

TEST CODE : 4 1 0 5 1

FIAS - MGP 2021 (C-6) - GS Test #5

ForumIAS

## GENERAL STUDIES

Name Of Candidate	NITESH KUMAR MISHRA		
Roll No.	1910032140	Date:	20/3/21

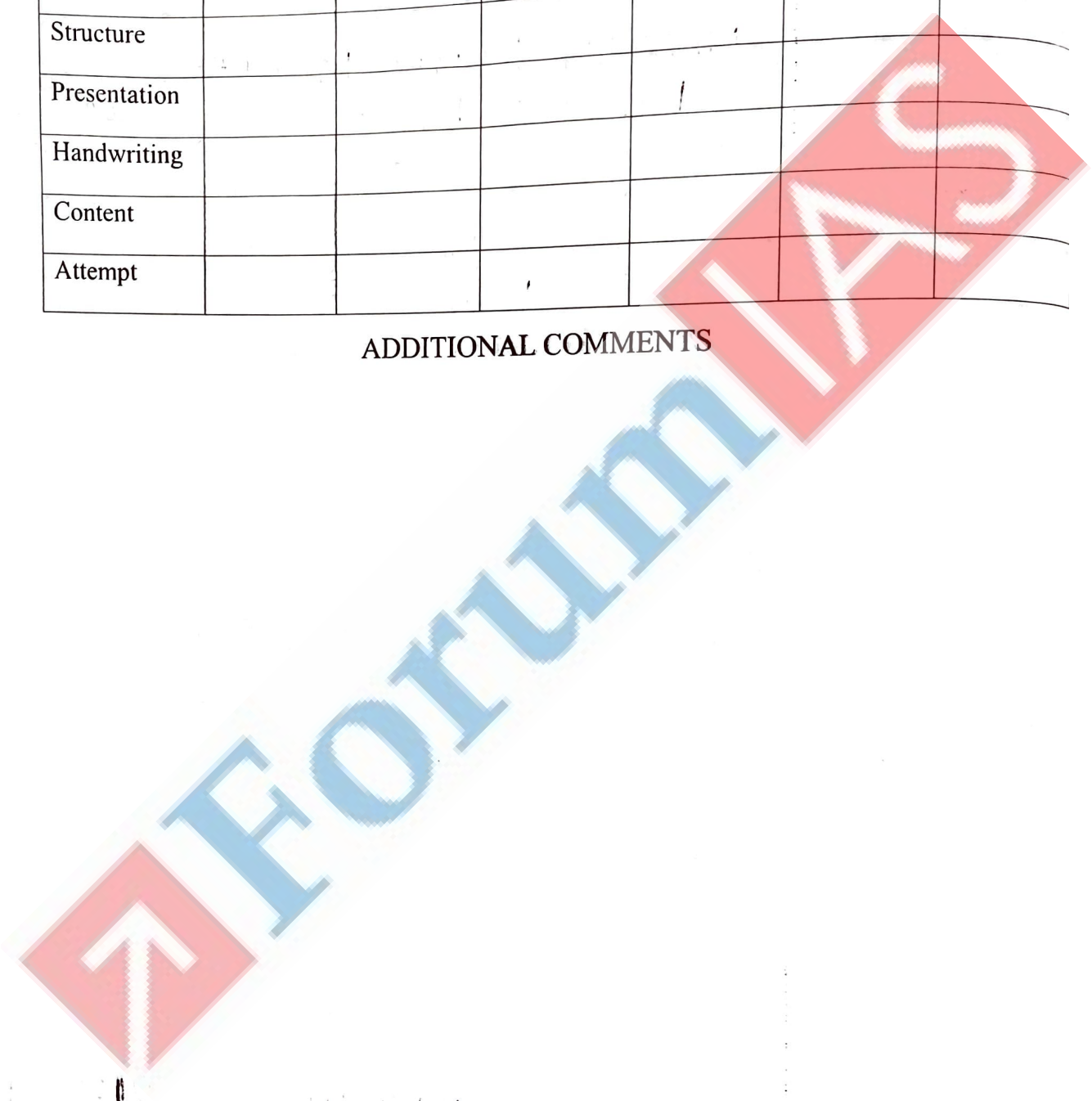
Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE			INSTRUCTION
Q. No.	Max. Marks	Marks Obtained	<p>1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.</p> <p>2. There are TWELVE questions printed in ENGLISH, all questions are compulsory.</p> <p>3. The number of marks carried by a question/part is indicated against it.</p> <p>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.</p> <p>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.</p> <p><i>Any specific messages for ForumIAS Mentors/Evaluators with respect to your copy? Write it here.</i></p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p>
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Remarks:			
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Start Time   10:30 AM		End Time   01:27 PM	
Mode Of Examination:		Online <input checked="" type="checkbox"/> Offline <input type="checkbox"/>	
<b>For Office Use Only</b>			
ECN CODE:		EG:	Evaluation Date:

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

ADDITIONAL COMMENTS



Section - A

Q.1) (a) Examine the relevance of following values in the context of Civil Service with suitable examples: (10 marks)

1. Commitment
2. Compassion
3. Anonymity
4. Uprightness

Commitment — This is the civil service value which means the officers are completely committed to the cause of duty.

on the current context — commitment is necessary on part of civil service as India had been wrecked by pandemic which has dented the prospects of poor and disadvantaged. Hence commitment to serve the people would ensure people move out of millions.

Compassion — Compassion is the highest value of empathy where in the public servant works to alleviate the pain & sufferings of poor. Considering the state of hunger, homelessness and poverty, compassion is one of the highest-accepted virtues of public servants.

Anonymity - It is the value in which the civil servant works in background without disclosing or displaying the identity.

- In this world of social media blitzing anonymity is the most-sought-after virtue as it saves civil servants from controversies.

Uprightness - It is the value of civil servants not to indulge in wrongdoings and standing firm to the civil services ethics and values.

In this corrupt times when corruption has encompassed all of us and it hampers civil servants, Uprightness helps them to perform their duty without hassles.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

(b) Transparency and accountability is fundamental to good governance. In light of the statement, analyze the issues related to Transparency in India. Mention steps to improve openness in administration. (10 marks)

Transparency means being clear of the acts being performed. All the acts are in broad day light and nothing hidden.

Accountability ensures that there is responsible governance and not laxity or recklessness.

Issues related to Transparency :-

- ① Increasing instances of corruption.
- ② Civil servant - politician nexus.
- ③ Ineffectiveness in punishing the culprits and corrupt official.
- ④ Usage of official secrets Act- thereby to shield their acts.
- ⑤ Weakening of RTI Act and excluding many offices from ambit of RTI.

Steps to improve openness in administration

are : -

- ① Implementation of citizen's charter
- ② Proper strengthening of RTI Act
- ③ Removing the official secrets Act, which is a colonial legacy.
- ④ Sensitivity training to civil servants and office bearers.
- ⑤ Digitalization of office and usage of e-office for files.
- ⑥ Strengthening Lokayukta & Lokpal.

Transparency and accountability are the fundamentals in governance as the civil servants are holders of office entrusted upon them and the hope and aspirations of people are associated with it.

\*

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

Q.2) (a) The biggest disservice to the governance structure is to hesitate in taking decisions or deliberately avoiding it. Do you think civil servants in India lack aptitude for responsibilities? Justify your view. (10 marks)

There goes an old maxim "Justice delayed is <sup>Justice</sup> denied". The civil servants in no. of cases have been found to hesitate in taking decisions or causing inordinate delay, just to throw off the responsibility.

Consequences of delayed decisions or avoiding it

- ① Disturbance to people.
- ② Laxity in implementation of schemes and orders.
- ③ Waste of public resources.
- ④ Breeds inefficiency and procrastination & control in governance.

No, the civil servants in India do not lack aptitude for responsibility in India.

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The problem is with underlying system which promotes and rewards indecisive and delaying officers.

- There is pressure from the political class to do things in certain way, but if the bureaucrats ~~will~~ lack spine, then they may succumb to sometimes the fears of reward or fears of punishment is quite high.

- Officers also fear hounding by CBI, CVC and other agencies.

\* Lack of aptitude is not the reason, rather it is the lack of power of responsibility and the courage of conviction which makes officers indecisive or delayed ~~to~~ ~~be~~ ~~in~~ ~~the~~ ~~line~~ ~~of~~ ~~fire~~.

\*

Feedback ( For OFFICE use only )		
Structure		Content
Question Interpretation		Total :



(b) An essential requirement of an efficient and effective system of governance and for socio-economic development of the nation is probity in governance. Elaborate. (10 marks)

Probity in governance is the presence of procedural integrity with high standards of ethical behaviours. It lays for additional ethical and integral values in addition to civil service values.

How it helps in efficient and effective governance and for socio-economic development-

- ✓ Preserves public confidence.
- ✓ It maintains integrity in public services.
- ✓ Ensures accountability in governance.
- ✓ Seeks to avoid potential for misconduct, fraud and corruption.

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(Don't  
anything)

- Corruption is the single biggest hurdle for efficiency and effectiveness as well as for lack of socio-economic development in our country. Probity in governance strives to weed out corruption from system.

For a resource starved country like India, whose upliftment of poor and needy is utmost requirement probity in governance would ensure the fruits of development reach every strata of society.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

Q.3) (a) "In a civilized life, law floats in a sea of ethics." Discuss the statement in the context of good governance initiatives taken by India. (10 marks)

Ethics can be said to be vast ocean of which law can be said to be one of the components.

Law sometimes or infact manytimes tries to enforce the ethics in the society. This becomes externally controlled as the laws of internal control is either weak or ineffective.

Good governance Initiatives taken by India : -

- ① Formation of central vigilance commission and providing statutory backing to it.
- ② Implementation of the Right to Information Act, 2005.
- ③ provision of citizen Charter and Servotizm model for better

Public service delivery.

- ④ Promotion of e-governance and m-governance initiatives like e-governance initiatives like MyGov, CPGRAMS portal and m-governance through UMANG & APP.
- ⑤ Implementation of Lokpal & Lokayuktas Act for checking corruption.
- ⑥ PRAGATI platform which ensures timely implementation of schemes and monitoring of progress.

Good governance is the key to good development and social empowerment and hence many steps have been taken by government in this direction.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

(b) "Corruption in India has wings, not wheels." In the light of the given statement discuss the menace of corruption in India and comment on Kautilya's solutions to tackle corruption. (10 marks)

Corruption is the menace which has plagued our society in such a way that resources are drained and public exchequer is loded to such an extent that the money for development and empowerment have been misappropriated as if it was personal fiefdom of officers and politicians.

Some of the instances which gauges the intensity of menace of corruption: -

- ① The Bofors scandal.
  - ② The CWC scam
  - ③ The 24 spectrum allocation which propotedly led to loss of 2,76 lakh rupees.
  - ④ The coal gate scandal
  - ⑤ Adeshwari society scam, August westend scam.
- There were the high profile cases and many even go unreported and undetected.

Kautilya had given analogy of fish and water whereby he had explained the role of bureaucrats in siphoning of public resources.

Solutions given by Kautilya.

- ① Proper training and sensitizing the officers.
- ② Information secret agents and to check officials who employed.
- ③ Frequent transfers of officials.
- ④ Ensuring accountability through audit.
- ⑤ Strict punishment for crimes of corruption.
- ⑥ Warning and shaming of officials to act as deterrent.

Kautilya was visionary for ahead of his times, who had anticipated human nature of greed. The suggestions of Kautilya can be used to curb the menace even today.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

Q.4) (a) How far do you agree that e-Governance is the key to the future of India's developmental journey in the 21st century? Justify giving suitable examples. (10 marks)

e-Governance is the governance using the powerful tool of internet. It is the effective and strong use of internet for public service delivery and governance.

e-governance is the key to future of India's developmental journey as the internet revolution has kicked up with cheap 4G and data services along with high prevalence of smart-phones and smart-gadgets. India is one of the highest users of smart-phones and the data. PCs are one of cheapest in hand.

— with advent of 5G Technology the boost will be tremendous for e-governance.

— Considering the above facts government had relied heavily on e-governance for public service delivery & governance.

Some of the initiatives are :-

- ① Digital India Mission.
- ② Bharat-nir- optic fibre to connect all Gram Panchayats.
- ③ Launching of My gov platform.
- ④ Effective use of JAM Trinity Jan-Dhan/Aadhar/Mobile.
- ⑤ Focus on digital payments and banking through BHIM/UPI.
- ⑥ Launching of court proceedings through video conferencing.
- ⑦ Massive impetus of education through MOOC and SWAYAM prashn.
- ⑧ PRAGATI prashn / UMANAB APP

e-governance is the key to future development and India has embarked well on e-governance journey to fulfil its aspirations of being a developed country.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	



(Don't Write anything in this Area)

Corporate governance requires an understanding of not just internal concerns of corporate agency but of the emergent effects on social welfare as well. Discuss.

(10 marks)

Corporate governance is the governance and management of public & private sector industries for the economy.

Corporate governance has become one of the focus area after the LPG reforms of 1991, wherein the role of state has reduced from provider to facilitator.

Why corporate governance is required??

- 
- ↓
1. Corporate are providers of many essential services.
  2. Huge amount of public money is invested in them.
  3. Many a times government money is invested in these bodies.
  4. Any disparity in governance of corporates causes erosion of public trust and

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difficulty in ease of doing business.  
 What are the areas in corporate governance.



1. Internal processes like proper auditing and adherence to law of land.
2. Proper welfare & humane policies for employees.
3. Responsibility to give back to society as it is the resources of society which they use to gain profits.
4. With rise in maxim. of "Government has no business to be in business, corporates have come to fulfil the vlm for social welfare.

on other words of Gandhiji, corporates must all like trustees of public resources which should ensure benefit for these sections of people.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

(a) "The work culture of an organization determines the accessibility, affordability quality of services delivered by it". Elucidate with suitable examples. (10 marks)

Work culture of an organization can be defined as summarized as the culture, values and qualities which are imbibed by the organization and its employees. These values will be imbibed and strived to be achieved. Work culture can be equated to the attitude of a person as an individual.

It solely determines accessibility, affordability and quality of service. Let us see with examples :-

(\*) Tata group companies imbibes the best corporate culture in industry as a result they came out with Nano car to serve affordable cars for typical Indian families of 4-5 persons.

(\*) The culture of IFFCO, KRIBHCO and AMUL who are cooperatives have ensured good quality fertilizers, inputs to farmers which led to success of Green revolution & Milk revolution in India.

(\*) The work culture of Reliance industries which strives to provide cheap telecom services to Indians can be evident from mobile revolution in 2000's with ₹ 501 phone and now with Jio 4G Technology.

(\*) Focus of Hindustan Snacks Company to provide last mile connectivity of supply chain of snacks helped in providing the snacks and refreshments to remotest corners of the country.

The work culture as said earlier is the attitude, mission and vision of company which ensures the product are accessible and affordable along with quality.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		<b>Total :</b>	

(b) The humanitarian crisis faces by the migrants during the pandemic tested the fundamental values required for civil service. How did Indian bureaucracy respond to this test? Examine with suitable examples. (10 marks)

Covid 19 pandemic ushered in a new disorderly order which has been unprecedented in human history. The scale and amount of humanitarian crisis like migrants returning home and evading public services which were essential tested the fundamental values of civil servants.

It is a well known saying that adversity tests the great and brings out the best. ~~poor~~ was aptly proved by ~~many~~ civil servants in this crisis. Some of the commendable examples can be seen :-

- ① In Odisha, police officers (IPS) ensured to deliver camel milk to a sick child who needed it in Mumbai from Rajasthan.
- ② The police officers worked tirelessly day in and day out without returning home to ensure enforcement.

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of lockdown and continuous provision of essential services.

(3) The meticulous planning albeit with initial hiccups of railway officials ensured migrants return home.

(4) The man-talked about - Bhilwara model of containment, contact-tracing and testing was put up by IAS officers (Tina Dahi).

(5) Innovative thinking, careful execution along with ensuring efficiency, compassion came to fore as gradual unlock after lockdown was lifted, was also designed by bureaucracy.

Extraordinary situations warrants extraordinary measures and this pandemic tested the civil servants thoroughly and they lived upto that.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

Q.6) Given below are quotations of moral thinkers/philosophers/psychologists. For each of these bring out what it means to you in the present context

(a) "Laws alone cannot secure freedom of expression; in order that every man present his views without penalty there must be spirit of tolerance in the entire population." - Albert Einstein (10 marks)

The statement of great scientist - Albert Einstein talks about the values of tolerance which is required to secure freedom of expression of every individual.

Freedom of expression is the inalienable natural right of every person and it can be manifested in many ways, not only speech but can be through food, lifestyle, choice of dress and many more.

In the current context, there has been remarkable rise in intolerance in our society, which can be attributed to many factors.

e.g. \* Lynching of persons for beef eating.

\* Moral policing of girls to wear particular dress and shun some dresses.

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✓ There has been widespread gagging of press and news agencies which are contrary to views of government / those in power.

Although Freedom of Expression is one of the sacrosanct fundamental rights which are enforceable in Court of law, but law always cannot enforce its following, rather it is spirit of tolerance.

Tolerance means respecting other persons choice of life, style of living and respecting his freedom.

As it is rightly said "I may not agree with you, but I will defend to death your right of saying so", shows remarkable tolerance spirit.

In a diverse society like India spirit of tolerance is necessary to ensure rule of law and harmony.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	



b) "There is nobility in compassion, a beauty in empathy, a grace in forgiveness." - John Connolly (10 marks)

The above statement of John Connolly talks about the high value of forgiveness. Forgiveness is the attribute which ensures that the person whom something wrong is inflicted gives away so doesn't seek retributive justice or vengeance.

It is rightly said that "to err is human and to forgive is divine".

This quality of forgiveness talks about higher virtue.

on the current context :-  
When hate crimes and intolerance is on the rise, spirit & quality of forgiveness is most required virtue.

As Gandhiji had said "an eye for an eye will make the whole world blind". The same applies here as well.

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Benefits associated with Forgiveness :-

- ① It is humane and just method to bring down hate.
- ② It tries to bring reformative justice rather than retributive justice.
- ③ It ends the unending cycle of Anger and vengeance.

Now-a-days when our society is seen to becoming intolerant, the value of forgiveness will ensure that the normalcy and peace restored in society and reformation is there. It will bring overall peace and promote human values in society.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

(c) "In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they do not have the first, the other two will kill you." - Warren Buffet (10 marks)

The above statement by Warren Buffet highlights the most important value of integrity. He emphasises how the values and qualities like intelligence and energy without integrity turn out to be a deadly cocktail of disasters and misuse of power.

Integrity means the indelible and unshakable character of being consistent in thoughts, actions, & a person of intelligence and energy without integrity is dangerous. He is bound to be

e.g. Osama bin Laden was intelligent and energetic but without integrity, he became a mastermind terrorist.

The quality of intelligence and energy without integrity will make one a winning devil.

In the current context - the persons who are with intelligence and energy without integrity will lead to :-

- ① Abuse of power
- ② Disregard to poor & downtrodden
- ③ Involved in corruption and malpractices.
- ④ He/she will be a cunning devil which will fox the poor and needy people.
- ⑤ Exploitation would become rampant.

Thus, the value of integrity is the foremost value which unites and holds the best values together and makes a person better person and moral person.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

Section - B

Q.7) A state has been struck with floods due to Glacial Lake Outburst. It has caused large scale devastation in the state. Due to delay in flood relief measures, there is palpable anger and frustration among people of the state. The major reason for the delay in flood relief measures is that it has been directed towards places where the local MLA and MP (belonging to the ruling party) reside. The Meteorological Department has warned that there is again a threat of floods in few days. ✓

You have been made the new District collector of the state. The previous one was transferred due to public pressure on the political leadership. Your senior has directed you to give special attention in relief measure to localities where the loyal voters of the MLA and MP live. On the other hand, lack of relief measures in areas which need it most has resulted in incidents where people have physically attacked the relief personnel. ✓

1. Bring out and discuss the ethical issues involved in the above case. ✓
2. Also suggest the right course of action in the given situation. ✓

(20 marks)

Facts of the case :-

A district has been struck by natural disaster whose relief work has to be carried out at priority, but political interference and favoritism has hampered the relief process.

Stakeholders :-

- ① Myself
- ② The persons affected due to flood
- ③ MLA & MP of the area.
- ④ State government as a whole.
- ⑤ Relief personnel.

Ethical issues involved in the case :-

- ① speedy relief work vs favoritism and to political leadership.
- ② Non-partisanship vs partiality
- ③ Life of people vs political mileage.

The ethical issue of main concern here is the value of impartial and non-partisan service vs the favoritism and partial behaviour towards the supporters of Ruling MLA/MP.

Other ethical issue involved is provision of timely relief material which would ensure relief and justice to affected people.

Another issue involved is the safety of relief workers involved who are under attack by the angry mob over distribution of relief material.

The right course of action in the given situation would be :-

To provide the relief services to all the disaster struck needy people without fear, favour or ill-will. As a civil servant it is my moral and constitutional duty to treat everyone equally and impartially.

I cannot allow the relief work to be undertaken mainly in the areas where voters of MLA/MP reside as it would be against the ethos of civil service values. Moreover it would be unethical to leave away the most vulnerable people. This would violate the principle of Sarvodaya and Antyodaya.

I would take the following course of action :-

- ① Pacify the crowd who has gone berserk

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against relief personnel by allowing them timely relief.

(2) I would ask the citizens to let relief workers work without hindrance, so that work would be completed fast.

(3) I would make my seniors aware about the actual ground report and prioritize the areas.

(4) I would appeal the workers of political party to get involved in relief work by supporting government-administration. This will ensure good will of people, so political workers may also help.

Impartial and non-partisanship is the most important quality in this hour of crisis which would bring back normalcy.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.8) In many parts of India, uncontrolled and over-exploitation of groundwater resources is rampant. It is depleting the groundwater table thereby threatening the life and ecology of the places. Sircilla, a newly formed district is a semi-drought-prone area in the central dryland of India that is facing a similar crisis of groundwater depletion. This district faces the perennial problem of unavailability of water for drinking and agriculture purposes. Over the years the groundwater level has gone down due to its unregulated use. The problem has been aggravated by many private borewells, and water mafias using such circumstances to make profits. ✓

The problem of drinking water has severely affected the lives of everyone especially women and children. Hundreds of grievances are filed on a daily basis for the demand of water tankers for supply, construction of RO (reverse osmosis) plants, and overhead water storage reservoirs. ✓

1. Discuss various issues involved in the above situation?
2. As a first Collector of the District, how will you priorities the responsibilities and address them effectively? (20 marks)

### Facts of the case.

A newly formed district is facing a huge crisis of potable water. The problem is aggravated due to unregulated use of water and exploitation by mafias for private gain. A holistic solution is required for this problem.

Various issues involved in the above case are: -

- ① Lack of potable water, which forms a basic necessity of human life.
- ② Exploitation of natural resources for self

benefits by the local mafia.

③ Lack of available infrastructure for supplying drinking water.

②

My approach and priorities to address the challenge would be as follows: -

① Preparing a holistic report of the situation and sending it to state government for release of funds.

② Involving community, civil societies and NGOs to make water conservation a Jan Andolan.

③ I would prioritise the development of water sheds, Rainwater harvesting structures.

④ On the meantime, I would take visible action against water mafias

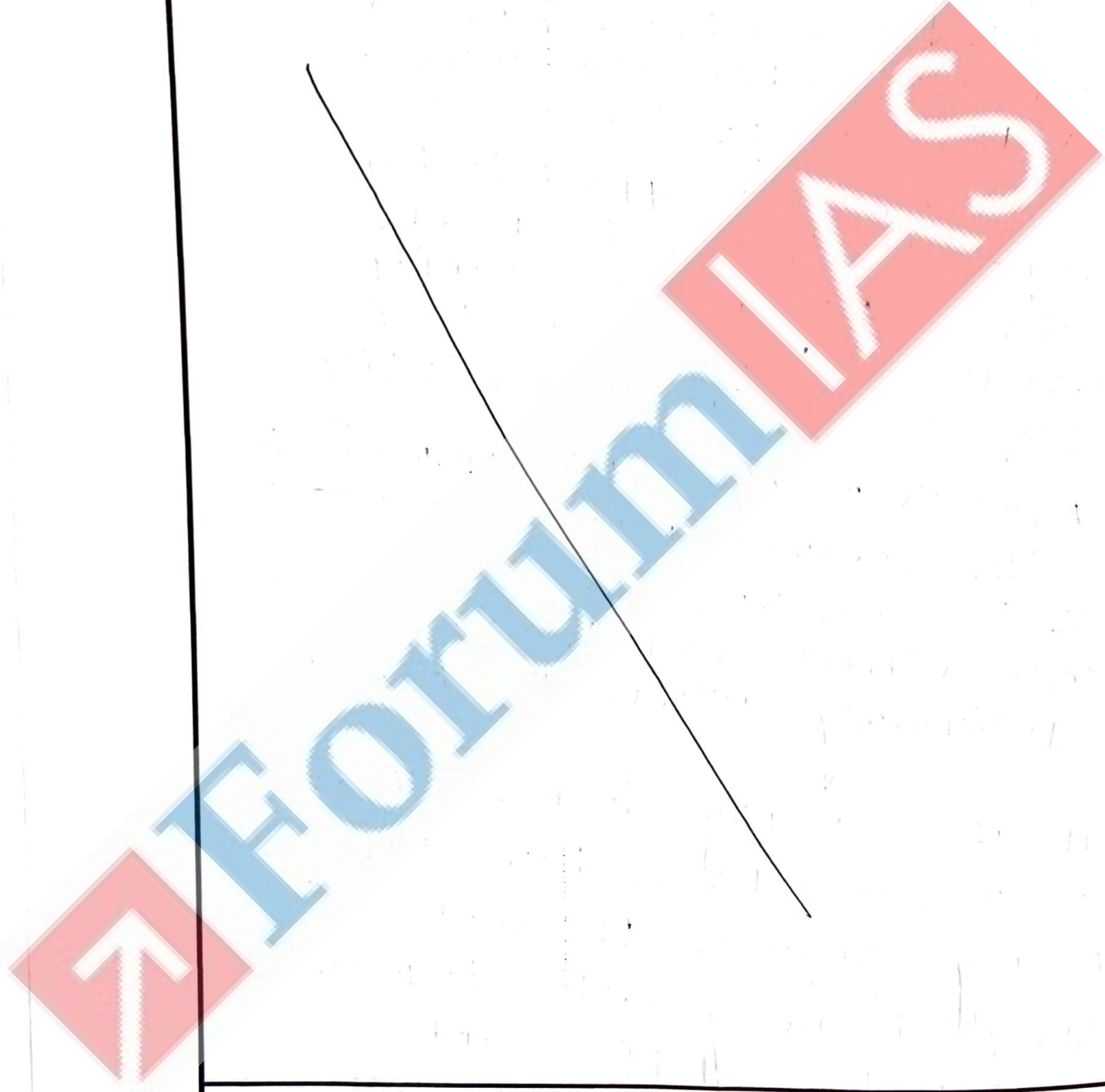
As  
 ⑤ I would look to get the ongoing central sector funds for water related schemes are released quickly and utilised to the best possible.

⑥ I would also appeal to big corporate houses to fund water storage and supply structures as part of their corporate social responsibility.

⑦ Advertisement, mass communication with common people about various methods of water conservation and how to judiciously utilise the water.

As it is a newly formed district there would be a huge task at my disposal to ensure clean drinking water to public and with proper support of masses, civil society and NGOs I would try to

get a solution as quickly as possible.



Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	

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Q.9) You are posted as the district magistrate in a backward district in Eastern India. The overwhelming majority of the population in the district is from the Religious community 'A'. Recently, the Government had set up a steel plant in the district which saw a surge of migrant workers coming in from neighboring state for jobs. The majority of these migrants belonged to the Religious community 'B'. The steel plant wanted these migrant labourers for seamless operation. Recently, a migrant worker was arrested for the rape and murder of a girl. Following this there was series violent attacks against the migrants. Local political leadership took advantage of the situation by communalizing the incident and spreading hatred against the migrant worker community. The migrant workers have therefore, started fleeing the district, causing worries for the steel plant. ✓

1. Discuss the ethical issues present in this case?

2. As the DM of the district, what would be your course of action?

(20 marks)

## Facts of the case.

Due to opening of steel plant in the district a group of migrant workers from B community have arrived. The majority population is of other community. Crime has been committed by migrant workers which has fired up communal tensions in the district. Politicians have exploited the issue and migrant ethnic has begun; putting work of steel plant in a fix.

## Stakeholders in the case.

- ① Myself as DM
- ② Both 'A' 'B' Religious community
- ③ Politicians
- ④ Migrant workers of steel
- ⑤ Management of steel Factory.

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Ethical issues involved in the case are: -

- ① occurrence of crime against-  
girl child.
- ② violence and commu-  
tation.
- ③ Loss of livelihood of innocent-  
labourers.
- ④ violation of constitutional  
ethics of freedom of religion.
- ⑤ violation of constitutional  
right of livelihood.
- ⑥ Losses to be incurred by  
the steel plant- without any  
fault of theirs.

② My course of action as the  
DM would be as follows: -

- ① Ensuring that- perpetrator  
of the crime is booked  
and tried as per law-  
Ask police to expedite the  
Case.

(Don't Write anything in this Area)

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(Don't Write anything in this Area)

- ② I would try to pacify the community by getting the accused to be nabbed and tried by law, this may cool temper.
- ③ After this I would call for a meeting of heads of the communities and political groupings, promising them to ensure law and order.
- ④ Convincing that - Filing of migrants would be bad for local economy and moreover it may hamper future prospects of business in the district.
- ⑤ I would ask the steel plant management to provide proper ~~training~~ and ethical training to workers.
- ⑥ Some of the miscreants who are involved in attacks on migrant workers shall be also booked as per extant law.

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(Don't Write anything in this)

As the DM, it would be my top priority to ensure justice for the poor and then ensure that peaceful and cordial relation between the community with social harmony is ensured. If the peace is ensured then business will automatically flourish.

Feedback ( For OFFICE use only )			
Structure		Content	
Question Interpretation		<b>Total :</b>	



Q.10) You are the Captain of a state cricket team. You have consistently been performing well and have single-handedly changed the result of many matches in recent past. Being a star-performer of the team has led you to gaining popularity and a huge fan base. There is a very important tournament coming ahead and you have to build a team in advance to start preparing for the same. Your suggestions, being a popular player and the Captain of the team, have very high weightage in the team selection process. ✓

You are suggesting the names of three players to replace the members of the existing team. According to you, these three players have shown a high degree of performance in the recent series, they fill in the vital links which have been missing in the overall success of the team. In your opinion, they are the most deserving candidates for the team. ✓

However, these three suggested players happen to be belonging to the same religious minority community as you. The selection committee has registered some apprehensions about these players as they belong to the same religion as you, as it might not be received well by the state Cricket Board and the public. The reason seems to be alleged religious favoritism. There have been few cases of such favoritism in the past. ✓

In this context, the selection committee asks you to suggest some other players' names so that they are not blamed for religious favoritism. ✓

1. What options do you have to tackle the situation?

2. Choose the most appropriate option according to you, giving a justification.

(20 marks)

Facts of the case: :-

I am the captain of cricket who have suggested name of 3 players who are deserving & meritorious for selection. All 3 belonging to my community may not be received well by state board and common public. I am being compelled to change my decision and propose other names to found & seem fair.

Stakeholders in the case: -

- ① Mysat
- ② selectors
- ③ cricket-board.
- ④ My community
- ⑤ Society as a whole.

I.

I have the following options to tackle the case :-

- ① Follow what the selection committee is saying in order to avoid controversy and distraction to the team.
- ② Refuse what the selection committee had suggested and being stubborn on my demand.
- ③ I resign from the post of captain, so that it may not be perceived that I am being biased and partial to people of my community.

The first option is not a good choice as it would hamper

meritocracy and promote mobocracy.  
 Second option although good for  
 promoting meritocracy, but may  
 create rift and disharmony in  
 team which may be  
 detrimental to performance.

This option although good will  
 not be my choice as it would  
 lead to deterioration of my duty  
 and running away from the  
 problem.

I would ask the selectors to  
 give the players a chance to  
 prove their merit and talent,  
 which if they prove correctly  
 would justify the selection.  
 Non-selection on flimsy ground  
 would amount to injustice to the  
 talented sports persons and in  
 a country like India which is  
 secular, sports unites not  
 divides. Hence religion should  
 not be disability for talent.  
 If even then selectors are  
 not convinced, I would

Offer to step down as captain, so that the controversy is avoided that I have been favorable to my religious community.

As a captain and leader I need to display altruistic values and standing for justice. I cannot allow religious bigotry take away the place of merit in cricket and sports.

## Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

- Q.11) You are the Chief District Medical Officer of a city that is scheduled to go for the COVID-19 Vaccination drive. Certain messages have been circulating on Social Media regarding the side effects of the vaccine and have created an atmosphere of fear, mistrust, and skepticism towards the vaccine. Media reports suggest that people in your district have decided to boycott the vaccination and oppose the medical team. However, the vaccine has gone through all the phases of clinical trials and is effective against COVID-19 with certain minimal side effects. ✓
- As the Chief District Medical Officer, discuss the following with reference to this case:
1. What are the steps that you would take to ensure the success of the vaccination drive and allay the fear of the community? ✓
  2. Should the vaccination be forced upon the people? ✓
- (20 marks)

Facts of the case :-

Misinformation campaign about COVID-19 vaccine has created an atmosphere of mistrust and aversion to vaccine which is contrary to medical studies and clinical trial reports. I have to ensure the success of vaccination drive.

Steps that can be taken by me are :-

- ① Publishing the ethically report of vaccine in local newspapers and media houses to allay the fears.
- ② Asking the prominent faces of district like youth icons, political

leaders, filmstars to convince people of the effectiveness of vaccine.

③ I, myself along with my health staff would publicly take the vaccine to build trust and confidence of people towards the vaccination.

④ I would also request the local MP/MLA to take the vaccines, so that people gets trust on the vaccines.

⑤ I would provide all helpines for the vaccinated people, to provide immediate medical attention in case any complexity develops in people.

⑥ Frequent & clear messages about the ~~harm~~ and danger which COVID-19 poses may create fear

in people, so that attitude towards vaccine may change appropriately.

on my view going for vaccination is not a matter of choice as it is a duty of every citizen of country to join hands to break the chain of transmission of Covid.

of anyone is not getting vaccinated then he is risking his life as well as endangering the life of others.

on such a unprecedented pandemic the concept of choice and free will will not prevail over the public good as vaccination is in greater interest of country and society which has been devastated ~~devastated~~ by this pandemic.

Rather than forcing the vaccine, it would be great to take the benefits of vaccination ~~at~~ <sup>to</sup> people to that- they have a change in attitude towards the vaccine and they voluntarily come up for vaccination.

if not then people need to be forced for vaccination as it would be in greater interest of society for protection and preservation of human health.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	



Q.12) You are the owner of a small company which manufactures medical equipment. Due to various reasons your company has been going through financial difficulties for some time and is somehow managing to survive. Recently, your company got a big contract from the State government to supply medical equipment for some government hospitals.

During a routine inspection, your quality control manager discovers about a manufacturing defect which has taken place in all the batches produced so far. Although, this manufacturing defect may not be life threatening to the patients, it violates the promised quality of the product.

Recalling the already manufactured products would put immense financial pressure on the company and may lead it to bankruptcy. This would result into loss of job for nearly 2000 employees depending on the company for their livelihood.

Under these circumstances,

1. Discuss the values involved in the given circumstances.
2. What are the various choices available with you? Examine the benefits and challenges involved in those choices.
3. What would be your course of actions while justifying the position taken by you.

(20 marks)

Fact of case.

I have supplied medical equipment to state hospitals, there are some quality control issues although not life threatening. Here dilemma is whether to recall the product, this might lead to bankruptcy as I will brush the issue under the carpet.

Stake holders

- ① Myself
- ② Patients
- ③ My employees
- ④ State government
- ⑤ General public & society as a whole.

① values involved in the case :-

- ① value of Truthfulness, Integrity.
- ② value of service to people.
- ③ livelihood of people employed in my company.
- ④ value of public trust.

②

various choices available with me are as follows :-

- ① Recall the product and make necessary correction.

Merit :-

- ① I will uphold public trust.
- ② It would be good governance practice.
- ③ Will not put patients at stake.

Demerit :-

- ① Huge loss would be incurred and I may go bankrupt
- ② Loss of livelihood as a possible outcome of shutting down of factory.
- ③ Hide the issue and make sure the quality control is strict the next time and correction is made next time.

### Merit

- ① This will save me from going bankrupt
- ② My company and livelihood of employees would be saved.

### Demerit

- ① Breach of public trust.
- ② It would be cheating and forgery which would cause dissonance in me.

③ My choice would be to recall the product and issue an unconditional apology for the mistake. This would be adherence to public trust and would not be detrimental to innocent person.

"To maintain a fault known is double fault"; hence it would not be great to do so.

Moreover, if I do so, I may gain a moral high ground and state government might help me in some way or other. Moreover it would enhance the image of my company which would reap dividends in future.

\*  
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Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

## Mentor Feedback Questions

1 .....

2 .....

3 .....

4 .....

5 .....

### Test Goal

1 .....

2 .....

3 .....

### Outcomes

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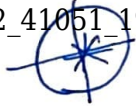
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### Marking Scheme

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.



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