



## GENERAL STUDIES (Test Code : 417)

Name of Candidate  Registration No.

Schedule  Module

Place  Time  Date

Classroom  Distance Learning  Classroom & Distance Learning

### INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1	10	
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15	20	
16	20	
17	20	
18	15	
19	10	
20	15	

Total Marks Obtained

Remarks:

Signature of Examiner

### INSTRUCTIONS

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

**GENERAL STUDIES (Test Code : 417)**

Overall Macro comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

All The Best

## Section A

Answer the following questions in not more than the word limit specified for each in the parenthesis:

1. Are all professions morally equivalent or are some superior to others? (150 words) 10

क्या सभी व्यवसाय नैतिक दृष्टि से समान होते हैं या कुछ अन्य से श्रेष्ठ होते हैं?

There are various views on the moral equivalence of professions. Through the prism of ethical judgement, while some professions like charity work, medicinal services, capacity building through teaching would often appear to be morally superior. However, this view is contested by many including Gandhian and Socialist scholars, who give equal importance to all professions.

However, this importance is limited to only those professions which involve right human actions. The deliberate actions should have good intentions, only then can a profession be morally just. For example: theft, robbery, arson cannot be considered to be moral professions. Trafficking, drug trade will always remain immoral as they have bad intentions.

Also, some professions may try to provide good services through bad intermediate effects. For example industrial production by alienating tribals or by polluting the atmosphere cannot be justified. These would make a profession immoral.

However, sometimes these actions may have 'unintended consequences' even when intention is correct. Such instances are based on time and circumstance and cannot cause the entire profession to be called 'immoral'.

Even without the 'moral' function there is often a hierarchical moral importance of professions. Plato in his theory of forms calls governance to be 'golden', military service to be 'silver' and producer class to be 'copper'. This perception often exists in society too today.

Thus, there is a difference in moral equivalence of professions.

But if a profession is moral, it should be treated at par with all moral functions ~~at~~ according to the concept of moral dignity and dignity of labour.

2. How are ethical judgments different from judgments of personal preference, taste, or prejudice? (150 words) 10

नैतिक निर्णय किस प्रकार से व्यक्तिगत प्राथमिकता/वरीयता, रुचि अथवा पूर्वाग्रह से भिन्न होते हैं?

Ethical judgements differ from judgements of personal preference, taste or prejudice in the following way :-

- (1) While personal preferences correspond to an individual set of commitments, ethical judgements correspond to a set of standards that has been established by the society.
- (2) In public life, ethical judgements can impact numerous people while personal judgements are limited.

in their scope.

(3) It is not possible to take ethical judgements in isolation but always in the context of the society. Personal preferences, taste or prejudice can be isolated and confined to one's own sphere.

(4) Ethical judgements are concerned with questions of right and wrong. Personal preferences may or may not be right.

For example: the choice to take bribes is unethical, but can be a personal preference or taste.

(5) Ethical values like equality, justice are not biased in nature but personal prejudices can be violative of these principles.

(6) While ethical judgements are most often well-thought out deliberate judgements, personal preferences, taste or prejudice may become a habit and lead to involuntary choices.

However, more often than not, personal preferences affect ethical judgements, by habit or by liking. Both are influenced by the prevailing surroundings and impact each other.

According to Stephen Belley, there remains a need to be able to differentiate between these judgements, especially among public servants.

3. What are the major ethical concerns governing the functioning of government organisations? How are they different from those in private organisations? (150 words) 10

सरकारी संगठनों की कार्य-पद्धति के संचालन से संबंधित प्रमुख नैतिक चिन्ताएं क्या हैं? ये निजी संगठनों से किस प्रकार भिन्न हैं?

### Major ethical concerns governing functioning of government organisations

- (1) Widespread corruption in several aspects.
- (2) Nepotism in appointments, tenders, government contracts is widely prevalent.
- (3) Inordinate delay and red tape which frustrates citizens.
- (4) Proliferation of middlemen
- (5) While the rich manage to get benefits of government services, the poor remain marginalised
- (6) 'crony capitalism' with involvement of government officials in corrupt practices to give favours to industries.
- (7) Lack of a legal framework to set basic standards of propriety for government servants.
- (8) Lack of ownership and responsibility as government officials often lack accountability to the public

- (9) Lack of transparency in government dealings.
- (10) Lack of objectivity in decision making.
- (11) Many government organisations function to give effect to populist policies rather than on business considerations.

### Difference from private organisations

- Ethical concerns in case of private organisations are with respect to:

- (1) Welfare of shareholders, not all citizens.
- (2) Separation of management and execution. In government organisation, control of both are vested in same body.
- (3) Tax evasion from government.
- (4) Working in the interest of promoter only.
- (5) Insufficient disclosures.

Thus, transparency and welfare are common concerns, but beneficiaries are different.

4. What is corporate governance? How is it important in the Indian corporate sector? How will the mandatory provision of corporate social responsibility change the perception of private sector in the eyes of common man? (150 words) 10

कार्पोरेट गवर्नेंस (Corporate governance) क्या है? भारतीय कार्पोरेट क्षेत्रों में यह किस प्रकार से महत्वपूर्ण है? कार्पोरेट सामाजिक जिम्मेदारी (Corporate social responsibility) के अनिवार्य प्रावधान, सामान्य लोगों की नजर में निजो क्षेत्र की धारणा को किस प्रकार बदलेगा?

Corporate governance is a set of policies, principles and guidelines to ensure that the functioning of the firm is for the best interests of all stakeholders - employees, consumers, shareholders and promoters.

### Importance of corporate governance in Indian corporate sector :

- (1) Good corporate governance can generate shareholder confidence, thus creating demand for the firm's equity.
- (2) Banks would be eager to lend leading to easy capital availability.
- (3) Low borrowing costs as other funds through ECB, FDI can be sourced.
- (4) Good auditing practices and disclosure norms can prevent employee fraud (as seen in Satyam case, NSEL scam etc) and raise profits.
- (5) In the long term, it can prevent systemic risks from building up in the economy.
- (6) Market distorting practices can be avoided.
- (7) Rationalised pay structure can boost employee morale. Under new SEBI guidelines, top level - median level pay ratio has to be disclosed by firms.

Corporate Social Responsibility can project the private sector to not only be concerned of profit, but also:

- community welfare
- social issues,
- local and regional livelihood concerns,
- emerge as responsible stakeholders,
- act in national interest

This would reduce local opposition to private firms and generate confidence. Water ATMs by Cairn India in Rajasthan, schools by ~~Diata~~ TISCO, capacity building programmes of ITC are some examples.

5. B. R. Ambedkar was an ardent supporter of the claims of liberty, equality and fraternity. Explain the relevance of his teaching in modern day India and how they act as a backbone for our socio-political development. (150 words)

10

बी. आर. अम्बेडकर स्वतंत्रता, समानता और बंधुता के दावों के प्रबल समर्थक थे। आधुनिक काल में उनकी शिक्षाओं की प्रासंगिकता की व्याख्या कीजिये और ये किस प्रकार से हमारे सामाजिक-राजनीतिक विकास के लिए आधारशिला हैं?

Ambedkar as a supporter of liberty:

B R Ambedkar supported liberty as a universal value. He viewed the caste system to have been a major hindrance to freedom of speech, expression, movement and profession. It perpetuated

the vicious cycle of oppression and prevented voluntarism of human action.

Ambedkar as a supporter of equality:

According to Ambedkar, without social and economic equality, political equality was not possible. Caste system in India had made Dalits socially and educationally backward leading to poverty. In this situation, empowerment was needed to really make them 'equal before law'.

Ambedkar as a supporter of fraternity

As chairman of Drafting Committee of the constitution, he reasserted his belief in feeling of fraternity or common brotherhood as the foundation of Indian state.

Relevance <sup>of these though</sup> in modern-day India remains with:

- (1) growing radicalisation on religious ethnic and regional lines
- (2) violence against SCs and STs
- (3) weak implementation of Civil Rights Act (against untouchability) and SC, ST Atrocity Act.
- (4) Exclusion of Dalits from many professions
- (5) Honour killings for intercaste marriages.

In order to truly deal with these issues, we must bring the principles propounded by Ambedkar in public life again.

6. As the interaction and collaboration among the nations is continuously increasing, so is the number of ethical issues between them on the global arena? Justify with examples. (150 words) 10
- जैसे-जैसे राष्ट्रों के बीच पारस्परिक अंतःक्रिया और सहयोग लगातार बढ़ रहा है, उसी क्रम में वैश्विक परिदृश्य में उनके मध्य नैतिक मुद्दों की संख्या बढ़ रही है। उदाहरण के साथ औचित्य सिद्ध कीजिए।

With growing cooperation, the ethical confrontations are also rising globally :

(1) global commons : as recognised by international law refer to :

(a) High seas : Nations staking a claim on high seas that have historically been 'free navigation, laws for all' (mare liberum) to further their own strategic and

economic concerns'

- (ii) Antarctica: Increasing tourism and global warming are leading to melting of ice and ice shelves.
- (iii) Atmosphere: Historically high pollution by Global North and now by countries like India and China has responsibility of <sup>Global</sup> North. It is opposed by the western countries who vouch 'equitable responsibility'.
- (iv) Outer space: Proliferation of satellites has led to creation of 'space debris'.
- (2) Climate change has also been a source of conflict. Global South also demands that North should provide it with funds and technology to deal with climate change and climate refugees.
- (3) Humanitarian intervention on the grounds of 'responsibility to protect' by the West has been

perceived as propaganda to further its own interests in Libya, Syria, Iraq etc.

The global South has proposed 'Responsibility while protecting' in such interventions.

(4) Disarmament of nuclear weapons  
through discriminatory treaties like Nuclear Non Proliferation Treaty (NPT) and Comprehensive Test Ban Treaty (CTBT) create 'nuclear haves and have nots' and promote disarmament only for those who do not possess these.

(5) Trade negotiations in WTO have also been perceived to help the developed countries.

(6) International aid conditionality for structural adjustment programme of IMF have often compromised national sovereignty.

7. While it is important to expose a wrongdoing, a whistleblower should have the moral backing behind his act of whistleblowing. Comment. (150 words)

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यद्यपि एक गलत कार्य को उद्घाटित करना महत्वपूर्ण है तथापि व्हीसलब्लोवर के अपने इस कार्य के पीछे नैतिक आधार भी होना चाहिए।

'Whistleblowing' refers to the practice of exposing corrupt or illegal practices in an institution where one is employed or involved, like a referee who exposes foul play.

Whistleblowing needs to have a strong moral basis:

- It should not be on arbitrary extraneous or perverse grounds.
- It should concern with violation of particular organisational principles or general principles of law.
- It should be backed with strong evidences.
- It should not be for personal gains or mala fide intentions.
- A whistleblower should be well acquainted with his rights and obligations.
- If the whistleblower is exposing a company secret to expose wrongdoing, he must be specially

convicted that there is some illegal  
practice

8. Integrity is different from honesty and is probably the most important attribute for a Civil Servant. Elaborate. (150 words) 10  
सत्यनिष्ठा ईमानदारी से भिन्न हॉती है और संभवतः यह एक सिविल सेवक के लिए सबसे बड़ा गुण होता है। विस्तार से बताइए।

Integrity differs from honesty as while honesty is an attribute concerned with one moral value of truth, integrity implies a strong foundation of all moral values.

A person with integrity not only has honesty but his honesty is also above any question. He has fortitude or moral strength to remain steadfast in any situation.

Its importance is prime for any civil servant as it is the most important virtue which is tested in public life - in case of financial gains offered in lieu of favours, it is very easy to get swayed but a public servant with integrity remains strongly against it.

A public servant with integrity puts public service as the highest calling and government as a trust. This generates public confidence in him/her.

Such a public servant is not swayed by communal or religious bias, or personal profits. This ensures proper implementation of public policy.

Even Nolan Committee on ethics in public life (UK) and Supreme Court in Viret Narain case held integrity to be very important for a civil servant for above reasons.



9. Colleges and schools are a microcosm of the real world. Elaborate as to how these are instrumental in character-building. Also suggest certain measures through which these institutions can play a greater role in the current scenario. (150 words) 10

विद्यालय और कॉलेज वास्तविक जगत के सूक्ष्म रूप होते हैं। चरित्र निर्माण में ये किस प्रकार से सहायक होते हैं? विस्तार से बताइये। इसके अलावा कुछ उपायों को भी सुझाइये जिसके द्वारा वर्तमान परिदृश्य में इन संस्थाओं की वृहद् भूमिका सुनिश्चित की जा सके।

Schools and colleges are a reflection of the real world at a small scale or its microcosm. They have individuals from different backgrounds interacting, mingling, competing and co-existing with each other.

Role in <sup>character</sup> building:

- Schools and colleges act as <sup>one of</sup> the first institutions to introduce and direct an individual towards a desired form of life.
- They promote transmission of moral values.
- They sensitise individuals with social concerns.
- They promote holistic development through extra-curricular activities.
- They promote tolerance towards different groups.
- They help in shaping opinions.

Measures to improve role played by these institutions :-

- More interaction between students from different social groups -
- Psychiatric support to be made available in institutions to give support to children facing moral conflicts.
- Ethical guidance through special sessions, camps and regular classes
- Social awareness to make students aware of ethical dilemmas in society.
- Increased parents' interactions with teachers to emphasize on family's complementary role in moral education

10. Gandhi's compassion towards the weaker sections makes him different from other social reformers. What are the lessons that it conveys? Discuss a situation where you have shown compassion towards weaker sections of the society. (150 words) 10

कमजोर वर्गों के प्रति गाँधी जी का करुणा भाव उन्हें अन्य सामाजिक सुधारकों से अलग करता है। इससे हमें क्या शिक्षा मिलती है? एक ऐसी स्थिति की चर्चा कीजिए जब अपने समाज के कमजोर वर्गों के प्रति करुणा दिखाई थी।

like Ram Mohan Roy while other social reformers had focussed on religious reforms and social reforms for upliftment of women, Gandhiji's compassion towards weaker sections was unequalled.

He popularised term 'Harijan' meaning 'People of God' to refer to the weaker sections and maintained that the conditions of Dalits was the deepest blot on Hinduism.

Lessons conveyed by his actions

include :

- All human beings should be treated equally.
- Society should take up responsibility to improve conditions of weaker sections.
- In the Poona Pact, Gandhiji agreed to reservation of depressed classes. This shows that government should undertake positive discrimination for advancement of Dalits.
- People should be sensitised about this problem and public awareness increased.
- The principles of humanism, liberty and fraternity on which freedom struggle was based apply to all sections of society.
- We must abhor violence against them and universally apply the principles of non violence.
- The nation cannot be strong if such a large section remains deprived. Thus, their situation must be improved.

An incident where I showed compassion towards weaker section was when I helped to tutor a ~~my~~ security guard's daughter in college. While the education she received <sup>from me</sup> was <sup>only</sup> at primary level, it filled me with great satisfaction.

Her improving performance despite her modest background also inspired me to work harder to teach her. <sup>By the time</sup> ~~while~~ I left college, she had shown great progress and it remains a matter of pride for me and satisfaction that I could have possibly made a small contribution in her life.

11. While individual beliefs and values determine one's subjective responsibility, it is the operational environment which guide:/shapes the objective responsibility. Congruence between the two is inevitable for realizing the goal of objectivity in administrative decisions. Analyse. (150 words)

10

व्यक्तिगत मान्यताएं और मूल्य एक व्यक्ति की आत्मनिष्ठ उत्तरदायित्व को निर्धारित करते हैं, जबकि कार्यात्मक (operational) पर्यावरण वस्तुनिष्ठ उत्तरदायित्व का आकार देता है/निर्देशित करता है। दोनों के बीच अनुरूपता प्रशासनिक निर्णयों में वस्तुनिष्ठता के लक्ष्य को साकार करने के लिए अपरिहार्य है। विश्लेषण कीजिए।

Individual beliefs and values refer to personal morals, tastes and preferences. They guide us to make judgements according to our liking or dislike. Such judgements may not be guided by facts alone but also our prejudices. Hence, they are subjective judgements. These are discharged when one fulfils subjective responsibility. On the other hand, objective responsibility is guided by facts and the organisational goals or the context of the decisions. For example: while an executive may design the curtains and chamber according to their own preference (subjective decision)

They would have to work on official matters according to company needs and the merit of each case (objective decision)

Thus, the organisational environment in which she operates guided her decisions.

However, there needs to be a congruence between subjective and objective decisions so as to function not only in a legal-rational but also a moral framework. Only by making value judgements can ethical judgements be made.

Also, fusion between personal, organisational and social goals is necessary for work satisfaction.

Thus, subjectivity and objectivity should be converged to make administrative decisions better.

12. "Indian constitution is a treasure trove of ethical values for civil servants." Illustrate. (150 words) 10

"भारतीय संविधान सिविल सेवकों के लिए नैतिक मूल्यों की निधि (कोष) है"। वर्णन कीजिए।

The Indian Constitution enshrines several values which are a guiding light for civil servants :-

- Idea of Justice, liberty, equality and fraternity in the Preamble.
  - Justice - social, economic and political
  - Liberty - of thought, expression, belief, faith and worship
  - equality - of status and opportunity
  - fraternity among all citizen

- Ideas of political equality in Article 14 — 'equality before law' and 'equal protection of laws'.

The civil servant needs to be unbiased in treating any person regardless of caste, creed, sex or religion.

- Ideas of liberty in Fundamental rights (Art 19-22).
- Values of social justice — equal pay for equal work, prevention of concentration of wealth — in Directive Principles of State Policy.
- Fundamental duty in Art 51A to promote integrity, fraternity, to respect women and to develop scientific temper, which is essential for civil servants.
- The ideas in Art 51A for promotion of world peace is a guidance for diplomats.



13. What are values? How are they different from ethics? (100 words)

5

मूल्य क्या होते हैं? ये नैतिकता से किस प्रकार भिन्न हैं?

Values are individual commitments which act as guiding principles for making any decision. ~~The~~ Values may differ from person to person and sometimes even contradicting values may be possessed by a person. (leading to value conflicts). They are different from ethics as ethics represents a set of standards that have been formulated by society to act as benchmarks of good or bad behaviour. Ethics deals with analysis of deliberate human actions while values may be so ingrained that one may involuntarily act according to them.

However, both evolve after continued synthesis according to 'family', society and the national environment.

## 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 मामलों का अध्ययन ध्यान से कीजिए और उसके बाद पूछे गए प्रश्नों का उत्तर दीजिए (लगभग 250 शब्दों में):

14. You are judging a high profile case of a rich businessman who is accused of holding back money of numerous investors in the country. You are facing tremendous pressure from politicians and an industrial lobby, asking you to be lenient towards the businessman as he has created close to a million jobs in the country and his bad reputation will be disastrous for the economy. The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- Ask the senior judge to transfer you from the case.
- Ignore all the pressure tactics by various groups completely.
- Increase the duration of the court hearing to soothe down the pressure.
- Hold the case in abeyance and ask for an inquiry report from the regulatory body.
- Ask the media to stop reporting the case with such fanfare.

Also indicate (without necessarily restricting to the above options), what would you advise, giving proper reasons.

25  
आप एक ऐसे धनी व्यवसाय के उच्च स्तरीय केस की सुनवाई कर रहे हैं, जिस पर देश के कई निवेशकों का पैसा हड़पने का आरोप है। आप राजनेताओं और औद्योगिक लॉबी की तरफ से अत्यधिक दबाव झेल रहे हैं, जो आपसे उद्योगपति की तरफ उदार होने के लिए कह रहे हैं, क्योंकि उसने देश में लगभग लाखों की संख्या में रोजगार उत्पन्न किये हैं और उसकी बुरी छवि से अर्थव्यवस्था को भारी नुकसान पहुँचेगा।

कुछ वैकल्पिक सुझाव नीचे दिये गये हैं। कृपया सभी विकल्पों के गुणों और दोषों का मूल्यांकन करें:

- वरिष्ठ न्यायाधीशों से खुद को इस केस से स्थानांतरण के लिए कहेंगे।
- विभिन्न समूहों की सभी दबाव रणनीतियों को पूर्ण रूप से अनदेखा कर देंगे।
- दबाव को शांत करने हेतु, न्यायालय की सुनवाई की अवधि में वृद्धि कर देंगे।
- केस को ठंडे बस्ते में डाल देंगे और नियामक संस्था को जाँच के लिए कहेंगे।
- मीडिया को इस केस को जोर-शोर से दिखाने से रोकेंगे।

इसके साथ ही यह भी इंगित करें कि (सिर्फ ऊपर दिए गए विकल्पों तक सीमित न रहते हुए) आपकी क्या सलाह है, उचित तर्क भी प्रस्तुत करें।

### A . Merits :

- ① Transfer will provide peace of mind and distance from dilemma.
- ② It may help save many jobs that the businessman has provided.
- ③ The next judge can face the pressure.

### Demerits :

- Though transfer may give personal escape, but it can have negative impact as :-
- ① It may erode public confidence in judiciary.
  - ② It may seem that I succumbed to pressure, which reflects badly on me as a judge.
  - ③ It would imply that 'political pressure could easily impact trials

(B) Merits

- 1) Fair and just systems for justice delivery upheld
- 2) People's confidence in judiciary maintained
- 3) Would set a precedent for other judges and judicial work culture
- 4) Uphold independence of judiciary.

Demerits

- 1) Continued pressure from industry and politicians
- 2) Threat to life may occur in extreme case.

(C) Merits :

- 1) Consistency of opposition may fizzle out
- 2) More public opinion would grow against businessman due to media exposure which would reduce opposition forces.
- 3) Would give time to plan out alternate employment proposals to those who may lose jobs due to his conviction or attachment of property

Demerits

- 1) 'Justice delayed is justice denied'
- 2) It may give advantage to

businessman to get better legal support, tamper with evidence or to escape.

- (3) It would strengthen his bail plea
- (4) It is not known for sure if opposition will decrease. It may even find ways of pressurizing judiciary in other ways.

- (D) **Merits**: Regulatory report
- (1) would give a neutral view of the whole issue.
  - (2) Technical details would come out in public domain.
  - (3) Debate on hard facts and views of regulator may dilute opposition of political and industrial lobby.

### **Demerits**

- (1) Delay in judgment
- (2) May give time to businessman to develop defence against regulator's report.
- (3) Political and industrial lobby may influence regulatory body.

E. MERITS

- (1) would promote objective reporting of cases.
- (2) would stop the panic about loss of jobs and economic loss which hurts investor sentiment.
- (3) Allows the judiciary to not be swayed by media perceptions.

DEMERITS

- (1) without investigative journalism it may be difficult to control opposition groups.
- (2) Hurts formation of public opinion.
- (3) Reduces pressure on businessmen.

15. Jyoti Gupta is the environmental compliance manager for a small plastics manufacturing company. She is currently faced with a dilemma on whether or not to spend money on a new technology that will reduce the level of a particular toxin in the wastewater that flows out from the back of the factory into a lake.

The factory's emission levels are already within legal limits. However, Jyoti knows that environmental regulations for this particular toxin are lagging behind scientific evidence. In fact, a scientist from the university had been quoted in the newspaper recently, saying that if emission levels stayed at this level, the fish in the lake and rivers in the area might soon have to be declared unsafe for human consumption.

Further, if companies in the region don't engage in some self-regulation on this issue, there is reason to fear that the government — backed by public opinion — may force companies to begin using the new technology, and may also begin requiring monthly emission level reports (which would be both expensive and time consuming).

But the company's environmental compliance budget is tight. Asking for this new technology to be installed would put Jyoti's department over-budget, and could jeopardize the company's ability to show a profit this year.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. Jyoti should focus on her company's financial performance and profits and forget the environmental issue as the compliance budget is already tight.
2. As the emission levels of the company are within legal limits, Jyoti should wait for new governmental regulations first and only after that should think about taking any action.
3. Jyoti should proactively report the matter to the higher management and ensure proper measures are taken but still profits of the company should receive the utmost priority.

Also indicate (without necessarily restricting to the above options), what would you advise, giving proper reasons. 20

ज्योति गुप्ता एक छोटी प्लास्टिक विनिर्माण कंपनी की पर्यावरण अनुपालन प्रबंधक (environmental compliance manager) है। वर्तमान में वह एक दुविधा से गुजर रही है कि उन्हें एक ऐसी नयी तकनीक पर धन खर्च करना चाहिए या नहीं जिससे कि अपशिष्ट जल में एक विशेष विषैले पदार्थ के स्तर में कमी लायी जा सकती है जो कि कारखाने के पीछे से एक झील में मिलता है।

कारखाने का उत्सर्जन स्तर पड़ले से ही कानूनी दायरे के अंदर है। यद्यपि, ज्योति को पता है कि इस विषाक्त पदार्थ के उत्सर्जन संबंधी कानून वैज्ञानिक प्रमाण से अभिपुष्ट नहीं हैं। यहाँ तक कि हाल में ही विश्वविद्यालय के एक वैज्ञानिक ने एक समाचार पत्र में उद्धरित

किया है कि यदि उत्सर्जन का स्तर यही रहा तो उन क्षेत्र की नदियों और झीलों में पार्य जाने वाली मछलियों को मनुष्यों के खाने के लिए असुरक्षित घोषित करने पड़ेगी। पुनः यदि उस क्षेत्र की कंपनियाँ इस विषय में स्व-नियमन के कदम नहीं उठाती हैं, तो पर्याप्त कारण है कि सरकार-जनता की राय द्वारा समर्थित होकर कंपनियों को नयी तकनीकी के प्रयोग के लिए बाध्य कर सकती है (जो कि महँगी और समय लेने वाली, दोनों होगी)। लेकिन कंपनी का पर्यावरण अनुपालन बजट तंग है। इस नयी तकनीक को स्थापित करने की मांग से ज्योति के विभाग का खर्च बजट ने ऊपर निकल जायेगा और इसके चलते कंपनी के इस वर्ष लाभ दिखाने की क्षमता पर खतरा उत्पन्न हो सकता है।

कुछ वैकल्पिक सुझाव दिये गये हैं। विकल्पों में से प्रत्येक के गुणों और दोषों का मूल्यांकन करें:

1. ज्योति को अपनी कंपनी के वित्तीय प्रदर्शन और मुनाफे पर ध्यान केन्द्रित करना चाहिए और पर्यावरण के मुद्दे को भूल जाना चाहिए, क्योंकि अनुपालन बजट पहले से ही तंग है।
2. चूंकि कंपनी के उत्सर्जन का स्तर कानूनी सीमा के भीतर है। अतः सर्वप्रथम ज्योति को नए सरकारी नियमों के बनने का इंतजार करना चाहिए और उसके बाद ही कोई कार्रवाई करने के बारे में सोचना चाहिए।
3. ज्योति को त्वरित रूप से इन मामले के बारे में उच्च प्रबंधन को अवगत करना चाहिए और सुनिश्चित करना चाहिए कि उचित कदम उठाये जाएँ, किन्तु अभी भी कंपनी के मुनाफे को सर्वोच्च प्राथमिकता देनी चाहिए।

इसके साथ ही यह भी इंगित करें कि (सिर्फ ऊपर दिये गए विकल्पों तक सीमित न रहते हुए) आपकी क्या सलाह है, उचित तर्क भी प्रस्तुत करें।

### ① MERITS :

- (i) Jyoti would meet the profit targets
- (ii) The company would remain competitive.

### DEMERITS :

- (1) The government may step in to regulate toxin which may be more expensive
- (2) Environmental degradation would lead to more serious social costs.
- (3) Health costs may emerge for

employees if toxic levels in aquatic organisms are spread.

## (2) MERITS :

- (1) It would temporarily allow her to make profits
- (2) As government will bring out regulation for all similar industries, her company will not have a comparative disadvantage
- (3) The technology she would implement may or may not help reduce the problem if other industries keep polluting.

## DEMERITS :

- (1) The delay may add to further environmental loss.
- (2) Other companies would also not be pressurised to stop toxic emissions.
- (3) New governmental regulations would include monthly reports which would make compliance expensive.

(3) MERITS:

- (i) The higher management would have more power in this regard.
- (ii) Priority on profits makes business sense.
- (iii) Higher management can make assessment of all available resources and then decide.

DEMERITS

- (i) This may cause further bureaucratic delay.
- (ii) Focus on profits may lead to long term loss due to social and environmental costs.
- (iii) Public opinion would go against the company and industry.

I would advise that the company's higher management should deliberate on the ~~report~~ matter with all stakeholders - government, civil society and other companies to take a fast and long term decision to check this pollution. This would cause

some fall in profits but it would  
be so for all companies.

Also, it would lead to  
favourable public opinion and  
long term gains.

16. Ronak has heard from his manager that their organization will be downsizing; it could be as little as 5 percent or as much as 30 percent. However, the supervisor told Ronak that 'we're all under strict orders to keep it quiet' so that the agency's best employees will not seek other jobs. Mohan (one of the finest professionals in Ronak's unit), upon hearing the downsizing rumors, told Ronak that he was sure that he could get another job at a new business if a reduction in force occurred. However, openings at the new business will close soon. Mohan asked Ronak, "Will there be layoffs?" and "Should I get another job now?"

- (a) What are the options available to Ronak?  
(b) Evaluate each of these options and highlight which option you would have preferred, giving reasons for the same.

20

रोनक ने अपने मैनेजर से सुना है कि उसकी कंपनी में पदों की संख्या घटई जाएगी; यह कम से कम 5 प्रतिशत से लेकर अधिकतम 30 प्रतिशत तक हो सकता है। हालांकि निरीक्षक ने रोनक को बताया है कि "हमें इसे गुप्त रखने के सख्त आदेश हैं" जिससे कंपनी के सबसे अच्छे कर्मचारी कहीं ओर नौकरियों की तलाश न करें।

मोहन (रोनक की इकाई का एक अच्छा कर्मचारी) ने पदों की संख्या में कटौती की इन अफवाहों को सुनकर रोनक से बताया कि उसे पकीन है कि यदि पदों की संख्या में कटौती की जाती है, तो उसे एक नए व्यवसाय/व्यापार में नौकरी मिल सकती है। हालांकि उस नए व्यवसाय/व्यापार में भर्तियाँ जल्द ही समाप्त हो जाएंगी। मोहन ने रोनक से पूछा कि "क्या छटनी होगी?" और "क्या अब मुझे नयी नौकरी ढूँढ लेनी चाहिए?"

- a. रोनक के पास में विकल्प उपलब्ध हैं?  
b. उन सभी विकल्पों का मूल्यांकन कीजिए और उस विकल्प को उचित तर्कों के माध्यम से उल्लिखित कीजिए जिसे आपने चुना है।

(a) Options available to Ronak?

- (1) He may disobey his manager and tell Mohan.
- (2) He may adhere to his manager and not tell Mohan.
- (3) He may advise Mohan to get a job just in case layoffs happen.
- (4) He would know that Mohan

can anyway get a job due to  
his proficiency and hence not tell  
him anything.





17. Mr. Sinha assigns a research problem in a high school calculus class. The problem is quite difficult and will require collaborative time and effort of a team. Mr. Sinha divides the class into groups of four students, gives them instructions, and tells them when the problem will be due.

Pradeep's group has an initial meeting and decides to divide up the work and then collaborate the information. Veena, one of Pradeep's group members, offers to write a particular section of the paper based on some great information she found on the Internet. The other members of the group, including Pradeep, divide the remaining work and proceed with their respective research.

One week before the project is due, Pradeep finds out that Veena has chosen to "copy and paste" most of her paper from the Internet source. Pradeep picks up on Veena's plagiarism and knows it is wrong, but he needs an "A" on this research problem in order to pass Calculus. Pradeep confronts Veena and asks her to redo her paper without plagiarizing, but Veena claims she is too busy with her other class work. She assures Pradeep that Mr. Sinha will never discover the plagiarism, and that if he does, she will take complete blame for it.

Pradeep finds himself in an extremely uncomfortable position. He feels partly responsible for the plagiarism because he is a part of the same group and he knows about it as well.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. Pradeep should forget about plagiarism as it is a common practice and ultimately he is not the one who did it
2. Pradeep should highlight the issue to the whole group and then decide after taking everybody's advice.
3. Pradeep should talk directly to Mr. Sinha and leave it to him to take the right course of action.
4. Pradeep should himself redo the work of Veena and then submit the paper.

Also indicate (without necessarily restricting to the above options), what would you advise, giving proper reasons. 20

श्रीमान सिन्हा ने हाई स्कूल के अवकल गणित (calculus) की कक्षा को एक शोध का सवाल हल करने को दिया। सवाल अत्यंत ही कठिन है और जिसके एक समूह के सहयोगात्मक प्रयास और समय की आवश्यकता होगी। श्रीमान सिन्हा कक्षा को चार-चार छात्रों के समूह में बांटते हैं, उन्हें निर्देश देते हैं और उन्हें बताते हैं कि सवाल का जवाब कब तक चाहिए।

प्रदीप के समूह की एक प्रारंभिक बैठक हुई और कार्य को विभाजित कर, सूचनाओं को संकलित करने का निर्णय लिया गया। प्रदीप के समूह की एक सदस्या वीणा, इंटरनेट पर प्राप्त एक महत्वपूर्ण जानकारी के आधार पर शोध-पत्र के एक हिस्से को लिखने का

सुझाव देती है। प्रदीप सहित समूह के अन्य सदस्य शेष काम को विभाजित करते हैं और अपने संबंधित अनुसंधान के साथ आगे बढ़ते हैं।

प्रोजेक्ट जमा करने से एक सप्ताह पूर्व प्रदीप को पता चलता है कि वीणा ने शोध पत्र का अधिकांश भाग इंटरनेट से "कॉपी और पेस्ट" किया है। प्रदीप को वीणा की इस साहित्यिक चोरी का पता चल गया है और वह जानता है कि यह गलत है, लेकिन उसे इस शोध पत्र के माध्यम से कैलकुलस में उत्तीर्ण होने हेतु "A" श्रेणी चाहिए। प्रदीप वीणा का विरोध करता है और वह उससे इस शोध-पत्र को पुनः चोरी किये पूर्ण करने के लिए कहता है, लेकिन वीणा कहती है कि वह कक्षा के और दूसरे कार्यों में अत्यधिक व्यस्त है। वह प्रदीप को भरोसा दिलाती है कि सिन्हा जी इस साहित्यिक चोरी को कभी भी पकड़ नहीं पाएंगे और यदि पकड़ भी लिया तो इसकी सम्पूर्ण जिम्मेदारी वह स्वयं ले लेगी।

प्रदीप अपने आप को अत्यधिक असहज स्थिति में पाता है। वह इस साहित्यिक चोरी में अपने आप को भी जिम्मेदार मानता है, क्योंकि वह भी इस समूह का एक सदस्य है और इस चोरी के विषय में पता भी है।

कुछ वैकल्पिक सुझाव नीचे दिये गये हैं। कृपया प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन करें:

1. प्रदीप को इस साहित्यिक चोरी के विषय में भूल जाना चाहिए क्योंकि आजकल यह सामान्य बात और आखिरकार उसने यह चोरी नहीं की है।
2. प्रदीप को इस समस्या के बारे में पूरे समूह को अवगत करा देना चाहिए और फिर सभी की सलाह से निर्णय लेना चाहिए।
3. प्रदीप को सीधे सिन्हा जी से बात करनी चाहिए और आगे की उचित कार्यवाही उन पर छोड़ देनी चाहिए।
4. प्रदीप को वीणा के इस कार्य को स्वयं पुनः करना चाहिए और फिर शोध पत्र जमा करना चाहिए। इसके साथ ही यह भी इंगित करें कि (सिर्फ ऊपर दिये गए विकल्पों तक सीमित न रहते हुए) आपकी क्या सलाह है, उचित तर्क भी प्रस्तुत करें।

(1) Merits

(i) Pradeep gets an 'A' in his project

(ii) Demerits :

- (i) The paper would be plagiarised which is ethically wrong
- (ii) The teacher may find out and punish them
- (iii) It violates principle of collective responsibility as any one teammate's

mistake must be borne by all.

(2) Merits:

(i) It would make everybody equally responsible

(ii) He may decide on consensus on course of action

(iii) He does not have to take the blame for 'exposing' Veena.

Demerits:

(i) If others disagree to report it, then Pradeep would not be able to do it himself.

(ii) The Teachers can punish them if he finds out

(iii) The action of plagiarism is wrong even if all members consent.

(3) Merits:

(i) He escapes the moral dilemma and does the right thing

(ii) He can possibly choose to do the project with another team

Demerits :

- (1) Going behind the team violates principle of team spirit
- (2) It may penalise other students who did not know of Veena's plagiarism

(4) Merits :

- (i) Pradeep can console himself that he finished the work ethically
- (ii) Teachers would not penalise them.

Demerits :

- (i) It is not in accordance with equal distribution of work.
- (ii) Veena would not realise that her action was morally wrong.

I would advise that Pradeep should first try to convince Veena, then the group and if the group disagrees to disclose then report the matter to the teachers.



18. A terrorist group states that it has concealed a nuclear bomb in Delhi. The authorities have captured the leader of the group. He says that he knows the location of the bomb. He refuses to reveal the location. Torture is guaranteed to produce the information needed to ensure the diffusal of the bomb.

(a) Is it ethically acceptable for the authorities to have him tortured to find out where the bomb is and thus save thousands of lives?

(b) Suppose instead of catching the leader, the authorities have captured his 16 year old daughter. She is refusing to cooperate with the authorities. In your opinion is it morally justified to have her tortured to acquire necessary information and save thousands of lives? 15

एक आतंकवादी संगठन का कहना है कि उन्होंने दिल्ली में परमाणु बम छुपाया है। प्राधिकारियों ने उस संगठन के नेता को पकड़ लिया वह कहता है कि उसे बम की अवस्थिति मालूम है। उसने बम की अवस्थिति बताने से इंकार कर दिया है। बम को निष्क्रिय करने हेतु आवश्यक सूचना प्राप्ति के लिए उसे प्रताड़ित किया जाना आवश्यक है।

a. क्या प्राधिकारियों के लिए नैतिकता की दृष्टि से यह स्वीकार्य है कि उससे प्रताड़ित किया जाये और बम का पता लगाया जाये जिससे हजारों जाने बचायी जा सकें?

b. यदि मान लिया जाये कि उस नेता को पकड़ने की बजाय, अधिकारियों ने उसकी 16 वर्ष की बेटी को पकड़ लिया होता और वह प्राधिकारियों के साथ सहयोग करने से मना कर रही होती।

(a) By a utilitarian argument, torture would seem justified as it is for the 'greatest good of the greatest number'. However, this would be against human rights as guaranteed by UN charter and the constitution. Art 21 of the constitution provides right to life and torture degrades the quality of life. Thus, it would be unconstitutional to torture the terrorist. Alternative methods like negotiations

mediations should be considered. Intelligence agencies can step up efforts and can successfully track the nuclear bombs with coordination through dog squads, radiation sensors etc.

(b) The 16-year old daughter is a minor who may not have been directly involved in the crime. It would be morally unjust ~~as~~ to torture her as it would amount to disproportionate punishment.

Also, according to Rawls, greater good of many cannot be justified by anyone's suffering. Thus, to acquire information about the nuclear bombs, it is not justified to torture even if the utilitarian argument supports it.

It would amount to violation of human rights and our constitution.

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19. You are in a supermarket with your younger brother. Your brother draws your attention to a young child stealing food packets from the counter. He looks needy and he is taking advantage of the crowded store which the owner fails to manage in peak hours. The owner has a reputation of being a greedy and mean person.

What will you do and why?

10

आप अपने छोटे भाई के साथ एक सुपरमार्केट में हैं। आपका भाई, काउंटर से भोजन के पैकेट चोरी करते हुए एक बच्चे की तरफ आपका आकर्षित करता है। वह जरूरतमंद लग रहा है और वह दुकान में भीड़ का लाभ ले रहा है, जिसे दुकान का मालिक व्यस्ततम समय में संभाल पाने में असमर्थ है। मालिक एक लालची और मतलबी व्यक्ति के रूप में जाना जाता है।

आप क्या करेंगे और क्यों करेंगे?

I will stop the child and try to impress upon him that his actions are wrong. If reported, he could be sent to jail by the owner.

All human beings have a moral side and I would try to explain it to him that his actions are dishonest and immoral. While he was driven by his needs to steal, he also has a conscience that would stop him if it is aroused.

The law can be applied only when it is put into force by conscience. Legal punishment may involve him being sent to juvenile punishment centre. I would give him a second chance.

Meanwhile, I will advise the shop owner to install cameras or to keep vigilance as shop lifting can be a possibility in such a crowded store.

This would help prevent future events of shop lifting.



20. During your election duty you caught hold of a vehicle full of cash. On inquiry, it was revealed to you that the vehicle belongs to a very popular politician of the region and even the exit polls are predicting his victory. The politician calls you up to release the vehicle. You try to approach your senior to seek advice but can't reach him.

(a) What are the options available to you?

(b) What course of action will you take?

15

अपनी चुनाव ड्यूटी के दौरान आपने नकदी से भरा एक वाहन पकड़ लिया। जाँच करने पर आप को पता चला कि वाहन क्षेत्र के एक बहुत लोकप्रिय राजनेता का है और यहाँ तक कि एग्जिट पोल उसकी जीत की भविष्यवाणी कर रहे हैं। राजनेता वाहन छोड़ने के लिए आप पर दबाव बना रहे हैं। सलाह लेने के लिए आपने अपने वरिष्ठ अधिकारी से संपर्क करने की कोशिश की, किन्तु सफल नहीं हो सके।

a. आप के पास उपलब्ध विकल्प क्या है?

b. आप क्या कार्यवाही करेंगे?

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**VISION IAS™**

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