

TEST CODE 5 1 4 3 5

Time Allowed : Three Hours  
समय : तीन घंटे

ForumIAS

Maximum Marks : 250  
अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	TANUJ PATHAK		
Roll No./अनुक्रमांक	1910084935	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Online	Date/दिनांक	

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

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

ADDITIONAL REMARKS

FORUMIAS

1) a) Successful people are not those who give up and kept moving after a failure. They have a high quotient in life. How can adversity

सफल लोग वे नहीं होते जो असफल न बनने के लिए रुक जाते हैं। इस कथन के आलोक में कठिनाई को कैसे विकसित किया जा सकता है

It is not how does but how hard moving forward

It is ~~the~~ quality i.e. persistence allows have forward, etc.

Adversity quote back after a

IMPORTANCE

(i) It help  
 ↳ (eg) → A



Poor Very Poor

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)

"It is ~~to~~ does not matter how hard you hit, but how hard you get hit and still keep moving forward"

It is these qualities that ~~people~~ <sup>a person</sup> need to develop, i.e. perseverance & diligence & fortitude that ~~also~~ have helped people to keep moving forward, despite failures.

Adversity quotient enables a person to rebound back after a setback in life.

IMPORTANCE →

(i) It helps to keep going forward despite failures.

{ (Eg) → An ant keeps going up a cliff again and again despite failures. }



(i) It help a person to avoid the negativity that arises due to failures.

(Eg) for APT Abdul Kalam tried to become Airforce pilot but couldn't. But later he became the people's president.

(ii) It help to achieve the goals of life.

(Eg) Gandhiji failed in NCM (chauni-chauni), in CDM (inconclusive), but he stood back and finally won after the Quit India movement.

To Develop Adversity quotient →

(i) develop the qualities of courage, fortitude and perseverance.

(Eg) Dr Stephen Hawking despite being paralysed - greatest scientist

(ii) develop Never give up attitude.

(iii) Always keep your goal an eye focused on your goal like Arjuna's aim on the bird's eye.

Nivekanand ji said - Arise, awake & stop not until the goal is reached.



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

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

(10 अंक, 150 शब्द)

Strength for me means the inner will of the person to stand <sup>up</sup> against any adversity in his/her life. It is the determination of the person to achieve whatever goal he/she has set for him/herself.

Strength does not come from physical capacity →

1) Gandhi's strength was not his physical capacity but his charisma that has raised the faith of millions in him.

2) Chandragupta <sup>Mauya</sup> (war) war against Alexander as well as Mauryanand because of

Chanakya's strategies. He was Chandragupta's

Strength.

3) Similarly India as a nation is stronger not due to its military strength but due to its democratic institutions which uphold the values of constitution. (E) Supreme court, Parliament.



Strength comes from an indomitable will →

(i) Inner will fixes the attitude of the person to achieve a goal; no matter what.

(Eg) → Arundhati Sinha (an amputee) has scaled Mt. Everest, Mt. Alangua, Mt. Elbrus & many more due to her will.

(ii) When a person wants to achieve <sup>something</sup> truly from his/her heart he put all his efforts to achieve it. This becomes his/her strength.

(iii) When we see some injustice, the values that we have & our conscience provide us that the strength to stand against it.

(Eg) IES Satyendra Dubey raised concerns against the prevalent corruption in NDAI dept.

But sometimes even physical strength is required.

(Eg) In Indo-Pak war 1971, it was our physical strength that help us win.

Thus, Both physical strength & an indomitable will are required for success.



2) a) Differentiate between the following:

(10 marks, 150 words)

Conscientiousness Vs. Conscience

) Guilt Vs. Remorse

निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

कर्तव्यनिष्ठा बनाम अंतरात्मा की आवाज

) अपराध बनाम पश्चाताप

## Conscientiousness

(i) It means to adhere to one's duties and fulfill those duties with all heart and soul

(Eg) → A patriotic soldier in the border does his duties with his life.

(ii) It makes a man to follow the given orders in all cases, i.e. adhere to Code of conduct all the time.

## Conscience

It is the intrinsic intellectual capacity of a person to differentiate between a right and a wrong.

(Eg) → Gandhiji withdrew Non-cooperation after Chauri Chaura due to his conscience

It makes a man to follow his inner voice, i.e. follow the Code of ethics



## (ii) Guilt

(i) It is the feeling that <sup>arises</sup> when a person is convicted for doing a particular crime.

(Eg) → Gandhiji felt guilty when he in his adolescent he visited a brothel along with a friend.

He vowed never to commit such crime again in his life.

## Remorse

It is the feeling/emotions that develop when a person truly realise his/her mistakes and feel terribly sorry for those mistakes.

(Eg) → [USA dropped] nuclear bombs on Japan killing lakhs of innocent people.  
It ~~felt~~ remorseful for that and today they have excellent relations.



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)

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

Good Governance according to UNDP is the way in which the resources of a nation is used by the government for the welfare for its own people.

Good Governance not depending on law →

(i) It sometime depend on going beyond law.

(eg) → Officers providing food to hungry from ration shops without Aadhar cards.

(ii) Not following all the SOPs during a disaster in order for fast evacuation & relief.

Good Governance rather depend upon qualities of those who <sup>(99)</sup> administer a law :-

(i) There should be transparency in working in order to foster good governance



(Eg) → IAS U Sajayam has displayed in families income on a website, despite there is no such law.

(ii) Good governance when the person is compassionate

(Eg) → IAS Awanish Saran started Alibita Dike ambulances in Gond & Baigas village when car ambulance could not reach there

(iii) for GG a person needs to be emotionally Intelligence

(Eg) → IAS OP Chaudhary made Dantewada district an education hub despite no laws guided him to do so

But sometimes for GG ~~is~~ an administrator

has to adhere to laws :-

for (eg) :- despite providing grains to poor without a ration card, it is necessary to ask them to get one. This is because otherwise it might lead to siphoning off of grains from PDS shop in the name of GG.

There must be a balance between laws & listening to ones conscience to foster GG.



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 is the steel frame of this nation"  
- Sardar Vallabhai Patel.

India require a ~~good~~ <sup>ACTIVISM</sup> civil services for fulfilling the vision of justice, liberty & equality for all because :-

(i) CS provide protection, law & order in the society

(Eg) IAS Anf Sheif running "Chheppi tod" movement against domestic violence.

→ vision of Gender justice.

(ii) CS help in delivering welfare services by itself

(Eg) → IAS Annotony Pame helped in building a 100 KM road by crowdsourcing.  
→ providing equality of development in north east

(iii) Civil services help a person to achieve his/her maximum potential.

(Eg) Implementation of SARVA Shiksha Abhiyan,

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Mid day meal, etc is the responsibility of administration

Why CS is NOT sufficient

- (i) Issues of Corruption
- (ii) Issues of Red tapism, <sup>favoritism & Nepotism</sup>
- (iii) Issues of Elite behavior & Conservatism
- (iv) Weberian Civil services (Rigid)

Thus, to rectify all these issues in Civil services ~~etc~~ civil activism is necessary over and above an active civil services.

Mission Karmyogi is the way forward for getting a SMART civil services i.e. Sensitive, Mobile, Agile, Responsive & Tech Savvy.



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)

"Educating mind without educating heart is no education at all"

Hence it becomes the responsibilities of family, Society as well as educational institutions to impart values to the child.

Family & Society Shaping our Values →

(i) Teach us ethical values like honesty, dignity of other people, respecting elders, etc.

(ii) Teach child to adhere to social standards, social customs and traditions to maintain social order & harmony.

(iii) Make child a responsible & accountable person. (Eg) 'Rina' theory in Hinduism.



## Role of Educational Institutions in Complementing it

- (i) Provide values like motherhood & fraternity
- (ii) Inculcate tolerance and friendliness
- (iii) Teach them not to cheat
- (iv) Foster social solidarity
- (v) Develop the values of team spirit

## Digital education performing the functions

Yes

Through immersive learning, practical learning through videos, lectures of great leaders; children can learn values.

NO

No physical contact to develop intimate emotions of solidarity & team spirit

Thus, schools are important in developing a human that is responsible not only for him but for the entire society



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)

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

No one is born but made a woman

- Simone de Beauvoir in her book second sex

Factors responsible for negative attitudes toward

Women in Indian Society :-

(i) Patriarchal Society → No decision making powers to women.

(ii) Social ills like child marriage, female infanticide, ban on widow remarriage, etc.

(iii) Mensuration still seen as a social stigma which is a biological process.

(iv) Lack of penetration of education & healthcare

Census 2011	M → 82%	NFHS-5
	F → 65%	> 50% women anemic



These attitudes can be changed by →

(i) Foster greater education in women  
(leverage Beti Bachao Beti Padhao)

(ii) Nukkad Natak, Street plays to impart awareness.

(a) Hosi Khosi Daul, a group of women in West Bengal use street plays to increase awareness about child marriage.

(iii) Better health opportunities needs to be provided.

(achieve 100% immunization, use Mission Indradhanush).

(iv) Sensitization of Society

(use Media - films, social Media, etc)

(v) Better Economic participation.

We need to achieve SDG - 5 because  
"Gender Equality today means Sustainable tomorrow"



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 have welfare as their goal whereas goal of private institutions is generally 'profit'.

Ethical concerns in :-

PUBLIC

Private

- ① Excessive discretion in hands of officials
- ② Lack of accountability
- ③ Lack of transparency
- ④ Extended tea breaks
- ⑤ Misuse of public property for private use

Taking credit for others work

Concerns with respect to employer :-

- (i) Termination without notice.
  - (ii) Sexual harassment
  - (iii) Favoritism
- ↳ Insider trading, etc.



Differences in work culture :-

**Public**

- (i) Rigid hierarchies
- (ii) Need to adhere to superior orders
- (iii) Corruption is being treated as normal
- (Sanskritization of corruption by - Subarn Babu)

**Private**

- (i) No strict hierarchies
- (ii) Equality in working
- (iii) frequent team meeting (agile approach)
- (iv) Client is most important stakeholder

Desirability of adoption of work culture of private in Public :-

**Yes**

- Reduce corruption
- An agile approach  
(ie changing policies as per the response of citizens)

**No**

- ↳ welfare oriented motive
- ↳ 'Experience' is important in decision making

Few things such as Transparency & Accountability should be adopted



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)

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

Ethical dilemmas (ED) are the situation in which the person has to choose between two different values solutions, none of which resolve the issue in a morally satisfactory way.

(Eg) Sending Ashimanya in the Chakravyuh was a ED for Yudhishthira

Need objectivity to resolve ED →

(i) Need to take decisions based on Merit.

(Eg) Gandhiji withdrew NCM because he knew that masses were not yet ready for non-violence

(ii) adherence to Rationality & logical decision Making

(Eg) Interference of India in Internal matters of Pakistan during Indo-Pak war [1971].



Also need empathy and compassion  $\rightarrow$  (E&C)

(i) IAS Devansh Yadav sending students to New Delhi for Higher education from Insurgency affected Chharylang district in Arunachal.

(ii) E & C help to understand the persons feelings and then take actions which relieves those feelings.

(Eg) providing ration to a starving person despite him not having a ration card.

Thus resolving ethical dilemma requires both objectivity as well as empathy & compassion.

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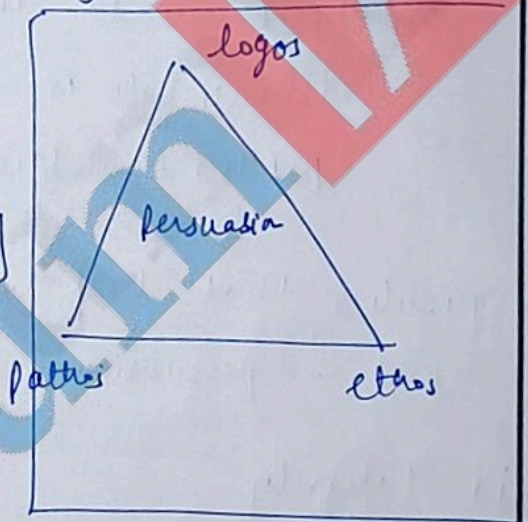
Leadership is essentially a task of persuasion. How does ability to persuade others help civil servants in performing their duty? Identify five qualities that make civil servants effective agents of persuasion. Justify your choices. (10 marks, 150 words)

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

(10 अंक, 150 शब्द)

Persuasion is the quality of making a person ~~accept~~ <sup>agree to</sup> a certain point of view & assert him to <sup>take</sup> a course of action.

Leadership is essentially a task of persuasion as it involves motivating the team members to take a course of action -



Ability to persuade others help civil servants in performing their duty :-

(i) To maintain law & order.

(Eg) → In Bangalore, a DCI sang National anthem to discharge crowd during anti CAA riots.



(i) To remove inequalities from the society

Help to convince wealthier people to donate to poorer sections -

(ii) Help in delivering welfare services →

For (eg) Devi Nachao Devi Badho had

an impact on the citizens.

Literacy rate is rising.

NFHS-5 has said sex ratio is  $\boxed{1020/1000}$

5 qualities that help in making an effective agent in persuasion :-

(i) Integrity

(ii) Compassion

(iii) Selflessness

(iv) Objectivity

(v) Accountability & Responsibility



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)

This quote signifies the importance of justice in fostering peace in the society.

It means that peace means that there is no war in the world. People are living in harmony and tranquility.

But ~~it~~ peace also means people are getting what they desire i.e. justice is being served.

Without Justice there can be No peace →

(i) In India -

there are no wars but still ~~we~~ we are far from peace.

(i) frequent Salit movements as still they face social injustices (eg) Hathras in UP)

(ii) frequent Communal tensions as Muslims feel they are being treated as 2<sup>nd</sup> class citizens



(i) Without Economic justice too there can be no peace

↳ demands for reservations by Marginalised communities

(ii) Climate Injustice → World is moving towards a climate disaster.

(Eg) Tuvalu President standing on the shores of the sea signalling the rise in sea water levels.

\* Way forward →

Thus for peace we not only want no war but socio-economic, political & climate justice.

this can be achieved when the strong listens and accomodate the worries and concerns of the weak.

We need to foster justice in the world to make it a better place to live in.



"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)

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e) '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)

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## 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)

In Puttaswamy judgement of 2017, Supreme Court said that right to privacy is a fundamental right and cannot be taken away. Thus protecting individuals privacy should be the of foremost importance.

Q1 Ethical dilemmas involved →

- (i) Privacy of customers vs finances of the company
- (ii) Security of the customers vs protecting political leader's embarrassment
- (iii) Crisis of conscience for me (CEO).
- (iv) Public welfare vs personal profit (protection of data)



(1) Right to privacy vs Push for Atomisation Market  
(Art 19(1)(a))

(i) National Security vs Self profit  
(as data of customer can be misused)

(2) Principles of corporate ethics that I will consider :-

(i) customer's data should be protected at any cost. {as it will lead to security concerns for customer as well as nation}

(ii) Transparency → I'll be transparent with all the stakeholders in this case.

(iii) My responsibility as a CEO of company to look after welfare of my own employees.  
I'll protect their pay cuts, etc.

(iv) Accountability → I'll be accountable to my customers. for their orders will be delivered, however there might be some



delays due to sourcing other ~~the~~ sources of chips.

## (3) Options available

### (i) Carry on the launch

Merit	Demerit
<p>People will get their phone</p> <p>No embarrassment for politicians</p>	<p>Crisis of conscience</p> <p>Data theft &amp; security concerns for customers</p>

### (ii) Cancelling the launch

Merit	Demerit
<p><del>No</del> data &amp; privacy protection of customers</p>	<p>Embarrassment of political leaders</p> <p>Financial loss to company</p>

### (iii) Postponing the launch ~~after~~

Merit	Demerit
<p>to check the details of information of Huawei company.</p>	<p>Embarrassment &amp; financial loss.</p>



## My course of Action

## Justification

- (1) I'll postpone the launch and by the time
  - ↳ set an inquiry committee under CTO to verify the claims of USA & EU.
  - ↳ I'll summon representatives of Hum company to explain themselves.
  - ↳ If found that the chips are risking privacy, the delivery would be cancelled.
  - ↳ If not they will be continued.
  - ↳ If cancelled, A team would be setup to source new chips and make the phone again as soon as possible.

To verify the claims.  
 (knowing actual truth is foremost important)  
 Need to give chance of explanation to accused too.  
 (Natural justice)

privacy above everything.  
 (as it is a fundamental right).

Protecting ones privacy is of utmost importance as said by supreme court in Aadhar case 2016. on the other hand Amanishah Bharat should be given a pass

Feedback	
(For OFFICE use)	
Structure/Presentation	
Question Interpretation	
Content	
Value Addition	
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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 always linked to other crimes in your city ranging from petty crimes like pick pocketing to serious offences 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 गैंग सरकारी अधिकारियों और राजनेतों की मिलीभगत से काम करने में सक्षम है। कई अधिकारियों ने इस अवैध खनन को रोकने की कोशिश की है, लेकिन 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 चलता 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 संगठित 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 घष्ट 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 गारंटी 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)

Vohra Committee has ~~also~~ already highlighted the nexus between organised criminals — politicians & officials. This nexus needs to be broken at any cost in order to secure social order in the society (Art 30).

(1) To Motivate the task force →

- (i) Being honest is the first chapter in the book of wisdom.
- (ii) An honest person does not have to



fear anything. I would protect their and their family's interest.

(iii) I would see the matter that unnecessary harassment is stopped. I will myself look into the old case ~~if it~~ of that member. ~~if found~~ Since it is already settled no need to worry about that.

(iv) I'll tell them I'll try to stop the transfers.

If not → it is the tradeoff of being honest we need to bring honesty in the system wherever we go.

(v) I'll increase the police force at working with the taskforce so that they remain true & honest.

2) "A wrong is a wrong even if everyone is doing it, and a right is a right even if no one is doing it"



Thus I will oppose the wrong.

We need to raise voice against the wrong even if we are faced with grave threat, but as a Husband I will try to protect her with as best I could.

- (i) I'll increase the police force around the house
- (ii) the phone call will be ~~trapped~~ tracked and the abuser will be caught

## ③ Various dimensions of the crises

- ① Environmental degradation due to excessive stone mining
- ② Air pollution & soil hazards
- ③ Corruption of government officials as well as politicians
- ④ officials losing their lives (DSP)
- ⑤ Socio-economic degradation of the district (since youth is getting involved in illegal activity)
- ⑥ demotivated task force (due to various threats)
- ⑦ Nexus between criminals & politicians.



MEASURES TO DEAL

- (i) Start investigation on the people involved in the illegal mining activity
- (ii) also start the investigation about political leaders connected with the case (to address corruption)
- (iii) Catch the offenders as soon as possible and put them behind the bars.
- (iv) By the time increase police protection around members of task force.
- (v) Leverage help of Intelligence agencies (ED, CBI, etc) after permission from state government.
- (vi) Ask the District Magistrate to provide rehabilitation homes for youth
- (vii) Ask DM to create opportunities for business to grow (for employment)

Every problem needs to be resolved in a holistic manner to resolve socio-political & economic issues.

19) 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 subside 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 ruler's dispensation would ultimately help you, subtly giving hints of getting a 'plum posting' and warns you that going against the wish of the minister can attract the wrath of the minister that would be disastrous for your career.

- 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 कारगर 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 अधिक बच्चे बीमार पड़ गए। जिला प्रशासन ने अपनी कार्यवाही में तत्परता दिखाते हुए संबंधित स्कूल को बंद कर 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 कहा कि उन्हें बलि का बकरा बनाया जा रहा है और केवल इसलिए निशाना बनाया जा रहा है क्योंकि वह पिछड़ी जाति से आती है। इससे राज्य में राजनीतिक तूफान खड़ा हो गया। विपक्षी दलों ने सरकार को भेदभाव का मुद्दा उठाया और भोजन-माता के लिए न्याय की मांग को लेकर राज्यव्यापी विरोध शुरू किया। विरोध को जनता के साथ प्रतिबन्धित मिली और सत्ताधारी दल की कड़ी आलोचना की गई।

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 कारगर 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 अधिक बच्चे बीमार पड़ गए। जिला प्रशासन ने अपनी कार्यवाही में तत्परता दिखाते हुए संबंधित स्कूल को बंद कर 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 कहा कि उन्हें बलि का बकरा बनाया जा रहा है और केवल इसलिए निशाना बनाया जा रहा है क्योंकि वह पिछड़ी जाति से आती है। इससे राज्य में राजनीतिक तूफान खड़ा हो गया। विपक्षी दलों ने सरकार को भेदभाव का मुद्दा उठाया और भोजन-माता के लिए न्याय की मांग को लेकर राज्यव्यापी विरोध शुरू किया। विरोध को जनता के साथ प्रतिबन्धित मिली और सत्ताधारी दल की कड़ी आलोचना की गई।



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.

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- 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 दवाने के लिए उसे बहाल करती है। वह आपसे किराी 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)

In this case study, an innocent woman is being framed for the crimes she did not commit. Moreover it is also the exploitation of our marginalised communities.

According to Kant - Men must always be ends & never means

Thus, need to provide justice to Dhijan Mata and bring criminals under the bars.



## ① Ethical dilemmas →

- (i) Personal benefit vs Benefit of Society  
(as the contractor will do the sin again)
- (ii) Speaking the truth vs saving my career.
- (iii) Bringing justice to women vs getting a good posting
- (iv) Crisis of conscience { if I'll let go off the case }.

## ② Different Cause of Actions

(i) Action 1 → Do nothing about it

Merit	Demerit
good career growth	Crisis of conscience Exploitation of innocent

Action 2 →

(ii) Bring someone else to be blamed



Merit

Justice to Dhojan mate

Demerit

(Crisis of conscience)

An even bigger sin than before

Actin #3 → Raise voice against the injustice to Dhojan Mate

I'll choose the Actin #3

Justification →

(i) I'll talk to the superior of the head of the Commission.

(it is better to raise the issue inside the department first)

(ii) If he will also be involved in this then I'll whistleblow about the injustice happening with Dhojan-Mate



(iii) Whistle blowing is ~~the~~ the mechanism with which I can ensure that the wrongs are laid out in the open.

{ but whistle blowing only when, no other mechanisms are working }

(iv) According to Principles of Natural justice  
No innocent must be punished,  
and the criminals must be brought to justice

(v) Also Art 46 of our constitution says to protect the interest of SC/STs and other vulnerable communities.

(vi) Plus, protecting her will ensure that other Shriyan Mata's are not exploited in a similar way.

According to Gandhiji, Good governance <sup>is</sup> only when people feel society is worth living!

& it is not worth living if there is injustice prevailing in the society.

**Feedback**  
(For OFFICE use)

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 सविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी गंभीर कमी हुई। 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



दा किया गया था कि अन्य सरकारी मर्तियों में 'कोरोना योद्धाओं' को वरीयता दी जाएगी। रश्मि ने अपने जगार 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 डोज 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 ग्लोब्स 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 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 प्रकृति 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)

As per the famous saying goes :-

"A Yajidyo Paro Hari"

Like a doctor is similar to God. And so are our Corona warriors whose fierce determination helped our country to stand up against the deadly COVID-waves.

We need to show respect to our corona warriors and provide them their rewards for their sacrifices.



(1) Ethical Issues

(i) Termination of employment despite a  
'verbal promise'

(and a promise should be kept)

(ii) ~~Disrespect~~ <sup>selfless</sup> respect towards the efforts of our medical staff

(iii) Contractual workers

of ~~belief~~ Against Kant's dictum of

"Human always ends, never as means"

(iv) 'Use and throw' attitude of Government  
(miscompassionate attitude)

(2) Reasons for <sup>supporting</sup> Kashmir's claim for a permanent job :-

- (i) A verbal promise was made (when govt. needed them) to provide them  
(ii) ~~the~~ attempt Govt. employment



(ii) Selfless acts should be rewarded

(as many COVID warriors died during taken care of others)

Reasons against

→ Due to COVID pandemic Govt has high fiscal deficits and not in a position to create additional Salaries employment.  
(But it should once the <sup>economic</sup> situation revives)

(1) Government's act of Terminating the Contract

Justified

- ↳ It would lead to 'disguised unemployment' i.e. more workers for lesser job
- ↳ Country's health infrastructure has to be augmented  
(NFHS-5 → 5 beds / 1 lakh people which is less)

Not Justified

- ↳ Not compassionate attitude.
- ↳ Not right for their immense sacrifices during the waves
- ↳ It should have accommodated them elsewhere
- ↳ Accord's + economic Survey 2020
- \* We have 23/10000 health personnel  
WHO recommend 44/10000.



## ④ My Actions →

- (i) I would talk to the leaders of the protest to stop their protest and that I'm finding alternative jobs for them. {Need to provide them a sense of relief}.
- (ii) I'll contact other ministries and departments like Ministry of AYUSH, women & child development and Social Justice and Empowerment to find out the vacancies that they have.
- (iii) I'll create additional vacancies in primary hospitals as they are understaffed.  
 (providing primary healthcare is the most important task for Human Capital  
 (Amartya Sen))
- (iv) Private hospitals will be advised to boost their capacities to order to create jobs.
- (v) ~~Skills~~ I'll try to increase Medical tourism in India.

Art 39 of our constitution guides us to secure ~~good~~ decent work for our citizens.



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 गई। 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 अमी भी खड़ा था। उसने सोचा कि सरपंच शिष्टक 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 गई।

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 गई। इस केस स्टडी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिएरू

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

(20 अंक, 250 शब्द)



Despite efforts of Gandhi, Dr B.R. Ambedkar and Jyotiba Phule, our society is still mixed in caste discrimination and untouchability.

Despite Article 17 abolishes untouchability, it is shameful that it is still prevalent in Indian society.

(1) Reasons for caste based discriminations still prevalent :-

(i) Ineffective implementation of acts like the SC/ST (prevention of atrocities) act.

(ii) Social Causes → Lack of education & awareness in rural areas.

Moreover still SC/ST face issues in accessing education.

Enrollment ratio in Higher education

→ SC → 20%  
→ ST → 40%  
→ Average → 27%.

(ii) Economic reasons  
prevalent poverty among

SC/ST in India. Poverty has increased



inequalities in rural India

(iv) Concept of Purity and Pollution, Samant caste still prevalent.

(v) Administrative incapacity to prevent abuse of marginalised communities.

(vi) Vote bank politics → politicians keep the communities divided to fulfil their personal interests.

## 2) Ethical Issues Involved

(i) prevalent caste discrimination & untouchability.  
(against our constitutional ethos)

(ii) Sarpanch standing & not allowed to enter office  
(disrespect towards an elected leader  
(democracy tainted))

(iii) separate water pot being kept  
(against Art 15 (2)) → (no discrimination in using  
common water tanks,  
ponds, etc)

(iv) Sarpanch working as a Rubber stamp  
(Against substantive representation &  
democratic morality)



## (B) Stakeholders & their responsibilities for creating an egalitarian society

(i) Aabhe → { DM of the area }

- ↳ Need to provide justice to Sarpanch
- ↳ Need to create awareness about Untouchability amongst villagers
- ↳ Leverage NGOs, famous leaders, ~~and~~ salut leaders to raise awareness
- ↳ Stricter implementation of SC/ST (prevention of atrocities act) 1989 & protection of civil rights act 1956
- ↳ Need to see that Sarpanch is truly representing the village

(ii) Sarpanch →

- ↳ He should break the chains of untouchability
- ↳ Use his political powers to challenge the Social ills



- ↳ set an example for his villagers against prevalent caste discrimination
- ↳ Motivate more SCs to stand in elections, go for primary as well as higher studies.

(iii) Village and General Society →

- ↳ Came together to fight the menace of religious & social disabilities.
- ↳ Raise voice against untouchability
- ↳ alert Higher officials, police about these cases.

(iv) Government →

- ↳ Check that reservation policies are strictly being implemented
- ↳ Punishment for the people violating provisions of constitution.

We all need to come together & stand unitedly against the prevalent discrimination in our society to make our society an egalitarian & democratic one.

**Feedback**  
(For OFFICE use)

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 her 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)

This case study deals with the challenges that IAS officers as well as their spouses have to face in their career. But all these issues and challenges should be handled with Compassion and respect and dignity towards each-other work.

## ① Options available with Jayant

(i) Leave his job and Move with Sarita

Merit

Resolved Marital issues

Demerit

He would not be able to fulfill his childhood dream



(ii) Strictly ask Santa to stay with him

merit  
resolved the issues of daily fights

demerit  
crises of conscience  
Santa would not be able to fulfill her dream

(iii) Ask Santa to shift to Bangalore while he stays here

merit  
Santa would fulfill her dreams  
Resolved issues of daily fights

demerit  
He would not be able to start a family soon.

② ADVICE that I'll give

(1) Ask Santa to look up for jobs that allow work from home

Justification

This way both issues can be resolved



(ii) If she couldn't a ~~job~~ work from home job, I would advise Sarita to find a job in Guwahati which will be close to Jayant's place.

(iii) If nothing works, I'll ask Jayant to allow Sarita to fulfill her dreams.

They can start a family even then too.

Many couple do live in far cities while raising their children

Guwahati is now an urban centers and lot of start-ups are coming up in Guwahati.

Every human has a liberty to achieve whatever he/she wants in her/his life. We need to respect everyone's dream & their liberties.

(3) Steps that Jayant needs to take to develop qualities to handle such a situation:

(i) He can practice meditation & Yoga to calm himself and focus on his job.



(ii) He can listen to a Guru / religious teacher who will help him to develop patience and fulfillment in his life.

(iii) He should remember the "why" ~~was~~ did he wanted to become a civil servant. This would help him to focus on his job.

(iv) He should understand that women too have their personal dreams + choices, and thus they should be given equal opportunities and liberties to do so.

Thus, there needs to be mutual understanding & respect for each other to resolve such crises situations.

Mentor Feedback Questions

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

Test Goal

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

Marking Scheme

Mark	Good	Key
10 Marker	3.75 - 5.0	
15 Marker	5.75 - 7.0	
✓		
✗		

\* Subject to change without prior notice

Feed  
(For Office)

Structure  
Presentat

Question  
Interpret

Content

Value  
Addition

Total



### Mentor Feedback Questions

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

#### Test Goal

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

#### Outcomes

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

#### 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.