on the hazards of stubble burning, strict measures are being taken to prevent farmers from setting fire to crop residue. Vigilance teams are being deployed to monitor rural areas and catch farmers engaging in this practice. This action is agitating the farmers. A delegation of farmers meets with the District Collector to voice their concerns, alleging that while they are being penalized, industries in the region contribute far more to air pollution yet face no such restrictions. However, a recent study commissioned by the state government highlighted that industrial sources are not the major contributors to air pollution in the district while stubble burning is. On the contrary, farmers claim that the administration is biased, favoring industrial interests over agricultural needs. They also allege that the administration is corrupt and is being bribed by industries to overlook the significant pollution they cause. The administration needs to resolve the farmers' grievances, as they are threatening to go on a prolonged protest. At the same time, it must also address the issue of deteriorating air quality.

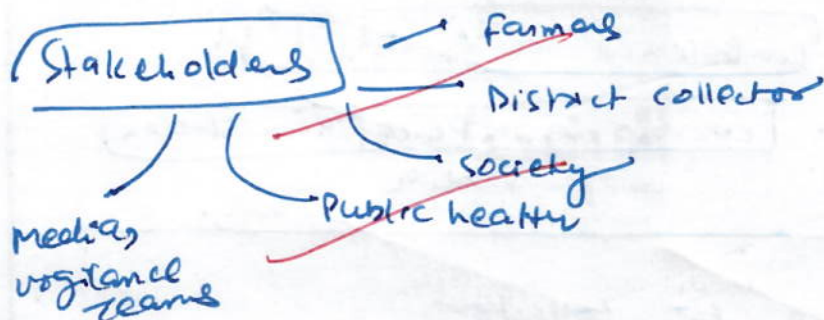
- What are the ethical dilemmas for the District Collector?
  - Identify and evaluate the options available to the District Collector.
  - What steps can be taken to address the stakeholders' interests in a mutually compatible way?
- (20 marks, 250 words)

पराली जलाने से प्रदूषण का स्तर बढ़ने के कारण जिले में वायु की गुणवत्ता में गंभीर गिरावट आ रही है, जिससे जन स्वास्थ्य और पर्यावरणीय स्थिरता दोनों प्रभावित हो रहे हैं। बढ़ते प्रदूषण स्तर को रोकने के प्रयास में जिला कलेक्टर पराली जलाने पर नियंत्रण के उपायों को लागू करने के लिए अपनी टीम को जुटा रहे हैं। पराली जलाने के खतरों के बारे में जागरूकता अभियान के साथ-साथ किसानों को फसल अवशेष में आग लगाने से रोकने के लिए सख्त कदम उठाए जा रहे हैं। ग्रामीण इलाकों की निगरानी और इस प्रथा में लिप्त किसानों को पकड़ने के लिए सतर्कता टीमें तैनात की जा रही हैं। इस कार्रवाई से किसान आंदोलित हैं। किसानों के एक प्रतिनिधिमंडल ने जिला कलेक्टर से मिलकर अपनी चिंताएं व्यक्त कीं। उनका आरोप है कि उन्हें दंडित किया जा रहा है, लेकिन क्षेत्र में उद्योग कहीं अधिक वायु प्रदूषण में योगदान करते हैं, फिर भी उन पर कोई प्रतिबंध नहीं है। हालांकि, राज्य सरकार द्वारा हाल ही में कराए गए एक अध्ययन में इस बात पर प्रकाश डाला गया है इसके विपरीत, किसानों का दावा है कि प्रशासन पक्षपाती है, जो कृषि जरूरतों के बजाय औद्योगिक हितों को तरजीह देता है। उनका यह भी आरोप है कि प्रशासन भ्रष्ट है और उद्योगों द्वारा उनके द्वारा किए जाने वाले महत्वपूर्ण प्रदूषण को नजरअंदाज करने के लिए रिश्वत दी जा रही है। प्रशासन को किसानों की शिकायतों का समाधान करने की जरूरत है, क्योंकि वे लंबे समय तक विरोध प्रदर्शन करने की धमकी दे रहे हैं। साथ ही, उसे खराब होती वायु गुणवत्ता के मुद्दे को भी संबोधित करना चाहिए।

- जिला कलेक्टर के लिए नैतिक दुविधाएं क्या हैं?
  - जिला कलेक्टर के पास उपलब्ध विकल्पों को पहचान कीजिए और उनका परीक्षण कीजिए।
  - हितधारकों के हितों को पारस्परिक रूप से सुसंगत तरीके से संबोधित करने के लिए क्या कदम उठाए जा सकते हैं?
- (20 अंक, 250 शब्द)

The case study highlights issues of rising air pollution in India. As per recent Air Quality report, Delhi is most polluted capital city of the world.

Fairly summarized the case in minutes



## Ethical dilemmas for district collector

- ① Arresting Rising Air Pollution levels for public health and environment health
- ② Awareness campaigns for arresting air pollution and Perception Bias of farmers in contradiction
- ③ Maintaining objectivity based on recent study which provides facts about stubble burning is major factor
- ④ showing Empathy and Compassion to warring impacted farmers
- ⑤ Doing duty as district collector to consider interests of society and achieve maximum utility
- ⑥ Maintain law and order amidst threats for prolonged protest

You write Ethical Issues

ii

Add dilemmas

Following behave objectively

(v)

Compassion towards farmers

⑤ Lack of confidence and trust in government → Corruption Perception Index of India

Not much valid

⑥ options available to collector

Case

Continue strict measures to prevent farmers from setting fire

Pros

- \* Arrest air pollution
- \* Evidence based decision (study report)
- \* Public health at risk

Cons

- \* Farmer grievances not resolved
- \* Exclusionary approach
- \* unfair means to achieve ends
- \* law and order at risk

Good Options & Evaluation

Case II

listen to farmer grievances and provide them required support, engage with farmer leaders

Pros

- \* Interest of farmers
- \* Rights Based
- \* Participation based approach
- \* Enhances trust in government

Cons

- \* Stubble burning might continue
- \* Further deterioration
- \* Delays in resolution

Case VII Regin from the post

- Pros**
  - \* NO ethical dilemma
- Cons**
  - \* Escapist attitude

Add more cons here

Case IV Use Section 144 to manage law and order, arrest farmers based on preventive detention

- Pros**
  - \* effective way to control on immediate basis
  - \* law and order under control
- Cons**
  - \* Hampers Article 21 and Article 19
  - \* use of discretionary powers to silent farmers (vulnerable)
  - \* Doesnot address issue permanently

Relevant points

Steps that can be taken

① Engage with farmer leaders and make them aware of schemes like

- ↳ Crop Residue Management Scheme
- ↳ Pusa Decomposer
- ↳ Happy Seeder

② **Inform** them repercussions of Air Pollution in long term and short term

Improve structure

Stakeholder	Steps
Farmer	→
Govt	→
Acad	→

↑  
Add  
Cons of all stakeholders

- ③ Engage with civil society, NGO to enhance community engagement
- ④ Consultation with Farmer Producer Organisations to hire collective machinery for crop residue
- ⑤ usage of Section 144 only in extraordinary situation when miscreants take advantage of such matters
- ⑥ Long term Plan for mitigating air pollution
  - ↳ Precision agriculture
  - ↳ Climate smart agriculture
  - ↳ Crop diversification
- ⑦ Insurance for farmers in case of crop failures under Fasal Bina Kosang.

Valid points but use the mentioned structure to write holistic answer

Stubble Burning might be beneficial to farmer in short run but it has high negative externalities.  
 Effective persuasion strategies and emotional intelligence is needed to bring behavioral change.

Fairly balanced the argument

**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 6

Q.12) Arushi is a young IPS officer known for her competence, integrity, and relentless dedication to challenging tasks. Recognizing her excellent track record, her superiors have chosen her to handle a sensitive assignment in a tribal-dominated district notorious for illegal bauxite mining. Here, the mafia mines bauxite from mineral-rich lands, transports it by truck, and sells it on the black market. This illegal operation thrives with the support of certain local officials and tribal musclemen who intimidate the local population and bribe select poor tribals to maintain control and silence.

Upon assuming the new role, Arushi quickly grasps the ground realities and identifies the mafia's modus operandi, characterized by a series of devious tactics. Her inquiries reveal that several employees in her office are colluding with the mafia, forming an unholy nexus that enables these illegal operations. Determined to dismantle this network, she initiates strict actions, including raids on trucks transporting illegally mined bauxite. These actions significantly disrupt the mafia's operations, unsettling criminals unaccustomed to such resistance. Some office employees allegedly allied with the mafia inform the criminals of her determination to dismantle their operations, posing a serious threat to their profits. In response, the mafia adopts a counter-offensive strategy. Tribal strongmen and mafia operatives begin issuing direct threats to her, warning of severe consequences if the raids continue. Her family (husband and elderly mother) are stalked and placed under virtual surveillance, causing mental anguish and stress for them all. Matters assume serious proportions when a muscleman appears in her office and threatens that if she does not halt raids, etc., she will suffer the same fate as a predecessor officer who was killed by the mafia a decade earlier.

a. Discuss the ethical issues involved in this case.

b. Identify and evaluate the different options available to Arushi under the given situation.

c. Which option would she adopt and why?

(20 marks, 250 words)

आरुषि एक युवा IPS अधिकारी हैं जो अपनी योग्यता, ईमानदारी और चुनौतीपूर्ण कार्यों के प्रति अथक समर्पण के लिए जानी जाती हैं। उनके बेहतरीन ट्रैक रिकॉर्ड को देखते हुए, उनके वरिष्ठों ने उन्हें अवैध बॉक्साइट खनन के लिए कुख्यात आदिवासी बहुल जिले में एक संवेदनशील कार्य को संभालने के लिए चुना है। यहाँ माफिया खनिज-समृद्ध भूमि से बॉक्साइट का खनन करते हैं, उसे ट्रक से ले जाते हैं और काले बाज़ार में बेचते हैं। यह अवैध काम कुछ स्थानीय अधिकारियों और आदिवासी बाहुबलियों के समर्थन से फलता-फूलता है जो स्थानीय आबादी को डराते हैं और नियंत्रण और चुप्पी बनाए रखने के लिए चुनौती गरीब आदिवासियों को रिश्वत देते हैं।

नई भूमिका संभालने के बाद, आरुषि जल्दी से जमीनी हकीकत को समझ जाती है और माफिया के काम करने के तरीके को पहचान लेती है, जिसमें कई तरह की कुटिल चालें शामिल हैं। उसकी पूछताछ से पता चलता है कि उसके कार्यालय के कई कर्मचारी माफिया के साथ मिलकर एक गठजोड़ बना रहे हैं, जो इन अवैध कार्यों को संभव बनाता है। इस नेटवर्क को खत्म करने के लिए दृढ़ संकल्पित होकर, वह सख्त कार्रवाई शुरू करती है, जिसमें अवैध रूप से खनन किए गए बॉक्साइट को ले जाने वाले ट्रकों पर छापे शामिल हैं। ये कार्रवाइयाँ माफिया के संचालन को काफी हद तक बाधित करती हैं, जिससे ऐसे प्रतिरोध के अभ्यस्त न होने वाले अपराधी परेशान हो जाते हैं। माफिया के साथ कथित रूप से जुड़े कुछ कार्यालय कर्मचारी अपराधियों को उनके संचालन को खत्म करने के उसके दृढ़ संकल्प के बारे में सूचित करते हैं, जिससे उनके मुनाफे को गंभीर खतरा पैदा होता है। जवाब में, माफिया एक जवाबी आक्रामक रणनीति अपनाता है। आदिवासी ताकतवर और माफिया के गुर्गों ने उसे सीधे धमकियाँ देना शुरू कर दिया, अगर छापे जारी रहे तो गंभीर परिणाम भुगतने की चेतावनी दी। उसके परिवार (पति और बुजुर्ग माँ) का पीछा किया जाता है और उन्हें आभासी निगरानी में रखा जाता है, जिससे उन सभी को मानसिक पीड़ा और तनाव होता है। मामला तब गंभीर हो जाता है जब एक दबंग व्यक्ति उसके कार्यालय में आता है और धमकी देता है कि यदि उसने छापेमारी आदि बंद नहीं की तो उसका भी वही हश्र होगा जो एक पूर्ववर्ती अधिकारी का हुआ था, जिसे एक दशक पहले माफिया ने मार डाला था।

a. इस मामले में शामिल नैतिक मुद्दों पर चर्चा करें।

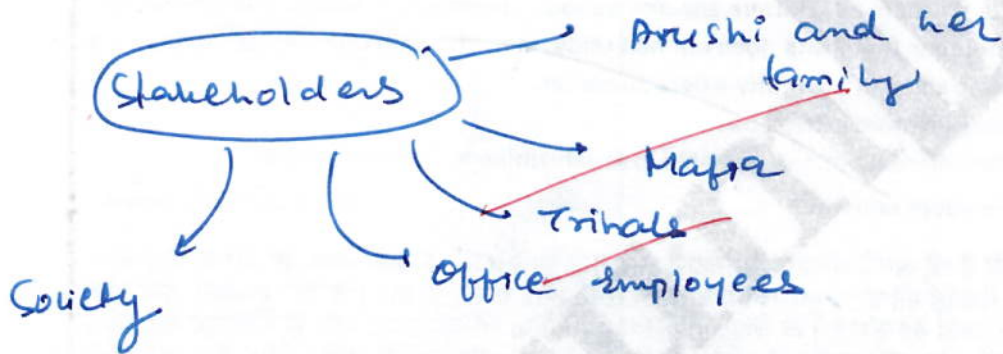
b. दी गई स्थिति में आरुषि के लिए उपलब्ध विभिन्न विकल्पों की पहचान करें और उनका मूल्यांकन करें।

c. वह कौन सा विकल्प अपनाएगी और क्यों?

(20 अंक, 250 शब्द)

The above case study shows challenges faced by civil servants who show uncompromising adherence to values, morals and ethics. It also highlights how professional ethics can impact personal life of a civil servant having probity and integrity.

→ fairly mentioned facts from the case study



## Ethical Issues Involved

- ① violation of Rule of law as illegal Bauxite mining
- ② Unholy nexus of Bureaucrats and mafias ← Failure of governance
- ③ Black marketing of Bauxite and Impact on economy

Relevant points

- ④ Vulnerable ~~tribals~~ being exploited by money and ~~muscle power~~
- ⑤ Threat to life of Anushi (Article 21)
- ⑥ Stalking of ~~Anushi~~ family members and immense pressure on her to ~~budge~~
- ⑦ Previous killings of predecessor officer and continuance of illegal activities despite that ~~action to protect~~ honest civil servants

Swiftly points

Principle of Social Contract is at stake

options available to Anushi

Case Budge under pressure and remain silent

- Pros
- ① Family safe now
  - ② Anushi's life not under threat
  - ③ pleases officials and nation both

- Cons
- ① Rule of law violated
  - ② Poor emotional intelligence, lack of courage
  - ③ violation of tribal rights
  - ④ Black marketing

Good that you write more points under Cons here

## Case II

Continue her raid and inspections and don't budge.

Pros

- ① Duty based approach
- ② virtuous character
- ③ Constitutional morality
- ④ Zero tolerance to corruption

Cons

- ① Threat to life of Anushi
- ② Mental anguish and stress for anyone
- ③ Fight alone

## Case III

Resign from the post

Pros

- ① No more threat to own life and family

Cons

- ① Escapist attitude
- ② Problem not resolved

## Case IV

Speak to higher authorities and demand extra protection and send family to a safer place

I will follow option B due to below reasons -

- ① Public interest over Personal interest → Integrity (2nd ARC) and dedication to service

→ Subject  
Options  
&  
Evaluation

→ Briefly  
explain  
C.O.A  
&

→ Talk to  
local people  
&  
Search for  
evidence  
against

→ them  
&  
Arrest etc.

- ④ Zero tolerance to corruption and strict action against employees involved  
↳ Trust based Governance
- ⑤ Sending family to a safer place temporarily → peace within mind would lead to peace outside
- ⑥ ~~Requesting~~ Requesting extra protection from seniors → Additional forces for enhanced security and safety of life
- ⑦ Employment Generation opportunities for local Tribes to cut down local support to mafia
- ⑧ Choose funding mechanism to mafia with help of intelligence units
- ⑨ Seeking help from CBI, CVC, courts if needed

Don't mix C.O.A & Justification  
↓  
Add better justification  
↳ Lord Krishna had advised Arjuna to pick weapon to uphold Dharma.

Probity in Governance is of paramount importance. Administrative reforms like whistle blower protection, anti corruption measures is need of hour to achieve Ethical Governance. *well concluded*

**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	8.5
-------------	-----

*Part can be better structured*

**Mentor Feedback Questions**

- 1 .....
- 2 .....
- 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
	<b>Key / Relevant Point</b>		
	<b>Vague / Irrelevant</b>		

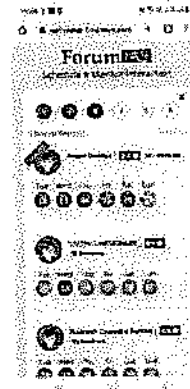
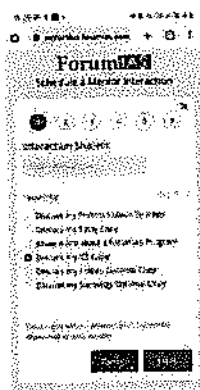
\* Subject to change without prior notice.

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