



GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	ENGLISH	Registration Number	1356950
Center		Date	7/9/22

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
6(c)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **TWELVE** questions printed in **ENGLISH & HINDI** इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.**
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- 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. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

SECTION - A

1. (a) Explain why altruism constitutes one of the core values in public life. In this regard, suggest some measures to foster altruistic behaviour in public services. (150 words) 10

स्पष्ट कीजिए कि परोपकारिता सार्वजनिक जीवन में प्रमुख मूल्यों में से एक क्यों है। इस संबंध में लोक सेवाओं में परोपकारी व्यवहार को बढ़ावा देने के लिए कुछ उपायों का सुझाव दीजिए।

Altruism refers to kindness in ones action. It is an important value in public life as it can lead a public servant to do the right thing and serve the people.

ALTRUISM AS CORE VALUE :-

1. It can lead to empathy and compassion. This can sweep a public servant into action. to serve the people. eg. IAS Divya D who worked for tribals
2. It can also deter corruption and acquiring valuables through bribery
3. It can ensure that social welfare schemes reach the poorest. Eg. IAS K.S. Singh.

4. Further it can incline one to do the right thing and help the needy
eg. Gandhi and Mother Teresa

HOW TO INCULCATE ALTRUISM?

1. By improving emotional intelligence and becoming self aware about one's emotion. This can lead to empathy
2. By using Gandhi's Tolstorian
3. Listening to inner voice of conscience which often leads to right outcomes and altruism
4. Sensitization during training programme
eg. Police force can be given this training

As Dalai Lama said, 'My religion is simple. My religion is kindness, Kindness is akin to a religion that helps one to serve humanity. Thus it is a core value in public service and must be cultivated.

1. (b) Certain actions can be right even though they do not maximize good consequences, for the rightness of such actions consists in their representing certain norms. Discuss with examples. (150 words) 10

कुछ कार्य सही हो सकते हैं, भले ही वे अच्छे परिणामों को अधिकतम न करें, क्योंकि ऐसे कार्यों का औचित्य उनमें शामिल कुछ मानदंडों में निहित होते हैं। उदाहरणों के साथ चर्चा कीजिए।

The Kantian philosophy unlike the utilitarian philosophy focusses on just and ethical means. as a result sometimes maximum good consequences may not result. However, such means are right for the norms they stand for.

SOME EXAMPLES OF THIS IS:-

1. Gandhiji called ~~off~~ the Non Cooperation movement in 1922 post the Chauri Chaura incident. Although, the movement could have assured independence - such an independence would have been won from wrong means.
2. Ashoka also averted many wars and sent peaceful expeditions after

he was reformed after the Kaling war.

3. Satyendranath Chakraverty exposed corruption by blowing the whistle on the malpractices in National Highway authority. Although, he lost his life - it exposed the corruption and helped to address it.

4. Edward Snowden also blew the secrets of American state and exposed how they surveilled on the citizens.

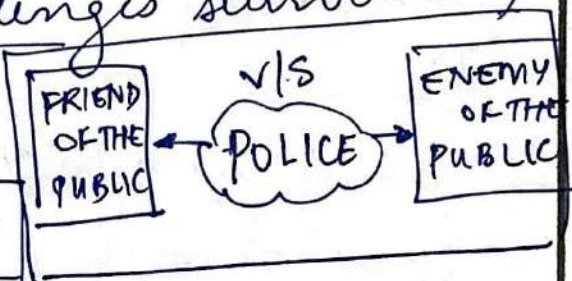
Thus, there may be times when a hard choice has to be made as it may cost a lot, but doing the right thing represent norms: like honesty, transparency, efficient use of public money, objectivity and reducing information asymmetry.

2. (a) With the help of appropriate examples, discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force. (150 words) 10

उपयुक्त उदाहरणों की सहायता से भारत में पुलिसिंग (पुलिस व्यवस्था) में शामिल नैतिक चुनौतियों पर चर्चा कीजिए। साथ ही, पुलिस बल में व्याप्त भ्रष्टाचार के कारणों पर प्रकाश डालिए।

Police in India are often in news for custodial deaths and instances of police excesses. Thus there are many ethical challenges surrounding policing in India.

ETHICAL CHALLENGES



1. fake encounter: to look like a hero in public eyes. However, this does not address structural issues. eg. Hyderabad fake encounter of rapist
2. custodial death: Recently in Tamil Nadu a father son duo died due to custodial torture.
3. Evidence collected under duress: use of torture to elicit fake confessions and evidence. This impinges on right of persons under Article 20.

4. Use of force even when not necessary.

REASON FOR CORRUPTION :-

1. Overburdened police force : As per Bureau of Police Research and development only 1:200 police. International practice is 1:100.

2. Lack of infrastructure like vehicle and digital technology → impedes work
↓
hurts their moral

3. Police - Bureaucrat - Politician nexus - due to low salary. (underpaid)

4. Public attitude → fear of police

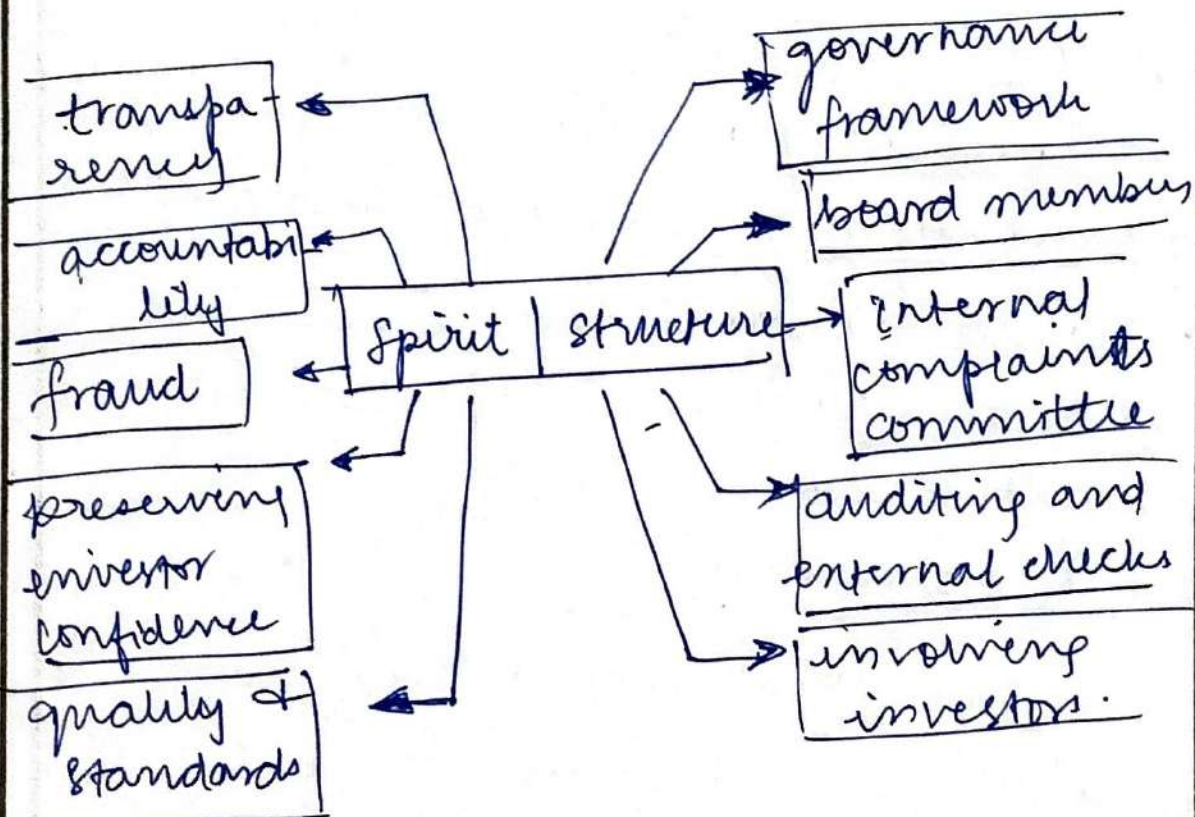
5. General apathy - especially towards ^{vulnerable} them. There is a need for sensitization

of the police force to ensure that the image of police is changed from enemy to 'friend' and cases of collusive corruption can be curbed.

2. (b) A right combination of spirit and structure is integral to ethical corporate governance. Discuss. (150 words) 10

भावना और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नेंस का अभिन्न अंग होता है। चर्चा कीजिए।

Corporate governance can be defined as processes and structures that are used to control the corporation and hold it to account. A right combination of spirit and structure is thus essential.



Spirit : It refers to the guiding principles of the corporation. It includes not only transparency but

also adopting multistakeholder approach,

- It also shows zero tolerance for harassment - sexual or mental
- It maintains quality and standards
- It upholds CSR obligations

Structure :

- Governance framework and boards members.
- Investors should also be made partners in decision making.
- Structural framework for POSH (preventing of sexual harassment)
- Framework for e-governance and environmental ethics to reduce negative externalities
- CSR framework

Thus, spirit and structure can lead to good governance. This can boost investment, improve credentials and lead to growth of the corporation. It has also been reiterated by OECD.

3. (a) It is not only public servants, but also the common citizens who play a key role in institutionalising high standards of ethical conduct and good governance. Elaborate. (150 words) 10

न केवल लोक सेवक, बल्कि आम नागरिक भी नैतिक आचरण और सुशासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। सविस्तार वर्णन कीजिए।

Good governance is the key to ensure efficient public service delivery - ensure welfare and accountability. In this regard, not only public servants - but also citizens play a big role.

ROLE OF CITIZENS →

ETHICAL CONDUCT :-

• Social accountability:

↳ social audit eg. in Meghalaya,

↳ social audit act has been enacted

↳ citizen charter :- In Maharashtra and Gujarat, it has proved to improve ethical conduct as

officials are held accountable by citizens.

Role of public servant:-

1. ensures to uphold standards like code of conduct and code of ethics
2. Ensures transparent, timely delivery of services

ROLE OF CITIZEN

}
GOOD GOVERNANCE

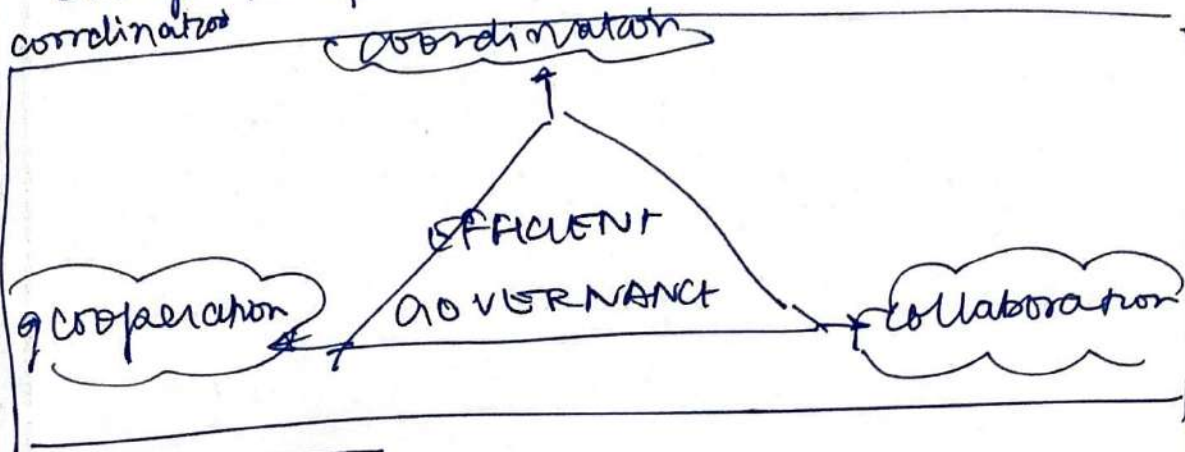
1. Participatory governance in Karnataka - involving women
2. SHG - in Kerala as kudumbashree
3. Participatory budgeting to improve allocation of money based on 'felt need' approach

Thus, an informed citizenry is an important pillar to ensure that there is ethical conduct and good governance.

3. (b) Public administration in India suffers from the 'working-in-silos' culture. In this context, discuss the importance of cooperation, coordination and collaboration for efficient governance. (150 words) 10

भारत में लोक प्रशासन 'एकाकी कार्य' संस्कृति ('वर्किंग-इन-साइलो' कल्चर) से ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

In India, public administration often works independently from one another. This leads to overlap, repetition and misutilization of limited public fund. Thus, cooperation, coordination and collaboration is needed.



IMPORTANCE

1. The triad is important as it lead to pooling in of resources
2. The limited resources and funds can be used to create holistic public welfare schemes.

3. Case in point is the PM GATI SHAKTI. It uses coordination, cooperation and collaboration to ensure that roads, pipelines, water drainage are built at once to avoid redigging and costly wastage of resources.
4. ICDS is also another scheme that coordinates women and child health.
5. It will reduce repetition and burden on ministries and departments.
6. Monitoring of policies and schemes can also be done efficiently.

Thus, the 'silo-culture' should be integrated. Digital technology will play a crucial role in this integration. This can improve governance, delivery of services, and ensure transparency and quality.

4. (a) While emotional intelligence is an essential tool for a public servant, it can also be misused to manipulate people to act against their own interests. Discuss with examples. (150 words) 10

हालांकि, भावनात्मक बुद्धिमत्ता लोक सेवक के लिए एक आवश्यक साधन होता है, लेकिन लोगों को अपने हितों के विरुद्ध कार्य करने के लिए प्रेरित करने हेतु इसका दुरुपयोग भी किया जा सकता है। उदाहरणों के साथ चर्चा कीजिए।

Emotional intelligence ^(EI) has been defined by Salovey as the ability to assess, perceive and generate emotions and assist thought which can help to improve emotional knowledge. However, this can be misused to manipulate people.

EXAMPLE OF EI IN ELICITING GOOD RESPONSE

1. Bandhiji used emotional intelligence to rally Champanan farmers against British to fulfil interests and demands of the farmers.
 2. Similarly Shri Sitaramraju also used EI to gather people and protest against the British.
- However, they have been misused

EXAMPLE OF MISUSE :-

1. Hitler used the ^{economic} cause of Germany and its poverty to rally people into his ideology of Nazism and anti-Semitism. This harmed interests of Germans and Jews
2. A corrupt senior can coerce a new recruit to join in his corruption by appealing to his emotions and using compelling arguments and communication skills
3. Can be used by a politician to gain votebank, but forward policies that may ^{for his} be interests. eg

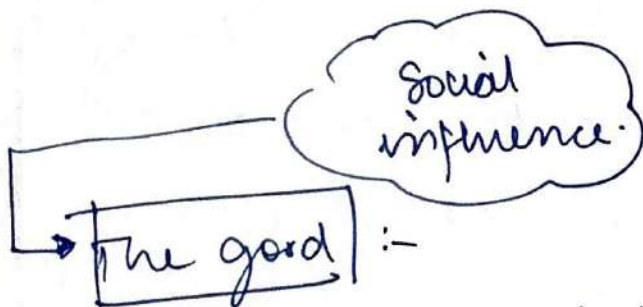
Thus, a public servant should not wrongfully manipulate people & choose against their own interests. Instead he should only use it to push for their self interest.

4. (b) Social influence is an ambivalent concept. It can be a source for good, bad and even for evil. Discuss with the help of relevant examples.

(150 words) 10

सामाजिक प्रभाव एक विरोधाभासी अवधारणा है। यह अच्छे, बुरे और यहां तक कि अशुभ के लिए भी एक स्रोत हो सकता है। प्रासंगिक उदाहरणों की सहायता से विवेचना कीजिए।

Social influence is the influence than a person is under owing to his surrounding. It may be family educational institution, office or peer pressure.



1. Eg. Bandhi used persuasion and social influence for cause of harigins and fought untouchability.
2. Rabindranath Tagore also used social influence to ignite spirit of internationalism and against British rule.
3. Recently been used in Swachh Bharat Ashiyam and Beti Bachao Beti Padhao.

↳ The bad :-

1. Peer pressure and peer groups involved in drinking and smoking can influence a person to get addicted
2. Corrupt official can lead to corruption in department due

to influence

↳ The evil :-

1. Used by radical groups to radicalize and recruit youth to terrorist groups - JEM and LET
2. Used by LWE (left wing extremist) to rally tribals.

Thus social influence can have wide ranging consequences - good, bad and evil. One must be aware while making choices and uses moral guidance and consciousness.

Use Gandhi's Tolstman to resolve cognitive dissonance.

5. (a) Effective public service delivery demands a people-centric approach, which is built upon coordination and leverages technology. Discuss. (150 words) 10

प्रभावी सार्वजनिक सेवा वितरण एक जन-केंद्रित दृष्टिकोण की मांग करता है, जो समन्वय पर आधारित होता है और प्रौद्योगिकी का लाभ उठाता है। चर्चा कीजिए।

Public service ~~del~~ delivery ^(PSD) system

is the system which ensures distribution of services to the people. A good PSD is timely, and has met quality standards. A good public service delivery also ensures coordination and leverages technology.

COORDINATION

1. People centric approach ensures that the PSD is transparent and of good quality. This can be done through citizen's charter.
2. It also ensures participatory governance and budgeting. This can ensure that PSD reaches targeted beneficiaries and resources are used judiciously.

3. Thus, there is a need for coordination between officials and citizens

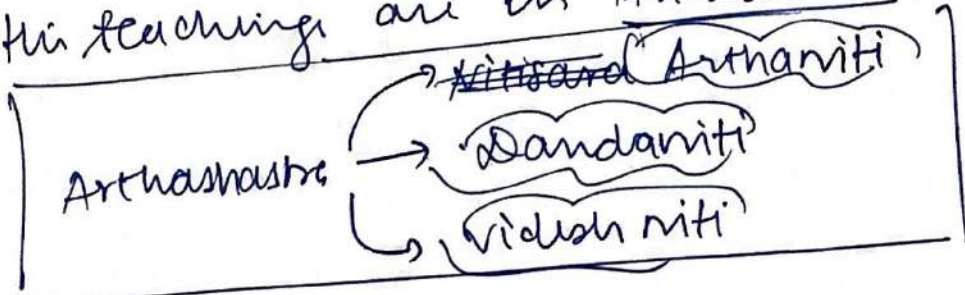
LEVERAGES TECHNOLOGY :-

1. To make transparent PSD-technology is crucial.
 2. Eg. Information kiosks and jan Shiksha portal
 3. Can help to track services. eg. geotagging of vehicles of PDS
 4. can help in grievance redressal and can promote whistle blowing anonymously.
 5. It also ensures accountability
- Thus a people centric approach to public service delivery can be ensured through coordination and leveraging technology. For this citizens should be made aware and given digital literacy to ensure efficacy.

5. (b) Highlight the important teachings of Kautilya that are relevant to public services in 21st century India. (150 words) 10

कौटिल्य की उन महत्वपूर्ण शिक्षाओं पर प्रकाश डालिए, जो 21वीं सदी के भारत में लोक सेवाओं के लिए प्रासंगिक हैं।

Kautilya was a 3rd century BC political philosopher. Considered the Machiavelli of India, his teachings were the standards for political rule in South and Southeast Asia. His teachings are in 'Arthashastra'.



TEACHINGS

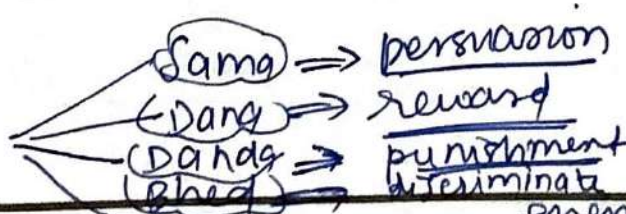
1. Political governance :-

- 1.1 Public servant must be ethical energetic and intellectual. Only the public can be that way too.

'Yatha Raja, Tatha praja'

1.2 He codified civil and criminal laws

1.3 Punishment



1.4. He also said that public servant must be punished for torts and must be charged.

1.5 According to him salary of king should be limited

2. Economic governance:

2.1 Medical practitioners must follow ethical guidelines

2.2 One must not cheat ~~at~~ a consumer with 'adulteration'

2.3 Agriculture is important for farmers and state treasury -
so focus on agriculture

2.4 Spices system was ⁱⁿ operation.

Thus, these teachings are relevant even after centuries in the 21st century for public servants. It can ensure efficient political and economic governance

6. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela (150 words) 10

"जीवन में जो मायने रखता है वह केवल यह तथ्य नहीं है कि हमने अपना जीवन जिया है दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"

- नेल्सन मंडेला

6 My religion is simple. My religion is kindness.

- Dalai Lama

This quote suggests that one's religion lies in not only living a life but to make a difference in lives of others with kindness. It is related to what Nelson Mandela said

Meaning of quote: -

1. One must follow altruism and be driven by compassion and empathy.

eg Armstrong's name built highway in North East.

2. One must offer service to other.
 ex. Gandhiji worked for untouchables
 whom he called harijans
3. Thus, life is not about living
 for oneself following principles of
egoism but to find happiness
 while in service of others.
4. Another great figure, Mother Teresa
 made difference in lives of people
 and served the poor.
5. This will surely lead us on a
 path to happiness and self-satis-
faction

Thus, the acts of kindness
compassion, etc that we do is
 what makes a life worth living
 and gives significance to the life
 we lead.

Don't write
anything in
margin
(if you
eyes on the
page)

6. (b) "I care only for the Spirit - when that is right, everything will be righted by itself". Swami Vivekananda. (150 words) 10

"मुझे केवल मूल की परवाह है- जब वह सही होगा, तो सब कुछ स्वयं ही सही हो जाएगा।" - स्वामी विवेकानंद

Vivekananda was a spiritual leader of the 19th century. His focus was on spiritual upliftment of the people which would lead them to do the right things and make everything right. He believed that ^{each} man has divinity within himself. All that needs to be done is awaken the spirit. This would lead one to go the right way.

SIGNIFICANCE

1. Buddha's spirit was awakened after years of wandering. Nirvana was finally attained. The realities of life like death and sickness did not affect him anymore. He taught four fold truth.

2. Gandhi also awakened his spirit and worked tirelessly to spread concept of Ahimsa, Satyagraha, tolerance, altruism, etc

3. This led to many contributions by Vivekananda. Some of them were:

1. Spiritual awakening and awareness
↓
increased confidence and pride towards Indian civilization

2. It also reconciliated the past with futuristic vision

3. He also placed Hinduism on world stage and called its teaching of spiritualism as the foundation of human society.

He urged people to rise from their slumber and 'Arise, Awake and stop not till the goal is reached'. Thus he propounded progress by awakening the spirit.

6. (c) "True peace is not merely the absence of tension; it is the presence of justice." Martin Luther King Jr (150 words) 10

"वास्तविक शांति केवल तनाव की अनुपस्थिति नहीं है; बल्कि यह न्याय की उपस्थिति भी है।" - मार्टिन लूथर किंग जूनियर

Peace means stability and absence of chaos. However, Martin Luther King Jr. said that true peace can be achieved not only by absence of tension but presence of justice

ABSENCE OF TENSION :-

1. It means absence of war and detrimants of war.

d. In George Orwell's-1984 (novel), it is said that 'war is Peace'.

This is said because preparation

for war → deterrence →

absence of tension

3. It also means that absence of tension and harmony means peace

But, there is more to peace than
~~the~~ absence of tension -

PRESENCE OF JUSTICE :-

1. Peace can only be long lived when justice is given and everyone is treated just
2. It means giving justice to black, to untouchables and to tribals
3. Peace can also be brought with justice to women → political rights, economic empowerment, social upliftment
4. Affirmative actions and just treatment for vulnerable can also lead to absence of tensions as parties reconcile - 1

Thus, it has been said that peace is not only the absence of tension but the presence of justice

SECTION – B

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरण का ध्यानपूर्वक अध्ययन कीजिए और उसके बाद आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्द):

7. You have recently graduated from college and are now preparing for the civil services examination. While reading the newspaper, you come across a news report of a Non-Governmental Organisation (NGO), working for child rights, challenging a provision of the Juvenile Justice Act, 2015, in the Supreme Court of India. The said provision provides for the option of Children in Conflict with Law (CCL) to be tried as adults under certain circumstances. The NGO's plea is that children are not able to understand the gravity of crimes. It has also contended that the criminal acts committed by children are a reflection of failure of the society to take care of its children. In the context of this situation, as a young aspirant, answer the following questions:

- (a) What are the possible factors that can drive a child towards committing heinous crimes?
- (b) Is it ethical to punish children as adults rather than giving them a chance for reformation? (20)

आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त उपबंध कुछ परिस्थितियों में कानून का उल्लंघन करने वाले बच्चों (CCL) पर वयस्क के रूप में मुकदमा चलाने के विकल्प का प्रावधान करता है। उस NGO की दलील है कि बच्चे अपराधों की गंभीरता को समझने में सक्षम नहीं होते हैं। NGO ने यह भी तर्क दिया है कि बच्चों द्वारा किए गए आपराधिक कृत्य अपने बच्चों की देखभाल करने में समाज की विफलता का प्रतिबिंब हैं। उपर्युक्त परिस्थिति के संदर्भ में तथा एक युवा अभ्यर्थी के रूप में निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) वे कौन-से संभावित कारक हैं जो एक बच्चे को जघन्य अपराध करने के लिए प्रेरित कर सकते हैं?
- (b) क्या बच्चों को सुधार का एक मौका देने के बजाय उन्हें वयस्कों के रूप में दंडित करना नैतिक है?

This case pertains to a burning issue
 of whether ~~weather~~ children in conflict
with law should be tried as adults
or not.

(a)

FACTORS THAT CAN CAUSE A
 CHILD TO COMMIT CRIMES :-

1. Lack of education and failure of
state to provide for poverty
alleviation.
2. Lack of employment \Rightarrow poverty
 \rightarrow stealing or murdering
3. Negligence of parents in teaching
values to children - eg. kindness,
fear of law and punishment.
4. Surroundings of poverty \rightarrow
gambling and betting is common \rightarrow
can play a negative role on child's

development.

5. Inability of teachers and peers to help bring delinquent back on track.

6. In rich households, negligence ^{to} child's behaviour and allowing child to do what it wants

7. Divorce rate ↑ → single parent
↓

delinquency ← lack of family induced enculturation

8. Orphaned children are also prone to crimes and bad influence → lack of figurehead (mother figure / father figure)

Thus, there are various factors both social and ~~that~~ economic as well as state induced that leads to child in conflict with law.

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(b) Yes it is ethical to treat as adult

1. Often times child knows and is aware of what he/she has done
2. Heinous crimes - rape and murder, if a child is old enough to rape he should be old enough to face consequences.
2. Eg. Nisbhaya (Delhi gangrape) case son of the accused was juvenile.
3. Can lead to child avoiding ^{becoming} ~~repeat~~ repeat offenders.
4. Retributive justice
5. Victim's families can get justice.

However, there is another side of this argument.

No, it is unethical

1. It seem earlier it is often the fault of society and state in not being able to educate the child
2. If treated as adult and goes to

Jail → interacts with other prisoners →
can become seasoned prisoner criminal

3. Goes against principle of reformative

4. Justice
child's mind and cognitive development is less.

5. Instead only put child in
juvenile facility where he can
undergo reformation and go
back as productive member of
society

8. Child does not understand consequences

May forward

1. Instead should put in juvenile
jail for heinous crime only
if child is 16-18

2. Should focus on reformative
justice rather than retributive justice

3. Focus on education & poverty alleviation
Thus, child in conflict with
law should not be treated as an adult.

8. You are a CEO-founder of an edTech company. You are under tremendous pressure from the investors in your company to increase the profitability of the company and undertake downsizing. After making a few bad acquisitions, the company's finances have taken a huge hit in the last couple of years. The downsizing is suggested with the hope that the company's profitability would rise, as it often does when mass layoff or downsizing decisions are carried out. Moreover, the investors have hinted that such measures would attract further investment from them, which has come as a ray of hope considering the ongoing volatile market conditions and slowdown in big-ticket fundings. Given the situation, rumors of unscrupulous firing have started doing the rounds among employees. It has increased apprehensiveness and reduced cohesiveness among them. You have informed the investors that the cost cutting exercise can affect the output as well as reputation of the company in the long-run. However, they are adamant to pursue the same.

(a) Identify the stakeholders and ethical issues involved in the case.

(b) You and the HR team have identified some options and are deliberating to put them across to the investors for consideration. Discuss the merits and demerits of each of these:

(i) Identifying key high performers and offering them suitable positions before implementing the layoff decision.

(ii) Putting the terminated employees on retainer to work part-time.

(iii) Executing the lay off order in the same spirit as it was asked by the investors and letting them deal with the long-term consequences.

(iv) Improving the perception of fairness among the existing and terminated employees and moving ahead with the layoffs.

(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(20)

आप एक एडटेक कंपनी के सह-संस्थापक और सी.ई.ओ. हैं। कंपनी की लाभप्रदता बढ़ाने और छंटनी (डाउनसाइजिंग) करने के लिए आपके ऊपर कंपनी के निवेशकों का जबरदस्त दबाव है। कुछ खराब अधिग्रहण करने के बाद, पिछले कुछ वर्षों में कंपनी की वित्तीय स्थिति में भारी गिरावट आई है। ऐसे में छंटनी का सुझाव कंपनी की लाभप्रदता में वृद्धि की उम्मीद के साथ दिया गया है, क्योंकि सामान्यतः बड़े पैमाने पर छंटनी के निर्णय से लाभप्रदता बढ़ती है। इसके अलावा, निवेशकों ने संकेत दिया है कि इस तरह के उपायों के परिणामस्वरूप वे कंपनी में और अधिक निवेश कर सकते हैं, जो बाजार में चल रही अस्थिर स्थितियों एवं अधिकाधिक फंडिंग में कमी को देखते हुए आशा की किरण के रूप में हैं। इस स्थिति को देखते हुए कर्मचारियों के बीच बेवजह नौकरी से हटाये जाने की अफवाहों का दौर शुरू हो गया है। इन सब बातों ने उनके बीच आशंका को बढ़ाया है और एकजुटता को भी कम किया है। आपने निवेशकों को सूचित किया है कि लागत में कटौती के प्रयास से कंपनी के उत्पादन के साथ-साथ दीर्घावधि में प्रतिष्ठा भी प्रभावित हो सकती है। हालांकि, वे इसी उपाय को अपनाने पर अड़े हुए हैं।

- (a) इस प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) आपने और HR टीम ने निम्नलिखित कुछ विकल्पों की पहचान की है तथा उन्हें विचार के लिए निवेशकों के सामने रखने की सोच रहे हैं। इनमें से प्रत्येक के गुणों और दोषों की विवेचना कीजिए:
- (I) छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
 - (II) हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
 - (III) छंटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
 - (IV) मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छंटनी के उपाय के साथ आगे बढ़ना।
- (c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्रवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

(a) In this case max profit maximization is being placed over output and reputation, the stakeholders are :-

(1) I as the CEO of the Ed Tech company - my company's output, reputation and investment as well as profit is at stake.

(2) employees - may lose jobs despite their efforts and can lead to unemployment

(3) Investors - economic interests. They are focussed on profit

maximization

Ethical issues

1. Profit maximization v/s Output efficiency
2. Investor interests v/s employee interests
3. Reputation of company and output
4. Ethical dilemma and crisis of conscience

b) Merits & Demerits of Options

(i) Merit: a. By identifying key performers, I can be able to retain best talent.

b. This will maintain output

c. Reduced layoffs and only non efficient employees will be removed

d. Ensure investment

Demerit: a. can still lead to layoff of

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Don't write anything this margin (इस भाग में कुछ ना लिखें)

many.

(b) Hurt reputation and lead to unrest and chaos

(c) Affect morale of employees.

(ii) Merit :- a. This option of putting on retainers and work part time can ensure that sudden layoffs are avoided

b. Employees can join look for another permanent job in the meantime → smoother transition
c. Save reputation

Demerit : a. Part time will still cost the company.

b. can lead to unrest and chaos even then.

(iii) Merit : a. Blame can be shifted on investor.

b. Won't have to deal with long term consequences

Demerit: a. Evason of duty can lead to questioning of my employees about my capabilities.

b. long term consequences can turn harmful for company that I am a cofounder of -

(iv) Merit a. Fairness of process can reduce chaos and improve cohesiveness

b. Investor will be happy

Demerit: a. can still affect output

(c) Course of Action

I, as the CEO of the Ed Tech company would first try to reason with the investors. I would communicate the long term consequences of such a move and how it can affect corporate governance and image of the company.

I would highlight that reducing output can delay future progress and lower returns. If they still persist on the decisions to remove and cause layoffs, I would identify key performers while removing others.

However, this would be done only as a last resort as the company's reputation and image is at stake. Thus, I would try to balance interests of investors and employees.

9. There is an ongoing ethnic civil war in a neighbouring country. The conflict has caused massive displacement of people from the country. Ironically, the developed countries have closed off their borders to the refugees on account of the COVID-19 pandemic, resource competition, domestic politics etc. With countries sealing off their borders, the refugees are left in a vulnerable situation and many are taking illegal routes to enter your country. As a Senior Official of your country's Ministry of External Affairs, you have been involved in discussions with officials of other nations and are entrusted with the mandate to design a national policy to safely accommodate India bound refugees. In this context, answer the following questions:

(a) Discuss the moral issues related to the rights of international refugees, especially those from conflict-torn regions.

(b) What recommendations would you suggest given the large influx of refugees in India. (20)

एक पड़ोसी देश में नृजातीय गृह-युद्ध जारी है। यह संघर्ष उक्त देश से लोगों के बड़े पैमाने पर विस्थापन का कारण बन गया है। विडंबना यह है कि विकसित देशों ने कोविड-19 महामारी, संसाधनों के लिए प्रतिस्पर्धा, घरेलू राजनीति आदि के कारण शरणार्थियों हेतु अपनी सीमाओं को बंद कर दिया है। देशों द्वारा अपनी सीमाओं को बंद करने के कारण शरणार्थियों की स्थिति असुरक्षित हो गई है और वे आपके देश में प्रवेश करने के लिए कई अवैध मार्ग अपना रहे हैं। अपने देश के विदेश मंत्रालय के एक वरिष्ठ अधिकारी के रूप में, आप दूसरे देशों के अधिकारियों के साथ चर्चा में शामिल रहे हैं और आपको भारत में रहने वाले शरणार्थियों को सुरक्षित रूप से समायोजित करने के लिए एक राष्ट्रीय नीति तैयार करने का कार्य सौंपा गया है। इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) अंतर्राष्ट्रीय शरणार्थियों, विशेष रूप से संघर्षग्रस्त क्षेत्रों से आने वाले शरणार्थियों, के अधिकारों से संबंधित नैतिक मुद्दों पर चर्चा कीजिए।

(b) भारत में शरणार्थियों की बड़ी संख्या के आगमन को देखते हुए आप क्या सुझाव देंगे।

This has been seen commonly
in case of Rohingya Muslims,
Afghan refugees and Syrian
refugees in the past.

(1) Moral issues :-

1. The right to life and right to health gets affected
2. Due to ethnic differences and lack of development conflict erupts
3. There is the issue of genocide and war crimes like rape
4. Many innocent children and pregnant women as well as senior citizens get caught in the ethnic strife
5. Children who grow in conflict affected areas or as refugees have more chances of getting radicalized - eg. Taliban, Rohingyas Muslims against Indian interests and perpetrate terrorism.

6. International players and global powers shirk responsibility by stating reasons like domestic politics

⇒ This goes against humanitarian principles, internationalism and altruism

eg. In Afghanistan - American withdrawal exacerbated Taliban aggression.

Thus, there are many moral issues surrounding rights of international refugees.

(b) RECOMMENDATIONS

India is one of the largest receivers of refugees with nearly 1.5 to 2 lakh refugees in India. They

are primarily from Bangladesh,
Myanmar & Sri Lanka

The following ^{measures} should be
adopted : —

1. India should sign the 1951
refugee convention
2. It should frame a comprehensive
law on refugees and differentiate
them from illegal migrants
3. Proper refugee rehabilitation
facilities should be provided
to uphold their human rights
4. On the international fora, like UN,
countries should come together
to address underlying issues
behind ethnic conflict
5. Home country must be made
to take responsible. UNPKF can

also be deployed to ensure peace.
6. Further, developed countries
should be magnanimous and
have consideration for human
rights.

7. Lastly, deradicalization / program
for youth, ensuring education
and proper healthcare should
be undertaken.

These are the steps that
can address moral obligations
and ensure rights of refugees

10. Social interactions where a person is addressed by their correct name and pronouns, consistent with their gender identity, are widely recognized as a basic and yet critical aspect of gender affirmation. A national university invited speakers for a discussion on rights of sexual minorities in India. The panel included speakers representing a wide variety of opinions and perspectives on the issue. The debates, though largely peaceful, witnessed a controversy. A college association representing sexual minorities took offence against a panellist who cautioned against self-identification by sexual minorities and the liberal use of pronouns. The association reached out to the media and the localised controversy soon turned into a national issue across news networks and social media. The association demanded that the panellist apologise for his views and issue a public statement in this context. The panellist, on the other hand, seemed unmoved by the issue. In the meantime, the University has come under huge pressure to resolve the issue. The Vice Chancellor set up a Committee to look into the matter and its peaceful resolution. You have been appointed as the Chairperson of the Committee. In this regard, answer the following questions:

- (a) Discuss the various moral issues involved in the case.
- (b) Keeping the right to freedom of speech and expression in mind, highlight the steps you would take to resolve the issue and list arguments in support.

(20)

सामाजिक संपर्क, जहां व्यक्ति को उनके सही नाम एवं सर्वनाम द्वारा और उनकी लैंगिक पहचान के अनुरूप संबोधित किया जाता है, को व्यापक रूप से लैंगिक पुष्टि के एक बुनियादी और महत्वपूर्ण पहलू के रूप में पहचाना जाता है। राष्ट्रीय स्तर के एक विश्वविद्यालय ने भारत में लैंगिक अल्पसंख्यकों के अधिकारों पर चर्चा के लिए वक्ताओं को आमंत्रित किया है। उस पैनल में इस मुद्दे पर विभिन्न प्रकार की राय और दृष्टिकोण का प्रतिनिधित्व करने वाले वक्ता शामिल थे। हालांकि, वहां की गई चर्चा काफी हद तक शांतिपूर्ण थी, लेकिन इसमें एक विवाद भी उत्पन्न हुआ। लैंगिक अल्पसंख्यकों का प्रतिनिधित्व करने वाले एक कॉलेज एसोसिएशन ने लैंगिक अल्पसंख्यकों द्वारा आत्म-पहचान और सर्वनामों के उदार उपयोग के खिलाफ चेतावनी देने वाले एक पैनलिस्ट के खिलाफ उग्र विरोध प्रदर्शित किया। उस एसोसिएशन ने मीडिया के माध्यम से अपना मत व्यक्त किया और स्थानीय विवाद जल्द ही समाचार नेटवर्क और सोशल मीडिया पर एक राष्ट्रीय मुद्दे में बदल गया। उस एसोसिएशन ने मांग की कि वह पैनलिस्ट अपने विचारों के लिए माफी मांगें और इस संदर्भ में एक सार्वजनिक बयान जारी करें। दूसरी ओर, वह पैनलिस्ट इस मुद्दे से अप्रभावित था। साथ ही, विश्वविद्यालय पर मामले को सुलझाने का भारी दबाव है। कुलपति द्वारा मामले की जांच करने और इसके शांतिपूर्ण समाधान के लिए एक समिति का गठन किया गया है। आपको समिति के अध्यक्ष के रूप में नियुक्त किया गया है। इस संबंध में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) इस प्रकरण में शामिल विभिन्न नैतिक मुद्दों पर चर्चा कीजिए।
- (b) वाक् और अभिव्यक्ति की स्वतंत्रता के अधिकार को ध्यान में रखते हुए, इस मुद्दे को हल करने के लिए आप जो कदम उठाएंगे उसे रेखांकित कीजिए और समर्थन में तर्क दीजिए।

This case represents interests of sexual minorities like transgender, lesbians (LGBTQ+) communities and their feeling of ^{fr.} being dis being discriminated against

(a)

MORAL ISSUES

- (1) Issue of rights of sexual minorities like LGBTQ+
- (2) Injustices that are carried out against them in their fight for sexual freedom and freedom of orientation
- (3) Freedom of speech of panelist.
- (4) Controversy in college university regarding the issue

(b) Sexual minorities are a highly discriminated section of people. They are socially outcast in many cases and denied education and employment. However, Liberty (Article 21) entails that we respect another person's choices and right to privacy and expression. This included right to sexual self determination and sexual orientation.

Given the vulnerabilities they face and lack of access to health facilities in many cases, the sexual minority groups assert their rights to liberal use of pronouns like 'they' and 'them' instead

of him^{or her}. This right to self determination has also been iterated in the Transgender bill, 2019

Freedom of speech under article 19 also provides for reasonable restriction. This includes public order, peace and morality as well as decency. On these grounds I would ask the panellist to apologise so that this the right of sexual minorities is not infringed.

Further, I would meet with the leader of the college association to passify the leader

and cool off the matter. I would agree that their right is fundamental but they should accept the apology. Anonymous controversy can bring bad reputation of to the college.

Thus, this would be my course of action in the given situation.

11. You are a young athlete representing India at an international-level competition. To your surprise, during the competition, you witness a few senior athletes injecting something using a syringe in private. When you approach them, they explain that it is a performance enhancing drug, which is very common in such competitions and you should take the same as well. You are aware that if these players get caught in a doping test, it may damage India's reputation. You are confused and afraid of the repercussions and decide to approach the coach to discuss the event you witnessed. However, you get to know that the athletes are taking the drug on the advice of the coach himself.

(a) What would you do in this scenario? Discuss the options available to you and chart your course of action.

(b) What are the reasons behind the use of performance enhancing drugs in competitive sporting events? How can this practice be minimized?

(20)

आप अंतर्राष्ट्रीय स्तर की एक प्रतियोगिता में भारत का प्रतिनिधित्व करने वाले एक युवा एथलीट हैं। आश्चर्यजनक रूप से, आप प्रतियोगिता के दौरान कुछ वरिष्ठ एथलीटों को गुप्त रूप से सिरिंज का उपयोग करके कुछ इंजेक्शन को लगाते हुए देखते हैं। जब आप उनसे संपर्क करते हैं, तो वे समझाते हैं कि यह प्रदर्शन बढ़ाने वाली एक दवा है, जो ऐसी प्रतियोगिताओं में बहुत आम है और आपको भी इसे लेना चाहिए। आप जानते हैं कि यदि ये खिलाड़ी डोपिंग टेस्ट में फंस जाते हैं तो इससे भारत की साख खराब हो सकती है। आप दुविधा में हैं और इसके परिणामों से डरते हैं। साथ ही, आप इस घटना पर चर्चा करने के लिए कोच से संपर्क करने का फैसला करते हैं। हालांकि, आपको पता चलता है कि एथलीट कोच की सलाह पर इस दवा को ले रहे हैं।

(a) इस परिदृश्य में आप क्या करेंगे? आपके समक्ष उपलब्ध विकल्पों पर चर्चा कीजिए और अपनी कार्रवाई की रूपरेखा तैयार कीजिए।

(b) प्रतिस्पर्धी खेल प्रतियोगिता के आयोजनों में प्रदर्शन बढ़ाने वाली दवाओं के उपयोग के पीछे क्या कारण हैं? इस प्रथा को कैसे कम किया जा सकता है?

(*) This case puts Indian sportmanship spirit and athletic contribution under threat of getting caught by doping agencies and can ruin India's image on global front.

Q2) options & evaluation

1) Go ahead and inject myself too.

Merit: 1. Can follow advice of coach and seniors.

2. Rationalize that chances of getting caught are less.

Demerit: 1. Can endanger reputation of India

2. Crisis of conscience

2) Oppose tooth and nail and threaten to complain

Merit: - 1. Can save reputation of India

2. Bit clarity of conscience

Demerit: 1. Lose rappart with senior and coach.

2. Might get penalised later.

3) Try to reason with coach by communicating the consequences of getting caught and the irreparable

damage it can cause.

Cause of action :-

I would go with third option
as my conscience would be clear.
I would also try to motivate my
seniors to not inject the drug as
it can tarnish their image and
jeopardise their efforts that
brought them this far.

I would ask them to trust
in their capabilities and that
failure is also a part of growing
stronger and better and being a good
sportsman.

This way I can communicate
with my coach and seniors
and try to convince them against
taking the drug.

Reasons behind doping

1. Competition is tough and players are vulnerable when they don't win for a long time.
2. Drugs seem like a good alternative to enhance performance
3. Lack of monitoring by anti-doping agencies.
4. Influence by coach to ensure win for the country
5. Need to win is felt among athletes

Measures

1. WADA (World Anti Doping Agency) and NADA (National level) check for doping cases
2. Athletes should be counselled

3. Role models like PU Sindhu and Hima Das who have ~~put~~ years of hardwork and get where they are after losing numerous times should be reminded of.

4. Develop negative attitude against doping agents

Finally, 'truth alone triumphs'
So once truth gets out it can end the sports career of the athlete.
This can be used to enforce deterrence.

12. You have been newly appointed as the District Magistrate of a district, which is known for its rich mineral deposits. Following the news being circulated in the media about the illegal mining in your district, you have initiated an enquiry into it. When the State's Minister of Mines and Minerals gets to know of the enquiry initiated by you, he directs you to name some junior government employees as being involved in the wrongdoing and make them scapegoats. He also points out that elections to the State Assembly are around the corner and the present government wishes to stay clear of any political corruption. This Minister is a very influential figure in the present regime and there are high chances of the present ruling party being voted back to power. In due course of the enquiry, it has come to your notice that the said Minister has also been involved in illegal mining through his cronies.

The findings of the enquiry can affect the outcome of the elections as well as completely derail your career, if the incumbent party wins the elections, which looks very likely as per the polls.

Answer the following with reference to this case:

- (a) Identify the stakeholders and the ethical issues in the given case.
- (b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. (20)

आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, तो वो आपको कुछ कनिष्ठ सरकारी कर्मचारियों पर गलत काम में शामिल होने का आरोप लगाने और उन्हें बलि का बकरा बनाने का निर्देश देते हैं। वह यह भी बताते हैं कि राज्य विधान सभा के चुनाव नजदीक हैं और वर्तमान सरकार किसी भी राजनीतिक घटनाकार से दूर रहना चाहती है। वह मंत्री वर्तमान सरकार में एक अत्यधिक प्रभावशाली व्यक्ति है और साथ ही, वर्तमान सत्ताधारी दल के सत्ता में वापस आने की बहुत अधिक संभावना है। जांच के क्रम में आपके संज्ञान में आया है कि उक्त मंत्री अपने साथियों के माध्यम से अवैध खनन में शामिल रहा है। यदि सत्ताधारी दल चुनाव जीत जाता है, जिसकी अनुमानों के अनुसार संभावना अधिक है, तो आपकी जांच के निष्कर्ष चुनाव परिणामों को प्रभावित करने के साथ-साथ आपके करियर को भी प्रतिकूल रूप से प्रभावित करेंगे। इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) प्रदत्त प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समालोचनात्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्रवाई का विवरण दीजिए।

This case is a classic example of collusive corruption, cronyism, misuse of power and making others as scapegoats. It also deals with matters of illegal corruption.

(a) Stakeholders

1. I as the District magistrate - crisis of conscience and job security
2. The Minister of Mines - election related interests and cronyism
- 3 - Scapegoat - junior government employees - will be falsely accused and lose their job as well as their reputation
4. Ruling party - need to win elections
5. Media and public : right to truth and complete information

Ethical issues

1. Personal Interests vs professional duty
2. Crisis of conscience
3. Right of junior employees vs Minister's interests of elections and
4. Right of citizens to make informed choice of voting and
right of media to information.

(b) Options

1. Given into to minister's request and make junior employees as scapegoats

Merit (a) Can keep my job and win goodwill with Minister

Demerit (a) Make me ^{get} involved in the corruption

(b) Crisis of conscience

(c) unfair for those who are made scapegoats

2. Oppose the minister tooth and nail.

Merit (a) clarity of conscience

Demerit (b) come in the bad books of minister

(b) can lead to transfer

(c) ~~will~~ won't solve core problems

as next DM may go ahead with it.

3. Whistle blowing on minister

Merit a. My identity can stay anonymous

b. clarity on conscience.

c. Can curb illegal mining.

Demerit: a. Can lead to my career getting blown.

b. Transfer from job.

Course of Action :-

I would try to communicate with the minister about the danger of getting caught if the junior employees speak up. I would appeal to his good senses to follow the code of conduct for ministers.

~~If he still persists, I would~~
I would continue with enquiry report without hiding facts. I would stand for my values and display courage of conviction. I would be ready for subsequent consequences like transfer.

As a last resort I would blow the whistle. This way I would deal with the situation.