

Test Code: 21093

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ACADEMY

FIAS - 2019 - GS4E/24B/16C

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## ACADEMY

### GENERAL STUDIES

Name Of Candidate	Ayushi Jain		
Email Id.	ayushij881@gmail.com.	Roll No.	1910034382
Mobile No.	[REDACTED]	Date:	

Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE			INSTRUCTION
Q. No.	Max. Marks	Marks Obtained	<p>1. Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile).</p> <p>2. There are TWELVE questions printed in ENGLISH.</p> <p>3. All questions are compulsory.</p> <p>4. The number of marks carried by a question/part is indicated against it.</p> <p>5. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided.</p> <p>6. Word limit in questions, if specified, should be adhered to.</p> <p>7. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.</p>
1	20	8	
2	20	7.5	
3	20	7.25	
4	20	5.25	
5	20	7.25	
6	30	12.25	
7	20	7.5	
8	20	8	
9	20	8.5	
10	20	8	
11	20	7	
12	20	5.5	
<b>Total Marks:</b>		92	
<b>Remarks:</b> You have done well. Keep it up!!			Start Time   10:00 (am)   End Time   01:04 (pm)
			Mode Of Examination :   Online <input type="checkbox"/>   Offline <input checked="" type="checkbox"/>
			ECN CODE: 656   Evaluation Date:

# You have good potential. All the Best!!

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

#### ADDITIONAL COMMENTS

Dear Ayushi,  
Your Strengths

- After going through your answer script, it is clearly evident that you have good conceptual clarity & answer writing skills.
- The structure & presentation is very good.

Your areas of Improvement

- Please stick to the word limit.
- Give more relevant & vivid examples (16)
- Please write as per the demand of Q. (20) (39)

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- Write a comprehensive answer. (Q49)
- Please address all parts of answer (Q11)



Q.1) a) What do you understand by foundational values of Civil Services? Why are they said to be foundational in nature? Which two values of Civil Services in your opinion are of paramount importance? Explain with examples.

(10 Marks/150 Words)

## Foundational value of civil services

are those values which prevent it from becoming self-service. It guides the civil servant in the right direction, with a spirit of service and a sense of mission to work for the welfare of people i.e, in PUBLIC interest.

for example → The values given by NOLAN Committee are selflessness, Objectivity, Honesty, Accountability, Openness, Integrity and Leadership.

They are foundational in nature because:

- ① They guide the civil servant towards public good.
- ② Without them, civil service will lose its essence. They provide genuine basis for functioning.
- ③ The civil services, will be full of corruption, biases, partisanship etc if these values are not there.

Stick to word limit

Good well defined

## Explaining two values

### ① Integrity:

- It is holistic quality which is the integral of conscience, values, qualities etc. It is when, there is no difference between what one thinks, one says or one does.
- According to 2<sup>nd</sup> ARC, every civil servant should be guided by 'public service' and not by any selfish goals.

Forexample: Kiran Bedi showed ultimate integrity while serving as a traffic incharge that she didn't hesitate in towing even the Prime minister's car.

### ② Transparency

- Transparency is like working in a glass box.
- It is sharing of information with the shareholders concerned so that preventive actions, early intervention etc can take place.

Foreg: U. Sugayam was the first IAS officer to make his assets public showed that he will be transparent even related to his personal belongings.

Civil Servants must possess these foundational values to work in an effective manner for public interest.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	4.25

Good conceptual clarity

Good examples



b) What do you understand by "good" in good governance? Is good governance always ethical governance? Analyse. (10 Marks, 150 Words)

Good governance refers to the mode of governance in which government provides services, equality, maintain fraternity, security to its subjects with the assurance of not violating their individual rights.

Good definition

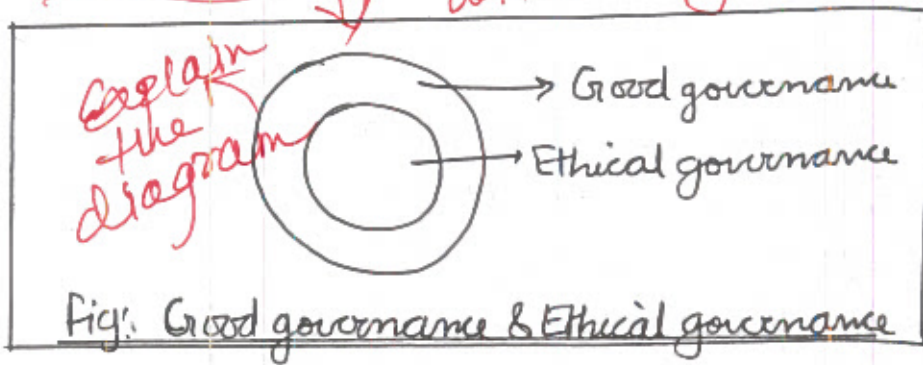
For example: Bringing the evolution of railway ticketing (IRCTC) is an act of good-governance as it will make the process more easy to operate.

The "good" in good governance refers to →

- ① Fulfilling the expectations of all stakeholders.
- ② Efficiency of the users of services.
- ③ Flexibility to the employees  
for example - The pension-panchayat for ex-employee regarding grievance related to pensions.
- ④ Making the process faster, and effective.
- ⑤ Making the process more economic in nature  
for example: Direct benefit transfer (DBT) is an act of good governance.

Is good governance always ethical governance?

Yes Good governance, leads to process which  
 ① helps the governance to become ethical  
 governance. Good governance is a subset of  
 ethical governance



When it is not,

- ① Good governance may lead to discrimination  
 for example: Internet services or e-version of things  
 may leave the illiterate people behind.
- ② May not handle the gender bias in process.
- ③ Rich-poor divide may get exacerbated.

Good governance is the first step towards  
 ethical governance; carefully eliminating  
 the loopholes on the basis of feedback will give  
 rise to Ethical governance.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	3-25

would  
 that be  
 Good  
 governance  
 in  
 absence  
 of any  
 efforts  
 toward  
 inclusion



Q.2) a) Analyze the doctrine of "Niti" and "Nyaya" as given by Amartya Sen, in the Indian context. (10 Marks/150 Words)

"Nyaya" is a hindi word for justice while "Niti" is a hindi word for reference or rule to be followed for particular action.

For example! Dand Niti: to be referred for punishment related activities.

Amartya Sen is an Indian economist, according to whom every man should get opportunities according to his "capabilities". Therefore, no man to be provided avenues according to the common-goods approach but according to his own ability to do things.

According to him, "Niti" shouldn't be definite in nature for every situation. One should first analyse the condition the other person is in and then apply the niti accordingly.

Good  
Points  
well  
discussed

for example: The beggar shouldn't be treated as a criminal under the blanket "The Bombay Beggary Prevention Act", but effort must be made to understand the situation which led him to do it.

In the same way, "Nyaya" or justice should be provided according to one's circumstances. According to him, nyaya is treating one according to one's situation or actions. for example: A tribal youth shouldn't be punished for killing an animal in his home 'forest' as same as an adventarist urbaner went to forest for entertainment hunting.

The Amartya Sen idea about "Niti" and "Nyaya" provides an analytical approach of handling the life-situations.

Discuss the concept the India context

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	3.5



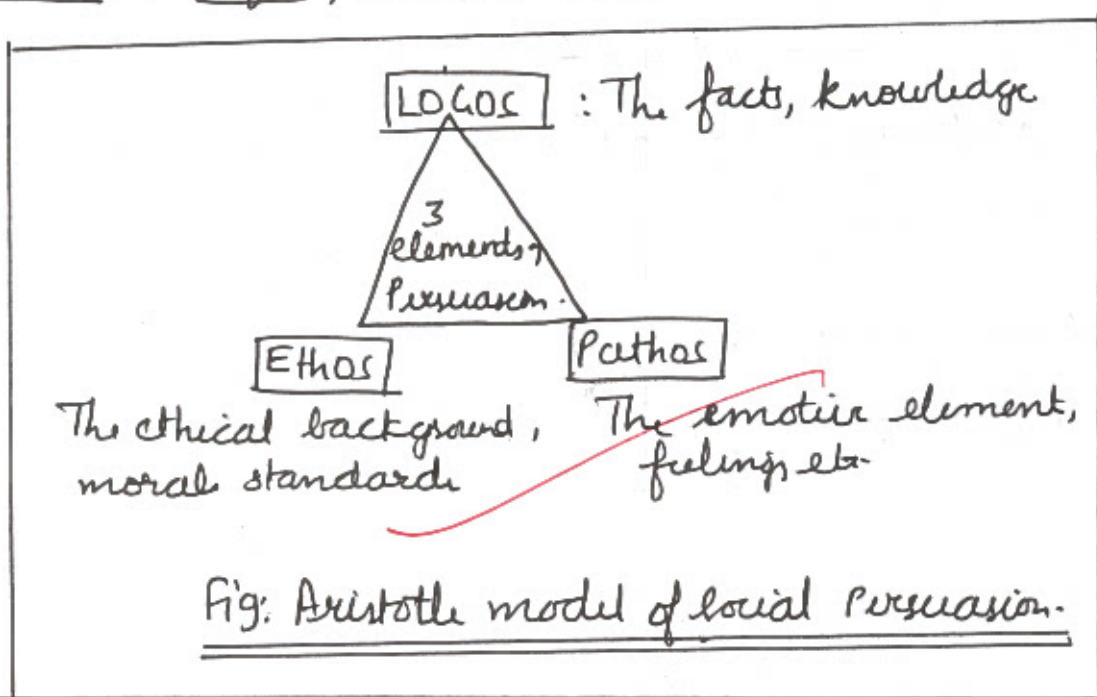


b) How can we use "Social Influence" and "persuasion to contribute to the success of "Beti Bachao Beti Padhao Abhiyan"? (10 Marks, 150 Words)

## "Social Influence" and "Persuasion"

refers to the tactics involved in making others do what one wants them to do. According to Aristotle, it involves all three → Logos, Ethos, Pathos.

Need to define the terms distinctly



For the success of Beti-Bachao Beti Padhao → (BBBP)

- ① Making it a societal norm by social influence  
for example → "The selfie with daughters" created ~~an~~ norm, which every ~~father~~ didn't want to fail into.

② Using different "persuaders" to effect at different levels →

Attractive persuaders: for example: Priyanka Chopra

- to attract or persuade youth

Powerful persuaders: for eg: "PM Mann Ki Baat"

- to target hardliners to participate in RBSP.

Intellectual persuaders: for eg: Novels/educational

- to target the intellectual audience.

③ Using hoardings at important places

for example: Gudda-Gudiya boards at the entrance of all schools.

④ Repeated reinforcement at all places

for example: Digital-Wall of Delhi Government initiative can be used.

¶ All these things will help in creating a persuasive environment that will encourage everyone to work towards success of the scheme.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	9

Good examples  
keep up!!



Q.3) a) "Man needs his difficulties because they are necessary to enjoy success."  
Comment. (10 Marks/150 Words)

Difficulties are the hurdles or obstacles which comes in the way of an individual or group during ~~his~~ journey towards a particular goal.

for example: Lal Bahadur Shastri had to cross the river by swimming everyday to get education.

Man needs his difficulties because they are necessary to enjoy success. It is true because, without it, the success may be not important as much as it would with difficulties.

It is important for few learning

Difficulties help in →

- ① Understanding the real worth of success
- ② Help in estimating the responsibilities that comes with success

for example: The UPSC exam is one of the most difficult exam comes with great responsibility.

↓  
perseverance,  
hard work  
etc.

③ Work as a testing ground for the man to analyse his determination.

④ Difficulties may remove the ~~the~~ less-determined ones from the race.

Today, there are ways through people are trying to evade difficulties & like →

① Corruption to get employment

② Nepotism in getting opportunities.

③ Partiality and partisanship for vested interests.

But, life is not a single race but a series of races rightly said by Mahatma Gandhi, success in one doesn't ensure success in other.

Therefore, one must be true to oneself and "Appo Deepo Bhava" i.e., be a light unto thyself as said by Buddha, face the difficulties and the taste of success will be above all.

Not as per the demand of Q  
Write as per the theme of Q

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	2



b) What do you understand by the term "positive attitude". What are the identifying traits of persons with positive attitude? How can we inculcate such attitudes?

(10 Marks/150 Words)

Attitude refers to the pre-existing positive or negative disposition towards a person, a place, a thing or anything at all.

Positive attitude, is the attitude which takes one closer to the things, the attitude is attached to.

Good  
Well  
explained

for example: I have a positive attitude towards 'music', I will try to learn some musical instrument to pursue it.

Identifying traits of persons →

① Enthusiasm about the activity is one of the foremost signifier of positive attitude.

for example: Virat Kohli is full of positive attitude towards the game.

② Energy and Optimism: is always in an appropriate amount towards the activity.

for example: APJ Abdul Kalam because of his positive attitude were optimistic about Indian Missile program.

- ③ "Never say die" spirit is also prevalent
- ④ Encourage others to follow suit.

How to inculcate such attitude →

① Positive role modeling

for example: A teacher with empathetic nature will generate such nature in students.

② Repeated reinforcement & message delivery →

for example: The hordings related to 'Helmet for safety' will generate attitude of safety.

③ Using correct means to deliver message

for example: School for children  
Youtube for children and youths etc

Positive attitude helps in attaining huge heights, and sometimes surpass aptitude in doing it.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	4.25

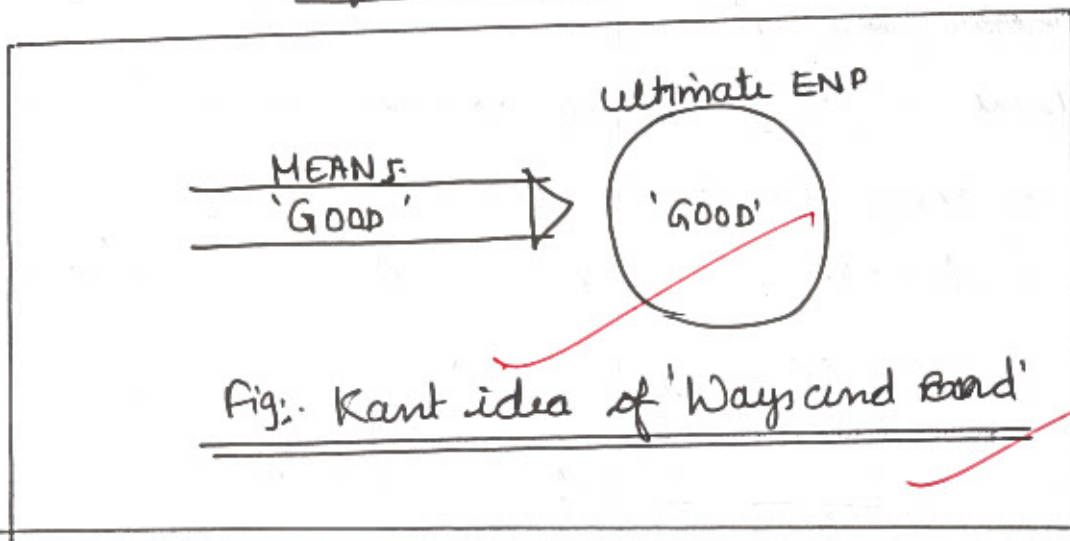
Good conceptual clarity



**Q.4) a) Discuss the contribution of Immanuel Kant to the field of ethics. What are the limitations to his approach?** (10 Marks/150 Words)

Immanuel Kant is one of the most important personalities who propagated deontological field of Ethics.

According to Kant, it is not just the 'end' or the final result which matters, but it is also the means or the way employed to attain the same, holds equal value.



According to him, if the means is not ethical, however good the end may be, it will be of no value.

Good  
However,  
add:-  
• Duty is paramount  
• Human should be treated as ends not means

Kant also guided the ethical arena by remaining true to oneself and be moral in every situation even when there is no external accountability. According to him, religion only gives a positive push, but to be moral, one doesn't need a religion.

*Write about the limitations of his approach*

He kept ethics above all gains, be it personal ethics or professional ethics. Justice always should be provided according to one's circumstances. An individual's situation must be analyzed before making decision.

Immanuel Kant, was a torch bearer for ethical studies. His contribution is of huge importance.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation	,	Total	2.25





b) "Corruption is a cancer: a cancer that eats away at a citizen's faith in democracy, diminishes the instinct for innovation and creativity" Analyse the social, moral and economic imperatives for eradicating corruption. (10 Marks/150 Words)

According to Kautilya, Corruption is a relentless pursuit of Arth (ie, economic pleasure) and Kama (sensual pleasure), involving thoughts, words and deeds, in complete violation of the "Dharma" (morals)

Good job? Well explained

Corruption: Dimishes faith in democracy:

- ① Faith diminishes in pillars of government.
- ② Law and Justice system willnt be resorted to.
- ③ Citizens dont find meaning in democratic values of voting, elections etc.
- ④ Liberty, Equality, Justice etc will lose their essence.

Good you have justified the Q.

Corruption: diminishes instinct for innovation

- ① Willnt feel motivated to initiate.
- ② Lack of morale in starting something novel.
- ③ Fear of being a victim of corruption will inhibit his activities of taking stand.

## For eradicating corruption →

### ① Moral Imperatives

① 2<sup>nd</sup> ARC Report calls for making an "ethical Code of Conduct" for civil servant.

② It also calls for an "Ethics Commissioner" to be appointed in each state

③ Ethical and moral education during training orientation & made part of school syllabus.

### ② Social Imperatives:

① Removing the mindset of corruption as a norm.

② Collusive corruption must be handled by awareness generation.

### ③ Economic Imperatives:

① Digitising the economy.

② Minimizing the interface between officials and people by automation.

③ Awareness regarding the fees and other obligations.

Corruption removal requires a multilateral approach to tackle such a deep rooted problem.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	2.5

The Q is on the need of eradicating corruption



**Q.5)** Envy is a negative emotion that eats a man from within. An envious person is filled with bitterness and revenge.

a) How does envy differ from jealousy? Also discuss how it impacts one's behaviour and handling interpersonal relations. (10 Marks/150 Words)

"Envy" refers to the feeling of wanting to be like someone, or have possession of assets as others.

An envious person, always constantly in search of things which he/she doesn't possess and starts thinking about having it.

- ① He ignores the gifts they have.
- ② Always have an eye on others' belongings.  
for example: If a neighbour gets a good new car, the envious person envy about it.
- ③ Never be satisfied with life.
- ④ He/she becomes frustrated with life.
- ⑤ This will turn into anger and bitterness and will affect others as well.
- ⑥ It will affect his/her personal life as well.
- ⑦ He thinks of taking revenge by possessing those items.

Club with impact on one's behaviour

Need conceptual clarity

Jealousy, is a feeling of not experiencing <sup>good</sup> about the good of others. It so happens, when the other person have something which one doesn't have for example: A person may feel jealous about the good made the other person kids get.

In case of Envy, it is not necessary that the envious person may ~~not~~ possess the thing. He may be envious even if he does have it.

Effect on one's behaviour & interpersonal skills →

Good points well written

- ① Tolerance in the ~~relationship~~ may diminish.
- ② Extreme feelings like anger will take effect.
- ③ Cooperation and understanding will not be there.
- ④ Welfare of all, will not be the motive.
- ⑤ Devotion and sacrifice in ~~relationship~~ will stop.

Thus, enviousness and jealousy shouldn't find place in a man's ~~heart~~ because it make make one stop striving for truth but for oneself.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	3.25



b) How can negative feelings such as envy be managed and controlled?

(10 Marks/150 Words)

According to Buddha, the movement one starts having an extreme feeling like anger or envy, that very movement one stops striving for truth and starts striving for oneself. And that is the end of all analytical thinking.

Therefore, it is essential to find ways to manage & control Envy. Some of them are -

## ① Build Emotional Intelligence

- ▶ By being self aware and connect with our emotions.
- ▶ Self Regulation, then we should aspire for.
- ▶ Self management, i.e., managing the output of our feeling and our behaviour.
- ▶ Being Empathy into our nature.
- ▶ Learning social skills, so as to connect positively with out, without envy.

Good structure  
keep it up!!

② Trying to find the root cause of envy

- ▶ Some past experiences
- ▶ Some repeated reinforcement as in case of social parties, advertisement etc.

③ Targetting the root cause by

- ▶ Avoiding such gathering which compel one to feel envious about others.
- ▶ Doing meditation to become aware of one true self.

④ One can use one's religious teachings

for example: Dispossession (Aparigraha) of Jainism.

"To find yourself, one must lose oneself, in the service of others", therefore the envious person should learn the fact the ultimate reality is self awareness and service of others.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	4

V. good conceptual clarity



Q.6) a) List any two women personalities who have inspired you. What qualities do you admire in them? How have you tried to imbibe those qualities in yourself?  
(10 Marks/150 Words)

"Women personalities" always inspire us in the sense that they have the subtlety and calmness of a woman and excellence and effectiveness of the work they are involved in.

Two personalities inspired me →

① Jacinda Ardern (Prime Minister of New Zealand)  
Her qualities like:

(i) Tolerance: Towards the migrants.

(ii) Her idea of Justice: After the Christchurch bombing, he didn't tell names of terrorists but the victims, to impersonalize the perpetrator.

(iii) Respecting other beliefs: She attended the funeral of muslim migrants killed, wearing a hijab.

I tried to imbibe →

(i) Listening to other's views

Good examples you can also give simple examples from your life

(i) Respecting Other cultures and customs.

(ii) Not judging other by the way one looks.

② Swapna Burman (Haptathlon - gold medalist,

Qualities: Asian games 2018)

(i) Hardwork: practicing from the age of 10.

(ii) Fighting all odds:

↳ poverty (father: paralyzed; mother: tea garden worker; 5 siblings)

↳ 6 toes → injury because can't afford extra wide shoes.

Similar qualities are

(i) Not worrying about small things.

(ii) Keeping the big goal in mind.

(iii) Even small and limited belongings will suffice in gaining large success.

They, always guided me in both my personal and professional lives.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	4.25

Good  
well  
written





b) How is Attitude formed? Discuss how we can change the attitude of society towards women.  
(10 Marks/150 Words)

Attitude refers to the positive and negative predisposition of a person towards a particular person, things, a movie or anything at all.

Good well defined

for example: I detest violence in any form.  
So, the disturbances in Middle East, generate negative attitude towards it.

How is attitude formed:

① During the socialization process.

② In school, the attitude which teacher has towards something.

for example: In some places children are nurtured with some negative attitude towards a particular religious group.

③ In family: for example: attitude towards women  
for example: Mother makes food, father goes to office.

- ④ Peer group of the individual.
- ⑤ Work Environment of the individual.

## Changing society attitude towards WOMENs

### ① Family

- (i) Giving equal opportunities to women.
- (ii) Giving respect to women in a household.
- (iii) Shared working of household chores.

### ② School

- (i) Bringing more female teachers.
- (ii) Effective role modeling during activity learning  
foreg: Kalpna Chauda for project (summer)
- (iii) School Curriculum should be revised to remove biasness.

### ③ Society

→ Awareness generation  
foreg: Nukkad Natak about women empowerment  
Holdings, advertisements, TV serials,  
Rewards & Recognition. Newspaper, etc.

The attitude towards women can only be improved by multilateral coordination among diff sections.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	

Good pts well written

Any discussion on law / adm / governance efforts

4



c) It is often believed that business and ethics do not go together and are incompatible. Give your opinion on this. How can we make business more ethical?

(10 Marks/150 Words)

"Being good is good business."

said ~~Ante~~ Anita Hubbock. Ethics and Business sometimes appear to be contradictory, but in reality they help each other grow.

Businesses have ultimate focus on profitability and effective use of resource.

But it is seen that the perception of Ethics showing this process exists. But it is not true as →

(i) Gives idea about corporate responsibility which also involves its "Social Responsibility".

(ii) Helps in building "trust" with the public  
for eg: TATA enjoys such trust.

(iii) Reliability of customers on the brand.  
for eg: Microsoft is a preferred Operating system for many despite many free versions like Ubuntu.

How they are contradictory? State

## Making Business more Ethical

① Making them realise their moral obligation

for example: by bringing international example like "Bill & Melinda Gates Foundation".

② The Customer awareness

↳ Because of Education & Connectivity, customers now prefer ethical corporates to buy products from.

③ Legal obligations

↳ Bringing laws to prevent corporates to follow unethical measures.

To make business a success and to build a better world are not contradictory goals but they complement each other.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	4

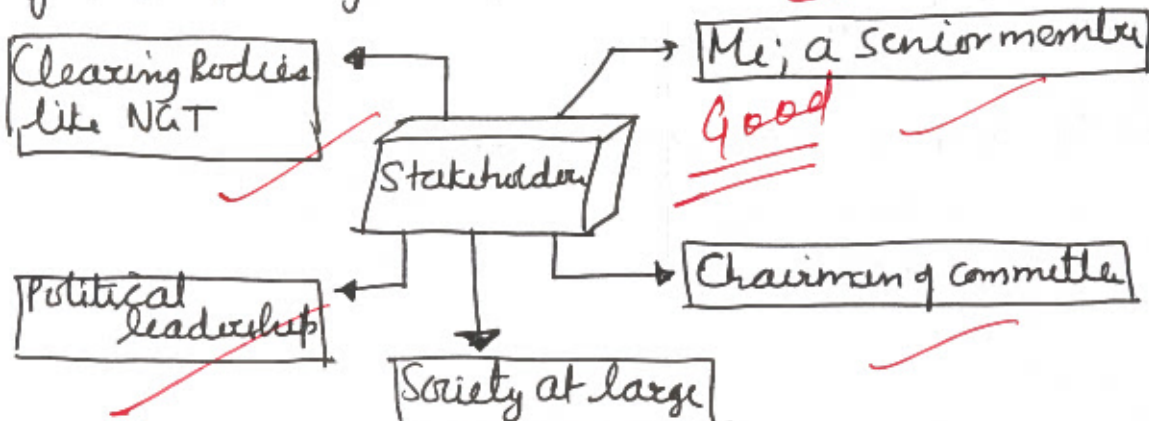
Good points well written



**Q.7)** As a senior member of the advisory committee to the government, you have access to important policy decisions and upcoming big announcements such as high-speed rail network projects before they are notified in the public domain. The government is about to announce a mega rail project for which the drawings are already in place. A significant part of this project will pass through a protected zone that has been hitherto untouched by developmental activities. This protected zone is an important part of the city ecology. If damaged, it can aggravate the recurring flood disaster scenario in the region. This zone is also known for its highly endangered bird species which happens to be your state bird too. When you brought this matter to the notice of the chairman of the committee he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed. Your chairman and political leadership in the state is adamant about providing a clearance without any hurdles.

- Critically examine various issues in development vs environment debate.
  - Analyse various conflicts of interest in this case and how are you going to address them?
- (20 Marks/250 Words)

"Conservation is a state of harmony between nature and mankind", said Aldo Leopold. In the ~~above~~ case, the conservation and harmony is in a situation of getting jeopardized by the project.



## A] Various issues in development versus environment debate →

### (i) Development induced degradation of nature

↳ As here, the rail passes through protected area; hitherto untouched by development activities.

foreg: As happened in Videocon setup in Chattisgarh.

### (ii) Disbalancing the city Ecology

↳ As here, it forms an important part of city ecology.

Will lead to, flooding, droughts, more loss of life & property.

foreg: The Malaxmi Express stuck in floodplains of Ulhas River in Mumbai, this monsoon.

### (iii) Protection of Biodiversity

↳ As the area is home to important bird species.

State some pro-development points as well

Balance your debate with the concept of Sustainable Development

## (B) Conflict of interests in the case →

### (i) Organisational ethics versus Environmental Ethics

- As a member of the committee, I must expedite the project.
- But, to conserve environment, I must expedite the matter further.

Good analysis

### (ii) Public interest versus political vested interest

- The lives of many people will be at stake because of the project (flood etc)
- But politicians want to persevere vested interests by the project

### (iii) Morality versus professional Ethics

- My morals allow me to stick to the truth
- While my professional ethics wants me to adhere to the chairman.

### (iv) Development through soil versus conservation through leaving area undisturbed.

I am going to address it as

(i) I will once again approach the chairman and political leadership, this time with:

- EPA  
SIA
- (a) ~~proper~~ documentation of effects
  - (b) Other similar case-studies
  - (c) Some other eminent ~~person~~ opinions.

(ii) If they donot get persuaded, I will connect with the clearance Authority (NCT etc)

▶ Impact Assessment report will be provided with honest opinions.

▶ Try to make them understand the point.

(iii) If am still convinced about the effect based on Scientific & Objective Criteria and if clearance is provided despite it.

It will take help of Informal channels like NGOs, Civil society, whistleblowing etc.

Everylife is important. Development in the name of ultimate damage in the end is of no use.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	7.5

Good response  
Keep up!





**Q.8)** Dr. C is an honest and upright professional working in a Government hospital. He notices that his staff is habitually late. They do not seem to be very motivated or committed to their work. When he sought a meeting with them to ascertain the reasons for their attitude, they said that their salaries are barely sufficient to meet their needs. Hence they are forced to work as part time employees in private clinics. Some of them are thinking of resigning from their jobs and plan to work as full time private employees instead.

a) In your opinion what are the reasons behind low motivation in government services?

b) What measures can Dr. C take in the given circumstances to boost the motivation and morale of his staff? (20 Marks/250 Words)

There are some heroes which do not wear hats, and one of which are doctors and medical staff; if they themselves suffer such a situation, their morale for becoming a hero will dilute. It is MDC's responsibility to look into the matters and try to resolve it.

Good  
introduces  
well

Stakeholder	Concern
① MDC	- honest delivery of services - good attitude of staff.
② Staff	- Less salary - managing between two jobs
③ Government hospital	- provide medical services to all.
④ Society at large	- Assurance of medical services

[A] Reasons behind low motivation :

(i) Salary of the employees :

▶ It remains low; not able to fulfill need

for example: Anganwadi workers get not more than 5000 ₹/month.

(ii) Work Culture of the government services :

▶ Security of tenure ⇒ Carefree attitude.

▶ Review not proper ⇒ not motivated to excel.

▶ Corruption in promotion ⇒ not motivated to perform well.

(iii) Infrastructure is not up to the mark.

▶ Physical infrastructure such as roads, and other connectivity to the region is missing.

▶ Requires appliances

for example: testing lab, oxygen cylinders in hospitals.

for example: science lab, smart boards, furniture etc in schools.

Good points  
Well written

(Q)

Measures MRC should take to boost moral of staff

Good understanding

① Salary issue :

- ▶ Check if, they are getting salary according to 7th Pay Commission.
- ▶ If not, expediting matter for resolution.
- ▶ If yes, Ask the director of the hospital about the possible solution.
- ▶ Taking matter to the higher administration regarding inadequacy of salary
  - ↳ Internal Committee to verify the inadequacy. must be done first.

② Moral Education

- ▶ Making them realise the motto of government medical services.
- ▶ Qualities of Empathy, devotion towards work should be inducted.

Any wrong  
punishment  
to those who are  
late

▶ Spirit of service towards public welfare should be inculcated.

③ Part-time jobs

- ▶ Making them aware of the illegality of the issue and the possible consequences.
- ▶ Maintaining decorum and punctuality, must be maintained.
- ▶ Assure them about definite grievance redressal.

④ Resigning from the job

- ▶ Integrity of job will be jeopardized.
- ▶ The service to poor patients may get hurt.
- ▶ Lack of protection provisions in private sector, they will be made aware of.

⊕ I will try my best to rectify the matter and address their grievance in a time bound and effective way.

Why do he will  
to resign.  
Has he not  
fulfilled his  
responsibility

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	8



Q.9) You are the senior HR manager in a leading IT company which is making a name for itself in the domestic and international markets. You have recently hired candidate Z belonging to a transgender community. This was published in major national and local newspapers for an inclusive hiring policy. It was after a lot of exhaustive search based on your requirement that you found this particular candidate Z. Z is highly qualified and is highly suitable for the post recruited. Z was indeed happy to join the company. However, you have been receiving information that Z has been facing issues of unwelcoming behaviour from their colleagues. From rude comments to instances of social exclusion, Z is facing a tough time in the company. Given that both men and women and senior staff is being either indifferent or co-opting the incidents in favour of majority, you had no choice but to warn the people involved about their behavior. This discrimination has affected Z's professional efficiency as well as confidence. Office space has become an arena for mockery of this able candidate. You are feeling sorry for Z. Z is forced to submit a resignation letter to you.

1. You have the following options before you.

- Accept the resignation letter and relieve the candidate of their trauma.
- Reject the resignation letter and ask the candidate to adjust.

Discuss the merits and demerits of these options. Can you suggest any other option with proper justification?

2. Suggest measures to be taken to reform the workplace culture to make it more inclusive.

(20 Marks/250 Words)

Discrimination on the basis of sex, caste, place of birth etc is against the constitutional values and unethical and against our values of Empathy, tolerance, fairness etc. As a senior HR manager it is my responsibility to provide a safe working environment to every employee.

Well Introduced

## Stakeholders

- Me (senior HR manager)
- IT Company (a named company)
- Candidate 'z' (belong to transgender community)
- staff (male, female, senior)
- Senior administrators of the firm. (above me)
- Society at large.

## 2] Options analysis

### (a) Accepting resignation

Merits: (i) Relieving the candidate of trauma.

(ii) Environment in office back to normal.

(iii) No morry I have to deal with sorry attitude.

Demerits: (i) My morals will prick me everyday  
"I hadn't ensured Equality"

(ii) Company's image will be at risk  
because of the issue.

(iii) Z's confidence will be low for  
forever.

(iv) Staff may repeat it for other  
persons.

Good points  
well written

(b) Reject resignation & ask 'Z' to adjust:

Merits: (i) Company's image will be maintained

(ii) Satisfied: I am at least able to retain Z.

Demerits:

(i) My values of compassion, empathy, tolerance are at risk.

(ii) 'Z's professional performance may deteriorate further → Bad for Company.

(iii) Staff's attitude may get emboldened

Other option: Most suitable

- what about the resignation letter?

(i) Bring the matter before the staff especially the senior members.

(ii) Give them moral education; ask them to simulate 'Z's situation.

(iii) Threat Transfer regarding any further repetition of events.

(iv) Train some people to be friends with Z to boost Z's confidence.

Good measures

(v) Company's training curriculum will be revised & immediate training will be given to existing ones.

Ask 'Z' to remain and assure 'Z' of good environment by following below measures.

## (2) Measures to reform workplace

### ① Orientation and training curriculum

- ↳ Revised to become more inclusive.
- ↳ Special welcome for people with disability, transgender etc.

### ② Moral Education to be made part of corporate governance framework

### ③ Concept of 'Co-productive' workplace

- ↳ Headings like "You are us".
- ↳ Showing people helping them.

### ④ Interactive sessions to know people them; & make others know about their journey.

The recent induction of "Babli", the first transgender clerk in a high court (Delhi High Court) is a welcome initiative.

Good points well written

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	805





**Q.10)** You are a senior professor of a department in a Central University. Over the years you have worked with and supervised candidates from a variety of backgrounds. In fact, candidates are eager to work under you because of your inclusive and compassionate way of handling things. Mr. X is a blind candidate and is pursuing his Ph.D. under your supervision for the last 3 years. You have seen him working consistently very hard and sincerely. He belongs to an economically deprived background and has already exhausted all his resources in this pursuit. You want Mr. X to complete his Ph.D. on time and help him find a good job. He has recently submitted his final thesis after 3 years of course work. You are known to be strict as far as the rules of the University and quality of research work is concerned. While reviewing the thesis you notice that a significant part of the final thesis has been plagiarized, well above the permissible limit. This is against the policies and rules of the University. If the external evaluators recognise the duplication in thesis with any other existing body of work, then it can also affect your reputation.

1. Indicate the values at conflict in this case.

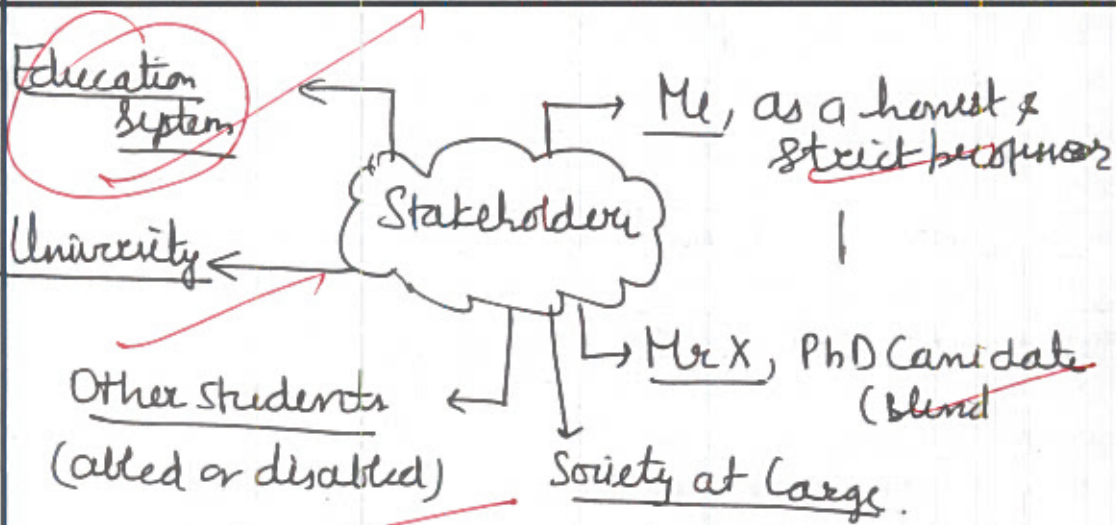
2. Consider these options.

a) Considering that rules and regulation in the submission of thesis do not give any relaxation in the quality of the work to a disabled candidate, you become compassionate and overlook the breach.

b) Pursue the matter strictly and reject the thesis as any level of plagiarism cannot be tolerated.

Evaluate each of these options and suggest how you would respond to this situation giving reasons (20 Marks/250 Words)

The above case entails ~~the~~ a senior professor in a confusion to award clearance to a ~~thesis~~ of a blind student even if it is plagiarized. As a honest person, it will stick to "Satyameva Jayate" (ie, truth always win) but always be COMPASSIONATE & EMPATHETIC in helping him finishing in PHD.



## (2) Values at conflict ⇒

### (i) Compassion versus Work Ethic

- Compassionate towards the students & pass
- Or reject the thesis as it is duplicated.

### (ii) Morale versus professionalism

- Clear his thesis as he is differently abled and from a weak economical background
- Or uphold my professional values and reject it.

### (iii) Justice towards him versus Justice towards work

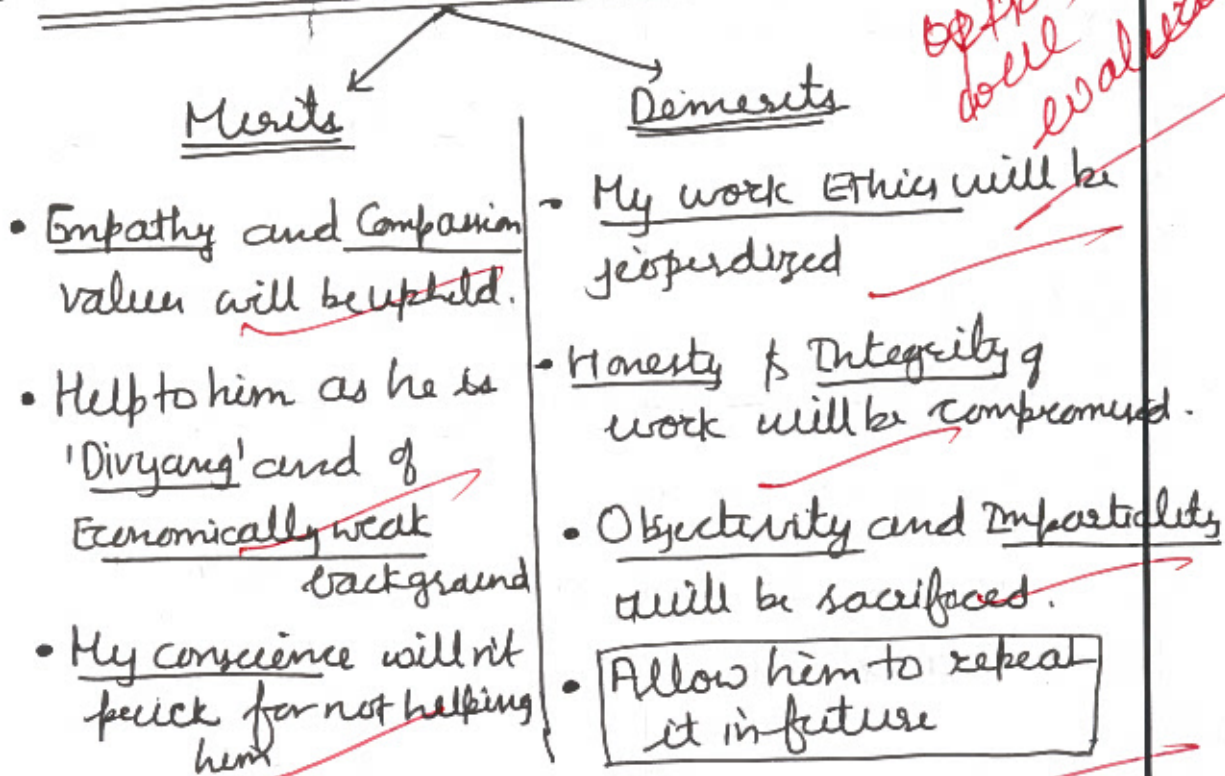
### (iv) Subjectivity versus Objectivity

### (v) Empathy versus Impartiality.

Good analysis  
Keep it up!

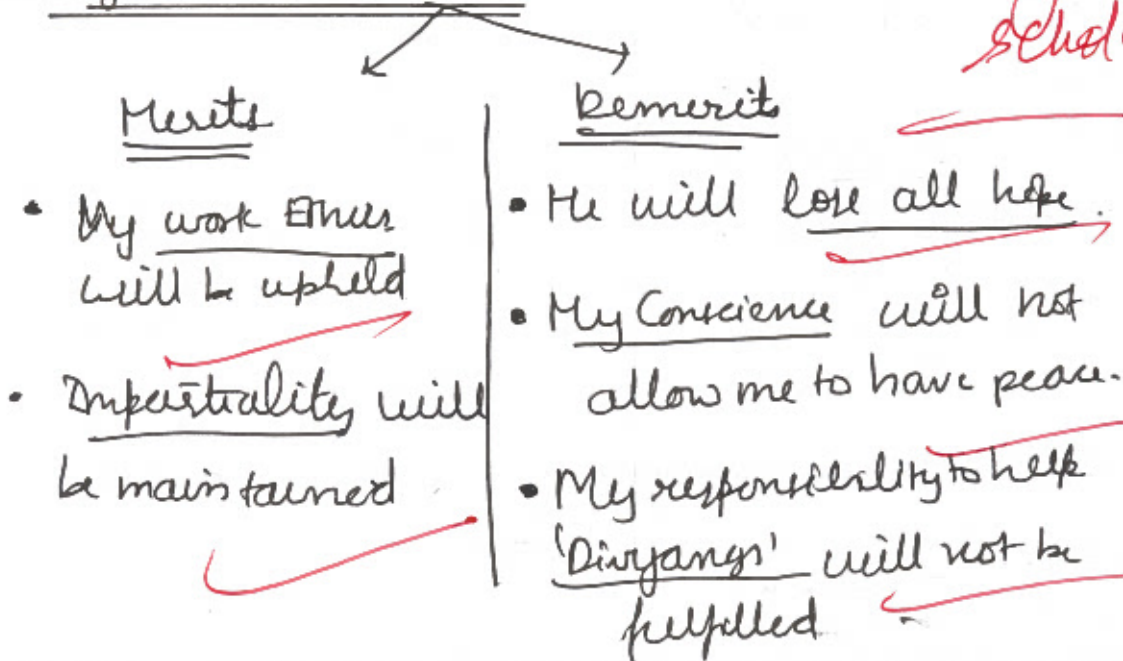
## [2] Considering the Options:

### (a) Become compassionate and overlook the breach



• Mr. X will not be a good scholar

### (b) Reject the thesis



How I will respond.

- ① I'll make him know of the fact that his thesis is plagiarized above tolerant limits.
- ② Ask him to rectify the issue within time bound manner & before the external review
- ③ Help him to go about the matter in such a short time.
- ④ ~~First~~ Help him to gain confidence in himself that he is a dedicated student and can do it.

Add Any financial help? Any support in completing the thesis

In this way, I will be able to do justice with my work ethics and also my moral values of Compassion and empathy.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total	8

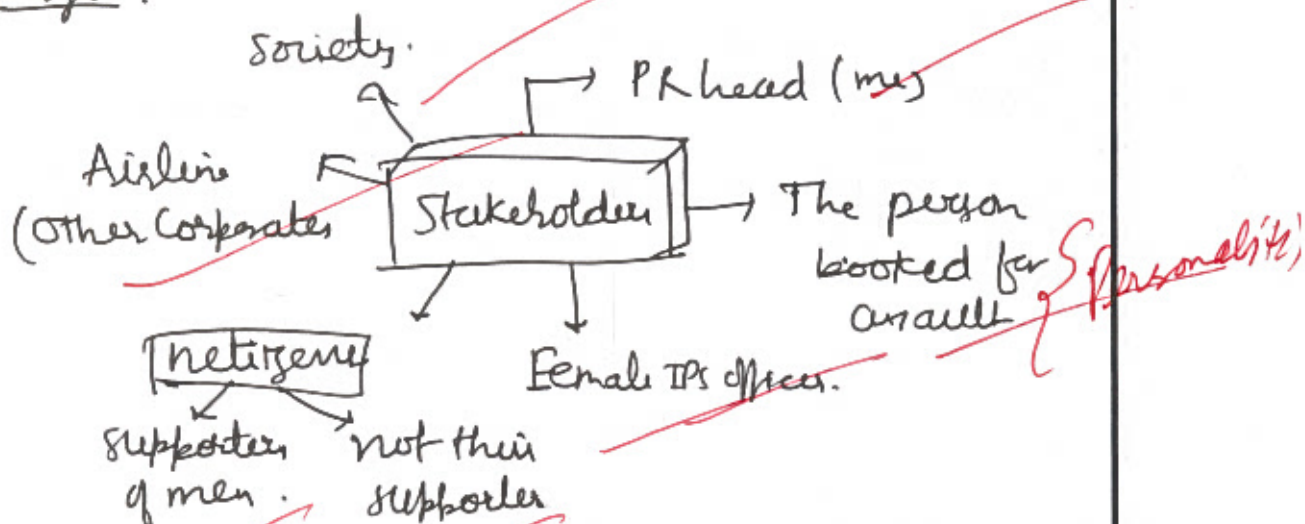


**Q.11)** You are the PR head of a major airline in the country. Your team recently published appreciation towards a prominent personality by posting a photograph of your cabin crew with him. He has a very wide following on social media. This person was booked for an alleged assault of a female IPS officer, which happened a week ago. Upon publishing the post, there was widespread criticism and opposition from netizens and a call for boycotting your airline was endorsed by a large segment. As a reaction you instructed to pull down the post and published a formal apology to restrict the damage. Unfortunately, the supporters of this personality again called for boycotting the aircraft for the same.

1. How will you respond to this conundrum?
2. What are the responsibility of social media platforms and users towards the society in the context of rising incidents of cyber bullying?

(20 Marks/250 Words)

The above case entails ~~the~~ a airline company which faces opposition because of a photograph with a person ~~allegedly~~ booked for assault of an ~~IPS officer~~ and when taken down, opposed by the man's supporters. In this situation, I will stick by my morals of justice & corporate ethics & humanity at large.



(2) How I will respond →

(i) I will ask the PR team, not to use any abusive posts against any of the netizens.

(ii) I will follow suit of Deepender Goyal of "Zomato" when he said that "I have no guilt in losing any business which comes in way of my values".

(iii) I will first write a post explaining:

↳ Moral issue in the case  
 ↳ How we shouldn't propogate those who are booted for such assault at least till they are acquitted

(iv) Connect directly with the person to handle the matter amicably.

What do you mean by this? Explain

Add clarify that we follow the rule of law

→ which person?

## (1) Internally

- ↳ Ask airline crew → to refrain from such activities further without the permission of PR time or HR team
- ↳ Because image of company is at stake

## (2) Responsibility of social media platforms

### (i) Detect any post or activity beforehand

- ↳ related to cyber-bullying
- ↳ any exploitation of female, children etc

### (ii) They should find out appropriate measures to report such cases.

### (iii) Take actions immediately by analyzing the situation.

Define the term cyber bullying

(1) Govt should regularly via posts to spread awareness regarding it.

(2) Protect people from social media exploitation by awareness video on social media.

Role of users??

The social media platform, very popular among youth, has become pressure groups, then social media should hold a position of responsibility.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total	14





**Q.12)** You are a Secretary in the Ministry of Agriculture. Your Minister has proposed a fixed annual grant to farmers which is expected to cost the public exchequer heavily. Having already taken the decision, he asks you to come up with a research to support the scheme. After a lot of effort, you find that socio-economic benefit of the scheme is reaching only large farmers due to many intricacies in the selection of beneficiaries. You approach the Minister with relevant facts and ask him to plug the gaps in the proposed scheme, so that small and marginal farmers can benefit from this decision. However, he asks you to suppress the drawbacks, and actively promote the scheme through mass media as the electoral benefits are more important than socio-economic impacts. Elections are due in less than 3 months and the political party currently in power is expected to return back with a majority. Your promotion is also due around the same time. As a secretary you are expected to fully support and cooperate in the ministers' decision, and make the scheme a success, despite all the drawbacks in the scheme.

a) Mention the different stakeholders in the above situation and also highlight their prospective interests.

b) What are the ethical dilemmas faced by you in this situation?

c) Some of the alternatives for you to handle the situation could be:

- Follow the commands of the Minister.
- Insist on the publication of results and let the public decide whether it wants the scheme.
- Call a press conference and brief the media about the results and the callous attitude of the Minister.

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving reasons for it.

(20 Marks/250 Words)

A) Stakeholders

CONCERN

- ① Secretary in the ministry of agriculture.  
⇒ Concern : do job with integrity
- ② Farmers ⇒ be help (by) the scheme
- ③ Minister → Get better results in election  
→ promote the scheme.  
*Small saye*

*(Promote as well)*

- one & the same thing
- ④ Public Exchequer → Misuse of tax money
  - ⑤ Political party → promote political interest
  - ⑥ Public at large → Environmentally Equality -

(b) Ethical dilemma

- you can explain these dilemmas in a line
- ① Professional Ethics vs. Humanity.
  - ② Justice to farmer vs Justice to ~~others~~ work
  - ③ Integrity vs Honesty to ministers

(c) Alternatives

(a) Helit

• My job will be secure & no altercation with ministers

Dement

• My value of integrity will be at risk.

<p>(b) <u>Meet</u></p> <p>• Go to good terms with ministers. (with 146??)</p>	<p><u>Remedial</u></p> <p>• <u>Injustice to farmers (small)</u></p> <p>• Transparency in the project</p>
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<p>(c) <u>Meet</u></p> <p>• My values will be intact - Integrity</p>	<p><u>Remedial</u></p> <p>• Not following the proper course</p> <p>Need to evaluate properly</p>
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## Possible Options

- ① Take the matter to ministers again with data.
- ② Tell him about injustice to farmers
- ③ Take help of seniors.
- ④ Take help of other party leaders
- ⑤ If nothing helps then whistleblowing.

Good attempt

Feedback( For OFFICE use only )

Structure		Content	
Question Interpretation		<b>Total</b>	5-5

## Mentor Feedback Questions

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

## Test Goal

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

## Outcomes

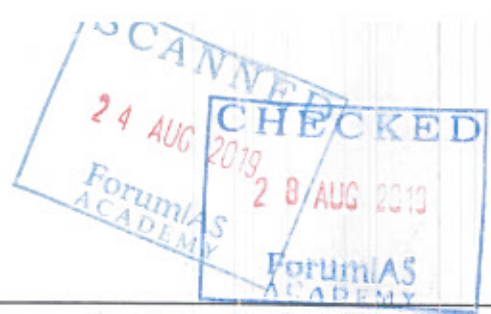
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## Marking Scheme

Marks	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

\*Subject to change without prior notice.

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