



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	ENGLISH	Registration Number	1267594
Center	ONLINE	Date	19/08/2022

### 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।

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## 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.

All the Best

## 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 represents the value of contributing without any favour especially monetary.

\* Role of altruism in public life:-

- (i) Compassion towards weaker section:- To have compassion towards weaker sections, like a beggar near traffic signal, altruism is required.
- (ii) Fostering empathy:- Only when we are altruistic about people and their emotions, we can cultivate empathy.
- (iii) Dedication to service:- To perform a work beyond office hours can't be done without being altruistic towards service.

(iv) Selflessness :- Only with the presence of altruism, selflessness could be achieved.

Ex:- Raj Yadav, an IAS officer, adopted 5 villages and also saved 7500 lives.

\* Measures to foster altruistic behaviour:-

(i) Code of ethics :- Code of ethics and adherence to values can help to cultivate altruism in public service.

(ii) Emotional Intelligence :- Cultivating the dimension of understanding emotions can help to inculcate altruistic features.

(iii) Sensitisation :- Sensitising about people and their problems like condition of people in Dharavi slum could help to develop altruism.

Altruism can be a value which can help to make public services more humane and accountable as well as compassionate.

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 Conundrum between the Categorical imperative or value and the Consequences of an action is visible in many instances.

\* How Certain actions can be right even though they don't maximize good?

(i) National Security:— Projects for national Security may not maximize good Consequences but they are right.

For example, in the <sup>between</sup> debate, the widening of Charm Dam project, the good of environment maximizes good, however national Security is important and right.

(ii) Defense budget:— The budget spent on defence can be used for maximizing good like access to education, health but uses using it for Security has its own intrinsic value.

(iii) Democracy :- It is said that democracy slows ~~down~~ decision-making & hence economic growth. (Lee thesis). However, even after not maximising goals, it is right to uphold it.

(iv) Allowing Surrogacy for monetary purposes :- Allowing surrogacy for monetary purposes would increase medical tourism, give child to deprived parents. but it is not right as it produce a market for child which is immoral.

(v) Non-violence :- For example, Gandhi could have sustained non-cooperation and gained more from movement but withdrawing the movement was right as violence would have destroyed the society.

Thus, instances are present where intrinsic value of a particular thing outweighs the good consequences.

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।

Policing, in itself is a Coercive phenomena.  
However, ethical conduct is the backbone  
of Policing.

\* Ethical Challenges in policing:-

- (i) Politicization :- Either police should subsume  
to political executive or take firm  
ethical stand.
- (ii) Due process of law :- How to carry out  
the provision for due process of law.
- (iii) Corruption :- How to tackle the  
issue of corruption perpetrate in  
police.
- (iv) Unruly behaviour :- How to mitigate  
unruly behaviour.
- Ex:- People not wearing masks during  
Covid-19 lockdown.

\* Reasons behind Corruption in police:-

- (i) Colonial legacy:- The police as an institution was corrupt and its structure has remained intact.
- (ii) Politicization:- Close relation between police and executive breeds corruption.  
Ex:- Sanjay Pandey's involvement in NSE Case.
- (iii) Lack of training:- Lack of ethical training also denies forces of integrity.
- (iv) Poor Regulatory Mechanisms:- 2nd ARC highlights the lack of regulatory mechanisms to check corrupt mechanisms.

Ethical Policing with responsibility should be the road ahead for Indian police forces to achieve.

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।

Ethical Corporate Governance refers to the adherence of ethical practices in like integrity in the management of corporates.

\* Role of Spirit and Structure:-

(i) Companies Act, 2013:- The provisions for board members and Corporate Social Responsibility (CSR) have helped to ensure ideas of integrity and empathy remains inbedded.

(ii) Accountability:- The structure of governance envisaged helps in determining the accountability of the corporate.

(iii) Spirit of Service:- Philanthropists like Azim Premji and Ratan Tata

Exuberate the Spirit towards ethical ideas.

(iv) Integrity :- The Spirit of serving with utmost integrity can help to achieve ethical corporate governance.

(v) Openness :- The provision for showing the details of CSR projects can help to develop openness.

Thus, the dual phenomenon of Spirit and Structure in the functioning of corporates can help to achieve Corporate ethical governance.

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।

The active involvement of people and public services in two way communication is pre-requisite for ethical governance.

Though the structure and functioning of the public services can be designed in a certain way to support ethical ideas like RTI, Lokpal but the functioning of such ethical governance isn't possible without involvement of common people.

In Bihar, the provision for liquor ban has been facing issues of illegal sale. The reason behind such sale is the lack of common citizens in institutionalizing ethical conduct.

Another example could be Citizen Charter. Though several institutions have adopted it but it has remained dormant because of the lack of involvement of Common Citizen's participation.

However, People's Participation in Kerala have led to strengthening of Panchayats. The idea of Model Code of Conduct (MCC) and Ombudsmen at local level could be institutionalized because of the active involvement of Citizen. Even the idea of participatory budgeting is an outcome of this.

Thus, efforts to include People's participation should also be inculcated in developing plans for 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।

The logistics cost in India is around 12-14% in comparison to 6-8% in developed countries due to the uncoordinated work of administration.

### \* Importance of Cooperation and Coordination :-

- (i) Economic gain :- It could save around 6-8% of India's GDP and bring multi faceted change.
- (ii) Better Services :- When administration works in silos, one project is being carried out different times by different departments. This reduces the quality of services.
- (iii) Good governance :- Any integrated mechanism would definitely bring

more efficiency. For example, CCTNS developed by NCRB has brought efficiency in management of services.

(iv) Reduced time:— Better coordination reduces the time required to complete a particular project.

(v) Public's Confidence:— Better functioning in coordinated manner enhances Public's Confidence in Public Services.

The GATI SHAKTI initiative by government is trying to bring in a coordinated administration for multi-  
faceted goals.

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 refers to the act of understanding and evaluating emotion of their own as well as of others.

\* How Can Emotional intelligence be used to manipulate emotions:-

(i) Emotional Manipulation:- For example, by using emotional traits of some one, we can try to control their emotion.

(ii) Impact people's life:- The AI used by social media giant's traces people's behaviour and impacts their well-being in a negative direction.

(iii) Destabilise them :- Controlling an emotional person can lead to his/her destabilisation.

(iv) Impact their work :- It could also impact the quality of their work.

Like every other phenomena, Emotional Intelligence can also be used in negative as well as positive ways. Increasing its positive aspects while regulating and minimising its negatives, should be our goal.

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 refers <sup>to</sup> the changes in attitude and action due to certain social phenomena.

\* Social Influence as Source of good

(i) Attitude towards women and Dalits:- Social influence like teacher's class or seminar could lead to change attitude towards women and dalits.

(ii) Moral principles - Principles like alcohol consumption if bad can be taught by social influence.

(iii) Ideas of hard work, perseverance can also be achieved by social influence.

\* Social influence for bad

(i) Advertisement:- Advertisement by popular personalities for pan masala can lead

to negative impact.

(ii) Casticism:- Castist remark by politicians can instill propagation of Casticism.

(iii) Communalism:- Influence by radical ideas on Youtube can lead to growth of Communalism. Ex:- The incidence of Sulli Bai app where Muslim women's pictures were used.

\* [social influence for evil]

(i) Terrorism:- The website of ISIS can be used to influence people towards terrorism. Ex:- Many students from Kerala participated in ISIS.

(ii) Domestic violence:- Domestic violence at home can lead to continuation of it as norm.

Social influence is multi-  
dimensional and can have far reaching  
impact on society.

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 delivery refers to the Services delivered by government like Health, education, roads etc.

In order to be effective, Public Service delivery should focus upon the need of placing people at centre. For example, the concept of RTI was developed with keeping people at centre and making it people centric.

Another example is the provision for Space for working people provided by West Bengal Housing Infrastructure Corporation at minimal rates which keeps citizens at centre.

Apart from Citizen - Centric, the Service should be Coordinated. For example, in terms of Clearances required to be eligible to set up a Start-up related to defence equipments, all the Clearances should be made at once place.

Further, technology enhances access and even minimises corruption in Service delivery. For example, direct benefit transfer by increased access to various Services as well as reduced corruption in such case.

Thus, the annihilation of not Citizen - Centric approach along with Coordination and usage of technology should be the base for effective Service delivery.

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।

In his book "Arthashastra", Kautilya vividly talks about Civil and Criminal administration, as well as the concepts of war and diplomacy.

\* Ideas relevant in 21<sup>st</sup> Century: →

(i) well-being of people:— According to Kautilya, the well-being of people is the core value of any state. The concept of welfare state, envisaged in Directive principles of state policy, is a reflection of this.

(ii) Rajdharma:— According to Kautilya, a king must always abide by Rajdharma. In modern society, abiding by Constitution for political executive is required.

(iii) Corruption:- According to Kautilya, Corruption is a verace, which reduces the well-being of people. This holds true in 21st Century as well.

(iv) Sovereignty:- Utmost dedication to the protection of Sovereignty of mother-land.

Thus, Kautilya as an architect of ancient Indian wisdom gives values that are relevant and important for Public Services in 21st Century.

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

The above quotation by Nelson Mandela focuses upon the commitment to social change that individuals should make.

Mandela rightly asserts that just living a life would mean nothing to us. Only when we start to make difference, we will live in entirety.

Gandhi's idea of "the best of to find yourself is to lose yourself into the service of others" is also of resonates similar message.

People like Kailash Satyarthi  
who have impacted several lives and tried  
to improve future, has determined the  
significance of his life. A life lived  
only for ~~one's own~~ one's own self,  
reduces to nothing in totality.

The fight and betterment  
that we try to bring is the only reason  
that we have moved forward as  
humanity and  $\neq$  reduced and  
finished the means of slavery  
and exploitation.

Thus, a life making  
differences is the real worth of any  
life.

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

The above quotation by Swami Vivekananda emphasizes on the purity of ends which ultimately would lead to right mean.

The above idea can be manifested through various examples.

For example, DR. A.P.J. Abdul Kalam's Spirit of servig the nation, ultimately led to instances, which ult. made him touch heights.

Once we are aware and moved by the spirit of any idea or work, ultimately we are able to find ways to reach the goal.

For example, many present day actors like Manoj Bajpayee

had the Spirit of Pursuing acting and ultimately they Started finding ways to get it.

Similarly, Ang Sang Su ki's Struggle for democracy was motivated by her spirit for a democratic Society. Then, things kept happening and she found the way to establish such Society.

Thus, having the spirit is the cornerstone to achieve the goal, once we do that, the roads to the goals ultimately gets constructed.

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

Martin Luther King Jr. in this quotation,  
tries to correlate the concepts of peace  
and justice.

According to Luther King Jr.,  
only when justice in terms of rights  
and equality like equal rights and  
equal works of labors isn't provided  
in the society, peace can't exist.  
Only when justice is established, true  
peace could be achieved.

For example, the data  
revealed from E-shaman portal shows  
that 74% of the people who  
have registered themselves as unorganised  
workers

are SCs, STs and OBCs. They haven't been given their rights and that would lead to continuous tensions between the deprived and affluent class. This can't be an example of true peace.

In places where equal dignity and equality of opportunity exists, justice can be established.

Then only true peace could be achieved.

Thus, in order to make a peaceful society, justice in its absolute form should be at the forefront.

## 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)

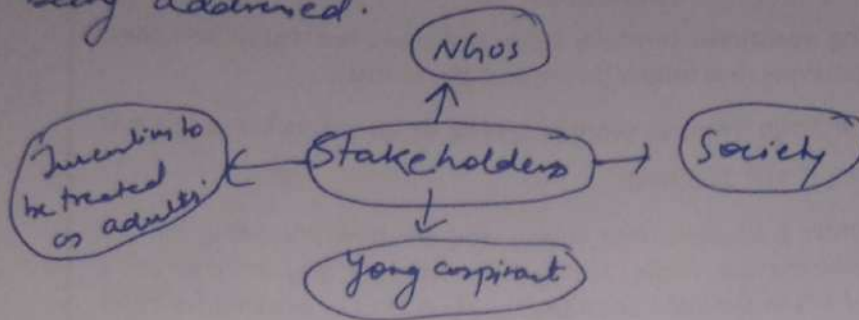
आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त 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 अपराधिक 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?

In the above Case Study, the ethical  
consideration to considering an juvenile

is being addressed.



(a) Factors that led to Child Conviction  
heinous crime:-

(i) Troubled Childhood:- Many children witness troubled childhood which leads to deprivation and isolation. This becomes a factor for conviction heinous crime.

(ii) Psychological reasons:- Many people undergo psychological issues like severe hormonal issues which leads to commitment of such crime.

(iii) Domestic Violence :- Many people are themselves a victim of Child abuse and domestic violence, this leads to Such Commitment of crimes.

(iv) Isolation :- Due to certain factors like disability, deformity or any medical issues can lead to isolation which become a reason of child Community grave crimes.

(v) Poor parenting :- Lack of adequate parenting by parents due to negligence or other factors can also become an issues in commitment of such crimes.

(b) Ethicality of treating juvenile as adult:-

(i) Right to improve:- Due to various factors which ~~to~~ the juvenile might be a reason for could have led to commitment of such crime, a chance to improve should be given.

(ii) Ignoring root Causes:- If they are treated as adults, the real failure of society in rehabilitating dealing with them will get ignored.

The ethical dimension of ignoring someone due to a medical condition can also be asked.

(iii) A liberal society:- The idea of a liberal society does envisage

the prospects of giving opportunity to improve.

(iv) On basis of Human Rights:- On basis of his right, he should be given a chance.

(v) Justice to victims:- However, it has also been argued that not treating them as an adult would be injustice to victim.

The idea of treating juvenile as adult should be treated on case by case basis. It should be such that if chances of improvement are present, let<sup>he</sup> should be given an opportunity. However, if the juvenile would escape harsh punishment because of law for serious crime, he should be punished. Ex:- Mishra Case.

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.

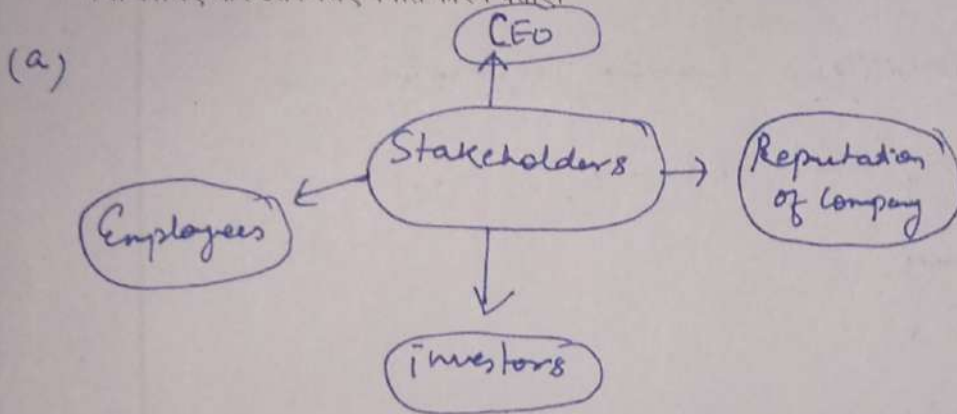
(iv) Improving the perception of fairness among the existing and terminated employees and moving ahead with the layoffs.

(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:
- छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
  - हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
  - 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।
  - 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।



Ethical issues involved in the case:-

- (i) Right of Employees:- The right to employees to have employment for their dedication.

(ii) Financial Sustainability of Company:- Without finances, the Sustainability of the Company would be in threat.

(iii) The Reputation of Company:- Laying off employees would damage the Company's reputation.

(iv) Profitability:- Earning profitability for the long term viability of the Company.

(v) Cohesiveness:- To maintain fearless and cohesive work culture,  
lack of fear of fining is a  
necessity.

(b) (i) Identifying Key high performers & offering them suitable position.

Merits

- Retaining the best talent.
- Increasing their belief in company.

Demerits

- Subjective nature of evaluation.
- Many may not lag behind much.

(ii) Merits

- NO unemployment.
- Will keep everyone satisfied.
- Retaining workforce.

Demerits

- Reduce their appetite.
- Have and Havenots in office.
- Regular conflicts.

(iii) Merits

- Increased investment
- Profitability
- Better financial return.

Demerits

- Unemployment.
- Reduces dignity of company.
- Not retaining a wide talent pool.

(iv) <u>Merits</u>	<u>Demerits</u>
→ <u>Reduced damage to reputation.</u>	→ <u>Unemployment.</u>
→ <u>Persuasive.</u>	→ <u>Dissatisfactions among those who were terminated.</u>

(c) The core of action that would be most suitable & it is as follows: →

Short term targets

- (i) Laying off the minimum number of employees mentioned by investors.
- (ii) Retaining the talent which has performed its best.
- (iii) Suggesting alternative options that could be pursued by the laid off employees.

Long term targets

- (i) Making a policy on requirement of employees in next five years.
- (ii) True with the investors that no changes to the policy would be made, unless a deep economic turmoil.
- (iii) Ensuring that those who are retained are taken care off and given regular bonuses.
- (iv) Making a cut out plan on increasing profit along with maintain a sizeable employees.
- (v) Preference to laid off employees in few recruitment drives whenever planned.

Managing economic viability along with retaining talent should be managed in efficient way.

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.

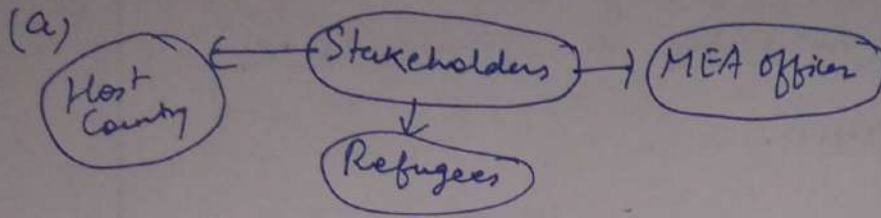
(b) What recommendations would you suggest given the large influx of refugees in India. (20)

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।

The above case study deals with the ethical issues concerned with the management of refugee crisis.



Moral issues related to the rights of international refugees:-

- (i) Human Rights:- They have the right to live as it is a part of Universal Declaration of Human Rights.
- (ii) International Obligation:- to provide shelter to people.
- (iii) Their lives could be lost if they are returned to their own country.
- (iv) Discrimination between people based on nationality.
- (v) Providing shelter to a homeless.
- (vi) Illegal migration which can cause conflict in border areas.

(b) Recommendation on large influx  
of Refugees:-

(i) Short term Measures

(i) Provide food and basic stuff  
to the people on the outskirts of  
people.

(ii) Closely contacting with United  
Nations for rehabilitating them at  
other places.

(iii) Making locals aware about the  
impeding situation.

(iv) Strict border surveillance to reduce  
illegal migration.

(v) Regular talks with developed  
Countries to take care of refugees.

(vi) Allowing the host Country's Government to restore order.

### Long term measures

- (i) Arguing for new international treaty stipulating the role of Countries in wake of refugee crisis.
- (ii) Restoring peace and increasing rebuilding process in the Countries affected by such tragic events.
- (iii) Creation of an international fund to take care of refugees in times of needs.
- (iv) Equal sharing of refugees to reduce pressure on any one Country.

(V) Encourage UN to quell war and genocides in a quicker fashion, so that refugee crisis doesn't even occur.

Refugee crisis presents the dilemma of protecting innocent lives without affecting the stability of our own country. Only a middle path with accommodation of a few and vouching for international cooperation is the way ahead.

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.

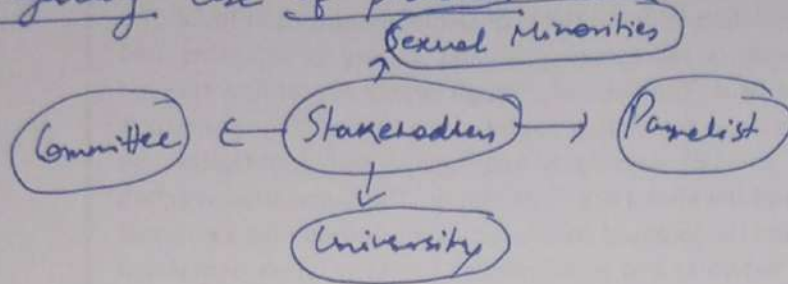
(b) Keeping the right to freedom of speech and expression in mind, highlight the steps you would take to resolve the issue and list arguments in support. (20)

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।

The above case study focuses upon dilemma regarding use of pronouns.



(a) Moral issues in the case:-

- (i) Freedom of speech and expression of the candidate.
- (ii) Right to sexual minority to demonstrate their views on pronouns.
- (iii) The moral dilemma of college in protecting the panelist.
- (iv) Dilemma of the committee to take a stand.
- (v) Use of pronouns.
- (vi) Unmoral behaviour of panelist.

(b) The desired course of action:-

- (i) Take note of all the grievances of the stakeholders in the case.
- (ii) Understanding the panelist's viewpoint on the issue.
- (iii) Understanding sexual minorities objection to the statement.
- (iv) Gathering data on the impact of use of pronouns and role in identity creation.
- (v) Taking expert advice on the issue.
- (vi) If his entire speech isn't derogatory or demeaning to sexual orientation and he was just.

Presenting other side of argument, then  
not taking any action on him.

(vii) But persuading the Panelist to  
address the grievance and make them  
aware that his intention wasn't to  
disrespect them but to provide  
alternative viewpoints.

Reasons for Such Course of action :-

(i) Freedom of Speech and expression  
is the most fundamental of all rights.  
According to J.S. Mill, freedom of  
Speech and expression is the major  
difference between humans and  
animals.

(ii) <sup>Even</sup> If Someone's Speech is completely

fake, still he has the right to assert his opinion.

(iii) until and unless it leads to incitation of violence or animosity between groups, freedom of speech should be respected.

(iv) Universities are places where new ideas breed. until contradictory ideas are also disclosed, the emergence of new ideas can't emerge.

A balance between freedom of expression and maintaining dignity of people based on their sexual orientation is required.

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 सिरिज 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?

The above Case Study disusses about  
the ethical issues associated with  
the usage of illegal drugs for  
Sports.

(a) Options available in this scenario :-

- (i) Don't report this incident to any one of the authorities.
- (ii) Use the drugs for my own consumption as well.
- (iii) Confront to the Coach about the issue and tell them about the issues. If they don't agree, leave the matter heretof.
- (iv) If Coach doesn't heed any attention, report to higher authorities asking them to take correct course of action.

The preferred course of action :-

The fourth option where after opposition to the Coach, reporting to higher officials is most appropriate.

This course of action would help to protect India's image at international level and would also be sustainable according to sports ethics and fair competition. Individually, the ethical dimension of integrity would also get maintained and Soul would be satisfied.

(b) Reasons behind use of performance enhancement drugs:-

(i) Quick gains:- The results provided by such drugs gives quick edge to the person and can help to come closer to a medal.

(ii) Competitive Culture of Sports:- The Competitive Culture of Sports leads to the attitude of winning at any cost.

(iii) Lack of awareness:- Many athletes are even unaware about the repercussion of using such drugs.

(iv) For fame:- To get medals and fame and pride, the athletes get overwhelmed and use such restricted drugs.

Ways to minimize use of such drugs:-

(i) Law:- Better law stipulating the drugs not to be used can be a good place to start.

(ii) Increased awareness: - Increased awareness among athletes about the consequences of using such drugs needs to be inculcated.

(iii) Regular checks: - Regular testing and availability of tests to check doping should be carried forward.

(iv) Heavy suspension: - Increasing suspension period to create deterrence.

Fair sports competitions should be the backbone for any sports.  
Providing adequate mechanism to reduce any unfair ness is required.

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:

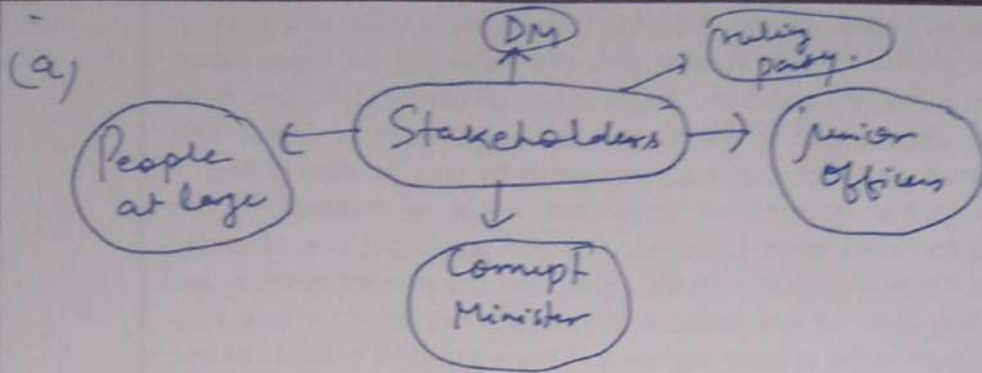
(a) Identify the stakeholders and the ethical issues in the given case.

(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 भ्रष्टाचार 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।



Ethical issues in the given case :-

- (i) Career of DM in the future.
- (ii) The impact on junior officials who would be scapegoats.
- (iii) The trust of people at large.
- (iv) The ~~stas~~ ethical aspect of integrity at stake.
- (v) Due process of law vs political pressure.
- (vi) Dealing with the political party.
- (vii) Duty of finding the real culprits.

(b) Options in the given Scenario :-

- (i) Do any per the direction given by minister and Secure the Career.
- (ii) Give direction for arrest of minister as he is the Culprit in the case.
- (iii) Make a Compromise to Secure Career and not let even the local officers dismissed.
- (iv) Share the information to media personnel, so that the onus of action isn't directed towards the DM.

Preferred Course of Action

The second option to take action on the minister as he was found

Guilty of Committing Corruption should be taken without worrying about the consequences. Henceforth Hereafter. Also, other officials involved in the case should also be Charged.

Reasons for preferred course of action:—

(i) Integrity :- Compromising integrity for the purpose of personal ambition would have remained a blat thought the career of DM.

(ii) Duty :- The duty of the DM is to work selflessly, without fear, favor or ill will. Compromising on duty would defy the purpose

of joining the service. Ex: - Ashok Khanna.

(iii) People's trust: - People's trust on the party may be based on their perception of level of corruption, giving a correct picture would make their choices more informed.

(iv) Political pressure: - Such political pressure would further deplete his moral authority and respect among the juices.

Uncompromising behaviour towards corruption is the only means to clean our political and administrative system.