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Test Code: 31092

FIAS – 2020 – GS9E/HM1

ForumIAS

ACADEMY

GENERAL STUDIES

Name Of Candidate	PANKAJ GUJAR		
Email Id.		Roll No.	1910075273
Mobile No.		Date:	13 Dec 2020

Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE			INSTRUCTION
Q. No.	Max. Marks	Marks Obtained	
1			1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.
2			2. There are TWELVE questions printed in ENGLISH and HINDI, all questions are compulsory.
3			3. The number of marks carried by a question/part is indicated against it.
4			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.
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.
6			
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11			
12			
13			
14			<i>Any specific messages for ForumIAS Mentors/ Evaluators with respect to your copy? Write it here.</i>
15			
16			<i>Can you suggest some approach for Sect-A,</i>
17			<i>How to structure, approach,</i>
18			<i>To decrease the vagueness.</i>
19			
20			
Total Marks:			
Remarks:			Start Time 07:30 AM
			End Time 10:30 AM
			Mode Of Examination : Online <input checked="" type="checkbox"/> Offline <input type="checkbox"/>
			ECN CODE: Evaluation Date:

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Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL COMMENTS



Section - A

Q.1) a) The general erosion in values, ethics and integrity that is seen in a society only mirrors the character of those who run the affairs of that society. Comment.
(10 Marks, 150 Words)

The society and those who run the affairs the society have a reinforcing relationship, with one side mirroring the actions of the others.

How SOCIETY IMPACTS THOSE WHO RUN THE AFFAIRS

- ① Since public servants are already adults they are left with the imprints of societal conditioning encouraging prejudices, stereotypes.
- ② As society impacts work culture of the organisation at large, an unethical society leads to an unethical leader.
- ③ General level of tolerance to evils, corruption in society empowers further corruption in civil servants.

HOW THE CIVIL SERVANTS / THOSE WHO RUN AFFAIRS OF SOCIETY IMPACT SOCIETY -

- ① Positive initiatives by the leaders have led to positive changes in society,
ex - stance against casteism, patriarchy.
- ② Enabling provisions like RTI, Citizen Charter have created a more robust, aware society.
- ③ Empathetic society leadership leads to more empathetic society. Ex - Lal Bahadur Shastri's decision to take fast in solidarity with drought suffering public.

Thus, the relations between society and its leaders is mutual, each one reinforcing the positive and negativer in another.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) The Civil Servants must be guided by some core values in the discharge of their functions. Briefly mention any three core civil services values and bring out their importance. (10 Marks, 150 Words)

① Integrity - Integrity is the consistency in behaviour of an individual. As the civil servant become more challenging, with greater scrutiny and demands from society, only an integrity virtuous civil servant can survive the challenges. Ex - Integrity pacts by Transparency International and CVC to promote integrity in services.

② Emotional Intelligence - A civil servant often had to work in intense environments, with scarce resources, with multiple rational and irrational stakeholders. Only an emotionally intelligent civil servant who can regulate her emotions can handle these situations. Ex - Times of Riots, protests.



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③ Empathy - Unfortunately, most of India still suffers from chronic problems of hunger, poverty, poor health. An empathetic outlook is needed in a civil servant to truly understand the challenges of the downtrodden and deliver on promises and social justice.

Ex - Empathetic programs by government in J&K such as Himayat scheme etc.

Thus an ~~an~~ emotionally intelligent, empathetic, man of integrity can exemplify himself as a civil servant.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.2) a) 'Criminalization of politics and politicization of bureaucracy firmly blocks the path towards good governance'. Do you agree? Explain with suitable examples.

(10 Marks, 150 Words)

As the IARC comments the major cause of corruption remains the increasing ~~at~~ role of money and muscle power in politics. This is empowered by criminalization of politics and politicization of bureaucracy.

Impact of CRIMINALIZATION OF POLITICS -

- ① As per ADR, 43% of Indian MPs have criminal background, it leads to creation of poor legislations that allows loopholes for criminals. Ex - Govt's proposal to go 90 day cooling period in for convicted criminals later removed in Lily Thomas case.
- ② Increases idealisation of criminals as leader, increasing "Bahubali" culture in politics, diminishing ability to control riots, crimes. Ex - ineffective/biased police during Belhi riots.



POLITIZATION OF BUREAUCRACY

① Bureaucracy loses legitimacy in eye of public,
blocking good governance. ex - Decreasing
 legitimacy of police ~~is~~ commended by
 SC in Prakash Singh Case.

② Leads to hollowing out of watchdog bodies
 like NHRE, NSC, etc which are supposed to
 monitor good governance. ex - Inability of NHRE
 to comment on major issues of the day.

③ Thus, for quality decision making that
 actually solves people's issues as
 promised by the government, the ^{recommendations} ~~implementation~~
 of ARe to decrease criminals in politics
 and Prakash Singh Case directive to decrease
 politicization of bureaucracy are need of the hour.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) Examine various issues related to utilization of public resources. Also discuss the role of ethics in resolving these issues. (10 Marks, 150 Words)

The various challenges to Utilization of public resources has been highlighted even by Kautilya in his book "Arthashastra", proving the timelessness of the issue.

ISSUES

- ① Unequitable distribution as seen in regional disparities between prosperous South India and suffering east and North India.
- ② Indiscriminate use of resources which are not being measured / regulated. Ex Fast dropping water tables in Punjab, Haryana due to subsidised electricity in Agriculture.
- ③ Scope for corruption, as Kautilya said it is like keeping honey on the tongue of civil servant and not asking him to taste it.

Ethical issues

- ① Everyone's property is no one's responsibility, as common services like railways & parks remaining ~~stay~~ in abysmal conditions.
 - ② Profit motive vs greater public good as seen in ~~corpo~~ tussle between ~~attracti~~ corporate ventures and ~~attract~~ ensuring justice for labour.
 - ③ Efficiency vs Impact on Environment as seen in Dam allocation needed to generate electricity and wide environmental concerns, Coal burning.
- Thus only a wholesome ethical infrastructure can help resolve these conflicts in utilization of ethical resources

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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his Area)



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Q.3) a) "Where a society has chosen to accept democracy as its creedal faith, it is elementary that the citizens ought to know what their government is doing". In this context, what in your view are the major impediments in the effective implementation of the Right to Information (RTI) Act 2005? How can they be overcome?

(10 Marks, 150 Words)

As II ARC comments, RTI is the most important legislation of 21st century, a key to open the secret vaults of governance.

MAJOR IMPEDIMENTS

① In Law itself :-

- (i) Wide exceptions in name of national security.
- (ii) Wide areas ~~of~~ out of scrutiny - Judiciary, Political parties.

② Institutional impediments -

- (i) Delay in resolving appeals
- (ii) Lack of record keeping culture, poor digitisation of records.

(iii) No reprimands by CIC on failure to follow guidelines ex- Political Parties.

(iv) Poor quality of reports provided.

POSSIBLE SOLUTIONS

(i) Reforming the law post 15 year of existence to increase the ambit.

(ii) Reprimand power to CIC

(iii) Timelike on Appeals

(iv) Greater citizen awareness to stop frivolous RTIs.

(v) setting minimum standards for Reports

(vi) Urgent digitisation drive for records.

(vii) Increasingly proactive disclosure ex- JAN DOCHNA FORTAT RTI remains the most powerful tool in arsenal of the common citizen, as when the government share knowledge, it shares power.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

b) "Corruption arises not so much from human moral frailty as from inherent systemic weaknesses which creates the opportunities for corruption". Explain. What specific steps according to you can be taken to reduce the incentives for corruption?

(10 Marks, 150 Words)

Corruption, comes from the Greek word 'Corruptus' - to destroy, as it destroys the moral fabric of the society.

As a result of inherent systemic weaknesses

① minimum oversight and maximum discretion in system leads to corruption -

Power + Discretion - Accountability
= Corruption

② Lack of records.

③ Delay in justice, w. 2 crore cases pending in justice system (min of Law & Justice report)

④ Thus lack of inherent systemic weaknesses only further allows the moral frailty in humans in terms of less reduced risk of repercussions to enable corruption.

POSSIBLE SOLUTIONS TO REDUCE INCENTIVES FOR CORRUPTION -

- ① Minimising discretion by clearly defined rules ~~and~~, roles and responsibility.
- ② ICT tools to track progress.
- ③ Oversight from the top as seen in PM's

PRAGATI Portal.

- ④ Increasing rights based approach for citizens
ex - Sakal system in Karnataka which provides tracking of complaints, penalises delayed action.
- ⑤ Increasing proactive sharing of information,
as sharing knowledge = sharing power,
ex - JAN SOOCHNA PORTAL, Rajasthan
Thus through concerted efforts between society and state, corruption can be controlled.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.4) a) There is a view that citizen's charter in the country has failed to bring meaningful transformation in the delivery of public service. Do you agree with the view? Discuss.

(10 Marks, 150 Words)

Citizen charter refers to a document highlighting the vision, objective of the organisation, services delivered, grievance redressal mechanism and expectation from public.

Citizen charter has helped in ways:

- ① Increasing awareness of people for their rights
- ② setting standards for services which can be expected
- ③ possible Grievance Redressal avenues.

But it has failed to bring meaningful transformation in delivery of public services:

- ① It remains a moral commitment with no legislative backing

- ② created from top down approach.
- ③ Unilateral creation with no inputs from actual stakeholders.
- ④ Stagnant with no updates (II ARE - less than 6x citizen charters updated regularly).

Thus though Citizen Charter have failed in bringing meaningful change in public service delivery it is more due to lack of will and status-quoist attitude of Bureaucracy and political class. In states like Karnataka with Selcal system, MP with Indores Dwar Praday (Door Delivery system), shows that efficient delivery is possible if the will to do so exists.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

b) What do you understand by probity in governance? In what ways does probity ensure public's trust in administration? (10 Marks, 150 Words)

Probity is simple words means procedural integrity in governance. It involves following rules, procedures laid down but with clear use of wisdom.

Probity ensures that helps in governance as:

- ① Discretion is minimized and only used sparingly in special circumstances.
- ② Civil servant is not only neutral but also compassionate, empathetic to demands of society.
- ③ Promotes citizen centric governance to create easy to follow helpful rules.
- ④ Increases legitimacy and people's trust in governance.
- ⑤ Provides stability and certainty in services.

It ensures trust in governance ~~as~~ in following ways :

- ① Increasingly interaction with public.
- ② Breaking down Silos of governance.
- ③ Increasingly collaboration.
- ④ Promoting spirit of innovation by ensuring distinction between ~~pr~~ malefide error and benefide error.
- ⑤ Ensure integrity in conduct.

Thus, probity in governance is a core value in ethical conduct ~~and~~ in administration.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

Q.5) a) What do you understand by ethical dilemma faced by a civil servant? Based on your understanding of the term, suggest measures to resolve it. (10 Marks, 150 Words)

Ethical dilemma is referred to a ~~to~~ situation with a civil servant has to choose between two ethical values. It represents hard choices in which both values are positive and appreciable.

For example it can be faced between professional ethics of organisation and personal ethics of conduct, between impartiality and compassion, between profit, efficiency and empathy etc.

Inability to deal with an ethical dilemma leads to a crisis of conscience in the individual. Dealing with ethical dilemma is a core functionality for a civil servant.

It can be resolved in following ways -

- ① Objective analysis of situations.
- ② Employing Emotional Intelligence to regular behaviour.
- ③ Empathetic conduct for just resolution, harnessing feeling of justice in society.
- ④ Integrity to ensure consistency in action.
- ⑤ Probity in governance to ensure rule of law.

Civil servants face more and more ethical dilemma as the demands of the society increase, only a thorough ethical infrastructure can ensure that they continue to make the right decisions

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) "For a Business to be considered ethical, it has to maintain a balance between both pursuing profits and fulfilling social responsibilities". Explain. (10 Marks, 150 Words)

A business that only makes money is a bad kind of Business - Henry Ford

An ethical business is considered not only profit but also balancing them with social responsibilities, since a British court ruled in Salomon case, every business has a responsibility in society.

In practical form this can be achieved through corporate governance, as recommended by Sir Adrian Cadbury committee. Corporate Governance ensure all stakeholders' interest are respected and the longevity of company is maintained through ethical conduct.

In Indian context, it can be best seen through Narayan murthy's philosophy of Compassionate Capitalism which harkens each company to be wary of Indian socio-economic realities. In practice we witness it in CSR initiatives by various firms such as community development projects by Vedanta, Cairn in Barmer Barmer, various educational initiatives.

Thus as Society becomes more aware of their rights, as seen in MeToo movement, Black Lives matter, it is only more and more crucial for companies to not just go into a mad rush for profit, but also think for their social responsibilities.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.6) a) What do each of the following quotations mean to you?

a) "Nearly all men can stand adversity, but if you want to test a man's character, give him power". - Abraham Lincoln. (10 Marks, 150 Words)

The above statement of Abraham Lincoln clearly highlights the influence of power on man. As it is said, power does not corrupt but rather reveals a person's true nature. Only when one has the power to do anything, can we truly witness the limits of his/her principles, ideas.

In real life we have seen myriad examples of people rising up to the occasion during disasters, conflicts. Current Corona crisis is an apt example in which most of the civil servants chose to rise up to the

occasion and use their power judiciously, at ~~great~~ personal cost, to help people.

While there were also those of weak character who chose this moment to profiteer shamelessly.

Thus in practice, power always comes with a perception of threat which needs to be managed by external institutions of accountability and internal ethical ideals.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) "There is a higher court than courts of justice. It's the court of conscience. It supersedes all other courts." – Mahatma Gandhi
(10 Marks, 150 Words)

This quote of Mahatma Gandhi clearly highlights the power of human conscience. It is above the courts of justice which work on rules of law, which often lag behind evolving principles of moral conduct. But the voice of conscience always guide men to do the right thing. Even Immanuel Kant recognised the value of conscience and advised its use.

In practical terms too, the Civil Services Code of Conduct empowers civil servants to listen to their conscience in times of ethical dilemma.

often while servicing in vibolent situations
extreme scenarios it is the voice of
 conscience that guides one to do
 the right thing.

Thus Gandhi's trust on the voice
 of conscience can help guide the
many decisions existing in our society.

As the divisions increase, the reality
 itself being challenged in the "post-truth"
era, ~~the~~ the courts of conscience
 can ensure justice for a closer
 empathetic world.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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c) "The purpose of government is to make it easy for people to do good and difficult for people to do evil." - William Gladstone (10 Marks, 150 Words)

The given statement highlights the role of government in lives of people. To pursue the principle of good governance, the government needs to create a legal and ethical infrastructure, through laws and leadership, to empower the people to do good and ^{make it} difficult to embark on evil path ways.

In real life we witness the government increasing the way people do good things ~~as~~ such as initiatives to increase Ease of doing business, Give it up campaign for L4 subsidy etc. At the same time

increasing harshness for evil doers through amendments in UAPA act, FCRA act, Prevention of money Laundering Act, NIA act etc.

Thus by creating an ^{ethical} infrastructure where good is easy to do and appreciated, and evil is very hard to execute and eliminated, ~~we~~ we will embark on society having "Sabka Saath, Sabka Vikaas, Sabka Vishwas".

Feedback (For OFFICE use only)

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Question Interpretation		Total :	

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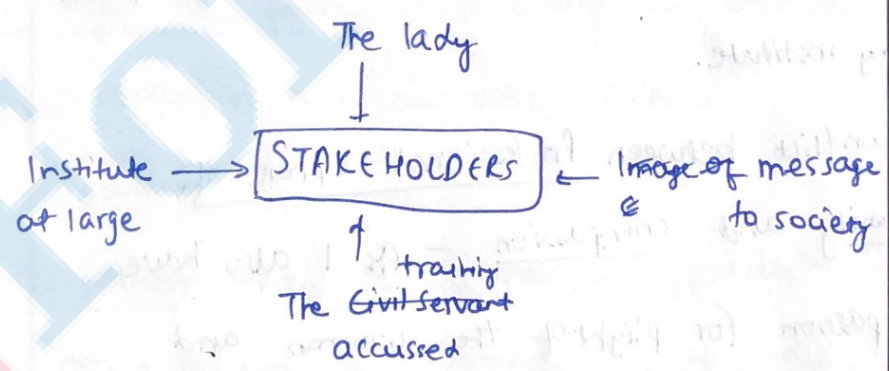
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Section - B (Case Study)

Q.7) You are the Director of the Institute which is responsible for the training of new civil servants, recruited every year. You consider that highest moral standards are of utmost importance for civil servants and it is your responsibility to inculcate the same in them. You, thus, ensure that moral training forms an integral part of the curriculum. Recently, wife of a trainee has approached you. She has told you that she has been threatened by the trainee to take divorce immediately. She also told you that trainee intends to marry another girl from a major business family of his allocated cadre for dowry. The trainee is harassing his present wife both physically and mentally and want to take divorce at any cost.

- a) Examine the ethical issues involved.
- b) What would be your course of action in this situation? (20 Marks, 250 Words)

As Vivekananda said, "a country that does not respect its women can never develop", ensuring the human dignity of the woman and ensuring integrity in the training institute is the major impetus in this scenario.



a) The case study presents following major ethical issues-

→ Conflict between my professional role as Director of institute and personal responsibility as head to protect the dignity of woman - While in my professional capacity I should not involve myself in personal issues of the trainee's life, as Weber recommended a neutral bureaucracy, as an individual I also have responsibility to ensure the dignity of women are honoured and respected in my institute.

→ Conflict between Professional sphere of authority and Compassion - As I also have compassion for plight of the woman and

it will require me to go beyond my personal professional role.

b) I will embark on the following course of action :-

① First, I will provide safe residence for the woman, away from the civil trainee, to protect her from any future physical, mental harassment and trauma.

② I will then conduct a full enquiry to establish the facts, to ascertain the veracity of corruption and domestic violence allegations.

③ If proven true, the woman can approach the police under the Domestic Violence Act.

④ For the allegations of quid pro quo based marriage of the trainee, since it is against the Code of Conduct for Civil servants, I will take immediate action against the trainee. He can even be removed if he is under probationary period, as ethically morally compromised trainees will only go on to rot the system in the long the run.

Civil servants are the face of government for the larger public, if they are known for unethical conduct in their personal lives, it only leads to further disrepute and erosion of legitimacy in the whole idea of good governance.

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Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

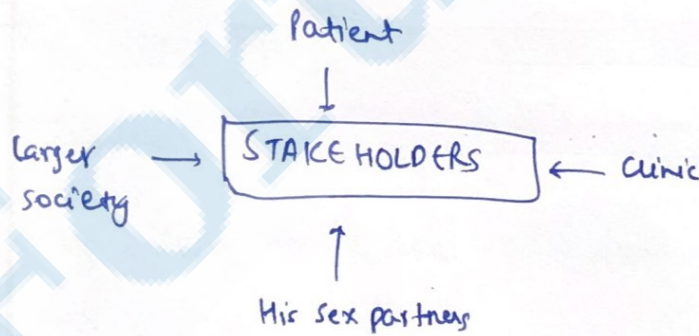


Q.8) You recently started working in a public health clinic as Counsellor. Your clinic offers free and anonymous testing as well as confidential counselling and advice for HIV patients. During a counselling session, you find out from a patient who was diagnosed with HIV a year earlier that he does not inform his sex partners that he has HIV and does not use any protection. From the discussion, it seems obvious to you that he does not intend to change this practice.

Since your role is to provide confidential counselling and advice, you fear that reporting this to anyone would lead to your dismissal from the job.

- a) Bring out the ethical issues involved in this case.
- b) What would be your course of action in this situation? (20 Marks, 250 Words)

Each individual is bestowed with a voice of conscience, that enables us to think wider and answer various dilemmas that law or professional rules are unable to perceive.



(1) Following ethical issues are involved in the case:

(i) Conflict between my professional ethics and my larger responsibility to society -

As a public health clinic counsellor, my professional ethics dictate me to be confidential and ensure anonymity of the patient at all cost, while as someone involved in the health arena I also have a larger responsibility to society to ensure healthy and safe environment to everyone. Not answering my responsibility to public health can highly exacerbate the crisis situation.

(ii) Conflict between my commitment to the patient to ensure his anonymity and my internal conscience - On one hand I am supposed to honour the commitment made to my patient but I also have to answer to my conscience everyday. I may suppress it for some time but it will eventually only lead to a crisis of conscience as the unaware sexual partners can in turn spread the disease to more, jeopardizing many lives in the area.

To solve above conflicts I will take the following course of action :-

- ① Inform the higher authorities of the clinic about the issue to keep them informed and extract support from them.
- ② Visit the patient with a team of counsellors to ~~increase~~ help him understand the gravity of the situation.
- ③ If the above step fails, I will employ moral social persuasion tools ^{through using his} family and loved ones to help him see the reality of the issue.
- ④ If all else fails, I will reach out to police ~~to~~, request them to maintain maximum discretion.
- ⑤ Through the above steps I will reach out to his partners, offer them

immediate tests and control the situation
Swiftly

As Mahatma Gandhi said - "There is a higher court than Courts of justice. It is the court of conscience. It supersedes all the courts". Each one of us is answerable at this court of conscience and in case of failure of our duties there is no scope escape from punishment.

Feedback (For OFFICE use only)

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Question Interpretation		Total :	

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Q.9) Often in administration, a vital decision made by a public servant in a critical moment is scrutinized over months and sometimes years. Even with this ability to analyze the decision over years, a consensus is often not reached about whether the public servant actions were ethical or not. In the recent past, a few instances have surfaced where in civil servants have been implicated for decisions that turned out to be wrong in the long-run. These instances have greatly rattled the moral fibre of the civil servants.

- a) How does this trend affect the functioning of civil services?
 b) What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer. (20 Marks, 250 Words)

The extreme case of delay in ensuring justice and its ultimate aftermath on civil servants can be seen in the recent 2G, Coal Scam where the accused Coal secretary, a respected civil servant of integrity, was eventually vilified in his stance by the judiciary.

It has following effects on Civil servants at large :-

- ① Policy Paralysis :- As seen during the UPA-II government in the aftermath of the Coal Scam, civil servants now a

become hesitant to take decisions at all to avoid any possible litigation, culpability in future.

② Hampers the spirit of innovation in the civil services as even young ambitious officers become afraid of their innovative ventures coming under scrutiny in future.

③ Deteriorates the morale of the civil services which often work in very tense situations, in scarcity of resources.

④ Impacts the governance schemes for the most downtrodden ~~as~~ due to delays in action by the scared civil services, impacting the lives of the poorest of the poor.

⑤ Discourages citizen centric administration as civil services comes to view every

enthusiastic citizen as a possible exposure point for their eventual litigation.

b) measures that can be taken -

① Increased use of Information & Communication

Technologies to better monitor decisions and the approach to them, to minimize ~~loss~~ scandal in the future.

② Clearly defined roles so civil servant

understands his/her sphere of influence and action.

③ Regulations over media coverage of

incidents which leads to over sensationalization and mar the morale of civil servants.

④ Celebrating a culture of innovation

in civil services, backed by camaraderie

between the young officers, higher bureaucracy and political masters. Ex - Pm modi's regular interaction with civil servants to boost their morale and ensure faith in the system.

⑤ fast track courts for civil servants to ensure allegations can be resolved swiftly

⑥ Celebrating and incentivising good performance social initiatives by civil servants within the organisation to encourage innovation.

The end solution remains to put a wholesome ethical infrastructure in place for civil services, empowered by a code of conduct and code of ethics that helps separate malafide error

from bonafide error. Such an ethical infrastructure is only possible with a the political will and courage of higher level bureaucracy.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



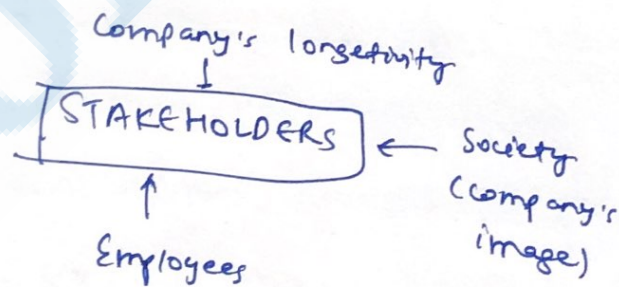
Q.10) You are the financial director of a company that supplies exotic food products to restaurants and hotels. Due to COVID-19 and government-imposed restrictions on restaurants, demand has all but disappeared and your company is facing severe financial difficulty. The company employs 3,000 people across head office, the delivery network, and sales.

Your CEO tells you that you need to find some savings and has asked that you produce a list of who in the finance team should be made redundant. A rumour has started amongst staff in head office that there are going to be major job cuts, and everyone in your team is emailing asking you whether their job is safe. Some team members are telling you about their financial struggles at home in the hope that it will persuade you to save their jobs over others.

a) Discuss the ethical issues involved? What would be your course of action? Justify. (20 Marks, 250 Words)

"A business that only focusses on making money is a poor kind of business" - Henry Ford.

It is rightly said that crises reveal the true nature of humanity, in these times it is best for the company to take a mature stand and rise to the challenge.



ETHICAL ISSUES INVOLVED :-

① Loyalty to profit, business vs loyalty to worker - In these challenging times should the focus more on his responsibility to ensure longevity of company as finance director or the the larger employees who have worked for years with dedication.

② Professional ethics vs Personal ethics -

Conflict between strictly to one's role as finance director with neutrality, only focussed on numbers or taking a Compassionate view of the situation.

After a careful analysis of companies inventories, supply chain, distribution, I will embark on following course of action:-

- ① I will request the CEO with a plan for pay cuts for all, in line with Narayan Murthy's ^{Compassionate} ~~Compassionate~~ Capitalism, the higher functionaries can take a higher pay cut, while the lower level can be asked for smaller - all voluntarily.
- ② Get a plan from my team for possible realignment to new products like essential services (PPF) or consumer goods (groceries).
- ③ Reach out to other department heads - Distribution, sales. Provide them with examples of Zomato, Swiggy which increased their portfolio.
- ④ Present this plan to CEO to realign our company's business as a medium term solution, as at the heart of

every company is agility to handle
challenges.

This course of action can be justified
as, as a Finance director, my responsibility
is also to long term sustenance of company.

This solution will help generate good will
in society, help us tide through the crisis
and overall ensure the morale of
the employees is maintained. All these
steps will have exponential returns
in support crisis scenarios.

Business is more than collection of
profits and numbers, it is also made of
people we serve and people we work
with.

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Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

Q.11) Sahdev and Aparna had a son named Abhijeet who was diagnosed with thalassemia minor when he was just a few months old. Abhijeet thus, needed blood transfusion every three weeks, resulting in chronic weakness and a compromised immune system resulting in frequent illnesses.

The permanent cure for Abhijeet's ailment was bone transplant, but due to no match in the family, it was not possible. The couple then found out about the concept of 'saviour sibling' and decided to go ahead with it. A saviour sibling is a child conceived through selective In vitro fertilization (IVF) as a potential source of donor organs or cells for an existing brother or sister with a life-threatening medical condition.

After many attempts, the couple finally gave birth to a healthy baby girl Kavya, who matched the criteria to be a donor for Abhijeet. However, Kavya had to grow and weigh 10 kg before she could donate stem cells for transplantation to save her critically ill brother. While the procedure of donating stem cells is not dangerous, it would be extremely painful.

- List the ethical arguments for and against the 'saviour child therapy'. Do you believe that it is ethical for a parent to give consent for donation of stem cells on behalf of infants?
- If the procedure also included risk to the life of the new born baby, would it still be a prudent therapy? Justify your answer. (20 Marks, 250 Words)

'Saviour child therapy' is an example of the complex issues of balancing technological cutting edge innovation with the slowly evolving moral and ethical fabric of the world.

a) ETHICAL ARGUMENTS FOR 'SAVIOUR CHILD THERAPY'

① It is in agreement with the Utilitarian

approach of Greatest Good of Greatest number of people, as it helps save maximum number of lives as both the donor and receiver child are safe.

② Helps provide quality of health and life to the receiving sibling which ultimately helps him achieve a life of dignity.

As Kant argued it is Human dignity's sovereign virtue.

ARGUMENTS AGAINST

① It cause extreme pain to the donor baby without her explicit consent.

② It also reduces the saviour baby to a mere "means" for the better life of siblings.

As Kant said, "no man is an ~~an~~ means to an end, each man is an end in itself"

As children are yet to develop independent conscience, it becomes the moral responsibility to make the best choice for them. The ~~reason~~ decision of donating stem cells, ~~even at an~~ is ethical as it essentially will eventually raise the standard of life for both siblings. The brother will have an healthy life and the sister will have a healthy brother and family to cherish. As manatma Gandhi argued for service be self sacrificing nature of each individual, this decision will also ~~help~~ help the sister become more compassionate when she comes to age.

b) If the procedure include risk ~~of~~ ^{to} life of new born baby then it will not be ethical as it will be akin to gambling with the life of one individual for the other. Against the Kantian notion of each man as an end in itself, it will make the "saviour baby" a mere fodder ~~for~~ ^{at} for the life of his sibling. Even if there is a loss of life of sibling's saviour baby, it may even eventually lead to a crisis of conscience for the parents as loss of a child is ~~unbearable~~ unbearable. Even the brother may not appreciate getting his life at the cost of another.

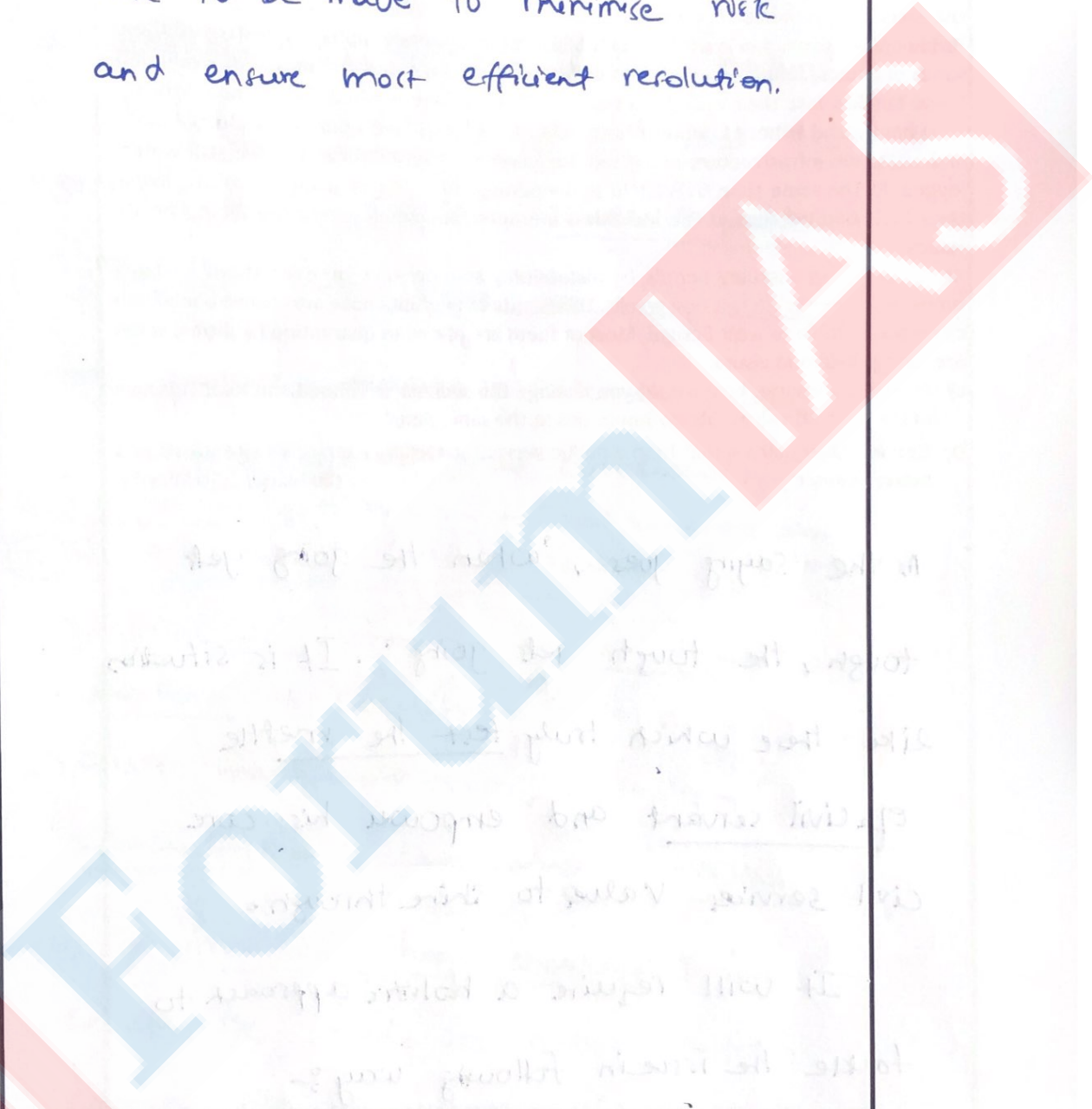
In this situation, careful decisions based on Objective scientific analysis

Area)

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(Don't Write anything in this Area)

are to be made to minimise risk and ensure most efficient resolution.



Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.12) You are a responsible and dedicated district level officer. Knowing your dedication towards the work, the government entrusted you with the responsibility of solving the livelihood problems of common people of a district named Birbhoom.

Birbhoom is a district in West Bengal hardest hit by cyclone Amphan. It destroyed thousands of homes, rendered many people homeless and without any means of livelihood. Some families lost their only bread earner. The cyclone washed away embankments, mud homes and fisheries, which thousands of families relied upon for their livelihood and sanitation infrastructure collapsed. Large areas of agricultural land are still waterlogged. At the same time COVID-19 is deepening the crisis as many more are losing their livelihood because of the lockdown measures and some people are facing health issues.

An uphill task of rescuing people by maintaining safe distance between them is also a problem. Moreover, in last few weeks, thousands of migrants have also come back from cities across India to west Bengal. Most of them are placed in quarantine facilities, some are facing livelihood issues.

- In such a scenario, how would you manage the societal, livelihood and health issues of the affected vulnerable communities at the same time?
- Examine the qualities that help a public servant in tackling such crisis situations in a better manner.

(20 Marks, 250 Words)

As the saying goes, "when the going gets tough, the tough gets going". It is situations like these which truly test the mettle of a civil servant and empower his core civil services values to shine through.

It will require a holistic approach to tackle the issue in following way :-

① The first challenge is stop the crisis from worsening due to Corona, It will ensure the quarantine facilities are well stocked with supplies, regular inspections by doctors and people are being discharged from quarantine facilities to alternate shelters in a timely basis to avoid over crowding.

Door to Door surveys to reach out to most vulnerable also

② For Livelihood & Social issues: ^{come out}

(i) Reach to Community leaders, social activists in locality to create a crisis management team, as single administration alone cannot do everything.

(ii) For immediate hunger challenge, I will ensure the needy are getting help from schemes like PM Gareeb Kalyan Yojana, National Food Security Act.

(iii) NREGA can be channelised for immediate employment relief.

(iv) Portal like ASEM - for skill mapping of workers can be employed to channelise their skills for work in Birbhoon and nearby districts.

(v) A waterlogging over agricultural fields will be resolved to ensure people get their sustenance and livelihood back.

With continued support of entire community and compassionate hard working team Birbhoon can be brought back to track. As long term solution, Community based Disaster management approach can be employed, protection structures can be created, etc to ensure a natural disaster does not result in social disaster.

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b) A public servant can ~~shine~~ through tackle such crises with following values -

- ① Leadership in the face of challenges as he is source of guidance and moral strength to the stressed team and public.
- ② Compassion, as people are at their most vulnerable situation, compassionate treatment allows easier functioning.
- ③ Citizen Centric, Open approach as it will ensure efficiency and greater legitimacy for efforts.
- ④ Selflessness, Public service - as these are the foundational values of public service and in the most troubling times they can be heavily relied on.

⑤ Integrity, as in these times, external checks are often minimal due to destruction and chaos, thus only an internal integrity check can ensure responsible behaviour. Ex - Indian Army's conduct during Kashmir Floods.

Thus by banking on his conscience and values, a public servant can tide through the crisis.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	