

VISION IAS

www.visionias.in

GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	DIKSHITA JOSHI		
Medium Hindi/Eng.	ENG	Registration Number	
Center	ONLINE	Date	24/08/2022

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1(a)	10		<p>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)।</p> <p>2. There are TWELVE questions printed in ENGLISH & HINDI इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. 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।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>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।</p>
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			

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

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.

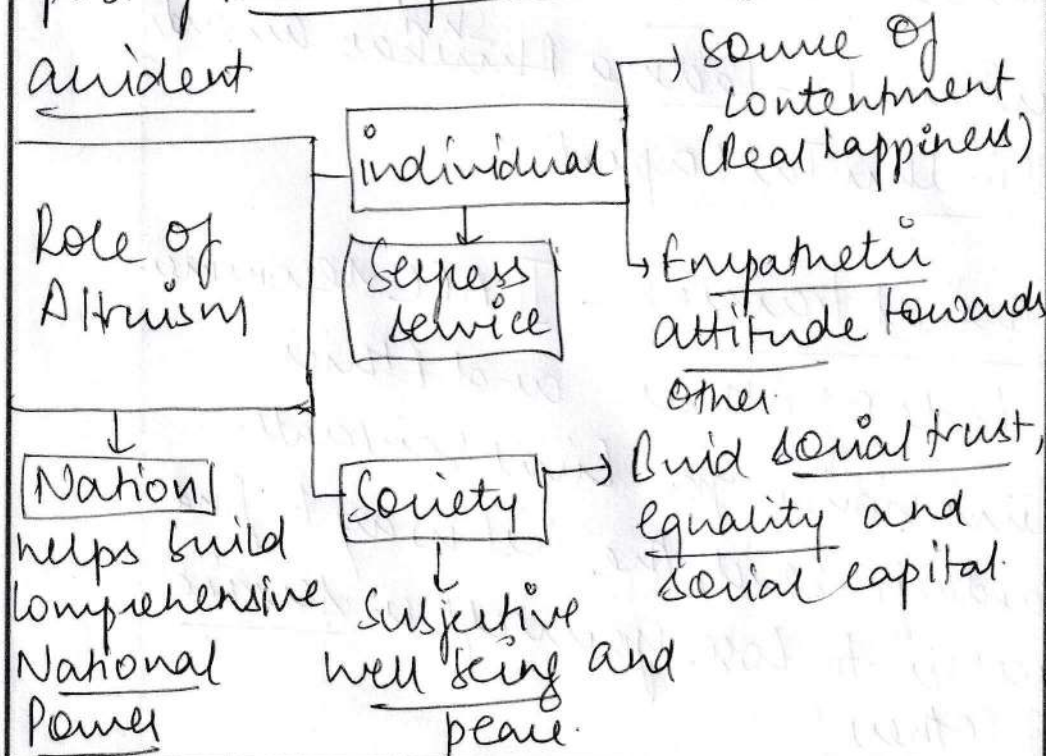
All the Best

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 one of
in consequentialism ethics, wherein
one sacrifices one's own interest
for interest of public. for example -
lal Bahadur Shastri retired from
post of Railway Minister, after the train
accident



Measures to foster Altruistic Attitude:

1) Education → for ex - Delhi govern-
ment has introduced 'Patriotism
- curriculum' to develop attitude of
service towards nation.

2) Family and Society → Ex - Sikh values
promote social service (SEVA)

3) Social Influence - Rewarding
Altruism. Ex - Padma ^{Shri} Bhushan awards
to Sindhu Tai Saphal.

4) Ethical training - IIARC recommen-
ded Code of Ethics and Ethics
Commissioner for Civil Servants.
Gandhiji said, the best way to find
yourself is to lose yourself in service
of others!

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।

Deontological ethics promote
rightness of means as
well as ends. In similar
spirit certain actions can be
right but can't maximise
good consequences :-

i) Right for oneself. Ex- ^{Judge} Resigning
(Egoistic) from service to
prevent impeachment.

ii) Right for others but not for ones-
elf (Altruism) - Ex- Whistleblowing
against one's own department.

iii) Virtue ethics - Actions to uphold

virtue of honesty, Justice etc.
for ex- Public servant honestly
talking of ills of department to
media.

Thus

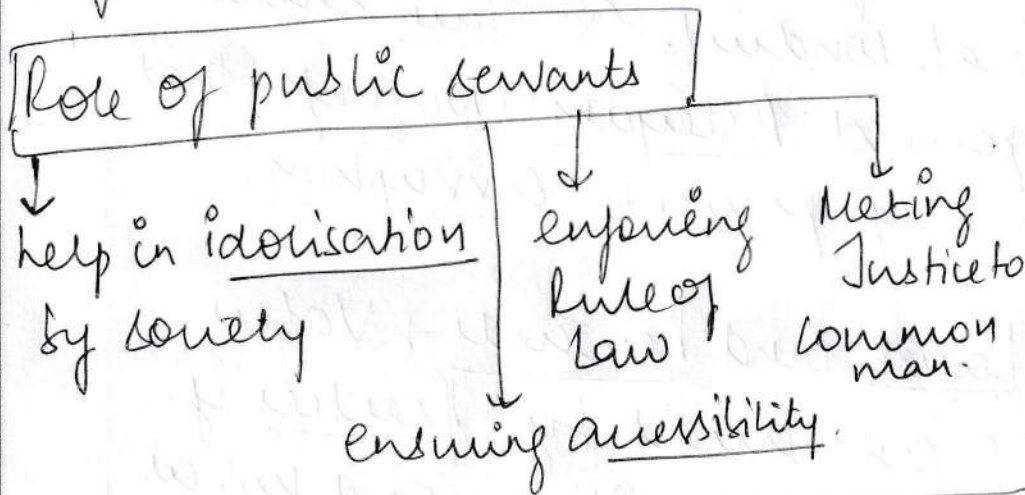
- iv) Based on social norms - Ex-
following untouchability, as it
is required in Hinduism.
- v) Based on personal morality.
Ex- not practising inter-caste
marriages.

Thus, rightness of certain
actions needs to be judged
on previous infirmities.

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।

Ethical conduct refers to adherence to ethical principles of honesty, integrity, transparency.



However, common citizens play role in institutionalising ethical conduct and good governance :-

1) Role of family - parents - primary socialisation, happens here, gender equality, honesty, hardwork instilled

by family.

ii) Role of Teachers - Instilling discipline, emotional intelligence among students.

iii) Role of Society - Religion influence ethical conduct. Ex- Jain ethics. propound 'Asteyans' (No theft) that can help prevent corruption.

iv) Laws and Rewards + Votes are often used by freelancers if they vote as citizens and not as subject, it can help weed out corruption.

Thus, society plays great role in institutionalising ethical conduct and good governance.

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

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

Lack of horizontal and vertical integration of departments in India, is key reason for poor service delivery.

Importance of cooperation, collaboration and coordination:

- 1) Effective decentralisation, through cooperation with ULBs/Local Bodies, Civil Society Organisation.
- 2) Principle of subsidiarity - will ensure good governance.
- 3) Rationalisation of human and financial resources → increase efficiency.

4) Ensure Accountability, as
'blame game' will end.

Ways to ensure Cooperation,
Coordination and Collaboration :-

1) Use of technology - Ex - GEM has
integrated procurement by all
department - brought down cost
by 15-20%.

2) Charter of Organisation and
department, will ensure specific
goals of each department.

3) Scientific management of data
and record keeping. - Ex - National
Data Sharing Policy.

Thus, Cooperation, Coordination
and Collaboration can ensure good
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 refers to ability to Perceive, Regulate, Understand and Manage one's own emotions and those of others to achieve desired objective.

Its use for public servants

i) Self management in times of failures. Ex- transfer to remote district can be seen positively.

ii) Social Management - Resolving conflict via dialogue and persuasion.

iii) Self awareness and social integration. Ex- Sardar Patel integrated all Princely States using EI.

It can be used for manipulation

i) Political leaders giving freedom to manipulate voters, as they are aware of poverty.

ii) Fitter used distressed public to fuel aggression for war.

iii) Public servants using social media to create 'good reputation' with public.

iv) Using technology for immoral means - Cambridge Analytica Case of USA.

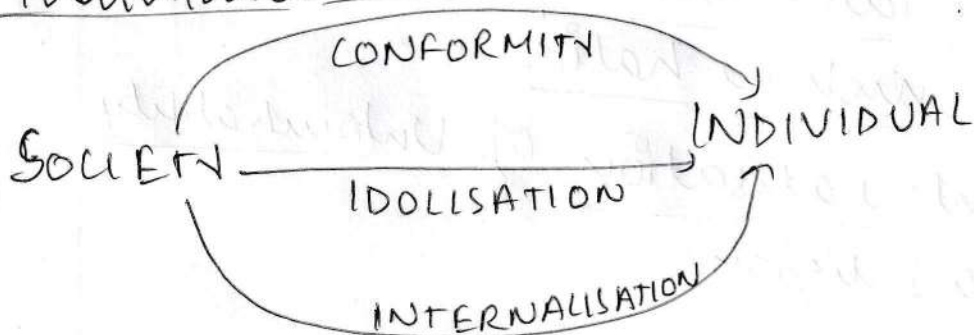
Thus, as Daniel Goleman said EI is word for much old fashioned set of skills 'Character' that must be upheld while using EI.

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।

Society exercises both normative and informative influence on individual. There are three ways in which society influences individual :-



Society influence on individual.

It is a source of :-

1) Good

- i) Conformity to social norms like respecting elders,
- ii) Idolisation - like Amitabh Bachchan's voice to encourage COVID appropriate

behaviour.

ii) Internalisation via religion, that 'Charity' is encouraged in Hindu Religion.

2) **BAD**

i) Conformity to gender norms - Domestic violence.

ii) Idolisation of celebrity lead to smoking habits

iii) Internalisation of untouchability via Religion

3) **EVIL**

i) Conformity to son-meta preference - female infanticide.

ii) Idolisation of ISIS leaders, militant leaders like Burhan Wani,

iii) Internalisation of fundamentalism lead to terrorism.

Thus, Society has great influence on an individual

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।

Kautilya said that happiness of king ~~of~~ lies in happiness of his subjects. Effective Public Service Delivery is key for happiness of subjects / citizens.

'The Sevottam Model' of Public Service Delivery requires:-

1) People Centric Approach - Use of Citizen Charter, Grievance Redressal Mechanism. Ex - Jan Seva Kendras in Ahmedabad.

2) Coordination - Inter-department Coordination as well as vertical

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।

Kautilya said that happiness of king lies in happiness of his subjects. Effective Public Service Delivery is key for happiness of subjects / citizens.

'The Sevottam Model' of Public Service Delivery requires:-

1) People Centric Approach - Use of Citizen Charter, Grievance Redressal Mechanism. Ex - Jan Seva Kendras in Ahmedabad.

2) Coordination - Inter-department coordination as well as vertical

Coordination with NGOs and
Civil Society Organisation.

Ex- MORD uses CAPART for
technological advancement in
rural areas

3) Leveraging Technology

→ Use of e-governance is key for
minimum government and
maximum governance - Ex- JAM
trinity used for DBT benefits.

Thus, DARPG's Sevottam Model
can be replicated across departments
for effective Public 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।

Kautilya, also known as 'Chanakya', was chief advisor of Mauryan king 'Chandragupta'. He is the author of 'Arthashastra', a book on public governance.

Relevance of his teaching:

i) Leadership - 'Yatra Raja-Tama Raja' - As is leader, so is his subjects

ii) Saptanga theory of Administration, that accommodates 7 principles of 'Rule of law', 'foreign ally', 'strong treasury', 'punishment' etc. in governance.

iii) Effective communication
between king and his subjects is
key for good governance - help in
Citizen Charter, RTI implementation.

iv) 'Rajshri Principles' that requires
'Code of conduct' for Ministers,
'highest morality' of Amatyas
(civil servants), Punitive Action
against 'Corrupt officials'.

Thus, Arthashastra can be
a guiding light in some
aspects of governance in modern
times.

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

Nanak argued that the way to salvation is not Asceticism, instead it is to devote oneself in service of others. Thus, 'SEVA' is an important ethic of Sikh Religion.

Need for service to others:

i) serve purpose of humanity, as a social being, ~~no~~(wo) man must fulfill their obligation towards others. → as sons/daughters, as citizens, as humans.

ii) Service of others is important for self-realisation and one of ways to

Enlightenment. Taittiriya Upanishad
talk of 'Tyaga' as means to happiness.

iii) Living for making difference is
important for building social trust,
equality and harmony in society.

iv) It helps in inspiring others,
for instance, Mother Teresa has left a
legacy of compassion.

v) Trying to make a difference, also
helps in examination of one's
own life. Socrates said, unexamined
life is not worth living.

Thus, with developing spirit of
compassion, social service amongst
students one can inspire a life that
makes difference in world.

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

In the similar spirit, Dr. APJ Abdul Kalam has said, that beauty in heart, brings beauty in righteousness character, which brings harmony at home and peace in world.

For instance, Lord Krishna's advice to Arjuna was to follow his 'Dharma' and not worry of outcome. Righteousness of spirit can be ensured

by :-

- i) upholding ethical principles of love, humanity, care, equality.
- ii) Developing strong character containing Cardinal virtues (Plato) - fortitude, Temperance, courage and

Justice.

However, at certain times, rightness of spirit may not yield the right outcome. For instance, a soldier may have to compromise rightness of sending life of enemy to serve his duty. If he doesn't compromise it, he won't be able to kill his enemies.

Thus, rightness of spirit along with code of conduct is imperative to achieve a desired outcome.

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 in similar spirit argued, 'Injustice anywhere is threat to justice everywhere,'
As injustice is threat to peace in following ways :-

i) Creates conflict - Ex-Communal riots are often results of marginalisation of ethnic minorities (Israel-Palestine conflict).

ii) Inequality is worst form of violence. (Gandhiji) - It reduces Emotional intelligence and leads to distress.
Ex- Civil war in Sudan

iii) Injustice hurts Security of nation - Ex- ISIS radicalising

unemployed youth in India.

iv) Injustice fuels 'Anti-State Emotion' - Ex- failure of land reforms led to Naxalite Movement.

v) leads to 'Hidden Violence' - Ex- Domestic Violence against women. Thus, not just absence of tension, but ensuring justice, through inclusive growth, gender equality, sustainable development, can world truly march towards '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 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?

The case intends to examine 'empathy',
values of justice, compassion in the
aspirant.

Stakeholders of Case

- aspirant
- NGO
- Government
- Children

Values involved in the case:

- 1) Constitutional Principles - Right to Equality (Art. 14), Art. 24, Art. 21
- 2) Conflict of Interest - between -serving justice or compassion.
- 3) Rule of law
- 4) Principle of Utilitarianism - Criminals are dangerous for society and punishing children too violates human rights
- 5) Crisis of conscience, punishing children may lead to crisis of conscience.

a) Factors that can drive a child towards committing heinous crime :

1. SOCIAL FACTORS

i) Faulty Socialisation - WHO highlights children who experience/exposed to violence at home are more likely to commit or suffer it.

ii) Broken Window theory - likelihood of a neighbourhood perception as a crime place. Ex - gangs assumed.

iii) Education System - high illiteracy, poverty, lack of value education.

2. POLITICAL FACTORS

i) high criminalisation rate among politicians - bad precedent for young minds.

3. ECONOMIC FACTORS

→ inequality increases stress,

among youngsters, develop poor
emotional intelligence.

4. Ethical Issues

i) Lack of ethical education for
children, particularly from lower
class

ii) Punishing juvenile criminals is
justified on following grounds :-

- 1) Rule of Law → Art-14, POCSO
Act, require similar treatment
of children as adults.
- 2) Ensure deterrence at early
age - prevent delinquency at later
stage.
- 3) Prevent other children from
engaging in such crimes.
- 4) Principle of Retribution → Justice for
the victim.

However it is unethical on following grounds :-

- i) Is not reformative, rather, further exposes to children to other criminal networks in prison.
- ii) limited development of children
→ Herbert Mead argued children develop idea of 'self' at later stage in Adulthood.
- iii) Fault of society - family, education system in imparting values, they are equal perpetrator.
- iv) Children may also not understand the meaning of 'punishment', it may further push them to 'violence'
- v) Stigmatisation for entire life - of family, as well as siblings.

Thus, children must be treated with ³¹reformative justice than retributive!

8. You are a CEO-founder of an edTech company. You are under tremendous pressure from the investors in your company to increase the profitability of the company and undertake downsizing. After making a few bad acquisitions, the company's finances have taken a huge hit in the last couple of years. The downsizing is suggested with the hope that the company's profitability would rise, as it often does when mass

layoff or downsizing decisions are carried out. Moreover, the investors have hinted that such measures would attract further investment from them, which has come as a ray of hope considering the ongoing volatile market conditions and slowdown in big-ticket fundings. Given the situation, rumors of unscrupulous firing have started doing the rounds among employees. It has increased apprehensiveness and reduced cohesiveness among them. You have informed the investors that the cost cutting exercise can affect the output as well as reputation of the company in the long-run. However, they are adamant to pursue the same.

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

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

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

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

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

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

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

(20)

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

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

The case involves a key dilemma
in private sector of profitability
vs people/employee' interest.

Stakeholders involved

- CEO
- investors
- employee
- company's reputation

Ethical Issues involved:

1) conflict of interest - between
company's long term interest of

reputation and brand building vs
short-term interest of funding

2) Principle of Utilitarianism →
Interest of employees and investor.

3) Adherence to Taylor's principle of
good work culture - harmony
between management and workers

Examining Options Available

MERITS	DEMERITS
<p><u>Options</u> → beneficial for <u>efficiency</u> of company, serves <u>long</u> <u>term interest, funding</u> <u>served</u>.</p>	<p>→ does not solve problem of <u>discord</u> among employee → non-utilitarian. + preference to <u>investor</u> <u>interest</u> instead of employee.</p>

MERITS

Option 2

- i) Utilitarian - serves interest of employee and investors
- ii) Some discord among employee to some extent
- iii) won't affect output and reputation of company
- iv) Strategic autonomy as CEO.

DEMERITS.

- i) Still scope for conflict among terminated and retained employees.
- ii) May hurt investor interest
- iii) lost efficiency may reduce
- iv) part time workers may not work with full efficiency

Option 3

- i) Serves investor interest
- ii) lack of independence and autonomy of CEO.
- iii) lost efficiency.

- i) Reduce output
- ii) hurt brand value and reputation in long term.
- iii) May even discourage the

retained employees
due to decrease in
trust.

Option 4

- i) serves investors
interest
- ii) protects brand
value and reputation
- iii) prevent distrust
in company.

i) May affect
output of the
company.

ii) May affect
strategic
autonomy of
CEO

4) COURSE OF ACTION

1. Persuade the investors

→ for option 2 of putting terminated
workers on retainers.

+ As it is in long term interest
of company

+ Ensures ethical leadership by
CEO.

2. If they agree, then go ahead with option-2, while ensuring terminated/retained workers work with equal efficiency, by giving ESOP

3. If investors don't agree then, go with option 4 - communicating in an open manner with the employees.

4. Ethical Corporate Governance is committed to values of openness, transparency, ethical leadership.

Narayan Murthy argued it can be upheld by good management culture.

ESOPs (Employee Stock Ownership Plan) are good way to ensure interest of employee align with those of company.

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 case represents a key ethical issue in international relations, that of humanitarian injustice.

Parts of the Case

1. Ethnic Civil war in neighbouring country - possible repercussions across border
 2. Developed countries have closed borders → onus shifts to developing nations now.
 3. COVID Pandemic - threat of spread of virus, pressure on healthcare facilities of already stressed infrastructure.
 4. Limited resources with developing nations
 5. Foreign Policy interests of India as regional and global leader
 6. Values of Vasudhaiva Kutumbakam of Indian foreign policy.
- a) Moral Issues related to rights of international refugees

1. Dignity of human life - Kant argued to treat 'humans' as ends and not 'means'.
2. Rights of Refugees under UDHR or convention on international refugees, right of safe refuge.
3. Implications for world-instability, uncertainty, lead to perpetration of inequality, decline in subjective well being. SDG goal of 'Peace and Partnership'.
4. Administrative and security issues - May give rise to terrorism, military in neighbouring state. Ex- Hamas group of Palestinian.
5. Against Principles of Equality, love and humanity.

6. Responsibility of world nations and international organisations towards refugees. Ex-World Food Programme supports Palestinian Refugees.

Recommendations for ^{management} India bound refugees

1. SHORT TERM

- i) Granting refuge to these, through legal route, after adequate testing.
- ii) Engaging bordering states of country to build requisite infrastructure.
- iii) Seeking Aid on international and Regional Platform - UN, SARIC to mobilise effort of all.
- iv) Diplomatic engagement with neighbouring state to de-escalate

Conflict.

v) Using technology to address pressure on resources, instance, tele-medicine, Rapid testing kits.

2. LONG TERM

i) India does not have a refugee policy, must frame one.

ii) Engaging with UN, to resolve ethnic conflict in neighbourhood.

iii) Sending refugees back to home State

iv) Advocating support and contribution of developed nations to conflict torn nations.

Thus, as Martin Luther King has said 'injustice anywhere is threat to justice everywhere', India's proactive approach is imperative for its aspirations of world leadership.

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 मांगे और इस संदर्भ में एक सार्वजनिक बयान जारी करे। 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 case represents the expanding
scope of gender issues, beyond
realm of male-female to cover
the rights of sexual minorities
(LGBTQ).

Stakeholders
in case

- panelist
- Association of minorities
- University and Vice
Chancellor
- Committee and Chairperson.

Ethical/Moral Issues involved:

- 1) Constitutional principles of liberty,
equality and fraternity - that
require protecting 'dignity' of
individual.
- 2) Conscience crisis - among sexual
minorities as their identity is at

Stake-

3) Rule of law - Transgender Person
Protection Act - provide right of
sex identification.

4) Gender Neutrality of committee
members and chairperson is needed
to see issue comprehensively.

5) Gender as a social construct
separate from 'sex' that is biological
+ Binary identity must not be rigidly
enforced.

6) India's commitment to human
rights (UDHR), that protect rights of
sexual minorities and Yogyakarta
Principles.

7) Fundamental Rights under Art. 19,
21

b) Steps needed to resolve the
issue

I. SHORT TERM

- i) Persuade, request Vice Chancellor to require panelist to apologise.
- ii) Upholding rights of sexual minorities of self-identification
- iii) Issuing clarification on behalf of university, assuring protection of fundamental rights of minorities
- iv) Engaging students and teachers of university in sensitisation of 'netizens' and citizens.

II. LONG TERM

- i) Charter of university-declaring protection of right to freedom for

b) Steps needed to resolve the
issue

I. SHORT TERM

- i) Persuade, request Vice Chancellor to require panelist to apologise.
- ii) Upholding rights of sexual minorities of self-identification
- iii) Issuing clarification on behalf of university, assuring protection of fundamental rights of minorities
- iv) Engaging students and teachers of university in sensitisation of 'netizens' and citizens.

II. LONG TERM

- i) Charter of University-demanding protection of right to freedom for

all irrespective of gender

ii) Engage with said association of sexual minorities, to form a long term plan for protection of minorities by university.

iii) Disclaimer to speakers that would be invited in future, to prevent controversies.

The educational institutions have a key role in shaping individual identity in general and gender identity in particular.

Right of sexual minorities, not just need to be upheld at university but also around in family, society to prevent insensitive arguments as issued by panelist.

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

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

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

(20)

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

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

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

The case represents a key issue plaguing reputation of Indian athlete on international forum. It also hampers India's dream of becoming a sports superpower.

Stakeholders involved

- India's reputation
- Senior Athletes
- Coach
- Myself

↳ Sanctity of sports

OPTIONS AVAILABLE

- ① Report to Administrative Authority of use of dugs by senior athlete.
- ② Conclude with senior athlete and take PEDs myself.
- ③ Persuade coach to not engage in illegal acts, and whistleblow if he is not persuaded.

MERITS

- Option 1)
- i) uphold rule of law
 - ii) Save India's reputation.

DEMERITS

- i) Administrative Authority may be colluding with coach
- ii) g+ may hurt

iii) Protect Sanctity
of game

India's performance
in game, as players
may not have
trained enough.

Option 2) Demerits

- i) Breaking rule of law.
- ii) That India's reputation
- iii) Violates sanctity of game
- iv) That long term interest of young athletes back home
- v) Crisis of conscience.

Merits

- i) May not get caught in doping => improve performance
- ii) Prevent conflict with bank and seniors

Option 3) Demerits

- i) Crisis of conscience
- ii) That 'team player' spirit.
- iii) Not a long term solution
- iv) May hurt performance

Merits

- i) Uphold rule of law
- ii) Save India's reputation

I will first use option 1. y

Administrative authority of Indian Sports Team takes care of matter, it is fine. If not, then option 3 is used as last resort. As, Albert Einstein has said one who has privilege to know has duty to act.

b) Reasons behind use of PED :-

i) Structural issues with Indian

Sports :-

→ lack of adequate facilities for sportsperson

→ skewed attention to cricket, other sports are neglected.

+ limited expenditure on infrastructural support to build good strong players

ii) Other issues :-

a) lack of ethical training of sportsmen - little focus on character development.

b) Over glorification of victories,
become only virtue for sportsmen.

Measures Needed:

i) Structural reforms - increase
expenditure on sports budget, equitable
attention to all sports, focus on
ethical coaches

ii) Enforce rule of law - Anti-Doping
Act, must be used to audit
training academies

iii) Ethical training and moral
support for losses. Ex → encouragement
by PM.

iv) Counsellors and psychological
support at games.

Thus, sports is a way of building
character of individual. It should
not be corrupted for narrow gains.

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 आपको 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।

Stakeholders → Minister and ruling party
 → subordinates
 → illegal mining mafia
 → Mysely as DM.

Ethical Issues involved:

- 1) Constitution Principles of Justice, Equality.
- 2) Conflict of Interest - between personal and organisational interest
- 3) Crisis of conscience - Scapegoating subordinate may lead to crisis of conscience.
- 4) Rule of Law - MMDR Act violation, illegal mining is criminal offence

5) Principle Utilitarianism - herts
long terms interest of district,
owing to corruption, degradation of
Environment.

6) Idea of fairness, impartiality
→ Political Neutrality is required
in 'Code of conduct'.

7) Public Service Values of integrity,
legality, objectivity, honesty.

OPTIONS AVAILABLE

- ① Collude with Minister and
scapegoat subordinate.
- ② Report Minister's involvement
and take action against illegal
mining.
- 3) Engage with leadership of mining

party, persuade that may hurt
electoral interest of party.

MERITS

DEMERITS

Option 1

- i) Saves career
- ii) solution for media investigation
- iii) prevent conflict of interest

- i) to Ethical conformity
- lack of courage of conviction and integrity
- ii) Crisis of conscience
- iii) Against principle of utilitarianism

Option 2

- i) Hurt career - personal loss - ethical altruism
- ii) Uphold rule of law and principle of equality
- iii) serves principle of utilitarianism

- i) Crisis of conscience - loss in career.
- ii) Minister may avenge, this in long-term

Option 3

- i) Pragmatic
- ii) Reduces conflict of interest
- iii) Saves career
- iv) political neutrality

- i) leadership may not support my cause
- ii) further hurt career interest.

COURSE OF ACTION

- 1) I would first take option (3) try to persuade leadership.
- 2) If leadership agrees, the said Minister can be over-ruled.
- 3) However, if leadership does not agree, I will ensure the information about Minister's involvement is leaked in media.
Newspaper etc, Media and pressure from civil society Organisation and to set up inquiry and convict Minister in the case.

In times of ethical dilemma, the true character is tested. As Gandhiji has said, non-cooperation with evil is equally important as cooperation with good.