

Time Allowed : Three Hours
समय : तीन घंटेMaximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Sanchit Sharma		
Roll No./अनुक्रमांक	1910095478	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	04-09-2022

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

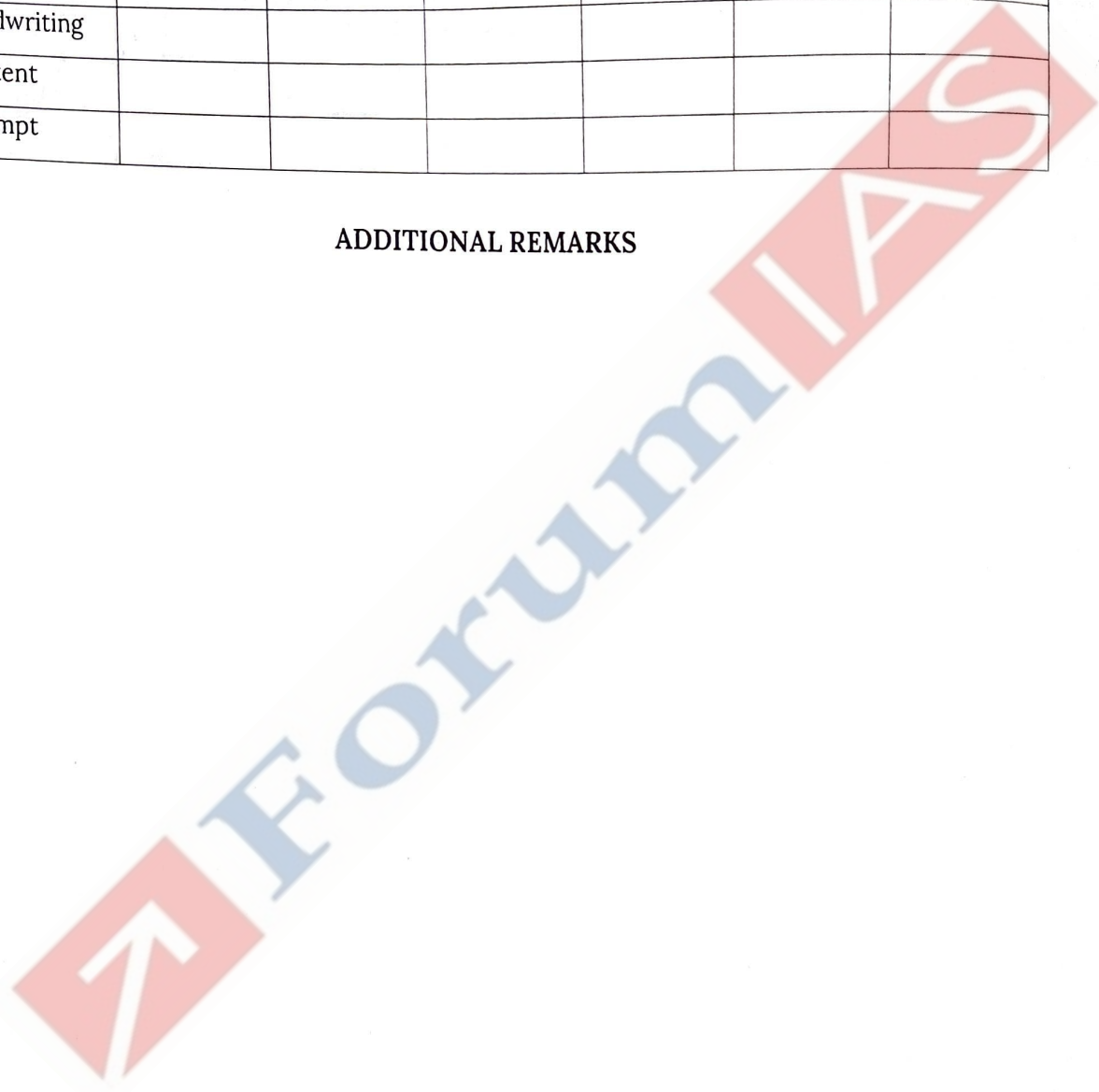
INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & 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 Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, 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 :

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

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
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ADDITIONAL REMARKS



Section - A

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

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

Failures are just the stepping stones to the success.

Adversity quotient means resilience of a person in adverse and harsh situation which may include failures.

1. Thomas Alva Edison :- More than

hundreds of trials failed before making bulb

2. Hon. P.M. Modi :- initially

used to sell Tea.

3. Ussain Bolt :- 1st olympic of

him = not even selected

Failures of Successful People

(Don't
anything)

'Strength does r
does strength m
ble example.

शक्ति
अर्थ

Need of Adversity quotient :-

1. Work under delayed success :-

(eg) a civil servant may need to work for people without getting admiration at that time

2. Work under harsh situation :-

(eg) IFS officers working with Taliban

3. Work to beat the time and competition

(eg) Achievement within deadlines (IBC code) resolution

4. Work even if failures again & again

(eg) freedom movement eg NCM, CDM etc not achieved freedom directly

How to develop it :-

1. Repeated exposure to failures

2. Strong & positive attitude

↳ by Better parenting

Perseverance is what is need to achieve Success in true sense.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

'शक्ति शारीरिक क्षमता से नहीं बल्कि अदम्य इच्छाशक्ति से आती है।' - गांधी। आपके लिए शक्ति का क्या अर्थ है और आप दिए गए कथन से कहीं तक सहमत हैं? उपयुक्त उदाहरण सहित चर्चा कीजिए। (10 अंक, 150 शब्द)

In my opinion, strength of a person is ability of a person to work consistently without bothering about end results. It may not even need physical capabilities but the willpower.

Failure of Physical Capabilities :-

- 1. Not the indicator of true strength :-
 - (eg) IAS Pranjil Patil :- Visual impairment but working better than many else.
- 2. May not be completely used without will :-
 - (eg) Lazy persons = not able to get any success

3. May be misused :-

eg) Britishers misused strength to kill
masses (es - Jalliwallah bagh)

Need of indomitable will :-

1. For consistent work and motivation :-

eg) to achieve success in Beti Bachao - Beti
Padhao ⇒ high motivation is required ⇒ delayed
Success

2. Work against political pressure :-

eg) IAS Ashok Khemka = multiple transfer

3. Take Extra step to work for people

↳ show empathy. 4 companies

eg) Compassionate kozi code

Hence, will power is what can make or
break any success in life.

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

(iv)

Conscientiousness

Conscience

1. It means, adhering to one's own work and doing "Niskam karma"

1. It is ability of mind to make intellectual decisions on basis of values

2. It does not mean rigidity and avoiding innovation

2- It does not mean being conservative and traditional

3. Features :-

- Ⓐ Rule based work
- Ⓑ conscious decision making

3. Features :-

- Ⓐ value based approach
- Ⓑ Intellectual decision

4. Example :-

- Ⓐ Arjuna ~~after~~ during

4. Example :-

IAS Inayat Khan

(Don't do anything in...)
 Good governance
 Minister the I-
 317

Mahabharat war
 even had to kill his
guru's

adopting pulwama
 martyrs children.

Guilt

Remorse

1. After violating a
law or norm of society
 - Guilt happens

1. Happens after wasting
resources, time &
effort

2. External obligation
 to justify the
 decision

2. Internal dissonance
 create

3. Features :-
 (a) will create
 deterrence

3. Feature :- will create
permanent attitude change

4. Example :-
 Guilt after not studying
 for 1 whole day

4. (a) => ~~misuse~~ misuse
 of government resources
 (like corruption)

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

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

Good governance is governance which

satisfies needs and aspirations of people.

Good governance :- Not depends on law

1. Law can be used for vested interest :-

ⓐ Apartheid law

2. Law may have loophole :- good governance

will try to not circumvent law

ⓑ R.T.I. Act ⇒ loophole & ⓐ by

using official secrets act ⇒ circumventing

3. Law may require rigidity & objectivity ⇒

situation may be something else.

④ Death of Jharkhand girl due to non-availability of ration-Adhaar linkage.

Personal qualities required for good governance

1. Ethical governance and personalities :-

④ Compassion = IAS Armstrong Pame
⇒ People's road

2. Administratively sound personality :-

④ better interpretation of rules & laws

3. Impartiality & integrity

④ Selection of AAIWA workers on impartial basis

Hence, good governance shall be driven by values of officers to make it effective & holistic.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Civil Servants Activism would mean

taking extra step for innovation, tech-adaptation etc to create better administrative and solve problems of people

Active civil service

1. Necessary :- to implement schemes and policies as per demand of political executive
eg) implementation of MGNREGS

2. Not sufficient :- because it leads to risk avoidance & traditionality
eg) PM's latest speech on civil service

day highlights this issue.

Hence, civil servants activism is required in fulfilling vision of :-

1. Justice :- social, economic & political

↳ (eg) Progressive judgments by judiciary
like Subramala verdict

2. Liberty :- Assuring rights to free speech, right to protest etc.

(eg) Allowing farmers protest every ~~on~~
20th January

3. Equality :- of opportunity & of status

(eg) Working against inequality by higher taxation to high income group

Hence, civil servants need Holistic
Competence for activism & become "reactive
to proactive"

Feedback

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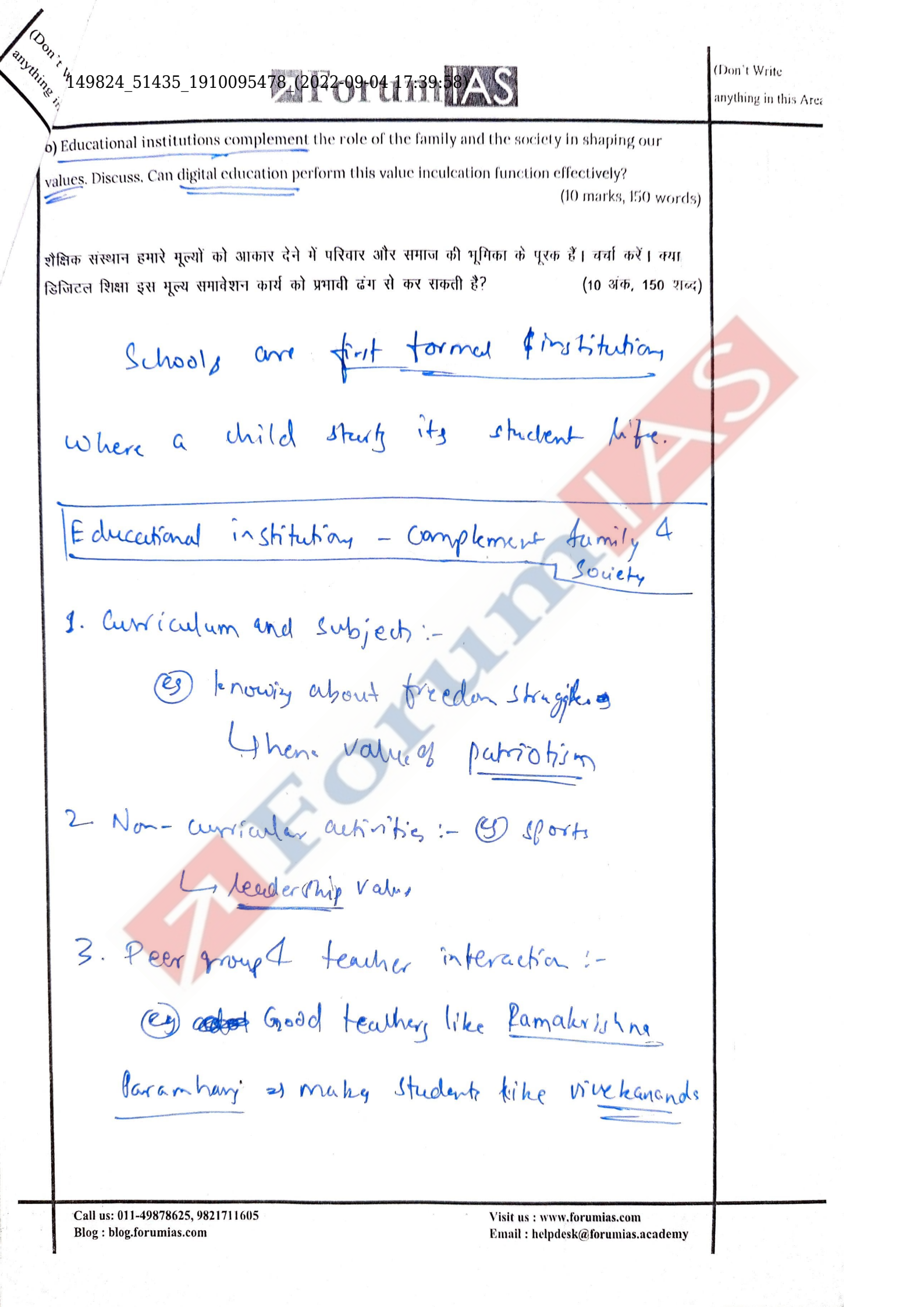
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b) Educational institutions complement the role of the family and the society in shaping our values. Discuss. Can digital education perform this value inculcation function effectively? (10 marks, 150 words)

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

Schools are first formal institution

where a child starts its student life.

Educational institutions - complement family & Society

1. Curriculum and subjects :-

(eg) knowing about freedom struggles
↳ hence value of patriotism

2. Non-curricular activities :- (eg) sports

↳ leadership value

3. Peer group & teacher interaction :-

(eg) ~~good~~ Good teachers like Paramahansa

Paramahansa ⇒ making students like vivekananda

Digital Education → Role in value development

Yes → 1. More accessibility → Hence every child will learn curriculum based values

(eg) Competency, tech savvy, Nationalism etc

2. Effectively provide interactive teaching

(eg) Byju's → edtech startup with innovative teaching style

No → 1. Direct interaction with teacher limited

2. Peer group → do not form
↳ ~~not~~ ~~wrong~~ much attachment

3. Digitisation → ~~make~~ brings other problems, (eg) → social media addiction
↳ pornography → Hence depletes values

Hence, Carefully using digital education shall be way ahead (eg) PM e-Vidya portal

Feedback

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Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

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Q.4) a) Gendered attitudes convert differences in sexes into discriminations. Examine the factors responsible for negative attitudes toward women in the Indian society. How can these attitudes be changed? (10 marks, 150 words)

लैंगिक दृष्टिकोण लैंगिक अंतर को भेदभाव में परिवर्तित करते हैं। भारतीय समाज में महिलाओं के प्रति नकारात्मक दृष्टिकोण के लिए उत्तरदायी कारकों का परीक्षण कीजिए। इन दृष्टिकोणों को कैसे बदला जा सकता है? (10 अंक, 150 शब्द)

Gendered attitudes are stereotyping

in the minds of person against one particular gender.

Gendered attitude => ~~gender~~ leading to discrimination

1. Biased views :- (eg) Glass ceiling
2. Violence and hatred :- (eg) shadow pandemic
3. Over careful attitude making women more vulnerable :-
(eg) Not allowing girls to wear cloths of their own choice.

Factors responsible for negative attitude towards women

1. Cultural hegemony & patriarchy :-

(eg) Sati practice / Purdah etc.

2. Concept of purity & pollution :-

(eg) menstruation → Sabarimala temple
Hijab

3. violence against women ⇒ stereotyping that
women are incapable

(eg) Rape / Harassment

Changing the attitude

1. Women Empowerment :-

(eg) Sakshakti initiative ⇒ self defence

2. Encouraging women in difficult work :-

(eg) Short Service commission

3. Ethical education of man ⇒ (eg) Gender equality
sessions

Many attitudinal change would be required
to achieve gender equality (SDG5)

Feedback

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Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

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

सार्वजनिक संस्थानों के नैतिक सरोकार और कार्य संस्कृति निजी संस्थानों से कैसे भिन्न हैं? सार्वजनिक संस्थानों में निजी संस्थानों के समान कार्य संस्कृति को अपनाने की वांछनीयता का परीक्षण करें। (10 अंक, 150 शब्द)

Work culture is understanding of

members of an organisation about its

values, objectives, ethics and nature of work

Difference

Public Institutions | Private Institutions

(A) Ethical concerns:-

(a) Nepotism and favoritism

(b) Lack of Sensitivity

(eg) Mathura rape case

(c) However, certain

officers => full spirit of service

(eg) ISRO

(A) concerns:-

(a) Responsibility & accountability

(b) sensitivity

(eg) Tata group

(c) However, sometimes malpractices

(eg) Monopoly by e-commerce

(Don't
anything

5) a) Besides
various ethi-
examples

(B) Work culture

a) Laziness and delays

b) poor work culture
⇒ hence poor quality
of training and recruitment

④ PSU's

c) However, certain institutions
→ Efficient and effective

④ DRDO

(B)

a) Punctuality

b) Good quality
work

④ Laxen & Tuberson
group

c) However, sometimes
ineffective

④ failure of BOT model

Desirability of private work culture to public institutions

Yes → a) Will ensure effectiveness and accountability

b) Will ensure transparency and punctuality

No → a) Will lead to "boss culture"

b) Employees may not remain happy

Hence, there is need of holistic improvement
of work culture in both institutions.

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)

Ethical dilemmas are situations where a civil servant may need to choose between Equally Competent options.

Need of Objectivity :-

1. Merit based selection :-

⑨ UPSC recruitment process

2. Maintaining the quality :-

⑨ Army selection ⇒ no chance of lowering the quality

3. Equality before law (Article 14).

Need of empathy and compassion:-

1. For maintaining spirit of service to people:-

(eg) Providing ration without ration card
to starving Pesa ⇒ ethical dilemma

2. For working under harsh situation and

maintaining Motivation :-

(eg) IPS Sujyeta ~~was~~ working in Bodo areas

3. Taking extra step to cure the roots of
the problem

(eg) P. Marhavi (IAS) :- worked for Swachhata
in Indore ⇒ holistically (No. 1 city)

4. May have to counter the morality of
society (eg) working against child marriage

Hence, a civil servant shall be amalgamation
of manliness & saintliness as per vikramananda

Feedback

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Structure/ Presentation	
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Total	

(Don't write anything)

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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 ability of a civil servant to change behavior and attitude of target group in desired direction.

Need of Persuasion in leadership of civil servants

- 1. To work for betterment of society in long run
 - ⊙ Persuasion to send girl child to schools
- 2. To work against social evils by community participation
 - ⊙ Amcho Bastar - Amcho Police ⇒ Community Policy
- 3. To change attitude & create prosocial behavior
 - ⊙ Persuasion to follow traffic laws.

(Don't write anything in this margin)

(6) a) What does war; it is present in the world
निम्नलिखित है यह

<u>Qualities required</u>	<u>Justification</u>
① <u>Credibility</u> :- (g) administratively sound	→ To create trust among people towards administration
② <u>Trustworthiness</u> and reliability → to	→ to gain leadership role among masses
③ <u>Effective communication</u> and eloquent speaker (g) <u>Tilak</u>	→ to raise fear appeal
④ Use emotional intelligence (g) Gandhiji ⇒ during Non-cooperation ⇒ unity of India	→ to change attitude and behavior
⑤ <u>Compassion</u> :- (g) Rukmini arundale ⇒ towards animals	→ to understand & alleviate sufferings of people

Persuasion is very essential tool that is needed for civil servant.

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

(Don't Write anything in this Area)

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)

The quote meant here that peace would be more effective if justice would be holistically prevail in social, economic & political dimension.

eg) Doha agreement => Peace in Afghanistan
=> However No peace => because No justice
with women minority

Meaning, dimension, and relevance of quote

(A) Absence of War = Peace

- 1. Non violence
 - 2. No damage to economy & property
- eg) India's Non-violent Freedom Struggle

(Don't write anything)

The world will not give anything

संसार में देखा

(B) Justice = Peace :-

- 1. Equality before law
- 2. liberty and independence to everyone
- 3. Accessible justice system

(C) progressive judgements of judiciary in India => Triple taluk verdict etc

(D) However, No justice = No peace

(E) Muthura rape case => forcefully silenced the victims => however later protests started

(D) How to achieve holistic peace ?

↳ (a) Ethical governance

↳ (b) Vasudhaiva Kutumbham

↳ (c) formation of organization like UN

Peace is a continuous appeal to world for betterment of everyone.

Feedback

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(Don't write anything in a)

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 quote here highlights the importance of removal of injustice and violence by people who are either bearing it or observing as spectators.

eg) Sati = violence & opposition by Ram Mohan Roy

Meaning, relevance & Dimension

(A) Destruction by evils is small :-

eg) East India company came in India just as traders => However, they looted at the end because of silence => Indians

(B) Watching silently = encouraging destruction

As Hobbes says :- unjust rulers shall not be tolerated

(1) No opposition to Hitler in Germany \Rightarrow hence WWII

(2) Silence \neq Peace, as it may be coercive or subservient.

(3) domestic violence against women \Rightarrow however, women don't report \Rightarrow hence they are subsidised

(4) How to stand up against devils :-

\rightarrow (a) Incorporating Courage and Fortitude :-

(1) T.N. Sheshan \Rightarrow electoral reform

\rightarrow (b) Courage of Conviction :-

(2) IAS Durga Shakti Naypal's work against sand mafia

Hence, knowing a wrong, but not reporting it is equally wrong as per Gandhi:

Feedback

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Addition

Total

(Don't write anything)

(Don't Write anything in this Area)

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)

The quote here highlights importance of golden mean (balanced approach \Rightarrow Aristotle) to achieve happiness in life.

⑨ India's GDP growth rate = 8.6%.
 \hookrightarrow happiness to all.

Meaning, relevance & dimensions

(A) Too little = No happiness :-

⊕ Failing in prelims itself = Not able to sustain motivation

(B) Too much \neq Happiness :-

greediness :- constant desire to increase property and wealth.

Hence, no satisfaction

(e) Corrupt IAS Pooja Singhal is jailed

2. Overhauling environment and society

(e) Continous deforestation → global warming

3. Gandhiji said ⇒ "wealth without work"

& "commerce without morality" is a crime.

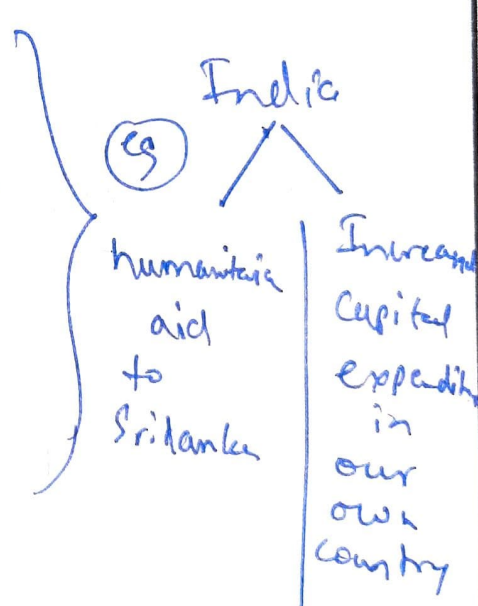
(E) What is happiness?

1. Ethical & moral life

2. Compassion and altruism
↳ work for others

3. self satisfaction with whatever achieved

4. middle path (Buddha)



Hence, there is enough for everyone's

need, Not for anyone's greed

~ Gandhiji

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

(Don't Write anything in this Area)

(Don't Write anything in this Area)

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।

5 As

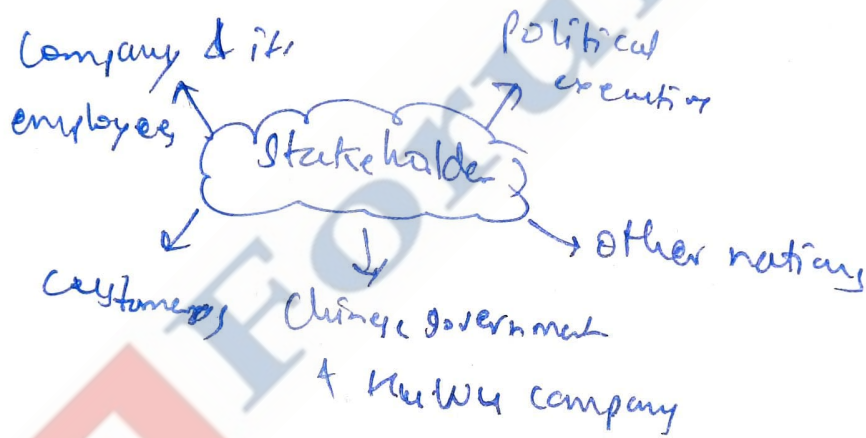
दूसरी ओर, लॉन्च के साथ आगे बढ़ने का मतलब संभावित रूप से आपके ग्राहकों की गोपनीयता और सुरक्षा को खतरे में डालना होगा।

- 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)

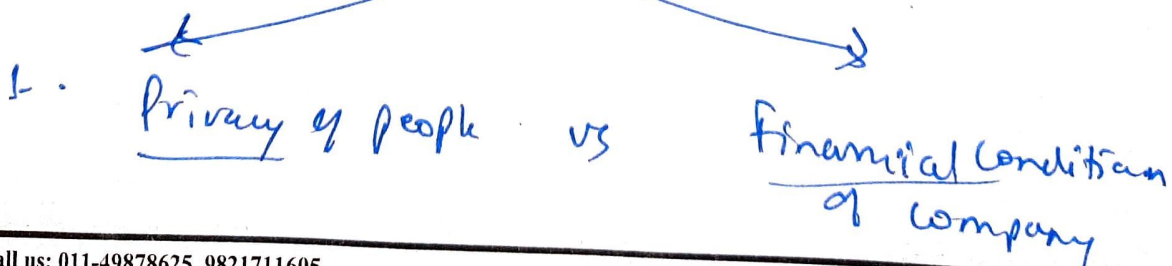
The concerns in this case related to privacy and security are genuine and hence the case becomes sensitive.

This needs urgent attention



(A)

Ethical dilemmas in case



↳ Right to privacy is fundamental right

↳ financially sound company → more innovative

2. National Security vs
↳ Chinese espionage

Security of company's image
↳ embarrassment

3. Individualism vs
↳ company's profit

Utilitarianism
↳ long term benefits to companies

4. Already placed orders vs
↳ promise of company

Many phones will come in future

(B)

Principals of corporate ethics involved

1. Ethicality :- Company's core building blocks of nations and hence must work for holistic development of society

⊕ CSR activities

2. Legality :- USA ~~has~~ has banned and hence phone will not be released USA
 ↳ may be India could take action

3. Profitability :- Those who create wealth are nation's wealth as per Finance Minister
 ↳ hence company's financial stability is important

(C) Options available :-

① Allowing the launch :-

Merits 1. financial stability maintained

↳ 2. Promotion of technology ⇒ (5g)

↳ 3. Respect for political expectation

Demerits → 1. Privacy & national security concern
 ↳ 2. Long term image may get impacted

② Not allowing the launch

(Merit) → 1. National security upheld as no espionage
 ↳ 2. Right to privacy (K.S. Puttaswamy judgment upheld)

(Demerit) → 1. Not standing on promise of 4G LTE phones
 ↳ 2. will need extra money to change chips

∴ I will choose following course

1. Immediately setting up committee to examine the issues involved

2. If we found anomaly in chip
 ↳ immediately halt the launch
 ↳ Go for replacement & sue the Kuwa

3. Talk to USA & EU over their concerns

4. If project is halted ⇒ Rapid changes in mobile phones to soon have new launch

Hence, companies shall create environment of trust

Feedback

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Structure/
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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 रिश्वत 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

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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 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)

Illegal mining leading to various other brutal & heinous crimes in the district is ~~it~~ not worthy for any leniency

(1) To keep motivated force :-

①- Need of Emotional intelligence :- By

understanding the problems of -every officer and providing them chance to

→ either withdraw from investigation
 → Work against sand mafia &
 realise dreams that were seen during
 entry to civil service

6) By persuasion and social influence:-

⊕ gaining support of family members, of
 officers & tech force

⊙ Taking small steps at a time

→ appropriate plan to increase
 reliability
 → setting up importance & example of
leadership with trust.

2) Justification to family:-

⊙ I joined service, knowing all the risky
 & benefits associated with it ... hence

there is no second question of leniency

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(b) Illegality ⇒ leading to heinous crimes
 ↳ also depleting environment
 ↳ nexus ⇒ hence corruption & nepotism

⇒ So, district will not be developed ⇒ hence

No one will remain happy including my family

(c) Setting a precedent :- once I started liniency ⇒ they will be encouraged more
 ↳ and task force will get more demotivated.

3. Various dimensions of the crisis

(a) Self preservation vs duty (Kant's deontology)

(b) Security of Family vs Security of district
 ↳ threats ↳ illegal mining

(c) Security of team & personals

9) Under the M...
has been revol...
the retention...
In one of...
eating...
Coop.

(d) Environmental safeguards ⇒ Ban by NGT

(e) Associated crimes → (i) pick pocketing & kidnapping.

↳ hence depleting societal ethics ⇒ youth demotivated

Measures to deal with crisis

Short term :-

1. Immediate task force creation

↳ to take cognizance of problems

2. Intelligence network

↳ for knowing more about crimes

3. Technology and innovation

↳ (i) use e-fir to register every crime & criminal

↳ Harsh punishment to mafia.

Long term

1. Check against nexus & corruption

2. Development of district

3. Community policing.

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

holistic approach shall be used to counter crime

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।

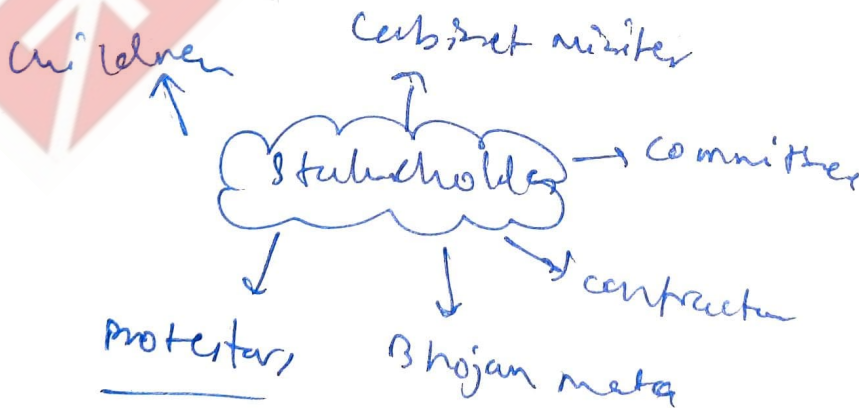
जनता का विश्वास फिर से जीतने के लिए सरकार ने निष्पक्ष तरीके से मामले की जांच के लिए एक आयोग का गठन किया है। आप संयुक्त सचिव स्तर के अधिकारी हैं और आयोग के सदस्य के रूप में नियुक्त किए गए हैं। जांच के दौरान, आपने पाया कि भोजन-माता वास्तव में गलत नहीं थी। यह ठेकेदार ही था जो स्कूल की घटिया किस्म का कच्चा 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 तक्षम 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)

The question of safety and right
to education strongly depends upon
mid day meal quality in this case & hence
it becomes sensitive.



4. Ethical dilemmas involved

Ⓐ. Innocence of Bhojan mate
↳ committee report

vs

fault of contractor
↳ poor raw material

Ⓑ. Personal benefits
↳ plum posting
vs
wrath

vs

Benefit of children & Bhojan mate
↳ continuous supply of poor raw material

Ⓒ. Rule of law & dignity of program
↳ objective punishment to contractor

vs

nepotism
↳ brotherhood

Ⓓ other issues :-

- Ⓐ Right to education and life of children (Art 21A) (Art 21)
- (ii) Casteism and Casteism of Politics
- (iii) Right to protest of opposition → but

Leading to politicization of education

(2) Possible Course of Action

(A) Allow contractor to supply, reinstate bhojan
 make & shift blame to any other person

Merit → 1. Personal patronage
 ↳ 2. Immediate dispersion of protests

Demerit → 1. Innocent person will face charges
 ↳ 2. Degradation rule of law & ethics in society
 ↳ 3. Children = will suffer more

(B) Suing contractor

Merit → 1. Rule of law & objectivity (impartial committee)
 ↳ 2. Permanent solution to nepotism

Demerit → 1. destabilise government

↳ 2. Decrease trust in government

(Don't write anything)

(Don't Write anything in this Area)

Being committee head, I will choose following

Action :-

Short term measure :-

1. Immediately submitting findings of report to concerned authority

↳ to uphold rule of law & justice

2. Reinstatement Bhojan mata.

3. appropriate action against contractor and those who knew ~~the~~ about crime but not report

Long term measure

4. Assessing food quality at other schools

5. Appropriate recommendation to increase Food quality in MDM.

6. Improve enrollment ratio of student
↳ by campaigning

Hence, education is weapon to change the world ~ Nelson Mandela. We shall not degrade its quality.

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

ना किया गया था पि
जगार की अवधि न
लेप बढा दिया ग
एक साल बा
दिया। टीक
खुराक
आवक
क

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

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

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

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

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

(20 marks, 250 words)

रश्मि एक प्रशिक्षित नर्स हैं और उन्हें 20 से अधिक वर्षों का अनुभव है। वह कोविड -19 की दूसरी लहर के दौरान एक सरकारी अस्पताल में सविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी भारी कमी 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

(Don't
anything

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ForumIAS

(Don't Write
anything in this Area

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 ऑपरेटरों और अन्य सहायक कर्मचारियों की आवश्यकता कम हो गई है। रश्मि को 15 दिन का नोटिस दिया गया और उनका संविदात्मक रोजगार समाप्त कर दिया गया। सरकार ने हवाला दिया है कि चूंकि कोविड की लहर कम हो गई है, अनुबंधित मानव संसाधन को बंद कर दिया जाएगा और बचाए गए 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 जायज़ है?
- 3) क्या आपको लगता है कि सरकार का कोरोना योद्धाओं के ठेके खत्म करना जायज़ है?
- 4) अपने आप को संबंधित राज्य में स्वास्थ्य सचिव के पद पर विचार करें। मौजूदा मुद्दे को हल करने के लिए आप क्या करेंगे?

(20 अंक, 250 शब्द)

Unprecedented COVID 19 crisis would
have been even a bigger disaster without
corona warriors. Hence Rashmi's issue
~~can~~ have some reasons behind.

(A) Ethical issues involved in the case:-

① Verbal promise of Government
⇒ however denial at the end

(b) Rights to get appropriate employment
→ ~~Active~~ Fundamental Right

(c) Experience of Rashmi :- Not getting used
now

(d) Immense contributions of Corona warriors :-
Not recognised appropriately.

(e) even larger issues → health infrastructure
crumble
↳ deaths of Corona warriors
↳ Mental health of doctors
↳ (g) emotional drain during
angry patients handling

(2) Rashmi's demand :-

Justified → 1. Government's promise
↳ trusteeship concept

2. Significant contribution and experienced
nurse ⇒ hence asset to nation

(Don't write anything)

(Don't Write anything in this Area)

3. Demotivation for further such work

ⓐ COVID 3rd wave may also come

4. "Vaccination drive" still going on...

Unjust demand → 1. Verbal promise ≠ Written Contract

↳ 2. Lack of resource with government

ⓑ Government's Action

Justified → 1. Health infrastructure would be improved

↳ 2. Experience nurse Raghoni → will be able to find private job

Unjustified → 1. Appropriate reasoning is not done with doctor

↳ 2. demotivation :- "use and throw" concern

↳ 3. "Corona Warrior" Raghoni didn't even get extra remuneration & Award

(Q) As a health Secretary, my priorities are

- (a) COVID tackle & save lives
↳ (e) vaccination
- (b) health infrastructure improve
- (c) Address demands of doctors

Short term Measures

1. Protest leaders shall be called and discussed the issues → taking cognisance

2. All available government hospital vacancies shall be filled with corona warriors
(e) Rural hospitals

3. Appeal to private sector for recruiting corona warriors

Long term measures

4. Health infrastructure fund setup (e.g. PM CARES)

5. Reward to corona warriors

6. Faster vaccination drive

As corona has created several issues, it also allows to see through the essential root problem

⇒ Hence there is a need of strong reforms in health sector

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

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

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

(20 अंक, 250 शब्द)

Case has deep issue of inhumanity
still existing in Indian society in the
 name of caste discrimination which is
 banned under Article 17 in India

- (1) Reasons :- persisting caste discrimination
- (a) Traditional hegemony :- of Brahmins & upper caste people
- (b) Authoritarian administration :- in implementation of laws & anti untouchability Rules
- (c) Lack of opposition by lower caste & hence encouragement to discriminators
- (d) Violence & fear mechanism :-
 - (a) Salve boy death incident = rajyats
- (e) Ethical & moral degradation of society.

③ values of Fraternity (Ambedkar) are left behind.

(2) Ethical issues involved in case:-

① Rule of law vs moral relativism

↳ Sarpanch shall be real head

↳ traditions of casteism.

② untouchability & related issues vs Efficiency & administrative

↳ historical deprivation
↳ not allowed to drink even water

↳ top caste people = more educated

③ mental resistance to see as equal vs Deprivation from outside

↳ not even sitting on chair & stool

↳ threat of violence

④ Development of village vs holistic Development of society

↳ slow work & expected corruption

↳ value education of

upper caste people

② other ethical issues:-

↳ administrative fault ⇒ by practice
still persists since 75 years

↳ Appreciation to Abha for field visits
and active bureaucracy ⇒ setting
leadership
Precedent

(3)

Stakeholders

Responsibility for
egalitarianism

① Upper caste
people
↓
as they are
discriminating

→ (i) To be mature and
inclusive

(ii) Follow Constitution and
Law (Article 17)

(iii) Provide equal opportunity &

(iv) respect reservation clause

② SC reservation in Panchayat

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(b) Lower Caste group
 ↓
 as they are victims

(i) Right to protest (Article 19) is fundamental right

(ii) Taking help of administrative machinery is essential first step

(c) Administration
 ↓
 to enforce law

(i) To uphold & implement rule of law

(ii) Ensure accountability of upper caste ⇒ (e) punishment & investigation

(iii) Take innovative measures for upliftment of dalits.

(d) Judiciary & government

(a) Bandicoot robot use for manual scavaging

(a) Progressive judgements

(b) Making stringent laws

(c) Prohibition of untouchability Act

Hence, it needs to inculcate ethicallity in upper caste to ensure Fraternity admired by

Feedback

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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 of-fending. 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

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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)

Personal well being, Professional ethics

and relationships with family are three

major ~~to~~ issues in the case where

ethical dilemmas between self & wife

are involved

- a) Dream job of jayant vs wife
- b) mental wellbeing of jayant & family
- c) Mother's choice vs wife's
- d) Work life balance

Stakeholders

- 1. Jayant
- 2. Mother
- 3. wife
- 4. Me
- 5. administration of senior.

(U) Options Available with Jayant(A) Shifting to Bangalore :-Merit → 1. Wife happy

- ↳ 2. Women empowerment
- ↳ 3. Higher earnings

Demerit → 1. Leave dream job → compromise

↳ 2. Mother unhappy

↳ 3. A important frained asset of nation laid off(B) Compromises by wifeMerit → 1. IAS officer retained & mother happy↳ 2. Mental well being of IAS → good productivity↳ 3. Wife can find other job → (eg) Work from home.Demerit → 1. Another woman deprived of rights↳ 2. Boundation of kids and family↳ burden on women (Motherhood Penalty)

↳ 3. Permanent loss to family → in terms of Revenue & Morality → upheld patriarchy

(2) Hence Middle path of Buddha has to be a Solution. Hence I will advise

1. Upholding interests of both

Ⓐ Sarita ⇒ (she) go Bangalore ⇒ dream job

Ⓑ Jayant ⇒ remain IAS.

2. Mother → needs attitudinal change

↳ hence use of Persuasion (NOT fight) by Sarita

3. Maintain a healthy long distance relationship

4. Long term measures :-

Ⓐ for staying together for well being of

kids \Rightarrow either Jayant shall try for a transfer

\rightarrow (or) Sarita shall try for work from home by requesting company

(3) Ways to develop good qualities in IAS

(a) Understanding responsibilities :-

\rightarrow towards family & women empowerment

\rightarrow towards district \Rightarrow remain calm & composed

(b) Work life balance \Rightarrow by Yoga, meditation etc

\rightarrow to remain sorted and cool

(c) effective time management also needed
Taking help of friends & families for mental support in crisis

It is essential for every bureaucrat, the necessity of taking good decision in dilemma & allowing others to also pursue their choices

Feedback

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