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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	Eng	Registration Number	731399
Center	ORN	Date	6/09/22

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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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 serving others
having a feeling of compassion
and sense of service

Altruism : core value in public
life

- (1) It ensure the true essence
of public life.
→ "In the service of other/working
is the service of self and
God" : Swami Vivekananda

(2) Domino Effect

→ If you help one, making them
capable to help 2, and these
2 will help further 4. This
will create a better society.

Measures to foster altruism in public services

- ① Ethical moral training
→ Cultivating Compassion.
- ② Reinforcing Altruistic Behaviour
→ through rewards for good behaviour, highlighting such practices.
eg - Raj yadav (IAS) District Administrative
Adopted Village (DAAV) for village upliftment.
- ③ Discretion given; Rule based to Rule based service
- ④ Institutional - legal framework supporting such practices
- ⑤ Code of Ethics implement to ensure altruism

Conclusion

Altruism will cause a chain reaction to create a happier contented society.

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।

The deontological / non consequential ethics supported by philosophers like Kant highlight means should be as just as ends.

Actions Right without maximising good. as rightness represent certain norms

① Satyagraha and Gandhiji
Although revolutionary activities were more successful in immediate terms during fight independence struggle, Satyagraha led to calling of Non Cooperation movement due to long term but it was right action representy

non violence and truth.

② Whistle blowing in private firm/government

may lead to tarnish image
eg Edward Snowden and

Recently in facebook. May lead to anarchy and job loss but highlighting corruption is essential.

③ Honesty, Integrity, Probity in work penning Karis Categorical Imperative:

May lead to personal punishment
eg politician exposed for corrup,
scams eg NPAE scam Satyendra
Dubey (IIES) lost life but eventually
larger good always.

④ Medical - Right action as per law no
Conclusion abortion may not be truly
good for women and society

Right actions still be uphold
to maintain orders and avoid
violate of powers

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

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

Police is seen as upholder of law and order yet many reasons tarnish the image and trust of people.

Ethical challenges involved in policing in India

① Police - Criminal nexus

Many times bribery, corruption is seen and criminals are backed by police

▷ In 1960-70's smuggling in coastal states was said to be based by some officers of department itself

② Petitisation of crimes and

Criminalisation of politics

▷ derail the process of justice.
Muscle and money power
interrupts fairness.

③ Moral policing and society
punishing criminals

▷ mob lynching incidents,
social boycott.

Reason of corruption

① Poor ethical, morals at
individual level

② Excessive work pressure, poor
state of work

③ Less salary

④ People offering to avoid
confrontation and long judicial
process

Conclusion

corruption is a two dray process
which needs to be controlled by
ethical, institutional and infrastructural
means

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

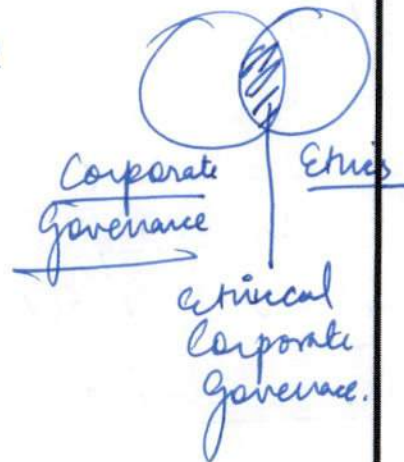
भावना और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नेंस का अभिन्न अंग होता है। चर्चा कीजिए।

ethical corporate governance
is imbuing ethical moral
principle in the rules,
regulations and principles
of corporate working.

Right combination of Spirit
and structure

Spirit: Use of standard
code of ethics
- It will bring
standardisation of
decision making and
more efficiency.

- Set spirit of service for new
entrants as to what ideals to
be uphold.



- It will instill determination to work as hard work will be paid off

Structure: It will bring fairness to composition.

- Diversification of Board of Directors
- Independent Directors will be chosen fairly
 - ▷ Presently family members are appointed.
- More gender diversification
- Better use of CSR funds.
- More progress and profit.

Conclusion

This will ensure better work-life balance, improved capabilities, output as well as benefit company and employees

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।

Ethical conduct and good governance

Include upholding highest ideals such as compassion,

integrity, responsibility, accountability

etc.

Institutionalising ethical conduct and governance

Public servant role

① By themselves at individual level serving public

eg ▷ Armstrong lane (RAS) road construction by public funding

② Without fear, upholding integrity

▷ Exposing land mafia, sand mafia by many public servant

▷ Serving in extremist states.

Common Citizen

① Helping make a better society
 ▷ Right to education, Swatch Bharat,
Beti Bachao Beti Padhao would not
 be possible without citizen
 participation.

② Self empowerment and
 empowering others

▷ Through Right to Information
 Act, Media etc.

③ Self Examining as Socrates
 highlights.

▷ Upholding honesty, against
 corruption, compassion by helping
 others (self help groups) etc.

Conclusion

Nation building requires contribution
 of each stakeholder and if
 one checks on themselves, it
 will create an all round check.

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 'culture
is lack of connectedness
focussing on just their
work which inhibit all
round success.

Reason of work in silos culture

- ① Improper filing, management,
lack of e-governance and
e-database
- ② Huge number of departments.
- ③ Limited workforce.
- ④ Non-uniform work culture
Lack of standardisation

Importance of cooperation, coordination and collaboration

- ① Better administration: more diverse information input will enhance output.
- ② Citizen Empowerment
 - ▶ More holistic information can be dispersed. Will eventually reduce RTI filing and improve efficiency.
- ③ This will improve Responsiveness, Accountability and transparency
 - ▶ This will act as a measure of checks and balance.
- ④ Reduce burden of auditing and better public fund management

Conclusion

Such practices should be adopted for better service delivery and ethical practices.

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 knowing about self and others to create better awareness, understanding and management.

Emotional Intelligence

Essential tool for Public servant

① Understand Oneself and Act

➤ If know, Integrity is essential for one's peace of mind, will uphold it for in every case.

② Understanding others / compassion

➤ An old age person without ration can be given food as food security is essential.

#Can be misused to manipulate people

① Corruption / Nepotism

► Public servant can employ their relative by manipulations in lieu of doing work of others.

② Misguiding Citizens

► Environment assessment diluting by playing sentiments as economic opportunity will be created in place.

③ Rights Compromised

► Infringement on rights such as religions in name of secularism or curbing free speech, internet in name of security.

Conclusion

Citizen empowerment through moral education, developing higher EQ is required to avoid manipulation.

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

(150 words) 10

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

Social influence in changing behaviour, thoughts and actions through certain means.

Social Influence and effects

Good

- ① Family → teaching respecting all, humans and animals.
- ② School → use of good language, discipline.
- ③ peers → sportmanship, true friendship, truthfulness.

Bad

- ① Peers pressure leading to

practices such as drinking,
smoking.

② social media - fat shaming,
draining confidence, increased
unrequired consumerism affecting
sustainability.

#Evils

① Society show off culture
Can lead to feeding of deprivation,
leading to theft, drugs, organised
crimes.

② Influence in religions
name to take youths towards
terrorism.

③ Alcoholism, teasing leading to
offense like Rape etc.

Conclusion

Rationality and moral education
can help one take best out
of all influence.

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

(150 words) 10

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

Public Service Delivery
is timely, effective and
efficient delivery of goods
and services.

▷ Sevattam model of public
service delivery.

Coordination and technology
for people centric public
service delivery

① Technology will help
create a electronic database
of entire supply chain.
This will help coordination
and removing bottlenecks
as to what is causing
delay.

② Citizen Empowerment

With more coordinated and technology enabled approach, people will know the exact status of their service demands.

③ It will reduce efforts of both public and authorities.

▷ Less RTI filing.

▷ Save time and cost overrun.

④ Training - collaborative, inter departmental for use of new technological models is needed.

Conclusion

India with large population requires interruptive, exceptional approach to most effectively deliver the public.

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 Arthasastra provides great insights to governance, duties of a person in authority, justice et al.

Important teaching of Kautilya

① Role of King/Head :

▶ To not do anything at harm interest of people.

Present corruption, Nepotism can be tackled with this.

② Revenue Department/public fund managers

Kautilya said revenue collection is like putting honey/poison on tip of tongue impossible to taste

▶ highlights need of auditing,

checks and balance in public funds management.

③ Right sizing Bureaucracy

➤ Kautilya talks about limiting bureaucracy to improve efficiency and transfers to check nexus. which is relevant today also

④ Whistle blowing

➤ Reward to whistle blowers was given that time. This can be use today to bring cases of corruption

➤ Punishment to those who misfiled for personal reason. This will presently ensure no defamation to honest servants.

Conclusion

Kautilya's teaching shows that though society at all ages may face certain disorder, yet efficient measures can create prosperous kingdoms such as Mauryans

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 quote by Nelson Mandela highlights the purpose of one's life, not just to serve oneself but altruism, compassion and service to others.

Significance of life: Difference made to life of others

① Time immemorial emphasis on not just materialistic but focus on spiritual well being emphasised for emancipation of sorrow of others

▷ Buddha's teaching, concept of Bodhisatvas made the whole religion

significant because the impact it creates in life of others.

(2) ▷ Ashoka is called 'the great' because of his benevolent despotism, paternal outlook, concept of 'Dhamma'

(3) ▷ Akbar is known to be most secular ruler, abolishing jizyah, Sulh-i-kul concept etc.

(4) Mother Teresa selfless work for destitutes, children, having minimalist life made her an inspiration

(5) Abraham Lincoln is known to be the greatest of President as he contributed to emancipate slavery, and abolish racial discrimination.

(6) Nelson Mandela, Mahatma Gandhi, etc fought for independence of country selflessly

Conclusion

Living for others give contentment, brings positive vibes and makes a prosperous society.

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

Swami Vivekananda highlights the importance of intention behind action. He emphasised that means right intended will make ends right.

Spirit right will make everything right

① This emphases that even in Adverse scenario a right intent can bring peace.

▷ World wars - intent to bring global order against Hitter and other fascist (World War II) make the wars justiciable

▷ But if spirit not good, it can be out of terrorism

② Dr. B.R. Ambedkar said that any law if implemented with good spirit will bore good result. If not, no matter how good the law is, it will not serve the purpose.

▷ MGNREGA is to uplift poor, yett corruption & leakages makes it less effective.

③ Mahatma Gandhi calling off Independence struggle due to Chauri Chaura incident delusioned people, but spirit of Satyagrah was uplifted which finally led to Independence.

Conclusion

The Thoughts → belief → values → Actions so everything starts with good thoughts & spirit to result in good Actions. One may not be immediately successful, but eventually it will be the right thing to do.

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

This quote highlights the practical nature of humans and society. It consists of tension, conflicts, chaos, but what matters in the end is presence of order and justice.

True Peace: Absence of tension
+
Presence of justice

① The ideal state of peace would comprise no tension, a just order, law abiding citizens, no disputes. Yet, this can be hardly ensured anywhere. So it create a check and balance, it is essential the equilibrium is maintained through justice.
▷ Scandinavian countries are known

to be very peaceful, not that there are no crimes but they practice reformatory justice system.

② Delay, denial of justice creates tension, insecurity, embolden criminals. leads to society taking law and order

eg mob lynching - etc.

▷ creates criminalization of politics

③ Individual peace comes from the rights we enjoy such as right to life, liberty, freedom of speech and expression etc.

▷ A-32 gives power to safeguard fundamental rights to supreme court.

Conclusion

If justice system is abolished there will be tyranny of legislature and executive, state of anarchy, justice system ensure balance which brings 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)

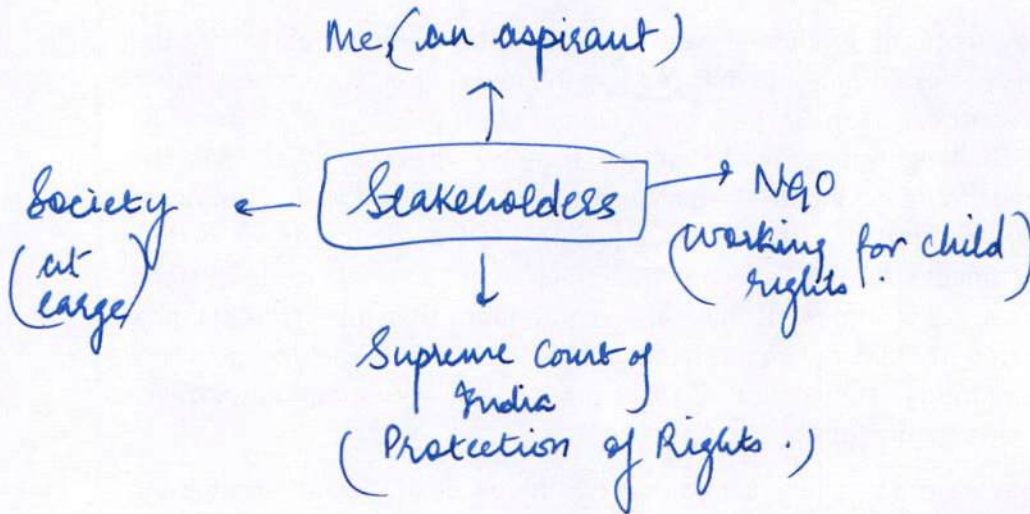
आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त 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?

The case presents occurrence of crimes by juvenile. The

Nirbhaya incident spread light to such cases in recent times.



Ethical Issues

① Failure of society to take care of children and imbibe moral values.

Ethical Dilemma

→ Reformative justice vs Retributive justice

→ Protecting child rights and giving childhood its place vs

crime is crime and need of punishment.

a) Possible factors: Driving children toward committing heinous crimes.

① Individual level

- Lack of emotional intelligence
- Sense of deprivation, jealousy.
- Poor self examination which is essential as Socrates say "An unexamined life is not worth living"
- Personal experiences such as bullying, social media influence etc.

② Society level:

- Inadequacy to ensure Right to Education violating Fundamental Right, DPSP and fundamental duty.

→ Inability of family, neighbours, schools etc to ensure moral values.

→ child labour, exploitation.

③ National level

→ Poor institutional-legal framework

→ Governance issues to ensure protection

→ Lack of proper law and order.

b) Punishing children rather than reformation

Correct to do :

① As retributive justice is ensured

eg: Sometime the juvenile is about to be adult when he commit heinous crime as in

Nirbhaya case. sparing such under law can put forward wrong precedence and may make society take law under their hand.

② Punishment will reinforce such behaviors is not repeated.

↳ Incorrect to do

① It will result in punishing them twice. First by the incompetence of society and nation's failure and second by rigorous punishment.

② This may not teach a lesson as their poor capacity to understand reasons at small age but push them more into it.

Conclusion

Carerization of crimes and balance of reformation and punishment should be there.

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।

This case reflects upon the present situation when due to Covid, massive lay off was witnessed. The country as well as companies are presenting witnessing a phase of revival.

a) Stakeholders

① Me as CEO-founders of a Tech company

② Investors, who want to increase profitability.

③ Employees, suffering through apprehensiveness.

④ Companies and society at large.

a) Ethical Issues

① Investors pushing their interest, inhibiting freedom of decision making.

② Poor corporate governance as sudden downsizing may be undertaken, lack of cohesiveness among employees.

③ The work ethical issues undermined for attracting

investments .

Critical Dilemmae

- (1) more investments in future vs Utilitarianism for saving employees
- (2) Critical egoism by looking at mines and investors interest vs good Corporate Governance when employees should not suffer due to some bad decision of company.

b) Options : Merit and Demerits

- (i) Key high performers identify and suitable position gives

Merit

Demerit

→ Service of creamy layer ensured.

→ Apprehensions will continue that they can be next.

(ii) Terminated employees on retainer
as part time
merit

→ No downsizing
→ ensure funds
judicial case

It will affect their
work ment

Demerit

→ Affect social security
of workers
→ Employees will focus
less here but more
on finding permanent
job.

(iii) Lay off
merit

→ Company's
profitability might
increase
→ Investors invest
more.

Demerit

→ Reputation affected
→ Crisis of Conscience
may occur doing
injustice to many
people

(iv) fairness improved in
existing and terminated employees
and moving ahead with layoff.

<u>Merit</u>	<u>Demerit</u>
→ Only non essentials incapable terminated creating fair terms	→ May not be much justified and can still affect reputation

Course of Action

- ① Will try to frame data as to why edTech company not able to reach masses and profitability. Improving capabilities will instill more employees as these are already trained.
- ② In case, will try to, In all fairness look at the competence of all employees and if downsizing have to be done, it will be done in all fairness, ensuring social security, and time period to employees being terminated to find employment elsewhere.

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)

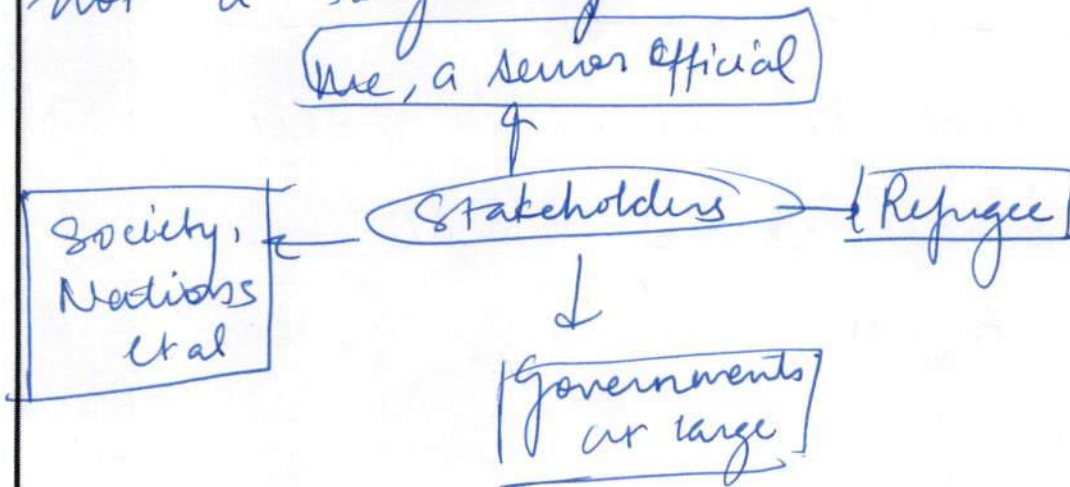
एक पड़ोसी देश में नृजातीय गृह-युद्ध जारी है। यह संघर्ष उक्त देश से लोगों के बड़े पैमाने पर विस्थापन का कारण बन गया है। विडंबना यह है कि विकसित देशों ने कोविड-19 महामारी, संसाधनों के लिए प्रतिस्पर्धा, घरेलू राजनीति आदि के कारण शरणार्थियों हेतु अपनी सीमाओं को बंद कर दिया है। देशों द्वारा अपनी सीमाओं को 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।

*This case presents the issue of migrant-refugees and their vulnerable state.
International Convention on Rights*

of migrants-refugee provides
framework though India is
not a signatory.



Moral Issues to Rights of
International refugees

① Their vulnerable situation
such as lack of food security,
health, sanitation etc.

② Vulnerable sections more
suffering such as women and
child trafficking.

(3) This deprivations may lead to turning into extremist, terrorism, organised crime etc

(4) Countries playing politics, having resource competition reflection deprivation of moral values

(5) Poor understanding of people fighting based on ethnicity, religion, race, caste etc

Recommendations: on large influx of refugees in India

(1) As national policy to

safely accommodate India bound refugees need to be devised, It is essential to first know the depth of situation.

Database of all refugees, with a little background situation need to be made.

▷ Recent cases such as Rohingya refugee involvement in Bihar bomb blast underlines the need for proper analysis. That no insurgent enters in name of refugee.

② Once database is collected, shelter homes as per need. Basic facilities such as

food security, health clinics,
education for children,
sanitation to be ensured with
special focus on vulnerable
such as old aged people, women,
children, person with disability.

③ International collaboration

for more distributive and
holistic help. This will
ensure the indigenous people
don't feel pressurised.

Conclusion

The refugees are already
suffering physically, psychologically
and everything should be
done to ensure it is
decreased.

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.

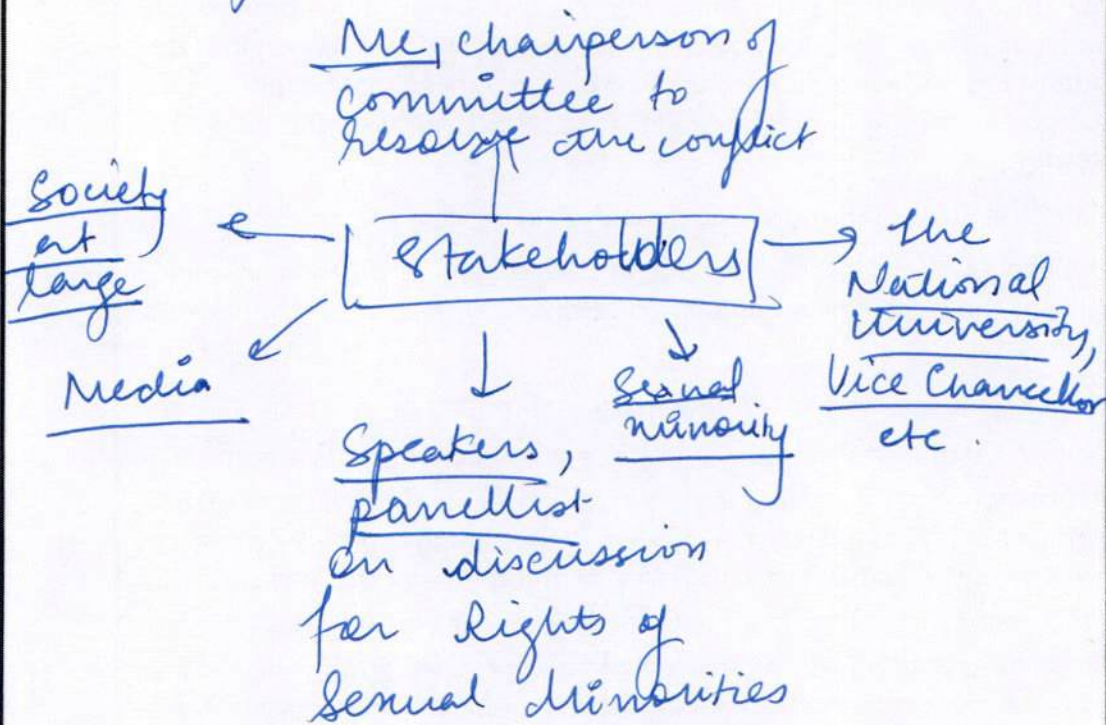
(b) Keeping the right to freedom of speech and expression in mind, highlight the steps you would take to resolve the issue and list arguments in support. **(20)**

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 case revolves around rights of LGBTQ and their still unclear place in society



a) Moral Issues

① The Indecisiveness of Rights of sexual minorities even after 75 years of Independence

- ② Lack of participation of the
one who are most affected
i.e. the sexual minority.
- ③ Right to freedom of
speech and expression in
controversy as what is the
limit of these rights as
it doesn't infringe over
the right of others.
- ④ Use of media to sensualise
an issue. Moral policing
and societal justice rather
than institutional justice
is emphasised.
- ⑤ Outside pressure affecting
decision making rationally.

b) Step to Resume the issue

- ① First will try to know the indepth reason of conflict.
- ② Will try to convey that the panellist put forward his ~~the~~ own views, in a closed house discussion which is his freedom of speech and expression and public apology demand may infringe on it.
- ③ Will take help of legal-institutional framework.

which also on transgender rights act highlighted no self identification. supporting my arguments with this will ensure more depth to the decision.

(4) will underline the motive of the discussion that was to get variety of opinions.

liberal use of pronouns may affect benefit ascertain to such groups and can be misused.

Conclusion

A middle ground with talks with all stakeholders, facts and Objectivity will ensure such issue is resolved. for the best interest of sexual minority

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?

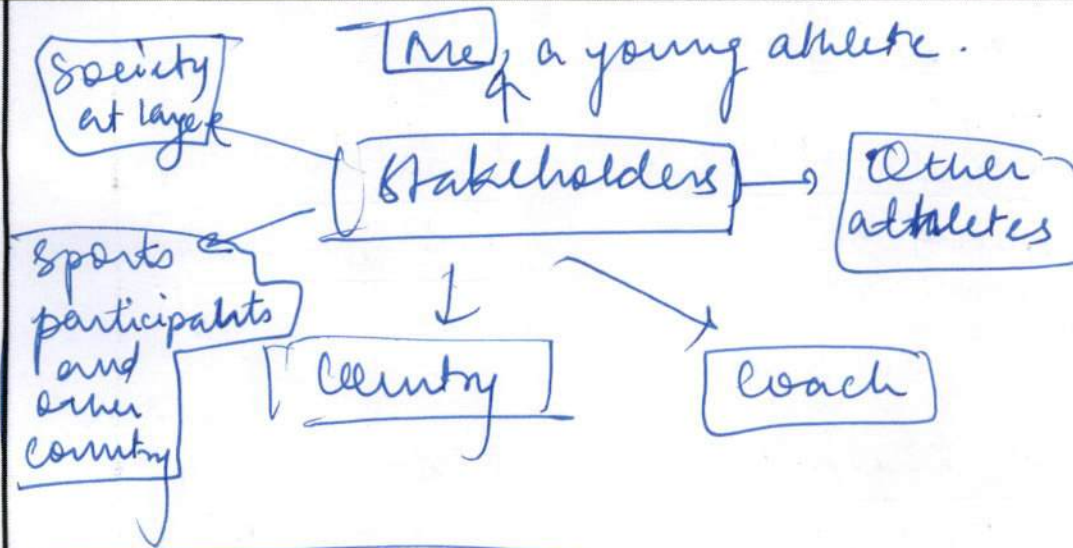
(20)

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?

This case highlights the unethical practice in sports and its repercussions on players as well as country.



Ethical Issues

- ① Use of illegal, unethical means to win.
- ② Poor competence, moral value, sportsmanship.
- ③ The teacher or coach who is seen with so much respect, affecting the sanctity of the position.
- ④ Disrespect to country, belief of supporters.

Ethical Dilemma

Personal benefit vs sportmanship
take drug and and fairplay
win

Protect country's vs Protect player's
reputation and coach
sanctity

a) Options and Course of Action

I Tell higher authority and
report at any cost

Merit

→ Will save
reputation of
India in
Doping test

→ Censure such
practice not
done.

Demerit

→ Will highlight
the issue as participation
of such athletes will
be stopped

→ May affect my
coaching and
revenge might be
taken by players
and coach

II Not reporting and just focus
on myself

Merit

→ NO personal
punishment

→ May not be detected
and win medals for
India

Demerit

→ India's
reputation
tarnished.

→ Crisis of
conscience

① I will surely not let
this unfair thing happen
will solve as per Kant's
Categorical imperative to
ensure fairplay.

② firstly, will try to make
understand them at personal
level to stop such practices without
affecting anyone's reputation.

③ If still not resolved will
contact higher authority without

fearing following 'Dharmo Rakshati Rakshitah' to ensure fairplay for hardworked sportsman and save country's reputation.

Reason for use of such drugs

- ① Excessive pressure to win. Poor sense of true sportsmanship.
- ② Poor guidance, awareness
- ③ Lack of proper training, resources to instill confidence.

Steps to minimize such practice

- ① Awareness, guidance, testing.
- ② Instill confidence, moral education focus.
- ③ Training to coach as teacher training in education system.

Conclusion

India has huge potential given the demographic dividend and this need proper guidance.

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 case presents the prevailing Corruption, vote bank politics, Illegal mining affecting the sustainability of country in political, social, economical as well as environmental terms.

Stakeholders

① Me, As DM

Interest/ Critical Issue

To ensure law and order and good administration

② Media

Highlight illegal activities being the 4th pillar of democracy

③ State minister

Vote bank politics, ~~copy~~ illegal mining through proxy.

③ Present government

Wants to
stay clear of
any political
corruption by
hiding facts.

④ Some junior
government employees

used as
scapegoats to
hide government
incapabilities.

⑤ Society

used as Means
and not ends.
Created upon.

Other Ethical Issues

① poor governance - focus on hiding
rather than solving issue.

② corruption, illegal mining

③ Pressure on me, affecting
sanctity of my work.

b) Option

I) Use junior government employees as scapegoat and do as per Minister

Merit

- Personal benefit
- Ensure pseudo trust of people on government
- Maintain law and order as no protest

Demerit

- Crisis of conscience for punishing the honest and helping the corrupt
- Illegal work will be strengthened

II) Fair Enquiry, punishing the corrupt and illegal activities stopped.

Merit

- Integrity uphold.
- Ensure fairplay and uphold
- A.M. → Equality before law.

Demerit

- May incur personal cost.

Course of Action

- ① I will act as Plato's
Philosopher King, ensuring
justice, without any pressure.
- ② If enquiry suggest involvement
of minister or any influential
person, I will go ahead
with giving the case.
- ③ Will try to connect with
media to ensure trust in
public is upheld at
every cost.
- ④ Politicians should serve
people and not debat. This
message needs to be
instilled.

All these steps will ensure
such practice are not undertaken
any more and justice for all.