

TEST CODE 5 1 4 3 5

FIAS – MGP 2022 (C-9Alt) – Full Length Test #4

Time Allowed : Three Hours  
समय : तीन घंटे**ForumIAS**Maximum Marks : 250  
अधिकतम अंक : 250**GENERAL STUDIES / सामान्य अध्ययन**

Name Of Candidate परीक्षार्थी का नाम	Navita		
Roll No./अनुक्रमांक	1910035431	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	2nd Sept 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. 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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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 :	
			9:15	12:15	
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।			<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.

<b>Parameters</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Very Poor</b>
Language						
Structure						
Presentation						
Handwriting						
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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)

"Adversity Quotient" → It is the capability of individual to deal with turbulent and adverse situations without effect on performance.

Importance of adversity quotient in life

- \* It helps to deal with crisis situations and manage negative emotions.
- \* To maintain "fortitude" and "courage".
- \* It keeps internal motivation and will power indomitable.

\* Adversity Quotient helps to build "Optimism" and find solutions to challenging situation.

e.g - A.P.J Abdul Kalam despite hardships achieved success.

Adversity Quotient can be developed by  $\rightarrow$

\* Strengthening "Emotional Quotient" to balance/regulate emotions.

\* Maintaining "positive attitude" and quest to find solutions.

\* Role of family & educational institution in early socialization.

\* By reference to philosophical text like "UITA" - Nishkam Karma philosophy.

"Adversity Quotient" builds the character necessary for happiness and personal growth.

**Feedback**

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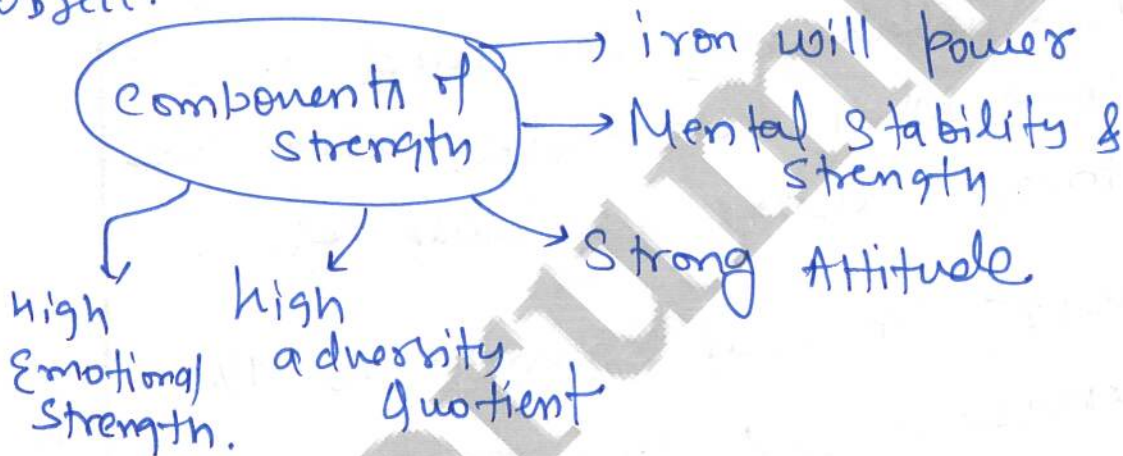
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b) 'Strength does not come from physical capacity but from an indomitable will,' - Gandhi. What does strength mean to you and how far do you agree with the given statement? Discuss with suitable example. (10 marks, 150 words)

"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 कहाँ तक सहमत हैं? उपयुक्त उदाहरण सहित चर्चा कीजिए।

(10 अंक, 150 शब्द)

"Strength" is not merely muscle power but the mental capacity and determination towards any Object.



Gandhi's opinion about strength comes from mental capacity rather than physical capacity.

It is true in the sense:-

→ our thoughts become our actions  
It is the firmness of mind that is important.

Strength of Mind & will power

Motivate person to do hard work.  
Motivate to have perseverance & patience

Physical strength to do perspiration comes from will power.

Even, Vivekananda mentioned we become what we think. Weak we ~~us~~ think, weak we will be.

Moreover, Physical Strength is also necessary

↔ sound mind resides in sound body  
↔ physical capability to do task.

It is the combination of both physical and mental strength that ~~always~~ gives both determination and action orientation.

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

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

i) "Conscientiousness" → It is the virtue and value of a person to hold conscience and act as per his/her conscience.

↓

Actions/behavior are driven by conscience.

↓

holding true certain conscience

↓

Absence of crisis of conscience in the person

conscience → It is the inner voice of a person about righteousness and wrongness of an action. It is the internal moral judgement. But one may act or not act as per conscience.

Example → Gandhi was a Conscientious person who withdrew <sup>Non</sup>Cooperation movement after Chauri Chaura.

ii) Guilt → It is a form of cognitive dissonance wherein a person repent of doing some morally wrong or harmful act.

e.g - Feeling of deceiving an honest person.

Remorse → It is the state in which person wants to correct their moral wrong after realization. It is about acceptance of one's mistaken behaviour and rectifying it later.

e.g - A civil servant personally donates money after denying benefits for welfare scheme.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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" is the governance mechanism based on rule of law, Justice, transparency & Accountability.

It is said that governing structure must not depend on the whims and wills of individual who are running it.

But personal qualities of administrator impacts in following ways: →

- ① Corrupt officials will misuse/abuse power/authority.
- ② Discretionary powers can be misused.
- ③ Loopholes and lacunas of law can be benefited upon by immoral individuals.
- ④ Dishonest officials can obtain material gains from ghost beneficiaries.

of welfare schemes.

But institutions in good governance have checks and balances

\* Anti Corruption act to ~~make~~ book officials.

\* "RTI tool" is available with public for transparency

\* Institutions like Lokpal also ensure good governance.

\* Social Audit and social media to expose corrupt officials.

It is the strength of both officials and institutions that is needed for good governance.

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

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

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

"Civil Service activism" → It is the situation wherein civil service acts/ reacts proactively & enthusiastically to enforce principle of good governance.

Active Civil service is necessary but not sufficient

↳ Active civil service will ~~not~~ only follow written rules & guidelines.

↳ It takes action after moral wrong or crime has been committed.

↳ It is reactionary in nature.

Example → Punishing criminal after sexual violence against women

Civil service activism is needed for justice, liberty & equality.

- It is proactive and pre-emptive
- Not only implement written rules & laws but internalize value & morality in society.
- Social welfare along with Public service duty.
- "Innovative" and vigilant approach in law enforcement.

But some civil service activism is leading to

- attract media gaze.
- gain political party patronage

It is the right quantum of civil service activism that is needed for justice, liberty & equality.

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

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)

Values are the ideals / beliefs which guide the behaviour of an individual.

Value Education by family & Education institution



- \* First school of socialization
- \* foundation values in primary stage

\* Teaches values of cooperation, respect, honesty, truthfulness.

\* values obtained depends on the structure of family and its cultural orientation

\* It is the miniature society.

\* Builds the character of children that is hard to change later.

\* values of - Team work, tolerance, competition, Rewards are taught.

Digital Education Effectiveness

Value inculcation is effective

- \* Ease of learning through Audio/Video Visuals;
- \* Team exercise were done through break out rooms in "Teams".
- \* Made children more technology savvy.
- Values → Discipline, Respect, competition, were enforced

is not effective

- \* face to face interaction in real situation ~~rate~~ hampered values of team building & tolerance.
- \* "Inter personal" skills of children is weakened.
- \* "Emotional Quotient" can't be developed effectively.

Cranchi said - Education is not worthy if it does not build character.

After COVID 19, education went digital and structural shifts were seen in learning and character building.

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

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)

Gender discrimination is a social construct of differences in sexes.

Factors responsible for negative attitude towards women →

- ① Patriarchal ideology and social evils.
  - ↳ women is an inferior sex.
- ② Religious dogmas.
  - ↳ Dowry
  - ↳ e.g. - women carved out of the ribs of Jesus.
- ③ Expensive roles are assigned to women.
  - ↳ Household work & caring jobs.
- ④ Failure of Political and administrative institutions to internalize equality values.

Attitudes can be changed through :-

- ① Reparation Policy and affirmative action.  
e.g - Women Sarpanch acceptability in society.
- ② Awareness by famous personalities.  
e.g - Campaign by Marie Kom.
- ③ Highlighting the achievements made by women in various sectors.  
e.g - Sania Nehwal in sports.
- ④ Using tools like instrumental conditioning and classical conditioning.  
e.g - tax benefits in Sukanya Samriddhi

women's equal participation is significant for nation's growth to developed nation and become \$5 trillion dollar economy.

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



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" is the set of beliefs, behavior and attitude, in an organization towards stakeholders.

work culture in Private institution

i) Employer - Employee relation

- \* More performance oriented.
- \* Mid year performance appraisals.
- \* More discipline & strictness
- \* Innovation and interpersonal / intra personal skills inculcation.
- e.g - Team building exercise.

work culture in Public institution

Employer - Employee relation

- \* "Seniority" based promotions
- \* Lack of performance oriented goals.
- \* Job security & stability is more.
- \* soft skill development and interpersonal / relation are less focussed.

ii) Employer - Stakeholder relation

- \* Quality oriented
- \* feed back mechanism is taken seriously

Government - Stakeholder relation

- \* Less Quality & Standard oriented
- \* Less competitive
- \* feed back mechanism responsiveness is low.

Desirability of private work culture in public institutions

Merit

- \* Adoption of employee soft skill building.
- \* Adoption of performance Appraisal System.
- \* Adoption of technology & innovation

Demerit

- \* Level of stress is more in private
- \* Income inequality is high in private
- \* Social security is less in private.

Private Sector work culture is not the panacea of all problem, it is required to strengthen institutions for freeing from corruption.

**Feedback**

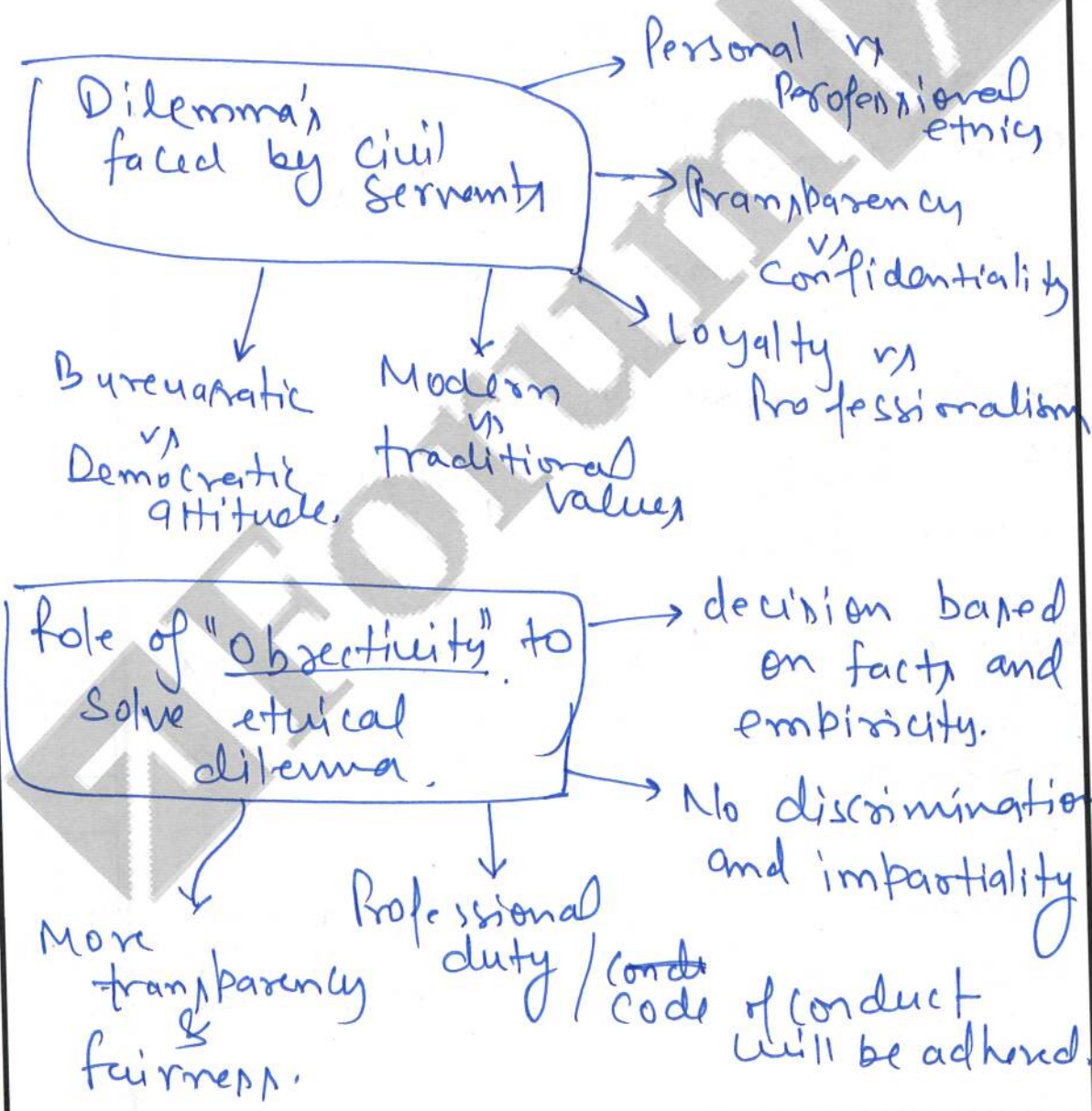
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Q.5) a) Besides objectivity, civil servants also need empathy and compassion to effectively resolve various ethical dilemmas they face while discharging their responsibilities. Discuss with suitable examples. (10 marks, 150 words)

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 the situation of choosing between two values or two moral imperative.



But empathy and compassion is also needed to resolve the conflict.

\* It will ensure more sense of Justice and fairness.

e.g - Removing vendors encroachments without giving alternative space.

\* Empathy & compassion led to desired and positive attitudes towards weaker / Marginalized sections.

e.g - giving ration to poor with aadhar card.

\* Empathy & compassion help to solve cultural, communal conflict with a human face.

\* Value of empathy & compassion gives inner motivation to uplift poor & downtrodden.

"Vive Kanwala" envisaged "Karuni" for the welfare of hungry and poor people.

**Feedback**

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Structure/ Presentation
Question Interpretation
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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)

"Persuasion" is a phenomenon to change, build attitude/behavior of others towards an object in a desired direction.

Importance of "Persuasion" for civil servants to perform their duty

→ Help in Mob management.

→ Do contain communal clashes by persuading their leaders.

→ Persuade society to change dogmatic rudimentary attitudes.

e.g - Against caste rigidity.

→ Persuade political bosses towards policy formulation & ~~science~~ for weaker section.

Civil servants can be effective agents of persuasion on the basis of their qualities -

- ① Role modelling → Practise what you preach.
- ② Invoking cultural emotional feeling → People more attached towards sacred symbols or figures.  
e.g - Namami Gange programme.

- ③ Maintaining objectivity  
↳ basing arguments on the basis of facts & reliable information.  
e.g - injurious effects of Alcohol on health.

- ④ Charismatic Personality  
↳ building character of strength that can buy loyalty.  
e.g - Kiran Bedi

- ⑤ Compassionate and Showing empathetic concern.

Persuasion can bring attitudinal change in desired direction for socio-economic progress

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



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

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

"Peace" is a virtue necessary for individual & societal development.

By this quote, Peace is not merely the absence of conflict but also availability of equal opportunities.

Peace - not mere absence of war.

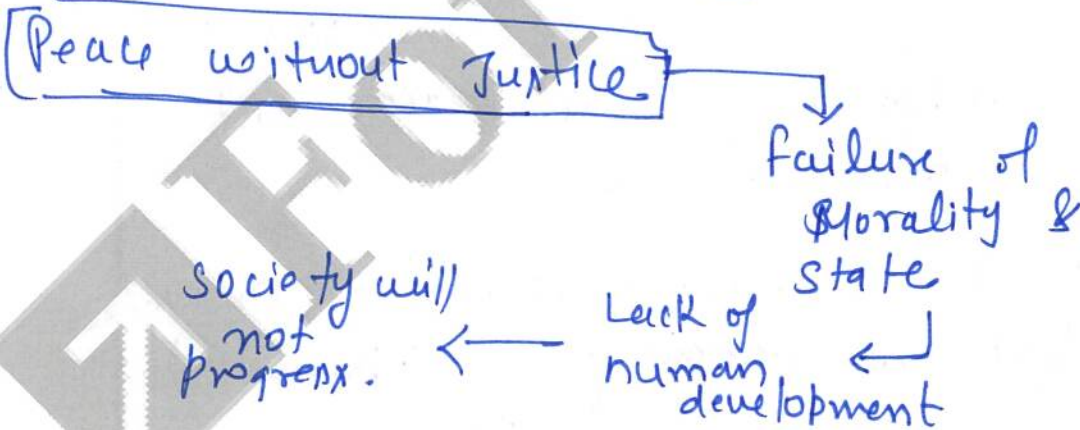
↳ Conflict/feud free is necessary condition to prevail peace but not sufficient.

(e.g. - Peace in China's Xinjiang province but no freedom of development.)

Peace is the presence of Justice

↳ Absence of fear, threat and discrimination.

- ↳ equal opportunity available to all.
  - ↳ socio-economic justice prevails
  - ↳ Justice of fairness & distributive Justice.
  - ↳ where citizens can exercise rights and duties.
  - ↳ Presence of Accountable & Responsible government.
  - ↳ People have → freedom to choose,  
↳ freedom to travel, work, Entrepreneur.
- e.g - Modern Indian State



As, John Rawls's theory states that fairness of justice is necessary for prosperity & progress.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total





b) 'The world will not be destroyed by those who do evil, but by those who watch them without doing anything.'  
(10 marks, 150 words)

'संसार उन लोगों द्वारा नष्ट नहीं किया जाएगा जो बुराई करते हैं, लेकिन उनके द्वारा जो बिना कुछ किए उन्हें देखते हैं।'  
(10 अंक, 150 शब्द)

Being a meek spectator to evils is equivalent to being participatory in the evil.

e.g - Silence towards corruption rather than whistleblowing.

World is <sup>not</sup> destroyed by evil, ~~does~~ but those who tolerate the evils going.

- ↳ It destroys the morality of society.
- ↳ Creates moral hazard for others to follow evil path without impunity.
- ↳ It de-motivates the individual of high standards.
- ↳ It creates social injustice, erodes faith in public institutions.
- ↳ It creates crisis of conscience among individuals.

Example → world war I → Allied powers adopted appeasement policy toward Hitler

responsible to world war ← Hitler holocausted Jews.

Example → honest civil servants keep quiet about internal corrupt practices rather than raising voice.

Causes → halted socio-economic development.  
 → Marginalization of weaker section.

Keeping standbys about evils results in → Society of morally weak & muted individuals.  
 → Injustice will prevail  
 → evil does will strengthened

Conclusion  
 It is justified by the saying -  
 "If you stand for nothing, you will fall for anything."

**Feedback**  
 (For OFFICE use only)

Structure/Presentation
Question Interpretation
Content
Value Addition
Total

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

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

"Happiness" is defined as the 'state of mind that gives fulfillment and contentment.

Happiness between too little and too much

It means it is neither self indulgence nor self mortification. It is the golden mean of two extremes.

Too little here means → withdrawn from all necessities  
→ Ascetic life

Too much here means → Consumerism  
→ over materialism  
→ Extravagant lifestyle.

To attain happiness, needs and wants are to be identified and balanced to have moderate path.

Too little Cause

- Physiological & Psychological Stress
- Mind stability & concentration will be poor

Cause Survival Struggle

e.g - Santhasa practice in Jainism to attain Kevalya.

Too much will cause

- Greed
- Corruption
- Deception / cheating
- Environment degradation

Balance of too much and too little

will bring

- Satisfaction of Needs over unnecessary wants.
- Optimum usage of common goods (e.g - Resources Env.)

Inequality in Society will be reduced.

Long term Sustainable Satisfaction will come.

Aristotle in his golden mean, Buddha in madhyam marg and chita des all preached to have a moderate life for happiness.

**Feedback**  
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

**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)

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)

This case represents the business ethics of National security and Public privacy vis a vis company's profitability.

a) Ethical dilemmas involved are:

1) National security vs Profit  
↳ chip is based on chinese manufacturing company with technical backdoor.

2) "customers privacy" vs profit  
↳ consumers private data may be hacked

3) Political/Public functionary promoting launch event may erode leadership morality.

- 4) Faulty / Misleading marketing practices.
- 5) Social well being and Nation building  
ethos of company is being questioned.
- 6) Moral Hazard for other companies  
in the marketplace.
- 7) Involves values of <sup>conflict</sup> openness and  
transparency.

b) Principles of Corporate ethics to  
be taken while consideration's

- ① values of honesty, transparency  
and accountability to be considered.
- ② Principle of balancing Profitteering  
with Social well being.
- ③ Principle of responsible business  
practices.

(4) Principle of "Ends vs Means". Kantian deontology → Moral duties are important.

(5) Grand Man 7 sin principle

↳ Commerce without morality is sin.

(6) Utilitarian approach is to be used.

↳ Max benefit of maximum people.

c) various options available →

(1) "Cancelling the launch event".

Merit

a) National Security and Customer Privacy will be restored

Demerit

b) huge financial loss to the company

(2) "going ahead with the launch event" →



Merit

- a) Profit to the company
- b) Delivery of orders to customers

Demerit

- a) Immoral practices to achieve gain at the cost of Nation's security
- b) company may loose contact in long run.

3) Postponing the event and refabrication of chips with some other company.

Merit

- a) fair business practice adherence
- b) Long term gain for the company brand

Demerit

- a) Huge cost will be incurred.

My approach → Shall be withholding the event after discussing with electronics minister and communicate to public via conferencing the reasons behind stopping the launching of product. In the meanwhile discuss with board members to refurbish other company made chips. In short term it will be costly but long term image building & brand value will be there.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

आसनपुर भारत के उत्तरी भाग में एक सुंदर छोटा जिला है। यह पत्थर खनन गतिविधि का केंद्र हुआ करता था। हालांकि, अत्यधिक खनन के कारण पर्यावरण का क्षरण हुआ और तेजी से मिट्टी का कटाव हुआ, जबकि पत्थर खनन से वायु प्रदूषण का खतरा पैदा हुआ। विभिन्न हानिकारक प्रभावों के कारण, एनजीटी ने आसनपुर में पत्थर खनन पर प्रतिबंध लगा दिया है। इस प्रतिबंध के बावजूद, खनन माफिया भ्रष्ट सरकारी अधिकारियों और राजनेताओं की मिलीभगत से काम करने में सक्षम है। कई अधिकारियों ने इस अवैध खनन को रोकने की कोशिश की है, लेकिन शक्तिशाली माफियाओं ने या तो उन्हें बलपूर्वक शांत होने के लिए मजबूर किया है या उन्हें 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 उच्च 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 धमकी 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)

This case indicates the rampant illegal mining and its consequence on society and administration.

1) Motivating task force with honesty.

To ensure societal well being and upholding public trust it requires immense fortitude to keep task force motivated despite risks. It can be done through. →

a) Using emotional intelligence by fostering courage, fortitude and integrity, and handling negative emotion of fear with optimism.

b) Persuading and social influencing tank force regarding benefits of long term.

c) Invoking "Dharma" and moral duty principle

d) By adherence to professional ethics and code of conduct of duty rules.

e) "facilitating" tank force members with desirable gifts and mementos.  
e.g. - Prashasti Patras

2) "Justification of putting family at risk"

a) Balancing professional/duty obligation with family obligation.

b) "fear", threats should not outweigh wrongdoings and crime.

- c) It will create crisis of conscience
- d) For the time being, ~~the~~ family can move outstation till the investigation goes on.

3) Various dimensions of crisis involved here are: →

- a) Illegal mining is degrading environment and soil.  
(environment vs creed of miners)  
ethics
- b) Collusive corruption between illegal miners, politicians and bureaucrats.
- c) Mafia have hijacked administration by bribing and getting transferred of honest officers.
- d) Cascading & subsidiary crimes of death threats, pick pocketing, kidnapping etc. → Destroyed social order
- e) Degrading "social justice" via exploitation of common goods

f) Atmosphere of lawlessness and public service is in peril.

Measures to deal with crisis →

- i) Prepare SIT with advanced resources and intelligence availability.
- ii) Register criminal case under suitable IPC section against mafia. (banned by NCT)
- iii) Seek support of public and higher authorities in chain of Command.
- iv) Motivate team members to continue line of duty despite challenges.
- v) Seek political functionary help to break collusive corruption and charge responsible political authorities with defying public trust.

Corruption and crime are malaise that nullify the role of social welfare state.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

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

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

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

(20 marks, 250 words)

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

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

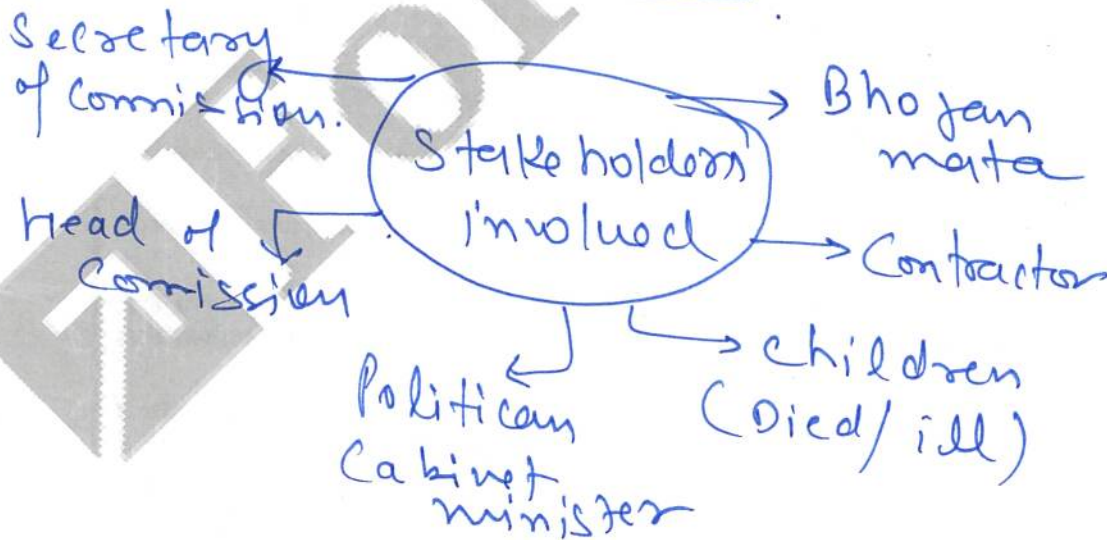
जनता का विश्वास फिर से जीतने के लिए सरकार ने निष्पक्ष तरीके से मामले की जांच के लिए एक आयोग का गठन किया है। आप संयुक्त सचिव स्तर के अधिकारी हैं और आयोग के सदस्य के रूप में नियुक्त किए गए हैं। जांच के दौरान, आपने पाया कि भोजन-माता वास्तव में गलत नहीं थी। यह ठेकेदार ही था जो स्कूल को घटिया किस्म का कच्चा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

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

This case depicts the Corruption  
Case in Midday meal Scheme  
Under political patronage.





(i) Various ethical issues involved in the case are :-

\* Collusive corruption vs

Socioeconomic Justice

↳ MDM funds appropriated by contractors & politicians.

\* Silence vs whistleblowing

↳ whether Secretary to advise the matter of corruption involving cabinet minister or keep mum.

\* Personal gain vs societal Justice

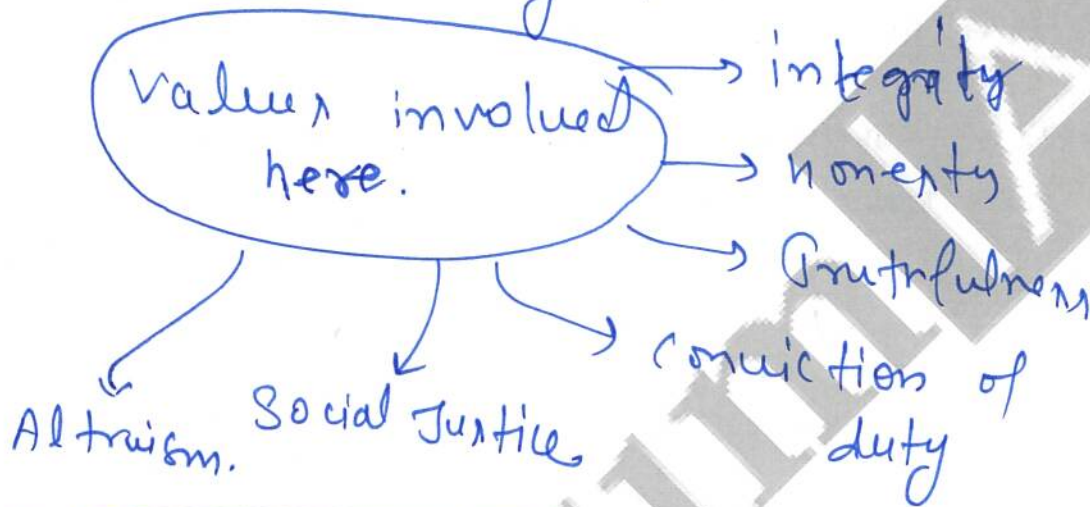
↳ Plum posting will be offered if truth not revealed. But at the cost of 2 children died.

\* Discrimination against Bhojan

mata for being <sup>from</sup> lower caste to cover up ill deeds of contractors & cabinet minister.

\* "Scapegoating" vs punishment to perpetrator

↳ head of Commission asking to put blame on some other person to avoid wrath of politician.



② Different actions available

a) Not reveal the name of contractor and politician

Merit

\* will get plum posting.

\* No threat to Career advancement

Demerit

\* Invite criticism from Opposition Party.

\* Justice will not be given to women & children.

b) Renewal the name of contractor and politician

Merit

- \* bhajan. Mata and children will get Justice.
- \* No crisis of Conscience will be faced by Secretary.

Demerit

- \* Secretary may backlashed by cabinet ministers.
- \* Career Jopp

c) find another person to make scape goat.

Merit

- \* Personal gain to the Secretary.
- \* No action against contractor & politician

Demerit

- \* Secretary will face crisis of conscience
- \* Justice will be denied to bhajan mata.
- \* Unfair & moral hazard in society.

My course of action → will reveal the names of contractor and politicians after verifying facts. This will ensure fairness & Justice to the entire society and prevent recurring of such events.

**Feedback**

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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 हुयी। बेड की कमी को दूर करने के लिए, कई अस्थायी कोविड शिविर स्थापित किए गए और प्रशिक्षित कर्मचारियों की कमी से निपटने के लिए, सरकार ने अनुबंध के आधार पर भर्ती करना शुरू कर दिया। सरकारी अस्पतालों में आपातकालीन सेवाओं के लिए आउटसोर्सिंग नीति के अनुसार कई नर्सों, कंप्यूटर ऑपरेटर्स, सफाई कर्मचारियों और अन्य सहायक कर्मचारियों को अस्थायी रूप से कोविड अवधि के लिए काम पर रखा गया था। महामारी के खिलाफ लड़ाई में उनके अपार योगदान के कारण, उन्हें 'कोरोना योद्धा' के रूप में पहचाना गया। उनकी भर्ती के दौरान उनसे मौखिक

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

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

रश्मि ने कोविड -19 की दूसरी लहर के दौरान मरीजों की देखभाल करते हुए अपनी पीड़ा को याद किया। वह लगातार रात की पाली करती थी जो आमतौर पर 12-13 घंटे तक चलती थी। ड्यूटी की पूरी अवधि के लिए पीपीई और मास्क की 3 परतों को पहनने से पानी पीने या वॉशरूम का उपयोग करने जैसे सरल कार्य बहुत कठिन हो गए थे। मरीजों के साथ व्यवहार करना, कुछ 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 जायज है?
- 3) क्या आपको लगता है कि सरकार का कोरोना योद्धाओं के ठेके खत्म करना जायज 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)

This case involves the ordeal and injustice faced by contractual medical staff by apathetic attitude of government.

1) Ethical issues involved :-

a) Role of state as per Social Contract theory → to provide meaningful livelihood

b) dilemma of distribution of scarcity of resources.

↳ Contract staff vs Infra development.

c) Moral Hazard → by demotivating health staff who saved lives in COVID19.

d) Non emphatic attitude by government towards Contract staff.

② Rashmi's Justification of demanding a permanent job →

Justified

\* Right to livelihood is implicit in Article 21

\* Hardships and Contribution done during pandemic

\* Trained, Qualified and Skilled to continue for the job

Non Justified

\* As per contract it was not meant permanent.

\* Government resources are limited.

\* Court does not have (moral/legal) responsibility.

To balance the Justice Govt. should provide →

- Appropriate Compensation to Rashmi
- Preference in upcoming vacancies.
- Social Security / Unemployment allowance enrolment
- other contractual vacancies based on skill set.

③ Government's Stand on terminating the contracts of corona warriors

Justified	Unjustified
-----------	-------------

\* Emergency situation is not similar to routine situations.

\* To build healthy infrastructure for long term health access.

\* Utilitarian approach  
↳ Maximum utility principle

\* DPSP as per Constitutional morality  
↳ Govt. have moral responsibility of livelihood security.

\* "Selfish" Approach & Attitude

↳ COVID warriors but their life in danger for duty.

\* Lack of compassion and empathy

Legally Govt. have no responsibility but morally Govt. should provide other means to cond warriors.

④ If Health Secretary, I would take following steps :-

a) Mapping of employment/vacancies in other health sector.

↳ to accommodate contract workforce

b) Provide compensation justly to all warriors along with social security benefits under Govt. Schemes.

c) Give preference to cond warriors in upcoming recruitments.

India facing acute shortage of Health workers (1:1445, Doctor: Population). Their contribution can't be disregarded and demeaned.

**Feedback**

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	





**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 गांव 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)

This case represents the caste based discrimination prevalent in society that is prohibited in Article 17.

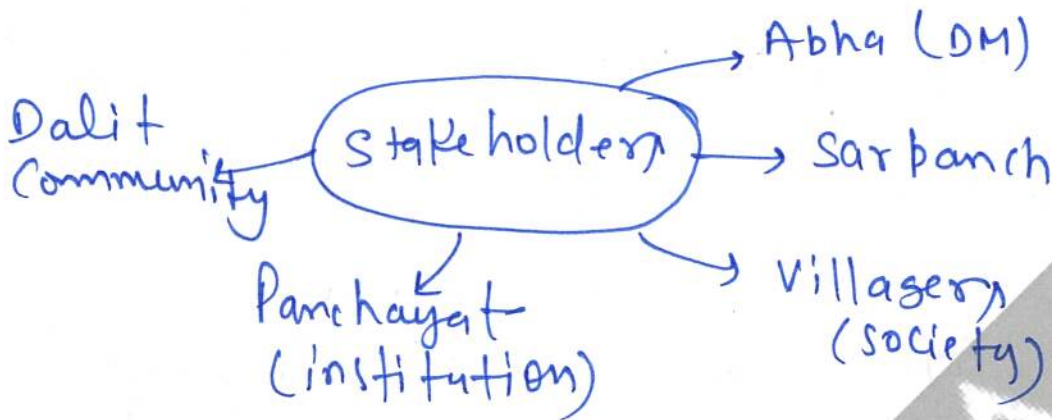
(i) caste based discrimination is still persisting because →

- a) ~~Resistant~~ cultural / traditional factors of varna system,  
↳ Purity - Impurity.
- b) Prohibitive laws available but lack of internalization of values in society.
- c) Influence of "Caste-panchayats"
- d) Lack of education and employment availability.
- e) Brahminical hegemony and status assertion.
- f) Failure of Administration to tackle the discrimination.

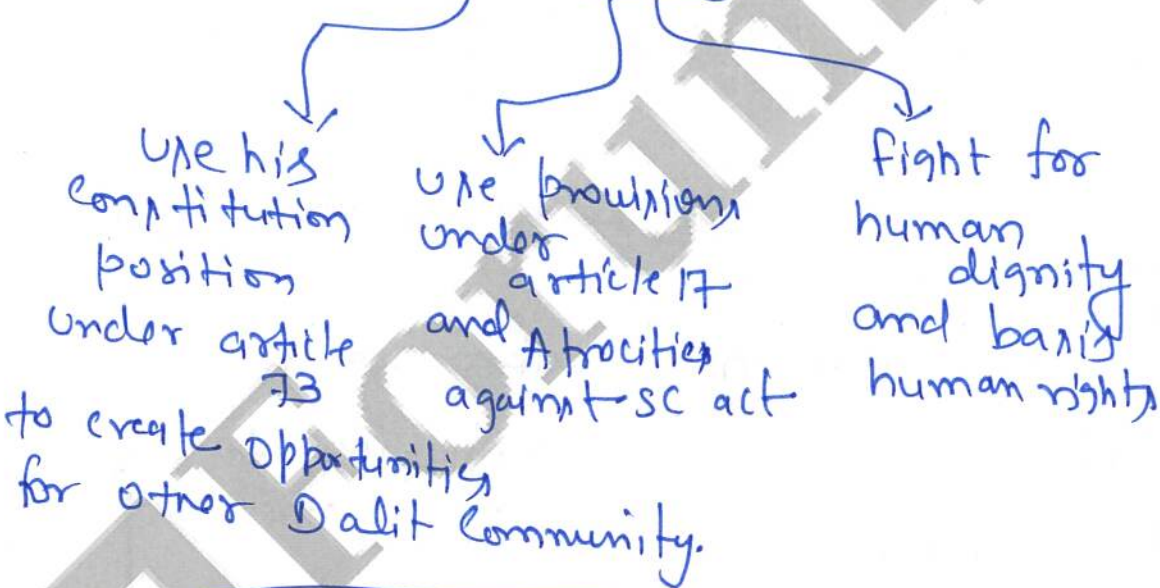
## ② Ethical issues involved $\Rightarrow$

- \* Conflict of values is there
  - ↳ Modernity - traditional  
(Egalitarian - discrimination)
- \* Violation of legal laws and Constitutional Morality.
  - ↳ Civil disability Act / Article 17.
- \* Dignity & Human rights violation of Sarpanch.
- \* Failure of democratic Parliamentary government values.
  - ↳ Panchyat mere paper stamp.
- \* Failure of state administration to tackle this social injustice.

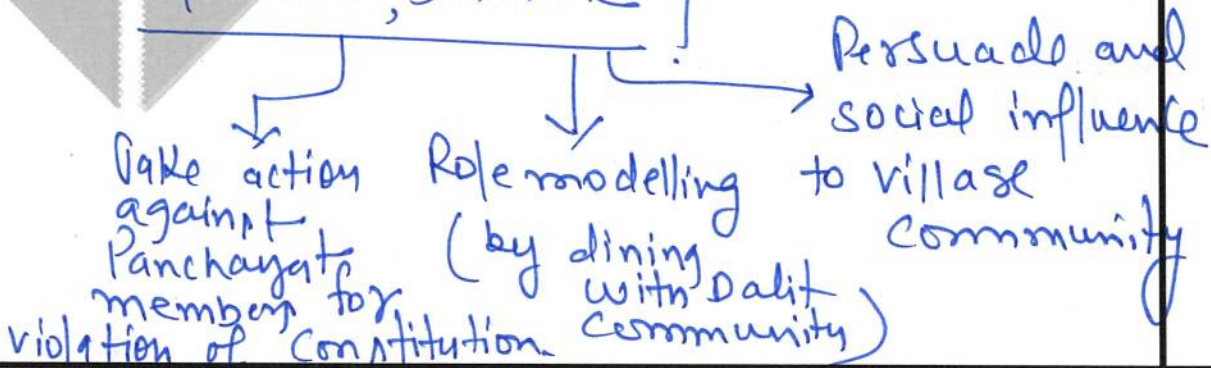
## ③ Various stake holders and their responsibilities $\Rightarrow$



Sarpanch's Role in Egalitarian Society



Abha, DM role





**Role of Panchayat**

SC sarpanch is example of upliftment through reservation. Political space should be given to him.

All decisions with consensus of sarpanch.

cast discrimination is imperative for socio-economic development of the society and it is a collaborative efforts.

**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 offending. Further, Jayant does not want to leave the job that he has dreamed of since his childhood and for which he has toiled hard. The entire issue has become a reason for daily fights between Sarita and Jayant, and has taken a toll on their married life.

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

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

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

(20 marks, 250 words)

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

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

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

आप जयंत और सरिता के परस्पर मित्र हैं। एक दिन आपके पास एक 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)

This case represents the situation wherein personal crisis can affect professional duties and priorities of balancing career in marriage.

① Options available with Jayant

a) Deny Sarita to join MNC job

Merits

- \* Can start family and have kids.
- \* Focus on his IAS Career & duty.

Demerits

- \* Sarita will not have career ambitions
- \* Feuds may continue over career priorities.

b) Jayant leaves his job and moved to Bangalore with sarita

### Merit

- \* Sarita's ambition fulfilled.
- \* can live together with good pay perks in metro city.

### Demerit

- \* Jayant face conscience crisis and dissonance.
- \* Jayant feel demotivated & dejected for not following dreams.

c) Jayant let sarita join Bangalore MMC and apply for Centre deputation/project to be in the same state.

### Merit

- \* Both have career aspirations fulfilled.
- \* Balancing of Personal & professional life.

### Demerit

- \* Jayant may not find lucrative to leave for public service & future growth in another state.



(2) As a mutual friend my advice would be like :-

\* Sarita can look for work from home options in IT Sector.

\* Both can shift to same state and can stay together on weekends to balance work & personal life.

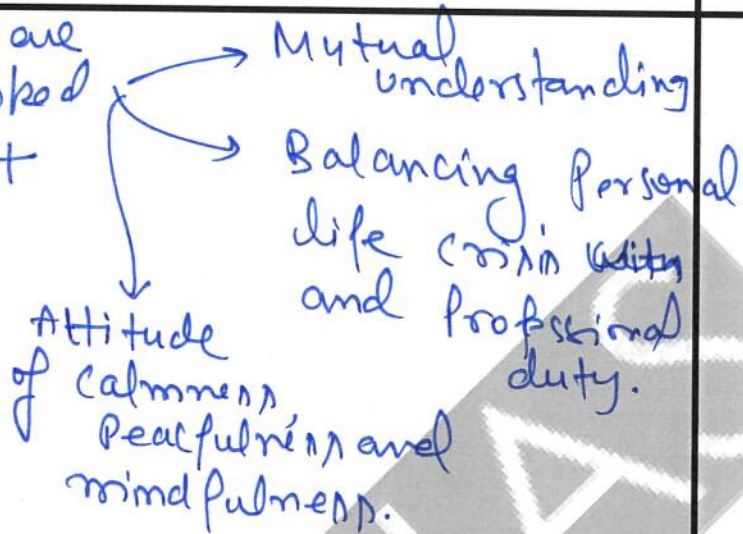
\* In marriage it is about adjustment and respecting each others aspirations.

It is not advisable to have Patriarchal culture at home  
→ Sarita's career is as important as that of Jayant.

In the short run both of them can plan a holiday to sort out differences.

(3) Jayant have to develop qualities of calmness & composure to deal with crisis situation.

What qualities are to be developed by Jayant



These qualities can be developed by ⇒

\* Using emotional management of oneself and others.



Let the duty not be affected by emotional upsurge.

\* Jayant can seek professional counselling help and practice meditation for emotional stability.

\* Deliberation and discussion with wife for future options.

Emotions should work for oneself not against oneself.

**Feedback**

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

### Mentor Feedback Questions

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

### Test Goal

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

### Outcomes

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

### Marking Scheme

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

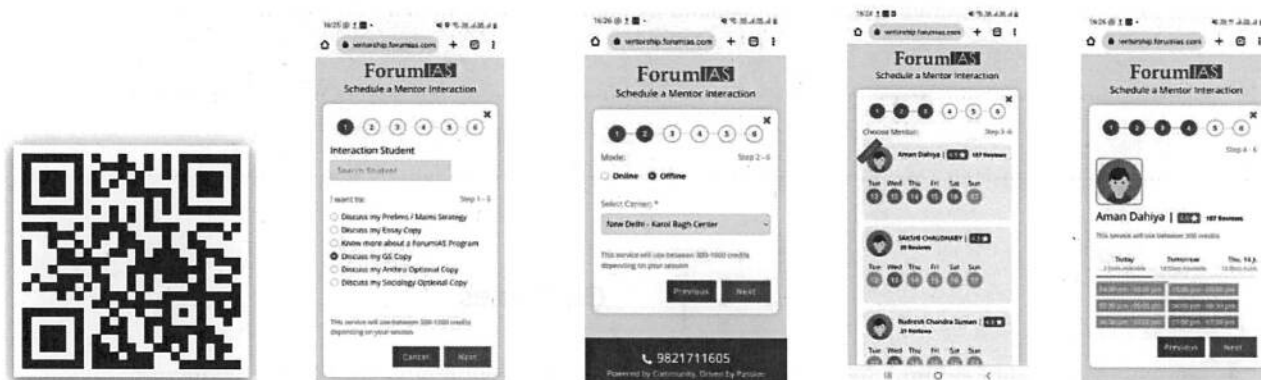
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