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Time Allowed : Three Hours



Maximum Marks : 250

समय : तीन घंटे

अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Jigyasu Agrawal		
Roll No./अनुक्रमांक		Medium/माध्यम	English <input type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	8/09/2022

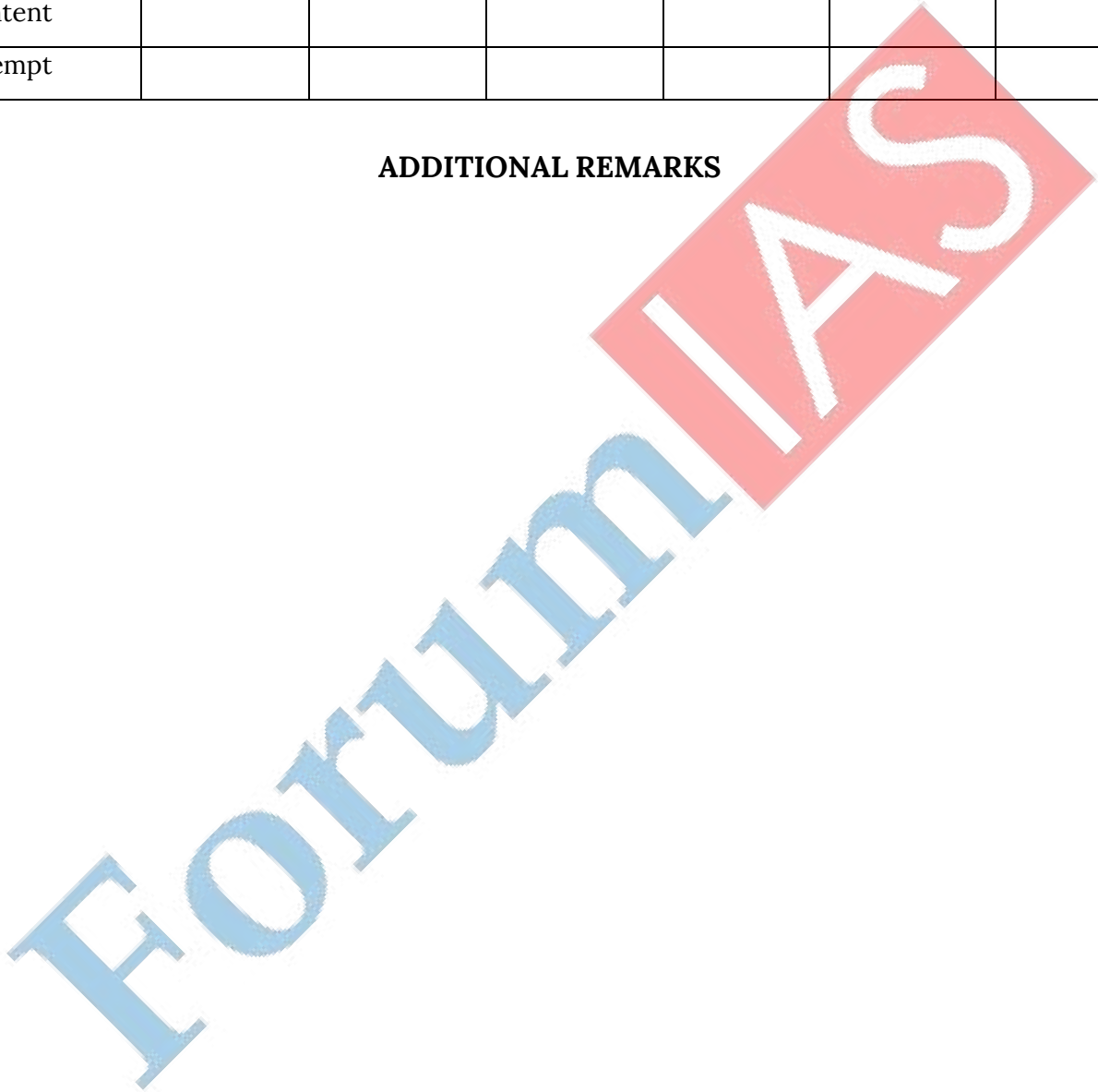
\*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

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

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

**ADDITIONAL REMARKS**



Ans 7.

The present case brings forth the issue of choice between 'Profits' of the company against potential social & political risks. Good corporate governance needs to be upheld.

### Various ethical dilemmas

- ① Potential violation of privacy of users.  
→ Puttaswamy Judgment: fundamental right
- ② Profit vs Corporate Social Responsibility.
- ③ Profit vs fiduciary responsibility.  
→ Need to uphold trust of customers
- ④ Profit vs National security.
- ⑤ Dignity of nation vs Political hazard.
- ⑥ Violation of sovereignty  
→ By Huawei 'backdoors' in components.

② Principles of corporate Governance  
which I will consider:

① Fiduciary responsibility : to protect trust  
of data by customers.

② National security honor : actions must not  
let to dishonor of nation.

③ Balancing Profit with People

④ Gandhiji's commerce with morality.

3) Various options available.

(a) Proceed with the event  
Merit

Demerit

① Financial gains  
to company.

② Save political  
embarrassment

① Potential breach of  
privacy & security of nation.

(b) Cancel the event  
Merit

- ① Upholding privacy & security of users
- ② Saving nation's honor.

Demerit

- ① Financial loss to company
- ② Political embarrassment

(c) The option that I will take

① Postpone the event

→ ② Technical enquiry into the allegation

Technical back door found

Cancel the launch & manufacturing

↓  
Long term

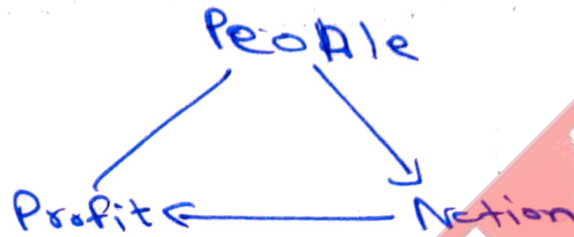
No backdoor found  
→ Proceed with launch.

- ① More Research to develop domestic capability and self reliance
- ② Report to government about potential security issue.

## Justification

① Short term loss - Long term gain.

② Triple bottom line



③ Commerce without morality is a sin.

FORUMIAS

FORUMIAS

Ans.8

The case involves various ethical issues of collusive corruption, criminal-politician & bureaucratic nexus & environmental degradation. The SP, needs to motivate his & protect his staff, preserve family's wellbeing & stop illegal mining.

### Steps to motivate the task force

- ① A meeting of all team members will be called.
- ② Ensure them of adequate police protection.
- ③ Investigation of threats & punishment to culprits who are hindering public service.

④ Use social influence & persuasion

Emotional appeal → Duty is their right

Cognitive appeal → Awards

Behavioural appeal → Protection & incentive

2. Justification of putting family at risk

① Dedication & commitment to public service → 2nd ARC code of ethics.

② Categorical imperative : Right conduct is not a matter of choice.

③ Civil servants → First duty towards public welfare  
→ second towards personal life.

④ Steps → Emotional intelligence  
→ security to family,



### 3. Various dimensions of the case

- ① Administrative dimension
  - Collusive corruption is taking place
  - illegal mining is against the law
  - depriving government of revenue.
  - High crime rate in city
- ② Environmental dimension → Pollution & degradation of environment
- ③ Team leader dimension → Motivation of staff needed.
- ④ Personal dimension
  - Uphold family's safety
  - self motivation.

### Measures to deal

#### Short term

- ① Investigation & FIRS in cases of
  - DSP's death → Threat to staff
  - Threat to family
- ② Adequate protection to all.
- ③ Identification of critical areas of illegal mining → ensure ban

### Long term measures

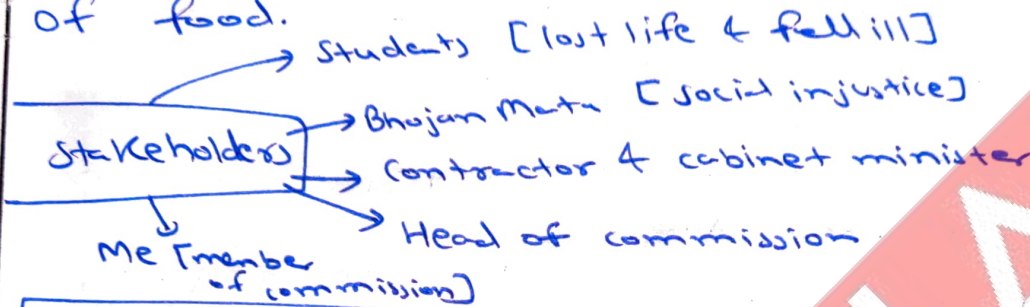
- ① Increase surveillance, police beats to uphold 'law & order'.
- ② Report to NGT, state government & environment ministry about mining & nexus.
- ③ Use of technology → Drones, Remote sensing to prevent illegal mining in future.

FORUMIXS

Ans.9

The case puts forth issue of scapegoating & blame shifting instead of upholding accountability for poor quality

of food.



Ethical dilemmas

- ① Probity vs Personal safety.
- ② Procedural integrity vs Relation with senior.
- ③ Justice to victims vs Professional growth.
- ④ Objectivity vs Committed bureaucracy
- ⑤ Political neutrality vs Professional hazard.
- ⑥ Social Justice to Bhojan Mata → violation of constitution.

2.

Different courses of action

① Blame someone else & reinstate cook

Merit	Demerit
① Justice to Bhojan-Matru [gets job back] ② Self preservation & professional growth	① Violation of Justice to victims. ② Collective corruption ③ Violation of probity ④ Crisis of conscience

② Go to media & become whistleblower  
 Merit

Merit	Demerit
① May bring punishment to culprit contractor ② Clear conscience	① Violation of organizational ethics ② Breach of public trust on government

③ My course of action:

- ① Telling the senior that I'll not be part of collusion.
- ② Preparing an objective report, with

evidence attached.

- ⑤ Submission of report to seniors & other levels of government & court.
- ④ If no action taken, then release the report in 'Public domain'.

### Justification

My vision: Justice shouldn't only seem to be done, it must actually be done.

- ① Justice → Cardinal virtue of Plato. need to be upheld. [Aristotle 39].
- ② Gandhiji's → 'Duty is your only idea right?'
- ③ Probity in governance is needed to uphold public trust.
- ④ Purpose of state → To prevent 'Matsyanyaya' & uphold Social contract.

FORUM IAS

Ans.10.

The case brings forth issue of lack of human resource in health care. Also it points to lack of security associated with 'contracted jobs'. A balance needs to be struck between government's duty towards 'Corona Warriors' & its limited resources.

① Ethical issues in this case

- ① Violation of dignity of labor
- ② Emotional & livelihood stress for contracted 'corona warriors'
- ③ Limitation of government
  - uphold verbal promise
  - spend on healthcare
  - [ Directive principle Article 39, 46 ]
- ④ Inadequate health care in country

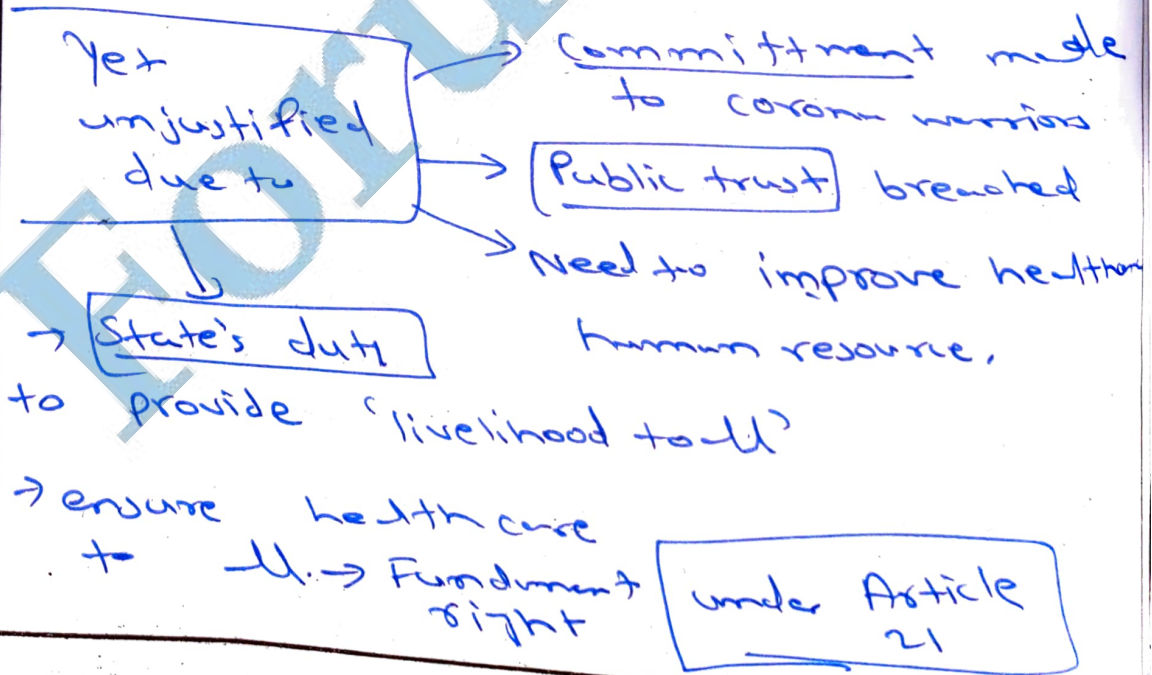
② Although the job was contractual,

Rohini's demand is justified:

- ⊙ Risked her life for 'public service'.
- ⊙ Commitment by the government.
- ⊙ Showed dedication to public welfare
- ⊙ Is experienced & qualified.

③ Government's termination of contract has reasons:

- ① Limited capacity of state.
- ② Need to expenditure of health infrastructure [National health policy]





To address the crisis following steps can be taken:

Short term

① Survey & data collection: of all the 'contractual corona warriors'.

② Filling of vacancies: according to the need in various positions.

③ Certificate of service, national duty to all corona warriors.

④ Social security to those who can't be accommodated in ~~the~~ Government Job.

⑤ Referral to private sector health establishments.

Long run

→ PPP partnership in health infrastructure

→ expand coverage of Ayushman Bharat

## Justification

- ① Golden Mean : Need to balance resources with duty
- ② Directive principle : to provide livelihood & healthcare
- ③ Social contract theory : state's duty to protect citizens &
- ④ Yojakshema : welfare state's duty.

FORUMIAS

Ans 11

11.

The case points towards age old 'Caste based discrimination' prevalent in our society which even an elected democratic representative has to face. This results in not only social injustice, but also underdevelopment.

- ① Reason for prevalence of caste-based discrimination
- ① Prevalent attitudes in the society, its institution & leaders
- ② Notion of 'purity & pollution'.
- ③ Dislikes of untouchability, oppression & hierarchy in society.
- ④ Lax implementation of 'laws' like 'Prevention of Atrocities Act.'

⑤ Economic reasons → as low caste are used to perform menial jobs.

⑥ Institutional failure of government & administration.

② Various ethical issues involved:

① Violation of right to equality  
Article 14.

② Violation of right to life with dignity  
Article 21.

③ Continuation of untouchability which is a sin → Article 17.

④ Uprooting of democracy

→ Proxy leadership against representative democracy.

⑤ Violation of Categorical imperative

→ Humans being used as means.

⑥ Violation of law  
→ SC-ST Prevention of atrocities Act.

③ Stakeholders

Responsibilities

① Government & administration  
→ Bring behavioral change through Jan andolans

→ implementation of laws &  
→ protecting rights of citizens as per 'social contract theory'

② Social institutions  
→ neighbors, leaders

→ To shed old customs based on irrational notions

③ Educational institutions

→ To impart rational knowledge to students

Individuals

→ To follow fundamental duty Article 51A of fraternity

Victims

→ To fight for their rights through

Constitutional means

ForumIAS

Ans 12

12

The case involves conflict in personal life of IAs due to different desires from life by couple. Also it is impacting his professional performance.

(a) Options available

- ① Let his wife move to Bangalore & keep living separately

Merit	Demerit
① Achievement of personal desires / professional goals	① Emotional hazard for both

- ② ~~Move with his wife~~

② Move with his wife	
Merit	Demerit
Personal relation satisfied	→ Professional hazard for Jayant

③ ~~Pro~~ Help and convince wife to open a startup based on her proficiency in backward area of the country.

2. My advice will be option ③

Merit	Demerit
→ Satisfaction of professional goals	His wife may not agree
→ Backward area development	
→ Personal lives satisfied	



Also, if both of them are not willing to compromise, I will advise separation as last resort because none will be able to do justice to personal & professional lives.

(c) Can develop qualities by doing:

- ① Emotional intelligence to understand desires of both.
- ② Empathy & compassion towards each other.
- ③ Objectively trying to find solution
- ④ ex) Work from distant location
- ⑤ Calmness can lead to happiness for the two.

⑤ Striking a balance between personal life & professional life.

FORUM IAS

1(a)

Adversity quotient is the ability to deal with failures, setbacks and perform well in face of difficult situations. To deal with failures, is critical to succeed in life:

Importance of adversity quotient

① Failures are inevitable: need to deal

- no one is always successful
- ex: MS Dhoni faced many failures before success.

② Helps boost performance in face of challenges

③ ex: TN Seshan was able to withstand political & criminal pressure.

③ Important for mental health & person's well being ex: Jashant Singh Ruyput suicide case.

## Ways to develop

### ① Emotional intelligence

↳ developing understanding of self & our environment

↳ realising own's strength & weaknesses.

ex) Gandhiji developed passive resistance in South Africa.

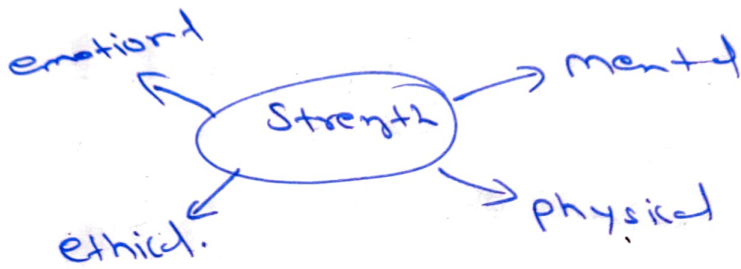
### ② Following the lives of leaders

↳ ex) General Sam Manekshaw showed courage in face of Pakistani invasion.

A conscious practice of values of courage, self awareness & integrity can help one develop adversity quotient.

1.  
(b)

Strength is the quality to resist challenges & threats that we face in our day to day life. It is multi-dimensional in nature:



Strength comes from indomitable will

- ① Will power is necessary to resist temptations of world.
- ② Ex: Will to uphold integrity helps civil servant resist corruption.
- ② Will power bring courage to help face fears.
- ③ ex Tukaram orbale courageously faced

bullets to save his teammates during 26/11 attack.

③ Will power helps resist threats of external as well as internal nature

⊕ Strength of soldier to face extreme situation of (Siachen).

⊕ strength of self to resist urges of physical nature

Strength, though has a physical dimension, but its scope is limited. It can not be used unless one has the will power to stay courageous in face of fear or threats or temptations.

2

(a)

Conscientiousness

- ① It is about one's commitment to one's duty.
- ② It involves resisting 'dereliction from a duty' at any cost.
- ③ It has an external obligation of 'duty' to it.
- ex) Sir Vivegaraiya used to work late till nights on his project of dam building due to conscientiousness nature.

Conscience

- ① It is the cognitive process which evokes an emotional & rational response based on one's value system
- ② It involves a personal sense of moral compass which helps in remaining conscientious
- ③ It is internal voice which prevents us from doing wrong.
- ex) He ~~is~~ remained integrityfull and never used public resources for personal use due to his conscience.

(ii)

Forum IAS



2  
(b) 'Good' governance involves public administration by upholding values of transparency, accountability, objectivity & public welfare at the core.

It depends on personal qualities of administrators

① Character of leaders decide character of organizations.

② (ex): While TN seshan used same laws to conduct free & fair elections,

③ Hitler used same laws to destroy the (democratic) German state.

④ Civil servants need to apply laws along with values of empathy compassion & use their conscience

But good governance depends on the quality of laws too:

① Bad laws lead to bad influence on society

(ex): German segregation laws created anti-semitism.

② Poor laws lead to discretion which can cause corruption.

(ex) Official secret → without RTI Act lead to corruption

According to Confucius, it is still possible to govern with bad laws but ethical civil servants, but not with good laws & corrupt civil servants. A balance is needed of both

3

(a) An active civil servant is one who implements the programme of govern-  
ment in true spirit for public  
welfare.

Civil service activism, goes beyond and  
involves applying values of transparen-  
-ncy, empathy, objectivity to bring  
'ethical governance'.

Significance of  
active  
civil servants

① To implement  
laws & schemes  
objectively

ex) implementation of  
PDS shops to provide  
food for all

ex) To ensure Aadhaar  
verification to prevent inclusion &  
exclusion error.

But this is not sufficient & we need civil services activism :

① Empathy to ensure social Justice

ex: IAS Parameeswaram Iyer cleaned toilets himself to bring justice to Manned labor

② To ensure liberty : apply laws with prudence & wisdom

ex: Bastar Police initiative 'Amcho Bastar Amcho Police' to end Naxalism.

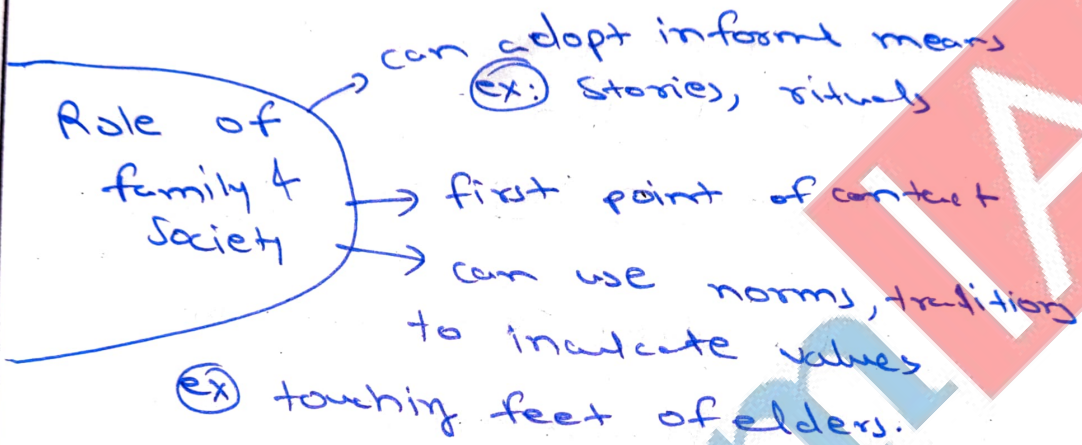
③ To ensure equality : IAS Lakhina helped a destitute gain required documents to ensure benefits of scheme are provided.

An active civil servant, thus is dedicated to his duty, while civil services activism ensures this dedication leads to welfare of citizens.

(b) Values are abstract notions which are important for an individual.

ex: Truth was dear to Gandhiji.

Family, society & educational institutions are primary avenues of value inculcation.



Complementary role of educational institutions

- ① Adopts formal means like pedagogy, subject etc.
- ② Teachers are first role models.
- ③ Different subjects provide diverse values
  - (ex) science → rationality (ex) social studies → nationalism

## Positives of digital education in value inculcation

- ① Technology savvy students  
↳ update with digital modern technologies.
- ② Enhance reach, access & affordability of value education  
(ex) value of creativity through online quizzes.

But there are certain constraints like missing human touch, lack of contact to peers, issue of lack of discipline in students.

Digital education can play a complementary role in value education along with physical classes & sports.

4.  
(4)

'Gendered attitudes' are based on converting the 'biological differences' into 'social-economic & mental' stereotypes.

Factors responsible for negative attitude:

- ① Patriarchy → in society as well as inside families
- ② ex Male child given preference in eating.
- ③ Customary mortality
  - ↳ ex Practice of Triple Talay
  - ↳ ex Ban on entry in temples.
- ④ Historical injustice: confined to house holds and restrictive domains resulting in vicious cycle.

④ Patriarchal Bargain & Token torturers

→ Where women themselves promote discrimination.

To change these attitudes following can be done:

① Emotional appeal

→ Invoking concept that girl child is a boon  
→ concept of (devi) in Hinduism

② Cognitive appeal

→ Examples of women like  
Indira Nooi, Bachendri, Paul  
Kiran Kaurt [first Airforce Pilot]

③ Behavioral change

→ Selfie with daughter campaign  
→ Beti Bachao Beti Padhao Campaign

Using the trio of Ethos, Pathos & Logos, such negative attitudes can be changed.



4  
(6)

Public institutions are owned by government & are accountable to the public. On the other hand, private institutions are privately owned and are responsible to shareholders & promoters.

### Difference in ethical concerns

Public	Private
<ul style="list-style-type: none"> <li>① Breach of public trust.</li> <li>② Ensuring welfare of citizens</li> <li>③ Accountability &amp; transparency to common public</li> </ul>	<ul style="list-style-type: none"> <li>① Upholding of trust of shareholders &amp; promoters.</li> <li>② Maximizing profits of private company</li> <li>③ Accountable to stakeholders</li> </ul>

### Difference in work culture

① Hierarchy focussed	① Merit focussed.
② Procedural integrity	② Goal & Profit oriented.
③ Job security	③ Performance based promotion & security

Positives of adopting work culture of private in public sector

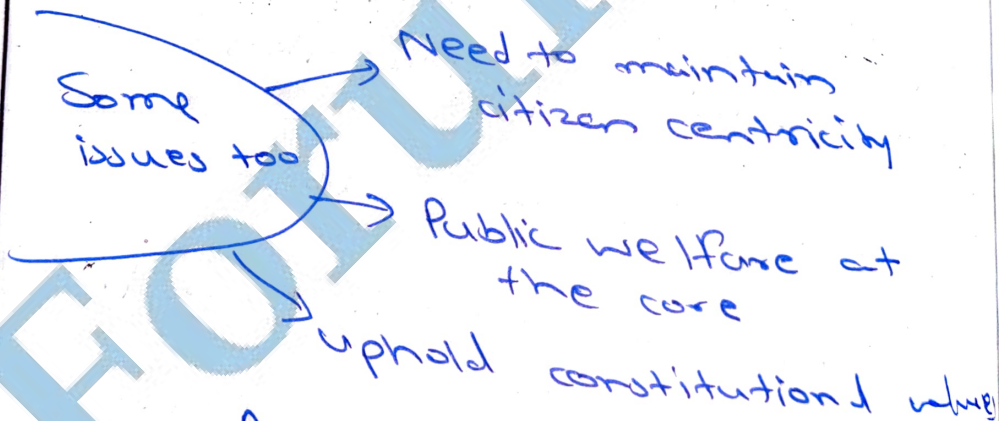
① Goal orientation than ~~profit~~ process orientation

⊕ can reduce red tapism.

② Promotions based on merit

⊕ can bring best talent & incentive for performance.

③ 360° performance appraisal → enhanced accountability.



A golden mean is needed where best practices can be adopted.

5  
(a)

Objectivity implies taking the decision based on facts & merits.

Empathy involves thinking from the perspective of citizens.

Compassion has an added desire to help & alleviate one's suffering.

### Need of objectivity

- ① To curb nepotism & corruption in governance
- ② (Ex): to provide contract to most suitable agency.
- ② Evidence based policy making.  
(Ex) Ayushman Bharat provided to bottom 50 crore people.
- ③ To curb inclusion & exclusion error in government schemes

## Need for empathy & compassion

- ① To uplift the vulnerable sections of the society.
  - Ⓧ to provide benefit of food security act to SCs, STs & destitute.
- ② To keep public welfare at the core
  - Ⓧ IAS S. Somwanshi removed AC from his office & got it installed in Nutrition centre
- ③ To ensure inclusive growth
  - Ⓧ Slum demolition compensated by rehabilitation.
- ④ To ensure balanced regional development
  - Ⓧ: Extra Allocation for North East States.

Objectivity while brings impartiality in decisions, empathy & compassion are needed to ensure fairness.

5

(b)

Leadership is sometimes defined as act of taking people 'where they don't want to go' but 'ought to be going'. This involves persuasion on part of civil servant:

- ① To keep their team motivated in face of adversity.
- ② ~~(X)~~ Conducting election in Naxal affected district.
- ③ To convince common public of short term pain for long term gain.
- ④ ~~(X)~~ Displacement of villagers for construction of Sardar Sarovar Dam.
- ⑤ To persuade family members to act courageously in face of threats.

Qualities which make them effective leaders

	Justification
① Good speaker	→ convey message properly
② Good listener	→ to listen to grievances
③ Emotional Intelligence	→ to understand their strengths & weakness.
④ Social intelligence	→ to know trigger points of their target audience
⑤ Analytical	→ to design the content based on facts

(5)

The quote implies that although lack of violence is one angle of peace, it also includes fair treatment & upholding dignity of all.

Absence of war as peace

① It prevents loss of lives, livelihoods.

(ex) The peace period between two World wars.

② It ensures upholding of right to life & basic human rights

③ It provides opportunity for countries to rebuild.

(ex) : Germany rebuilt itself during Interwar years.

Without justice there can be no  
peace

① Creates desire for revenge

⊗ Treaty of versilles filled germ  
people with hate.

② Gives opportunity for draconian leaders  
to rise

⊗ Rise of hitler in Germany.

③ Future recipe for wars

→ Injustice any where, is threat  
to peace everywhere.



(b) 'The only thing evil needs to triumph is for good men to do nothing.'

Evil does destroy the world in many ways

① By causing wars (ex) Pakistan wars against India.

② By doing human rights violations (ex) As seen in Bangladesh in 1971.

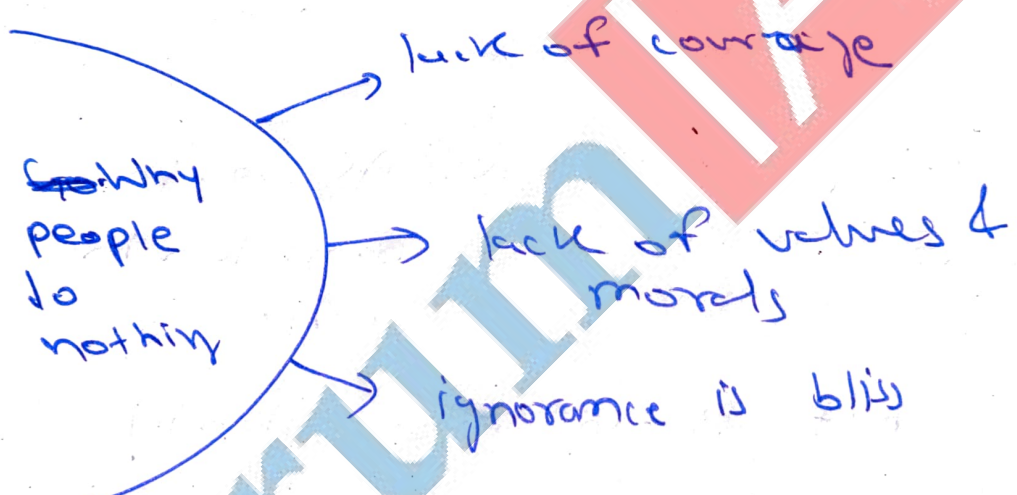
But those who silently watch despite having capacity to resist are as much responsible:

① Promotion to evil doer

② (ex) Policy of appeasement followed by USA & Russia towards Hitler's Nazi regime.

② Racism in USA could prevail because the philosophers & legislators did not act to stop it.

③ It robs society of leadership to oppose evil.



In such cases, it is necessary for likes of Gandhiji & Martin Luther King to come forward to lead the society to resist evil.

(f) Happiness is the state of being satisfied, joyful, contented & at peace with oneself. It is the golden mean between indulgence & mortification.

Having too much is not happiness

- ① It creates greed inside us and forms vicious cycle of wanting more.
- (ex) A corrupt civil servant keeps on grafting more.
- ② Results in a rat-race of competition.
- (ex) IITians ~~are~~ commit suicides because of small failures

Having too little leads to mortification

① Without basic needs fulfilments one can't achieve higher satisfaction

⊕ Poverty is the worst form of violence — Gandhiji.

② It robs the man of virtue & strength to do anything

⊕ Poor nations are not able to provide welfare.

It is difficult for an empty bag of rice to stand straight. Hence what we need in 'Madhyam Margya' where our desires are balanced with conscious choices.