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Time Allowed : Three Hours



Maximum Marks : 250

समय : तीन घंटे

अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	SHIVIN CHAUDHARY		
Roll No./अनुक्रमांक	1910102962	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	5/9/2022

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

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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Total/कुल अंक	250		For Student Only / केवल परीक्षार्थी प्रयोग हेतु	
Evaluator's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
			9am	12pm
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 :	Evaluation Date/ मूल्यांकन तिथि :

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

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

ADDITIONAL REMARKS

Instructions: All questions are compulsory. The number of marks carried by a question/part is indicated against it. Quality of the answer is more important than the length of the answer.

निर्देश : सभी प्रश्न अनिवार्य हैं। प्रत्येक प्रश्न द्वारा धारित अंकों को उसके सामने इंगित किया गया है। उत्तर की गुणवत्ता उत्तर की लंबाई की तुलना में अधिक महत्वपूर्ण है।

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)

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)

Q.2) a) Differentiate between the following:

i. Conscientiousness Vs. Conscience

ii. Guilt Vs. Remorse

(10 marks, 150 words)

निम्नलिखित के बीच अंतर करें :

i. कर्तव्यनिष्ठा बनाम अंतरात्मा की आवाज

ii. अपराध बनाम पश्चाताप

(10 अंक, 150 शब्द)

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)

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)

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)

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)

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)

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)

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)

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)

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)

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)

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 भून 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। भून पर प्रतिबंध एक रिपोर्ट पर आधारित है जिसमें दावा किया गया है कि भून चीनी सरकार के साथ मिलकर काम कर रहा है और भून 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 भून 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)

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 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)

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 सप्लाय कर रहा था जिससे बच्चों में फूड प्वाइजनिंग हुई। आपने यह भी पाया कि खाद्य ठेकेदार एक शक्तिशाली कैबिनेट मंत्री का भाई था। आपको संदेह है कि जिला प्रशासन की ठेकेदार के साथ मिलीभगत थी और उन्होंने भोज-माता को फंसाने और ठेकेदार को दोषमुक्त करने के लिए साठ-गांठ की।

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

- 1) इस स्थिति में आप किन विभिन्न नैतिक दुविधाओं का सामना करते हैं?
- 2) कार्रवाई के विभिन्न कदम क्या हैं जो आप ले सकते हैं? कार्रवाई के सबसे उपयुक्त कदम की पहचान करें और अपनी पसंद का औचित्य साबित करें। (20 अंक, 250 शब्द)

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

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

Rashmi recalls her ordeal while taking care of patients during the second wave of Covid-19. She did continuous night shifts which usually stretched to 12-13 hours. Wearing PPE and 3 layers of masks for

the entire period of duty made simple tasks like drinking water or using the washroom very difficult. Dealing with patients, some angry while others grieving, was an emotional drain. Rashmi also played a very important role in the vaccination drive, sometimes vaccinating more than 400 people per day. Many corona warriors contracted disease and died while doing their duty. Corona warriors have put their life on the line to save the country from the pandemic. But after termination of the contract, Rashmi feels that the government has acted with a 'use and throw' attitude.

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

- 1) What are the various ethical issues involved in this case?
- 2) Do you think Rashmi is justified in demanding a permanent government job?
- 3) Do you think the government is justified in terminating the contracts of corona warriors?
- 4) Consider yourself in the position of Health secretary in the concerned state. What would you do to address the issue at hand? (20 marks, 250 words)

रश्मि एक प्रशिक्षित नर्स हैं और उन्हें 20 से अधिक वर्षों का अनुभव है। वह कोविड -19 की दूसरी लहर के दौरान एक सरकारी अस्पताल में संविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी भारी कमी हुयी। बेड की कमी को दूर करने के लिए, कई अस्थायी कोविड शिविर स्थापित किए गए और प्रशिक्षित कर्मचारियों की कमी से निपटने के लिए, सरकार ने अनुबंध के आधार पर भर्ती करना शुरू कर दिया। सरकारी अस्पतालों में आपातकालीन सेवाओं के लिए आउटसोर्सिंग नीति के अनुसार कई नर्सों, कंप्यूटर ऑपरेटर्स, सफाई कर्मचारियों और अन्य सहायक कर्मचारियों को अस्थायी रूप से कोविड अवधि के लिए काम पर रखा गया था। महामारी के खिलाफ लड़ाई में उनके अपार योगदान के कारण, उन्हें 'कोरोना योद्धा' के रूप में पहचाना गया। उनकी भर्ती के दौरान उनसे मौखिक वादा किया गया था कि अन्य सरकारी भर्तियों में 'कोरोना योद्धाओं' को वरीयता दी जाएगी। रश्मि ने अपने रोजगार की अवधि को तीन महीने बताते हुए एक अनुबंध पर हस्ताक्षर किए, जिसे बाद में तीन और महीनों के लिए बढ़ा दिया गया।

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

रश्मि ने कोविड -19 की दूसरी लहर के दौरान मरीजों की देखभाल करते हुए अपनी पीड़ा को याद किया। वह लगातार रात की पाली करती थी जो आमतौर पर 12-13 घंटे तक चलती थी। ड्यूटी की पूरी अवधि के लिए पीपीई और मास्क की 3 परतों को पहनने से पानी पीने या वॉशरूम का उपयोग करने जैसे सरल कार्य बहुत कठिन हो गए थे। मरीजों के साथ व्यवहार करना, कुछ नाराज तो कुछ दुखी, एक भावनात्मक पीड़ा थी। रश्मि ने टीकाकरण अभियान में भी बहुत महत्वपूर्ण भूमिका निभाई, कभी-कभी प्रति दिन 400 से अधिक लोगों को टीका लगाया। कई कोरोना योद्धाओं को बीमारी का संक्रमण हुआ और अपनी ड्यूटी करते हुए उनकी मृत्यु हो गई। देश को महामारी से बचाने के लिए कोरोना योद्धाओं ने अपनी जान की बाजी लगा दी। लेकिन कॉन्ट्रैक्ट खत्म होने के बाद रश्मि को लगता है कि सरकार ने 'यूज एंड थ्रो' रवैये के साथ काम किया है।

स्थायी सरकारी नौकरी की मांग को लेकर रश्मि समेत अन्य कोरोना योद्धाओं ने स्वास्थ्य मंत्रालय के पास धरना शुरू कर दिया है। इस मामले के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए :

- 1) इस मामले में शामिल विभिन्न नैतिक मुद्दे क्या हैं?
- 2) क्या आपको लगता है कि रश्मि का स्थायी सरकारी नौकरी की मांग करना 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)

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 पहुँच 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)

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

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

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

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

(20 marks, 250 words)

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

जयंत के निजी जीवन के मुद्दे उनके पेशेवर जीवन में भी आ गए हैं। वह अपने काम पर ध्यान केंद्रित करने में सक्षम नहीं है जिसके परिणामस्वरूप उसका प्रदर्शन खराब हो रहा है। अभी कुछ दिन पहले, जयंत ने एक बड़ी गलती की और काम में अनुपस्थित रहने के कारण उसके सीनियर ने उसे डांटा। ऑफिस में उनका व्यवहार भी बदल गया है। अब जयंत आसानी से चिढ़ जाता है और अक्सर ऑफिस में स्टाफ के साथ बदतमीजी से बात करता है। यह उसके अधीनस्थों के प्रेरणा स्तर को नकारात्मक रूप से प्रभावित कर रहा है। जयंत अपने अपमानजनक प्रदर्शन से वाकिफ है और उसे लगता है कि वह अपने निजी और पेशेवर जीवन दोनों में असफल हो रहा है।

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

- 1) संकट से निपटने के लिए जयंत के पास उपलब्ध विभिन्न विकल्पों की पहचान करने में मदद करें? इनमें से प्रत्येक विकल्प के गुण-दोषों की विवेचना कीजिए।
- 2) एक पारस्परिक मित्र के रूप में, आप इस मामले में जयंत और सरिता को क्या सलाह देंगे ताकि वे एक खुशहाल दंपति के रूप में वापस आ सकें?
- 3) जयंत जीवन में ऐसी संकट स्थितियों को संभालने के लिए आवश्यक गुणों को कैसे विकसित कर सकता है?

(20 अंक, 250 शब्द)

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
Content of the Question is more important than length.
(Specimen Answer Booklet - For Practice Purpose Only)

①a)

AS Nelson Mandela said,
"I am the master of my fate". When an individual continues to struggle with valor, he can overcome adversity.

Adversity Quotient : importance

- ① Helps in dealing with crisis
 - ② Helps maintain mental health
 - ③ Instills values of perseverance and dedication.
 - ④ Promotes a spiritual and not a material view of happiness (epicureanism)
 - ⑤ Helps one keep going.
- (Ex) : Gandhiji despite being thrown off the bus in South Africa kept struggling.

कृपया इस स्थान में प्रश्न संख्या व अतिरिक्त कुछ न लिखें।

Developing adversity Quotient

① Role of agencies of socialisation

(Ex) : Family of Bhagat Singh instilled ideal of valour

② Developing emotional intelligence

③ Meditation and introspection

(Ex) : As aristotle said, true victory is victory over the self.

④ Change in curriculum

(Ex) : value education in NEP.

As edison said, "Success is 2% inspiration and 98% perspiration"

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कृपया इस स्थान
में प्रश्न संख्या के
अतिरिक्त कुछ
न लिखें।

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Paranthesis.
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16.)

Gandhiji was a believer
of hating the evil while loving
evil doer. Hence, he focused on
a capacity of will rather than physicality

Meaning of Strength

- ① dealing with negative emotions in
constructive manner
(Ex) : anger
- ② showing integrity even when
nobody is watching.
- ③ Detachment from materialism
and focus on spirituality
(Ex) : Nishkama Karma
- ④ Putting interest of others above
narrow public interest
(Ex) : displaying compassion.

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कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।
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- ⑤ Persisting in face of adversity
Ex: Malala Yousufzai

Analysis of statement

- ① Internal capacity of an indomitable will manifests as true strength. As it is said "where there is a will, there is away".
- ② Hence it is more important to win over the issues of self doubt than to overpower one's enemies.
- ③ It is rightly said, "fear kills more dreams than failure ever will".
- However, physical capacity must not be completely ignored as it has its own merits.

UPSC

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2a)

<p><u>Conscience</u></p>	<p><u>Conscientiousness</u></p>
<p>Internal reflexive ability to determine rightness or wrongness of an action.</p>	<p>Being concerned about doing one's work in an ideal manner.</p>
<p>Involves moral judgements</p>	<p>May not involve moral judgements</p>
<p>Not heeding to conscience can cause crisis of conscience</p>	<p>Not being conscientious shows careless attitude</p>
<p>Helps one become a better moral agent</p>	<p>Helps one perform tasks better</p>
<p><u>Guilt</u></p>	<p><u>Remorse</u></p>
<p><u>Negative emotion towards</u></p>	<p>Emotion of <u>shame</u> towards</p>



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action performed recently

Greater avenue for corrective action

weaker emotion

action performed in the past

lesser possibility of correction

stronger emotion

FORUMIAS



(Please do not write the question number in this space)
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2b.)

Good governance as per the World Bank involves consensus orientation, responsive institutions, equity and inclusiveness

Good governance and law

- ① Law forms minimum credible deterrence in a society.
- ② As Plato said " good people don't need laws, bad people will find a way around them"
- ③ Law only show where society ought to go.
- ④ However, good law can form basis for good governance.
- (Ex) : Indian constitution lays down ideal of equality, justice and liberty.

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Good governance and personal qualities

① Personal ideals of a person can influence institutions.

(Ex) : E Sreedharan's idea of compassion is visible : all metro stations have access for PwDs.

② Good administrator provides leadership.

(Ex) : TN Sesham as election commissioner

③ However, without laws even the best administrator cannot govern

④ good laws maintain constitutionalism even in case of bad decisions.

(Ex) : Indian constitution and emergency.

Hence, good governance requires the sweet synthesis of law and personality

3a)

As said by Sardar Patel,
 Civil services form the steel frame
 of Indian administration.

Active Civil Service

① upholds ideal of constitutional morality.

② Provides rationality and objectivity
 in decision making.

③ Regular field visits to ensure
 effective implementation.

Exo: visiting schools and hospitals
 for inspection.

④ Duty toward citizens

Exo: Recently, an IAS officer in
 Kerala risked his life during flood
 control.

Civil Service activism

Should civil servants
go beyond sphere of duty to
promote welfare.

(Ex) : 'Debo Na Lebo Na' anti corruption
campaign in assam by S. Lakshmanan

(Ex) : ~~My farm~~ 'My farm My garden'
by IAS officer in Mizoram to augment
organic farming.

Issues

- ① Personal loyalty and cult
based leadership
- ② Misuse of social media

As said by our PM, civil service is
the 4th lion in the ashoka pillar.
Hence, there is need of 'silent activism'
and hardwork.

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3b.)

As per Aristotle, we are what we repeatedly do. Early habits learned through education get locked into character.

Early agencies of socialisation like family society and education shape children's outlook and determine future of nation.

"Child is the father of man"

Digital education

Merits

- ① Wider reach
- ② More accessible
- ③ direct interaction with teacher: 'Better role modelling'



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④ greater engagement.

Demerits

① Lack of classmates' interaction, leads to non development of 'tolerance'

② Sports ignored:
lacking team spirit and leadership

③ Increasing screen time.

④ Increases individualism and ambition, reducing sharing.

Thus, digital education needs to be supplemented with offline learning.

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7a.)

gender discrimination persists in our country despite the efforts of great reformers like Iskcon Chandra Vidyasagar.

Factors responsible

- ① Historical : 'perceived as weaker sex' and lacking strength.
- ② Social : low female participation in workforce.
- ③ Value education lacking in schools
- ④ Customary morality over constitutional morality.

Changing attitudes

Each aspect of attitude needs to be reformed:

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कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।



A nation cannot develop with half population, hence, gender discrimination needs to be eliminated.



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4b.)

With the advent of the BRICS consensus, the gap between public and private is declining.

Ethical concerns

Private

- ① Shareholder approach
- ② Profit oriented
- ③ exclusivity

Public

- ① stakeholder approach
- ② public welfare oriented
- ③ inclusivity.

Work culture

Private

- ① Hire and fire culture
- ② Merit based recruitment
- ③ Focus on efficiency and effectiveness

Public

- ① permanence in job.
- ② Merit and social justice (reservation)
- ③ Focus on accountability and transparency

Private work culture to public

Merits

- ① Increased efficiency
- ② Blue sky thinking : scope of innovation
- ③ Patron client relationship to manager customer relationship

Demerits

- ① May lead to exclusion of certain sections
- ② Digital divide and lack of digital literacy

Hence, we need a sweet synthesis of private efficiency and public accountability.

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5a.)

Objectivity, compassion and empathy - are foundational values of civil service as per 2nd ARC.

Role of Objectivity

- ① Reduces Bias
- ② decision making based on facts and figures.

(Ex) : Identifying beneficiaries under MNREGA requires objective analysis

Empathy and Compassion

It involves putting oneself in shoes of others and leading with head as well as heart.

Importance :

① Rule based approach v/s Chandhiji's
Talisman

(Exo): when person not covered in
any scheme requires urgent assistance.

② Ethical egoism v/s Public interest

(Exo): ~~when~~ Recently IAS officer in Kerala
risked his own life to rescue people from
floods.

③ Mechanical decision making v/s voice of conscience

(Exo): Arunachal Pame (IAS, Manipur) built
a road for connectivity with his own
money

Hence, empathy and compassion
can help solve the issues of administration
and make it a 'living breathing organisation'

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5b.)

As per Dr. Sigmund Freud, leadership involves convincing others to do the right thing without being excessively harsh.

Ability to Persuade helps civil servants

- ① Motivating subordinates : to perform tasks in difficult conditions.
- ② Dealing with superiors : rejecting frivolous demands
- ③ People centric approach : Involving people in decision-making.
(Eso) : persuading people to take part in social audit
- ④ Developmental goals :
(Eso) : Persuasion through social audit for clean India



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Qualities and justification

- ① Empathy : Helps identification with source group
- ② Emotional intelligence : Increases social awareness and places message in zone of acceptance
- ③ Rationality : Impacts central processing route.
- ④ Leadership ability : Under credibility to speaker
- ⑤ Tolerance : gives patience and allows for long term efforts.

Effective persuasion can help transform India to the path of 'Vishvaqau'

6a.)

The above quotation informs us that peace is not merely a state of lack of violence. True peace is achieved when there is welfare and equality.

Peace : ^{mere} not absence of war

While the cessation of violence is essential for peace, it is not the only condition.

If underlying inequalities in society are not addressed, peace merely becomes a prelude to the next war.

(Ex) : Treaty of Versailles after world war - I gave apparent peace. But the harsh terms imposed on Germany and lack of justice lead to world war II.

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Peace is presence of Justice
only when welfare and equality are ensured in society does the war end and peace ~~is~~ starts.

Justice (cardinal virtue as per plato) involves maximum possible liberty for all and equality of opportunity. (own words).

(Ex): Indian constitution and ideals of justice, equality, fraternity have ensured long lasting peace and national integration after horror of partition.

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the answer in this space)
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6b

The above quote talks about the 'conspiracy of silence' and tells us that the worst places in hell are reserved for those who remain silent in times of crisis.

Explanation

① Conformism to the status quo leads to perpetuation of the old social order.

② When one remains silent and does not heed to voice of conscience the crime-doer and evil get emboldened.

(Ex) : In Mahabharat, the most noble men remained silent when Draupadi was being harassed.

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नहीं लिखना
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कृपया इस स्थान
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अतिरिक्त कुछ
न लिखें।

Speaking up Matters

① When we speak up against
evil, long lasting change can be
initiated.

(Ex): Rosa Parks in USA.

② Only when we stand up
to evil in society, a justice can
be ensured.

(Ex): Dr. Ambedkar in Mahad
Satyagraha.

However, as said by Gandhiji,
we must love evil doer, only hate
the evil.

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कृपया इस स्थान
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चाहिए,
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c)

The above quote tells us that true happiness can be achieved when we balance our needs. A similar idea was given by Aristotle through his 'golden mean'.

Explanation

① Balancing between ~~too~~ little and ~~too~~ much avoids extremes and helps us walk on 'middle path' as suggested by Buddha

② Too little : It can lead to ignorance and avoidance.

~~③~~

③ Too much : It can cause unnecessary greed and avoidance.

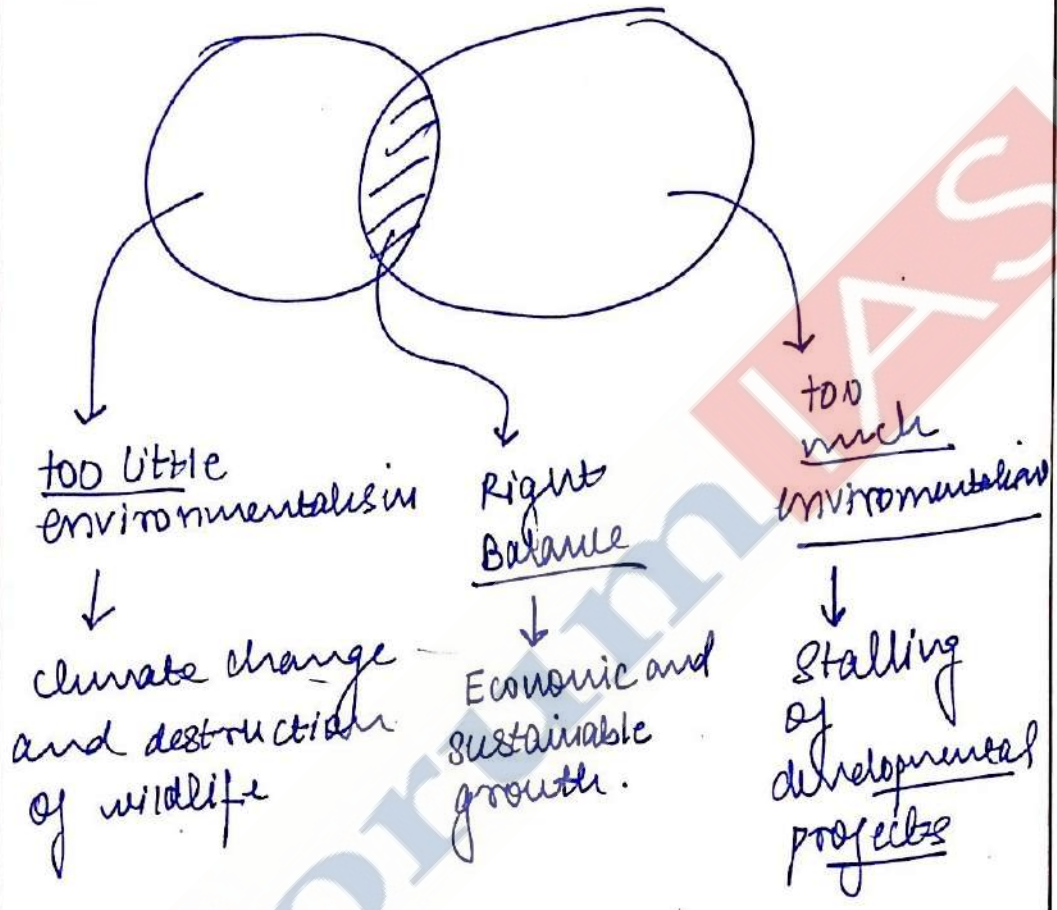
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Ex : In case of environment



Hence, the mystery of happiness exists in the middle path.

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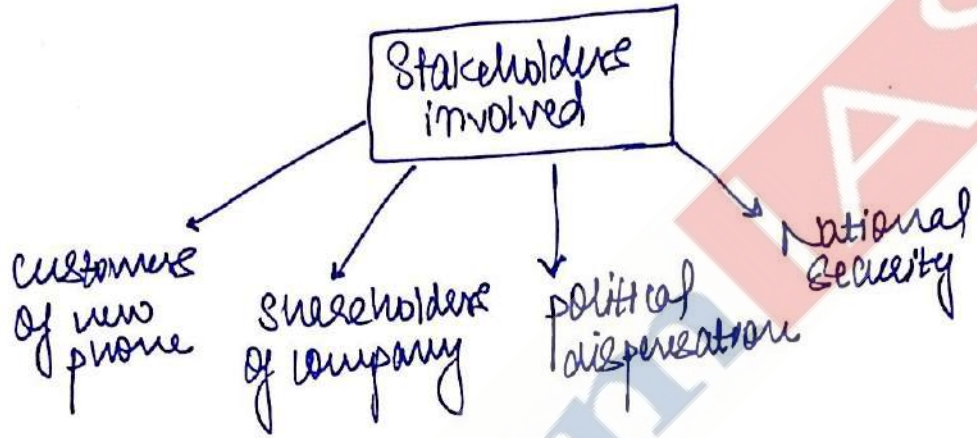
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7

The given case is reflective of the concerning situation regarding data privacy across the world.



1) Ethical Dilemmas

The following conflicts arise in this case:

- ① Shareholder profit v/s customer centric approach
- ② ~~Profit~~ Political claims v/s issue of data privacy
- ③ Profit orientation v/s welfare orientation
- ④ Company's future v/s fundamental right of privacy



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इस स्थिति में
कहीं लिखना
नाहीं।
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- ⑤ Commitment towards pre-launch order v/e safety of customer
- ⑥ utilitarian approach (profit) v/s deontological approach (principles)

Principles of corporate ethics

- ① Principle of non Malficence: doing no harm to customers
- ② Principle of autonomy: customers should be aware of the products they receive
- ③ Principle of Beneficence: doing good toward all stakeholders
- ④ Gandhian principle: No commerce without morality
- ⑤ Thiruvalluvar's principle of ethical wealth creation
- ⑥ Principle of corporate social responsibility

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उम्मीदवारों को
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वही लिखना
चाहिए
Candidates
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Options available

① Going ahead with the launch

Merits

- ① Interest of shareholders upheld
- ② NO political embarrassment
- ③ Duty towards pre orders upheld.

Demerits

- ① privacy concern
- ② long term reputation of company.

② Stopping the launch altogether

Merits

- ① Prevents data breach
- ② Threat of Chinese ballroom curtailed

Demerits

- ① Huge financial loss
- ② Political embarrassment
- ③ Affects India's image at world stage.

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Q ③ Conducting enquiry and delaying launch

① Conducting a thorough forensic investigation of the new phone before releasing them into the market.

② Clearly declaring the risk involved to the consumers and the government

Merits

① ensures transparency

② shows responsible corporate governance

③ upholds virtue of justice

Demerits

① some financial loss may occur.

In this case, I will follow option ③. This course of action ensures that phone's safety will be independently tested before it is released into the market. In the long term, I will change the chip supplier of my company for future manufacture.

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8

The above case tests the candidate on the values of courage of conviction, fortitude, perseverence and dedication to public service.

Motivating the Task force

① Leading from the front: performing my investigation with honesty and integrity

② Fundamental duty: Remind the members that 'rendering national service' is a fundamental duty

③ Using emotional intelligence to hear the grievances of my colleagues and address them.

④ As said by former VP Bhairon Singh Shekhawat:

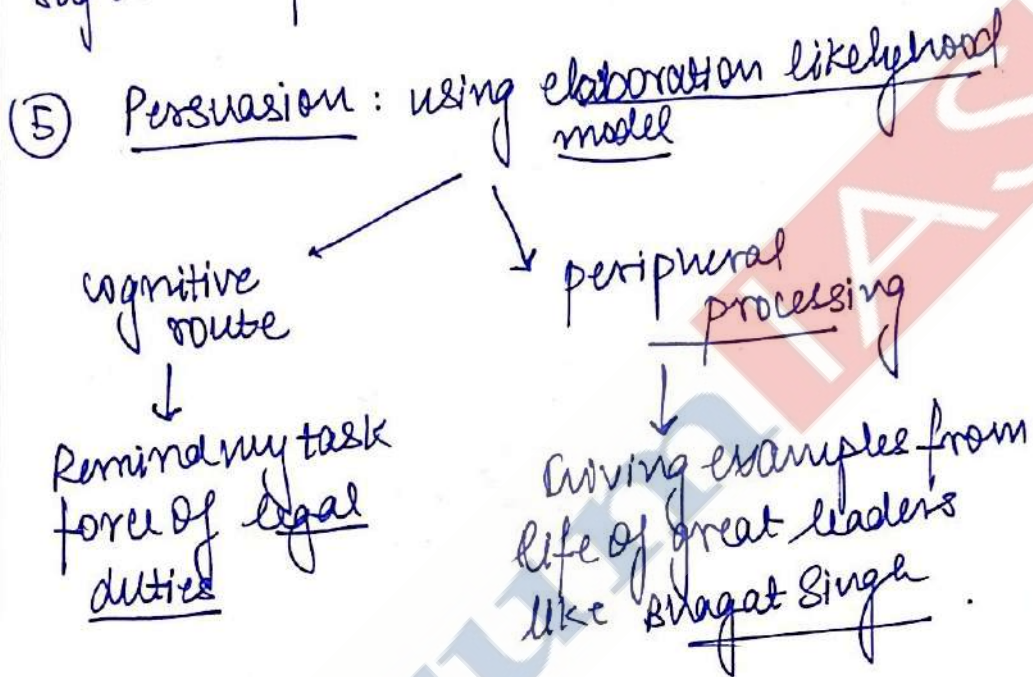
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"public interest must always be superior to private interest"



Putting family at risk

My family and their security is my prime personal responsibility.
However, my public duty to serve my district supercedes my private duty.

① Perks and perils: since my family benefits from the perks of my job,

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they have to endure the perils.

② Role of SP: As an SP my role is to maintain law and order in my district. With the help of police force, I can ensure the safety of my family.

③ Keeping my family in the district will show my serious approach toward dealing with the situation.

④ As a civil servant public interest is paramount.

Dimensions of UHSIS

- ① environmentalism is compromised.
- ② violation of court orders (NLT)
- ③ Corruption and collusion of officials with mafia
- ④ Death of DSP and morale of police.

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कृपया इस स्थान
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अतिरिक्त कुछ
न लिखें।

⑤ governance deficit and proliferation of crime

⑥ Reduced socio-economic development and exit of companies

⑦ Youth being drawn to illegal activities

~~Dealing with~~ ⑧ Threat to members of task force.

Dealing with crisis

① conducting an investigation into death of DSP.

② Nabbing the corrupt officials

③ Apprising seniors of the situation and ask for additional reinforcement

④ Improved policing and patrolling to prevent organised crime

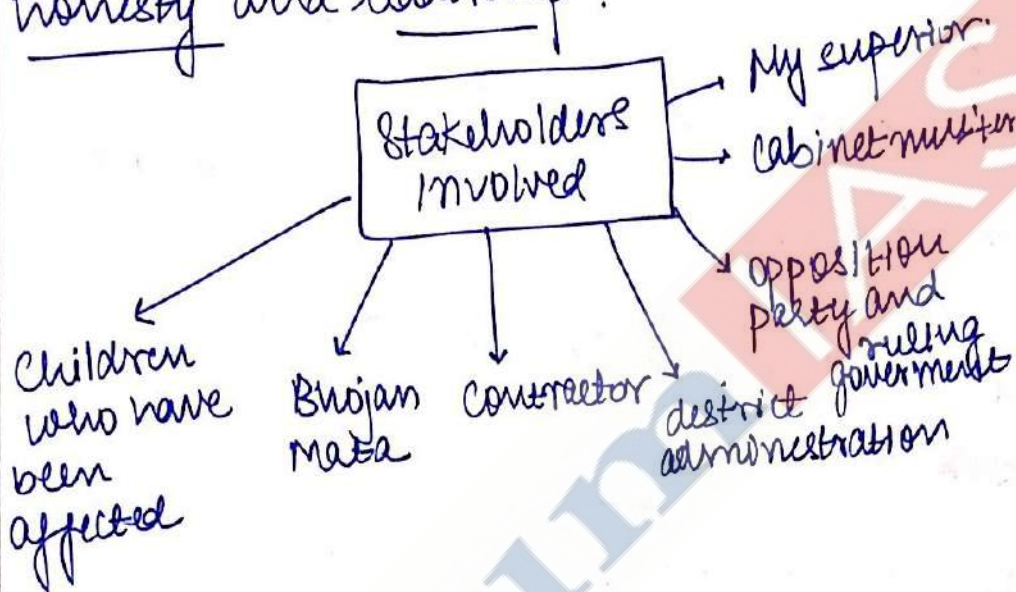
⑤ Bringing Mafia to justice.

The above course of action addresses the crisis.



9

The above case tests the candidate on the values of integrity, honesty and leadership.



Ethical dilemmas

① Constitutional mandate v/s superior orders.
(Article 14)

② Scapegoating of Bhojan mata:
Shows that corruption was responsible for action of district administration

③ Voice of conscience v/s Institutional loyalty.

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My conscience instructs me to reveal the truth but Weberian ideal of institutional loyalty recommends following superior's order.

④ Personal interest v/s Public interest

Not blaming the contractor will grant me a good posting but there is a risk of repeat of this incident occurring

⑤ Political stability of the government conflicts with ideal of integrity.

Courses of action available

① Allowing contractor to go away scot free

PROS

- ① Serves personal interest
- ② good relationship with superior

CONS

- ① Children's life at risk

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- ③ Political Stability of government
- ② violates rule of law
- ③ fuels further corruption

Hence, this course of action is unacceptable.

② Convincing my superior of doing
rightful task of impartial inquiry

PROS

- ① displays emotional intelligence
- ② upholds truth
- ③ deterrence for future crime
- ④ success of midday meal programme

CONS

- ① might have adverse effect on my career

③ Investigation of district administration
for wholesale corruption

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PROS

- ① deterrence of future crime
- ② upholds cardinal virtue of justice

CONS

- ① threat to political stability
- ② further political

Suitable course of action

- ① Remustering bhojan mata immediately
- ② Waiting for political storm to die down
- ③ Convincing my superior of his duty of impartial inquiry using Kant's maxim of universality
- ④ Immediate suspension of contractor
- ⑤ Investigating corruption by district administration

Finally, I would ask the Commission to ~~re~~ re-examine the conditions of the district after few months to ensure compliance.

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10.)

As per WD Ross, one of the prima facie duties of government is upholding the ideal of reciprocity.
This case tests the candidate on integrity, reciprocity and justice.

Ethical Issues involved

- ① Governance deficit: Shortage of trained staff and need to hire contractual workers.
- ② Violation of 'verbal promise' of guaranteeing priority to corona warriors.
- ③ Extension of contractual nature of employment despite risk of life to health workers.
- ④ Long term perspective of augmenting health infrastructure conflicts with promises made in short term.



कृपया इस स्थान में प्रश्न संख्या व अतिरिक्त कुछ न लिखें।

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⑤ Issue of best utilisation of public funds and following canons of financial propriety.

⑥ No reward for Rashmi for extreme hard work and public spirited approach.

Rashmi's position

Rashmi is justified in demanding a permanent job:

- ① Spirit of sacrifice and selfless nature of her work
- ② Verbal agreement of ~~her~~ preference for other writings
- ③ ideal of 'Yogakshema' and welfare state
- ④ Principle of beneficence and reciprocity.

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⑤ Not giving her a job would undermine the government in event of future crisis

Government's position

- ① Rising fiscal deficit and use of public funds.
- ② Need of temporary workers is no longer felt.
- ③ Promise to workers was merely one of 'preference'
- ④ As Pt. Nehru said, "Everyone has to make sacrifice in the national interest"
- ⑤ Soft state phenomenon.
- ⑥ long term interest of citizens.



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My course of action

① 1st priority would be to resolve the protest as it imparts the morale of all health workers.

② Upholding promise of preference:
Assuring ~~gover~~ health workers that in further commitment by the state preference will be given.

③ Using fortitude to express firm stance.

④ Kant's categorical imperative: Following rules and focus on means.

⑤ Using care ethics to inform health workers that they are not being disposed by the State.

Hence, the above action upholds constitutional morality and citizen centric approach.

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11.)

Despite the actions of great reformers such as Dr. Ambedkar and EV Ramaswamy Naicker, caste discrimination continues to persist.

Reasons

- ① Historical factors : persistence of traditional customary morality
- ② Non internalisation of constitutional values.
Ex: article 15, article 17
- ③ Shadow empowerment : Benefits for reserved committees are cornered by upper castes.
- ④ Violent reaction to Sanskritisation movement
- ⑤ Caste is still considered relevant to marriage.



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⑥ Political mobilisation on caste lines
and strong caste identity

⑦ Caste within caste: lack of subcategory-
class
omisation

⑧ Resentment toward reservation
benefits.

Ethical Issues

① Developmental deficit: delay in
completion of work.

② Persistence of age old customs and
discrimination against dalits.

③ Violation of constitutional mandate
of 73rd amendment act

④ Lack of inclusivity toward lower
caste members.

⑤ Failure of goal of emancipation

of castes

⑤ Non democratic functioning of panchayat

Stakeholders and responsibilities

① Role of Abha : as DM, she must uphold the foundational value of leadership. As said by 2nd ARC : 'civil servants are agents of social change'

② Role of village members : to let go of age old discriminatory practices and uphold Indian mosaic model of cultural unity.

③ Role of sarpanch : To stand up for his rights.

④ Role of other officials : such as

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BDO, panchayat secretary
who must be aware of the problem.

⑤ State government's role : of regular
inspection and removal of discrimination.

Only when all stakeholders
are toward common goal of 'Sabka
Saath Sabka vikas' can discrimination
be removed.

(2)

As per Thiruvallur, professional and private ethics is intertwined. In this case there is a need to resolve the personal crisis so that public welfare of the country does not suffer.

Options available

① Rejecting Sarita's request and not letting her go to Bangalore

Merits

- ① Resolves the conflict
- ② Desire of his mother will be fulfilled.
- ③ Mental peace
- ④ His work will not suffer

Demerits

- ① Shows patriarchy
- ② Lack of equal partnership in marriage
- ③ Sarita will remain resentful.

② ~~Allow Sarita~~ Moving to Bangalore with his wife!

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- ↙ ↘
- Merits

 - ① Resolved cognitive dissonance
 - ② Fulfilment of Sarita's ambition

Demerits

 - ① Jayant's dedication to public service violated.
 - ② combative conflict resolution and recruitment.
- ③ Asking Sarita to look for a job that allows her to work from home

- ↙ ↘
- Merits

 - ① family stays together
 - ② Sarita's ambition fulfilled
 - ③ Resolved cognitive dissonance

Demerits

 - ① Subverts Sarita's ambition to Jayant.

Advice rendered

As a mutual friend
I would advise them to attach value
to both ~~public~~ personal ambition



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as well as private personal relationships.
Moreover, I would recommend quick resolution so that public services in Jayant's district do not suffer.

For this, they can follow a stepwise approach:

Sarita can take an online work from home job

if not

Sarita can take the job in Bangalore without Mayank moving to Bangalore

along with this

Jayant can request seniors for a transfer

They can see each other on weekends / holidays



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Finally, if they decide to live
apart, they can reevaluate their
position after 6 months

Developing crisis handling qualities

- ① Evening reviews and introspective
journaling (Stoicism)
- ② Meditation and mindfulness
(Mitta Bhavana of Buddhism)
- ③ Developing social awareness : empathetic
understanding of other's issues.
(Verstehen by Max Weber)
- ④ Constructive management of
emotions (Daniel Goleman)
- ⑤ Proper communication and active
listening.

The above approach can
help dealing with crisis in the future.