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TEST CODE 5 1 4 3 5

FIAS - MGP

Time Allowed : Three Hours

समय : तीन घंटे

Forum IAS

Maximum Marks : 250

अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Vedika Bihani		
Roll No./अनुक्रमांक	191002951	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	

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

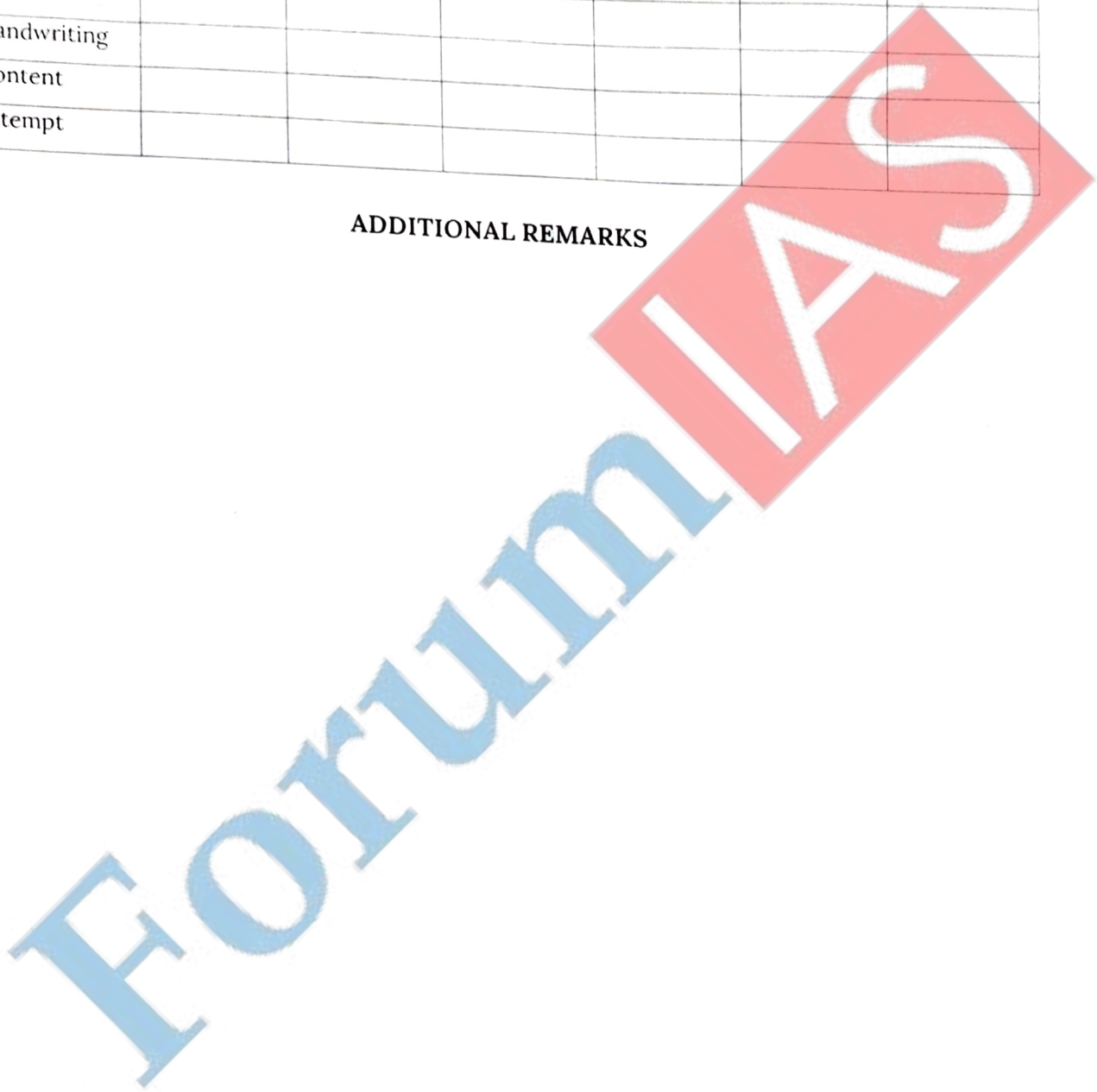
INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक		
1			1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
2			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
3			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।	
4			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।	
5			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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			6:50 pm	9:50 pm
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कृपा में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			ECN CODE/ ईसीएन कोड :	EG/ईजी :
				Evaluation Date/ मूल्यांकन तिथि :

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**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						
Attempt						

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 उटे 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)

"Those who never quit, never fail."

Adversity quotient refers to perseverance and fortitude to continue relentless efforts despite setbacks.

### Importance of Adversity quotient

① Perseverance : It leads to commitment and dedication to service

Δ Armstrong lane and people's road

② Navigate through stress : Manage stress through roleplaying and relaxation

Δ Dr Rajendra Bhaud made Nanderbar O<sub>2</sub> sufficient

③ Innovation in scarcity : It helps to think

out of box

▷ JK Rowling

▷ Shashanka Agr 'My school, My pen'

④ Maintain mental health

Ways to develop Adversity Quotient

① Build emotional intelligence : Active communication, coordination and monitoring

② Practice yoga and meditation

▷ Swami Vivekanand

③ Read self help books : Help to maintain strength

④ Constant goal setting and assertive training

▷ Thomas Edison

▷ Mark Cuban

Success is a long road of adversity quotient thus perseverance is the carmen to the road.

**Feedback**  
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Structure/ Presentation
Question Interpretation
Content
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Total

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

'शक्ति शारीरिक क्षमता से नहीं बल्कि अदम्य इच्छाशक्ति से आती है।' - गांधी। आपके लिए शक्ति का क्या अर्थ है और आप दिए गए कथन से कहाँ तक सहमत हैं? उपयुक्त उदाहरण सहित चर्चा कीजिए। (10 अंक, 150 शब्द)

Strength is actually mental fortitude to pursue your goal and practice your principles despite pressure or setback.

Meaning of strength for me

- ① Never give up attitude : Sportsman spirit
- ② Ability to stand for rightness : Courage of conviction eg: Raja Ram Mohan Roy, Ishwar Chandra Vidya Sagar
- ③ Tolerance and acceptance : to accept criticism eg Citizen grievance redressal
- ④ Practice non violence eg Gandhi, Nelson Mandela, Martin Luther King Jr

Yes, I agree with Gandhiji's statement because to understand strength in terms of physical power is very narrow and myopic understanding. Real strength is strength of character.

For instance Gandhiji held that Non violence is weapon of strong, this shows that physical overpowering is actually unjust way to dominate the weaker section.

In reality strength of India is not its police power but its cultural value of tolerance and satyagrahe along with strength of democracy and public participation to its people.

**Feedback**

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Structure/  
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Q.2) a) Differentiate between the following: (10 marks, 150 words)

- i) Conscientiousness Vs. Conscience
- ii) Guilt Vs. Remorse

निम्नलिखित के बीच अंतर करें : (10 अंक, 150 शब्द)

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

Conscientiousness	Conscience
① It refers to willingness to do one's duty well	① inner feeling of <u>right or wrong</u>
② To <u>perform actions</u> it is more <u>action oriented</u>	② related to <u>inner</u> <del>conscious</del> <u>conscience</u> between morals and action
③ <u>Doing right</u>	③ Thinking right
④ use of <u>organizational culture and probity</u>	④ use of <u>introspection and dialectics</u>
⑤ <del>Dr</del> TN Seshan introduced MCC	⑤ <u>Judges recuse themselves</u> in case of <u>conflict of interest</u>

Guilt	Remorse
To feel bad for the <u>action undertaken</u>	To feel <u>sad</u> about the situation
Result of <u>succumbing</u> to crisis of conscience and <u>self aggridization</u> tendency.	Result of <u>not taking action</u> or <u>inactivity</u> .
Inner negative feeling coupled with <u>inner dissonance</u>	Negative feeling coupled with depression or heavy loss
Eg Guilt of doing corruption	Eg Remorse of loss of dearly person

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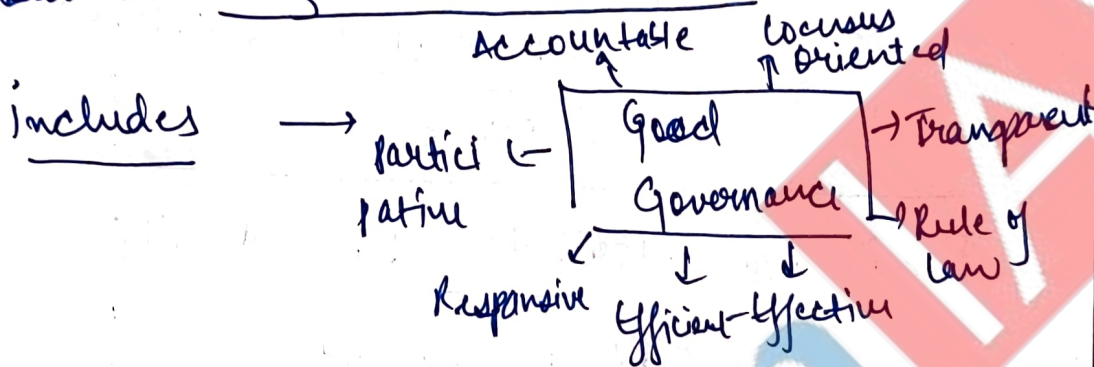
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b) Good governance does not depend on laws, but upon the personal qualities of those who administer the law. Do you agree with this statement? Justify your view. (10 marks, 150 words)

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 refers to power exercising

but in citizen centric manner it



2nd arc held that morality cannot be enforced through law thus good governance depend on individual integrity.

Incompetence of law	Individual attribute
① Weak Indian criminal justice system	① Yet, <u>K Chandru</u> solved <u>65000 cases</u> in his tenure for ST rights
② Scarcity in our policies and fund diversion	② <u>Saravaha</u> IAS, <u>Saravensi</u> put her 'Ac' in Nutrition Centre (MP)

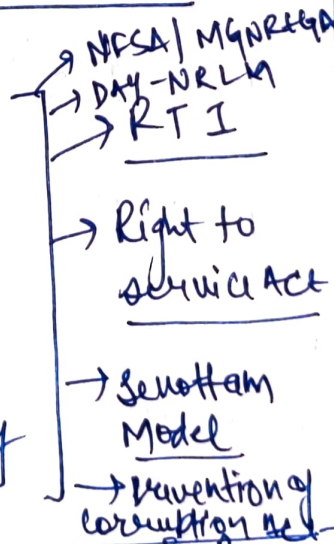
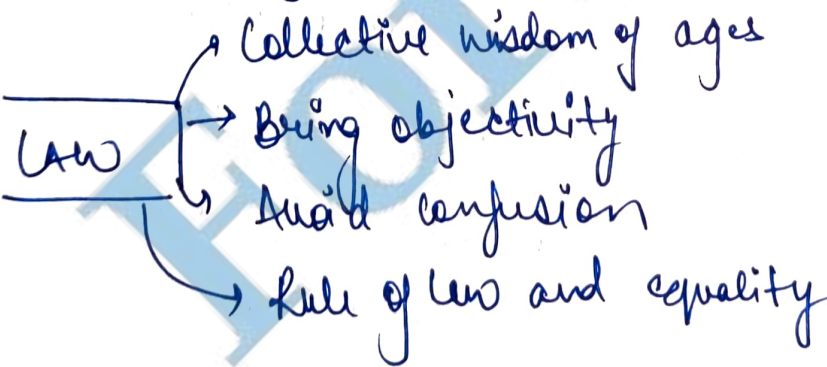
③ Criminalisation of society and politics

Yet TN Seshan introduced MCE

④ Ethical dilemma between law and conscience

Bangalore IPS officer played national anthem in CAA protest to restrict use of force

Although individual attributes bring integrity but they can also lead to discretion, lack of accountability, rule of emotions and dominance of person over institute thus law is equally needed.



Administrators should have proper SOPs, COE and COC to ensure rule of law and good behaviour.

**Feedback**

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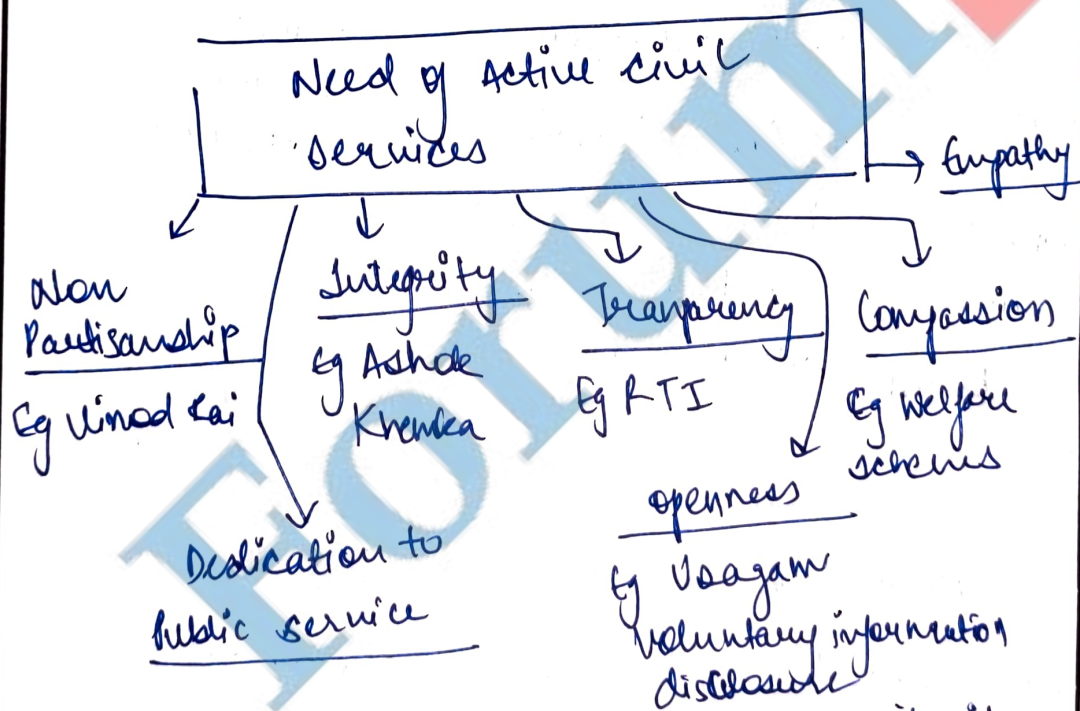
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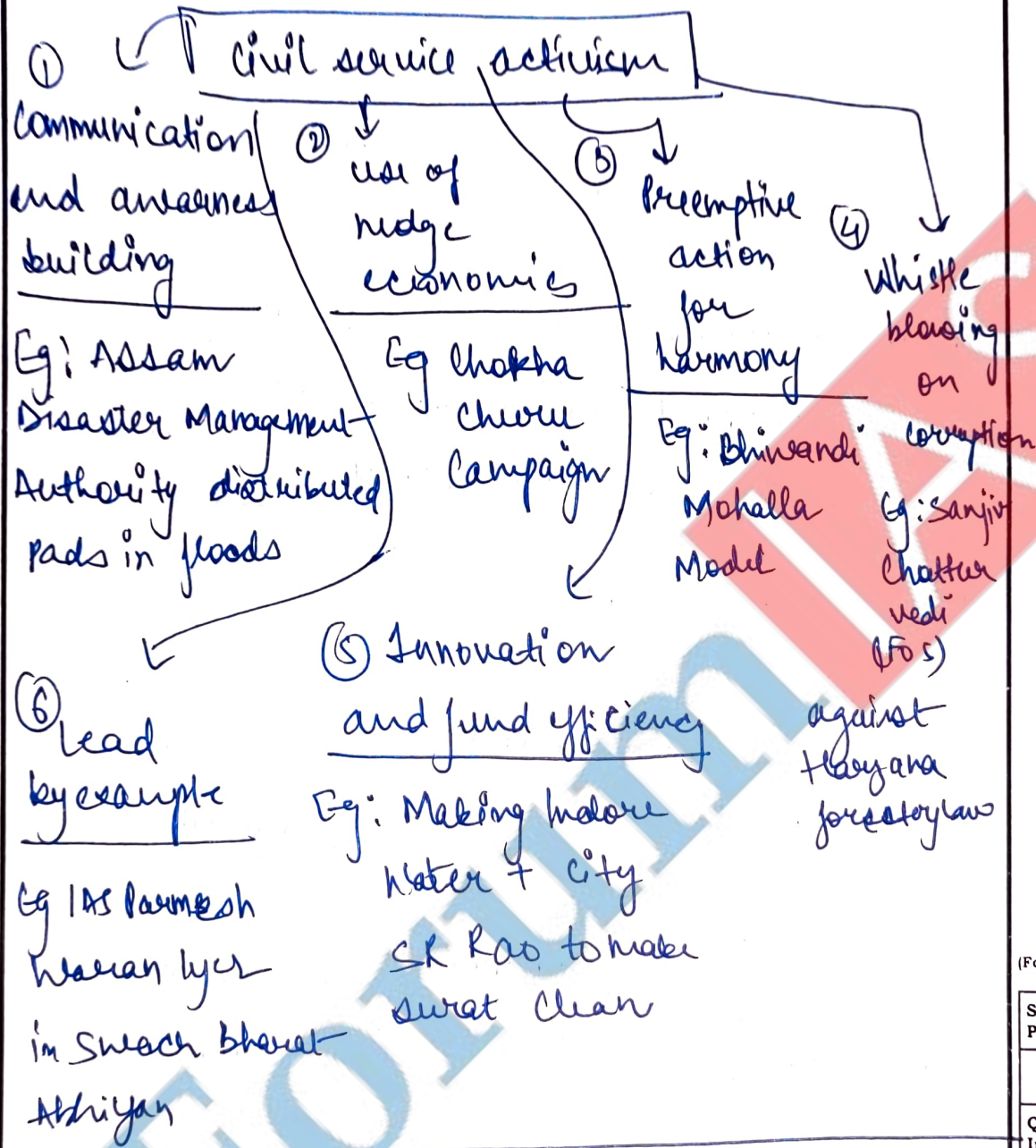
Q.3) a) An active civil service is necessary but not sufficient; India also requires civil service activism for fulfilling the vision of 'Justice, liberty and equality for all'. Analyze the statement citing relevant examples. (10 marks, 150 words)

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 services refers to active role of civil servants in development process, but civil service activism refers to proactive role.



Although these are important traits but,



Although activism is needed for initiative and out of box thinking but it should be with civil services conduct rules and under anonymity.

**Feedback**

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शैक्षिक संस्थाओं में 2022 के 24 अक्टूबर 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)

Education is most important weapon to change the world. <sup>4</sup>  
- Nelson Mandela

Although family and society perform the function of value inculcation and socialisation but educational institutions are first formal unit of socialisation for a child

VALUES

① Reason and Modernity

Eg used by Jayati Rao Phule for abolishing untouchability

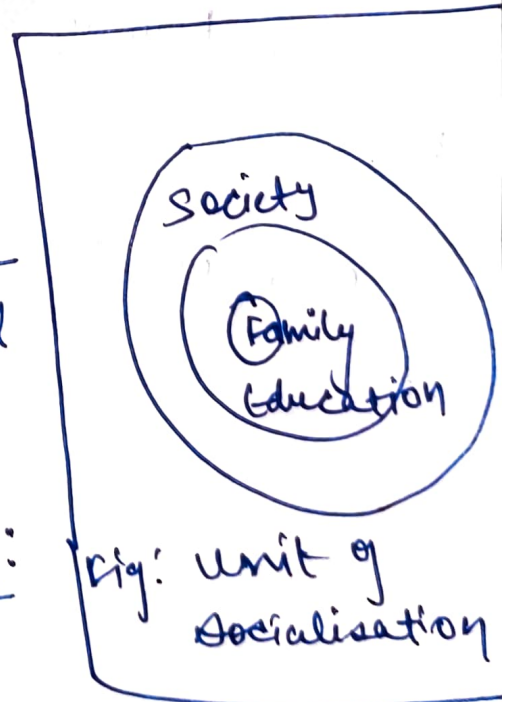
② Discipline : Through reward and punishment

③ Fraternity and Bonhomie : Team spirit building

Eg: Khelo India

④ Political awareness : tool of empowerment

Eg: Swachh Bharat Abhiyan in Schools



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- ① Vocational education and economic prosperity
- ② Social transformation : Value of equality and merit Eg. used by Dr Ambedkar

### Role of Digital education

#### Positive

- ① Wide reach and accessibility
- ② Global trends can be known eg Black lives matter, Friday for future
- ③ Vastness of knowledge available

#### Negative

- ① Lack human touch and behaviour evaluation
- ② Cyber education is commercialised format
- ③ May lead to westernisation and isolation learning
- ④ Lack of interaction and social understanding
- ⑤ Lack of teacher as role model

Digital education can supplement role of teacher but no one can replace a 'guru'.

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)

Gendered attitude refers to learned  
enduring predisposition that men are  
superior to women and there exists  
sexual division of labour.

Factors of Negative attitude

① Cultural factors

↳ Girl child as 'paraya dhan'

↳ 'protection myth' of Girl child

↳ burden of dowry

↳ norm of 'shrada' thus male lead family

② Will to power in men: Patriarchy

↳ already existing patriarchy

↳ 'inertia to reform'

↳ 'Karta' as head of house

- ⑤ Women as only care givers
- ↳ pinkification of jobs
  - ↳ double burden
  - ↳ glass ceiling effect

Way to change attitude

① Provide vested interest : by Sukanya

Samsidhi scheme, social security to women

② Women led movement : SHGs are

leading this in rural India

③ Government programmes and campaign :

Beti Bachao, Beti Padhao #He for she #selfies with daughter

④ Lead by example : Quota for women tickets in party system.

⑤ Role of P.R.I.s and Gram Sabha : Name and shame those do discrimination. Restrict Akshay Krishi wedding  
 Along with change in attitude legal implication and implementation of sex determination needs to be strengthened.

**Feedback**

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Question Interpretation
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Value Addition
Total



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

सार्वजनिक संस्थानों के नैतिक सरोकार और कार्य संस्कृति निजी संस्थानों से कैसे भिन्न हैं? सार्वजनिक संस्थानों में निजी संस्थानों के समान कार्य संस्कृति को अपनाने की वांछनीयता का परीक्षण करें। (10 अंक, 150 शब्द)

Ethics are standards of right or wrong.  
 Determinants of such ethics depend upon purpose, process, people thus work culture ethics also differ.

Ethical concerns

Public Institution	Private Institution
① Concern to deal with <u>masses</u> who are <u>citizen</u>	① Deal with <u>consumer</u> who <u>pay price for product</u>
② Concern for <u>inefficiency</u> and <u>wastage</u>	② Corruption for <u>smooth efficiency</u>
③ Security of tenure despite work culture is poor	③ Active <u>retrenchment</u> makes <u>insecure</u>

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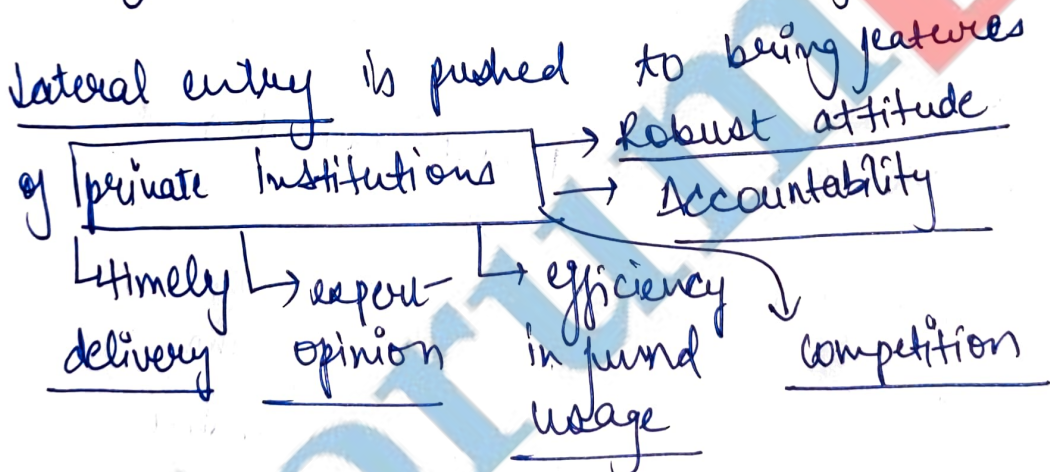
Q-5) a) R-  
vari-

④ Diversion of fund, squandering of public money

④ May engage in bank fraud or bad loans

⑤ bureaucratic attitude and 'babu culture' leads to lack of accountability

⑤ Lack of accountability in terms of sexual harassment and discrimination of female labour force.



But along with these attributes of private institutions ethics related to conscience, citizen centric platform, inclusiveness are also needed. 2nd arc suggest removal of article 311, 312 to reduce security of tenure India@25 suggest 360 performance appraisal

**Feedback**

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

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

Need for objectivity to resolve ethical dilemmas :-

① Importance to merit : recruitment, awarding contract eg e-auction of mines

② Predictability : to ensure that law will be followed eg: online portal for PDS

③ Transparency and accountability : openness about existing conflict of interest and resolve it.

④ Fairness : Justice and equity to beneficiary of welfare schemes without personal passion.

But weberian objectivity may lead to lack of common touch and disconnect from public thus empathy and compassion are also needed.

- ① Voice of Conscience : Empathy help to follow Gandhi's talisman of samudaya through antodaya.
- ② Application of social reality : Eg: Shankhand stamnation case due to exclusionary error ✓/s  
My school My farm of Shashanka Ala
- ③ Follow spirit of law : Objectivity only talk about textual matter but empathy uphold constitutional morality. Eg: Dr D R Mehta and Jaipur big food
- ④ Give human face to problem : Eg Recognition of tribal rights by SC against objectivity of allocation of mines to BALEO, Odisha
- ⑤ Follow Nishkama Karma : To resolve ethical dilemma of personal and public interest  
NR Pillei held that civil servants need human sympathy and active awakening of social conscience.

**Feedback**

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

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

Persuasion refers to function of influencing targeted audience in intended direction

It helps to bring social change, acceptance to government programmes and progressive outlook.

Role of ability to persuade in social change

① Persuade to leave crime : eg Role of IPS

Mahesh Bhagwat to stop human trafficking

② Bring acceptance to government schemes

eg: Iron added to Anulajoli to persuade

tribals to have iron

③ Legitimacy to government function : Dantewada

education city in LWE area persuade people

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Q.6) a) war

to join mainstream development.

④ Smooth implementation of law of persuasion through use of community policing.

⑤ Effective policy function of persuasion to people to join Jalukta Shiksha (M.H).

① Position of power : Civil servants are respected and seen as role model

② Deterrence and fear of punishment

③ Communication and social skills : eg Binya Svaranjan learned Gondi language

④ Leadership role : DM is head of Civil executive

⑤ Openness to citizen grievance redressal : Sevottam model.

Various government scheme have element of persuasion. It has 'A CAR' Attention, Comprehension acceptance retention.

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Peace does not mean absence of  
violence and brutality. Rather  
peace is built on architectonic  
principle of justice. As peace without  
justice is only temporary and can  
lead to civic conflict any time causing  
disorder.

For instance Civil rights movement  
and more recently Black lives  
matter disturbed peace due to  
absence of racial justice.

Thus peace in absence of justice is

only a perception and not a reality  
 on contrary during Mumbai riots, 2002  
Bhivandi remained peaceful due to  
just institution of, mohalla community  
conflict resolution.

thus justice can also inhibit war.

Recent talibans takeover of Afghanistan  
 is not peace but huge humanitarian  
and economic disaster waiting to  
 explode

thus peace is not negation of  
war but presence of liberty  
 equality and fraternity.

**Feedback**

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

(10 marks, 150 words)

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

(10 अंक, 150 शब्द)

Moral muteness is equally culprit

to crime as actual wrong doer.

The world will not be destroyed by

children of darkness i.e. evil but

by silence of light to disinfect

such darkness.

For instance lack of voice against

sexual violence is not only due to

patriarchal society but also lack of

active participation of civil rights activists

Nirbhaya movement changed this to

being transformation of thinking.

Hannah Arendt has explained  
this through banality of evil.

WW II was not only crime of  
Adolf Hitler but also of appeasement  
policy of UK and France.

Thus man must voice and  
speak against injustice.

**Feedback**

(For OFFICE use only)

Structure/  
Presentation

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Interpretation

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Addition

Total

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

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

Happiness exists in ~~good~~ golden mean.  
Too much of happiness is actually  
arrogance and too little is  
misery.

For instance too much wealth of  
developed nations has led to high  
per capita emissions while in  
developing countries poverty has become  
largest polluter.

In this context Buddha's Madhyam  
arga of moderation is soval

(Don't Write anything in this)

to happiness.

ForumIAS

**Feedback**

(For OFFICE use only)

Structure/  
Presentation

Question  
Interpretation

Content

Value  
Addition

Total

**Section - B**

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

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

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

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

(20 marks, 250 words)

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

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

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

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

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

(20 अंक, 250 शब्द)

The above case study is a classic example of misuse of digital technology in international relations and problem of surveillance state

### Ethical Dilemma

- ① Consumer privacy v/s Profits
- ② National security v/s National embarrassment
- ③ Atmanirbhar Bharat claim v/s Use of alleged Chinese spyware
- ④ Organisational morale and enthusiasm v/s right choice to stop launch
- ⑤ Customer expectation and orders v/s Customer safety and privacy.

## Principles of corporate ethics

- ① Organisational morality : Ensuring that organization's vision and mission of safe reliable technology is not compromised
- ② Company reputation : Although in short term reputation will be harmed but positive publicity due to attitude of India first.
- ③ Legal responsibility : Right to privacy is a fundamental right under Article 21 (Kharsham Judgement)
- ④ Employee morale and satisfaction : Their hardware should not go waste
- ⑤ Profit consideration : Company runs for profit any decision must not harm survival of the company.

⑥ Product delivery : should be timely and as per orders.

### Options available

① Go ahead with the launch and ignore the ban by other countries

as Indian government hasn't put any ban

Merit :-

① Company product-launch and profit saved

② Following Indian law

Demerit :-

① Compromise privacy and security

② Go ahead with launch and inform Indian government about the ban and usage of product later on.

Merit :-

Immediate problem solved

existing order obligation fulfilled



My course of action :-

- ① Run tests on the chip to see if it uses any such spyware software.
- ② If the claims are valid, inform a government official on a fast track basis and gather information about Indian government's position.
- ③ Stop the launch and send representation to Huawei technology regarding tests and reports withdraw contract and take legal action on arbitration forum as per the contract.
- ④ Meanwhile find another chip manufacturer and redesign mobile models price adjustment to ensure profitability.

Commerce without morality is a sin. I will follow this to ensure consumer safety but also rights as consumer to Huawei Technology.

**Feedback**

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Structure/  
Presentation

Question  
Interpretation

Content

Value  
Addition

Total

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

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

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

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

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

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

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

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

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

(20 अंक, 250 शब्द)

How case study showcase the problem of organized mining mafia and its political nexus that not only harms environment but also social fabric of the society.

P.T.O

## Motivation to work

- ① Lead by example : lead the team proactively and lead risky operations
- ② Take responsibility to protect their families through using police protection or by sending to unknown location for a while
- ③ Remind them of their oath to service and constitutional duty.
- ④ Ask for help from state government / senior officials / central government for proper weapons, search warrants and protection to show wider support.
- ⑤ Arrest and register FIR of killers of DySP's wife and take stringent actions to ensure safety

## Family at risk

→ As family of police officer is safer than other families and especially that of SP.

↳ Dedication to service and commitment to work is above everything

↳ But, family is also like innocent citizen thus their protection and protection of families of other officers should be ensured through use of police force or safe house.

## Dimensions of the crisis

- ① Lack of NGT's order compliance showcase India as a soft state
- ② Nexus between officials, politicians

any...  
2.9) Under the Mid  
has been revolution  
the retention  
In one of  
eating  
cc

and criminals leads to criminalisation  
of society.

③ Spill over effect and ramification of  
organized crime on society and peace  
and justice

④ Lack of protection to police and  
danger to their family

⑤ Reduced ability to take action due to lack of  
political support

⑥ Lack of police functionality in front of crime

WAYS To deal

① Stringent action to resolve crime

② Use of PESA, Gram sabha to  
stop petty crimes

③ Skill development centres to provide  
alternative employment

④ Access to education and health services

to enforce state legitimacy

**Feedback**

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Structure/  
Presentation

Question  
Interpretation

Content

Value  
Addition

Total

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

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

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

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

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

(20 marks, 250 words)

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

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

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

आप इन निष्कर्षों को आयोग के प्रमुख के सामने लाते हैं। आपके आश्चर्य के लिए, आयोग के प्रमुख ने आपको सूचित किया कि वह पहले से ही इन तथ्यों से अवगत थे। वे आपको सूचित करते हैं कि मंत्री ने उसे एक रिपोर्ट बनाने के लिए कहा है जो भोजन-माता को सही ठहराती है और विपक्ष के नेतृत्व वाले आंदोलन को 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)

MDM scheme was built to ensure retention in education and nutritional outcome. However CAG in its report highlighted lack of quality food, funds and infrastructure.

Ethical dilemma

- ① Life of young children v/s Accountability of food poisoning of Rhoj mata lost



- ② Inefficiency on side of Bhoj mata u/s Lack of quality raw material
- ③ Responsibility of Bhoj mata u/s Back ward socio economic condition
- ④ Duty of justice u/s Public opinion and political pressure
- ⑤ Responsibility to hold contractor accountable u/s Plum posting / Corruption
- ⑥ Impartial finding against contractor u/s Nexus in contract awarded with cabinet minister

Course of actions

- ① ~~Not~~ To declare findings of the committee inconclusive and recuse myself from the situation.
- ② To make Bhoj mata as a scapegoat

But, such actions are not moral and show escapist tendency and gross injustice

My course of action

- ① Detailed report on raw material and its degraded quality.
- ② Investigation on role of district administration
- ③ Suggestion to reinstatement shojmata immediately
- ④ Put report in front of state parliament and executive and ask police officers to take relevant action
- ⑤ Perform duty with integrity and fear of punishment

Life of young children is invaluable and should not be lost due to corruption and state inefficiency.

(Don't write anything)

(Don't Write anything in this Arc)

Justification for action

↳ deontological and Kantian approach  
of humanism and equality  
↳ Gandhi's - sarvodaya through  
antodaya.

↳ spirit of scheme was defeated  
and led to creation of jeer among  
parents.

↳ No one should be excused for  
corruption that even which is fatal

↳ Integrity and spirit of service should  
be maintained and if consequence  
are harmful they should be dealt with.

In longterm would suggest Gram Bhojdiwas  
and social audit through nutrition

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

report card to  
ensure quality of MCM.

ना किया गया था कि अन्य जनगणना को बढ़ा दिया गया। एक साल बाद चुंकि दिया। टीकाकरण आवश्यकता को बढ़ा दिया गया।

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

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

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

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

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

(20 marks, 250 words)

रश्मि एक प्रशिक्षित नर्स हैं और उन्हें 20 से अधिक वर्षों का अनुभव है। वह कोविड -19 की दूसरी लहर के दौरान एक सरकारी अस्पताल में संविदा नर्स के रूप में शामिल हुईं। कोविड की दूसरी लहर के चरम पर देश की स्वास्थ्य व्यवस्था बड़ी संख्या में संक्रमणों के कारण चरमरा गई। न केवल दवा, ऑक्सीजन सिलेंडर आदि जैसी वस्तुओं की बल्कि प्रशिक्षित कर्मचारियों की भी भारी कमी हुयी। बेड की कमी को दूर करने के लिए, कई अस्थायी कोविड शिविर स्थापित किए गए और प्रशिक्षित कर्मचारियों की कमी से निपटने के लिए, सरकार ने अनुबंध के आधार पर भर्ती करना शुरू कर दिया। सरकारी अस्पतालों में आपातकालीन सेवाओं के लिए आउटसोर्सिंग नीति के अनुसार कई नर्सों, कंप्यूटर ऑपरेटर्स, सफाई कर्मचारियों और अन्य सहायक कर्मचारियों को अस्थायी रूप से कोविड अवधि के लिए काम पर रखा गया था। महामारी के खिलाफ लड़ाई में उनके अपार योगदान के कारण, उन्हें 'कोरोना योद्धा' के रूप में पहचाना गया। उनकी भर्ती के दौरान उनसे मौखिक

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

एक साल बाद, चूंकि कोविड संक्रमणों की संख्या में कमी आई, सरकार ने कई अस्थायी शिविरों को बंद कर दिया। टीकाकरण अभियान में भी गिरावट की प्रवृत्ति दिखाई दी क्योंकि अधिकांश आबादी को कम से कम एक खुराक के साथ टीका लगाया गया। इससे नर्सों, कंप्यूटर ऑपरेटर्स और अन्य सहायक कर्मचारियों की आवश्यकता कम हो गई है। रश्मि को 15 दिन का नोटिस दिया गया और उनका सविदात्मक रोजगार समाप्त कर दिया गया। सरकार ने हवाला दिया है कि चूंकि कोविड की लहर कम हो गई है, अनुबंधित मानव संसाधन को बंद कर दिया जाएगा और बचाए गए धन का उपयोग देश में स्वास्थ्य के बुनियादी ढांचे को बढ़ाने के लिए किया जाएगा।

रश्मि ने कोविड -19 की दूसरी लहर के दौरान मरीजों की देखभाल करते हुए अपनी पीड़ा को याद किया। वह लगातार रात की पाली करती थी जो आमतौर पर 12-13 घंटे तक चलती थी। ड्यूटी की पूरी अवधि के लिए पीपीई और मास्क की 3 परतों को पहनने से पानी पीने या वॉशरूम का उपयोग करने जैसे सरल कार्य बहुत कठिन हो गए थे। मरीजों के साथ व्यवहार करना, कुछ नाराज तो कुछ दुखी, एक भावनात्मक पीड़ा थी। रश्मि ने टीकाकरण अभियान में भी बहुत महत्वपूर्ण भूमिका निभाई, कभी-कभी प्रति दिन 400 से अधिक लोगों को टीका लगाया। कई कोरोना योद्धाओं को बीमारी का संक्रमण हुआ और अपनी ड्यूटी करते हुए उनकी मृत्यु हो गई। देश को महामारी से बचाने के लिए कोरोना योद्धाओं ने अपनी जान की बाजी लगा दी। लेकिन कॉन्ट्रैक्ट खत्म होने के बाद रश्मि को लगता है कि सरकार ने 'यूज एंड थ्रो' रवैये के साथ काम किया है।

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

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

(20 अंक, 250 शब्द)

The above case study showcase strength and patriotism of coronaheroes but also problem of contract employment in government sector.

Ethical issues involved

① for corona heroes.

→ life and comfort was put at stake  
 ↳ tireless effort to save health

of patients  
 ↳ retrenchment seen as betrayal of verbal promise

② For Government

↳ promise of preference to employment was given and not permanent job

↳ contract was stated before

↳ need of funds for health infrastructure

↳ demand driven nature of job

Case of Kashmiri

Case of government

Justified

Not Justified

↳ supreme sacrifice made during covid-19

↳ care workers constitute mostly women will lead

↳ work was contractual with 3 month period

↳ Alternate healthcare employment are available

to lack of women job security  
 ↳ R

(Don't write anything)

to lack of women job security

↳ Retrenchment will devoid her from income source.

↳ can apply for government jobs where she can get preference.

Rashmi is justified to ask for permanent job but not in asking for continuation of same job. Government must undertake

vacancy mapping across PHCs and CHCs

to employ care workers like Rashmi.

~~Government's action~~

~~Justified~~

~~↳ work was contractual~~

~~Not justified~~

~~↳~~

## My course of action as Health secretary

- ① Issue clear statement that job was only contractual in nature.
  - ② But adequate compensation policy for those who suffered COVID-19 and those who lost lives.
  - ③ Undertake mapping of CHCs, PHCs and District hospital to see vacancy of care workers.
  - ④ Notify such vacancy and give health care workers assurance of preference in recruitment.
  - ⑤ In case they remain unemployed at least 1 month payment should be done to ensure income security.
- Role of corona warriors was like soldiers in war which needs to be appreciated to ensure this morale boost and income security.

1) Abha is currently  
 peering the progra  
 face of the progr  
 the panchayat  
 greeted Abha  
 Sarpanch  
 because  
 it is

### Feedback

(For OFFICE use only)

Structure/  
Presentation

Question  
Interpretation

Content

Value  
Addition

Total



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

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

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

(20 marks, 250 words)

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

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

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

(20 अंक, 250 शब्द)

According to WFI India ranks low in social mobility index due to entrenched caste system. Caste system is endogamous system of social hierarchy based on notion of purity and pollution.

### Reasons of caste based discrimination

- ① Role of traditions in society is large due to civilisational culture
- ② Role of society
  - ↳ social control through Khap Panchayat
  - ↳ social conformity by restricting inter caste marriage
  - ↳ social obedience by ostracisation of rebel or rule breaker.

③ Role of politics without empowerment

↳ lack of training and capacity enhancement

↳ caste rise in politics of number

④ Role of family and education institute

↳ inculcation of caste system by family

↳ Da Dalore killing of child in school due to caste

↳ book 'Shutun' on caste and school.

Ethical issues involved

① Proxy culture with PRI's that reduce impact of reservation

② Political empowerment has low social relevance in front of traditional culture

③ Lack of benefits of affirmative action

on ground level

① Lack of administrative check and  
police check despite Protection of  
Atrocities Act and Article 17.

(c)

Stake holders

Egalitarian society

① Family

Caste identification and  
'forward' and 'backward'  
terms should not be  
used

② Education  
Institutes

Regular check of education  
institute and culture  
of equality role of women  
from Dalit community in MAM.

③ Role of leaders

↳ lead by example . Recent election of Habib's President Dr. Dr. Jayprakash Narayan

↳ practice inter dining in grassroot visits

↳ endorse inter caste marriage

④ Role of Administration and Police

↳ Awareness campaign about laws

↳ Removal of SCs from manual scavenging and

use of technology

↳ Ensure WASH and Education services to SC/ST

⑤ Role of Society

Ambudkar's slogan of Educate, organize and Agitate

**Feedback**

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Structure/  
Presentation

Question  
Interpretation

Content

Value  
Addition

Total

Q.12) Jayant is a hard-working and dedicated IAS officer. He is currently posted in a remote district in North-East India. Jayant is married to Sarita who used to work as a software engineer before her marriage. Sarita is a well-educated and ambitious woman who wants to be known by her name and not only as the wife of IAS officer Jayant. Sarita wants to restart her career and has been searching for a suitable job for some time. She has found a good job in an MNC that pays well, but she will have to move to Bangalore for it. Sarita wants to take up this opportunity but Jayant's mother does not want Sarita to move to Bangalore. Jayant also wants Sarita to stay with him so that they can have kids and start their family. Sarita proposes that Jayant move with him to Bangalore as she will get a salary that is substantially more than Jayant's. Jayant and his mother found this proposal offending. Further, Jayant does not want to leave the job that he has dreamed of since his childhood and for which he has toiled hard. The entire issue has become a reason for daily fights between Sarita and Jayant, and has taken a toll on their married life.

The issues in personal life of Jayant have crept into his professional life as well. He is not able to concentrate on his work which has resulted in his poor performance. Just a few days back, Jayant made a blunder and was scolded by his senior for being absent-minded in his work. His behaviour in office has also changed. Now Jayant gets easily irritated and often talks rudely with the staff in the office. This is negatively impacting the motivation level of his subordinates. Jayant is aware of his degrading performance and he thinks that he is failing both in his personal and professional life. You are a mutual friend of Jayant and Sarita. One day you received a call from a distressed Jayant and he asks you for your advice on this issue.

- 1) Help Jayant identify different options available with him to cope with the crisis? Discuss the merits and demerits of each of these options.
- 2) As a mutual friend, what advice would you give to Jayant and Sarita in this case so that they can return back to being a happy couple?
- 3) How can Jayant develop the qualities that are required to handle such crisis situations in life?

(20 marks, 250 words)

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

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

(Don't write anything in this Arc)

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 above case study shows the problem of marriage in civil services as it deals with inflexible job location especially when both partners are not civil servants.

Options available

① Ask for transfer to Karnataka or nearby southern state as career of wife is also important

Merit :

- ↳ career of wife saved
- ↳ Defy social conditioning of women as sacrificer
- ↳ safe marriage

Demerit :

↳ Request may not

be approved  
↳ Dream job

② Ask  
Sarita to  
move and  
leave out  
frequent  
transit

Merit

↳ both have jobs

Demerit

↳ Long distance marriage

↳ want to start family

↳ Remote location of NE India

③ Ask for  
~~take~~ divorce  
^

Merit

↳ was unhappy marriage

Demerit

↳ Lack of commitment  
to resolve issue

(2) Advice to Jayant and Sarita

↳ Both the partners should respect  
their jobs and see them as  
equals.



↳ Savita has as much right to enjoy employment as Jayant has

↳ Family planning and having children require peaceful and happy household

↳ Savita can ask if the MNC has option of job in Kolkata / Guhati etc i.e. City nearby to Jayant.

↳ If no such option is available Jayant must seek transfer by stating family condition.

↳ Till the time one of the option workout they can start long distance marriage but only for short term measure.

How to develop qualities to handle stress

① Separate public and private life

↳ Making daily goals and agenda setting

↳ Recall his purpose of duty

↳ Recall his dream to serve

② Practice patience and healthy communication at home with wife without third party interference

③ Practice yoga and meditation

④ Use emotional intelligence to maintain efficient, respectful work culture

⑤ Ask for help through counselling.

Such stress is common in civilservants but it should not reduce the quality of work.

**Feedback**

(For OFFICE use only)

Structure/  
PresentationQuestion  
Interpretation

Content

Value  
Addition

Total

(Don't write anything in this)

### Mentor Feedback Questions

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

### Test Goal

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

### Outcomes

- .....
- .....
- .....
- .....

### 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.