

TEST CODE 5 1 4 3 5

FIAS – MGP 2022 (C-14) – GS Paper #4

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	KUSH MOTWAN I		
Roll No./अनुक्रमांक	6506207	Medium/माध्यम	English <input checked="" type="checkbox"/> Hindi <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Online	Date/दिनांक	02/08/2022

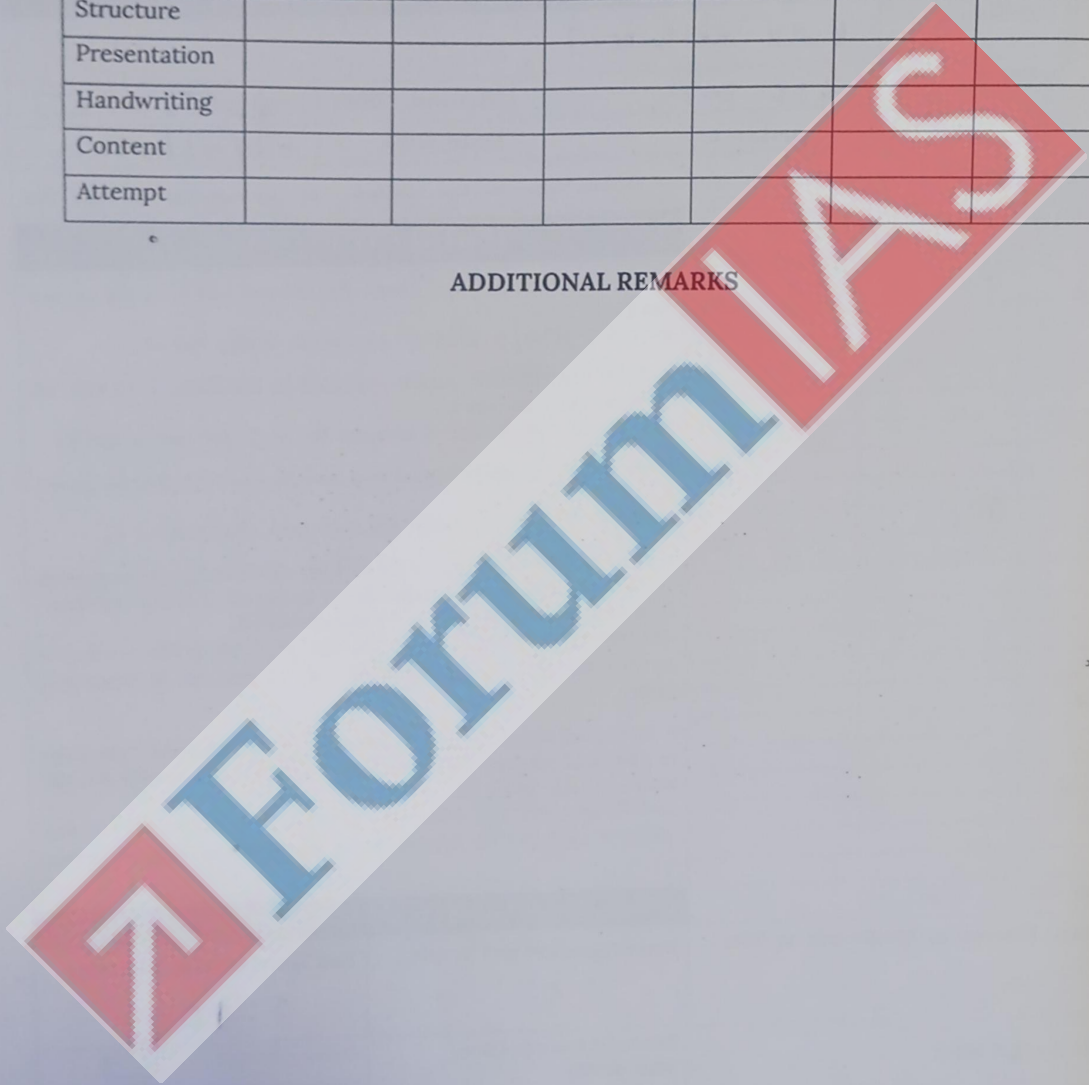
*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

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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			2	5:00
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 अन्य 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 :	

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

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

"I have failed over and over in my life, and that is why I am successful!"

- Michael Jordan (Basketball),
also called "Magic" Jordan

The given statement deals with the importance of perseverance and hard work to achieve success, in the face of adversity (otherwise):

1. Success = talent + right environment + hard work + perseverance

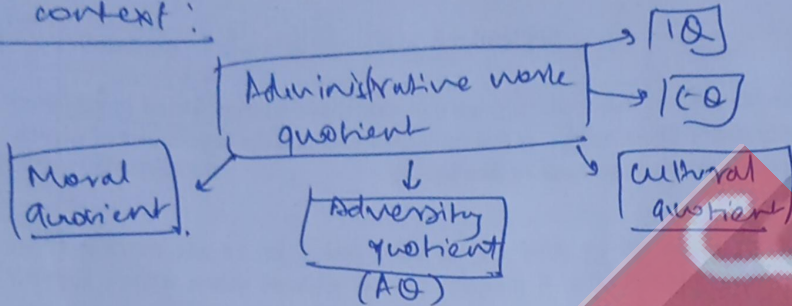
2. "It took me 20 years to achieve overnight success"

3. Results take time, often \Rightarrow must continue to work hard.

4. Must learn from failures on the way.

5. Hence life is called "Anubhav Dhara" - i.e., series of experiences.

In this context:



Adversity quotient is defined as ability to persevere in the face of hardship.

It complements other quotients necessary for success in public services.

Importance of AQ:

- allow us to learn from failure
- keep us motivated
- help develop emotional intelligence
- help gain macro-perspective
- lead to humbleness and gratefulness
- related to ethics of the Bhagwad Gita: "Nishkama Karma"

How to develop AQ:

- 'experiential learning' - NLP.
- reflective learning
- learn from others, best practices, etc.
- keep trying
- Never lose hope.

Ex: IAS officer Surga Shakti Nagpal, who triumphed against mafia, despite threats.

Thus, AQ should be developed as part of

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)

Gandhiji has said the given statement in the context of Satyagrah and non-violent struggle being a symbol of strength of the soul.

To me, strength simply means the intensity of any action (emotion / argument, etc.).

1. Physical strength: intensity of physical force.
Eg: of indigenously developed missile (Agni).

2. Mental strength: inner ability to handle stress, adversity, etc.

Eg: Strength displayed at the loss of a loved one.

3. Spiritual strength: Strength of thoughts, of inner conscience.
Eg: Gandhiji's Satyagrah.

4. Strength of an argument: logical consistency etc.

Eg: lawyer Nani Palkiwala in Minerva Mills case at Supreme Court.

5. Strength of moral integrity:

courage to adhere to moral duty.

Ex: IAS officer Satyendra Dubey, who gave up his life fighting corruption

6. Strength of collective will / society:

or society collectively facing challenges.

Ex: Mentioned by honorable PM Modi and Bombay High Court, in the context of [society fighting COVID].

Ans. I agree with the statement.

Strength does come from will, especially mental strength and moral strength.

Yet, there are also other sources of strength:

Social capital → collective strength

Spiritual maturity → spiritual strength
etc.

So NEP 2020 implementation should also develop other types of strength in school children.

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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

विम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

- i) कर्तव्यनिष्ठा बनाम अंतरात्मा की आवाज
- ii) अपराध बनाम पश्चाताप

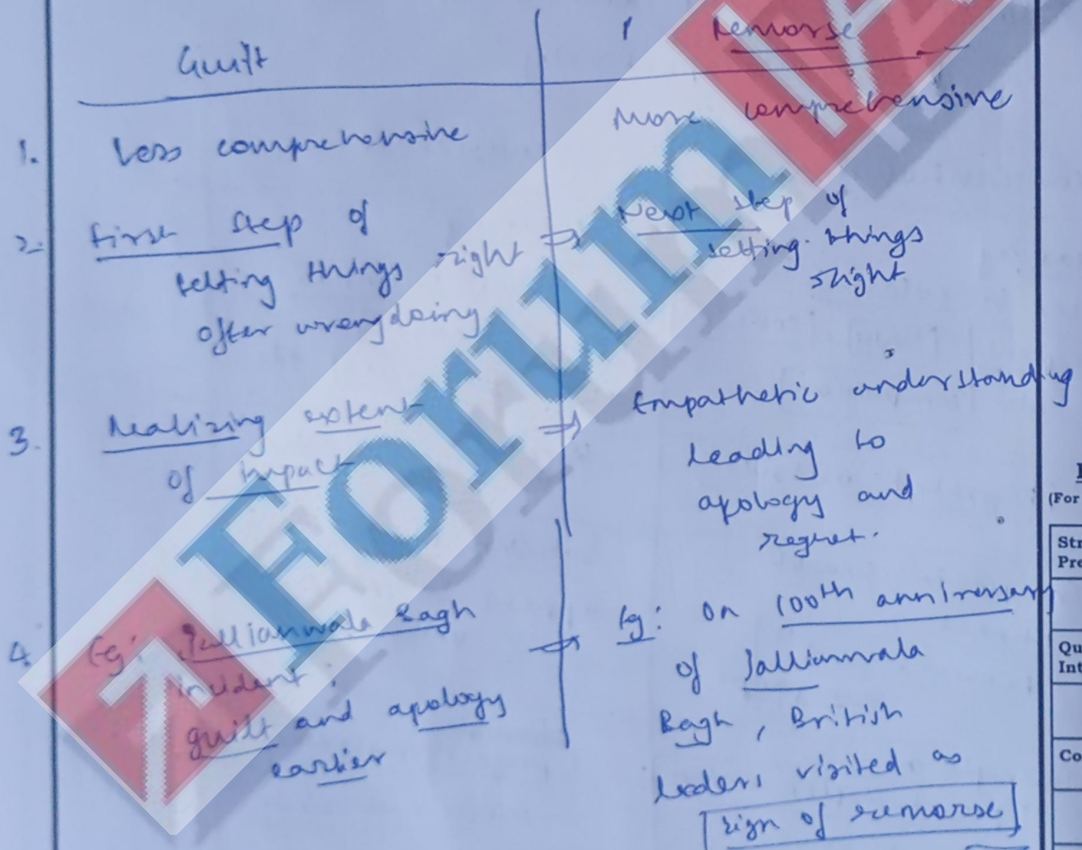
i) conscientiousness and conscience are related to external and internal aspects of humans, respectively.

Conscientiousness	Conscience
i) <u>Meaning:</u> related to <u>external</u> (discipline, <u>care</u> , <u>concern</u> , etc) <u>compassion</u>	<u>Meaning:</u> related to <u>inner</u> (care, <u>morals</u> , <u>concerns</u> , etc)
ii) "integrated outside"	"integrated within"
iii) <u>Examples in Swachh Bharat</u> ("Awareness" campaign)	<u>Swachh Bharat</u> : appeal to inner values
iv) <u>Example in Project implementation:</u> teamwork, discipline, coordination	<u>Examples</u> (Project implementation, inner motivation)
v) <u>Example in economy:</u> (CSR)	example in <u>economy</u> : concept of <u>charity</u>

(ii) Guilt is the process of acknowledgement that wrongdoing has been done.

~~Remorse~~

• Remorse is the feeling of inner regret and apology for the action committed.



Thus, criminal justice system should aim to reform criminals via remorse.
- Supreme court 4n

Feedback

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Structure/Presentation

Question Interpretation

Content

Value Addition

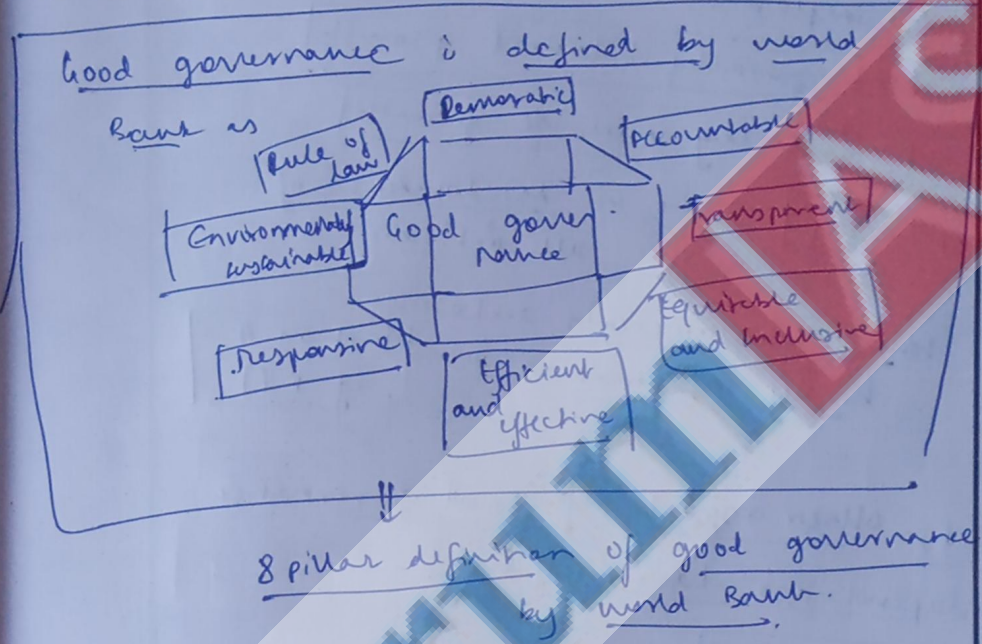
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b) Good governance does not depend on laws, but upon the personal qualities of those who administer the law. Do you agree with this statement? Justify your view. (10 marks, 150 words)

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 not depending on laws, but on quality of administrator

Responsive :- lazy bureaucrats are not responsive, where as best bureaucrats following good governance are prompt

[Cg] Agile approach recommended by Economic Survey 2022

Feedback <small>(For OFFICE use only)</small>
Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

2. Equitable and inclusive:

- in design of schemes
- in implementation.

Eg: for regionally balanced growth

Eg: for socially inclusive growth

3. Transparency: → in disclosure of all actions.

Eg: some bureaucrats release timely information via Section 4 of RTI

However, other aspects of good governance depend on law itself.

1. Rule of law

2. Democratic governance

Eg: no democracy in many North Korea
Middle East

Thus, it is important for not only administrators to be morally strong, but also law makers.

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

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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)

(Active civil service) relates to promptness and efficiency of bureaucracy.

(Civil service activism) on the other hand refers to going beyond the line of immediate duty for justice.

(Active civil service, necessary)

1. For corruption free, honest implementation of govt schemes.

2. For ensuring basic necessities for social equality at the "bottom of the pyramid".

Eg: 40 cr Jan Dhan account opened in 1 year
Eg: one nation one ration card implementation in 6 months. (ONORC)

Yet, it is NOT sufficient:

1. Despite IM JDY, financial inclusion is not 100%.

Feedback

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Structure/
Presentation

Question
Interpretation

Content

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Total

2. lack of awareness, etc. still leading to [distress for migrants] despite [ONORC].

In this context:

Civil service activism for "justice social, economic" and

1. In election reform: In session's of Model Codes strict implementation
2. Kiran Redi's prison reform for [Justice] to undertrials
3. Ponne Arunthony's public initiative for road infrastructure for [economic justice]
4. TSP Subramaniam's initiatives, including Supreme court case, for civil service activism.

Preventing issues in civil service activism

 → laziness of bureaucracy
 → corruption
 → red tapism

Way forward → following [SC guidelines] in [TSP Subramaniam case]:
"Civil servants should not follow any illegal order"

Mission karmayogi

Feedback
(For OFFICE use)

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)

"If the nation is to develop, three people have a role to play - father, mother and teacher" - Dr. A.P.J. Abdul Kalam

Following quote reflects the role of family and education in shaping our values.

Role of family:

- Inspiration: parents as role models
- Motivation and appreciation:
→ for positive acts done by children
→ (eg) story of Thomas Elva Gibson and his mother.
- Punishment:
→ for bad acts done
→ (eg) story of thief who fights his mother.
- Love and understanding ⇒ help in value inculcation

"Ethics of care" - Carol Gilligan

Role of society:

1. "there is no such thing as a self-made man - we are all made up of 1000s of others"
2. Life = "anubhav dhara"
i.e., experiences in society shape values.
3. Positive values from society
 - respect for elders
 - charity and service, etc.
4. Negative values from society: → corruption, etc.

Yet, educational institutions complement both

1. Teach cooperation, team work, team spirit.
(via group exercises, class room)
2. Teach discipline. (via attendance)
3. Teach punctuality (via timetable)
4. Teach accountability (via homework)
5. Teach attentiveness (via classroom).

Thus, role of educational institutions in achieving social and national goals is profound. → (CSDG # 5)

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)

According to Nobel Prize winner Daniel Kahneman (an behavioural economist), ~~the~~ stereotypes and gendered attitudes are one of the biggest challenges faced by humanity.

Factors responsible for negative attitude towards women in Indian society.

I: Historical factors:

1. Role of warfare in ancient times - predominantly men took part.
2. Equality inherent in the Vedas - replaced by regressive texts such as Manusmriti

II: Social factors:

1. "Gendered roles"
2. "~~off~~ son-preference" - Economic Survey 2019

(III) Economic factors:

1. "pink collarization of jobs"
2. "wage gap" - 34% according to ILD
wage gap report

3. Class ceiling

(IV) Safety related issues / law and order:

1. Public places presumed to be unsafe for women by families, due to frequent safety lapses.

How to change these attitudes:

(A) Legal mechanism:

1. equality in all law
2. Uniform civil code.
3. Raising minimum age of marriage to $2\frac{1}{2}$

(B) Economic incentives:

1. Ensuring no "wage gap" - Article 39

(C) Law and order:

1. efficient and quick justice
2. safe cities.
3. involvement of women in urban design.

(D) Social factors:

1. education
2. awareness
3. role models; success stories

these steps will help realize aims of SDG # 4

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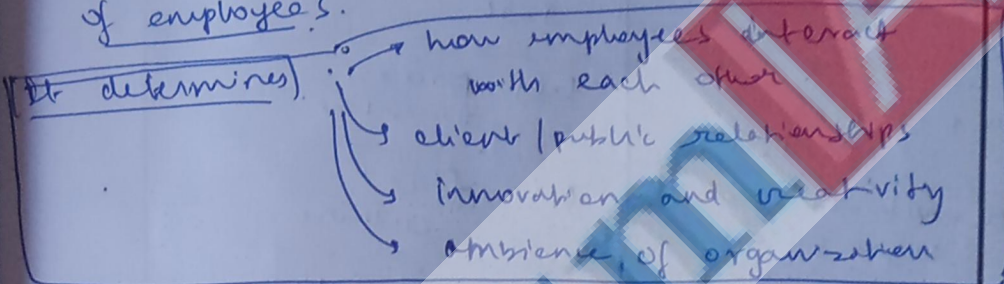
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b) How are ethical concerns and work culture of public institutions different from those of private institutions? Examine the desirability of adoption of work culture similar to private institutions in public institutions. (10 marks, 150 words)

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 a concept that deals with beliefs, attitudes and thought processes of employees.



In this context:

Differences of in ethical culture

Feedback
(For OFFICE use)
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Content
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Total

Public institutions

Private institutions

1. Positive motivation
↓
decided by govt. policy

Prime motivation
↓
Profit + growth + development

2. Approach:
short term.

Approach:
long term.

3. Goal:
govt. policy

Goal:
Maximize value for stakeholders

4. Ethical approach towards minority shareholders!
 ↓
No concern.

Responsible for minority shareholders

DIFFERENCES IN WORK CULTURE:

- | | |
|------------------------------|-----------------------|
| 1. Slow | Fast |
| 2. More process oriented | less process oriented |
| 3. Hierarchical organisation | "open office" culture |
| 4. Less innovative | More innovative |

Feasibility of private approach to work culture in public organisations

Yes NO.

- | | |
|---------------------------|---------------------------|
| 1. faster decision making | More chances of mistakes |
| 2. wealth maximization | Social objectives ignored |
| 3. Focus on "ends" | Focus on "means" |

Thus, there are both advantages and disadvantages. Good things like as "open work culture" **MUST BE ADOPTED**

Feedback (For OFFICE use)

Structure/Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Objectivity, empathy and compassion are fundamental values for civil services according to Nolan Committee, and 2nd ARC.

Objectivity :

1. Objectivity is defined as the process of decision making based on objective evaluations, and facts and documents on record.

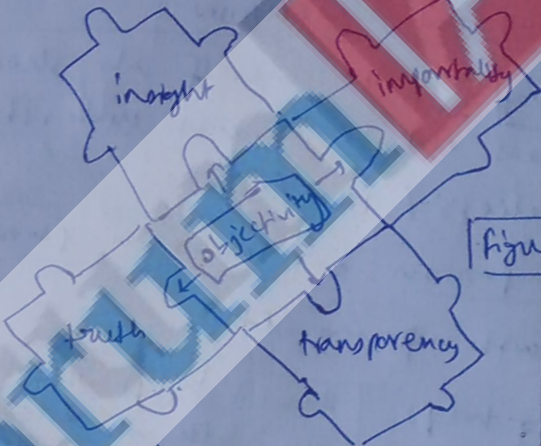


Figure I

2. According to Figure I, it is core piece of puzzle of ethical decision making

3. It helps resolve ethical dilemmas
1. By elimination of biases and prejudices hence, decisions taken according to ethical theories.
 2. For example, objective assessment of pina

facie principles leads to decisions being taken in best interest of society. (WD Ross)

3. Objective assessment of duty leads to decisions being taken according to deontology

Eg: Agile decision making - Economic Survey 2022

EMPATHY and COMPASSION

1. Empathy is putting oneself into shoes of others to ~~improve~~ understand their beliefs / pain / etc.

2. Compassion is "common passion" with suffering, etc.

③ ~~It helps~~ How it helps resolve ethical dilemma.

1. By creating awareness about pain of others.

Eg: IAS officer (Swarodich Somvanshi) removed from his office at the time of heat wave in the region

2. By helping create a feeling of common consciousness

3. By ^Grealisation of shared destiny of the nation

Thus, Muzras karmayogi should develop these values in civil servants.

Feedback (For OFFICE use)
Structure/ Presentation
Question Interpretation
Content
Value Addition
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(Don't Write anything in this Area)

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)

Leadership is defined as empowering people with a shared vision, to inspire them, and achieve the goals of the organisation.

How ability to persuade others helps civil servants in performing their duty:

(I) : Within office

1. in inspiring staff
2. creating an open work culture

(eg: wherein employees feel free to share ideas and innovate.

3. Tracking performance.

4. Rewarding merit

(eg: Arun Swamy wrt Coal India).

employees persuaded to give their best.

(II) : In bringing social change

1. In creating awareness about social issues
2. In leading from the front.

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Structure/Presentation
Question Interpretation
Content
Value Addition
Total

(i) NITI Aayog CEO Jaishankar - cleaning a ticket - to lead from the front in Swachh Bharat

(ii) In economic growth:

1. led by persuading people to become partners in development
2. "Sabka Aage"
3. [Eg] Prime Minister - road construction

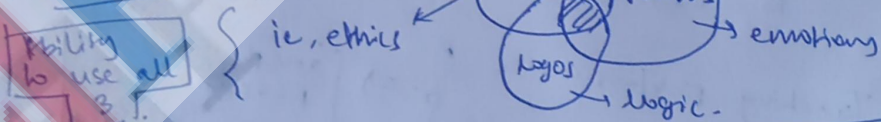
(iii) In international diplomacy:

1. or persuasion useful in negotiations.
2. especially in context of trade and climate change

[Eg. Indian leadership in WTO for subsidies]

5 qualities for effective persuasion:

(i) Aristotelean model



(ii) Practical intelligence

[Eg] Juhani Mohan - banker turned entrepreneur for sanitary pads - affordability

(iii) Leading from the front

(iv) Persistence [Eg] "10000 hours" - Malcolm Gladwell

(v) 'Courage of conviction' - golden mean value

These qualities are important with respect to day-to-day decisions, as well as macro-leadership.

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)

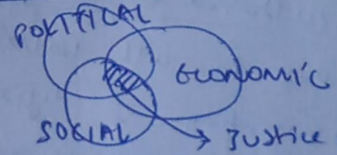
निम्नलिखित में से प्रत्येक उद्धरण आपके लिए क्या मायने रखता है? शांति केवल युद्ध की अनुपस्थिति नहीं है यह न्याय की उपस्थिति है। (10 अंक, 150 शब्द)

The given quotation ~~relates to~~ is by Martin Luther King Junior, in the context of development and equal rights for the marginalized.

Peace : as absence of war :

1. Military war → death and destruction
↓
no peace.
2. Civil war → internal conflict in society
↓
no peace.
3. Economic war / trade war → development suffers
no peace ← refugees, etc.

Yet, peace is much beyond absence of war.

1. Presence of justice 
2. Same vision is in Part IV of the constitution DPSPs

2. Peace
- equity
 - opportunity to all
 - socially just distribution of resources
 - participation in power.

To me, it means :

1. In the social domain :

- absence of discrimination in society
- gender justice, lead end to gender violence and equal opportunity.
- Affirmative action to overcome historical disabilities

2. In the economic domain :

- equal opportunity to health, education.
- financial inclusion
- social security to all
 - insurance
 - pension
 - access to credit.
- equal pay for equal work

3. In the cultural domain :

- tolerance to all values
- preservation of dying languages.
- recognizing tribals as equal partners in development.

⊛ The same vision of peace is captured in

(Don't Write anything in this Area)

(Don't Write anything in this Area)

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 given quote relates to the duty of every individual citizen to uphold fundamental duties - and safeguard the spirit of the nation, and its basic structure.

World will not be destroyed by those who do evil:

- "No matter how big evil is, it is very small compared to the good in the world"
- ie, evil is incapable of causing large scale harm

eg: variety of invasions in India in past 2000 years have not destroyed / disturbed the cultural fabric of India.

World will be destroyed by those who watch them doing nothing

- ie, it is when ordinary people fail in

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Keeping a check on power that destruction starts.

eg: In Nazi Germany, people who disagreed with Hitler's policies are said to have kept quiet for a long time.

To me it means:

1. Every individual must ensure that he fulfils his fundamental duties.
2. **ie**
 - Article 51 A (e) - to uphold integrity of India
 - Article 51 A (g) - to promote harmony and renounce practices derogatory to women
3. Citizens must raise voice against Corruption
4. Citizens should not elect criminal politicians
5. Citizens should boycott goods harming the environment
6. Citizens should not indulge to people who act against society.

~~This would lead to~~ A Good Example of this

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Content

Value
 Addition

Total

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

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

The quote relates to •

"We are not rich by what we possess,
but by what we can do without."

Happiness is a mental state ~~condition~~ [of] contentment.

Found between ^{too} little and ^{too much}.

1. ⑩ "Ati Samatya Varsajet" - Vedas
- Too much of anything is bad.

[ic] too much / too little will cause harm, thus affecting happiness

2. Same was propounded by Lord Buddha in "Middle Path" doctrine.

3. Avoidance of extremes keeps us grounded, and humble.

4. Avoidance of extremes leads to gratefulness ⇒ which creates happiness //

To me, it means:

1. in terms of personal life:
 - must maintain work-life-balance
 - must devote time to health, etc.
 2. in terms of way of life:
 - blend spirituality and materialism
 - blend tradition and modernity
 3. in terms of economic development:
 - focus on GDP growth, but also on other indicators, such as happiness, education, etc.
 4. balance development of and environmental considerations (to maximise happiness)
 - climate change will cause more pain in the future.
 5. take a blend of short term - medium term and long term view.
- ~~Thus,~~ as mentioned, given quote is in line with Indian society and philosophy, related to Vedas, Buddhist philosophy, etc.

Section - B

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

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

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

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

(20 marks, 250 words)

सनशाइन इलेक्ट्रॉनिक्स एक घरेलू मोबाइल निर्माता है और आप इसके सीईओ हैं। सनशाइन इलेक्ट्रॉनिक्स ने 80 प्रतिशत से अधिक घरेलू घटकों के साथ एक किफायती 5G फोन बनाया है। इसने फोन के प्रमोशन के लिए बड़ी रकम खर्च की है। आम जनता नए फोन को लेकर उत्साहित है और कंपनी को पहले ही विभिन्न ऑनलाइन शॉपिंग पोर्टल्स से 1 लाख से अधिक प्री-लॉन्च ऑर्डर मिल चुके हैं। कंपनी की उपलब्धि को उच्चतम राजनीतिक स्तर से भी पहचान मिली है और इसे आत्म-निर्मर 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।

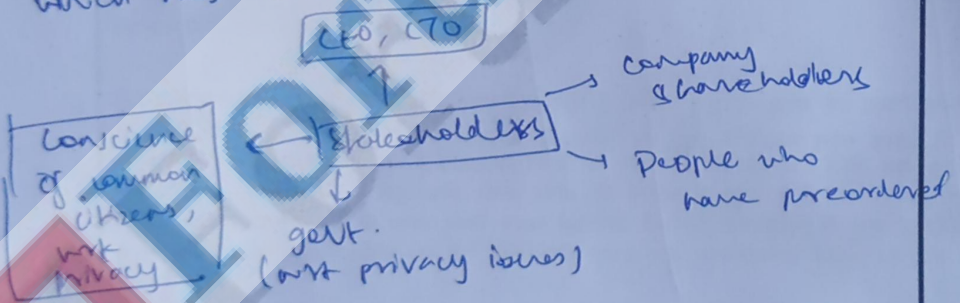
दूसरी ओर, लॉन्च के साथ आगे बढ़ने का मतलब संभावित रूप से आपके ग्राहकों की गोपनीयता और सुरक्षा को खतरे में डालना होगा।

- 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)

Given case is a classic case of corporate companies reducing cost to gain data for potential future exploitation of data (it is ~~the~~ possibly ~~data~~ being done by Huawei technologies).

It is similar to the case of Huawei which has been accused of the same



(a) Ethical dilemmas :

1. time fair principle of honesty
- vs
- price fair principle of promise keeping

(honesty → to disclose)

vs (promise → to deliver)

Two Poss

2. means v/s ends
 (means → use of which technology)
 (ends → of ~~an~~ upholding privacy)

2. technology v/s teleology :

Pruty → to make transparent disclosures, of corporate governance, etc

Teleology → privacy might be benefited more by cheap technology and internet

(b) principles of corporate governance to be considered before taking decision

1. Accountability
2. Transparency
3. Fairness
4. Independence.

① Accountability :
 → to consumers
 → to regulators.
 → to employees

② Transparency :
 → of risks faced
 → timely disclosure to shareholders who have invested in the company.

(III) : Prinness → upholding rule of law
 → Supreme Court was ruled in
Puttaswamy case of privacy being
 part of Article 21

(IV) : Independence :

→ taking an independent decision,
 after an independent investigation

(c) : Options available with me

(I) ↓

Go ahead with the release without informing about risk

(II) ↓

Go ahead with the release after informing about risk

(III) ↓

Temporarily suspend the release; investigate the issue; Start a pilot project in the meanwhile

(1) : Option 1 : Go ahead [without informing] :

1. violates no loss principle of promise keeping
2. violates deontological ethics
 (duty as CEO w.r.t corporate governance)

Hence, this is a bad option

(Don't Write anything in this Area)

(Don't Write anything in this Area)

II : Option 2: Go ahead after informing.

1. Incur to litigation - might damage reputation, finances of company.
2. Might have to recall \Rightarrow losses to company.
3. Against teleological ethics:
(interests of both company and consumers harmed)

III : Option 3: Temporary suspension, investigation, volunteer led testing program

1. Temporarily delay the release
2. Inform govt, CERT-In, etc about the issue
3. Work with software teams, and cyber security experts to investigate
4. In case of wrongdoing by them - file a case against it for violation of terms of agreement.
5. Use volunteer led program - pilot program for testing data breaches

This approach is in line with

- teleological ethics
- participatory approach
- with less principle of beneficence

Feedback

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Structure/Presentation
Question Interpretation
Content
Value Addition
Total

Data is the new oil, and hence all companies must safeguard privacy



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 task force 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

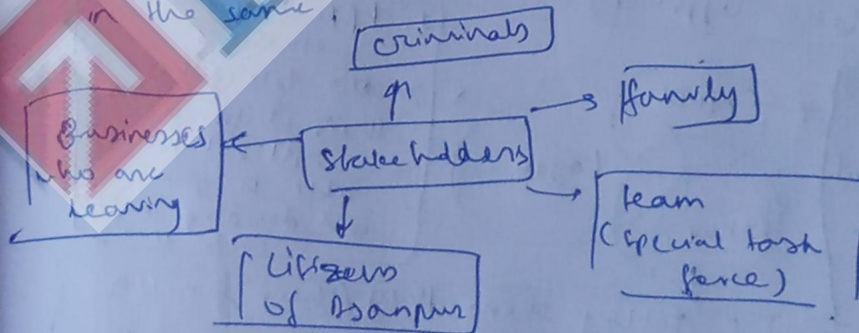
को नकारात्मक रूप से प्रभावित किया है क्योंकि युवा तेजी से अवैध गतिविधियों में शामिल हो रहे हैं और उच्च अपराध दर के कारण व्यवसाय जिले को छोड़ रहे हैं। आपने एक विशेष टास्क फोर्स बनाया और अपने जिले में अवैध खनन के खिलाफ कड़ी कार्रवाई शुरू की। कुछ ही हफ्तों में आपने अवैध रूप से खनन किए गए पत्थरों से लदे 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 सुगठने 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)

(a) The given case reminds of a (similar situation in Goa, wherein a supreme court led ban on iron ore mining led to organized mafia involvement in the same)



(a) To motivate the task force:

following steps will be taken:

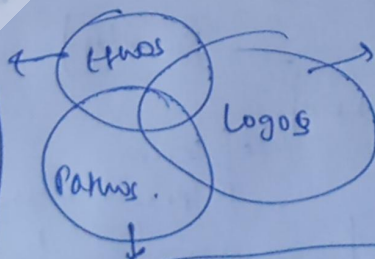
(I) : Her physical safety:

1. GPS tracking of each member at all times
2. Requesting State govt / CRPF for backup
3. Travelling / investigating only in teams
4. Temporary relocation of their families elsewhere / 24x7 police protection in Police Residential quarters.
5. Installation of CCTV cameras across the district

(II) : for persuading them about importance of task.

Aristotelian approach

1. Reminding them of deontological duty
2. Nishkam Karma



1. Appealing to emotions,
2. telling them their children will not be able to grow and develop in such area.

1. Telling them they / their families will not be safe until mafia is there

(iii)

"empowers them to motivate them":

1. use of modern technology
2. Procurement of modern weapons, techniques, night vision goggles.

(b). Justifying hitting family at wish

1. Kant's categorical imperatives

duty is supreme.

2. Bhagavad Gita's Nishkama Karma:

"Purpose of life is to duty and adhere to values"

3. Long term perspective:

family will never stay safe in such an area where criminals walk freely.

Let's protect them:

Steps can be taken such as police protection, in residential quarters of police (usually all police families stay in 1 colony)

(C) Various dimensions of the crisis.

- (i) Economic → Incentive for illegal mining
- (ii) Developmental → affecting socio-economic dev
- (iii) Legal → as NGT ordered ban leading to opposite outcome.
- (iv) Political → nexus with criminals.
- (v) Environmental → illegal mining is more harmful for environment than legal/regulated mining.
- (vi) Link to other organized crime.

MEASURES TO DEAL

1. Approach NGT → with facts of the matter.
 → ask NGT to revoke ban, in light of ban leading to more harm than good.

2. SAMADHAN approach to deal with mafia.

- S → Smart leadership
- A → Aggressive strategy
- N → Motivation and Training
- H → Actionable Intelligence
- D → Development oriented approach
- H → Harnessing technology
- A → Action Plan for each theatre.
- N → No access to money.

(by Ministry of Home Affairs)

These steps will help realize the suppressed aspirations of the citizens of Assam.

Feedback	
(For OFFICE use only)	
Structure/ Presentation	(1) What (2) What action a
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 बली गई और तीस से अधिक बच्चे बीमार पड़ गए। जिला प्रशासन ने अपनी कार्यवाई 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 नैतिकता 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।

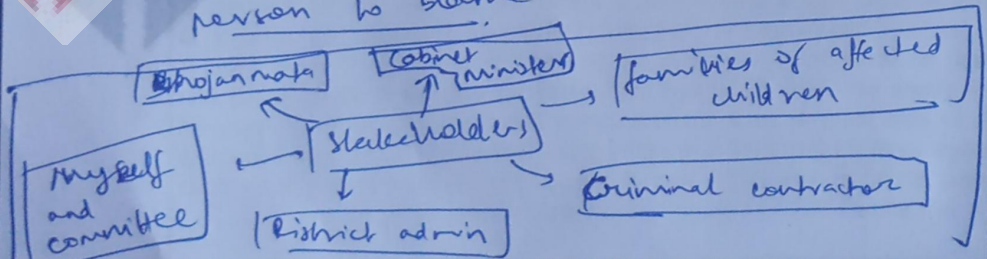
जनता का विश्वास फिर से जीतने के लिए सरकार ने निष्पक्ष तरीके से मामले की जांच के लिए एक आयोग का गठन किया है। आप संयुक्त सचिव स्तर के अधिकारी हैं और आयोग के सदस्य के रूप में नियुक्त किए गए हैं। जांच के दौरान, आपने पाया कि भोजन-माता वास्तव में गलत नहीं थी। यह ठेकेदार ही था जो स्कूल को घटिया किस्म का कच्चा 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-गाँठ 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)

(a) The given case is a classic case of "conflict of interest", and ministers acting against the code of conduct for ministers as ~~also~~ given by home ministry. Making matters worse is the attempt to corrupt the ~~the~~ ~~bureaucracy~~ bureaucracy, and find an innocent person to blame.



~~(a) Ethical dilemmas faced are~~

(a) There are no ethical dilemmas that I face in this situation:

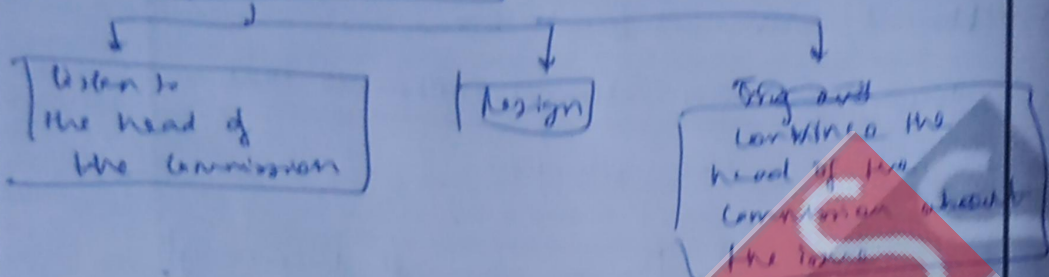
1. Corruption is a "crime against humanity" according to UN.
2. Justice is the core ideal of the constitution according to Supreme Court in Kanwar State Electricity Board case, and BR Ambedkar.

In this case, the families of the 2 children who have died, and the 30 children who are ill deserve JUSTICE.

3. The variety of ethical ISSUES were:

- falsely implicating thojan-mata
- supplying poor quality food.
- conflict of interest
- Head of the commission asking me to commit to wrongdoing.
- caste-discrimination, etc

(b) [Options available].



Option 1: Do as head says:

1. Will lead to injustice
2. Against [the] basic principles of honesty, beneficence, etc.
3. Against deontological ethics - as it is my duty as member of Commission to ensure truth is investigated.

etc
 Hence, bad option.

Option 2: Resign:

Against [York willkerns] principles of public moral integrity

↓
 of "conflict of interest"

2. Would not help the Shajan-wala / victims of the incident.

↓
 Hence, bad option.

option 2: convince the head of commission about the issue

1. tell him this is an issue affecting conscience of entire society
2. if it is found out ^(later) ~~earlier~~ that commissioner did wrong doing
 ↓
they would all be in trouble
3. if it is found out ^(later) ~~earlier~~ that Minister's brother was informed
 ↓
He would be criticised more.
4. In fact: this is an opportunity for the Minister, to improve his standing - by taking action against his brother.
this would restore trust of the public and of the district administration
 ↓
This is in line with various principles of ethics such as deontology, teleology, etc
hence, I would choose this.

Children are the future of the country.

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

All steps to empower them must be taken.

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 हुई। 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 हुई। बेड की कमी को दूर करने के लिए, कई अस्थायी कोविड शिविर स्थापित किए गए और प्रशिक्षित कर्मचारियों की कमी से निपटने के लिए, सरकार ने अनुबंध के आधार पर भर्ती करना शुरू कर दिया। सरकारी अस्पतालों में आपातकालीन सेवाओं के लिए आउटसोर्सिंग नीति के अनुसार कई नर्सों, कंप्यूटर ऑपरेटर्स, सफाई कर्मचारियों और अन्य सहायक कर्मचारियों को अस्थायी रूप से कोविड अवधि के लिए काम पर रखा गया था। महामारी के खिलाफ लड़ाई में उनके अपार योगदान के कारण, उन्हें 'कोरोना योद्धा' के रूप में पहचाना गया। उनकी भर्ती के दौरान उनसे मौखिक

(Don't Write anything in this Area)

(Don't Write anything in this Area)

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

एक साल बाद, चूंकि कोविड संक्रमणों की संख्या में कमी आई, सरकार ने कई अस्थायी शिविरों को बंद कर दिया। टीकाकरण अभियान में भी गिरावट की प्रवृत्ति दिखाई दी क्योंकि अधिकांश आबादी को कम से कम एक खुराक के साथ टीका लगाया गया। इससे नर्सों, कंप्यूटर ऑपरेटरों और अन्य सहायक कर्मचारियों की आवश्यकता कम हो गई है। रश्मि को 15 दिन का नोटिस दिया गया और उनका सचिवालयक 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।

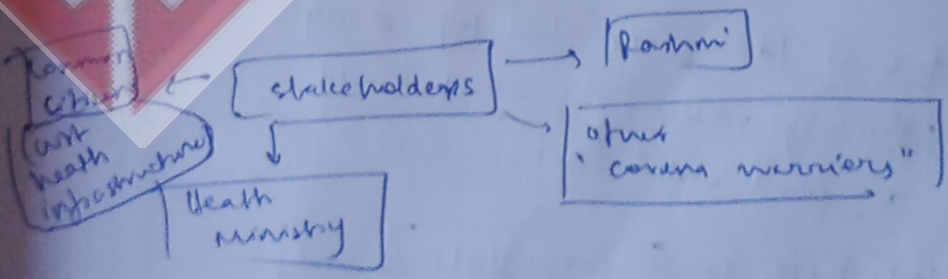
रश्मि ने कोविड-19 की दूसरी लहर के दौरान मरीजों की देखभाल करते हुए अपनी पीड़ा को साझा किया। वह लगातार रात की पाली करती थी जो आमतौर पर 12-13 घंटे तक चलती थी। झुंटी की पूरी अवधि के लिए पीपीई और मास्क की 3 परतों को पहनने से पानी पीने या वॉशरूम का उपयोग करने जैसे सरल कार्य बहुत कठिन हो गए थे। मरीजों के साथ 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 खुदो करती हुए उनको मृत्यु हो गई। देश को महामारी से बचाने के लिए कोरोना योद्धाओं ने अपनी जान की बाजी लगा दी। लेकिन कोन्ट्रैक्ट खत्म होने के बाद रश्मि को लगता है कि सरकार ने 'यूज एंड थ्रो' रवैये के साथ काम किया है।

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

- 1) इस मामले में शामिल विभिन्न नैतिक मुद्दे क्या हैं?
- 2) क्या आपको लगता है कि रश्मि का स्थायी सरकारी नौकरी की मांग करना जायज है?
- 3) क्या आपको लगता है कि सरकार का कोरोना योद्धाओं के ठेके खत्म करना जायज है?
- 4) अपने आप को संबंधित राज्य में स्वास्थ्य सचिव के पद पर विचार करें। मौजूदा मुद्दे को हल करने के लिए आप क्या करेंगे?

(20 अंक, 250 शब्द)

The given case deals with the various challenges related to contracting of govt jobs, fixed term employment, and issues in govt budgeting.



(a) Medical ISSUES MC :

1. Inability of health system of the country to deal with the challenges of COVID.
2. ~~can~~ Severe shortage of medicines, oxygen concentrators, etc.
↓
Preventable deaths were not prevented.
3. Shortage of trained staff.
4. Overtime work
↓
was were corona warriors paid for their salary for overtime, as according to Wages Act / Labour Code on wages.
5. Patients angry at corona warriors
6. lack of adequate toilets, drinking water, etc which could be used with relative ease.
7. Dependence on contract labour and temporary centres.

8. Only (15 days notice)

(b) Yes, to an extent, Action is justified.

1. Because of (service rendered to the nation) in (difficult times)
2. Expectation that a govt job ^{might} materialise in the future.

But, not completely justified as

1. (Promise made) was (only) that - strong "career warnings" would be (provided) in future govt. ^{training}
2. Hence, to expect govt job by default is not fair completely

(c) Govt is justified to an extent:

1. To save money for other health infrastructure
2. Govt faces stress of high fiscal deficit
3. Job was a temporary one to begin with.

Yet, [not completely justified] considering

1. Extraordinary circumstances
2. "once in a century event" - PM.
3. "rarest of rare" event - SC.
4. Service rendered in most difficult of times.

Considering this

(As) As Health Secretary [I would]

[SHORT TERM]:

1. stick to initial promise
2. [Encourage] the "corona warriors" to [Apply for other govt jobs].
3. would ensure that [they get preference].
4. Would arrange for govt schemes / education loan / skill loans for them to aid them in their ambitions.

[LONG TERM]:

1. focus on better management of govt ministry resources.
2. long term planning of health infra so that in future we are ready to face these challenges.

Feedback

(For OFFICE use only)

Structure/
Presentation

Question
Interpretation

Content

Value
Addition

Total

According to [Economic Survey], to resolve [long standing issues of health], we need a [long term plan]

Q11) Alha 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. Alha was not satisfied with the pace of the work and wanted to talk with the Sarpanch of the village about the same. Alha went to the panchayat office where she found the Sarpanch standing just outside the office. The Sarpanch greeted Alha and offered her a seat. Alha 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. Alha 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 it belonged to a Dalit community. Alha was taken aback by this response.

Alha 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 rickshaw puller in the village and signed the given document. He went on to tell Alha that last year he was not allowed to hoist the national flag during the Independence Day celebration. Alha was shocked to come across 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 a more inclusive society.

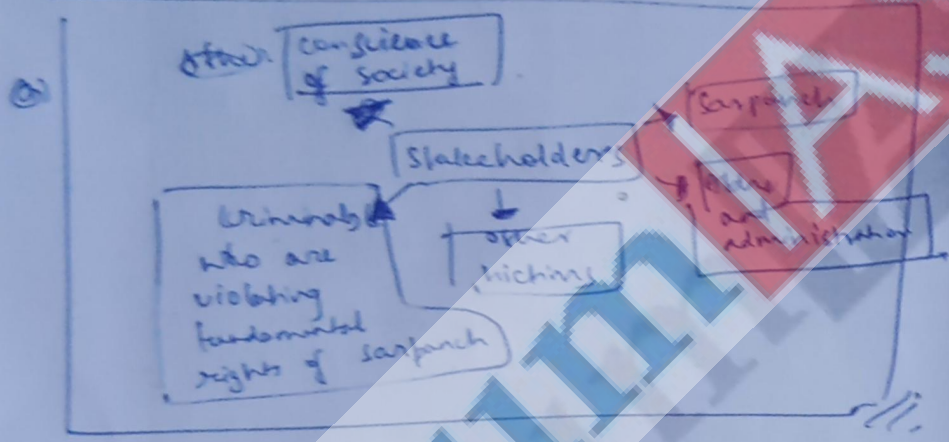
आज वर्तमान में एक जिले की सीएम के पद पर कार्यरत हैं। एक दिन, वह एक निश्चित ग्राम विकास परियोजना की प्रगति का निरीक्षण करने के लिए एक गाँव गईं। ग्राम काम की गति से संतुष्ट नहीं थी और उसी के बारे में गाँव के सरपंच से बात करना चाहती थी। ग्राम पंचायत कार्यालय गई जहाँ उसने सरपंच को कार्यालय के दीक बाहर खड़ा पाया। सरपंच ने आमा को अभिवादन किया और उसे बैठने की प्रेरणा की। आमा बैठ गई और सरपंच से बात करने लगी। उसने देखा कि सरपंच अभी भी खड़ा था। उसने सोचा कि सरपंच हिचक के कारण या अधिकारी के सामान्य के कारण नहीं बैठता है। उसने उससे बैठने का अनुरोध किया लेकिन वह अनिच्छा से एक लकड़ी के स्टूल पर बैठ गया। आमा ने सजाक में इनसे पूछा कि क्या उन्हें स्टूल इतना पसंद है कि उन्होंने कुर्सी के बजाय इसे चुना, जिस पर सरपंच ने जवाब दिया कि उसे कुर्सी पर बैठने की अनुमति नहीं है क्योंकि वह दलित समुदाय से है। इस प्रतिक्रिया से आमा अवाक रह गई।

आमा ने इस बारे में और पूछताछ की। सरपंच ने बताया कि चूंकि सरपंच का पद अनुसूचित जाति के समुदाय के लिए आरक्षित था, इसलिए उन्होंने चुनाव जीता। लेकिन पंचायत का अधिकारिक मुखिया होने के बावजूद उनके पास कोई अधिकार नहीं था। उन्हें न ही पंचायत कार्यालय में प्रवेश करने दिया गया और न ही अधिकारिक दस्तावेजों तक पहुँच दी गई। कार्यालय के बाहर उनके लिए अलग पानी का बर्तन रखा गया था और उन्हें बाड़े पानी से बर्तन का उपयोग करने की भी अनुमति नहीं थी। उन्होंने रबर स्टैम के रूप में काम किया, जिसके अलावा केवल दिव्य गण दस्तावेज पर हस्ताक्षर किए। उन्होंने आमा से कहा कि पिछले साल उन्हें स्वतंत्रता दिवस के दौरान के दौरान राष्ट्रीय ध्वज उड़ाने की भी अनुमति नहीं दी गई थी। सरपंच के साथ जिस तरह के भेदभाव का सामना करना पड़ा, उसे सुनकर आमा हैरान रह गई। इस तरह बटरी के अलावा पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

- 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) समाजवादीक समाज के निर्माण के लिए विभिन्न हितधारकों और उनकी जिम्मेदारियों की पहचान करें।

(20 अंक, 250 शब्द)

Q The given case is a classic case of caste system having adapted to changes in polity - i.e. "modernization of caste"



(a) Caste based discriminations still exist despite 75 years of independence because:

- Reasons:
1. entrenched in society
 2. ~~can~~ Institutions such as "khat" (boxed)
 3. lack of avenues to ask for justice.
 4. Isolated rural communities →

"perceived consequences" if
people from Dalit community
ask for justice

(I) : Economic factors:

1. lack of social mobility
2. Occupations based on caste.
3. For example, manual scavenging:
45 deaths/year,
almost all of which are Dalits.

(II) : Political reasons:

1. used as vote bank
2. Political parties based on caste
have increased caste consciousness

(III) : Failure of ~~tech~~ modernization:

1. Caste based groups on social media
"echo chambers"
2. caste based matrimonial ads, etc

(IV) Reservation:

1. SC Justice Markandey Katju:
"Reservation has led to perpetuation
of caste instead of annihilation
of caste"

(b) Various ethical issues in the case :

1. ~~poor productivity~~ slow pace of work,

which led to Abba visiting the village.

Projects must follow deadlines.

2. Sarpanch "not allowed" to sit

3. Sarpanch "not allowed" to draw water from common common pot.

4. Sarpanch having no power.

"rubber stamp" Sarpanch

5. Not allowed to enter Panchayat office

6. not allowed to access govt files.

7. Not allowed to hoist flag.

'Nationalism' is no one's monopoly,
it belongs to ALL!

(c) (i)

Responsibilities of various stakeholders to create egalitarian societies

(ii) Abba and district administration :

Responsibilities:

1. Act against such criminals
2. file FIR on the basis of CC/ST Prevention of Atrocities Act 1989.

↓

Arrest them

3. Suspend all govt officials involved in such discrimination
(eg). Panchayat secretary, etc.

(II) : General public:

1. Raise voice against any instance of wrong doing
2. to Uphold Fundamental rights:

Article 51 A (e)

"Common fraternity and brotherhood"

(III) : Dalit community (including Sarpanch)

1. Fight for Fundamental Rights

2. Article 17 : no untouchability.

3. to Use SC/ST Prevention of Atrocities Act to file complaint.

(IV) : Role of education system:

1. to instil values of equality from a young age.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

In this context, NEP has a crucial role to play.

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

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

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

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

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

The given case deals with the ~~issue~~ issue of gender equity.

Since many centuries, women have sacrificed their dreams for their husbands.

↓
 This is unethical as a society, and it is responsibility of all of us to create enabling conditions so that women may realize their dreams.

(a) Options:

- ① Quit his job and move to Bangalore
- ② Figure out alternative arrangements, in coordination with his wife.

Option 1 : leave his job

Merit

1. Fighting will end
2. His wife will be able to realise her dreams.

Demerit

1. He will have to give up on his dreams
2. This might cause more problems between them in the future

Option 2 : figure out alternative arrangement.

Possible alternatives

1. request department to transfer him to Bangalore on account of his spouse.

↓
boss has entertained many such requests in the past.

2. work from home possibility for his wife in the meanwhile.

3. possibility of travelling in the meanwhile. //

(Don't Write anything in this Area)

(Don't Write anything in this Area)

Merits	Demerits
<p>1. Both will realize their dreams their dreams.</p> <p>2. In line with teleology principles of ethics ↓ Maximum benefit</p> <p>3. In line with WD Ross's <u>prima facie</u> Principle of autonomy</p>	<p>1. Uncertainty in the short term.</p> <p>2. Will delay their plans of starting a family.</p>

(b) As a mutual friend:

I would give the aforementioned alternative adjustment advice:

1. Apply for transfer - to Jayant
2. Apply for temporary work from home - to Sarita.
3. If possible, look for alternate opportunities, such as -

Possibility of entrepreneurship for Sarita in Guwahati itself

(C) Jayant can develop the qualities needed to handle such crisis by:

(i) Separating work from life:

∴ not allowing personal life to affect work.

(ii) Emotional intelligence.

for dealing with crisis in personal life

for dealing with demotivation of subordinates at office.

(iii) Positive attitude:

(iv) Leadership - for office.

(v) Empathy: to understand issues of family ~~forwardly~~ ~~in advance~~ family in advance.

Thus, these values will help Jayant become more qualified to deal with any such future challenges.

Feedback
(For OFFICE use only)

Structure/Presentation
Question Interpretation
Content
Value Addition
Total

Mentor Feedback Questions

1

2

3

4

5

Test Goal

Outcomes

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>

Marking Scheme

Mark	Good	Average	Below average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0
✓✓	Key / Relevant Point		
✗	Vague / Irrelevant		

* Subject to change without prior notice.