

TEST CODE

7 1 4 3 0 1

MGP 2024

Time Allowed : Three Hours

समय : तीन घंटे

ForumIAS

Maximum Marks : 250

अधिकतम अंक : 250

## GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate

परीक्षार्थी का नाम

SAGAR DATTA MAJUMDAR

Roll No./अनुक्रमांक

1910092173

Medium/माध्यम

English ☒हिंदी ☐

Center Code/परीक्षा केंद्र

1901

Date/दिनांक

27/07/24

\*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

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
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20		
Total/कुल अंक	250	

## INSTRUCTION / अनुदेश

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. 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. 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. 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. 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।

## For Student Only / केवल परीक्षार्थी प्रयोग हेतु

Examiner's Discretion/मूल्यांकन कर्ता का विवेक :

Start Time/प्रारंभ करने का समय :

1:00 PM

End Time/समाप्त करने का समय :

4:30 PM

Total Marks/कुल अंक :

Mode Of Examination/  
परीक्षा की विधि :Online/ऑनलाइन ☐Offline/ऑफलाइन ☒

\*Examiner's Discretion is the marks awarded at the discretion of the examiner 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, एलोगार्ड, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।

## For Office Use Only / केवल कार्यालय प्रयोग हेतु

ECN CODE/  
ईसीएन कोड :

EG/ईजी :

① ② ③ ④ ⑤

Evaluation Date/  
मूल्यांकन तिथि :

**Note:** Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion classes for the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the good copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

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## EXAMINER'S REMARKS

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### CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. Creative answer writing, sometimes missing the core demand, may fetch very high or very low scores, and exposes your answer to the subjectivity of the examiner.
2. **CD & VA = Content Density & Value Addition.** Examiner will evaluate the quality and quantity of your content in the answer. In the same word limit and space limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of ( but not all!) suggestions, ideas, quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.
3. **S & F = Structure & Flow** = Whether you have structured your answer properly or not. Whether the answer has been broken into parts and sub-parts and each part has been addressed appropriately or not. Whether the flow of the answer is maintained. Affects both subjective and objective components of assessment.
4. **P & R** = How your answer performs on the criteria of **presentation, ease of read, clarity and apparent effort** in writing the answer. This affects the subjective components of assessment.



## Section - A

Q.1) a) It is often said that politics and ethics belong to different worlds. What is your opinion in this regard? Justify your answer with illustration. Also, highlight the consequences of divergence between politics and ethics. (10 marks, 150 words)

अक्सर यह कहा जाता है कि राजनीति और नैतिकता अलग-अलग दुनियाओं से संबंधित हैं। इस संबंध में आपकी क्या राय है? उदाहरण सहित अपने उत्तर की पुष्टि कीजिए। साथ ही, राजनीति और नैतिकता के बीच मतभेद के परिणामों पर भी प्रकाश डालें। (10 अंक, 150 शब्द)

In the realm of ethical philosophy, it was Machiavelli in his book "The Prince" held that ethics and politics are separate dimensions, which can't overlap.

Plato's 4 cardinal values.  
Virtue ethics of Aristotle.

Violence as an option.  
Deceit.  
Consequentialism.

My opinion :- Ethics and politics can prima facie seem to diverge but in long run they overlap.

eg) Gandhian model of Satyagraha, Ahimsa etc. — were successful tactics for politics too.

(b) Politician detached from strict cause  
great loss for the humanity.

(eg) Political violence, Post-politicking,  
Attain mass liberties etc.

(c) 2nd ARC recommends "ethical code of  
conduct for political class also.

(d) ethics of deontology — As propounded by

1. Kant (categorical imp), Sri Krishna in  
Bhagavad Gita etc.

Social capital  
is decreasing

Crisis of  
conscience

Against Reason in man.

consequences of  
divergence

Threat to  
humanity.  
(eg) fascism,  
Maoism.

violence became  
the means & end.

Democratic back-  
sliding.

Way forward | ① 2nd ARC calls for codified  
ethical code of conduct for  
MP, MLA etc.

② strong law enforcement  
-ent.

(eg) ADL, prevention of  
corruption etc.

③ Active citizenry.

**Feedback**  
(For OFFICE use only)

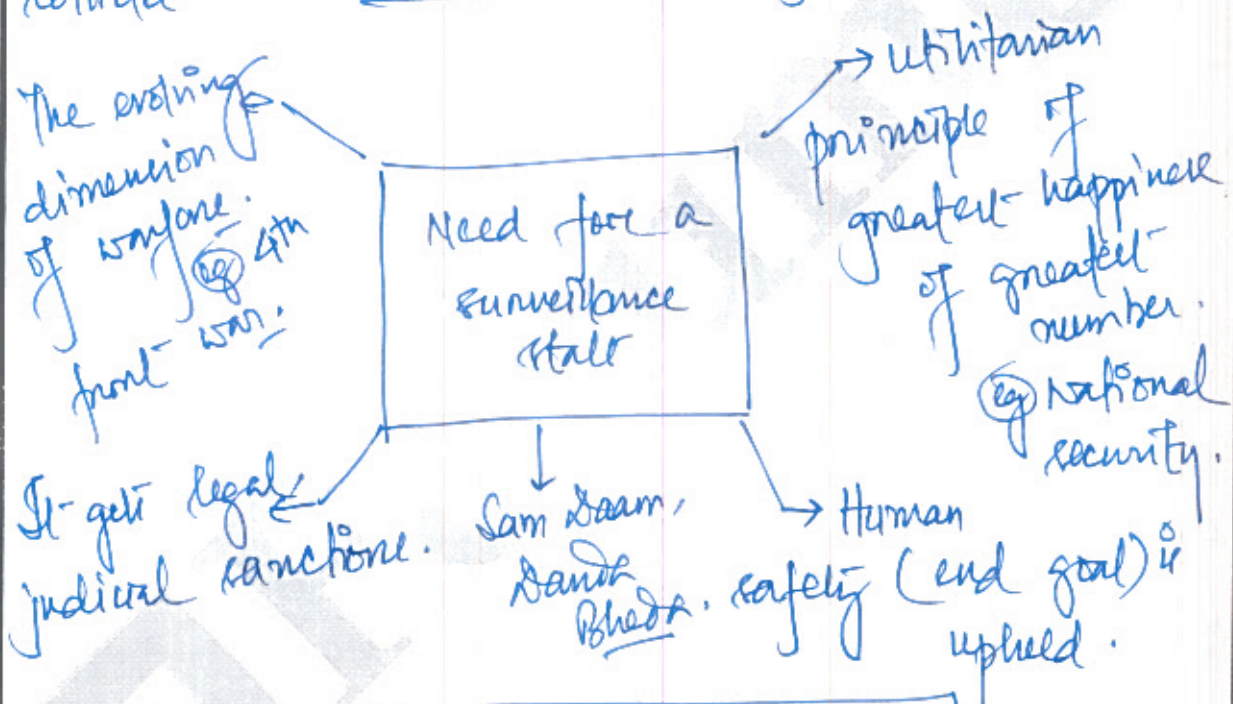
#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			
Please put tick marks in the above table.			
Here G is Good, A is Average and P is Poor.			
TOTAL MARKS			



b) "Those who would give up essential liberty to purchase a little temporary safety, deserve neither liberty nor safety." In the context of this statement, bring out the ethical issues involved with creating a surveillance state for the sake of national security. (10 marks, 150 words)

"जो लोग थोड़ी सी अस्थायी सुरक्षा खरीदने के लिए आवश्यक स्वतंत्रता छोड़ देंगे, वे न तो स्वतंत्रता और न ही सुरक्षा के पात्र हैं।" इस कथन के संदर्भ में, राष्ट्रीय सुरक्षा की खातिर एक निगरानी राज्य बनाने से जुड़े नैतिक मुद्दों को सामने लाएँ। (10 अंक, 150 शब्द)

The concept of surveillance state entails the ethics of a panopticon society, where the ethical issues of liberty & human safety collide with national security.



However, the following issues persist :-

(a) "Homo Mensura" — man is a measure of everything. This principle gets violated,

(b) Violation of the constitutional morality.

↳ Art 21, The value of liberty.

(c) slipping slope doctrine.

↳ can eventually "snowball" to further right violation.

(d) Human dignity in Kantian sense is violated.

(e) Defere the deontological strice of means

justify the end.

↳ Can be a method to counter opposition voices. dissenting faces too. (Pavlov effect)

Way forward :- (a) Proportionality test — is mandated.

(b) Capacity building of the institutions. ↳ CERT-IN, MOBIX etc.

(c) Awareness

(d) No one size fit all approach.

There should be a harmonic balance between the ideals of human safety & dignity — liberty.

## Feedback

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	G	A	P
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Please put tick marks in the above table.

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TOTAL MARKS	
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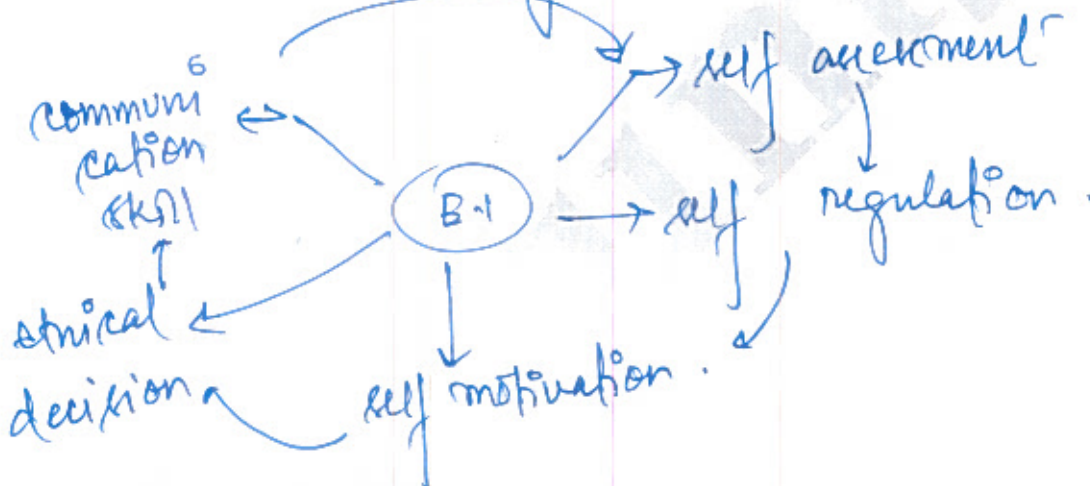
Q.2) a) "Knowing yourself is the beginning of all wisdom." Discuss the importance of emotional intelligence in self-realisation. Do you think emotional intelligence can be learned?

(10 marks, 150 words)

"स्वयं को जानना सभी ज्ञान की शुरुआत है।" आत्म-बोध में भावनात्मक बुद्धिमत्ता के महत्व पर चर्चा कीजिए। क्या आपको लगता है कि भावनात्मक बुद्धिमत्ता सीखी जा सकती है? (10 अंक, 150 शब्द)

Socrates held that "an unexamined life is not worth living", which aligns in this context of wisdom.

Now, coming to emotional intelligence



Importance of EI in self-realisation is

(a) without emotional competence & management, one cannot ascertain the "TRUE SELF" (eg) Socrates drank Hemlock to prove his point.

(b) The emotional to controlled in testing situation in order to get an objective analysis of a situation.

eg IPS officer calmly handling mob.

(c) In order to find ourselves, we have to interact with our surroundings -  
→ Act of socialisation.

However, other things imp. for self-realisation

- Knowledge
- Wisdom
- Experience
- Social Capital

## LEARNING OF E-I

Can be learnt -  
- mind is Tabula Rasa  
→ empty slate  
- Through sensitivity training, role playing  
- from the lives of great men/women. @ Gandhi

cannot-be learnt  
→ emotional are hard to control. (physiological).  
→ E-I comes with a by birth aptitude.

For a civil servant, the E-I become even more important owing to the demanding nature of the job.

## Feedback

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#	G	A	P
AWIS			
CD & VA			
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Please put tick marks in the above table.			
Hence G is Good, A is Average and P is Poor.			
TOTAL MARKS			



b) "Those who don't know history are destined to repeat it." Do you agree? Illustrate with the help of examples. (10 marks, 150 words)

"जो लोग इतिहास नहीं जानते हैं, वे इसे दोहराने के लिए नियत हैं।" क्या आप सहमत हैं? उदाहरणों की सहायता से स्पष्ट कीजिए। (10 अंक, 150 शब्द)

The cyclical view of history has found place in many western philosophy & also Indian text like the Mahabharata.

(eg) The cyclical notion of Kaal.

Destined to repeat history :-

(a) They are unaware of the material fact -  
↳ lack objectivity in approach.

(eg) Building high rise structure in hill slopes call for tragedy.

(b) No lesson from the past-mistake.

(eg) Britishers continued with their inhumane practices.

is "string theory" & "Butterfly effect" - The corner piece to maintain a delicate equilibrium.

However, at times history doesn't get repeated & when we learn from it &

(a) Stand alone events act as inflection point — which changes the course of events forever. (eg) WW-II & the nuclear bombing.

(b) Objective appraisal of an issue, on the merit — Objectivity, position Rationalism.

(c) The actor becomes reliant to act accordingly. (eg) freedom fighters renouncing violent path.

Way forward (a) Objectivity in analysis.

(b) Moral value driven approach  
↳ virtue ethics.

History make us, just the way we make history.

## Feedback

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P & R			

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TOTAL MARKS	
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Q.3) a) "Two things define you: Your patience when you have nothing and your attitude when you have everything." What roles do attitude and patience play in the personal and professional lives of civil servants? (10 marks, 150 words)

"दो चीजें आपको परिभाषित करती हैं : जब आपके पास कुछ नहीं होता तो आपका धैर्य और जब आपके पास सब कुछ होता है तो आपकी अभिवृत्ति।" सिविल सेवकों के व्यक्तिगत और व्यावसायिक जीवन में अभिवृत्ति और धैर्य क्या भूमिका निभाते हैं? (10 अंक, 150 शब्द)

"If you want to test a man, give him all the power" - Lincoln.

Attitude is the enduring predisposition to act favourably or unfavourably towards an attitude object.

eg my strong positive attitude towards secularism, tolerance etc.

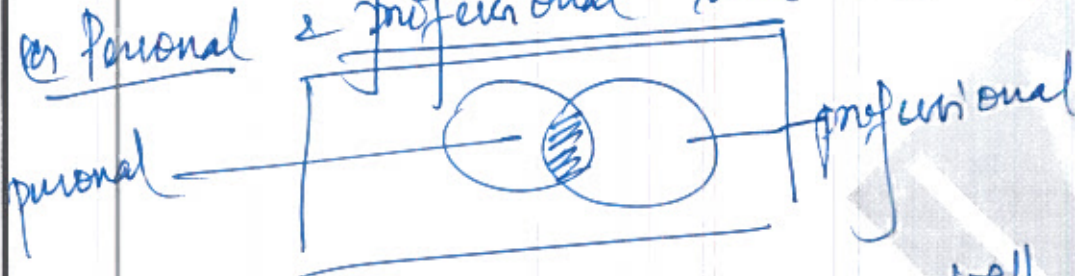
Role of attitude & patience 15

(a) In personal life 5 (a) emotional management and family responsibilities.

eg long duty hours, forced bachelorhood, harsh work conditions etc.

(b) Being a civil servant — the personal lives are also under scrutiny, so extra

caution and ethical standards are needed. (eg) IAS officer even slapping a man over comments on social media, as personal & professional lives are interlinked.



(b) In professional lives 1. manage well the demands of the public.

(eg) Positive attitude of Durga Devanjan (IAS) to learn Gandhi.

2. Good work culture - inter personal relations with the colleagues. (eg) motivation, support -

3. uphold highest standards of integrity in work.

Since, personal and professional lives do not have water tight compartments, so altitude & patience becomes invaluable in both of them.

## Feedback

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P & R			

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TOTAL MARKS	
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b) In light of incidents of serving civil servants openly criticising the government and some also resigning in protest, discuss whether civil servants should get entangled in the political discussions/opinions? (10 marks, 150 words)

सेवा रत सिविल सेवकों द्वारा खुलेआम सरकार की आलोचना करने और कुछ द्वारा विरोध में इस्तीफा देने की घटनाओं के आलोक में, चर्चा कीजिए कि क्या सिविल सेवकों को राजनीतिक चर्चाओं/रायों में उलझ जाना चाहिए? (10 अंक, 150 शब्द)

The recent incident of an ex IG of Jammu Kashmir cadre (IPS) openly criticising the authorities before suspension has opened up the ethical issue of chain of command, non-partisanship, impartiality etc.

- 1. The civil servants should abstain from
  - (a) It violates the AIIS Conduct-Rule, which can amount to dismissal.
  - (b) Against the 'Weberian' model of faceless bureaucracy - impersonal touch.
  - (c) Gross violation of constitutional value of the permanent executive.
  - (d) 'Slippery slope' - lead to further such incidents.

① The public trust is affected on the govt — snowball to the issue of governmentality.

② Violation of the Nolan Committee recommended value of — Impartiality, selflessness, openness etc. ③ Conflict of Interest.

However, this is justified under ④ Intellectual integrity — what I feel, what I say, what I do are in sync.

⑤ Democratic ideals of voicing opinion.

⑥ Civic Republicanism — active participation.

⑦ Strident call to voice opinions against injustice. ⑧ Whistle Blowing.

Way forward ⑨ 2nd ARC call for declaration of personal interests before hand.

⑩ After cooling off period, post-reignation — the opinions can be placed.

⑪ The manner of opinion voicing should become imp.

## Feedback

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TOTAL MARKS			



Q.4) a) What do you understand by environmental ethics? Examine the ethical concerns in 'phase-down versus phase out debate' in the use of coal by developing countries.

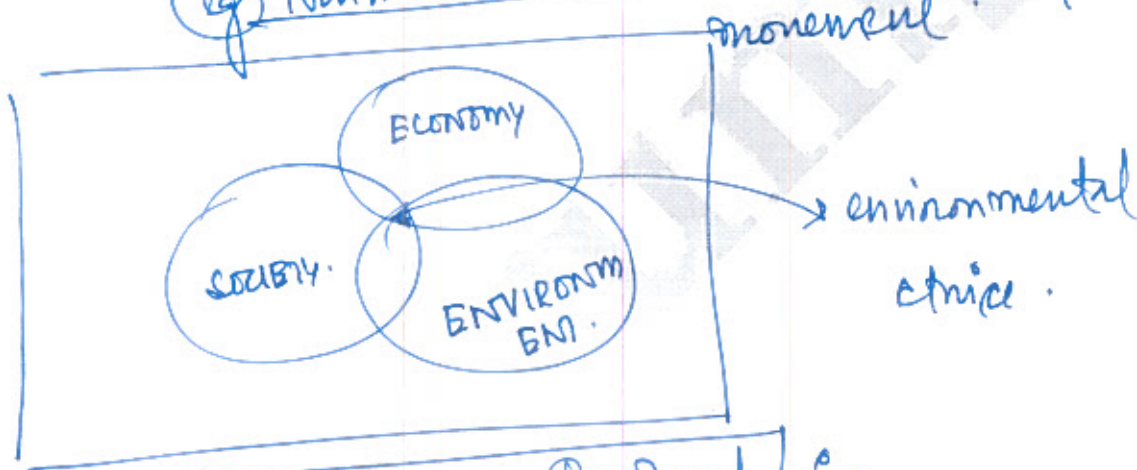
(10 marks, 150 words)

पर्यावरणीय नैतिकता से आप क्या समझते हैं? विकासशील देशों द्वारा कोयले के उपयोग में "चरण-डाउन बनाम चरण-आउट बहस" में नैतिक चिंताओं का परीक्षण कीजिए।

(10 अंक, 150 शब्द)

Environmental ethics is the dimension of ethics that outlines the ethical standards to be maintained in order to ensure a sustainable environmental ecosystem for the future.

eg Normade Bashao / Andoran, Chipko movement.



The ethical concerns involved :-

(A) In phase down approach → 'lip service' as no hard efforts.

↓  
violation of Justice, dignity of small nations; Objectively it is not appropriate. It is already too late.

→ even though the means is correct but the teleology - the consequence would be terrible.

② In the phase out approach → "Homo mensura"  
 principle is being violated,  
 as the energy needs are basic human  
need.  
Deontology principle is violated.  
 means is there

unjust - in terms of John Rawls;  
 justice & fairness of historical facts are evaluated.  
 → Coordinated & concerted approach

→ Behavioral approach / Nudging  
 ④ mission life.

way forward → Invest in cheaper renewable sources.

→ Awareness & sensitization.

As Barack Obama very rightly said in this regard - "We are the last generation to feel climate change & the last to be able to do something."

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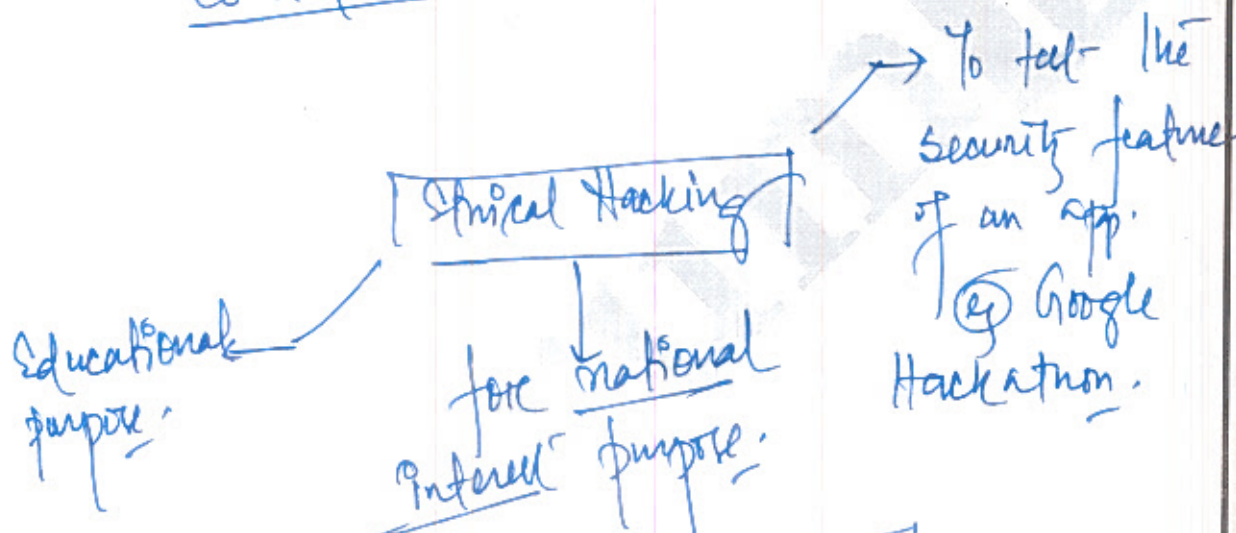
TOTAL MARKS



b) Define the term ethical hacking. What are the principles that separate ethical hacking from malicious hacking? (10 marks, 150 words)

"एथिकल हैकिंग" शब्द को परिभाषित कीजिए। वे कौन से सिद्धांत हैं जो एथिकल हैकिंग को दुर्भावनापूर्ण हैकिंग से अलग करते हैं? (10 अंक, 150 शब्द)

Ethical hacking — as the name suggests is an act of unauthorised access to a system / server but with strong ethical considerations are intentional.



The differences are as follows :-

<u>Ethical Hacking</u>	<u>malicious hacking</u>
① The intentions are <u>justified and</u> ② Education, Test Run etc.	① The intentions are <u>malicious &amp; violative</u> . ② <u>Phishing, Spying</u> etc.

(b) It is legal as per the laws, rules & regulations.

(c) They fulfill the consequential ethics of justified end.

(b) They are illegal & violation of penal code.  
↳ Warran, Petition etc.

(c) They violate both teleological & deontological ethics.

↳ Wrong out & out.

However, they are similar in the following:  
→ violate the deontological ethics → illegal means  
→ slippery slope doctrine.  
→ subjective analysis of which is ethical & which is malicious.

Way forward : (a) Codify provisions for ethical hacking.

- (b) Test of proportionality.
- (c) Ethical Considerations.

## Feedback

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TOTAL MARKS	
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Q.5) a) "In this hyperconnected and morally interdependent world, the most important thing we can share is trustworthiness." Why is trustworthiness important? In what ways can it be imbibed in an individual? (10 marks, 150 words)

"इस हाइपरकनेक्टेड और नैतिक रूप से अन्योन्याश्रित दुनिया में, सबसे महत्वपूर्ण चीज जिसे हम साझा कर सकते हैं वह है विश्वसनीयता।" विश्वसनीयता क्यों महत्वपूर्ण है? इसे किसी व्यक्ति में किस प्रकार आत्मसात किया जा सकता है? (10 अंक, 150 शब्द)

Trust is the one of the most-sought after values in the moral value system, as without it all other values become redundant.

(eg) The trust of the captain in the hands of the team to bowl the last over.

Importance of trustworthiness

① for individual → it gives self satisfaction

→ source of happiness - "eudaimonia" (ARISTOTELIAN ideal)  
→ changes our "world view"  
→ Act as "internal source of motivation"

② for society → contributes to social capital

Society → enforce the Rule of law.

→ decrease jealousy, envy etc  
→ enhance co-operation, co habitation and competition.

③ for public admin → enforce four work culture.

→ effective service delivery.  
→ fulfills the social contract tradition.  
↓  
people centric governance (and etc).

It can be imbibed in the following ways

(a) Value inculcation of honesty, integrity etc.

(b) Learning from the lives of great leaders.

⑤ Dr. APJ Abdul Kalam,  
(c) Learning from family, school, society etc.

(d) Strong societal standards built on cultural believe.

(e) Mahabharata teachings.

Trustworthiness is not just  
needed for personal relations but  
also for public ones.

## Feedback

(For OFFICE use only)

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Please put tick marks in the above table.			
Here G is Good, A is Average and P is Poor.			
TOTAL MARKS			



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

लिंग आधारित दृष्टिकोण लिंग भेद को भेदभाव में बदल देता है। भारतीय समाज में महिलाओं के प्रति नकारात्मक दृष्टिकोण के लिए जिम्मेदार कारकों का परीक्षण कीजिए। इन दृष्टिकोणों को कैसे बदला जा सकता है? (10 अंक, 150 शब्द)

"The progress of a society is judged by the condition of its women." — Sir M. Anand Kumar

The concept of sex (biology) & gender (sociological) clearly demarcate the disadvantage imposed on the women, pertaining to the deeply entrenched gendered notions.

- eg. Girls are weak, emotional, shy.
- Boys do not cry.
- Heterosexuality is the norm.

The factors for negative attitude is

(a) Cultural factors: ① Manuscripts put women in an inferior position.

② The post-Vedic period saw the subordination of women, for the first time.

6) The sociological factors are

① Patriarchy — which believes, as men are the authority of women, who must comply with their choice.

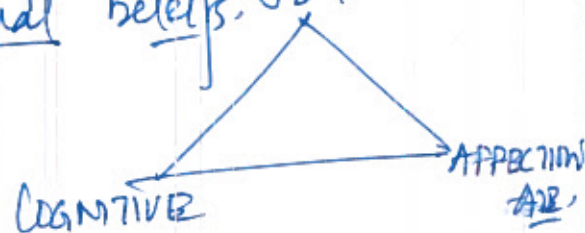
② Traditional & conservative outlook.

③ The joint-family culture of Indian society which preserves societal order.

④ Social media, mass media portrayal of women. ⑤ The feminine mystique book.

Attitudinal Change: ① By targeting the CAB model of patriarchal beliefs.

② Role modelling of successful women.



③ Re-interpretation of the scripture, as Raza Ramaswami did.

④ Legal-institution measures.

↳ SC Judgement on Sabarimala.  
↳ Ban on Triple Talac.

"No society can develop leaving behind half of it."

## Feedback

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TOTAL MARKS



Q.6) What do the following quotations mean to you:

निम्नलिखित उद्धरण आपके लिए क्या मायने रखते हैं :

a) "Tolerance implies no lack of commitment to one's own beliefs. Rather it condemns the oppression or persecution of others." - John F. Kennedy (10 marks, 150 words)

"सहिष्णुता का अर्थ है किसी की अपनी मान्यताओं के प्रति प्रतिबद्धता में कमी न होना। बल्कि यह दूसरों के उत्पीड़न या उत्पीड़न की निंदा करता है।" - जॉन एफ कैंनेडी (10 अंक, 150 शब्द)

"I may not agree with you but - I shall defend your right to speak, till my death" - Voltaire.

Tolerance means the passive acceptance of someone else's beliefs, thoughts, actions which is against my own idea of perfection.

eg The multicultural provisions of Indian secularism.

Tolerance is not lack of commitment to one's own beliefs are intact.

eg Gandhi ji was a practicing Hindu, yet he had tolerance for all beliefs.

b) Tolerance is the starting point of commitment to one's own beliefs.

Tolerance is about condemning oppression & persecution of others.

(a) Protection of Human Dignity of others.  
(b) Constituent Assembly had conflicting voice, yet they came into consensus.

(c) It has got utility outcome too.  
↳ law of reason, dialectic.

(d) Constitutional morality - in India with so much diversity.

(e) Soft Power - "India is the mother of democracy".

(f) Social Capital - leads to Good Governance.

So tolerance is not a weakness, rather an act of strength. Further, acceptance that I should get prominence over tolerance due to its pro-active & positive stance.

## Feedback

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TOTAL MARKS	
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b) A man can give up a right, but he may not give up a duty without being guilty of a grave dereliction.  
(10 marks, 150 words)

एक व्यक्ति किसी अधिकार को छोड़ सकता है, लेकिन गंभीर अपमान का दोषी हुए बिना वह कर्तव्य को नहीं छोड़ सकता।  
(10 अंक, 150 शब्द)

Rights are never devoid of their duties - Gandhi ji

Rights are the protections enjoyed by an individual living in a state/society, from the arbitrary action by the state or any other individual. eg Fundamental Rights.

Duties - are the responsibilities entrusted to us by the state to act in a certain way for the greater good.  
eg <sup>cherish</sup> ~~Respect~~ the ideals of freedom struggle, Respect - flag, anthem etc.

Rights can be given up

① In situations of extra-ordinary circumstances  
eg war, calamity, pandemic like Covid.

② Since, rights are individualistic in nature, they can be given up for greater common good. eg Right of soldier given up due to national security.

③ utilitarian principle of Greatest Happiness of Greatest No.

Duties cannot be given up as duty gives us a sense of fulfillment. eg Duty of doctor, teacher etc.

(ii) Concept of Charms, Righteousness.

(c) 1. Kant → categorical imperative.

(d) marlow's law of needs — self actualization.

Therefore, as Gandhi ji has rightly mentioned that both rights & duties have to be balanced in a harmonious way to achieve the dream of "AMERIKANT".

## Feedback

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TOTAL MARKS			



c) "That which is not good for the bee-hive cannot be good for the bees."- Marcus Aurelius.  
(10 marks, 150 words)

"जो मधुमक्खी के छत्ते के लिए अच्छा नहीं है वह मधुमक्खियों के लिए अच्छा नहीं हो सकता है।" - मार्कस ऑरेलियस  
(10 अंक, 150 शब्द)

**Feedback**

(For OFFICE use only)

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marks in the above  
table.

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Poor.

**TOTAL  
MARKS**



## Section - B

Q.7) You are working as Director (Human Resource) in a software company. Various factors such as economic slowdown in some of the major trade partners of India and disruptive technological changes like generative Artificial Intelligence require rapid adaptive measures from businesses to survive. The marketing department has reported that there is lack of demand for the services provided by your company in the market and business-as-usual scenario could spell doom for the company. Your company has decided to take a slew of measures to tread through a tough phase of the business which include technological rejuvenation of the company and streamlining the workforce. A significant number of employees in your organization are above fifty years of age and are finding it difficult to adapt to the new working conditions and the rapid upskilling required by the company. After proper training, the employees were subjected to a test, and a list was prepared of those who are above fifty years of age and who did not do well in the test. You have been told by the board of directors that they have plans to lay off approximately 25% of the employees. This is essential for the efficiency and survival of the company. You have been given a list of employees who are to be laid off and you have been told to communicate to them the decision of the company to terminate them.

In the above list, there is an employee who has been working in the company for twenty years. He is known for his discipline, integrity, and loyalty to the company. His financial situation is not good at present as he applied for personal loan a few months ago in order to meet the expenses of his ailing father who was hospitalized. He is sole breadwinner of the family and has two dependent daughters. Marriage of one of the daughters is scheduled for next month.

- What are the ethical issues involved in the above case? (2)
- As the head of the HR department, what ethical dilemma do you face?
- Do you think that the company's decision is appropriate? According to you what should have been the ideal course of action in the given scenario? (20 marks, 250 words)

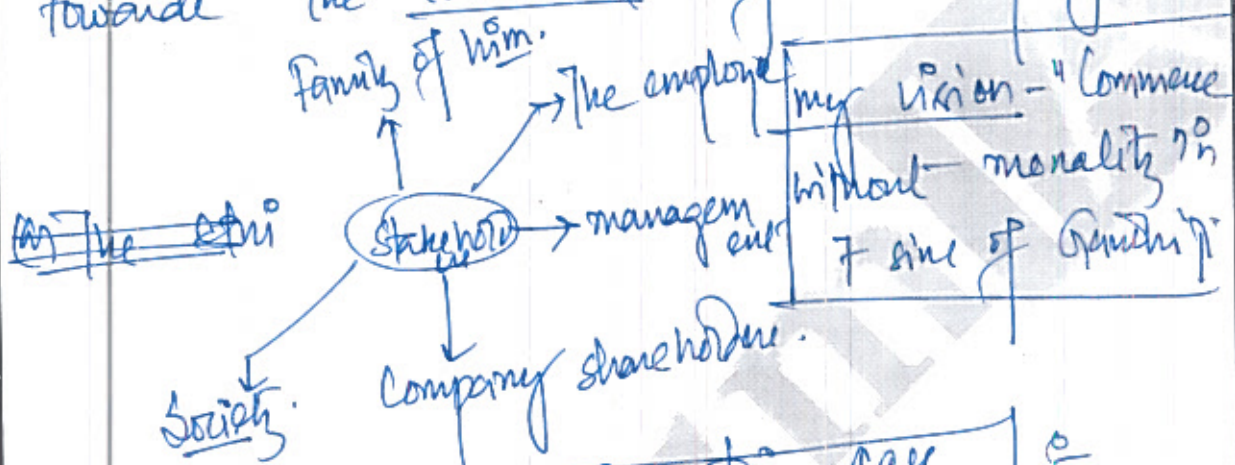
आप एक सॉफ्टवेयर कंपनी में निदेशक (मानव संसाधन) के रूप में कार्यरत हैं। भारत के कुछ प्रमुख व्यवसायों में आर्थिक मंदी और जनरेटिव आर्टिफिशियल इंटेलिजेंस जैसे विघटनकारी तकनीकी परिवर्तनों जैसे विभिन्न कारकों के चलते व्यवसायों को जीवित रहने के लिए तेजी से अनुकूली उपायों को अपनाने की आवश्यकता होती है। विपणन विभाग ने रिपोर्ट दी है कि बाजार में आपकी कंपनी द्वारा प्रदान की जाने वाली सेवाओं की मांग में कमी है और सामान्य व्यवसाय की स्थिति कंपनी के लिए विनाश का कारण बन सकती है। आपकी कंपनी ने व्यवसाय के कठिन दौर से निपटने के लिए कई उपाय करने का निर्णय लिया है जिसमें कंपनी का तकनीकी कार्यालय और कार्यबल को सुव्यवस्थित करना शामिल है। आपके संगठन में बड़ी संख्या में कर्मचारी पचास वर्ष से अधिक उम्र के हैं और उन्हें नई कामकाजी परिस्थितियों और कंपनी द्वारा अपेक्षित तेजी से कौशल उन्नयन के साथ तालमेल बिठाने में कठिनाई हो रही है। उचित प्रशिक्षण के बाद, कर्मचारियों का एक परीक्षण किया गया और उन लोगों की एक सूची तैयार की गई जो पचास वर्ष से अधिक उम्र के थे और जिन्होंने परीक्षण में अच्छा प्रदर्शन नहीं किया था। आपको निदेशक मंडल द्वारा बताया गया है कि उनकी लगभग 25% कर्मचारियों को नौकरी से निकालने की योजना है। यह कंपनी की दक्षता और अस्तित्व के लिए आवश्यक है। आपको उन कर्मचारियों की एक सूची दी गई है जिन्हें नौकरी से निकाला जाना है और आपसे कहा गया है कि आप उन्हें नौकरी से निकालने के कंपनी के फैसले के बारे में बताएं।

उपरोक्त सूची में एक कर्मचारी है जो बीस वर्षों से कंपनी में काम कर रहा है। वह अपने अनुशासन, सत्यनिष्ठा और कंपनी के प्रति वफादारी के लिए जाने जाते हैं। उनकी वित्तीय स्थिति फिलहाल अच्छी नहीं है क्योंकि उन्होंने अस्पताल में भर्ती अपने बीमार पिता के खर्चों को पूरा करने के लिए कुछ महीने पहले व्यक्तिगत ऋण के लिए आवेदन किया था। वह परिवार में कमाने वाले एकमात्र व्यक्ति है और उन पर दो बेटियां भी आश्रित हैं। एक बेटी की शादी अगले माह तय है।

- उपरोक्त मामले में कौन से नैतिक मुद्दे शामिल हैं?
- मानव संसाधन विभाग के प्रमुख के रूप में, आपको किस नैतिक दुविधा का सामना करना पड़ता है?
- क्या आपको लगता है कि कंपनी का निर्णय उचित है? आपके अनुसार दिए गए परिदृश्य में कार्रवाई का आदर्श तरीका क्या होना चाहिए? (20 अंक, 250 शब्द)



This is a case of conflicting value of humanism, empathy, compassion and organisational accountability & responsibility towards the shareholders of the company.



(a) The ethical issue in this case is

- ① The perils of automation, in lieu of Artificial Intelligence.
- ② The poor human capital development in India.
- ③ The issue of globalisation - incident's mile away impact - Indian market.
- ④ Corporate Governance.



- ⑤ Sustainability of the company in future.
- ⑥ The interests of the shareholders, management of the company..
- ⑦ Lack of health insurance penetration.
- ⑧ Financial management issues ~~seen~~ seen in many employees.
- ⑨ Issue with proper training module.

(b) As a head of the HR dept, I am facing the following dilemma :-

↳ Compassion vs objectivity.

↳ Accountability to my organisation vs empathy towards my colleague, his family.

↳ ethics of teleology (profit) vs deontology (Right means to that profit).

↳ Efficiency of functioning vs Humane consideration.

↳ "Swadharma" of being an HR Director vs the "Sadharana Dharma" of being a human being.

(c) The analysis of the company's decision of

Appropriate

- Dharma / Duty of running a company is upheld. (Deontology).

- Utilitarian concept of "Survival of the fittest" by Herbert Spencer.

- Just-act-as they were given fair chance of training & then an open test.

Not acceptable.

- The end goal of the act towards the family is unjust.

- Human Rights, Labour code violation.

↳ layoff in such a short-period.

- No consideration to his twenty year service.

- His positive attributes can be used in other ways.



The ideal action, as per me | ① Give them a second chance for taking the test after consulting with the management.

② Convince the management of their utility in terms of years of experience, dedication, integrity, Hard working etc.

③ If management is not convinced, then would ask them to arrange alternative posts vertical for them — as per their qualifications & expertise.

④ Reassure these employees about the current scenario; ask them to concentrate on upskilling.

⑤ Regarding the family → crowd fund for the hospitality charges & marriage if cannot be postponed.

write a "Letter of recommendation" for him, to ease his hunt for further job.

look for job openings in other companies, (with years of experience)

## Feedback

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TOTAL MARKS



**Q.8)** Farmer unions have called for mass protest against the private sugar factories for pending arrears that are due for the last two years. On the day of mass protest, large number of farmers turned up at several places and the protests turned violent. There were instances of stone pelting, vehicle burning, and clashes with police, who were not able to control the violent protesters at some places. The resort to lathi charge only aggravated the agitated protesters. At one of the protest sites, police resorted to firing and four farmers were killed. This further fuelled the protests as farmers at other places also resorted to violence to protest against police action.

Looking at the intensity of the situation, under opposition pressure, one of the Ministers of the state government gave the statement that farmers did not die due to police firing but there were some anti-social elements amongst the protesters who fired in order to create unrest in the state.

This statement of the Minister instead of calming the protesters further angered them as some eyewitness testified to news channels about the deaths being the result of police firing. All this further projected government in bad light and the police action has come under severe criticism by various sections of intelligentsia. The public sentiment has started to sway in favour of the protesting farmers.

The protesters have started blocking all the major state highways which has crippled the day-to-day routine of the people of the state. Further, there is a danger that the situation might get out of control anytime. There is huge pressure on the state government to diffuse the situation.

Suppose you are the district magistrate where the incident has taken place:

- a) You are to address the press conference. What will be your statement to the media if it seeks clarification on whether people died in the police firing?
- b) What are the ethical issues involved in the case?
- c) What steps will you take to tackle the post-firing situation effectively? (20 marks, 250 words)

किसान यूनियनों ने पिछले दो वर्षों से लंबित बकाया के लिए निजी चीनी मिलों के खिलाफ बड़े पैमाने पर विरोध प्रदर्शन का आह्वान किया है। सामूहिक विरोध प्रदर्शन के दिन, कई स्थानों पर बड़ी संख्या में किसान एकत्र हुए और विरोध प्रदर्शन हिंसक हो गया। पथराव, वाहन जलाने और पुलिस के साथ झड़प की घटनाएं हुईं, जो कुछ स्थानों पर हिंसक प्रदर्शनकारियों को नियंत्रित करने में सक्षम नहीं थीं। लाठीचार्ज का सहारा लेने से उत्तेजित प्रदर्शनकारी और उग्र हो गए। एक विरोध स्थल पर पुलिस ने गोलीबारी की और चार किसानों की मौत हो गई। इससे विरोध प्रदर्शन और गड़क गया क्योंकि अन्य स्थानों पर भी किसानों ने पुलिस कार्रवाई के विरोध में हिंसा का सहारा लिया।

स्थिति की गंभीरता को देखते हुए विपक्ष के दबाव में राज्य सरकार के एक मंत्री ने बयान दिया कि किसानों की मौत पुलिस की गोलीबारी से नहीं हुई, बल्कि प्रदर्शनकारियों में कुछ असामाजिक तत्व थे, जिन्होंने राज्य में अशांति फैलाने के लिए गोलीबारी की।

मंत्री के इस बयान ने प्रदर्शनकारियों को शांत करने के बजाय उन्हें और अधिक नाराज कर दिया क्योंकि कुछ प्रत्यक्षदर्शियों ने समाचार चैनलों को गवाही दी कि ये मौतें पुलिस गोलीबारी का परिणाम थीं। इससे सरकार की बदनामी हुई और पुलिस कार्रवाई की बुद्धिजीवियों के विभिन्न वर्गों ने कड़ी आलोचना की। जनभावना प्रदर्शनकारी किसानों के पक्ष में झुकने लगी है।

प्रदर्शनकारियों ने सभी प्रमुख राज्य राजमार्गों को अवरुद्ध करना शुरू कर दिया है जिससे राज्य के लोगों की रोजमर्रा की दिनचर्या अस्त-व्यस्त हो गई है। इसके अलावा यह भी खतरा है कि स्थिति कभी भी नियंत्रण से बाहर हो सकती है। राज्य सरकार पर स्थिति को शांत करने का भारी दबाव है।

मान लीजिए कि आप वहां के जिला मजिस्ट्रेट हैं जहां घटना घटी है :

- a) आपको प्रेस कॉन्फ्रेंस को संबोधित करना है। यदि मीडिया इस बात पर स्पष्टीकरण मांगेगा कि क्या पुलिस गोलीबारी में लोगों की मृत्यु हुई है, तो आप उसे क्या बयान देंगे?
- b) मामले में क्या नैतिक मुद्दे शामिल हैं?
- c) गोलीबारी के बाद की स्थिति से प्रभावी ढंग से निपटने के लिए आप क्या कदम उठाएंगे?

(20 अंक, 250 शब्द)



This is a case of managing the public sentiment during a tough & compelling situation, which if not dealt effectively can snowball further.

my vision:- "The shelf life of lie is not much."

(As a DM, my statement to the media would be :-

- ① I would accept the fact that the firing was done by police, as per later investigation.
- ② I would also try to explain the extreme situation which prompted the police to take these steps:-
  - ↳ I would try to attach photos, videos, drone shot of the incident-day to win confidence.

③ Further, on the question of on the minister's statement:

↳ I would say that—initially, the reports were not clear.

↳ might be prima facie evidence, suggested that—there was firing from the farmer's side.

↳ I would add that—since this firing is under investigation, so further investigation is underway.

↳ I would ask them to wait till the forensic reports (Ballistic) come out.

④ I would urge the public, the farmers' bodies, society at large to co-operate with the police in these tough times.

⑤ I would try to play a slide of violence images, wounded policemen, officials etc. to create a



sense of empathy among the public for the police too.

(b) The ethical issues involved in this

- ① "Homo menemura" — the death of protesting farmers cannot be justified.
- ② Intelligence, Surveillance failure on the part of the police.
- ③ Rule of law, Due process of law in context of the firing incident investigation.  
↳ so that the justice is upheld.
- ④ Issue of "compassionate capitalism", profit with humanity — on part of the sugar mills.
- ⑤ Culture of violence, anarchy & lawlessness to make their profits go against constitutional morality & values.

- ⑥ Freedom can prove disastrous in long run.  
 ⑦ Responsibility & accountability on part of top leadership.

⑧ The steps that I would've taken to tackle post-firing &

→ Prompt declaration of Investigation & temporary suspend the alleged police-men.

→ Try to visit the family & arrange one time compensation.

→ Bring the farmers' leader on table with the mill owner.

→ If found violation of law, prosecute the mill owner immediately under relevant section to win confidence of farmer.

→ Deal seriously of a deadline of payment to run down the emotion.

In this way, I would try to use my reason & emotional intelligence skills of persuasion to better the situation.

## Feedback

(For OFFICE use only)

#	(C)	(A)	(P)
AWIS			
CD & VA			
S & F			
P & R			
Please put tick marks in the above table. Here G is Good, A is Average and P is Poor.			
TOTAL MARKS			



Q.9) A gaming website dedicated to chess has gained popularity in recent times due to its online lessons and tips for improving skills in the game. You have recently started playing chess at the platform. The platform provides you analysis of your games and suggests areas of improvement. The online lessons have helped you improve your game a lot over a very short time. You are amazed at the ability of competing with players of all levels of skills from across the world. While testing and improving your chess skills on the platform, you have made friendship and acquaintances with many competitive chess players from different parts of the world. Recently, you have been encountering racial, religious and stereotypical remarks during the games from the other players. Initially you ignored such things as childish tactics by an opponent to distract you from your gameplay. Later you would try to engage with such people to dispel stereotypes. But increasingly such experiences are making you sad and bitter. Now you block such people as you encounter them.

What started as a fun and stimulating experience for you has become a source of negativity in your life. In your discussions with other people, you come to realize that they have also experienced similar racial and religious slurs, and many people have left the platform to avoid the abusive experience. You also sense that this is not an issue specific to this gaming website but is part of the generally seen behaviour on social media. You used to consider online trolling as harmless puns that could not create actual harm, but after experiencing its dark side as a victim you are realizing its negative impact.

Given this information, what are your thoughts on the following :

a) How should one deal with the issues of on-line abuse such as in the case above? What options are available to you?

b) What values should guide online behaviour? Do these values differ from values governing offline conduct?

(20 marks, 250 words)

शतरंज पर आधारित एक गेमिंग वेबसाइट ने हाल के दिनों में अपने ऑनलाइन लेसन/पाठ और खेल में कौशल में सुधार के सुझावों के कारण लोकप्रियता हासिल की है। आपने हाल ही में मंच पर शतरंज खेलना शुरू किया है। प्लेटफॉर्म आपको आपके गेम का विश्लेषण प्रदान करता है और सुधार के क्षेत्र सुझाता है। ऑनलाइन पाठों ने आपको बहुत ही कम समय में अपने खेल को बेहतर बनाने में मदद की है। आप दुनिया भर के कौशल के सभी स्तरों के खिलाड़ियों के साथ प्रतिस्पर्धा करने की क्षमता से आश्चर्यचकित हैं। मंच पर अपने शतरंज कौशल का परीक्षण और सुधार करते हुए, आपने दुनिया के विभिन्न हिस्सों के कई प्रतिस्पर्धी शतरंज खिलाड़ियों के साथ दोस्ती और परिचय बनाया है। हाल ही में, आपको खेल के दौरान अन्य खिलाड़ियों से नस्लीय, धार्मिक और रुढ़िवादी टिप्पणियों का सामना करना पड़ रहा है। शुरुआत में आपने अपने गेमप्ले से ध्यान भटकाने के लिए प्रतिद्वंद्वी द्वारा की गई बचकानी रणनीति जैसी चीजों को नजरअंदाज कर दिया। बाद में आप रुढ़िवादिता को दूर करने के लिए ऐसे लोगों से जुड़ने की कोशिश करेंगे। लेकिन तेजी से ऐसे अनुभव आपको दुखी और कड़वा बना रहे हैं। अब आप ऐसे लोगों का सामना होते ही उन्हें ब्लॉक कर देते हैं।

जो अनुभव आपके लिए एक मजेदार अनुभव के रूप में शुरू हुआ वह आपके जीवन में नकारात्मकता का स्रोत बन गया है। अन्य लोगों के साथ आपकी चर्चा में, आपको एहसास होता है कि उन्होंने भी इसी तरह के नस्लीय और धार्मिक अपमान का अनुभव किया है, और कई लोगों ने अपमानजनक अनुभव से बचने के लिए मंच छोड़ दिया है। आप यह भी समझते हैं कि यह इस गेमिंग वेबसाइट के लिए विशिष्ट मुद्दा नहीं है बल्कि सोशल मीडिया पर आम तौर पर देखे जाने वाले व्यवहार का हिस्सा है। आप ऑनलाइन ट्रोलिंग को हानिरहित मजाक मानते थे जो वास्तविक नुकसान नहीं पहुंचा सकता था, लेकिन एक पीड़ित के रूप में इसके अंधेरे पक्ष का अनुभव करने के बाद आपको इसके नकारात्मक प्रभाव का एहसास हो रहा है।

इस जानकारी को देखते हुए, निम्नलिखित पर आपके क्या विचार हैं:

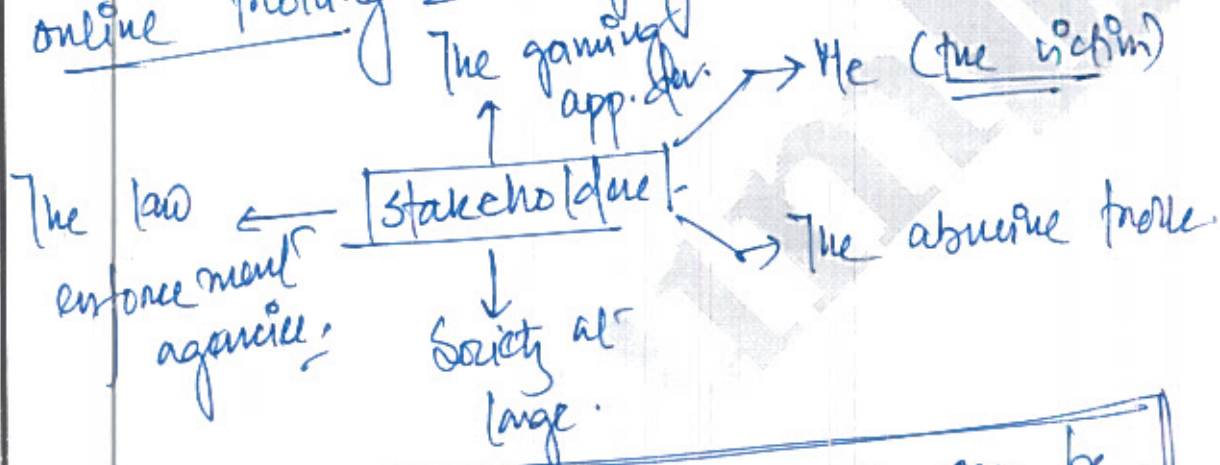
a) किसी व्यक्ति को उपरोक्त मामले की तरह ऑनलाइन दुरुपयोग के मुद्दों से कैसे निपटना चाहिए? आपके लिए क्या विकल्प उपलब्ध हैं?

b) ऑनलाइन व्यवहार को किन मूल्यों का मार्गदर्शन करना चाहिए? क्या ये मूल्य ऑफलाइन आचरण को नियंत्रित करने वाले मूल्यों से भिन्न हैं?

(20 अंक, 250 शब्द)



This is a case of digital abuse, social media abuse as well as much more complex issue of stereotyping and social bigotry. eg 16y old Instagram video creator did suicide out of online trolling & bullying.



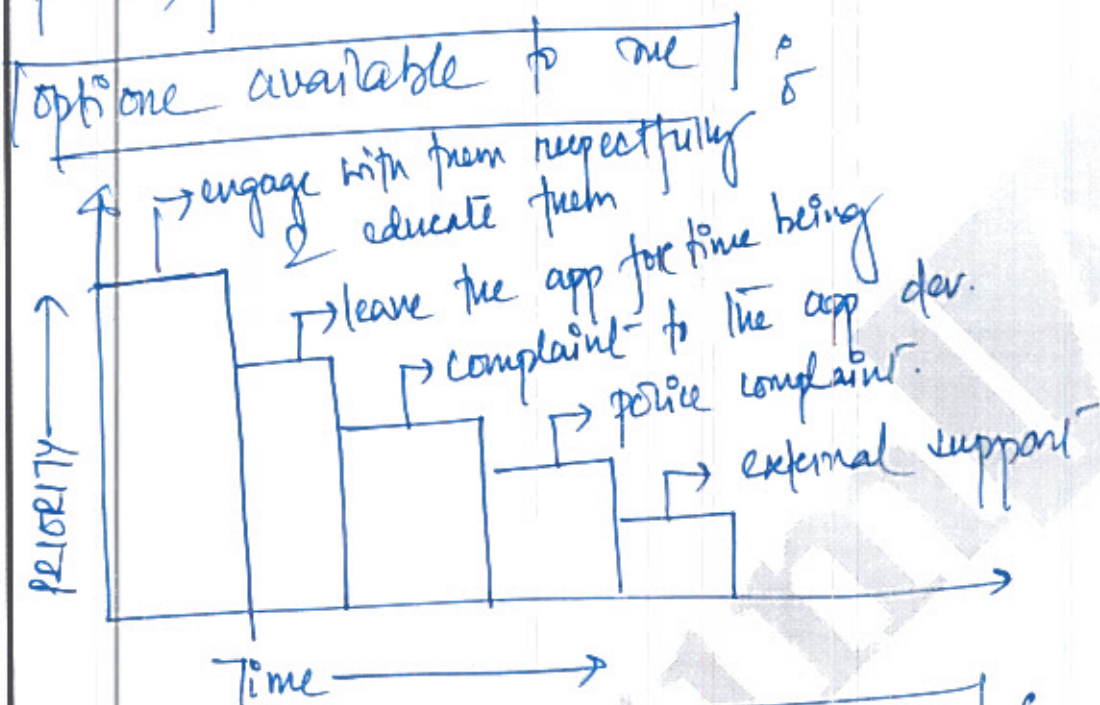
Q The above mentioned case can be dealt in the following ways:

- ① Emotional Intelligence - understand the essence of such trolls, who try to make use of my vulnerabilities.
  - ↳ Stoicism - not letting it affect you/me.



- ② If the tracking is systematic and continous, then one may even think of leaving the app.
- ③ But, since the issue is not limited to the single app — so, the way ahead should involve social awareness & legal solutions.
- ④ Written complaint — to the app developer, for redressal of such issue.
- ⑤ As a last resort, inform the cyber cell of my city along with attached proofs to initiate penal action against those accounts.
- ⑥ Lastly, if the tracking is has affected me too much — then I should look out for

external support in the form of parents, friends, counsellors etc.

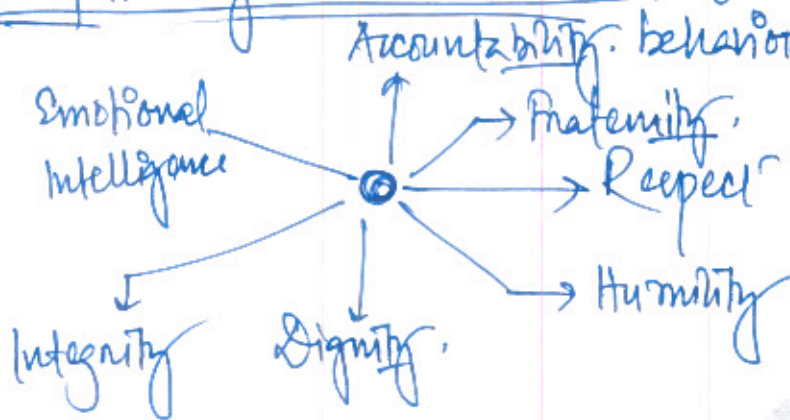


The ethical issues involved are

- ① lack of Humanism, mutual respect.
- ② Social Bigotry & stereotyping
- ③ Social media fuelled negative emotions.
- ④ laxity in digital governance means.
- ⑤ Bullying & its affect on human psyche.



⑥ The following values should guide ethical behavior :



Comparison with offline values

Similar

- Human values are same all through out.
- The human actions in action are same, so their thought/actions are same too.

Different

- Privacy issue is specific to online space.
- Anonymity acts as a factor for such online crimes.
- Laws governing them are different.

Online behavior should stand

on the values of Humanism, Respect & Human dignity, irrespective of its identity.

## Feedback

(For OFFICE use only)

	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

TOTAL MARKS	
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**Q.10)** Jajantara, one of the districts in Eastern India has emerged as a hotspot of voice phishing activity. Voice phishing, also known as 'vishing', is the use of fraudulent phone calls to trick people into giving money or revealing personal information. Vishing fraudsters often use modern VOIP (Voice over Internet Protocol) features such as caller ID spoofing and automated systems (IVR) to impede detection by law enforcement agencies. Vishing is typically used to steal credit card numbers, banking details or other information for identity theft and related crimes.

The promise of earning huge amount of money in shorter span of time is used to lure unemployed and educated youth into this scam. The entire vishing racket is being run like an organised crime. The networks that run these scams have also started feeding other crimes like arms smuggling, money laundering, and gang wars. The system is on the verge of collapse and the common people are losing faith in the capability of administration to improve law and order in the district. The situation has been further worsened by unconfirmed reports that local politicians as well as some senior police officers are providing surreptitious patronage to the phishing mafia. The poor reputation of the district has started to reflect in international headlines. The youth from the area are stigmatised and face hurdles in gaining employment due to the negative perceptions about the district.

You are a police officer who is appointed as superintendent of police to bring the situation to normalcy. Identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the same. (20 marks, 250 words)

पूर्वी भारत के जिलों में से एक जाजंतारा वॉयस फिशिंग गतिविधि का हॉटस्पॉट बनकर उभरा है। वॉयस फिशिंग, जिसे 'विशिंग' के रूप में भी जाना जाता है, लोगों को पैसे देने या व्यक्तिगत जानकारी प्रकट करने के लिए धोखा देने के लिए धोखाधड़ी वाले फोन कॉल का उपयोग है। शांतिर धोखेबाज अक्सर कानून प्रवर्तन एजेंसियों द्वारा पता लगाने में बाधा डालने के लिए कॉलर आईडी स्पूफिंग और स्वचालित सिस्टम (IVR) जैसी आधुनिक VOIP (वॉयस ओवर इंटरनेट प्रोटोकॉल) सुविधाओं का उपयोग करते हैं। विशिंग का उपयोग आमतौर पर पहचान की चोरी और संबंधित अपराधों के लिए क्रेडिट कार्ड नंबर, बैंकिंग विवरण या अन्य जानकारी चुराने के लिए किया जाता है।

कम समय में बड़ी रकम कमाने का वादा कर बेरोजगार और शिक्षित युवाओं को इस घोटाले में फंसाया जाता है। पूरा विशिंग रैकेट एक संगठित अपराध की तरह चलाया जा रहा है। इन घोटालों को चलाने वाले नेटवर्क ने हथियारों की तस्करी, मनी लॉन्ड्रिंग और गैंगवार जैसे अन्य अपराधों को भी बढ़ावा देना शुरू कर दिया है। व्यवस्था धरमराने के कगार पर है और आम लोगों का जिले में कानून-व्यवस्था सुधारने की प्रशासन की क्षमता पर से भरोसा उठता जा रहा है। अपुष्ट रिपोर्टों से स्थिति और भी खराब हो गई है कि स्थानीय राजनेताओं के साथ-साथ कुछ वरिष्ठ पुलिस अधिकारी विशिंग माफिया को गुप्त संरक्षण प्रदान कर रहे हैं। जिले की खराब प्रतिष्ठा अंतरराष्ट्रीय सुर्खियों में झलकने लगी है। जिले के बारे में नकारात्मक धारणाओं के कारण क्षेत्र के युवाओं को शर्मिंदगी और रोजगार पाने में बाधाओं का सामना करना पड़ता है।

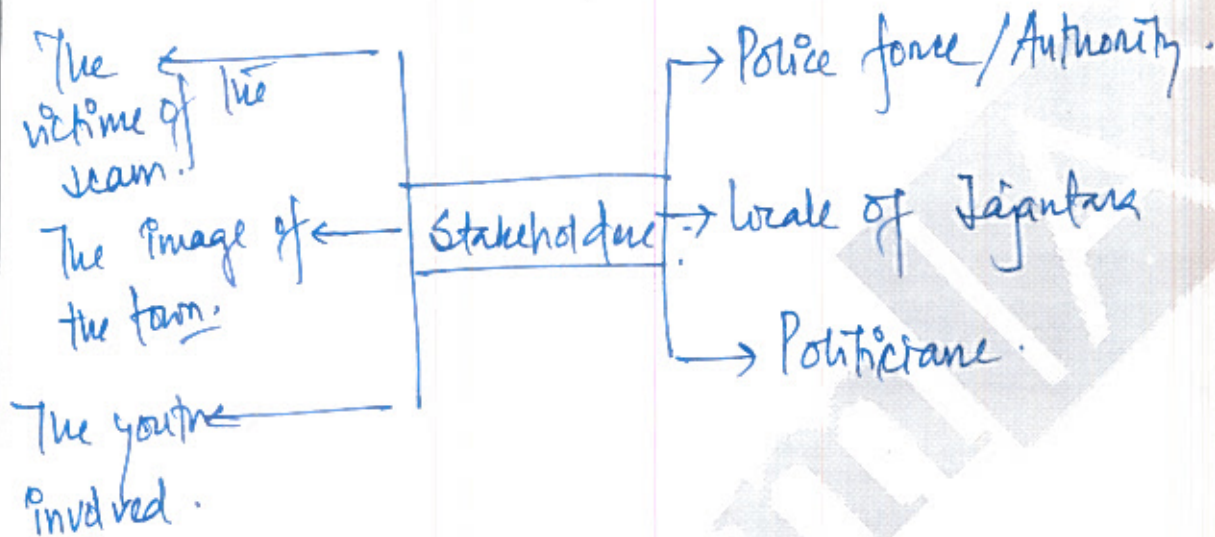
आप एक पुलिस अधिकारी हैं जिन्हें स्थिति को सामान्य बनाने के लिए पुलिस अधीक्षक के रूप में नियुक्त किया गया है। संकट के विभिन्न आयामों को पहचानें। अपनी समझ के आधार पर इससे निपटने के उपाय सुझाएँ।

(20 अंक, 250 शब्द)

The above case study reflects the hard realities of modern days, where unemployment & poverty act as the twin



cause and effect of no. of crimes ;  
aggravated by further some social  
realities :



The various dimensions of the crisis of

① The hard earned money of so many persons have been lost — violating their rights & dignity.

② Due to the high tech nature of the crime — the local police is finding a tough time to track the criminals,

③ Due to poor recovery rate — the public

- Trust on the authority is getting eroded.
- ④ The ultimate cause of all this, that is poverty and unemployment is getting overshadowed.
- ⑤ The future investment & job prospects of the locale & the town is getting subdued, due to the bad name it is attracting.
- ⑥ The organised nature of the crime & its fallout to other crimes & laundering activities. This affects the small law-order situation.
- ⑦ The digital nature of the crime makes it cross border also. For the global relations are also at stake.
- ⑧ The magnitude of the crime is bringing bad faith on India too, detrimental to the idea of 'VISION 2020'.



(9) The allegations of the politicians backing the crime further complicates the scenario.

(10) The work culture & organisational ethics are at stake owing to allegations of police officer involvement.

(11) The capacity development of police personnel is the need of the hour.

7) Measures to deal with IT &

(A) Short term / Immediate :- (1) Create a task force, roping in expert officials in the team.

(2) Capacity building of the officials with modern methods of surveillance.

(3) Regular awareness camps to spread awareness about the modus operandi of such criminals.

④ Community policing effort - Involving the locals to develop them as informant in future. ⑤ Probe into the matter of political - often involvement.

⑥ Long term :-

① Ensure pro active effort by the district administration to run schemes catering to

- education,
- up skilling,
- livelihood.

② Sensitize the kids about the menace & ensure they are away from it.

③ Regularly do team meetings with my team, to keep their morale high.

Vishing is not just a low & order issue, it is a greater socio-economic crisis which needs multi-pronged solution.

## Feedback

(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			
Please put tick marks in the above table.			
Here G is Good, A is Average and P is Poor.			
TOTAL MARKS			



Q.11) Prahlad is a climate conscious and responsible citizen, who left his well-paying job as a senior manager in a multinational company to start a small firm that would manufacture eco-friendly products. The motto of his company is "no waste, all green". His firm makes bio-degradable polymer which can be used as an alternative to plastic bags, bottles, plates etc. Prahlad thinks that this will promote a healthier environment and will have a positive impact on people's health. It will also help address the problem of climate change by reducing one's carbon footprint. For this to be achieved, he believes that not just products, but the process too should be less polluting. This is why, he invested heavily in non-polluting machinery. These machines are certified as "green machines". In fact, some of them were even imported from other countries. All of this has gained him a good reputation in the eyes of critics and environmentalists. But as the technology used in manufacturing these products is new, imported and expensive, the products made by Prahlad's firm is costlier than conventional plastic products.

Prahlad has proved that his product is environmentally benign, but he was unable to scale up production because of he ran out of funds. Prahlad knows that if he could start manufacturing the polymer at a large scale and leverage economies of scale his product would become more price competitive to conventional plastics. Prahlad used last of his funds to publicize his product. Prahlad thought that with this publicity, raising funds from the market would be easy.

Prahlad reached out to many investors, and they showed great interest in Prahlad's product. But none of them were willing to invest money in this product. They feared that this new product, being much expensive, would not be able to compete with the conventional plastic products. Prahlad's firm is also losing his existing customer who complain about very high cost of his products. Both Prahlad's prospective investors and past customers know that this technology is less polluting and environmentally benign and has a positive attitude towards it. But consumer concern and attitude about the environment does not readily translate into the purchase of environmentally friendly products. Academic research has also identified this gap between purchase intentions and behaviors.

Prahlad knows that if he changes the production procedure, things can look better for the company on the financial front, but that can take away his reputation and will also be against his own beliefs. The only possible hope is to expand his consumer base, sell his products at full capacity and convince investors to invest in his eco-friendly venture to keep his green industry running.

Consider yourself in Prahlad's position and answer the following questions:

- How will you induce behavioral change to nudge people to move towards eco-friendly products?
- What factors will you have to consider while inspiring such a change?

(20 marks, 250 words)

प्रहलाद एक जलवायु के प्रति जागरूक और जिम्मेदार नागरिक हैं, जिन्होंने एक छोटी सी कंपनी शुरू करने के लिए एक बहुराष्ट्रीय कंपनी में वरिष्ठ प्रबंधक के रूप में अपनी अच्छी-खासी तनखाह वाली नौकरी छोड़ दी, जो पर्यावरण-अनुकूल उत्पादों का निर्माण करेगी। उनकी कंपनी का आदर्श वाक्य है "नो वेस्ट, ऑल ग्रीन"। उनकी कंपनी बायो-डिग्रेडेबल पॉलिमर बनाती है जिसे प्लास्टिक बैग, बोतल, प्लेट आदि के विकल्प के रूप में इस्तेमाल किया जा सकता है। प्रहलाद का मानना है कि इससे स्वस्थ पर्यावरण को बढ़ावा मिलेगा और लोगों के स्वास्थ्य पर सकारात्मक प्रभाव पड़ेगा। यह किसी के कार्बन फुटप्रिंट को कम करके जलवायु परिवर्तन की समस्या का समाधान करने में भी मदद करेगा। इसे हासिल करने के लिए उनका मानना है कि न केवल उत्पाद, बल्कि प्रक्रिया भी कम प्रदूषणकारी होनी चाहिए। यही कारण है कि, उन्होंने गैर-प्रदूषणकारी मशीनरी में भारी निवेश किया। इन मशीनों को "हरित मशीन" के रूप में प्रमाणित किया गया है। वास्तव में, उनमें से कुछ को दूसरे देशों से भी आयात किया गया था। इस सब से उन्हें आलोचकों और पर्यावरणविदों की नज़र में अच्छी प्रतिष्ठा मिली। लेकिन चूंकि इन उत्पादों के निर्माण में इस्तेमाल की जाने वाली तकनीक नई, आयातित और महंगी है, प्रहलाद की फर्म द्वारा बनाए गए उत्पाद पारंपरिक प्लास्टिक उत्पादों की तुलना में महंगे हैं।



प्रहलाद ने साबित कर दिया है कि उनका उत्पाद पर्यावरण के लिए अनुकूल है, लेकिन धन खत्म होने के कारण वह उत्पादन बढ़ाने में असमर्थ थे। प्रहलाद को पता है कि अगर वह बड़े पैमाने पर पॉलिमर का निर्माण शुरू कर सके और पैमाने की अर्थव्यवस्थाओं का लाभ उठा सके तो उसका उत्पाद पारंपरिक प्लास्टिक की तुलना में अधिक प्रतिस्पर्धी बन जाएगा। प्रहलाद ने अपने अंतिम धन का उपयोग अपने उत्पाद के प्रचार-प्रसार के लिए किया। प्रहलाद ने सोचा कि इस प्रचार से बाजार से धन जुटाना आसान हो जायेगा।

प्रहलाद कई निवेशकों तक पहुंचे और उन्होंने प्रहलाद के उत्पाद में बहुत रुचि दिखाई। लेकिन उनमें से कोई भी इस उत्पाद में पैसा लगाने को तैयार नहीं था। उन्हें डर था कि यह नया उत्पाद काफी महंगा होने के कारण पारंपरिक प्लास्टिक उत्पादों से प्रतिस्पर्धा नहीं कर पाएगा। प्रहलाद की कंपनी अपने मौजूदा ग्राहकों को भी खो रही है जो उसके उत्पादों की बहुत अधिक कीमत की शिकायत करते हैं। प्रहलाद के संभावित निवेशक और पिछले ग्राहक दोनों जानते हैं कि यह तकनीक कम प्रदूषणकारी और पर्यावरण के लिए अनुकूल है और इसके प्रति उनका दृष्टिकोण सकारात्मक है। लेकिन पर्यावरण के बारे में उपभोक्ता की चिंता और रवैया आसानी से पर्यावरण के अनुकूल उत्पादों की खरीद में तब्दील नहीं होता है। अकादमिक शोध ने खरीद के इरादों और व्यवहार के बीच इस अंतर की भी पहचान की है।

प्रहलाद को पता है कि अगर वह उत्पादन प्रक्रिया में बदलाव करते हैं, तो वित्तीय मोर्चे पर कंपनी के लिए चीजें बेहतर दिख सकती हैं, लेकिन इससे उनकी प्रतिष्ठा खत्म हो सकती है और यह उनकी अपनी मान्यताओं के खिलाफ भी होगा। एकमात्र संभावित आशा यह है कि वह अपने उपभोक्ता आधार का विस्तार करें, अपने उत्पादों को पूरी क्षमता से बेचे और निवेशकों को अपने हरित उद्योग को चालू रखने के लिए अपने पर्यावरण-अनुकूल उद्यम में निवेश करने के लिए मनाएं।

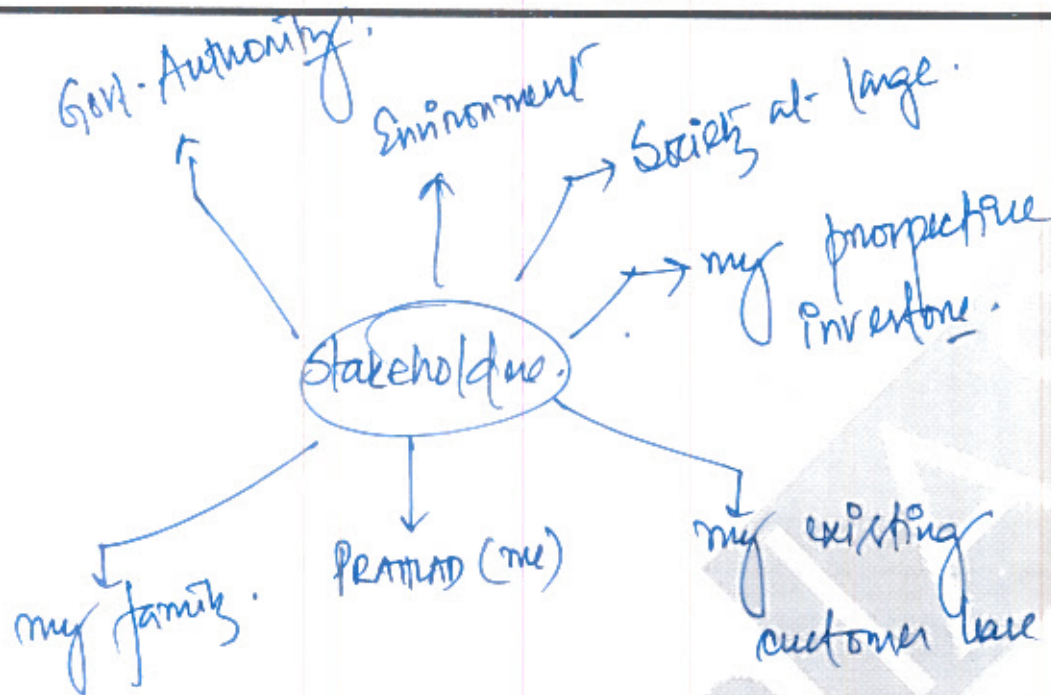
स्वयं को प्रहलाद की स्थिति में समझें और निम्नलिखित प्रश्नों के उत्तर दें :

- आप लोगों को पर्यावरण-अनुकूल उत्पादों की ओर प्रेरित करने के लिए व्यवहार परिवर्तन को कैसे प्रेरित करेंगे?
- ऐसे परिवर्तन को प्रेरित करते समय आपको किन कारकों पर विचार करना होगा? (20 अंक, 250 शब्द)

Behavioral tactics — prone to be really impactful in such cases involving environmental concerns, sustainable development & ethical responsibilities towards our environment.

eg) Tonalu PM did video conferencing while sitting in knee deep water, during 26<sup>th</sup> COP, UNFCCC.





1) Induce behavioral change in the following ways :-

- ① Cognitive elements :-
  - Ⓐ Compile facts - latest findings of research bodies about climate change. eg IPCC reports.
- Ⓑ Link them with the plastic usage & its negative externalities.
- Ⓒ For the investors - 1) pitch that how in the long run, green products 1)

dictate the market-dynamics.

⑧ Also, how the brand value of their firm'll increase with investing in a green & just cause.

↳ Beneficial in long run.

② Affectionate element & ① Document - the scary effect of climate-unfriendly technologies.

(eg) Avg. life decrease by 3-5y due to pollution.

③ Show in my brochure, how consuming product in plastic progress to life threatening conditions.

↳ Skin rashes, kidney ailments

④ Also, relate how using our product'll ensure that the future of our'll live a healthy future or their future is at stake.

↳ to instill fear, apprehension



③ Behavioral elements — show how satisfied our existing customers are, with their video feedback.

↓  
The feedback from researchers, academicians.

④ I'll also try to approach the govt. authorities for any seed funding schemes, incubation initiatives. ⑤ Start up India, NITI Ayog ATL etc. ⑥ Give exciting offer, early bird Bulk discount.

The factors I'd keep in mind —

(a) Integrity — I am true to what I am selling and what I believe.

(b) Responsibility — towards my family, my career and also to the societal

common good:

(a) utilitarian principle of pleasure & pain → High price means pain, so pricing has to be cut.

(c) The environmental ethical standards.

In these ways, I'll try to create a positive ripple effect for my product in the mind of the environment, customer & public at large.

## Feedback

(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

TOTAL MARKS	
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**Q.12)** Sundar, a young government servant, joined the office with great enthusiasm and desire to serve the public. Soon after getting a government job, Sundar got married with Sarita who is also a government servant working as a junior engineer in electricity department. But both of them have different postings. They work from two different cities and live separately. Sundar has applied for his transfer many times, but in vain.

With his dedication to work, Sundar is making a great image of himself and is getting appreciation from his peers and seniors. Because of his great performance, he got an important task of auditing the performance of "Housing for all" scheme. The scheme aims to provide affordable housing to the urban poor population. However, his study and research led to some shocking results. He found out that most of the houses are being acquired by relatives of local politicians and government servants.

The deserving urban poor population is still deprived of shelter and this has been the case from past few years. With further investigation, he realized that there is a massive ongoing scam. While the government is not allotting the completed houses to the beneficiaries, the poor are being lured and looted of their hard-earned money with the promised dream of a house of their own. Sundar prepared a file with all the details and evidence and presented it to the SDM.

The SDM, a relative of the central government minister, was fully involved in the corruption. Now, to save himself, SDM offers Sundar a deal that if he does not reveal the details of study, he will get a job at the same location as his wife. He is also offered a house from the scheme itself. On the other hand, he was warned that refusal to accept this proposal may entail retaliatory action by SDM against him.

As you are a very good friend of Sundar. He discusses the matter with you. Answer the following questions:

- Why such instance of corruption in government programmes are common across the country? How can they be prevented?
- Enumerate various interests involved in this case from the perspective of different stakeholders. What advice will you give to Sundar?

(20 marks, 250 words)

सुंदर, एक युवा सरकारी कर्मचारी, बड़े उत्साह और जनता की सेवा करने की इच्छा के साथ कार्यालय में शामिल हुए। सरकारी नौकरी मिलने के तुरंत बाद, सुंदर ने सरिता से शादी कर ली, जो बिजली विभाग में जूनियर इंजीनियर के रूप में कार्यरत एक सरकारी कर्मचारी है। लेकिन इन दोनों की पोस्टिंग अलग-अलग है। वे दो अलग-अलग शहरों में काम करते हैं और अलग-अलग रहते हैं। सुंदर ने कई बार अपने स्थानांतरण के लिए आवेदन किया, लेकिन कोई फायदा नहीं हुआ।

काम के प्रति अपने समर्पण से सुंदर अपनी एक बेहतरीन छवि बना रहे हैं और अपने साधियों और वरिष्ठों से सराहना पा रहे हैं। उनके शानदार प्रदर्शन के कारण उन्हें 'सभी के लिए आवास' योजना के प्रदर्शन का ऑडिट करने का महत्वपूर्ण कार्य मिला। इस योजना का लक्ष्य शहरी गरीब आबादी को किफायती आवास उपलब्ध कराना है। हालाँकि, उनके अध्ययन और शोध से कुछ चौंकाने वाले परिणाम सामने आए। उन्हें पता चला कि ज्यादातर मकानों पर स्थानीय राजनेताओं और सरकारी कर्मचारियों के रिश्तेदारों द्वारा कब्जा किया जा रहा है। योग्य शहरी गरीब आबादी अभी भी आश्रय से वंचित है और पिछले कुछ वर्षों से यही स्थिति बनी हुई है। आगे की जांच से उन्हें एहसास हुआ कि बड़े पैमाने पर घोटाला चल रहा है। जबकि सरकार लाभार्थियों को पूर्ण मकान आवंटित नहीं कर रही है, गरीबों को अपने घर के वादे के वादे के साथ लालच दिया जा रहा है और उनकी मेहनत की कमाई को लूटा जा रहा है। सुंदर ने सारी जानकारी और सबूतों के साथ एक फाइल तैयार की और उसे एसडीएम के सामने पेश किया।

केंद्र सरकार के मंत्री का रिश्तेदार एसडीएम पूरी तरह से भ्रष्टाचार में लिप्त था। अब, खुद को बचाने के लिए, एसडीएम ने सुंदर को एक सौदा पेश किया कि यदि वह अध्ययन के विवरण का खुलासा नहीं करता है, तो उसे उसकी पत्नी के समान स्थान पर नौकरी मिल जाएगी। उन्हें योजना से ही घर भी दिया जाता है। दूसरी ओर, उन्हें चेतावनी दी गई कि इस प्रस्ताव को स्वीकार करने से इनकार करने पर उनके खिलाफ एसडीएम द्वारा जवाबी कार्रवाई की जा सकती है।

चूँकि आप सुंदर के बहुत अच्छे दोस्त हो, वह आपसे इस विषय पर चर्चा करता है। निम्नलिखित सवालों का जवाब दें:

- सरकारी कार्यक्रमों में भ्रष्टाचार के ऐसे उदाहरण पूरे देश में आम क्यों हैं? उन्हें कैसे रोका जा सकता है?
- विभिन्न हितधारकों के दृष्टिकोण से इस मामले में शामिल विभिन्न हितों की गणना करें। आप सुंदर को क्या सलाह देंगे?

(20 अंक, 250 शब्द)



2nd ARC define corruption as the manifestation of the lack of ethical values in governance.

(a) Instances of corruption in India are due to

① 2nd ARC points out

→ colonial legacy of misappropriation:

→ social dynamics & high level of inequality:

→ The greater role of the state in providing welfare activities  
↳ virtual monopoly

② lack of strong public opinion against it.  
(eg) Scandinavian Countries.



③ Inflation, high cost of living and low remuneration by govt. (Kautilyan reason behind corruption.)

④ Lack of strong attitude against corruption.  
 eg) Shankar IAS — 200 cr cash haul.  
Gujarat ex IAS — 80 cr scam.

⑤ Sanskritisation of corruption — seen as a matter of pride.

⑥ Normalisation in mass culture, social media.

They can be prevented by :-  
 ① 2nd ARC — amend prevention of corruption act.

→ Repeal OSA 1923.

→ Code of ethics for officers.

→ De-centralisation of authority.

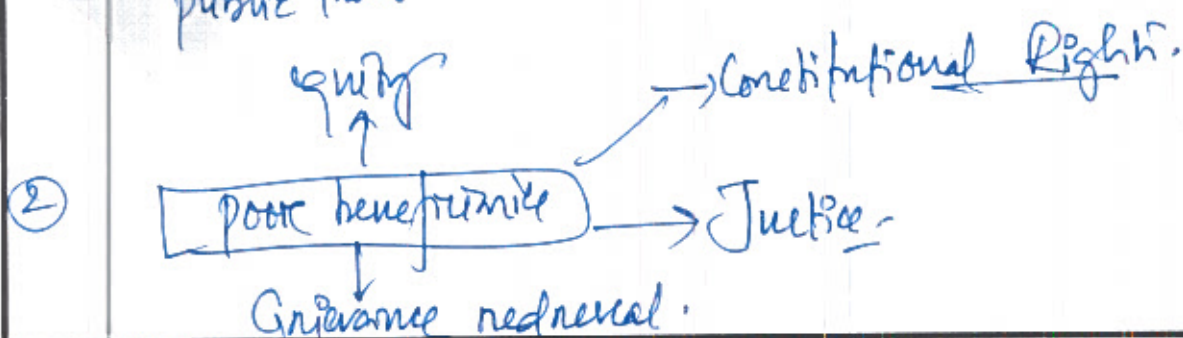
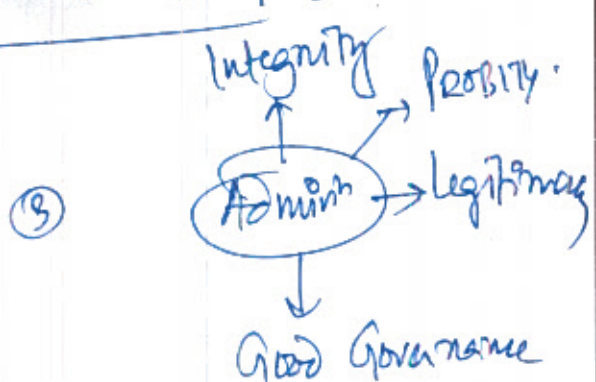
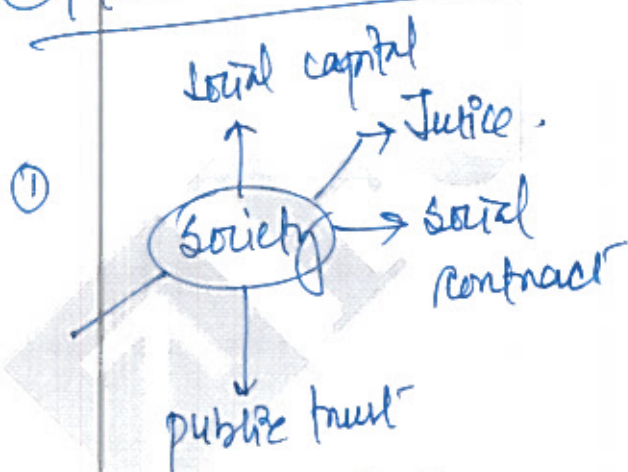
- ② Generate strong public attitude against -
- ③ strengthen the existing institutions, give them more power & capacity dev.

④ CBI, B.D.

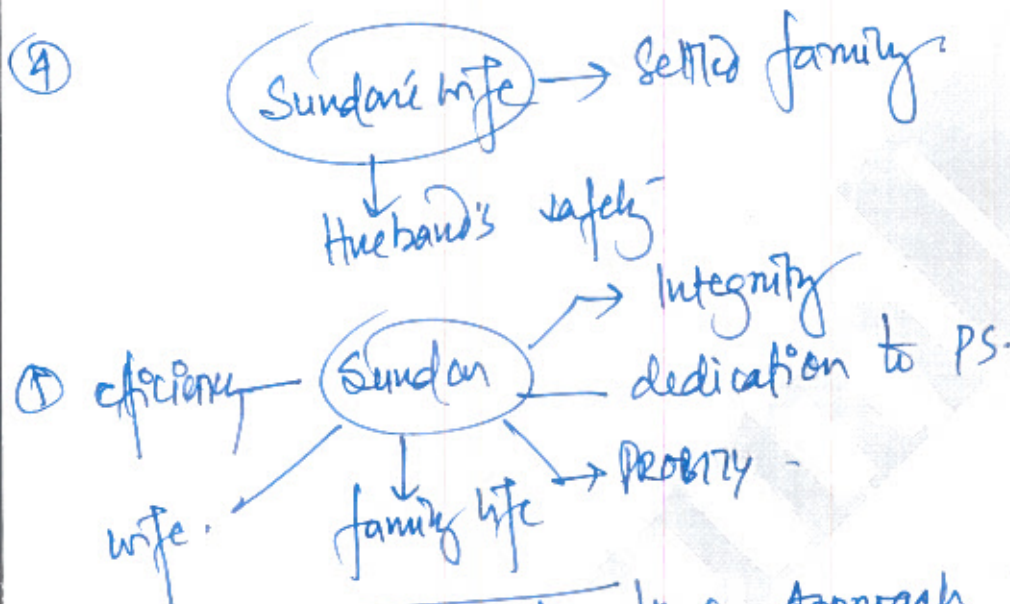
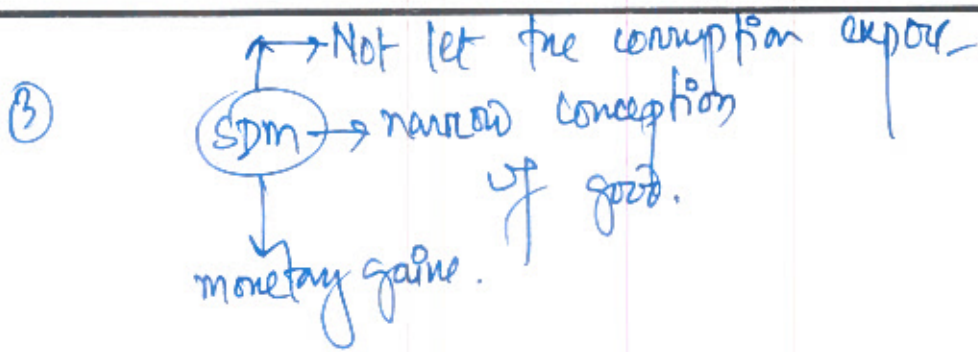
- ④ Accountability measure should be strengthened, ④
  - Citizen's charter
  - Social Audit
  - RTI

- ⑤ penetration of digital governance.

⑥ The various interests involved







As a friend, my advice is to approach the DM,  
with all the material facts & figures.

① Also can complaint to the Lokayukta or state vigilance.

② Not bow down to any untoward pressure.

③ As a last resort, be a whistle blower if all above methods have been exhausted.

④ Maharashtra engineer exposed irrigation scam → Dy. CM resigned.

## Feedback

(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

TOTAL MARKS	
-------------	--

## Mentor Feedback Questions

1 .....

2 .....

3 .....

4 .....

5 .....

### Test Goal

1 ..... ☐

2 ..... ☐

3 ..... ☐

### Outcomes

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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
20 Marker	7.75 – 10	6 – 7.5	< 6
✓✓	Key / Relevant Point		
✗	Vague / Irrelevant		

\* Subject to change without prior notice.





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