

Time Allowed : Three Hours
समय : तीन घंटे

Forum IAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

| | | | |
|---|--------------------|---------------|--|
| Name Of Candidate परीक्षार्थी का नाम | Rahul Srivastava | | |
| Roll No./अनुक्रमांक | 1910007025 | Medium/माध्यम | English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/> |
| Center Code/परीक्षा केंद्र | ORN / Forum (1901) | Date/दिनांक | |

*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। | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | | | | |
| 9 | | | | |
| 10 | | | | |
| 11 | | | | |
| 12 | | | | |
| 13 | | | | |
| 14 | | | | |
| 15 | | | | |
| 16 | | | | |
| 17 | | | | |
| 18 | | | | |
| 19 | | | | |
| 20 | | | | |
| Total/कुल अंक | 250 | | For Student Only / केवल परीक्षार्थी प्रयोग हेतु | |
| Evaluator's Discretion/मूल्यांकन कर्ता का विवेक : | | | Start Time/प्रारंभ करने का समय : | End Time/समाप्त करने का समय : |
| | | | 13:45 | 16:46 |
| Total Marks/कुल अंक : | | | Mode Of Examination/ परीक्षा की विधि : | Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input checked="" 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 : | EG/ईजी : |
| | | | | Evaluation Date/ मूल्यांकन तिथि : |

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

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

ADDITIONAL REMARKS

Section - A

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

सफल लोग वे नहीं होते जो 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)

Perseverance is a fundamental value required to success in personal & professional life.

— "Fall up 7 times, get up 8" & "Success is 1% aspiration & 99% perspiration" by Thomas

Alva Edison personifies the motto

⊙ IAS Ira Singhal — qualified in 2010 but did not get service → persisted → won court case → Rank 1 in 2013

⊙ IAS Rajni Sibal → persisted to uphold probity and integrity in JBT recruitment scam.

Adversity Quotient

→ It implies our will and determination to

face tough situations ~~and~~ /

→ The ability to face adverse situations and keep trying for success

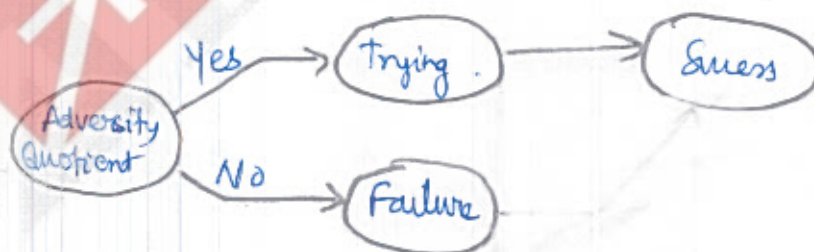
→ Resonates with Plato's concept of fortitude

→ essential with "courage of conviction"

ex) Dashrath Manjhi - Mountain man - persevered to find success after many failures

ex) Brunachal Murguesan - badman - faced social boycott - failures - yet successful

→ Adversity quotient is the building block of Emotional & social intelligence



Thus adversity quotient is like the rock, which surfaces after the water of failures has ebbed

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

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

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

(10 अंक, 150 शब्द)

Mahatma Gandhi's statement personifies his struggle and contribution to the Indian freedom movement.

[Strength - meaning for me]

→ 1) physical strength: to develop immunity, good health, and capacity to endure challenging situations

① I do yoga/meditation daily → immunity

+ I try to do physical activity for 20 mins

like playing volleyball if time permits (preparation)

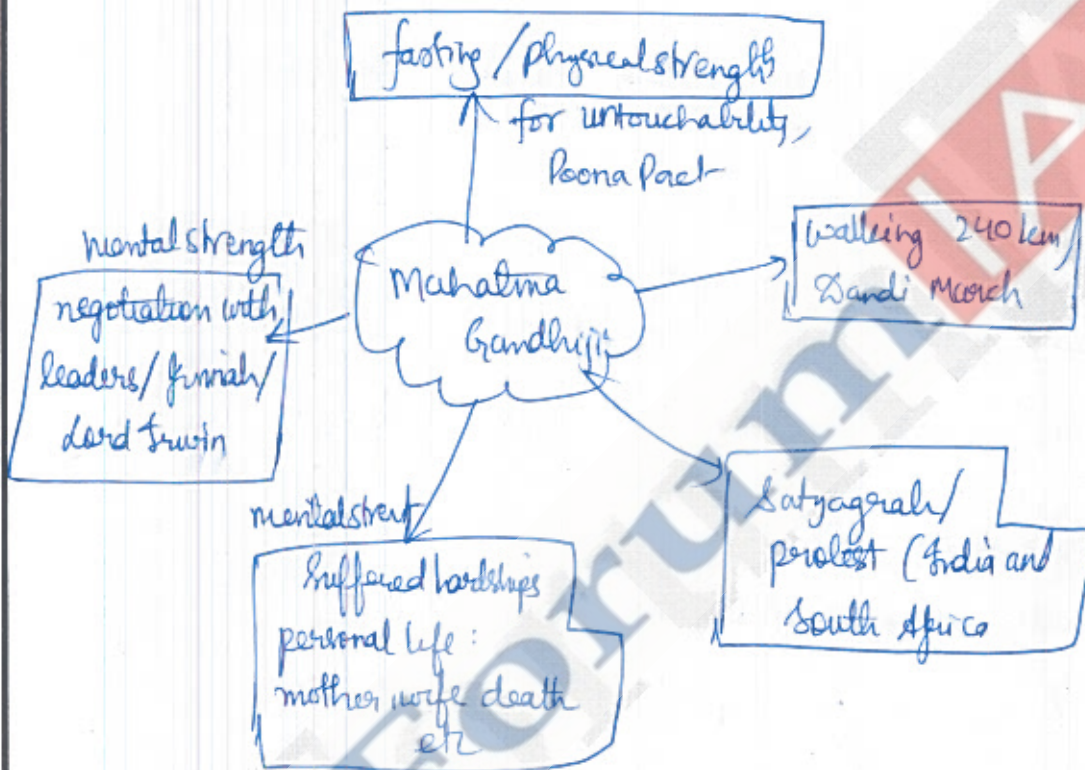
2) Mental strength: developing emotional

and social intelligence, ability to think

and react to situations
 ↙ favourable
 ↘ adverse

by: 1) meditation 2) playing games like Sudoku, Rubik's cube

The statement by Mahatma Gandhi holds true in its entirety. Let us take few examples from his own life to understand the same.



Thus, his strength was as strong as his indomitable will & unbreakable, unshattered faith in himself and the masses

"Strength is Life, Weakness is Death"
— Swami Vivekanand

Feedback
(For OFFICE use only)

| |
|----------------------------|
| 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

Conscientiousness

- dedication to public service, loyalty to work

- more about 'professional integrity'

(a) Mahatma Gandhi

- persisted with Gandhian Salt March despite criticism by Western Media - conscientiousness

- following the call of conscience

Conscience

- inner voice, guiding light & inner morality

- deals with 'personal integrity' - accountability

(b) Mahatma Gandhi

- recalled Non Cooperation movement after Champaran - call of conscience

- morality which guides our behavior & choices

2) Guilt

- feeling of ~~and~~ sadness after doing something wrong, knowingly or unknowingly
- When we go against our voice of conscience
- @ after stealing or cheating; we know that it is wrong
- cannot undo injustice on its own.

Remorse

- act of undoing the 'wrong'.
- guilt drives 'remorse'
- @ returning the stolen object
- @ saying sorry for what we do
- completes the justice, yet some ir-reparable damage may be done

Feedback (For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

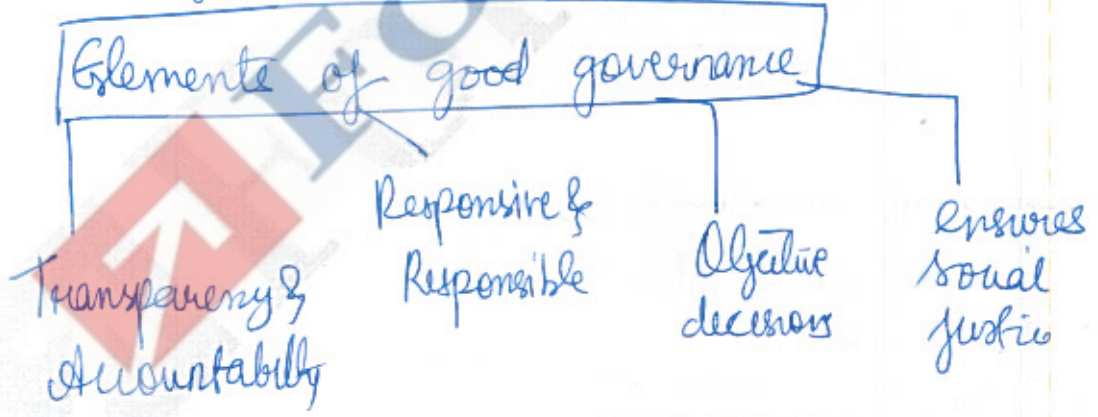


b) Good governance does not depend on laws, but upon the personal qualities of those who administer the law. Do you agree with this statement? Justify your view. (10 marks, 150 words)

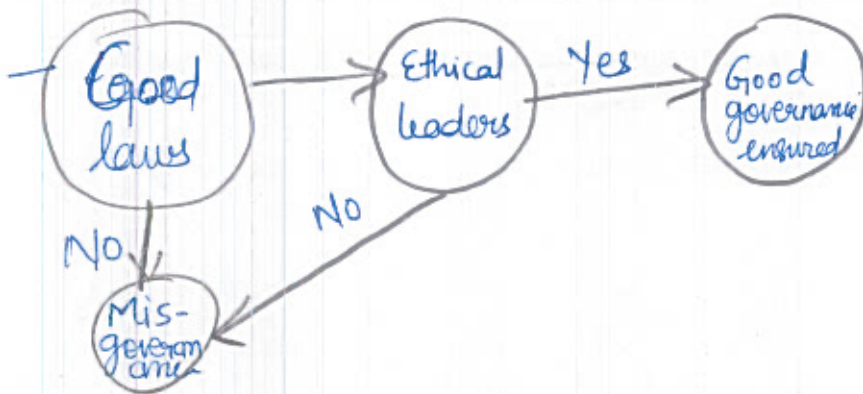
सुशासन कानूनों पर नहीं, बल्कि कानून का संचालन करने वालों के व्यक्तिगत गुणों पर निर्भर करता है। क्या आप इस कथन से सहमत हैं? अपने विचार का औचित्य सिद्ध कीजिए। (10 अंक, 150 शब्द)

~~The leadership of the~~
"The character of the institution is reflected in its leadership"

Thus, good governance is not mere the formulation of laws, but needs person with excellent qualities to ensure good governance.



How qualities of person administering ensures good governance?



② China - democratic country but denies human rights

② In a district - if official administration is corrupt → developmental policies are not implemented even though laws exist
 ex - in many mining area, DMF (didn't mineral found) is used for administrative work

③ + Good laws are necessary but never sufficient, good/ethical person ensures the administration of laws.

④ Ashoka - Shama policies - Good governance

Thus it is the humans & not the statutes that determine the governance index.

Feedback
(For OFFICE use only)

| |
|----------------------------|
| 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)

The given statement highlights the difference between the 'letter of the service' & 'spirit of the service'.

Walking amongst the ~~common~~ kings & yet maintaining touch with the common should be spirit of civil services — Rudyard Kipling

Active civil service

- ensures procedural conformity
- follows laws, rules and regulations
- sometimes rigid with laws.

Civil service activism

- ensures that spirit of the Law is upheld without violating the law

- ensured best possible services delivery to the public
- adheres to rules but flexible in approach

Ⓐ: Following the IPC/CrPC in case of IPS is necessary to uphold the law (active), but miserably its power leads to loss of public service (activism)

Ⓐ involving NAO / civil societies for effective public outreach even though it is not legally mandated → activism for justice

Ⓐ DM of Kota (Raj) DM Kasera, not only helped children evacuate in times of COVID, but ensured they reached home (tracking)

Ⓐ DAS Saurabh Kumar - lunch with Collector in Bastar district - interacting with locals.

However, too much activism is also not in spirit of service like poetry videos on social media etc. Must be used with caution for greater good

Feedback

(For OFFICE use only)

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)

"Father, mother and teacher are play a key role to build the ignited minds of tomorrow"
— Dr APJ Abdul Kalam.

Role of family, society

- 1) agent of socialisation → mother = 1st teacher
- 2) learning through experiences → society
ex: being compassionate towards poor.

How educational institutions complement

- 1) teacher is valued by children as a role model (sometimes, children agree to what teachers say & more than their parents)
- 2) school → Canvas of society : reflection

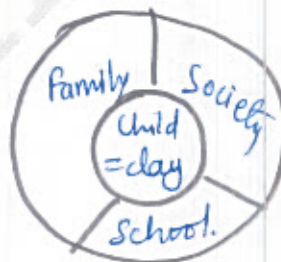
of social practices on a smaller scale

3.) friends/ classmates → children inculcate the values of their companions at school

⊕ generally advised by parents to sit with toppers

4.) inculcating core values → not cheating in exams, not stealing, being respectful towards teachers, importance of discipline

child is a clay shaped by family, school & society together



Digital education — effective

Yes

1) effective use of time.

2) staying at home = learn more values

3) importance of technology

4) empowering the poor / marginalised

NO

i) loss of teacher-student respect
⊕ children abusing teacher in online class

ii) loss of friends/ togetherness
⊕ increasing suicides

iii) cheating in exams = easier

iv) discipline = lost (wake up at any time)

Thus, online education is a debate which needs more time to establish

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

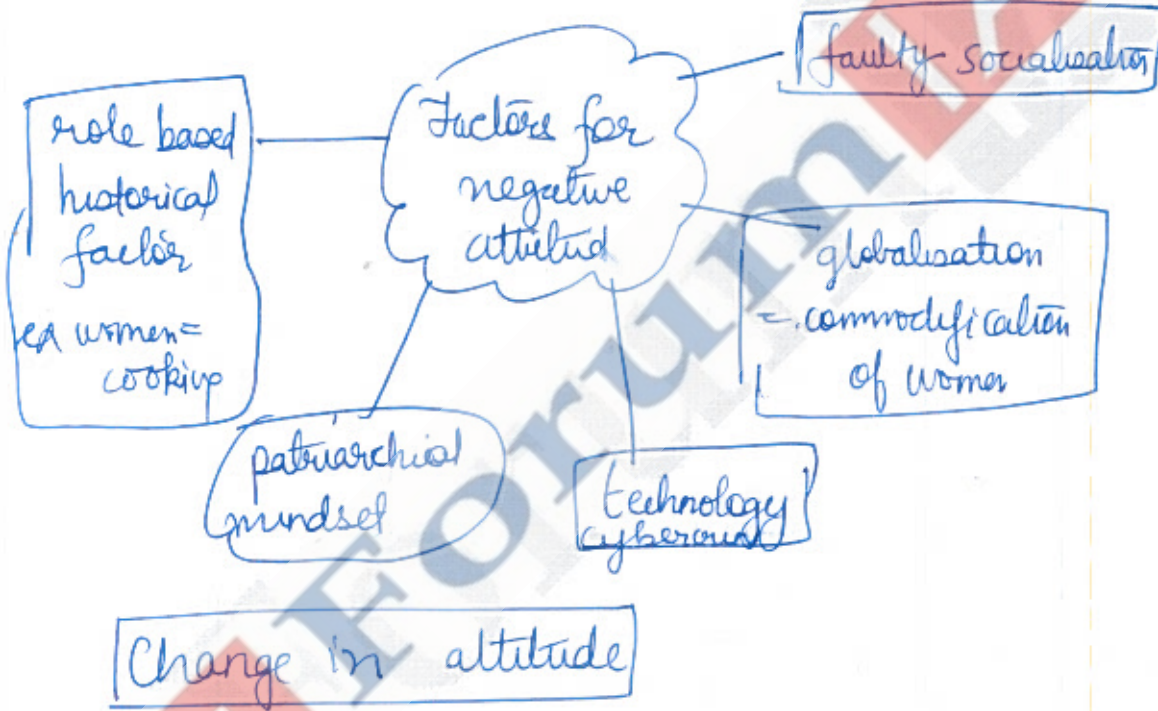
Total

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)

'A bird cannot fly with one wing'

- Swami Vivekanand on women discrimination



1) Moral education → value based school education at young age.

2) socialisation → role of family in inculcating good values in children

3) Role Models - Ramlaxmi Bai, Mother Teresa

4) legislative / regulatory - they exist but

"It is not the severity, but the surety of law that determines the deterrence"
 (ex): Vishaka Guidelines

5) social awareness → using various methods: advertisement, campaign (ex) MeToo

6) gender budgeting

7) cultural revivalism → (ex) Maa = Mati - Manush, Maa Durga etc

8) best practices - Khasi tribe - matrilineal history → Satvahana Kings → mothers name ex Gautamiputra Satkarni

Thus, ~~women~~ ^{the} best thermometer to the society is its treatment of women as

said by Swami Vivekanand

| | |
|----------------------|--|
| "Yatra Nari Pujyate" | "God lives where women are worshipped" |
| "Tatra Devata" | |

Feedback
(For OFFICE use only)

| |
|--------------------------|
| 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)

In his book "Ethical Dilemmas of a Civil Servant" ex IAS Anil Swarup has elegantly described the civil servant as dangling, dancing with fire, compared to the iconic Nataraja image.

Difference in ethical concerns & work culture

Work Culture Public

- strict hierarchy, division of power, chain of command
- written orders, file noting, bulky files
- offices remotely located

Private

- flexible, 'flat' hierarchy, no chain of command
- mostly simple emails, paperless office.
- metropolitan based.

Based on Ethical Concerns

- constitution, code

- Companies law '2013

of ethics, code of conduct etc

- issue of corruption graft prevalent
- public funds - doctrine of trust
- spirit of public service

no such code but informal 'core values exist'

- usually less, as things are well digitised + defined
- no public fund / small amount
- spirit of profit making

Desirability of adoption of private work culture

Yes

- simplify hierarchy
- technology
- models of good administration "Sevottam" etc easily adoptable

Noes.

- adapting to rural/remote culture = difficult
- disturb the existing well settled system
- all India services' character would be lost

Thus, private & public work culture both have pros & cons, need best practices adoption of both

Feedback

(For OFFICE use only)

Structure/ Presentation

Question Interpretation

Content

Value Addition

Total



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

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

Objectivity, empathy & Compassion are basic values required for civil service as mentioned in 2nd ARC - 10th reports

Objectivity → taking decisions in fair & transparent manner, without bias & prejudice

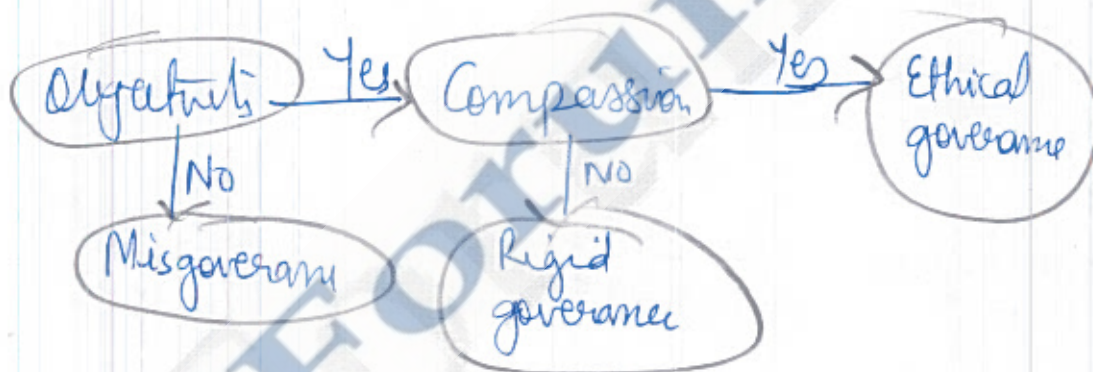
Empathy/Compassion → putting oneself in the shoes of another & feeling the difficulties by imagining the being the sufferer.

only objectivity → rules/procedure & rigid governance

Objectivity + compassion → human touch to governance & administration

, leads to value based governance

- ① Bhuwana model of Covid management
- ② IAS DM of Kota OM Kasera - Covid response students
- ③ IAS Dinya Devarayan, learnt the Gondi language for effectively dealing with tribals in Adilabad district



Thus, all these are required in synergy

Feedback
(For OFFICE use only)

| |
|----------------------------|
| Structure/ Presentation |
| Question Interpretation |
| Content |
| Value Addition |
| Total |



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

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

(10 अंक, 150 शब्द)

Persuasion is the art of convincing others by use of logic, reason & emotional appeal.



5 qualities of civil servant: Agent

- 1) Integrity → impeccable - no one trusts dishonest/corrupt
ex: AAPJ Abdul kalg
- 2) Leadership → leading by doing setting an example
ex: MS Dhoni

3) Tolerant / Respectful for others

(ex) Mahatma Gandhi

4) Knowledgeable - about rules/regulation
ex Dr Vikram Sarabha

5) empathy / compassion → towards weaker sections
ex Dr Ambedkar.

I choose above 5 as these are the qualities displayed by my role models whom I have mentioned in examples.

Other qualities also are equally important.

Feedback
(For OFFICE use only)

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 not mere absence of war, but the presence of justice. The quote conveys the message that true meaning of peace can be established not only by absence of war, but by justice → in all spheres of life.

Peace - Absence of War

→ 'War has no victors. Every side loses.'

loss of human lives, economy, infrastructure

⊗ recent - Russia Ukraine War - Bucha province excesses committed

⊗ Japanese troops human excesses committed on POW

⊗ USA - Vietnam War - Agent Orange etc.

Peace - presence of justice

- true peace & even if no war → we can not guarantee justice

∴ absence of war = necessary condition
presence of peace = sufficient condition

(ex) North Korea → no war but justice to people denied

→ justice must not only be political, but also social + economic justice

(ex) China - has democracy but still not respecting human rights ex Uighur

(ex) India → establishing socio economic political justice as envisaged in Preamble & our Constitution.

"Justice can only be ensured when every last citizen gets his due in democracy"

- Dr Ambedkar in Constituent Assembly

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

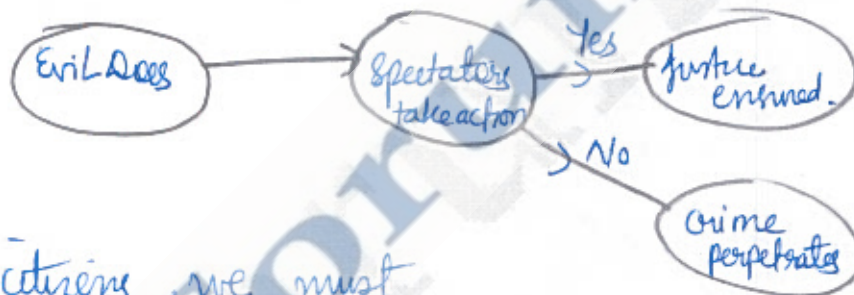
Value
Addition

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)

The above quote implies that it is not only the evildoers/wrong doers in the society but also the ones who watch them without taking any required action who cause great harm.



As citizens, we must

1) aware of basic provisions of legal/illegal acts etc

2) must speak when ~~see~~ we see injustice

(ex) If going on road → see a boy eve-teasing girls
if I stay silent, I become participant of evil

but if I speak up → I ensure justice to best of my abilities

+ To speak up & standing against evil deeds also needs 1) courage of conviction against perpetrators
2) sense of compassion towards the victims

ex) Rajakam Mohan Roy → stood up against the practice of Sati

ex) Kailash Satyarthi → child labor/trafficking

ex) IAS Ashok Khemka → against corruption

Thus, we must stand up against any evil as responsible citizen and fulfil our moral, civic & Fundamental Duties as enshrined in Constitution

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)

"There is enough in this world for everyone's need; but not for everyone's greed"
— Mahatma Gandhi



Ex) Too much of eating ice cream → health problem → unhappy
too little of eating ice cream → desire not fulfilled → unhappy.

It also emphasizes the

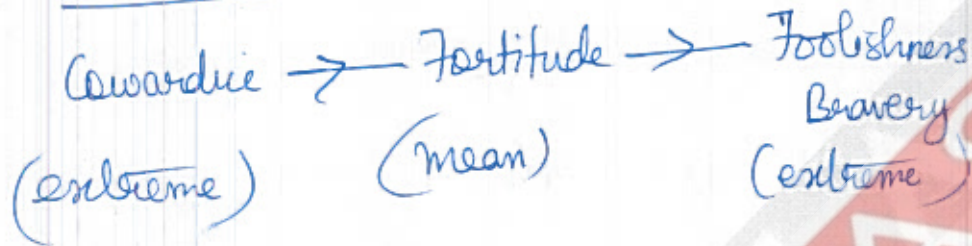
① Buddhist theory of "Middle Path

or Madhyamarga" → which is

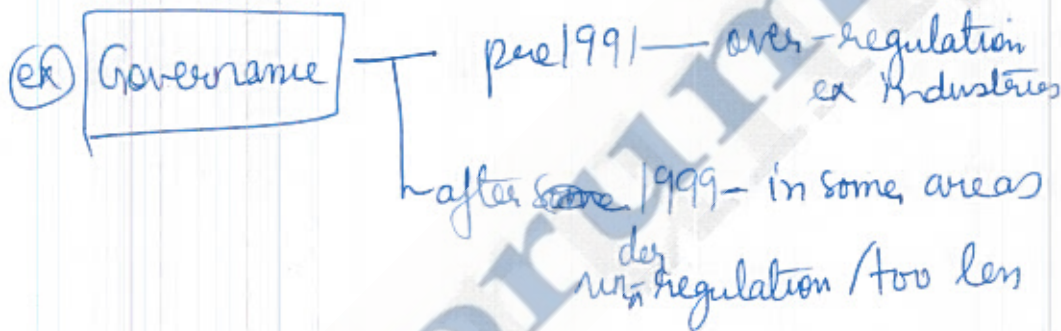
following the path avoiding the

extremes of both

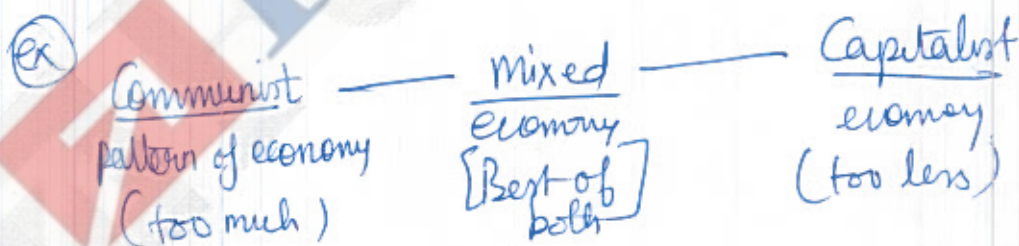
② Aristotle's golden mean of virtues



ex) overreacting / underreacting to a situation



∴ need middle path : best of both



True happiness thus lies in avoiding the extremes
 in treading the middle path.

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)

The given case study resembles that of similar case in India that happened in 2015.

Actors in case — Me/CEO — My Organisation / (Company)
 — Government
 — Citizens at Large.

1) Ethical dilemmas involved

1) Personal vs Professional ethics

2) Conflict of interest between my organisation and government.

As I would like the 5g phone to enter into market → help in my professional growth but citizens / privacy would be at stake.

3.) Transparency of operations ✓

severity of HUNH / Sunshine

→ dealing with above case with all procedures or not disclosing facts to the public

4) Upholding ethical corporate governance or probusiness - only profit motive

2) Principles of Corporate Ethics

a) Transparency → of procedure, hardware used & disclosing required information to government

b) Following letter and spirit of law

→ not only does ban require the stopping of production but concerns for privacy

c) Leadership → leading the organisation

from the front for this challenge

4) Accountability — to the public
— to Government
— to myself

5) following Citizens Charter / Code of Ethics / Core values of my organisation [Integrity]

3] Various options

Option A : Keeping the fact (that Humu chip is used) undisclosed → going ahead with the launch by inviting Central Minister

Analysis : Here, I would violating both legal & ethical norms : ban on the chip would come sooner / later in India : I would be responsible since I knew the fact that Humu Chip is used [suppressing

the information → Action can be taken against me & organization. Thus, this option is about short term gain → long term pain

Option B : Completely stopping the production, launch & ^{disclosing} informing the Minster / Government about all the facts of the case.

Analysis : This would be fair in the spirit of law, but since product stop → great loss to organization

Option C : First, discuss with my team : if the Huawei chip can be replace / process re-engineering can be done to find alternate; while informing / ^{disclosing} to the Govt the current situation.

Analysis : If re-engineering possible; delay launch for time being & then launch later. If not possible then ~~stop~~ launch / production

& would choose option C as it is ethical, legal & practical; upholds privacy concerns

Feedback

(For OFFICE use only)

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 ग्रुप सरकारी अधिकारियों और राजनेताओं की मिलीभगत से काम करने में सक्षम है। कई अधिकारियों ने इस अवैध खनन को रोकने की कोशिश की है, लेकिन शक्तिशाली माफियाओं ने या तो उन्हें बलपूर्वक शांत होने के लिए मजबूर किया है या उन्हें रिश्तों दी है या अपने राजनीतिक संपर्कों के माध्यम से उनका तबादला करवा दिया है। पिछले हफ्ते, एक डीएसपी की उस समय मौत हो गई जब वह अवैध रूप से खनन किए गए पत्थरों को ले जा रहे एक ट्रक को रोकने की कोशिश कर रहा था।

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

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 धमकियां 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 सचित ठहराएंगे?
- 3) संकट के विभिन्न आयामों की पहचान करें। अपनी समझ के आधार पर संकट से निपटने के उपाय सुझाएं।

(20 अंक, 250 शब्द)

The case study above holds similarities with that happened in Morana district in MP.

People involved : Me, My family, taskforce, public & mining mafia

Motivating the task force

1.) Tearing the cause of demotivation

→ reopening old settled cases or transfer

orders can do not harm if person is

of clear character & professional integrity-

→ Motivation would be through group meetings, leading from the front and setting example by not getting demotivated myself.

→ Persuasion techniques of appeal & skills to be applied

2) Techniques to be used like

→ team building exercises

→ reviewing goodwork done till now

→ feedback from public & interact with them

I would use all the techniques of motivation like how Napoleon Bonaparte motivated his soldiers

→ leading from front with fortitude

2) [Forty → family at risk]

- Although the maxim "service/duty comes

first → even before family I, I am also.

responsible for safety of my family/wife

- Immediate steps would be to increase the safety personnel/patrolling around residence

- Meanwhile, tracing the call/threat details

& arresting the person under relevant IPC/CrPC.

- If still my wife/family is threatened / not feeling safe, I would arrange for her stay in my hometown/

residence away from Assam for time being till case is settled

I would have to "Emotional Intelligence" to deal with this situation with my wife

3) Dimensions of Crisis - Dilemmas/Ethical values

1) Personal vs Professional Life

2) Cowardice vs Courage of conviction

3) Upholding spirit of public service

4) call of duty vs call of conscience
 need to follow call of duty

Measures to deal with crisis / stepwise-solutions

- 1) Task force → to be motivated, strengthened
 they are key to tackle this. If need,
 recruit more people / request for personnel.
- 2) Deal with mafia with absolute high handedness,
zero tolerance to crime ^{as per} legal provisions
- 3) Involve NGO/civil society to work with citizen
 for reducing social ills (pickpockets) → awareness
- 4) Award the task force with rewards etc for
 good work → keep up motivation
- 5) Technology use → drones, CCTV, monitoring
 (include tech savvy people, students etc in task force)
- 6) Not feel threatened by any false threat, instead
 take strict action & restore peace.

Values upheld : (Public service, Leadership, Integrity & Accountability)

Feedback
 (For OFFICE use only)

| |
|----------------------------|
| Structure/ Presentation |
| Question Interpretation |
| Content |
| Value Addition |
| Total |



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

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

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

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

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

(20 marks, 250 words)

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

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

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

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

- 1) इस स्थिति में आप किन विभिन्न नैतिक दुविधाओं का सामना करते हैं?
- 2) कार्रवाई के विभिन्न कदम क्या हैं जो आप ले सकते हैं? कार्रवाई के सबसे उपयुक्त कदम की पहचान करें और अपनी पसंद का औचित्य साबित करें।

(20 अंक, 250 शब्द)

Stakeholders in the case are

- 1) Bhagan Mata / Cook
- 2) Students
- 3) Met head of commission
- 4) Public At Large
- 5) food contractor

Ethical dilemmas involved

1) Personal growth vs professional integrity

→ If I make a fake report, I may get plum posting but my integrity as an officer would be violated

2.) Call of duty vs call of conscience

- Call of duty - as instructed by head of commission → to make artificial report while
conscience says to give correct findings

3.) Transparency, accountability vs scam of procedure → via collusive intentional violation of facts

4) Ensuring true justice
Courses of Actions

Action Plan A : To make the report as said by the head commission, vindicates Bhojan mata and blaming lets say, a helper of school, etc

Merits → 1) Face-save of Cabinet ministers
2) Man protect against Bhojanmata
3) 'Mum postng' for me stopped

- Demerits
- 1) Injustice with helper (whom to blame in report)
 - 2) Injustice to parents of dead children
 - 3) Integrity is compromised

I would not choose option Plan A : compromise my integrity : Num posting does not matter as I should be able to look upto myself in the mirror

Option Plan B : To make an entirely true report, with following facts

- 1) Bhojan Mata Not responsible
- 2) Contractor to be blamed for supplying low materials → substandard

Merits : Upholding the spirit of service, integrity, & courage of conviction

Demerits : I am ready to face 'warmth of Cabinet Ministers', need not fear or favour anyone.

I would choose Action Plan B, and submit my report to head of commission as this the only way to ensure that justice is delivered to parent of student who lost their lives, of Bhojan Mata.

— Applying Gandhi's Tolsonian would guide my action → I have taken the oath as per the Constitutional values

As Nehru had remarked "Neutrality would result in fossilisation of services". By following

orders/being neutral without applying ethics would deliver injustice. A good example would be the soldiers who were taking orders from General Dyer on Jan-15-1919 at Gallanwala.

We must have unwavering integrity for upholding Spirit of Service

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

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

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

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

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

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

(20 marks, 250 words)

रश्मि एक प्रशिक्षित नर्स हैं और उन्हें 20 से अधिक वर्षों का अनुभव है। वह कोविड -19 की दूसरी लहर के दौरान एक सरकारी अस्पताल में संविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी भारी कमी 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 ऑपरेटरों, सफाई कर्मचारियों और अन्य सहायक कर्मचारियों को अस्थायी रूप से कोविड अवधि के लिए काम पर रखा गया था। महामारी के खिलाफ लड़ाई में उनकी 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)

The case calls for admiring the bravery & dedication with which doctors & supporting team helped the nation during COVID crisis

1) Ethical issues involved

a) letter vs the spirit of law

→ whilst it is true that government

had no obligation to give her employment

but due process of law and its conscience must be taken in consideration

b) Compassionate vs Rigid/Red Taping bureaucracy

- following only written rules or upholding the "spirit of public service"

c) Recognising the ~~need~~ human service vs treating as a contractual agent.

2) Rashmi - Justified for Permanent job

legally - it is not justifiable on her

part to demand a govt job. As it was stated clearly in her contract / vacancy advertisement and only a verbal "assurance" was given, not written.

But Morally, she is justified in demanding since she did her best, even contributing more than the other 'permanent' doctors as per the question.

She feels injustice as she has not been given her 'due'

3.) Government - Justified

legally → entirely correct & within the authority of the govt to terminate jobs of corona warriors as it was per contract.

Govt has not violated any norms/terms but, "spirit of law" says that more could have been done at their end.

4.) Addressing the issue

Option A: Recommending for permanent job

→ This violates the law, cannot be done. Govt jobs must be recruited in fair & transparent manner. Maxim "denying justice to many while giving justice to few"

Option B: As part of recognizing the service done by Kashmiri Corona warriors.

- 1] awarding/rewarding her with letters of appreciation / token of thanks etc → motivate
- 2] enrolling corona warriors with National Career Service Portal → to make them eligible for further employment
 (they can use this certificate at their job interviews)
- 3] Upskilling their abilities through recommending their admission to skill schools / vocational / apprenticeship
- 4] If someone amongst warriors wants to pursue higher education, facilitate the process of fellowships / scholarships etc

Thus, I would help them with their career by giving them recognition of their ~~service~~ service.

"Service to humanity is service to God" - Mother Teresa

Feedback
(For OFFICE use only)

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

Dr Ambedkar had remarked in the Constitutional Assembly "We are entering an era of contradiction, where we have political equality, but social & economic inequality"

The case study amplifies Dr Ambedkar's thoughts

1) Caste based discrimination: 75 years

a) existence of occupation division of labour → @ Dalits → manual scavengers

b) poverty levels "poverty breeds injustice"

320 million people [21.9% - official] below poverty line
(Tendulkar Report)

c) illiteracy : Literacy breaks caste barriers
(Current ~ 74% as per census 2011)

d) caste rigidity persists more in rural areas : urbanisation dissolves caste

currently 31.6% urban population (Census 2011)

- e) poor implementation of upliftment scheme in terms of
- 1) targetting (ex) subcategorisation
 - 2) leakages (ex) MPLADS
 - 3) corruption (ex) MGNREGA

2) Ethical issues involved

- a) Practice of untouchability → inhumane practice — illegal as per Provision

of Untouchability Act '1955 §

Article 17 of our Constitution

- b) social discrimination → through other practices → separate water, chairs etc

- c) caste vs development & maintaining rigid caste barriers vs upholding development

- d) neglect of situation by administration

as this issue has persisted for so long

e) socio economic backwardness →
 due to poor implementation [Dalit sampanch
 discrimination] → perpetration of caste

f) violation of constitution : letter (Art 17, 23)
 & letter as well (equality, fraternity)

3) Stakeholders & responsibilities

A) Alha-DM → Being responsible for
 entire district administration, it was
 her responsibility to ensure that such
 practices do not occur. To this end, she can

i) do more field visits

ii) regular reports about administration

iii) interact + meetings with BDO/sampanch
 on regular basis

B) Sampanch & its injustice was netted

out to him, it was moral and legal responsibility to speak up &

1) Registers FIR against perpetrators of discrimination

2) Ensure this does not happen with other people of his caste.

If he is not speaking up, he is not the sufferer but the part of this crime as well.

3] Other people of panchayat/Gram Sabha/Village

They are all collectively responsible for the social crime, and must be held accountable

- It is their responsibility as citizens and office bearers to ensure this does not happen

To solve this menace, Alpha, apart from legal means, can involve Ngo (civil society) for spreading awareness through campaigns, "nukkad natak", advertisement, "loudspeakers" etc. to be established

Mohatma Gandhi's vision of "Swaraj, Swaraj & Ramrajya"

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

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

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

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

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

(20 marks, 250 words)

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

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

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

आप जयंत और सरिता के परस्पर मित्र हैं। एक दिन आपके पास एक 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 दंपति के रूप में वापस आ सकें?
- 3) जयंत जीवन में ऐसी संकट स्थितियों को संभालने के लिए आवश्यक गुणों को कैसे विकसित कर सकता है?

(20 अंक, 250 शब्द)

The case study above classically depicts the ethic importance in personal & professional life and the role of emotional intelligence in career

1) Options available to Jayant

Option A: Resign from IAS & move with Sarita to Bangalore.

Merits — 1) peace in married life restored
2) Sarita her job & career.
3) fight between Sarita & his mother ends.

Demerits 1) loss of career for Jayant: job, prestige
2) disagreement between Jayant & Mother
3) spirit of public service also lost.
— (escape) is not the solution

Option B : Ask & Convince Sarita to stay with him & not take job in Bangalore

Merit — i) Jayant's career — restored
ii) Fight between Jayant + Mother → stops

Demerit — i) Sarita & her aspirations — Crushed
ii) Relationship is harmed between Sarita & Jayant / Sarita — Mother-in-law

This (Option B) also not feasible as unjust to Sarita's aspirations

Option C : ~~find~~ help Sarita to find a conducive job : work from home type for the time being, and simultaneously, explore the possibility of deputation to Centre / [Delhi] or a state capital where finding suitable job would be easier

Word of Caution → This must be done in fair

and legal method, without favouring anyone or doing any malfeasance in work.

Generally, sufficient opportunities exist for deputation in various government departments

Merits : Relationship - harmony & warmth established between Savita - Jayant - Mother, without any loss to government or public

Demerits → Maybe the district in which Jayant is working (temporarily), but no evident loss here.

2) Advice given to both of them as mutual friend

A) understand that both of them are having constraints → but have to sacrifice some things for each other → "spirit of life"

B) best solution of option C would be recommended, alongwith any technical

help or ~~also~~ assistance that can be given

3). Gayant → qualities developed

i) personal & professional life ethics

→ he must not let his personal life affect his professional behavior

→ although this is not easy as both are inseparable, yet a public servant must do so.

(ex) Manoj Bajpai in Web Series "The Family Man"

(ex) Lal Bahadur Shastri → parole for daughter's death
- return in 3 days

(ex) Sachin Tendulkar → after performing last rites of father → scored century for India next day

ii) emotional intelligence → regulate, understand & manage his emotions

by doing yoga, meditation

iii) being open about his problems with wife & mother → discussing openness, transparency

Thus, openness, transparency & leadership ⁴Not a value ⁴are important

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 | | |

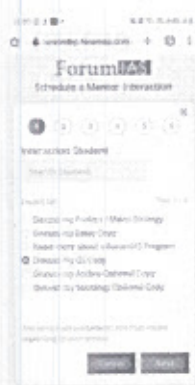
* Subject to change without prior notice.

Availing Mentorship - Now made easy & seamless via mentorship.forumias.com

Dear Students,

You can now avail Mentorship in both online & offline mode seamlessly. All you need to do is login to below URL and pick up a date and time and your Mentorship is scheduled at the designated time.

Visit the URL <https://mentorship.forumias.com> or Scan the QR code



When must you seek mentorship? When you are unable to fully comprehend the directions given by the evaluator in the MGP copy. A Mentor will help you understand the nuances of your evaluated MGP copy. He / She will also be able to make suggestions, if needed, on improvements that you could make.

If we are already doing well, a reinforcement from the Mentor will further assist us in following the right path. A Mentor may also be able to give valuable inputs with respect to time management, presentation, structure etc. He may recommend you clearly to work on content or may suggest you to take courses / read books in case he feels you lack content that may be quickly improved with a course at ForumIAS or elsewhere, or some study material.

To download topper's copies, visit the link <https://blog.forumias.com/testimonials>

Topper's Testimonials and Test Copies

CSE 2021 Topper's Testimonials and Test Copies

- CSE Rank 1, Shruti Sharma, Download MGP Copies + Testimonial [Click Here](#)
- CSE Rank 5, Uttkarsh Dwivedi, Download MGP Copies + Testimonial [Click Here](#)
- CSE Rank 8, Ishita Rathi, Download MGP Copies [Click Here](#)
- CSE Rank 9, Preetam Kumar, Download MGP Copies [Click Here](#)
- CSE Rank 12, Yasharth Shekhar, Download MGP Copies [Click Here](#)
- CSE Rank 14, Abhinav J Jain, Download MGP Copies [Click Here](#)
- CSE Rank 17, Mehak Jain, Download MGP Copies [Click Here](#)
- CSE Rank 19, Diksha Joshi, Download MGP Copies [Click Here](#)
- CSE Rank 20, Arpit Chauhan, Download MGP Copies + Testimonial [Click Here](#)
- CSE Rank 23, Ashish, Download MGP Copies [Click Here](#)
- CSE Rank 24, Puspapati Sahitya, Download MGP Copies [Click Here](#)
- CSE Rank 25, Shruti Rajlakshmi, Download MGP Copies + Testimonial [Click Here](#)
- CSE Rank 26, Utsav Anand, Download MGP Copies. [Click Here](#)
- CSE Rank 28, Mourya Bharadwaj Mantri, Download MGP Copies + Testimonial [Click Here](#)
- CSE Rank 30, Naman Goyal, Download MGP Copies + Testimonial [Click Here](#)
- CSE Rank 33, Jaspinder Singh, Download MGP Copies. [Click Here](#)
- CSE Rank 37, V Sarjana Simha, Download MGP Copies. [Click Here](#)
- CSE Rank 39, Vishal Dhakad, Download MGP Copies. [Click Here](#)
- CSE Rank 40, Kushal Jain, Download MGP Copies. [Click Here](#)