



VISION IAS

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GENERAL STUDIES (TEST CODE : 2720)

Name of Candidate	RAKHI		
Medium Hindi/Eng.	English	Registration Number	45942651
Center	Online	Date	20-05-25

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
3(c)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है; नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि।
2. The Candidate should attempt FIVE Questions out of EIGHT questions strictly in accordance with the instructions given under each question printed in ENGLISH & HINDI
इसमें आठ में से केवल 5 प्रश्न करने हैं तथा हिन्दी और अंग्रेजी दोनों में छपे हैं।
3. The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
4. 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।
5. Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
6. 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।

Is student recommended for One-to-One mentoring?

Recommended

Strongly Recommended

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 & Sind 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.

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All the Best

खंड A / SECTION A

निम्नलिखित प्रत्येक प्रश्न का उत्तर अधिकतम 150 शब्दों में दीजिए:

Answer the following questions in not more than 150 words each:

1. (a) अंतःकरण नैतिक मार्गदर्शन का एक तात्कालिक और सक्रिय स्रोत है जो मौन या स्थगित नहीं रह सकता। विस्तारपूर्वक वर्णन कीजिए।

Conscience serves as an immediate and active source of ethical guidance that cannot remain silent or postponed. Elaborate. (Answer in 150 words) 10

Conscience refers to one's inner voice, as per Rousseau which helps in ethical decision making, where person depends on one's intuition

(As immediate and active source)

- (1) Dialogue with oneself - as per Pope John Paul II, making thoughtful decision
- (2) Depending on unconscious Memory - which is developed in subconscious Mind
- (3) Help resolve crisis - by referring to Conscience during emergency or

during portion of disaction

Can't remain silent / postponed

(1) To form wisdom in decision Making

- allowing for dominance of common sense

(2) Avoid crisis of conscience - i.e. if not listening to conscience or delaying adhering to inner voice, can lead to conflict within mind.

(3) Promotes Morality - and promotes peace in society (eg) Summa bonum

Yet, it must be used for welfare of society by reducing stereotypes and ~~not~~ target the highest form of Moral Development - as per Kohlberg.

1. (b)

विवाह को एक पवित्र संस्था माने जाने की धारणा के तहत, वैवाहिक बलात्कार को अक्सर अनदेखा कर दिया जाता है। इस परिप्रेक्ष्य में, परीक्षण कीजिए कि क्या वैवाहिक बलात्कार को अपराध घोषित किया जाना आवश्यक है।

Marital rape is frequently overlooked under the notion of marriage being a sacred institution. In this light, examine whether criminalising marital rape is necessary. (Answer in 150 words)

10

Marital Rape is not
Criminalised, which was updated
to include less than 18 years wife,
only whose rape can be criminalised
(as per BNS)

Overlooking under sacredness of Marriage

- (1) Against Sanctity of Marriage - due to revered position accorded in Indian society and culture.
- (2) To promote Autonomy - by not interfering of executive and judiciary in personal sphere of marriage.
- (3) Lack of locus of culpability - as

can be misused during familial conflicts

(4) Difficult to prove - locus of culpability

Yet, it is a necessity to criminalise it

(1) Priority to dignity - which can't be subordinated under the pretext of culture.

(2) Upholding of rights (eg) Article 14, where discrimination can't be allowed based on marriage status

(3) Perpetuating violence - without any fear of punishment,

(4) Issue of consent - central to rape definition.

Thus, family and culture must not be used as excuse for crime and take example from cases (eg) Giselle Pelicot.

- 2.(a) प्रायः यह तर्क दिया जाता है कि भारत में भ्रष्टाचार को एक हद तक सामाजिक स्वीकृति प्राप्त हो गई है। इस सामाजिक 'स्वीकृति' को भ्रष्ट आचरण की व्यापक 'अस्वीकृति' में परिवर्तित करने के लिए कौन-से कदम उठाए जा सकते हैं?

It is often argued that corruption has gained a degree of social acceptance in India. What steps can be taken to transform this social 'acceptance' into widespread 'rejection' of corrupt practices? (Answer in 150 words) 10

Corruption, as per CVC
refers to act of misusing position of
authority, to prioritise self and others
profit (of close acquaintance) over public
welfare i.e. Corruption is Monopoly with
discretion, minus Accountability.

Toxic work
Culture

Lack of
Incentives
for honesty

As
Social
Acceptance

British
legacy - leading
to corrupt
ways

As easy
way of gaining
wealth

Steps to transform into widespread
rejection

(a) Generate Awareness among people

- (a) Vigilance Awareness week by CVC
- (b) Institutional set up (eg) Prevention of corruption Act, 1988; PMLA, 2002
- (c) Instrumental Approach (eg) rewards for honest behaviour in official settings
- (d) Higher transparency - in decision Making against secrecy and confidentiality
- (e) lack of nexus with politicians - promoting non-partisanship (eg) by regular transfer (suggested by Kautilya)
- (f) high salary - reducing need (eg) by low commutis

Thus, corruption reduction requires moral and institutional reforms for its prevention in interest of people.

2. (b)

सिविल सेवकों में अनामिता को पारंपरिक रूप से लोक प्रशासन की एक प्रमुख विशेषता क्यों माना जाता रहा है? इस संदर्भ में, सिविल सेवाओं में पहचान प्रकट न करने के सिद्धांत (Doctrine of Facelessness) की प्रासंगिकता पर अपने विचार व्यक्त कीजिए।

Why has the anonymity of civil servants traditionally been considered a key feature of public administration? In this context, discuss your views on the relevance of the doctrine of facelessness in civil services. (Answer in 150 words) 10

Civil servants are
considered as 'steel frame of India'
with acting as an administrative
machinery for framing and
implementation of policy decisions.

Anonymity of civil servants

- (1) Reduce Publicity - which has been
seen recently in age of social
Media -
- (2) Reduce Nexus with politicians and
capitalist, leading to non-partisanship
- (3) Generate Trust and credibility
- Among citizens, of bureaucracy

(4) Reduce Corruption - which is used for establishing Muscle and Money power (eg) VIP Culture

Yet, its relevance has been questioned

- (1) Lack of emotional connect - with citizens, in process of social welfare
- (2) Iron Chair Bureaucracy - where civil servants takes decisions without addressing public grievance
- (3) Lack of Motivation - among new aspirants, who wish to serve nation
- (4) Promotion of schemes - without acting as neutral bureaucracy

Thus, a balance needs to be maintained, which produces Committed bureaucracy for public welfare and act as vanguard of democracy.

3. महान विचारकों के तीन उद्धरण नीचे दिए गए हैं। वर्तमान संदर्भ में, प्रत्येक उद्धरण आपको क्या संप्रेषित करता है ?

Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

3. (a) "जो छत्ते के लिए अच्छा नहीं है, वह मधुमक्खी के लिए भी अच्छा नहीं हो सकता" - मार्कस ऑरेलियस

"That which isn't good for the hive, isn't good for the bee" - Marcus Aurelius (Answer in 150 words)

10

Marcus Aurelius was a Stoic thinker, who was pragmatic in his approach, which depicted individual as part of society, where he is a "social animal".

Inter-relation of bee and hive

(1) Man sees growth in society - where individualism, not only himself, but also to society at large.

(2) Relation of nation and world - which is a liberal idea propounded by Nehru, i.e. good for nation is good for peace of world.

(3) State is individual writ large
(Plato) i.e. just society represents ideal
true state, which leads to individual
happiness

(4) Developing virtue - by interacting
with peers

(5) Arriving at truth - by use of debates
and dialectics

Present context

(1) Current state of trade - where
isolationism and protectionism is
prioritised (eg) by reciprocal tariff by
US, which harms interest of US importers
and consumers as well

(2) Women empowerment - also leads to
empowerment of society & nation
Thus, harming the society

harms the people residing therein

3. (b)

"किसी व्यक्ति को केवल बुद्धि से शिक्षित करना, लेकिन नैतिकता में नहीं, समाज के लिए एक खतरे को शिक्षित करना है।" - थियोडोर रूज़वेल्ट

"To educate a person in the mind but not in morals is to educate a menace to society." - Theodore Roosevelt (Answer in 150 words) 10

As per T. Roosevelt (US President), education of both mind and well as ethical values is important for overall growth of society.

Importance of Moral + Mind education

- (1) Develop Emotional Quotient - which leads to developing values such as Compassion or Tolerance
- (2) Develop social relations - leading to peace and order in society.
- (3) Purity of Means - stressed by Gandhi (seeds of Babool can't lead to rose plant)
- (4) Prevent rise of antisocial elements

- where only development of reason,
can be misused (eg) generation of
criminals

(5) Generation of wisdom - to develop
Common sense and empathy for
welfare of all

Present context

(1) Humanitarian Crisis - by use of
new age weapons (eg) Gas - Israel
war, without consideration of empathy

(2) Reduce corruption - in civil servants,
by prioritising ethical education,
leading to economic growth

(3) Use of Technology (eg) by cybercriminals

(deepfakes of Rashmika Mandanna)

Thus, education of heart

without education of heart is no education
at all (Aristotle)

3. (c)

"प्रत्येक व्यक्ति को यह निर्णय लेना होगा कि वह मृजनात्मक परोपकारिता के प्रकाश में चलेगा या विनाशकारी स्वार्थ के अंधकार में।" - मार्टिन लूथर किंग जूनियर

"Every man must decide whether he will walk in the light of creative altruism or the darkness of destructive selfishness." - Martin Luther King Jr. (Answer in 150 words) 10

Altruism refers to use of man's action to help others, in a way, which one expects from the other (Confusions)

Whereas, selfish behaviour takes us to path of destructing our society, taking him to isolationism away from everyone else.

Light of creative Altruism:

(1) Maintains dignity - of every man, where he is seen as end in itself,

(2) Ethical governance - full of compassion and tolerance

(3) Culture of Philanthropy - to uplift the Marginalised and uphold equality

Sarkness of destructive selfishness

(1) Lawse Sharchy - where right is right, leading to chaos in society

(2) Rise of egom - where corruption is seen in governance

(3) Crisis of conscienc - leading to developing guilt later on

Present context

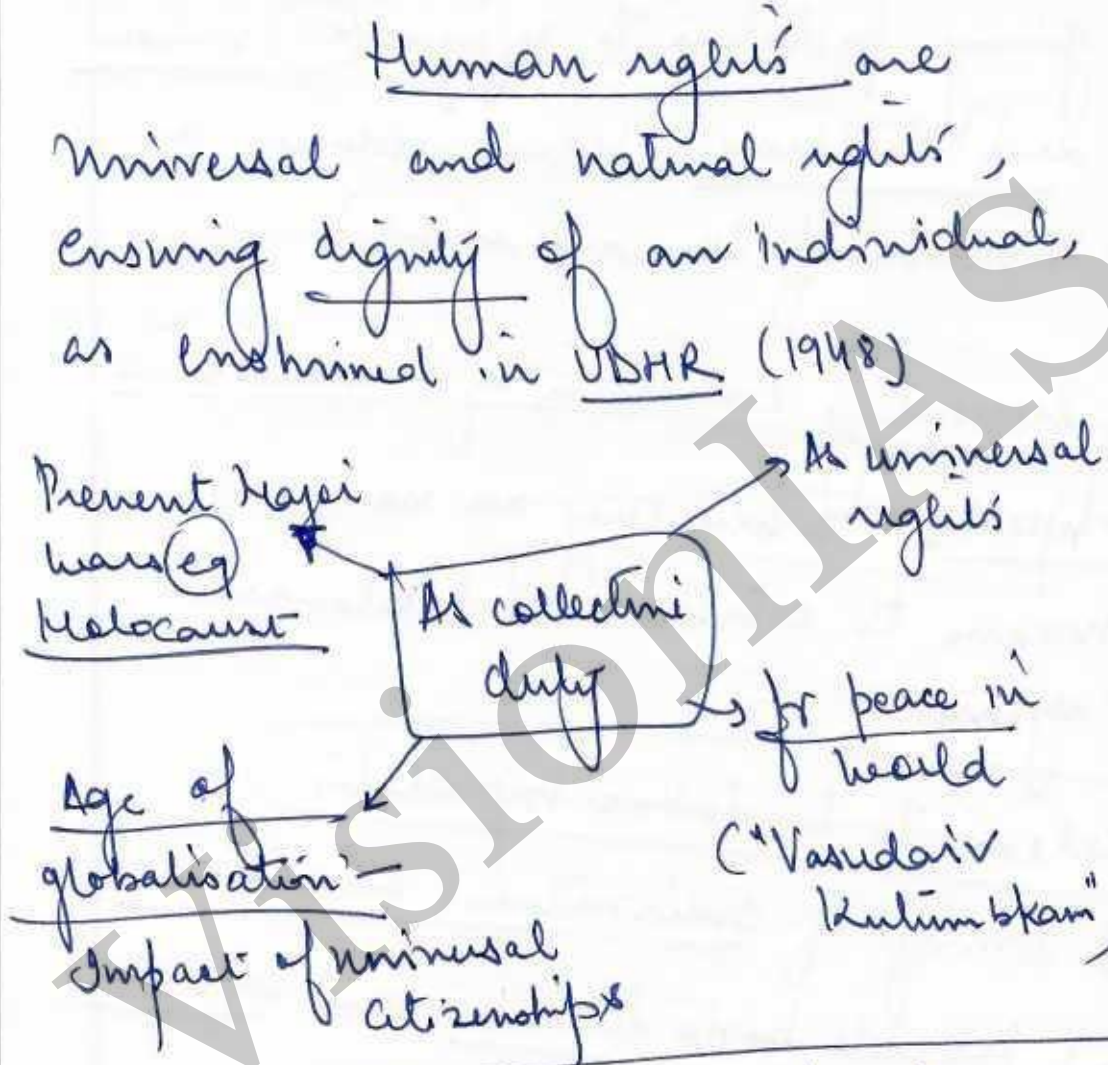
(1) For sustainable development - where Man is seen as steward of nature, rather than its owner.

(2) Use of innovation - for welfare of entire society @ generic Medicine and not for Profit

Thus, Altruism is rational as it is irrational not to help others, knowing you may need them no day (J. Kant)

4. (a) मानवाधिकारों और मानवीय मूल्यों को बनाए रखना वैश्विक समुदाय का सामूहिक कर्तव्य है। शरणार्थियों का संरक्षण सुनिश्चित करने में देशों के उत्तरदायित्वों के संदर्भ में इस कथन पर चर्चा कीजिए।

Upholding human rights and humanitarian values is a collective duty of the global community. Discuss this statement with reference to the responsibilities of States in ensuring the protection of refugees. (Answer in 150 words) 10



Responsibility in protection of refugees

- (1) Human dignity - which are part of human and natural rights
- (2) For perpetual peace - as demonstrated

by scholars (eg) J. Kant

(3) Reduce perpetration of violence - by
giving protection to refugees (eg) women
and children (sexual violence as
invasion of human right)

(4) Preventing conversion of humans ^{as} ~~and~~
objects - where they are used as
means to establish Totalitarian
regime

Measures to be taken by states

(1) Joining of International convention

(2) Provide basic facilities and safety

(3) lack of forced deportation

(4) Bilateral engagements - for indi-
vidual responsibility of nation

Thus, human rights need
to be uphold even of Refugees, who are exploited
even in their home state

4. (b) 21वीं सदी में भारत की प्रगति के लिए इसकी प्रशासनिक व्यवस्था में अंतर्निहित औपनिवेशिक विरासत से मुक्ति आवश्यक है। प्रचलित नौकरशाही कार्य संस्कृति के संदर्भ में चर्चा कीजिए।

India's progress in the 21st century requires overcoming the colonial legacy embedded in its administrative system. Discuss with reference to the prevailing bureaucratic work culture. (Answer in 150 words)

10

Bureaucratic work culture

is highly influenced by British legacy, which was supposed to be vanguard of democracy as per Nehru.

Prevailing Bureaucratic work culture

- (1) license Raj - leading to red Tapsism, hampering approval process and manufacturing output
- (2) Higher corruption - due to societal acceptance, where civil servants are seen as masters.
- (3) VIP culture - which leads to

hampering of socio-economic life,
promoting visibility of inequality

- (4) Anti Chair Bureaucracy - where
policies are framed without public
consultation.

Thus, need is to overcome the legacy

- (1) Use of Technology (eg) addressing
accountability (PRAGATI platform)
- (2) Public Participation - in policy framing
by feedback and grievance redressal
- (3) Decentralisation of Power (eg) Subsidiarity
Principle (2nd ARE)
- (4) Rising competition - by market
economy, reducing exclusivity (eg) LPG
reform
Thus, bureaucracy must
serve people, rather than its own
'interest'

5. (a) सामाजिक और धार्मिक सुधारों से संबंधित राजा राम मोहन राय के प्रगतिशील विचार समकालीन भारत में आज भी प्रासंगिक बने हुए हैं। चर्चा कीजिए।

Raja Ram Mohan Roy's progressive ideas on social and religious reforms continue to hold significance in contemporary India. Discuss. (Answer in 150 words) 10

Raja Ram Mohan Roy
is known as "father of Indian Renaissance", with reforms in the political, caste, religious, gender etc. Internationalism (West + East ideas)
Reforms
Against Idol and Brahmin worship
Against Untouchability
Abolition of Sati

Significance in contemporary India

(1) Social Reforms

(a) Women upliftment i.e. hardly any Sati and promotion of widow remarriage.

(b) Abolition of caste system - especially in urbanised India, by converting into class

(c) Reduced Brahmin dominance - where scientific education has seen expansion to all groups

(2) Religious Reforms :-

(a) Reduced Superstition - where rituals are overtaken by rationalism

(b) Priest dominance - reduced, with 'Janeva' (Sacred Thread) being a more individual choice

(c) Temple entry - by all castes, spearheaded by leaders (eg) Ambedkar

Thus, reforms initiated & need to be carried forward, with renewed energy as social practices (eg) Child Marriages remain prevalent

5. (b)

आप किस व्यवसायिक नेतृत्वकर्ता को सर्वाधिक प्रेरणादायक मानते हैं और उनकी जीवन यात्रा से आपने कौन से नैतिक मूल्य या नैतिक सबक सीखे हैं?

Which business leader do you find most inspiring, and what ethical values or moral lessons have you drawn from their life journey? (Answer in 150 words) 10

Business leaders inspire
the common man, amongst whom
stands tall as a leader, Ratan Tata

Ethical and Moral lessons

(1) Lack of benefit from Privilege -
where he belonged to elite family,
yet he prioritised others

(2) Public welfare - by philanthropy
acts and charity institutions
(More than 50% of his income)

(3) Prioritising Health and Socially
dignity of others (eg) opening
up of Tata Health centres for
Cancer patients at affordable rates

- (4) Promoting education - by investing in capacity building (eg) Tata Institute of Social Science
- (5) Sustainable development - by investing in innovative skills (eg) nano fellers, by Tata Chemicals
- (6) Healthy work culture (eg) in companies under Tata group evident in HR benefits after 26/11 Mumbai attack on Taj Hotel
- (7) Promoting small entrepreneurs (eg) supplying fish from SHG in Tata Hotel
- Thus, altruism and philanthropy inspires many, serving him as role model for future generation

6. (a) नागरिक चार्टर कोई अंतिम साध्य नहीं है बल्कि जवाबदेह और पारदर्शी शासन प्राप्त करने का एक साधन है। चर्चा कीजिए।

A Citizens' Charter is not an end goal but a tool to achieve accountable and transparent governance. Discuss. (Answer in 150 words)

10

Citizen's Charter refers to delineation of standards and business practices, for maintaining transparency and easy redressal of citizen grievances.

As tool for transparency and Accountability

- (1) Connect with citizens - by proactive information dissemination
- (2) Channels for communication - allowing for citizen participation in decision Making
- (3) Healthy work culture (eg) by

delineating its policies against
sexual harassment

(4) Addressing citizen grievances - by
providing toll free number and
adherence to fixed timeline (TAT)

(5) Uphold democracy - by mentioning
of representation for Marginalised
(eg) reservation policy

Loopholes → lack of updation
→ Common for all levels
→ Complex semantics
→ lack of citizen participation in
framing

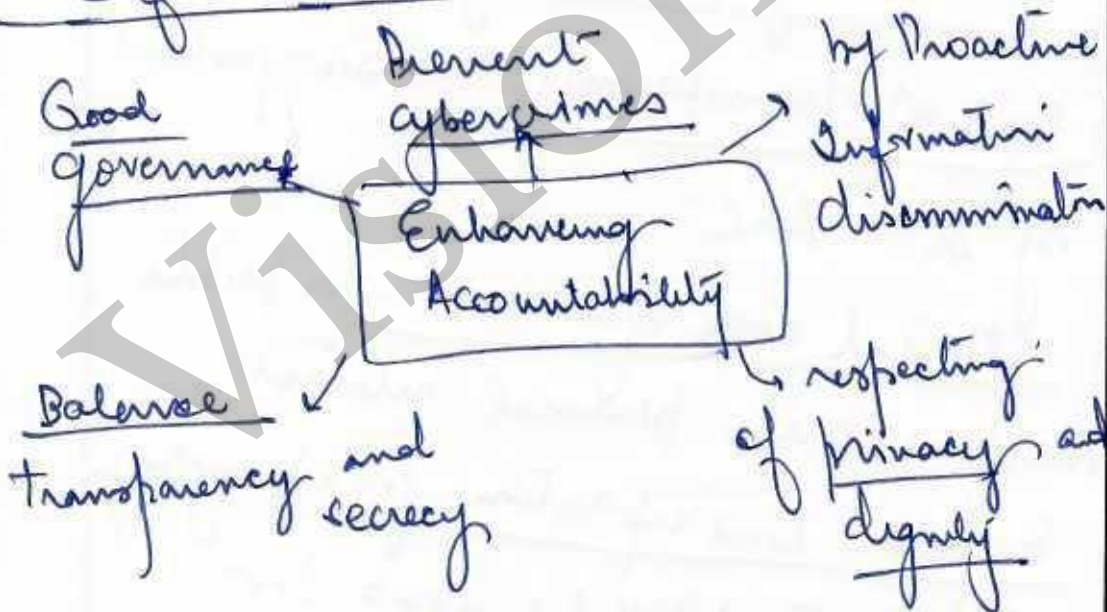
Thus, need is for better
transparency, regular updation and
focus on representative and participative
, ethical governance.

6. (b) सूचना का अधिकार (RTI) और निजता का अधिकार (RTP) संयुक्त रूप से सरकार की जवाबदेही में वृद्धि करते हैं, फिर भी जनहित को प्राथमिकता देकर उनके बीच होने वाले टकराव को संतुलित किया जा सकता है। चर्चा कीजिए।

The Right to Information (RTI) and the Right to Privacy (RTP) together enhance government accountability, yet their occasional conflicts can be balanced by prioritising public interest. Discuss. (Answer in 150 words)

10

RTI enforces transparency
while privacy (K. Puttaswamy case, 2017)
upholds human dignity, both necessary; but occasionally creating conflicts:



Occasional conflicts

(1) Ethical dilemma (eg) Transparency vs

- , national interest (eg) Julian Assange
(wikileaks) revealing US Military secrets
- (2) Oath of secrecy - by Ministers, using
it for higher confidentiality
- (3) Use of sedition laws - to reduce
information sharing on social media
(eg) by Academicians

Balanced by prioritising public interest

- (1) Oath of transparency - as suggested
by 2nd ARC
- (2) Ethical code of conduct - for public
welfare over personal interest
- (3) Regular law updation - for changing
situations (eg) DPDP Act, 2023 for
protection of personal data

Thus, need is for balance
for ethical governance and reduce conflicts &
dilemmas

खंड B / SECTION B

निम्नलिखित प्रश्नों में प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और फिर नीचे दिए गए प्रश्नों के उत्तर दीजिए

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

7. आप हरपुर जिले की जिला मजिस्ट्रेट सुश्री रेखा कपूर हैं। बीस वर्ष पहले, राज्य सरकार ने ईस्टर्न रिज रेलवे कॉरिडोर (ERRC) के निर्माण के लिए भूमि अधिग्रहण की अधिसूचना जारी की थी। यह एक प्रमुख अवसंरचना परियोजना थी जिसने बेहतर मालवाहन संपर्क और स्थानीय विकास का वादा किया था। 26 कस्बों में लगभग 1,800 हेक्टेयर भूमि अधिग्रहण हेतु अधिसूचित की गई थी, जिससे भूस्वामियों को आवासीय उपयोग के अतिरिक्त अपनी भूमि बेचने, गिरवी रखने या विकसित करने पर प्रतिबंध लगा दिया गया था।

हालांकि, पर्यावरणीय मंजूरी, वित्त पोषण में अंतराल और मार्ग पुनर्संरक्षण सहित बार-बार विलंब के कारण परियोजना कभी भी जमीन पर साकार नहीं हो सकी। प्रभावित लोग दो दशकों से अनिश्चितता में जीवन व्यतीत कर रहे हैं। उनकी भूमि विधिक रूप से जब्त है, जिससे उसकी कीमत काफी कम हो गई है और वे बैंक ऋण या पड़ोसी क्षेत्रों को मिलने वाले व्यावसायिक लाभ प्राप्त नहीं कर पा रहे हैं।

गत माह स्थिति और भी गंभीर हो गई है क्योंकि ऐसे समाचार आए हैं कि राज्य सरकार मूल रेलवे लाइन को समाप्त करने और 30 किलोमीटर दूर एक वैकल्पिक मार्ग तलाशने पर विचार कर रही है। इस समाचार के बाद भूस्वामियों ने बड़े पैमाने पर विरोध प्रदर्शन प्रारंभ कर दिया है, वे या तो अपनी भूमि की अधिसूचना रद्द करने या भूमि अधिग्रहण, पुनर्वासन और पुनर्व्यवस्थापन में उचित प्रतिकार और पारदर्शिता अधिकार (RFCTLARR) अधिनियम, 2013 के तहत पूर्ण अधिग्रहण की मांग कर रहे हैं, जो अधिक प्रतिकार और पुनर्वास लाभों की गारंटी देता है।

विरोध प्रदर्शन उग्र हो चुके हैं, घटना-प्रदर्शनों ने राष्ट्रीय राजमार्ग-48 को अवरुद्ध कर दिया है, जिसके परिणामस्वरूप एक घातक सड़क दुर्घटना हुई है। क्षेत्र में भावनाएं तीव्र हो चुकी हैं। इसी दौरान, आपके बरिष्ठ, संभागीय आयुक्त ने आपको अनौपचारिक रूप से चेतावनी दी है कि कैबिनेट शीघ्र ही इस परियोजना को पूर्णतः स्थगित कर सकती है और आपको ऐसा कोई भी कदम उठाने से बचने की सलाह दी है जिससे सरकार पर विनीय दायित्व बढ़ सकता है। आपको मुख्य सचिव से लोक व्यवस्था बनाए रखने और जब तक अत्यंत आवश्यक न हो, बल प्रयोग से बचने का निर्देश भी मिला है।

आप जानती हैं कि कई प्रभावित परिवारों में बजुर्ग नागरिक भी शामिल हैं जो वर्षों से न्याय की प्रतीक्षा कर रहे हैं और कुछ युवा क्षेत्र में अवसरों की कमी के कारण पलायन कर चुके हैं। आपके एसडीएम, जो इसी क्षेत्र से ही हैं, जनता के विरोध और सामाजिक दबाव का सामना कर रहे हैं।

अब आप एक जटिल नैतिक और प्रशासनिक संकट के समझ खड़ी हैं, जिसे तुरंत सुलझाना आवश्यक है।

- इस प्रकरण में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- इस स्थिति में प्रमुख हितधारकों और उनके परस्पर विरोधी हितों की पहचान कीजिए।
- जिला मजिस्ट्रेट के रूप में, प्रशासनिक विवेक और राजनीतिक निर्देशों के बीच संतुलन स्थापित करते हुए प्रभावित ग्रामीणों की चिंताओं का समाधान करने के लिए आपके पास क्या विकल्प उपलब्ध हैं?
- वर्तमान गतिरोध का नैतिक और वैध तरीके से समाधान करने के लिए आप क्या कदम उठाएंगे? अपने निर्णय का औचित्य सिद्ध कीजिए।

You are Ms. Rekha Kapoor, the District Magistrate of Harpur District. Twenty years ago, the state government issued a notification for land acquisition to construct the Eastern Ridge Railway Corridor (ERRC), a major infrastructure project that promised improved freight connectivity and local development. Approximately 1,800 hectares of land across 26 towns were notified for acquisition, restricting landowners from selling, mortgaging, or developing their land except for residential use.

However, due to repeated delays—including environmental clearances, funding gaps, and route realignments—the project never materialized on the ground. The affected people have been living under the shadow of uncertainty for two decades. Their land remains under a legal freeze, significantly depreciating its value and preventing them from availing bank loans or commercial benefits that neighboring areas enjoy.

The situation has become critical in last month as reports have emerged that the state government is considering scrapping the original railway alignment and exploring an alternate route 30 km away. This news has triggered mass protests by the landowners, who are demanding either de-notification of their land or full acquisition under the Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement (RFCTLARR) Act, 2013, which guarantees higher compensation and rehabilitation benefits.

Protests have turned aggressive, with sit-ins blocking National Highway-48, resulting in a fatal road accident. Emotions are running high in the region. Meanwhile, your superior, the Divisional Commissioner, has informally warned you that the cabinet may soon shelve the project altogether and advised you to avoid making any move that could trigger financial liability for the government. You have also received a directive from the Chief Secretary to maintain public order and avoid use of force unless absolutely necessary.

You are aware that many affected families include elderly citizens who have been waiting for justice for years, and some young people have migrated due to lack of opportunity in the area. Your SDM, who belongs to the same region, is facing public hostility and social pressure.

You are now faced with a complex ethical and administrative crisis that needs to be addressed urgently.

- What are the ethical issues involved in this case.
- Identify the principal stakeholders and the conflicting interests in this situation.
- As the District Magistrate, what options do you have to address the concerns of the affected villagers while balancing administrative prudence and political directions?
- What steps will you take to resolve the current deadlock in an ethical and lawful manner? Justify your decision. (Answer in 250 words) 20

This issue reflects the dilemma faced by locally displaced people, in wait for development

and rehabilitation, which has been facing administrative delays

(a) Ethical Issues

(1) Project delays - due to environment clearances and funding gap, raising uncertainty among locals

(2) Rehabilitation of victims - which has been facing delays, leading to Mass Protests

(3) Blocking of Highways - as part of opposition in aggressive manner, hampering connectivity

(4) Use of force - by government - for maintaining public order, further exacerbating issues

(5) loss of trust - of elderly and young
facing public hostility and social
pressure

(b) Key stakeholders and interests

(1) Dekha Kapoor (DM) - responsibility
of addressing concerns of locals
while maintaining order and public
trust

(2) Cabinet / state government - plan to
shelve the project and not increase
financial liability of government

(3) Landowners - trying to gain full
rehabilitation of land, waiting for
justice for years

(4) Chief secretary - to maintain public
order and avoid use of force

(5) SDM - Prevent ethical and administrative crisis and avoid socio-economic disruptions, due to blocking of highways

(C) Options Available as A.M

(1) Remove blockade using force
 Can restore public order But, against order of senior

(2) Communication with locals
 Justice delivery Promises But, difference of interest with government

(3) Request for timely Rehabilitation
 Can Amage locals But, can increase liability of state

(4) Resign or recuse from case
 Preventing ethical dilemma But, seen as cowardice Act

(d) Steps to resolve deadlock

- (1) Talk with civil society and leaders of local group - trying to win their confidence and taking their grievances to senior
- (2) Talk with locals in return to restore order and Normalcy
- (3) Senior Management - for timely rehabilitation
- (4) Communicate with cabinet - to address public grievance.

Thus, bureaucracy need to act as a mediator between government and public, for addressing grievances and ensure justice is delivered in fair manner, along with adequate national development and grassroots democracy.

8. आप एक ऐसे देश के विदेश सचिव हैं जो मानवाधिकारों और विधि के शासन को बनाए रखने के लिए गर्व महसूस करता है। हाल ही में, एक गंभीर घटना ने आपके देश को एक पड़ोसी देश के साथ राजनयिक संकट में डाल दिया है। यह देश एक महत्वपूर्ण आर्थिक साझेदार भी है।

आपके देश के तीन नागरिकों की, जो पड़ोसी देश में प्रवासी श्रमिक के रूप में कार्यरत थे, पुलिस हिरासत में संदिग्ध परिस्थितियों में मौत हो जाती है। मेजबान देश की शुरुआती रिपोर्टों में दावा किया गया है कि ये मौतें प्राकृतिक कारणों या गिरफ्तारी के दौरान प्रतिरोध के कारण हुईं। हालांकि, एक प्रतिष्ठित मानवाधिकार एनजीओ के लीक हुए आंतरिक दस्तावेज घोर लापरवाही, अत्यधिक बल प्रयोग और चिकित्सा सुविधा से वंचित करने की ओर इशारा करते हैं, जिनकी पुष्टि अन्य लौटने वाले नागरिकों के प्रत्यक्षदर्शी बयानों से भी होती है। वापस लाए गए शवों की स्थिति भी आधिकारिक बयान से मेल नहीं खाती है।

इस घटना ने व्यापक जन आक्रोश को उत्पन्न कर दिया है। पीड़ितों के परिवार विदेश मंत्रालय के बाहर विरोध प्रदर्शन कर रहे हैं और न्याय तथा पड़ोसी देश के विरुद्ध तत्काल कड़ी कार्रवाई की मांग कर रहे हैं। राष्ट्रीय मीडिया इस मामले को सनसनीखेज कवरेज दे रहा है, विदेशों में नागरिकों के साथ कथित दुर्व्यवहार के पिछले मामलों को प्रसारित कर रहा है और सरकार की कथित निष्क्रियता की आलोचना कर रहा है। विपक्षी दल इस मुद्दे का लाभ उठाकर सरकार को कमजोर और असंवेदनशील बता रहे हैं।

पड़ोसी देश का कहना है कि मृतक अशांति भड़काने में लिप्त थे और उसके द्वारा यह भी बताया गया है कि मृत्यु पहले से मौजूद स्वास्थ्य समस्याओं के कारण हुई। उसके राजदूत ने मीडिया की "भड़काऊ" कवरेज और सार्वजनिक प्रदर्शनों पर औपचारिक विरोध दर्ज कराया है और परोक्ष रूप से चेतावनी भी दी है कि यदि स्थिति बिगड़ती है तो इसके आर्थिक परिणाम हो सकते हैं।

यह पड़ोसी देश आपके देश के प्रमुख कृषि निर्यातों का सबसे बड़ा आयातक, एक प्रमुख निवेशक और क्षेत्रीय सुरक्षा बार्ताओं में एक रणनीतिक भागीदार है। किसी भी राजनयिक संबंधों में दरार का व्यापार, रोजगार और सीमा स्थिरता पर गंभीर प्रभाव पड़ सकता है। हालांकि, एक नरम कूटनीतिक रुख अपनाने को घरेलू स्तर पर राष्ट्रीय गरिमा और न्याय के साथ विश्वासघात माना जा सकता है, जिससे जनआक्रोश और भड़क सकता है।

विदेश मंत्री ने आपको एक व्यापक प्रतिक्रिया रणनीति तैयार करने का दायित्व सौंपा है।

- इस स्थिति में आपके सामने कौन-सी नैतिक दुविधाएं विद्यमान हैं?
- इस संकट से निपटने के लिए आपके पास कौन-से संभावित विकल्प उपलब्ध हैं?
- आप कौन-सा कदम उठाने की सलाह देंगे और क्यों? अपने उत्तर का औचित्य सिद्ध कीजिए।
- विदेश में अपने नागरिकों की बेहतर सुरक्षा और भविष्य में ऐसे राजनयिक संकटों का अधिक प्रभावी तरीके से प्रबंधन करने के लिए आप कौन-से संस्थागत सुधार या दीर्घकालिक उपाय सुझाएंगे?

You are the Foreign Secretary of a nation that takes pride in upholding human rights and the rule of law. Recently, a grave incident has plunged your country into a diplomatic crisis with a neighbouring state that is also a crucial economic partner.

Three citizens of your country, working as migrant labourers in the neighbouring nation, have died under suspicious circumstances while in police custody. Initial reports from the host country claim that the deaths were due to natural causes or resistance during arrest. However, leaked internal documents from a reputed human rights NGO, corroborated by eyewitness accounts of other returning citizens, point to gross negligence, excessive use of force, and denial of medical care. The condition of the bodies returned is also inconsistent with the official narrative.

This incident has triggered widespread public outrage. The families of the victims are holding protests outside the Foreign Ministry, demanding justice and immediate, strong action against the neighbouring country. National media outlets are running sensational coverage, recalling past cases of alleged mistreatment of citizens abroad and criticizing the government's perceived passivity. Opposition parties are capitalizing on the issue to label the government as weak and indifferent.

The neighbouring country maintains that the deceased individuals were involved in inciting unrest and insists the deaths were due to pre-existing health conditions. Its Ambassador has lodged a formal protest regarding the media's "inflammatory" coverage and the public demonstrations, indirectly warning of economic consequences if the situation escalates.

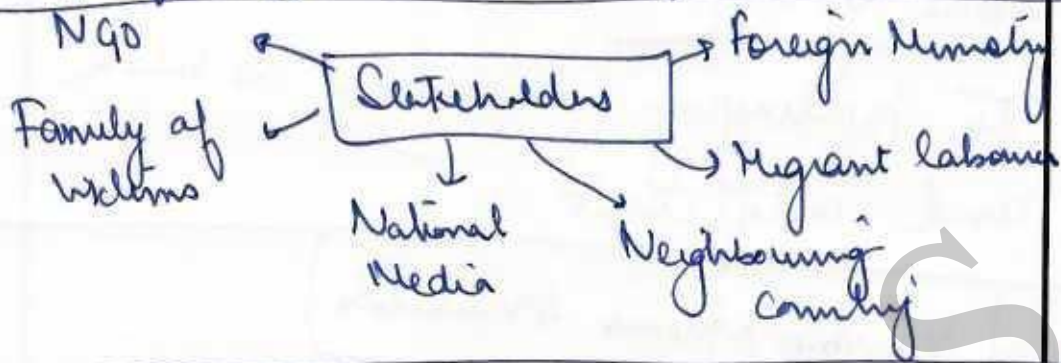
This neighbour is the largest importer of your country's key agricultural exports, a major investor, and a strategic partner in regional security dialogues. A diplomatic rupture could severely impact trade, employment, and border stability. However, adopting a soft diplomatic approach may be seen domestically as a betrayal of national dignity and justice, further aggravating public sentiment.

You have been tasked by the Foreign Minister to prepare a comprehensive response strategy.

- What are the ethical dilemmas you face in this situation?
 - What are the possible options available to you to manage the crisis?
 - Which course of action would you recommend and why? Justify your response.
 - What institutional reforms or long-term measures would you suggest to better protect your citizens abroad and manage such diplomatic crises more effectively in the future?
- (Answer in 250 words) 20

*This case represents
prioritising national interest and
trade relations with friendly neighb.*

are, conflicting with issue of human dignity of Indian diaspora



(a) ethical dilemma

(1) Border stability vs National dignity → where human rights adoption can lead to skirmishes on border

(2) Trade relations vs Justice - where seeking justice can hamper trade and exports

(3) Soft Power vs Aggressive Public sentiments - where inaction can spur emotions and lead to protest

(4) National Unity vs Capitalising on issue by opposition which can lead to portraying government as weak and indifferent

(b) Possible options Available

(1) Holding neighbour accountable and initiating inquiry
Can lead to justice But, can hamper interstate relations

(2) Soft diplomacy and forcibly dispersing crowd
Can maintain Trade relations But, can aggravate public sentiment

(3) Suspending trade, before justice is delivered
Limit protest But, can hamper income of exports and border stability

(c) Course of action recommended

- (1) Dispersing crowd - by engaging peacefully with leaders, with promise of talks
- (2) Meetings of Media and opposition - to prioritise national interest and represent ethical dilemma
- (3) Send diplomats - of higher post, to softly engage with neighbour, by requesting for justice delivery
- (4) Compensation - to family of victims by promising vigilance for safety of workers

Thus, Soft power should be prioritised before use of hard power, so that national interest is

balanced with human dignity

(1) Long Term Measures

(a) Bilateral Partnerships (eg) Migration & Mobility Partnership (eg) with Italy

(2) Centralised Portal (eg) emigration portal, for tracking of emigrants

(3) Embassy engagement - at regular intervals for addressing grievances

(eg) Promasi Bhartiya Dines

(4) Adherence of universal rights of human safety, before signing any trade deals

Thus, apart from economic growth, human safety is duty of a national government.

9. ट्रांसजेंडर समुदाय सदियों से भारत के सामाजिक ताने-बाने का एक अभिन्न अंग रहा है, लेकिन ऐतिहासिक रूप से इन्हें गरिमा और सामाजिक स्वीकृति से वंचित रखा गया है। भारत में, हिजड़ा शब्द का प्रयोग आमतौर पर उन ट्रांसजेंडर महिलाओं के लिए किया जाता है जिन्हें जन्म के समय पुरुष माना जाता है। पारंपरिक हिंदू प्रथाओं में इस समुदाय की मुख्यतः शुभ अवसरों, जैसे विवाह और जन्म समारोहों के दौरान उपस्थिति स्वीकार की जाती थी, जहां उनके आशीर्वाद को सौभाग्य लाने वाला माना जाता था।

हालांकि, 19वीं शताब्दी में ब्रिटिश औपनिवेशिक शासन के दौरान, इस समुदाय को व्यवस्थित रूप से अपराधी घोषित कर दिया गया था। औपनिवेशिक विधियों के तहत विपरीत लिंग के कपड़े पहनने जैसे कृत्यों को अपराध माना जाता था और बार-बार उल्लंघन करने पर प्रायः कारावास का दंड होता था। इस विधिक कलंक ने उनके सामाजिक बहिष्कार और उत्पीड़न को औपचारिक रूप दिया।

वर्तमान समय में, हालांकि विधिक अधिकार और संरक्षण प्रदान किया गया है, ट्रांसजेंडर समुदाय को व्यापक भेदभाव, सामाजिक बहिष्कार, गरीबी और हिंसा का सामना करना पड़ रहा है। विधिक रूप से "तीसरे लिंग" के रूप में मान्यता प्राप्त होने के बावजूद, कई लोग अभी भी मुख्यधारा के समाज में स्वीकृति के लिए संघर्ष करते हैं, शिक्षा, रोजगार, स्वास्थ्य सेवा और सार्वजनिक स्थानों में बाधाओं का सामना करते हैं।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- जीवन के विभिन्न चरणों में ट्रांसजेंडर व्यक्तियों द्वारा सामना की जाने वाली प्रमुख चुनौतियां क्या हैं?
- कई प्रगतिशील विधियों और कल्याणकारी योजनाओं के बावजूद, भारत में ट्रांसजेंडर व्यक्तियों के विरुद्ध सामाजिक भेदभाव क्यों बना हुआ है?

The transgender community has existed as an integral part of India's social fabric for centuries but has historically been denied dignity and social acceptance. In India, the term Hijra commonly refers to transgender women assigned male at birth. Traditional Hindu practices acknowledged the community's presence mainly during auspicious occasions, like weddings and childbirth ceremonies, where their blessings were considered to bring good fortune.

However, during British colonial rule in the 19th century, this community was systematically criminalized. Acts like cross-dressing were deemed offences under colonial laws, and repeated violations often resulted in imprisonment. This legal stigma formalized their social exclusion and oppression.

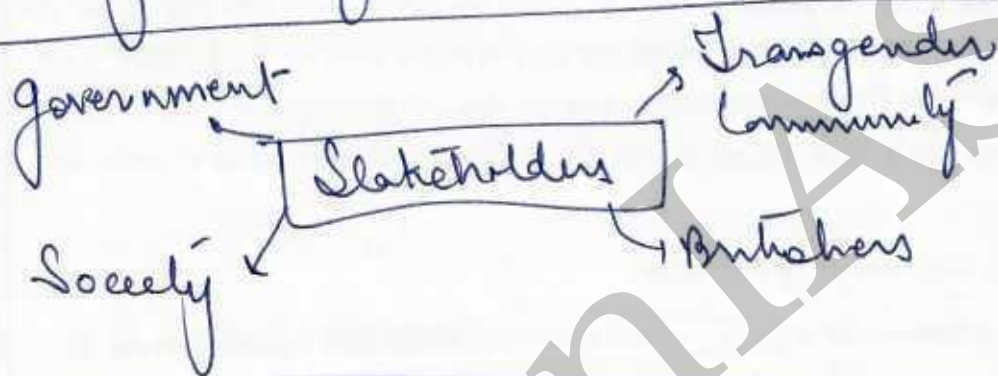
In contemporary times, though legal rights and protections have been introduced, the transgender community continues to face widespread discrimination, social exclusion, poverty, and violence. Despite being legally recognised as the "third gender," many still struggle for acceptance in mainstream society, facing barriers in education, employment, healthcare, and public spaces.

In this context, answer the following:

- What are the key challenges faced by transgender individuals at different stages of life.
- Despite several progressive laws and welfare schemes, why does social discrimination against transgender persons persist in India? (Answer in 250 words)

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This case highlight the discrimination faced by transgender due to exclusion from Mainstream society, owing to British legacy

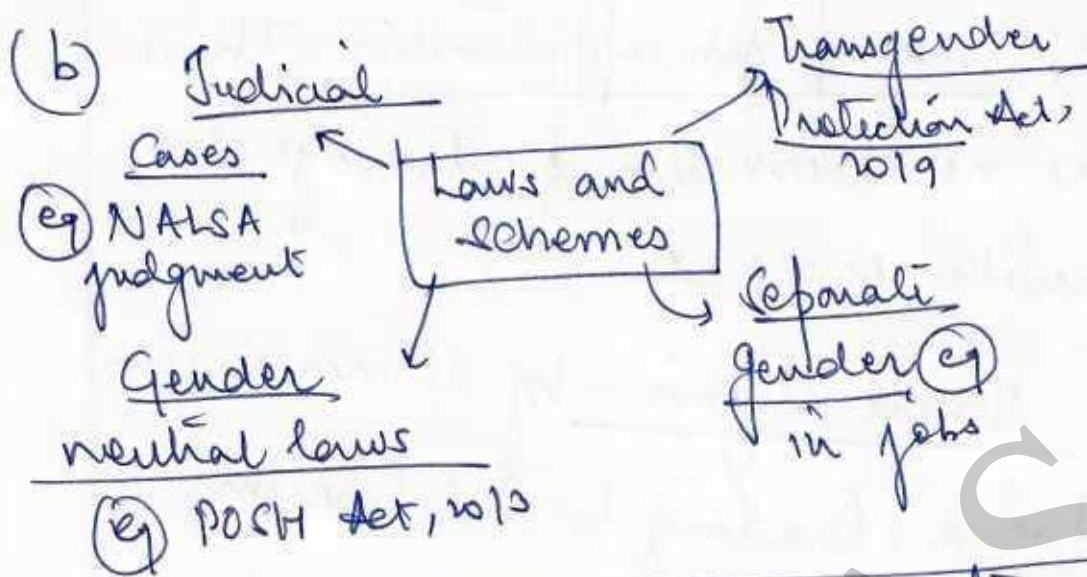


(a) Key challenges faced by transgender

(1) Social exclusion - from Mainstream Society (a) only 1-2% living with their parents

(2) Lack of education - who are not admitted to schools, with normal children.

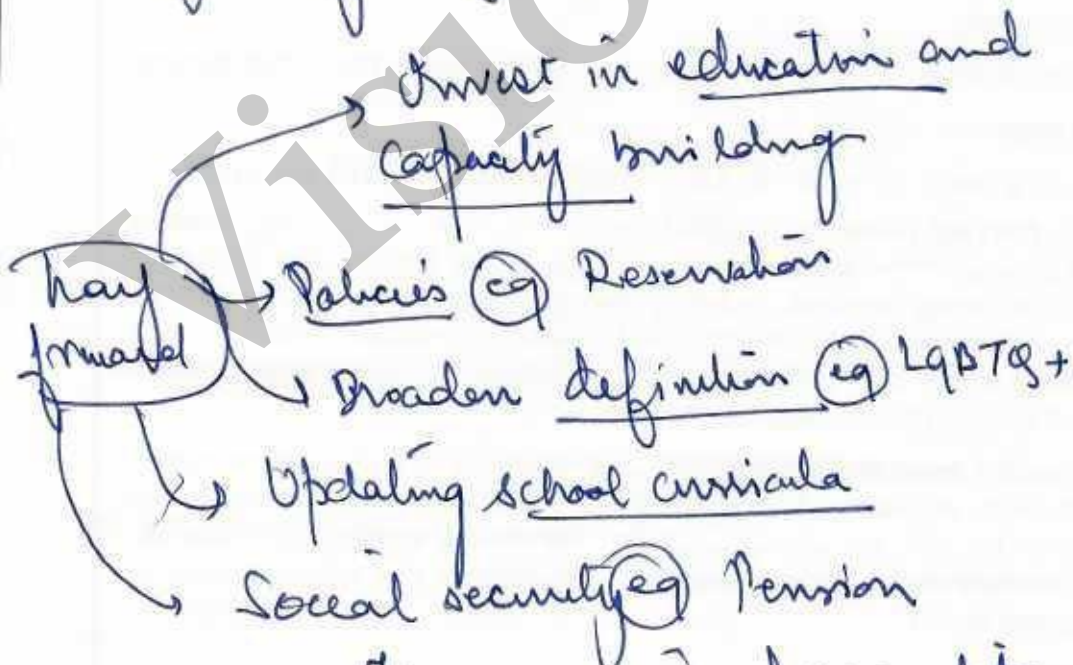
- (3) Lack of job opportunities - There is no reservation for transgender, unlike SC, ST, OBC
- (4) Social stigma - by discrimination faced, leading to isolationism and depression
- (5) Lack of representation - in political sphere, leading to death of equal laws
- (6) Sexual violence - where they are trafficked for prostitution and for criminal activities
- (7) Scarcity of health facilities - where hormone replacement and gender assignment therapies are very costly



Persistence of social discrimination

- (1) Lack of Awareness - of general public, regarding grassroots issues
- (2) Fusion of Identities - where LGBTQ+ group is merged with trans-gender identity
- (3) Lack of policy Implementation
i.e. Irregular meetings of committee under TAA, 2019

- (4) lack of sensitisation - among trans gender, of government schemes
- (5) lack of education - i.e. children unaware of any such condition
- (6) lack of capability - Making them unable to attain respectable jobs
- (7) Seen as westernised concept - by granting of equal status



Thus, need is for equality, to bring developed nation in true sense.

10.

आप एक एडटेक कंपनी के CEO और संस्थापक हैं, जो कुछ गलत अधिग्रहण निर्णयों के बाद वर्तमान में भारी वित्तीय दबाव का सामना कर रही है। आपके निवेशक लाभप्रदता बहाल करने के लिए बड़े पैमाने पर छंटनी सहित लागत में कटौती के महत्वपूर्ण उपायों की मांग कर रहे हैं। उन्होंने यह भी सुझाव दिया है कि ऐसे कदम कंपनी की वित्तीय स्थिति को अधिक आकर्षक बनाएंगे और संभावित रूप से नए निवेश के अवसर देंगे, जो कि मौजूदा अस्थिर बाजार परिवेश में, जहां वित्तपोषण के अवसर घट रहे हैं, अत्यंत महत्वपूर्ण हैं।

हालांकि, आप जानते हैं कि अचानक छंटनी कर्मचारियों के मनोबल पर नकारात्मक प्रभाव डाल सकती है तथा उत्पादकता और कंपनी की दीर्घकालिक प्रतिष्ठा को हानि पहुंचा सकती है। पहले से ही, अंधाधुंध छंटनी की अफवाहें फैल रही हैं, जिससे चिंता उत्पन्न हो रही है और टीम की एकजुटता कम हो रही है। यद्यपि आपने निवेशकों के सामने इन चिंताओं को व्यक्त किया है, फिर भी वे छंटनी जारी रखने पर अड़े हुए हैं।

इस संदर्भ में:

(a) इस स्थिति में विद्यमान प्रमुख हितधारकों की पहचान कीजिए और प्रमुख नैतिक मुद्दों की रूपरेखा प्रस्तुत कीजिए।

(b) आपकी मानव संसाधन टीम ने चार विकल्प सुझाए हैं। प्रत्येक विकल्प की लाभ और हानियों पर चर्चा करके उसका विश्लेषण कीजिए :

(i) छंटनी लागू करने से पहले शीर्ष प्रदर्शन करने वाले कर्मचारियों को उनके पद सुरक्षित करके बनाए रखें।

(ii) छंटनी किए गए कर्मचारियों को अंशकालिक भूमिकाएं या अनुबंधन प्रदान करना।

(iii) निवेशकों के निर्देशों के अनुसार छंटनी को पूर्ण रूप से लागू करना और इसके परिणामों का प्रबंधन निवेशकों पर छोड़ देना।

(iv) कर्मचारियों की छंटनी की प्रक्रिया के दौरान निष्पक्षता सुनिश्चित करने के लिए पारदर्शी संवाद पर ध्यान केंद्रित करना।

(c) इन विकल्पों के अलावा, एक संतुलित और नैतिक कार्यवाही का प्रस्ताव सुझाएं जिसे आप अपनाएंगे।

You are the CEO and founder of an edTech company currently facing intense financial pressure following a few poor acquisition decisions. Your investors are demanding significant cost-cutting measures, including mass downsizing, to restore profitability. They have also suggested that such steps would enhance the company's financial appeal and potentially unlock new investment, which is crucial in the current unstable market environment with declining funding opportunities.

However, you are aware that abrupt layoffs could negatively impact employee morale, harm productivity, and damage the company's long-term reputation. Already, rumours of indiscriminate job cuts are spreading, creating anxiety and eroding team cohesion. Although you have expressed these concerns to the investors, they remain insistent on proceeding with layoffs.

In this context:

(a) Identify the major stakeholders in this situation and outline the key ethical issues.

(b) Your HR team has suggested four options. Analyse each by discussing its advantages and disadvantages:

- (i) Retain top performers by securing their positions before implementing layoffs.
 (ii) Offer part-time roles or retainerships to laid-off employees.
 (iii) Execute layoffs fully as per investor directives and let investors manage the fallout.
 (iv) Focus on transparent communication to ensure perceived fairness during downsizing.
 (c) Beyond these options, propose a balanced and ethical course of action you would adopt. (Answer in 250 words)

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This issue represents
 dilemma of profitability, while
 maintaining trust among employees
 and productivity

(a) Major stakeholders & Ethical Issues

(1) CEO and founder - of edTech company
 both responsibility of maintaining
profitability, while maintaining
employee morale and reputation

(2) Investors - demanding cost cutting
 measures, by downsizing, which can
 promote new funding opportunities

(3) Employee - who are aware of fear

of layoffs, hampering Morale and
Productivity, increasing anxiety
and eroding Team Cohesion

(4) Company - long term damage to
reputation by layoff and can incur
loss if ~~is~~ not done

(b) (i) Retain Top Performs

Advantages

- (1) Benefit Profitability
- (2) Increase Productivity
- (3) Attract Investment

Disadvantages

- (1) Can create factionalism
- (2) Decrease Morale of employees
- (3) Reduce team cohesion

(ii) Part time roles to laid off

Advantages

- (1) Increase Productivity
- (2) Profitable option
- (3) Reduced Anxiety

Disadvantages

- (1) No guarantee of profit
- (2) Against Investors Recommendation
- (3) Demand for Permanence

(iii) Layoff as per Investor directives

Advantages

- (1) Profitability
- (2) New Investment
- (3) Increase finance Appeal

Disadvantages

- (1) Impact employee Morale
- (2) Harm Productivity
- (3) Damage Reputation

(iv) Transparent Communication for fairness

Advantages

- (1) Reduce rumours
- (2) Address Anxiety
- (3) Merit based fair decision

Disadvantages

- (1) Raise protests
- (2) Harm Productivity
- (3) loss of reputation

(c) Course of Action

(1) Communication with employees -

regarding the decision of investors and point out dilemma faced

(2) Promote Merit based layoffs - kept

to a Minimum

- (3) Alternative options i.e. reducing salary of all, for temporary period, by communication
- (4) Addressing Investor concerns - by promising for raising profitability using increasing productivity
- (5) Social security Measures - in future, for laid off employees

Thus, need is to balance demands of investors and maintaining profitability, but priority must be given to public and employee welfare, which can only ensure long term sustainability of company.

11.

आप नागर विमानन महानिदेशालय (DGCA) में एक विमानन प्रमाणन अधिकारी (एयरवर्थनेस ऑफिसर) के रूप में कार्यरत हैं और देश की एक प्रमुख एयरलाइन का सुरक्षा अंकेक्षण करने के लिए उत्तरदायी हैं। अपने अंकेक्षण के दौरान, आप देखते हैं कि एयरलाइन द्वारा परिचालित कुछ विमान अंतर्राष्ट्रीय नागर विमानन संगठन (ICAO) के कुछ सुरक्षा मानकों पर खरे नहीं उतरते हैं। ये कमियां मामूली हैं, लेकिन इनमें अधूरे विमान अनुरक्षण लॉग और चालक दल की प्रशिक्षण प्रक्रियाओं में कमियां शामिल हैं।

एयरलाइन का स्वामित्व एक बेहद प्रभावशाली व्यावसायिक समूह के पास है, जिसे उसकी नैतिक छवि और राजनीतिक संपर्कों के लिए जाना जाता है। एयरलाइन का प्रतिनिधि आपको आश्वासन देता है कि इन छोटी-मोटी कमियों को कुछ माह के भीतर ठीक कर लिया जाएगा। इसके अलावा, आपके बरिष्ठ आपको अंतिम रिपोर्ट में इन छोटी-मोटी बातों को अनदेखा करने और कंपनी की अच्छी प्रतिष्ठा तथा समय पर सुधारात्मक कार्रवाई के आश्वासन को ध्यान में रखने का परामर्श देता है।

हालांकि, आप इस तथ्य से अवगत हैं कि विमानन सुरक्षा प्रोटोकॉल मानव जीवन की सुरक्षा के लिए बनाए गए हैं और छोटी-मोटी चूक भी गंभीर परिणाम दे सकती है। आपको बाहरी दबावों का सामना करते हुए पेशेवर सत्यनिष्ठा और सार्वजनिक सुरक्षा को बनाए रखने का कर्तव्य निभाना होगा।

इस स्थिति में, निम्नलिखित प्रश्नों के उत्तर दीजिए :

- आपके द्वारा सामना की जाने वाली नैतिक दुविधाओं पर चर्चा कीजिए।
- आपके पास कौन-कौन से विकल्प उपलब्ध हैं? प्रत्येक के पक्ष-विपक्ष का मूल्यांकन कीजिए तथा बताइए कि आप कौन-सा विकल्प चुनेंगे और क्यों।

You are working as an Airworthiness Officer with the Directorate General of Civil Aviation (DGCA) and are responsible for conducting the safety audit of one of the country's leading airlines. During the course of your audit, you observe that a few aircraft operated by the airline fall short of certain International Civil Aviation Organization (ICAO) safety standards. These lapses are minor but include incomplete aircraft maintenance logs and shortcomings in crew training procedures.

The airline is owned by a highly influential business group known for its ethical track record and close political connections. The airline's representative assures you that these minor deficiencies will be corrected within a few months. Furthermore, your senior subtly advises you to ignore these small issues in the final report, highlighting the company's good reputation and timely assurance of corrective action.

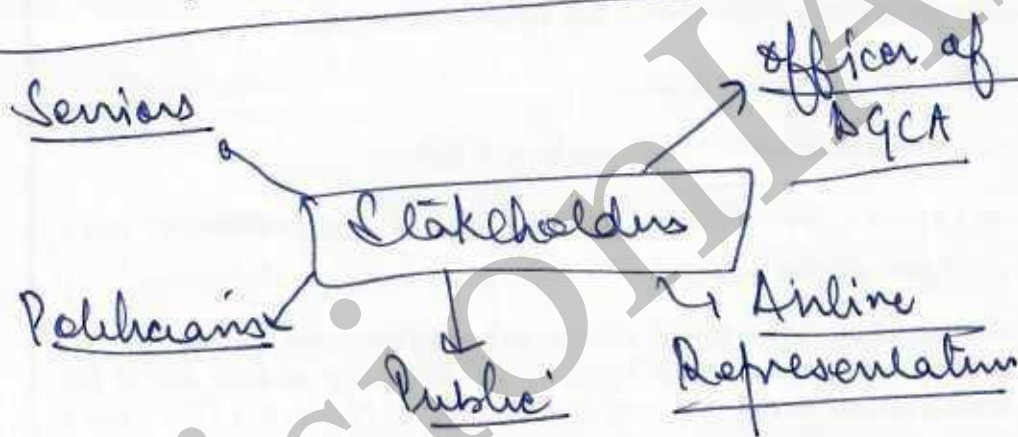
However, you are mindful of the fact that aviation safety protocols are designed to safeguard human life and even minor lapses can lead to serious consequences. You are faced with the duty of upholding professional integrity and public safety while navigating external pressures.

In this situation, answer the following:

- Discuss the ethical dilemmas you face.
- What are the options available to you? Evaluate the pros and cons of each, and explain which one you would choose and why. (Answer in 250 words)

20

This issue highlights
the issue of airline safety for
safeguarding human lives, as
was highlighted in recent Ahmedabad
Aircraft accident,



(a) Ethical Dilemma faced

(1) Professional Integrity vs Public

Safety - with seniors recommending
against highlighting issue of
passenger safety.

(2) External pressure vs public
Welfare - where pressure by senior
interfere with performance of public
service duty

(3) Political connections vs Impartiality
- with Airline operation closeness with
politician resulting in reduced non-
partisanship and lack of unbiasedness

(4) Company's reputation vs Adhering
to duty - ignoring small issues can
largely cause safety consequences, while
preventing company's image

(b) Options Available

(1) Statis quo i.e. neglect small issues
- by adhering to orders of senior

Pros

- (1) Hold company Reputation
- (2) Maintain ethical Track record
- (3) Professional Integrity

Cons

- (1) Hamper Public Safety
- (2) Political-corporate Nexus
- (3) Against work ethics

(2) Report delineating lapsesPros

- (1) Preserve public Safety
- (2) Decrease partiality
- (3) Public trust

Cons

- (1) Hamper company Reputation
- (2) Against order of senior - ∴
Hamper job security

(3) Communication with Airline →
by correcting lapses, by meanwhile
stationing airplanes and not
allowing operation Temporarily

- | <u>Pros</u> | <u>Cons</u> |
|-------------------------------------------------------------------------|-----------------------------------------------------|
| (a) Priority of Public safety | (a) Hampers company reputation |
| (b) Adhering to ethical standards i.e. no biasness (objective decision) | (b) Can lead to job loss - as against senior orders |

I would choose the 3rd option, where airlines are not allowed to function unless discrepancies are resolved.

This would ensure priority of public safety and safeguard human life. Despite loss of reputation, it can act as deterrent for other operators as well, increasing public trust and credibility, without priority to personal career growth.

12.

श्री X एक अरबपति उद्योगपति है जो बीमा, ऊर्जा उत्पादन एवं वितरण और विनिर्माण क्षेत्र से जुड़े एक बड़े समूह का नेतृत्व करता है। वह वैश्विक स्तर पर एक परोपकारी व्यक्ति के रूप में प्रतिष्ठित है। हालांकि, हाल ही में शेयरधारकों की एक बैठक के दौरान, श्री X ने जलवायु परिवर्तन और विविधता एवं समावेशन से संबंधित कंपनी की नीतियों और कार्रवाइयों को सार्वजनिक रूप से साझा करने के प्रस्ताव को अस्वीकार कर दिया।

पर्यावरणीय उत्तरदायित्व और कार्यस्थल विविधता पर बढ़ते वैश्विक ध्यान के साथ, कई प्रमुख निगमों ने सार्वजनिक रूप से इन नैतिक चिंताओं को अपनी मुख्य व्यावसायिक रणनीतियों में शामिल करने की प्रतिबद्धता जताई है। उद्योग विश्लेषकों ने चिंता जताई है कि श्री X का निर्णय उभरते व्यावसायिक मानदंडों से अलग को दर्शाता है और चेतावनी दी है कि जलवायु परिवर्तन की अनदेखी उनके व्यवसाय को प्रणालीगत जोखिमों के प्रति संवेदनशील बना सकती है।

पर्यावरणीय संधारणीयता और समावेशी कार्यस्थलों के महत्व को स्वीकार करने के बावजूद, श्री X ने औपचारिक प्रकटीकरण के विरुद्ध अपनी स्थिति बनाए रखी, यह तर्क देते हुए कि शेयरधारकों का लाभ किसी भी व्यावसायिक उद्यम का सबसे महत्वपूर्ण उद्देश्य है और सामाजिक सरोकार द्वितीयक हैं।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- आधुनिक व्यवसायों के लिए जलवायु परिवर्तन से संबंधित रणनीतियां अपनाना और विविधता एवं समावेशन को बढ़ावा देना क्यों महत्वपूर्ण है? उदाहरणों सहित चर्चा कीजिए।
- क्या आपको लगता है कि व्यवसायों को शेयरधारकों के लाभ को अधिकतम करने की तुलना में सामाजिक-पर्यावरणीय उत्तरदायित्वों को प्राथमिकता देनी चाहिए? अपना तर्क प्रस्तुत कीजिए।
- कंपनियों लाभ अर्जन के लक्ष्यों को नैतिक और संधारणीय व्यावसायिक प्रथाओं के साथ कैसे संरेखित कर सकती हैं?

Mr. X is a billionaire industrialist heading a large conglomerate involved in insurance, energy production and distribution, and manufacturing. He enjoys a global reputation as a philanthropist. However, during a recent shareholder meeting, Mr. X rejected a proposal to disclose the company's policies and actions concerning climate change and diversity and inclusion.

With rising global attention on environmental responsibility and workplace diversity, many leading corporations have publicly committed to integrating these ethical concerns into their core business strategies. Industry analysts have raised concerns that Mr. X's decision reflects a disconnect from emerging business norms and warn that ignoring climate change could expose his businesses to systemic risks.

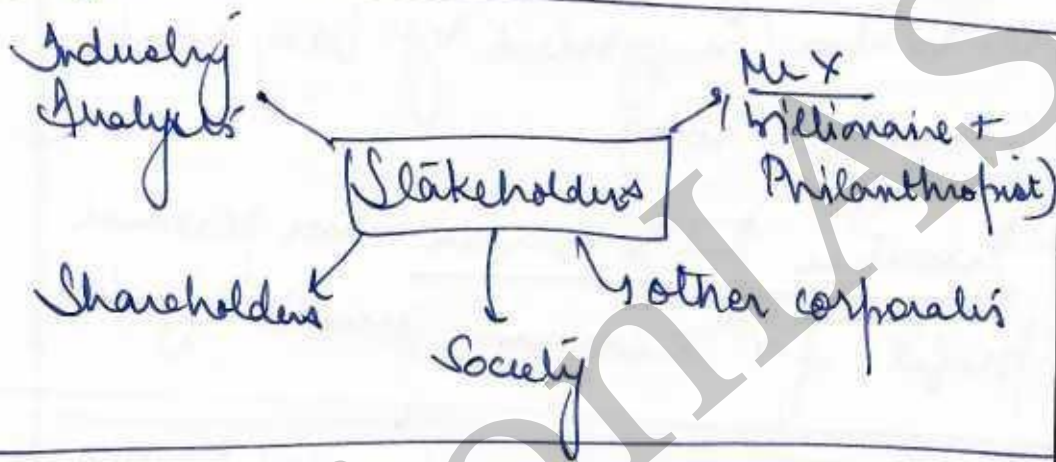
Despite acknowledging the significance of environmental sustainability and inclusive workplaces, Mr. X maintained his position against formal disclosure, arguing that shareholder profit remains the foremost objective of any business enterprise, and social concerns are secondary.

In this context, answer the following questions:

- Why is it important for modern businesses to adopt strategies addressing climate change and promoting diversity and inclusion? Discuss with examples.
- Do you think businesses should prioritise socio-environmental responsibilities over maximising shareholder profits? Present your reasoning.
- How can companies align profit-making goals with ethical and sustainable business practices? (Answer in 250 words)

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This issue raises
issue of Secrecy and avoiding
information sharing, which stands
against good corporate governance



(a) Importance for addressing climate
change and promote diversity, inclusion

(1) Reduce Inequality - so that
Marginalised sections are equally
uplifted \therefore Inclusive growth

(2) Sustainable development - for
balancing growth and environment.
protection

(3) Maximalist Approach - i.e. by acting as trustees for inclusive growth (eg) CSR activities

(4) Increasing Representation (eg) women reservation (suggested by Vday Katak Committee, 2017)

(5) Prioritise Public welfare over personal profit, for economic growth of nation

(b) Socio-environment responsibility over Shareholder profit - Yes

(1) Individual as embedded self - within a societal framework and not as atomistic man

(2) Equality in society - has own interest, by increasing purchasing power, increase future profit.

(3) Reduced protests - due to rise
in difference in haves and have-nots

(eg) Mao's Revolution

(4) Uphold Democracy - where wealth
of few is used for benefit of
all

(5) Proportional justice - where society
functions on principle of treating
equals equally and unequals unequally

(6) Reduced concentration of wealth
prioritising needs over wants
(Gandhi's)

(c) Alignment of Profit with ethics
and sustainability :-

(1) Philanthropy (eg) Tata Trust

and Azim Premji

- (2) Legal compulsions (eg) CSR mandatory under Companies Act, 2013 (Sec. 135)
 - (3) Progressive Taxation - leading to equal distribution of benefits
 - (4) Impact bonds - by shareholder investment in bonds, which invest in socio-economic and environmental activities
 - (5) Sustainable Infrastructure (eg) Green spaces, green building codes.
- Thus, public welfare
can be ensured without reducing
of profit, by focussing on least
advantageous for an equitable and
sustainable society.