



VISION IAS

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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	SHAH MARCI		
Medium Hindi/Eng.	ENGLISH	Registration Number	141788
Center		Date	5/9/22

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

- 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)।
- There are **TWELVE** questions printed in **ENGLISH & HINDI**
इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी 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 (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।
- 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।

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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.

VisionIAS

All the Best

SECTION - A

1. (a) Explain why altruism constitutes one of the core values in public life. In this regard, suggest some measures to foster altruistic behaviour in public services. (150 words) 10

स्पष्ट कीजिए कि परोपकारिता सार्वजनिक जीवन में प्रमुख मूल्यों में से एक क्यों है। इस संबंध में लोक सेवाओं में परोपकारी व्यवहार को बढ़ावा देने के लिए कुछ उपायों का सुझाव दीजिए।

Altruism refers to the philosophy of doing acts in the interest of others even at the cost of oneself.

• Importance of altruism :-

- ① It creates an atmosphere of selflessness & the 'joy of giving'. eg. Raja Ram Mohan Roy advocated for reforms despite facing the societal wrath & ostracization.
- ② It sets a good precedent for the fellow citizens & is a mark of strong leadership. eg. Gandhiji gave up clothes & wore a dhoti only to feel the conditions of poor.
- ③ It fosters other core values like dedication,

commitment, spirit of service, etc. eg. An IAS officer in Umrui district removed AC from his office & shifted it to Nutritional Rehabilitation Centre to protect malnourished children from the heat.

• Measures to foster altruistic behavior :-

① Reward :- Rewarding the altruistic acts by monetary means or social recognition.
eg. Bal Veerā Puraskar

② Social capital (Punam) :- Measures like social gatherings or festivals, mass donation campaigns etc. to improve social capital & create a feeling of responsibility towards society.

③ Thus, altruism can help channelize the ~~energy~~ of inner goodness of public outwards ensuring better service delivery to citizens.

1. (b) Certain actions can be right even though they do not maximize good consequences, for the rightness of such actions consists in their representing certain norms. Discuss with examples. (150 words) 10

कुछ कार्य सही हो सकते हैं, भले ही वे अच्छे परिणामों को अधिकतम न करें, क्योंकि ऐसे कार्यों का औचित्य उनमें शामिल कुछ मानदंडों में निहित होते हैं। उदाहरणों के साथ चर्चा कीजिए।

Utilitarianism focuses on "maximum good for maximum people", however the virtue approach focuses on "means rather than ends" to determine the rightness of an action.

- Right actions despite not maximizing good :-
- ① Strengthening collective conscience & highlighting the important values in society. eg. Capital punishment for heinous crimes, despite leading to death.
- ② Promoting values of equality : eg. Preventing displacement of tribes for development projects
- ③ Adherence to correct means & preventing

setting a wrong precedent - eg. Suspension of Civil Disobedience Movement due to Chauri-Chaura to prevent violence in freedom struggle.

④ Protecting rights of both humans as well as nature & practice ethics of care & justice. eg. Avoiding a nuclear plant near a protected area

• Utilitarianism - not always bad :-

① Helps in maximising the benefits, sometimes necessary. eg. Rehabilitation of illegal migrants by sending them back to protect rights of citizens.

Thus, the ethicality of actions can be gauged by different means, however focus should be on ethical means to give impetus to an ethical society.

2. (a) With the help of appropriate examples, discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force. (150 words) 10

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

Police system in India, though a purely administrative system also has to follow the ethical norms laid by society.

• Ethical challenges in policing :-

① Use of violence: The means for obtaining the truth from accused range from interrogation to extreme violent measures. eg. 3rd degree torture

② Corruption :- Police system from top-to-bottom is marred with corrupt practices.

③ Trust-deficit :- Police system faces a trust deficit of people due to untoward incidents. eg. Hyderabad custodial rape, Custodial deaths, etc.

④ Conflict of interest :- eg. A police officer handling the murder case where his son/brother is the accused.

⑤ | Equality :- Police sometimes fail to treat all citizens equally. eg. Non-registration of FIRs of SCs against the dominant caste

• Reasons for corruption in police force :-

① | Historical cause :- Colonial legacy of unchallenged authority allows corruption.

② | Economic cause :- Poor remuneration & high cost of living, especially among lower-rank officials like constable, etc.

③ | Power Asymmetry :- Between police & citizens put citizens at the mercy of police.

④ | Societal acceptance :- Broadly, corruption is accepted as the norm & not protected against.

The police force being a significant part of the society must respect ethical codes to ensure an overall ethical society, by following recommendations of 2nd ARC.

2. (b) A right combination of spirit and structure is integral to ethical corporate governance. Discuss. (150 words) 10

भावना और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नेंस का अभिन्न अंग होता है। चर्चा कीजिए।

Recent issues of privacy & accountability of social media sites like Facebook, collapse of IL & FS, PNB bank, highlight the need for ethical corporate governance.

• Importance of spirit :-

① Respect towards stakeholders :- Shift from 'shareholder' to 'stakeholder capitalism' taking into account interests of consumers, investors as well as the larger society. eg. Philanthropy by Bill Gates

② Respect towards environment :- To embark on sustainable economic growth. eg. CSR activities for ecological conservation like plantation drives

③ Transparency :- In operation avoiding Conflict of Interest, personal gain, building a strong internal mechanism to check malpractices.

• Importance of structure :-

- ① Work culture :- Should be conducive to innovation, proactive in approach.
- ② Leadership :- Should be ethical & fairly chosen without favoritism, nepotism, etc.
eg. Twitter CEO Pargy Agrawal who replaced Jack Dorrey, the founder ~~for~~ by his skills.
- ③ Code of Conduct :- Should be in line with company's vision & given due importance.
- ④ Flexibility :- No strict hierarchy but more informal & interpersonal relations to improve company's growth.

Thus, ^{right} spirit & structure is integral for integration of "people, planet & profit" through ethical corporate governance.

3. (a) It is not only public servants, but also the common citizens who play a key role in institutionalising high standards of ethical conduct and good governance. Elaborate. (150 words) 10

न केवल लोक सेवक, बल्कि आम नागरिक भी नैतिक आचरण और सुशासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। सविस्तार वर्णन कीजिए।

Public institutions & organizations are a reflection of the larger society & their ethical standards.

• Role of citizens in ethical conduct :-

① Determinations of ethics :- Citizens play a large role in determining & even updating the ethics of larger society. eg. Opinion about women's education turned from ~~pos~~ negative to positive

② Practice of ethics :- Despite code of ethics, certain laws & rules, citizens determine its effectiveness through practice. eg. Law allows inter-caste marriages, however it is not realized as evident by honour killings.

③ Reaction to unethical conduct: Citizens' protest against unethical conduct may strengthen ethical values. eg. Anti-Corruption Movement by Anna Hazare

• Role in ensuring good governance :-

① Awareness :- Citizens must be aware about the initiatives & policies of government.

② Accountability :- Of governments' actions can be established via social audits, use of RTI, actively using freedom of speech (Article 19). eg. Rajasthan government brought a mandatory social audit law.

③ Use of technology :- Citizens via social media, websites of government can raise grievances & demand good governance.

Thus, an awakened citizenry, ethical leadership & committed civil servants ensure good governance.

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

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

Public administration in India is divided into multiple ministries, departments, and a strict hierarchy preventing integration need for SMART governance.

• Need for collaboration, cooperation & coordination :-

① Last mile service delivery :- To citizens by effective coordination between all 3 tiers of use of technology. eg. Indian Post

Payments Bank

② Reduced cost :- By reducing duplication of efforts & optimum resource utilization. eg. Rationalisation of schemes that serve same objective

- ③ Infrastructure development :- By collaboration between public & private sector with both Centre & State participation. eg. National Infrastructure Pipeline
- ④ Maximise welfare :- By eliminating problems of overinclusion & underinclusion.
- ⑤ Effective monitoring :- Of the results of public initiatives through field surveys taken up by local machinery. eg. School Education Index by NITI Aayog

Thus, the 3Cs (collaboration, coordination & cooperation) is needed to achieve integrated approach to governance through initiatives like PM GATI Shakti.

4. (a) While emotional intelligence is an essential tool for a public servant, it can also be misused to manipulate people to act against their own interests. Discuss with examples. (150 words) 10

हालांकि, भावनात्मक बुद्धिमत्ता लोक सेवक के लिए एक आवश्यक साधन होता है, लेकिन लोगों को अपने हितों के विरुद्ध कार्य करने के लिए प्रेरित करने हेतु इसका दुरुपयोग भी किया जा सकता है। उदाहरणों के साथ चर्चा कीजिए।

Emotional intelligence is the "ability to monitor one's own & others' emotions; to discriminate between different emotions, and to use it to guide thinking & behavior." (Salovey & Mayer)



Emotional intelligence in a public servant helps to create a responsive, compassionate service delivery mechanism.

eg. Sevottam model

It also helps to maintain work-life balance, give a boost to creativity, innovation, etc.

However, it can also be used for manipulating people.

① Responding to needs :- Public servant can gauge the needs of citizens & manipulate it to serve his own interests. eg. collecting fee for getting Aadhar card as people need it to avail Direct Benefit Transfer benefits.

② Inciting fears :- Using information asymmetry between citizen-administration interface. eg. Illegal mining not reported by locals due to threat to life.

③ Identity politics :- Using religious, caste or gender po identity for political mobilization of masses. eg. Politicians' promises to build religious buildings in exchange of votes.

Thus, emotional intelligence should be used to practice empathic administration but not manipulation.

4. (b) Social influence is an ambivalent concept. It can be a source for good, bad and even for evil. Discuss with the help of relevant examples.

(150 words) 10

सामाजिक प्रभाव एक विरोधाभासी अवधारणा है। यह अच्छे, बुरे और यहां तक कि अशुभ के लिए भी एक स्रोत हो सकता है। प्रासंगिक उदाहरणों की सहायता से विवेचना कीजिए।

Social influence is when one's emotions, opinions or behavior are affected by others. eg. People following traffic rules influencing those violating it, by waiting for green despite no presence of police.

• Social influence - source for good :-

① Can be a way to induce ethical behaviour via compliance. eg. Tax filing before date ~~costs~~ inviting incentives like rebates.

② Can promote values of altruism, compassion by identification with a personality. eg. A businessman identifying with Warren Buffet and following his 1/1 Theory.

• Social influence - source for bad & evil:-

① Irrational following of some individual or group leading to illicit activities.
eg. Milgram experiment where even ordinary people participated in Holocaust due to obedience.

② Promotion of immoral activities just to conform to peer group, etc. eg. Using drugs & alcohol for socialization which later become an addiction.

③ Corruption of social influence via manipulation. eg. Influencers doing brand promotions that they themselves do not use knowing its hazardous impacts.

Thus, ethical use of social influence depends upon the individual himself and the concept itself is ambivalent.

5. (a) Effective public service delivery demands a people-centric approach, which is built upon coordination and leverages technology. Discuss.

(150 words) 10

प्रभावी सार्वजनिक सेवा वितरण एक जन-केंद्रित दृष्टिकोण की मांग करता है, जो समन्वय पर आधारित होता है और प्रौद्योगिकी का लाभ उठाता है। चर्चा कीजिए।

Public service delivery mechanism
with citizens at centre produces responsive,
dedicated & effective governance.

• Need for people-centric approach :-

① Maximize welfare :- Effective income
redistribution, access to essential services
like healthcare, education, housing, etc.

② Reduce corruption :- Achieving more
transparency & accountability in service
delivery to citizens. eg. Direct Benefit transfer

③ Last mile service delivery :- Cutting across
geographical inadequacies by active citizen
participation & dedicated public servants.

- Use of coordination & technology for effective service delivery :-

- ① Reaching the remotest corners through Centre - State cooperation. eg. Ayushman Bharat scheme success.
- ② Solving problems of accessibility by technology use. eg. MyGov.in ~~that~~
- ③ Overcomes the problem of language by providing information in local languages.
- ④ Seamless flow of information at one place through single window portal.
eg. PARIVESH portal, FRIENDS portal of Kerala.

Sevottam Model should be an inspiration & reference point for designing service delivery projects achieving citizen centricity.

5. (b) Highlight the important teachings of Kautilya that are relevant to public services in 21st century India. (150 words) 10

कौटिल्य की उन महत्वपूर्ण शिक्षाओं पर प्रकाश डालिए, जो 21वीं सदी के भारत में लोक सेवाओं के लिए प्रासंगिक हैं।

Chanakya in his book "Arthashastra" gave a detailed account of the system of public services, apart from the details of statecraft, military & economic policy.

• Importance of Kautilya's teachings:

① Welfare approach:- "Happiness of the king lies in the happiness of his subjects." This is relevant today in schemes like MGNREGS, SMILE, etc.

② Qualities of ruler :- Fairness, justice, and commitment to subjects advocated then needed even today. eg. MPLADS scheme for local development to ensure social justice.

③ Separation of powers :- leading to better decision-making & service delivery to citizens.

④ Nature of wealth :- Wealth belongs to the people & not the ruler. This is relevant today for transparency in political funding, administration of public sector companies, etc.

Apart from these, his advocacy of practical realism is very relevant today with resource crunch & rising international interdependency.

Thus, despite his views being written around 2nd - 3rd century B.C.E., they serve as a guiding light even in the 21st century.

6. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela

(150 words) 10

"जीवन में जो मायने रखता है वह केवल यह तथ्य नहीं है कि हमने अपना जीवन जिया है। दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"
- नेल्सन मंडेला

The above quote focuses on the quality of life than the quantity measured in the number of years lived. It emphasizes the practice of ethics & morality in life & the significance they have for society. eg. Bhagat Singh only within 23 years of his life revolutionised the freedom struggle while also shifting from individual action to mass action in his later years.

"It's not the years in your life that count, but the life in your years."
- Abraham Lincoln

Thus, we must focus on making even the smallest differences in others' life with the littlest joggining possible to make a mark. eg. Amrongs Pame, a young IAS officer who made a great difference by building a 100 km road in Manipur called 'People's Road' to establish connectivity.

The given quote signifies the value of altruism, sacrifice, compassion for fellow citizens irrespective of ~~their~~ age, social status, etc.

Eg. Birsa Munda who led the great "Ulgulan" even during his 20s freeing people from exploitative British policies making a mark on society, even celebrated today on 'Jan Jatiya Divas'.

6. (b) "I care only for the Spirit - when that is right, everything will be righted by itself". Swami Vivekananda. (150 words) 10

"मुझे केवल मूल की परवाह है- जब वह सही होगा, तो सब कुछ स्वयं ही सही हो जाएगा।" - स्वामी विवेकानंद

The above quote by Swami Vivekananda was said for his mission of man-making. It implied that the problems with individual as well as society can be resolved if human is reformed.

The focus should be on inculcating an ethical spirit, ethical means & justice to achieve any goal in life.

Example :- Mother Teresa with her spirit of service & dedication to uplift the poor & disadvantaged, worked tirelessly to providing healthcare facilities to the downtrodden through her 'Missionaries of Charity'.

"If one takes care of the means,
the end will take care of itself."

- Mahatma Gandhi

One must try to be morally
correct & practice integrity & honesty
to achieve true enlightenment of himself.

The society made up of such individuals
shall also be just, fair & compassionate
achieving an equitable society.

Example : Raja Ram Mohan Roy who fought
for Sati abolition due to his ability to
reason & ameliorate women, despite
facing societal wrath. Ultimately, due to
his efforts, the practice was banned.

Thus, the above quote works as
a principle that should be followed to
achieve a peaceful, equal & righteous society.

6. (c) "True peace is not merely the absence of tension; it is the presence of justice." Martin Luther King Jr (150 words) 10

"वास्तविक शांति केवल तनाव की अनुपस्थिति नहीं है; बल्कि यह न्याय की उपस्थिति भी है।" -
मार्टिन लूथर किंग जूनियर

The above quote signifies that definition of peace must not just be the absence of protest, over difference of views or absence of conflict but the realisation of peace through true justice to all irrespective of their community, caste religion, etc. The peace must not be a result of subordination & mere acceptance of authority.

eg. Apartheid system in South Africa was peacefully continuing without any conflict due to excessive obedience & subordination to fate rather than the

realisation of equality for all.

"Peace & justice are two sides of the same coin."

- Dwight Eisenhower

This quote signifies that peace without justice is unustainable, as visible in the multiple historical revolutions:

eg. French Revolution where the division of society into 3 estates without opportunities for mobility, finally awakened the subjects to undertake a movement for justice.

Thus, the given quote is aply uitable to every society that is threatened by conflict if justice is not erved to all.

SECTION – B

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

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरण का ध्यानपूर्वक अध्ययन कीजिए और उसके बाद आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्द):

7. You have recently graduated from college and are now preparing for the civil services examination. While reading the newspaper, you come across a news report of a Non-Governmental Organisation (NGO), working for child rights, challenging a provision of the Juvenile Justice Act, 2015, in the Supreme Court of India. The said provision provides for the option of Children in Conflict with Law (CCL) to be tried as adults under certain circumstances. The NGO's plea is that children are not able to understand the gravity of crimes. It has also contended that the criminal acts committed by children are a reflection of failure of the society to take care of its children. In the context of this situation, as a young aspirant, answer the following questions:

(a) What are the possible factors that can drive a child towards committing heinous crimes?

(b) Is it ethical to punish children as adults rather than giving them a chance for reformation? (20)

आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त उपबंध कुछ परिस्थितियों में कानून का उल्लंघन करने वाले बच्चों (CCL) पर वयस्क के रूप में मुकदमा चलाने के विकल्प का प्रावधान करता है। उस NGO की दलील है कि बच्चे अपराधों की गंभीरता को समझने में सक्षम नहीं होते हैं। NGO ने यह भी तर्क दिया है कि बच्चों द्वारा किए गए आपराधिक कृत्य अपने बच्चों की देखभाल करने में समाज की विफलता का प्रतिबिंब हैं। उपर्युक्त परिस्थिति के संदर्भ में तथा एक युवा अभ्यर्थी के रूप में निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) वे कौन-से संभावित कारक हैं जो एक बच्चे को जघन्य अपराध करने के लिए प्रेरित कर सकते हैं?

(b) क्या बच्चों को सुधार का एक मौका देने के बजाय उन्हें वयस्कों के रूप में दंडित करना नैतिक है?

7. This case presents the reality of today's society with rising crimes by children & resort to punitive justice rather than retributive justice.

Stakeholders :-

1. Children	2. NAOs
3. Legal machinery	4. Juvenile courts
5. Police & district administration	6. Society as a whole

The rise of such events could be due to multiple factors :-

① Childhood trauma :- A child may have faced physical, mental or emotional, even sexual abuse by parents or relatives that may trigger negative emotions.

② Disjointed family :- A child may have witnessed frequent conflicts between parents or other members like domestic violence, etc. that may lead to faulty

socialisation. eg- Mardaani 2 where the juvenile normalizes the physical torture due to his parents' violence.

③ Bullying :- In various institutions like schools, tutions may incite feelings of jealousy, anger, social isolation making them prey to anti-social activities.

④ Economic causes :- Children living in poor conditions with no access to basic resources may resort to illegal activities to escape the relative deprivation.
eg. Subculture of poverty (Oscar Lewis)

⑤ Social ostracization :- Children that are isolated for their unique or different aspects like being a specially-abled child may lead to further isolation & resort to heinous crimes.

① Value erosion in society :- Focus on conspicuous consumption, rising individualism, has led to a decline of social capital (Robert Putnam) shifting away the focus from moral values & ethics.

(b) Ethicality of punishing children as adults :-

• It may be ethical :-

① Deterrence :- Strict punishment can deter the commitment of such crimes if in society.

② Strengthen collective conscience :- It may strengthen the collective values against such heinous crimes, thus developing a strong negative attitude towards it.

③ Wrong precedent :- May be set if no strict punishment.

• Punishing children as adults unethical:-

① Punitive justice:- They are not given a chance for reform.

② Lack of social awareness:- Children may be unable to judge the seriousness & gravity of the crimes.

③ ~~Wrong~~ slippery slope:- Punishing them such strictly may developed a further hatred in them towards society.

④ Labelling theory:- Even after serving their time, they may not be accepted back in the society & labelled "criminal".

Thus, the action must be to punish children ~~also~~ adults according to the seriousness of the crime to preserve the social fabric.

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

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

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

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

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

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

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

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

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

(20)

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

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

8. The case represents an economically burdened company with a way out that puts money and not humans at the centre.

(a) Stakeholders :-

- ① Myself (CEO - founder)
- ② Employees
- ③ Investors of the company
- ④ Consumers of the company
- ⑤ Shareholders of the company

- ⑥ Human Resource team
- ⑦ Company as a whole
- ⑧ Market

• Ethical issues :-

- ① Profit-driven agenda :- layoffs put only the economic situation of company in perspective.
- ② Unlawful termination :- Employees shall be treated as mere objects that can be hired & fired according to the need, showing lack of empathy.
- ③ Corporate governance :- The values driven by materialism without focus on humanity by putting livelihoods of multiple people at risk.
- ④ Justice :- It is not just to terminate

employees at the whims & fancies of investors, with no fault of their.

⑤ Lack of gratitude: Towards the employees that helped build the company.

(b) Merits & demerits :-

① Identify key high performers & offer them suitable positions before implementing layoff:-

MERITS

- ① Talent shall be retained.
- ② Help the further growth of company.
- ③ Ease the layoff process.

DEMERITS

- ① Unjust to other employees
- ② Create internal dissonance
- ③ Against organisational ethics.

② Putting terminated employees on retainer to work part-time :-

MERITS

- ① Save the livelihood of employees
- ② Help with cost-cutting process
- ③ Provide fair time to employees for finding a new job

④ Executing in same spirit as asked by investors & letting them deal with long-term consequences?

MERITS

- ① Improve the finances of company
- ② Attract more investment

DEMERITS

- ① Difficult to select the full-time & part-time workers
- ② Shall still bottle company's economic position

DEMERITS

- ① Shows lack of emotional intelligence
- ② Weak leadership
- ③ Lack of courage of conviction within board
- ④ Affect company's reputation
- ⑤ Affect company's production capability

(4) Improving perception of fairness among employees & moving ahead with layoffs:-

MERITS

- ① Reduce internal dissonance
- ② Maintain reputation of company

DEMERITS

- ① Take away job security of employees
- ② Placing investors above employees shows profit-centricity

(C) Course of action :-

I shall as founder-CEO be transparent to the employees about the company's situation & for some time, offer to pay their salary in cash & market shares in a fixed proportion, while avoiding the layoffs.

This course shall help to achieve the required cost-cutting, protect company's reputation as well as increase cohesiveness among employees & help in better production to achieve the required growth of company.

9. There is an ongoing ethnic civil war in a neighbouring country. The conflict has caused massive displacement of people from the country. Ironically, the developed countries have closed off their borders to the refugees on account of the COVID-19 pandemic, resource competition, domestic politics etc. With countries sealing off their borders, the refugees are left in a vulnerable situation and many are taking illegal routes to enter your country. As a Senior Official of your country's Ministry of External Affairs, you have been involved in discussions with officials of other nations and are entrusted with the mandate to design a national policy to safely accommodate India bound refugees. In this context, answer the following questions:

(a) Discuss the moral issues related to the rights of international refugees, especially those from conflict-torn regions.

(b) What recommendations would you suggest given the large influx of refugees in India. (20)

एक पड़ोसी देश में नृजातीय गृह-युद्ध जारी है। यह संघर्ष उक्त देश से लोगों के बड़े पैमाने पर विस्थापन का कारण बन गया है। विडंबना यह है कि विकसित देशों ने कोविड-19 महामारी, संसाधनों के लिए प्रतिस्पर्धा, घरेलू राजनीति आदि के कारण शरणार्थियों हेतु अपनी सीमाओं को बंद कर दिया है। देशों द्वारा अपनी सीमाओं को बंद करने के कारण शरणार्थियों की स्थिति असुरक्षित हो गई है और वे आपके देश में प्रवेश करने के लिए कई अवैध मार्ग अपना रहे हैं। अपने देश के विदेश मंत्रालय के एक वरिष्ठ अधिकारी के रूप में, आप दूसरे देशों के अधिकारियों के साथ चर्चा में शामिल रहे हैं और आपको भारत में रहने वाले शरणार्थियों को सुरक्षित रूप से समायोजित करने के लिए एक राष्ट्रीय नीति तैयार करने का कार्य सौंपा गया है। इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) अंतर्राष्ट्रीय शरणार्थियों, विशेष रूप से संघर्षग्रस्त क्षेत्रों से आने वाले शरणार्थियों, के अधिकारों से संबंधित नैतिक मुद्दों पर चर्चा कीजिए।

(b) भारत में शरणार्थियों की बढ़ी संख्या के आगमन को देखते हुए आप क्या सुझाव देंगे।

The case deals with the issue of law vs compassion where the refugees from conflict-torn regions require the basic 'right to life.'

(a) Moral issues :-

① Injustice :- The refugees forced to leave their homes due to no fault of their own.

② Lack of empathy :- By developed nations & excessive protectionism defeating the idea of 'Vasudhaiv Kutumbakam'.

③ Neglecting basic rights :- Human rights like Right to shelter, Food, Peace are grossly violated with no international action.

④ Wrong precedent :- The developed countries setting a wrong precedent by providing no help & focus on politics & profit rather than humanity.

③ Vulnerable to crimes :- With no
mechanism for protection of their rights.

• Recommendation for influx :-

① Interim relief to be provided in form
of makeshift shelter homes, food facilities
by setting up in community kitchens, langars,
etc. eg. langars organised for outbound
refugees from Ukraine

② Dialogue with other nations to
distribute the burden of refugees &
providing them temporary facilities.

③ Appeal to global institutions like
International Court of Justice, United
Nations to quo-moto take up the
issue of rehabilitation of refugees.

- ④ Put international pressure on the conflict-ridden country to take measures to stop the civil war.
- ⑤ Identify the responsible groups for the civil war & freeze their financial assets, access to weapons, etc.
- ⑥ Peace delegations between the affected community & the afflicting community to build an atmosphere of tolerance.
- ⑦ For India-bound refugees, to provide them a separate space for shelter so as to prevent resource conflict between the citizens & refugees. eg. Rohingya Muslims & local Assamese population.
- ⑧ While providing facilities, ask for grants from organizations for welfare measures, like United Nations Commission for

Human Rights to sustain help.

⑨ The developed countries should be persuaded at international forums & held responsible for the refugees given their greater resource pool.

Thus, a national policy for refugees shall be designed that strikes a balance between protecting their human rights while ensuring the service delivery to citizens & thus, avoid conflict.

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

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

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

(20)

सामाजिक संपर्क, जहाँ व्यक्ति को उनके सही नाम एवं सर्वनाम द्वारा और उनकी लैंगिक पहचान के अनुरूप संबोधित किया जाता है, को व्यापक रूप से लैंगिक पुष्टि के एक बुनियादी और महत्वपूर्ण पहलू के रूप में पहचाना जाता है। राष्ट्रीय स्तर के एक विश्वविद्यालय ने भारत में लैंगिक अल्पसंख्यकों के अधिकारों पर चर्चा के लिए वक्ताओं को आमंत्रित किया है। उस पैनल में इस मुद्दे पर विभिन्न प्रकार की राय और दृष्टिकोण का प्रतिनिधित्व करने वाले वक्ता शामिल थे। हालांकि, वहाँ की गई चर्चा काफी हद तक शांतिपूर्ण थी, लेकिन इसमें एक विवाद भी उत्पन्न हुआ। लैंगिक अल्पसंख्यकों का प्रतिनिधित्व करने वाले एक कॉलेज एसोसिएशन ने लैंगिक अल्पसंख्यकों द्वारा आत्म-पहचान और सर्वनामों के उदार उपयोग के खिलाफ चेतावनी देने वाले एक पैनलिस्ट के खिलाफ उग्र विरोध प्रदर्शित किया। उस एसोसिएशन ने मीडिया के माध्यम से अपना मत व्यक्त किया और स्थानीय विवाद जल्द ही समाचार नेटवर्क और सोशल मीडिया पर एक राष्ट्रीय मुद्दे में बदल गया। उस एसोसिएशन ने मांग की कि वह पैनलिस्ट अपने विचारों के लिए माफी मांगे और इस संदर्भ में एक सार्वजनिक बयान जारी करे। दूसरी ओर, वह पैनलिस्ट इस मुद्दे से अप्रभावित था। साथ ही, विश्वविद्यालय पर मामले को सुलझाने का भारी दबाव है। कुलपति द्वारा मामले की जांच करने और इसके शांतिपूर्ण समाधान के लिए एक समिति का गठन किया गया है। आपको समिति के अध्यक्ष के रूप में नियुक्त किया गया है। इस संबंध में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) इस प्रकरण में शामिल विभिन्न नैतिक मुद्दों पर चर्चा कीजिए।

(b) वाक् और अभिव्यक्ति की स्वतंत्रता के अधिकार को ध्यान में रखते हुए, इस मुद्दे को हल करने के लिए आप जो कदम उठाएंगे उसे रेखांकित कीजिए और समर्थन में तर्क दीजिए।

10. Acknowledgement of other gender identities apart from male & female & their recognition & representation in the society shows tolerance for diversity. This case largely presents a dilemma between gender sensitivity vs freedom of speech.

(a) Moral issues :-

① Sensationalisation of issue :- The college association instead of peaceful discussion & dialogue went for publicization showing their impatience.

② Gender-sensitivity :- The ~~professor~~ panellist ^{may have} showed insensitivity towards sexual minorities, given the plthora of issues they already deal with.

③ Intolerance :- Both the panellist as well as the association showed intolerance towards another perspective.

④ Emotional intelligence :- Was used by neither of the parties to gauge the seriousness & gravity of the situation.

• Stakeholders :-

1. University	2. Vice Chancellor
3. Committee	4. Sexual minorities
5. Panellist	6. College students
7. College association	8. Society as a whole.

(b) Steps for resolution :-

① Persuasion :-

↳ Of the panellist to make his point clear & well-understood in case of misinterpretation & misunderstanding.

↳ Of the college association to clearly present its reservations and a space for resolution.

② Promote dialogue :- I shall arrange a closed-door meeting between the panellist & representatives of the association, to prevent further sensationalisation.

③ Mediate the dialogue :- I shall ensure that both parties get an equal chance to present their views without hurting the sentiments of either.

④ Issue a public statement :- I shall request both parties to issue a public statement together emphasizing that the panellist by no means belittled the sexual minorities while the college association has received their required answer.

③ Social media :- The University shall put out a social media post regarding the resolution to prevent further debate & discussion over the topic.

• Arguments for these ~~decisions~~ steps :-

- ① It shall save the reputation of university.
- ② It shall ensure the spirit of tolerance & diversity in the university.

Thus, "the triumph of persuasion over force shows a civilised society" & this shall be its testament.

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

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

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

(20)

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

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

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

This case shows a clear dilemma between self-interest and public interest & promoting the use of hazardous products for excellence in competition.

• Stakeholders :-

1. Indian players	2. International participants
3. Myself	4. Coach
5. India	6. Doping machinery
7. Global organisations	8. Society as a whole

(a) Options available to me :-

- ① Engage in such performance enhancing drug along with senior athletes
- ② Directly complain to the doping test agency
- ③ Approach the Indian team coach & if no response, the Sports Federation
- ④ Do nothing about the scenario

• My course of action :-

① Persuasion :- I shall try to persuade the senior athletes by citing its repercussions on their health, as well as on India's reputation if they get caught.

I shall try to appeal to the affective component by inciting fear of suspension.

② Lead by example I shall not take those drugs despite convincing & lead by example, showing a strong character.

③ Approach coach :- If the senior athletes do not improve, I shall try to approach the coach & persuade him & also tell him that I may complain to the Sports Federation about his advice.

④ Appeal However, the above step may affect my sports career & hence, I may

not directly approach him but rather send an anonymous letter about knowing of his activities & threat to complain to the Sports Body.

③ If no action is taken, I shall send visual evidences of senior athletes' illegal practices in an anonymous manner.

Thus, I shall ensure that these practices come to an end so as to ensure fair competition & ethical sports.

(b) Reason for such use :-

① Wide acceptance :- Despite being illegal, it is accepted showing a culture of corruption.

② Competition vs Ethics :- Ethics take a backseat due to excessive focus on victory emphasizing ends over means.

• Minimising measures :-

① Periodic testing :- The athletes should be periodically tested since their arrival to check the usage.

② Strengthen doping rules :- By giving strict punishment & supervision from the spot in case of doping.

③ Internal checks :- Individual nations should become more aware & remove elements that promote such nefarious drug use.
 eg. the coach

The use of such drugs can only ensure victory in a short-run, but in the long-run, honesty, fairness & transparency can help achieve both internal & external victory.

12. You have been newly appointed as the District Magistrate of a district, which is known for its rich mineral deposits. Following the news being circulated in the media about the illegal mining in your district, you have initiated an enquiry into it. When the State's Minister of Mines and Minerals gets to know of the enquiry initiated by you, he directs you to name some junior government employees as being involved in the wrongdoing and make them scapegoats. He also points out that elections to the State Assembly are around the corner and the present government wishes to stay clear of any political corruption. This Minister is a very influential figure in the present regime and there are high chances of the present ruling party being voted back to power. In due course of the enquiry, it has come to your notice that the said Minister has also been involved in illegal mining through his cronies.

The findings of the enquiry can affect the outcome of the elections as well as completely derail your career, if the incumbent party wins the elections, which looks very likely as per the polls.

Answer the following with reference to this case:

- (a) Identify the stakeholders and the ethical issues in the given case.
(b) Critically evaluate the options in the given scenario and state your course of action, giving reasons.

(20)

आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, तो वो आपको कुछ कनिष्ठ सरकारी कर्मचारियों पर गलत काम में शामिल होने का आरोप लगाने और उन्हें बलि का बकरा बनाने का निर्देश देते हैं। वह यह भी बताते हैं कि राज्य विधान सभा के चुनाव नजदीक हैं और वर्तमान सरकार किसी भी राजनीतिक भ्रष्टाचार से दूर रहना चाहती है। वह मंत्री वर्तमान सरकार में एक अत्यधिक प्रभावशाली व्यक्ति है और साथ ही, वर्तमान सत्ताधारी दल के सत्ता में वापस आने की बहुत अधिक संभावना है। जांच के क्रम में आपके संज्ञान में आया है कि उक्त मंत्री अपने साथियों के माध्यम से अवैध खनन में शामिल रहा है। यदि सत्ताधारी दल चुनाव जीत जाता है, जिसकी अनुमानों के अनुसार संभावना अधिक है, तो आपकी जांच के निष्कर्ष चुनाव परिणामों को प्रभावित करने के साथ-साथ आपके करियर को भी प्रतिकूल रूप से प्रभावित करेंगे। इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) प्रदत्त प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
(b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समालोचनात्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्रवाई का विवरण दीजिए।

The above case is that of clear corruption & unethical politics that threaten the social fabric of the district.

(a) Stakeholders :-

- ① District Magistrate i.e. me
- ② Natural resources of district
- ③ Junior employees
- ④ Ruling party
- ⑤ State Minister of Mines & Minerals
- ⑥ Cronies of the Minister
- ⑦ Residents of the district
- ⑧ Administrative & police machinery
- ⑨ Society as a whole

• Ethical issues :-

- ① Large-scale corruption :- By the Minister & his crony capitalists forming a nexus.

② Environmental injustice :- As the illegal mining may hamper the topography & erode the natural resources of the region.

③ Professional ethics :- Of the ministers have been compromised due to his profit-driven agenda.

④ Illegal use of power :- "Power corrupts & absolute power corrupts absolutely."

⑤ Leadership + Weak character of the leader.

⑥ Trust-deficit :- The ruling party shall lose the trust of people if the wrongdoings come to fore.

⑦ Injustice to juniors :- If the DM makes them scapegoats.

(b) Options available :-

① Statute-quo maintenance :- Pull back the enquiry & give a false report of no such activities.

MERITS

- ① Job security
- ② Earn respect & trust of minister
- ③ Protection of myself & family

DEMERITS

- ① Crisis of conscience
- ② Wrong precedent set
- ③ Moral hazard to society

② Whistleblowing :- Continue the enquiry & publish the true report with the minister's activities detailed via a press conference.

MERITS

- ① Shows courage of conviction
- ② Overcome internal dissonance
- ③ Non-partisanship

DEMERITS

- ① Loss of career
- ② Threat to myself & family

③ Middle path :- Continue the enquiry in a discreet manner on a personal level & ~~publish~~ its true report by anonymously sending it to the higher authorities like Central Vigilance Commission.

MERITS

- ① Job security
- ② Protection of juniors
- ③ Setting the right precedent in society

DEMERITS

- ① Fear of getting caught in future

I shall choose this path & also, try to maintain secrecy in order to protect my identity & save my career.

This action shall help me overcome the internal dissonance as well, thus showing a strong character with honesty & integrity.