



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Aniket Hirde		
Medium Hindi/Eng.	English	Registration Number	1045939
Center	Online.	Date	06/09/22

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	
<b>Total Marks Obtained:</b>		
<b>Remarks:</b>		
Signature of Examiner		

INSTRUCTIONS	
1.	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)।
2.	There are <b>TWELVE</b> questions printed in <b>ENGLISH &amp; HINDI</b> इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।
3.	<b>All questions are compulsory.</b> सभी प्रश्न अनिवार्य हैं।
4.	The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
5.	Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. 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।
6.	Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
7.	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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Time: 2:10 to 5:10

# 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 refers to placing of societal needs over one's own benefits. Eg:- Dr. Baba Amte treating leprosy patients.

### Core Values in Public Life

- ① Public life refers to servicing public as a whole thus prioritizing societal needs over own.
- ② It ensures efficient public services without any ulterior motive. Eg:- Corruption, nepotism would be reduced if people have altruism.

- ③ Public services are also meant for social justice which altruism promotes.
- ④ It helps balance personal compromises in the life of public servants. Eg:-  
Remote postings.

### Measures to Foster Altruism

- ① On-ground training showing plight of people for more impact.
- ② Rewarding altruistic behaviour via recognition. Eg:- New India Manthan.
- ③ Role playing training to help public servants step into other's shoes.

India has had fortune of  
 having epitome of altruistic  
people like Mother Teresa, Dr. Prakash  
Amte, etc. & the legacy should continue

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।

Any action whether it is right or wrong is decided on multiple aspects like inherent value, consequence, circumstance, etc.

Not maximizing consequence but norm

In Jainism, people fast for 8-10 days in month of August - Sept. It is done even by small kids who don't drink water for whole day. It doesn't maximize consequence but is believed to be right.

Similar is the case with placebo of some medicines. They do not actually create +ve impact but we feel better because of the norm, that "taking medicine makes you better".

Currently, social media posts have become a competition. Posting holiday stories, pics doesn't maximize consequence like bettering trip but it has become a norm.

However, care should be taken that the norms are not wrong in itself. Eg:- Going to <sup>witch</sup> ~~with~~ for medical treatment doesn't maximize end but should not be right on norms front as well.

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।

India has one of the largest police force in the world but it is riddled with challenges.

### Ethical Challenges in Indian Policing

- ① Widespread corruption - nexus. Egr. Recent Maharashtra case.
- ② Violating Rwe of Law to show dynamism. Eg:- Instant justice case in Hyderabad.
- ③ Low approachability - people fear to go to police stations.

- ④ Low law enforcement. India is still considered as soft state.
- ⑤ Over worked, over burdened police force.

### Reasons for Corruption

- ① Low pay at lower levels like constables.
- ② Low accountability, measures like body-cameras, recorder, etc.
- ③ Extreme work pressure even on events like Ganpati, Diwali, etc.

To reform police force, we need to increase pay of lower levels, introduce technology & care for human resources:

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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 decision making in corporate incorporating interests of all stakeholders. Eg:- Tata Enterprises.

### Need for Spirit

### Need for Structure

① Spirit is the internal motive for good governance

② Structure will provide external re-inforcement.

② Helpful when rules, laws are vague

② Helpful in day-to-day administration.

Eg:- Testing directors for integrity, objectivity

Eg:- Appointing 50% independent directors.

## A right Combination

If there is structure but no spirit, people would find loopholes. Eg:- ICICI Bank Scam.

If there is spirit but no structure then there might be chaos as spirit is subjective.

Also, excess of anything might curtail functioning of corporates & inhibit innovation.

Hence, a right combination of spirit & structure for good corporate governance & helping India achieve \$5 trillion aim.

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 refers to governance ensuring the interest of all stakeholders.

Governance + { Efficiency  
Accountability  
Transparency } Good Governance.

### Role of Public Servants

- ① Chief service providers - guide org. values. Eg :- Anil Kumar Lakhina's pattern in Ahmednagar.
- ② Set example for juniors.
- ③ Ensure smooth delivery of services.

## Role of Citizens

- ① More aware citizenry forces government to be more ethical & open.
- ② Citizens have tools like RTI, social accountability. Eg:- ~~Scam~~  
Vyapam scam exposed through RTI.
- ③ Public opinion creates deterrence like ill-practices of corruption.

Thus, along with public servants, citizens should be trained to be more participative for ethical & 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।

Recently, PM, in his meeting with GoI Secretaries asked them to work as 'GoI Secretaries' & not as Secretaries of their ministry thus guiding them to break silos.

### Importance of 3Cs

① Cooperation: Helping in times of needs, solving issues.

① Leads to faster clearing of road-blocks.

② Improves work-culture between ministries / departments.

(B) Coordination: Ensuring everyone is in loop & then executing task.

(1) Reduces redundant work. Eg:-  
Another dept. might have the needed survey.

(2) Reduces re-working. Eg:- MTNL digging roads after PWD construction.

(C) Collaboration: Working together on a common goal.

(1) Take advantage of synergies.

(2) Sharing of best practices.

With India set for \$5 trillion & largest population, it will need to incorporate the '3Cs' for inclusive & efficient governance.

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 is an ability of a person to understand, regulate & express emotions in a socially desirable way.

### Essential Tool for Public Servant

- ① Understand emotions of myriad people - businessmen to homeless.
- ② Avoid personal biases, stereotypes to creep into administration.

### Manipulation of EI

- ① Politicians often appeal to emotions of people to get their personal

agenda through. Eg:- Calling each other traitor, playing victim cards etc.

② Excessive emotion control might make public servants apathetic.

③ Fanaticism, radicalism used it as a tool to brain-wash targets. Eg:- Kasab

### What is Needed

① Providing moral training on what's right v/s wrong along with EI.

② Developing critical thinking (Aristotle Philosophy).

EI is a boon to humans.  
Ethical use can ensure it doesn't become base.

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 changing of person's thoughts, opinions, attitude through socialisation. It might be deliberate / indeliberate.

Source for Good

Dr. Baba Amte started 'Nemalkasa' with his wife for leprosy affected, ostracized people. Looking at his dedication, today, the stigma around leprosy has reduced & people have contributed - both physically & financially to Nemalkasa.

Source for Bad

Obedience, a component of social influence can change attitude for bad. Eg:- A compassionate civil servant being forced to demolish slums repeatedly might make him unempathetic in future.

Source for Evil

Radicalist on the India's border appeal to youths on the grounds of religion tampering with their cognition. This leads to formation of over-ground workers, terrorists, etc.

Hence, social influence is ambivalent, people should have wisdom, Emotional Intelligence to ensure only its positive aspect.

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 is providing goods & services of general interest as a whole to the public. Eg:- water sanitation, education, etc.

### Need for Coordination

- ① Reduces redundant work by multiple stakeholders.
- ② Increases speed of road-block clearance.

Eg:- GATI - SHAKTI is a techno-craftic initiative which coordinates across 16 & ministries thus speeding up National Infra. Pipeline

implementation .

### Need for Technology

- ① Increases efficiency . Eg:- Tracking progress, getting demands, fund disbursement, etc.
- ② Improves coordination .

Eg:- Odisha set-up . FRA, 2006 cells on common platform & is becoming the 1<sup>st</sup> state to implement the act.

Overall, both coordination & technology should have people-centric approach, as theory of social contract states that they are the masters & it is government's duty to provide services efficiently .

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 an ancient philosopher who gave guidelines for good governance through his 'Arthashastra'

### Relevant Teachings Today

- ① Duty of king to ensure social welfare (Rajadharma) : enshrined in our constitution as Article 39(b) & 39(c).
- ② king to not discriminate between his subjects (including his own son): Ensures Right to Equality (Article 14), reduces nepotism, corruption, etc.

③ King to maintain order otherwise world would be 'fishbowl': Today states have reasonable restrictions over free speech, Actions, etc.

④ Corruption is a termite which hollows the administration: Scams like 2G have costed  $\sim 2\%$  of GDP. It also damages trust of people in the government.

Thus the teachings of Kautilya are relevant after 2000 years as well & should be followed in letter & spirit.

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

Nelson Mandela was a pioneer in the anti-apartheid movement in Africa, leaving his own luxuries for the fight.

In this statement, he emphasizes on the true significance of an individual's life. By merely living, one follows the utilitarian principle of maximizing one's pleasure & minimizing pain. Although, it better life of oneself, it does not

Create impact on the society.

On the other hand, lives of people who made difference to lives of others are significant. Eg:- Mahatma Grandhi, Nelson Mandela himself. A person might leave the world but it is his contribution to society that leaves forever :

Also, the difference should be strictly positive. Kasab's life cannot be called significant although he affected lives of thousands.

People should follow the path of 'creative altruism' to ensure positive impact in society & that their life is significant.

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

Swami Vivekananda was an Indian social reformer of 19<sup>th</sup> century who worked towards humanism & cosmopolitanism.

In this statement, he emphasizes on the spirit - which is the internal guide of an individual. When spirit is right, an individual does not need any external re-inforcement for ethical behaviour.

Eg:- DM Vishu Mahajan did not have funds to clean lakes in Salem. However, he had spirit & with local help & crowd-funding, he rejuvenated 8 lakes completely.

However, if spirit is not right, then everything else might be right but still lead to ethical issues.

Eg:- Sports bodies have laws against performance enhancers. But still, athletes take it & try to cover it because the spirit is not right.

One can develop right spirit by following virtues like reverence, courage, faithfulness, etc. which would ensure an individual's success & positive contribution to society.

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. was  
a social reformer who campaigned  
for the rights of Black community.

Here, he emphasizes on  
meaning of peace — which is stability  
in the society without any ill-will  
in the people's mind.

Lack of tensions, which  
are ~~presented~~ 'explosive situations' do  
not guarantee peace. Because, some  
sections might be so deprived, so  
dominated that they cannot even  
cause tensions. Eg. — Shudhas were

physically, economically & socially dominated in the past. Today, a Dalit girl was gangraped in Hathras - if the family doesn't cause tension, doesn't mean there is peace.

On the other hand justice is equitable distribution of privileges, treatment & opportunities. When there is justice, human dignity is preserved & that increases the social trust. Justice also ensures that powerful do not use force to ensure peace & silence the weak.

As UN Secretary General said, "Injustice anywhere is threat to prosperity everywhere", it is the justice that is the basis of peace.

**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 मुधार का एक मौका देने के बजाय उन्हें वयस्कों के रूप में दंडित करना नैतिक है?

Juvenile Justice Act, 2015  
rightly distinguished adult from  
children to provide scope for  
reformation to children except in  
certain cases.

(a) Reasons for crimes by children

- ① Low level of education - NCRB  
estimates 60% of children committing  
crimes are drop-outs.
- ② Forced by circumstances. Eg:- stealing  
~~to~~ by homeless children to satisfy  
daily hunger.
- ③ Organized criminal groups employ  
children as they are least suspected.

④ Biological transition to adolescent without proper sexual education leads to crimes like rape.

⑤ Influence of social media/peers to look 'cool' by doing something which not many can do.

⑥ Failure of government, CSOs to rehabilitate children in time.

(b) Ethicality of Punishing Children

Yes - Ethical

No - Not Ethical

<p>① A crime is a crime - not punishing would be <u>injustice</u> to <u>victim</u></p>	<p>① It ends the <u>chance for reformation</u> of <u>accused</u>.</p>
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- ② It will create deterrence for future
- ② Criminal justice system is mentally tortious - can have long term psychological impact.
- ③ Some crimes are way too heinous. Eg:- Nirbhaya Rape case
- ③ Children do not always understand the situation's gravity. Eg:- Many committed suicide by playing Bluewhale game.

**Conclusion**

- ① It is true that children should be provided with more chance of reformation.

- ② However, age of 18 is not some-  
thing at which children suddenly  
gain wisdom - this border should  
be flexible.
- ③ If the crimes are too heinous,  
children should be punished (albeit  
lesser than adults) to create deterrence.
- ④ During the punishment, the possibility  
of reformation should continuously be  
evaluated. Punishment can be extended  
or remitted depending on behaviour.

As India reaps the  
demographic dividend, we cannot have  
our children in jail. However the  
rights of victim should be  
balanced as well.

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.

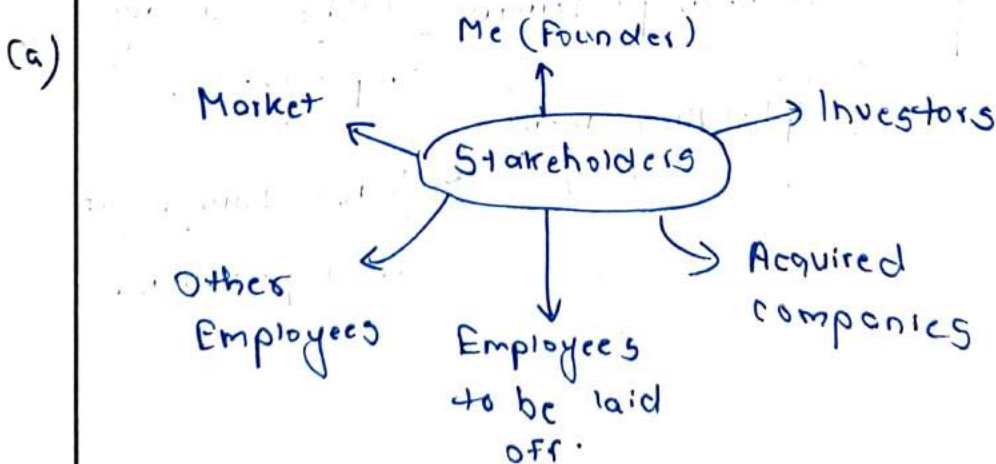
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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 में 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।

The Utilitarian Philosophy deals with maximizing personal gains even at the cost of other's interest. Mass retrenchment can be justified on its basis :



## Ethical Issues Involved

- ① Placing of efficiency over human rights by investors.
- ② Forcing CEO to follow them by luring through additional investment.
- ③ Lack of corporate governance.
- ④ Short-sighted approach to problem.

(b)

Opt.

Merits

De-Merits

① Reducing loss of high performance.

① Might lead to clashes among employees.

② Upholding merit

② Long-term issue of reputation.

Opt.

Merit

De-Merit

2 | ① Minimum disrup-  
tion in operations

② Lowered expenses  
(No social benefits  
in retainer)

① Violating employee's  
rights to other  
benefits.

② They won't be  
get time to find  
another job.

3

① Easiest way  
out

② Getting more  
investments by  
following investors

① Would show  
lack of compa-  
ssion.

② Severe reputation  
damage

4

① Control repu-  
tation damage

② Follow invest.  
-or suggestion

① Perception  
improvement

might back  
fire as company  
would be seen

4. | — | dressing up its  
inefficiencies by  
laying-off.

(c) Course of Actions

- ① Figuring out the sources of profitability - alternate avenues without firing workers.
- ② ~~# # avenues~~, Evaluating selling-off the bad acquisitions.
- ③ IF all avenues fail, then resorting to reducing workforce.
- ④ Devising objective criteria for performance & to be laid-off with HR.

⑤ Providing glide path to retrenched.

Eg:- 6 months notice period,  
 recommendation in other firms, etc

⑥ Simultaneously reduce salaries of  
executives including me to lead  
 by example.

### Reasons

① While businesses face up-down,  
 they need to recognize human rights  
 along with efficiency.

② Reducing my own salary will show  
my dedication to workers thus  
 reducing reputation damage.

Businesses should follow  
Compassionate capitalism of N.  
 Murthy for sustainable, equitable growth.

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 Rohingya Crisis,  
Myanmar crisis have brought the  
issue of Refugees to limelight  
once again.

(a) Moral Issues Related to Rights of Refugees

A For accommodating country

① Additional economic burden without any fault of its own.

② Social clashes between domestic groups & refugees.

③ Threatening lives of own citizen especially during pandemics.

④ Countries are forced to change their policies & thus damaging sovereignty to certain extent.

B For Refugees

① Violation of Right to Life -

both by host & accommodating country.

- ② Countries placing personal materialistic gains over human dignity.
- ③ Poor treatment by accommodating country. Eg:- Uk signed a MoU with Rwanda to deport refugees.

(b) Recommendations

India doesn't have a law dealing with Refugees. Foreigner's Act, Passport Act, 1920 doesn't differentiate between immigrants & refugees & leads to deportation of both.

- ① Differentiating between illegal migrants & needy refugees.
- ② Objective criteria to be devised for evaluating threat perception to refugees in home country.
- ③ Devising refugee areas based on ethnicity for minimal clashes. Eg:- Mizos accepted Myanmar refugees as their brothers in March 21.
- ④ Demarking areas for refugee camps to avoid shabby dwellings.
- ⑤ Integrating them into local jobs, healthcare, education by providing temporary identity like Aadhar -

so that they don't become liability  
but are productive.

- ⑥ Forming a task-force who would  
coordinate with host country to  
stop ethnic rift & rehabilitate  
refugees.

Although India is not a  
member of International Refugee  
Convention & its 1951 Protocol, Non-  
Refoulement principle states that  
refugees shouldn't be deported to danger.

India should balance its domestic  
stability & its role in global  
world order using comprehensive  
Refugee Law.

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। उम पैनल में डम 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। उम एसोसिएशन ने मांग की कि वह पैनलिस्ट अपने विचारों के लिए माफी मांगे और इस संदर्भ में एक सार्वजनिक बयान जारी करे। दूसरी ओर, वह पैनलिस्ट डम 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, डम मुद्दे को हल करने के लिए आप जो कदम उठाएंगे उसे रेखांकित कीजिए और समर्थन में तर्क दीजिए।

LGBTQ community are known as 'sexual minority' in our country & are discriminated in public life for their sexual orientation.

(a) Moral Issues

- ① Panelist freedom of speech led to restrictions on rights of LGBTQ in addressing themselves.
- ② LGBTQ community going to media & sensationalizing the issue rather than using internal channels.
- ③ Undue pressure ~~of~~ on Vice-Chancellor, even if it might be against his opinion.

- ④ Adamant behaviour of panelist -  
Speech is free but should not  
hurt the feelings of others.

(b) Steps Needed.

The actions needs to  
balance between :

- (i) Upholding Right to Expression  
of panelist.
- (ii) Dignity of sexual minorities.
- (iii) Reducing the pressure on college.

- ① Take stock of the situation -  
what are the exact demands  
of students, how much pressure  
is being exerted.

② If the speech has outraged the feelings in-line with laws./ Court judgements, panellist can be asked to apologize.

③ ~~the~~ In case panelist refuses, college should support the association & help them through discussions?

④ Avoid such controversy in future by checking background, opinions of panellists beforehand.

### Arguments

① SC in Navtej Singh Johar case decriminalized IPC 377 thus paving way for homosexuality.

- ② Recently, Govt-appointed Adam Harry, a transgender as pilot.
- ③ Although non-heterosexual behaviour is against many social norms, it is a perfectly natural thing.
- ④ College needs to ensure that sexual minorities have freedom to express their identity although peacefully.

Article 21 ensures Right to Life with dignity → to every individual irrespective of sexual orientation. It is the duty of individual, society & state to uphold it in spirit.

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 use of performance enhancement drugs show the lack of ethics of sportsmanship in athletes for short-term gain like

winning at any cost.

(a) Options Available

<u>Option</u>	<u>Discussion</u>
① <u>Take drugs</u> along with others.	<ul style="list-style-type: none"> <li>&gt; Might lead to <u>my win</u> setting my career.</li> <li>&gt; Against <u>sports ethics</u>.</li> </ul>
② <u>Not take drugs,</u> <u>ignore others</u>	<ul style="list-style-type: none"> <li>&gt; Following <u>sports ethics</u> without any confrontation</li> <li>&gt; Give <u>competitive edge</u> to others</li> </ul>
③ <u>Complaint to</u> appropriate authority	<ul style="list-style-type: none"> <li>&gt; <u>Upholding own values</u> &amp; <u>sportsmanship</u>.</li> <li>&gt; Might lead to <u>conflicts</u> within team &amp; my <u>expulsion</u>.</li> </ul>

## Course of Action

- ① Discuss - with team-mates on possible repercussions - how it can ruin their career.  
 > Ignite the patriotism in them to ensure India's reputation is not damaged.
- ② Convincing coach of team's capability, to win without drugs - ensuring he gives a chance atleast
- ③ IF all options fail, giving anonymous tip to higher officials in Indian Sports Ministry.
- ④ In all this while, not taking drugs by own & try to give

spectacular performance to break  
the myth that 'drugs are necessary  
for winning'.

(b)

### Reasons for Use of Drugs

- ① Easy availability of drugs like  
dopamine.
- ② Lack of ethical training in  
sports. - players want shortcuts.
- ③ Cut-throat competition of getting  
pride leads to unfair ways.
- ④ Collusion between players-coach.

### Measures to Reduce Practice

- ① Endurance / skill training should be  
accompanied by ethical modules.

- ② Promoting India's ethical achievements like Prakash Padukone, 1983 Cup, etc.
- ③ Breaking backward linkages — choosing coaches judiciously.
- ④ Forming internal vigilance team among athletes.
- ⑤ Strict penal actions against violators to create deterrence.

Article 47 of constitution requires states to reduce intoxicants. Use of drugs in novel activity like sports can be detrimental to India's global position & should be avoided.

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)

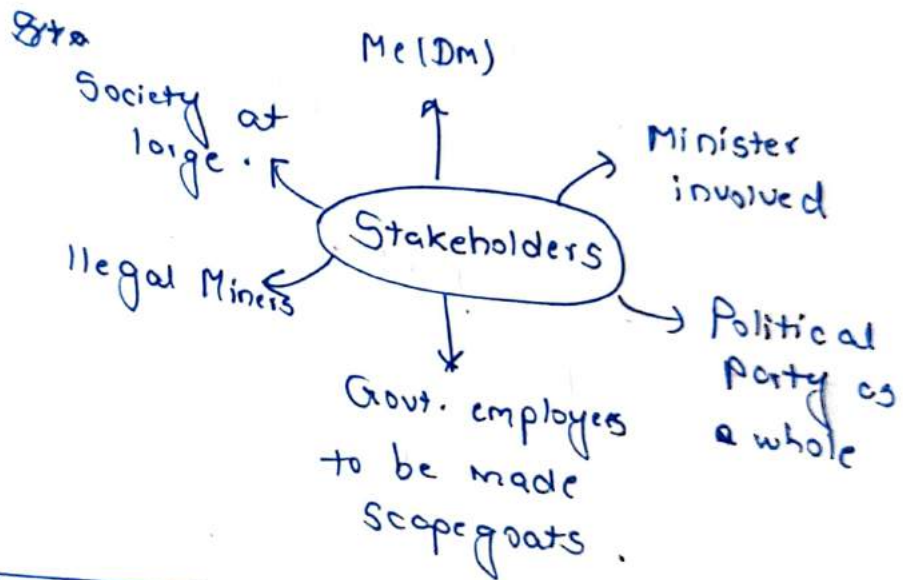
आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, 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 वापम आने की बहुत अधिक संभावना है। जांच के क्रम में आपके संज्ञान में आया है कि उक्त मंत्री अपने माथियों के माध्यम से अवैध खनन में शामिल रहा है। यदि सत्ताधारी दल चुनाव जीत जाता है, त्रिमकी 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।

Illegal mining is a serious concern in India where few individuals place personal profits over state's revenue & social welfare.

(a)



Ethical Issues

- ① Illegal mining means loss to state exchequer & also damage to environment.
- ② Nexus, corruption between Ministers - illegal miners.

- ③ Making lower employees as scape-goat shows lack of human dignity
- ④ Putting undue pressure on government official to restrict him from doing his duty.
- ⑤ Crony capitalism is against public welfare & efficient markets.

(b) Options Available

① Follow minister's orders

Merits

- (i) No conflict with minister
- (ii) Good career avenue ahead

De-Merits

- (i) Violating rights of lower employees.
- (ii) Against virtue of non-partisanship & impartiality.

② Stop the Enquiry

Merits

(i) Avoid conflict with ministers

(ii) No need of scape-goating

De-Merits

(i) Loss to public exchequer continues

(ii) Lack of integrity & fortitude in DM.

③ Proceed with Enquiry

Merits

(i) Uphold values of service - non-partisanship, integrity

(ii) Ensure public trust in the system.

De-Merits

(i) Punishment if party comes back to power.

Moreover, I will go with option ③ as follows:

- ① Conduct impartial enquiry naming the stakeholders involved.
- ② Submit the report to government enlisting the culprits, losses, etc.
- ③ Ensure no junior officers are made scape-goats.

### Reasons

- ① Civil servants are supposed to be impartial & base their advice on merits.
- ② They should have courage of conviction to face adversaries & should not be guided by personal motives.

Article 311 sufficiently protects honest officers from whimsies of political bosses.