

TEST CODE 8 1 4 4 0 8

MGP 2025

Time Allowed : Three Hours
समय : तीन घंटे

Forum IAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	MONIKA SRIVASTAVA		
Roll No./अनुक्रमांक	1910077529	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Delhi	Date/दिनांक	13/07/25

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक		
1	1a	2	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	2a	4.75	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	2a	4.5	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	b	2	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 (क्वैस्टीनर) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
5	2a	3.5	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।	
6	b	4.25		
7	4a	4.5		
8	4a	4.5		
9	b	2.5		
10	5a	5		
11	b	4.75		
12	6a	3		
13	b	3.5		
14	7	7.25		
15	8	9.5		
16	9	7.5		
17	10	9.25		
18	11	8		
19	12	8.25		
20				
Total/कुल अंक	250			
Examiner's Discretion/मूल्यांकन कर्ता का विवेक :			For Student Only / केवल परीक्षार्थी प्रयोग हेतु	
			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
			2:30 pm	5:40 pm
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input checked="" type="checkbox"/>
			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			ECN CODE/ ईसीएन कोड :	EG/ईजी :
			1535	① ② ③ ④ ⑤
				Evaluation Date/ मूल्यांकन तिथि :
				19.07.25

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

Section 11

- ① Good that you're writing so many points covering various dimensions.
- ② Intro & conclusion are good. Can enrich with more relevant keywords.
- ③ Read the questions carefully to understand & address the demands in some questions
↳ 1a, 2b, 4a.

Section 12

- ④ Note the difference b/w which option do choose
* ALB. read the question carefully. Course of action
 - ⑤ ALB. do not forget to write the *justified ("why" part) of course of action. You're missing out on this.
 - ⑥ Good thing is, you've written diverse points comprehensively.
- Overall good attempt. You'll do great. Best wishes!

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) How has the evolution of data-driven targeting from service personalization to behavioral prediction created new ethical challenges for society? Discuss with examples. (10 marks, 150 words)

सेवा वैयक्तिकरण से व्यवहार के पूर्वानुमान तक डेटा-संचालित लक्ष्यीकरण के विकास ने समाज के लिए किस प्रकार नई नैतिक चुनौतियाँ पैदा की हैं? उदाहरणों के साथ चर्चा करें। (10 अंक, 150 शब्द)

"Data is the new oil" This highlights how extraction of data has led to shift from Service personalisation to Behavioral Prediction.

Could be better.
Define data-driven targeting.

Evolution and challenges

① Right to Privacy and adherence to fundamental rights

eg) Meta data breach

✶✶
You missed the demand of the question

There are generic issues.

② usage of Technology to achieve greater good (utilitarianism) and not just as means for Profits

✶
Focus on behavioural prediction

↳ Targeting ad. based on your behaviour
(eg - your browsing history)

③ Lack of Informed consent while using data

eg) MNCs selling personal data

④ Lack of regulatory framework

acts as multiplier effect

eg) Absence of data framework for personal data

↳ There is no free choice now!

↳ Psychological probing

↳ Expanding your brain

↳ Tick mark
analyses
your
Small speed
to feed your
content

- ⑤ Rise of echo chambers and influence on thought process
- ⑥ showing unilateral views → lack diversity
- ⑦ Targets vulnerable the most
- ⑧ Increase in consumerism and Conspicuous consumption due to behavioral predictions
 - ⑨ Amazon Recommendations based on AI and rising e-commerce sales

Relate to data-driven marketing

- Way Forward
- ① Content Based data processing
 - ② Global data governance rules
 - ③ Regulatory framework like Digital data protection act
 - ④ European union Digital Services Act

Business without morality is a sin, hence private entities must follow self-restraint and adopt Privacy by design culture

Final conclusion
Very important

Focus on core demand of the question

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	2
-------------	---

give ethical reasoning
Why

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

b) Even with legal safeguards in place, instances of sexual violence against women persist. How can a "change in attitude" help address this issue? (10 marks, 150 words)

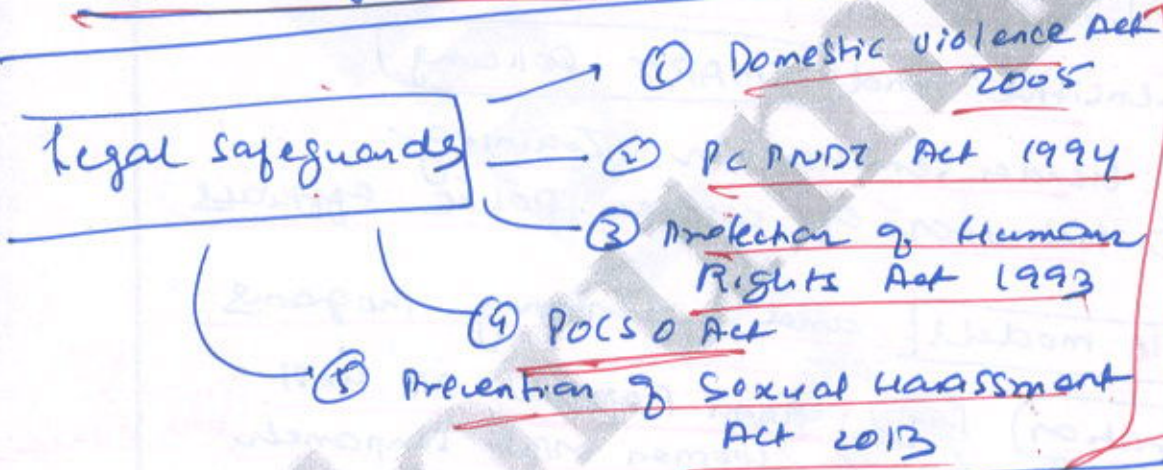
विधिक सुरक्षा उपायों के बावजूद भी महिलाओं के खिलाफ यौन हिंसा की घटनाएं जारी हैं। "मनोवृत्ति में परिवर्तन" इस मुद्दे को हल करने में कैसे मदद कर सकता है? (10 अंक, 150 शब्द)

As per NCRB, every day nearly

85 rape cases are being registered in India

This shows dichotomy of treatment towards women — worshipping as Lakshmi vs sexual violence against them

Fine intro with data & keywords.



Good mention.

Change in Attitude to address issue

- ① Role of family in Value Incubation
 - A) Respecting women at home → Dignity towards women later
 - B) Behavior of father towards mother → observational learning
- ② Shift away from victim blaming to victim centric approach

First, Explain the reasons, why it persists

↳ Patriarchy
↳ ...
↳ ...

Then, explain change in attitude needed.

3) Bringing Gender neutral laws to fight gender stereotypes

Very good mention. (4) Supreme court handbook for Gender Stereotypes

Connect to attitudinal change from patriarchal (5) Strict law enforcement mechanism
 create deterrence
 (6) Nirbhaya case
 (7) Fast Track courts

(5) Sensitive and SMART Policing

good (6) Gender sensitisation Training
 (7) Induction of women police officials

(6) Role models and mentoring programs

as inspiration (8) Uthari Rajawat as first women MBA sarpanch (Sola village) (9) good, but connect it to attitudinal change

good (7) Role of value education in educational institutions (10) Good Touch vs Bad Touch (11) panchayat post-attitude

(8) Collective conscience of society and

Build zero tolerance against crimes

(9) Reclaim the night march

To unleash the true potential

in New India, we must ensure

of Nari Shakti to provide safe, conducive and healthy environment

good mention

Feedback

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

Please put tick marks in the above table.

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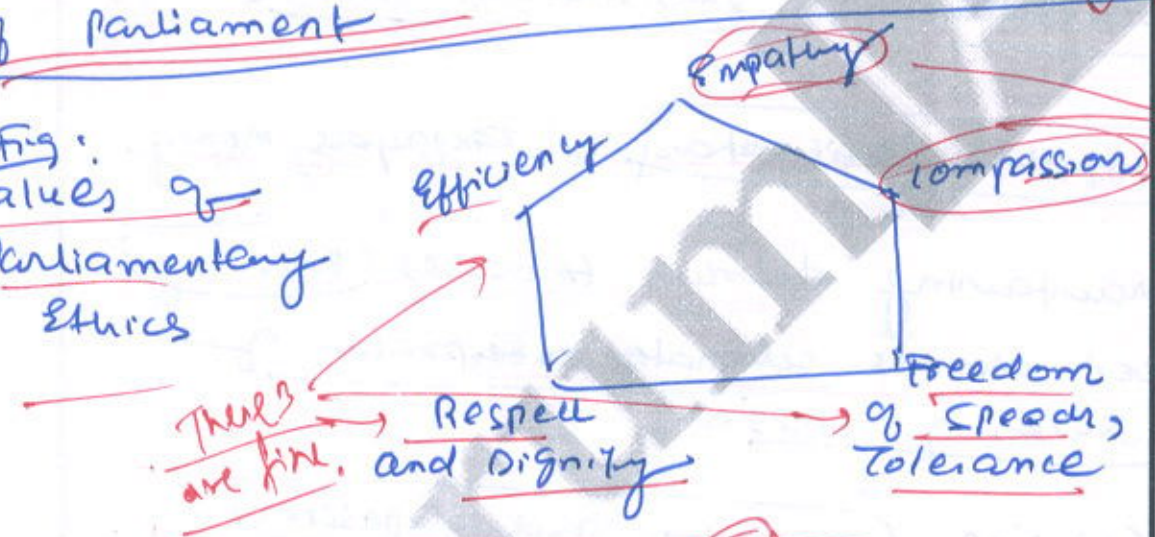
TOTAL MARKS	
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Q.2) a) What is meant by 'parliamentary ethics'? Discuss its significance in maintaining democratic values in the context of recent developments in Indian politics. (10 marks, 150 words)

'संसदीय नैतिकता' से क्या अभिप्राय है? भारतीय राजनीति में हाल के घटनाक्रमों के संदर्भ में लोकतांत्रिक मूल्यों को बनाए रखने में इसके महत्व पर चर्चा करें। (10 अंक, 150 शब्द)

Parliamentary ethics is adherence to highest standards of morality and ethicality during sessions of Parliament

Fig: Values of Parliamentary Ethics



Good Content Intro.
Better:
↳ Personal Conduct
↳ Reasoned discourse.

① Significance in maintaining democratic values Recent dev. in Indian politics

① Enhances Quality of debate using tolerance and non-judgemental attitude towards oppositor
 (eg) Allowing others to speak as per allot time in zero hour

↳ Cash for queries
↳ Low attendance
good
Need for Parli. ethics.

② Safety value of democracy : Dissent

(a) Allowing opposition party to criticise laws and policies to enhance democratic ethos

③ Parliamentary Productivity in terms of attendance, legislations passed

④ Effective utilisation of taxpayers money

⑤ Maintaining decorum towards Presiding officer who is ultimate interpreter of rules of house

⑥ Showing empathy and compassion towards minorities, women
(a) 11% women MPs

⑦ Builds Trust Based Governance

Parliamentary ethics is key

to Good and ethical governance. A new and updated code of conduct for Parliamentaries amidst rising house disruptions is need of the hour

Comprehensive Coverage

Feedback

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

Please put tick marks in the above table.

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TOTAL MARKS

b) A "non-absolutist approach" has been a defining feature of ethical considerations in Indian society and its philosophical traditions. Do you agree? Justify your answer. (10 marks, 150 words)

भारतीय समाज और इसकी दार्शनिक परंपराओं में नैतिक विचारों की एक परिभाषित विशेषता "गैर-निरपेक्ष दृष्टिकोण" रही है। क्या आप इससे सहमत हैं? अपने उत्तर का औचित्य सिद्ध कीजिए। (10 अंक, 150 शब्द)

A non-absolutist approach entails flexibility in defining norms of ethics and has been a defining feature based on time, situation and prevailing conditions

Very good. You understood it well.

Non-Absolutist Approach / Moral Relativism

① Constitutional Transformation on basis of morality

Key: Living document: decriminalising Section 377

Focus on society & philosophy!!

② Evolving times and values of Indian society

Key: Sati Abolition, Slavery abolition

You missed the example of in question

③ Changing leadership styles of Indian society

Key: Nehru Approach vs Gandhian approach
(Trickle down) (Bottom up)

* Write about: Anekantawada, Jada Mat Tato Path, Middle path & philosophies each with diff. ideas

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

④ Balancing Competing Interests based on multi stakeholder view

↳ Also, Chamallas (Nasir)
 ∴ both active & non-active accepted.
 → This is non-absolute

eg) MTP Act ← pro life / pro choice } — Balance

⑤ Choosing the middle path as propounded under Buddhism

eg) Non-alignment Foreign Policy → Multi alignment policy

However there are some absolute universal

Good mention of this part
Tint

① values which are at core of Indian society

① Tolerance → Ashoka's Dhamma / Indian Constitution

② Equality → Bhakti-Sufi movement / Article 14

Connect to Sovereign philosophy

③ Natural Rights → Fundamental Rights / Akbar Policy towards vulnerable

↳ Better write elements of Indian society has shown philosophy

Adaptability to needs to changing times

but has preserved its core

Connect to

↳ Tolerance / Nature / tolerance

Feedback
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P & R			

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TOTAL MARKS	1
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* Tick to the demand of the question

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) "You may never know what results come from your action. But if you do nothing, there will be no result" Mahatma Gandhi (10 marks, 150 words)

"आप कभी नहीं जान सकते कि आपके काम से क्या परिणाम निकलेंगे। लेकिन अगर आप कुछ नहीं करेंगे, तो कोई परिणाम नहीं निकलेगा" महात्मा गांधी (10 अंक, 150 शब्द)

The above quote by Gandhi's highlights the amount of uncertainty and unpredictability attached with one's actions. But one must go on doing their duty and not think about outcomes.

Explained well.

Importance of selflessness and Nishkama Karma

- ① leads to good governance
- ② IAS Name Armstrong uncertain about funds → Brought positive change by spirit of service
- ③ Reduces corruption as attaches no emotions (Benefits to outcomes)
- ④ Satyendra Dubey act of raising voice against corruption

Fine, but too much focus on admin part!!
Talk about individual.
Fasting does not go unrewarded

⑤ Dushrath Manjhi: Overcoming fear of unknown

Talk about life, in general!!

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

③ helps achieve new heights of success and excellence

④ India was not sure of outcome of 1991 reforms → now 5th largest economy

④ Builds resilience amidst failures → Can be better.

⑤ Motivates one to keep working towards their goal

⑥ Protects Rights of Minorities
⑥a Affirmative action by state under Article 15/16 → Connect it to Unrelated.

However, sometimes doing nothing could also bear fruits. → Acting out of impulse and emotions can bring counter productive results ↔ Do nothing

Gandhi's emphasis on action was seen during his call of Do or Die which bore us fruits of independence

Valid point

Good mention

Conclude well

Feedback

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TOTAL MARKS

Add dimension

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

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

The above quote by Martin Luther highlights importance of raising voices and not being mere spectators on things that matter

well explained.

Impact of being silent

① Against Rights Based approach
 ↳ Not taking stand against LGBTQ+

no need!
 Avoid me without connecting it to demand of questions.

② Hurts human dignity (Kantian ethics)
 ↳ Sati, Slavery during British times

So, who took the stand?

③ creates social and political unrest
 ↳ French Revolution

↳ mention BM boys

④ Hurts democracy
 ↳ Silent about voting rights
 ↳ voters Apathy → Silence

fine.

Importance of Raising voices

① Leads to civilisational change

eg) Zw Seshan electoral reforms

② New heights of societal morality

eg) Collective conscience during Nirbhaya Protests

③ Leads to Sustainable development

and climate Justice

eg) Greta Thunberg raised voice against climate change

Letter Can U.R. Rural women of RJ faced bullets & died, took a hand against deforestation of their trees

④ International collaboration and Global governance

eg) India raising voices as Global South Leader

against historical & injustices + for L&D fund, "thing that matters"

Hence, moral maturity

should never be encouraged. Adequate

safeguards like whistleblower protection

should be provided to encourage

people Raise their voice

Very good that you mentioned.

Add this to mention the

Feedback
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TOTAL MARKS			

Connect very much to demand of question

c) "Experience is the only teacher we have. We may talk and reason all our lives, but we shall not understand a word of truth, until we experience it ourselves". Swami Vivekananda (10 marks, 150 words)

"अनुभव ही हमारा एकमात्र शिक्षक है। हम जीवन भर बातें और तर्क करते रहेंगे, लेकिन हम सत्य का एक भी शब्द तब तक नहीं समझ पाएंगे, जब तक हम स्वयं उसका अनुभव न करें।" स्वामी विवेकानंद (10 अंक, 150 शब्द)

The above quote by Swami Vivekananda highlights importance of

Exposure effects on life learnings and development of attitude

eg) Ashoka's war visuals during Kaling war → Dhamma Policy

Time but don't explain the keyword.
Explain properly like this:
The horrors rituals of war taught him non-violence!!

Importance of Experience as Teacher

1) Builds empathy and compassion

eg) Gandhi went on Nation's tour to experience rural India → mass leader

good

2) Action oriented approach and brings behavioral change

eg) experience side effects of smoking → Quit Smoking

Can be better: no need to experience it one self. You know at really it's bad!!

* Talk about Steve Jobs
↳ never did MBA.
↳ But learnt biz. from lived experience.

③ Helps bring Social Justice

eg) BR Ambedkar experienced caste discrimination ↔ Fight against Caste

④ Leads to Prosperity and Growth due to experiential learning

eg) India's BoP crisis ↔ ISSI Reforms

⑤ Helps build Humility and Resilience eg) Nelson Mandela

However, sometimes apart from experience we can change our attitude:

① Effective Social Persuasion eg) Honble PM Modi for vaccine

② Visualisation techniques eg) Mukesh ad for smoking. Learning life lessons can

come from many sources but experiencing it on own has the largest impact

Feedback

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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

Bring more diverse & relevant examples

Valid point

Good mention

Conclude well

Q.4) a) The interplay between laws and conscience is subtle; their synergy encourages ethical conduct, while dissonance can give rise to significant ethical dilemmas. Illustrate with examples.

(10 marks, 150 words)

विधि और विवेक के बीच का अंतरसंबंध सूक्ष्म है, उनका संतुलन नैतिक आचरण को प्रोत्साहित करता है, जबकि असंगति महत्वपूर्ण नैतिक दुविधाओं को जन्म दे सकती है। उदाहरणों के साथ स्पष्ट करें। (10 अंक, 150 शब्द)

Law and conscience both act as guiding light and aids in decision making despite differences in modes of mechanisms they work. Conscience is at individual level which law at societal

Time we of death.

Synergy between law and conscience

① Both help in ethical decision making

eg) law amendments during Mishbhaya case during collective conscience

Explain:

② Promotes social justice and

Law: to make

Conscience: respect

Synergy Ethical Conduct

tries to find a balance

for Women's dignity

eg) IAS Name Amstrong built road

using conscience and was legal

unrelated

③ helps resolve conflict of interest

and ethical dilemmas

eg) Abortion laws, labor laws

fine.

Dissonance between laws and conscience

① In case of loopholes

eg) Tax avoidance

legal but against VoE.
 crisis of conscience
 ∴ leads to Coc.

② When laws made are unethical

eg) Slavery laws during colonial

legal
 Cognitive dissonance

Can explain like this!

③ When laws donot exist at all

eg) social media regulations

cyberbullying, stalking

④ When laws donot follow procedural integrity

eg) Pawn laws

⑤ When collective conscience gets

distorted due to group think

eg) LGBTQ discrimination,
Mob lynching, honor killing

laws and conscience have

their own limitations, they need to be

converged with sea of ethics to minimise divergences

Valid points
 that can add:
 ↳ VCC
 ↳ Fundamental
 ↳ live-in
 ↳ Fundamental religious practices

Completed well.

Bring in diverse ideas

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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b) "In post-conflict rehabilitation, the pursuit of justice must be balanced with the need for reconciliation." Examine this statement in the context of addressing ethnic violence. (10 marks, 150 words)

"संघर्ष पश्चात् पुनर्वास में, न्याय की खोज को सुलह की आवश्यकता के साथ संतुलित किया जाना चाहिए।" नृजातीय हिंसा को संबोधित करने के संदर्भ में इस कथन का परीक्षण करें। (10 अंक, 150 शब्द)

Ethnic violence takes place

when various ethnic groups adopt illegal and unethical means to preserve their ethnic identity. For (ex) Manipur crisis

Introduced well with Current example.

Post conflict Rehabilitation of Ethnic Violence

Leading not on for demand!!
* Write on these lines :-

(I) Problems with unceasing pursuit of justice

(1) Principles of Tolerance must be inculcated for Survival of all ethnic societies

- Greatest good of all (utilitarianism)
- Preserves human dignity (Kantian ethics)

- (i) Destruction - 2 sides will keep on fighting.
- (ii) Both sides think they are just, so no one is ready to give up.
- (iii) To correct historical wrongs & bring justice, present and future gets compromised.
- (iv) Time taking process
- (v) No one can tell for sure which side is just.

(2) Unity in Diversity for national integration and reconciliation

→ using emotional intelligence for reconciliation

(a) Bodo Peace Accord

(II) Need for reconciliation

(III) However, exercise caution while reconciliation

(i) Stop the conflict
(ii) Common ground in reached with a compromise.
(iii) Think about future, not just past.

(iv) Then, Conclude - balanced approach.

(v) No reconciliation with evil.
(vi) Reconciling from a position of strength.

③ Preserving interests of multiple stakeholders involved

④ Policy of forgiveness towards each other for inner peace

⑤ Peace Inside ↔ Peace outside

⑥ Equitable resource allocation as part of Post-conflict Rehabilitation

⑦ PM Devine for north east development *unrelated.*

Apart from Reconciliation, below are needed to achieve Justice -

- ① Governance reforms to arrest deficit
- ② Political Empowerment (⑦ 5th Schedule, 6th Schedule)

③ Shared prosperity through Sabka Saman Sabka Vikas

Rights Based approach *unrelated.*

should be followed to achieve justice and maximum good for all

Time but need to connect to demands of governance shown

not needed

Feedback
(For OFFICE use only)

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AWIS			
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P & R			

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TOTAL MARKS	
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Hit the core demand!
 Write proper headings!

Q.5) a) What do you understand by the term "Conflict of Interest"? How does it manifest in the decision making by public servants? In what ways can it be minimized? (10 marks, 150 words)

आप "हितों के टकराव" शब्द से क्या समझते हैं? यह लोक सेवकों द्वारा निर्णय लेने में कैसे प्रकट होता है? इसे किन तरीकों से कम किया जा सकता है? (10 अंक, 150 शब्द)

Conflict of Interest entails a situation where multiple interests are involved and acting in one interest might go against another.
For ex Chanda Kochhar case

Time intro with defⁿ & example

Manifestation in Decision Making

- ① clouds Judgements if personal interests over public interests
eg Pooja Singhal case
- ② creates crisis of conscience and moral discomfort if not resolved
- ③ leads to delays in decision making if stalled
eg objectivity vs empathy in civil services: need for right balance

valued points

(4) creates Trust deficit and erodes public faith in Governance

(a) corruption scams due to Conflict of Interest → Satyam Scam
→ 2G Scam

(5) Impacts work culture and hampers public service delivery

Minimising Conflict of Interest

(1) Recognition of conflicts using Emotional Intelligence (2) - Use self-awareness tool.

(2) Reduce involvement after conflict is recognised

(3) Recusal from projects is not possible to reduce (3) Judge recused himself from Ayodhya case

(4) Third party Review of decision to enhance objectivity

(5) Code of Conduct to act as guiding light

Justice should not be done

but also seen to be done. Hence resolving conflict of interest should be of utmost importance to enhance probity in Governance.

Feedback

(For OFFICE use only)

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AWIS			
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TOTAL MARKS

for can add example

B

b) The utilitarian principle of 'the greatest happiness of the greatest number' should guide decision-making and public policy formulation. What is your opinion in this regard? Discuss.

(10 marks, 150 words)

'अधिकतम लोगों का अधिकतम सुख' के उपयोगितावादी सिद्धांत को निर्णय लेने और सार्वजनिक नीति निर्माण में मार्गदर्शन करना चाहिए। इस संबंध में आपकी क्या राय है? चर्चा करें। (10 अंक, 150 शब्द)

Governance involves tough decision making and inclusive policy formulation. Various principles like utilitarian, deontological and Gandhian ethics can guide governance.

Talk about utilitarian principle only! Bentham.

Utilitarian Principle should be adopted

- ① Maximum Benefit of citizens
 - ↳ Budget allocation to wards
 - MGNREGA ↔ Highest Beneficiaries
- ② leads to higher economic growth
 - ↳ Increasing size of pie (Economic Survey)
- ③ leads to Human capital formation
 - ↳ Focusing on high population states to achieve HDI

valid arguments.

④ Aids provision of public goods to wider population \Rightarrow collective welfare

Imp However, it might not work in below cases —

① Equitable distribution of resources
 (eg) Gender Based Budgeting

very imp ② Protecting rights of minorities
 (eg) Transgender rights to reduce marginalisation

③ Protection of culture and ethnic identities (eg) North east development

problems of diverse societies like Jhka.

Can not quantify happiness. Hence, a right balance of duty based ethics with Gandhi's

Talisman as inspiration would

help achieve greatest good

Connect to social justice, balanced approach

Add diverse points

Feedback

(For OFFICE use only)

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P & R			

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TOTAL MARKS

Q.6) a) The risks to civilian aviation in conflict zones underscore the need for an ethical framework prioritizing human lives. Yet, the interplay of state interests and sovereignty complicates global responses. What ethical principles should guide nations in addressing aviation safety, and how can the international community address these risks? (10 marks, 150 words)

संघर्ष क्षेत्रों में नागरिक विमानन के लिए जोखिम मानव जीवन को प्राथमिकता देने वाले नैतिक ढांचे की आवश्यकता को रेखांकित करते हैं। फिर भी, राज्य हितों और संप्रभुता के बीच परस्पर क्रिया वैश्विक प्रतिक्रियाओं को जटिल बनाती है। विमानन सुरक्षा को संबोधित करने में राष्ट्रों को किन नैतिक सिद्धांतों का मार्गदर्शन करना चाहिए, और अंतर्राष्ट्रीय समुदाय इन जोखिमों को कैसे संबोधित कर सकता है? (10 अंक, 150 शब्द)

The rising accidents of aviation industry has sparked discussion

around addressing aviation safety.

For eg) Air India crash killed more than 240 people

Updated!
Talk about Civil aviation in conflict zone!

Risks to Civilian Aviation in Conflict Zones

① Mis-calculated decision of treating civilian aircraft as military aircraft

↳ wrong decision making

② Closing of airspace during military conflicts

↳ Impacts Quality of life and mobility

eg) Pakistan closed its airspace led to diversion of Indian flights

One argument

③ Lack of Regulatory framework

Ethical Principles Guiding Aviation Safety in Military Zones

- ① Human Rights and dignity to be respected at all costs
(Kantian ethics)
- ② Greatest Good of all persons
(Utilitarianism)
- ③ International law based order and multilateralism
- ④ Respect towards sovereignty of nations involved
 ↳ How address these risks → state interests and national sovereignty. However, citizen centricity is key to achieve aviation safety norms.
 ↳ How address these risks → rotam warning, air bubble, real time intelligence sharing.
 ↳ How address these risks → right balance is needed between state interests and national sovereignty.
 ↳ How address these risks → concludes with

Time Add:
↳ Just learn doctrine
↳ Vienna Convention.

Feedback
(For OFFICE use only)

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

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TOTAL MARKS	
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of Adityan am
Pant

3

b) "Knowing yourself is the beginning of all wisdom." Bring out the importance of emotional intelligence (EI) in self-realisation. How can it be developed? (10 marks, 150 words)

"खुद को जानना सभी ज्ञान की शुरुआत है।" आत्म-साक्षात्कार में भावनात्मक बुद्धिमत्ता (EI) के महत्व को उजागर करें। इसे कैसे विकसित किया जा सकता है? (10 अंक, 150 शब्द)

Give ample weightage to this part.

"Anyone who has mastered the world has mastered his mind first". This shows importance of emotional intelligence which is ability to identify, regulate and control emotions of self as well as others.

Good use of quote & defn.

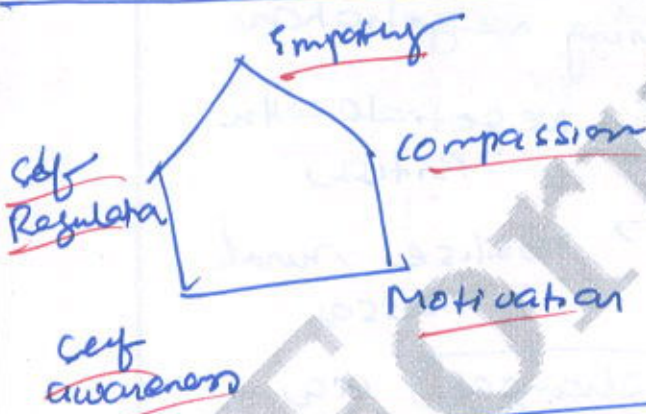


Fig: Components of EI as per Coleman

fine.

Importance of EI in Self Realisation

- ① Helps in identifying conflict of interest
- ② Judge rescued himself from Agony case
- ③ Helps channelise negative emotions to positivity
- ④ Militant Soldiers & Dasrath Manjhi

fine points

③ Improves inter-personal relationships

↳ Better work life Balance ↔ Happy family

Value Point

④ Helps in Crisis management

↳ poor self realisation ↔ DM clapping citizen during COVID-19

⑤ Improve Social skills

↳ Recognising strengths and weaknesses and leverage that during negotiation

↳ Gandhi's Social Skills → negotiate with British
→ Mobilise rural masses

⑥ Helps bring social changes via

empathy and compassion

Embrace more on this part

Developing EI

① Value education (Pancha kosha principles)

② Training (↳ Bharat Darshan)

Fine

Emotional Intelligence is

key to Stural Governance, hence

Conclude with

a true 'Karmayogi' would develop self realisation in spirit of service

Feedback (For OFFICE use only)

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TOTAL MARKS

Address each part fairly

Section - B

Q.7) Prateek Kumar, the Project Manager, is in charge of the construction of a highly anticipated highway that is expected to drive regional development. The project aims to enhance connectivity, boost trade, and create substantial employment opportunities. Given its importance, it has become a focal point for the ruling party, which is actively promoting it as a symbol of progress ahead of the upcoming state elections next year. The timely completion of the highway is crucial, as the Chief Minister is scheduled to inaugurate it upon completion. This has led to added pressure on Prateek and his team to meet the approaching deadline, which is set for next month.

During a routine inspection, Prateek discovers that a particular stretch of the highway has been built with substandard materials. This section fails to meet the required safety and durability standards, posing a serious threat to public safety and lives. If left unresolved, the compromised quality could lead to accidents, undermining both the project's credibility and the government's promises for safe and reliable infrastructure. Concerned, Prateek raises the issue with the contractor, but the contractor downplays the severity, claiming that minor adjustments will fix the problem without causing major delays.

In a subsequent team meeting, some senior members suggest that Prateek overlook the quality concerns to ensure the project remains on schedule. They argue that the majority of the highway meets standards and emphasize the severe economic and political consequences of delays. With elections approaching, they stress the importance of the Chief Minister's inauguration as a key political event. They warn that any delay could damage the ruling party's image, harm its electoral prospects, and potentially have repercussions for the team and the organization.

Later, the contractor privately approaches Prateek with a substantial bribe, urging him to ignore the issue and allow the project to proceed. The contractor justifies his actions by citing financial pressures and the need to complete the project on time. Prateek is an honest and upright officer, but he understands that addressing the problem would delay the project, making it impossible to meet the deadline.

- Discuss the ethical issues involved in the case.
- Under the given conditions, what are the options available to Prateek as the Project Manager? Critically evaluate each of the options.
- What option should Prateek adopt and why?

Address this part (20 marks, 250 words)

परियोजना प्रबंधक प्रतीक कुमार एक बहुप्रतीक्षित राजमार्ग के निर्माण के प्रभारी हैं, जिससे क्षेत्रीय विकास को बढ़ावा मिलने की उम्मीद है। इस परियोजना का उद्देश्य कनेक्टिविटी को बढ़ाना, व्यापार को बढ़ावा देना और पर्याप्त रोजगार के अवसर पैदा करना है। इसके महत्व को देखते हुए, यह सत्तारूढ़ पार्टी के लिए एक केंद्र बिंदु बन गया है, जो अगले साल होने वाले राज्य चुनावों से पहले इसे प्रगति के प्रतीक के रूप में सक्रिय रूप से बढ़ावा दे रही है। राजमार्ग का समय पर पूरा होना महत्वपूर्ण है, क्योंकि मुख्यमंत्री इसके पूरा होने पर इसका उद्घाटन करने वाले हैं। इससे प्रतीक और उनकी टीम पर अगले महीने निर्धारित समय सीमा को पूरा करने का अतिरिक्त दबाव बढ़ गया है।

नियमित निरीक्षण के दौरान, प्रतीक को पता चलता है कि राजमार्ग के एक विशेष हिस्से को घटिया सामग्री से बनाया गया है। यह खंड आवश्यक सुरक्षा और स्थायित्व मानकों को पूरा करने में विफल रहता है, जिससे सार्वजनिक सुरक्षा और जीवन को गंभीर खतरा है। यदि इसे अनसुलझा छोड़ दिया जाता है, तो समझौता की गई गुणवत्ता दुर्घटनाओं का कारण बन सकती है, जिससे परियोजना की विश्वसनीयता और सुरक्षित और विश्वसनीय बुनियादी ढांचे के लिए सरकार के वादे दोनों कम हो सकते हैं। चिंतित, प्रतीक ने ठेकेदार के साथ इस मुद्दे को उठाया, लेकिन ठेकेदार ने गंभीरता को कम करके आंका, दावा किया कि मामूली समायोजन से बड़ी देरी के बिना समस्या ठीक हो जाएगी।

बाद की टीम मीटिंग में, कुछ वरिष्ठ सदस्यों ने सुझाव दिया कि प्रतीक को परियोजना को समय पर पूरा करने के लिए गुणवत्ता संबंधी चिंताओं को नजरअंदाज करना चाहिए। उनका तर्क है कि राजमार्ग का अधिकांश हिस्सा मानकों को पूरा करता है और देरी के गंभीर आर्थिक और राजनीतिक परिणामों पर जोर देता है। चुनाव नजदीक आने के साथ, वे एक प्रमुख राजनीतिक घटना के रूप में मुख्यमंत्री के उद्घाटन के महत्व पर जोर देते हैं। वे चेतावनी देते हैं कि किसी भी देरी से सत्तारूढ़ पार्टी की छवि को नुकसान हो सकता है, उसकी चुनावी संभावनाओं को नुकसान हो सकता है, और संभावित रूप से टीम और संगठन के लिए नतीजे हो सकते हैं। बाद में, ठेकेदार निजी तौर पर प्रतीक के पास एक बड़ी रिश्त ल लेकर आता है, और उससे इस मुद्दे को अनदेखा करने और परियोजना को आगे बढ़ने देने का आग्रह करता है। ठेकेदार वित्तीय दबाव और समय पर परियोजना को पूरा करने की आवश्यकता का हवाला

देकर अपने कार्यों को उचित ठहराता है। प्रतीक एक ईमानदार अधिकारी है, लेकिन वह समझता है कि समस्या का समाधान करने से परियोजना में देरी होगी, जिससे समय सीमा को पूरा करना असंभव हो जाएगा।

- मामले में शामिल नैतिक मुद्दों पर चर्चा करें।
- दी गई परिस्थितियों में, प्रोजेक्ट मैनेजर के रूप में प्रतीक के पास क्या विकल्प उपलब्ध हैं? प्रत्येक विकल्प का आलोचनात्मक मूल्यांकन करें।
- प्रतीक को कौन सा विकल्प अपनाना चाहिए और क्यों? (20 अंक, 250 शब्द)

① The above case study highlights ethical issues associated with Quality of Public Services like Infrastructure development. Recent cases of Bridge collapses in Bihar and Madhya Pradesh. Bridge guttering has caused ~~total~~ loss of lives.

good conduct infra

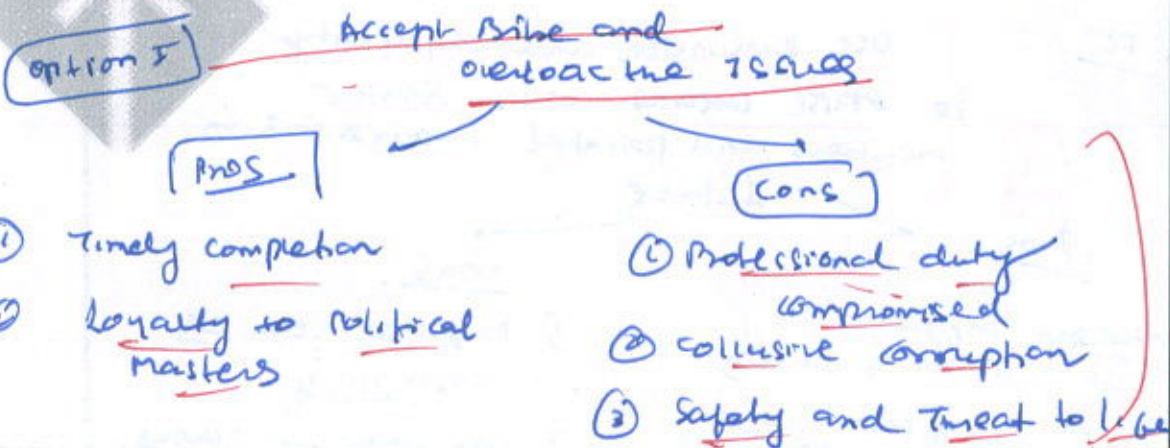
ETHICAL ISSUES INVOLVED

- ① Development of region and timely completion of projects for welfare of all (Utilitarianism)
 ↑ Delays can hinder this
 - ② Pressure on Prateek ↔ Impartiality and non-partisanship as key values
 - ③ usage of ^{good} substandard materials in construction ↔ violation of social contract
 (Poor quality of service delivery)
 - ④ Misutilization of Public Resources ↔ taxpayers money
- Valid point*

- ⑤ lack of Accountability and ownership of contractor \leftrightarrow Professional duty
 Compromised
 \hookrightarrow Breach of Public Trust (Against duty based ethics)
- ⑥ Suggestion by senior members to overlook \leftrightarrow Systemic Corruption in Team
- ⑦ Importance of CM Inauguration \leftrightarrow Preference of Political means to achieve ends (Kantian ethics)
- ⑧ offering of Bribe to Prateek \leftrightarrow Corruption and Buid me Quo attitude
- ⑨ Crisis of Conscience with Prateek \leftrightarrow mental discomfort
- ⑩ Violation of Constitutional morality and Rule of Law

Very amb rehearse to verage.

Options available to Prateek as Manager



Time

\hookrightarrow Wm of the in future.
 \hookrightarrow against duty ethics

Option I

Deny the bribe outrightly
and flag concerns with higher-ups

Pros

- i) Professional integrity
- ii) Duty based ethics
- iii) virtuous character
- iv) zero tolerance to corruption
- v) consumer safety first

Cons

- i) Delays in project completion
- ii) Retaliation from political executive
- iii) Delay in CM event

Option II

Resign from the job

Pros

- i) No moral dilemma

Cons

- i) Not a leader's trait
- ii) Loss of inner peace
- iii) Does not solve the problem

Option III

Use persuasion and objectivity to raise concerns with senior members and potential repercussions in future

Very good pros

cons

- i) Persuasion might change attitude of others
- ii) Team effort for project completion
- i) Might be seen as overstepping
- ii) Ignorance by others

Q written only: Which option to choose!?

① Course of action that Prateek should adopt should be based on-

- fine mentor
- Professional Integrity and Duty
 - Standards of Infrastructure development
 - Company commitments towards Public Service
 - Constitutional values

Steps that Prateek should take

② Speak to senior members and flag future possibilities of Bridge collapse

↳ Quote recent scouting and suspensions of engineers involved in market collapse

↳ Short term gains not to be preferred over long term vision

③ use data based objective assessment and use pathos, logos, ethos for effective persuasion → change seniors' attitude

④ Exhaust all Internal mechanisms to raise concern, go through chain of command till Board of Directors

↳ courage of conviction to stand up for what is right

Frame
an option
which
you are
going to
adopt!

And then,
give
reasoning!
on asked
in question.

Valid
part.

Write this
in
"Why"
part.

④ In case all above fails, report to media about potential impact and harm associated with project

Final
conclusion.

- ↳ collect required evidence and data to back up
- ↳ seek professional counseling to maintain calm
- ↳ Raise concern against contractor and his move to bribe

Long Term measures

- ① Audit mechanism by Third party to assess Quality
- ② Citizen charter and defined Quality service deliver ← Sevottam model
- ③ Capacity Building and Code of Ethics
- ④ zero tolerance to corruption
- ⑤ Whistle Blower Protection

Final
Best
mention
of
remaining
part

Smilets like Satyendra Dubej

and Manjunath Shanmugam sacrificed their lives to keep up with highest standards of moral integrity. They are an inspiration to managers like Prateek

Feedback

(For OFFICE use only)

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

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

TOTAL MARKS	
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Q.8) Ramesh is a ninth-class student of Shiksha Public School from a lower-middle-class family in a tier-3 city. He had a deep interest in creative arts like music and dance and had always excelled in them. Teachers and friends often praised his talent, and Ramesh dreamed of pursuing a career in performing arts. However, his parents envisioned a different path for him, which was becoming an engineer. Coming from modest backgrounds and facing financial difficulties, Ramesh's parents were banking on his engineering career to secure a stable and prosperous future.

When Ramesh shared his dream with his parents, they strongly opposed it, as expected. His father dismissed his passion as unrealistic and said music and dance were not respectable professions. He also compared Ramesh to his cousin Mahesh, who had secured a high-paying job after graduating from a top engineering college. Ramesh felt pressured and reluctantly agreed to pursue science in school. After completing his board exams, his parents sent him to Kotanagar, a coaching hub known for engineering entrance exam preparation.

To finance Ramesh's coaching fees, his parents mortgaged their only ancestral property, emphasizing the importance of Ramesh's success in the upcoming engineering entrance exams. Ramesh, torn between his dreams and his family's expectations, resolved to work hard. However, the demanding coaching schedule, coupled with his lack of interest in the subjects, began to take a toll on his mental health.

Far from home, Ramesh felt isolated and depressed. He missed his friends, school environment, and the hobbies that once brought him joy. The pressure to perform was immense, with his mock test results consistently falling short of expectations. Over time, he began withdrawing from others, even avoiding phone calls with his parents.

After two years of grueling preparation, Ramesh appeared for the entrance exam under the weight of crushing expectations. When the results were declared, he was unable to secure admission to a prestigious engineering college. The disappointment in his parents' voices further deepened his guilt and sense of failure. Feeling like a burden and unable to bear the weight of unmet expectations, Ramesh took a drastic step and ended his life by jumping from his hostel building.

In his final note, Ramesh apologized to his parents for failing to meet their aspirations and expressed his regret for letting them down.

- Based on the above case study, discuss the ethical issues with the education system.
- What are the qualities lacked by Ramesh's parents?
- What qualities in a person can prevent them from taking the extreme step of suicide?

(20 marks, 250 words)

रमेश, शिक्षा पब्लिक स्कूल में नौवीं कक्षा का छात्र है, जो टियर-3 शहर के एक निम्न-मध्यम वर्गीय परिवार से है। उसे संगीत और नृत्य जैसी रचनात्मक कलाओं में गहरी रुचि थी और वह हमेशा उनमें अक्ल रहा। शिक्षक और दोस्त अक्सर उसकी प्रतिभा की प्रशंसा करते थे, और रमेश प्रदर्शन कला में अपना करियर बनाने का सपना देखता था। हालाँकि, उसके माता-पिता ने उसके लिए एक अलग रास्ता देखा, जो कि इंजीनियर बनना था। मामूली पृष्ठभूमि से आने और आर्थिक कठिनाइयों का सामना करने के कारण, रमेश के माता-पिता एक स्थिर और समृद्ध भविष्य को सुरक्षित करने के लिए उसके इंजीनियरिंग करियर पर भरोसा कर रहे थे।

जब रमेश ने अपने सपने को अपने माता-पिता के साथ साझा किया, तो उन्होंने उम्मीद के मुताबिक इसका कड़ा विरोध किया। उनके पिता ने उनके जुनून को अवास्तविक बताते हुए कहा कि संगीत और नृत्य सम्मानजनक पेशे नहीं हैं। उन्होंने रमेश की तुलना अपने चचेरे भाई महेश से भी की, जिसने एक शीर्ष इंजीनियरिंग कॉलेज से स्नातक होने के बाद उच्च वेतन वाली नौकरी हासिल की थी। रमेश ने दबाव महसूस किया और अनिच्छा से स्कूल में विज्ञान का अध्ययन करने के लिए सहमत हो गया। अपनी बोर्ड परीक्षाएँ पूरी करने के बाद, उनके माता-पिता ने उन्हें कोटानगर भेज दिया, जो इंजीनियरिंग प्रवेश परीक्षा की तैयारी के लिए जाना जाने वाला एक कोचिंग हब है।

रमेश की कोचिंग फीस का खर्च उठाने के लिए उसके माता-पिता ने अपनी एकमात्र पैतृक संपत्ति गिरवी रख दी, जिससे आगामी इंजीनियरिंग प्रवेश परीक्षाओं में रमेश की सफलता के महत्व पर जोर दिया जा सके। अपने सपनों और अपने परिवार की उम्मीदों के बीच उलझे रमेश ने कड़ी मेहनत करने का संकल्प लिया। हालाँकि, कोचिंग का व्यस्त कार्यक्रम और विषयों में उसकी रुचि की कमी ने उसके मानसिक स्वास्थ्य पर बुरा असर डालना शुरू कर दिया।

घर से दूर, रमेश अकेला और उदास महसूस करता था। उसे अपने दोस्तों, स्कूल के माहौल और उन शौक की याद आती थी जो कभी उसे खुशी देते थे। अच्छा प्रदर्शन करने का दबाव बहुत ज्यादा था, उसके मॉक टेस्ट के नतीजे लगातार उम्मीदों से कम आ रहे थे। समय के साथ, वह दूसरों से दूर रहने लगा, यहाँ तक कि अपने माता-पिता से फ़ोन पर बात करने से भी कतराने लगा।

दो साल की कड़ी मेहनत के बाद, रमेश ने भारी उम्मीदों के बोझ तले प्रवेश परीक्षा दी। जब परिणाम घोषित हुए, तो वह एक प्रतिष्ठित इंजीनियरिंग कॉलेज में प्रवेश पाने में असमर्थ था। उसके माता-पिता की आवाज़ में निराशा ने उसके अपराधबोध और असफलता की भावना को और गहरा कर दिया। बोझ महसूस करने और पूरी न हुई उम्मीदों का भार उठाने में असमर्थ, रमेश ने एक कठोर कदम उठाया और अपने छात्रावास की इमारत से कूदकर अपनी जान दे दी।

अपने अंतिम नोट में रमेश ने अपने माता-पिता से उनकी आकांक्षाओं को पूरा न कर पाने के लिए माफी मांगी तथा उन्हें निराश करने के लिए खेद व्यक्त किया।

a. उपरोक्त केस स्टडी के आधार पर शिक्षा प्रणाली से जुड़े नैतिक मुद्दों पर चर्चा करें।

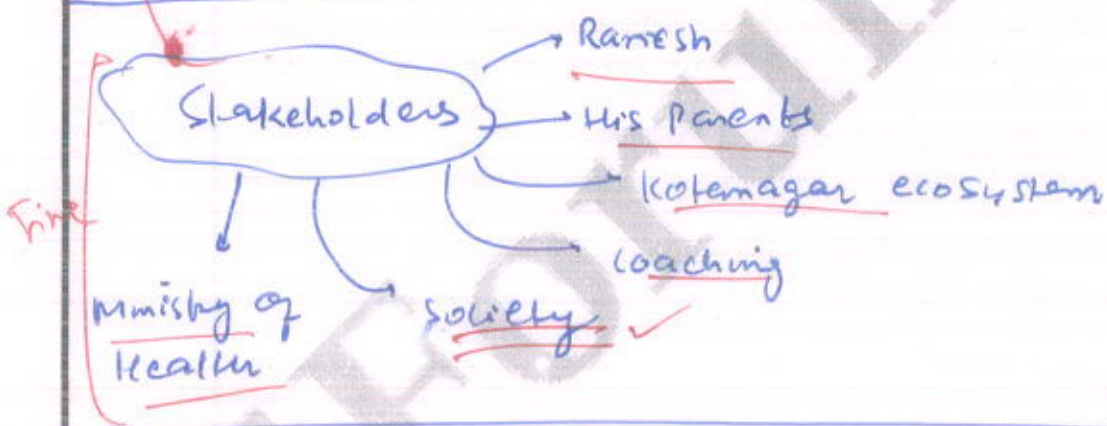
b. रमेश के माता-पिता में कौन से गुणों का अभाव है?

c. किसी व्यक्ति के कौन से गुण उसे आत्महत्या जैसा चरम कदम उठाने से रोक सकते हैं?

(20 अंक, 250 शब्द)

The above case study highlights the arising mental health issues and suicides among youth. Also, social stigma and lack of family support aggravates such issues causing loss of precious lives.

good use of key words



Ethical Issues with Education System

Bad perception

① Perception about multidisciplinary subjects like music and dance are 'less' worthy and usually taken up by 'Bare benchers' (negative attitude).

Bad

- ② Role of family in developing 'Bias' towards science and picking a 'safe' option → lack of Innovation and risk averse attitude True
- ③ lack of conducive and healthy ecosystem provided by Kolamagar Coaching

 - ↳ Profit making motive
 - ↳ Ignorance to mental health
 - ↳ breeds competition in unhealthy mannerCommercialization of education
- ④ lack of avenues and job opportunities among arts, music and dance due to skewed focus on STEM (Government Policy Paralysis) good.
- ⑤ Failure of society to provide right amount of counseling due to social stigma towards depression Add:
- ⑥ lack of emotional intelligence among youth → cannot handle pressure and failure ↳ Mindless Competition
↳ lack of well-rounded edu

(b) Qualities lacked by Ramesh's Parents

① Unilateral decision making for the child without his consent \leftrightarrow Forced decision making

Better: Undemocratic Parenting

② Putting means vs ends: Adopting non-interesting subjects to get high paying jobs

③ Lack of Respect towards child hurts human dignity \leftrightarrow Kantian ethics

④ Putting economical interests above empathy and compassion towards child

⑤ Lack of Responsiveness and Ignorance towards deteriorating mental health despite early signs of depression *narrow minded.*

⑥ Inadequate approachability as Ramesh did not reach out to them \leftrightarrow Poor interpersonal skills

⑦ Lack of Emotional intelligence as too much focus on professional competence

good coverage of relevant ideas

① Nobody deserves to suffer in silence. → Good
 Hence focus should be drawn on development of below qualities in person:

① Self-awareness of emotions about feeling depressed or feeling low

② Developing social skills during school to enhance inter-personal relations → v. good
 (a) Panchakosha Principles of National Education Policy 2020

③ Effective communication and reaching out to seek professional help → mental edu.
 (a) TELEMANAS for counseling

④ Physical exercises like yoga to better mental health

⑤ Channelising negative emotions into positive
 (a) Dassath Manjhi → maintain man
 (b) Bhagat Singh → Punjab wanjawan Sabhe

⑥ Courage Building to speak up and

menten:
Mansik
Chaitanik
Pranik
 etc.

Good courage

fine learning from one's failure.

build self-confidence (eg) Martial classes during school

⑦ Attitude change towards mental health to light isolation (eg) Deepika Padukone foundation

⑧ Acceptance of Failures as part and parcel of life by operant conditioning (eg) sharing failure stories in NCERTS School books.

very relevant point

Apart from person himself, Society should also take below measures -

① Busting social stigma, community initiatives (eg) Langar as community service

② Detect early signs of depression and report to professionals (eg) IT Guwahati Your Dost initiative

③ Value education in schools and role of family in building Resilience

when an individual takes his life, it does not merely show failure on his part but we fail as a society and as a nation. Mental health should be prioritised at the earliest to save various Ramesh

very relevant

Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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

TOTAL MARKS	
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Q.9) Inside a busy city administration office, Joint Municipal Commissioner Keerthi, who also serves as the Public Information Officer (PIO), faces a challenging situation. Recently, an RTI application has been received, demanding details about public infrastructure projects initiated during her tenure. Upon reviewing the requested information, Keerthi discovers that certain decisions made regarding these projects were not entirely sound in hindsight. These decisions, although taken in good faith and after due diligence, failed to realize promised outcomes. There were other employees also who were party to this decision. The disclosure of this information could potentially lead to scrutiny and backlash against herself, the employees, and contractors involved. Known for her integrity and commitment to public service, Keerthi finds herself at a crossroads. The RTI Act has served as a critical check against administrative arbitrariness, ensuring transparency and accountability. However, she also observes a troubling trend. RTI applications are often used by vested interests and activists seeking personal gain rather than genuine public interest. Some activists even resort to threats or extortion tactics, undermining the integrity of the RTI process. She fears the requested RTI information could be similarly exploited. Moreover, the employees involved are requesting her to withhold the information. In navigating this situation, Keerthi weighs her options carefully.

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

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

a) उपर्युक्त स्थिति में कीर्ति के लिए उपलब्ध विकल्पों की आलोचनात्मक जांच कीजिए।

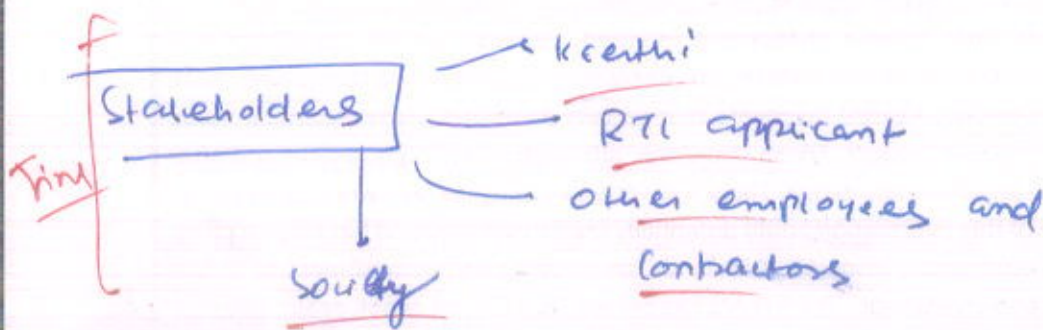
b) कौन सा विकल्प कीर्ति के लिए सबसे उपयुक्त होगा और क्यों?

(20 अंक, 250 शब्द)

The above case study highlights

how Bona fide mistakes made by honest civil servants can lead to serious repercussions and might jeopardise their career. Multiple values at play might complicate the situation hence creating crisis of conscience.

Summarised the case well.



Options available to Keerthi

Option I

Release the information without second thoughts

Pros

- RTI purpose fulfilled
- Professional Integrity
- Freedom of Expression (Article 19(1))

Cons

- Career at risk
- Employees and contractors also impacted
- Misuse of RTI for personal gains
↳ Trust erosion

Option II

Withhold the information and deny RTI request seeking vague exemptions?

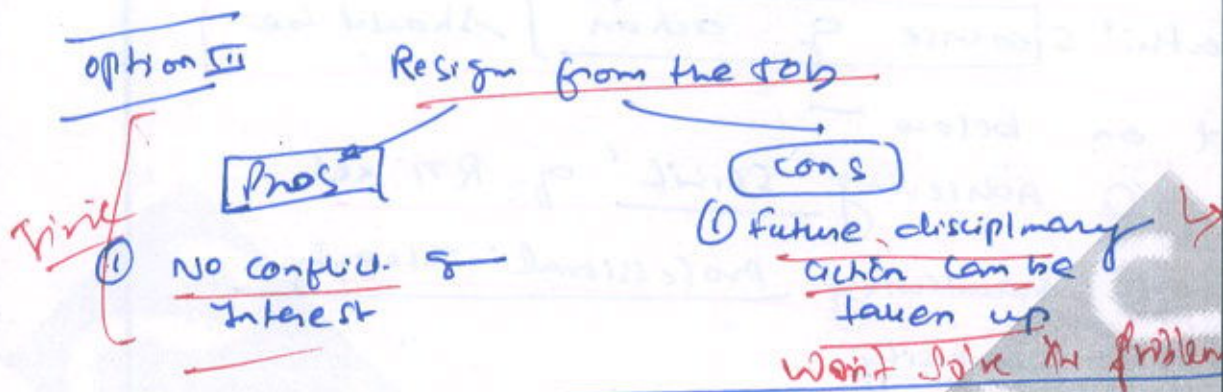
Pros

- Career intact
- Nonafide mistake can be ignored
- Promotes Risk taking and innovation in future

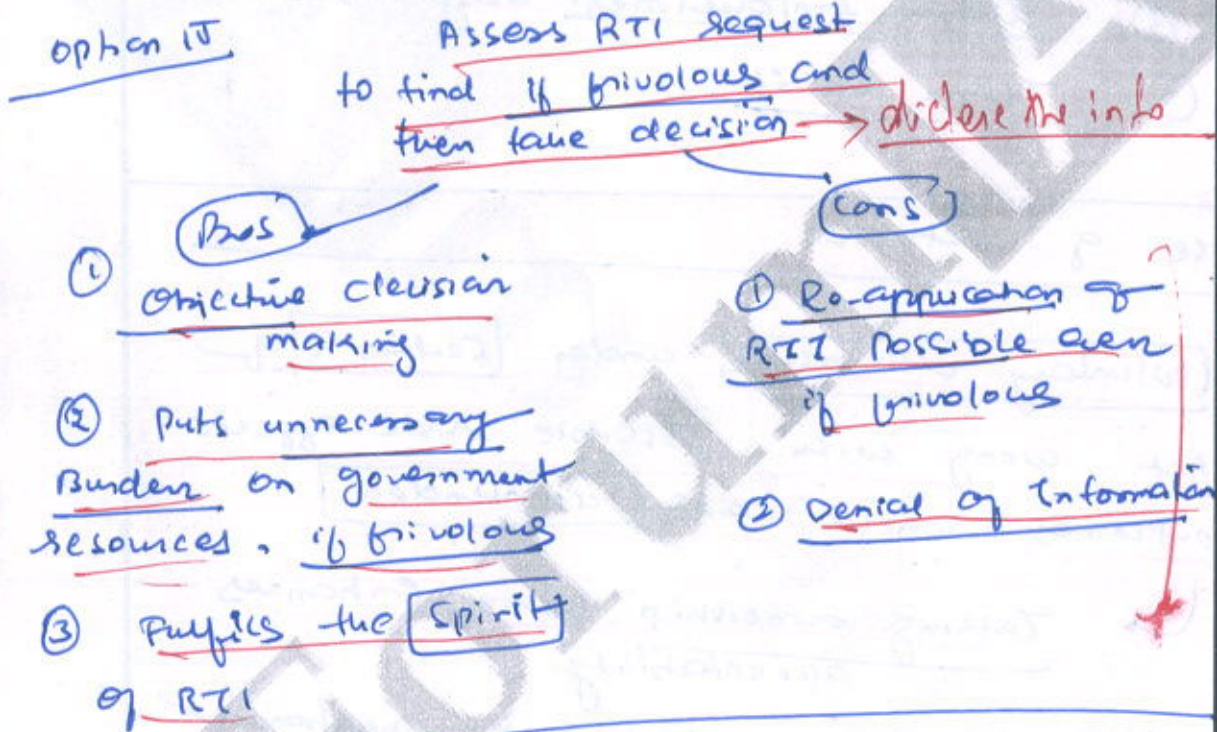
Cons

- Denial of Constitutional Rights
- Abuse of power via exemptions
- Truth will come out anyway

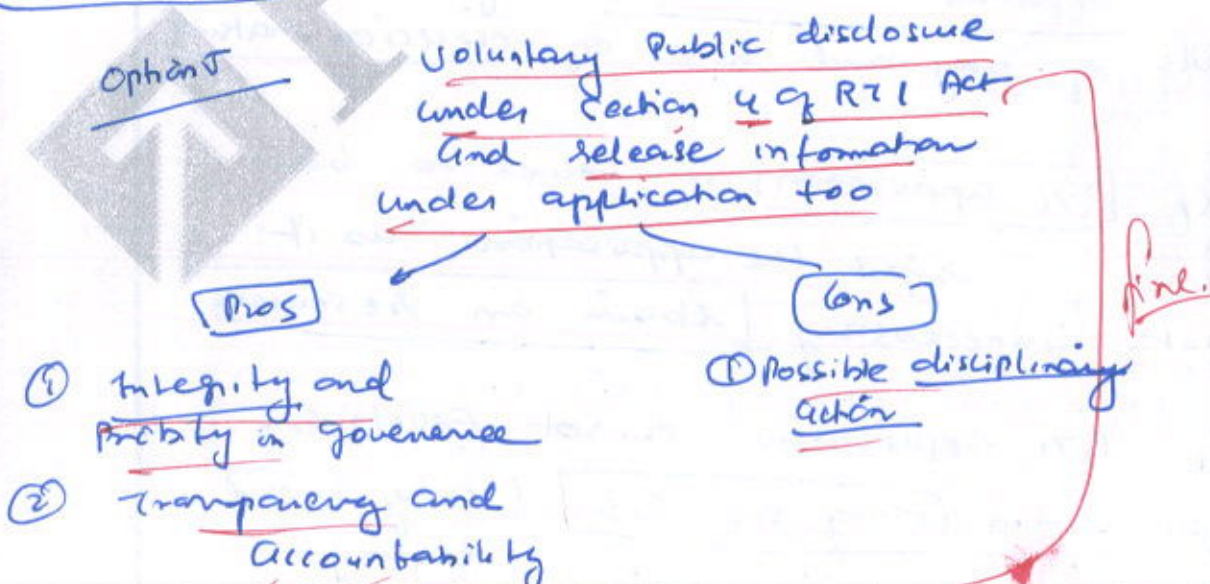
"She'll be of be in small.."
Ultimately, law will catch up



I go to next work place. There also, same dilemma can show up!



fine



fine.

As real question concerning "Which of above option" not course of action. These 2 are different approaches.

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

6

Keerti's course of action should be

based on below -

- ① Achieving 'spirit' of RTI act
- ② Maintaining Professional Integrity
 In spite of adversity
- ③ Citizen empowerment using Public data
- ④ Team spirit

Course of Action

① Voluntary disclosure under Section 4(g) RTI Act along with possible side effects and outcomes which were unintended

↳ Taking ownership hence enhances accountability
 ↳ Effective communication by mentioning details of why and how of decision making

② If RTI application is found to be frivolous, reject the application as it puts unnecessary strain on resources

③ To RTI application is not frivolous, fulfill your duty as PIO (Duty based ethics)

Read this

Keerti's!

④ Adopt Nishkam Karma and not thinking of outcomes.

⑤ In case of future proceedings against you and team, do the ground work to justify every decision taken using Meeting Records, File Notings etc.

⑥ Provide Professional counseling to the people involved and have faith in Criminal Justice system.

⑦ Measures that can be taken to further improve project outcomes using feedback from citizen (eg) My gov.in

in the question in order to stick to the case given.

Time.

Time. But you again did not mention "Why".

LONG TERM MEASURES

① Process Reengineering to avoid Bonafide mistakes

② Objective and Impartial decision making using automation and emerging technology

③ Seeking Third party view on decisions

④ Capacity Building of team
Governance is full of complexities

navigating these challenges using highest standards of ethical governance would maximise good and minimise harm.

Feedback
(For OFFICE use only)

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

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

TOTAL MARKS	
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Q.10) Littering at popular tourist destinations has become a significant environmental and ethical concern in India. A recent incident highlighted this issue when tourists were observed throwing tissue papers and a cake box on the road after celebrating a birthday. When a local politely requested them to use a nearby dustbin just 5 feet away, the tourists dismissed the appeal, claiming no dustbin was available. The situation escalated when their driver threw a plastic bag into the adjacent valley.

Public reactions to the incident were divided. Some individuals commended the intervention as an effort to promote civic responsibility, emphasizing the need to protect fragile ecosystems like hill stations. Many argued that tourists must adhere to basic environmental ethics and that public spaces are a shared responsibility. Critics also highlighted the broader implications of such irresponsible behavior on the environment and local livelihoods.

On the other hand, the tourists involved accused those intervening of interfering in their personal affairs, claiming their privacy was being violated. The argument that the tourists were being publicly shamed through the viral video added another layer to the ethical debate. Many questioned whether posting such incidents online, even for a social cause, was appropriate or necessary.

The debate continues, with one side emphasizing the collective responsibility to preserve public spaces and the environment, while the other raises concerns about individual privacy and autonomy.

- What are the ethical concerns associated with tourists littering at public destinations?
- How can ethical tourism practices be integrated into policies to address issues like littering at tourist destinations?
- Suggest a course of action that balances environmental responsibility and individual rights. Justify your answer. (20 marks, 250 words)

भारत में लोकप्रिय पर्यटन स्थलों पर कूड़ा फेंकना एक महत्वपूर्ण पर्यावरणीय और नैतिक चिंता बन गया है। हाल ही में एक घटना ने इस मुद्दे को उजागर किया जब पर्यटकों को जन्मदिन मनाने के बाद सड़क पर टिश्यू पेपर और केक का डिब्बा फेंकते हुए देखा गया। जब एक स्थानीय व्यक्ति ने विनम्रतापूर्वक उनसे 5 फीट की दूरी पर स्थित पास के कूड़ेदान का उपयोग करने का अनुरोध किया, तो पर्यटकों ने यह कहते हुए अपील को खारिज कर दिया कि कोई कूड़ेदान उपलब्ध नहीं है। स्थिति तब और बिगड़ गई जब उनके ड्राइवर ने बगल की घाटी में एक प्लास्टिक बैग फेंक दिया।

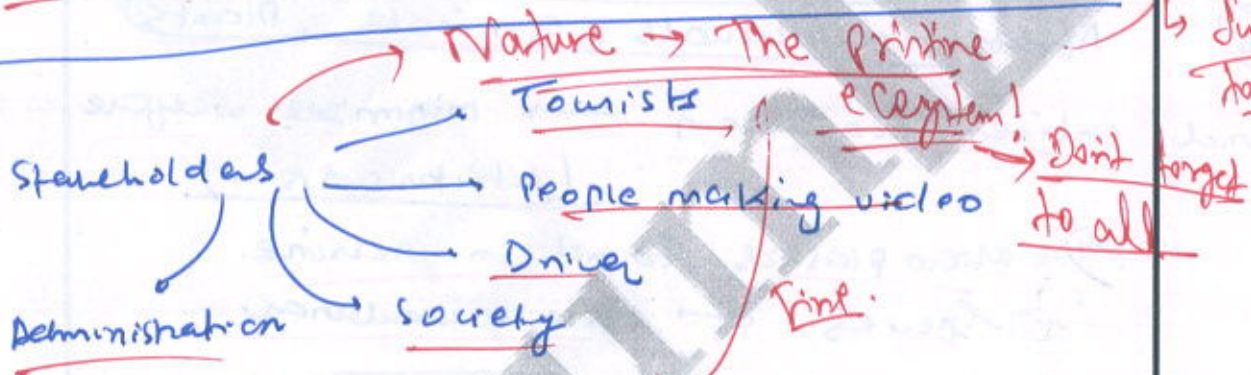
इस घटना पर लोगों की प्रतिक्रियाएँ विभाजित थीं। कुछ लोगों ने नागरिक जिम्मेदारी को बढ़ावा देने के प्रयास के रूप में हस्तक्षेप की सराहना की, जिसमें हिल स्टेशनों जैसे नाजुक पारिस्थितिकी तंत्रों की रक्षा करने की आवश्यकता पर जोर दिया गया। कई लोगों ने तर्क दिया कि पर्यटकों को बुनियादी पर्यावरणीय नैतिकता का पालन करना चाहिए और सार्वजनिक स्थान एक साझा जिम्मेदारी है। आलोचकों ने पर्यावरण और स्थानीय आजीविका पर इस तरह के गैर-जिम्मेदार व्यवहार के व्यापक प्रभावों पर भी प्रकाश डाला। दूसरी ओर, शामिल पर्यटकों ने हस्तक्षेप करने वालों पर उनके निजी मामलों में हस्तक्षेप करने का आरोप लगाया, उनका दावा है कि उनकी निजता का उल्लंघन किया जा रहा है। यह तर्क कि वायरल वीडियो के ज़रिए पर्यटकों को सार्वजनिक रूप से शर्मिंदा किया जा रहा है, ने नैतिक बहस को एक और स्तर पर ला खड़ा किया। कई लोगों ने सवाल उठाया कि क्या ऐसी घटनाओं को ऑनलाइन पोस्ट करना, चाहे वह सामाजिक उद्देश्य के लिए ही क्यों न हो, उचित या आवश्यक था।

यह बहस जारी है कि एक पक्ष सार्वजनिक स्थानों और पर्यावरण को संरक्षित करने की सामूहिक जिम्मेदारी पर जोर दे रहा है, जबकि दूसरा पक्ष व्यक्तिगत गोपनीयता और स्वायत्तता के बारे में चिंता जता रहा है।

- सार्वजनिक स्थलों पर पर्यटकों द्वारा कूड़ा-कचरा फैलाने से जुड़ी नैतिक चिंताएं क्या हैं?
- पर्यटन स्थलों पर कूड़ा-कचरा फैलाने जैसी समस्याओं से निपटने के लिए नीतियों में नैतिक पर्यटन प्रथाओं को कैसे एकीकृत किया जा सकता है?
- पर्यावरणीय जिम्मेदारी और व्यक्तिगत अधिकारों के बीच संतुलन बनाने वाली कार्यवाही का सुझाव दें। अपने उत्तर का औचित्य सिद्ध करें। (20 अंक, 250 शब्द)

The above case study highlights ethical dilemmas in public life which can also impact ethical issues of personal life.
 Managing divergences and overlap between ethics in public and private life might need attitude change and emotional intelligence.

Fine Intro
~~with~~ mention context!
 ↳ Public responsibility
 ↳ Sust. tourism



Ethical Concerns Associated

- ① Negative attitude towards environment conservation ← Not in my Backyard
- ② Law of ecocentrism as putting self interests over nature interests
- ③ Unsustainability of such actions due to long term negative impact

This is a good thing, not against nature!

Fine

- Laurel of Circumference*
- (4) Lack of Stewardship and accountability among people as seen with drivers
 - (5) Using Environment and Mother Earth as means to achieve recreational Purpose (ends) *write clearly o's.*
 - (6) Affects Individuals, animals, plants and entire ecosystem → minimises welfare (utilitarianism)
 - (7) Microplastics found in marine species ← Bioaccumulation
 - (8) Future impact on Tourism of such places *fragile ecosystems.* (ex) Adverse weather patterns in Uttarakhand due to unsustainable Tourism

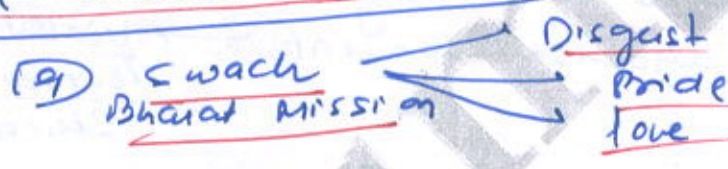
- (9) Ethical Tourism should be based on Below Principles
- i) Adoption of Environmental ethics as part of value education
 - ↳ Role of Family, educational institutes
 - ↳ Role of Society (ex) NEP 2020
- fine*

i) Infrastructure Support by putting restrooms nearby

ii) Community Engagement to promote sustainable tourism practices

iii) Volunteers from local community for periodic cleanliness drives

iv) Social Persuasion Strategies to change attitude



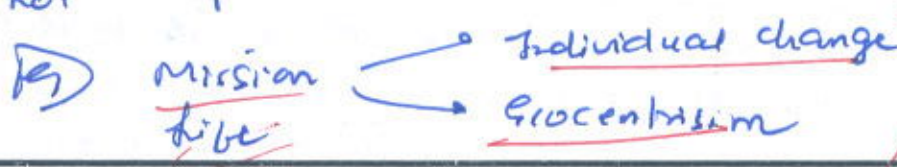
Also Minimise Life

v) Adoption of Biodegradable materials and total plastic ban in tourist places more more to pollution

reusable bottles } Add examples.
~~plastic~~ packaging }

② course of action to Balance Environmental Responsibility and Individual Rights

① Integrated approach towards environment and not compartmentalisation



fine

② Respecting human dignity (Kantian ethics)

and not testing privacy at all costs

(eg) 'privacy' culture using digital data protection Act and Right to Privacy under Article 21)

③ Choosing the right means to

achieve sustainability

(eg) video recording and public shaming against consent → violates deontological ethics

④ Maximising welfare of everyone in the ecosystem (eg) Nature Based Solutions to promote compostable waste (plastic)

⑤ Research and development to promote environment friendly products

(eg) Nanomaterials

⑥ Community engagement and capacity building → Now? → Plogging!

Wular Economy as proposed under Panchsmit Goals and Self-restraint to reduce conspicuous consumption is need of the hour. Afterall, this is not our ecosystem and we have Borrowed it from our children

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.11) With multipronged strategy of the Central and State Governments, especially in the last few years, the Naxalite problem has been resolved to a large extent in the affected states of the country. However, there are a few pockets in certain states where the naxalite problem still persists, mainly due to the involvement of foreign countries. Rohit is posted as SP (Special Operations) for the last one year, in one of the districts which is still affected by the naxalite problem. The district administration has taken a lot of developmental works in the recent past in the naxalite-affected areas to win the hearts and minds of the people. Over a period of time, Rohit has established an excellent intelligence network to get real-time information regarding the movement of naxalite cadre. To instill confidence in the public and have moral ascendancy over the naxalites, a number of cordon and search operations are being conducted by the police. Rohit, who himself was leading one of the contingents, got a message through his intelligence source that about ten hardcore naxalites were hiding in a particular village with sophisticated weapons. Without wasting any time, Rohit reached the target village with his team and laid out a foolproof cordon and started carrying out a systematic search. During the search, his team managed to overpower all the naxalites along with their automatic weapons. However, in the meantime, more than a hundred tribal women surrounded the village and started marching towards the target house. They were shouting and demanding the immediate release of insurgents since they are their protectors and saviors. The situation on the ground was becoming very critical as the tribal women were extremely agitated and aggressive. Rohit tried to contact his superior officer (IG Special Operations) of the state on the radio set and on mobile phone, but failed to do so due to poor connectivity. Rohit was in great dilemma since out of the naxalites apprehended, two were not only hardcore top insurgents with prize money of ₹10 lakhs on their heads, but were also involved in a recent ambush on the security forces. However, if he did not release the naxalites, the situation could get out of control since the tribal women were aggressively charging towards them. In that case, to control the situation, Rohit might have to resort to firing, which may lead to valuable loss of lives of civilians and would further complicate the situation.

- What are the options available with Rohit to cope with the situation?
- What are the ethical dilemmas being faced by Rohit?
- Which of the options, do you think, would be more appropriate for Rohit to adopt and why?
- In the present situation, what are the extra precautionary measures to be taken by the police in dealing with women protesters?

(20 marks, 250 words)

केंद्र और राज्य सरकारों की बहुआयामी रणनीति के कारण, खासकर पिछले कुछ वर्षों में, देश के प्रभावित राज्यों में नक्सली समस्या काफी हद तक हल हो गई है। हालांकि, कुछ राज्यों में कुछ ऐसे क्षेत्र हैं जहाँ नक्सली समस्या अभी भी बनी हुई है, जिसका मुख्य कारण विदेशी राशियों की भागीदारी है। रोहित पिछले एक साल से एसपी (स्पेशल ऑपरेशन) के पद पर तैनात हैं, जो कि अभी भी नक्सली समस्या से प्रभावित जिलों में से एक है। जिला प्रशासन ने लोगों का दिल जीतने के लिए नक्सल प्रभावित क्षेत्रों में हाल के दिनों में कई विकास कार्य किए हैं। पिछले कुछ समय में, रोहित ने नक्सली कैडर की गतिविधियों के बारे में वास्तविक समय की जानकारी प्राप्त करने के लिए एक बेहतरीन खुफिया नेटवर्क स्थापित किया है। लोगों में विश्वास पैदा करने और नक्सलियों पर नैतिक नियंत्रण रखने के लिए, पुलिस द्वारा कई घेराबंदी और तलाशी अभियान चलाए जा रहे हैं। रोहित, जो खुद एक टुकड़ी का नेतृत्व कर रहे थे, को अपने खुफिया सूत्रों से संदेश मिला कि एक खास गांव में करीब दस कट्टर नक्सली अत्याधुनिक हथियारों के साथ छिपे हुए हैं। बिना समय गंवाए रोहित अपनी टीम के साथ लक्षित गांव में पहुंचे और एक अचूक घेराबंदी की और व्यवस्थित तलाशी शुरू की। तलाशी के दौरान उनकी टीम ने सभी नक्सलियों को उनके स्वचालित हथियारों के साथ काबू कर लिया। हालांकि, इस बीच, सौ से अधिक आदिवासी महिलाओं ने गांव को घेर लिया और लक्षित घर की ओर कूच करना शुरू कर दिया। वे चिल्ला रही थीं और उग्रवादियों को तत्काल रिहा करने की मांग कर रही थीं, क्योंकि वे उनके रक्षक हैं। जमीनी स्तर पर स्थिति बहुत गंभीर होती जा रही थी क्योंकि आदिवासी महिलाएं बेहद उत्तेजित और आक्रामक थीं। रोहित ने राज्य के अपने वरिष्ठ अधिकारी (आईजी स्पेशल ऑपरेशन) से रेडियो सेट और मोबाइल फोन पर संपर्क करने की कोशिश की, लेकिन खराब कनेक्टिविटी के कारण ऐसा करने में असफल रहे। रोहित बड़ी दुविधा में था क्योंकि पकड़े गए नक्सलियों में से दो न केवल 10 लाख रुपये के इनामी शीर्ष उग्रवादी थे, बल्कि हाल ही में सुरक्षा बलों पर घात लगाकर किए गए हमले में भी शामिल थे। हालांकि, अगर वह नक्सलियों को नहीं छोड़ता, तो स्थिति नियंत्रण से बाहर हो सकती थी क्योंकि आदिवासी महिलाएं उन पर आक्रामक रूप से हमला कर रही थीं। उस स्थिति में, स्थिति को नियंत्रित करने के लिए रोहित को गोलीबारी का सहारा लेना पड़ सकता था, जिससे नागरिकों की जान जा सकती थी और स्थिति और भी जटिल हो सकती थी।

- इस स्थिति से निपटने के लिए रोहित के पास क्या विकल्प उपलब्ध हैं?
- रोहित को किन नैतिक दुविधाओं का सामना करना पड़ रहा है?
- आपके विचार से रोहित के लिए कौन सा विकल्प अधिक उपयुक्त होगा और क्यों?
- वर्तमान स्थिति में, महिला प्रदर्शनकारियों से निपटने में पुलिस द्वारा क्या अतिरिक्त एहतियाती उपाय किए जाने चाहिए?

(20 अंक, 250 शब्द)

The above case study highlights how modern forms of warfare has been

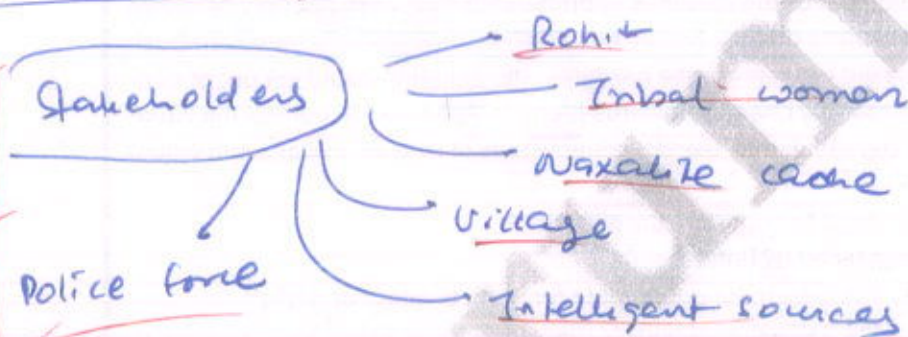
Not exactly

adopted by naxalites which is using women and children as means to achieve their objectives (ends). It also shows various

Time

ethical dilemmas faced by security professionals and need to choose the best decision

Time



Options available with Rohit

① Resort to firing to control the situation and arrest hardcore top insurgents

Time

② Do not fire on women as they are just being as human shields by the naxalites, hence protecting vulnerable lives

★ Too many options. Club them into 'soy' as out of there you have to choose one, as per demand of the question!

3) Speak to leader of Tribal women and try to pacify the crowd down using effective persuasion and innovative techniques

4) Start singing national anthem) Fine.

5) use tone of Insurgents as human shield and warn women to stop else you would fire on the target insurgent do hit!

6) Try moving to another position and calling superior officers to get extra help using emergency SOS to reach out for additional force

(all) reinforcements

7) Ethical dilemmas faced by R.O.H.T

i) National security vs saving lives of civilians

ii) Arresting Insurgents vs handling agitated and aggressive women

iii) Professional duties vs Professional Integrity

Good points.

(ii) Using force to control mob vs maintaining law and order by going soft on tribal women Now? → by giving permission

(iii) Paritying Tribal women at the earliest vs Releasing Top Insurgents out of fear and situation

② options to be adopted by Rohit:

① Start singing national anthem for crisis management ← Emotional Intelligence

② Speak to leader of tribal group and use local language to convey how police force is actual protector

③ Effective use of emotions on women by conveying how these top insurgents have taken lives of so many people

④ Reimunity: Offering women job opportunities and all forms of government assistance if they cooperate

↳ ⑤ Buying time by pacifying and ask team members to continue searching out to senior for additional forces

Good

↳ ⑥ meanwhile ask your team to mobilise insurgents to a secluded, hazy place

Fine

↳ ⑦ winning hearts and minds of women by taking help from women police officers who can empathise and be more sensitive

Very imp! good

⑧ Extra Precautionary measures while dealing with women protesters :

↳ i) Minimise use of force and use emotions for persuasion

Add:
↳ women battalions
↳ Non-lethal method of crowd control
eg - Water cannon
tear gas

↳ ii) Being sensitive and respectful towards women (Article 51A)

↳ iii) Assuring dignity of women is not compromised

↳ iv) Being empathetic to their cause and 'listening' to them

terrorism is a major threat to national security, however one size fit all approach cannot resolve the issue when vulnerable sections are involved out of compulsion

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 (9)

Better to write, What can solve the issue → integrated approach
Security employment.

Q.12) In the lush green expanse of the Eastern Ghats, a significant change is underway. The state government has announced a new infrastructure project—a highway connecting City A and City B. This project, envisioned as a catalyst for economic growth and enhanced connectivity, also promises to attract significant investments, including from a major semiconductor company. The semiconductor company is important for strategic purposes, given the growing importance of semiconductors in defense, space, and communications sectors. However, the proposed highway passes through a densely forested tribal area, home to an indigenous community deeply connected to the land.

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

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

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

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

- What are the ethical issues involved in the case?
- Evaluate the options available to Vikash, being District Magistrate of the area.
- What course of action should Vikash adopt and why?

Q. You missed 20 marks, 250 words!

पूर्वी घाट के हरे-भरे विस्तार में एक महत्वपूर्ण बदलाव चल रहा है। राज्य सरकार ने एक नई बुनियादी ढांचा परियोजना की घोषणा की है - शहर A और शहर B को जोड़ने वाला एक राजमार्ग। आर्थिक विकास और बेहतर कनेक्टिविटी के उत्प्रेरक के रूप में परिकल्पित इस परियोजना से एक प्रमुख सेमीकंडक्टर कंपनी सहित महत्वपूर्ण निवेश आकर्षित होने का भी वादा किया गया है। रक्षा, अंतरिक्ष और संचार क्षेत्रों में सेमीकंडक्टर के बढ़ते महत्व को देखते हुए, सेमीकंडक्टर कंपनी रणनीतिक उद्देश्यों के लिए महत्वपूर्ण है। हालांकि, प्रस्तावित राजमार्ग एक घने जंगल वाले आदिवासी क्षेत्र से होकर गुजरता है, जो भूमि से गहराई से जुड़े एक देशज समुदाय का आश्रय स्थल है।

स्थानीय आदिवासी समुदाय, जो अपनी आजीविका और सांस्कृतिक प्रथाओं के लिए जंगल पर निर्भर है, विस्थापन की संभावना और परियोजना के लिए आवश्यक व्यापक वन निकासी से चिंतित है। जंगल न केवल उनका घर है, बल्कि उनकी पहचान और आजीविका का एक महत्वपूर्ण हिस्सा है। यह वह जगह है जहाँ उनके पूर्वजों को दफनाया गया है, जहाँ वे औषधीय पौधे उगाते हैं, और जहाँ उनके बच्चे खेलते हैं। मीरा, एक सम्मानित बुजुर्ग सहित समुदाय के नेता अपनी भूमि की रक्षा के लिए दृढ़ हैं। उन्हें अपनी पुश्तैनी ज़मीन खोने और अपनी जीवन शैली के नष्ट होने का डर है।

अपनी आवाज़ बुलंद करने के लिए दृढ़ संकल्पित समुदाय ने जिला मजिस्ट्रेट के कार्यालय तक विरोध मार्च निकाला और डीएम से मिलने का समय मांगा। डीएम विकास अपने निष्पक्ष और संतुलित दृष्टिकोण के लिए जाने जाते हैं, मीरा और अन्य नेताओं द्वारा उनके डर को स्पष्ट करने पर वे ध्यान से सुनते हैं। उन्होंने जंगल के प्रबंधन और सुरक्षा के लिए अपने कानूनी रूप से संरक्षित अधिकार पर जोर दिया।

इस बीच, एमएंडटी इंफ्रास्ट्रक्चर लिमिटेड के कॉर्पोरेट कार्यालयों में, सीईओ सुनील बढती अशांति से जूझ रहे हैं। कंपनी को राजमार्ग बनाने का ठेका दिया गया है, लेकिन आदिवासी समुदाय का प्रतिरोध एक बड़ी चुनौती है। देरी से लागत बढ़ सकती है और संभावित परियोजना विफलता हो सकती है। सुनील ने स्थिति पर चर्चा करने के लिए राज्य की मुख्य सचिव सरिता से मिलने का फैसला किया। राज्य सचिवालय से परियोजना की देखरेख करने वाली सरिता को इस नाजुक संतुलन की आवश्यकता का एहसास है। यह परियोजना राज्य के विकास के लिए महत्वपूर्ण है और व्यापार करने में आसानी को बढ़ावा देने की नीति के अनुरूप है। इसके अलावा, सेमीकंडक्टर कंपनी से संभावित निवेश राज्य और राष्ट्र दोनों के लिए रणनीतिक रूप से महत्वपूर्ण है। कोई भी देरी या बाधा राज्य की प्रतिष्ठा को धूमिल कर सकती है और भविष्य के निवेश को हतोत्साहित कर सकती है। जब सुनील सरिता से मिलता है, तो वह अपनी चिंताएँ बताता है। "मैडम सेक्रेटरी, विरोध प्रदर्शन तेज़ हो रहे हैं। अगर यह जारी रहा, तो हमें परियोजना से हटने पर विचार करना पड़ सकता है। वित्तीय जोखिम असहनीय होते जा रहे हैं।"

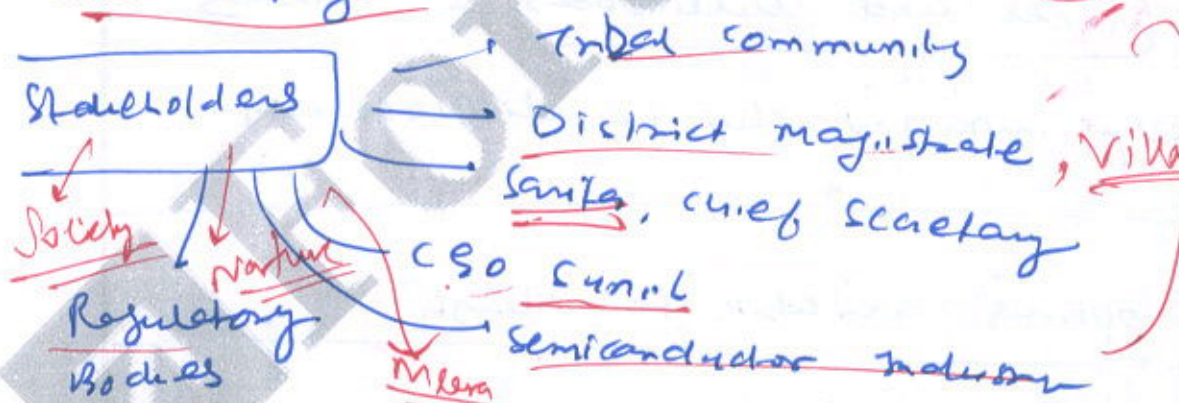
सत्ताधारी पार्टी अपनी विकास समर्थक छवि को बनाए रखने के लिए इस परियोजना को जल्द से जल्द पूरा करना चाहती है और अपने चुनावी वादों को पूरा करने के लिए सेमीकंडक्टर विनिर्माण संयंत्र को मूर्त रूप देना चाहती है। मुख्य सचिव राज्य सरकार की नीति और एमएंडटी इंफ्रास्ट्रक्चर लिमिटेड की चिंताओं को संबंधित जिले के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

- इस मामले में नैतिक मुद्दे क्या हैं?
- क्षेत्र के जिला मजिस्ट्रेट होने के नाते विकास के लिए उपलब्ध विकल्पों का मूल्यांकन करें।
- विकास को क्या कार्यवाही अपनानी चाहिए और क्यों?

(20 अंक, 250 शब्द)

The above case study highlights the dichotomy between development and environmental conservation. It also shows how a civil servant navigates through complex webs of challenges when competing interests are at play.

Very good intro. Summarised well.



Fine

Key Issues

① strategic importance of semiconductor industry and lack of adequate infrastructure ← Self Reliance

Fine

② Inclusive economic growth and grievances from various stakeholders (tribes, Business men etc)

③ Environmental conservation amidst belonging of trees which act as carbon sink (by meeting Panamint Goals)

④ Ease of Doing Business and Profit motives of Business men

⑤ Preservation of lives and livelihoods of tribes adversely impacted due to displacement

⑥ options available to release

Give clearance to Project for development

option i:

Pros

- ① Strategic development
- ② Ease of doing Business

Cons

- ① Against Tribal rights
- ② Violation of environmental ethics

Option II

Add the project and deny approval, Support the cause of tribals

Pros

- ① Sociocentrism
- ② Rights Based approach
- ③ Short term gains vs long term sustainability
- ④ Preservation of forests

Cons

- ① Hinders ease of doing business
- ② Political Interference
- ③ Against Strategic Interests

Time arguments

Option III

Resign from position

Pros

- ① No ethical dilemma

Cons

- ① Escapist attitude

Time

Option IV

Setup expert committee under EIA, SA and Project evaluation

Suggest diverting highway. Look for alternatives.

Pros

- ① Objective decision making
- ② Integrated approach
- ③ Procedural Integrity

↳ Tribals, forest rights safeguards

Cons

- ① Delay in Project completion
- ② Political Backlash

↳ Cost to company, employees

Time

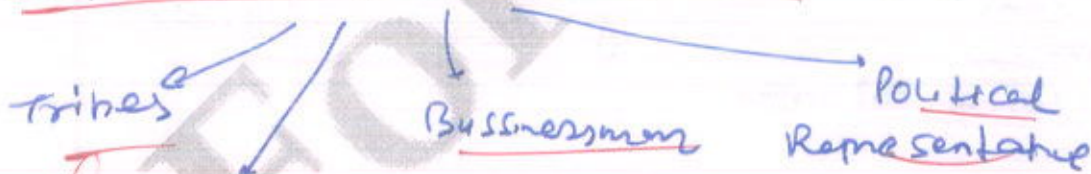
① course of action to be adopted

① Setup environmental expert committee in alignment with environmental Impact Assessment and social Impact Assessment

② Findings of social costs of Project and do cost benefit analysis

③ Ensure updated baseline data

④ Adequate representation of diverse stakeholders in committee



Environment expert

Include the leader, Meera! Use names from the case. Meanwhile look for alternative

⑤ sites for project and land available based on land records

⑥ As per EIA and SA reports, take final decision

① If Benefits outweighs costs,

Plan an empathetic and compensatory

Rehabilitation Policy for displaced Communities

on the 14th 2013

14th 2013

Remember these
act to
embrace your
points!

② If Costs outweigh Benefits

Communicate same to CEO and
do proper documentation regarding

denial of approval. offer alternative

land and fast track clearances

to reduce cost overruns

Time

But "Why"
pay??

Base of Doing Business is

significant for Vijay Bhanu @ 2017

however it must be balanced with

Saptishi Goals of Budget

(inclusive development, reaching last
mile, bridging gaps)

Well
concluded with
balanced approach

Address all
demands
pls.

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 8.25

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
	Key / Relevant Point		
	Vague / Irrelevant		

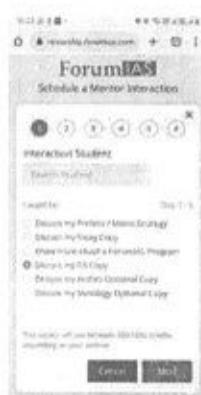
* Subject to change without prior notice.

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