

TEST CODE 5 1 4 3 5

FIAS – MGP 2022 (C-14) – GS Paper #4

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	WASEEM AHMAD BHAT		
Roll No./अनुक्रमांक	1910073279	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	23-08-2022

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INDEX TABLE / अनुक्रमिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
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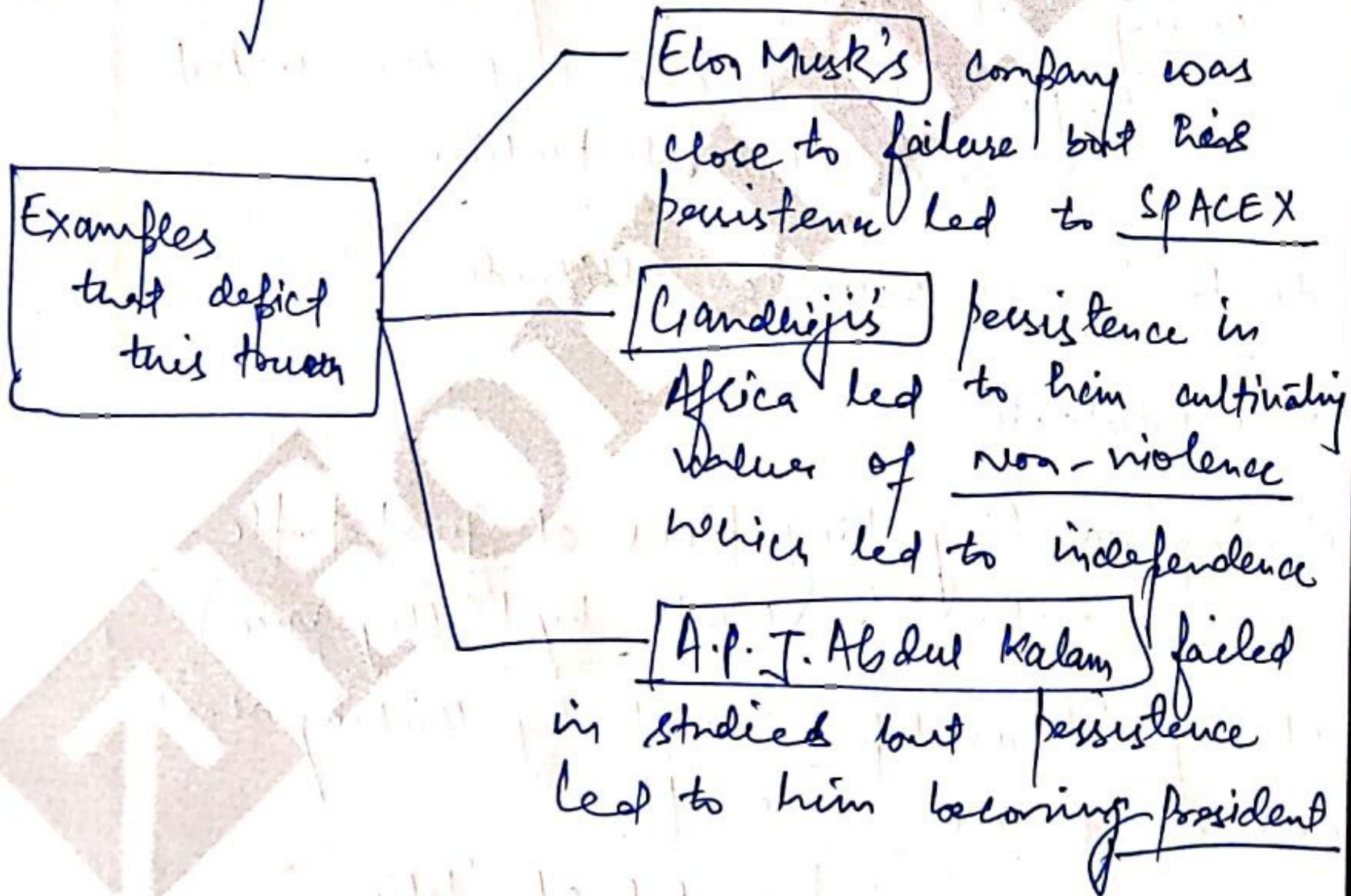
ADDITIONAL REMARKS

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)

Successful people in all fields have
faced many adversities and failed but persistence
is the key to success.



In this context, adversity quotient
i.e., the capacity to deal with challenges

is important as :

① Fosters a positive attitude

e.g.: Armstrong fame got funds through crowd-funding when normal funds not available

② leads to 'tough-mindedness' which fosters what Jocko Willink calls 'Extreme ownership' leading

to coming back better after failure
e.g. I failed CSE but then worked and cleared prelims.

③ leads to 'never say die' attitude

⇒ How to inculcate

① listening/reading biographies of great people
e.g.: Elon Musk's by Ashley Vance

② Practicing 'dream life' concept by thinking about those that are worse off

③ Following Gandhiji's model of 'Talisman'.
what is needed is 'Kudi' or

selfhood of Iqbal to foster adversity quotient

Feedback

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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)

This quote of Gandhiji describes his experience of strength which is based on not body features but one's inner courage and will.

Strength means, to me, the capacity to push hard in times of adversity and to achieve what one wants by the sheer force of will.

I agree with the statement as:

- ① Physical strength doesn't work against a stronger adversary but will does.
e.g.: British were strong militarily but had to leave India due to Gandhiji's will.
- ② Indomitable will leads to courage to face

Challenges whereas physical force may ^{not always} be needed.

e.g: To keep looking for CSE requires mental toughness not physical body.

① The enemy may not always be a physical force but a mental obstacle

e.g: To fight internalisation of patriarchy requires a strength that comes from gender-sensitivity

But only will cannot always lead to strength:

② The enemy may use physical force to crush will

e.g: Ho Chi Minh argued that Americans couldn't be fought with non-violence and even Crandall would agree.

But such incidents are few and far (only for just war, self defence) and overall strength is the "courage in action"

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

Conscientiousness	Conscience
<ul style="list-style-type: none"> ① It is the quality of being true to <u>one's beliefs and plans</u> ② It leads to a person being <u>ethical to himself</u> by following all plans. ③ <u>Example</u>: A conscientious aspirant reads all day and doesn't complain ④ Conscientious people are <u>effective</u> 	<ul style="list-style-type: none"> ① It is the <u>inner guide</u> that acts as <u>lighthouse of morality</u> ② It leads to <u>ethics</u> in actions as one follows <u>right not might</u> (Aristotle) ③ <u>Example</u>: <u>Vasili Arskif</u> refused to fire the nuclear missile during Cuban crisis. ④ <u>Conscience</u> leads to <u>integrity</u> & is the <u>highest court</u> (Gandhiji)

Guilt

① It is the feeling of doing something wrong in the past.

② It leads to crisis of conscience & know-nothing split
(Dayanand Saraswati)

③ Example:

↳ If someone steals bread to feed hungry child, then feels guilt (Heinz Dilemma)

Remorse

① It is the feeling of not being able to prevent some wrong

② creates mental pain and agony

③ Example:

↳ someone in war may feel remorse that he was not able to save his friend.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Good governance is the quality of governance systems to foster socio-economic development, public trust and probity.

There is a debate about what it depends on. Some argue that it doesn't depend on laws but on qualities of those who administer. Arguments for this are:

① Laws can only determine what direction a society should take; culture determines the direction it takes (Andre Beutels)

↳ Thus those who at the helm need to be ethical.

② Laws may stay on paper if people not ethical

e.g: 50 lakh cases of determination

since PcPNDT Act

① As Ambedkar said, whatever the laws are only the people who administer them will ensure their application.

e.g: with conduct rules, India still at 86th rank in Transparency International rankings for corruption.

② Personal ethics acts as lighthouse in discretion.

e.g: Civil servant not providing ration to one with no Aadhaar is lawful but not ethical.

⇒ Arguments against

① Institutional integrity comes from its incentives. Structure not personal ethics.

e.g: Overregulation leads to corruption not just ethics (Economic Survey)

② Laws are needed for governance to ensure 'Rule of law' not men.

e.g: UAE with no laws still dictatorial. Thus, both laws and ethical people are needed.

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)

Civil Services as an institution
was called as 'Steel frame of India' by Cardas Patel as it would ensure continuity in policy implementation.

But in the 21st it seems that activism may also be needed.

⇒ Necessity of active civil service

① To implement policy :

e.g.: TPDS under NFSA

② To give relevant policy advice : e.g.: As done through Parliamentary committees

③ To ensure accountability of all to law : e.g.: Sec 144 to ensure order

But to fulfill liberty, equality and fraternity, civil services activism is needed which is the proactive approach to rights of people as:

① To not curb liberty on vague and flimsy grounds of 'public order', 'national security',
 e.g.: SC in Sanjay Mehta Banerji case argued that security needs to be provided to freedom of speech.

② To foster compassion and responsiveness to the marginalised
 e.g.: provide PDS even by manual override to poor.

③ To ensure fraternity by socially influencing people
 e.g.: Malegaon De used persuasion to stop communal riots ensuring fraternity
This activism though should not

become adventurism and restraint should be followed to ensure Rule of law.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

The various socialising influences in one's life are family as an informal agency and education as a formal agency.

Education can lead to both Knowledge and character' as under Nai Taleem of Gandhiji and complement family's role as :

① Provide values of Compassion, Kindness through observant learning

e.g: Teachers who are compassionate (Abdul Kalam) act as role models

② Foster Cooperation spirit with others through peer to peer.

e.g: Through sports

① Build values of tolerance for other ways of life through gender-sensitive, culturally sensitive curriculum.

e.g.: Depicting all festivals in books.

In the era of digital education such as startups (Byjus, etc) and government steps, arguments that it can do the same are:

① Provide culturally sensitive content and reduce patriarchy

e.g.: By allowing both men and women to teach.

② Can foster creative ways of giving values such as moral lessons of great leaders such as Chandragiri etc.

③ Provide content in mother tongue

But there are issues such as digital divide, profit motive of edtech which leads to less focus on moral education. This needs to change to move to 'Knowledge with Character'

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)

Gendered attitudes are learnt from 'womb to tomb' in the patriarchal society and lead to differences of sex into discriminations

Differences in sexes	Discriminations
① Women bear children	① Career breaks
② Women have a bond with child	② <u>Dual burden</u> , domestication etc

⇒ Factors responsible for such attitudes

① Socialisation by the family where boys are treated as 'inheitor' and girls as 'paraya dhan'

② Knowledge system such as curriculum which is gendered and filled with examples of

Self-effacing women

① Religious sanctions which treat women as 'impure' (as in Sabornmata) or dispensable (as in Triple Talag)

② Media and cinema has led to objectification of women.
e.g.: Item dances etc

③ caste system has led to not only occupational division of labour but treats women as 'slaves' (e.g.: Manusmiti)

⇒ Measures to Change

① Persuasion and social influence using famous celebrities (e.g.: Beti Bachao Campaign)

② Start with children → education should be without gender bias (as in Finland)

③ Democratic parenting to foster attitude change
what is needed is a push in the form of 'a pen & notebook' in the hands of women (Malala)

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

Public institutions and private institutions differ in both ethical concerns and work culture as per (Watton)
attitudes, beliefs etc of an organisation

Ethical concerns

Public

Private

① To ensure values of Nolan Committee such as transparency, impartiality, selflessness etc

e.g: Civil services to ensure these as per

2nd ARC

① To ensure corporate ethics values such as stakeholder capitalism, right board membership values etc

e.g: To not cheat people by creating fake products

Public	Private
<p>⇒ <u>workculture</u>: is usually characterised by <u>top-downism</u>, <u>hierarchy</u>, <u>rules based order</u></p> <p>e.g: DM gives orders to SDM not the other way.</p>	<p>⇒ <u>workculture</u> based on <u>Elton Mayo's</u> ideas such as <u>team work</u>, <u>spirit of innovation</u>, <u>collaboration</u> etc</p> <p>e.g: Modules are distributed among teams.</p>

⇒ Desirability of adoption of private workculture

- ① will foster responsiveness
e.g. Sarathi initiative
- ② will lead to vertical accountability to public
e.g: under social audit
- ③ will lead to innovation in service
e.g: Aruna Sundarajan established IT dept of Kerala.
But this workculture needs to be balanced with 2nd Ake's recommendations of good governance at the core.

Feedback
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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 dilemma is a situation when an agent is under two moral imperatives none of which overrides the other -

As it is a regular occurrence in civil services, they need objectivity in

resolving it :

① To ensure accountability to the political executive and people

e.g : Due diligence to solve dilemma of economy vs. environment through EIA

② To foster legality in one's actions and ensure 'Rule of law'

e.g : choose beneficiaries on rules-based not on personal preference or orders that are illegal

But beyond this empathy and compassion are needed even more:

① To foster an ethical governance with marginalised at its core.
 e.g: providing ration by manual override in case of PDS dilemma

② To ensure socio-economic development
 e.g: If a project will displace tribals, proper rehabilitation first (shows compassion)

③ To lead to public trust
 e.g: As done by V. Sagayan who headed the eradication of land mafia even when pressure was present.

④ To lead to Samadaya as said by Gandhiji
 This should be indicated over quotations as given by 2nd ARE

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 निमाने 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)

Leadership is the quality of being able to lead an organisation to achieve some goals. In its essence, it is considered as a task of persuasion

⇒ Leadership and persuasion

e.g.: Elon Musk persuaded his colleagues to work hard for SPACE X

Satish Dhawan ensured that his sub-ordinates are persuaded to work hard

⇒ Persuasion which is the ability to change attitudes and behaviours (as per Perloff) is important for civil servants :

① To foster social change

e.g.: Swachh Bharat Mission → To stop open defecation

② To motivate team mates

e.g.: Amit Gupta led his colleagues

to start 'Daalija Jalao campaign'

- ① To reduce the social tensions
 e.g.: Malagaon De persuaded communities to stop communal riots
- ② To ensure gender equity
 e.g.: Syed Sheikh Asgar used persuasion to change attitudes of menstrual hygiene

⇒ Qualities for effective persuasion

- ① Credibility in terms of Knowledge etc.
 ↳ leads to trustworthiness
- ② Emotional intelligence to ensure 'value consensus'
 e.g.: Ustadan Singh Pathrose use of Natural medicines
- ③ Use of technology — Tech-savvy
 ↳ To use social media
- ④ Social skills → To foster change
- ⑤ Self-motivation to 'walk the talk'.

Persuasion ultimately comes from Character as per Aristotle

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

Peace is defined as the non-presence of war in normal parlance. But this quote provides a counter-perspective.

It describes the real basis of peace which is justice. This can be seen as follows:

① Mere absence of war may still mean socio-economic violence

e.g: Indian society was peaceful but unjust caste system caused war against untouchables

② Only justice can ensure that peace is based on consensus

e.g: Capitalists with great wealth may

may want it to continue but poor don't have to believe that.

① war itself is a broad term which may include 'structural violence' in the form of racism etc
e.g: slavery of blacks

② Peace without justice is like a 'boiling pot' which may lead to war anytime
e.g: Civil war in America based on 'unjust peace of slavery'

For India, this provides

Lessons:

- ① To foster an inclusive society based on Sarvodaya of Gandhiji
- ② To ensure 'justice to all' (Art 39A)

What is needed is a move towards 'shared humanity' as Gandhiji put it.

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)

This quote exemplifies a very subtle truth which is that evil men/women may not cause catastrophes but the 'bystanders' who indulge in no action.

It can be analysed as:

① when people do not dissent against evil, the evil does get emboldened.
e.g.: Germans who just watched Hitler were emboldening him.

② Not revolting against injustice is a crime of dereliction of duty.
e.g.: [Candelliji] argued that one needs to go against unjust laws as they will spread otherwise.

③ Evil men can only 'lit the fire' of wrong.

but those who just watch it are actually putting oil/fuel on it

e.g. when Hitler used dictatorial tactics, those who didn't say anything later faced gulags

① when men/women fight against evil men, change is possible

e.g. Nelson Mandela fought against apartheid leading to its end.

② Similarly, Indian freedom fighters fought against evil colonial empire.

⇒ Lessons it holds

① Need to raise voice against climate injustice
e.g. Greta Thunberg

② Need to rise against majoritarianism in world
e.g. Megha Patkar.

Thus, the world needs men who 'do what they ought to do' (I. Kant)

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Happiness has been a subtle emotion that has evaded philosophers. For people like Aristotle, it is living a virtuous life while for some today, it is leading a consumerist life.

But as Aristotle put it, golden mean between too little and too much is how one finds it:

① Indulging in too much leads to materialism which is a 'maya' (illusion) hence causing depression, anxiety etc
e.g: Teenage suicides over likes and follows etc

② Having too little also caused mental fatigue

as one has to work hard to find sustenance

e.g: Informal labourers

① On the other hand, as Buddha argues Madhyam Marg which is middle path is the sweet spot where happiness lies.

Still there are others such as

Jordan Peterson who argue that happiness is illusory as:

① It is fleeting and changes.

② 'Too much happiness in life all time will be a hell to live' (G. Bernard Shaw)

He argues that meaning is what one should aspire for i.e., purpose which as per Gandhiji argues is service.

In this content, to find true happiness, one needs to move from egocentricity to madhyam marg and meaningful life

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 represents an ethical dilemma between reputation and profits vs. customer privacy and safety for the CEO (Me).



1. Ethical dilemmas in this case

- 1) Profile vs. privacy of the customers : which is a fundamental right (Art 21). While not going ahead will lead to loss of genuine profits (right of shareholders)

① Reputation vs. public interest : While reputation of India (as Atmanirbhar) is important, security of customer is of utmost importance.

② Means vs. ends : May leads to people being used as ~~an~~ ^{means} ~~end~~ for profit (wrong as per Kant)

③ Corporate ethics vs. Nationalism : To ensure that customer's rights are protected or India's image is protected.

④ Principles I would follow

As the CEO, my duty is to ensure profitable company and also customer service. The following principles will be followed:

⑤ Community as the center : As J.R.D Tata ^{asquid} the community is the very reason of the existence of corporate.

① Customer Service and Privacy (Act 21) as paramount

② Rule of law which will have to be the Core

③ Crandall's 'Commerce with morality' and 'Compassionate Capitalism' of Narayan Murthy

④ Primacy to Stakeholders i.e., stakeholder capitalism

③ Options available

① Go ahead with launch event and informing all to change the clips for later phones.

② Don't go ahead and cancel and reveal all the facts (Honesty)

③ Go ahead with the launch event but reveal the chief issue and provide evidence that it is not being used to spy on anyone

My course of action :

- ① Go ahead with the launch event and ensure all stakeholders are persuaded well.
- ② Provide evidence to counter the view that they are used to spy by declaring the cybersecurity features of phones.
↳ Can use demonstration of ethical hacking
- ③ Sign an integrity pact with the Chinese Company for ensuring integrity
- ④ If some evidence comes otherwise, can take steps from Taiwan, etc later on.
This will ensure both the reputation and foster trust in the company, as true example of stakeholder capitalism

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

आसनपुर भारत के उत्तरी भाग में एक सुंदर छोटा जिला है। यह पत्थर खनन गतिविधि का केंद्र हुआ करता था। हालांकि, अत्यधिक खनन के कारण पर्यावरण का क्षरण हुआ और तेजी से मिट्टी का कटाव हुआ, जबकि पत्थर खनन से वायु प्रदूषण का खतरा पैदा हुआ। विभिन्न हानिकारक प्रभावों के कारण, एनजीटी ने आसनपुर में पत्थर खनन पर प्रतिबंध लगा दिया है। इस प्रतिबंध के बावजूद, खनन माफिया भ्रष्ट सरकारी अधिकारियों और राजनेताओं की मिलीभगत से काम करने में सक्षम है। कई अधिकारियों ने इस अवैध खनन को रोकने की कोशिश की है, लेकिन शक्तिशाली माफियाओं ने या तो उन्हें बलपूर्वक शांत होने के लिए मजबूर किया है या उन्हें 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 घमकियां मिल रही हैं। वह आपको यह भी सूचित करता है कि टास्क फोर्स में अन्य लोगों को भी समस्या का सामना करना पड़ रहा है जैसे टास्क फोर्स में किसी को उसके खिलाफ एक पुराने निपटारे मामले को फिर से खोलकर परेशान किया जा रहा है जबकि किसी और को दूरस्थ जिले में स्थानांतरण का आदेश प्राप्त हुआ है। इसने टास्क फोर्स को निराश कर दिया है और उन्हें जिले में अवैध खनिकों के कनेक्शनों की याद दिला दी है। उसी दिन, जब आप घर पहुँचते हैं, तो आपकी पत्नी आपसे कहती है कि उसे एक अज्ञात नंबर से कॉल आया, जिसमें उसने अपनी जाँच बंद न करने पर गंभीर परिणाम भुगतने की घमकी दी है। आपको डर है कि कॉल अवैध खनन गतिविधि में शामिल संगठित अपराध सिंडिकेट के एक सदस्य का था। आपकी पत्नी परिवार की सुरक्षा को लेकर चिंतित है और आपसे अपने काम में नरमी बरतने का अनुरोध करती है। इस स्थिति में, निम्नलिखित प्रश्नों के उत्तर दें :

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

(20 अंक, 250 शब्द)

The given case exemplifies the various complexities of working in illegal mining area as an SP. various ethical dilemmas are



1. I will motivate the task force as follows:

① will firstly contact the Divisional Commissioner or even CM to inform about political pressure and ask for whatever help is needed.

② will use Emotional intelligence to argue to task force that:

↳ Threats are vacuous as full security will be provided to them.

↳ Old case that is opened will be closed if found without evidence

↳ Illegal mafia doesn't have the power of truth and law on their side.

③ I will further inquire into the venues present and present the report to the CM.

↳ will show responsiveness.

2. Justification

- ① Nishkama Karma i.e., selfless action is the way forward. → Not thinking about consequences
- ① They will be provided full security 24*7
- ① The highest duty for me is to ensure Rule of law (Basic structure) which will foster a socio-economic change.
- ① Family is the socialisation agent that provided me the values of rule of law, courage etc.
↳ Time to walk the talk.

But at the same time, it needs to be ensured that no security loopholes is present.

3. Various dimensions

- ① Illegal mafia ① Political-mafia nexus
- ① Political pressure ① criminalisation of politics

① Personal vs. professional duty ② lack of socio-economic development

③ lack of rule of law

⇒ Measures needed My understanding is that it requires a holistic approach as:

① Raids to be continued on the mafia.
↳ Ensure certainty of punishment (Venkatasubrahmanyam)

② At the same time other crimes need to be tackled using predictive policing (use of social media, AI) etc.

③ Follow the inquiry and punish all as per law.

④ Along with DM, planning for socio-economic development (Aspirational districts)

→ This will ensure that the district acts as a guide for other such places such as Punjab etc.

Feedback
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Structure/ Presentation
Question Interpretation
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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।

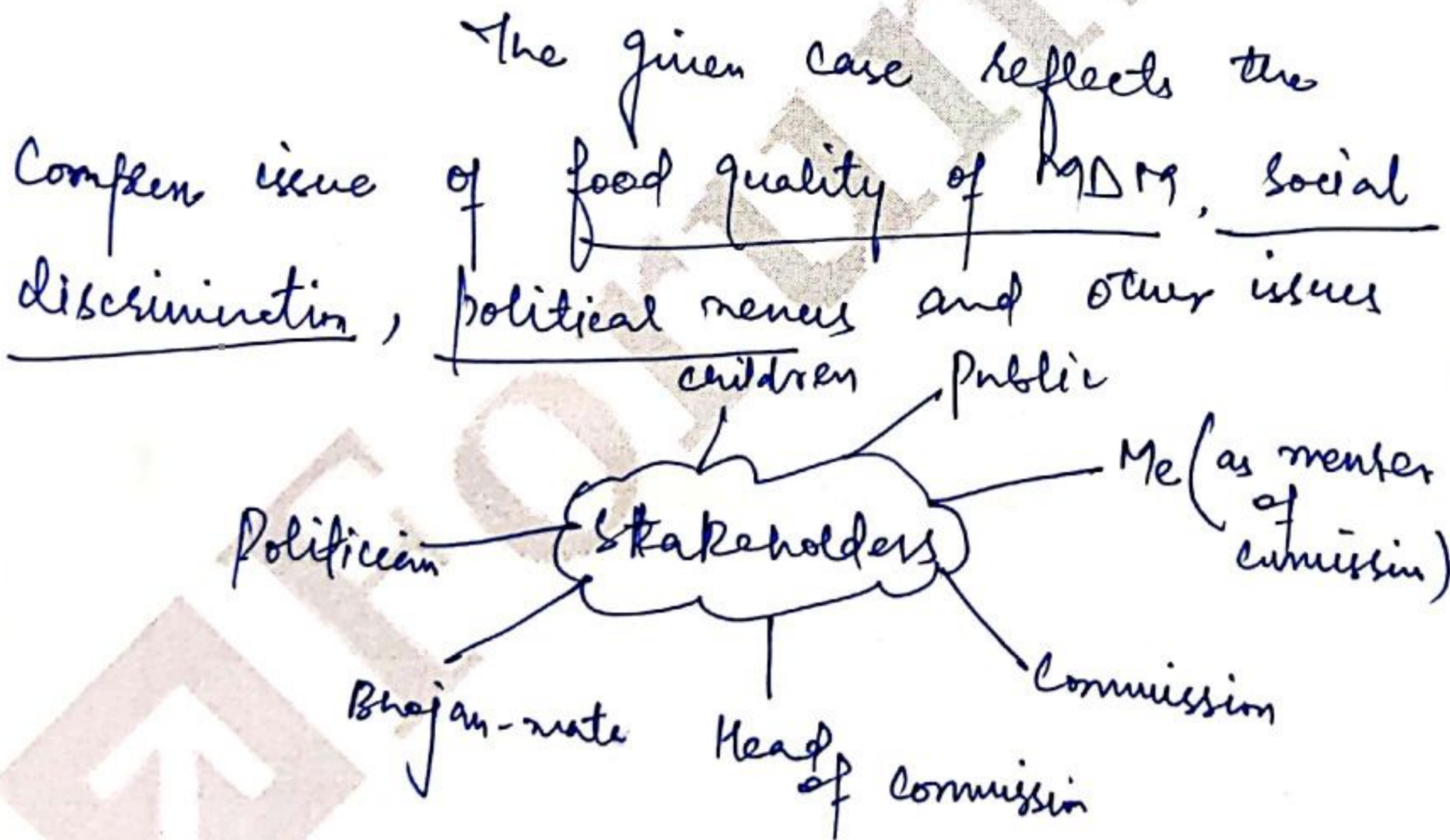
एक दुर्भाग्यपूर्ण घटना में, उनके स्कूल में एमडीएम खाने के बाद दो छात्रों की जान चली गई और तीस से अधिक बच्चे बीमार पड़ गए। जिला प्रशासन ने अपनी कार्रवाई में तत्परता दिखाते हुए संबंधित स्कूल के रसोइया (भोजन-माता) को निकाल दिया। भोजन-माता, जो एक पिछड़ी जाति से है, अपने पति के निधन के बाद अपने परिवार में 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)



1. Ethical dilemmas

① Personal vs. professional ethics : with plum

posting on one hand vs. organisational ethics to uphold on other.

① Conscience vs. professional benefits : on one hand conscience argues to not follow the head but professional benefits are also there

② Means vs. ends : where someone may be scapegoated for my 'plum posting' and to save the deal conscient

③ Following senior vs following law : Both are imperatives (Civil Service conduct Rules)

2. Different courses of action are:

(i) Follow the Head of the Commission and find someone who can be scapegoated
↳ Maybe principal etc

④ (ii) Refuse to follow such instruction and

provide the true findings; If still truth is hidden, go to higher authorities and ultimately to media if needed. (Conscience as the highest court — Gandhiji)

(ii) Ask for written orders from the senior council will be procedurally integral — this may deter him

(iv) Resign — May save conscience but shows lack of emotional intelligence.

I will go forward with the (iii) i.e., to refuse the head's order:

① Further, I will provide all evidences to the head

② I will ensure that the findings are correctly shown in public

↳ will go the public through whistleblowing

under Whistleblowing Act if needed.

This is justified as follows:

① Ensures 'Rule of law' (Art 14) not 'rule of men' (Politicians)

② Conscience is the highest court and it needs to be the lighthouse of morality (Gandhiji)

③ we ought to follow what is right and not what is established (Aristotle)

④ will ensure deterrence due to certainty of punishment (Venkatchaliak) and improve quality of MDIA in future

↳ Needed for equity in education.

⑤ will foster public trust

This will show courage and 'Rule of law' which will lead to improve public service that public can trust.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

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

(20 marks, 250 words)

रश्मि एक प्रशिक्षित नर्स हैं और उन्हें 20 से अधिक वर्षों का अनुभव है। वह कोविड -19 की दूसरी लहर के दौरान एक सरकारी अस्पताल में संविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी भारी कमी हुयी। बेड की कमी को दूर करने के लिए, कई अस्थायी कोविड शिविर स्थापित किए गए और प्रशिक्षित कर्मचारियों की कमी से निपटने के लिए, सरकार ने अनुबंध के आधार पर भर्ती करना शुरू कर दिया। सरकारी अस्पतालों में आपातकालीन सेवाओं के लिए आउटसोर्सिंग नीति के अनुसार कई नर्सों, कंप्यूटर 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 उनके अपार योगदान के कारण, उन्हें 'कोरोना योद्धा' के रूप में पहचाना गया। उनकी भर्ती के दौरान उनसे मौखिक

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

एक साल बाद, चूंकि कोविड संक्रमणों की संख्या में कमी आई, सरकार ने कई अस्थायी शिविरों को बंद कर दिया। टीकाकरण अभियान में भी गिरावट की प्रवृत्ति दिखाई दी क्योंकि अधिकांश आबादी को कम से कम एक खुराक के साथ टीका लगाया गया। इससे नर्सों, कंप्यूटर 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 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 given case depicts the various ethical issues that arose due to Corona pandemic including the future of Contractual healthworkers who were at the forefront.

Stakeholders

Govt. (as health secretary) Rashmi (Nurse)

Public at large Medical Staff Nurses etc

1. Ethical issues in the case *

① Contractualisation of health workforce

↳ As India had only 2.5 healthworkers per 1000 population (WHO recommends more than 40)

② Lack of adequate protection during the pandemic to some healthworkers leading to deaths

↳ Against Rights to life (Art. 21)

③ Promises made which were never fulfilled

④ Lack of inclusion of promises in contract shows duplicity → against 'transparency' (as basic value - Nolan Committee)

⑤ Lack of jobs in the economy (Art 38) which causes such demands.

⑥ Means vs ends : Contractual workers - treated as means to the end of pandemic. (wrong as per Kant)

2. Justification for Rashmi

- ① Reward for her hard work needs to be there
- ② will ensure public trust as government has the responsibility to provide adequate livelihood (Art 38)
- ③ promises made need to be fulfilled — to show basic integrity
- ④ To fulfill her dream of a job, she joined career → That needs to be fulfilled

3. Government's justification

- ① Not promised a permanent job hence no promise broken.
- ② Exigencies such as Covid required many workers → Now giving employment will lead to misutilisation of funds and disguised employment.
- ③ Pandora's box may open as all will demand same.

4. My course of action as health secretary

① Use emotional intelligence and argue with the leaders of the protest that:

- ↳ No promise of permanent job was made
- ↳ But they will be 'considered' if they apply for other jobs

② Further come out with a policy that provides for their inclusion at local level as ASHAs, ANMs etc for the time being.

- ↳ will ensure primary healthcare (Doesn't have even 1 doc in 60% PHCs)

③ Provide assurances through media that they will be considered for higher posts.

↳ This will foster trust and ensure that government is not oversuaded in the short run. It shows the use of values of Nolan Committee.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.11) Abha is currently working as the DM of a district. One day, she went to a village for inspecting the progress of a certain village development project. Abha was not satisfied with the pace of the work and wanted to talk with the Sarpanch of the village about the same. Abha went to the panchayat office where she found the Sarpanch standing just outside the office. The Sarpanch greeted Abha and offered her a seat. Abha sat down and started discussing the matter with the Sarpanch. She noticed that Sarpanch was still standing. She thought that Sarpanch was not sitting because of hesitation or out of respect for the officer. She requested him to take a seat but he reluctantly sat on a wooden stool. Abha jokingly asked him if he liked the stool so much that he chose it instead of a chair, to which the Sarpanch replied that he was not allowed to sit on a chair as he belonged to a Dalit community. Abha was taken aback by this response.

Abha enquired further about the issue. The sarpanch explained that since the Sarpanch position was reserved for SC community, he won the election. But despite being the official head of the panchayat, he did not have any power. He was neither allowed to enter the panchayat office nor was given access to official documents. A separate water pot was kept for him outside the office and he was not allowed to use the common water pot. He worked as a rubber stamp who merely signed the given document. He went on to tell Abha that last year he was not even allowed to hoist the national flag during the Independence Day celebration. Abha was shocked about hearing the kind of discrimination that the Sarpanch faced. On the basis of this case study answer the following questions:

- 1) Why do caste-based discriminations still persist even after 75 years of independence?
- 2) Examine the various ethical issues involved in this case.
- 3) Identify various stakeholders and their responsibilities for creating an egalitarian society.

(20 marks, 250 words)

आमा 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। आमा काम की गति से संतुष्ट नहीं थी और उसी के बारे में गाँव के सरपंच से बात करना चाहती थी। आमा पंचायत कार्यालय गई जहाँ उसने सरपंच को कार्यालय के ठीक बाहर खड़ा पाया। सरपंच ने आमा का अभिवादन किया और उसे बैठने की पेशकश की। आमा 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। आमा 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 आमा अवाक रह गईं।

आमा 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 आमा 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 आमा 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)

The given case study depicts what was found in many such cases such as a study done by Deepika Gupta who found that lower castes were discriminated in PRTs even if they won.

1. Reasons for prevalence of caste based discrimination

① Institutionalisation of casteism especially in rural areas where law only determines the broad framework.

② Lack of proper implementation of Art 243D (Reservation) in spirit.
↳ No checks done by higher ups.

③ Lack of social democracy at the base of political democracy, as Dr. Ambedkar put it.

④ Casteisation of politics which has caused

further entrenchment of casteist values

e.g: Bhima Koregaon violence

① Ponor in the hands of dominant caste leading to 'caste based PRIs'

② New identities of caste such as Associative such as vishv India society etc.

③ Law can only determine the direction that a society has to go; the direction it goes is determined by culture (Andre Betille)

2. Ethical issues

① Caste based discrimination (Against Art 14, 15, 17)

② Against Right to equality to hold public office (a basic sign of republic)

③ Lack of compassion which is shown is not allowing to even drink water

④ Internalisation of abuse by lower castes (e.g: she

was not sitting on the chair)

① Passive discrimination → she has lost confidence in herself.

② Further lack of socio-economic development
 ↳ The village development project was not working well.

3. Stakeholders and responsibilities

Stakeholders	Responsibilities
① <u>Asha (as DM)</u>	↳ To ensure that <u>'spirit of law'</u> of PRTs is followed ↳ To use <u>persuasion and social influence</u> to change attitudes in her district ↳ can use <u>social media</u> ↳ To punish strictly those who <u>perpetrate such crimes</u> → To ensure

deterrence by certainty of punishment
(Venkatachaliah)

Sarpanch

↳ To fight against caste discrimination against her
 ↳ To uphold values of equality by drinking from the pot
 ↳ can ask for securitry (Mahad satyagraha of Ambedkar) as cramp

Public

↳ To change attitudes and protect injustice to lower castes
 ↳ Get rid of all superstitions (Vinayakanda)

Govt.

↳ To fulfil mandate of Act 17 and Act 46 → ensure justice to lower castes

This will lead to a New India by 2047, our 100th year of independence.

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 बंगलोर जाना होगा। सरिता इस मौके को लेना चाहती है लेकिन जयंत की मां नहीं चाहती कि सरिता बंगलोर चली जाए। जयंत भी चाहता है कि सरिता उसके साथ रहे ताकि वे बच्चे पैदा कर सकें और अपना परिवार शुरू कर सकें। सरिता का प्रस्ताव है कि जयंत उसके साथ बंगलोर चले क्योंकि उसे जयंत की तुलना में काफी अधिक वेतन मिलेगा। जयंत और उनकी मां को यह प्रस्ताव आपत्तिजनक लगा। इसके अलावा, जयंत उस नौकरी को नहीं छोड़ना चाहता जिसका उसने बचपन से सपना देखा है और जिसके लिए उसने कड़ी मेहनत की है। यह पूरा मामला सरिता और जयंत के बीच आए दिन झगड़ों का कारण बन गया है और उनकी शादीशुदा जिंदगी पर भी असर पड़ा है।

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

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

आप जयंत और सरिता के परस्पर मित्र हैं। एक दिन आपके पास एक व्यथित जयंत का फोन आया और उन्होंने आपसे इस मुद्दे पर आपकी सलाह मांगी।

- 1) संकट से निपटने के लिए जयंत के पास उपलब्ध विभिन्न विकल्पों की पहचान करने में मदद करें? इनमें से प्रत्येक विकल्प के गुण-दोषों की विवेचना कीजिए।
- 2) एक पारस्परिक मित्र के रूप में, आप इस मामले में जयंत और सरिता को क्या सलाह देंगे ताकि वे एक खुशहाल 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 given case represents the dance of ambitions, lone and family that is a regular occurrence in all people's lives. This is more problematic for women in a patriarchal society as 'she has to fit herself into the family of the husband' (Oberoi, a feminist)

1. Various options available are:

(i) leave the job and move with Sarita to Bangalore

Merits	Demerits
<ul style="list-style-type: none"> ① will lead to <u>satisfaction of Sarita</u> ① <u>preservation of family</u> ① <u>shows gender-sensitivity</u> 	<ul style="list-style-type: none"> ① will lead to loss of <u>'dream job'</u> ① shows <u>'dereliction of duty'</u>

⊙ will lead to a Happy family - personal ethics

⊙ Already 1500 vacancies in IAs.

ii, Divorce Saitha and stay in NE

Merits

Demerits

⊙ Both can work their 'dream jobs'

⊙ will lead to 'pain of divorce'

⊙ Donot have to fight continuously

⊙ Too many court hearings (cases pending in family courts)

⊙ will ensure integrity and effectiveness in job

⊙ will trust her - against loyalty, love etc

⊙ Motivate subordinates

iii, Argue and convince her to stay & find a job there

Merits

Demerits

⊙ will lead to her 'dream come true' in North east

⊙ will lead to her not able to find a job

⊙ will ensure family

⊙ breaks patriarchal

Stays intact

attitude

① will foster a new understanding

② As a mutual friend, I will advise them the following:

① First priority is that both find their 'dream jobs' while staying together. This can be done as:

① Find a job for Sarita in NE only by contacting different companies

① If not able to find, then Jayant should take a deputation by contacting DOPT about the situation

↳ May be possible under some rules

① If that happens, then they can both have jobs in Bangalore and a family

3. Qualities needed in Jayant

- ① Emotional intelligence to understand her emotions and to convince her to stay
- ② Positive attitude to fight against challenges such as these

e.g: Latish Dhanwan was always good to his juniors, no matter what happened in his private life

- ③ Credence-sensitivity: to stay by her side while she pursues opportunities
e.g: Ambedkar and Kamabhai

- ④ Compassion for her as she left her job for him.

- ⑤ Family and duty as separate by inculcating values of professional ethics

This will ensure a life of good family as well as jobs of their choice.

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.