

Time Allowed : Three Hours

समय : तीन घंटे

**ForumIAS**

Maximum Marks : 250

अधिकतम अंक : 250

**GENERAL STUDIES / सामान्य अध्ययन**

Name Of Candidate परीक्षार्थी का नाम	JATIN JAIN		
Roll No./अनुक्रमांक	1910081717	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	5/9/2022

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक		
1			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 प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
5			5. 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।	
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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 :
			3:30 PM	6:48 PM
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input 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, फ्लोचार्ट तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता का आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			<b>For Office Use Only / केवल कार्यालय प्रयोग हेतु</b>	
			ECN CODE/ ईसीएन कोड :	EG/ईजी :
				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						
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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 असफल नहीं हुए, बल्कि वे हैं जो कठिन समय में डटे रहे और असफलता 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)

"Success is not final and failure is not fatal". It means that success is not permanent and one must not give up from failure, rather persist to move.

eg. Thomas Edison failed 1000 times but finally invented Bulb

### Importance of Adversity Quotient

- 1) Shapes the inner strength  
eg: Odisha → during cyclone Fani - Zero Casualty
- 2) Turning Crisis into Opportunity eg: India's pandemic handling
- 3) Help to make ethical decision making  
eg: MS Dhoni during last over T20 world cup

4] Show fortitude and Courage of Conviction

Eg: IAS Dinesh Thakur killed by mafia during moult → showed courage

Developing Adversary Quotient

1] Training and Skill Education

Eg: Operation Sabyasita - Railways

2] Learning from the life of great leaders

Eg: freedom fighters - Bhagat Singh, Chandra Sekhar Azad

3] Incultating positive attitude and aptitude

Eg: Army personnels in Diademond war

Adversities are part of life

and winners are those who never give up

as failure is part of success itself.

**Feedback**

(For OFFICE use)

Structure/  
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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 कहीं तक सहमत हैं? उपयुक्त उदाहरण सहित चर्चा कीजिए।

(10 अंक, 150 शब्द)

Gandhiji in the above quote mean that the strength is not physical, rather the mental strength and the strong moral character of individual.

Eg: Strength of Gandhiji's ideology of Satya, Ahimsa, Satyagraha ⇒ independence

### Meaning of Strength

1] Strength the inner quality i.e Ethics of inner strength (Nietzsche)

Eg: Strength to stand in solidarity against injustice.

2] Strength is to listen to voice of conscience

Eg: IAS Gopinath Kanan resigning against injustice

## ForumIAS

3] Strength is doing right even if you are in minority

Eg: ~~Dr~~ Lal Bahadur Shastri criticising USA on Vietnam war

Strength → indomitable will

4] Willingness for success and public duty

Eg: Mother Teresa strength for humanity

5] Strength is Never Die Attitude

Eg: Virat Kohli played with the fractured finger in World Cup 2015

However, Physical strength also matters (Phy Capacity)

↳ Muscle Power in case of conflicts

↳ Weightlifting in Olympics needs physical strength.

Thus, the Gandhian's ideal of strong moral character is real strength.

Q.2) a) Differentiate between the following:

(10 marks, 150 words)

- i) Conscientiousness Vs. Conscience
- ii) Guilt Vs. Remorse

निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

- i) कर्तव्यनिष्ठा बनाम अंतरात्मा की आवाज
- ii) अपराध बनाम पश्चाताप

Conscientiousness

Conscience

→ It is the duty of the individual

→ It is the inner voice of the individual

→ It is built through the moral laws and regulations

→ It is shaped through individuals will and self-reflection

→ Duty is the highest form of virtue  
↳ Vivekananda

→ Voice of Conscience takes longer towards the path of peace

Ex: IAS Abhinandan showed conscientiousness during prisoner of war

Ex: Gandhiji withdrawing NM after Chauri Chaura

## Guilt

- Absence of ethical action leads to guilt
- Guilt is the feeling of doing wrong actions
- Army personnel incidently killing the locals in Nagaland (AFSPA) ⇒ Guilt

## Remorse

- Absence of the moral action and against conscience lead to remorse
- Remorse is the feeling of performing immoral action
- ⇒ ~~Karna~~ Pandavas in Mahabharat went for remorse for their actions

Feedback  
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Structure/  
Presentation

Question  
Interpretation

Content

Value  
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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 Kautilya in Arthashastra is based on principle of Sanve Bhavantu Sukhina, leading to the welfare of all the citizens of the state.

Good Governance depends on personal qualities

↳ It makes law to be followed in letter and spirit

Eg: IAS Abhigyan Sharma - after the evacuation of tribals, ensured their rehabilitation under PRA, and UAPA 2013 provision

↳ Personal Qualities help in maintaining probity in governance → Good Governance

Eg: Election Commission establishing election booth for single voter in Gir forest

↳ Enhances the Accountability and Transparency which are the bedrock of Good Governance

Eg: IAS U. Sugayom proactively disclosed the office details online

↳ Using Emotional Intelligence

Eg: IAS Chetan Redhore - dispersing the mob by singing national anthem rather than using force

However, Laws are necessary

1] Laws float on the sea of ethics

2] Law guides during difficult situations

Eg: Rule of law guides Supreme Court action ⇒ Twin Tower Demolitions

3] Necessary for deterrence ⇒ POCSO Act

Thus, laws along with the integrity of the adjudicating personality must be in cognitive harmony for good & ethical governance

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)

Active civil servant is driven by the qualities of proactiveness, responsiveness and agility. Whereas Civil Service Activism means driven by constitutional morality and going beyond the call of duty for delivering public service.

### Active Civil Servant

#### Necessary

- ① For Good Governance  
Eg: Covid management by Mumbai Adm.
- ② Efficient Quality of Service delivery  
Eg: IAS Narayan in Indore

#### Not Sufficient

- ① Still driven by ABCD culture of Avoid, Bypass, and Delay
- ② Rigidity and Rule Ritualism

- ③ Showing innovation  
 Eg. IAS Satyam Sundar  
 ↳ using free hot air balloon drive as incentive for voter registration

- ④ Lack of Empathy and Compassion  
 leading to elitism

### Civil Service Activism is Required

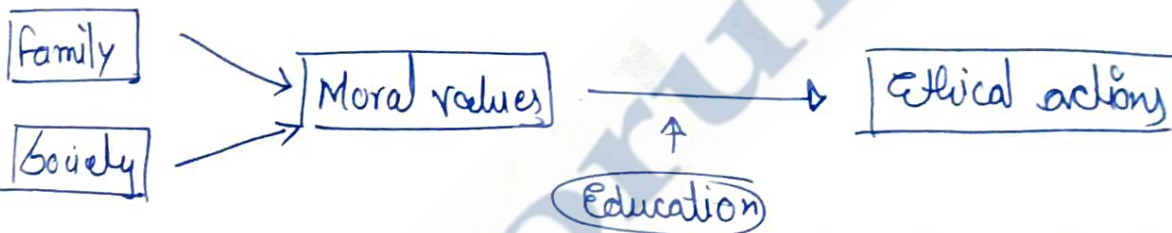
- 1] Fulfilling justice - delineating public justice  
 Eg: IAS Athar Amir → Campaign against Child Marriage
- 2] Fulfilling liberty - giving the freedom to the people → empowerment  
 Eg: IAS Kundan Kumar starting "loving the womb" initiative
- 3] Equality - IAS Rahul Kumar - "Dalrya Jalao"  
 Campaign in Badaun district for awareness against Untouchability

Civil Service Activism is the need of hour for transforming India into Viksit Bharat in this Amrit Kaal.

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)

If family is the seed of socialisation, then the educational institutes are the water and sunshine while society is sail, together they make our value system.



### Educational institutions Complementary Role

#### 1) Value and Moral Education

Eg: Delhi - Happiness Curriculum and Deshbhakti curriculum

#### 2) Traditional Value System - Guru Shishya Parampara

3) Leadership and Team spirit → Co-curricular activities  
Eg: Annual fest organisation

4) Gender Equality and Gender Sensitisation  
eg: New Education Policy - special emphasis.

## Role of Digital Education

Efficient

1] Learning from the life of great personality  
eg: Vivekananda, Ambedkar

2] Role allocation and value education planning  
eg: Incentivising value based activities.

Not Efficient

1] Reduced face to face interaction  
↳ Emotional connect is compromised.

2] Digital Divide leads to systemic exclusion

## Way Ahead

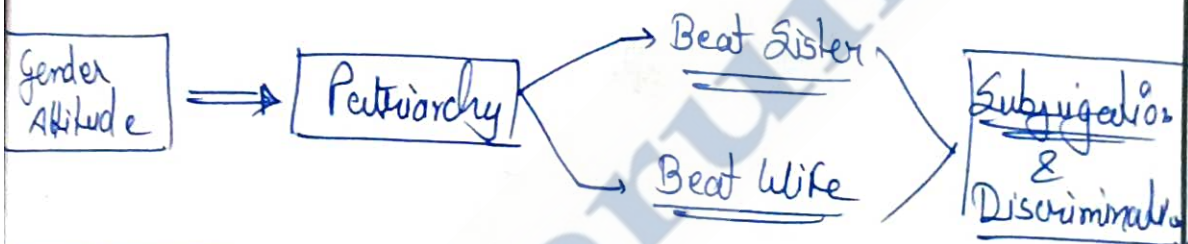
We need a hybrid model of education complementing value system where Body, mind and heart are in harmony just like Japans [Tai-Tu Chu] model

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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)

Gendered attitudes are the learned and enduring pre disposition towards the gender based identity shaped during the normative years of socialisation.

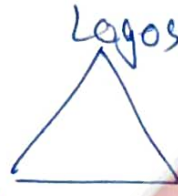


### Factors Responsible

- 1] Parenting of the children : Blue Pink Model  
↳ shaping gender identity selection of toys
- 2] Social settings - "Men Don't Try" and women as weaker sex.
- 3] Cultural Conditioning and School Curriculum also reinforcing gendered stereotype.

- 4) Media : Toxic Masculinity and Chauvinism  
and leading to Commodification of women  
Ex : Item Songs, Movies, #COOL Culture

### Changing Attitude



- A] Behavioural Component
- ↳ Navelli [Hawa Badlegi] Campaign for persuasion and changing perception
  - ↳ Better India [Stereotype Project]

### B] Cognitive Component

- ↳ Laws and Regulation (Art 14-18 : Equality)
- ↳ Rational and logical change

- C] Attitudinal : [Rainbow Model of Parenting]
- ↳ Equality of opportunity (

When both wings of this Golden Bird are equally cared then we can fly together to achieve the zenith of NEW INDIA



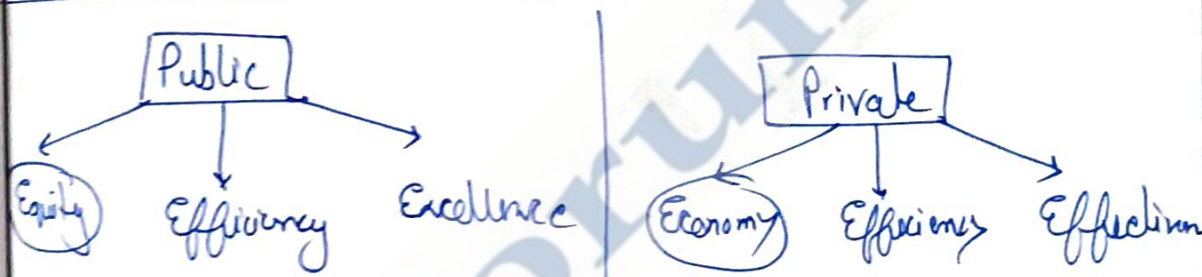
b) How are ethical concerns and work culture of public institutions different from those of private institutions? Examine the desirability of adoption of work culture similar to private institutions in public institutions. (10 marks, 150 words)

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 of an organisation means the value system and the ethical character leading to the professionalism of institute.

eg: Work Culture of Army v/s Google



Public Institutes

Private Institutes

- ① Driven by the motive of welfarism
- ② Prioritise Rule of law
- ③ Concern about the virtuable and marginalia
- ④ Global Foresightedness

- ① Motive of profit accumulation
- ② Prioritise Ease of doing - Scam, Doom, Dond
- ③ Concerned about the self benefit
- ④ Ethical Myopia

## Benefits of adaption of Private Work Culture

- ① Efficiency would be increased  
Eg: Railway v/s Airlines work culture
- ② Accountability and Responsibility  
↳ High answerability
- ③ Tech savvy and modernisation.
- ④ Enhance the work culture

## Next desirable

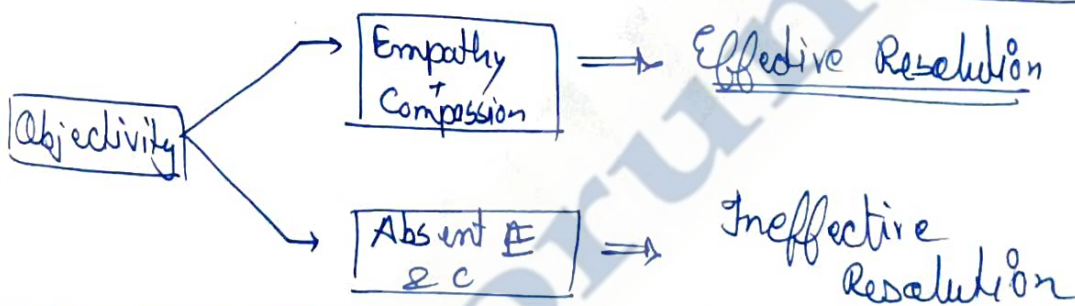
- ① Compromise the state of public welfare
- ② Deterioration of public trust as social contract between state and people
- ③ Profit will overpower the state of ethical governance

Thus we need to follow Buddha's Middle path and collaborate with private like PPP and integrate public welfare like Stakeholder Capitalism (Tata, Infosys)

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)

Ethical Dilemmas are intricate situation where obeying one does not solve the issues and leads to disobeying other, forming crisis of conscience.



### Importance of Empathy and Compassion

Empathy and Compassion leads to resolving the dilemma with humanism

Eg: IAS Imayam Khan adopted the children of the martyr of the Pulluoma attack

2] Effective resolution of dilemma by listening to the voice of conscience

Eg: IAS Dineshwar Sharma stopped the ceasefire in J&K during Ramzaan

3] Empathy and Compassion makes life with sense of purpose

Eg: IAS Om Kasera - acted for the care ~~safe~~ of students in Kato during Covid

4] Without Empathy and Compassion the decision would be an empty vessel

Eg: Dilemma of Displacement of tribe vs the developmentalism

5] Objectivity leads to robust sin

Eg: Jharkhand - Santosh (9yr girl) died due to starvation (No Adhar linkage)

Thus along with objectivity, Empathy and compassion needed to resolve and discharge Responsibilities of civil servant

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)

"Leader is one who knows the way, shows the way, walks the way and persuade others"

Leadership  $\Rightarrow$  Task of Persuasion

① Quality to convince the team about the end objective

Eg: Ajit Doval lead the team for rescue operation  $\Rightarrow$  adversities come but successfully completed

Ability to persuade help Civil Servant

① Persuasion helps in maintaining calm during law & order situation Eg: IPS Chetan Rathore

Sang National Anthem & persuaded angry mob

② Persuasion helps in doing public welfare with people cooperation

Eg: IAS Armstrong Pomeng - Miracle man constructed road with public support

③ Persuasion also helps in fulfilling the duty of justice, liberty and equality

Eg :

## Five Qualities for effective persuasion & justification

① Communication Skill

→ Communication helps to better explain the view point and target Rational and behavioural component

② Empathy and Compassion

→ to understand the situation of others and act accordingly

③ Emotional Intelligence

→ Self Awareness and motivation about the emotional competence and targeting the zone of acceptance

④ Honesty and Integrity

→ Honesty leads to better trust with the target source

⑤ Agility

→ flexible in his approach and act dynamically

Thus, Persuasion essential virtue of a leader

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Question  
Interpret

Content

Value  
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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)

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

### Meaning of Quote

Peace does not reflect just the absence of war but is more than that and comprises of emotional, mental peace delivered through sense of justice.

Eg: Afghanistan → Not at war, but also not at peace ⇒ women not free and experience liberty.

b) Injustice Anywhere is threat to justice everywhere and it disrupts peace

Eg: Registan Case - 9yr boy killed for drinking water from being Dalit

↳ Makes the just Indian society without peace

c) The moral arc of peace should always bend towards justice

Eg: Recent remission of the convicts of Bulhas Band Rape case → injustice  
↳ hinders the peace of society

③ The candle of justice lightens the dark society leading to peace in the world.

Eg: Reservation to women in Panchayats  
(Art 243D) → steps towards peace.

④ Justice alone cannot lead to peace and  
requires the support of equality, liberty  
to supplement peace

Eg: Supreme Court in the Navtej  
Jehar case → integrating constitutional  
morality for [LGBTQ]

[Art 51A] places constitutional duty  
for maintaining peace which provides justice  
so that no one falls through the crack  
(Last Maxim)



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

(10 marks, 150 words)

द्वारा 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)

### Meaning of Quote

The above quote by Albert Einstein means that the silence of the good man by not stopping injustice by the evil leads to destruction of society.

Eg: In Mahabharata - during Draupadi Vastraharan the silence of Bhisma Pitamah, Dronacharya and others led to the destruction of dignity of life.

→ As Desmond Tutu advocated - The silence of the people in acts of injustice means the support of the oppressor i.e. silence means acceptance.

Eg: Strangers passing by and not helping accident victims in golden hour.

↳ Delhi ke Farishte Scheme

↳ mentors (Good Samaritan)

↳ Silence leads to ethical blindness and moral muteness.

Eg: Silence of UN and world  
about 150 days+ Russia's attack on Ukraine.

↳ Silence of learned man robs him of his  
wisdom, leading to destruction.

Eg: Social stiltiness or continued  
acts of marginalisation of minority

↳ Mob lynching

↳ Debt atrocities

↳ Violence against teachers.

However, sometimes silence leads to positive

↳ India's silence (not voting in UN) against  
Russia for self and national interest.

Thus in order to make  
ethical society, the people must be awakened  
to speak about the rights and welfare of  
them and others.

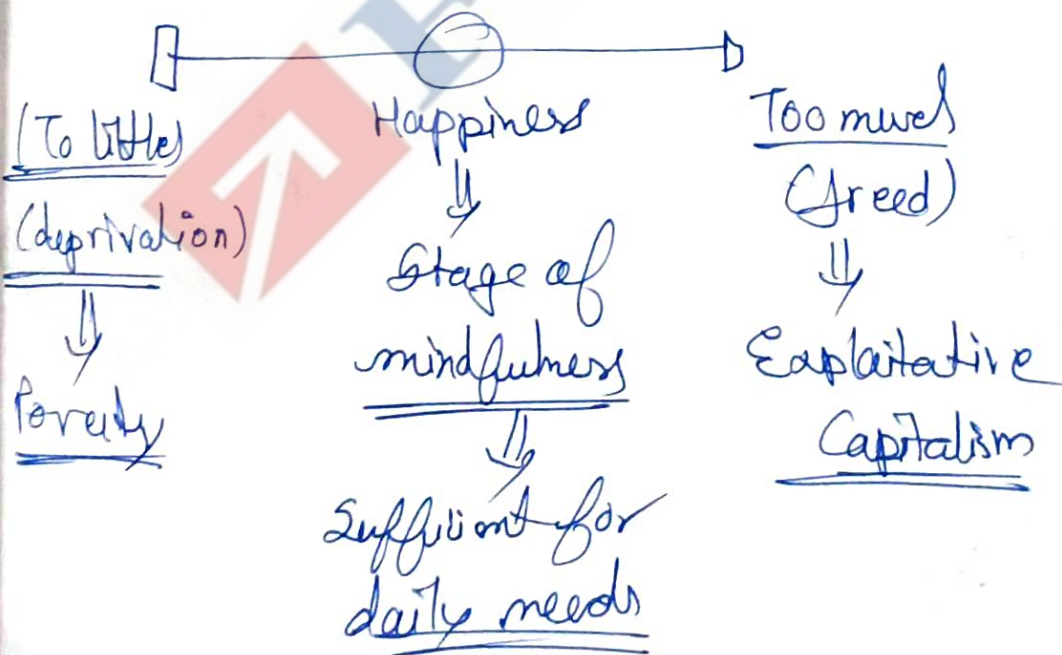
e) 'Happiness is a mysterious thing, to be found somewhere between too little and too much.'  
(10 marks, 150 words)

'खुशी एक रहस्यमयी चीज है, जो बहुत कम और बहुत ज्यादा के बीच कहीं पाई जाती है।'  
(10 अंक, 150 शब्द)

Happiness is a state of mind which occurs when the man has no more desires and can be achieved in state of blitheness (calmness and balanced)

Meaning of Axiom

① Happiness is like Aristotle Golden Mean between too little and too much in life



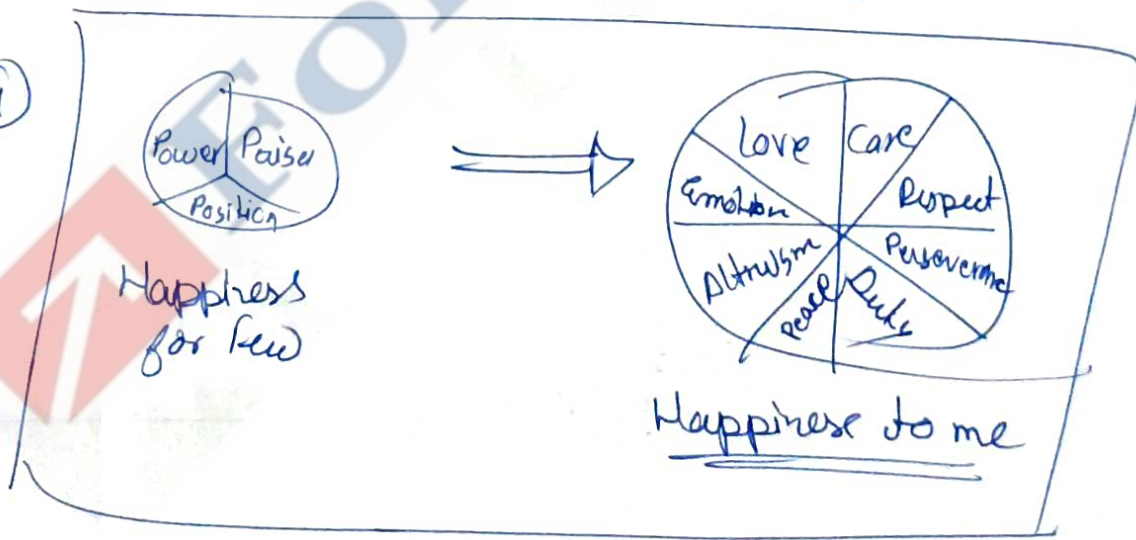
② In social life, happiness can be achieved in altruism and having the self satisfaction

eg: Sonu Sood during Covid

③ In political life, it can achieve when man work for larger public interest

eg: Tripura CM - Manik Sarkar  
 ↳ poorest CM but socially rich

④



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## Section - B

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)

## Feedback

(For OFFICE USE)

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PresentationQuestion  
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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।

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)

The Supreme Court in the Puttaswamy judgement made Right to privacy as fundamental right, which is central issue of the above case along with corporate governance.

### Ethical Dilemmas

- ① Right to privacy vs Companies profit
- ② Profit orientation vs public at large
- ③ Commerce with or without morality
- ④ Corporate ethics vs short term gains of company
- ⑤ Monetary loss vs Ethical loss
- ⑥ Political Embarrassment vs Public Embarrassment
- ⑦ National interest vs Company's interest.

## Principle of Corporate Ethics during Action

- 1) 'Customer is like God' and injustice to them would not lead to good economics
- 2) Sound Ethics makes Good Economics → thus ethical values be upheld.
- 3) larger public interest must be served
- 4) Maintaining transparency and accountability in the service delivery
- 5) Maintaining honesty and professional integrity

## Options Available

- ① Continue with the launch

### Merit

- Economic benefit
- Political support
- Professional gains

### Demerit

- violation of Art 21
- against deontological ends
- hamper public interest in long run

② Hault the launch of the event and plans

Merit

- Saving public interest
- Enhance public trust
- Respecting Rule of law
- Ethical Corporate governance

Demerit

- Economic disaster for company
- Political embarrassment
- Loss of capital.

③ Resigning from the post of CEO

Merit

- No Crisis of Responsibility
- No decision

Demerit

- Buckpassing
- Problem Not Solved
- Unprofessional

My Course of Action

- 1] Proper verification of the report claiming the allegation on the Minister
- 2] Collaborate and Communicate with the stakeholders about the recent happening.
- 3] Informing the Minister about the happening



and involvement of practise.

- 1] Conducting a technical enquiry and halting the launch of the phone unless the report is released.
- 1] Postponing the launch will give time for verification and checking of good spycam.
- 1] Coordinating with shareholders of the company about the financial loss and look for the alternatives.
- 1] Holding the premanufactured devices and if allegations true, proper handling of the e-waste and recycling of the phones.
- 3] Public Campaign to regain the Brand Image and enhance social capital for future.

Being a CEO of Samsung the above course of action, would be the best solution satisfying all the stakeholders.

**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 घुसकर 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 रिश्त दे 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

को नकारात्मक रूप से प्रभावित किया है क्योंकि युवा तेजी से अवैध गतिविधियों में शामिल हो रहे हैं और मुख्य अपराध दर के कारण व्यवसाय जिले को छोड़ रहे हैं। आपने एक विशेष टास्क फोर्स बनाया और अपने जिले में अवैध खनन के खिलाफ कड़ी कार्रवाई शुरू की। कुछ ही हफ्तों में आपने अवैध रूप से खनन किए गए पत्थरों से लदे तीस डंपरों को जब्त कर लिया। जनता ने आपके कड़े कार्यों की सराहना की जबकि अवैध खनिकों द्वारा बनाए गए भ्रष्ट पारिस्थितिकी तंत्र को झटका लगा।

एक दिन, एक कनिष्ठ अधिकारी ने आपसे संपर्क किया और आपको सूचित किया कि उन्हें अवैध पत्थर खनिकों से घमकियां मिल रही हैं। वह आपको यह भी सूचित करता है कि टास्क फोर्स में अन्य लोगों को भी समस्या का सामना करना पड़ रहा है जैसे टास्क फोर्स में किसी को उसके खिलाफ एक पुराने निपटारे मामले को फिर से खोलकर परेशान किया जा रहा है जबकि किसी और को दूरस्थ जिले में स्थानांतरण का आदेश प्राप्त हुआ है। इसने टास्क फोर्स को निराश कर दिया है और उन्हें जिले में अवैध खनिकों के कनेक्शनों की याद दिला दी है। उसी दिन, जब आप घर पहुँचते हैं, तो आपकी पत्नी आपसे कहती है कि उसे एक अज्ञात नंबर से कॉल आया, जिसमें उसने अपनी जाँच बंद न करने पर गंभीर परिणाम भुगतने की घमकी दी है। आपको डर है कि कॉल अवैध खनन गतिविधि में शामिल संगठित अपराध सिंडिकेट के एक सदस्य का था। आपकी पत्नी परिवार की सुरक्षा को लेकर चिंतित है और आपसे अपने काम में नरमी बरतने का अनुरोध करती है। इस स्थिति में, निम्नलिखित प्रश्नों के उत्तर दें :

- 1) इस विपरीत परिस्थिति में आप टास्क फोर्स को ईमानदारी से काम करने के लिए कैसे प्रेरित करेंगे?
- 2) आप अपने कर्तव्य के क्रम में अपने परिवार को जोखिम में डालने को कैसे उचित ठहराएंगे?
- 3) संकट के विभिन्न आयामों की पहचान करें। अपनी समझ के आधार पर संकट से निपटने के उपाय सुझाएं।

(20 अंक, 250 शब्द)

The above situation for SP of Asanpur

is like a Battle of Dharma field of Mahabharat with complexity involving personal interest and larger public interest.

My Aim

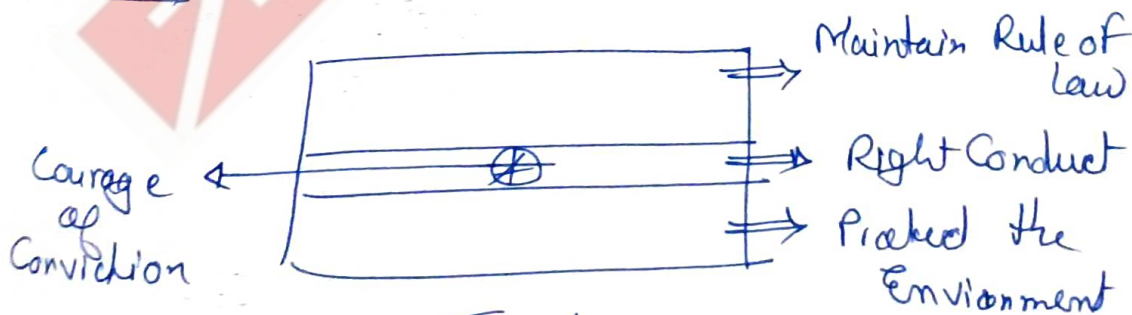


Fig : Tricalaur

### Motivate the taskforce

- 1] Adversities and Complexities are part of duty of public servant, as Krishna baid to Arjun to follow the path of Duty as Karma Hi Dharm
- 2] Persuade them with Emotional intelligence to show fortitude and courage like Bragat Singh and don't surrender under the fear of Mafia
- 3] Believe the justice system and work with complete devotion for public welfare
- 4] No need to worry about opening case and harassment and follow path of Truth & Honesty  
"Selya Pareshan Ho Sakta Hai Parajit Nahi"
- 5] Don't let the sacrifice of PSP our colleagues go in vain and must dedicate to his loss

### Justifying putting Family at Risk

↳ Being a public servant, responsibility of Nation and spirit of constitutionalism always more important

than self interest, as Country is our family.

↳ Public interest over personal interest by ensuring safety of both and working for the larger cause.

↳ Great leaders never thought before sacrificing life for nation, so I must also work my duty.

### Dimensions of the Crisis

1] Legal - illegal mining against Mining Act

↳ ban by NAT still mining practised.

↳ Other crimes like kidnapping, murder etc

2] Environmental - against Air 51(g) (Reduction of emit)

↳ Air pollution → concern of larger public

3] Socio-Economic → Demographic dividend is youth getting radicalised.

↳ Crime rate ↑

↳ Backwardness of Assam → Business going out

4] Political - Corruption & Naxals (Vohra Committee)

- 5) Ethical - Crises of Conscience for me
- ↳ fear of life and collegiality
  - ↳ Duty of public servant.

### Measures for crisis

- ↳ Motivating taskforce to continue the successful work following hurdles
- ↳ More raid and support from the state machinery by collaborating with DM of Asanpur
- ↳ Enhancing Community Policing like Amcha Bazar Amcha Patre
- ↳ Stringent and Responsive action against crime
- ↳ Counselling Hotline for the youth getting distracted.
- ↳ Awareness about Environmentalism
- ↳ Protecting my family and demanding Security as per law

The above action would help in curbing illegal mining and upholding Rule of law and winning the Battle of Sharma.

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 criticised.

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 न्याय 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-गठि 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 बतावनी देते हैं कि मंत्री की इच्छा के विरुद्ध जाने से मंत्री क्रोधित हो सकते हैं, जो आपके करियर के लिए हानिकार 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)

The above case highlights the issue of caste based discrimination affecting the governance of the country leading to ineffective implementations leading to social unrest.

### Ethical Dilemmas faced by Me

- 1) Superior orders v/s Honesty and Truth
- 2) Professional integrity v/s narrow interest
- 3) Personal interest v/s public interest
- 4) Impartial investigation v/s injustice to the People



- ③ Plum posting v/s Wrath of minister  
 ④ Social Responsibility v/s Pragmatism.

### Cause of Action

A] Listen to the head of Committee

#### Merit

- Plum posting
- inter-personal relations
- beneficial for the ruling party

#### Demerit

- Crisis of Conscience
- Unjustice to the victim
- problem not solved.

⑤ Not listening to the head of Committee and going with impartial investigation

#### Merit

- No knowner Does split
- Justice to the victims
- following Constitutional morality

#### Demerit

- Personal loss
- Threat of job security
- Ruling party may loose public trust.

C] Resign

#### Merit

- No dilemma

#### Demerit

- Buckpassing
- No solution to problem

Q] Persuading the head of Committee to go with impartial investigation

Merit

- Justice be served
- No dilemma
- Fulfillment of Duty

Demerit

- Political wrath
- Loss of job security

[Most Suitable Action] → [Option D]

- 1] Persuading for the impartial inquiry and true report about main culprit of contractor
- 2] Exposing the inefficiency of the government leading to loss of life of two children
- 3] Reinstatement of Bhajan Mabe as not her fault
- 4] Justice will be served
- 5] Also, taking the long term measures for the monitoring of quality

[Ex]: Bongorjeon (Assam) — Mothers are the food inspectors — No poor quality

- ⑤ Measures to improve the quality of food in MDM
- ↳ Accountability be ensured
  - ↳ Right of the children for food and duty of welfare state

### Justification

- ① Truth and Honesty be followed following integrity
- ② Impartial finding - Doing duty
- ③ Action against the violator of law and reclaim of the death of children
- ④ Political corruption and misuse needs to be broken

The above course would lead to restoration of Bhajan mata and improvement in Mid Day Meal leading for welfare of people.

### 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 संविदा 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

बादा 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 ऑपरेटरों 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 घन 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 नाराज 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)

The case highlights the situations of the contractual labour in the Corona pandemic with uncertainty of jobs and many like Rashmi struggling for their dedication to work.

Ethical Issue

- 1) Contractual nurses and medical staff
- 2) Inefficient health system
- 3) Use and throw attitude of government

- 4) No recognition of Corona warriors
- 5) Unemployment of the youth
- 6) Right to protest is fundamental right  
Under Article 19(1)
- 7) Putting personal life at risk for public duty

Rashmi's demand justified

YES

- ① Professional duty
- ② Duty of welfare state
- ③ quality employment
- ④ Reward for service  
as Corona warrior
- ④ Right to work

NO

- ① Contract signed with  
consent - legal
- ② Creating fiscal burden
- ③ May lead to more  
future such instances
- ④ Practically unsustainable

However, Rashmi's demand can be  
justified but the government must take  
Rational & objective decision

## Government Terminating

### Justified

- ① According to the contract
- ② Fiscal conditions of the govt
- ③ following the rule

### Not justified

- ① creating unrest
- ② Unemployment
- ③ loss of public trust
- ④ lack of empathy

## My Cause of Action

Being a health secretary would advice the government as -

- ① Showing empathy and compassion and respecting the duty as 'Corona Warriors' - Vaidya Parma Hon'  
Doctors are god

↳ government must provide for the assistance for the contractual workers

- ② Alternative employment to them and gradually regularising as India faces shortage

Doctor Patient ratio  $(1:1456)$  (WHO ~~1:1000~~ 1:1000)

- ③ Compensation for the work and the recognition of their duty
- ④ Present a guarantee or written statement to them to provide employment and permanent nature later when the need arises
- ⑤ Expanding the public health infrastructure and primary healthcare  
Ex: Delhi Mahalla Clinics - can be replicated and employed.

Thus the service of the Corona warriors must be supported with dignity and many like Bhusoni be recognised by the state and be taken care for their safefore for the nation & society,



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 गई। 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 गई।

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 गई। 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)

Celebrating Azadi Ka Amrit Mahotsav

India still carries legacy of Caste based discrimination leading to loss of dignity of life of the human violation of principle of equality

Reasons for Caste based discrimination

- 1] Caste Consciousness - based on the principle of purity and pollution
- 2] Religious Prescription - Caste and Religion are hand in glove and gets legitimacy from Religion
- 3] Social Practice - practised in the orthodox areas like rural villages
- 4] Lack of policy implementation - Political will lacking

Ethical issues

- 1] Dereliction of duty of Sarpanch
- 2] Caste Discrimination - Violation of Rule of law & Constitution (ART 17)

- ③ Delay in the developmental projects
- ④ Social distancing - separate paths and public ostracisation
- ⑤ Violation of self dignity and right  
↳ Hoisting of National flag
- ⑥ Social disabilities hampering the development
- ⑦ Violation of Reservation (Art 243D)  
in spirit as he is a rubber stamp

## Stakeholders and their Responsibility

Abha

- Being a public servant - duty to raise social compatibility
- Uphold Rule of law (Art 14-18)
- Awareness Campaign like Human chain, Nukkad Natak collaborating with NGOs

Village  
Panchayat

- Following Rule of Law
- Follow Constitutional morality
- Social equality and avoid discrimination
- Egalitarian principles by following the spirit of words of B.R. Ambedkar
- \* Treating all men equal and no Caste Rigidity

Debt  
Communities

- Spreading Awareness
- Assertion of Rights and Duties
- Righting the social disorders through the law

Nation as whole

- Remove the shadow of Caste from the nation ideals
- Promoting Preamble values of liberty, Equality, fraternity
- Social compatibility
- Social Awareness and public participation

Altogether along with the society must work for the welfare of the Dalit community and making an egalitarian society with all stakeholders to truly celebrate Azadi Ke Amrit Mahatva

**Feedback**

(For OFFICE use only)

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 off-putting. 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 हैं। 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 हैं 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 व्यथित 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 दंपत्ति 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)

The above case represents ethical quandary between the personal and professional life which was also showcased in web series 'FAMILY MAN' of Manoj Vajpayee

### Ethical Issues

- 1) Work life imbalance
- 2) Public vs Private jobs
- 3) Failure of marriage - personal tension
- 4) Transfer issue and normal problem of Civil Servant
- 5) Working women - Dual Burden vs the Housewife

## Options Available for Jayant

A) Let Savita go to Bangalore and live in long distance marriage

### Merit

- 1) Marriage will be soled
- 2) Professional work not hampered
- 3) No daily fights

### Demerit

- Emotional problem
- faulty and empty marriage
- Care of mother not happen.

B) Go with Savita and leave the job

### Merit

- happy family
- No conscience issue

### De-merit

- sacrificing public interest
- constitutional disrespect

## Advice to Jayant and Savita

- 1) Have mutual dialogue about the issue with long term implication
- 2) Take the help of professional Marriage Counselling



- 3] Let live separately for few time and then decide based on the experience and future actions
- 4] Advise beata can work for few time in Bangalore and get transfer or apply for work from Home in the software company
- 5] Jayant can adjust by visiting anuckesh to Bangalore and take some professional leave

### Qualities Required by Jayant

- ① Emotional intelligence
- ② Work life balance
- ③ Emotional maturity
- ④ Tolerance
- ⑤ Empathy & Compassion
- ⑥ Professional integrity

## Developing Qualities

- 1) Ethical litcary be enhanced
  - 2) Dialogue and Communication with Saints as they are life partners
  - 3) Understanding the gravity of situation before reaching
  - 4) Controlling emotion through meditation and mental peace
- ⑤ Learning from the life of the various great personalities

Jyot and Saints can show mutual understanding and can collaborate for finding innovative solutions for fulfilling their dreams

### Feedback

(For OFFICE use)

Structure/  
PresentationQuestion  
Interpretation

Content

Value  
Addition

Total