



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Dnyaneshi Singla		
Medium Hindi/Eng.	English	Registration Number	1365836
Center	Delhi	Date	20/8/2022

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 करना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।</p> <p>2. There are TWELVE questions printed in ENGLISH &amp; 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			

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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

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।

All our great leaders like Mahatma Gandhi, Swami Vivekanand, etc. had altruistic values which refers to actions done keeping social welfare in mind.

Why Altruism is core value in public life?

①. Public duty of welfare of all.

②. Altruism inculcates other values like  $\left\{ \begin{array}{l} \text{compassion} \\ \text{Accountability} \end{array} \right.$

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- ③ To attain the goal of a social order permeated by justice (Art. 38)
- ④ To secure fundamental rights of citizens (Art. 14-36)

## Steps to foster Altruism

- ① At three levels
  - During recruitment
  - During training
  - After posting, mid-career review.
- ② Field work & visit
  - slums
  - rural areas
  - prisons⇒ Empathy & Compassion
- ③ Role Models. (Eg) → Armstrong Palme's People's Road
- ④ Rewarding and punishing.  
(Eg) → PM's Excellence in public service award.

Altruism is necessary to maintain robustness of public service delivery.

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 sightness or wrongness of actions is determined by various factors like its consequences (utilitarianism) or ethics (standards set by society or religion).

Actions which are right despite not producing maximum good

①. Following societal norms → intra-caste marriage  
→ women confined to household.

②. Religious sanctions - (eg) →  
Prohibition on abortion, use of contraceptives, etc.

- ③ - Professional Ethics & norms → (Eg) → concealing certain information from customers.  
(Eg) → IPR, etc.

⊕. However, need is to adopt actions which produce maximum good as per Jeremy Bentham's utilitarian principle →

- ①. Actions should not violate fundamental rights. (Eg) → Right against abortion (against Art-21).
- ②. Actions for welfare of larger good - Gandhi's Talisman
- ③. Actions securing the goal of developed India in PM's Panch Pran

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

(150 words) 10

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

Police is regarded as the protector - tor of the people and society at large. However, justice delivery is sometimes misred by many ethical challenges.

Ethical Challenges involved in policing are :-

- ①. Accountability compromised by arbitrary arrests (against Art. 22)
- ②. Custodial violence - (Eg) - P. Jayaraj Case of Tamil Nadu
- ③. Bribe-taking and corruption in

everyday administration. (Eg) → Traffic violators go scot-free after paying bribe.

④. Women related challenges

- rape in prisons
- not registering FIRs
- patriarchal mindset

↓  
mocking of women's character at police stations

Reasons behind Corruption

①. Ineffective training

- Insensitivity to gender crimes
- (Eg) → Rape, dowry
- digital illiteracy

②. Huge burden of work

- Huge vacancy (137 per lakh personnel vs 220 per lakh by UN)
- less salary.

Policing need to be made people-friendly to promote trust and credibility.

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 doing business in an ethical way so as to promote collective well-being of society.

Spirit in Ethical Corporate Governance →

①. Trusteeship principle of Mahatma Gandhi. (Eg) → Azim Premji, Ratan Tata, etc.

②. Spirit of Accountability at several levels

- to investors and shareholders
- to environment
- to society and consumers

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③. Spirit of Corporate Social Responsibility  
under Sec 135 of Companies Act, 2013.

Structure for ethical  
Corporate Governance →

①. Appropriate no. of independent  
directors on board.

②. Effective designing of citizen's  
charter → services  
feedback  
grievance, redressal.

③. environmental ethics to be  
followed by investing more in  
Green bonds.

Ethical Corporate Governance  
is the key to securing goals  
of social welfare under Art. 38 & 39.

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।

Public service delivery becomes much more effective with Jan Bhagidari (People's Participation) at all levels of governance.

(Eg) → Jal Jeevan Mission, a huge success due to community participation

Role of public servants →

①. Public Duty for welfare of all

(Eg) → P. Sugayam, IAS thwarted attempts of bribing voters.

②. Maintaining high integrity.

(Eg) → Ashok Khemka, IAS exposed

irregularities in land deal.

- ③. Being transparent and open.  
 (Eg) → P. Sugayam made public his assets.
- ④. Adopting responsibility of actions.  
 (Eg) → Vikram Sarabhai of ISRO.

### Role of Common Citizens →

- ①. Active in implementing social programmes. (Eg) → social audit in MGNREGA.
- ②. Working in tandem with administration. (Eg) → Role of NCOs for migrants rehabilitation during COVID.
- ③. Use of accountability mechanisms. (Eg) → RTI exposed Coal scam.

Bottom up development is essential to achieve the aim of Atmanirbhar Bharat

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) में ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

Individual effort promotes narrow goals while Team work leads to benefit at larger scale.

Work-in-silos' culture in Public administration →

①. Each dept. works to secure its own goals. (Eg) → Ministry of Commerce and Industry.

②. Importance and benefits of coordination are undermined.

(Eg) → Cooperation b/w Commerce Ministry and environmental ministry.

## Importance of Cooperation and Coordination

①. Sustainable Development Goals require collaboration among various departments - (Eg) → SDG 8

Ministry  
of Women &  
Child

Finance  
Ministry

Commerce  
Ministry

②. To tackle crisis situation like Covid Pandemic.

③. Gender Sensitisation required in all departments.

④. To fulfill the aims of Panch Pran mentioned by PM.

Thus, Cooperation through cooperative & competitive spirit is the need of the hour.

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 ability to understand and manage one's own emotions and the emotions of others.

### Importance of EI

- ①. To assure people during crisis.  
(Eg) → PM Modi through Thali Bajao, Deep Talao during Covid.
- ②. To tackle hostile situations.  
(Eg) → Appealing to people to avoid panic during disaster.
- ③. To promote Team work.  
(Eg) → MS Dhoni as Captain.

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of Team India.

④. For sustainable development.

ⓔ → Understanding the concerns of tribals about a project.

Misuse of EI to manipulate people →

①. To secure personal goals.

ⓔ → Politicians during elections.

②. To promote racism, casteism, etc.

ⓔ → Hitler in Nazi Germany.

Way Forward

People to be treated as an end in their own

Integrity must be maintained.

EI as a tool must be used for larger good to realise the aim of public

welfare.

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 as an ambivalent concept refers to influencing public to secure personal aims or for larger public goal.

Source of Good →

- ①. To achieve larger goal of welfare of nation. (Eg) → Mahatma Gandhi during freedom struggle.
- ②. Act as Role Model for youth. (Eg) → Sreedharan - Metro Man.
- ③. Promote egalitarian society. (Eg) → JP Narayan, RM Lohia,

to secure fundamental rights of citizens

④. Reduce Gender Inequality.

(Eg) → Hansa Bai Mehta vocal for women empowerment.

Source of Bad →

①. Misleading advertisements. (Eg) → claiming certain drink as growth promoter for children.

②. Celebrities promoting deep sense of insecurity related to bodies in youth.

Source of Evil

→ Communal forces

(Eg) → Muslim League.

Hitler during Nazi Germany.

Social Influence by public servants must be used in a responsible manner by taking interests of all into

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 becomes effective when done in a cooperative manner using technology promoting end-to-end delivery of service.

People-Centric Approach →

- ①. People at the centre of policy making. (Eg) → Social Audit under MGNREGA
- ②. People's participation in public programmes. (Eg) → Swachh Bharat Abhiyaan.
- ③. Role of Gram Sabha in Autonom

- our areas under 5th & 6th Schedule:

Coordination among various stakeholders

①. among departments . (Eg) →

to alleviate poverty — Ministry of Women & Child  
Ministry of Social Justice

②. Public-Private Partnership

(Eg) → Viability Gap Funding in UDAN Scheme.

③. People and Public Servant

(Eg) → EIA, Social Audit.

Use of Technology

→ Transparency enhancement.

(Eg) → Jan Sookhna Portal

(Eg) → data based policy. POSTMAN Tracker.

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 through his teachings of statescraft propounded the ideal of "Tanniti rather than Rajniti".

Important teachings of Kautilya →

- ①. Policy making for Kalyan of Raja (welfare of society).
- ②. Happiness of King lies in happiness of its society.
- ③. Corruption at all levels to be prevented and curbed.
- ④. Strong King to protect people

from military attacks and economic crisis.

- ⑤. Promoting communal harmony among different cultural groups.

Relevance for 21st Century India →

- ①. To secure socio-economic welfare of society enshrined in DPSPs' (Art 37-51).
- ②. To tackle corruption. (Eg) → Coal Gate Scam, Sahara Scam, etc.
- ③. Egalitarian society by punishing <sup>fugitive</sup> economic offenders. (Eg) → Vijaya Mallya, Nesar Modi.
- ④. Prevention from outside attacks. (Eg) → Galwan Clashes in 2021.
- ⑤. To avoid crimes like mob lynching, riots, etc. (Eg) → Coochhara riots, 2010.

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

"Service <sup>to</sup> ~~of~~ Tiva is worship of shiva" or (Service of man is the service of God). The above quote emphasises upon actions which are in the interests of all.

Difference made to the lives of others through →

①. Compassion . (Eg) → Mother Teresa, Mahatma Gandhi, etc.

②. Being Upright & honest . (Eg) → Saurabh Kumar, IAS promoted employment in Naxal hotbed.

③. Working selflessly. (Eg) →  
 Lal Bahadur Shastri didn't take a  
 single holiday during his tenure  
 as PM.

④. Dedication  
to public service. (Eg) → Sreedharan  
 even at an  
 older age doing  
 work relentlessly.

Merely living life for securing  
 narrow interests defeat the purpose  
 of life. (Eg) → Bofors Scandal, 2G  
 Spectrum, etc.

Thus, life lived for serving  
 the society justifies the true  
 meaning of life. This is important  
 to make India Vishwa Guru and  
 promoting peace and prosperity  
in world (Art-51).

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

Measuring every action using  
the balance of means and goals  
is important for welfare of  
humankind.

Importance of Spirit  
as a guide to right actions

①. Actions guided by values of  
Compassion and probity.

(Eg) → Nelson Mandela struggled  
to fight Apartheid.

②. Working for the sake of  
Karma and not fruits.

(Eg) → LD Arora, Additional Commi

Commissioner, Mumbai police sacrificed his life to bust smuggling racket.

③. Maintaining transparency and openness. (Eg) → TN Seshan brought various electoral reforms.

④. Serving societal goals. (Eg) → Jawahar Lal Nehru in Independent India.

⑤. Public utilization of funds. (Eg) → CAG Vinod Arora exposed CWC scam, 2LR scam, etc.

Thus, means must be value-driven to secure the end of prosperous 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

Justice delivery by ensuring  
accessibility and affordability  
is the key to a peaceful  
society.

True peace is not  
absence of tension →

①. Presence of crimes is inevitable  
in any society. (Eg) → Robbery,  
rape cases, etc.

②. Societal strain (anomie) due to  
ineffective structural means.  
(Eg) → Inequality b/w public  
and private schools.

- ③. Crisis like situations
  - Covid Pandemic
  - Economic Crisis, 2008
  - Communal tensions.

Presence of justice required for peace

 →

- ①. Effective and efficient criminal justice system
  - Sensitive police
  - Robust judicial infrastructure
  - Awareness among people

②. e-courts mission & legal aid (Art 39A) for justice to all.

- ③. Checks and balance system b/w executive, legislature and judiciary
  - Judicial Review.
  - No confidence motion.

Thus, peaceful society is possible with effective justice delivery mechanism

## 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 above case study  
shows the importance

## VISION IAS

of education of values and morals to children as real peace in society is possible only when its children are educated.

(a) Factors driving children towards committing crimes →

- ①. Improper child-care and socialisation. (Eg) → working parents, orphan children, etc.
- ②. Bad Company in schools or neighbourhood. (Eg) → Smoking, Drug abuse, etc.
- ③. Unemployment among parents

leading to frustration and domestic violence at homes.

④. Education curriculum focussing on rote learning and not inculcating essential values → morality  
→ Compassion  
→ Gender equality.

⑤. Poor enrolment ratio of children in schools and high drop-out rates.

⑥. Two choices are available →

①. Punishing children as adults →

Merits →

- ①. Immediate effect of deterrence on other children
- ②. Crime Rates will go down.

### Demerits

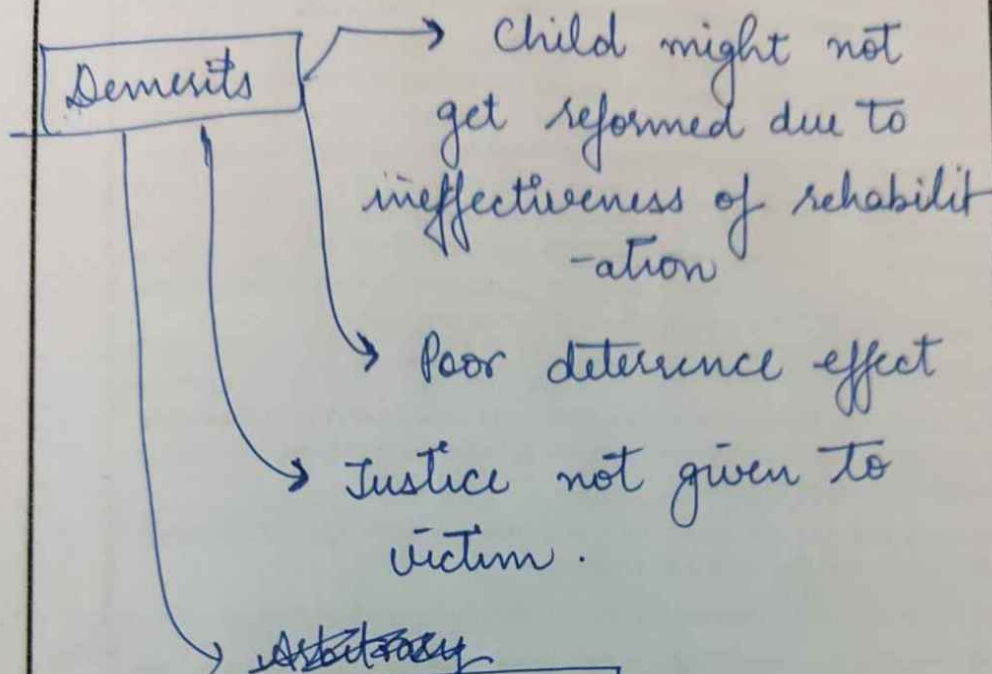
- ① children not able to understand the gravity of crime.
- ② ruin the productive years of youth as he would be in jail.
- ③ may lead to more crimes due to ineffective reformation of soul.

### ②. Reforming children at Juvenile reform centres →

### Merits

- ① Help in weeding out crime as children are future makers of nation.
- ② Chance to get value-laden education.
- ③ Understanding of gender.

equality and egalitarian society.



Steps to be taken →

- ①. Proper classification of heinous and non-heinous crimes under which child to be treated as adult
- ②. Effective Rehabilitation and reformation centres.
- ③. Education to children (Art. 21A).
- ④. Employment to parents (Art. 41).

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.

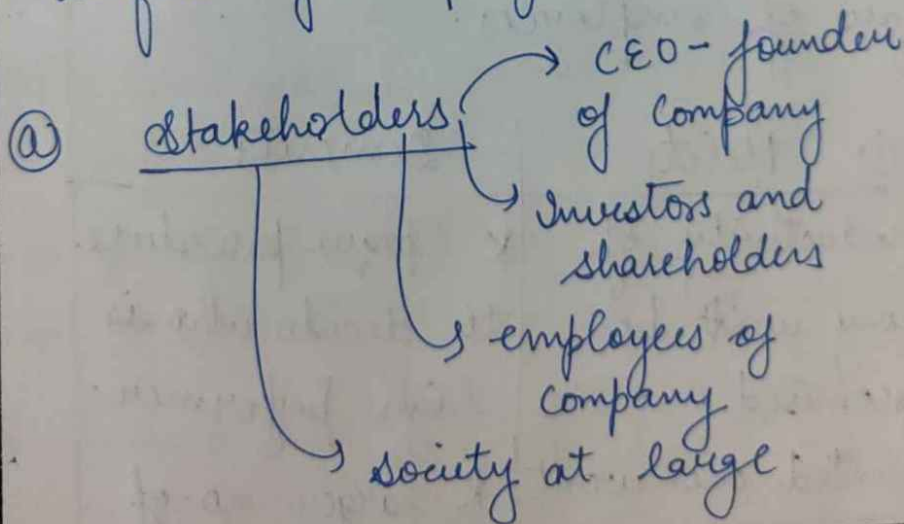
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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:
- छटनी 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 रिटर्नर के तौर पर रखना।
  - छटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
  - सौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छटनी 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 above case study shows the cost-benefit ratio of cutting cost of production of companies and welfare of employees.



ethical Issues involved →

- ① Personal motive of profit as investors emphasis on downsizing.
- ② Transparency
  - as employees fired at will
  - no notice given before firing.
- ③ Social Cohesion getting disturbed due to agitation among employees.
- ④ Integrity of CEO-founder as ethical dilemma b/w profit and welfare of employees.

⑤ as Merits

Demerits

<ul style="list-style-type: none"> <li>* productivity of company won't be compromised.</li> </ul>	<ul style="list-style-type: none"> <li>* Opaque procedure to decide who is high performer.</li> </ul>
<ul style="list-style-type: none"> <li>* talented ones won't</li> </ul>	<ul style="list-style-type: none"> <li>* larger no. of</li> </ul>

lose jobs

employees would  
be fired.

(ii) Merits

Demerits

\* Income security  
and social security  
for employees.

\* Reduced wages  
and hence, probabi-  
-lity of slipping  
below poverty line

\* Values like public  
welfare would be  
held.

\* Issue of seasonal  
unemployment

(iii) Merits

Demerits

\* Profitability of  
company would increa-  
-se due to dip in  
cost of production.

\* protests by  
Trade unions  
↓  
Conflict and  
violence

\* Benefits to  
investors

\* Reputation of  
Company would  
take a hit.

	* Workers left with no means of income
(iv) Merits	Demerits
* Social cohesion could be maintained.	* misled of employees by the company

(c) I as CEO-founder of an Ed-Tech Company would take following actions →

- \* Improving communication climate of company → listening to the views of ~~executives~~ investors and employees.
- \* Sharing the concerns of investors with employees.
- \* Upskilling & re-skilling of employees.
- \* Social security to laid off employees.

\* Assuaging the concerns of investors  
and asking them to think of long-  
term benefits.

\* Increasing cohesion b/w existing  
and terminated employees by  
effective communication.

Welfare of all by adhering  
to ethical Corporate Governance  
is the need of the hour.

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।

India firmly adheres to the ideal of "Vasudha Kutumbakam" i.e. the whole world is one family. Also, the Art-51

under DPSPs of the Constitution puts responsibility on the State to promote a peaceful world order.

The above case study pertains to the ongoing conflict going on in neighbouring state and its consequences like refugee crisis.

Ⓔ → Rohingya crisis, etc.

Ⓐ Moral issues related to the rights of international refugees

Ⓓ left on their own → refugees not given space in their own country or outside their country.

- ②. Treated as sub-humans by their own country and others.
- ③. Various international conventions have proved ineffective. (Eg) → European countries closing doors to refugees from West Asia.
- ④. Immigrant-host model where refugees treated as responsible for unemployment, crimes, etc.  
(Eg) → US → Mexicans are discriminated.
- ⑤. Dominant powers make institutions like UNHRC, etc. ineffective. (Eg) → no effective rehabilitation of Syrian refugees.

India has also seen the large influx of refugees since long.

- (eg) → Bangladeshi refugees in Assam and other NE states.
- After partition in 1947, from Pakistan.
- Rohingya refugees from Myanmar.
- Tamil Sri Lankans in wake of Sri Lankan economic crisis.
- Refugees from Afghanistan & other West Asian regions.

Above instances show the need of accommodation of

refugees along with balancing the interests of natives. Thus, I would make following recommendations as an official of Ministry of External Affairs →

- ①. Adhering to various international convention on refugees signed by India.
- ②. Making & developing Rehabilitation Centres for refugees.
- ③. Assuaging the concerns of natives.
- ④. Preventing the issue from getting politicised.
- ⑤. Dialogue at International level to ensure peace in neighbouring country.
- ⑥. Collaborating with other countries to accommodate the concerns of refugees.

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

(a) Discuss the various moral issues involved in the case.

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

सामाजिक संपर्क, जहां व्यक्ति को उनके सही नाम एवं सर्वनाम द्वारा और उनकी लैंगिक पहचान के अनुरूप संबोधित किया जाता है, को व्यापक रूप से लैंगिक पुष्टि के एक वनियारी 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।

Sexual minorities are the most vulnerable lot in terms of exploitation, deprivation and discrimination that they suffer.

The above case study shows the apathy of public towards the issues faced by sexual minorities and hinders their right of self-determination and self-identity (Art 21).

① Moral Issues Involved

⊛ Tolerance - Intolerant

attitude of panellist towards the identity of sexual minorities

- ① Apathy and lack of empathetic understanding of concerns of transgenders.
- ② Violation of fundamental rights under Art. 14, 15, 21.
- ③ Stigmatising the community and abrogating its right to self-identity.
- ④ lack of awareness among people about the identity issues of sexual minorities.
- ⑤ Ineffective steps by State to provide social security and rights to sexual minorities.
- ⑥ As Chairperson of the Committee appointed by V-C to resolve

the issue, I would take  
following steps →

①. asking the panellist to apologise  
and make a public statement to  
cool down the national heat and  
sentiments of community.

②. Promoting an environment of  
tolerance in college.

↳ arguments by other  
panellists made widespread.

↳ Dissent by one panellist is not  
taken as offensive by community.

③. Association talks with association  
to include their concerns in  
future steps.

## Agree Arguments for the steps taken →

- ①. Cooling down the heated up atmosphere is of immediate importance.
- ②. Awareness among students and community at large by making widespread the opinion of other panellists.
- ③. Inclusive approach by considering the views of sexual minorities for long-term goals.

Thus, sexual minorities must be given their due rights as provided by SC in Naveen Singh Case by decriminalising Sec 377.

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 निरिज 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 फंम 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?

World Anti-Doping Agency  
(WADA)  
and National Anti-Doping Agency  
(NADA)  
has highlighted the rising  
instances of doping in sports

which has led to subsequent ban of sportsperson and damage to the reputation of the country.

The above case study shows the use of doping considered normal by Senior Athletes which is being promoted as a culture by coach himself leading to poor impact on young athletes like me.

① Several options as follows  
are available to me →

①- Doing nothing as the coach  
himself is encouraging →

Merits	Demerits
<ul style="list-style-type: none"> <li>⊗ I would be saved from wrath of coach</li> <li>⊗ If I start to take doping agents, my performance would be enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Damage to health of athletes</li> <li>⊗ Poor impact on young athletes</li> <li>⊗ Damage to reputation of India, if exposed.</li> </ul>

② Reporting to higher authorities →

Merits	Demerits
<ul style="list-style-type: none"> <li>⊗ Punishment to senior athletes &amp; coach involved</li> <li>⊗ Culture of doping would be eliminated</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Immediate action might not be taken due to <u>red-tapism</u>.</li> <li>⊗ Higher authorities might also be involved.</li> </ul>

or reduced from Indian sports.

⊙ precedent for young aspirants

⊙ Indian reputation saved from getting damaged at international arena.

⊙ I might be thrown out of coaching.

I would take second course of action  
i.e. reporting to higher authority  
due to following reasons →

- ①. To save Indian sports from this menace.
- ②. To set a precedent for youth.
- ③. To save India's reputation.

(b) Reasons behind use of doping →

- ⊕ To make quick gains.
- ⊕ peer pressure
- ⊕ Emotional sentiments - bring home a medal or seeing national flag in international forum.

Steps to be taken →

- ⊕ Awareness among sports person regarding side-effects.
- ⊕ Adequate punishment to offenders at the beginning itself.
- ⊕ Strengthening bodies such as NADA, WADA, etc.

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)

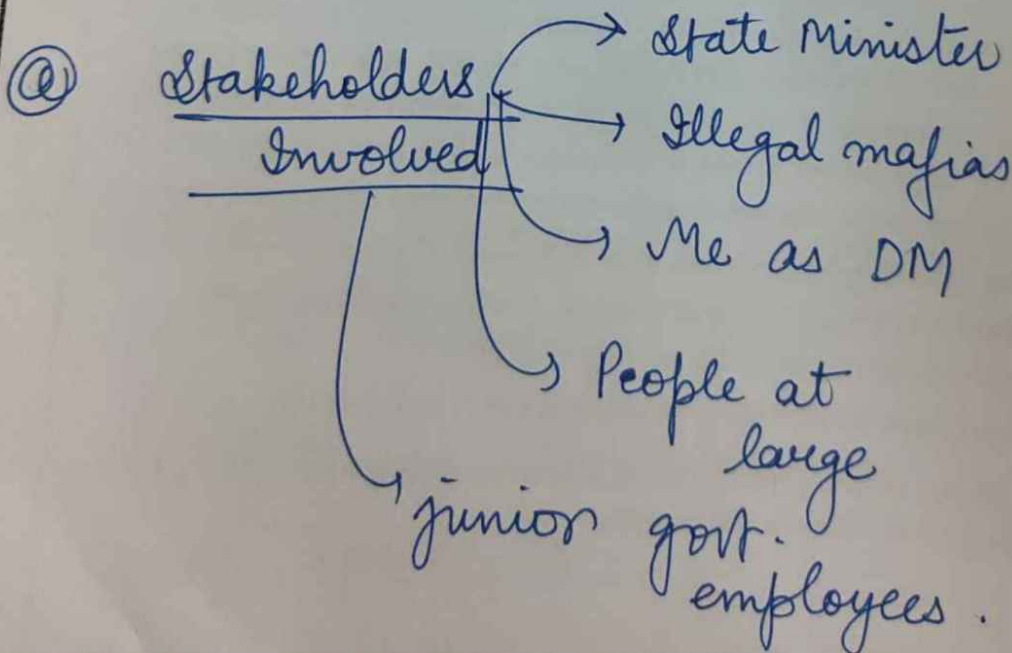
आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, 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 बापस 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।

Illegal mining has become a prominent issue with involvement of state politicians. (Eg) → Recent case of murder of DSP in Nuh district of Haryana due to confronting mafia at sites.

The above case study shows the collusion of politicians and in illegal mining.



ethical issues involved in  
this case are →

- ①. Corruption → State minister involved in illegal mining.
- ②. Lack of transparency as voters misled during elections.
- ③. Lack of integrity among politicians as idea is to make junior govt. employees as scapegoats.
- ④. ethical dilemma {  
→ career progression  
→ public welfare.
- ⑤. Objectivity → taking illegal mining & offenders as such or hiding them for personal gains.

(b) Options available to me  
are as follows →

①. Acting as per directives of  
Minister → showing govt employees  
as offenders.

Merits	Demerits
<p>⊗ My personal career related goals are secured.</p> <p>⊗ Minister's election motives are secured.</p>	<p>⊗ Innocents are punished</p> <p>⊗ Corruption not tackled.</p> <p>⊗ voters misled</p> <p>⊗ Offenders go scot-free</p>

②. Continuing with fair  
investigation and punishing  
true offenders →

### Merits

- ⊛ Menace of illegal mining can be curbed -
- ⊛ A precedent would be set.
- ⊛ Interests of voters and public at large would be safeguarded

### Demerits

- ⊛ My career goals in danger.
- ⊛ Life <sup>my</sup> in danger as cases of murders of DMs on rise.

I as DM of the district would continue with fair enquiry and bring justice to the book.

- ⊛ Continuing with fair enquiry and investigation.