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FIAS – MGP 2022 (C-12) – GS Paper #4

Time Allowed : Three Hours

समय : तीन घंटे

ForumIAS

Maximum Marks : 250

अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	Ch. Aswani Kumar		
Roll No./अनुक्रमांक	1910103095	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	Hyd	Date/दिनांक	28/8/22

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INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश		
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्त अंक	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 दें।		
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर-पुस्तिका में अंग्रेजी/हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।		
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्दिष्ट अंक उसके सामने अंकित किए गए हैं।		
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में उचित माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (असुरीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।		
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग जो स्पष्ट रूप से काटे दिये।		
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			2pm		
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input type="checkbox"/> Offline/ऑफलाइन <input checked="" type="checkbox"/>	
*Evaluator's Discretion is the marks awarded in the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, bold and italics or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आकर्षक लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, बोल्ट और इटैलिक का समय रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आती है, के आधार पर (लेखित नहीं, बल्कि टैबलिंग नहीं) का दिया गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु		
			ECN CODE/ ईसीएन कोड :	RG/इंजी :	Evaluation Date/ मूल्यांकन तिथि :

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

ADDITIONAL REMARKS

Section - A

Q.1) a) Successful people are not those who did not fail, but those who persisted in turbulent times and kept moving after a failure. In light of this statement, examine the importance of adversity quotient in life. How can adversity quotient be developed? (10 marks, 150 words)

सफल लोग वे नहीं होते जो असफल नहीं हुए, बल्कि वे हैं जो कठिन समय में डटे रहे और असफलता के बाद आगे बढ़ते रहे। इस कथन के आलोक में जीवन में प्रतिकूलता गुणक के महत्व का परीक्षण कीजिए। प्रतिकूलता गुणक कैसे विकसित किया जा सकता है? (10 अंक, 150 शब्द)

Adversity Quotient (AQ) is the ability of a person to stand up to adversity and fight ~~with~~ in a way to achieve ultimate goal. people with high AQ are more suitable for Tough jobs like IPS.



Importance of AQ in Life

- 1. Life is hard when we choose tough path and needs AQ to stand up to problems
eg. IPS officer against MP

- 2. High Aq \Rightarrow provides high EQ } Behavioral competence
- allows social competence
- eg. eg. Mahatma Gandhi
- 3. Stability in thought process
 - \Downarrow Learning through adversity,
 - \Rightarrow more chance of success.
 - eg. person with multiple failures can see success faster

How to develop Aq

- 1. High EQ (Emotional Quotient)
 - self management
 - social management
- 2. Hopeful mindset \Rightarrow to think of best even when we fail.
- 3. Rise up through failures
 - \hookrightarrow Battling all adversity
 - \hookrightarrow Failure are stepping stones.
- 4. Role modelling / persuasion, eg. seeing APJ Kalam life struggle helps in Aq
 - Adversities are symbol that we are in right path and we should embrace them.

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

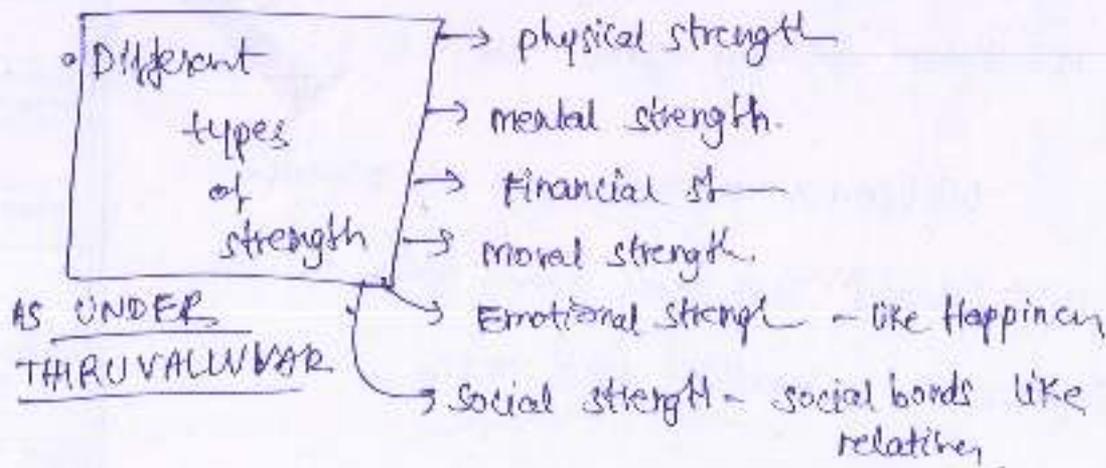
'शक्ति शारीरिक क्षमता से नहीं बल्कि अदम्य इच्छाशक्ति से आती है।' - गांधी। आपके लिए शक्ति का क्या अर्थ है और आप दिए गए कथन से कहीं तक सहमत हैं? उपयुक्त उदाहरण सहित चर्चा कीजिए।

(10 अंक, 150 शब्द)

Will is the person's strong intention to do (not to do) something. Incomitable will is strong will toward any objective. It gives strength to achieve.

→ Strength meaning = ability to achieve something in a particular domain with ease.

eg. one with financial strength can buy anything.



Statement

Statement is true in several instances of life -

1. Ineluctable will \Rightarrow Adversarial Quotient (AQ) \Rightarrow Success in life with perseverance
2. Will \Rightarrow clarity over what we want and how we want to achieve \Rightarrow Self confidence
 \Downarrow
Strength
3. Strength through will power \Rightarrow Ability to take tough decisions
eg: Ashok Kumar IAS
 \Downarrow
Crucial for civil servants

4. people's belief in strong will leads to \Rightarrow improves social competence

Social acceptance of our ideas

Role modelling

High social status

eg: A.P.J. Kalam standing against odds to be a scientist

Willpower allows you to acquire strength/abilities that you don't have in the first place - Gandhiji said once

Feedback
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Structure/Presentation
Question Interpretation
Content
Value Addition
Total



Q.2) a) Differentiate between the following:

(10 marks, 150 words)

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

निम्नलिखित के बीच अंतर करें :

(10 अंक, 150 शब्द)

- i) कर्तव्यनिष्ठता बनाम अंतरात्मा की आवाज
- ii) अपराध बनाम पश्चात्ताप

Conscientiousness	Conscience
<p>1. Ability to do / strongly stand by his duty.</p> <ul style="list-style-type: none"> • simply, said <u>integrity of duty</u> <p>eg. Gandhiji not using violence in Non-cooperation</p> <p>2. ^{It} Needs <u>consistency of values</u></p> <p style="text-align: center;">↓</p> <p style="text-align: center;">(Integrity)</p> <p>3. Determine <u>will power</u></p> <p style="text-align: center;">AQ (Adversity Quotient)</p> <p>4. Hard to maintain consistently</p>	<p>1. Conscience is the inner <u>voice</u> of a person that navigates him through social situations.</p> <p>eg. choosing a career path.</p> <p>2. It needs Everyone has conscience, but very few listen to it.</p> <ul style="list-style-type: none"> • <u>Right conscience needs wisdom</u> <p>3. Determines the <u>kind of decisions</u> we will take.</p> <p>4. Hard to follow even <u>once</u>.</p>

Guilt

1. feeling of uneasy / sorry state for one's own action. => self admission of wrong
2. Guilt can lead to Remorse for ~~good~~ morally strong people
eg: Feeling guilt after hunting other.
3. Guilt doesn't happen for people with moral myopia
4. Guilt is first step toward Reform

Remorse

1. seeking of salvation of one's action
2. Remorse comes when there is a guilt in a person.
eg: seeking sorry from man.
3. Doesn't happen for people with compromised morals
4. Remorse is strong step toward Attitude change
 ↓
 Gandhi's emphasis of Remorse as character transformation

Moral Transformation of society can only happen through Remorse

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

सूशासन कानूनों पर नहीं, बल्कि कानून का संचालन करने वालों के व्यक्तिगत गुणों पर निर्भर करता है। क्या आप इस कथन से सहमत हैं? अपने विचार का औचित्य सिद्ध कीजिए। (10 अंक, 150 शब्द)

Good Governance is the form of governance that not only aims to deliver public services, but does them with good spirit, ethical values, inclusiveness, people friendly manner in a transparent & accountable way.

Good governance doesn't depend on laws because

1. Laws are outdated.

eg. Official seals Act, 1923

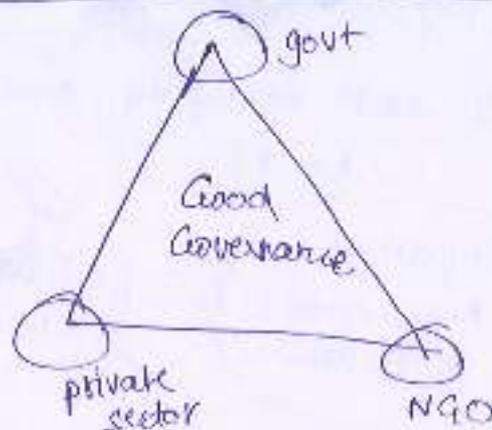
2. Laws are not progressive

— they follow society's retrospectively.

eg. cyber laws are yet to come effective.

3. Laws do not include every possibility

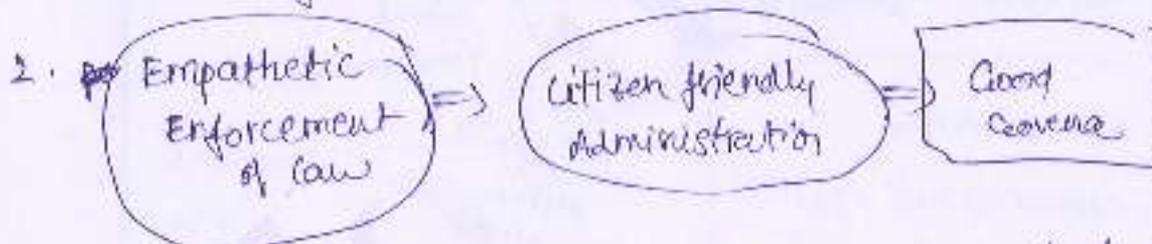
eg. what about people with damaged fingers at PDS ration shops.
/fingerprint



4. strict implementation of laws will
- exclude several genuine beneficiaries
 - not in line with EoB
 - hampers Governance
eg. Colonial laws

But Good Governance lies in ^{Law} implementing people :- because.

1. To implement law in spirit, not barely on letter
eg. ~~exempt~~ exempting some reqt for old people for PDS.



3. To adhere ideals of Good Governance proactively
• eg: proactive disclosure under RTI

Hence, not just laws, but their Bureaucracy needs to sincere, as advised by Kautilya

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

एक सक्रिय सिविल सेवा आवश्यक है लेकिन पर्याप्त नहीं है; भारत को 'सभी के लिए न्याय, स्वतंत्रता और सभी के लिए समानता' की दृष्टि को पूरा करने के लिए सिविल सेवा सक्रियता की भी आवश्यकता है। प्रासंगिक उदाहरणों का हवाला देते हुए कथन का विश्लेषण करें। (10 अंक, 150 शब्द)

Civil servants in India are often passive because of service rules, code of conduct, traditional Anonymity, Bureaucratic silos, Bureaucratic

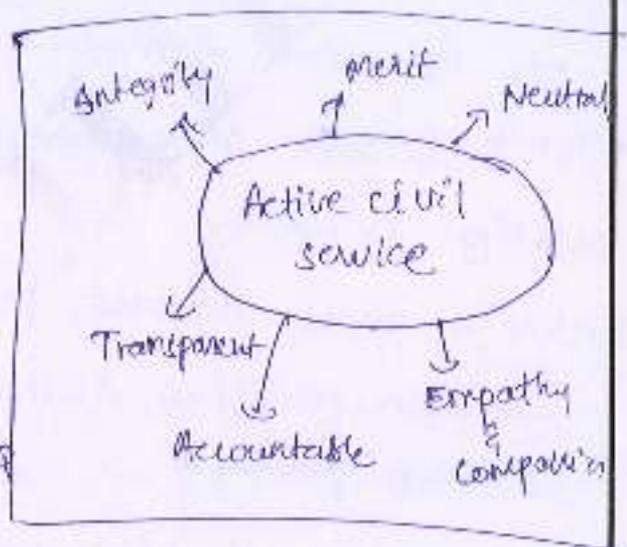
→ But Active civil service is not sufficient since

1. Emerging domains of Governance

- new rights like LGBTQ
- new activism over feminism, environmentalism

2. Emerging Accountability → social media
→ global accountability
→ digital media.

3. Rising Inequalities ⇒ need proactive governance of society



eg. top 10% of India hold 57% income
: world inequality Report

Need for civil service Activism

1. Emerging threats like cyber threats, online abuse that ~~report~~ has no legal solutions needs proactive bureaucracy to create awareness.
2. New Facets of Governance eg cyber governance
eg. Regulation of crypto.
• this is because 4th Industrial Revolution are creating Disruptions
3. Justice = social, economic, political
↳ to beat politician driven justice — problem of populism
eg. Khap panchayat — cast dual
4. Liberty & Equality = to fight new inequalities.

New civil service Activism is the need of modern day Democracy.

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) Educational institutions complement the role of the family and the society in shaping our values. Discuss. Can digital education perform this value inculcation function effectively? (10 marks, 150 words)

शैक्षिक संस्थान हमारे मूल्यों को आकार देने में परिवार और समाज की भूमिका को पूरक हैं। चर्चा करें। क्या डिजिटल शिक्षा इस मूल्य समावेशन कार्य को प्रभावी ढंग से कर सकती है? (10 अंक, 150 शब्द)

Educational institutions like school, college play crucial role in child development in Attitude Inculcation - along with Family, Society

How it complements?

1. Child Attitude devt
 - ~~is~~ almost $\frac{1}{2}$ rd of child's active life in schools
 - crucial role in value inculcation.



2. Develops conscience - navigates social situations

3. Forum of social interaction

↳ with ABC model of Attitude development
 eg: children interacting with each other
 ↳ Emotional competence

4. Role modelling & social persuasion in college due to helps in shaping values.

Can Digital Education perform this?

↓
Yes, because

1. more social interaction through social apps.
2. more avenues for knowledge
↓
more wisdom
3. Different world views due to Globalisation
eg: watching Korean dramas gives insights on other cultures.
4. Ease of Education Access
↓
more access Digital, financial literacy

↓
No, because

1. poor physical interaction,
- online education doesn't give human touch
2. Formal social conduct is different from private life.
3. Lack of Role modelling,
eg: unable to learn from teachers
4. doesn't help to address
 - Inferiority complex
 - Social shyness.

Digital Education can help inculcate Neo-liberal values like Etiquette, but lacks poor social skills.

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.4) a) Gendered attitudes convert differences in sexes into discriminations. Examine the factors responsible for negative attitudes toward women in the Indian society. How can these attitudes be changed? (10 marks, 150 words)

लैंगिक दृष्टिकोण लैंगिक अंतर को योपभाव में परिवर्तित करते हैं। भारतीय समाज में महिलाओं के प्रति नकारात्मक दृष्टिकोण के लिए उत्तरदायी कारकों का परीक्षण कीजिए। इन दृष्टिकोणों को कैसे बदला जा सकता है? (10 अंक, 150 शब्द)

Stereotyping of Human society

and prevailing social traditions & norms have turned India/world into patriarchial - where women are discriminated as lesser because of their gender. Also leads to LGBTQ discrimination

Factors responsible

1. patriarchy

- social norms like patrilocality, paternal lineage gave lesser importance to women

2. Lack of Empathy to understand plight of

women -
eg: women being discriminated in their menstruation,

3. stereotypes

- "women can't be leaders"
- "they are too emotional"
- "unable to take strong decisions"

4. Social Norms ⇒ shape Social Attitude

- women eating last
- women taking unpaid care work
- gender gap in payment
- paternalisation of some jobs like military.

How to change?

1. Role Modelling / Social persuasion

using examples of successful women like PV Sindhu, Mary Kom etc.

2. Social Attitude Adjustment

- Educating women
- Equal opportunity & pay.
- equal status in leadership roles

} women empowerment

3. Gender Sensitisation

- peralising gender norms
- Jayra jaitky committee - raise marriage age

women are equals in society

and "New Women" has to be rolled out in society

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

सार्वजनिक संस्थानों के नैतिक सरोकार और कार्य संस्कृति निजी संस्थानों से कैसे भिन्न हैं? सार्वजनिक संस्थानों में निजी संस्थानों के समान कार्य संस्कृति को अपनाने की वाञ्छनीयता का परीक्षण करें।

(10 अंक, 150 शब्द)

work culture is the work environment of a particular job. public institutions have different work ethics than private because of job specificity, ultimate interests, etc

public institutions	private institutions
<p>1. <u>dereliction of ^{duty} trusts</u> public at large</p> <p>2. <u>Conflict of interest</u> is more serious. eg. contract allocation by IAs</p> <p>3. Corruption, } Secrecy } are some ethical concern</p>	<p>1. Trust only private interests ii monetary loss.</p> <p>2. Conflict of interest are less serious, eg. Whistle blowing</p> <p>3. • Negligence • Inefficient • lack of skills upgradation of youth } are some concern</p>

IT - work culture

- less efficient
- duty driven; just want to attend the timing
- No competition, Hierarchical career growth, automatic

- more efficient
- goal driven.
- Highly competitive
- continuous updation is must

Desirability to introduce private work culture

1. Improve Quality of service
2. Reduce delay time — avg 10-15 year for infra in India (govt) but Singapore < 5yrs. (private)
3. High work ethics
 ↳ increased efficient ⇒ goal driven not just duty, eg. achieving targets.
4. Spirit of competition, skill updation
 ↳ Holistic competence of ARI-IT

Hence it is desirable for private work culture to enter but without class discrimination

Feedback

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Question Interpretation
Content
Value Addition
Total

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

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

Foundational values of civil servants
include merit/objectivity along with
Empathy & Compassion, in order to meet
other objectives like Integrity etc.

Ethical Dilemmas & how these values help

1. meritorious option being different from
social justice

~~eg. so~~
— like giving exemptions from SOP to benefit weaker sections.
eg. giving houses under PM Awas with little tweaks to beneficiaries.

2. To deliver law in both letter & spirit

↓
MUT gives order → law guides other.
— Merit helps to decide, at the same time empathy helps to take people friendly decision.

3. Dilemma under RTI Act

weigh between public interest and public harm
 requires careful balance of merit and empathy toward society.

4. poor, illiterate, weaker section that don't know rules have to be made aware of other options / take case based on merit to reject on technicality
 - only empathy / companion can guide them to take proper decision

Gandhian principle of Talisman needs merit as well as empathy / companion toward weakest people of society

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

persuasion is the ability of a person to convince others of a choice. Leadership is all about persuasion & civil servants are no exception.

How persuasion helps civil servants

1. Motivate subordinates to work, even under

- low salary
- lack of infra
- poor working environment
- no perks over performance.

eg: like making them work overtime for govt target

2. Convince government to take meritorious

decision despite populism

eg: not to give out freebies.

3. Social persuasion ⇒ helps in Role Modelling
 ⇓
 eg. IAS officers making peoples as partners in welfare schemes
 going for govt hospital. ⇓
 more success of schemes and increase efficiency

4. persuasion helps to create positive work envi
 • spirit to do good for society/public welfare especially police services

5 qualities to make effective persuasion

1. Integrity - to show consistency of values

2. public spirit - to let people believe that civil servant is with public

3. Leadership -

4. "Be the change you want to see" - Gandhi,

eg. IAS eating in dalit house after midday meal banned dalit cook

5. Communication skills - crisp & to the heart

Civil servants are agents of social persuasion that drive good governance

Feedback
 (For OFFICER use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.6) a) What does each of the following quotations mean to you? Peace is not mere absence of war; it is presence of justice (10 marks, 150 words)

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

peace is subjective. According to Gandhiji it is not just violence, but the Nehru backwardness / social injustice is threat to peace.

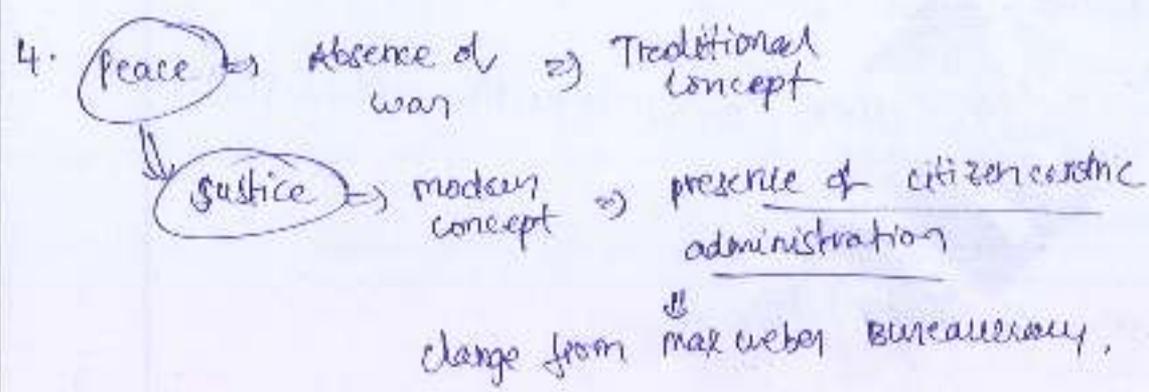
Relevance of Quote / meaning

1. without justice ⇒ more social inequality
 ↓
 more differences
 ↓
 security threat like
 Communalism, Regionalism, etc.

2. we don't achieve Utopia of true peace
 until our war ends
 ↓
 not just physical war, but war on
 poverty, injustice, inequality,

3. At an individual level

if a person is not in dispute, but neither seen as equal in society
 it is not peace, it is injustice.



5. Battle field changed from borders to society
 - Soldier changed from army to Bureaucracy,
 eg: complex social problems like child labour,
 are biggest threat to peace

6. Lack of justice ⇒ instils fear ⇒ trends to marginalisation
 "Fear is biggest threat to peace" - Nelson Mandela

Virtue of peace has been changing
 with Democracy and will later include Regalataria,
 Utopia free of discrimination.

Feedback
 (For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) "The world will not be destroyed by those who do evil, but by those who watch them without doing anything." (10 marks, 150 words)

"जसाए धन लोगों द्वारा नष्ट नहीं किया जाएगा जो दुसई करते हैं, लेकिन उनके द्वारा जो बिना कुछ किए उन्हें देखते हैं।" (10 अंक, 150 शब्द)

The world has good and evil side
 those who ~~perish~~ thrive on evil do ~~with~~
 not just supported by their sympathisers but
 also by mute spectators of good people.

Meaning

1. Moral numbness is more dangerous than moral myopia.
2. "Silence is a kind of agreement"
 "Anushiddham Anumatham"
 ↳ Buddhist philosophy
3. Need for good people to rise up & stand against evil
 - even Gandhiji said "Humanity is a ocean and few drops of dirt won't make it dirty"
 - there is always hope & good people should rise for it.

4. Real life examples

- World's silence on Ukraine war
- Silent on Chinese aggression because of Economic Ties.
- Europe's silence over Refugee crisis.
- Climate change
 - ↳ more destruction due to inaction & insensitiveness of world.

5. Instils civic responsibility to bring change in Society.

- "Be the first step / change in society that you want to see in society" - Gandhi
- If injustice happens we shouldn't wait for others to respond, but we should be the RESPONSE

If the world has to adopt Sensibility, Responsibility with Global Human Values, then silence is not the answer.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

Happiness is subjective, for some it is in Food, to others in Money, power, for some it is Family and Friends & others in success.

1. But, it is always never in extremes
- too much of anything is dangerous.

2. In line with Buddha's middle path

eg: too much fear is coward } both are
too ~~much~~ little fear is snailish } unhappy.

3. Too much happiness \Rightarrow Not being empathetic of others

too little happiness \Rightarrow Hopeless

Even happiness can't be extremes.

4. It is also relevant in world

- Too strict = Jainism
- Too lenient = ~~Mahayana~~ ^{Hina} Buddhism } both perished
- Too rigid society = orthodox / Discrimination
- Too lenient society = crime rate
no order in society

5. In order to appreciate light, one has to see the Dark

- only then we will understand that neither are good and ~~good~~ Happiness lies in between
- Yin Yang of Buddhism is a symbol.

Virtue ethics of Aristotle describes this Madhyamarg as one of the virtue

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Section - B

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

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

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

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

(20 marks, 250 words)

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

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

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

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

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

(20 अंक, 250 शब्द)

The above case study deals with Dilemma of Corporate Ethics - sunshine electronics whether to choose respect, profit, (or) privacy of individual / security of nation. The issue is similar to Huawei case - banned in USA/EU

Ethical Dilemmas

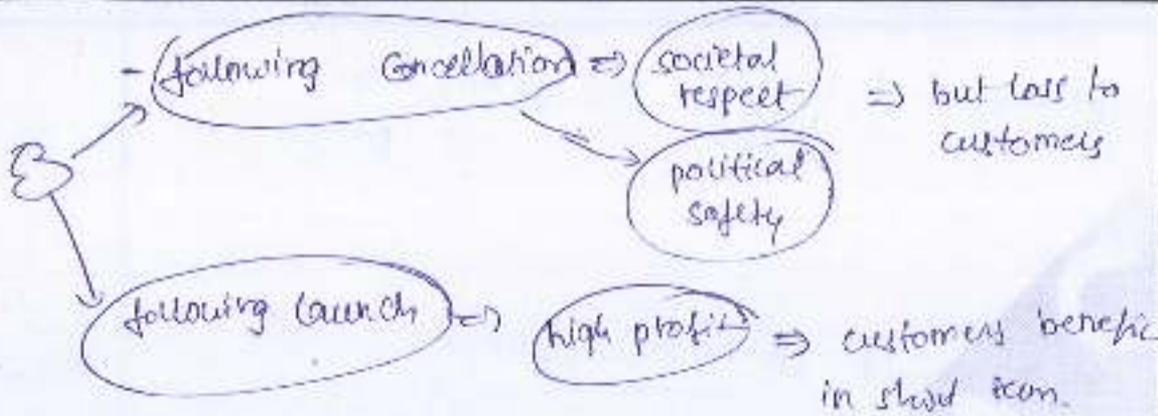
1. profit vs Corporate Ethics

- whether to stay silent & make huge profits or open up & cancel launch.

2. privacy vs Economic Devt

- launching domestic 5G, \Rightarrow huge econ. devt with cheap chinese supplies
- but threat of privacy \Rightarrow may lead security threat in future

3. Moral values vs Societal Respect



4. Having Business ethics may lead to loss of entire business
 — as 50,000 units produced, whole country is waiting for launch.

1. principles of Corporate Ethics to be followed while deciding -

1. Gandhian principle of "commerce without principle" is a sth
2. Compassionate capitalism is think of customers (manyan mutho) as your family.
3. "Ethics in Business" - will not only generate good image, but help in long run.

eg. Tata.

4. Business is a Ethical Responsibility

↳ to take customer's care after product end is a responsibility (moral) of company.

5) principles of Business Values are greater than profits.

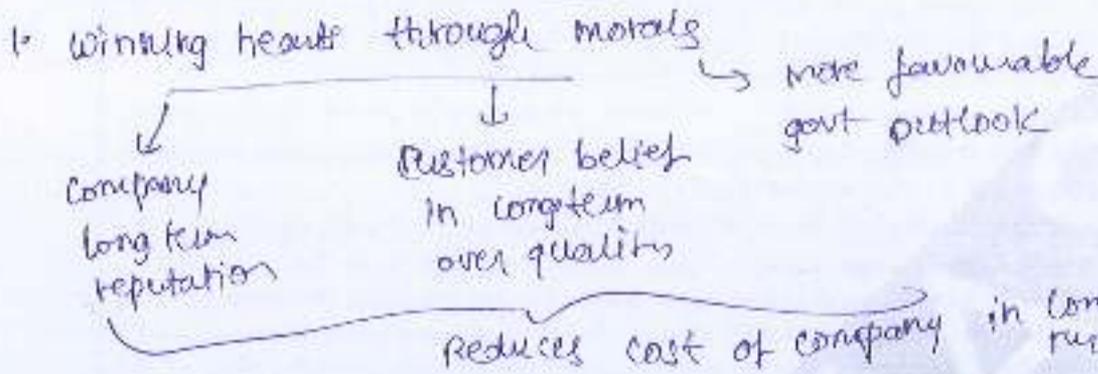
③ options

There could be only 2 options

~~1. Go with~~

options	merits	demerits
<p>1. <u>Go with the launch</u>, stay silent and make profit</p>	<ul style="list-style-type: none"> • saves reputation • political / corporate • huge profit & popularity for short term 	<ul style="list-style-type: none"> • privacy threat / more cyber vulnerable • National security threat • affects company Reputation in long term.
<p>2. <u>Stop the launch</u> send products for Redesign citing privacy threat, claim insurance and Relaunch with updated data secure phone</p>	<ul style="list-style-type: none"> • huge reputation to company. • will remain as case study in corporate ethics history. • New phone can be exported to US / EU also 	<ul style="list-style-type: none"> • Economic loss to company. • Customer dissatisfaction for almost 1 lakh pre-launch.

I'll choose option-2, because



2. Business values like Social Responsibility, moral Stewardship, sensible Corporate Ethics are upheld.

3. Gandhiji's principle — "Commerce with Morality"

For easing the customers, we can ask for delay and fulfil orders later. (or) even bear the loss, but following Dharma is the utmost priority.

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

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

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

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

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

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

(20 अंक, 250 शब्द)

The case study is about illegal mining
Mafia - while the SP (me) tries to curb the mafia, they retaliated with threats (dangerous actions) toward me and my family & my task force.

How to motivate my task force

I will tell my task force that

↳ If we let such mafia thrive, what kind of society we will show to our children / what environment will they

grow up? It is ~~some one's~~ duty to tackle these

2. The job of police \Rightarrow Spartan career

↓

die for your duty is more honourable than fearing & living under subordination.

3. If the mafia is threatening police themselves, imagine what they will do to common people?

— How can we sleep everyday, allowing these.

4. Finally, I will tell them that we will take coordinated swift strategic action to settle this issue, but I need their support

② How to justify family at Risk

Putting family at Risk is justified through

1. Mahabharata's Dharma — to do what you have to do faithfully and god will bear the fruits of your action

2. Duty comes first than Family.
 - Lakhs of people feel safe because of me (SP) & their families are as equally important.
3. Civil service is a spontaneous career.
 - ↳ Duty is ultimate.
4. If I could pass the risk, my honest, dutiful action will be more remembered than any other successful IPS.
 - that motivates me to end the risk (mafias) rather than die for the cause.

③ Various Dimensions & Measures

Various Dimensions of crisis include

1. Taskforce
 - morally down, but I need their support.
2. public
 - want to eliminate such crisis and live constitutional privilege of law & order ⁱⁿ soon
3. Going with my action further means = not only risk my life, but several of my taskforce and their families.

4. But stopping the stringent actions
 ↓
 lawlessness of society
 ↓
 more disorder in the society.

5. Mafia
 • reckless disregard toward
 • morally blind

↓
 Illegal mining,
 law & order,
 society at large

Measures

→ Short term

1. Take cognizance of all cases & file FIR on all members of organised crime like pickpockets etc
2. Find real culprits behind these and charge them with stringent IPC provision.
3. Stringent Ban on Illegal Mining.
 • public vigilante to report such cases to police

→ Long term

1. promote youth employment, self employment, entrepreneurship ⇒ stability & law and order in society
2. create order in society & prevent any further illegal mining.
3. Empower civil societies to mobilise public actions against such crimes in future

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

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

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

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

(20 marks, 250 words)

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

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

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

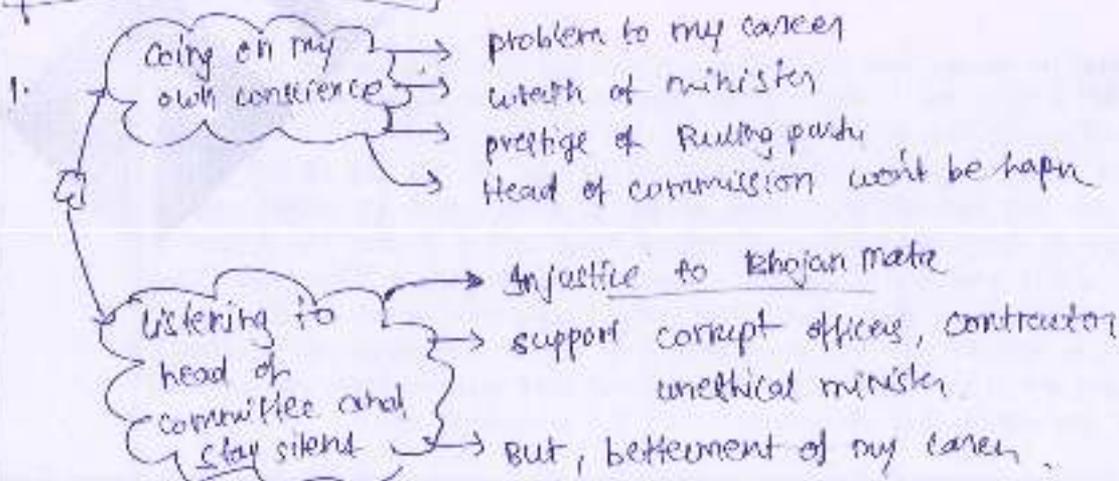
आप इन निष्कर्षों को आयोग के प्रमुख के सामने लाते हैं। आपके आश्चर्य के लिए, आयोग के प्रमुख ने आपको सूचित किया कि वह पहले से ही इन तथ्यों से अवगत थे। वे आपको सूचित करते हैं कि मंत्री ने उसे एक रिपोर्ट बनाने के लिए कहा है जो भोजन-माता को सही ठहराती है और निष्पक्ष के नेतृत्व वाले आंदोलन को दबाने के लिए उसे गड़बड़ करती है। वह आपसे किसी और को खोजने के लिए कहता है जिसे यह सुनिश्चित करने के लिए योग्य ठहराया जा सकता है कि सरकार अपना चेहरा बचाने में सक्षम है क्योंकि एक मौजूदा कैबिनेट मंत्री के भाई को जिम्मेदार घोषित करने से सरकार को और परेशानी होगी। वह आपको यह भी बताता है कि सत्तारूढ़ सरकार की मदद करने से अंततः आपको मदद मिलेगी। सूक्ष्म रूप से 'प्लम पोस्टिंग' प्राप्त करने के संकेत देते हुए और आपको यह भी चेतावनी देते हैं कि मंत्री को इच्छा है कि विरुद्ध जाने से मंत्री क्रोधित हो सकते हैं, जो आपके करियर के लिए हानिकार हो सकता है।

- 1) इस स्थिति में आप किन विभिन्न नैतिक दुविधाओं का सामना करते हैं?
- 2) कार्रवाई के विभिन्न कदम क्या हैं जो आप ले सकते हैं? कार्रवाई के सबसे उपयुक्त कदम की पहचान करें और अपनी परांच का औचित्य साबित करें।

(20 अंक, 250 शब्द)

The case study deals with poor quality of MDM meals and govt targeting of wrong person as scape goat & political pressure to hide truth.

Ethical Dilemmas



2. Morality vs Career

↓
following conscience
helps woman (cook)

→ following ministers
will give career prospects

3. Injustice vs Career

- ~~if~~ if I don't go with conscience, it will
not just support injustice, but also
a part of it

4. political pressure of ministers / head of committee
(vs) moral conscience

- "conscience is biggest judge" - Gandhiji

- but it comes at huge political / career cost.

5. promoting Injustice will help ruling party and
bring stability, but it will cost public in
long run.

6. whether I should compromise my morals /
principles / guiding conscience (or) be a political
puppet killing my very conscience.

↓
doing so, I would be able to live with
myself happily.

② Choices & Justification

options	pros	demerits
1. Give up on my conscience and support- Head of committee/contractor	<ul style="list-style-type: none"> • huge career prospects • Ruling party saved 	<ul style="list-style-type: none"> • injustice to Bhajan mata • kills my conscience • injustice to society by poor quality of mpm & law and order future
2. Give my opinion anyway and wait for consequence	<ul style="list-style-type: none"> • uncompromising moral • strong morality • Justice to Bhajan mata and society • show nexus between contractor and politicians / corrupt bureaucracy 	<ul style="list-style-type: none"> • Risk my career and life • Ruling party may fall • ...

most suitable course of Action will be 2nd option

Justification

1. Morality has intrinsic value and help me long term.

- following conscience \Rightarrow as per Gandhi's ideals of Truth

2. Honesty, Integrity & Dedicativeness are hallmarks of public servant
 spirit of holistic competence = Afii-III

3. Opposition / vigilant media may support my actions and I may not get in as much trouble.

- public support is crucial

4. Head of committee have no other option, but to take my opinion and publish, whether he is colluded or not.

5. 6 Bhagavadgita concept of "Dharma"

Deontological approach wants human to follow Right means and that's exactly gerna help in long run to me, if I follow conscience

Feedback

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Total



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

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

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

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

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

(20 marks, 250 words)

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

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

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

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

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

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

(20 अंक, 250 शब्द)

The case study deals with Rashmi - corona warrior - Verbal promise of govt hiring preference but later govt changed mind.

Various Ethical Issues Involved

1. Lack of Empathy from Govt side - giving verbal promise and using their

human resource during most daunting times and later disregarding their actions as immoral, unethical.

2. Verbal promises by govt are often broken
Such actions should be written / legal backup
3. Overloading of workers like more than 400/day is high workload and without adequate salary, social security & neither job security
4. At the same time, govt needs to further enhance health capabilities to meet future pandemics and cannot meet permanent employment.

② Justification of Rashmi side

1. The prime reason for her becoming corona carrier = govt job preference which is not given now.
2. She worked overtime, overload, under-pay facilities for that single cause.

inadequate beds, so govt ~~are~~ need to invest in health infra

↳ currently 2.1% GDP (2021) but National Health policy target = 2.5% GDP

4. Govt promised preference in job, not permanent employment

④ Cause of Action

→ Given the side of Rashmi - true with E. other

regard to corona support they gave

→ But govt can't give out full permanent jobs

as there is neither { not that much need
nor that many finance

So my Recommendations to govt

1. Give out 20% reservation in Health recruitment for next 10 years for corona warriors

2. Increase 2.5% GDP spending to create jobs, infra etc.

~~Both~~ Both sides have rational core, Buddha's middle path has to be followed.

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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

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

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

(20 marks, 250 words)

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

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

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

(20 अंक, 250 शब्द)

Caste discrimination and proxy Sampark

→ case study shows how caste discrimination prevails in rural areas, even in leader roles like Sampark.

Why do they still happen after 75 years

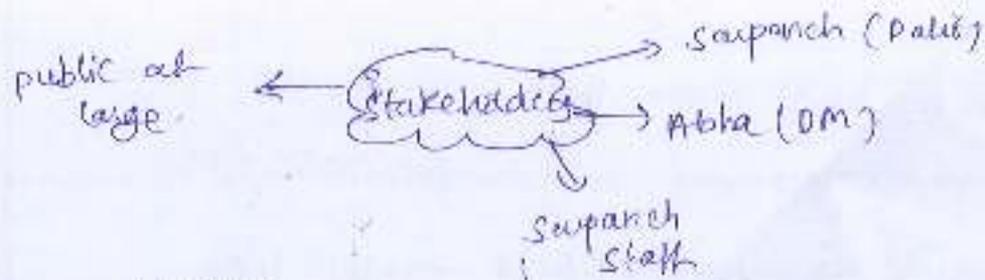
1. Backwardness in education, thoughts morals
 - lack of modern values like equality, democracy.
 - eg. that's why rural areas have more discrimination than urban.
2. stereotypes that encouraged by older societies
 - like manusmriti → preached "caste" as virtue.
3. poor law enforcement
 - laws cannot change social thoughts, but slowly modify them.
4. political populism - maintaining caste discrimination gives political mileage during elections.

eg. dividing on caste lines during elections.

② Various Ethical Issues

1. Separate being held - not allowed in promises because social discrimination.
2. Violation of constitutional ideals like equality, fraternity.
3. Caste based ostracisation - like keeping separate pot is outrageous and huge blow to dignity of an individual.
4. Despite Reservations, caste discrimination is not addressed and proxy decision making is happening.
 - 5. - still people are discriminated on birth
 - Reservations happen only in letter but not spirit.
5. Apathy of people, not to stand up to laws and ideals of constitutions, shows how deep rooted and hard to change, the caste system is.

② Stakeholders & their Responsibilities



their responsibilities

1. public

- educated, develop scientific temper (A-EIA)
- uphold constitutional values ⇒ move towards a New Society

2. Abha

- stringent imposition of duty over sarpanch staff
- regular monitoring to see discrimination doesnot happen → in sarpanch office & society

3. Sarpanch

- aware of his role (function / powers)
- don't be a puppet (slave mindset)
- stand up for his rights

4. Saparakh staffs

- listen to & heed to Saparakh opinions.
 - create free, egalitarian saparakh environment.
 - remove discrimination in their village
- ↓
Case study shows high prevalence

Need both letter & spirit implementation of constitutional morality.
The modern values of social justice

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



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

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

You are a mutual friend of Jayant and Sarita. One day you received a call from a distressed Jayant and he asks you for your advice on this issue.

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

(20 marks, 250 words)

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

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

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

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

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

(20 अंक, 250 शब्द)

Case study is about
Balance between public life and personal
life along with gender justice

① Different options

options.	merits	Demerits
1. Move to divorce as they have different interests	<ul style="list-style-type: none"> • Both can have separate lives. • No one has to suffer 	<ul style="list-style-type: none"> • Failed marriage will affect performance even more. • Not ethical to go for divorce without exploring exhausting all options.

2. Show patriarchal mindset and impose that women has to work in ^{home} and force her to do

- resolves issue temporarily.
- may ~~be~~ be in medium term she may lose interest in job.

- poor Role modelling
- Approval to confine empowered women.
- Jayant may not be totally happy with disappointed wife.

3. Let her work ~~and ask for transfer~~ in local area (or if she wants to Bangalore, then allow her.

- after sometime, he/she may choose to come back
- Jayant's mental relief

- they will stay at distance

3rd option is most suitable as distance is not a factor today and empowerment of women is must, especially for someone like Sauha.

② suggestions

I would convince Sauha to stay in North East and create entrepreneurship in

that area.

→ It has huge potential, less competition and more scope for independent women like her to excel.

→ This can only happen if Saurha is convinced of not moving to Bangalore, (non-MNC non-IT job)

→ As a DM, Jayant can push her through

- people mobilisation
- identify local problems
- provide local level inputs to her to start a business.

③ Jayant's qualities to develop

1. New modern values like

- women empowerment
- admiring women aspirations.
- gender equality

2. Keep his public life and private life

seperate → It shouldn't affect his subordinates/work.

3. Develop Emotional Intelligence (EI)
Adversity Quotient (AQ)

4. To convince elder like Jayant mother of his wife ambitions & modern women - Only then household pressure reduces

Jayant can easily tackle with his intelligence, if he develops calmness, empathy, deep thinking, practising meditation can be helpful.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

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Mentor Feedback Questions

1

2

3

4

5

Test Goal

1

2

3

Outcomes

.....

.....

.....

.....

Marking Scheme

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

* Subject to change without prior notice.

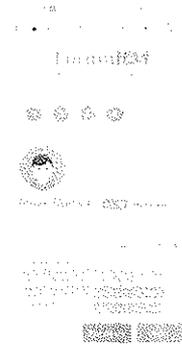
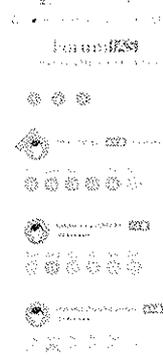
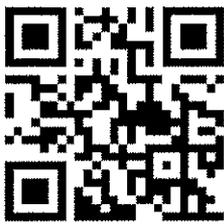
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