

Time Allowed : Three Hours  
समय : तीन घंटे



Maximum Marks : 250  
अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Kalpana Pandey		
Roll No./अनुक्रमांक		Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	3/09/22

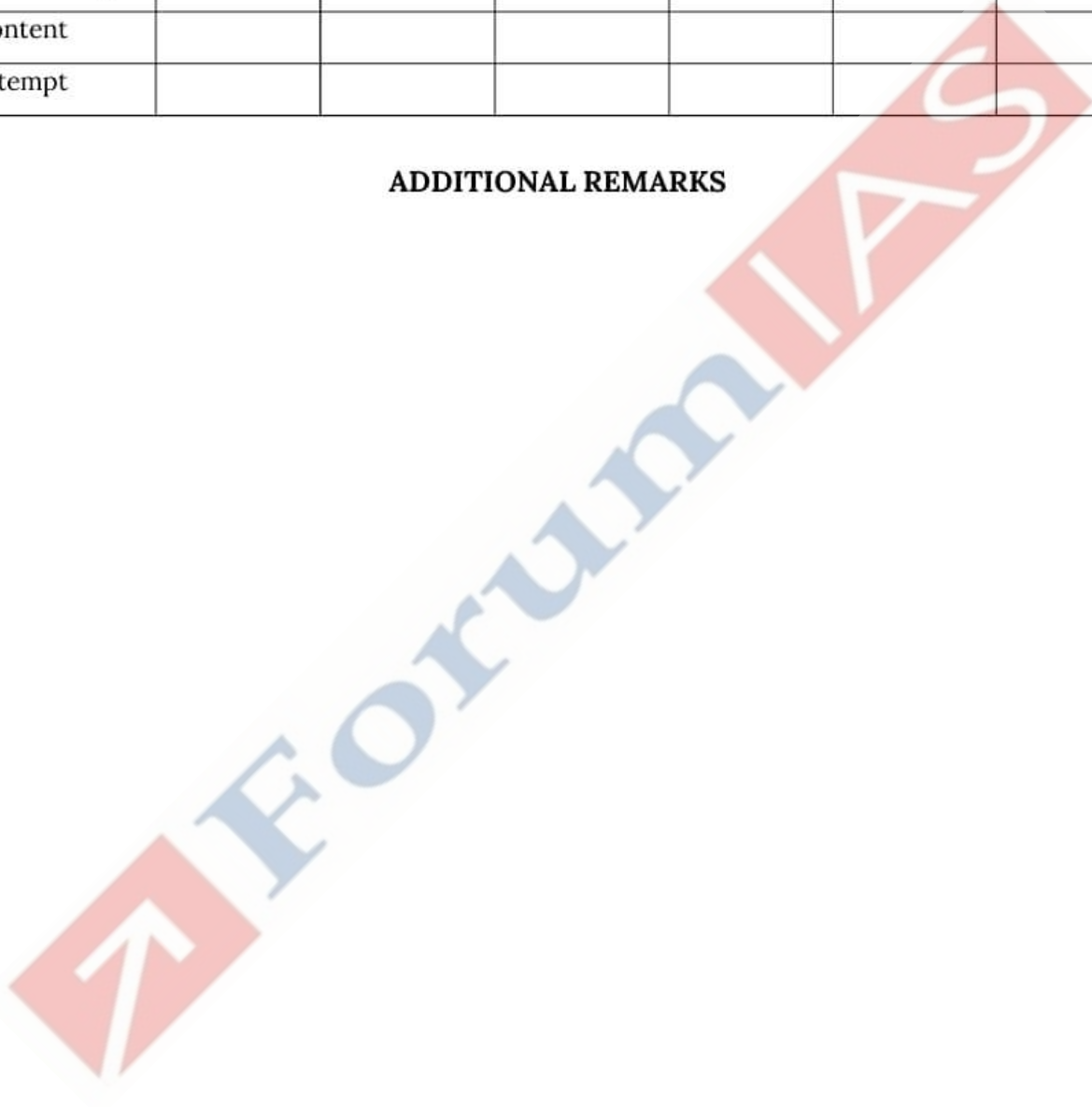
\*Center Code : For Online – 1900 / Delhi : Karol bagh – 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. – 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. 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।	
1			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।	
2			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।	
3			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।	
4			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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			Start Time/प्रारंभ करने का समय : 2:00	End Time/समाप्त करने का समय : 5:40
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 को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	Evaluation Date/ मूल्यांकन तिथि :

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

**ADDITIONAL REMARKS**





Candidate must adhere to the word limit specified in the question.  
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1(a) Successful people are not those who didn't fail, but those 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

Adversity quotient refers to the mental strength an individual has to keep going when challenges occur.

Since, no one becomes an overnight success, it takes days and years of sacrifice and toil to get success on one day.

Importance of Adversity quotient in life

- 1) To live a fulfilling life with varied and rich experiences.
- 2) To develop mental strength - one aspect of tackling challenges gives strength to tackle other challenges, in life.



Candidate must adhere to the word limit specified in the question.  
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was  
(3) To savour the taste of success - until hardships are faced, success doesn't seem worthwhile.

(4) To inspire others :- The success stories of people inspire and motivate others to handle adversity and risks.

Ways to develop adversity quotient

(1) Perception of situation :- It's all in the mind. The military technique suggests to look at situation as either challenge or threat.

(2) Take small steps :- When it's fog, always be careful about next step and not ultimate step. eg → Sachin Tendulkar against West Indies match didn't look at score board but time on pitch.

(3) Conviction on one's intent :- Think of adverse situation before the action & be prepared.

(4) Develop Not give up attitude :- through educational institutions and sports and films. eg → Rocky Balboa - after 1067 failures. Adversity quotient results in making leaders and superstars through consistency and conviction.



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(b) 'strength . . . will.' what does strength mean to you and how far do you agree with the given statement? Discuss with suitable example.

Strength is the ability to keep going while there is no sign of respite or success.

Strength, according to me, is the following

- to show courage amidst challenges
- to speak against injustice
- to be silent when required brushing ego aside
- to be mentally ready to face adversity in the path.
- to take responsibility for my success or failure both.

Strength is generally perceived as physical capacity or muscular power however, it is not the case in all situations.



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Strength doesn't come from physical capacity but indomitable will

① Situations in life check or test every aspect  $\Rightarrow$  physical, mental, emotional.  
eg  $\rightarrow$  Malala Yousufzai had faced bullets but showed par strength emotionally with will

② Emotional strength is required in interpersonal relationships

③ Will can help us face fear, intimidation or uncertainty.

eg  $\rightarrow$  Tarzan Carolyne became three times Olympic champion in shooting while he lost his practice hand (Right hand)

Comes from physical capacity

① Certain acts like soldiers in military need physical strength along with will

② Will along with right means are necessary

eg  $\rightarrow$  Backwardness in rural areas even after potential resources due to lack of opportunities

Thus, will is quintessential part of strength of all spectrum. However, physical strength can't be a roadblock but definitely a complementary asset.



2

(a) Differentiate between

(1) Conscientiousness Vs Conscience

To be aware of internal voices and act accordingly in the way to virtuous life as held by Plato.

Conscientiousness

Conscience

① Act according to the gut feeling or conscience

② It is manifestation of the inner voice.

③ It is action-oriented on the basis of inner guide

④ It is based on well thought external and internal motivation  
eg → Not take bribery while slippery slope.

① To be aware of the voice of inner self.

② It is about self imposed responsibility or self monitor

③ It is about thought process before the action

④ It is advisable and sense of morality.  
eg → knowing bribery is ~~not~~ not ethical

Thus, conscience oriented action leads to ethical society and just society



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## (ii) Guilt Vs Remorse

Guilt	Remorse
<p>① It is feeling of doing something <u>wrong</u>, or not doing something</p> <p>② It is <u>internal</u> to individual. eg → <u>Grandhiji's</u> guilt for not being there for his ailing father.</p> <p>③ It is <u>temporary</u> and can be overshadowed by other engagement. eg → guilt of having <u>cheat meals</u> while dieting.</p>	<p>① It is taking action to <u>face consequences</u> for doing something wrong.</p> <p>② It is external an action to be taken eg → Gandhi's vow to <u>practice celibacy</u> to overcome the guilt.</p> <p>③ It is strong enough to drive individual on a certain path eg → following <u>No cheat meal day</u> to overcome guilt</p>

Guilt and Remorse are both ~~also~~ emotions which can be introspected well to understand rightness or wrongfulness of any action or decision.



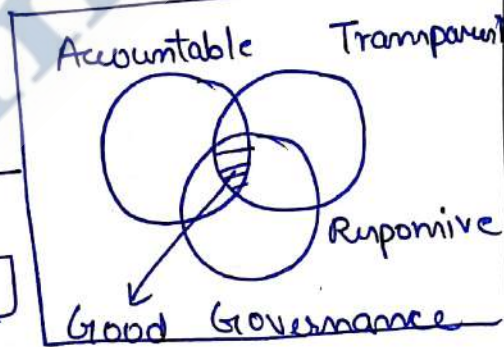
# UPSC

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(b) Good governance doesn't depend on laws but upon the personal qualities of those who administer laws. Do you agree this statement? Justify your view.

UNDP Good governance is defined by an gov mode of taking decisions and implementing them with accountability, transparency and Responsiveness.

Good governance doesn't depend upon laws



① Outdated and colonial laws can't be guiding principles for administrators  
eg → Adultery and

② strict procedural administration leads to neutrality without objectivity.  
eg → IAS denying ration cards for minor lapses. to old couple.

③ Administrators act as role model to citizens and hence bring social change without making laws.



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eg → IAS Mangesh Ghidiyal visiting primary school and having mid day meal with dalit students.

- ④ Social development is possible through individual acts. such as IAS officer
- S.R. Sankaran who made tribal development.
  - Raj Kumar Yadav - 0% dropout in Sikkim's schools

Good governance depends upon laws

- ① To change highly traditional society into modern

eg → PCPNDT Act to curb sex selective abortion

- ② To ensure compliance to social justice programmes

eg → Right To education Act for spreading education enrollment

- ③ To ensure peace & harmony ⇒ According to Hobbes - covenants without swords are nothing but words.

eg → Prevention of crime through NIA Act.

Thus, laws do play essential role to ensure & peace but its also the adminis-  
trator's innovation that leads society into path of peace & prosperity



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③

'An active civil service . . . . - examples .

Civil services are the administrative mechanism for policy making and implementation in a democratic nation.

Necessity of an active civil service

- ① For ensuring implementation of schemes & welfare at grassroot level.
- ② To maintain stability in governance specially in parliamentary system
- ③ To ensure democratic awareness and uniformity in the country.
- ④ unity and integrity are maintained

Active civil service is not sufficient

- ① Bureaucratic ethos lead to neutrality without objectivity
- ② procedural execution without substantive change in living of people
- ③ centralisation and elite orientation leads to public disconnect
- ④ Grievance redressal is not profound due to hierarchy



# UPSC

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Requirement of civil services activities for fulfilling the vision of justice, liberty, equality

→ ① Substantive Governance - IAS officer made arrangements for curbing revenue migration by increasing MGNREGA work (Avinash Saram)

→ ② Effective grievance redressal requires shedding to elitism.  
For eg → Panipat Magistrate addressed youth concerns with compassion during Agniveer protest.

→ ③ social development can be possible only after rules are implemented with proper impetion  
eg → E. Shreedharan addressed metro projects. Lapour.

→ ④ 'social scientist in action' need to follow impartiality and objectivity.  
eg → IAS Ravabh Kumar held lunch dates with Maoist youth in Chhattisgarh for attitudinal change.

frame of vibrant democracy & hence, civil servants need to walk extra mile to preserve core value of constitution



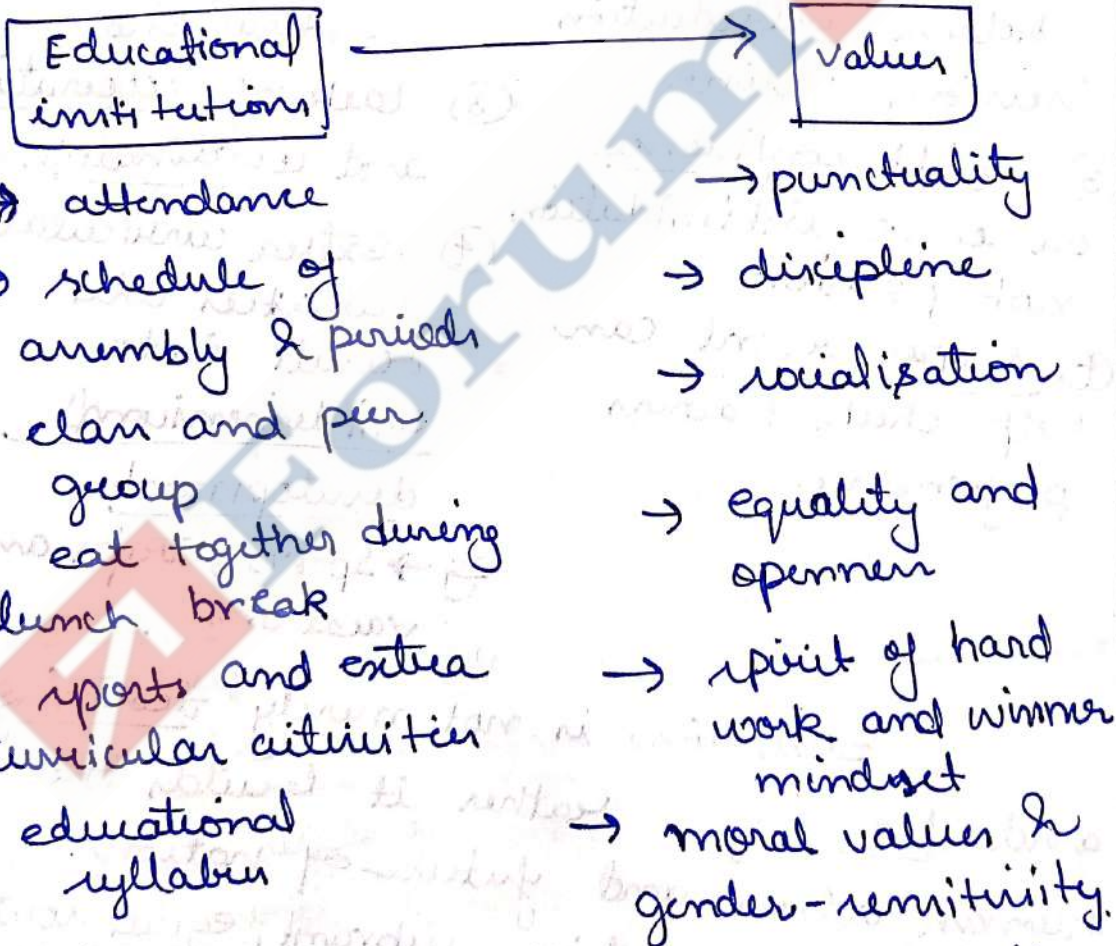
# UPSC

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(b) Educational institution... effectively?

Values are personal guides to a person's actions of taking decisions. Educational institutions also play critical role through process of socialisation in shaping values.



In a post pandemic world the conventional classroom teaching has shifted to screen based digital education.



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Digital education perform value inculcation function effectively

Yes

No

① → Discipline through teaming and home work.

① → Lack of peer group and promotional bond

② socialisation through holding introduction session online

② → Intimidated with sudden offline interactions

③ build confidence or else intimidation not possible

③ Lack of cooperation and coordination

④ Proper reward can help check teachers performance

④ Extra curricular activities will result into unidimensional development

eg → Sports, trips and vacations

Education is not merely teaching and learning, rather it builds the human values and future of nation.

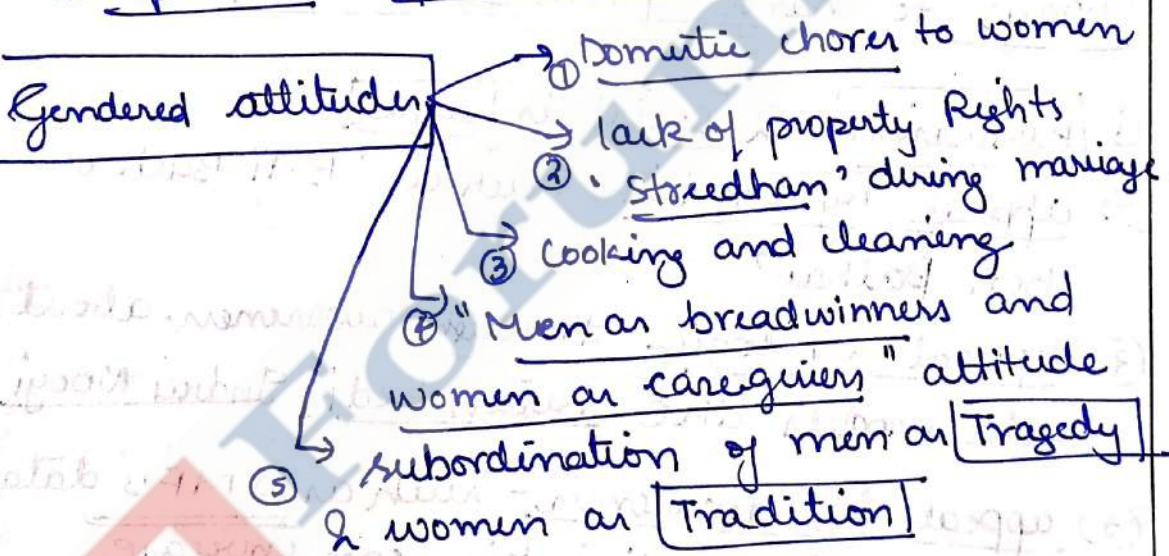
Hence, for building vibrant, equal society a classroom environment with cooperation and interaction is essential.



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④ (a) Gendered attitudes convert differenters in sexes into discriminations. Examine the factors responsible for negative attitude toward women in the Indian society. How can these attitudes be changed?

Attitude refers to pre-supposed dispositions against or in favour of an event or person or phenomenon.



Factors responsible for negative attitude toward women in Indian society

① **Poverty** - lack of financial resources and hence women are seen as burden because post marriage she has to leave her home & go another's home.



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② Ancient text and Myths such as Manusmriti justify subjugation of women.

⇒ Sigmund Freud talks about women's responsibility only to attractive to men.

③ Lack of physical strength will not be able to defend household and members and hence regarded 'weak and fragile'

Ways to change gendered attitude

① Punishment & social influence

→ appeal by emotion such as 'Beti Bachao Beti Padhao'

② appeal by logic - through awareness about role models like Kwian Bedi, Jindra Nooyi.

③ appeal by awareness - such as IMF's data that women's participation can increase GDP by 25%

④ Coercion - through laws which result into long term behaviour & habits

eg → PCPNDT Act, Workplace Harassment Act.

Women are the half sky and half humanity, the development of society can't be possible without empowering them.



# UPSC

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(b) How are ethical concerns . . . . .  
institution? Examine . . . . .  
in public institutions.

Work culture refers to the way of  
living or environment of a workplace  
It differs in different institutions.

Ethical concerns and work culture of public  
institutions and private institutions -

Differences

Public institutions

Private institutions

Positive

- ① welfare based.
- ② importance to consumer
- ③ stability
- ④ infrastructure for public is provided.

Positive

- ① Quality of service delivery
- ② consumer feedback
- ③ Grievance redressal effective
- ④ Punctuality

Negative

- ① Yes Minister - agreeable  
man and no critical  
thinking
- ② Risk averse :- lack of

Negative

- ① Profit oriented and  
less affordable to poor.
- ② creates class and  
hierarchies in society



# UPSC

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innovation & initiative

③ Dr. No syndrome

lack of discipline.

eg → lunch breaks extend to 2 hours.

④ lack of modernisation and adoption of technology

③ Focus on importance and not wider scope.

④ Elitism and lack of trusteeship.

⑤ Commerce without conscience is a moral sin

eg → Jordan hospital

charging 1 Lak Rs / bed during Covid

Derivability of adoption of similar to private institutions in public institutions

Yes

No

→ use of technology to increase effectiveness

→ critical thinking and innovative ideas

→ cooperation and friendly environment

eg → Management games

→ Training & mentoring

→ decentralisation

→ leads to class-based & discrimination

→ fiscal burden on government

→ use of vernacular language in government → accountability

→ lack of accountability & command.

A democratic work culture is need of public institutions with right balance of bureaucratic and democratic and managerial ethos



# UPSC

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5 (a) Besides objectivity . . . . empathy & companions  
Discuss with suitable examples.

Objectivity, empathy, companion are  
the core value of public administration  
that work in tandem to deliver social  
justice.

Objectivity without empathy and companion  
leads to:

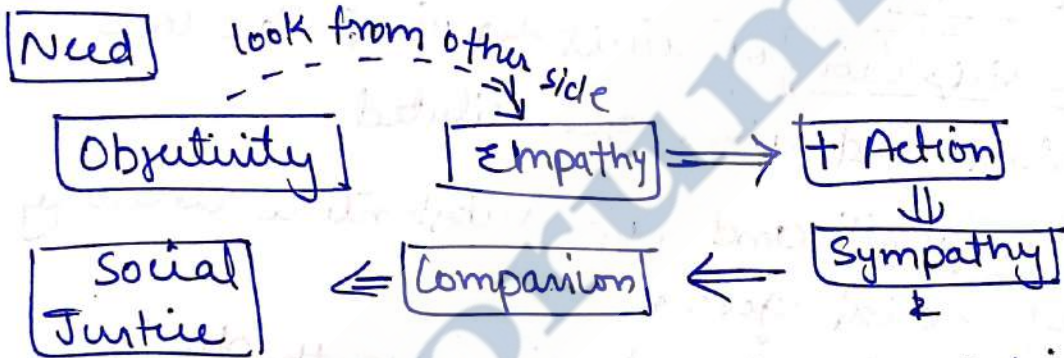
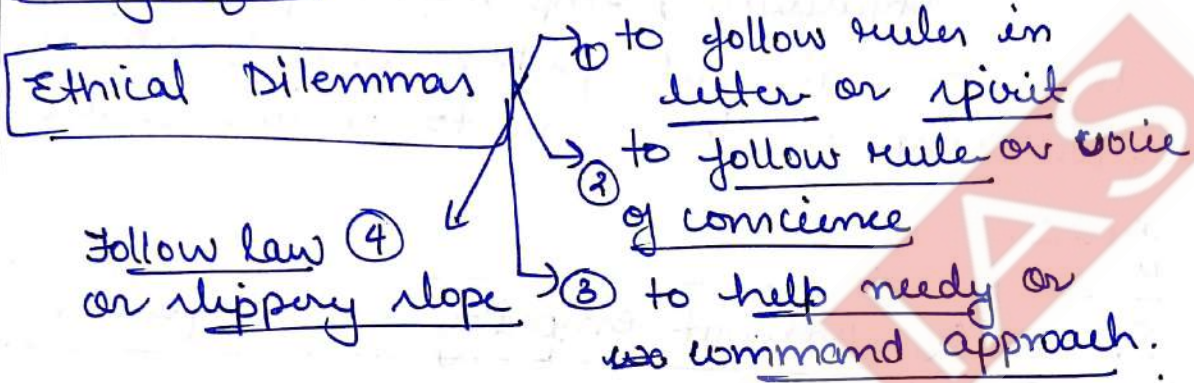
- ① fossilisation of unit services; the core  
value and aim get diluted.
- ② procedural and not substantive delivery  
of social goods  
eg → IAS officer slapping youth during  
COVID 19 lockdown, 'out for taking  
medicine.
- ③ authoritarian and dominative trend  
in otherwise democratic country.  
eg → IAS officer instructing police to  
break head of farm & laws protectors.
- ④ Against constitutional values and also  
code of conduct ⇒ since code of conduct  
Rule 1964 suggest to act with wisdom, on  
certain circumstances



# UPSC

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Need for empathy and companion ~~to~~ with Objectivity to resolve ethical dilemmas they face



- 1) Fulfill ultimate objective of social justice
- 2) Think from Gandhi's: Taliman:- Keeping last man first
- 3) follow voice of conscience
- 4) Reasonable use of discretion during riots and protests as held by II ARC.

Sympathy and companion along with objectivity will make civil services truly 'Indian' and 'service' in spirit.



Only write question number in this margin

Candidate must adhere to the word limit specified in the question.  
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(b) leadership is essentially..... duty?  
Identify five qualities that make civil servants effective agents of persuasion.  
Justify your choices.

Leadership is an incremental value of getting but out of the other through various means, one being persuasion

Ability to persuade others help civil servants in performing their duty in following manner

→ ① Peace and security maintained without use of police force  
eg → IAS tarabh kumar persuaded youth in Maoist affected youth through lunch date

→ ② Social justice ⇒ through social influence by motivating, inspiring others.  
eg → Avinash Saran sent his daughter to government school

→ ③ Development of society ⇒ through emotional appeal and logic or awareness programmes.

eg → ① Kuram Bedi's - Yoga & Meditation in Tihar jail

② S. R. Sankaran :- initiative for eradicating manual scavenging.



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Qualities that make civil servants effective agents of persuasion.

- ① Communication skills → to spread awareness in rural areas.
- ② Visionary → as they take a larger picture into consideration  
eg → Disabled friendly and barrier free urban city by IAS officer.
- ③ Integrity - consistency of thought, speech & action shown by civil servant  
builds trust for them in public  
eg → E. Shreedharan taking responsibility for lapses in Metro project
- ④ Development of future leaders by taking Responsibility for failures & team spirit
- ⑤ Compassion ⇒ Keeping foot in other shoes and taking action to help them create love & respect  
eg → IAS S.R. Samkaran called "People's IAS"  
Civil servants are called "social scientists in action" due to their ability to engineer a society into democratic & modern one.



Candidate must adhere to the word limit specified in the question.  
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(6) (a) Peace is not mere absence of war, it is presence of justice.

The above quotation highlights the importance of an equitable and just society to ensure peace and harmony.

Philosophers like Aristotle held Injustice as the prime reason that revolutions take place. Similarly, the quote explains that till there is lack of justice, it is always possible for situation of social unrest to occur.

Peace is not mere absence of war

- ① Due to increase in inequalities around the world there is rise in social movements and protests.
- ② lack of social justice acts as "pressure cooker syndrome" which can burst anytime.
- ③ Injustice anywhere is threat to peace everywhere. The Ukraine war has consequences for Europe in terms of



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Refugee crisis, for the third world in terms of energy insecurity and peace is.

→ ④ Though, there is no major war yet destruction of environment has lead to instability and threat to peace eg → Natural disasters, climate Refugee, pandemic.

Peace as a presence of justice

→ ① peace can be possible only when basic necessities are fulfilled.

→ ② The equitable distribution of resources to each nation leads to social harmony and world peace.

→ ③ Sustainable development leads to peace with environment and hence peace in terms of reduced calamities.

Then, peace is intrinsic to justice and justice is quality of soul and thus, every individual need to follow his / her duty to make just society as [Plato] held "justice is individual writ large".



Candidate must adhere to the word limit specified in the question.  
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(b) "The world will not be destroyed by those who do evil, but by those who watch them without doing anything."

The above quotation highlights the need for speaking up against injustice and evil doers. As it is held that it is bigger evil to tolerate injustice rather than doing injustice.

History of mankind is replete with examples where people's silence or ignorant masses didn't raise against evil rule and practices and lead to downfall of entire society and humanity.

Following arguments can be posed to substantiate the quotation:

- ① As held by Socrates - unexamined life is not worth living and then, subjugating to evil is a life worthless.
- ② The World War II happened because of rise of Nazism and Fascism during



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inter war period. However these regimes were favoured by masses who were party to populist policies.

③ The human rights violations around the world by powers exist because of lack of sanctions by civil society and legitimacy of evil rule.

④ The environmental hazard that we face today is result of mindless consumption and legitimacy to capitalist system of profit over people (Utilitarianism)

Thus, there is need to examine policies, practices and be united stand  $\Rightarrow$  against them. Workers drank hemlock to aware people about open society.

$\Rightarrow$  The socio religious reform movements wake up the country from slumber of ignorance.

$\Rightarrow$  It was by the collective action of freedom movement that colonialism ended.

Similarly, the world today needs conscious citizenry and conscientious leaders to tackle present day challenges and save humanity.



# UPSC

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(C) "Happiness is a mysterious thing to be found somewhere between too little and too much"

The above quotation reflects on the idea that in order to live a happy life, we need to strike a balance between extremes.

similar view is shared by Buddha's philosophy of 'Madhyam Marga' where the preacher do not involve either in self indulgence or in "self sacrifice".

Happiness is a result of following balanced approach as :-

- ① In political sphere, Aristotle talks about 'Polity' as golden mean between monarchy and mobocracy.
- ② In economic sphere, capitalist system based on utilitarianism of pleasure seeking lead to exploitation of workers



# UPSC

For Practice Purpose Only

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Only write question number in this margin

whereas communism lead to curbing liberty of man to create & prosper. Hence social welfare approach suggested by Amartya Sen is golden mean.

③ In society as well, too much freedom or liberty leads to crime and imoral society whereas too many restrictions lead to curbing fundamental rights.

→ In terms of hierarchy, society with fractures lead to injustice & downfall,

④ In environmental ethics, the focus on sustainable development without compromising on nature or nurture is regarded as the correct path.

⑤ Technology too should be made and used in order to promote humanity and not extreme weapons of man destruction and goals of power.

Thus, a happy life essentially is formed on knowledge of striking a balance between too much and too little and following Madhyam Marg



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(7) (1) The above case showcases a classical example of handling privacy rights, national security and liberty to economic freedom.

### Ethical dilemmas involved

(1) Canceling all pre-order Vs signoring privacy concerns of user.

(2) Freedom to pursue profession Vs right to privacy of citizens  $\Rightarrow$  hierarchy of rights

(3) Business ethics of profit Vs crisis of conscience

(4) Reputation of company or whether to protect national security related to data breach.

(5) Fraud on customers trust vs consequence of business downturn.



# UPSC

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(b) Principles of corporate ethics I would consider while taking decision in this case are:-

- (1) Gandhi's 7 sin - of commerce without morality.
- (2) Trusteeship model where company acts as a trustee
- (3) Right to information of all components and product to the customer.
- (4) Quality of service, hence surveillance is against that
- (5) Customer critical enquiry and openness to differing views
- (6) Brand imaging through right means



# UPSC

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(3) Options available with me for handling  
issues at hand are :-

(1) ~~set up~~ Postpone the launch event and  
face reputational loss to company  
and India's emerging tech market.

2) But save privacy and security of  
customers.

(2) Go ahead with launch event and  
profit the company and risk privacy  
and security of customers.

3) My course of action

(1) Set up an enquiry for detailed  
information regarding threat from  
chip manufactured.

(2) Get in quick contact with US and  
European counterparts and officials to  
know details about the chip.

(3) In case, the report has substantive  
evidence of privacy risks then securing



## UPSC

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- weight to privacy becomes utmost important.
- (4) Truth ultimately prevails and even short term benefit can't be the larger goal for ethical commerce.
- (5) Valid reasons along with social media statement will be put forward along with Refund process for customers.
- (6) The company's reputational <sup>financial</sup> loss can be tackled through outsourcing chip manufacturing to some other company and come up with legitimate product in time bound manner.
- (7) Thus, when privacy is concerned it is intrinsic to right to life and livelihood with dignity. However, collaborating with other technical companies and even startups can give better innovative solutions and long term gains.



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(8)

The case study depicts various picture of organised crime and layers through which it distorts the system by threat, corruption and decay of values.

Ways I will ~~not~~ motivate the task force to work with honesty in this adverse condition

(1) By reminding them of the oath of defending constitutional values taken by each one of us while we joined.

(2) Reminding them that we are a team and we will work together, stand up for each other at crisis.

(3) Giving them space to discuss their fears, apprehensions and take consensus decisions.

(4) Enthusing them on the credibility of working through a proper plan and not vaguely with each step taken through utmost care and strategic thinking.



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(2) Justification for putting my family at risk in line of duty

(1) If I don't serve my duty today, ~~can~~ then how will my children learn to value honesty & integrity.

(2) ~~How~~ I will not be able to lead a worthwhile life if I don't give my best in my duty.

(3) I will not be able to face the vulnerables in the Asanpur district displaced because of mining.

(4) My family is my responsibility too but I can't be a 'truly responsible' person if I pick and choose where to be responsible & where not to be.

(5) I'll provide enough safeguards and work with courage and make my family a part of 'great service to the nation'.



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### (3) Various dimensions of crisis

- (1) The case study involves defiance to rule of law.
- (2) Nexus between bureaucrats and politicians, to grease wheels of corruption.
- (3) Threat, coercion as means to silence professionals.
- (4) Societal decay as a whole since youth is involved in such activities.
- (5) Also the case study involves complex set of issues, interlinked and hence it needs to be solved by delineating right task to different set of command. To solve the case, proper law and order needs to be maintained, chain of command is to be followed. The government officials and politicians need to work in tandem and role of civil society to uplift the youth from drudgery.



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### Measures to deal with crisis

- (1) Being an SP, first I need to take stringent action against corrupt government officials by filing FIR.
- (2) There is need to talk to national leaders in the district who understand the gravity of crisis and debunk the nexus that fuels crime.
- (3) I need to talk to senior officials and seek their counsel.
- (4) If seniors help me then we can take care forward by enforcing laws strictly.
- (5) If not, then tactical use of media can be taken to mount public pressure on politicians.
- (6) NGOs and civil society organisations can follow campaigns to curb youth from indulging short term employment in various NGO run schools & hospitals can be provided to utilize their energy in right direction.
- (7) Provide security cover through application to my family to reduce threat.



## UPSC

Specimen Booklet

इस हाशिप में केवल प्रश्न संख्या लिखें।

Only write question number in this margin

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(9)

The above case study shows grave consequences of minor lapses in administration and then enforces the need to be rigid and active in work.

various ethical dilemmas that I face in this situation

- (1) Professional ethics Vs Ministerial responsibility : ~~to~~ be responsible to Minister or follow voice of conscience
- (2) Bureaucratic ethos of senior command Vs democratic ethos which demand accountability of action.
- (3) Professional promotion Vs crisis of conscience for not doing my duty honestly.
- (4) Being a family man, I will have to face my own children, my conscience will be shattered if I go about Minister's banking.



# UPSC

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(2) Different courses of action that I can take are:-

(1) Give resignation and secure myself from the entire situation

Merits

Demerits

- ① Anyway my job is at risk
- ② I'll not be part of corrupt and dishonest practices.

- ① This action lacks courage and show cowardice.
- ② I'll be at guilt for running away from situation

(2) Resumb to the advice of senior and get 'plum posting'.

Merits

Demerits

- ① My promotion will increase my stature
- ② I'll be saved from unemployment or harassment

- ① My employment is any way at risk but crisis of conscience will not be satisfied
- ② It will set bad precedent for all applicants &
- ③ Demotivating for those who bend my abilities



# UPSC

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③ Take action against the case and involve media to mount pressure and act as a raviour.

### Merits

- ① I'll become an overnight 'hero'
- ② I'll get accolades and young people will look up to me.

### Demerits

- ① It will lead to sanitisation of the crime.
- ② The grievance of parents who lost their innocent children will not be addressed.
- ③ Against code of conduct rules

Suitable course of action I'll take

- ① ~~Go~~ Go and meet the grieved parents and communicate to them that justice will be served.
- ② Make sure of proper health facilities for ill children and expedite their recovery.
- ③ Talk to my senior official by following chain of command and explain to him



to give written order justifying the non-involvement of contractor. This would bring him under pressure.

(4) If senior official doesn't help in solving right course then already the issue is in light of media. Whistleblowing in this scenario can be justified.

(5) The shelf life of lie is very small and it will ultimately come out some day.

(6) However, I'll be ready to face consequences for my action. Because to see injustice and not take action is worst form of cowardice.

Then, by doing so, I have demonstrated my commitment to duty and resolved my internal dissonance so that I can face myself in the mirror and sleep peacefully.



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10

The above case study depicts the ordeal of health workers who were on line of duty during pandemic risking their life and now unemployed.

various ethical issues involved in this case

① Conflict of Interest - the government is conflicted because keeping its word in short and not taking action in future

② Breach of trust - the nurses were promised permanent employment, however they face dark of livelihood now.

③ Organisational ethics vs organisational benefits: Though the health department was benefitted by services of health workers but they are not accountable towards the health workers any ~~more~~ more.



Candidate must adhere to the word limit specified in the question.  
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(2)

Rashmi's ordeal is heart touching. However, Rashmi's demand is not justified with respect to demand of permanent government job :-

- ① Government made 'verbal promise' and nowhere mentioned about permanent employment.
- ② Rashmi's means were tight but the year on end leads her to demand permanent employment.
- ③ Rashmi's contract didn't mention any such promise.
- ④ Rashmi can still work in private healthcare infrastructure.
- ⑤ The dues from covid-19 pandemic are paid and hence no obligation on government to provide permanent employment.



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(3) The government's ill timed termination of contract was also not justified as health workers can't find a job in such less time:

- ① Inadequacy of alternate ~~un~~employment in short notice period.
- ② Lack of social security cover for the sacrifice and efforts of health worker.
- ③ Lack of regard to promise of preference on other government jobs.
- ④ Lack of remuneration to sustain for the health workers in days of unemployment.

Though, Rakmi's demand of permanent employment is overstretched yet, government's approach is ignorant. In this scenario government should provide social security cover days of unemployment & expedite process of hiring them in other hirings.



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④ Handling of issue by the Health secretary

① Talk to the leaders of the protest (Rahmi) and listen to their grievances

② Communicate them that the 'exact' promise made will be used.

③ come up with contract jobs in other departments or training programmer for new professionals

④ Provide them remuneration and social security cover for time being through a 'committee report' till employment opportunities are not given.

⑤ Provide benefits of government schemes related to diseased covid warriors to address grievances.

Covid warriors have been the pillar of strength for citizens during dire times. Hence, its our turn to appreciate their work and give them the honour & respect they deserve.



11

Caste based discrimination is a menace in Indian society. The NCRB Data depicts that atrocities against SC's and ST's have increased by more than 5%

Reason for persistence of caste based discrimination even after 75 years of independence

- ① lack of institutionalisation of democracy
- ② politicisation of caste for identity politics
- ③ poverty among marginalised castes.
- ④ Hierarchical system of Hindu society based on 'purity and pollution' backed by philosophy and myths. (Rig Veda and Manusmriti)
- ⑤ lack of democratic centralisation and power capture by elites.
- ⑥ Discrimination of work  
eg → Every Dalit is not a Manual scavenger but every Manual scavenger is a Dalit.



इस हाशिए में केवल प्रश्न संख्या लिखें।

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Specimen Booklet

# UPSC

For Practice Purpose Only

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।  
Candidates must not write on this margin.

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(7)

Ethical issues involved in the case.

- ① Lack of Dignity to the Sarpanch against Kant's Categorical imperative.  
⇒ Using a person as means to an end rather than end in himself.
- ② Lack of organisation ethics and democratic ethics in Panchayat office.
- ③ Social discrimination due to low of social capital and fall in social values.
- ④ Threat to unity and integrity of the nation.
- ⑤ Lack of socio-economic development and education in the village.



Candidate must adhere to the word limit specified in the question. Any page or portion of the page left blank must be clearly struck off.

3

Various stakeholders in the case & their responsibilities for creating an egalitarian society

Stakeholders Responsibilities

1) Abhai: The DM → To create social awareness

→ To enforce laws and orders so that Sarpanch can't mislead his/her duties well

→ Attitudinal change in society through campaign, training of staff and motivation.

2) Sarpanch

→ To raise his/her voice against injustice

→ To not conform to age old social evils

→ To file complaint against the Panchayat official



# UPSC

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Only write question number in this margin

- exercise his fundamental rights under Article 14, Article 107.
- ③ Panchayat officials (Huad)
- to act with human values
  - to exercise his/her duty towards constitutional values.
  - Rights and duties go hand in hand.
  - Bring attitudinal change towards the marginalised through companion, empathy.
- ④ Society at large
- build social capital
  - spread education and awareness
  - democratic decentralisation

In a democracy like India, true 'Swaraj' can be possible when everyone follows 'constitutional morality' and feeling of oneness with other, to promote liberty, equality & fraternity of Preamble



# UPSC

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Only write question number in this margin

12

The above case study shows subtle big misogyny prevalent in society against women. It requires emotional intelligence for a leader to maintain work life balance.

Different options available with Jayant to cope up with the crisis

① Take a transfer to Bangalore along with Sarita and both can work there

Merits

- ① It will lead to ~~bad~~ coordination.
- ② They can stay together & work.

Demerits

- ① It will take Jayant's already build experience in North East.
- ② It will go against duty in any situation particularly North East needs more development

③ Persuade Sarita to stay in North East with him while he continues to work

Merits

- ① Stay together, have family.

Demerits

- ① Discrimination against Sarita
- ② Marriage in a partnership consentioning



# UPSC

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- |   |  |
|---|--|
| <p>② Jayant's mother will be happy</p> <p>③ Focus on his work and excel</p> | <p>among equals.</p> <p>③ Labour force participation of women is lower <u>23%</u>.</p> |
|---|--|

③ Allow Sarita to go for ~~B~~ job and take divorce

Merits	Demerits
<p>① End fights for once and all</p> <p>② Be focused on the duty and no personal issues.</p>	<p>① Running away from the situation</p> <p>② Emotional baggage will deteriorate the mental health more</p>

④ Resign from his job as IAS and stay with Sarita in Bangalore

Merits	Demerits
<p>① They can <u>start a family</u> together</p> <p>② Sarita can <u>pursue her</u> dreams.</p> <p>③ Better salary and income standard of living</p>	<p>① Jayant will not be happy leaving his fulfilling job</p> <p>② Wastage of money and resources of government on Jayant's training.</p> <p>③ Lack of accomplished life for Jayant.</p>



# UPSC

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②

As a mutual friend, I would give following advise to Jayant and sarita so that they can return back to being a happy couple.

① Jayant must understand that marriage is a partnership of equals and then both have right to exercise their choice.

② sarita should pursue her career and leave for Bangalore and Jayant should work in North-East but they need to make arrangements that long distance ~~marriage~~ works.

③ Jayant should persuade his mother about supporting sarita in her career so that both of them can grow together in relationship and work.

④ They can delineate a proper plan of spending holidays and met ups as per their calendar, and time permissions.

⑤ Jayant being an IAS officer is also a role model for many, his decision speaks about how open minded and supportive he is. Thus, needs to act conscientiously.



Only write question number in this margin

Candidate must adhere to the word limit specified in the question.  
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③ ways Jayant can develop qualities that are required to handle such crisis situation in life

① Self awareness → through Yoga, meditation  
maintaining a journal.

↓  
② social awareness → help understand other's perspective  
put ~~shoes~~ <sup>feet</sup> in other shoes and feel empathetic for them.

↓  
③ Self management → if one has a good relationship with oneself it automatically translates to other persons. It can be done through  
→ having rich emotional vocabulary  
→ analysing non-verbal actions  
→ constructive self criticism  
→ practicing positive affirmations

↓  
④ Relationship management → Not putting burden of your happiness or sorrow on other one  
→ Grow together by  
→ communication  
→ acceptance to each other's opinions, flaws, strengths.  
→ pursue hobbies together to know each other better.