

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

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	ARJUN GUPTA		
Roll No./अनुक्रमांक	19100 99366	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Online	Date/दिनांक	05/09/2022

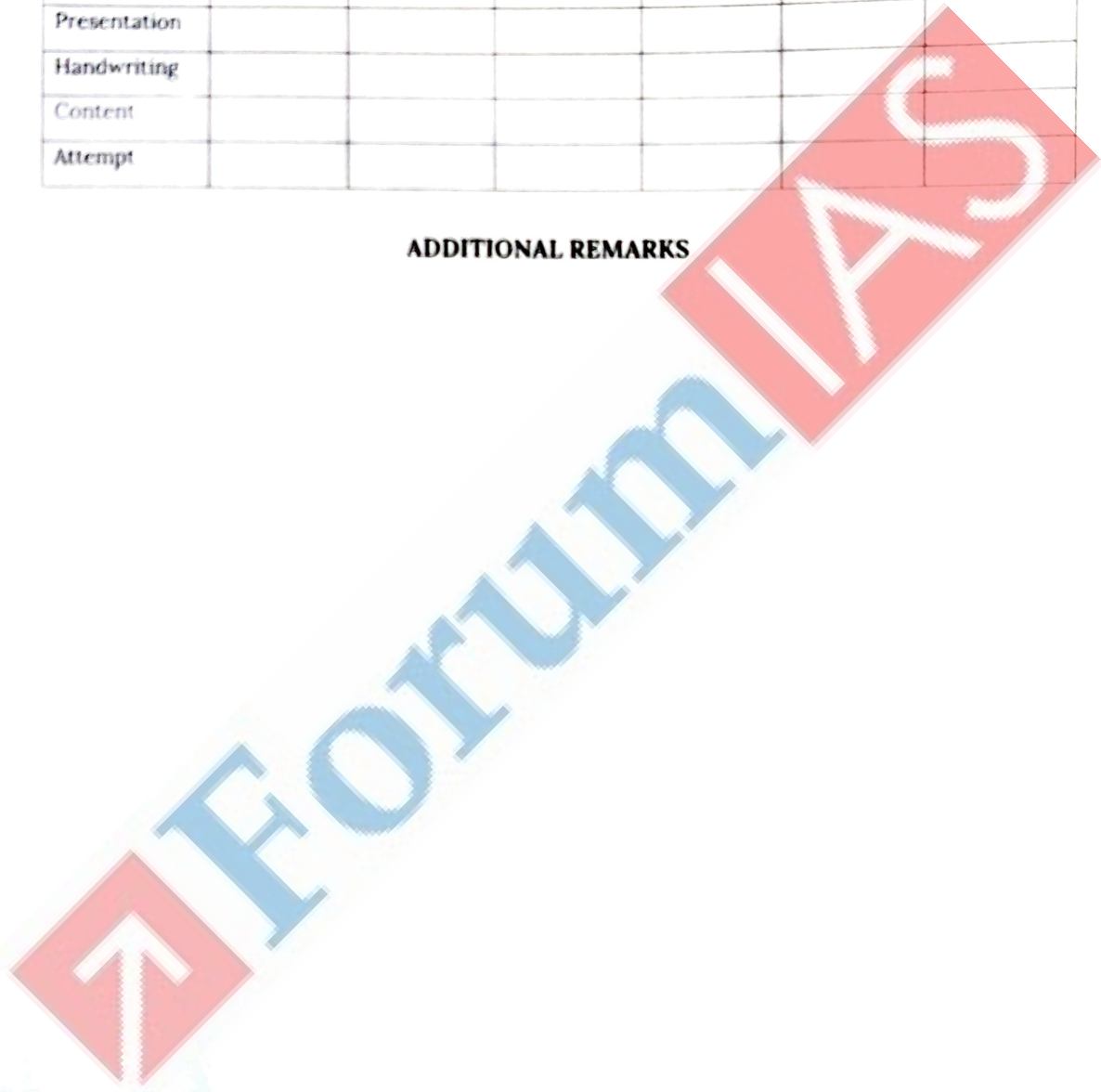
*Center Code : For Online – 1900 / Delhi : Karol bagh – 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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			5.00pm	8.05pm
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति आरंभों के उपयोग, प्लोयार्ड तथ्यों और आंकड़ों या समय रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	EG/ईजी : Evaluation Date/ मूल्यांकन तिथि :

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

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



Section - A

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

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

"The greatest glory is not in never failing but rising up everytime we fall" - Mandela.

Persistence or perseverance is defined as the ability to continue working hard towards one's goals despite failures. For example - Edison, JK Rowling show the importance of persistence for success.

* Importance of Adversity Quotient

① keeps you motivated in challenging time ultimately leading to success
eg Doctors during Covid-19.

② Focus on strengths & weakness - every day's after is lesson to reflect on who you are and identify weakness.

eg Bhuj after earthquake of 2001

③ Master over skills - failure teaches lessons to improve ⇒ leading to one becoming master

eg JK Rowling & Harry Potter books.

* Developing Adversity Quotient

① self introspection

② voice of conscience to gather motivation.

③ Remaining humble in times of success

④ seeking feedback from colleagues

⑤ Gandhi's Talisman & emotional intelligence.

"The definite way to success is to try one more time" - Edison

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

(10 अंक, 150 शब्द)

Strength is defined as the internal capacity to bear the adverse consequences of an act even if the act is in itself ethical. We find examples of freedom struggle who despite being in captivity or being hanged - showed smiles showing strength of their will.

* Strength is not physical capacity

③ loss of physical capacity may lead to surrender of self but not thoughts
eg Gandhi in prison

① Does not talk about strength of internal will eg Satyagraha.

② Physical capacity does not define the mental construct eg physical capacity through gymming yet people committing suicides - Sushant Singh.

* Strength is undomitable will:

① Take criticism as positive feedback \Rightarrow this shows will to improve.

eg civil servant solded for inaction \Rightarrow will improve in future.

② fight against the might

\hookrightarrow it defies the notion that might is right eg Ukraine's counter in current war.

③ Mental strength gives courage and does not require weapon to fight war. eg will dominates enemy by reason \Rightarrow they, crumble it.

However, sometimes physical capacity also become necessary along with will to stand chance against the powerful and achieve balance playing field.

"Fortitude is the armour of will, marshall of thought + fact of reason"

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.2) a) Differentiate between the following:

(10 marks, 150 words)

i) Conscientiousness Vs. Conscience

ii) Guilt Vs. Remorse

निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

i) कर्तव्यनिष्ठा बनाम अंतरात्मा की आवाज

ii) अपराध बनाम पश्चाताप

① Conscientiousness v/s Conscience

They form the bedrock of person's attitude and actions in crisis as well as natural way of life

<u>Conscientiousness</u>	<u>Conscience.</u>
<p>① complete adherence to <u>one's rules & duties</u> eg) following <u>code of conduct</u></p> <p>② ensures <u>uniform behaviour</u> resulting in <u>equal treatment</u></p> <p>③ Based on <u>Kantian ethics</u></p> <p>④ Bureaucratic attitude</p>	<p>① using <u>own thinking</u> where law may not provide guidance eg) law being <u>silent on providing ration to old lady</u></p> <p>② Also promote <u>honest behaviour</u> along with <u>differential justice.</u></p> <p>③ Allows space for <u>Rawls's indifference</u> principle.</p> <p>④ Holistic competence</p>

Consciousness + Conscience \equiv Ethical Governance

② Guilt v/s Remorse

Guilt

① Internal feeling of cognitive dissonance

② can be corrected by rectifying actions.

eg speaking truth about corrupt activity in court

③ leads to long term loss of internal peace

④ involves unethical action

Remorse

① Feeling sorry for state of other person

② may not be corrected as it is external to one's body

eg remorse for loss of friend

③ heals with time.

④ involves loss of important part of life.

Feedback

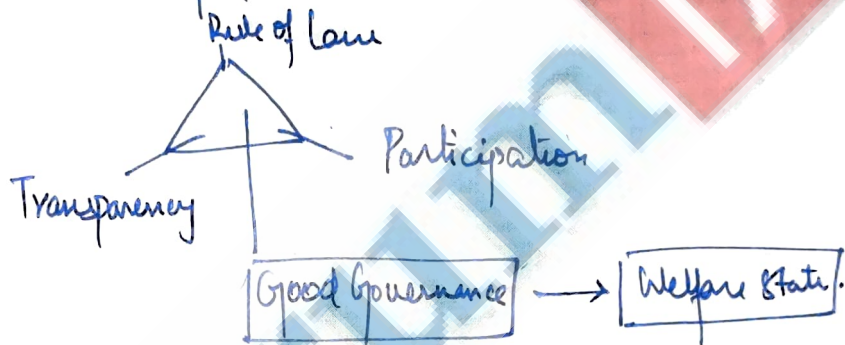
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Structure/ Presentation
Question Interpretation
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Value Addition
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b) Good governance does not depend on laws, but upon the personal qualities of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

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

Good governance is defined as the efficient & ethical use of one's power position to ensure effective use of public resources.



* Good Governance not dependent on law

① Law are minimum standards ⇒ they may not guide complete behaviour

eg law says official must disclose info in specified time but keep no check.

② laws achieve desired action by compliance & thus, do not internalize the ethical

behaviour

③ discretionary power to award contracts to kin may not be penalize under law.

* Good Governance + Personal Quality

① Based on moral values & conscience → failure to follow which would result in cognitive dissonance

② Go beyond line of duty eg R. Banerjee abolishing bonded labor.

③ Doctrine of Nishkam Karma → acting against corruption ⇒ Doctrine of Public Trust eg Ashok Kherke

However, law is also ~~sometimes~~ required to ensure uniformity & reduce discretion.

But ethical values help to act as moral compass in absence of law ⇒ ethical governance

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Civil service is the permanent executive & steel frame of the country leading to continuity in governance and effective public services delivery.

* Why active civil service is not sufficient

- ① Only focus on doing jobs without the focus on quality & needs of people \rightarrow one size fits all approach.
- ② leads to prostitution of personality \rightarrow as active civil service would mean adherence to rules without any discretion. \rightarrow not able to innovate in service delivery.
- ③ May result to despotic tendencies by using activeness to devise means to divert public money.

eg colluding with corrupt politicians

* Civil Service Activism - for Justice

① Empowers citizens as activism leads to ICT in governance eg Financial inclusion through Aardhan

② Innovative solution to improve public welfare eg Operation Sulamni

③ Check on corrupt activities through efficient way. eg ensuring citizen charter in office.

④ Robust leadership that creates positive externality to fight for rights. eg Karam Gyri in SBM

Thus, the combination of activeness & activism can help achieve effective & ethical governance.

Feedback

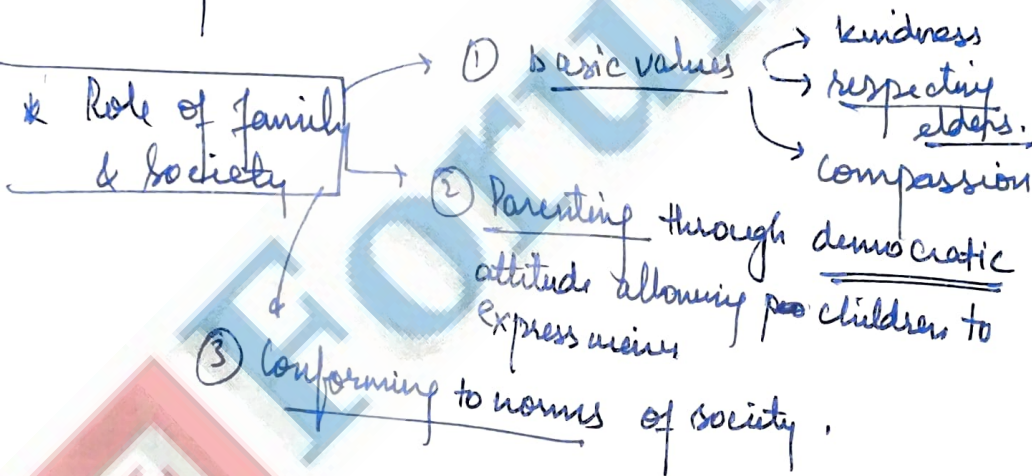
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

The value inculcation takes place through various medium like family, schools, peers, media. Education institution hold ~~part~~ particular significance as they are first point outside family leading to outside exposure.



* Complementing Role of Education Institution:

- ① Cooperation: through different students from different background
- ② Tolerance: by entertaining contrary ideas

- ③ Instilling scientific temper through scientific & rational teaching
 - gender equality
 - respecting colleagues
 - shunning rituals.
- ④ leadership & civic values through sports

However, it may be in conflict sometime

- ① Family values of favouritism w/s school's neutrality
- ② Rituals in religion in conflict with scientific temper
eg patriarchal construct

Role of digital education

- ① Inculcate value of adaptation to crisis.
- ② Democratizing the access to resources ⇒ Wider exposure
- ③ Free will to express (anonymity feature)

Limitations

- ① No ~~expected~~ experiential learning
- ② lack of civic values → debates → sports.

Thus, there are limitations of digital constructs imposed by pandemic to value inculcation.

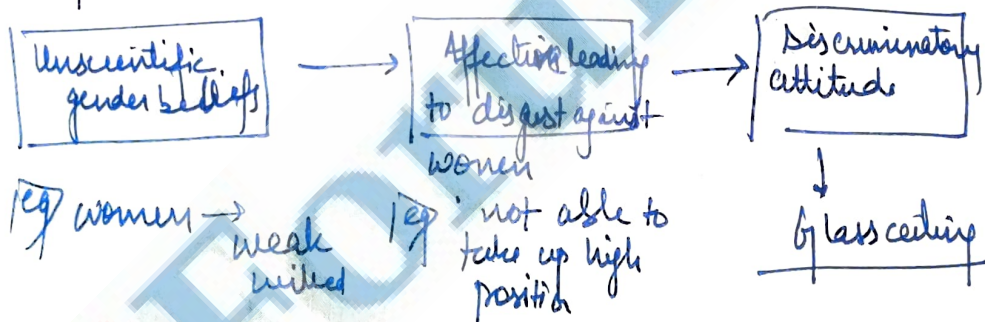
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Structure / Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Attitude is defined as the positive or negative evaluation of person, place or object. Negative gender attitudes are becoming more common today as seen in increasing domestic violence, rape cases.



* Factors responsible.

① Need function of males to maintain hegemony over women

② Role of family → reinforce negative

attitudes \rightarrow girls as "parayachan"

③ Religious rituals often portray women as weak & commodity of husband \rightarrow Manusmriti

④ legal loopholes. \rightarrow Marital Rape immunity

* Addressing Attitude : need to be addressed at three level

Cognitive

• using celebrities, youth to drive change in beliefs
 \rightarrow selfie with daughter campaign

Affective

• by showing achievements of women
 \rightarrow Indira Nooyi

Power of law

• to penalize the wrong behaviours \rightarrow Prevention of harassment at workplace Act

As Barack Obama said - "If you want to see nation's progress, see how it treats women"

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

सार्वजनिक संस्थानों के नैतिक सरोकार और कार्य संस्कृति निजी संस्थानों से कैसे भिन्न हैं? सार्वजनिक संस्थानों में निजी संस्थानों के समान कार्य संस्कृति को अपनाने की वांछनीयता का परीक्षण करें।

(10 अंक, 150 शब्द)

Work culture is defined as the set of principles, values, rules that form the basic character of workplace of firms.

* Difference in Ethical Concerns.

Public	Private
--------	---------

① Social welfare v/s Development

① Profitability v/s social responsibility \rightarrow CSR

② Transparency v/s Secrecy

② Environment v/s Profit

③ Accountability v/s Efficiency

③ Professionalism v/s Reputation \rightarrow harassment of female employee

④ Dutifulness v/s Welfare of family \rightarrow death of Dy SP in Haryana

④ Tax evasion v/s Tax Payment

* Difference in Work Culture

Public	Private
--------	---------

• hierarchical and rigid

• less hierarchical

- lethargic
- punctuality in leaving office but not in coming
- work-life balance

- lively
- overtime work
- work-life balance disrupted!

* Desirability of adoption

Positive

- ① Improve efficiency through work based payment.
- ② Easy to fire in case of non-performance => competition
- ③ Better consumer delivery & satisfaction
- ④ Boost innovation

Negative

- ① Disrupt work-life balance.
- ② May lead to over-competitiveness and unethical practices.
- ③ May act as deterrent to talent as job security is not there

It is important to instill private work culture ethics to shake status quo in bureaucratic settings

Feedback

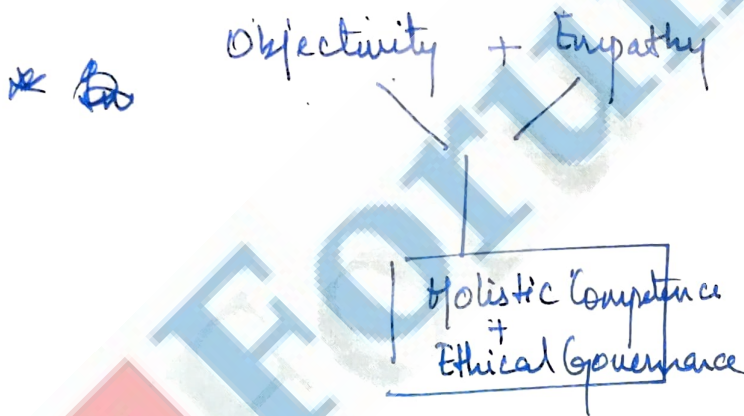
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Q.5) a) Besides objectivity, civil servants also need empathy and compassion to effectively resolve various ethical dilemmas they face while discharging their responsibilities. Discuss with suitable examples. (10 marks, 150 words)

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

Objectivity is defined as the ability to take decisions based on merits, reasons & analysis while empathy & compassion involves the use of emotions in service delivery & governance



* ~~to~~ Need for both

- ① Helps to ensure maxim of Sarvodaya is upheld. ~~by~~ giving food to starving old women despite absence of docs.

② Allows for correction in bureaucratic error.

eg denial of food ration to community due to wrong spellings in govt records → Tharshand

③ Helps to ensure innovation in services

eg "Cafe Able" in Tamil Nadu for blind ~~poor~~ people - by DM. to reduce their dependence on govt.

④ Rawls's Indifference principle calls for compassion as significant to ethical governance

⑤ Make person protect vulnerables

eg laws ~~on~~ may be collusive ⇒ they would require interpretation to help poor.

Thus, without compassion, objectivity is blind and may bring disconnect between public & bureaucracy

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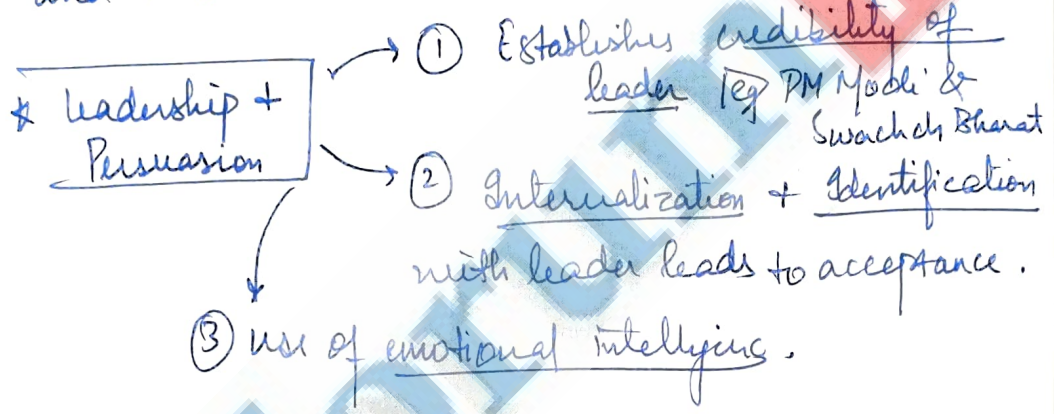
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b) Leadership is essentially a task of persuasion. How does ability to persuade others help civil servants in performing their duty? Identify five qualities that make civil servants effective agents of persuasion. Justify your choices. (10 marks, 150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

नेतृत्व अनिवार्य रूप से अनुनय-विनय का कार्य है। दूसरों को मनाने की क्षमता सिविल सेवकों को अपना कर्तव्य निभाने में कैसे मदद करती है? उन पाँच गुणों की पहचान कीजिए जो सिविल सेवकों को अनुनय-विनय का प्रभावी अभिकर्ता बनाते हैं। अपने विकल्पों का औचित्य सिद्ध करें। (10 अंक, 150 शब्द)

Persuasion is defined as the ability to change people attitude + behaviours through emotional intelligence and without coercion.



* Importance of Persuasion for Civil Servant

- ① Changing behaviour towards environment friendly & hygienic practices
eg • Param Gyaan in Swachh Bharat
• recent climate change → require LIFE movement.

② Breaking traditional patriarchal & caste barriers.
 eg P. Sankaran abolished bonded labor.

③ Adopting new technology without fear.
 eg farmers, women accessibility

④ Controlling riots & protecting vulnerables
 eg SSP Akash Kulkarni persuaded mob to give up violent actions.

* Five Qualities

- | | |
|---------------------------|---|
| ① Objective | to ensure justice & situational awareness |
| ② Emotionally Intelligent | to understand others' feeling. |
| ③ Compassion | to act beyond one's duty |
| ④ Knowledgeable | to counter myths |
| ⑤ Tolerant | to provide consensus |

Persuasion is a tool that can shake the status quo & bring about true democracy

Feedback
 (For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Peace is defined as the situation where everyone is able to achieve internal & external contentment and calm in life.

Justice is defined as the fairness & every person is given its due right.

* Peace is not mere absence of war

① Cold war was an era of peace as ~~there~~ there was no armed conflict yet peace in true sense was not there.

② ~~uphold~~ Denial of human rights may not seem as war in traditional sense but it does not guarantee internal peace to citizens.

③ Inequality & poverty → leads to internal rebellion despite no signals of war.

* Peace as presence of justice

- ① upholds the rights of everyone \Rightarrow ensuring no animosity \rightarrow democracy v/s autocracy
- ② Allows use of ethical force to ensure peace in the region. \rightarrow UN Peacekeeping forces.
- ③ Protection of vulnerable by allowing scope of grievance redressal \rightarrow Tribal rights.
- ④ Collective security through multilateralism and mutual cooperation \rightarrow UNGA, UNSC.

As is said - "Yatra Dharmastu Tatra Jayaha"
Where there is justice, there is peace.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) 'The world will not be destroyed by those who do evil, but by those who watch them without doing anything.'

(10 marks, 150 words)

'संसार उन लोगों द्वारा नष्ट नहीं किया जाएगा जो बुराई करते हैं, लेकिन उनके द्वारा जो बिना कुछ किए उन्हें देखते हैं।'

(10 अंक, 150 शब्द)

The above quote by Albert Einstein reflects the importance of speaking up against the status quo & shunning the attitude of moral muteness.

Albert Einstein was great scientist who upheld the above quote in spirit by acting against the dogmatic practices of his time & providing rational & evidence based thinking to world's processes.

④ Triumph of evil is ensured if the others do not speak up
 eg Badabhai Narsaji's Theory of Drain of Wealth exposed British wrongdoings

④ Role of citizenry in democracy calls upon

keeping check on despotic tendencies of government

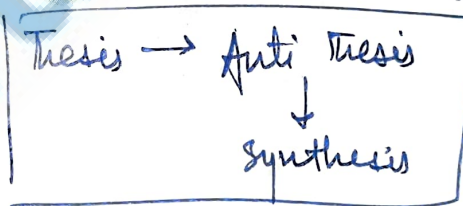
eg Sri Lankan crisis show importance of speaking up before evil does fully exploits you

④ Not speaking up is equally culpable

eg Bhisham Pitruak against Cheerharan of Kanyasulk brought disgrace to himself by not speaking up.

⑤ Genesis of human being is at the base of questioning status quo. → "I can ask therefore I am".

eg Hegel's



Thus, one must speak up & do what it is in his capacity to move towards truth.

Feedback

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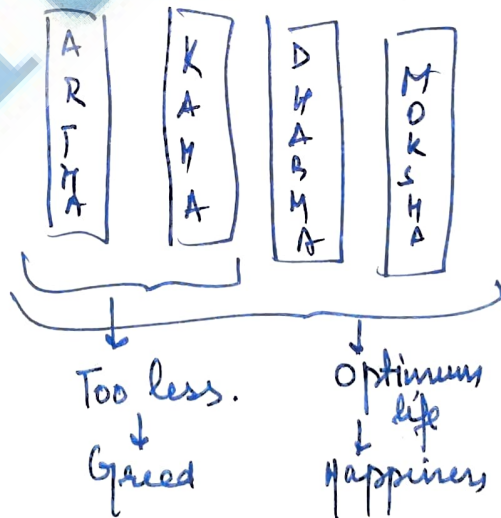
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c) 'Happiness is a mysterious thing, to be found somewhere between too little and too much.'
(10 marks, 150 words)

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

Happiness is defined as the feeling of joy, internal satisfaction and optimism about life. Often the meaning remains confined to success which narrows the scope of happiness in true sense.

① Hindu philosophy ~~also~~ explains four pillars of life which are needed to achieve the true happiness



② Too much emphasis on having something generates greed ⇒ which leads to clouding

of one's judgment. eg corruption, unethical means to achieve success. eg Hansraj Mehta

(*) On other hand, being content with too less would make person self-alienate & loss self-dignity resulting in misery. eg working in job below your potential skills.

(*) Optimum path ensures person is able to achieve balance between public/materialistic life & spiritual life. eg Swami Vivekananda's Neo-Hinduism

The life is journey which needs to be enjoyed every stage. Happiness is full immersion in journey without worrying about the destination

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Section - B

Q.7) Sunshine electronics is a domestic mobile manufacturer and you are its CEO. Sunshine electronics has made an affordable 5g phone with over 80% domestically sourced components. It has spent a large amount of money for promotion of the phone. General public is excited about the new phone and the company has already received over 1 lakh pre-launch orders from various online shopping portals. The achievement of the company has also received recognition from the highest political level and has been cited as a successful example of Atma-Nirbhar Bharat. The Central Minister of Electronics and Information Technology is the chief guest in the launch event of the new mobile phone.

Just a day before the launch of the new phone, you received a call from the Chief Technology Officer (CTO) of your company. He informs you that the US has banned Huwu Technologies Pvt. Ltd. from doing business in the USA and a similar ban is expected to be imposed by the EU in the next few days. The ban on Huwu is based on a report claiming that Huwu has been working very closely with the Chinese government and there are technical 'backdoors' in the components made by Huwu that allows it to spy on users of the devices that have these components.

The new phone made by your company also uses a chip manufactured by Huwu. To fulfil the pre-orders in the shortest possible time, Sunshine Electronics has also manufactured around fifty thousand devices. Cancelling or postponing the launch event would be embarrassing for political dispensation and financially disastrous for your company. On the other hand, going ahead with the launch would mean potentially risking the privacy and security of your customers.

- 1) On the basis of this case, identify the various ethical dilemmas involved.
- 2) What principles of corporate ethics would you consider while taking the decision in this case?
- 3) Examine various options available with you for handling the issue at hand. What will you do in the given case?

(20 marks, 250 words)

सनशाइन इलेक्ट्रॉनिक्स एक घरेलू मोबाइल निर्माता है और आप इसके सीईओ हैं। सनशाइन इलेक्ट्रॉनिक्स ने 80 प्रतिशत से अधिक घरेलू घटकों के साथ एक क्वायती 5G फोन बनाया है। इसने फोन के प्रमोशन के लिए बड़ी रकम खर्च की है। आम जनता नए फोन को लेकर उत्साहित है और कंपनी को पहले ही विभिन्न ऑनलाइन शॉपिंग पोर्टल्स से 1 लाख से अधिक प्री-लॉन्च ऑर्डर मिल चुके हैं। कंपनी की उपलब्धि को उच्चतम राजनीतिक स्तर से भी पहचान मिली है और इसे आत्म-निर्भर भारत के सफल उदाहरण के रूप में उद्धृत किया गया है। केंद्रीय इलेक्ट्रॉनिक्स और सूचना प्रौद्योगिकी मंत्री नए मोबाइल फोन के लॉन्च इवेंट में मुख्य अतिथि हैं।

नए फोन के लॉन्च से ठीक एक दिन पहले, आपको अपनी कंपनी के मुख्य प्रौद्योगिकी अधिकारी (सीटीओ) का फोन आया। वह आपको सूचित करता है कि अमेरिका ने Huwu टेक्नोलॉजीज प्राइवेट लिमिटेड पर प्रतिबंध लगा दिया है। लिमिटेड को संयुक्त राज्य अमेरिका में व्यापार करने से और अगले कुछ दिनों में यूरोपीय संघ द्वारा इसी तरह का प्रतिबंध लगाए जाने की उम्मीद है। Huwu पर प्रतिबंध एक रिपोर्ट पर आधारित है जिसमें दावा किया गया है कि Huwu चीनी सरकार के साथ मिलकर काम कर रहा है और Huwu द्वारा बनाए गए घटकों में तकनीकी 'बैकडोर' हैं जो इसे उन उपकरणों के उपयोगकर्ताओं की जासूसी करने की अनुमति देता है जिनमें ये घटक हैं।

आपकी कंपनी द्वारा बनाया गया नया फोन भी Huwu द्वारा निर्मित एक चिप का उपयोग करता है। प्री-ऑर्डर को कम से कम समय में पूरा करने के लिए सनशाइन इलेक्ट्रॉनिक्स ने लगभग पचास हजार उपकरणों का निर्माण भी किया है। लॉन्च इवेंट को रद्द करना या स्थगित करना राजनीतिक व्यवस्था के लिए शर्मनाक होगा और आपकी कंपनी के लिए आर्थिक रूप से विनाशकारी होगा।

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

- 1) इस मामले के आधार पर, इसमें शामिल विभिन्न नैतिक दुविधाओं की पहचान करें।
- 2) इस मामले में निर्णय लेते समय आप कॉर्पोरेट नैतिकता के किन सिद्धांतों पर विचार करेंगे?
- 3) समस्या से निपटने के लिए आपके पास उपलब्ध विभिन्न विकल्पों की जांच करें। दिए गए मामले में आप क्या करेंगे?

(20 अंक, 250 शब्द)

The above reflects the conundrum facing the private firm due to uncertain global factors which have impact on the domestic sovereignty and lead to techno-legal ramifications on the operations.



(a) Ethical dilemmas:

- ① Security of the nation v. the profitability of the company.
- ② Loss of political stature for govt. in eyes of public v. Protecting privacy of the people.
- ③ Social responsibility towards citizens v. loss

of reputation for the company.

④ Intellectual integrity of doing the right thing v/s. selfish behaviour.

⑤ Gandhian sin of commerce without morality & politics without principle.

↳ Principles of Corporate Ethics

Kautilya's mentions four principles of King towards his subjects, the same applies for sunrise electronics also -

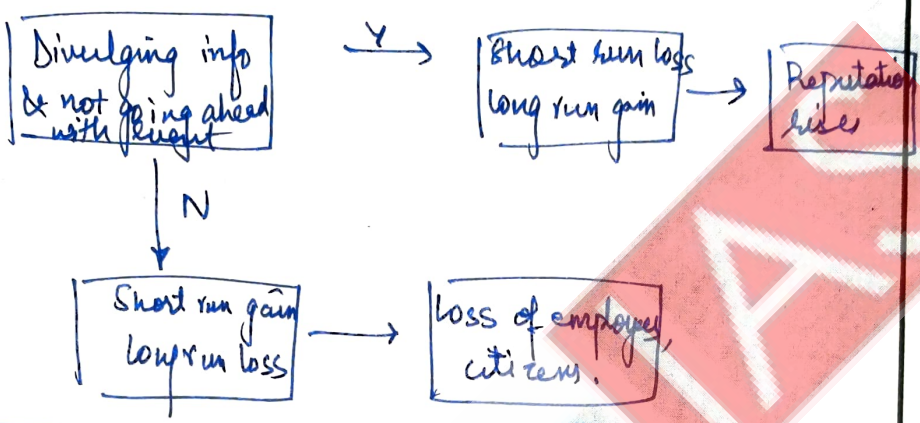
① Yogakshema : protecting the interests of the stakeholders.

② Ethical capitalism : people should form the centre of profit making (Palana).

③ Fairness : Availability of complete information to the shareholders, public and government

④ Temperance : looking for long run sust-

viability rather than short run parochial gains



Options Available

- ① Ignore the report and go ahead with event

<p><u>Merits</u></p> <ul style="list-style-type: none"> • Profit by selling handsets • Political embarrassment will be avoided. 	<p><u>Demerits</u></p> <ul style="list-style-type: none"> • long run reputation at stake • risk of privacy & security
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- ② Informing the government and reschedule the event

<p><u>Merit</u></p> <ul style="list-style-type: none"> • Save the security & privacy • long run → responsible company → reputation will rise 	<p><u>Demerits</u></p> <ul style="list-style-type: none"> • short run loss on pre orders • people may not trust in future • loss of govt.'s confidence
--	---

Write in this Area

Course of Action : I will choose option (2) following the rescheduling of event and detailed enquiry into an event. My action would be based on -

(1) Duty towards nation & citizen : Doctrine of Nishkam Karma calls for doing what is in public's interest without fear of self loss. It will bring about Lok Sangraha and improve trust in company.

(2) Losses can be recouped but not trust - resulting of phones based on trusted company will be easier than convincing people about lost trust

(3) Four cardinal values
 Justice for people
 Prudence based on long run vision
 Cardinal Value
 Temperance to shoot win gain
 Courage to fight for people.

Thus, by choosing above course of action, I would have adhered to company's as well as constitutional values of integrity

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

आसनपुर भारत के उत्तरी भाग में एक सुंदर छोटा जिला है। यह पत्थर खनन गतिविधि का केंद्र हुआ करता था। हालांकि, अत्यधिक खनन के कारण पर्यावरण का क्षरण हुआ और तेजी से मिट्टी का कटाव हुआ, जबकि पत्थर खनन से वायु प्रदूषण का खतरा पैदा हुआ। विभिन्न हानिकारक प्रभावों के कारण, एनजीटी ने आसनपुर में पत्थर खनन पर प्रतिबंध लगा दिया है। इस प्रतिबंध के बावजूद, खनन माफिया भ्रष्ट सरकारी अधिकारियों और राजनेताओं की मिलीभगत से काम करने में सक्षम है। कई अधिकारियों ने इस अवैध खनन को रोकने की कोशिश की है, लेकिन शक्तिशाली माफियाओं ने या तो उन्हें बलपूर्वक शांत होने के लिए मजबूर किया है या उन्हें रिश्त दे दी है या अपने राजनीतिक संपर्कों के माध्यम से उनका तबादला करवा दिया है। पिछले हफ्ते, एक डीएसपी की उस समय मौत हो गई जब वह अवैध रूप से खनन किए गए पत्थरों को ले जा रहे एक ट्रक को रोकने की कोशिश कर रहा था।

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

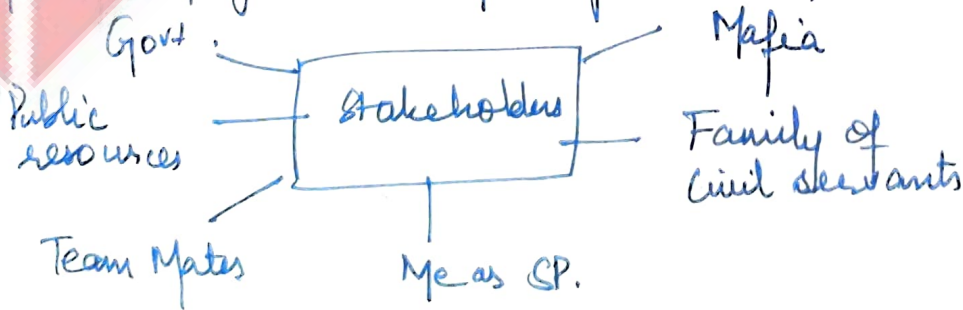
को नकारात्मक रूप से प्रभावित किया है क्योंकि युवा तेजी से अवैध गतिविधियों में शामिल हो रहे हैं और उच्च अपराध दर के कारण व्यवसाय जिले को छोड़ रहे हैं। आपने एक विशेष टास्क फोर्स बनाया और अपने जिले में अवैध खनन के खिलाफ कड़ी कार्रवाई शुरू की। कुछ ही हफ्तों में आपने अवैध रूप से खनन किए गए पत्थरों से लदे तीस डंपरों को जब्त कर लिया। जनता ने आपके कड़े कार्यों की सराहना की जबकि अवैध खनिकों द्वारा बनाए गए भ्रष्ट पारिस्थितिकी तंत्र को झटका लगा।

एक दिन, एक कनिष्ठ अधिकारी ने आपसे संपर्क किया और आपको सूचित किया कि उन्हें अवैध पत्थर खनिकों से घमकियां मिल रही हैं। वह आपको यह भी सूचित करता है कि टास्क फोर्स में अन्य लोगों को भी समस्या का सामना करना पड़ रहा है जैसे टास्क फोर्स में किसी को उसके खिलाफ एक पुराने निपटारे मामले को फिर से खोलकर परेशान किया जा रहा है जबकि किसी और को दूरस्थ जिले में स्थानांतरण का आदेश प्राप्त हुआ है। इसने टास्क फोर्स को निराश कर दिया है और उन्हें जिले में अवैध खनिकों के कनेक्शनों की याद दिला दी है। उसी दिन, जब आप घर पहुँचते हैं, तो आपकी पत्नी आपसे कहती है कि उसे एक अज्ञात नंबर से कॉल आया, जिसमें उसने अपनी जाँच बंद न करने पर गंभीर परिणाम भुगतने की घमकी दी है। आपको डर है कि कॉल अवैध खनन गतिविधि में शामिल संगठित अपराध सिंडिकेट के एक सदस्य का था। आपकी पत्नी परिवार की सुरक्षा को लेकर चिंतित है और आपसे अपने काम में नरमी बरतने का अनुरोध करती है। इस स्थिति में, निम्नलिखित प्रश्नों के उत्तर दें :

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

(20 अंक, 250 शब्द)

The above case reflects the conflicting interests that civil servants face in their line of duty. The overlap of public and private lives of civil servants leads to dilemma of Dutifulness v/s Family Well-being. The death of Sy. SP in Haryana recently is reflective of grave risks facing honest officials



(a) Motivating the Task Force

The teams' concerns are genuine as the threat to family and punitive actions like transfers in retaliation to honest work can demotivate any person, hence I will use —

① Emotional Intelligence: understand their emotions and provide them with renewed vision of this being part of duty — ask them to rethink why they joined the force.

② Alleviating their fears by ensuring police protection to their families and making sure that they are not punitively transferred by engaging with Chief Secretary.

③ Public Trust and Safe Society — motivate them about the negative impact of mafias on our own lives & our children in long run so that they find reasons to fight for.

④ Invoking Gandhi's Talisman and stories of freedom fighters who should be our guiding light.

(b) Family in risk of line of duty

The duty of civil servant based on Code of Conduct calls for -

① Acting in welfare interests of all in line with maxim of Sarvodaya.

② Family is not limited to one's personal, Vasudha Kutumbukan & Constitution calls for seeing whole country as family.

③ Prosperous society in long run would also benefit the family in long run.

④ Avoiding slippery slope: Ignoring public welfare for familial interests => bring loss of reputation to institution

(c) Dimensions of Crisis

① Law & Order

• Mafia is illegal and threatening officials

② Socio-economic development

loss of productive human capital due to rising crimes

③ loss to exchequer

due to loss of financial resources

④ Corruption

nexus between Mafia & politicians or officials \Rightarrow punitive transfer

⑤ Pollution

biodiversity & climate change

Measures to deal

① Acting strongly to curb mafia activities & bring them to justice

② Awareness among locals about impact

③ Simultaneously, encouraging companies by mentioning about progress in law & order.

④ Skilling of youth to prevent them from deviating to crimes

⑤ Protecting the families & interests of task force

⑥ Media to burst myths of mafias.

Thus, by above course of action, I would have shown courage of conviction & clarity of thought in dealing with crisis.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

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

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

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

(20 marks, 250 words)

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

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

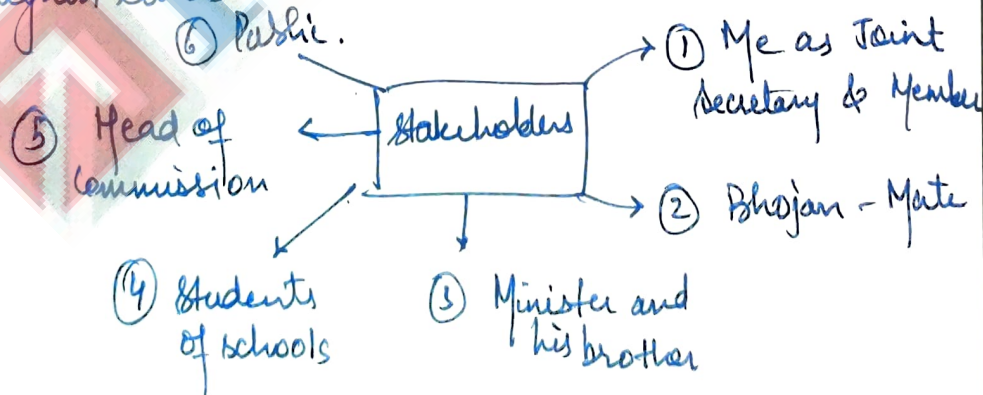
जनता का विश्वास फिर से जीतने के लिए सरकार ने निष्पक्ष तरीके से मामले की जांच के लिए एक आयोग का गठन किया है। आप संयुक्त सचिव स्तर के अधिकारी हैं और आयोग के सदस्य के रूप में नियुक्त किए गए हैं। जांच के दौरान, आपने पाया कि भोजन-माता वास्तव में गलत नहीं थी। यह ठेकेदार ही था जो स्कूल को घटिया किस्म का कच्चा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

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

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

(20 अंक, 250 शब्द)

The above case is reflective of the exploitation of vulnerable communities by rich and powerful to meet their ends. It is also reflective of the reasons for rampant corruption in public service delivery finds its genesis in collusive administration at highest levels.



(a) Ethical Dilemmas :

- ① Justice for the deceased children v. bringing protecting culprits
- ② Social discrimination victim v. complying with senior's orders. protection
- ③ Doctrine of Public interests v. Future career prospects in case of speaking truth
- ④ Collegiality (by maintaining friendly relation with seniors) v. Exposing corruption.
- ⑤ Deontological (~~ethical egoism~~) v. for protecting the vulnerable v. Teleological (acting in self interests).
- ⑥ Probity in governance v. peer pressure of the office space.
- ⑦ Transparency v. Secrecy & Deception.

(b) Different Course of Action

- ① Following the orders of head of Commission — scraping goating someone to save minister's image.

Merits

- Secure my future prospects
- ensure collegiality.
- protect Bhajan - Mata
- bring end to protests

Demerits

- Slippery slope - by allowing corrupt activities
- Against rule of law
- Cognitive dissonance in me.

② Disclosing the facts of the case to media directly to ensure truth is out

Merits

- bring culprits to justice
- uphold doctrine of people's trust.
- avoid slippery slope

Demerits

- against procedural integrity.
- punitive actions by disclosing information to media

③ Present my arguments for not complying to minister's request and filling on honest report

Merits

- Procedural integrity & ensure support from head
- Bring culprits to justice
- Strengthen my character

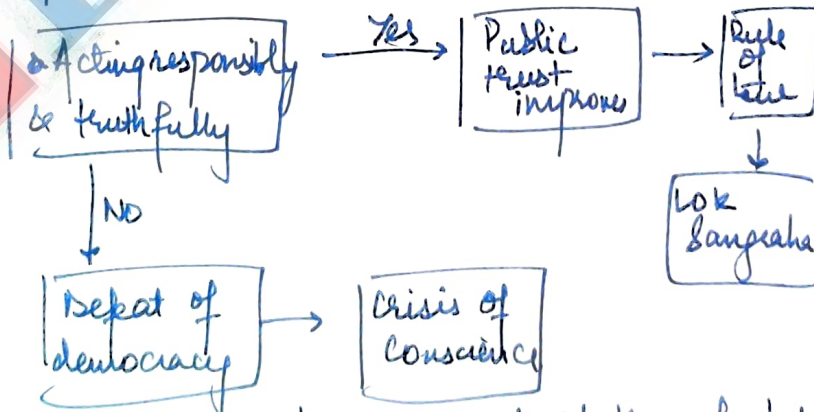
Demerits

- Head may not agree
- Punitive action against me.
- Delay in decision making by minister.

I will choose option (3) which involves my responsibility to file honest investigation and ensure the truth prevails and culprits are brought to justice.

Rationale

- ① Doctrine of Public Trust requires the civil servant to serve public and not the individual minister's interest.
- ② Doctrine of Nishkam Karma & Spirit of the Service calls for acting without fearing for negative impact on oneself. This will ensure prosperity in society.



Thus, my actions may have impact of transfer but my conscience would be clear.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

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

(20 marks, 250 words)

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

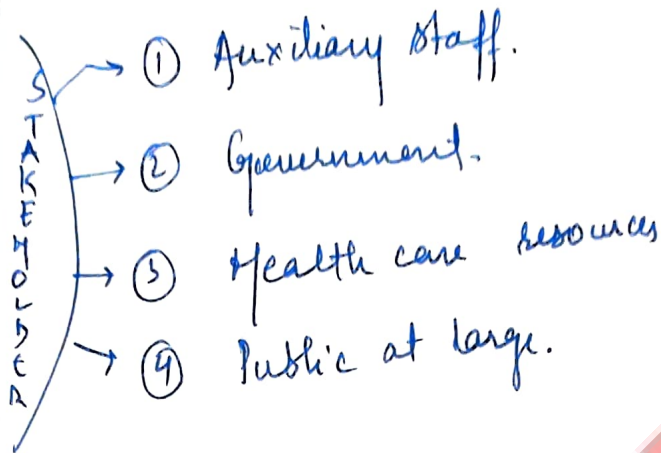
रश्मि ने कोविड -19 की दूसरी लहर के दौरान मरीजों की देखभाल करते हुए अपनी पीड़ा को याद किया। वह लगातार रात की पाली करती थी जो आमतौर पर 12-13 घंटे तक चलती थी। ड्यूटी की पूरी अवधि के लिए पीपीई और मास्क की 3 परतों को पहनने से पानी पीने या वॉशरूम का उपयोग करने जैसे सरल कार्य बहुत कठिन हो गए थे। मरीजों के साथ 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 जायज है?
- 3) क्या आपको लगता है कि सरकार का कोरोना योद्धाओं के ठेके खत्म करना जायज है?
- 4) अपने आप को संबंधित राज्य में स्वास्थ्य सचिव के पद पर विचार करें। मौजूदा मुद्दे को हल करने के लिए आप क्या करेंगे?

(20 अंक, 250 शब्द)

The above case reflects the contribution of unsung heroes of fight against Covid who put their life at risk to save the community from harsh miseries. In this context, WHO recognised Asha workers with Global Health Care Awards, however, there are many who joined with intention to get job in health facilities but now face unemployment.



① Ethical Issues Involved

- ① Reigning on word of mouth = against honesty
- ② Hardwork of auxiliary workers not recognised
- ③ Business without morality = short term notice to layoff.
- ④ Burden on fiscal treasury = impact capital expenditure on health resources.
- ⑤ Need of workers v. livelihood issues.
- ⑥ Breach of trust of workers and need for their services in future.
- ⑦ Protection for the workers who put their life on risky in distressing times need to be protected.

② Demand for permanent job

Justified (Rashmi)

- ① Word of mouth means govt. is obliged.
- ② Risked their lives and thus need to be rewarded
- ③ Not honouring promises may lead to scarcity of resources in case of future needs
- ④ Lack of healthcare resources demands their induction.

Not Justified

(Govt's perspective)

- ① No formal agreement but word of mouth way technique to avert crisis.
- ② Impact on building health resources → as ~~the~~ money in permanent jobs would be diverted.
- ③ Slippery slope - other department workers may demand same.

My Course of Action

② As Health Secretary, I would choose following course of action -

- ① Talking to the workers - to understand their perception and demands and tell them about government plans and needs. ⇒ this will

instill feeling of grievance redress among workers

- ② Look into shortages of human resource so as to accommodate some workers as per the needs & restraint of budgets.
- ③ Ranking of workers based on their efforts & provide them with job wherever possible.
eg Agha, Nurse, Midwives
- ④ While all workers are not possible to accommodate, engage with private sector firms & NGOs for their upskilling & reskilling so that they can be absorbed outside govt.
- ⑤ Ramping up health infrastructure would further raise demand for workers and the required workers then can be recalled.

By above action, I would have ensured using multiple options to ensure trust of workers in govt. and made sure they do not feel left out or ignored.

Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	

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

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

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

(20 marks, 250 words)

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

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

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

(20 अंक, 250 शब्द)

73rd and 74th constitutional Amendment acts provided for $\frac{1}{3}$ reservations to women and Dalit community in local bodies which was intended to political empower these marginalized sections. But rather than breaking shackles of class, the society has shown resilience and purity & pollution continue to exist resulting in proxy exercise of power.

① Reasons for Caste Based Discrimination

① Social

1.1 Continuance of religious superstitions & reinforcement of purity & pollution.

1.2 Hegemony of upper caste who show positive attitude towards the system.

1.3 Lack of value based education resulting in prevalence.

1.4 Awareness among Dalits due to illiteracy.

② Political

2.1 lack of political representation in the

sense.

2.2 disproportionate representation leading to the voice of the few.

2.3 Class within caste has resulted in disproportionate distribution of benefits.

2.4 Collusive bureaucracy at lower levels = not sensitized

III

Legal

3.1 Lack of enforcement of law like Prevention of Atrocities.

3.2 Poor conviction rate => low deterrence.

IV lack of economic opportunities => ghettoization

2 Ethical Issues :

① Rule of law is violated as untouchability is abolished under Article 17.

② Proxy power resulting in undermining of doctrine of popular sovereignty

③ Against Gandhian principle of Sarvodaya and Antyodaya :

④ loss of productive human capital by

excluding people from benefits

⑤ Kantian categorical imperative calls for doing away with such behaviour as it is against humanism

⑥ Serial of Right to equality & Right to life
(Art 14) (Art 21)

③ Stakeholders and Responsibilities

① Government and Admin

- Carry out awareness campaign by leaders & celebrities = inter-nalization of caste free attitude
- Stringent application of laws & bring defaulters to justice = Power Compliance
- Awareing marginalized communities about their rights

② NGO/ Civil Society

- Mobilizing people and youth to drive the change.
- Rehabilitating those discriminated

③ Schools & Teachers

- must become agent of change by value based education
- schools as the place of contestation & defeating casteist ideas.

④ local admin.

- sensitization of public officials
- Empowering citizens through Citizen Charters → to enable grievance redressal.

The shift in perception requires broad based Jan Aardhan and utilizing our original scriptures to do away with current rationale of caste system. Further, economic mobility & skill building of marginalized community will empower them towards their rights (Stand up India, PM-DAKH).

Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	



Q.12) Jayant is a hard-working and dedicated IAS officer. He is currently posted in a remote district in North-East India. Jayant is married to Sarita who used to work as a software engineer before her marriage. Sarita is a well-educated and ambitious woman who wants to be known by her name and not only as the wife of IAS officer Jayant. Sarita wants to restart her career and has been searching for a suitable job for some time. She has found a good job in an MNC that pays well, but she will have to move to Bangalore for it. Sarita wants to take up this opportunity but Jayant's mother does not want Sarita to move to Bangalore. Jayant also wants Sarita to stay with him so that they can have kids and start their family. Sarita proposes that Jayant move with him to Bangalore as she will get a salary that is substantially more than Jayant's. Jayant and his mother found this proposal 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 हैं। जयंत की शादी सरिता से हुई है जो शादी से पहले एक सॉफ्टवेयर इंजीनियर के रूप में काम करती थी। सरिता एक पढ़ी-लिखी और महत्वाकांक्षी महिला है जो अपने नाम से पहचानी जाना चाहती है, न कि केवल आईएएस अधिकारी जयंत की पत्नी के रूप में। सरिता अपने करियर को फिर से शुरू करना चाहती है और कुछ समय से एक उपयुक्त नौकरी की तलाश कर रही है। उसे एक बहुराष्ट्रीय कंपनी में एक अच्छी नौकरी मिल गई है जो अच्छी तरह से भुगतान करती है, लेकिन उसे इसके लिए बंगलोर जाना होगा। सरिता इस मौके को लेना चाहती है लेकिन जयंत की मां नहीं चाहती कि सरिता बंगलोर चली जाए। जयंत भी चाहता है कि सरिता उसके साथ रहे ताकि वे बच्चे पैदा कर सकें और अपना परिवार शुरू कर सकें। सरिता का प्रस्ताव है कि जयंत उसके साथ बंगलोर चले क्योंकि उसे जयंत की तुलना में काफी अधिक वेतन मिलेगा। जयंत और उनकी मां को यह प्रस्ताव आपत्तिजनक लगा। इसके अलावा, जयंत उस नौकरी को नहीं छोड़ना चाहता जिसका उसने बचपन से सपना देखा है और जिसके लिए उसने कड़ी मेहनत की है। यह पूरा मामला सरिता और जयंत के बीच आए दिन झगड़ों का कारण बन गया है और उनकी शादीशुदा जिंदगी पर भी असर पड़ा है।

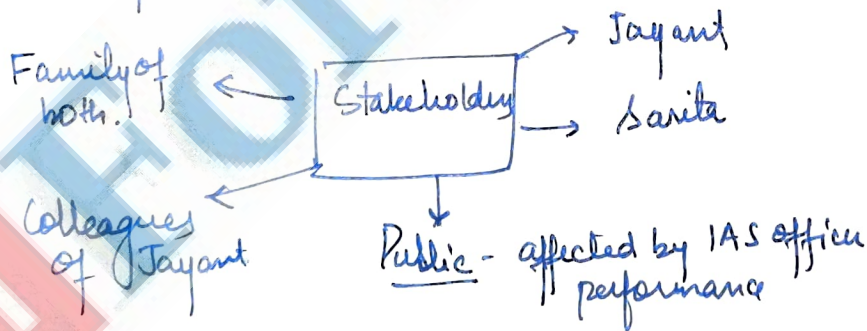
जयंत के निजी जीवन के मुद्दे उनके पेशेवर जीवन में भी आ गए हैं। वह अपने काम पर ध्यान केंद्रित करने में सक्षम नहीं है जिसके परिणामस्वरूप उसका प्रदर्शन खराब हो रहा है। अभी कुछ दिन पहले, जयंत ने एक बड़ी गलती की और काम में अनुपस्थित रहने के कारण उसके सीनियर ने उसे डांटा। ऑफिस में उनका व्यवहार भी बदल गया है।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

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

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

- 1) संकट से निपटने के लिए जयंत के पास उपलब्ध विभिन्न विकल्पों की पहचान करने में मदद करें? इनमें से प्रत्येक विकल्प के गुण-दोषों की विवेचना कीजिए।
- 2) एक पारस्परिक मित्र के रूप में, आप इस मामले में जयंत और सरिता को क्या सलाह देंगे ताकि वे एक खुशहाल दंपति के रूप में वापस आ सकें?
- 3) जयंत जीवन में ऐसी संकट स्थितियों को संभालने के लिए आवश्यक गुणों को कैसे विकसित कर सकता है? (20 अंक, 250 शब्द)

The above case reflects the two fold problems - one the paternalistic construct of the society where women is forced to give up her dreams for sake of family & secondly, the impact of private life on performance of official duty.



① Different Options Available

- ① Taking divorce as both would be able to achieve personal goals & avoid conflict.

Merits

- Avoid compromise on personal goals
- Bring efficiency in both jobs.

Demerits

- defeats the purpose of companionship
- crisis of conscience.

② Moving with Sarita to Bangalore

Merits

- save the marriage.
- selfless behaviour - by allowing Sarita to pursue her dreams.
- Higher income of family

Demerits

- Prostitution of personality - no self worth.
- loss reputed jobs
- may lead to more friction in family.

③ Agree to Sarita's request and both remain in respective cities for sometime

Merits

- allow both to pursue career
- Marriage will be saved
- long run happiness

Demerits

- separation in short run.
- impact on family plans.
- may reduce efficiency.

② My advice to Jayant & Sarita

The advice would be allow Sarita to move and both are able to pursue their dreams as shown in option ③. This would be based on —

- ① Equality in marriage: would allow both to bring stability in long run & prevent feeling of animosity
- ② Talking to Jayant and convincing him to analyze & introspect if his patriarchal constructs do not overpower rational thinking.
- ③ Taking a break and allow things to unfold in short period of time may bring about clarity in their lives.
- ④ Efficiency in jobs and free will of both may actually allow them to settle their differences.

③ Developing qualities to handle such crisis

- ① Compassionate about Sarita's dreams and make sure marriage doesn't become hurdle to her dreams
- ② Self introspection : to ensure deep-rooted social patriarchal values are not clouding his judgement
- ③ Seeking help in case he feels it is becoming overwhelming.
- ④ Tolerance & Openness about one's feeling and showing Emotional Intelligence of managing one's & other's needs at office
- ⑤ Objectivity & Justice : to ensure that public & private life are distinctive

Emotional intelligence can help Jay out convert stress into eustress by bringing power & control over his emotions & thoughts.

Feedback

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Value Addition
Total