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GENERAL STUDIES (TEST CODE : 1837)

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|-------------------|--------------------------|---------------------|------------|
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| Medium Hindi/Eng. | Eng | Registration Number | 1183818 |
| Center | ORN | Date | 10-09-2022 |

| 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.

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।

Ans

Altruism is virtue by which a person serves the needs of other by going beyond the bounds of the duty.

[e.g] A teacher teaching homeless children in night ~~by~~ after completing daily duty.

Altruism as core value

① Altruism ensures that a person understands the spirit behind his duty

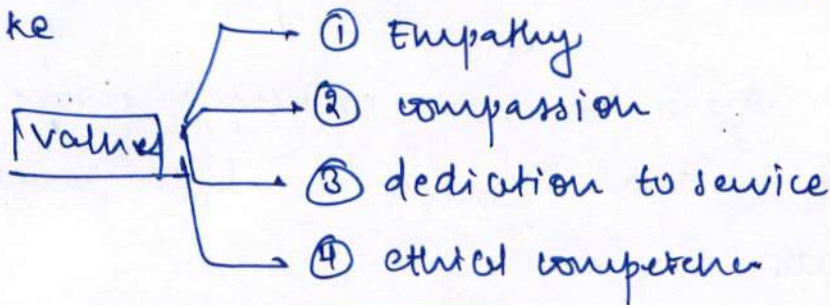
② Altruistic behaviour is benevolent for the weaker sections

[e.g] A person may not be beneficiary of certain scheme, however a civil servant help him outside his official capacity.

③ Altruism brings holistic nature to the public services.

→ As altruism consists of following values

like



Fostering Altruistic behaviour

- ① community services should be mandatory for public servants → understanding ground issues.
- ② Govt and NGO partnership (NGO-Gov) partnership should be fostered.
- ③ sensitivity training to public servants.

Altruism is one of the foundational value of public services as it ensures that public service not only remain as obligation but as a responsibility.

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।

Ans:

Bhagavad gita has said that, "ethical behaviour is ultimate good in itself"

→ ethical behaviour must not lead to the prize or reward.

- ① Some ethical actions does not maximize good consequences:

→ But these actions are ethical due to they are based on certain ethical principles

[e.g.] A student refuse to cheat in a tough exam. He may fail in exam however his actions were led by the values of honesty and integrity.

② I. Kant in his categorical imperative propounded the same thing

→ Duty based ethics - Doing right because it is right thing to do and not because there are fear or reward attached to it.

(e.g) throwing garbage in dustbin.

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।

Ans. Under social contract theory, Govt is mandated to keep peace and security in society. Police force is the instrument of state to keep law and order.

Ethical challenges involved in policing

① Corruption among police:

- It shows decaying of probity in police
- erode away public trust.

② Custodial violence:

- protestants against violent business perpetrator.

- Against Right to life (Art 21)

[e.g] Death of Father - son in toothkudi by custodial violence.

③ Political intervention and politicization

[e.g] DIP of Bihar - joined political party while being in service.

- Reasons
- ① Colonial legacy: police were instrument of oppression.
 - ② Ineffective implementation of anti-corruption law:
→ due to wholly nexus between police-politician-criminals.
 - ③ Materialism:
→ Police officials are busy in self-empire building.

Way forward

- ① Implement recommendations in Prakash Singh case, 2006 -
- ② Introducing technology in criminal justice system.

Strengthening the ethical competence of police force would help society by containing criminal activities and fulfilling social contract.

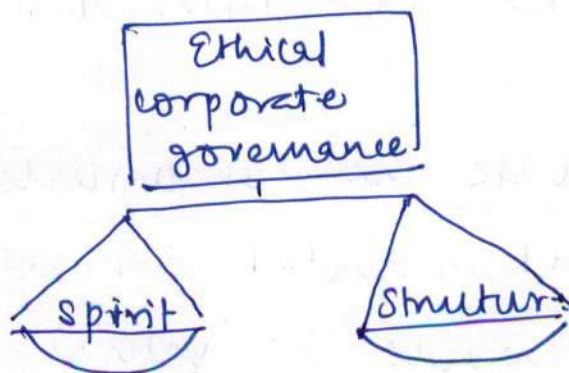
2. (b) A right combination of spirit and structure is integral to ethical corporate governance. Discuss. (150 words) 10

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

Ans

Naresh chandra committee has explained corporate governance as conducting company's business with legality, ethicality and sustainability.

Right combination of spirit and structure



- ① spirit would give ethical foundation and structure would give practical reason.

[Q9] A company has environmental preservation as ethical value. Then the company while expanding to new land would take care that it doesn't harm the local ecosystem. & conduct proper environmental impact assessment

② Right combination would help them to balance between

- ① Profit and Environmental sustainability
- ② Profit and Accountability towards society,
shareholders, employees

ex Tata → preservation of Mahaseer fish in their hydro-electric energy plant dam.

③ It will motivate the top officials, employees and associated stakeholders to commit towards the values of company.

Every corporate must try to strike a balance between spirit and structure for strengthening 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।

Ans.

Preamble of our constitution through line 'we the people of India', declares that the ultimate power lies with the common citizens. Thus they play important role in governance.

Role of common citizens

- ① Preparing healthy opinion against the corruption in society.

→ Institution of governance would reform themselves.

- ② Active participation of people

→ through

- ① RTI
- ② public hearings
- ③ social audits

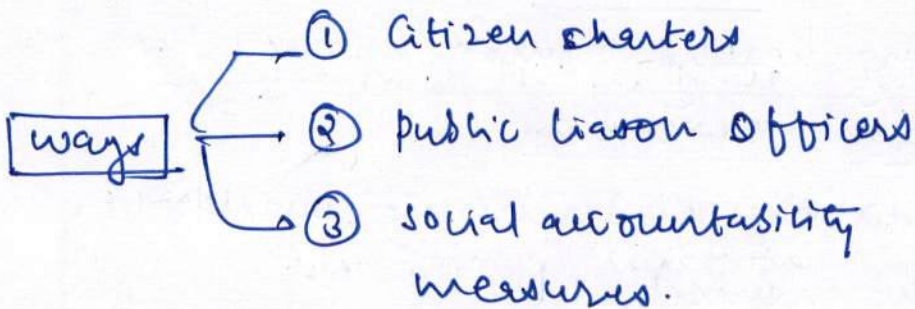
→ It will curtail the discretion of the officials and would strengthen the accountability.

③ Public participation in the governance would help to strengthen public trust in the institutions.

④ It would improve the utilization of public resources.

[e.g.] In Tamil Nadu, people demand building of new schools than decorating the temple.

Ways to strengthen the role



Participation of common citizen in governance would bring inclusive character to the governance thus fulfilling principle in the preamble.

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।

Ans

National commission to review working of the constitution has noted that public administration in India has become an uncoordinated system of ministries and departments.

Working-in-silos culture

- ① Not cooperating with other departments
- ② Failure to work in collaboration at times of disasters.

e.g Poor coordination between state govt, central water commission and NDRF during floods.

Importance of cooperation, collaboration and coordination (3C)

- ① These 3C would ensure that administration in dealing adequately with challenges.

e.g Flood conditions.

② Help diff. dept to realise that their aim is one. i.e., public services & development

[e.g] Health and education dept cooperating.
→ Awareness through books about hygiene and common diseases.

③ Seeking innovative ways to deal with challenges

→ It will further help administration to realise their fullest potential

④ Grooming the people in best possible way:

[e.g] person getting nutritious food (Health & PDS) and awareness about nutritious food (Education).

cooperation, collaboration and coordination would enhance the quality of service delivery in overall

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।

Ans Emotional intelligence, According to Daniel Goleman, is ability to understand feelings in self and others, manage them and motivate self and others.

As an essential tool

- ① Help civil servants to adapt to changing environment
- ② motivating colleagues

Instrument to manipulate people

→ Emotional intelligence is a vehicle and conscience is the driver. Drive with malintentions could use it for his own interest by harming others.

- ① utilizing innocence of people:

→ [eg] Persuading newer recruit to do some unethical task.

② utilizing needs and helplessness of people :

→ [eg] civil servant would be ready to help a person in need if he gives him bribe.

③ creating a influence around colleagues and manipulate them to participate in unethical works -

- when caught - innocent colleague would become scapegoat.

Hence everyone must have widely awakened conscience to avoid getting manipulated.

We must learn that, " people should not be treated as means, they are ends in themselves". → I. Kant

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।

Ans:

Social influence is system of ways through which society influences the behaviour of its members.

→ However not all influences are good and some can be bad and evil.

A) Good social influence

→ Society promoting good standards and values of behaviour

[e.g] Bilaro block in Jodhpur dist.

people are putting social boycott on those who consume alcohol and tobacco. now alcohol prevalence is lowering.

B) Bad social influence

→ setting up bad examples.

[e.g] domestic violence become a template for young children. later in

their life, they practice the same thing.

0] Evil influences

→ Few social actors can influence people to take evil steps.

e's Serial murders in MP by teen
who was influenced by film KGF

This social influence is ambivalent concept. Negative influences are
countered by impartial education systems

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।

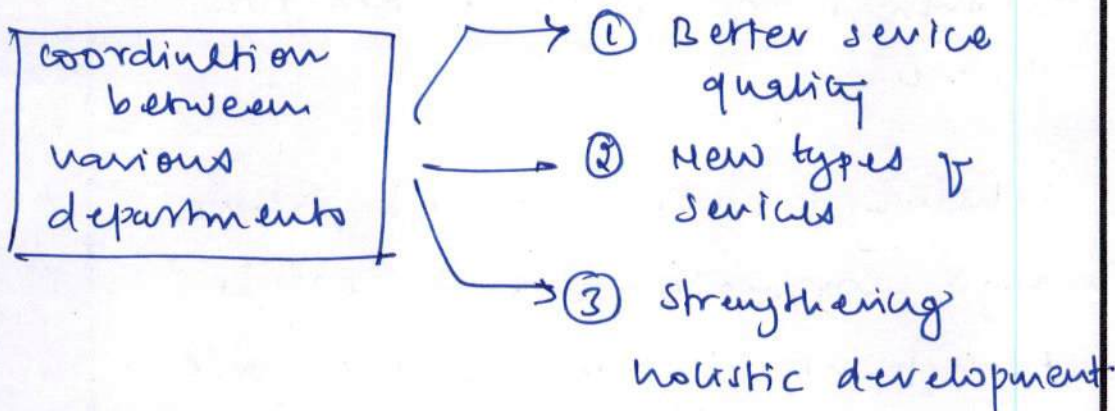
Ans

In welfare state, effective public service delivery is necessary for survival and development of the citizens.

→ However there is demand that public service delivery need to be people-centric.
(i.e.) against process-centric)

Role of coordination and Technology

A] Role of coordination :



[e.g.] Health-Education-Panchayati Raj depts. need to coordinate for better health and education in rural areas.

Coordination
among
people -
Governance

- ① Reduce corruption by simplifying
- ② enhance timely delivery
- ③ Economy in resource utilization

B] Role of technology

Technology

- ① real time monitoring of services
- ② Better beneficiary identification
- ③ Process simplification
- ④ Reduce corruption.

[e.g] mapping of lands in rural areas through drone under SUAMITVA scheme.

Enhancing the public service delivery through coordination and technology would help India to achieve sustainable development goals early.

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।

Ans Kautilya was prolific philosopher and political scientist in 4th century BC. He played important role in ascending of Chandragupta Maurya to power. His teachings are beyond the bounds of time.

Relevance of teachings

- ① Utilizing two lamps: one for official use and one for self use.

→ Relevance: civil servants must not use his powers for illegal gratification. Integrity is necessary in civil services.

- ② Role of marriage alliances:

→ to create stability among conflictive regions

Relevance:

→ Reciprocity among India neighbouring countries, for stable relations.

③ Uprooting the thorny tree.

→ Relevance: challenges must be removed from its roots

[C-3] Terrorism

④ SAM-DAM - DAND - BHED :

→ Primary of means when end is noble

Relevance: dealing with terrorism from military - development - dialogue.

His teachings are still relevant in 21st century India and can guide us.

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

Ans:

Nelson Mandela through this quote is trying to say that living life for only oneself doesn't matter.

→ One must try to create a positive change in the lives of others.

Relevance of quote

① Rising materialism:

→ loosening of people to people bond.

② utilizing people as means to fulfil own aspirations

- Above are the current realities in the world. Through this teaching we can try to make difference in lives of humanity people

① Spreading the principles of humanism

→ We must help the unlucky elements of society so that they can live their life to fullest potential.

② collection of wealth doesn't matter
if it won't help people.

→ Philanthropists like Azim Premji donated huge amounts for social cause.

③ Understanding that collective development is necessary for survival of all.

Mother Teresa while explaining same says that "If we do not have peace
in world, it is because we have
forget that we belong to each other!"

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

Ans Swami Vivekanand is trying to implies that " intentions must be right and pure".

① → when intentions are right, person will achieve his aim despite countless challenges.

e.s During independence movement, all people from various sections of society come together to fight against british. later this translated into our social solidarity and stability.

② person with right spirit would be driven by the purpose itself and not by result.

③ People with mal-intentions will never get good means and results.
"Bad workmen never get good tools"

Hence we must have right intentions
before starting any work.

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

Ans:

Martin Luther King Jr. is trying to say that mere absence of tension is not the perpetual peace.

→ To make peace perpetual, justice must be promoted in society.

① mere absence of tension:

→ Does not give clear picture

→ there might be some differences among society

- e.g. class, caste, gender, race.

→ these fault lines would give rise to conflict again.

② presence of justice:

→ equality and justice would ensure that these social differences would be minimised.

- so that these fault lines would never appear again.
- justice will give equal opportunity and status and help to achieve true potential.

Governments must apply this teaching of Martin Luther King Jr in their policy, laws and practice.

SECTION – B

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

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

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

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

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

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

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

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

Ans:

Children are the bright future of the nation. However child criminals is worrying scenario for India.

A.] Possible factors that can drive children towards heinous crimes

① Poor value inculcation in children:

① children might not get good values from family, school and society.

[e.g] children born to prostitutes - they lack family, education and are in social environments of criminals.

② Impact of technology:

→ children are unable to de-addict itself from the mobiles and games

→ lack of social circle on apps like facebook - create an inferiority complex

→ Aggressive online gaming →
similar actions and crimes

[e.g] PUB-G : hangout among children

③ Nuclear families:

- In such families - parents work daily without adequate time for children
- such children grow lonely
- poor control of parents and child's inability to control aggression.

④ Peer pressure:

- consuming alcohol, smoking
- joining criminal element.

⑤ Failure of society:

① Failure of police systems:

- High handedness of police against petty crimes → children committing heinous crimes.

② Failure to provide physical and mental space for recreation activities

- competition culture → depression among children → crimes

Ethicality of punishing children as Adult

A] Ethical:

- ① upholding principle of retributive justice
→ Criminal must suffer.
- ② Equality before law
→ Criminal is criminal before law.
- ③ Avoiding a future criminal

B] Unethical

→ However, trying children as adults is unethical on many standpoints.

- ① Against the restorative justice:
→ Denying them the rights of rehabilitation - as child might get death penalty.
- ② child is unaware of consequences and depth of his actions.

- ③ It won't change the status of crimes in society.
- as new children will still commit crime.
- ④ It neglects the core issues behind child crimes - and focuses more on the punishment.

This, society (community, govt) need to step up for preventing child crime by providing them good childhood and education.

APJ. Abdul Kalam said - "A mother a father & a teacher are 3 key members to make country a ~~land~~ nation of beautiful minds"

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.

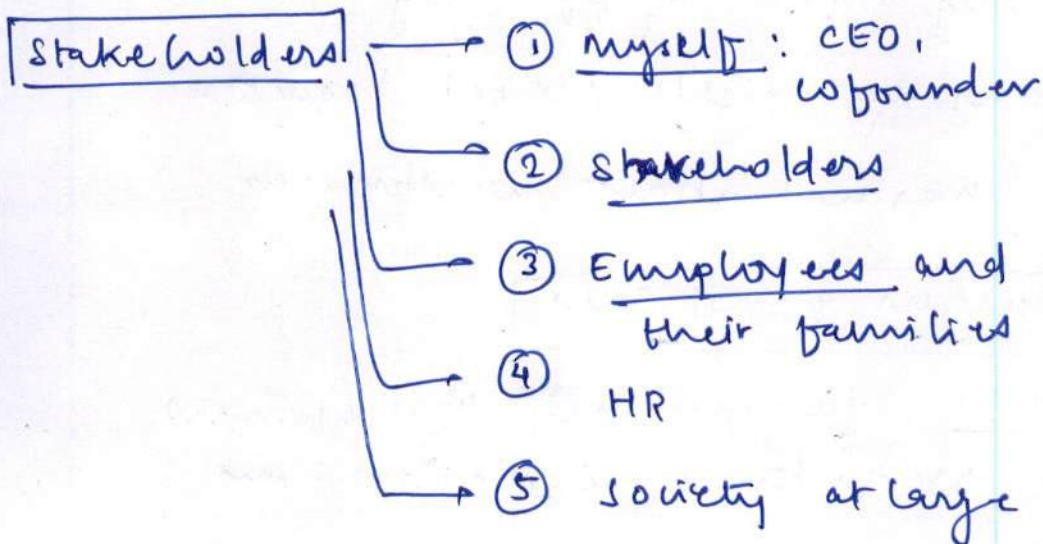
(20)

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।

Ans:

In the given situation, I am challenged to make balance between the profitability of the company and upholding interests of employees (their livelihood).



Ethical issues involved(A) Ethical dilemma :

- ① upholding profitability of company against ensuring employment for employees
- ② priority among employees

(B) Ethical issues :

- ① Dependency of company on external financial sources → External manipulation
- ② ~~may~~ mass layoffs - may or may not yield desired results.
→ may not attract investments

Evaluation of options

Option 1: Identifying key high performers and offering them suitable positions

Merit: Ensure that talented people won't be lay off

Demerit: Affect livelihood of others

Option 2 Putting terminated employees on retainer to work part time.

merit: provides some security to laid off employees

Demerit: No guarantee that they will get enough payment.

Option 3 Following order of investments as it is.

merit: may enhance profitability and boost future investment

Demerit: ① No guarantee of future investment
② losing hardworking employees.

Option 4 Improving perception of business

merit: may create impression that company is sympathetic

Demerit: It is just sugarcoating, won't change anything for them.

Course of action

- ① Discussing other cost cutting measures to avoid layoffs, with experts.
- ② If layoffs is inevitable, then I will manage that minimum number of employee layed off and provide re-recruitment opportunity for them.
- ③ Taking wise policy decisions to boost profitability - and reduce dependence on external investors
 - Enhance quality of service
 - sell loss making assets.
- ④ Cutting expenditures on full elements
 - like coupons to employees
 - No luxury vehicles as office vehicle
 - going green to reduce energy cost-

Reasons

- ① Bad decisions is my responsibility, employees cannot be held accountable.

② Employees are real resources and ambassadors of companies' good will.

③ Lying of employees would create bad impression society and in long term will harm reputation of companies.

Hence I must try to balance between the will of investors and my conscience.

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

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

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

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

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

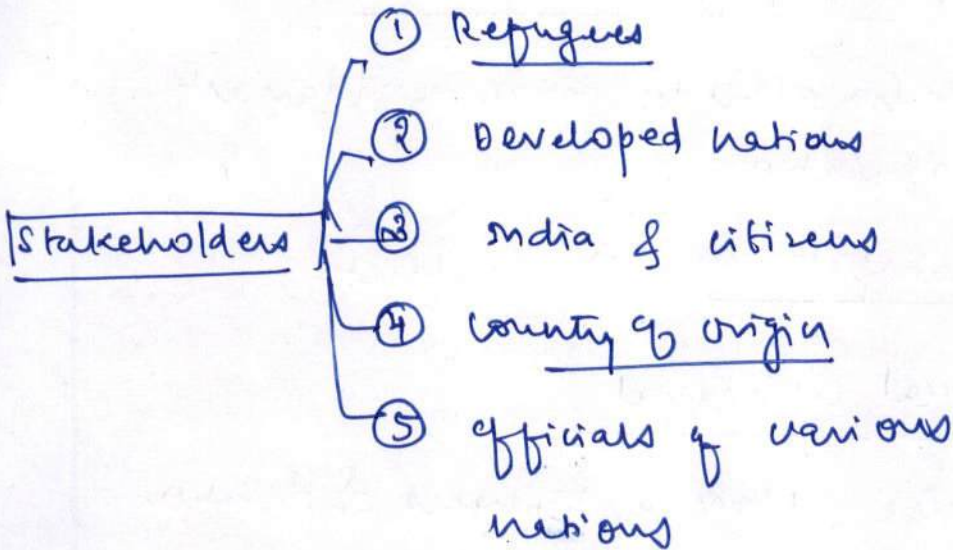
(b) भारत में शरणार्थियों की बड़ी संख्या के आगमन को देखते हुए आप क्या सुझाव देंगे।

Ans:

Refugees are the unfortunate people as they are forced to leave their country, however they also pose a threat to host country. As an officer, I must take decisions considering

various issues associated with refugee crisis.

Stakeholders



Moral issues related to rights of international refugees

→ Rights says - refugees should not sent back to the country where they face persecution.

- This obligation created many moral issues regarding treatment of these refugees.

- ① spread of COVID-19 in the country
 - country need to employ excess resources.
- ② Competition for resources
 - India already have 2nd largest population
 - competition ⇒ conflict
- ③ Political upheaval:
 - large influx of refugees ⇒ dilution of local culture
 - Become a political rallying point.
- ④ Wives and violence:
 - impacts of civil war may spread to India.
- ⑤ violation of international principles by developed countries
 - failure to lead by example in time of crisis.

I would consider these issues while considering recommendations.

My recommendations to manage large influx of refugees

① Short term measures :

→ they need to work simultaneously

① dialogue with other nations to accommodate the refugees

→ As this is regional issue

② creating a refugee camps

- with adequate facilities for COVID-19 containment.

③ work with UN office on refugees

and bring financial aid from the UN.

④ work with national stakeholders (states, political parties) and persuade them to work with min. of external affairs.

① Long term:

- ① Encouraging UNSC countries to intervene in civil wars - so that peace prevails
- ② If civil wars continued - then take adequate measures for rehabilitation of refugees.
- ③ social, economic and political rehabilitation
→ Utilizing their human resources by skilling them.

All countries need to work together, to solve the refugee crisis. By above methods, India can uphold its principles of "vasudhaiva kutumbakam".

Cooperation of all is necessary, as said by Martin Luther King Jr.

"We must learn to live together as brothers or perish together as foes".

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 मांगें और इस संदर्भ में एक सार्वजनिक बयान जारी करें। 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।

Ans Transgender person act, 2017 - has given right to self-identification to citizens. This move is considered as most important provision for LGTBQ, A+T community (sexual minority).

→ In backdrop of controversy, I must take steps, that try to balance between various moral issues.

Moral Issues

(A) Moral dilemmas :

① upholding sexual identity right vs Right to freedom of speech.

②

(B) Moral concerns :

① my opinion on issues may influence the outcome of committee

② delay in conclusion would lead

to protests against the University by
association of sexual minority

Steps that I would take

- ① Call upon the association of sexual minorities and panellist - and facilitate the constructive debate over the issued
- ② convincing the association of sexual minority that taking the local issue have not serve their purpose - and panellist must be influenced to rewrite his views.
- ③ After the pacification of both the parties → release a national statement from University about the handling and peaceful resolution of conflict.
- ④ Ensure that University campus remain liberal space for people with various sexual identities.

- ⑤ taking measures to avoid future occurrence of such issues.

Arguments in support

- ① I must try to balance between the right of freedom of speech and right of sexual identity.
- ② I must uphold the interests of universities as such events affect the reputation of universities.
- ③ Ensuring that the staff and students must behave respectfully with people from sexual minorities.
- ④ using theory of justice by John Rawls
→ theory says to create just institutions, we must provide maximum standards of minimum equality and liberty to all.

Thus by this way, I will try to solve
the controversy and its impact on the
University.

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?

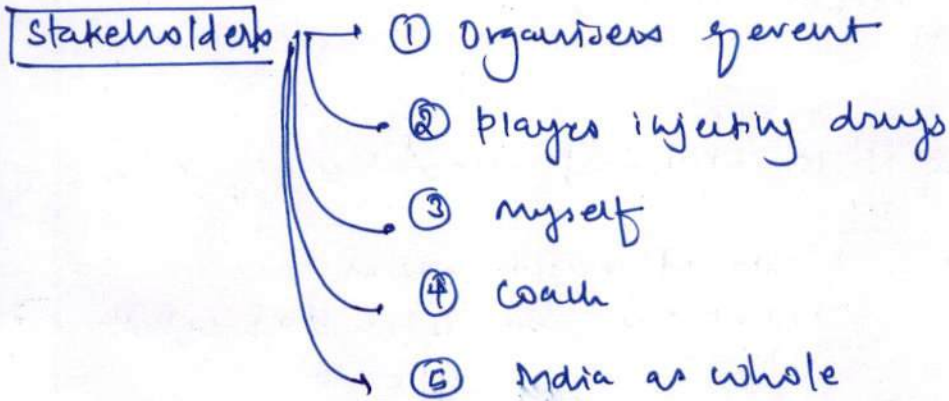
(20)

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?

Ans: Sports is arena where people should adhere to skills and spirit of sports. Doping is against the sport and ~~the~~ I must act decisively and this incident would affect my career as well.



Ethical dilemmas faced by me

① Using steroids and carbon one vs Reporting the issues and miss the chance to win country

② Reporting against coach and vs Sacrificing my career as int. organization will put ban on whole country
players

Ethical concerns

→ If not reported - it will be held that I was participated in doping too.

options available to me

Option 1

- Reporting it to National association of India

merit → ① I would avoid harm to reputation ~~by~~ after doping test

Demerit ② I have face ire of players and coach

Option 2

→ I will not report it and will not take the steroids

merit : ① I will try to clear myself from the doping

Demerit : ① It will harm the reputation of country.

My course of action

→ I will choose Option 1: Reporting it to national authority.

→ By this I will upheld by duty towards the nation.

- ① I will inform the officials of national association - along with evidences (photo and videos)
- ② As some athletes have already injected steroids - I would ask them and persuade them, ~~to~~ to not to participate
→ I will persuade them by showing them the possibility of dire consequences for their career and country.
- ③ If they are adamant about participating - I will refuse to participate.
- ④ I will testify against players and coach in inquiry.

Principles behind my course of action

- ① Upholding sports spirit.

② Avoid India from being banned from athletic events in future

- [eg] Russia was banned by International Olympic Union

③ I will uphold my duty towards the nation - The showing fetichism

Hence, I must not hesitate from telling the truth, as said by Gandhiji

"~~It~~ Truth will never damage the cause that is just"

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:

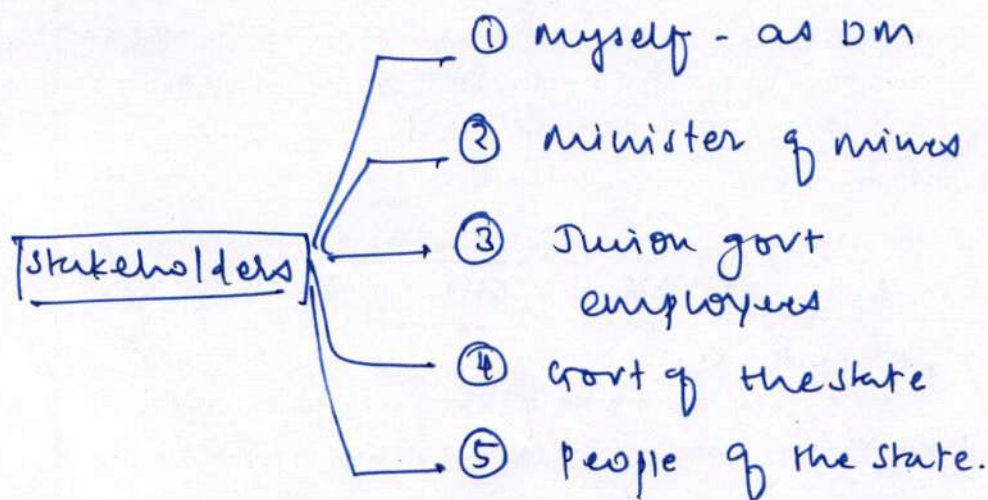
- (a) Identify the stakeholders and the ethical issues in the given case.
- (b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. **(20)**

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।

As a district magistrate, I must investigate the issue with honesty, integrity and impartiality, as it involves the influential people and their larger interests.

Stakeholders



Ethical issues involved

④ Ethical dilemma:

① Punishing mine
perpetrators /
mafias

VS

Making junior
officers as scapegoats
to shield minister

② upholding
my organisational
values
(Honesty, integrity)

VS

saving my
career by shielding
minister

Ethical concerns

- ① Abuse of entrusted power by the ministers → Moral corruption
- ② Impunity to ministers → continuation of corruption.

Options providedOption 1

- make some junior officials as scapegoats to protect ministers

- Merits → ① I will save my career
↳ ② I might get some extra favour by ministers.

- Demerits → ① Breeding the official duty - moral corruption from my side
↳ ② Punishing innocents - Hampering their career and reputation.

Option 2

→ Conduct enquiry with honesty and integrity and point out true perpetrators to punish them

Merit → ① upholding my duty
② acting on my conscience

Demerit → ① endangering my career

Course of action

- * I will choose second option as though this option I can uphold the duty and values like honesty and integrity.
- ① Before submitting equity report, I will meet the Chief Minister and brief him about.
 - ② I will inform him about the illicit political pressure made by a minister.
 - ③ I will persuade him to take internal action against him as enquiry.

will hurt the image of whole govt and part

- ④ I will go forward with my enquiry,
and prosecute perpetrators
- as sooner or later this corruption
will come in light and will affect
my credibility.

Reasons

- ① upholding principles of public life
→ honesty, integrity, impartiality
- ② corrupt minister is against the
welfare of people
- ③ I will be held by conscience,
as said by Einstein, "Never do
anything against conscience even if
state demands it".

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