



# VISION IAS

www.visionias.in

## GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Dev Prat Joshi	Registration Number	505399
Medium Hindi/Eng.	English	Date	31/09/2022
Center	Online		

### 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

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. There are **TWELVE** questions printed in **ENGLISH & HINDI** इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।
3. **All questions are compulsory.**  
सभी प्रश्न अनिवार्य हैं।
4. The number of marks carried by a question/part is indicated against it.  
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.  
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
6. **Word limit in questions, if specified, should be adhered to.**  
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
7. **Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.**  
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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

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

## EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

**All the Best**

## SECTION - A

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

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

Altruism is the epitome of selflessness and hence, a core of civil service values.

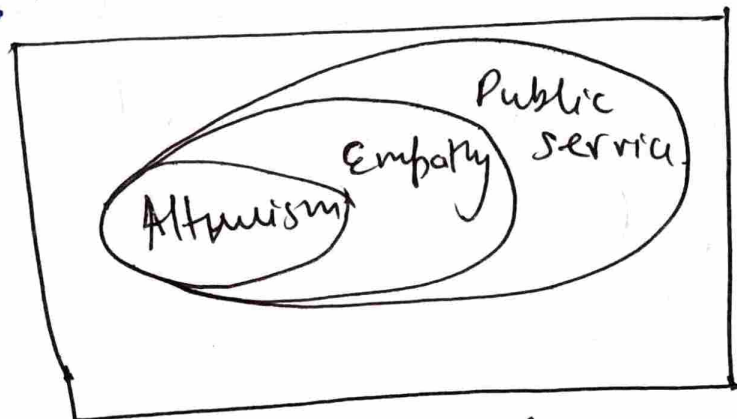
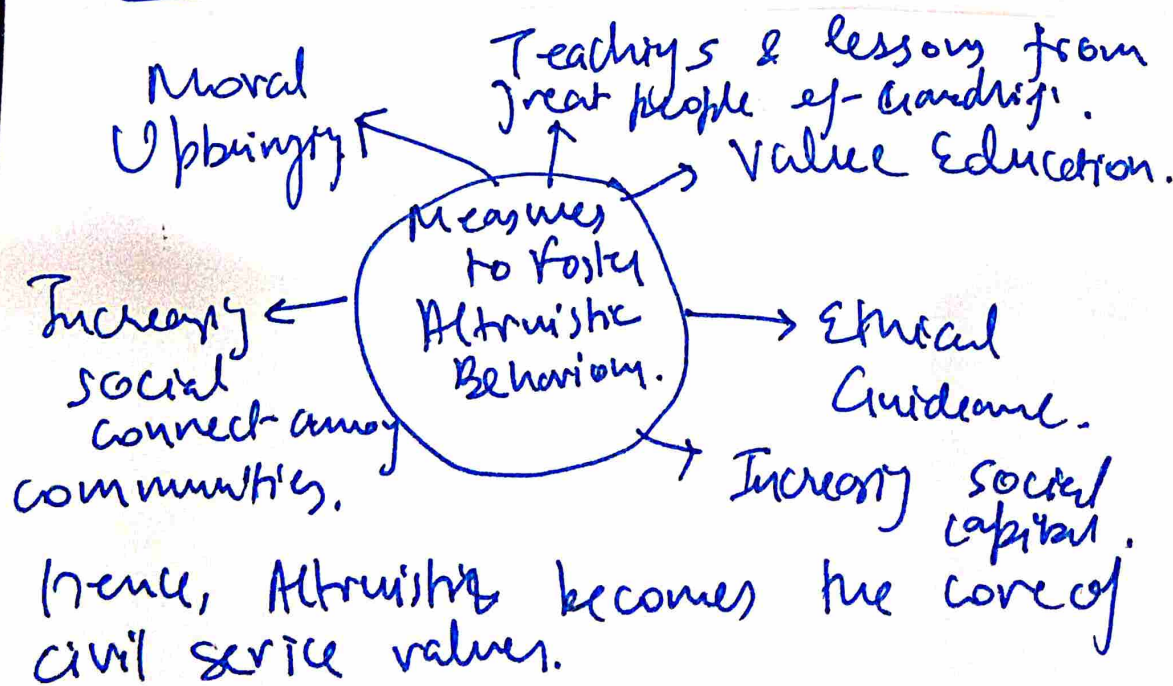


Fig-1 Altruism as core of public service.

Altruism is core value due to:

- 1) Acts as a moral foundation of values like public selflessness.

- 2) Makes people open to concerns of weaker sections.
- 3) Promotes a work culture based on values & not just-rules.
- 4) Especially important in developing countries like India.
  - ↳ due to high inequalities.
- 5) Acts as the moral force behind dedication to public service.



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।

As per Kant's categorical imperative, the moral worth of an action is not decided by the result but by the intentions & means.

When actions can be right without maximizing benefits.

1) When a child steals money from parents, even though it would maximize his utility, it would not be correct.

2) Also, Gandhiji has highlighted how the notion of consequence can lead to moral issues.

eg - Satyagraha night

seem weak in front of Tyranny  
by, it is the right path.

3) Similarly, in corporate world,  
even though some actions  
like whistle blowing might not  
benefit the firm, but it is  
right way to do.

• However, there are certain  
situations, where such norms  
might become out of time.  
Hence, a more dynamic  
approach may be needed.  
eg - Gandhi ji accepted the  
Do or Die mantra in  
quit India movement.

Hence, overall such actions  
are usually righteous, but  
we should also look at other  
side of the coin.

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।

India's Police system faces the allegations of high corruption and biased work which affects its legitimacy in society.

### Ethical Challenges-

- 1) Issues of Rights & privacy vs community's good.

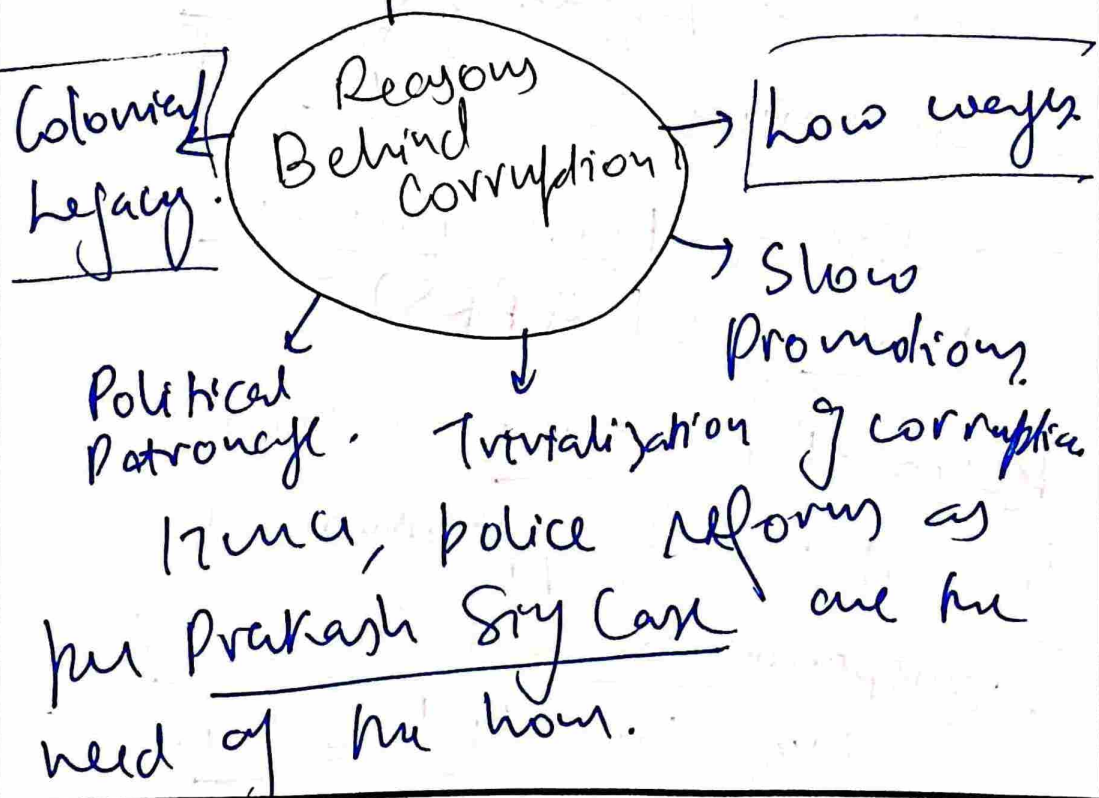
eg- Use of facial Recognition Technology. (NAFRS)

- 2) Political influence. eg- using police to harass opposition.

- 3) Disproportionate use of violence.  
eg- Causing custodial deaths.

- 4) Use of toriture as a means to gather intelligence.
- 5) Issues of women's dignity. if Not registering FIRs in hope of settlement.
- 6) Corruption and poor work Culture.  
↳ low accountability & huge powers.

7) Data Concerning Discretion Authority - Responsibility = Corruption (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।

Ethical corporate governance can ensure profits for company whilst welfare of people. Hence, Spirit & Structure are integral.

Need of right-combination

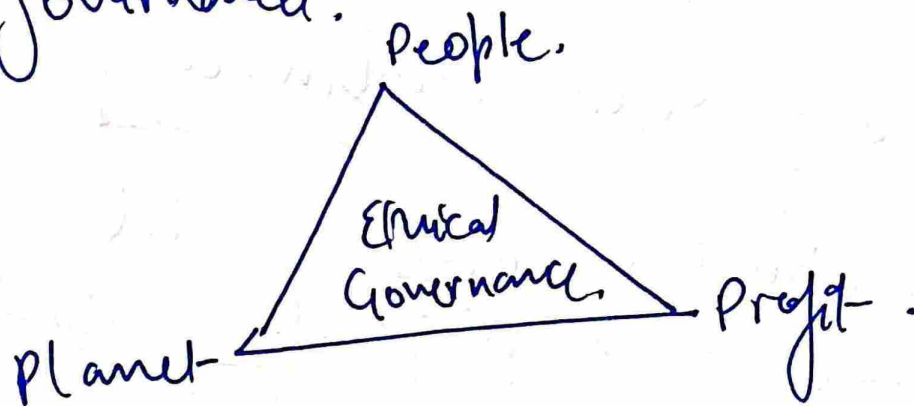
1) Structural measures would ensure that in-practice, ethical principles are followed.

y- Role of Independent Directors.

2) Spirit is necessary to make a people work

Culture y- Vikhroli Mayrony  
by Godrej under CSR for  
local community.

- 3) Their right combination can create customer loyalty.
- 4) And good structure will ensure profits for all stakeholders.
- 5) Narayan Murthy also suggests a third pillar for ethical governance.



- 6) Hence, in neo-liberal world, an ethical governance framework provides economic, social & environmental benefits. Therefore, corporates must come up with an ethical & responsive spirit & structure.

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।

The World Bank has suggested how a responsive civil services are a result of aware, participative and involved citizenry.

Role of Common People.

- 1) Economists Daron Acemoglu & Robinson, in their book "Why Nations Fail" highlight how developed nations have an aware citizenry.
- 2) Citizenry must demand their services as a matter of rights.
- 3) This keeps the institutions

responsive and open.

4) Tools like RTI, Citizens Charter, Ombudsmen's, etc can help citizen give inputs for better services.

5) Also, institutions become responsive only when citizens take initiative.

6) Even NITI Aayog @ India @ 75 highlights the need for people's participation.

ensures  
accountability.

seeks  
responsiveness

creates  
a culture  
of good  
governance

Hence, true democratic institutions are founded upon people's participation for ethical 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।

Former CAG Vinod Rai had highlighted in his book "Rethinking Good Governance" how silos in working causes loss of resources as well as poor governance.

### Importance of Cooperation.

- 1) Ensures work is done as complementaries & not supplementaries.
- 2) Reduces time & effort duplication.
- 3) Better use of common resources.
- 4) Needed especially due to easy interconnectedness of services of multimodal infrastructure.

## Importance of Coordination.

- 1) It helps in better resource management.
- 2) Reduces frictions.
- 3) Prevents delays & conflicts when working on common projects.

## Importance of Collaboration

- 1) Helps in giving mutually beneficial help.  
eg- MeITX helping MoIT in Cyber Police Power.
- 2) Modern times require a combination of services.
- 3) Provide better & less inefficient development. eg- Ujjvati Shakti.  
hence, the 3Cs must be kept in mind for good governance.

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

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

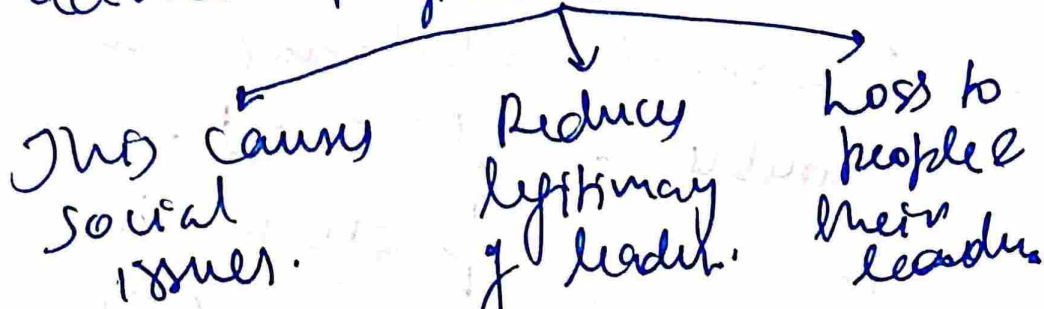
Emotional Intelligence can be a double edged sword. While it can help on identify one's emotions, it can be misused to manipulate others.

Misuse of EI.

1) Prime example is of Hitler, who used mass fear psychology to capture power & unleash a genocide.

2) Similarly, civil servants can use the vulnerability of people & exploiting their fear. eg - Recent West Bengal scam & 14 teachers recruitment.

3) Civil servants sometimes also manipulate & give biased advice to politicians.



4) Civil servants use their power & influence to do corrupt practices & convince their colleagues to do same.



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 allows for automatic compliance of people's behaviour via subconscious effects exploiting their deep seated desires.

Social Influence as a Source for Good.

- 1) Use of celebrities and cricketers for influencing public. e.g. - Anitash Bachchan in Public Policy awareness.

- 2) This provides for an easy, voluntary & non-coercive way

As a source of Bad.

- 1) Used by targeting people's insecurities and aspirations.
- 2) eg- targeting the youth for trying alcohol via peer groups.
- 3) This can be because of deep seated desire to seek social approval.

### As a source of evil

- 1) It becomes evil when it promotes social evils.
- 2) eg- Use of religion for radicalization by religious teachers or Ads for white skin hence, social influence is a double edged sword & must be used responsibly.

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।

Effective public service delivery is founded upon the principles of participation, transparency and responsiveness.

Tools & Components of Effective Public Service Delivery.

- 1) Accessibility - is the most important. - Use of ICT even in remote areas can provide services.
- 2) People's participation - to seek their responses & opinions. - mygov.in for Public's input.
- 3) Coordination . is necessary for

seamless & efficient public service delivery.

eg - Aarogya Setu (Coordination between MeITX & MoHFW).

4) Use of technology - to increase the reach, transparency and availability of services.

5) Grievance redressal is equally important,  
eg - CPCGRAMS Portal for complaints.

6) Also, use of technology reduces chances of corruption & exploitation.

Hence, effective public service delivery has been improving with technology & coordination. eg - MCA21 - MMS.

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

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

Kautilya in his great-  
treatise, the Arthashastra, provi-  
-ded timeless lessons on Public  
Administration & Good Governance.

### Important Teachings

- 1) Selfless Service - he advised that in the happiness of people (praja) lies the happi-ness of the King (Raja).
- 2) Women Welfare - he had provided explicit rights of women to ensure.
  - ↳ dignity.
  - ↳ independence & protection
- 3) Exploitation - he was strictly

against- exploitation.

up- Child Labour, slavery, etc.  
Even megasthenes noted there  
were no slaves in his times.

4) Welfare for weaker sections.

He had provided rights & exemptions for vulnerable sections like disabled, poor, etc.

5) He also highlighted how taxation system must be progressive.

6) Any corruption & misappropriation was heavily penalized.

7) He had also emphasized on grievance redressal via Durbars System.

Hence, Kautilya's visionary work has many lessons for Public Service in 21<sup>st</sup> 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 statement by Nelson Mandela highlights how a meaningful life is a life lived for the service of others.

Meanings & Lessons.

- 1) It highlights how a compassionate and empathetic life is important.
- 2) Even Gandhiji had similar view as for him, the ultimate worship was the service of needy. y - his life

was dedicated to upliftment  
of ~~the~~ Narigams

3) Even Subhash Bose also  
epitomises the idea as he  
left his lucrative ICS job,  
just to fight for independence  
with fellow country men.

4) Nelson Mandela himself  
was an inspiration as he  
spent 28 years in jail fighting  
against discrimination.

5) Such selfless service for the  
humanity ~~has~~ what that  
has made these people immor-  
-tal.

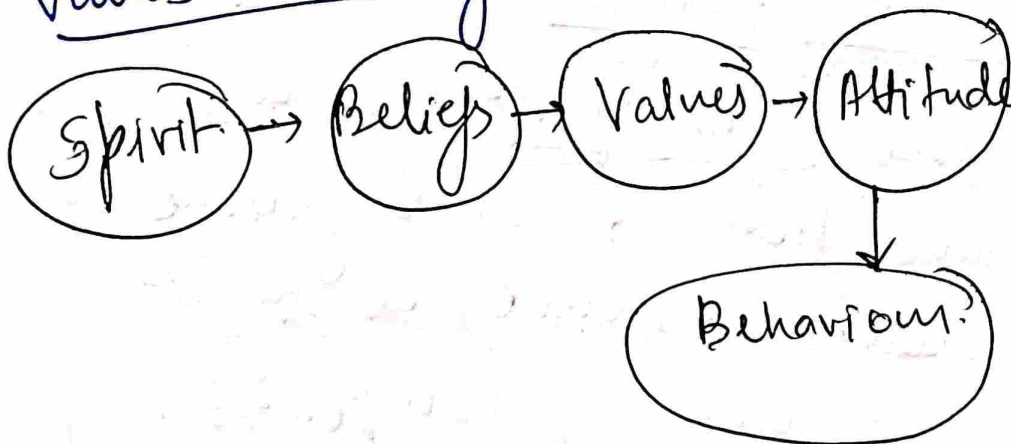
Hence, as per Swami  
Vivekananda, a life lived  
in the service of others is a  
meaningful life



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 statement by Swami Vivekananda has a deep psychological & philosophical meaning. He uses the ~~an~~ analogy of spirit to highlight the importance of values & beliefs.



1) The spirit touches upon psychological aspects, as how it affects our subconscious mind.

2) Philosophically, he presents the ideas similar to the Bhagwat Gita. where importa-

-ce of right intention is emphasised.

3) Even Cambam Buddha had highlighted in his 8 fold path the need of right thinking/thought.

4) The right spirit is the foundation of our future endeavours. Hence, a right why & how is important.

Therefore, it can be said that the right spirit is the need of right living & action.

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

Dr Luther rightly obser-  
-ves as to ~~how~~ how true  
peace is not mere <sup>animal</sup> existence  
but an existence with dignity  
& justice.

1) This can also be correlated  
with how a threat to justice  
anywhere is a threat to  
peace everywhere.

2) The Hon'ble Supreme Court  
has also highlighted a  
similar interpretation of Article  
21 where it said, liberty is  
not mere existence but existence  
with dignity & justice.

3) This becomes especially relev-

-ant in modern times when we see rise of totalitarianism and aggression.

↳ eg - Russia-Ukraine conflict.

4) Similar case had come up in Sri Lanka, where even though there was cleavage between Sinhala & Sri Lankan Tamils, but justice

was not served due to systemic discrimination.

Hence, it is true that Justice is the root of the tree of Peace. It was also highlighted by John Rawls on his theory of Justice, where justice leads to peace.

## SECTION – B

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

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

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

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

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

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

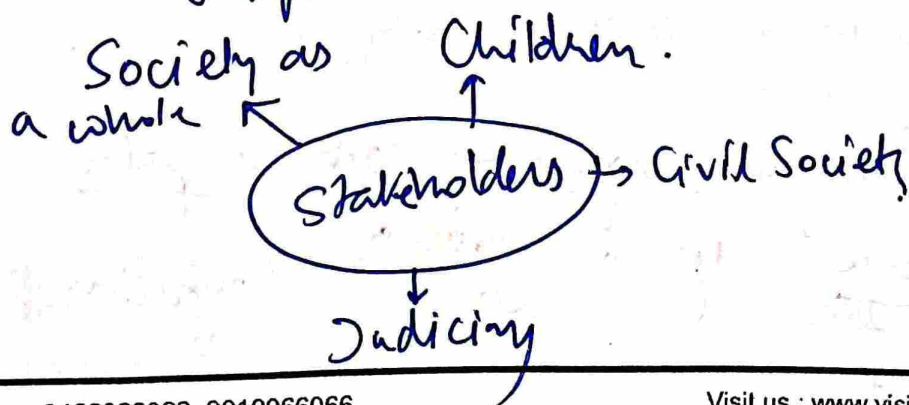
(b) क्या बच्चों को सुधार का एक मौका देने के बजाय उन्हें वयस्कों के रूप में दंडित करना नैतिक है?

"Before embarking on a path  
of Revenge, dig 2 graves" - Confucius

The above case highlights how Civil Society can play an active role in initiating moral & ethical debates regarding issues which are a complex mix of legal, moral & constitutional question.

### Ethical Issues involved-

- 1) Rule of Law vs Compassion & Tolerance.
- 2) Emotional Intelligence vs Social Insensitivity.
- 3) Reformist Approach vs Retribution Justice.



(a) The rise in juvenile crimes is a collective failure of socio-cultural, socio-political & socio-economic aspects as -

1) Lack of Ethical Values.

↳ Rise in culture of materialism.

↳ Rise in individualism.

2) Neglect of value education & disproportionate focus on rote learning.

3) Failure of parenting.

↳ result of modern socio-economic changes.

↳ Working parents → neglect of child care.

4) Social disintegration.

↳ Nuclearization of families.

↳ disconnect with society -  
5) Exposure to violence & immoral  
Acts via Digital Revolution.

↳ violence in video games.  
↳ access to pornography.

6) Inequalities, deprivation,  
poverty, etc.

"Poverty & inequality are the  
parents of revolution &  
crime" - Aristotle.

7) Disregard for respect of women  
& rise of commodification of  
culture.

(b) As is pointed out by the  
NGO, crimes are indeed a  
social failure. But, they must  
also not deprive victims of



justice .

John Rawls in his theory  
of justice also highlights how  
individuals receive society &  
give back to it as they receive.

Hence, it would be more  
ethical to at least provide a  
chance of restoration & reformation.

as -

1) Supreme Court has also adopted  
"mitigating circumstances" doctrine  
from Machi Singh Judgment.

2) Project 39A of NLU also  
supports how traumatic experience  
produce criminals.

3) Counselling must be given .

4) Some children like orphans,  
marginal sections, etc are  
more prone

Hence, a reformatory approach  
should be taken to give a chance

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।

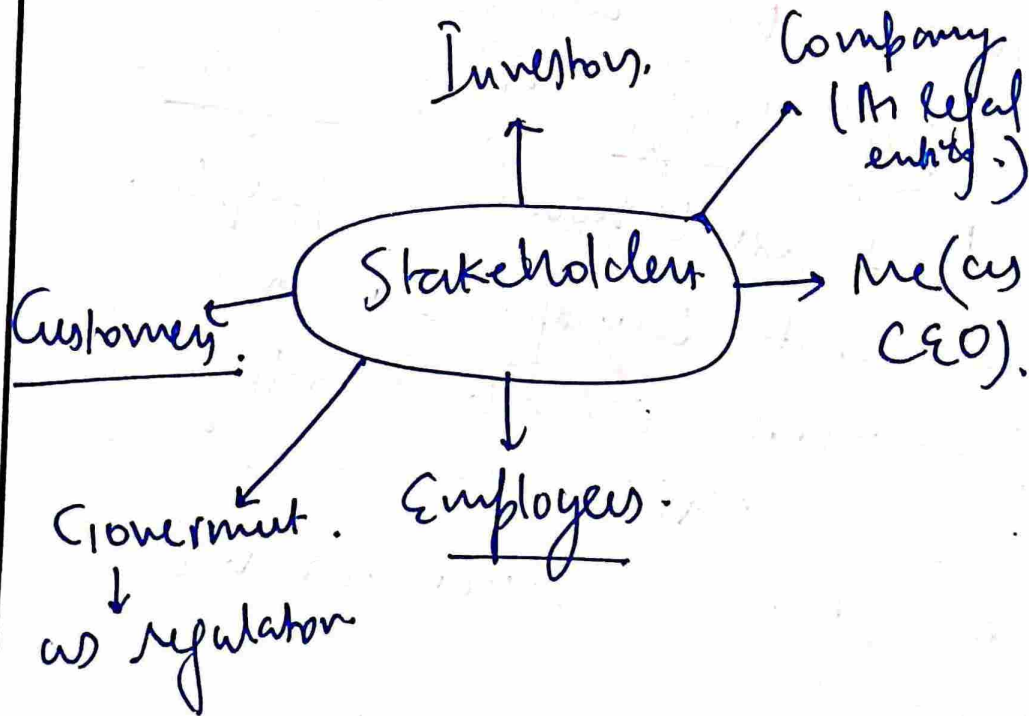
(a) The above case highlights the ethical dilemmas-faced when dealing with issues of profitability versus employment & livelihoods of people.

eg- Recent layoffs by a unicorn edtech startup post covid.

The ethical issues involved are-

1) Profit-Motive vs livelihoods of employees.

- 2) Follows decision of the shareholders vs taking a considerate view.
- 3) Shortterm profits vs long term vision.
- 4) Image of the company vs. my personal career as CEO.



(b) Option (i) - Merits - (1) would help in retaining the best-talent & also comply with investor's demands to lay-off

Demerits (1) Erode the confidence of employees who will stay.

(2) loss of livelihoods.

(3) Can affect company's image.

• Option - (ii) Merits (1) will ensure they have social security & chance of comeback.

(2) Also will not hurt company.

Demerits (1) Might still cause losses.

(2) Conflict with investors.

• Option - (iii) Merits - (1) would

relieve me from personal burdens. & comply with investors

Demerits - 1) loss of livelihood.

2) Loss of customer loyalty.

3) long term damage.

• Option - IV - Merits 1) would reduce ill feelings among employees.

2) Done what investors wanted.

Demerits 1) long term issues & loss of livelihoods.

2) hurt company's image & customer loyalty.

(c) My course of action would be ↓

1) Since investors are not permanent, their demands

must be considered rationally.

2) Also, as company runs on long term customer loyalty, hence, it must be respected.

3) A middle path is needed.

↳ while best performers can be retained.

↳ others can be given part-time work.

↳ investors must be persuaded about long term effects.

4) A board meeting must be held

↳ as per Kumar Mayaram committee Report.

5) Good Corporate Governance principles must be adhered to.

Hence, a balanced action

is needed & a long term humani-  
-tarian approach must be followed.

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:

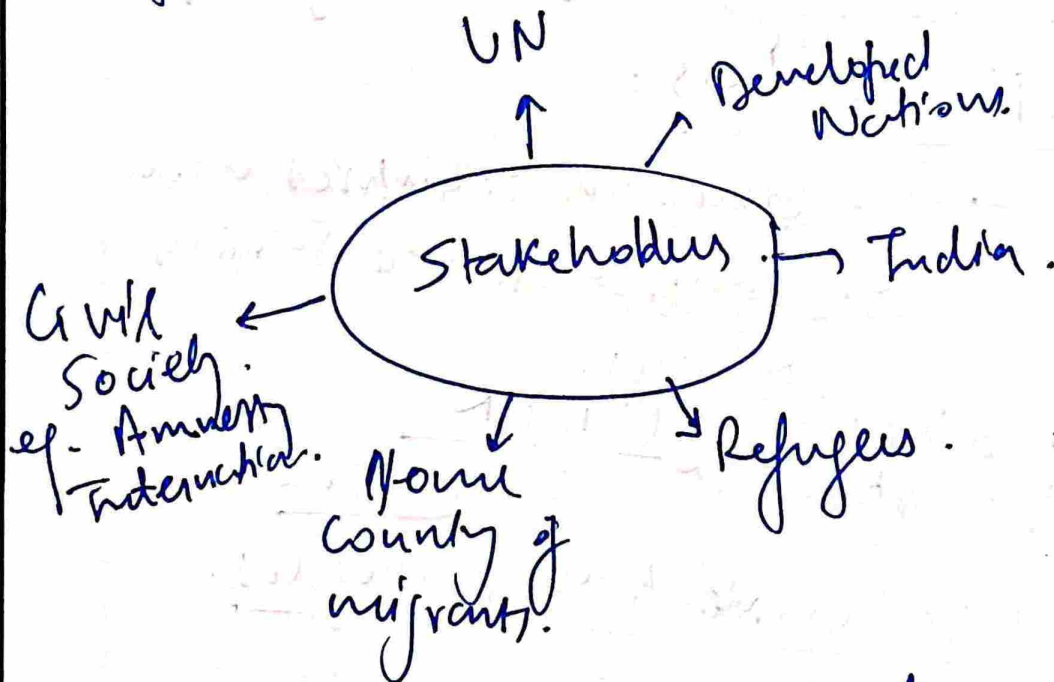
(a) अंतर्राष्ट्रीय शरणार्थियों, विशेष रूप से संघर्षग्रस्त क्षेत्रों से आने वाले शरणार्थियों, के अधिकारों से संबंधित नैतिक मुद्दों पर चर्चा कीजिए।

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

"He who understands  
the suffering of others, I  
consider him religious."  
- Mahatman Gandhi



The above case is similar to the crisis in Syria & Myanmar. It also highlights how world powers are "nuclear giants" but "ethical infants".



(a) Moral Issues involved.

1) Denial of basic human rights.

↳ statelessness.

↳ lack of access to shelter, food, etc.

2) Ethnic & racial discrimination

↳ due to xenophobia & lack of tolerance.

3) Evasion of responsibility by UN members.

↳ eg - European countries had earlier denied Syrian

↳ against Refugees.  
4) Violation of U.D.H.R. & the Vienna Refugee Convention Principles.

5) Women & Children are left to fend for themselves.

6) Inhumane treatment needed

out in both host country & home country.

7) ~~Against~~ ~~the~~ Suffering & poverty leads to loss of dignity.

"The progress of a country can be seen from treatment meted out to its most vulnerable" - Nelson Mandela.

(b) Following recommendation  
can help in the situation.-  
Short Term. -

1) Providing initially with basic food & shelter.

↳ Camps (refugee) can be constructed. as was done in Bangladesh war. (1971).

2) Requesting neighbours & regional grouping for humanitarian grounds.

3) Provide basic amenities to women & children  
↳ Health, Sanitation.

### Long Term

1) UN must be convinced to pressurize their home country.

2) Sanctions can be imposed on non compliance.

3) Developed nations should be persuaded to accommodate.

4) They should also provide

5) UN should provide refuge cards.  
Hence, a multiproxyed &

collaborative approach is needed.

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

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

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

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

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

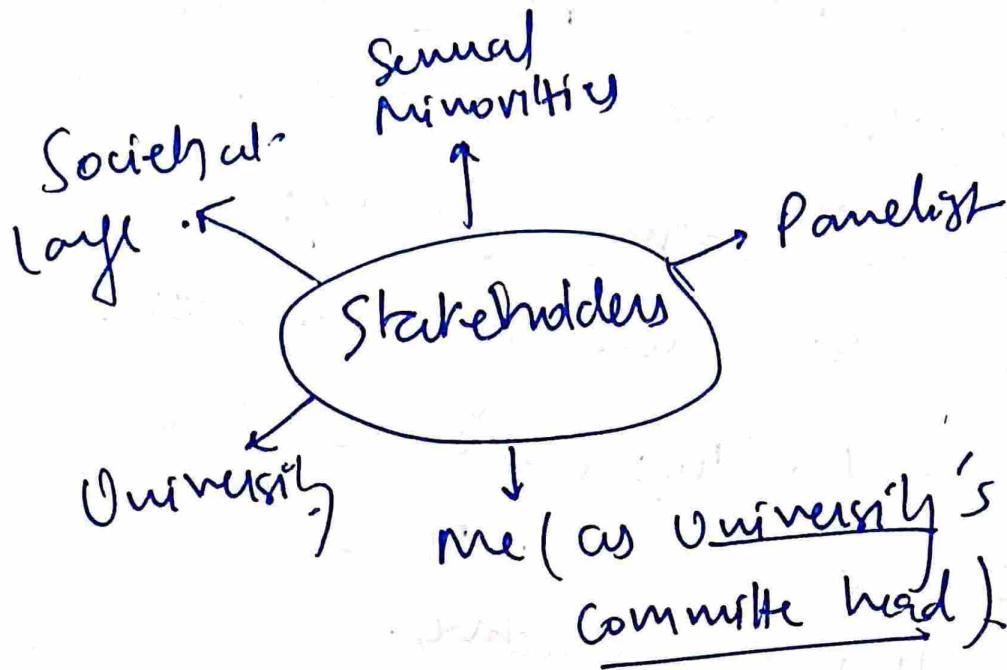
(b) वाक् और अभिव्यक्ति की स्वतंत्रता के अधिकार को ध्यान में रखते हुए, इस मुद्दे को हल करने के लिए आप जो कदम उठाएंगे उसे रेखांकित कीजिए और समर्थन में तर्क दीजिए।

The above issue is an example of conflicting values. On the one hand is right to self identification, while on the other is freedom of speech & expression. A similar case erupted in Canada when in Toronto University, a professor's points were considered offensive.

(a) Moral Issues involved  
are -

- 1) Dignity of minorities  
↳ marginalized & frowned upon.

- 2) Freedom of speech versus hurting the sentiments.
- 3) Social stigma involved & pressures faced by minorities.
- 4) Social values (mass acceptance) vs rise of newer & challenging perspectives.
- 5) Minorities face targetted discrimination.  
↳ negative remarks can further make them vulnerable.
- 6) Politicization of a social issue.
- 7) Lack of debate and levelly of unfounded allegation.



b) The following steps should be taken -

- 1) A channel of communication must be established between panelist & association.
- 2) They must discuss their concerns openly & clearly.  
↳ would reduce misunderstanding.



- 3) Whilst, university can issue a public statement that it supports freedom of speech as well as identification.  
↳ will seem impartial yet reconciliatory.
- 4) The panelist may be requested to privately apologise.  
↳ comfort by association.
- 5) The association may be requested to accept apology & respect freedom of speech.  
↳ will reduce any further controversy.
- 6) Hence, it must be dealt in a compoundable manner.  
Therefore, a balance is needed between freedom of speech & right to self identification.

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

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

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

The above situation  
is a common occurrence in  
competitive sporting & has

cause serious repercussion  
for nations and other athletes.

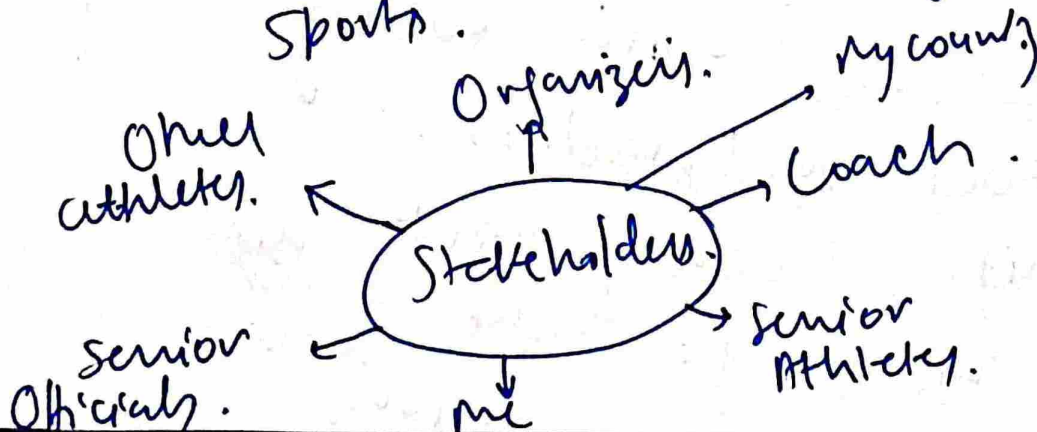
eg - Russian team was banned  
in Olympics from any Russian  
Play & signs.

Ethical Issues & dilemmas.

1) Integrity, honesty vs short term gain.

2) Personal achievements vs National honour.

3) Impacts on spirit of sports.



The following dilemma presents following options -

**Option - 1** - Keep the matter silent and ignore other athletes.

**Merits** - 1) Senior Athletes might win medals for nation.

2) Prevent any personal issues.

**Demerits** - 1) If caught, whole team could be disqualified.

2) Will damage national honour.

**Option - 2** - Informs the senior officials of my country about real practices.

**Merits** 1) Can prevent any contingency - Take necessary action.

2) Will protect national honour & integrity of sports.

Demerit - 1) Country might lose out on medals.

2) I might be personally boycotted & cause career issues.

Therefore, my course of action would be Option 2 as

1) It would ensure that team is not disqualified.

2) Malpractices of corrupt players will not affect honest players

3) Nation's reputation would not be hurt.

4) Will help in preventing such corrupt practices in future.

Hence, lessons should be

learn from Russia's Case.

b) Reasons for such practices

- 1) High competition.
- 2) Huge monetary benefits on winning.
- 3) Lack of ethical values in sports persons.
- 4) Countries want easy success.
- 5) Ambitious players.

Ways to minimize

- 1) Strict internal mechanisms are needed.
  - 2) Strict penal actions for offenders.
  - 3) Global Collaboration.
  - 4) Technological development.
- Russia, athletes like Michael Phelps must be role models for success & not shortcuts.

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:

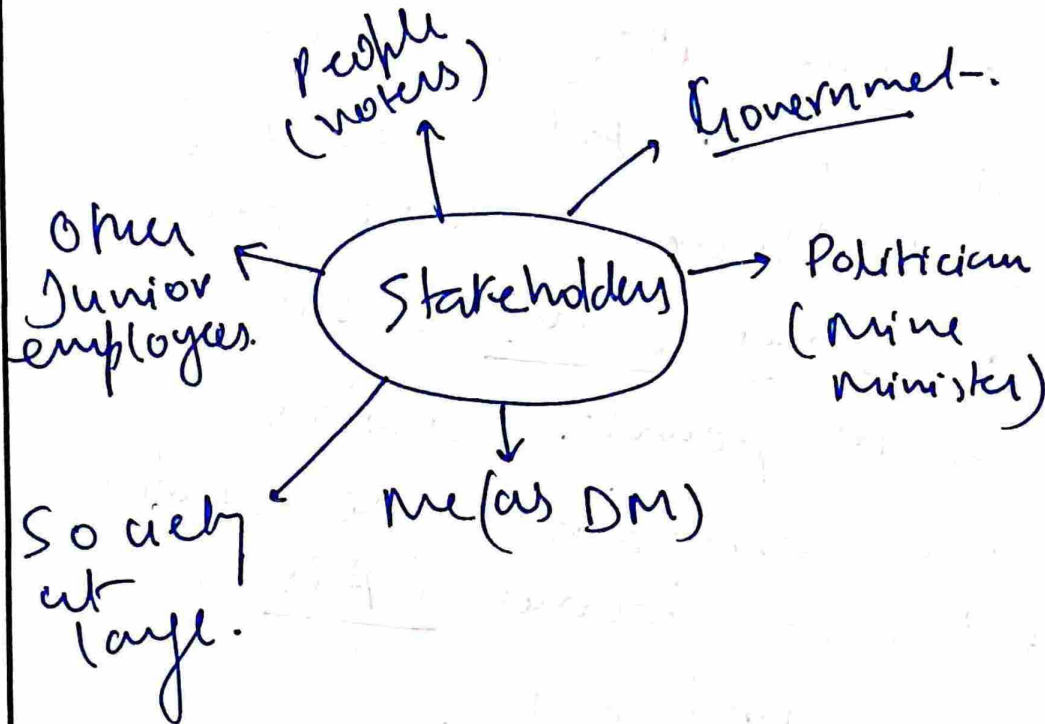
- (a) प्रदत्त प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समालोचनात्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्रवाई का विवरण दीजिए।

The 2nd ARC and the Nolan Committee have very clearly highlighted that civil servants have to serve the people & institutions & not the person in power. Similar cases of corruption were highlighted by former CAG of India, Vishod Rai.

### Ethical Issues Involved

- 1) Probity, Honesty vs Collusive Corruption.  
Integrity
- 2) Selfless service vs Serving political masters.
- 3) Professional Ethics vs Personal Consideration.
- 4) Objectivity, impartiality vs Work Culture.





(b) The following options are available. -

Option-1 Do as per the Minister says, & scapegoat a junior employee.

Merits, -1) Will benefit me personally.

2) Better terms with the ruling party.

**Demerits.** - 1) Affect the work culture & demoralize the junior employees.

2) Against constitutional morality.

3) Proud with people.

**Option-2** - Follow all procedures as per rule of law & conduct enquiry.

**Merits.** - 1) Culprits would be caught.

2) People's trust & legitimacy would be there.

3) Fight against corruption.

**Demerits.** - 1) Can personally affect me & my career.

2) Cause professional issues.

→ My course of action would be.

1) I would take the 2<sup>nd</sup> option as it is the right thing to do.

2) I would ensure an impartial report.

3) Since, I have not done anything wrong, I need not worry personally.

4) Also, people have the right to know.

5) This would punish the wrong doers & help people make better choices during election.

6) Also, since, as per  
2<sup>nd</sup> ARC, people's service  
must always be above  
personal benefits.

hence, I would ensure  
integrity of my post &  
continue the legacy of great  
& honest administrators like  
Dr Ashok Khemka & also  
as impartiality & non-  
partisanship is a founda-  
-mental value of civil service