



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 3612)

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Medium Hindi/Eng.	ENGLISH	Registration Number	46100045
Center	ONLINE	Date	26/07/2025

### INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
3(c)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

### INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).  
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are TWELVE questions printed in HINDI & ENGLISH.  
इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं।
- All questions are compulsory.  
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.  
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- 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. No marks will be given for answers written in medium other than the authorized one.  
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.  
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.  
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

Is student recommended for One-to-One mentoring?

Recommended

Strongly Recommended

16-B, 2<sup>nd</sup> Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp. Punjab & Sind Bank), Dr. Mukherjee Nagar, Delhi-110009

## EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

## खंड A / SECTION A

निम्नलिखित प्रत्येक प्रश्न का उत्तर अधिकतम 150 शब्दों में दीजिए:

Answer the following questions in not more than 150 words each:

1. (a) चूंकि AI प्रणालियां सामाजिक ढांचे में गहनता से अन्तर्निहित होती जा रही हैं, इसलिए यह सुनिश्चित करना आवश्यक है कि उनके डिज़ाइन और उपयोग में मानव कल्याण, समानता और निष्पक्षता को प्राथमिकता दी जाए। इस संदर्भ में, विश्वसनीय, मानव-केंद्रित AI सिस्टम के विकास को किन मूल्यों द्वारा निर्देशित किया जाना चाहिए? (उत्तर 150 शब्दों में दीजिए)

As AI systems become deeply embedded in societal frameworks, it is imperative to ensure their design and deployment prioritize human well-being, equity, and fairness. In this context, what values should guide the development of trustworthy, human-centered AI systems? (Answer in 150 words)

10

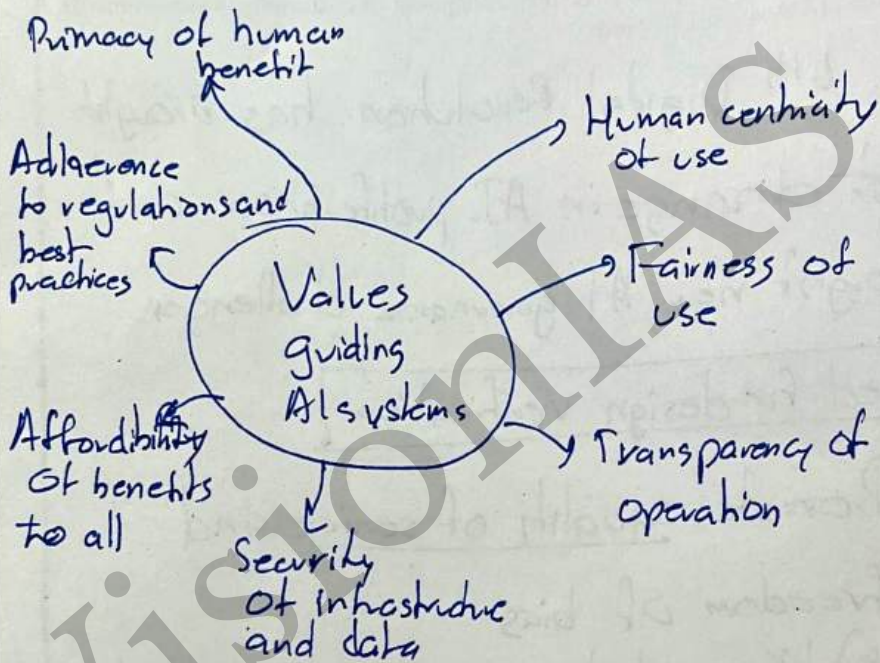
The 4th Digital Revolution has brought vast change in AI proliferation and brought new AI governance challenges.

Need for design verification

- ① Promote equality of service and freedom of bias  
~~eg~~ US model discriminating against blacks
- ② Cost barriers towards AI adoption.  
→ highly capital intensive → restricts affordability.
- ③ Catering to corporate interests  
raising concerns of job loss

④ Upholding security of data and preserving privacy and IP rights

⚠ Chat GPT accused of plagiarising art



The upcoming AI wave requires balancing technological adoption into stakeholder capitalism to promote best outcomes.

1. (b)

नैतिक नेतृत्व सुशासन को बढ़ावा देने के लिए महत्वपूर्ण होता है, क्योंकि यह न्याय, जवाबदेही और समानता जैसे प्रमुख मूल्यों पर बल देता है। विविध और चुनौतीपूर्ण परिदृश्यों में, नैतिक नेतृत्व किस प्रकार शासन और निर्णय-निर्माण में परिवर्तनकारी बदलाव ला सकता है? (उत्तर 150 शब्दों में दीजिए)

Ethical leadership is crucial for fostering good governance, as it emphasizes core values such as justice, accountability, and equity. In the face of diverse and challenging scenarios, how can ethical leadership drive transformative change in governance and decision-making? (Answer in 150 words)

10

Ethical leadership indicates a mix of empathy and emotional intelligence guided by moral principles and efficient leadership qualities

Crucial for good governance

① Promotes inclusive decision-making  
eg) Divya Devarjani conversed with tribals in Mother tongue to hear concerns

② Upholds constitutional morality  
eg) Amshong Pame → Social good with help of people → 100km roads.

③ Ensures transparency and accountable leadership

eg) Citizen's Charters → promote best practices of disclosure of info

(4) Generates Stakeholder Capitalism

→ Balances wide array of interests to ensure optimal actions.

(5) Encourages innovation and freedom of expression

eg) Value → freedom of project choice led to "desks with wheels" → promote innovation.

### Transformational Change

(1) Increase democratic participation

eg) Mohalla Committees in J&K

(2) Leads to prioritizing welfare above all

eg) IAS officers adopting schools → Odisha

(3) Fosters creative destruction

eg) Mayor-in-council model of Kolkata

led to governance improvements

(4) Ensures quality service delivery by

downward filtration of ethics

Ethical leadership is a crucial driver of institutional reform and performance

2. (a)

सत्यनिष्ठा और निष्पक्षता नैतिक लोक सेवा की आधारशिला हैं, जो यह सुनिश्चित करती हैं कि निर्णय व्यक्तिगत लाभ या पूर्वाग्रहों से प्रभावित न हों। इन मूल्यों को बनाए रखना उन परिस्थितियों में चुनौतीपूर्ण हो जाता है जहां बाहरी दबाव प्रशासनिक उत्तरदायित्वों से टकराते हैं। सिविल सेवाओं में सत्यनिष्ठा और निष्पक्षता के महत्व का परीक्षण कीजिए। एक सिविल सेवक प्रभावी गवर्नेंस प्रदान करते हुए इन मूल्यों को बनाए रखने के लिए बाहरी दबावों से किस प्रकार निपट सकता है? (150 शब्दों में उत्तर दीजिए)

Integrity and impartiality are cornerstones of ethical public service, ensuring that decisions are not influenced by personal gains or biases. Upholding these values becomes challenging in situations where external pressures conflict with administrative responsibilities. Examine the importance of integrity and impartiality in civil services. How can a civil servant navigate external pressures to maintain these values while delivering effective governance? (Answer in 150 words)

10

Integrity refers to strong personal beliefs that are rigid to external influence while impartiality implies freedom from bias

### Role in Civil Service

#### ① Integrity

- ↳ Promotes transparency
- ↳ Freedom from personal misuse of office
- ↳ Upholding welfare state doctrine

#### ② Impartiality

- ↳ Upholds constitutional morality in Art 15.

- Uniform governance in public sphere
- Promotes inclusive growth of everyone.

Civil Servants can navigate pressures to maintain these values by

- ① Displaying probity and adhering to duty designated
- ② Separating private and professional ethics.
- ③ Ensuring transparent disclosure to reduce opaque decisionmaking  
by Citizen's Charters
- ④ Increasing emotional intelligence helps to tackle governance issues

The spirit of constitution mandates ethical responsibility of civil services.

2. (b) पारदर्शिता केवल भ्रष्टाचार से निपटने का साधन ही नहीं है, बल्कि यह सार्वजनिक संस्थाओं की सत्यनिष्ठा और वैधता को बनाए रखने वाली एक मौलिक प्रक्रिया भी है। उपयुक्त उदाहरणों के साथ इस कथन का विश्लेषण कीजिए। (उत्तर 150 शब्दों में दीजिए)

Transparency is not just a tool to combat corruption but a fundamental practice that upholds the integrity and legitimacy of public institutions. Examine the above statement with suitable examples. (Answer in 150 words) 10

Corruption is described as the misuse of public office for private gain and undermines integrity of public institutions.

### Transparency as Tool

- ① Promotes democratic decision making  
 Ex) Social audit of MGNREGSA caught fund mismanagement
- ② Allows participation of citizens in governance  
 Ex) RTI public hearings allow for representation
- ③ Ensure access to data exposing conflicts of interest  
 Ex) RTI Act → actionable evidence of 26

Scam.

- ④ Timely disclosure allows room for debate and discussion of policy  
 eg EU's funding list → state companies that have made political contributions

### Role as legitimacy ensured

- ① Enforces priority of citizen over personal profit

→ Promote service delivery

- ② Upholds spirit of public service

eg Gandhi's Talisman → serve public before self

- ③ Curtails undue influence and censorship

eg Constitutional Freedom in USA of press → upholds role as check against govt

- ④ Creates inclusivity and promotes positive attitude in institutions.

To achieve SDG 16 goals, it is a need to make institutions transparent.

3. महान विचारकों के तीन उद्धरण नीचे दिए गए हैं। वर्तमान संदर्भ में, प्रत्येक उद्धरण आपको क्या संप्रेषित करता है?

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

3. (a) "जो व्यक्ति अपने पास मौजूद चीजों से संतुष्ट नहीं है, वह उनसे से भी संतुष्ट नहीं होगा जिन्हें वह पाना चाहता है।" - सुकरात (उत्तर 150 शब्दों में दीजिए)

"He who is not contented with what he has would not be contented with what he would like to have." - Socrates (Answer in 150 words) 10

Socrates ~~emphasizes~~ emphasizes the importance of satisfaction with one's belongings and capabilities.

Importance of ~~fr~~ avoiding greed

① Greed clouds individual judgement in chase of more.

eg Iran's regime change due to oil access.

② Leads to fostering of malpractices

eg Pamania Papan → tax evasion by wealthy

③ Leads to establishment of exhaustive institutions

eg DRC → Public income in hands of a few leaders leading to poverty.

- ④ Leads to moral deterioration of individuals  
 (eg) Rising "hustle culture" leading to exploitative scams for profit in USA

Instead people should be satisfied with their belongings

- ① Promotes peace of mind and clarity

(eg) Fugal life of Plato for mental peace

- ② Fosters spirit of self service

(eg) Ratan Tata's contribution to charity

- ③ Leads to personal growth and

- ④ Promotes constructive use of wealth

(eg) Bill and Melinda Gates funds combat AIDS in Africa

"To be satisfied with little is hard, but with a lot is impossible"

3. (b) "मन की साधना मानव अस्तित्व का अंतिम लक्ष्य होना चाहिए" - डॉ. बी.आर. अंबेडकर (उत्तर 150 शब्दों में दीजिए)

"Cultivation of mind should be the ultimate aim of human existence" - Dr. B.R. Ambedkar (Answer in 150 words) 10

Ambedkar emphasizes the need for quality education for upliftment and spiritual fulfillment.

Importance ~~for~~ of education in proper form

- ① Sparks critical thought and gives push for change of society  
 Eg Ram Mohan Roy's Hindu College
- ② Intellectualism leads to productive application of energy  
 Eg Scientific progress of ~~the~~ Mendel while working at monastery
- ③ Produces social harmony and removal of social ills like untouchability.

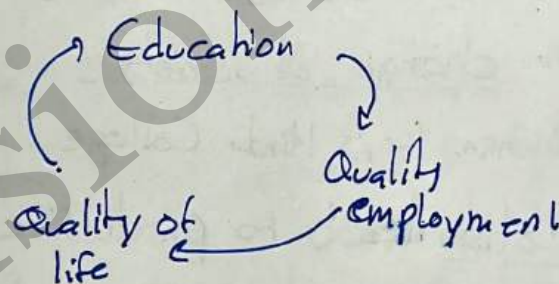
④ Endows leadership capability for bringing social change

Key) Dadabhai Naoroji's "Drain theory" shaped economic discourse of 1900s

⑤ Leads to inclusive growth and giving back to community

Key) Philanthropy of Bill Gates

⑥ Creates positive feedback loop



⑦ Fosters teamwork and debate instead of evidence and behavior

⚡ Democratic principles are based on critical thinking and proper education of the individual.

3. (c) "किसी व्यक्ति की सच्ची परख यह है कि वह उस इंसान के साथ कैसा व्यवहार करता है जो उसे कोई लाभ नहीं पहुँचा सकता।" - सैमुअल जॉनसन (उत्तर 150 शब्दों में दीजिए)

"The true measure of a man is how he treats someone who can do him absolutely no good." - Samuel Johnson (Answer in 150 words) 10

The quote displays the importance of impartial treatment of all with ~~dignity~~ giving due respect and dignity in cultivating ethical personality.

### Importance

- ① Fosters mutual respect and cooperation
  - eg) Downward filtration of corporate ethics
- ② Develops positive attitude and conflict resolution
  - eg) Open disclosure of issues leading to meaning ful debate pillar of democracy
- ③ Enhances dignity and self-respect of subordinates
  - eg) A.O Hume's Congress → campaigned for swaraj on grounds of being "fit to govern"!

- ④ Promotes probity in leadership and allows for positive interaction
- eg HR department to take action against personal grievances

### Role as measure of man

- ① Displays emotional intelligence of a leader
- eg Gandhij → lived in Khadi clothing among poor.
- ② Showcases impartiality and uniformity
- ~~+ Det~~
- ③ Develops trust and confidence in one's moral integrity
- ④ Source of charisma and facilitates cooperation with others

"The true leader is benevolent not only to the rich and influential but also to the poor and needy"

4. (a) समकालीन समाज में नैतिक और राजनीतिक अभिवृत्तियों को आकार देने में सोशल मीडिया की भूमिका का परीक्षण कीजिए। जिम्मेदार और नैतिक तरीके से सोशल मीडिया के उपयोग को बढ़ावा देने के लिए मार्गदर्शक सिद्धांतों का सुझाव दीजिए। (उत्तर 150 शब्दों में दीजिए)

Examine the role of social media in shaping moral and political attitudes in contemporary society. Suggest guiding principles for fostering responsible and ethical social media usage. (Answer in 150 words)

10

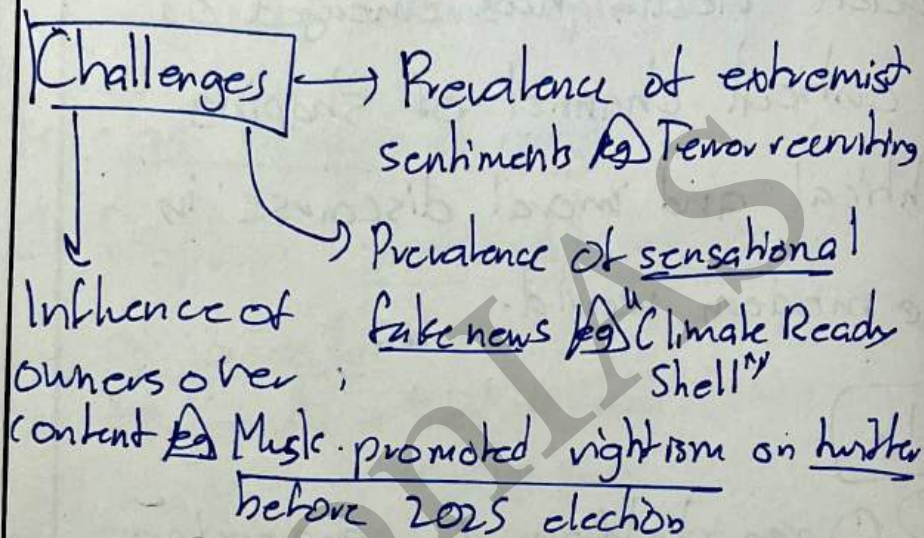
Social Media has emerged as a crucial channel of shaping political and moral discourse in the modern world.

### Role

- ① Open platform for expressing criticism and opinion
- ② Promotes accessibility of information and facts to public  
eg Twitter handle of PMO.
- ③ Avenue for social influencers to interact with following  
eg e-Ashrams on facebook for moral guidance of followers

④ Allow for balanced viewpointing due to diversity of political and moral views

Key Abortion debate on twitter in USA.



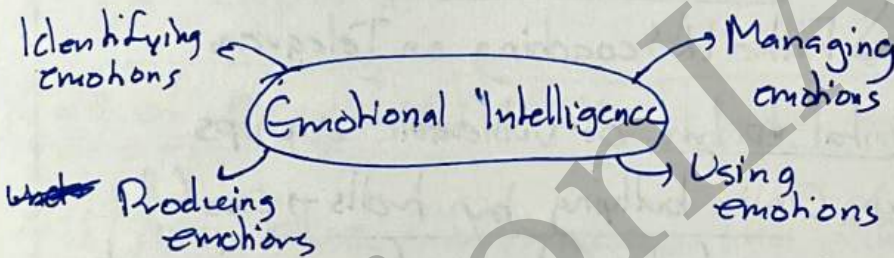
### Guiding Principles

- ① Transparent disclosure of credibility of claims eg Community Note on twitter
- ② Digital security to identify and block extremist sentiment eg Facebook ban of Let sympathizer
- ③ Community Outreach for promoting "online vigilance" and maintaining open mind against fakenews.
- ④ Verification of legitimate channels to promote transparency "Readers today leads tomorrow"

4. (b) हालांकि, भावनात्मक बुद्धिमत्ता (EI) पारस्परिक संबंधों को मजबूत करने और लक्ष्यों को प्राप्त करने के लिए एक शक्तिशाली साधन हो सकता है, लेकिन व्यक्तिगत या राजनीतिक लाभ के लिए इसका दुरुपयोग भावनाओं में हेरफेर करने की नैतिक चिंताओं को जन्म देता है। इस संदर्भ में, EI की दोहरी प्रकृति पर चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए)

While Emotional Intelligence (EI) can be a powerful tool for strengthening interpersonal relationships and achieving goals, its misuse raises ethical concerns of manipulating emotions for personal or political advantage. Discuss the dual-edged nature of EI in this context. (Answer in 150 words) 10

Emotional Intelligence is an important personal skill for facilitating cooperation and concurrence on issues.



~~Use as Po~~  
Positive Role

- ① Allows ethical leadership and trust-building in corporate settings
- ② Helps develop following for common cause  
eg) Gandhiji's Satyagraha principle
- ③ Shapes discours and debate on important issues  
eg) Luther's "I have a dream" speech → Civil Rights Movement

- ④ Develops positive attitude which aids in achieving goals  
→ "Winner's Mentality" of Mike Johnson

### Misuse

#### ① Personal Advantage

- Misleading people into scams and fake information  
 (eg) Fake IAS coaching on Telegram  
 → Mental torture of vulnerable groups  
 (eg) Online bullying by trolls → careful use of derogatories for max. impact

#### ② Political Advantage

- Cultivating extremist sentiments for gain  
 (eg) ULFA and Naxals' militancy led by charismatic leadership  
 → Shaping discourse to further personal aims  
 (eg) Hungary's amendments → oligarchy.

Emotional intelligence means managing, not manipulating opinions

5. (a) निवारक उपाय भ्रष्टाचार को रोकने में अंततः महत्वपूर्ण भूमिका निभाते हैं। इस संदर्भ में, भ्रष्टाचार को रोकने के उद्देश्य से स्थापित मौजूदा निवारक तंत्र कौन-से हैं? क्या आपको लगता है कि अधिक उत्तरदायित्व और पारदर्शिता सुनिश्चित करने के लिए संगठनात्मक स्तर पर समान तंत्रों को संस्थागत बनाया जाना चाहिए? (उत्तर 150 शब्दों में दीजिए)

Preventive measures play a crucial role in curbing corruption in the long run. In this context, what are the existing preventive mechanisms that aim to prevent corruption? Do you think similar mechanisms should be institutionalized at the organizational level to ensure greater accountability and transparency? (Answer in 150 words) 10

Corruption is a persisting issue leading to personal profit at public expense.

Role of preventive Measures & examples

- ① Moral stance → Showcases the intolerance towards corruption  
eg) Citizens Charter
- ② Enforcement of Laws → Allows for punishment of convicted individuals  
eg) CAG report on 2G scam → led to arrests
- ③ Independent judiciary → Allows for adjudication of corruption cases.  
eg) Fast track court ~~in~~ in Jane Sheet case
- ④ Vigilance promotion under laws like

Prevention of Corruption Act → led to  
CVC and Lokpal to investigate cases

Yes, they should be institutionalized

### Benefits

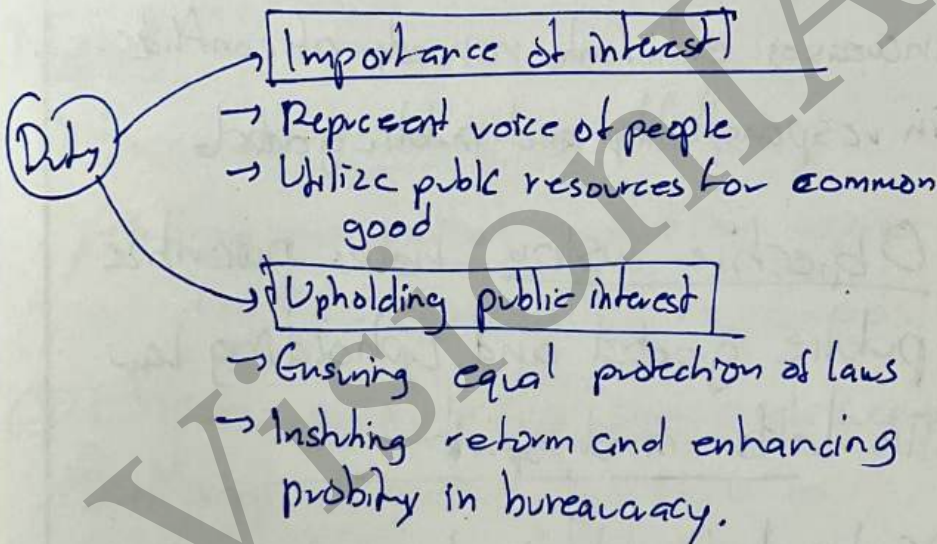
- ① Develops ethical backbone of organizations ~~to~~ Code on Ethics of RB)
- ② Promotes culture of honesty and integrity and public service
- ③ Ensures social accountability by whistle blowers and activists.
- ④ Mandate of transparent disclosure disincentivizes unfair practices

Hence institutionalization of anti-corruption tools is a step in the right direction for reform,

5. (b) एक लोक सेवक का प्राथमिक कर्तव्य सार्वजनिक हित के महत्व को पहचानना और यह सुनिश्चित करना है कि इसे बरकरार रखा जाए। एक लोक सेवक सार्वजनिक हित को प्रभावी ढंग से सुनिश्चित करते हुए पेशेवर जिम्मेदारियों को किस प्रकार संतुलित कर सकता है? (उत्तर 150 शब्दों में दीजिए)

A public servant's primary duty is to recognise the importance of public interest and ensure that it is upheld. How can a public servant balance professional responsibilities while ensuring the public good is effectively served? (Answer in 150 words) 10

Public Servants are enforcers of constitutional morality and it is their duty to balance public interest with welfare of individuals.



Balancing responsibility with public good

① Emotional intelligence will help the public servant view all sides of issues and ensure efficient resolution

- ② Impartiality can allow public servants to not be blinded by personal or professional biases in line of duty.
- ③ Moral conduct ensures the primacy of "service before self".
- ④ Developing aptitude in governance increases efficiency, remedy of conflicts in responsibility and public goods.
- ⑤ Objective vision helps prioritize public goods and upholding law in letter and spirit.
- ⑥ Critical thought helps recognize conflicts of interest and influence reform.

Public servants must adhere to Gandhi's Talisman when faced with difficult choices.

6. (a) संपत्ति सृजन और रोजगार में कॉर्पोरेट क्षेत्रक की बढ़ती भूमिका के साथ, नैतिक शासन अनिवार्य हो गया है। हितधारकों के हितों और सामाजिक कल्याण को सुनिश्चित करने के लिए कॉर्पोरेट क्षेत्रक का मार्गदर्शन करने वाले नैतिक सिद्धांतों की पहचान कीजिए और उन पर चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए)

With the increasing role of the corporate sector in wealth generation and employment, ethical governance has become essential. Identify and discuss the ethical principles that should guide the corporate sector to ensure the interests of stakeholders and societal well-being. (Answer in 150 words)

10

The increasing corporate role in industry, economy and governance sparks need for ethical conduct.

### Need

- ① Promote safety of consumer  
 ↪ Anti monopolization action against google → unfair strategy on ads.
- ② Ensure quality of service delivery  
 ↪ Maggi scandal → high MSG in local product
- ③ Maintain public faith in governance and private efforts.  
 ↪ CSR principle mandator of 2%
- ④ Ensure primacy of people over profit

## Ethical Principles

### ① Integrity

- Prioritize consumer over profits and revenue
- Safety of consumer rights must be upheld.

### ② Transparency and Accountability

- Promotion of ethical workplace that serves the consumer instead of personal interest.

### ③ Stakeholder capitalism

- Involvement of all involved parties in decision making

### ④ Ethical Leadership

- Serves as inspiration to employees

### Key Point

Corporate sector must work to serve consumer above all.

6. (b) व्हिसलब्लोइंग से गवर्नेंस में विश्वास और उत्तरदायित्व किस प्रकार प्रभावित होता है? व्हिसलब्लोइंग में शामिल नैतिक दुविधाओं का विश्लेषण कीजिए। (उत्तर 150 शब्दों में दीजिए)

How does whistleblowing influence trust and accountability in governance? Analyse the ethical dilemmas involved in whistleblowing. (Answer in 150 words) 10

Whistleblowing is important as a check against arbitrary govt action and corrupt practices in governance

### Influencing Trust & Accountability

#### ① Trust

- Bring important truths to light to help reform institutions
- Fosters bridge between people and government for mutual benefit.

#### ② Accountability

- Sparks public action against injustices and corruption
- (eg) Coal block mining scam.

→ Keeps government vigilant against unfair practices in fear of whistle blowers.

### Ethical Dilemmas

① Personal safety vs moral duty

Key) Death of Boeing whistleblower leads to dilemma

② Repercussions by companies vs duty

→ Must to expose unfair practices but leads to job loss and loss in stable livelihood.

③ Debate vs Expose

→ Institutional measures may work if company is interested otherwise not

④ Marginalization of future prospects

→ Companies unwilling to protect and hire whistleblowers → future repercussions

The ethical role of whistleblowers in governance is significant and they must be protected.

खंड B/SECTION B

निम्नलिखित प्रश्नों में प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और तत्पश्चात् प्रश्नों के उत्तर दीजिए (लगभग 250 शब्दों में):

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

7. आईएस अधिकारी, श्री वर्मा एक खनिज समृद्ध जनजातीय क्षेत्र के जिला कलेक्टर के रूप में कार्यरत हैं। उन्हें गवर्नेस संबंधी एक जटिल चुनौती का सामना करना पड़ रहा है। केंद्र सरकार ने एबीसी माइनिंग कॉर्पोरेशन नामक एक बहुराष्ट्रीय कंपनी को इस क्षेत्र से बॉक्साइट का निष्कर्षण करने के लिए पर्यावरणीय मंजूरी दे दी है। इस परियोजना को आर्थिक विकास को बढ़ावा देने, अवसंरचना को बेहतर बनाने और रोजगार सृजित करने के लिए प्रस्तावित किया गया है, जिससे राज्य के सकल घरेलू उत्पाद में महत्वपूर्ण रूप से योगदान मिलेगा। सरकार ने राष्ट्रीय हित, औद्योगिक विस्तार और ऊर्जा सुरक्षा पर बल देते हुए इस मंजूरी को उचित ठहराया है।

हालांकि, इस क्षेत्र में जनजातीय समुदाय निवास करते हैं, जो पीढ़ियों से यहां रह रहे हैं और अपनी आजीविका एवं सांस्कृतिक प्रथाओं के लिए कृषि, लघु वनोपज और पवित्र उपवनों पर निर्भर हैं। खनन परियोजना से बड़े पैमाने पर वनों की कटाई और जनजातीय परिवारों का विस्थापन होगा, जिससे उनकी पारंपरिक जीवन शैली बाधित होगी। यद्यपि कंपनी ने क्षतिपूर्ति, पुनर्वास और रोजगार के अवसर प्रदान किए हैं, लेकिन पिछले अनुभवों से पता चलता है कि पुनर्वास कार्यक्रम अक्सर क्रियान्वयन में विफल हो जाते हैं, जिससे विस्थापित समुदायों की निर्धनता और सामाजिक-आर्थिक रूप से हाशिए पर पहुंच जाने की स्थिति उत्पन्न होती है।

देशज अधिकारों और पारिस्थितिकी संधारणीयता के संरक्षण हेतु वकालत करने वाले पर्यावरणीय कार्यकर्ताओं, नागरिक समाज संगठनों और जनजातीय नेतृत्वकर्ताओं द्वारा किए जा रहे कड़े विरोध के कारण स्थिति और भी जटिल हो गई है। इस बीच, राजनीतिक नेता और व्यापारिक समूह श्री वर्मा पर परियोजना के सुचारू कार्यान्वयन को सुविधाजनक बनाने के लिए दबाव डाल रहे हैं।

(a) इस प्रकरण में शामिल प्रमुख हितधारकों की पहचान कीजिए और उनके संबंधित हितों का विश्लेषण कीजिए।

(b) आर्थिक विकास, पर्यावरणीय संधारणीयता और जनजातीय अधिकारों के बीच संतुलन बनाने में अधिकारी द्वारा सामना की जाने वाली नैतिक दुविधाओं पर चर्चा कीजिए। (उत्तर 250 शब्दों में दीजिए)

Mr. Verma, an IAS officer serving as the District Collector of a mineral-rich tribal region, faces a complex governance challenge. The central government has granted environmental clearance to ABC Mining Corporation, a multinational company, to extract bauxite from the region. The project is projected to boost economic growth, enhance infrastructure, and generate employment, contributing significantly to the state's GDP. The government justifies the clearance by emphasizing national interest, industrial expansion, and energy security.

However, the region is inhabited by tribal communities, who have lived there for generations, depending on shifting agriculture, minor forest produce, and sacred groves for their livelihood and cultural practices. The mining project entails large-scale deforestation and displacement of tribal families, disrupting their traditional way of life.

While the company has offered compensation, rehabilitation, and employment opportunities, past experiences indicate that resettlement programs often fail in execution, leading to impoverishment and socio-economic marginalization of displaced communities.

The situation is further complicated by strong protests from environmental activists, civil society organizations, and tribal leaders advocating for the protection of indigenous rights and ecological sustainability. Meanwhile, political leaders and business groups are pressuring Mr. Verma to facilitate the smooth implementation of the project.

(a) Identify the key stakeholders involved in the case and analyze their respective interests.

(b) Discuss the ethical dilemmas faced by the officer in balancing economic development, environmental sustainability, and tribal rights. (Answer in 250 words) 20

The case discusses the conflict of profit vs planet and how indigenous forest-dwelling communities can be caught in the middle of national interest and traditional livelihood.

a) These are

① Mr Verma → District Collector

Interests ① Uphold duty to serve people and nation

② Manage employment generation and GDP growth with welfare of tribals

③ Carry out efficient administration and resolution of issue.

② Tribals~~①~~ Interests

- ① To protect ancestral forest domain
- ② Ensure welfare and access to livelihood
- ③ To live with dignity without marginalization

③ Central Govt and ~~industry~~  
Interests

- ① To promote GDP growth and economic development
- ② To increase mineral security and utilization of natural resources
- ③ Balance tribal interests with national interest → 6<sup>th</sup> schedule & Part 10

④ IndustrialistsInterests

- ① To generate revenue from natural resource exploitation
- ② Speedy and efficient setup of infrastructure
- ③ To ensure compensation and alternate livelihood for tribals.

### ⑤ Environmental Protestors and Civil Society

Interests ① Ensure justice for tribals and safeguarding their rights.

② Vigilant demonstration of ecological sustainability

③ Ensuring land degradation and forest loss is not detrimental to area.

b) The dilemmas are

① Profit vs People

→ Tribal alienation will harm them but secure critical resources

② Due diligence vs efficient delivery

→ Central pressure to quickly permit mining but may increase tribal harm

③ Tribal natural right vs National Interest

→ Tribals have ancestral rights over forest and its produce but this will hamper securing critical resources

### ④ Legal vs fair compensation

- Company upholding legal spirit of compensation
- But the delivery of this is lacking and not morally fair

### ⑤ GDP vs citizen welfare

- GDP will increase by mining
- But environment and quality of life of many people will go down

### ⑥ Constitutional vs Moral Duty

- Verma constitutionally required to execute orders of govt
- But morality of constitution → demands putting welfare above all

Mr. Verma should exercise care and utilize ethical principles like Gandhiji's Talisman to decide on a mutually beneficial method.

8. अक्षय, लोक निर्माण विभाग (PWD) में एक कनिष्ठ अधिकारी के पद पर कार्यरत है। वह एक प्रमुख शहर में एक बड़े सार्वजनिक अस्पताल के निर्माण हेतु एक प्रतिष्ठित सरकारी अनुबंध के लिए बोली मूल्यांकन समिति का हिस्सा है। मूल्यांकन के दौरान, उसने पाया कि अग्रणी बोलीदाताओं में से एक बोलीदाता के एक वरिष्ठ राजनेता के परिवार से घनिष्ठ संबंध हैं। बोलीदाता के घटिया निर्माण कार्य और परियोजना में विलंब संबंधी इतिहास के बावजूद, समिति के कई सदस्य इस बोलीदाता के पक्ष में दिख रहे हैं।

आंतरिक दस्तावेजों की समीक्षा करने पर, अक्षय को ऐसे साक्ष्य प्राप्त हुए जिनसे पता चलता है कि मूल्यांकन रिपोर्टों में बोलीदाता की तकनीकी साख को बढ़ा-चढ़ाकर पेश किया गया है। साथ ही, एक अधिक योग्य निर्माण कंपनी, जिसका आकार छोटा है लेकिन ट्रैक रिकॉर्ड बेहतर है, को नजरअंदाज कर दिया गया है। अक्षय को चिंता है कि राजनीतिक परिवार से जुड़े बोलीदाता को अनुबंध देने से सार्वजनिक सुरक्षा को खतरा होगा और करदाताओं के पैसे की बर्बादी होगी।

अपनी नैतिक चिंताओं के बावजूद, अक्षय को भय है कि इस मुद्दे को उठाने से वरिष्ठ अधिकारियों की ओर से प्रतिशोध की कार्रवाई हो सकती है, जिससे विभाग में उसका करियर और प्रतिष्ठा खतरे में पड़ सकती है। इस प्रकार वह जनता के प्रति अपने कर्तव्य और व्यक्तिगत नौकरी की सुरक्षा के बीच नैतिक संघर्ष में फंस गया है।

(a) प्रकरण में शामिल नैतिक मुद्दों की पहचान कीजिए और उनका विश्लेषण कीजिए।

(b) अक्षय के समक्ष उपलब्ध संभावित कार्रवाई के तरीकों पर चर्चा कीजिए। इस स्थिति में सबसे नैतिक और उचित कार्रवाई क्या होगी? अपने उत्तर का औचित्य सिद्ध कीजिए। (उत्तर 250 शब्दों में दीजिए)

Akshay, a junior officer in the Public Works Department (PWD), is part of the bid evaluation committee for a prestigious government contract to construct a large public hospital in a major city. During the evaluation, he observes that one of the leading bidders has strong connections to a senior politician's family. Despite the bidder's history of substandard construction work and project delays, several committee members appear to favor this bidder.

Upon reviewing internal documents, Akshay uncovers evidence suggesting that the bidder's technical credentials have been exaggerated in the evaluation reports. Simultaneously, a more qualified construction company, with a smaller scale but a better track record, has been overlooked. Akshay is concerned that awarding the contract to the politically connected bidder would endanger public safety and lead to wasteful expenditure of taxpayer money.

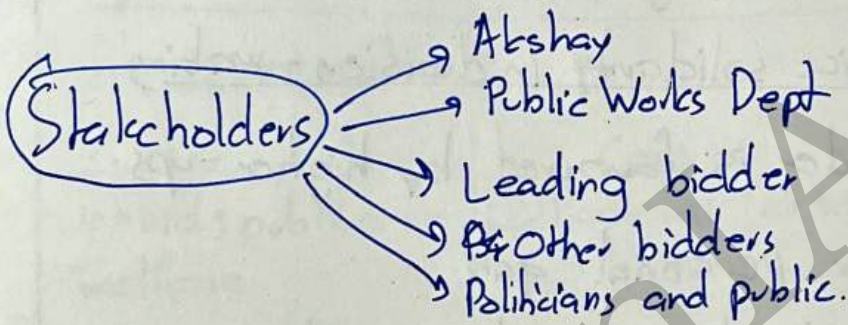
Despite his ethical concerns, Akshay fears that raising the issue may lead to retaliation from senior officials, potentially jeopardizing his career and standing within the department. He is thus caught in a moral conflict between his duty to the public and personal job security.

(a) Identify and analyze the ethical issues involved in the case.

(b) Discuss the possible courses of action available to Akshay. What would be the most ethical and appropriate course of action in this situation? Justify your response. (Answer in 250 words)

20

The case covers Sanitization of Corruption in public works where connected and influential bidders are favoured instead of prioritizing Service delivery.



a) ① Conflicts of Interest in bid evaluation

- Bidding committee has conflict of interest → politician can pressure
- Incentive to choose connected worker to gain political favour

② Personal vs Public ethics

- Akshay must do his duty and prioritize public safety
- But this may endanger his personal security of job, income

⑤ Institutionalized favour

- Connected individuals to politicians institutionalized to bid
- Even if service quality is bad they will get contracts.

⑥ Office solidarity in decision-making

- Bidder is favoured by higher-ups for personal gain
- Will hurt ~~and~~ and take action against dissents → culture of silent agreement

⑦ Lack of equality in opportunities

- Better bidders are overlooked despite good track record
- Undermines constitutional mandate of equal opportunity (Art 16)

b) ① Keep quiet and pick the connected bidder

Pros

- ① Upholds job security
- ② Personal benefits like kickbacks

Cons

- ① Harms service delivery
- ② Deserving candidate overlooked.

② Speak out against choice and file a report

Pros

- ① Upholds public welfare
- ② Does give a light to underlying issues

Cons

- ① Personal job security is harmed
- ② Officers may ignore recommendations or become hostile.

③ Engage in confidential debate and suggest better course of action

Pros

- ① Upholds spirit of service
- ② Seniors are not directly antagonized
- ③ Constructive solutions may be found

Cons

- ① Seniors may not like the idea
- ② Politician and bidder may try to exert pressure on office

Akshay should choose Option 3

- ① ~~1~~ Best chance of possible solutions  
→ seniors will agree about the issue once brought to light.
- ② Upholds spirit of public service and ensures quality of service delivery
- ③ Conflict resolution will lead to favouring deserving candidate.
- ④ Akshay can make his case to seniors in private and discuss without antagonizing them
- ⑤ If not accepted, he can write a letter to higher authorities and try to achieve top-down action

Akshay should follow

G. Shreedharan's principles of always prioritizing service delivery in public works

एक बाढ़-प्रवण राज्य के कई क्षेत्रों में विनाशकारी बाढ़ आई हुई है, जिसके कारण व्यापक मानवीय संकट उत्पन्न हो गया है। चल रहे बचाव कार्यों के बीच, सोशल मीडिया पर ऐसे अनेक दावे किए जा रहे हैं कि कुछ समुदायों के लिए राहत प्रयासों में जानबूझकर विलंब किया जा रहा है। ये पोस्ट वायरल हो जाती हैं, जिससे सांप्रदायिक तनाव बढ़ रहा है और आपदा अनुक्रिया एजेंसियों पर लोगों का भरोसा खत्म होता जा रहा है।

राज्य सूचना विभाग की एक वरिष्ठ अधिकारी, इशिता ने जांच की और पाया कि इनमें से अधिकांश दावे या तो निराधार हैं या फिर उनमें हेरफेर किया गया है। हालांकि, उसे विभिन्न हितधारकों से बढ़ते दबाव का सामना करना पड़ रहा है। राजनीतिक नेता सोशल मीडिया पर जारी इस आक्रोश को सत्तारूढ़ पार्टी की आलोचना करने के अवसर के रूप में देखते हुए न्यायिक जांच की मांग कर रहे हैं। कार्यकर्ताओं का तर्क है कि इन पोस्ट को हटाना या उनका प्रतिवाद करना अभिव्यक्ति की स्वतंत्रता का उल्लंघन माना जा सकता है। मामले को और भी जटिल बनाते हुए, एक उच्च पदस्थ सरकारी अधिकारी ने इशिता को कार्रवाई करने से परहेज करने का निर्देश दिया, क्योंकि उसे भय था कि किसी भी हस्तक्षेप को असहमति को दबाने के प्रयास के रूप में देखा जा सकता है।

इशिता को इस बात की गहरी चिंता है कि अनियंत्रित भ्रामक सूचना से सांप्रदायिक तनाव बढ़ सकता है और प्रशासन की विश्वसनीयता कम हो सकती है। हालांकि, अत्यधिक आक्रामक तरीके से हस्तक्षेप करने से संसरशिप और राजनीतिक पूर्वाग्रह के आरोप लग सकते हैं, जिससे उसके लिए एक कठिन नैतिक स्थिति उत्पन्न हो सकती है।

- (a) भ्रामक सूचना संबंधी संकट से निपटने में इशिता द्वारा सामना की जाने वाली नैतिक दुविधाओं की पहचान कीजिए।
- (b) अभिव्यक्ति की स्वतंत्रता, सार्वजनिक व्यवस्था और सरकारी निर्देशों के बीच संतुलन बनाने में इशिता द्वारा क्या कार्रवाई की जानी चाहिए? अपने उत्तर का औचित्य सिद्ध कीजिए।
- (c) प्राकृतिक आपदाओं के दौरान भ्रामक सूचना को रोकने के लिए क्या कदम उठाए जा सकते हैं? (उत्तर 250 शब्दों में दीजिए)

A devastating flood has struck regions of a flood-prone state, leading to widespread humanitarian distress. Amid ongoing rescue operations, social media is flooded with claims that relief efforts are being deliberately delayed for certain communities. These posts go viral, fueling communal tensions and eroding public trust in disaster response agencies.

Ishita, a senior officer in the State Information Department, conducts an investigation and finds that most of these claims are either unsubstantiated or manipulated. However, she faces mounting pressure from different stakeholders. Political leaders seize the social media outrage as an opportunity to criticize the ruling party, calling for a judicial inquiry. Activists argue that removing or countering these posts could be seen as a violation of free speech. Further complicating the matter, a high-ranking government official instructs Ishita to refrain from taking action, fearing that any intervention might be perceived as an attempt to suppress dissent.

Ishita is deeply concerned that unchecked misinformation could escalate communal tensions and undermine the credibility of the administration. However, intervening too aggressively could trigger accusations of censorship and political bias, placing her in a difficult ethical position.

- (a) Identify the ethical dilemmas faced by Ishita in handling the misinformation crisis.
- (b) What should be Ishita's course of action in balancing freedom of speech, public order, and government directives? Justify your response.
- (c) What steps can be taken to prevent misinformation during natural disasters? (Answer in 250 words) 20

The case highlights sensationalism of fake news in hopes of profit from viral content.

- ① Ishita  
② State and Central govt  
③ Information Commission  
④ Activists  
⑤ Opposition leaders  
⑥ Social Media companies & users.
- Stakeholders

④

a) ① Duty vs Instruction

→ Asked to not intervene but required to ensure information availability

② Clicks vs facts

→ Sensational news may be untrue but generates uproar and engagement

③ Action vs Fact-checking

→ Easier for opposition to get support by criticising instead of speaking facts

### ④ Credibility vs Non-engagement

→ Staying quiet can help matter blow over but harms credibility of govt.

### ⑤ Indusindly vs Safety

→ Diverse opinion should be encouraged but can endanger public safety by riots etc.

### ⑥ Free speech vs Fact-checking

→ Intervening may endanger right to free speech of citizens

b) Isha should prioritize transparency and disclosure while not taking any extreme steps.

① Carry out thorough investigation to examine veracity of claims

② Compile and disseminate information to general public

③ Issue public statements stating

the facts and proof

- ④ Hold open sessions for debate and allow opposing views to express their issues
- ⑤ Conduct a joint-committee investigation into the matter to ensure correct and convincing dispute resolution
- ⑥ Maintain an online portal to continually update civil society with relevant facts and statistics.

This will ensure accountable action and transparent disclosure while not infringing on rights of freedom of expression.

g) These are

- ① Joint partnerships with news media for collaboration on

correct news

② Earliest possible restoration of communications to allow exchange of information.

③ Constitution of fact-checking boards and centralized news dissemination ~~eg~~ By PIB.

④ Clear guidelines of conduct and verification for social media to fight fake news

⑤ Proper statutory guidelines for maintaining free speech and factual news under acts like IT Act

Ishta should always balance individual freedom and institutional integrity to promote consensus-building

10.

आप, एक बहुराष्ट्रीय निगम (MNC) की भारत इकाई में गुणवत्ता नियंत्रण अधिकारी के रूप में कार्यरत हैं। आप एक गंभीर नैतिक मुद्दे का पता लगाते हैं कि भारत में बेचे जाने वाले उत्पाद विकसित देशों की तुलना में निम्न गुणवत्ता के हैं, जिससे संभावित रूप से उपभोक्ता सुरक्षा से समझौता हो सकता है।

जब आप इस मुद्दे को गुणवत्ता नियंत्रण प्रमुख के समक्ष प्रस्तुत करते हैं, तो वह आपकी चिंताओं को खारिज कर देता है और यह कहते हुए विसंगति को उचित ठहराता है कि विभिन्न बाजार अलग-अलग मानदंडों का अनुपालन करते हैं। वह आगे चेतावनी देता है कि इस मुद्दे को उजागर करने से लोगों की नौकरियां समाप्त हो सकती हैं, कंपनी की भारत में स्थित इकाई बंद हो सकती है, और आपको स्वयं नौकरी से निकाला जा सकता है।

अब आप एक व्यक्तिगत और पेशेवर दुविधा का सामना कर रहे हैं। एक ओर, आपके पिता गंभीर रूप से बीमार हैं तथा परिवार में एकमात्र आय अर्जित करने वाले सदस्य के रूप में, आपकी नौकरी छूटने से उनका उपचार खतरे में पड़ सकता है। दूसरी ओर, चुप रहने का तात्पर्य पेशेवरीय सत्यनिष्ठा से समझौता करना और उपभोक्ता सुरक्षा को खतरे में डालना होगा।

(a) उपर्युक्त प्रकरण में शामिल नैतिक मुद्दे क्या हैं?

(b) इस मुद्दे का समाधान करने के लिए गुणवत्ता नियंत्रण अधिकारी के पास क्या विकल्प उपलब्ध हैं?

(c) विभिन्न बाजारों में उपभोक्ताओं के प्रति निगमों की क्या ज़िम्मेदारियां हैं? (उत्तर 250 शब्दों में दीजिए)

As a Quality Control Officer at the India unit of a multinational corporation (MNC), you uncover a serious ethical issue—products sold in India are of inferior quality compared to those in developed countries, potentially compromising consumer safety.

When you escalate the issue to the Head of Quality Control, he dismisses your concerns, justifying the discrepancy by stating that different markets follow different standards. He further warns that exposing the issue could lead to job losses, possible closure of the India unit, and your own termination.

You now face a personal and professional dilemma. On one hand, your father is critically ill, and as the sole earning member, losing your job could jeopardize his treatment. On the other hand, staying silent would mean compromising professional integrity and endangering consumer safety.

(a) What are the ethical issues involved in the above case?

(b) What are the options available to the Quality Control Officer to address this issue?

(c) What responsibilities do corporations have towards consumers in different markets?  
(Answer in 250 words)

20

The case mimics the Maggi scandal  
where rejected international export  
and low quality produce was sold

in Indian market to maximize profits.



a) ① Stakeholder responsibility vs Shareholder duty

→ Consumer needs are important but  
duty to ensure profit maximization

② Personal vs Public duties

→ Must take care of father but  
cannot ignore outstanding issues

③ Service delivery vs Economic function

→ Cheap goods are profitable but  
lower quality

④ People vs Profit

→ Consumer health is being endangered  
to promote profit generation

⑤ Institutional loyalty vs moral duty

→ Must obey seniors but also

important to consider consumer welfare

### ④ Corporate Ethics

→ Promotion of culture of profit over service instead of prioritizing customers

### b) ① Listen to seniors and do nothing

#### Pros

- ① Upholds personal welfare
- ② Ensures profitability

#### Cons

- ① Against moral duty
- ② Against quality of service need

### ② Disobey the senior and file a report

#### Pros

- ① Ensures corrective action
- ② Consumer welfare ensured

#### Cons

- ① Endanger personal welfare
- ② May lead to job loss.

### ③ Approach senior again and prove my ~~case~~ case.

Pros

- ① Promotes active resolution of conflicts
- ② Prioritizes debate for constructive solution

Cons

- ① Senior may not be willing to listen
- ② May endanger job security.

④ Leak the issue to mediaPros

- ① Can draw public attention
- ② May lead to correction of issues after reports release

Cons

- ① Media may not do anything
- ② May be found out → lead to job loss

c) Corporations must ensure they uphold primacy of the consumer regardless of regulations.

① Safety of product is a must and product must be of highest possible quality while being economical

② Transparent disclosure of details

of product to build consumer  
trust

② Through safety checking of  
products

④ Balancing profitability with  
obligations of service delivery

→ Foreign markets are profitable  
but tightly regulated → same standard  
must be used in domestic market

⑤ Catering to individual differences  
in markets.

eg High lactose intolerance led to  
nestle bringing soy milk option in  
China

~~Companies~~ must prioritize  
active outreach with the seniors  
and as a last resort take extreme  
measures.

11.

आप एक ऐसे जिले के जिला मजिस्ट्रेट हैं जो इंजीनियरिंग और मेडिकल प्रवेश परीक्षाओं में विशेषज्ञता वाले कोचिंग सेंट्रों के केंद्र के रूप में प्रसिद्ध है। हाल ही में, जिले में छात्रों की आत्महत्या संबंधी घटनाओं में दुखद वृद्धि देखी गई है, जिसमें 15-18 वर्ष की आयु के पांच छात्रों द्वारा की गई आत्महत्या की घटनाएं शामिल हैं। देश के विभिन्न भागों से आए ये छात्र आईआईटी और एम्स जैसे प्रतिष्ठित संस्थानों में प्रवेश हेतु तैयारी कर रहे थे, लेकिन उन्हें भारी शैक्षणिक और सामाजिक दबाव का सामना करना पड़ा। कोचिंग सेंट्रों, जिनका प्रबंधन मुख्यतः सत्तारूढ़ दल की प्रभावशाली राजनीतिक हस्तियों द्वारा किया जाता है, के बारे में बताया जाता है कि वे छात्रों की भलाई की अपेक्षा रैंकिंग और राजस्व सृजन को प्राथमिकता दे रहे हैं।

कहा जाता है कि संस्थान छात्रों को उच्च प्रदर्शन करने वाले और निम्न प्रदर्शन करने वाले बैचों में वर्गीकृत करते हैं, जिससे अतिरिक्त तनाव उत्पन्न हो जाता है। इनमें से कई छात्र, जो पेइंग गेस्ट आवास या छात्रावासों में रहते हैं, अलगवा, भावनात्मक तनाव और मानसिक स्वास्थ्य संबंधी चुनौतियों का सामना करते हैं। इसके अलावा, जांच में पता चला है कि ऐसे छात्रों के बीच प्रदर्शन को बेहतर करने वाली दबावों का काला बाजार भी पनप रहा है, जो अत्यधिक दबाव में, अपनी शैक्षणिक स्थिति को सुधारने के लिए अनैतिक तरीकों का सहारा लेते हैं।

(a) दिए गए प्रकरण में शामिल हितधारकों की पहचान कीजिए तथा संबंधित नैतिक मुद्दों पर चर्चा कीजिए।

(b) स्थिति को देखते हुए, जिला मजिस्ट्रेट के रूप में आपकी कार्यवाही क्या होगी?

(c) छात्रों में आत्महत्या की बढ़ती घटनाओं के विभिन्न कारणों पर चर्चा करते हुए, इस मुद्दे का समाधान करने के लिए दीर्घकालिक उपाय सुझाइए। (उत्तर 250 शब्दों में दीजिए)

You are the District Magistrate of a district renowned as the hub for coaching centres specializing in engineering and medical entrance exams. Recently, the district has witnessed a tragic rise in student suicides, with five students in the age group of 15-18 years taking their own lives. These students, who came from various parts of the country, sought admission to prestigious institutions like IITs and AIIMS but were subjected to immense academic and social pressure. The coaching centres, which are largely managed by influential political figures from the ruling party, are reported to have prioritized rankings and revenue generation over the well-being of students.

The institutes are said to categorize students into high-performing and low-performing batches, creating additional stress. Many of these students, living in paying guest accommodations or hostels, face isolation, emotional strain, and mental health challenges. Moreover, investigations have uncovered the emergence of a black market for performance-enhancing drugs among students who, under extreme pressure, resort to unethical means to improve their academic standing.

(a) Highlight the stakeholders involved and discuss the associated ethical issues in the given case.

(b) Given the situation, what will be your course of action as the District Magistrate?

(c) Discussing the various reasons for the increasing number of suicides among students, suggest long-term measures to address this issue. (Answer in 250 words) 20

The case highlights negative impact of coaching and high mental pressure caused due to competitive environments of study.

### a) Stake holders

- ① Me - as district Magistrate
- ② Students in coaching
- ③ Coaching centre staff and owners
- ④ Allied industry of coaching
- ⑤ Parents of students.

### Ethical Issues

#### ① Profit over People

→ Revenue generation prioritized leading to mental pressure and segregation into batches.

#### ② Competitive study's mental health impact

→ Huge competition necessitates dedicated study ~~and~~ but comes at cost of mental pressure - even suicide

### ③ Shareholder duty of coaching centres

→ Must maximize rankings and revenue but this creates more pressure on the student

### ④ Illicit profiting of vulnerable youth

→ Malicious actors exploit mental issues of coaching pressure to profit

→ Drugs create long-lasting detriment for short-term reward

### ⑤ Nexus of politics and business

→ Politician favour leads to institutions turning a blind eye and letting the issue grow

b) I ~~for~~ would do the following

① ① Organize mental health outreach

and awareness of parents about the situation

② I would organize drug inspection and awareness drives to tackle substance abuse

③ Will negotiate about concerns of coaching owners and discuss solutions to the existing issue such as

↳ Capping hours of coaching classes

↳ Dedicated physical activity in centres

↳ Emphasize importance of mental health over performance pressure

↳ Ending segregation to promote uniform teaching and not create stigmas

④ Inform about the situation to appropriate channels to draft regulations ~~By~~ Ministry of Education.

- 1) ① More than 10 lakh + appearing candidates → strong competition leads to dejection
- ② Parental pressure → students being forced into engineering against will
- ③ Lack of resources for mental health → < 0.01 psychologists / lakh people
- ④ "Do or die" mentality prevalent leads to inability to cope with setbacks.

### Measures

- ① Increase accessibility of mental health support
- ② Regulate coaching activity to reduce pressure
- ③ Outreach to parents → insist ~~on~~ on freedom of child to pick career
- ④ Move higher education colleges can reduce failure rate and decrease pressure.

"Career success must not come at cost of innocent lives"

12.

ABC सिटी की नगर आयुक्त के रूप में कार्यरत आईएएस अधिकारी, प्रिया को एक चुनौतीपूर्ण नैतिक दुविधा का सामना करना पड़ता है। राज्य सरकार ने एक स्मार्ट सिटी परियोजना को मंजूरी दी है, जिसमें एक मल्टी-लेन एक्सप्रेसवे और आधुनिक वाणिज्यिक परिसरों का निर्माण किया जाना है। इस परियोजना का उद्देश्य आर्थिक गतिविधि को बढ़ावा देना, शहरी गतिशीलता को बढ़ाना और निवेश को आकर्षित करना है, जो ABC को संधारणीय शहरी विकास के लिए एक मॉडल के रूप में स्थापित करता है।

हालांकि, प्रस्तावित एक्सप्रेसवे पुराने शहर के क्षेत्र से होकर गुजरता है, जो सदियों पुरानी विरासत वाली इमारतों, मंदिरों के साथ-साथ ऐसे कारीगरों के एक समुदाय का घर है, जो अपनी आजीविका के लिए पर्यटन और हस्तशिल्प पर निर्भर हैं। विशेषज्ञों ने चेतावनी दी है कि निर्माण से ऐतिहासिक संरचनाओं का विध्वंस और पारंपरिक कारीगरों का विस्थापन होगा, जिससे शहर की सांस्कृतिक पहचान के समक्ष खतरा उत्पन्न होगा। विरासत संबंधी संरक्षणवादी और स्थानीय समुदाय इस परियोजना का कड़ा विरोध कर रहे हैं तथा पुराने शहर की विरासत को संरक्षित करने के लिए वैकल्पिक मार्गों या संशोधनों का पक्ष समर्थन कर रहे हैं।

इसके विपरीत, व्यावसायिक समूह, रियल एस्टेट डेवलपर्स और राजनेताओं का तर्क है कि प्रगति के लिए शहरी विकास आवश्यक है और विरासत संबंधी चिंताओं को आधुनिकीकरण में बाधा नहीं बनने देना चाहिए। इन परस्पर विरोधी हितों को ध्यान में रखते हुए प्रिया को यह सुनिश्चित करना होगा कि सरकार का शहरी विकास एजेंडा लागू हो तथा साथ ही, शहर की समृद्ध सांस्कृतिक विरासत और सुभेद्य समुदायों की आजीविका की भी सुरक्षा हो।

(a) प्रकरण में शामिल प्रमुख हितधारकों की पहचान कीजिए और उनके संबंधित हितों का विश्लेषण कीजिए।

(b) शहरी विकास, विरासत संरक्षण और स्थानीय समुदायों के अधिकारों के बीच संतुलन बनाने में प्रिया द्वारा सामना की जाने वाली नैतिक दुविधाओं पर चर्चा कीजिए। (उत्तर 250 शब्दों में दीजिए)

Priya, an IAS officer serving as the Municipal Commissioner of ABC City, is faced with a challenging ethical dilemma. The state government has approved a Smart City project, which includes the construction of a multi-lane expressway and modern commercial complexes. The project aims to boost economic activity, enhance urban mobility, and attract investment, positioning ABC as a model for sustainable urban development.

However, the proposed expressway passes through the old city area, which is home to centuries-old heritage buildings, temples, and a community of artisans who rely on tourism and handicrafts for their livelihood. Experts warn that the construction will lead to the demolition of historic structures and the displacement of traditional craftsmen, thereby threatening the city's cultural identity. Heritage conservationists and local communities are strongly opposing the project, advocating for alternative routes or modifications to preserve the old city's heritage.

Conversely, business groups, real estate developers, and political leaders argue that urban development is essential for progress and that heritage concerns should not obstruct modernization. Priya must navigate these conflicting interests, ensuring that the government's urban development agenda is implemented while also safeguarding the city's rich cultural heritage and the livelihoods of vulnerable communities.

(a) Identify the key stakeholders involved in the case and analyze their respective interests.

(b) Discuss the ethical dilemmas faced by Priya in balancing urban development, heritage conservation, and the rights of local communities. (Answer in 250 words) 20

The situation is a classic example of progress over culture and shows the side-effects on culture and traditional industry caused by urban development.

Q) ① Priya - Municipal Commissioner

- Ensure economic development of ABC City
- Manage interests of local artisans with urban infrastructure plans
- Preserve community bonding and cultural heritage

② Citizens of old city area

- ~~As~~ Live in old city area and do not want to get displaced
- Benefit from cultural heritage and do not want to lose cultural identity

③ Artisans of city

- Depend upon old city areas for livelihood and income
- Want to protect craft and maintain

income security

④ Businessmen and Political leaders

① Businessmen want infrastructure developed to generate revenue and promote urban growth

→ Politicians want economic output growth to increase GDP and drive modernization of economy.

→ Government wants to create plans of urban development to fulfill electoral promises.

⑤ Users and maintainers of historical structures

① Priests depend on ancient temples for spiritual fulfillment

② Tourists enjoy heritage and old culture of old town

③ Allied industry of tourism also generates income from old city

b) Dilemmas① Profit over People

→ GDP growth vs public welfare

② Public duty vs moral duty

→ Govt wants infrastructure but hurts welfare of citizens.

③ Urbanization vs Culture

→ Promotes job growth and income generation but hurts identity of city

④ Local livelihood vs industrialization

→ Traditional artisans will suffer from loss of market

⑤ Political will vs ~~non~~ constitutional duty

→ Govt wants to proceed with development but citizens have right to livelihood

Prize a must carefully balance growth with preserving social fabric of the city.