



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	English	Registration Number	1237341
Center	HYD	Date	21/8/22

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

## INSTRUCTIONS

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

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## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

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 a virtue where one helps others without any thing in return.

Public service is taking any action with authority in direction of public welfare with out any intention (or) expectation of returns.

The above definitions themselves prove that Altruism is an integral component of being in Public services.

Measures to foster Altruistic behavior:

① Promoting value education since the childhood.

eg: Japanese schools  
simulate situations in kindergarten

② Stimulate situations in the training period and altruistic behavior must be rewarded.

③ Democratic child rearing practices.

④ Frequent field visits should be mandated, such that close to the field.

As the saying goes like

"values cannot be fostered in after joining services but they should be built in the society over generations."

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।

"Means should glorify the ends" - Mahatma Gandhi.

There has always been this dilemma or debate about what to focus on means or ends.

But as a important aspect of governance, means are equally important as ends.

and Robin hood mentality is not expected from anybody ~~and~~ especially Civil servants.

Some examples regarding are:

- ① Freedom by violence is no freedom at all, it should

be won by satyagraha & non-violence

eg: Abrupt calling off of 1922.  
Non-cooperation movement.

② Harekale Hajabba (padma awardee)  
had constructed a school for  
poor not by stealing banks  
but by selling fruits.

③ Nisbhaya case police did not  
take law into their hands as  
happened in Disha case (Hyderabad)  
which ultimately criticised by  
courts of law... setting a bad  
example.

But, this does not always hold  
true especially in international  
politics where one has to go  
by real politik rather than  
hanging on to ideologies.

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।

Policing in India has adopted the legacy left out by the colonial Britishers. It is viewed in public as a corrupt and inhumane department.

Ethical challenges in policing:

- ① Lack of sensitivity among the officers, especially lower ranks.

eg: Rude treatment to public grievances.

- ② Violations of Human rights themselves.

eg: Custodial deaths & custodial rapes.

- ② politicisation of police force and lack of value neutrality.
- ④ lacking empathy and compassion
- ③ No transparency, and high intolerance.

### Reasons behind police corruption:

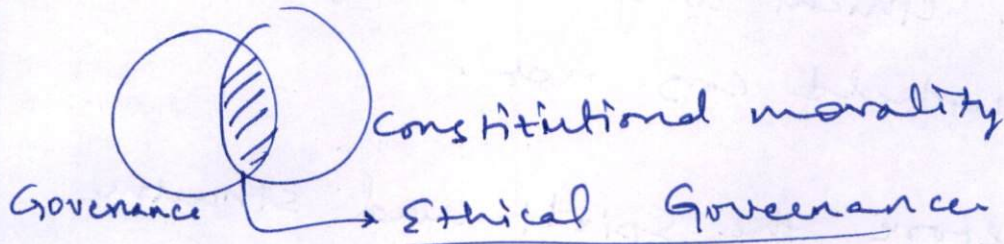
- ① Historical legacy.
- ② very poor work culture.
  - ↳ lack of outcome & service orientation
  - ↳ High discretion.
- ③ Monopolistic nature of services.
  - ↳ No alternative.
- ④ Maximising personal welfare with authority.

Behavioral norms, Code of Ethics should be mandated along with Code of Conduct to correct police working.

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 Governance, is when the governance is congruent with the values of the nation, upheld by the constitution.



The preconditions for ethical corporate governance:

- ① Right institutional standards
- ② +ve work culture
- ③ Right morals for the people in managerial & top posts.
- ④ Enabling and cooperating employees in the company.

structure i.e. laws, rules and regulations prescribe a moral minimum.

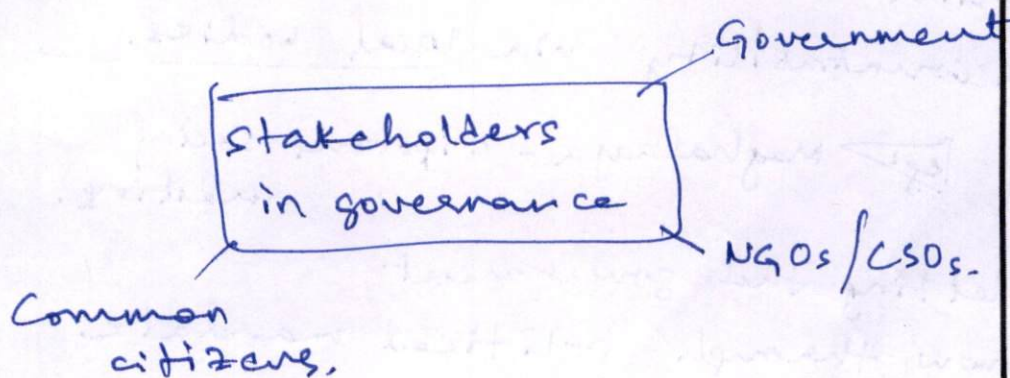
It is the spirit of the interpretees, depends on which the ethical component of governance is upheld or not.

Therefore, the spirit and structure both determines the degree of ethical governance in the company.

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।

As PM says "Minimum govt, maximum governance" which means, when all the relevant stakeholders are taking ample participation in governance of the nation, then role and discretion of the govt. officials would automatically reduce.



Features of Good Governance :

- ① Participation      ② Responsiveness.

- ③ Efficient & Effective    ④ Equitable  
 ⑤ Transparent    ⑥ Accountable  
 ⑦ Rule of law    ⑧ Consensus building

In almost all scenarios above,  
 public is the important stakeholder  
 in good governance & ethical  
conduct

way forward for citizens:

- ① Demanding for transparency.  
 ↳ More rampant filing of  
 RTIs.

- ② Holding community audits and  
 social audits for direct  
 accountability via local bodies.

↳ Meghalaya - rigorous social  
 auditing.

- ③ Letting the government  
 know through political mandate

In the long run, clean politics would  
 lead to better administration, so  
 voting with wisdom

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।

Working - in - silos means lack of coordination, cooperation and collaboration among the department ministries which decreases the efficiency and speed, and citizen orientation among public employees.

Instances proving silos approach:

- ① NFHS - data of health ministry, data of labour ministry, and census of home ministry are not interlinked.  
leading to wastage of resources.
- ② Roads, pipelines and canals construction, poor coordination, wastage of time and resources.

- ③ Causing troubles to citizens, who are at discomfort.
- ④ Framing policies in a narrow minded way.

### Importance of coordination:

- ① Reinforcing the public service orientation
- ② promotion of e-governance. decreases discretion and time taken.
- ③ Grievance redressal mechanisms instated in the public domain.
- ④ Equitable development in the country.
- ⑤ Decrease in corruption & other malpractices.

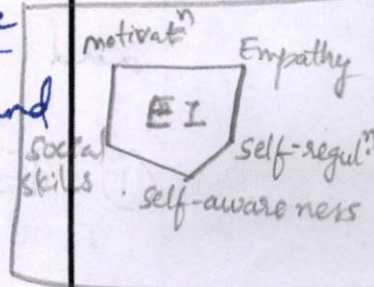
Gati-shakti platform would be the best example coordination and cooperation

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

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

Emotional Intelligence is the ability to understands perceive and control one's emotions and others and act accordingly.

Daniel Goleman



Essentiality of EI:

- ① To resolve conflicts between communities.  
 [eg:] Riot-torn areas like old Delhi.
- ② To empathise with the citizens grieving.  
 [eg:] Migrants during Covid-19
- ③ To decide between laws and ethics in a head-on situation.  
 [eg:] when a mother of a dying

child asks for medicines without prescription.

But, at the same time it can also be misused for selfish and narrow-minded reasons:

① For political Rhetorics.

↳ Using caste as an emotion to mobilise votes.

② Fuelling religious intolerance in common public.

↳ Godhra riots, 2002.

③ Regionalism, Insider vs Outsider fighting among communities.

↳ Bangalore fights about North eastern migrants.

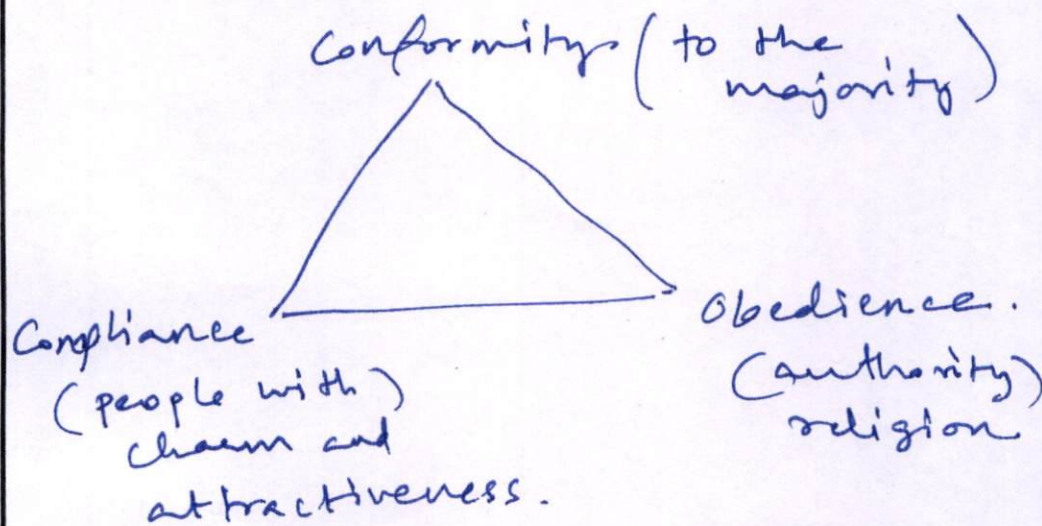
EI is essential for a public servant to induce a human touch in governance

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

(150 words) 10

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

Social Influence is the act of changing a group's perceptions, attitudes and behaviors in the desirable direction.



↓  
Great actors and politicians,  
involving in religious fundamentalism  
and patriarchal teachings.



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

(150 words) 10

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

Public Service is the actions done for public welfare without any intentions of returns.

Components of Effective and Quality public service delivery are:

- ① Reliability: The people should trust that the department is consistent.
- ② Assurance:
- ③ Transparency
- ④ Efficiency.
- ⑤ Responsiveness.

currently, public service delivery is demand centric and it

Should be moved to rights centric  
and citizens are not just  
customers but equivalent  
stakeholders.

Coordination and leveraging  
technology:

- ① Citizen charters should be adopted.
- ② Grievance redressal mechanisms without direct Human interface using e-technology.
- ③ Continuous feed back and assessments.
- ④ Putting data in the public domain and ensuring public trust and transparency.

e-governance is a model of good governance as it reduces discretion and corruption.

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।

Kautilya's teachings in Arthashastra are important even today as noticed in the 2022 budget, quoted by Fin. min. Nirmala Sitharaman

Teachings of Kautilya:

- ① Techniques of persuasion:  
Sam, Dhana, Bheda, Dand  
methods of persuading people holds good even today.
- ② Mandela theory of maintaining International relations.  
Especially important in today's multipolar world.

③ 40 ways of corruption highlighted by Kautilya should be recognised by Govt's laws also, such that they can be curbed effectively.

④ Spy system → in maintaining good governance and curbing malicious intentions of corrupt officials.

Translates to today's intelligence bureau.

⑤ "War is of no use to nobody,  
therefore use dialogue to  
deal conflicts between nations"

⑥ Simulating realistic situations like Honey traps, money traps in recruiting civil servants.  
Most of his teachings can be applied with minor modifications.

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

As the saying goes,

"Happiness is being a part of growth process of others".

With growing materialism and declining moral values in the society, "Happiness is misinterpreted as economic and physical wellbeing"

resulting in increasing corruptions, crimes etc.

According to Bhagavad Gita,

"Even animals also eat, sleep, and reproduce. It is the humanity which differentiates

us with the animals"

Nelson Mandela himself was responsible for liberation of blacks in south Africa, which made him stand where he's today.

This holds good not only in social services, but also science and experiments.

Scientists like Thomas Edison, A.P.J. Abdul Kalam have worked with selflessness and <sup>with</sup> dedication not for themselves but for humanity.

In my life, I would follow and hold up the Gandhiji's talisman of Antyodaya and Sarvodaya, which gives me a real purpose in 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

Values are a set of standards  
a person or groups imposes  
upon itself where they make an  
emotional investment

→ Morals are values from

Individual perspective

→ Ethics are values from

societal perspective.

By the above lines,

Swami supposedly saying that  
whenever he is in a junction  
or dilemma to which  
decision to take upon,

He'd ask his conscience, as,  
in which side to move on to.

Laws only prescribe a moral  
minimum but  
Ethics start where laws end.  
therefore

It is not always possible that  
Laws will guide your behavior.  
In such instances,

Ethics and morals acts as  
instruments of Behavioral regulation

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

As the saying goes

"peace and Justice are two  
sides of the same coin".

Recently in the pardoning of  
15 convicts in the Bilkis Bano  
case, who are convicted of 14  
murders and a rape is sheer  
injustice to the victim and her  
family.

The feeling of injustice can  
fuel hatred and hostility in  
people belonging to the same  
community there by a threat  
to piece.

Absence of equitable development

also leads to sense of Injustice which explains the crime rates of youth living in slums.

Some laws despite being legally valid are not ethical, which creates a sense of injustice and creates threats to peace.

↳ APSPA and the rising insurgency in Jammu & Kashmir.

↳ Sedition Laws.

Hostility from the most isolated tribes also explains the above lines.

Injustice anywhere is a threat to peace everywhere. and thus, state and civil services should fasten the process of justice delivery, so peace is ensured.

## 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?

Juvenile Justice Act represents the collective conscience of the nation which has its legitimacy. but the NGOs call also is legitimate enough to be discussed in detail.

(a) Following factors may possibly push children to commit heinous crimes:

① Poor parenting and child rearing practices:

Frequent separation, insensitivity and authoritarian parenting leads to lack of empathy compassion and tolerance among the children

eg: 50% of children in slums are at conflict with law.

② Poor role-models in the society:

Father figures like Gandhi and Nehru are increasingly being replaced by movie stars and sports celebrities, who do not project any true values.

eg: Haedik pandya in  
KWK show on TV

③ Effect of western movies, social media and poor responsibility of mass media.

④ Poor Education policy and children unable to spend time at school have high probability of violating law outside.

⑤ No sex education at schools, making it a taboo to speak about.

- (6) Fast paced lifestyle of parents, having no time for value education with rewards and punishments.
- (7) Poor knowledge about laws and violating them

(b)

Some crimes have the ability to shake the moral foundation of the nation.

eg: Nirbhaya case, 2012.

Juveniles who commit such heinous crimes can be pardoned for not knowing the law & gravity of the crime

but

they are very inhumane to commit, and their intention,

such animal instincts cannot be

allowed freely in the society which repeats such crimes.

They can be tried as adults as far as period of punishment and reformation is considered but awarding capital punishments to minor could be avoided and jailing the minor convicts should be separate from adults, so that there is a higher possibility of reformation.

In the long term, improving the economic, social and educational standards of everyone in the country would prevent happening of such crimes.

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.

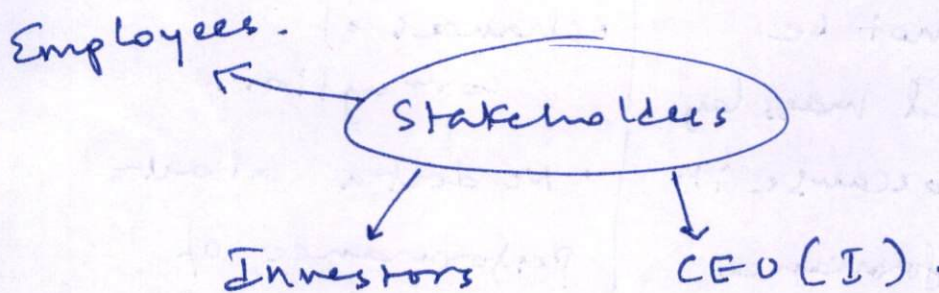
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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 अपनाते 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:
- छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
  - हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
  - 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।
  - 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) This is a case of ethical dilemma, where both decisions are good in their own ways, but I am compelled to make a decision.



Ethical issues involved are:

- ① Lives of employees in trouble

- (2) Equal stakeholders in the company
- (3) Effect the confidence of employees who'll be laid off in the negative direction.

(b) Following decisions of HR team with merits & demerits.

- ① Identifying key performers, before implementing layoff

### Merits

- ① Good for productivity of the company
- ② Cannot be termed mass lay off, because it is performance appraisal

### Demerits

- possibility of mistakes, in the appraisal process.
- chances of corruption.
- No data about performance of newly joined employees.

② Putting on retainer.Merits

- Not completely cut off economically.
- possibility of coming back.

Demerits.

- Contract keeps them binding and they cannot even search for other jobs.

③ Executing layoffs.Merits

- Increased revenues.
- Increased investments.
- Appeased investors.

Demerits.

- May be legal and profitable, but not ethical.
- Future employees will look down on the company after revenue enhancement.

(c) No matter whatever the given situation, it is ultimately affecting the employees.

Layoff may legal & profitable but immoral to leave them when the economy is in downturn.

I would arrange a meeting with all the employees and explain about the given situation.

I would beg for (2) months time at the investors.

And these (2) months will be checked for performance appraisal of all the employees, big cor) small, old cor) new.

And also give guidelines regarding

layoffs if such rise in  
productivity is not witnessed.

There is a high chance that  
productivity would rise in  
2 months.

otherwise I would proceed with  
partial layoffs.

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।

The civil war is creating innumerable migrants which are entering our country, at the moment. Setting up norms and laws about the situation would ease up things for both migrants.

the government and the local communities in the region.

(a) Violation of Human rights:

Number of cases of murder, rape, arson are witnessed in civil war torn countries.

eg: Syria, Myanmar. etc.

(b) Right to have space on mother

earth: After all, this land belongs to every body & every species not just powerful and the rich.

(c) Right to life and livelihoods.

As, such basic rights cannot be violated, it is prudent to allow them to settle in India but there is a high possibility that

they might face the same situation from local communities and hostility in case of resources and livelihood competition.

Ex: Assam's pressure groups fought for NRC and sending migrants out.

(b) Recommendations I would suggest as a stakeholder:

① India should follow the 'principle of refoulement' as we have to let enter the refugees fighting for their lives at international borders.

It respects both Indian and Gandhian Ethos.

- ② Setting up separate camps for refugees.
- ③ Giving them immediate relief supply, with the help of international organisations and NGOs like IMF, World Bank and Bill & Melinda Gates foundation.
- ④ Having talks and enabling the neighbouring countries to curb the Ethnic wars and create capacities for themselves.

eg: → Qujral Doctrine.

Because peace in the region would ensure peace in India.

eg: → Spill over communal riots from Bangladesh to India.

⑤ Giving them separate status, as a refugee card etc, such that they won't mingle with Indian population in the long run.

In the long term, after the cooling down in the neighboring country, it is prudent to send them back safely because India is 2nd most populous with lack of resources. and accepting refugees forever can deter development of one own nation.

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।

There is a mishap regarding the words in the debate, but the issue has to be resolved by the appointed committee, until then the college association should exercise restraint.

(a) Right to speech vs Verbal discrimination

- Case is still pre-judice.
- College reputation at stake.
- Forcing the panellist to issue public apology so fast would be violation of his rights.
- Lack of culture of intolerance among the youth

(b) Being the chairperson of the committee, I would interact with all the stakeholders involved in the debate and gather their views first.

- Right to Speech is guaranteed by Article 19. but it is only upto a point, where one doesnot create social disharmony and threat to social cohesion.
- LGBTQ is one of the most discriminated communities, they are offended by the words of panellist, but that is a larger issue looming in the Indian republic.

- And many issues are yet to be addressed.
- I would address the media being a neutral person, so that they do not become hangaroo courts, even when the matter is pre-judice.
  - It is prudent to put a statement of social media handle of the college that committee had been setup. and the issue is being taken care of.
  - Meanwhile, I ensure students and associations do not turn violent.

Don't write anything this margin  
(इस भाग में कुछ ना लिखें)

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 बरिष्ठ 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?

Athletes using dope for enhanced performance is clear violation of the norms and also the spirit of the game. It would tarnish India's reputation which

is slowly gaining name and fame in the international sports arena.

(a) Options available to me:

- ① I would also take the performance enhancing drugs.
- ② Complain to the higher Indian authorities regarding the situation.

I would definitely not pick the 1st option as it is violating basic morals of mine and also law.

I would try to convince my co-players to not involve and walkout of the game if already

injected with substances. Because  
It would cause shame for not  
only players but for their.

families and the whole country  
of 225 crore Indians.

It would lead to banning of  
India for a period.

eg: Russia being banned  
from Olympics

And at the basic minimum,  
It is violating the right to win  
of the other competitors, who  
may have put equal (or) more  
hardwork into the competition.

Therefore, I would complain to  
the authorities above the coach  
and any non-response from them.  
I would walk out myself and

not participate in the game.

(b) Reasons behind using these substances:

- ① Excessive ends-specific- (rather than means).
- ② Fault in picking candidates.  
As a 2<sup>nd</sup> most populous country, many competent candidates would be waiting for one chance.
- ③ poor practice and training in preparation period.

They can be minimised by:

- ① Fair & open local competitions to pick right candidates.
- ② Investing in the training of the candidates with less restraint.

- ③ Value education and good child rearing practices.
- ④ In the long term, people who are physically competitive should be found with the help of Kinanthropometry and Sports engineering, and they should be trained.

↳ Many tribes are physically competent in Spear Throwing (Javelin), Bow & Arrow (Archery). etc

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.

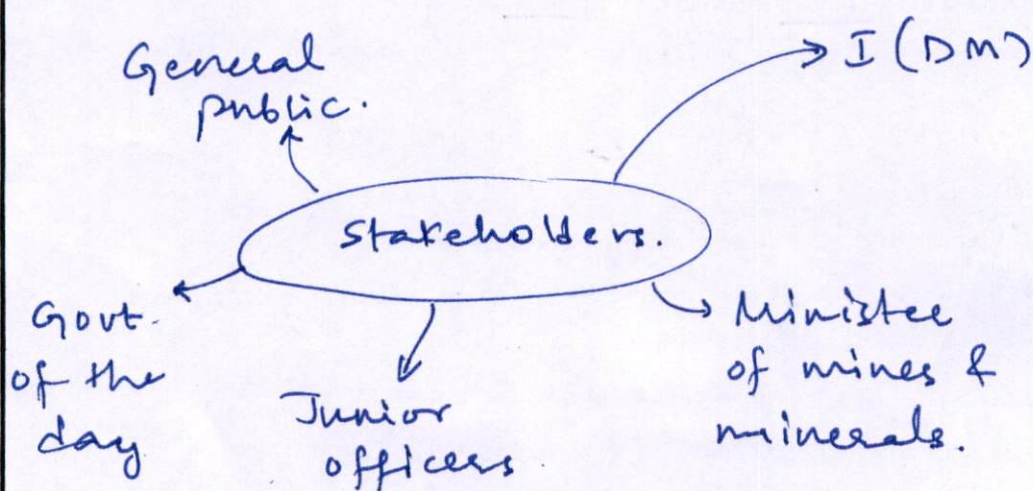
(b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. (20)

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।

Minister is clearly involved in an illegal activity, which the DM has all rights to taken action in the situation.



(a) Ethical issues involved in the above case:

- ① Creating and reinforcing Economic Inequalities, which already continue to plague India. Public at large are losing out on wealth of the mother earth.

② Making innocent men as  
Scape goats: This kind of  
action may destroy lives of  
innocent men and their families.  
It would also decline the  
morale of the public administration.

③ Environment Unsustainability:  
Mining, if done illegally have  
no clearances and no safety  
protocols involved meaning  
it results in decline in  
environment quality in the  
region.

④ Guilt / shame / Regret: If I  
do whatever the minister says,  
It not only violates the law  
by also leave by guilty for

breaking the law, being unable to protect environment, my subordinates etc.

(b) Following are my options:

① Do as the minister says:

- Violation of law.
- In the long term, they'd get away but I'd remain in conflict with law.
- Create rifts in the region among ruling party and others.
- Media's eye is on the case, any mishap would itself ruin my career.

② Act legally and register an FIR against the minister and the cronies involved.

- It resolves all the dilemmas I have in my mind.
- This would set a right example, as even the minister can be booked and tried in the court of law.
- Keeps up the morale of the department and the public.

There's a high possibility that I would be pressurised in professional, and personal manner. But acting with Integrity and courage of conviction would bring peace to me and the society, at large.

The volume of the literature  
is now so large that

it is impossible to read  
it all, or even to summarize  
it in a book.

The result of this is  
a kind of "information  
overload" which is  
difficult to handle.

There is a need for  
a better way of  
organizing the information.

I would like to propose  
a professional and personal  
approach.

But acting in a  
"professional" way  
is not always possible.

It is often necessary  
to act in a "personal"  
way.