

TEST CODE 51435\_1910102924 (2022-09-10 20:52:28)

FIAS - MGP 2022 (C-11) - Full Length Test #4

Time Allowed : Three Hours  
समय : तीन घंटे

**ForumIAS**

Maximum Marks : 250  
अधिकतम अंक : 250

**GENERAL STUDIES / सामान्य अध्ययन**

Name Of Candidate परीक्षार्थी का नाम	GARIMA UHIA		
Roll No./अनुक्रमांक	1910102924	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	10 <sup>th</sup> Sept 2022

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश		
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक			
1			1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।		
2			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।		
3			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।		
4			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रश्न पत्र में अधिकृत माध्यम में लिखे जाने चाहिए जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूआर) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।		
5			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।		
Total/कुल अंक	250		<b>For Student Only / केवल परीक्षार्थी प्रयोग हेतु</b>		
Evaluator's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :	
			5:25	8:25	
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>	
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, प्रवाहचित्र, तथ्यों और आंकड़ों या सत्य रूप से किसी भी रूप में दिए गए जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आती है (जोकि इनमें से कुछ भी हो) पर दिए गए अंक हैं।			<b>For Office Use Only / केवल कार्यालय प्रयोग हेतु</b>		
			ECN CODE/ ईसीएन कोड :	EG/ई.जी. :	Evaluation Date/ मूल्यांकन तिथि :

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**Note:** You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings - 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

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

**ADDITIONAL REMARKS**

Section - A

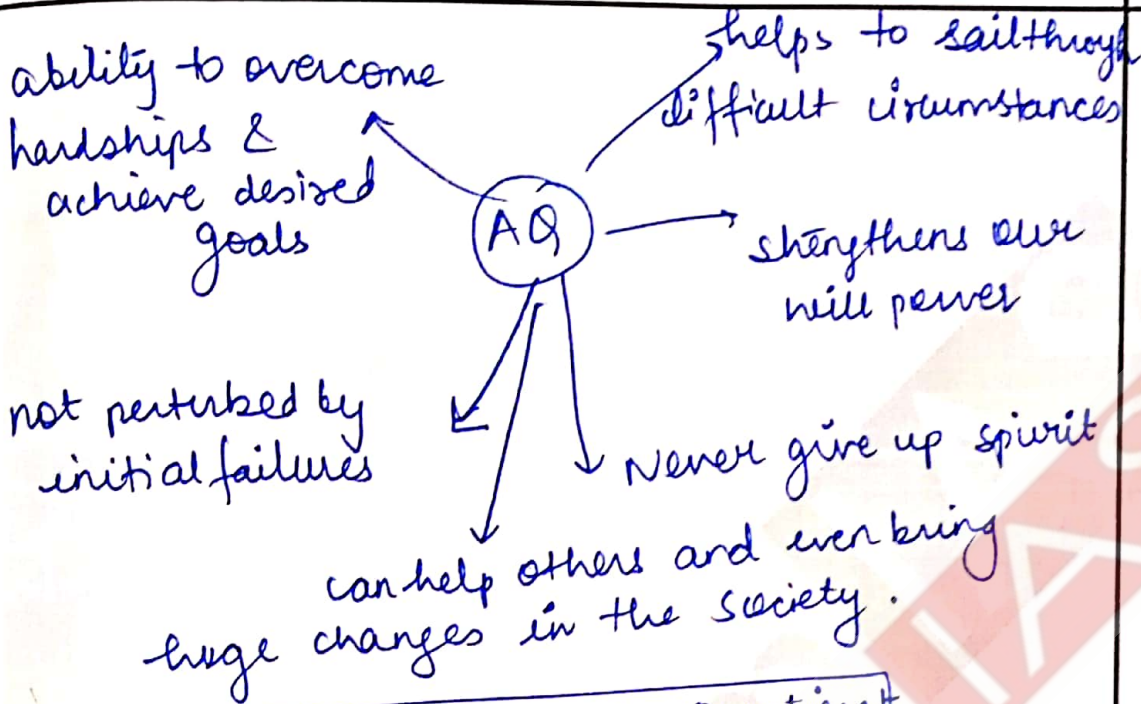
Q.1) a) Successful people are not those who did not fail, but those who persisted in turbulent times and kept moving after a failure. In light of this statement, examine the importance of adversity quotient in life. How can adversity quotient be developed? (10 marks, 150 words)

सफल लोग वे नहीं होते जो असाफल नहीं हुए, बल्कि वे हैं जो कठिन समय में डटे रहे और असाफलता के बाद आगे बढ़ते रहे। इस कथन के आलोक में जीवन में प्रतिकूलता गुणक के महत्व का परीक्षण कीजिए। प्रतिकूलता गुणक कैसे विकसित किया जा सकता है? (10 अंक, 150 शब्द)

Though success is seen from the narrow prism of achievement, it has a broader angle to it.

Stories of successful people like Rammohar Roy or B.R. Ambedkar, Nelson Mandela even T.N Seshar are full of initial failures and hiccups but what kept them moving was a sparkling desire to achieve their goal and ultimately they turned successful.

Adversity Quotient refers to ability of an individual to be able to stand in front of ~~an~~ unfavourable situation & not get overwhelmed; rather strive harder to achieve the desired goal. Importance of adversity quotient in life



How to develop Adversity Quotient

- i) life stories of great reformers & leaders like Parneswaran Iyer (IAS), Martin Luther King, Subhash Chandra Bose
  - ii) rewarding children from very early age for taking up difficult tasks
  - iii) emotional intelligence, stress management exercises and meditation
  - iv) positive self attribution and supportive peer group.
- Given the difficulties in present life, along with IQ & EQ, AQ is an inalienable skill needed.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) 'Strength does not come from physical capacity but from an indomitable will.' Gandhi. What does strength mean to you and how far do you agree with the given statement? Discuss with suitable example.

(10 marks, 150 words)

"शक्ति शारीरिक क्षमता से नहीं बल्कि अदम्य इच्छाशक्ति से आती है।" - गांधी। आपके लिए शक्ति का क्या अर्थ है और आप दिए गए कथन से कहाँ तक सहमत हैं? उपयुक्त उदाहरण सहित चर्चा कीजिए।

(10 अंक, 150 शब्द)

Strength in traditional sense would mean physical capacity however history has examples to prove that physically strong evils like Ravana could be overpowered only through an indomitable will.

It is often said that "where an army of soldiers cannot penetrate, an army of principles can". This highlights that ~~not~~ every strong and physically capable person can <sup>not</sup> defeat someone who has a strong will.

Strength for me doesn't only mean physical strength but emotional and mental stability. We see examples of whistleblowers who committed suicides because they were not mentally strong.

Strength also means good health, value education and a set of practical skills.

All of this makes one equipped to deal with any challenges in one's life. For example B.R. Ambedkar had a strong will, education and skills using which he secured rights for the untouchables.

Battles fought between Ravana and a small army of Rama proves that physical strength loses in front of indomitable will.

However strong your opponent, a strong will, skills, good intention can show us the right way.

**Feedback**

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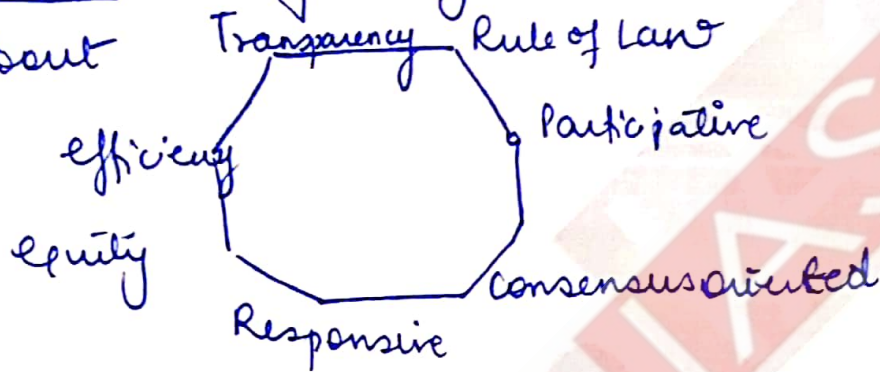
Structure/ Presentation
Question Interpretation
Content
Value Addition
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b) Good governance does not depend on laws, but upon the personal qualities of those who administer the law. Do you agree with this statement? Justify your view. (10 marks, 150 words)

सुशासन कानूनों पर नहीं, बल्कि कानून का संचालन करने वालों के व्यक्तिगत गुणों पर निर्भर करता है। क्या आप इस कथन से सहमत हैं? अपने विचार का औचित्य सिद्ध कीजिए। (10 अंक, 150 शब्द)

Good governance as defined by UNDP in 1992

talks about following features



Confucius says that "righteousness is the basis of good governance". Thereby implying that any honest effort at good governance comes from within and not an externally enforced set of laws which can be bypassed.

Why are laws not enough?

- i) Despite laws like RTI 2005, corruptions like Coal Scam, PNB Scam, 2G scam happen
- ii) Prevention of Corruption Act not able to deter collusive & petty corruption
- iii) participative governance is missing despite 73<sup>rd</sup> 74<sup>th</sup> CAA

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(iv) Loopholes can always be found, law doesn't guarantee its implementation

Laws can only decide the direction in which a society should move but it is the culture and personal qualities of government which decides direction in which society actually moves.

(i) If government is virtuous it will voluntarily disclose relevant information, maintain accountability

(ii) It will not engage in corruption, siphoning off fund

(iii) utilization of public fund for public welfare only.

However in the end both laws as well as personally virtuous people are needed. Virtue Theory of Greek scholars need to be accompanied by laws which help in ensuring accountability as well bringing right kind of behavioural & attitudinal change among people.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.3) a) An active civil service is necessary but not sufficient; India also requires civil service activism for fulfilling the vision of 'justice, liberty and equality for all'. Analyze the statement citing relevant examples. (10 marks, 150 words)

एक सक्रिय सिविल सेवा आवश्यक है लेकिन पर्याप्त नहीं है; भारत को 'सभी के लिए न्याय, स्वतंत्रता और सभी के लिए समानता' की दृष्टि को पूरा करने के लिए सिविल सेवा सक्रियता की भी आवश्यकता है। प्रासंगिक उदाहरणों का हवाला देते हुए कथन का विश्लेषण करें। (10 अंक, 150 शब्द)

Civil servants were envisaged as the steel frame of the country. Active civil service fulfilling its traditional role along with taking up the new role created by needs of digitization, liberalisation is necessary. eg - IPS Arif Shaikh who started Chuppi Tod Campaign for dealing with domestic violence.

However given the new and emerging challenges such as violence against women, hate speech, caste based discrimination, corruption

civil service activism is needed.

It will ensure in fulfilling vision of Justice

eg TN Seshan who helped bring in electoral reforms so that level playing field is maintained, true democracy is ushered in

(2) Achieving the vision of liberty

→ eg Parmeswaran Iyer (IAS) who worked for destigmatizing manual scavenging so that the liberty & dignity of manual scavengers is maintained

→ eg Prasanth Nair who started Clean Kozhikode Beach to ensure environment is sustainably restored and everyone gets right to achieve full potential

(3) achieving the vision of equality

→ eg IAS Jhabua started Bathidan Campaign to raise voice against dowry so that women get an equal right in society.

→ eg - IAS. Champasani stated Startup Zone to create opportunities for migrant labourers.

In the view of fulfilling ideals enshrined in our preamble every stakeholder including civil servants have a role to play.

**Feedback**

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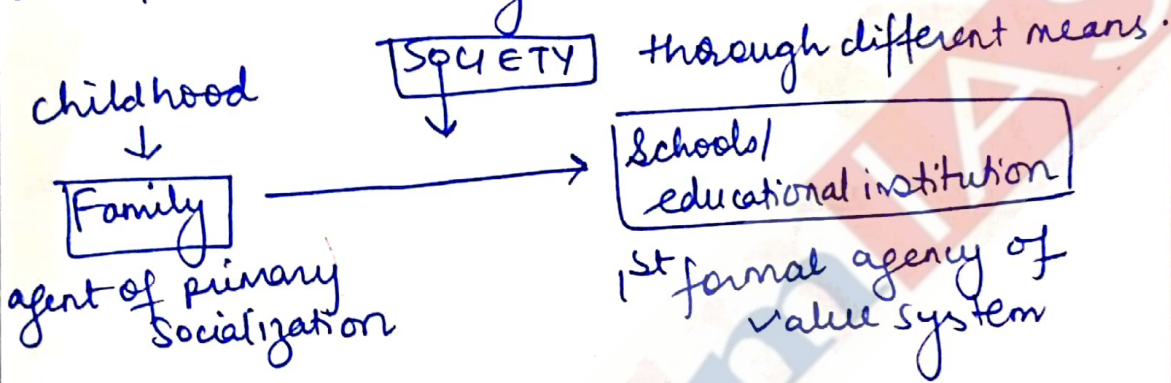
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Question Interpretation
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Value Addition
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b) Educational institutions complement the role of the family and the society in shaping our values. Discuss. Can digital education perform this value inculcation function effectively?

(10 marks, 150 words)

शैक्षिक संस्थान हमारे मूल्यों को आकार देने में परिवार और समाज की भूमिका के पूरक हैं। चर्चा करें। क्या डिजिटल शिक्षा इस मूल्य समावेशन कार्य को प्रभावी ढंग से कर सकती है? (10 अंक, 150 शब्द)

Our values are shaped through socialization that takes place over the years



Role of educational institutions →

1) teachers through observational learning, rewards & punishment inculcate desirable values like obedience, discipline, hard work

2) Curriculum & extra curriculars like sports → team work, sportsmanship, cooperation

3) peer group → compassion, respect.

As APJ Abdul Kalam said major role played in child's development is by a father, mother and teacher.

With COVID lockdown, digital education has received a fresh impetus. Can it provide value inculcation effectively

- (i) Use of technological tools like AI to develop games that inculcate values
- (ii) predictive analytics, use of smart technologies and group assignment can teach cooperation, team building
- (iii) respect for elders, inclusivity and harmony can be taught through innovative ways.

However while shifting to digital education, one must ensure that biases like digital divide & digital literacy gap doesn't become a hindrance. Focus should be both on knowledge and moral values.

As Abraham Lincoln said the two goals of education are knowledge & character even Gandhiji called knowledge without character as 1 of the 7 sins.

**Feedback**  
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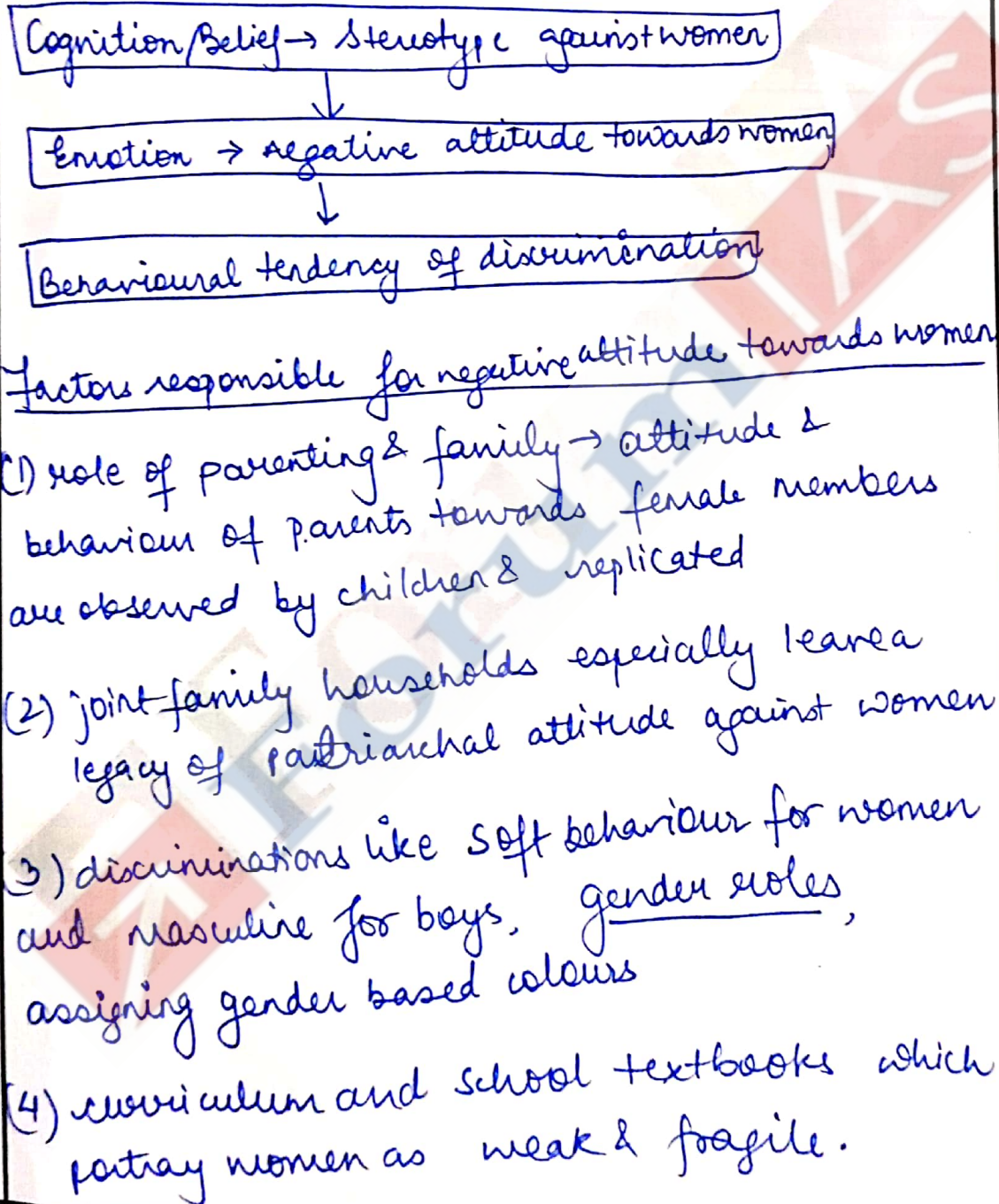
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Q.4) a) Gendered attitudes convert differences in sexes into discriminations. Examine the factors responsible for negative attitudes toward women in the Indian society. How can these attitudes be changed?

(10 marks, 150 words)

लैंगिक दृष्टिकोण लैंगिक अंतर को भेदभाव में परिवर्तित करते हैं। भारतीय समाज में महिलाओं के प्रति नकारात्मक दृष्टिकोण के लिए उत्तरदायी कारकों का परीक्षण कीजिए। इन दृष्टिकोणों को कैसे बदला जा सकता है?

(10 अंक, 150 शब्द)



(5) unintended consequences of laws like Maternity Benefit Act - creating additional compliance burden

(6) dowry prevalence, honour killings and associated women with dignity of family

(7) use of new legal terrorism by some women like 498-A.

How can these attitudes be changed?

(i) Inculcate equality in child rearing practices, school education & curriculum

(ii) Increased interaction between boys & girls to understand needs better

(iii) providing women equal opportunities to break the vicious cycle

(iv) use of role models like our President Draupadi Murmu to inspire people of merit of women

(v) celebrities like Vidya Balan, cricket teams, scientists can be brought forward

(vi) Change in attitude through gender neutral legal provisions.

As Malala Yousufzai said a bird cannot fly on one wing. contribution of women is crucial

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
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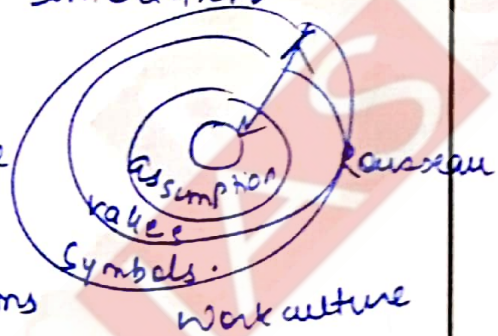
b) How are ethical concerns and work culture of public institutions different from those of private institutions? Examine the desirability of adoption of work culture similar to private institutions in public institutions. (10 marks, 150 words)

सार्वजनिक संस्थानों के नैतिक सरोकार और कार्य संस्कृति निजी संस्थानों से कैसे भिन्न हैं? सार्वजनिक संस्थानों में निजी संस्थानों के समान कार्य संस्कृति को अपनाने की वांछनीयता का परीक्षण करें।

(10 अंक, 150 शब्द)

Work culture refers to the set of values in an organization that determine its interaction with its members & outsiders.

ethical concerns and work culture of public institutions differ from private institutions



Public institutions	Private
Focus - Public welfare Service delivery	Profit motive
red tapism, bureaucracy delays in decision making	efficiency in resource use cutting edge technology
concerns involve <u>corruption</u> , trade unionism, ineffective public service delivery	Concerns of unsustainable trade practices, profit harming employees' welfare
motivation of employees.	compensation of employees.

Desirability of adopting work culture similar to private institutions

- ① It will bring efficiency, optimum allocation of resources
- ② expertise, promotions based on merit and incentive to work hard
- ③ use of technology, outsourcing non core activities & focus on core activities
- ④ maximising profits given the loss making nature of PSUs
- ⑤ handsome salaries would increase their morale

However the role of public sector as a Model employer cannot be overlooked and while making sure profits do occur, unsustainable methods cannot be used.

**Feedback**  
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.5) a) Besides objectivity civil servants also need empathy and compassion to effectively resolve various ethical dilemmas they face while discharging their responsibilities. Discuss with suitable examples. (10 marks, 150 words)

निष्पक्षता के अलावा, सिविल सेवकों को भी सहानुभूति और करुणा की आवश्यकता होती है ताकि वे अपनी जिम्मेदारियों का निर्वहन करते समय विभिन्न नैतिक दुविधाओं का प्रभावी ढंग से समाधान कर सकें। उपयुक्त उदाहरणों के साथ चर्चा कीजिए। (10 अंक, 150 शब्द)

Over focus on objectivity is a remnant of Weberian model of bureaucracy that fails to achieve the desired consequences of equality, empathy, compassion. Civil servants while discharging their duties need to maintain objectivity, however it should be accompanied by empathy and compassion. How does it help resolve ethical dilemmas

(1) Goal of the civil service is to serve the people. while following rules & regulations such end goal shall not be forgotten eg- Recently in Chhattisgarh a young girl died because she was not given food due to lack of documents. Here empathy & compassion can help resolve the ethical dilemma.

② While providing employment, public contract objectivity is a desired value but compassion for vulnerable sections will help civil servants in securing them alternative jobs plus benefits of other schemes.

③ while rules need to be followed, however in some cases deviation is acceptable to serve public. eg door step delivery of services during covid to vulnerable sections.

④ relaxing need of cumbersome processes to ensure quick relief to certain victims etc.

The end goal of civil servants to serve the public shouldn't be compromised in blind adherence to laws.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) Leadership is essentially a task of persuasion. How does ability to persuade others help civil servants in performing their duty? Identify five qualities that make civil servants effective agents of persuasion. Justify your choices. (10 marks, 150 words)

नेतृत्व अनिवार्य रूप से अनुनय-विनय का कार्य है। दूसरों को मनाने की क्षमता सिविल सेवकों को अपना कर्तव्य निभाने में कैसे मदद करती है? उन पाँच गुणों की पहचान कीजिए जो सिविल सेवकों को अनुनय-विनय का प्रभावी अभिकर्ता बनाते हैं। अपने विकल्पों का औचित्य सिद्ध करें।

(10 अंक, 150 शब्द)

Leadership effectively refers to persuading or convincing others of adopting a desirable course of action. For eg Mahatma Gandhi during our freedom struggle proved to be a great leader due to his persuasion capabilities

How does this ability help civil servants in their duty

1) civil servants face social issues like open defecation, caste based discrimination, honour killings and persuasion can help in success of implementing schemes like Swachh Bharat Abhiyan

(2) many times, their actions will be opposed by local people, but to ensure their effective participation they need

to be convinced. eg Beti Bachao Beti Padhao

Qualities that make civil servants effective agents of persuasion

① Legitimate authority since they are selected through merit they command legitimacy & repute in the society

② Education qualification → makes them a highly credible source of persuasion

③ ability to walk the talk → civil servants able to practice what they preach are highly acceptable

④ Leadership by example - eg Swarooshish Somvanshi IAS donated the AC of his office for children in dispensary, led to 5 lakh collection in 3 days

⑤ Social skills like communication with locals, interaction & their proximity with the public.

#### Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.6) a) What does each of the following quotations mean to you? Peace is not mere absence of war; it is presence of justice. (10 marks, 150 words)

निम्नलिखित में से प्रत्येक उद्धरण आपके लिए क्या मायने रखता है? शांति केवल युद्ध की अनुपस्थिति नहीं है यह न्याय की उपस्थिति है। (10 अंक, 150 शब्द)

Peace is often defined as absence of war or violence however this is only one aspect of what peace means. In its broad sense, it also means a positive environment including opportunities for all sections of society, justice, lack of exploitation & discrimination.

When Malala Yousafzai after terrorist attacks started advocating for peace she didn't just intend absence of terrorism but also holistic opportunities for women of Pakistan to grow & develop, presence of just & fair environment, affirmative actions.

Kofi Annan, UNSC Secretary General brokered peace between USA & Israel however

his intent was not only stalling any probabilities of war but also justice

for people of Israel, collaboration and opportunities for both the nations.

After Russia-Ukraine frozen war comes to a total halt, we won't say peace has been ushered in because it means a lot more.

It means resolution of the long standing issues of the war, reparations for the aggrieved and creation of a positive environment where people can thrive to achieve their full potential.

Despite its narrow interpretation peace is a broad term and it's the responsibility of all stakeholders to ensure global peace.

Peace is not only a desired virtue, but a pre requisite for development.

**Feedback**  
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) 'The world will not be destroyed by those who do evil, but by those who watch them without doing anything.'

(10 marks, 150 words)

'संसार उन लोगों द्वारा नष्ट नहीं किया जाएगा जो बुराई करते हैं, लेकिन उनके द्वारा जो बिना कुछ किए उन्हें देखते हैं।'

(10 अंक, 150 शब्द)

Mother Teresa famously said that "I cannot change the world but I can cast a stone to create ripples in the water." This underlines the significance of individual efforts.

Similarly however strong the evildoers, but we can take action in multiple ways to ensure that justice is done.

The world will not be destroyed only by those who do evil, but by those who despite having resources, capabilities are not able to do anything.

The recent Russia-Ukraine crisis has brought this idea to the forefront when the entire world could not do anything. Even the UNSC failed to play its part.

- 1) When such situations occur, it is the duty of others not involved directly in the conflict to act as mediators
- 2) to take up role of conflict resolution eg  
V Thant in Cuban Missile Crisis, or heart of Asia conference for Taliban
- 3) humanitarian assistance is needed at this point of time
- 4) timely intervention can prevent possibilities of a full blown war and can open up possible negotiation channels
- 5) The repercussion of evil are not just felt to ~~the~~ immediate people but leaves a legacy of evil and wrong doing.
- Therefore as responsible individuals it is our responsibility to not tolerate evil and take action

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



c) 'Happiness is a mysterious thing, to be found somewhere between too little and too much.'  
(10 marks, 150 words)

'खुशी एक रहस्यमयी चीज है, जो बहुत कम और बहुत ज्यादा के बीच कहीं पाई जाती है।'

(10 अंक, 150 शब्द)

Happiness refers to a pleasant state of mind generating positive emotions and a sense of energy among us. However what is happiness is still a mystery. For some like Elon Musk - it might be space travel, for some like Gandhiji it was a free India.

It lies somewhere between too little and too much.

→ Too little availability of resources → poverty doesn't enable us fulfil our full potential  
→ leaves us impoverished and unable to enjoy happiness in life.

→ Too little opportunities for example for

women leave us feel discriminated.  
 Therefore too little will not secure us happiness  
Too much of wealth leads to stress, pressure for  
 social development  
 Too much of responsibilities disturbs our  
 physical & psychological health.  
 Therefore it is to be found somewhere in  
 between too little and too much. As  
 Gandhiji always talked about  
 a life of minimal materialism and  
high thinking.  
 Happiness is to be found in the Balances  
 of life. Balancing extreme resource deficiency  
 and luxury; balancing indulgence &  
 austerity.

**Feedback**  
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

## Section - B

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Q.7) Sunshine electronics is a domestic mobile manufacturer and you are its CEO. Sunshine electronics has made an affordable 5g phone with over 80% domestically sourced components. It has spent a large amount of money for promotion of the phone. General public is excited about the new phone and the company has already received over 1 lakh pre-launch orders from various online shopping portals. The achievement of the company has also received recognition from the highest political level and has been cited as a successful example of Atma-Nirbhar Bharat. The Central Minister of Electronics and Information Technology is the chief guest in the launch event of the new mobile phone.

Just a day before the launch of the new phone, you received a call from the Chief Technology Officer (CTO) of your company. He informs you that the US has banned Huwu Technologies Pvt. Ltd. from doing business in the USA, and a similar ban is expected to be imposed by the EU in the next few days. The ban on Huwu is based on a report claiming that Huwu has been working very closely with the Chinese government and there are technical 'backdoors' in the components made by Huwu that allows it to spy on users of the devices that have these components.

The new phone made by your company also uses a chip manufactured by Huwu. To fulfil the pre-orders in the shortest possible time, Sunshine Electronics has also manufactured around fifty thousand devices. Cancelling or postponing the launch event would be embarrassing for political dispensation and financially disastrous for your company. On the other hand, going ahead with the launch would mean potentially risking the privacy and security of your customers.

- 1) On the basis of this case, identify the various ethical dilemmas involved.
- 2) What principles of corporate ethics would you consider while taking the decision in this case?
- 3) Examine various options available with you for handling the issue at hand. What will you do in the given case?

(20 marks, 250 words)

सनशाइन इलेक्ट्रॉनिक्स एक घरेलू मोबाइल निर्माता है और आप इसके सीईओ हैं। सनशाइन इलेक्ट्रॉनिक्स ने 80 प्रतिशत से अधिक घरेलू घटकों के साथ एक किफायती 5G फोन बनाया है। इसने फोन के प्रमोशन के लिए बड़ी रकम खर्च की है। आम जनता नए फोन को लेकर उत्साहित है और कंपनी को पहले ही विभिन्न ऑनलाइन शॉपिंग पोर्टल्स से 1 लाख से अधिक प्री-लॉन्च ऑर्डर मिल चुके हैं। कंपनी की उपलब्धि को उच्चतम राजनीतिक स्तर से भी पहचान मिली है और इसे आत्म-निर्भर भारत के सफल उदाहरण के रूप में उद्धृत किया गया है। केंद्रीय इलेक्ट्रॉनिक्स और सूचना प्रौद्योगिकी मंत्री नए मोबाइल फोन के लॉन्च इवेंट में मुख्य अतिथि हैं।

नए फोन के लॉन्च से ठीक एक दिन पहले, आपको अपनी कंपनी के मुख्य प्रौद्योगिकी अधिकारी (सीटीओ) का फोन आया। वह आपको सूचित करता है कि अमेरिका ने Huwu टेक्नोलॉजीज प्राइवेट लिमिटेड पर प्रतिबंध लगा दिया है। लिमिटेड को संयुक्त राज्य अमेरिका में व्यापार करने से और अगले कुछ दिनों में यूरोपीय संघ द्वारा इसी तरह का प्रतिबंध लगाए जाने की उम्मीद है। Huwu पर प्रतिबंध एक रिपोर्ट पर आधारित है जिसमें दावा किया गया है कि Huwu चीनी सरकार के साथ मिलकर काम कर रहा है और Huwu द्वारा बनाए गए घटकों में तकनीकी 'बैकडोर' हैं जो इसे उन उपकरणों के उपयोगकर्ताओं की जासूसी करने की अनुमति देता है जिनमें ये घटक हैं।

आपकी कंपनी द्वारा बनाया गया नया फोन भी Huwu द्वारा निर्मित एक चिप का उपयोग करता है। प्री-ऑर्डर को कम से कम समय में पूरा करने के लिए सनशाइन इलेक्ट्रॉनिक्स ने लगभग पचास हजार उपकरणों का निर्माण भी किया है। लॉन्च इवेंट को रद्द करना या स्थगित करना राजनीतिक व्यवस्था के लिए शर्मनाक होगा और आपकी कंपनी के लिए आर्थिक रूप से विनाशकारी होगा।

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दूसरी ओर, लॉन्च के साथ आगे बढ़ने का मतलब संभावित रूप से आपके ग्राहकों की गोपनीयता और सुरक्षा को खतरे में डालना होगा।

- 1) इस मामले के आधार पर, इसमें शामिल विभिन्न नैतिक दुविधाओं की पहचान करें।
- 2) इस मामले में निर्णय लेते समय आप कॉर्पोरेट नैतिकता के किन सिद्धांतों पर विचार करेंगे?
- 3) समस्या से निपटने के लिए आपके पास उपलब्ध विभिन्न विकल्पों की जांच करें। दिए गए मामले में आप क्या करेंगे?

(20 अंक, 250 शब्द)

Data privacy and security is an extremely sensitive matter especially in countries like India where the data protection law is yet to be passed. In this scenario it becomes the imperative of the Data fiduciaries & private companies to take up the role.

(i) ethical dilemmas involved

(ii) Reputation of the brand vs ensuring privacy of customers

(iii) Profitability of the company vs huge potential losses

(iv) Upholding integrity vs prioritizing sales & profit motive

(v) Stakeholder Capitalism

(vi) Sustainable Business Practices.

- (vi) Security & Privacy of customers vs  
Loss of launch orders.
- (2) Principles of corporate ethics that will be  
considered while deciding.
- (i) ensuring sustainable profits instead of  
maximum profits
- (ii) profits should come from the right means  
and lead to right ends (Deontology -  
Kant)
- (iii) all stakeholders interests should be  
considered
- (iv) consumer is the king and his safety &  
privacy should be the priority
- (v) Social responsibility of business entities  
since they are using resources of  
society.
- (vi) Commerce without morality is  
a sin as said by Gandhiji.

### (B) Options available in this case

(a) Postponing the launch event until internal enquiry reveals safety of chips

Pros	Cons
<ul style="list-style-type: none"> <li>• Safety &amp; privacy of consumers</li> <li>• Stakeholder Capitalism</li> </ul>	<ul style="list-style-type: none"> <li>• political embarrassment</li> <li>• brand image will suffer</li> <li>• loss of orders</li> </ul>

(b) Going ahead with the launch and waiting for any action taken

Pros	Cons
<ul style="list-style-type: none"> <li>→ brand image will be maintained</li> <li>→ huge profits to the company</li> </ul>	<ul style="list-style-type: none"> <li>→ risking privacy of consumers</li> <li>→ possibility of future fall back.</li> </ul>

(c) Postpone the launch, announce a Safety & risk audit of chips & inform ministry of the matter

Pros	Cons
<ul style="list-style-type: none"> <li>→ can get assistance from ministry in safety audit</li> <li>→ People's trust will be boosted</li> <li>→ future possibility of safety lapses minimised</li> </ul>	<p>potential loss of orders because people may fear privacy.</p>

In the above scenario, I will choose option (C). I will announce a safety audit and ascertain reliability of claims of USA based allegations.

- Post this, I will remodel my products after installing alternative chips.
- Cost of entire process can be charged from consumers as well as Meity can provide assistance
- In the long run this will prove profitable to my company due to first mover advantage.

**Feedback**  
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.8) Asanpur is a beautiful small district in Northern part of India. It used to be the hub of stone mining activity. However, excessive mining led to environmental degradation and rapid soil erosion while cutting of stone created air pollution hazard. Due to various detrimental impacts, NGT has imposed a ban on stone mining in Asanpur. Despite this ban, the mining mafia has been able to operate with connivance of corrupt government officials and politicians. Many officers have tried to stop this illegal mining, but the powerful mafia has either forced them to submit through force or bribed them or got them transferred through their political contacts. Last week, a DSP lost his life when he was trying to stop a truck carrying illegally mined stones.

You recently got promoted and made the SP of Asanpur. Upon taking the charge, you quickly realized the gravity of the problem. Illegal mining was run by organized gangs in the district. It was also linked to other crimes in your city ranging from petty crimes like pick pocketing to serious offenses like kidnapping and murders. Illegal mining and related crime have negatively impacted socio-economic development of the district as youth are increasingly getting involved in the illegal activities and businesses are leaving the district due to high crime rates. You created a special task force and started taking stringent actions against the illegal mining in your district. In a short span of a few weeks you seized thirty dumpers carrying illegally mined stones. Public appreciated your stringent actions while the corrupt ecosystem created by illegal miners was rattled.

One day, a junior officer approached you and informed you that he has been receiving threats from the illegal stone miners. He also informs you that others in the task force are also facing problems like someone in the task force is being harassed by reopening an old settled case against him while someone else has received a transfer order to a remote district. This has demotivated the taskforce and reminded them of the connections of illegal miners in the district. The same day, when you reach home, your wife tells you that she got a call from an unknown number threatening her of dire consequences if you do not stop your investigation. You fear that the call was from a member of the organized crime syndicate involved in the illegal mining activity. Your wife is worried about the safety of the family and requests you to be lenient in your work. In this situation, answer the following questions:

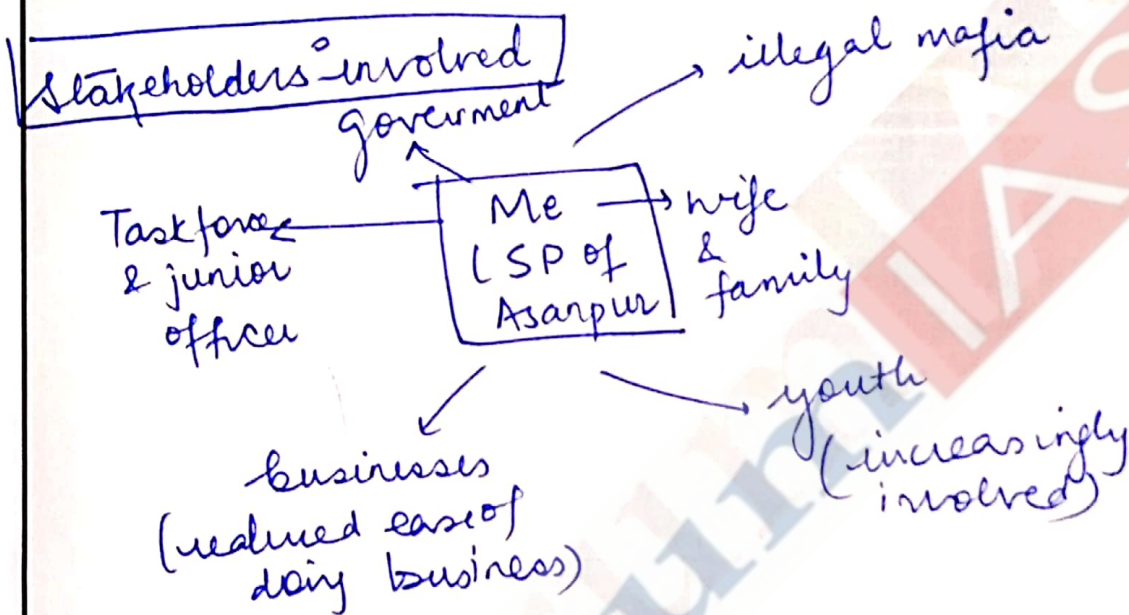
- 1) How will you motivate the task force to work with honesty in this adverse condition?
- 2) How would you justify putting your family at risk in line of your duty?
- 3) Identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis. (20 marks, 250 words)

आसनपुर भारत के उत्तरी भाग में एक सुंदर छोटा जिला है। यह पत्थर खनन गतिविधि का केंद्र हुआ करता था। हालांकि, अत्यधिक खनन के कारण पर्यावरण का क्षरण हुआ और तेजी से मिट्टी का कटाव हुआ, जबकि पत्थर खनन से वायु प्रदूषण का खतरा पैदा हुआ। विभिन्न हानिकारक प्रभावों के कारण, एनजीटी ने आसनपुर में पत्थर खनन पर प्रतिबंध लगा दिया है। इस प्रतिबंध के बावजूद, खनन माफिया भ्रष्ट सरकारी अधिकारियों और राजनेताओं की मिलीभगत से काम करने में सक्षम है। कई अधिकारियों ने इस अवैध खनन को रोकने की कोशिश की है, लेकिन शक्तिशाली माफियाओं ने या तो उन्हें बलपूर्वक शांत होने के लिए मजबूर किया है या उन्हें रिश्तों दी है या अपने राजनीतिक संपर्कों के माध्यम से उनका तबादला करवा दिया है। पिछले हफ्ते, एक डीएसपी की उस समय मौत हो गई जब वह अवैध रूप से खनन किए गए पत्थरों को ले जा रहे एक ट्रक को रोकने की कोशिश कर रहा था।

आप हाल ही में पदोन्नत हुए और आसनपुर के एसपी बने हैं। कार्यभार संभालने के बाद, आपने समस्या की गंभीरता को तुरंत महसूस किया। जिले में संगठित गिरोहों द्वारा अवैध खनन चलाया जा रहा था। यह आपके शहर के अन्य अपराधों से भी जुड़ा था, जिसमें छोटे-मोटे अपराध जैसे जेब काटने से लेकर अपहरण और हत्या जैसे गंभीर अपराध शामिल थे। अवैध खनन और संबंधित अपराधों ने जिले के सामाजिक-आर्थिक विकास



(a) Illegal sand mining and its detrimental ramifications are well noticed in various parts of India. They exist due to politician - bureaucrats & criminals nexus - Vohra Committee.



Despite this adverse condition, I will try to keep my taskforce motivated by:-

- 1) ensuring them of safety of their lives & their families by deploying technological tools like panic cells, GPS etc.
- 2) The public appreciation, positive impacts created as a result of their actions will be highlighted

- 3) Rewarding honest public officials & jurors in the team
- 4) making them go through memoirs of reputed civil servants like Durga Shakti Nagpal, Satyendra Dubey, TN Seshan to create motivation
- 5) Pygmalion effect → setting higher expectations about their abilities to motivate
- 6) incentives and payments.
- 7) Increasing the security arrangements in the city by involving locals & training them in self defence.
- 2) This is a dire stressful situation because my family is also receiving threats. However being vested with huge powers & hence huge responsibilities, I will make sure to protect my family, along

with other members of the district.

→ Integrity, Courage on the face of adverse situation will only strengthen the resolve to fight the illegal mafia

B) Various dimensions of the crisis

1) Public duty vs Private duty to protect my family

To resolve this I can ramp up security infrastructure, deploy technological tools & create awareness

2) Upholding larger cause of welfare by uprooting illegal mafia vs chances of getting transferred.

→ As a public servant, performance of duty with utmost dedication will be my focus. I'll leave the matter of transfers to an independent board of the process

**Feedback**  
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.9) Under the Mid- Day Meal (MDM) scheme, children are served cooked food in their school. It has been revolutionary in not only improving the nutritional status of children but also increasing the retention ratio in schools. However, the quality of food has been a cause of concern.

In one of the unfortunate incidents, two students lost their lives and over thirty children fell ill after eating the MDM in their school. The district administration was quick in its action and fired the cook (bhojan-mata) of the concerned school. The bhojan-mata, who belongs to a backward caste, is the sole breadwinner in her family after her husband passed away. In an TV interview related to the incident, Bhojan-mata claimed that she is being made a scapegoat and being targeted only because she belongs to a backward caste. This created a political storm in the state. Opposition parties picked up the issue of social discrimination and started state-wide protest demanding justice for the bhojan-mata. The protest found resonance with masses and the ruling party was severely criticized.

To win back the confidence of the public, the government has constituted a commission to investigate the matter in an impartial manner. You are a joint secretary level officer and have been appointed as a member of the commission. During the investigation, you found that bhojan-mata was indeed not at fault. It was the contractor who was supplying poor quality raw materials to the school that caused the food poisoning in children. You also found that the food contractor was the brother of a powerful cabinet minister. You suspect that the district administration was hand-in-glove with the contractor and they connived to implicate bhojan-mata and exonerate the contractor.

You brought these findings before the head of the commission. To your surprise, the head of the commission informs you that he was already aware of these facts. He informs you that the minister has asked him to make a report that vindicates the bhojan-mata and reinstates her in order to subdue the opposition led agitations. He asks you to find someone else who can be blamed to ensure that the government is able to save its face as declaring the brother of a sitting cabinet minister responsible would push the government further in trouble. He also tells you that helping the ruling dispensation would ultimately help you, subtly giving hints of getting a 'plum posting' and also warns you that going against the wish of the minister can attract the wrath of the minister that can be disastrous for your career.

- 1) What are the various ethical dilemmas that you face in this situation?
- 2) What are the different courses of action that you can take? Identify the most suitable course of action and justify your choice.

(20 marks, 250 words)

मिड डे मील (MDM) योजना के तहत बच्चों को उनके स्कूल में पका हुआ खाना परोसा जाता है। यह न केवल बच्चों की पोषण स्थिति में सुधार लाने में बल्कि स्कूलों में प्रतिधारण अनुपात को बढ़ाने में भी क्रांतिकारी रहा है। हालांकि, भोजन की गुणवत्ता चिंता का विषय रही है।

एक दुर्भाग्यपूर्ण घटना में, उनके स्कूल में एमडीएम खाने के बाद दो छात्रों की जान चली गई और तीस से अधिक बच्चे बीमार पड़ गए। जिला प्रशासन ने अपनी कार्रवाई में तत्परता दिखाते हुए संबंधित स्कूल के रसोइया (भोजन-माता) को निकाल दिया। भोजन-माता, जो एक पिछड़ी जाति से है, अपने पति के निधन के बाद अपने परिवार में एकमात्र कमाने वाली है। घटना से संबंधित एक टीवी साक्षात्कार में, भोजन-माता ने दावा किया कि उन्हें बलि का बकरा बनाया जा रहा है और केवल इसलिए निशाना बनाया जा रहा है क्योंकि वह एक पिछड़ी जाति से ताल्लुक रखती हैं। इससे राज्य में राजनीतिक तूफान खड़ा हो गया। विपक्षी दलों ने सामाजिक भेदभाव का मुद्दा उठाया और भोजन-माता के लिए न्याय की मांग को लेकर राज्यव्यापी विरोध शुरू कर दिया। विरोध को जनता के साथ प्रतिध्वनि मिली और सत्ताधारी दल की कड़ी आलोचना की गई।

जनता का विश्वास फिर से जीतने के लिए सरकार ने निष्पक्ष तरीके से मामले की जांच के लिए एक आयोग का गठन किया है। आप संयुक्त सचिव स्तर के अधिकारी हैं और आयोग के सदस्य के रूप में नियुक्त किए गए हैं। जांच के दौरान, आपने पाया कि भोजन-माता वास्तव में गलत नहीं थी। यह ठेकेदार ही था जो स्कूल को घटिया किस्म का कच्चा माल सप्लाई कर रहा था जिससे बच्चों में फूड प्वाइजनिंग हुई। आपने यह भी पाया कि खाद्य ठेकेदार एक शक्तिशाली कैबिनेट मंत्री का भाई था। आपको संदेह है कि जिला प्रशासन की ठेकेदार के साथ मिलीभगत थी और उन्होंने भोज-माता को फंसाने और ठेकेदार को दोषमुक्त करने के लिए साठ-गांठ की।

आप इन निष्कर्षों को आयोग के प्रमुख के सामने लाते हैं। आपके आश्चर्य के लिए, आयोग के प्रमुख ने आपको सूचित किया कि वह पहले से ही इन तथ्यों से अवगत थे। वे आपको सूचित करते हैं कि मंत्री ने उसे एक रिपोर्ट बनाने के लिए कहा है जो भोजन-माता को सही ठहराती है और विपक्ष के नेतृत्व वाले आंदोलन को दबाने के लिए उसे बहाल करती है। वह आपसे किसी और को खोजने के लिए कहता है जिसे यह सुनिश्चित करने के लिए दोषी ठहराया जा सकता है कि सरकार अपना चेहरा बचाने में सक्षम है क्योंकि एक मौजूदा कैबिनेट मंत्री के भाई को जिम्मेदार घोषित करने से सरकार को और परेशानी होगी। वह आपको यह भी बताता है कि सत्तारूढ़ सरकार की मदद करने से अंततः आपको मदद मिलेगी, सूक्ष्म रूप से 'प्लम पोस्टिंग' प्राप्त करने के संकेत देते हुए और आपको यह भी चेतावनी देते हैं कि मंत्री की इच्छा के विरुद्ध जाने से मंत्री क्रोधित हो सकते हैं, जो आपके करियर के लिए हानिकारक हो सकता है।

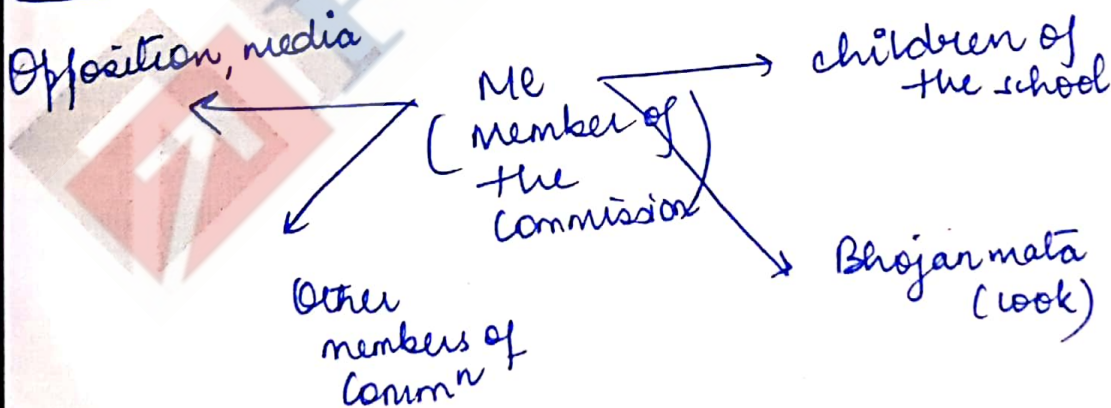
1) इस स्थिति में आप किन विभिन्न नैतिक दुविधाओं का सामना करते हैं?

2) कार्रवाई के विभिन्न कदम क्या हैं जो आप ले सकते हैं? कार्रवाई के सबसे उपयुक्त कदम की पहचान करें और अपनी पसंद का औचित्य साबित करें।

(20 अंक, 250 शब्द)

1) Despite MDM being a revolutionary step, it has been marred with challenges like poor quality of food, social discrimination against cooks, irregularity in provision of food etc.

Stakeholders in the above case



## Ethical dilemmas

- 1) Integrity by revealing true culprit vs chances of transfer by attracting wrath of minister
  - 2) Objectivity & fairness in the probe vs opportunities of a favourable posting
  - 3) Upholding rights of vulnerable sections → Bhojan Mata vs acting against the order of other members of commission
  - 4) Larger public good by punishing the contractor vs allowing such corruptions involving ministers
  - 5) Justice to the students who died & fell ill
  - 6) Non partisanship & neutrality
  - 7) Career & promotions vs dedication to public service
- (2) Following are the available courses of action in this situation.

a) Agree with the commission, find a scapegoat and reinstate bhojan mata

Pros	Cons
<ul style="list-style-type: none"> <li>→ job opportunity for the cook will be restored &amp; her livelihood not affected</li> <li>→ cabinet minister would provide a plum posting</li> </ul>	<ul style="list-style-type: none"> <li>Justice will not be delivered</li> <li>→ the real issue of corruption &amp; nexus will further continue to take lives</li> <li>→ dereliction of my true duties</li> </ul>

b) Reveal that bhojan mata was not involved & real culprit was contractor along with minister & reinstate the cook

Pros	Cons
<ul style="list-style-type: none"> <li>long lasting solution to the problem of food supplies</li> <li>→ Justice is delivered</li> <li>→ precedence for any further connivings</li> </ul>	<ul style="list-style-type: none"> <li>i) my career opportunities will be impacted</li> <li>may lead to transfer posting or vindication</li> </ul>

(c) Not reveal the names of Ministers, but reinstating cook & replacing the contractor

- |   |   |
|---|---|
| <p><u>Pros</u></p> <ul style="list-style-type: none"> <li>→ livelihood for the cook</li> <li>→ no future threat of adulterated supplies</li> <li>→ math of minister isn't an issue</li> </ul> | <p><u>Cons</u></p> <ul style="list-style-type: none"> <li>• miscarriage of justice</li> <li>• Slippery slope</li> </ul> |
|---|---|

In this situation I will opt for option (c) however I'll make sure an independent committee is established to oversee the contract awarded, prior verification & quality Assurance Pact

- I'll personally complain the matter to the Quality Council, and National Commission for Protection of children
- monetary compensation to children who died & treatment of those who are ill
- make sure the cook is able to get her job plus provide her benefits of alternate schemes for backward castes.

In this way I'll be able to do justice to this cause.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.10) Rashmi is a trained nurse and has an experience of over 20 years. She joined as a contractual nurse in a government hospital during the second wave of Covid-19. At the peak of the second wave of Covid, the health system of the country crumbled under the large number of infections. There was a severe shortage of not only items like medicine, oxygen cylinders etc but also of trained staff. To address the bed shortage, many temporary covid camps were established and to cope up with the dearth of trained staff, the government started hiring on contractual basis. Many nurses, computer operators, sweepers and others in support staff were temporarily hired for the covid period in accordance with outsourcing policy for emergency services at government hospitals. Due to their immense contribution in fight against the pandemic, they were recognized as 'corona warriors'. During their hiring, a verbal promise was made to them that, 'corona warriors' would be given preference in other government hirings. Rashmi signed a contract stating the term of her employment as three months, which was subsequently extended for three more months and so on.

After a year, as the number of covid infections have declined, the government has closed many of the temporary camps. Vaccination drive has also shown a decelerating trend as the majority of the population has been inoculated with at least one dose. This has reduced the requirement of nurses, computer operators and other supporting staff. Rashmi was served a 15 day notice and her contractual employment was terminated. Government has cited that since covid wave has subsided, contractual human resource would be laid-off and the money saved would be used for augmenting health infrastructure in the country.

Rashmi recalls her ordeal while taking care of patients during the second wave of Covid-19. She did continuous night shifts which usually stretched to 12-13 hours. Wearing PPE and 3 layers of masks for the entire period of duty made simple tasks like drinking water or using the washroom very difficult. Dealing with patients, some angry while others grieving, was an emotional drain. Rashmi also played a very important role in the vaccination drive, sometimes vaccinating more than 400 people per day. Many corona warriors contracted disease and died while doing their duty. Corona warriors have put their life on the line to save the country from the pandemic. But after termination of the contract, Rashmi feels that the government has acted with a 'use and throw' attitude.

Rashmi and other corona warriors have started protesting near the health ministry, demanding permanent government employment. On the basis of this case, answer the following questions:

- 1) What are the various ethical issues involved in this case?
- 2) Do you think Rashmi is justified in demanding a permanent government job?
- 3) Do you think the government is justified in terminating the contracts of corona warriors?
- 4) Consider yourself in the position of Health secretary in the concerned state. What would you do to address the issue at hand?

(20 marks, 250 words)

रश्मि एक प्रशिक्षित नर्स हैं और उन्हें 20 से अधिक वर्षों का अनुभव है। वह कोविड -19 की दूसरी लहर के दौरान एक सरकारी अस्पताल में सविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी भारी कमी हुई। बेड की कमी को दूर करने के लिए, कई अस्थायी कोविड शिविर स्थापित किए गए और प्रशिक्षित कर्मचारियों की कमी से निपटने के लिए, सरकार ने अनुबंध के आधार पर भर्ती करना शुरू कर दिया। सरकारी अस्पतालों में आपातकालीन सेवाओं के लिए आउटसोर्सिंग नीति के अनुसार कई नर्सों, कंप्यूटर ऑपरेटर्स, सफाई कर्मचारियों और अन्य सहायक कर्मचारियों को अस्थायी रूप से कोविड अवधि के लिए काम पर रखा गया था। महामारी के खिलाफ लड़ाई में उनके अपार योगदान के कारण, उन्हें 'कोरोना योद्धा' के रूप में पहचाना गया। उनकी भर्ती के दौरान उनसे मौखिक

वादा किया गया था कि अन्य सरकारी मर्तियों में 'कोरोना योद्धाओं' को वरीयता दी जाएगी। रश्मि ने अपने रोजगार की अवधि को तीन महीने बताते हुए एक अनुबंध पर हस्ताक्षर किए, जिसे बाद में तीन और महीनों के लिए बढ़ा दिया गया।

एक साल बाद, चूंकि कोविड संक्रमणों की संख्या में कमी आई, सरकार ने कई अस्थायी शिविरों को बंद कर दिया। टीकाकरण अभियान में भी गिरावट की प्रवृत्ति दिखाई दी क्योंकि अधिकांश आबादी को कम से कम एक खुराक के साथ टीका लगाया गया। इससे नर्सों, कंप्यूटर ऑपरेटर्स और अन्य सहायक कर्मचारियों की आवश्यकता कम हो गई है। रश्मि को 15 दिन का नोटिस दिया गया और उनका संविदात्मक रोजगार समाप्त कर दिया गया। सरकार ने हवाला दिया है कि चूंकि कोविड की लहर कम हो गई है, अनुबंधित मानव संसाधन को बंद कर दिया जाएगा और बचाए गए धन का उपयोग देश में स्वास्थ्य के बुनियादी ढांचे को बढ़ाने के लिए किया जाएगा।

रश्मि ने कोविड -19 की दूसरी लहर के दौरान मरीजों की देखभाल करते हुए अपनी पीड़ा को याद किया। वह लगातार रात की पाली करती थी जो आमतौर पर 12-13 घंटे तक चलती थी। ड्यूटी की पूरी अवधि के लिए पीपीई और मास्क की 3 परतों को पहनने से पानी पीने या वॉशरूम का उपयोग करने जैसे सरल कार्य बहुत कठिन हो गए थे। मरीजों के साथ व्यवहार करना, कुछ नाराज़ तो कुछ दुखी, एक भावनात्मक पीड़ा थी। रश्मि ने टीकाकरण अभियान में भी बहुत महत्वपूर्ण भूमिका निभाई, कभी-कभी प्रति दिन 400 से अधिक लोगों को टीका लगाया। कई कोरोना योद्धाओं को बीमारी का संक्रमण हुआ और अपनी ड्यूटी करते हुए उनकी मृत्यु हो गई। देश को महामारी से बचाने के लिए कोरोना योद्धाओं ने अपनी जान की बाजी लगा दी। लेकिन कॉन्ट्रैक्ट खत्म होने के बाद रश्मि को लगता है कि सरकार ने 'यूज एंड थ्रो' रवैये के साथ काम किया है।

स्थायी सरकारी नौकरी की मांग को लेकर रश्मि समेत अन्य कोरोना योद्धाओं ने स्वास्थ्य मंत्रालय के पास धरना शुरू कर दिया है। इस मामले के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए :

- 1) इस मामले में शामिल विभिन्न नैतिक मुद्दे क्या हैं?
- 2) क्या आपको लगता है कि रश्मि का स्थायी सरकारी नौकरी की मांग करना जायज़ है?
- 3) क्या आपको लगता है कि सरकार का कोरोना योद्धाओं के ठेके खत्म करना जायज़ है?
- 4) अपने आप को संबंधित राज्य में स्वास्थ्य सचिव के पद पर विचार करें। मौजूदा मुद्दे को हल करने के लिए आप क्या करेंगे?

(20 अंक, 250 शब्द)

Q1) Various ethical issues involved

- 1) Contractual employments vs their impact on such employees
- 2) Optimisation of funds for augmenting health infrastructure vs providing employment to temporary staff
- 3) Hiring of contract labour vs laying off when demand subsides.
- 4) Providing adequate compensation, insurance

to corona warriors vs utilising limited funds for other purposes.

2) In my opinion, due to the overstrained health infrastructure and the surge in demand of doctors & nurses, the government hired many temporary workers on a basis of a written, clearly announced outsourcing policy, and not any adhoc measure. No written promise was made to these doctors of permanent employment. So Rashmi doesn't have an entitlement to demand a permanent government job. But given the shortage of doctors & professionals and their immense contribution during COVID, govt. should provide them perennially in any future recruitments, severance package and insurance and medical cover for all those who lost lives during COVID. This will serve dual purpose of ramping up human resource equipments as well providing them jobs

3) In letter, as per the written policies of govt

It is justified in terminating their contract. However in spirit govt should take additional measures for their contribution. Presently govt is faced with acute shortage of funds which needs to be invested for health infrastructure however these class of corona warriors should be given priorities in future govt recruitments.

- 4) To address this issue, I'll publically thank & laud the efforts by putting up posters of these warriors & thank their families as well
- I'll announce future govt. plans of hiring more doctors & nurses out of this pool
  - Provide compensation to all those who lost their lives
  - Provide them insurance coverage and a preferential allotment in future drives.

Our effort against corona wouldn't have been successful without these corona warriors.

Q.11) Abha is currently working as the DM of a district. One day, she went to a village for inspecting the progress of a certain village development project. Abha was not satisfied with the pace of the work and wanted to talk with the Sarpanch of the village about the same. Abha went to the panchayat office where she found the Sarpanch standing just outside the office. The Sarpanch greeted Abha and offered her a seat. Abha sat down and started discussing the matter with the Sarpanch. She noticed that Sarpanch was still standing. She thought that Sarpanch was not sitting because of hesitation or out of respect for the officer. She requested him to take a seat but he reluctantly sat on a wooden stool. Abha jokingly asked him if he liked the stool so much that he chose it instead of a chair, to which the Sarpanch replied that he was not allowed to sit on a chair as he belonged to a Dalit community. Abha was taken aback by this response.

Abha enquired further about the issue. The sarpanch explained that since the Sarpanch position was reserved for SC community, he won the election. But despite being the official head of the panchayat, he did not have any power. He was neither allowed to enter the panchayat office nor was given access to official documents. A separate water pot was kept for him outside the office and he was not allowed to use the common water pot. He worked as a rubber stamp who merely signed the given document. He went on to tell Abha that last year he was not even allowed to hoist the national flag during the Independence Day celebration. Abha was shocked about hearing the kind of discrimination that the Sarpanch faced. On the basis of this case study answer the following questions:

- 1) Why do caste-based discriminations still persist even after 75 years of independence?
- 2) Examine the various ethical issues involved in this case.
- 3) Identify various stakeholders and their responsibilities for creating an egalitarian society.

(20 marks, 250 words)

आभा वर्तमान में एक जिले की डीएम के पद पर कार्यरत हैं। एक दिन, वह एक निश्चित ग्राम विकास परियोजना की प्रगति का निरीक्षण करने के लिए एक गाँव गईं। आभा काम की गति से संतुष्ट नहीं थी और उसी के बारे में गाँव के सरपंच से बात करना चाहती थी। आभा पंचायत कार्यालय गई जहाँ उसने सरपंच को कार्यालय के ठीक बाहर खड़ा पाया। सरपंच ने आभा का अभिवादन किया और उसे बैठने की पेशकश की। आभा बैठ गई और सरपंच से बात करने लगी। उसने देखा कि सरपंच अभी भी खड़ा था। उसने सोचा कि सरपंच झिझक के कारण या अधिकारी के सम्मान के कारण नहीं बैठा है। उसने उससे बैठने का अनुरोध किया लेकिन वह अनिच्छा से एक लकड़ी के स्टूल पर बैठ गया। आभा ने मजाक में उनसे पूछा कि क्या उन्हें स्टूल इतना पसंद है कि उन्होंने कुर्सी के बजाय इसे चुना, जिस पर सरपंच ने जवाब दिया कि उसे कुर्सी पर बैठने की अनुमति नहीं है क्योंकि वह दलित समुदाय से है। इस प्रतिक्रिया से आभा अवाक रह गईं।

आभा ने इस बारे में और पूछताछ की। सरपंच ने बताया कि चूंकि सरपंच का पद अनुसूचित जाति के समुदाय के लिए आरक्षित था, इसलिए उन्होंने चुनाव जीता। लेकिन पंचायत का आधिकारिक मुखिया होने के बावजूद उनके पास कोई अधिकार नहीं था। उन्हें न तो पंचायत कार्यालय में प्रवेश करने दिया गया और न ही आधिकारिक दस्तावेजों तक पहुंच दी गई। कार्यालय के बाहर उनके लिए अलग पानी का बर्तन रखा गया था और उन्हें साझे पानी के बर्तन का उपयोग करने की भी अनुमति नहीं थी। उन्होंने रबर स्टैप के रूप में काम किया, जिसके तहत केवल दिए गए दस्तावेज पर हस्ताक्षर किए। उन्होंने आभा से कहा कि पिछले साल उन्हें स्वतंत्रता दिवस समारोह के दौरान राष्ट्रीय ध्वज फहराने की भी अनुमति नहीं दी गई थी। सरपंच के साथ जिस तरह के भेदभाव का सामना करना पड़ा, उसे सुनकर आभा हैरान रह गईं। इस केस स्टडी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिएरू

- 1) आजादी के 75 साल बाद भी जाति आधारित भेदभाव अभी भी क्यों कायम है?
- 2) इस मामले में शामिल विभिन्न नैतिक मुद्दों का परीक्षण करें।
- 3) समतामूलक समाज के निर्माण के लिए विभिन्न हितधारकों और उनकी जिम्मेदारियों की पहचान करें।

(20 अंक, 250 शब्द)

Ans(1) Even while India is celebrating Azadi Ka Amrit Mahotsav, people all over India are reeling under caste based discrimination.

Despite 73<sup>rd</sup> & 74<sup>th</sup> CAA, real grassroots democracy has not yet developed because of the following reasons -

(1) As BR Ambedkar says - Caste is not an artificial structure/building it's a notion, very deep rooted in our minds.

Caste structures are centuries old and despite govt. efforts attitudinal change is missing.

(2) Benefits of caste based reservation have been reaped by few castes as highlighted by G. Rohini Commission and there is a need to relook & revisit reservation policies

(3) Most of the backward castes are suffering from intergenerational cycles of discrimination which makes it difficult to break the age old hierarchy

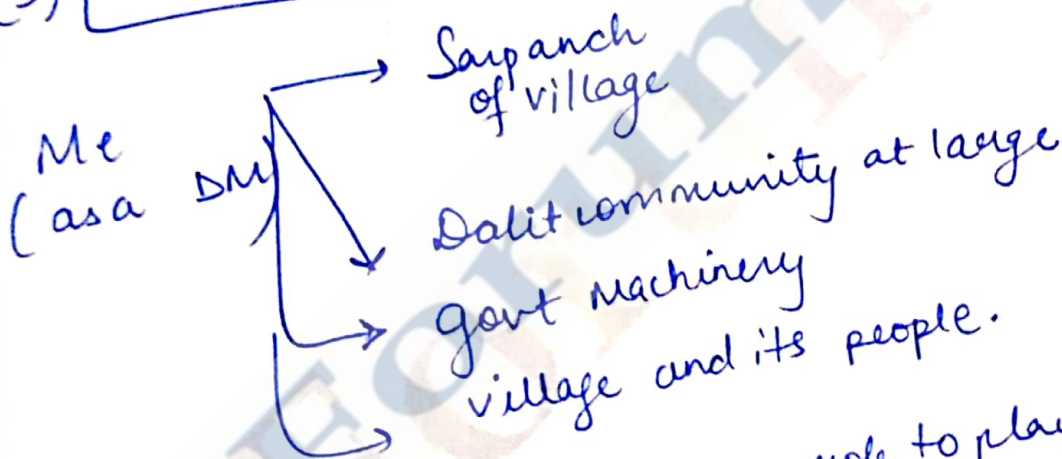
- (4) Govt machinery has not been effective to ensure equality in status & opportunity
  - (5) pendency of cases and lack of serious action by NCSTCs & NCSCs, NCBCs.
  - (6) Prevention of Atrocities (SC&ST) Act has a very low conviction rate.
  - (7) apathy of police, bureaucracy which leads to further seduction in reporting of cases - eg Hathras rape in UP.
  - (8) Stigmatisation & fear of loss of livelihood further perpetuates this menace
  - (9) societal acceptance is necessary for the people & they fear raising voice against any such discrimination
- (2) various ethical issues involved
- 1) democratic decentralization in words Vs in spirit.

(2) upholding dignity of Sarpanch for true development of village

(3) ~~for~~ Social justice and inclusion rights of marginalized communities.

(4) Providing real powers to Sarpanch not mere a rubber stamp.

(3) Various Stakeholders of the case



each and every stakeholder has a role to play in ensuring an egalitarian society →

1) Sarpanch of village should start asserting his rights & assume his true responsibilities. He should demand access to official documents and refuse being a rubber stamp. Any



Threats/ backlashes should be reported to higher authorities and police

(2) Village is also responsible to ensure elected representative asserts his rights to ensure effective participatory governance. Educated youth, NGOs, should create awareness

(3) Other members of intermediate & block panchayat along with state govt should provide effective assistance, support & monitoring that gross caste based discriminations do not take place

(4) As a DM, it's my responsibility to make the Sarpanch aware & create appeal to the village to ensure that caste based violations do not hamper the development of the village.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.12) Jayant is a hard-working and dedicated IAS officer. He is currently posted in a remote district in North-East India. Jayant is married to Sarita who used to work as a software engineer before her marriage. Sarita is a well-educated and ambitious woman who wants to be known by her name and not only as the wife of IAS officer Jayant. Sarita wants to restart her career and has been searching for a suitable job for some time. She has found a good job in an MNC that pays well, but she will have to move to Bangalore for it. Sarita wants to take up this opportunity but Jayant's mother does not want Sarita to move to Bangalore. Jayant also wants Sarita to stay with him so that they can have kids and start their family. Sarita proposes that Jayant move with him to Bangalore as she will get a salary that is substantially more than Jayant's. Jayant and his mother found this proposal offending. Further, Jayant does not want to leave the job that he has dreamed of since his childhood and for which he has toiled hard. The entire issue has become a reason for daily fights between Sarita and Jayant, and has taken a toll on their married life.

The issues in personal life of Jayant have crept into his professional life as well. He is not able to concentrate on his work which has resulted in his poor performance. Just a few days back, Jayant made a blunder and was scolded by his senior for being absent-minded in his work. His behaviour in office has also changed. Now Jayant gets easily irritated and often talks rudely with the staff in the office. This is negatively impacting the motivation level of his subordinates. Jayant is aware of his degrading performance and he thinks that he is failing both in his personal and professional life.

You are a mutual friend of Jayant and Sarita. One day you received a call from a distressed Jayant and he asks you for your advice on this issue.

- 1) Help Jayant identify different options available with him to cope with the crisis? Discuss the merits and demerits of each of these options.
- 2) As a mutual friend, what advice would you give to Jayant and Sarita in this case so that they can return back to being a happy couple?
- 3) How can Jayant develop the qualities that are required to handle such crisis situations in life?

(20 marks, 250 words)

जयंत एक मेहनती और समर्पित आईएएस अधिकारी हैं। वह वर्तमान में उत्तर-पूर्व भारत के एक दूरस्थ जिले में तैनात है। जयंत की शादी सरिता से हुई है जो शादी से पहले एक सॉफ्टवेयर इंजीनियर के रूप में काम करती थी। सरिता एक पढ़ी-लिखी और महत्वाकांक्षी महिला है जो अपने नाम से पहचानी जाना चाहती है, न कि केवल आईएएस अधिकारी जयंत की पत्नी के रूप में। सरिता अपने करियर को फिर से शुरू करना चाहती है और कुछ समय से एक उपयुक्त नौकरी की तलाश कर रही है। उसे एक बहुराष्ट्रीय कंपनी में एक अच्छी नौकरी मिल गई है जो अच्छी तरह से भुगतान करती है, लेकिन उसे इसके लिए बेंगलूर जाना होगा। सरिता इस मौके को लेना चाहती है लेकिन जयंत की मां नहीं चाहती कि सरिता बेंगलूर चली जाए। जयंत भी चाहता है कि सरिता उसके साथ रहे ताकि वे बच्चे पैदा कर सकें और अपना परिवार शुरू कर सकें। सरिता का प्रस्ताव है कि जयंत उसके साथ बेंगलूर चले क्योंकि उसे जयंत की तुलना में काफी अधिक वेतन मिलेगा। जयंत और उनकी मां को यह प्रस्ताव आपत्तिजनक लगा। इसके अलावा, जयंत उस नौकरी को नहीं छोड़ना चाहता जिसका उसने बचपन से सपना देखा है और जिसके लिए उसने कड़ी मेहनत की है। यह पूरा मामला सरिता और जयंत के बीच आए दिन झगड़ों का कारण बन गया है और उनकी शादीशुदा जिंदगी पर भी असर पड़ा है।

जयंत के निजी जीवन के मुद्दे उनके पेशेवर जीवन में भी आ गए हैं। वह अपने काम पर ध्यान केंद्रित करने में सक्षम नहीं है जिसके परिणामस्वरूप उसका प्रदर्शन खराब हो रहा है। अभी कुछ दिन पहले, जयंत ने एक बड़ी गलती की और काम में अनुपस्थित रहने के कारण उसके सीनियर ने उसे डांटा। ऑफिस में उनका व्यवहार भी बदल गया है। अब जयंत आसानी से चिढ़ जाता है और अक्सर ऑफिस में स्टाफ के साथ बदतमीजी से बात

करता है। यह उसके अधीनस्थों के प्रेरणा स्तर को नकारात्मक रूप से प्रभावित कर रहा है। जयंत अपने अपमानजनक प्रदर्शन से वाकिफ है और उसे लगता है कि वह अपने निजी और पेशेवर जीवन दोनों में असफल हो रहा है।

आप जयंत और सरिता के परस्पर मित्र हैं। एक दिन आपके पास एक व्यक्ति जयंत का फोन आया और उन्होंने आपसे इस मुद्दे पर आपकी सलाह मांगी।

1) संकट से निपटने के लिए जयंत के पास उपलब्ध विभिन्न विकल्पों की पहचान करने में मदद करें? इनमें से प्रत्येक विकल्प के गुण-दोषों की विवेचना कीजिए।

2) एक पारस्परिक मित्र के रूप में, आप इस मामले में जयंत और सरिता को क्या सलाह देंगे ताकि वे एक खुशहाल दंपति के रूप में वापस आ सकें?

3) जयंत जीवन में ऐसी संकट स्थितियों को संभालने के लिए आवश्यक गुणों को कैसे विकसित कर सकता है?

(20 अंक, 250 शब्द)

(1) Different options available with Jayant in this case

(a) Leaving own job & moving with family to Bangalore

Pros	Cons
<ul style="list-style-type: none"> <li>→ marital life would get spoiled</li> <li>→ Can start alternative professional career</li> <li>→ family life, etc</li> </ul>	<ul style="list-style-type: none"> <li>→ injustice to own career</li> <li>→ dereliction of duty as a civil servant</li> <li>→ shows inability to manage emotions</li> </ul>

(b) Asking wife to stay back and searching for a local employment in the remote district

Pros	Cons
<ul style="list-style-type: none"> <li>→ happy married life</li> <li>→ Jayant's job will continue</li> </ul>	<ul style="list-style-type: none"> <li>→ Sarita's career will be subordinated.</li> </ul>

(1) Allowing Saita to move to Bangalore & staying back in the remote district on his job

Pros	Cons
<ul style="list-style-type: none"> <li>→ Saita will get headstart in her career</li> <li>→ Jayant will be able to do justice to his duties</li> </ul>	<ul style="list-style-type: none"> <li>→ family life would take a backseat</li> <li>→ further clashes may happen leading to negative impact on professional life.</li> </ul>

(2) As a mutual friend, I'll first try to talk out the matter with both of them. In the end I would suggest Jayant to continue with his job in the remote district. It is not only his childhood dream, but being a public servant it is also his duty to uphold the trust of people in government machinery. Working for the upliftment of these people would bring him as well as his family immense happiness. Simultaneously,

- he should not stop Savita from taking up job in Bangalore.
- Jayant should in fact convince her mother as well about the same
  - Being equal partners in marriage, both of them have a responsibility of ensuring career development of each other. One should not subordinate the aspirations of another partner for one's own happiness
  - In the long run, Savita can think of a startup idea after her experiences with the MNC which she can start coming back to North east
  - Jayant can also try for a transfer posting revealing the true circumstances.
  - However mutual understanding of each other's aspiration would be a start to reduce tensions & restart their ~~the~~ happy married life.

(3) Such situations of crisis in the lives of civil servant are quite ample. Jayant can do the following

(i) develop abilities of emotional intelligence through a proper intervention which will help him manage his personal emotions & avoid its ripple in professional sphere

(ii) can go through biographies of great leaders like Mahatma Gandhi, Ishwar Chandra Vidyasagar who handled not only social issues but also their personal life issues well

(iii) memoirs of retired civil servants can be handy

(iv) stress management and anger management through exercises & meditation

(v) developing values like ~~tolerance~~ compassion, love and care through movies and role plays.

**Feedback**  
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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### Mentor Feedback Questions

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

### Test Goal

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

### Outcomes

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

### Marking Scheme

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

\* Subject to change without prior notice.