

TEST CODE 7 7 1 4 1 2

SPS 2024 – UPPSC MAIN

Time Allowed : Three Hours
समय : तीन घंटे

Forum IAS

Maximum Marks : 2
अधिकतम अंक : 2

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	ABHINAV RAJ SINGH		
Roll No./अनुक्रमांक	L9L0094479	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	ORN	Date/दिनांक	4/6/2024

*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWENTY questions printed in ENGLISH & HINDI, questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बीस प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक लिखे हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान इस प्रश्न-सह-उत्तर पुस्तिका के कवर पर स्पष्ट रूप से लिखा जा चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any part or portion of the page left blank in the Question-Cum Answer Book 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 कट दें।	
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Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*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, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
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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.

EXAMINER'S REMARKS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

WIS = 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.

D & 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, notes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.

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.

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.



SHORT ANSWER QUESTIONS

लघु उत्तरीय प्रश्न

Section-A / खण्ड-अ

Q.1) What are the ethical implications of whistleblowing in public administration?

लोक प्रशासन में व्हिसलब्लोइंग के नैतिक प्रभाव क्या हैं?

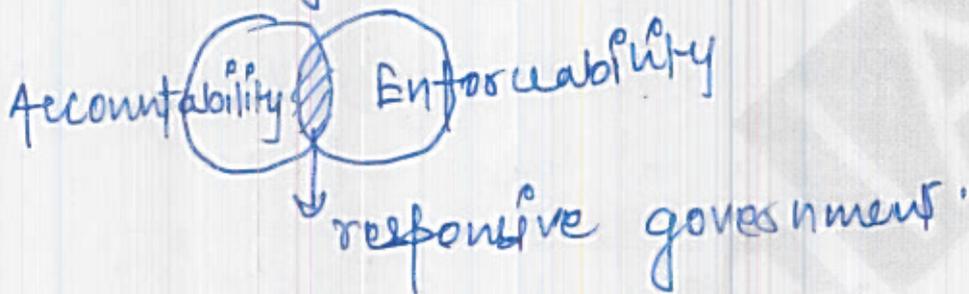
(8 Marks)

Whistleblowing is act of disclosure of amoral activities under the employes to an organisation which have authority to take action.

ethical implications of whistleblowing
in public administration

1. Promotes transparency
2. exposes corruption → IBS
Satyendra Dubey exposed Golden Quadrilateral corruption.
3. expose copyright and intellectual property rights violations →
Suchir Bajaj exposed OPBNAT's
illegal practices

- 4. Ensures accountability of officials.
- 5. Promotes fairness and justice in society.
- 6. Make governance responsive



However some issues:

ISSUES

- 1. Weak protection to whistle blowers.
- 2. Long chain of appeals → make punishment delayed.
- 3. Weak institutions ex) Non appointment of Lokpal & Lokayukta

To promote whistleblowing to ensure accountability "protection of whistleblowers act" must be strengthened.

Feedback

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AWIS			
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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			

Q.2) How do values influence behavior of a civil servant in public life?

मूल्य, लोक जीवन में एक सिविल सेवक के व्यवहार को कैसे प्रभावित करते हैं?

(8 Marks)

values refers to moral judgements about desirable and Non Desirable in a social setup.

Values influencing civil servants in public life

1. Make officials accountable \rightarrow
E. Sridharan resigned when metro bridge under construction collapsed.
2. Promotes transparency among officials \rightarrow TAS Manivanan installed CCTV in his chamber.
3. Promotes Integrity in public life
 \rightarrow Dr. APJ Kalam bore expense of family while attending presidential ceremony.

to make Emotionally Intelligent

➤ J.P.S. Chohan Singh rather played national anthem during riots.

5. Values promote Attitude-behaviours consistency ➤ Lal Bahadur

Shastri resigned after rail accident

However sometimes -

1. Values lead to Attitude behaviours inconsistency ➤ Meat Paradox -

Non vegetarian promoting compassion toward animals.

2. Values lead to Cognitive Dissonance

➤ Right vs Right - Jumping signal to save life.

Thus values influence public officials in their official duties to make appropriate decisions for welfare of society.

Feedback

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TOTAL MARKS			

Q.3) Discuss the ethical challenges in implementing public policies.

सार्वजनिक नीतियों को लागू करने में आने वाली नैतिक चुनौतियों पर चर्चा करें।

(8 Marks)

Public policies refer to governments decisions and vision document for the development and welfare of society.

ethical challenges in implementing public policies

1. Displacement of Tribals → out of 40% are Tribals (of Displaced) due to development.
2. Destruction of environment → Gachibowli forest clearance in Andhra Pradesh.
3. populist policies promote freebie culture.
4. Primacy of productivity correctness

rather performance \rightarrow per india
service rules 1968 - rigid rules.

4. fragmentation in decision making
promotes culture of alibi for
non performance (2nd ARC)

5. Restrictions over innovation \rightarrow
otherwise everyone will reinventing
the wheel

6. Way forward

1. Promotes customised solutions
instead top down approach.
2. Consultation with stakeholders

Thus for effective
policy implementation officials
should follow servotam model
of service delivery (2nd ARC)

Feedback

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Q.4) How can the teachings of Mahatma Gandhi be applied to modern governance?

महात्मा गांधी की शिक्षाओं को आधुनिक शासन में कैसे लागू किया जा सकता है?

(8 Marks)

Mahatma Gandhi was a deontologist who focused upon Duty and purity of means in conduct.

teachings of Mahatma Gandhi in modern Governance.

1. For regulators - sticking to truth while regulating - prevents overreach.
2. For Public officials - focus on Dharma (Duty) rather output.
 ex) IAS Saurabh Senavane - performed doctor's duty after office during covid.
3. In Judiciary - promote non violence and Ahimsa through judgements ex) condemns of SC over Bulldozer Justice

4. Promotion of Gram Swaraj through PRT institutions - functional devolution

5. FN institutions like BC, CBI etc - sticking to the justice

6. FN corporate governance -

Gandhi ji considered - commerce without morality is sin

▶ Tata group - charitable works.

Thus Mahatma Gandhi is still relevant in conducting official works in modern governance

Feedback

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Q.5) Differentiate Between.

- a) Duty and Virtue
- b) Consequentialism and Justice

निम्नलिखित में अंतर बताइये

(क) कर्तव्य और गुण

(ख) परिणामवाद और न्याय

(8 Marks)

Duty - refers to

Feedback

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Q.6) Discuss the role of the Right to Information Act in promoting ethical governance.

नैतिक शासन को बढ़ावा देने में "सूचना का अधिकार अधिनियम" की भूमिका पर चर्चा करें। (8 Marks)

RTI was a milestone in enhancing
Transparency and accountability
in India.

Role of RTI in promoting ethical
governance

1. Reduced corruption \Rightarrow 11000 CR
Provident fund scam is up Busted.
2. Promote accountability among
officials \Rightarrow Access to govt
documents.
3. enhance Transparency \Rightarrow
Mazdoor Kisan Shakti Sangathan
rajasthan — exposed PDS scam

4. enhances responsiveness — under RTI within 30 Days response has to be submitted.

5. Transform attitude of officials from reactive to proactive

- Way Forward
- 1. RTI used to harass 3rd parties.
 - 2. Prevents officials to take risky decisions.
 - 3. used as pressure tactic to get work done.
- Way Forward
- 1. Protect officials from pressure.
 - 2. Protection to 3rd party.

Thus to enhance effectiveness of RTI 2005 → ensure protection and identity of officials involved.

Feedback

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TOTAL MARKS			

Q.7) "Civil Servants Must Remain Non-Partisan in a Politically Charged Environment". Discuss

"सिविल सेवकों को राजनीतिक रूप से चार्ज वातावरण में गैर-पक्षपाती रहना चाहिए।" चर्चा करें।

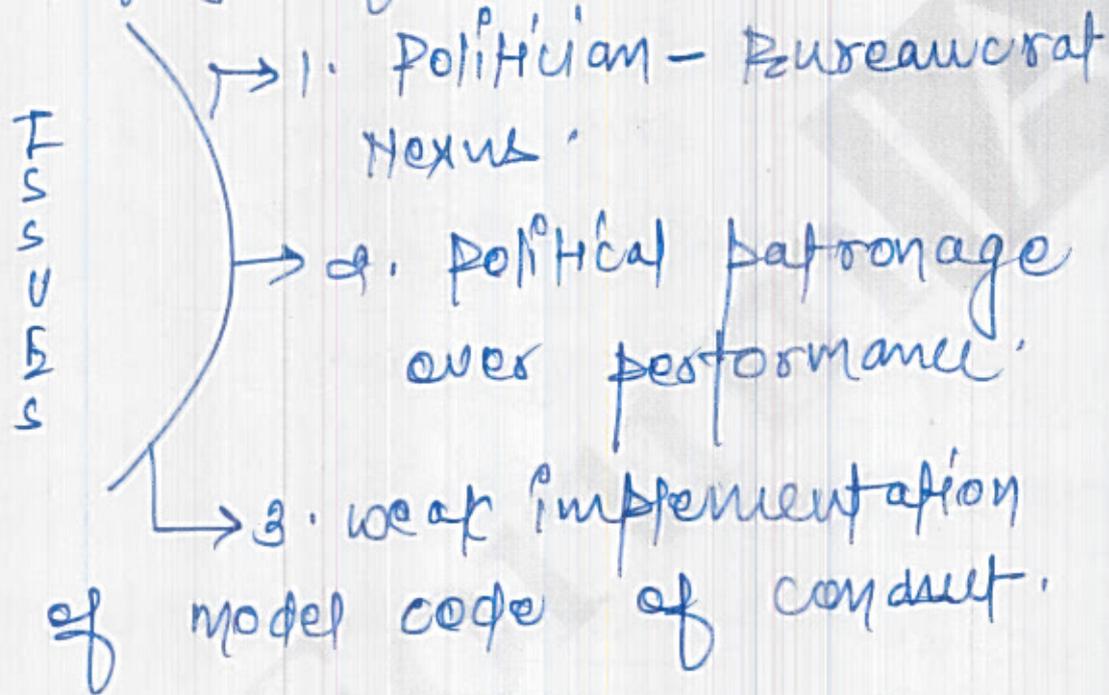
(8 Marks)

Non-partisanship refers to lack of allegiance to any political party and ideology.

Why civil servants remain Non-partisan in politically charged env.

1. To protect ethos of civil service.
 ex) TM Shesham - electoral reforms.
2. To ensure free and fair elections.
3. Civil servants → Public figure → partisanship affect voters behaviour
4. Protection of ideals of democracy
 ex) semparism, integrity etc.

- 5. Partisanship can incite violence by supporters of candidates.
- 6. To protect law and order + safety of citizens.



way forward → ARC Depoliticise Bureaucracy.

→ 4. Performance based seniority

Thus Non partisanship ensures → following of Duty (Dharma) as per Gandhiji

Feedback

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Q.8) Evaluate the strengths and weaknesses of utilitarianism as an ethical theory for public policy formulation. Illustrate with an example from Uttar Pradesh.

उपयोगितावाद की ताकत और कमजोरियों का सार्वजनिक नीति निर्माण में एक नैतिक सिद्धांत के रूप में मूल्यांकन करें। उत्तर प्रदेश से एक उदाहरण के साथ रेखांकित कीजिए।

(8 Marks)

Utilitarianism is a principal that advocates for Greatest good for greatest Number or maximises happiness overall.

Strengths of utilitarianism

1. ensures maximum happiness overall → PM Jan Arogya Yojna.
2. Advocate for maximum quantitative benefit → NFAA 2013 - 75 cr population get free ration.
3. consequentialism promotes outcome orientation → justify displacement for larger outcome.
→ Sardar Sarovar Dam.

Weakness of utilitarianism

1. Ignores individual concerns
 ex) Capitalism → inequality of AM -
 1% hold 40% wealth.
2. Does not discriminate → Hampers equity
 ex) SC ST marginalisation.
3. Considers all Happiness to be same
 (Jeremy Bentham)

Example from UP

Population Policy 2021

- | | |
|--|--|
| <p>↓ (+)</p> <ul style="list-style-type: none"> • overall good for state. • will promote living standards. | <p>↓ (-)</p> <ul style="list-style-type: none"> 1. Ignores individual family need. 2. Treat every family as equal. |
|--|--|

Thus to ensure maximum benefit "Buddha's MAHAYANA PATH" principle must be followed

Feedback

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Q.9) "We have a moral obligation to ensure that future generations inherit a healthy and sustainable environment". Substantiate this statement.

"हम पर एक नैतिक दायित्व है कि हम यह सुनिश्चित करें कि भावी पीढ़ियों को एक स्वस्थ और स्थायी पर्यावरण विरासत में मिले।" इस कथन को प्रमाणित करें।

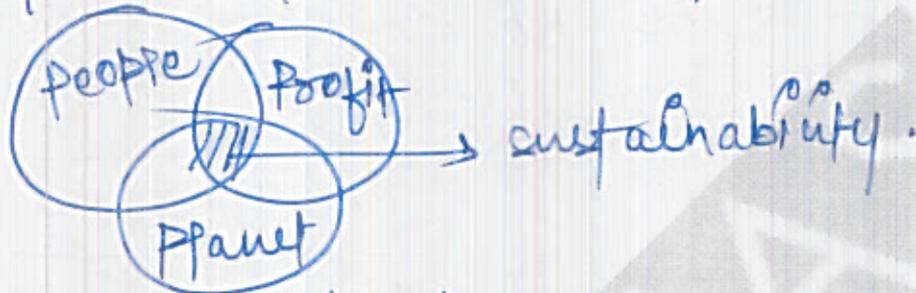
(8 Marks)

As to IPCC AR 6 report global temperature will rise to 1.5 to 2.1 degrees by 2050 threatening future generations.

Moral obligation towards future generation

1. from ego centricism to Eco centricism - promoting ethical eco centric business rather ethical ego centric business
2. Moving towards Deep ecology from shallow ecology \rightarrow
Not just profit but regeneration
3. To ensure environmental justice
 \rightarrow Tuvalu President appealed for it.

4. Following triple bottom line in corporate governance \rightarrow TTC \rightarrow CSR funds towards sustainability



5. Aligning policies towards SDG
 \rightarrow India's o2o wog initiative.

- Issues \rightarrow
- \rightarrow 1. Heighting CBDR responsibilities
 - \rightarrow 2. Commerce driven by greed
 - \rightarrow 3. weak implementation of environmental laws.

To ensure a healthy environment for future generations we must engage communities at grass root level and Build capacities for restoration

Feedback

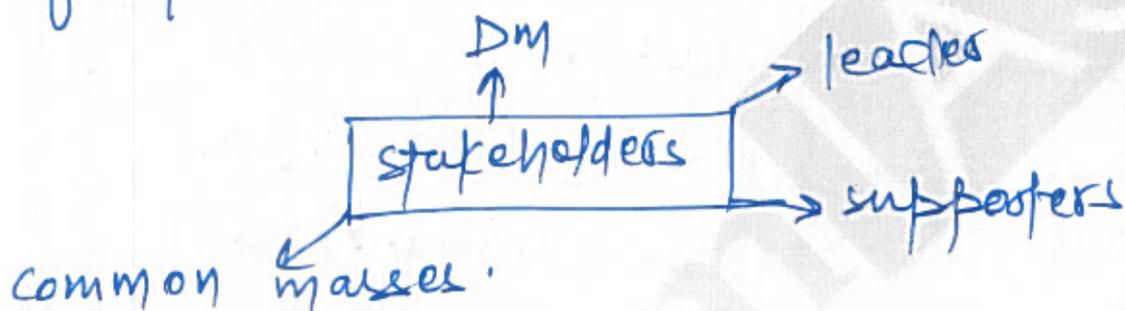
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TOTAL MARKS			

Q.10) You are a District Magistrate in Uttar Pradesh. During a flood crisis, a local leader demands relief supplies be diverted to his supporters first, bypassing the needy. What will be your course of action?

आप उत्तर प्रदेश में एक जिला मजिस्ट्रेट हैं। बाढ़ संकट के दौरान, एक स्थानीय नेता मांग करता है कि राहत सामग्री को पहले उसके समर्थकों को दिया जाए, न कि जरूरतमंदों को। आप क्या कार्यवाही करेंगे?

case study pertains to dilemma (8 Marks)
of favourism vs justice.



Available options -

1. Agree with leader

merit	Demerit
1. Political patronage 2. preferred feeding	1. Injustice toward masses. 2. Remorse

2. Distribute first to needy

merit	Demerit
1. Justice to masses	1. Hindrance from leader + supporters

3. Distribute in proportion to both

Merit	Demerit
1. satisfy both parties	1. No such Demerit

I will choose option 3.

- Reasons
- 1. in line with Duty (Dharma) towards all
 - 2. follow middle path of Buddha - Avoiding extreme
 - 3. follow Aristotle's virtue of wisdom

Thus this action will follow utilitarianism - maximizing greatest good for greatest number.

Feedback

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TOTAL MARKS			

LONG ANSWER QUESTIONS

दीर्घ उत्तरीय प्रश्न

Section-B / खण्ड-ब

Q.11) Evaluate the role of emotional intelligence in resolving ethical dilemmas faced by public servants. How can it complement traditional ethical frameworks in ensuring good governance? Illustrate with examples.

लोक सेवकों द्वारा सामना की जाने वाली नैतिक दुविधाओं के समाधान में भावनात्मक बुद्धिमत्ता की भूमिका का मूल्यांकन करें। यह अच्छे शासन को सुनिश्चित करने में पारंपरिक नैतिक ढांचों की पूरक कैसे हो सकती है? उदाहरणों के साथ स्पष्ट करें।

(12 Marks)

Emotional intelligence refers to awareness about own emotion and other's emotion to guide action & behaviour

1. Role of emotional intelligence resolving ethical dilemmas of public servant

1. Secrecy vs transparency -

→ Answering RTI about personal life - EI guides morally to not disclose.

2. Development vs environment

→ EI used by G. Sridharan while constructing metro protecting environment

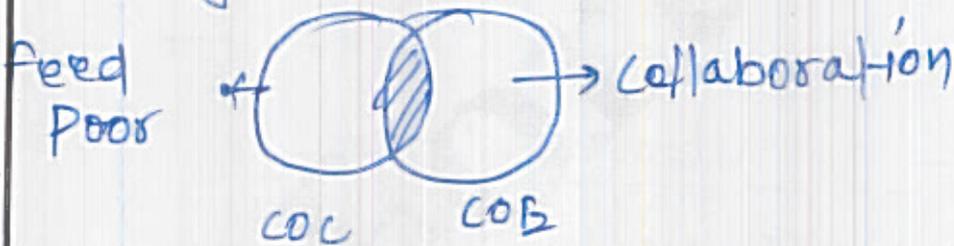
3. Personal vs Public gains →

Ashok Khemka got transferred 3 times in 45 years → AI guided him for public welfare

4. Follow Code of Conduct vs Code of ethics - → AI guided -

Do. of Kozhicode - operational sulemam

to feed poor - collaboration with large restaurants.



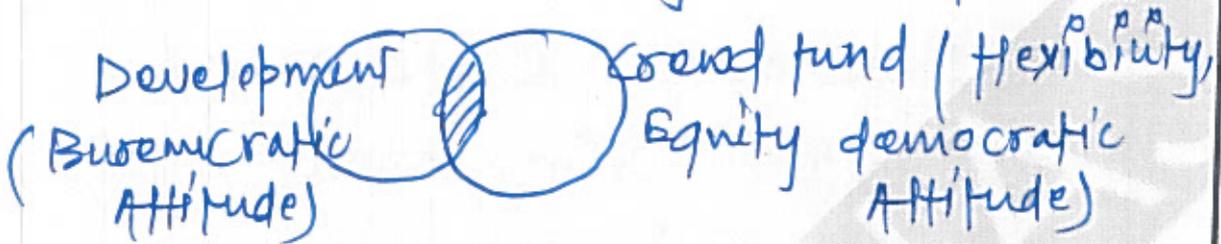
How it (AI) complement traditional framework

1. following objectivity with compassion

→ se came to resume Dalit boy - could not afford seat in FIT Bombay due to admission fee.

2. supplement Bureaucratic attitude
with democratic attitude.

▶ IAS Armstrong fame - constructed
100 km road by crowd funding.



3. Ensure Equity while following
equality (Article 14, 15)

▶ BT - of Dr Ambedkar - Reservation +
Equality

4. Gives blind rationality a required
dynamism.

Thus we see emotional
Intelligence guide a public
official for better governance
while being Impartial and
Compassionate.

Feedback

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TOTAL MARKS			

Q.12) Examine the relevance of the deontological approach in ensuring ethical administration by civil servants in India. How does it address contemporary challenges such as corruption and political interference, and what are its limitations? Substantiate your answer with recent examples.

भारत में लोक सेवकों द्वारा नैतिक प्रशासन सुनिश्चित करने में डीऑन्टोलॉजिकल दृष्टिकोण की प्रासंगिकता की जाँच करें। यह भ्रष्टाचार और राजनीतिक हस्तक्षेप जैसी समकालीन चुनौतियों को कैसे संबोधित करता है, और इसकी सीमाएँ क्या हैं? अपने उत्तर को समकालीन उदाहरणों से प्रमाणित करें।

(12 Marks)

Deontological approach as advocated by Kant follows primacy of means rather outcome in human conduct.

Relevance of deontology in ethical Administration

1. enhance transparency → proactive disclosure → citizen charter by Pune municipal corporation
2. Reinstate duty as primary value rather personal gains → Free Bike Ambulance - Karimul Haq
3. Human as an end in itself rather means to an end.

↳ Lord sam cared about emotional well being of citizens.

4. Guides one when everyone doing wrong — Gandhi Ji's BKLA CHALO RE (following means)

Deontology addressing corruption

1. Reinstating procedural correctness
↳ Adhering to MCC during election

2. Advocate for value based character rather money as primary value

↳ Dr. Palani → only had few books and cloths.

Deontology Addressing Political Interest

1. Following code of ethics rather code of conduct → De Politicise Bureaucracy.

2. sticking to core values of Civil services rather than justice, fairness
 → Rejecting post retirement proposals.

Limitations of Deontology

1. Excessive focus on means hampers larger goals.
2. Prevents flexibility and innovation in administration.
3. Leads to fragmented decision making.

way for word → 1. following Aristotle's Golden mean → Deontology & utilitarianism
 → 2.



↓ Good governance.

True combination of rigid rules and focus on ends ensures good governance.

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.13) "Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful." Evaluate this statement in terms of ethical challenges of Artificial intelligence.

"सत्यनिष्ठा बिना ज्ञान के कमजोर और बेकार है, और ज्ञान बिना सत्यनिष्ठा के खतरनाक और भयानक है।" इस कथन का कृत्रिम बुद्धिमत्ता (AI) के नैतिक चुनौतियों के संदर्भ में मूल्यांकन करें।

(12 Marks)

Recent use of Lawrence and Geppel AI models by Israel -
in attacking Gaza raised questions
about ethical use of AI.

Integrity without knowledge is
weak and useless

1. without Technology and AI
models knowledge - A civil servant
is incapable of combating corruption.
2. An ethical government without
help of AI won't be responsive
in modern times. → AI
Chatbot Business - Real time language
conversion

3. An ethical scientist without use of AI → very difficult to formulate new vaccines and Anti Biotics.

↳ moderns used AI model - to map correct proteins for fighting Covid virus.

4. A modern ethical military - with no use of AI - may loose war
↳ operation indrora - India used AI based Aakash system for drone targets.

Knowledge without integrity is dangerous and dreadful

1. Genetic engineering - AI models to map → genome sequenc → super soldiers ↳ chinese labs.

1. cyber attacks using automation by AI \rightarrow stuxnet attack on irans nuclear facilities.
2. Terrorist attacks - AI models \rightarrow satellite Data - vulnerable location \rightarrow Pahalgam attack.
4. election \rightarrow manufactured content \rightarrow using AI generated content \rightarrow Threat to democracy.

Thus Way Forward

1. establishing AI ethics committees in organisations.
2. stringent punishment + global consensus.

Thus AI can usher prosperity and human progress via ethical use

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.14) Examine the relevance of the following in the context of public service.

- a) Probity
- b) Impartiality

लोक सेवा के संदर्भ में निम्नलिखित की प्रासंगिकता की जाँच करें।

- (क) ईमानदारी
- (ख) निष्पक्षता

(12 Marks)

Forum IAS

Forum IAS

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.15) What is compassion? What is the need of compassion for a civil servant?

करुणा क्या है? लोक सेवक के लिए करुणा की आवश्यकता क्यों है?

(12 Marks)

Compassion refers to - feeling motivated
to relieve that feeling of suffering
when we comes someone
distressed.

Why compassion needed for civil
servant

1. Protecting minorities → ex
Forest rights Act 2006 for tribals.
2. Poor's protection → implementing
MFSA 2013 → Food security.
3. Avoiding Blind rationality
→ ex exclusion of Dharwa community
as Dharwa from welfare
schemes.

4. providing needed dynamism
to objectivity

Ex: Allahabad HC → payed fees
15000 of a dalit girl for
admission in JET-BPO.

5. while regulation → compassion
provides for equity and
accessibility

Ex: PFL → accessible and cheap

6. Being accessible to masses
while field visits.

7. while including beneficiaries
in welfare programme

Ex: old lady without ration
card.

Issues

1. Rigid rules of Bureaucracy - limits scope
2. Focus on procedural correctness lead to Delayed services.
3. Old outdated attitude of Bureaucracy \rightarrow IAS officer in Tripura slapped groom in wedding.

Way forward

1. Business process reengineering.
2. Adoption of New Public management value systems
Thus with
objectivity + compassion = Good Governance

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.16) "Faith is of no avail in the absence of strength. Faith and strength, both are essential to accomplish any great work." Sardar Patel

"शक्ति के अभाव में श्रद्धा व्यर्थ है। श्रद्धा और शक्ति, दोनों किसी भी महान कार्य को पूरा करने के लिए आवश्यक हैं।" - सरदार पटेल

(12 Marks)

ForumIAS

ForumIAS

Feedback

(For OFFICE use only)

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

Please put tick marks in the above table.

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

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

Q.17) How will Mission karmayogi empower the civil servants in enhancing productive efficiency and delivering the services at the grassroots level?

मिशन कर्मयोगी लोक सेवकों को उत्पादक दक्षता बढ़ाने और जमीनी स्तर पर सेवाएँ प्रदान करने में कैसे सशक्त बनाएगा?

(12 Marks)

Mission Karmayogi was launched
for capacity building of
civil servants for new age
governance.

How it will empower enhancing
productive efficiency

1. Adopting transparent decision
making process → IAS
and sweep → e-auction of coal
blocks.

2. Being reactive to being
proactive → Information Day
naspek for disclosing files

3. Citizen centric governance rather supply side focus. \rightarrow feedback through "opinion box" in office
4. Being regulator to facilitator - \rightarrow BOBB reforms to remove bottlenecks
5. Contracting out to domain experts \rightarrow Reduce delay and improve economy

How mission karmyogi - enhances delivery of public service at Grassroot

1. Tech infusion in offices - \rightarrow e-Dist project up - online certificates at doorstep.
2. display of citizen charters \rightarrow empowers grassroots public

3. Process workflow automation - reduces barrier between govt and citizens → ↓ corruption.

4. From regulation to development

→ procedural correctness → tangible outcomes. ex) IAS Athar Anis Khan - crowd fund to build school infra.

Some Issues

1. elitist attitude of bureaucracy
2. recruitment of generalists
3. seniority based promotion

Way forward 2nd ARC - 1. labour

entire
2. contracting out
True following HOTA
Committee recommendation service delivery can be improved

Feedback
(For OFFICE use only)

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

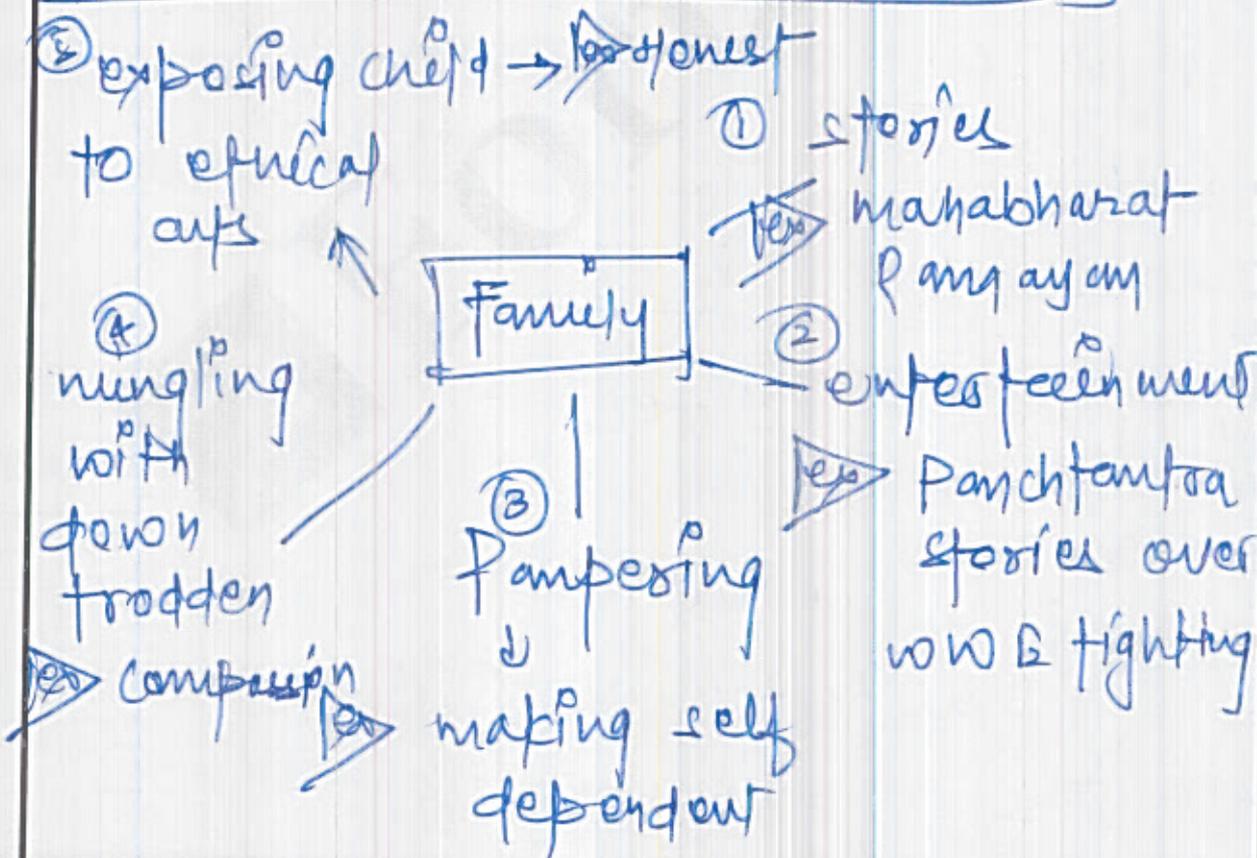
Q.18) Discuss the role of family, society and educational institutions in inculcating empathy among individuals.

व्यक्ति में सहानुभूति विकसित करने में परिवार, समाज और शैक्षिक संस्थानों की भूमिका पर चर्चा करें।

(12 Marks)

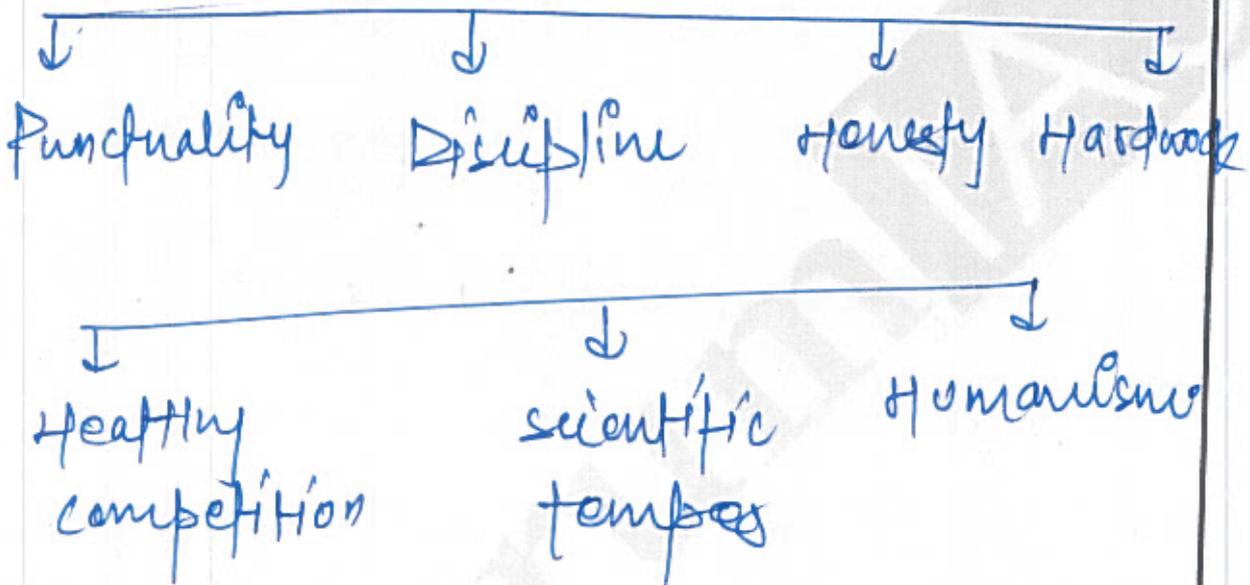
empathy refers to understanding others' problems from their perspective by putting oneself in his/her position.

Role of family in inculcating empathy

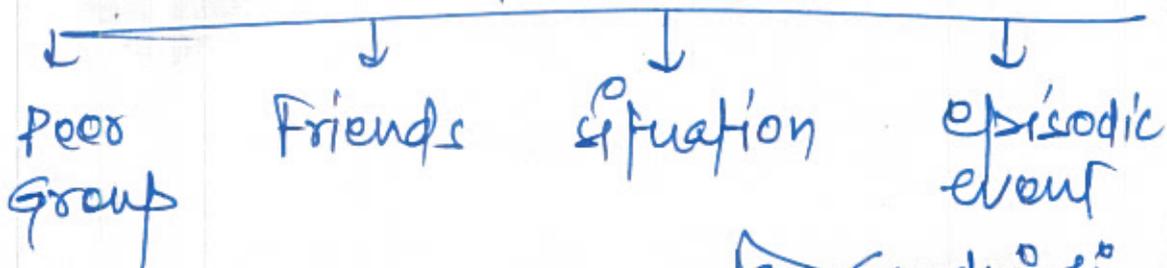


Role of educational institution

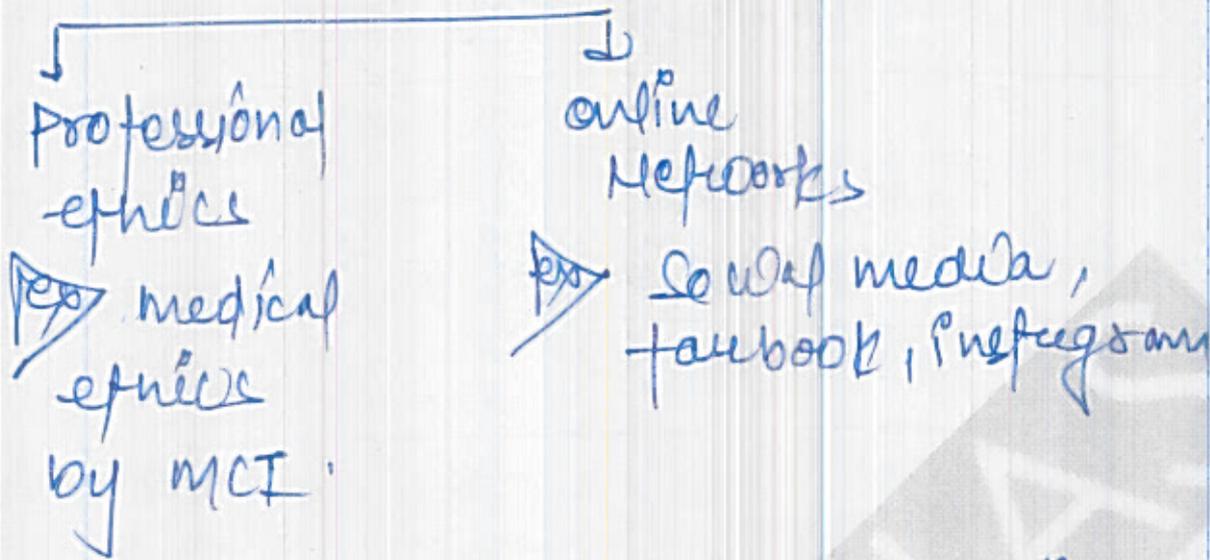
educational institutions



Role of society in inculcating values



Ex) Gandhiji - satya Haste Chandra Pray



These are the basic factors for inculcating values in an individual.

Feedback

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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			

Q.19) Differentiate between aptitude and attitude. Why are they important for a civil servant?

अभिवृत्ति और अभिरुचि के बीच अंतर बताएं। लोक सेवक के लिए ये क्यों महत्वपूर्ण हैं? (12 Marks)

Aptitude - Natural or

Inherent talent to acquire
knowledge and skills and
apply that.

Attitude - It is a person's
evaluation about a situation
based on sum of thought
and emotions

<u>Difference</u>	
<u>Attitude</u>	<u>Aptitude</u>
1. can be learnt → cleanliness - SBM	1. Inherent / Natural. → mathematical aptitude

3. 4 functions

- A) Need function
- B) Value expression function
- C) Knowledge function
- D) ego defence function

2. 3 type of Attitude

- A) emotional attitude
- B) moral attitude
- C) intellectual attitude

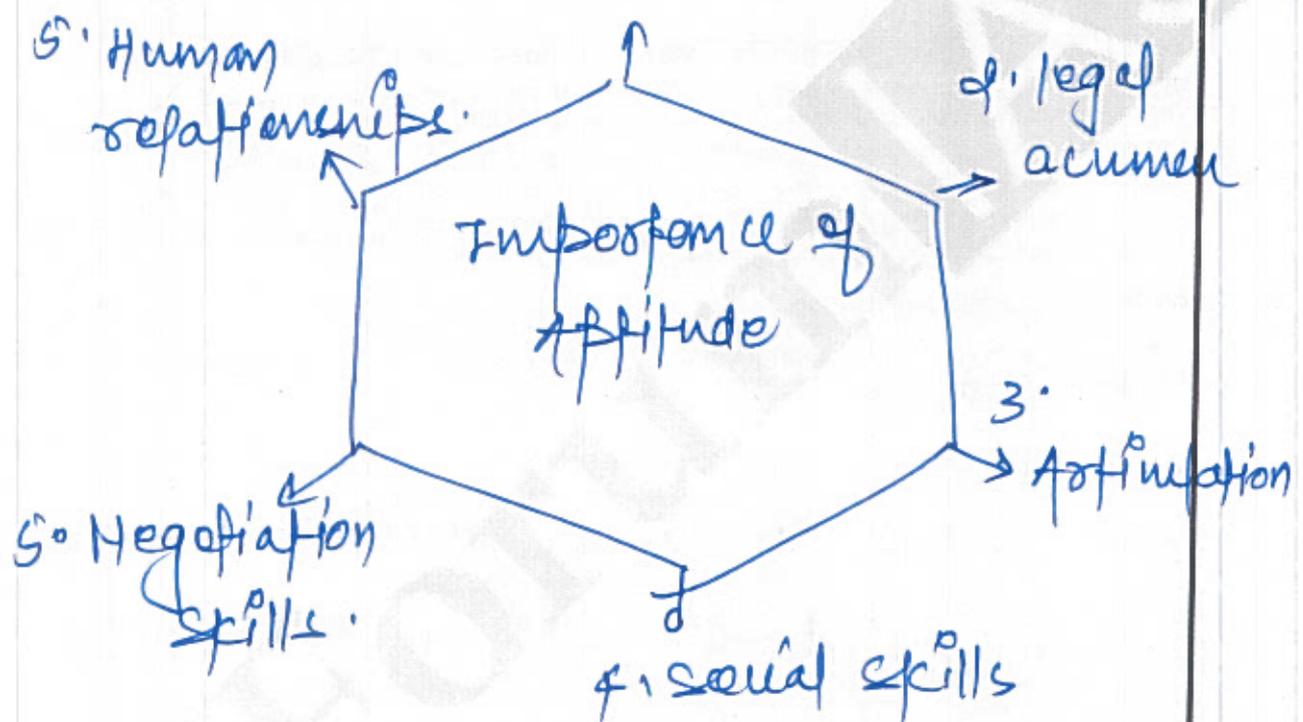
3. 3 components -

- A) Affective
- B) Behavioural
- C) Cognitive

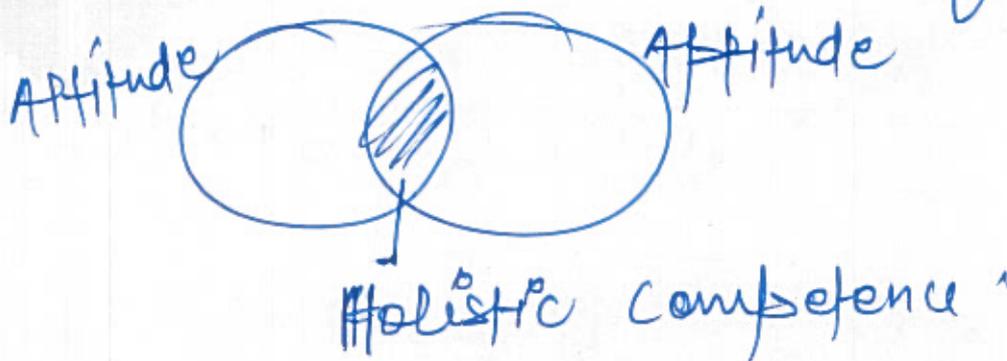
Why attitude important for civil servant

1. Interaction with Public
2. Problem solving skills.

- 3. Policy Implementation.
- 4. maintaining law & order.
- 5. Risk taking and innovation,
 - 1. Tech infusion



Thus combination of



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.20) You are the District Magistrate of a district in Uttar Pradesh where a tragic incident occurred in December 2024: a fire broke out in a private hospital's neonatal ICU, killing 10 infants due to alleged negligence in safety protocols. Public outrage has erupted, with protests demanding accountability from the hospital management and the district administration. Preliminary reports suggest the hospital operated without a valid fire safety certificate, despite prior warnings from your office. Your superiors hint at downplaying the issue to avoid political fallout ahead of local elections, while the media accuses the administration of complicity.

- Identify the ethical dilemmas in this situation.
- What steps would you take to address the crisis, balancing your duty, public sentiment, and political pressure?

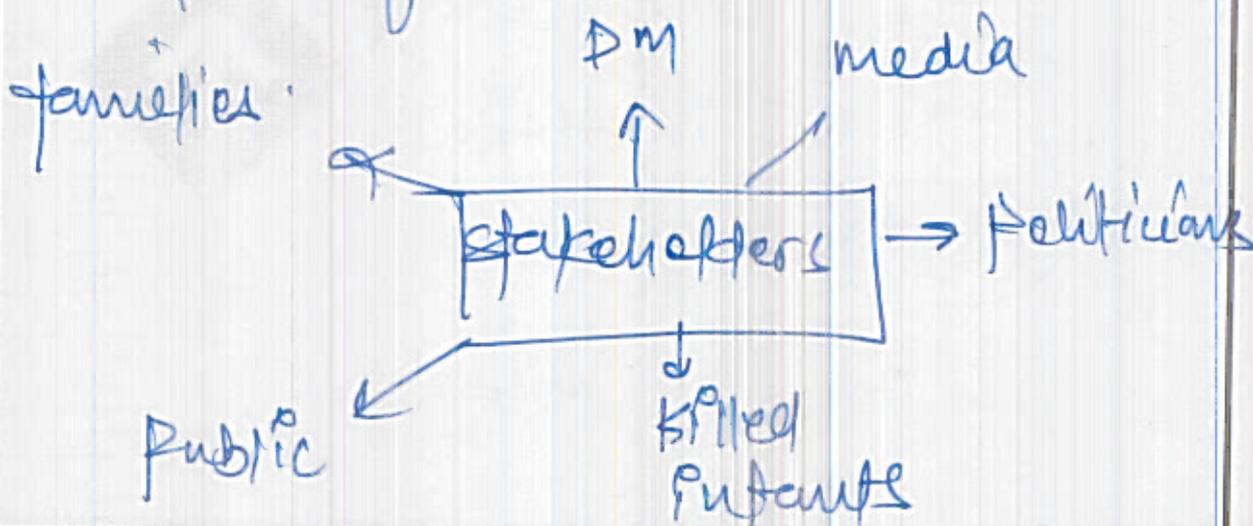
आप उत्तर प्रदेश के एक जिले के जिला मजिस्ट्रेट हैं जहाँ दिसंबर 2024 में एक दुखद घटना हुई: एक निजी अस्पताल के नवजात गहन चिकित्सा इकाई (ICU) में आग लग गई, जिसमें सुरक्षा प्रोटोकॉल में कथित लापरवाही के कारण 10 शिशुओं की मृत्यु हो गई। जनता का आक्रोश भड़क उठा है, और प्रदर्शनकारी अस्पताल प्रबंधन और जिला प्रशासन से जवाबदेही की मांग कर रहे हैं। प्रारंभिक रिपोर्टों से पता चलता है कि अस्पताल बिना वैध अग्नि सुरक्षा प्रमाणपत्र के संचालित हो रहा था, आपके कार्यालय से पहले चेतावनियाँ दी गई थीं। आपके वरिष्ठ स्थानीय चुनावों से पहले राजनीतिक नतीजों से बचने के लिए मुद्दे को कम करने का संकेत दे रहे हैं, जबकि मीडिया प्रशासन पर मिलीभगत का आरोप लगा रहा है।

(क) इस स्थिति में नैतिक दुविधाओं की पहचान करें।

(ख) अपने कर्तव्य, जन भावना और राजनीतिक दबाव को संतुलित करते हुए, आप इस संकट को संबोधित करने के लिए क्या कदम उठाएंगे?

(12 Marks)

Above case study pertains to solving complex problem related to infant deaths.



A) Ethical Dilemmas

1. Public Interest vs Private Interest — personal gain following politician.
2. Secrecy vs Transparency — about the fire safety certificate.
3. Public outrage vs Justice — calming down situation → hiding admin. lapse or Justice to infants.
4. Following superior's Directive vs Duty (Dharma) of own
↳ Downplay incident or not strictly.

3) steps taken by me -

1. Arrest owner of hospital immediately.
2. fixing accountability of fire safety officers.
3. ensuring public of strict actions.
4. Taking in confidence to senior officials → to ensure no political fallout.
5. close down hospital till enquiry gets completed.

- 6. Form a committee of all stakeholders for fair investigation.
- 7. ensure legal action against culprits + compensation/ Justice to victims.

This will guide me for following duty with Niskam Karma Yoga when future of action is not certain

Feedback

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*	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

.....

.....

.....

.....

.....

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		

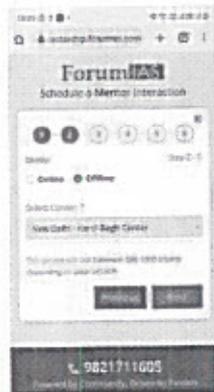
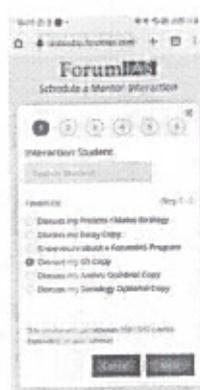
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