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GENERAL STUDIES (TEST CODE : 860)

Name of Candidate	RAVI JAIN		
Medium Hindi/Eng.	ENG.	Registration Number	37670
Center	ORN	Date	11/7/17

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	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

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 **FOURTEEN** questions printed in **ENGLISH & HINDI** इसमें चौदह प्रश्न हैं तथा 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।

75, 3rd Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1st Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Marketing has become a crucial link in the success of a business. With suitable examples, discuss the ethical issues involved in marketing of a product or service. How can these issues be resolved? 10

किसी व्यवसाय की सफलता में विपणन (मार्केटिंग) एक महत्वपूर्ण कड़ी बन गया है। उचित उदाहरणों सहित किसी उत्पाद या सेवा के विपणन में निहित नैतिक मुद्दों की चर्चा कीजिए। इन मुद्दों का समाधान किम प्रकार किया जा सकता है?

A firm which provides goods or service to reach out through marketing to its customers.

Some of the ethical issues involved are—

- (i) providing complete information about the product — eg — side effects, health hazard, addiction etc.
- (ii) pricing of the product — whether the product is a necessity for the customer. Whether the company has monopoly in the market.
- (iii) Quality of goods or service
- (iv) Use of public figures for promotion of the product. eg — cricketer, film star, role model etc.
- (v) Use of marketing to create artificial demand.

- These issue can be resolved by -
- (i) Making ^{law} rules and regulations - to provide complete information about the product.
 - (ii) Pricing can be capped for necessity goods like medicine.
 - (iii) Quality of good can be mandated by law or self regulation
 - (iv) Public figures promoting a product should hold moral responsibility

In this regard autonomous body like Advertising Standards Council of India (ASCI) can be given more power.

1. (b) Value education empowers a person to confront the myriad challenges of contemporary Indian society. Discuss. 10

मूल्य आधारित शिक्षा किसी व्यक्ति को समकालीन भारतीय समाज की अनगिनत चुनौतियों का सामना करने में सक्षम बनाती है। चर्चा कीजिए।

Value is something an individual holds dear and helps in deciding him/her the rightness or wrongness of an action.

The contemporary Indian society faces issue of divided at various level like social, political, economic, religious, regional, caste etc.

~~The inculcation of~~
Other issue are corruption, exploitation etc.

The inculcation of values in a person helps him/her to confront the challenges. For example the value of equality ^{helps him} promotes a feeling of equality among everyone. The value of tolerance let us understand the individual or institutional difference among one another.

The values like integrity, honesty, uprightness helps to ~~prom~~ prevent corruption in the society.

The source of these values can be both internal and environmental. Socrates believed that the human virtuous nature is a habit. Aristotle believed that no person is intentionally bad and good virtue can be injected through knowledge. So value can be promoted to individual through education which help him to overcome challenges of society.

2. (a) Ethics is the first line of defence against corruption while law enforcement is remedial and reactive. Examine the statement with suitable examples. 10

नैतिकता, भ्रष्टाचार के विरुद्ध पहली रक्षा पंक्ति है, जबकि कानून का प्रवर्तन उपचारात्मक एवं प्रतिक्रियात्मक है। उचित उदाहरणों के साथ उक्त कथन का परीक्षण कीजिए।

Ethics is the set of standard which society set upon itself to decide the ~~best~~ rightness or wrongness of an act.

Ethics are basically principle which guides a person when deciding on how to act ~~on~~ in a given situation.

Ethics helps a person to inculcate moral values. These moral values guides the person's inner conscience to act morally.

The person inner conscience hence acts ~~to~~ as ~~the~~ the first line of defence to ~~the~~ act morally including action against corruption.

Whereas the law enforcement is remedial and reactive. It, in a way, creates a fear of punishment. It only sets a

minimum moral standard against corruption. A person would seek gratification but only the fear of punishment prevents him from doing so. It is reactive in the sense that it comes into force only when an act of corruption has taken place.

For example — an officer can seek monetary compensation to provide a service to citizen.

This act of bribe taking can be prevented by his inner moral values or by use of ~~law~~ strict laws & regulation.

But if the laws are not strict it is his inner conscience that can only prevent him from doing corrupt action.

2. (b) Discuss the influence that parents have on values of their children and the role they can play in transmitting good values and resisting negative influences. Why is it that, at times, the values of children differ from that of their parents? 10

अपने बच्चों के मूल्यों पर माता-पिता के प्रभावों एवं अच्छे मूल्यों का संचार करने एवं नकारात्मक प्रभावों का प्रतिरोध करने में माता-पिता द्वारा निभायी जा सकने वाली भूमिका की चर्चा कीजिए। ऐसा क्यों होता है कि कभी-कभी बच्चों के मूल्य (मान्यताएं), उनके माता-पिता के मूल्यों से भिन्न होते हैं?

Parents are the first persons who interact with children. Their impact on children is quite high in first few years of life especially of mother.

They play a very important role in transmitting good values and resisting bad influence.

They can provide reward for good act and punishment for undesirable ones.

Children also observe their parents act and learn from them. Values like truthfulness, honesty, helpfulness etc are learned by children through observation.

They can also teach values through moral stories, role playing, allegory etc.

Apart from parents other source for children to learn values are :-

- (i) School
- (ii) Family & relatives
- (iii) peers & friends.
- (iv) Mass Media & television.
- (v) society

The values imparted by these can be different from what is being promoted by parents. Hence ~~the~~ children can have different values from that of parents.

3. (a) What does 'public service' means to you? Describe the various ways in which one can serve the public. Does one necessarily serve the public better by entering the civil services? Justify your stand. 10

आपकी दृष्टि में 'लोक सेवा' का क्या अर्थ है? उन विभिन्न तरीकों का वर्णन कीजिए जिससे कोई व्यक्ति लोक सेवा कर सकता है। क्या कोई व्यक्ति सिविल सेवाओं में प्रवेश कर अनिवार्य रूप से बेहतर लोक सेवा करता है? अपने दृष्टिकोण का औचित्य सिद्ध कीजिए।

Public Service is any act done ~~for~~ ^{by} anybody for general welfare of the larger public and citizen.

Various ways in which one can serve the public are —

- (i) Civil Services
- (ii) ~~to~~ NGOs —
- (iii) Social group like Rotary Club, Lions Club etc.
- (iv) Political post such as at panchayat, legislature or Parliament
- (v) through philanthropy.
- (vi) through charity
- (vii) through religious institution by providing food, education etc.
- (viii) By using professional skills acquired. for example a doctor can ~~attend~~ ^{serve} poor patients for free once in

a while.

The above mentioned means are few of them using which one can serve the public. One can chose anyone.

Civil services is just one of them. One can serve the public in a better way through civil services as -

- (i) It gives more visibility. One can work at the ground level.
- (ii) Implementing policies drafted by elected in a better way for welfare of poor and vulnerable section
- (iii) It gives more power to influence people in right direction
- (iv) One can make policies in long & short term for welfare of public

3. (b) What do you understand by 'civic virtue' in public life? What are the challenges in practising it in today's time? How can these challenges be overcome? 10

सार्वजनिक जीवन में 'नागरिक सदगुण' (सिविक वर्चू) से आप क्या समझते हैं? वर्तमान समय में इनका अनुसरण करने में आने वाली चुनौतियाँ क्या हैं? इन चुनौतियों से पर कैसे विजय प्राप्त की जा सकती है?

Human beings live in a society where everyone has to care for others right while exercising one. It is a part of social contract theory.

'Civic Virtue' is the attitude of a person to act in way that does not have negative externalities towards others right.

The challenges in practising it today's time are -

- (i) Attitude of consumerism - People buy product which are not necessity thereby ~~using~~ wasting the resource of mother earth.
- (ii) Unethical consumerism - eg - using luxury which pollutes the environment more whose impacts are felt by the most weaker section.

- (iii) Fast and Competitive life —
~~does~~ This kind of life does not
give time for consideration of
right of others.
- (iv) This kind of attitude also
promote corruption.

These challenges can be overcome
by promoting right kind of
values through moral education
and also by religious and
political leaders of the society.
People need to made aware of
the civic virtue and importance
of it to maintain peace and
stable society.

4. (a) The lives of great leaders inspire us in many ways. Which leader has had a lasting impact on you and in what way? Mention one outstanding value that you have imbibed from him/her and its importance to being a civil servant. 10
- महान व्यक्तित्व (ग्रेट लीडर्स) का जीवन हमें अनेकों प्रकार से प्रेरित करते हैं। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

The lives of great leaders are a great inspiration to anyone and everyone.

Lal Bahadur Shastri, the 2nd Prime Minister of India, also a Bharat Ratna has a lasting impact on me.

His life throughout has been great inspiration for me.

- He comes from a very humble background.
- His dedication towards independence of our country can be seen through his role in the Independence.
- His sense of duty & responsibility is impeccable and can be seen when he is resigned as the Minister of Railway after an accident.

- He became Prime Minister at a very difficult time.
- His intellectual integrity ^{& leadership} can be seen ~~as~~ ~~that~~ by how he led the country during the 1965 war.
- He planted crop ~~at~~ in his residence during agriculture crisis shows that he led by example.

Overall his sense of duty towards the country and citizens can be seen by every act done by him. This value or quality is must in every civil servant to give justice to the office.

4. (b) Governance is the vital link in our quest for prosperity and equity. What should be the key elements of ethical governance to eliminate corruption and bureaucratic delays? Examine. 10

समृद्धि एवं समता की दिशा में हमारे प्रयासों में गवर्नेंस (शासन) एक महत्वपूर्ण कड़ी है। भ्रष्टाचार एवं नौकरशाही के कारण होने वाले विलम्बों को समाप्त करने के लिए नैतिक शासन के महत्वपूर्ण तत्व क्या होने चाहिए? परीक्षण कीजिए।

Governance is a mechanism by which social and economic resource is used by an institution to ~~act~~ promote welfare of the public. Government through its policy use these resources and promote prosperity and equity in the society.

They provide distributive justice. They provide infrastructure and opportunity to everyone to use its potential to lead a prosperous and fulfilling life.

One of the important element of ethical governance is to eliminate corruption and bureaucratic delays. This can be achieved by -

(i) Promoting Transparency - By strengthening Right to Information Act, also by renewing official

Secrets Act.

- (ii) Establishing Standard of Procedure and minimizing discretion
- (iii) Minimizing political interference
- (iv) Use of Technology promoting e-governance.
- (v) Strengthening grievance redressal
- (vi) Promoting values like honesty, integrity, openness, transparency, dedication towards public etc through training.
- (vii) Bringing legislation like Service Benefit Act.
- (viii) Use of instrument like Servotum Model, Citizen Charter etc.

5. (a) Has excessive profit seeking by corporates undermined the trust of public in the private sector? Giving examples, examine the reasons for failure of corporate governance in India. 10

क्या कॉर्पोरेट्स की अत्यधिक लाभ प्राप्त करने की इच्छा ने निजी क्षेत्र में जनता के विश्वास को कमजोर किया है? उदाहरण प्रस्तुत करते हुए, भारत में कॉर्पोरेट शासन की विफलता के कारणों का परीक्षण कीजिए।

Corporates essentially ~~also~~ exist to earn profit by its operation. The greed to seeking profit should not be blind and such that it tampers the trust of public in private sector.

There are several examples in which it is seen that corporates does not mind using unethical means for excessive profit.

(i) In real estate, it is often seen that the project gets delayed and funds from the customers are transferred to ~~bank~~ for wrong use.

(ii) The case of giant like Volkswagen tweaking the engine to pass a pollution test.

(iii) Several instance of quality of product not meeting the correct standard. eg- Mother Dairy, Amul

Patanjali etc have been reported to have adulterated ghee.

The following reasons can be attributed for failure of corporate governance in India are -

- (i) The greed for excessive profit.
- (ii) Failure and lack of regulatory bodies.
- (iii) Absence of law.
- (iv) Corruption
- (v) Nexus between Corporates and Administration and politician.
- (vi) Less concern towards public.

5. (b) Income inequality, resource mismanagement and health hazards are some of the negative consequences of globalization. In this context, what are some of the ethical dilemmas that civil servants face today? How has the approach to handling these undergone a change? 10

आय असमानता, संसाधनों का कुप्रबंधन एवं स्वास्थ्य संबंधी खतरे वैश्वीकरण के कुछ नकारात्मक परिणाम हैं। इस संदर्भ में, सिविल सेवकों द्वारा वर्तमान में सामना की जाने वाली कुछ नैतिक दुविधाएँ क्या हैं? इनसे निपटने के लिए अपनाए जानेवाले दृष्टिकोण में किस प्रकार परिवर्तन हुआ है?

With increase in globalisation there has been increase of income inequality, resource mismanagement & health hazard. The ethical dilemmas that civil servant face are -

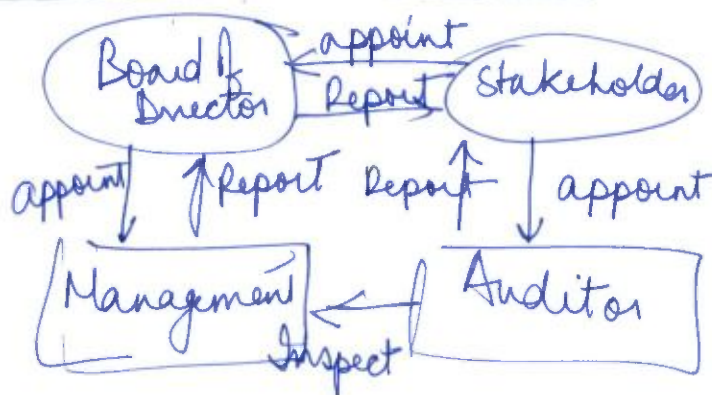
- (i) Interest of the foreign corporate versus the interest of vulnerable and weaker section
- (ii) ~~Interest of~~ National Interest versus global cooperation and hence compromising some of the national interest.
- (iii) Foreign Aid to other country versus funding social scheme in home country.

6. Discuss the role and importance of independent directors for corporate governance. 10

कार्पोरेट गवर्नेंस में स्वतंत्र निदेशकों की भूमिका एवं महत्व पर चर्चा कीजिए।

Corporate Governance is mechanism by which highest standard of integrity, probity and conduct are implemented for governance of corporate company.

Structure of Corporate



Role of Board of Director (BoD) is to appoint Management who looks into day to day affairs of the company. Board of Director consist of independent director who are not related to company's management and has less than 2% of its share.

Role of independent director -

- (i) Company is run according to highest standard of corporate ~~governance~~ governance.
- (ii) Decision are taken without bias.
- (iii) Interest of Stakeholder/Shareholder are kept paramount.
- (iv) prevent corruption.
- (v) Improve transparency.

7. Is there a conflict between morality and freedom? Discuss with reference to Kant's views on categorical imperative. 10

क्या नैतिकता एवं स्वतंत्रता के बीच कोई संघर्ष है? निरपेक्ष आदेश (categorical imperative) पर कांट के विचारों के संदर्भ में चर्चा कीजिए।

8. "Since at the beginning and end of our lives we are so dependent on other's kindness, how can it be that in the middle we neglect the kindness towards others?" - The Dalai Lama. Bring out what you understand by this quote and discuss its relevance in the Indian society. 10

"जब हम अपने जीवन के प्रारम्भ एवं अंतिम अवधि में दूसरों की दयालुता/करुणा पर बहुत अधिक निर्भर रहते हैं, तो जीवन के मध्यावधि में हम दूसरों के प्रति दयालुता/करुणा की उपेक्षा कैसे कर सकते हैं?" - दलाई लामा। स्पष्ट कीजिए कि इस उद्धरण से आप क्या समझते हैं और भारतीय समाज में इसकी प्रासंगिकता की चर्चा कीजिए।

By this quote his holiness Dalai Lama meant that we are kind during the childhood and during old age.

During childhood we ~~arent~~ ~~aware of~~ are honest and caring and there is not much personal interest to be taken care of and hence we are kind ~~are~~ and ~~caring~~ a caring towards others.

But during adult phase, there is ~~cutting~~ ~~ea~~ throat cutting competition and there is a survival of fittest. We tend to prioritise ourselves and our interest. This lead to neglect the kindness towards others.

In the end, when we have achieved much in our lives and we feel that ~~the~~ it's time to return to the society and ~~put our mark~~ leave our mark behind and there is not much competition we tend to be kind and caring.

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

9. You, a reporter currently working as an intern, accompanied a small group of reporters to a political event organized by the ruling party's state unit. The party was followed by dinner where you were also asked to join. Here, you noticed that alcohol was being served to some members of the ruling party. Consumption of alcohol had been declared illegal in the state a few months ago and the ban is being enforced strictly across the state. The other reporters in your group ignored the issue and asked you to ignore it as well. However, it was clear to you that the law was not being followed.

(a) Identify the issues involved in this scenario.

(b) What are your duties in such a scenario?

(c) What course of action would you follow and why?

20

आप एक प्रशिक्षु संवाददाता (रिपोर्टर) के रूप में, सत्ताधारी दल की राज्य इकाई द्वारा आयोजित एक राजनीतिक कार्यक्रम में संवाददाताओं के एक छोटे से समूह के साथ गए हैं। कार्यक्रम के बाद रात्रि-भोजन में आपसे सम्मिलित होने के लिए कहा गया। रात्रि-भोजन के दौरान आपने ध्यान दिया कि सत्ताधारी दल के कुछ सदस्यों को शराब परोसी जा रही थी। उम राज्य में कुछ महीनों पहले शराब के सेवन को अवैध घोषित किया गया था और पूरे राज्य में कठोरतापूर्वक इस पर प्रतिबन्ध लगाया जा रहा है। आपके समूह के अन्य संवाददाताओं ने इस मुद्दे को अनदेखा किया और आपको भी इसे अनदेखा करने के लिए कहा। हालांकि, आपको यह स्पष्ट रूप से ज्ञात था कि कानून का पालन नहीं किया जा रहा था।

(a) इस परिदृश्य से जुड़े मुद्दों की पहचान कीजिए।

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?

The case involves where the ruling party's state unit serve and consume alcohol where it has been declared illegal. Since it has been declared illegal and is strictly enforced across the state, this is a clear case of violation of law.

This also pertains to my

professional & personal integrity and also responsibility of my duty, being a journalist to bring out facts before public of the wrong doing.

(b) I will have following options in this scenario.

1) ~~Ignore~~ Heed to the advice of other journalist and ignore
Merit —

- Since I am an intern it will have good impression of on others and increase my chances of job at this organisation.

Dement —

- It will be a wrong thing to do.
- It will be like running away from responsibility.

It is said "if we lose our integrity for small things we would ~~to~~ not be able to stand against big things in life".

2) Request and explain the other reporters about the violation of the law and convince them to take action.

Following steps can be taken -

- Confronting the party leader present about the violation of the law.
- Calling the police and reporting about it.

The best way would be to confront the leader and asking them to stop.

3) If others don't comply to the request. Ignoring the issue ~~but~~ ^{later} ~~then~~ and ~~then~~ talking to the editor of the organisation and asking him to take some action.

4) If the editor is also not willing to take action then posting on some social networking site about the violation of the law.

I would follow the following -

- (i) first I ~~to~~ will talk to my ~~colleague~~ fellow journalist to raise a compliant ~~ag~~ with the leader present. Complaining to the police would create issue with the ~~lea~~ ruling party and can also lead to political instability
- (ii) If they don't comply to my request, I would raise the issue with the editor of the ~~newspaper~~ firm and request him to publish a report on the same.
- (iii) If the editor is also not cooperating. I'll write a personal letter to the President of the ruling party and the Chief Minister of the state.
- (iv) If they ignore and don't take action.
- (v) I'll use the power of social media and provide concrete proof and post it on the same.

10. You are posted as the Sub-Divisional Magistrate (SDM) in a district. As the SDM it is your responsibility to conduct interviews and select a candidate for the post of an ASHA worker in the district. On the day you are conducting the interviews, you are approached by the MLA of the local constituency who asks you to choose a particular lady for this position by overlooking the other candidates. On checking her documents you find that she is eligible in all respects. The MLA implores that she should be given the post on compassionate grounds as her husband was a soldier who was martyred in a war. Some of the options to handle the situation could be as follows:

- (a) Ignore the MLA and proceed with the process of selection.
- (b) Speak to your superior and seek his guidance on the matter.
- (c) Appoint the lady to the post as it is a compassionate appointment.

Also suggest other possible options.

Evaluate each of these options and suggest the best course of action, giving reasons for it. 20

आप एक जिले में सब-डिविजिनल मजिस्ट्रेट (SDM) के पद पर नियुक्त हैं। SDM के रूप में, जिले में आशा (ASHA) कार्यकर्ता के पद हेतु साक्षात्कार आयोजित करना एवं उम्मीदवार का चयन करना आपकी जिम्मेदारी है। जिस दिन आप साक्षात्कार ले रहे हैं, उसी दिन आपके पास स्थानीय निर्वाचन क्षेत्र के एक विधायक (MLA) आते हैं और आपसे अन्य उम्मीदवारों की उपेक्षा कर, इस पद के लिए एक विशिष्ट महिला का चयन करने के लिए कहते हैं। उसके दस्तावेजों की जांच करने से आपको ज्ञात होता है कि वह सभी दृष्टियों से पात्र है। विधायक का निवेदन है कि उस महिला को अनुकंपा के आधार पर यह पद दिया जाना चाहिए क्योंकि उसका पति सैनिक था जो युद्ध में शहीद हुआ था। इस स्थिति से निपटने के लिए कुछ विकल्प इस प्रकार हो सकते हैं:

- (a) विधायक की अनदेखी की जाए और चयन प्रक्रिया को आगे बढ़ाया जाए।
- (b) अपने वरीय (वरिष्ठ) अधिकारी से कहा जाए और मामले पर उनका मार्गदर्शन मांगा जाए।
- (c) महिला को उक्त पद पर नियुक्त कर दिया जाए क्योंकि यह नियुक्ति अनुकंपा के आधार पर है।

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए एवं कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दीजिए।

The issue described here consist of influencing the process of recruitment overlooking merit versus compassion with the widows of the soldier. The dilemma involved is also of personal integrity and professional integrity vs compliance to the request of elected head.

Evaluation of the Option

(a) Ignore the MLA and proceed with process of selection —

Merit —

- Merit is given priority
- Most appropriate person to get recruited.
- public faith on selection procedure is maintained.

Demerit —

- Wrath of MLA can be seen on SDM who might influence his professional record in a negative way
- Ignoring the concern of the lady

who has lost her husband who died while performing his duty
~~below~~

(b) Seek to your supervisor & seek his guidance

Merit -

- Superiors are also kept in loop so a better ~~can~~ decision can be taken with diversity of view & experience.
- He can convince the MLA to think otherwise.

Demerit

- MLA can get furious thinking his request is not followed.
- Superior can see the SDM as incompetent who is not able to take small decision.

(c) Appoint the lady to the post as it is compassionate appointment.

Merit -

- MLA would be happy and may give positive feedback about the SDM.
- Compassion towards war widow

Demerit—

- More meritorious candidates are ignored which is ~~too~~ injustice towards them.
- Some other candidate may be more needy and ignoring them the opportunity.
- MLA may come with more such request in the future.

The best possible way according to me would be to

- I will inform the ^{superior} ~~supervisor~~ ~~to~~ about the MLA's request and will inform him that I will go ahead with the due process.
- I will conduct the interview and select the best candidate.
- If the lady who was recommended by MLA is ~~seto~~ considered as the best candidate. The issue would be resolved.
- If some other candidate is selected.

I will in my official capacity find a suitable job for the lady. As it is really important to feel compassionate about the lady who has lost her husband in war. For this I will take help of NGOs or other civil society group.

• I will also inform the MLA about my decision and inform him that the I'll do my best to find her a job if she is not selected.

11. You are officer-in-charge of a very important railway junction, which is an artery of trade and commerce. A peasant disturbance has been brewing in your district for the past few weeks. Their discussions with the political and district leadership has borne no fruit and it has come to the stage that now they are protesting by organizing a sit-in on the railway tracks near the station. They have thereby succeeded in blocking movement of all trains. This disruption is causing significant harassment for the passengers waiting at the platform as well.

- (a) What will be your course of immediate action?
(b) How can emotional intelligence act as a tool in handling this issue?
(c) What steps will you take so that such incidents are not repeated in the future?

20

आप एक अति महत्वपूर्ण रेलवे जंक्शन के प्रभारी अधिकारी हैं। यह रेलवे जंक्शन व्यापार और वाणिज्य का एक मार्ग है। आपके जिले में पिछले कुछ सप्ताह से कृषक-अशांति की परिस्थितियाँ बनती जा रही हैं। राजनीतिक और जिले के (स्थानीय) नेताओं के साथ किसानों की वार्ता का कोई परिणाम नहीं निकला है और यह अशांति एक ऐसी अवस्था में पहुँच गई है कि अब वे स्टेशन के निकट रेल की पटरियों पर धरने का आयोजन कर विरोध प्रदर्शन कर रहे हैं। इस प्रकार वे सभी ट्रेनों के संचालन को बाधित करने में सफल हो गए हैं। इस व्यवधान के कारण प्लेटफार्म पर प्रतीक्षारत यात्रियों को भी काफी परेशानी का सामना करना पड़ रहा है।

- (a) आपकी तात्कालिक कार्यवाही क्या होगी?
(b) भावनात्मक बुद्धिमत्ता इस मुद्दे से निपटने हेतु एक साधन का कार्य कैसे कर सकती है?
(c) भविष्य में ऐसी घटनाओं की पुनरावृत्ति रोकने के लिए आप कौन-से कदम उठाएंगे?

Being the officer - in - charge of the important railway station, my foremost duty would be towards the railway passenger.

The immediate action I would take is provide all the facilities and amenities in the station because of their longer stay. Provision of food, drinking water, sanitation etc would be ascertained and also request passenger not to panic.

I will talk to the traffic department in the railway and if possible provide them with alternate route ~~to~~ so that passenger complete their journey and reach their destination as soon as possible.

I will ask the police department of the district to take action ~~act~~ against protestors organising sit ins ~~near~~ ^{on} the track near the station.

I will use the members of Railway Police Force available ~~at~~ ⁱⁿ the station to try and clear the protestors.

I will

Emotional Intelligence is a virtue by which one understands his own emotion and emotion of others and act accordingly.

Emotional intelligence will help

- (i) to enhance the leadership skill required at the situation of crisis.
- (ii) It will help to keep calm and not panic and thus seek solution to the problem.
- (iii) It ~~will~~ helps in amicable relationship with peers and thus ask ~~us~~ for ~~help~~ their support
- (iv) It increases efficiency and efficacy of the organisation.

Emotional Intelligent people seek to resolve the issue amicably keeping the interest of the stakeholders involved.

To avoid such incidents' repetition in the future -

- (i) Such kind of incidence should be prevented in the brewing steps. For that I would recommend the local & state administration for proactively resolving the issue in the future.

- (ii) If the things escalates, I would ask the local police force and the Railway Force to guard the track and prevent such kind of sit-ins.
- (iii) If the sit-ins actually happen, I would request the government and administration for quick resolution of the issue.
- (iv) In the meanwhile, I will use ICT ~~and~~, mass media and social media to inform passenger about the situation.

12. You are representing India in an international bidding for oil exploration in a country. Other, richer countries are also bidding for the project. You are sure that your bid of exploration is better as well as cheaper than that of others, and that you will definitely win the bid. A day before the auction, you come to know that other countries are employing every means, including bribing the authorities for being successful. Some of the officials of the home country have also contacted you and made some demands in exchange for assurance of India winning the bid. You are aware of the criticality of this bid in terms of domestic economic and strategic implications. Based on above information, answer the following questions.

- (a) Specify the ethical dilemma(s) that you face in this situation.
(b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?
(c) What will be your course of action in the above situation? Justify with merits and demerits.

20

आप एक देश में तेल का अन्वेषण करने के लिए लगाई जाने वाली अंतर्राष्ट्रीय बोली (नीलामी) में भारत का प्रतिनिधित्व कर रहे हैं। इस परियोजना के लिए अन्य धनी देश भी बोली लगा रहे हैं। आप सुनिश्चित हैं कि तेल अन्वेषण के लिए आपकी बोली अन्यो से बेहतर और साथ ही सस्ती भी है और यह कि निश्चित ही आप बोली जीत लेंगे। नीलामी से एक दिन पूर्व आपको ज्ञात होता है कि अन्य देश सफल होने के लिए अधिकारियों को रिश्वत देने समेत सारे तरीके अपना रहे हैं। उस (गृह) देश के कुछ अधिकारियों ने भी आपसे संपर्क किया है और भारत को इस बोली में विजय प्राप्त कराने का आश्वासन देने के बदले कुछ मांगें रखी हैं। आप घरेलू आर्थिक एवं रणनीतिक निहितार्थों की दृष्टि से इस बोली के महत्व से अवगत हैं। उपर्युक्त सूचना के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) निर्दिष्ट कीजिए कि इस स्थिति में आप किस/किन नैतिक दुविधा/दुविधाओं का सामना करते हैं।
(b) क्या अंतर्राष्ट्रीय लेन-देन में नैतिक चिंताएँ सचमुच मायने रखती हैं या वे घरेलू हितों की तुलना में गौण (द्वितीयक) हैं?
(c) उपर्युक्त स्थिति में आपकी कार्यवाही क्या होगी? गुणों और अवगुणों सहित उसका औचित्य सिद्ध कीजिए।

Ethical Dilemma in this situations are —

- (i) Professional Integrity versus professional ~~ethics~~ objective
- (ii) Values of the country versus economic interest of the country
- (iii) merit versus money.

This a case where the meritorious bidding can be overlooked by the kick back amount paid.

This can be real test for a country's strong values over to her economic and domestic interest.

It is also a case where professional ethics conflict with professional objective of winning the bid.

It is often said that in realpolitik, the domestic interest are paramount and the ethics and morality are secondary.

In the short term ignoring the ethics and morality may be ignored ~~as~~ but keeping the long term perspective it can be dangerous.

If a country on a consistency basis starts to behave unethically other countries would start to be suspecting and would hamper its relationship with others.

Corporate would not invest in the country's infrastructure as they would not be sure if their interest would be considered.

This ~~selfish~~ selfish attitude would prevent other countries to invest in making a good relationship as they would ~~think~~ consider it to be good with respect to their interest.

(C) The course of action available to me are —

1) Comply to the request of demands for successful bidding —

Merit—

- (i) Will help in achieving the objective of winning the bid
- (ii) As this is important for domestic and strategic implication, this will help India in the long term.
- (iii) It can on the face improve the credibility to win bid.

Demerit

- (i) It will compromise with ethics & value of this great nation.
- (ii) There would be chances of exposure and thus ~~put~~ hampering India's global image.
- ~~(iii) It might imply economic?~~
- ~~(iv)~~

2) To opt of bidding ~~is~~ & not complying to the kick back demand.

Merit—

- (i) It will uphold the ~~virtues~~ ethics & values of the nation
- (ii) It will improve ^{moral} image ~~of~~ of nation.

Demerit

- (i) It can imply financial loss.
- (ii) It can dent our entrepreneurial image.

The best way would be to go ahead with the bid without comprising the ethical & moral value of the nation.

If the ~~former~~ final winner appears to be fixed. India should gather concrete evidence of malpractices and bring it out in public.

~~It~~ provide it to the home country's government.

If they are hand in glove with the official, ~~as~~ then India can bring it out in public and file a case ~~with~~ in the international courts.

13. You are the CEO of a film production company, which has not been doing well financially for some time. Your company is now relying on its forthcoming movie, which is about to be released shortly. The movie has a cast of reliable actors and even before its release, trade pundits have predicted that the movie will be a hit.

However, you face a conundrum as one of the actors in the movie is a citizen of a neighbouring country with which relations have been disturbed and a war like situation exists. While the political atmosphere was different when the movie was being filmed, now there is a widespread public demand, with a local political party at the forefront, for replacing the actor from the movie or a ban on the release of the movie itself, if the actor is not replaced.

While you are aware of the mood of the nation and the public repercussions of releasing the movie in its present form, you also know that it is not feasible to replace him at this stage as he has a substantial role in the movie. There is also a section in the film fraternity that does not want you to compromise in the wake of threat by the local party as it compromises freedom of speech and expression as well as artistic creativity.

(a) What are the options available to you?

(b) Evaluate each of the options and state their merits and demerits.

(c) What course of action would you take and why?

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आप एक फिल्म निर्माण कम्पनी में मुख्य कार्यकारी अधिकारी (CEO) हैं। यह कम्पनी कुछ समय से वित्तीय रूप से अच्छा प्रदर्शन नहीं कर रही है। आपकी कम्पनी अब अपनी आगामी फिल्म पर निर्भर है। यह फिल्म शीघ्र ही रिलीज (प्रदर्शित) होने वाली है। इस फिल्म में विश्वसनीय अभिनेताओं को लिया गया है। इस फिल्म के रिलीज होने के पूर्व ही व्यापार-पंडितों ने अनुमान लगा लिया है कि यह फिल्म हिट होगी।

हालांकि, आप एक विचित्र परिस्थिति का सामना कर रहे हैं, क्योंकि फिल्म में सम्मिलित एक अभिनेता एक ऐसे पड़ोसी देश का नागरिक है जिसके साथ संबंध बिगड़ गए हैं और युद्ध जैसी स्थिति बनी हुयी है। हालांकि जब फिल्म को फिल्माया जा रहा था तब राजनीतिक माहौल भिन्न था। अब स्थानीय राजनीतिक पार्टी के नेतृत्व में, उस अभिनेता को प्रतिस्थापित करने या अभिनेता को प्रतिस्थापित न करने पर फिल्म रिलीज होने पर ही प्रतिबंध लगाये जाने के संबंध में जनता में व्यापक स्तर पर मांग उठ रही है।

अब जबकि आप देश की मनोदशा एवं फिल्म को उसके वर्तमान स्वरूप में जारी करने से जनता में होने वाली प्रतिक्रियाओं से अवगत हैं, किन्तु साथ ही आप यह भी जानते हैं कि फिल्म की इस अवस्था में उस अभिनेता को प्रतिस्थापित करना व्यवहार्य नहीं है क्योंकि फिल्म में उसकी पर्याप्त भूमिका है। सिनेमा जगत में एक वर्ग ऐसा भी है जो नहीं चाहता कि आप स्थानीय पार्टी की धमकियों को देखते हुए समझौता करें, क्योंकि यह वाक् एवं अभिव्यक्ति की स्वतंत्रता और साथ ही कलात्मक रचनात्मकता से भी समझौता होगा।

(a) आपको कौन-से विकल्प उपलब्ध हैं?

(b) प्रत्येक विकल्प का मूल्यांकन कीजिए और उसके गुणों और अवगुणों को बताइए।

(c) आप कौन-सी कार्यवाही का अनुसरण करेंगे और क्यों?

This is a case of professional value and obligation to the nation. The option available to me are —

i) Postpone / ~~Ban~~ the release of film —

Merit —

- (i) It will enhance the CEO and production houses' image domestically and among public.
- (ii) Public wrath is avoided
- (iii) ~~to~~ Future films may be given a positive response.
- (iv) Country's protest ~~towards~~ against neighbouring nation is strengthened.

Demerit

- (i) Invite the wrath of film fraternity ~~to~~ that does not want to compromise.
- (ii) It will compromise artistic creativity and freedom of speech.
- (iii) It might promote ~~future~~ such protest ~~in~~ demand in the future.

- (iv) It will imply financial loss to company and all its employ.
- (v) It might also lead to closure of the company and ~~can~~ also unemployment to people associated.
- 2) Release the film as schedule.

Merit

- (i) Film fraternity support enhanced
- (ii) It does not compromise artistic creativity & freedom of speech.
- (iii) It ~~is~~ will help financially of all whose effort is put in.
- (iv) It might send a message that artistic creativity should be separate from politics between two countries.
- (v) Might help in reviving the loss making company.

Demerit —

- (i) Public may go furious.
- (ii) It is against National interest and against National sentiments.
- (iii) It might put a dent of company's image.

(iv) It might lead to violent protest and further escalate issue between the country.

The course of action I would take is

- (i) I will consult all the stakeholders involved and see their point of view.
- (ii) ~~Try to~~ Since much of effort and finance has been involved and postpone or ban might imply further loss, I will try to gather public support for release of my film. This can be achieved through social media and mass media.
- (iii) Taking up a press conference and putting up my point of view.
- (iv) If I feel a situation exist where it would not worsen the present situation then I will go ahead with release.
- (v) Since a war like situation exist, I will seek the government

of the day's advice in the
situation

If the government feels that
it would be in national interest
to ~~postpone~~ postpone the release,
I would do so.

I will wait for the situation to
improve ~~to~~ for the release to
take place.

14. Big firms often undertake sub-contracting to complete large infrastructure projects in a timely manner. You recently joined one such firm as a manager responsible for awarding these contracts. Looking at the past records, you find that all contracts for the past few years have been awarded to a particular firm, X. Your superior has asked you to award an upcoming contract to the same firm. Although, not binding, company procedure maintains that sub-contracting work should be offered after competitive bids. This is to ensure that the firm most suitable for the project in terms of operations and finance gets the contract. When you discuss this with your superior, he insists that hiring of the firm X has been done as per legal norms of the company and no official rule has been violated. You decide to contact the owner of the firm X. After doing so, you realize that he is the nephew of your superior, who is also a shareholder in the company.

(a) State the ethical issues involved in the case.

(b) Does this form of transaction between two private parties constitute a conflict of interest? Justify.

(c) Evaluate the possible ways of awarding contracts in such a situation with their merits and demerits. Also state which method would be more suitable in each situation.

20

बड़े फर्म प्रायः वृहद् अवसंरचना परियोजनाओं को समयबद्ध रूप से पूरा करने के लिए प्रायः उप-संविदा (सब-कॉन्ट्रैक्ट) प्रदान करती हैं। आप हाल ही में इन संविदाओं को प्रदान करने हेतु जिम्मेदार प्रबंधक के रूप में, इस प्रकार की एक फर्म में सम्मिलित हुए हैं। पिछले रिकार्डों को देखने पर आपको ज्ञात होता है कि पिछले कुछ वर्षों में सभी संविदाएँ एक विशिष्ट फर्म X को दी गयी हैं। आपके वरिष्ठ (सीनियर) ने एक भावी संविदा को उसी फर्म को प्रदान करने के लिए आपसे कहा है। यद्यपि बाध्यकारी न होते हुए भी, फर्म उपसंविदात्मक कार्यों को प्रतिस्पर्धी बोलियों के आधार पर प्रदान करने की प्रक्रिया का पालन करती रही है। इसका उद्देश्य यह सुनिश्चित करना होता है कि संचालनों एवं वित्त के संबंध में सर्वाधिक उपयुक्त फर्म को संविदा प्राप्त हो। जब आप अपने वरिष्ठ से इसकी चर्चा करते हैं तो वह जोर देता है कि कम्पनी X को कम्पनी के विधिक मानदण्डों के अनुसार नियुक्त किया गया है और किसी भी आधिकारिक नियम का उल्लंघन नहीं किया गया है। आप X फर्म के मालिक से संपर्क करने का निर्णय करते हैं। ऐसा करने के बाद, आपको ज्ञात होता है कि वह आपके वरिष्ठ अधिकारी का भतीजा है, और उस फर्म में आपके वरिष्ठ की भी हिस्सेदारी (शेयर) है।

(a) इस मामले में समाहित नैतिक मुद्दों को स्पष्ट कीजिए।

(b) क्या दो निजी पक्षों के बीच इस प्रकार के लेन-देन में हितों का टकराव निहित होता है? अपने उत्तर का औचित्य सिद्ध कीजिए।

(c) ऐसी स्थिति में संविदा प्रदान करने के संभावित तरीकों उनके गुणों एवं अवगुणों के साथ मूल्यांकन कीजिए। साथ ही स्पष्ट कीजिए कि प्रत्येक स्थिति में कौन-सी पद्धति सर्वाधिक उपयुक्त होगी।

Ethical Issue involved here is professional Ethics of the company. Where the superior is a relative of the company it is case of nepotism overlooking financial prudence. Since the ^{sub-}contract is not given on a merit basis ~~it is a case of~~ there can be issue of quality of job and does hamper company's responsibility towards the actual owner of the project. It is also a case of conflict of interest on the part of superior and in turn the manager.

'conflict of interest' means a situation where a decision in professional capacity puts the decision maker at advantage & disadvantage in personal capacity. In the given case

Superior being the relative of the owner of Firm X and stakeholder in Firm X influences the ^{bid} award being made to firm X is a clear cut case of conflict of Interest.

The option for awarding contracts in such situation ~~will~~ are —

1) Complying with Superior's request and awarding ~~this~~ contract to Firm X.

Merit—

- (i) This will ~~be~~ put the Manager in good books of the Superior.
- (ii) Since Firm X has always been awarded and there is no violation in company's rule, it will provide continuity and standard delivered to the client is maintained.

Demerit—

- (i) This will ^{be} promoting nepotism over merit.
- (ii) It may happen that quality is being compromised by Firm X.
- (iii) It may imply ~~that~~ financial loss to the parent company.

(iv) Superior contract with financial prudence is overlooked

The best way to would be to go ahead with the bidding process and identify the most competitive bidding and award the contract to them.

If there is pressure from the superior to award to Firm X, as tell him that I am just following what my job requires.

If there is persistent harassment and pressure. Report the wrong doing done by him to the ^{his} ~~superior~~ seniors and also to the ethics committee of the company.

