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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	AKSHANSH YADAV		
Medium Hindi/Eng.	English	Registration Number	111460
Center	Kaerol Bagh	Date	31/7/22

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।

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

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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 refers to an action which brings greater good for other people than the actor him/herself.

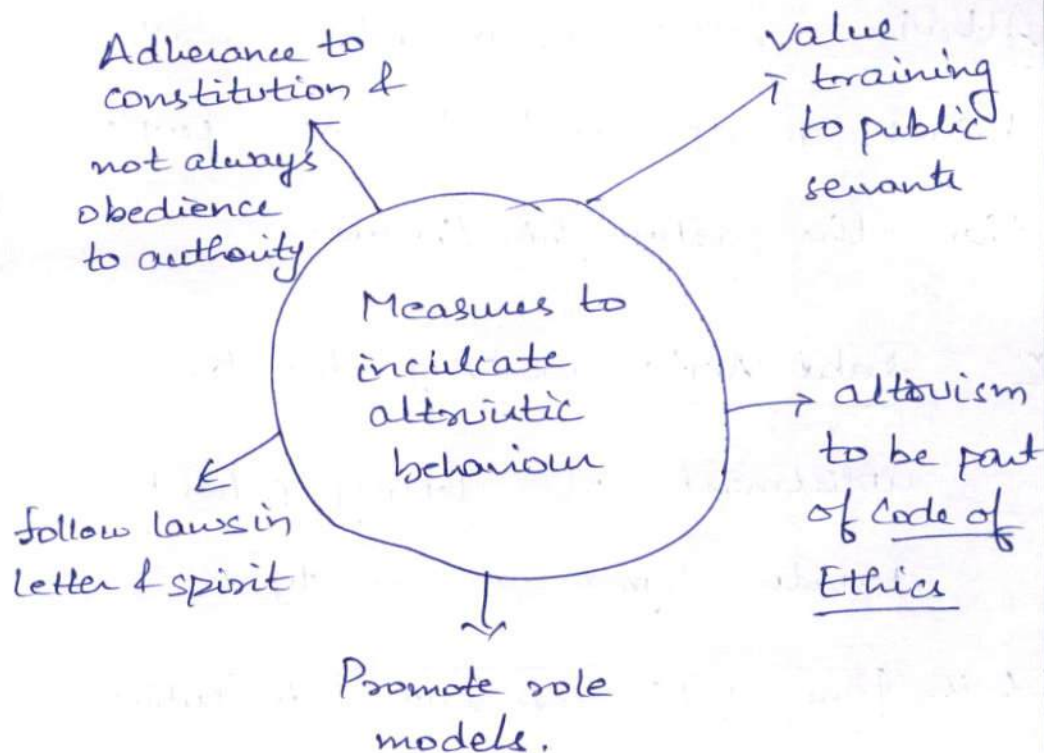
Ex- Baba Amte working for the upliftment of leprosy patients despite stigma in society.

It is one of the core values in public life because

- (1) Helps in creating a just and equitable society
- (2) Promotes constitutional values of social & economic justice.
- (3) Helps in building social cohesion

Ex- helping climate refugees.

(4) Compassion for vulnerable & weaker sections of society. Ex- transgender



Thus, a mix of inservice training and personal value system can help in inculcating altruism in public servants.

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।

According to Utilitarian philosophy, actions are good if they bring good for maximum number of people.

However, there are certain actions which are right but don't maximize good consequences.

Ex- Abortion law it raises the issue of prochoice v/s prolife.

Thus, it presents an ethical dilemma.

In such cases, action containing certain norms need to be taken.

- 1) [larger public interest] ban on manual scavenging & promoting dignity of life & labour.

2) Promoting social justice provision
of universal basic income
even though it promotes
wealth without work.

3) Climate Justice shifting to
Renewable energy even though
large deposits of fossil fuels
are present.

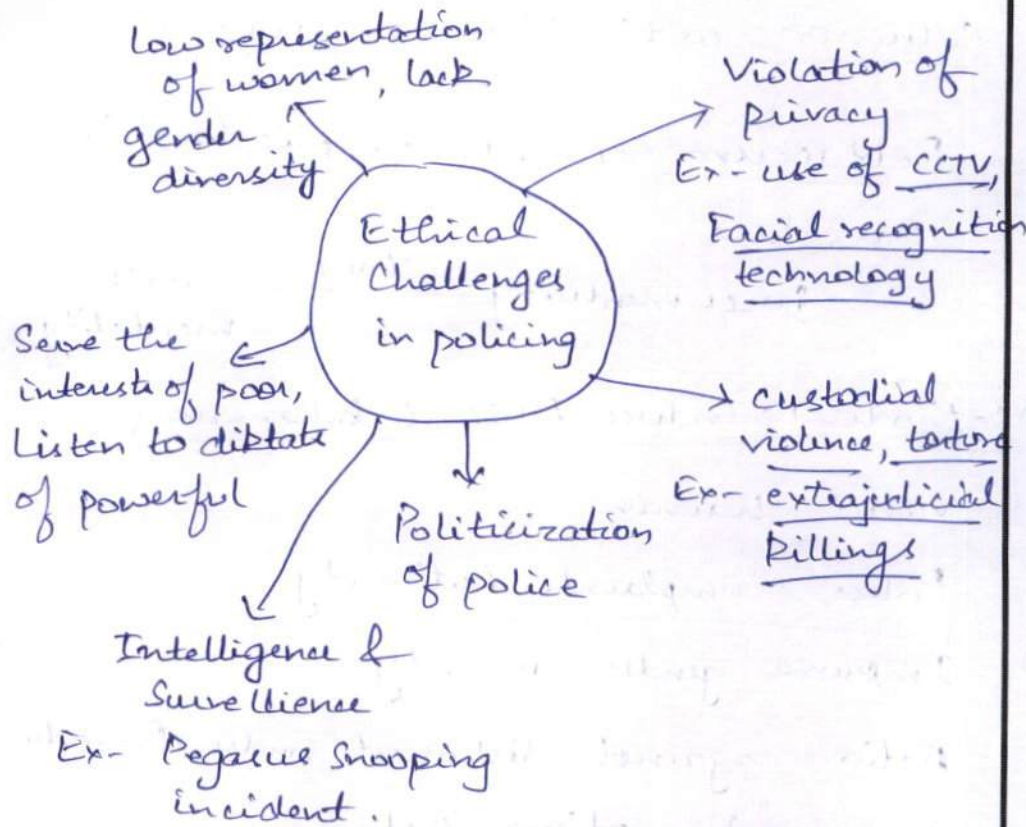
4) Equal opportunity to all of universal
health care or free education

Thus, actions promotion such
norms needs to be promoted
even though sometimes they
may not maximize good as
they represent evolution of
society.

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 is a complex job, concerned with certain challenges including ethical challenges.



Reasons for corruption

- (1) Lack of autonomy & accountability
Police work under the influence

of politicians & also lack accountability mechanism.

- (2) Poor training mechanism State academies lack infrastructure as well as trainers to impart values in the force.
- (3) Lack of action against corrupt members
- (4) Collusion with those in power.
- (5) Redtapeism which complicates the procedure.
- (6) Force mentality $\xrightarrow{\text{change}}$ Service mentality.

Methods to induce Ethical behaviour

- (1) Value training
- (2) Police Complaints Authority
- (3) Improve gender diversity
- (4) Action against dishonest under Prevention of Corruption Act.

Thus, police needs ethical transformation to realise goal of a welfare state.

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।

Corporate Governance refers to adhering to principles of balance stakeholders interest as well as fulfilling societal responsibility by business entities.

Need combination of spirit & structure

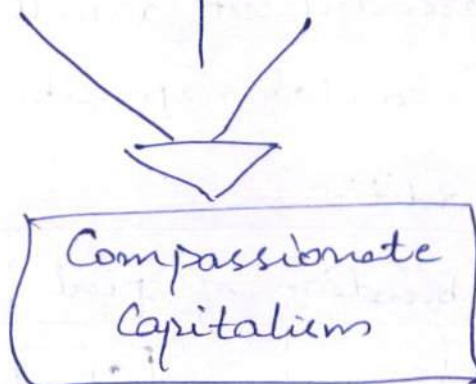
[Spirit]

- Of service to public
- Openness in functioning
- Social & environmental responsibility.

[Structure]

- Transparency & accountability mechanism
- employee participation in decision making.
- Incorporate ESG (Environment, Social & Governance Framework in functioning.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Fairness in functioning • Ethical standards as guiding lights | <ul style="list-style-type: none"> • Balance stakeholder interests / diverse Board Members • Ethical business culture + inclusive structure |
|--|---|



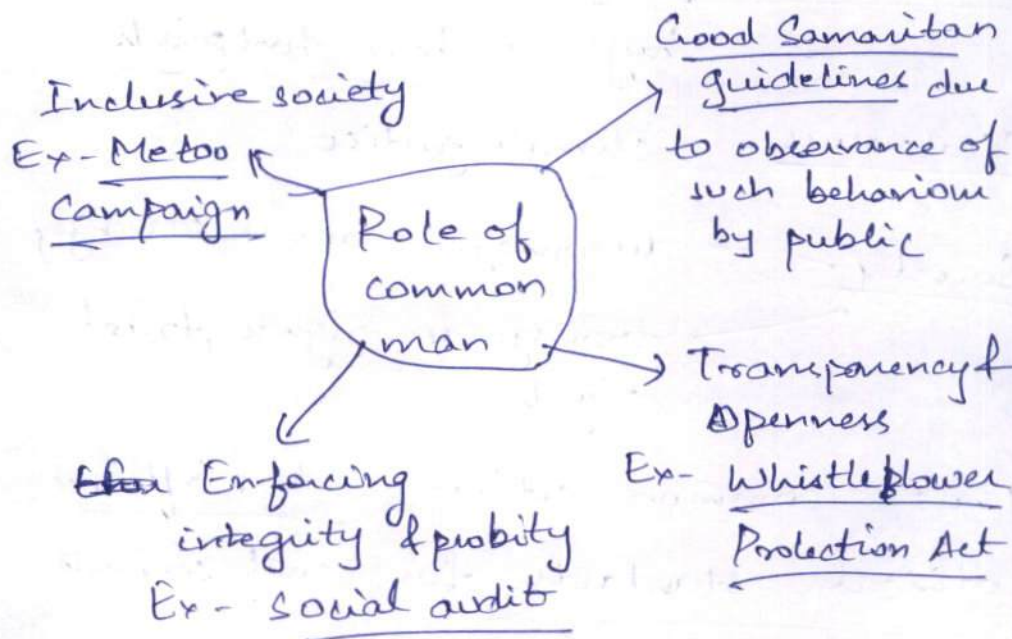
Ex- NR Murthy through his company Inforsys has donated more than ₹ 8000 cr for creation of educational infrastructure in India

This was possible due to combination of spirit (of public service) & structure (corporate social responsibility).

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।

Public servants are often considered as torchbearers of ethical conduct & institutionalising good behaviour but common people can also play a big role.



- Citizens through their collective action can institutionalize good governance & ethical conduct in all walks of life.

(1) Politics → reject criminal candidates
 { → free & fair elections
 { → Increase women representation

(2) Economy - discourage products using
 child labour or companies which
 have high wage disparity.

Ethical values - gender justice, child rights.

(3) Environment reject products with
 high carbon footprint

Ethical values - climate justice

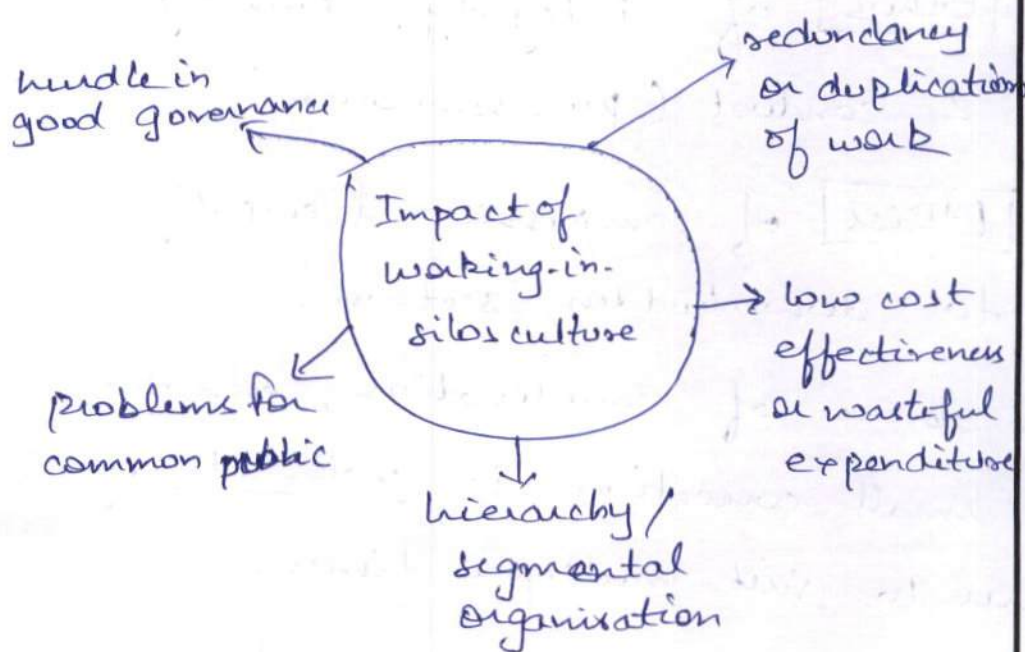
(4) Society → discourage manual scavenging
 → transgender rights, tribal
 rights

Thus, common citizen set & influence
ethical standards for civil servants
 which leads to good governance.

3. (b) Public administration in India suffers from the 'working-in-silos' culture. In this context, discuss the importance of cooperation, coordination and collaboration for efficient governance. (150 words) 10

भारत में लोक प्रशासन 'एकाकी कार्य' संस्कृति ('वर्किंग-इन-साइलो' कल्चर) से ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

There is an often cited complaint about public administration in India is about lack of coordination or working-in-silos culture.



This working-in-silos-culture impact functioning as well as outcome of governance process.

Importance of Coordination, Collaboration & Cooperation will uphold 4 pillars of good governance.

- (1) Economy will lead to better public finance management.
- (2) Efficiency lead to optimum utilization of resources (human + material)
- (3) Ethos of integrity, probity & conduct (professionalism)
- (4) Ethics of compassion & empathy to down trodden section.

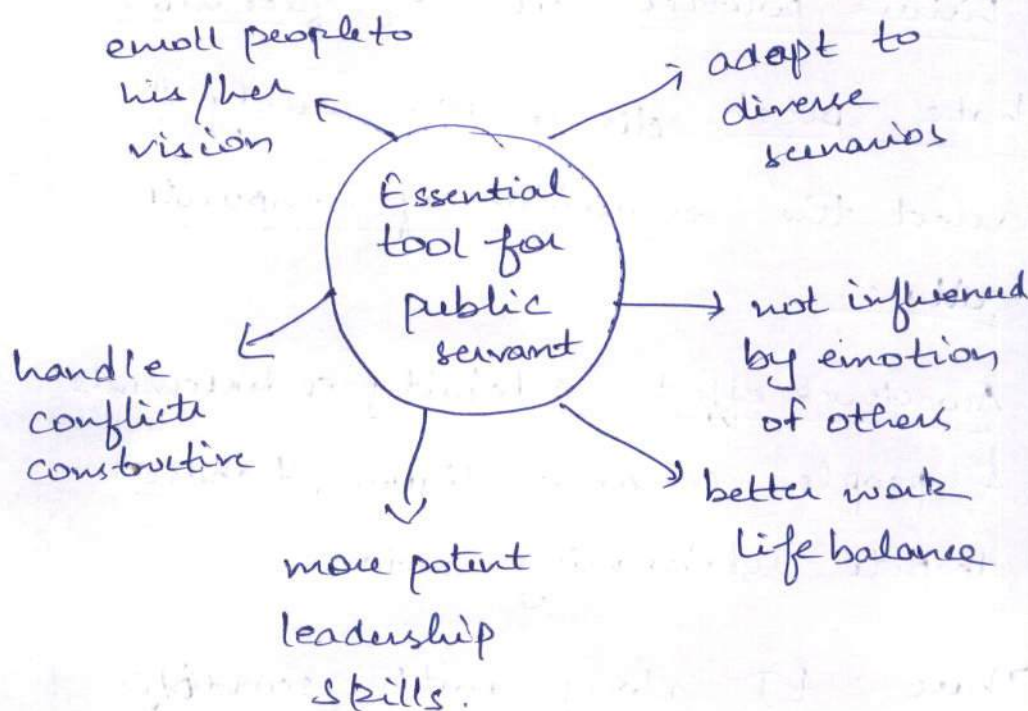
In absence of coordination, even for a small connection in voter ID, one has to visit multiple times.

Thus, by coordination, good governance can be realised in public administration.

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 refers to the ability to understand and manage emotion of self and others. Helps in better personal relationships



Ex. ~~The~~ 'I have a dream' speech of Martin Luther King Junior was a perfect balance between anger &

hope, emotion & reason & electrified
civil rights movements in USA.

Manipulate people against their own
interest

- (1) Role of Hitler through his
oratory skills, he turned people
of Germany against Jews &
created Holocaust.
- (2) Divisive politics use of fake news,
hate speech divide the society &
arrest the evolution of composite
culture.
- (3) Awestruck effect celebrity endorsements
& people consume liquor, tobacco
despite selfharming nature.

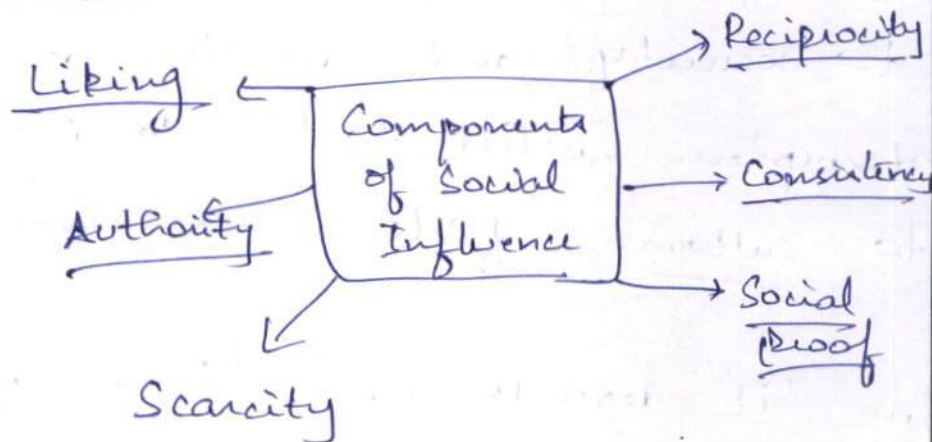
Thus EI along with scientific
temper & rational thinking
should be the template for
society.

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 refers to the ability to influence behaviour of others.



It can be source of good, bad or evil → depending upon Who ^(message) Says What ^{source} to Whom ^(target audience)

Good Abolition of Slavery by Abraham Lincoln through persuasion and later formulation of law.

[Bad] Using drugs, alcohol
due to peer pressure or media
influence can be bad for
individual as well as society.

[Evil] Terming refugees as threat
to security and creating an
atmosphere hostile to them leading
to cultural conflicts & even xenocides

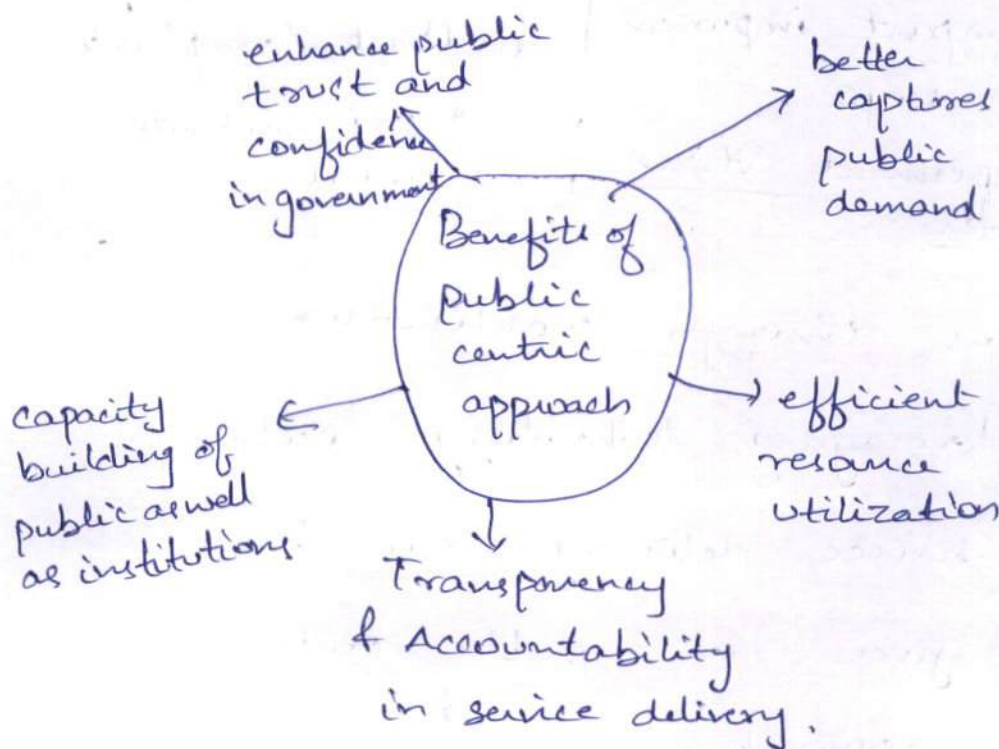
Thus it depends upon the message
and the messenger to use social
influence in a positive way to
create Sabka Saath, Sabka Vikas
Sabka Vishwas.

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 the essence of good governance. It has to be people-centric to maximize its efficiency & effectiveness.



Public service delivery is built upon coordination & leveraging technology.

Coordination

- 1) Between departments
& public & public servants
- 2) Cost effectiveness
- 3) Feedback mechanism
& impact improvement scope
- 4) Implement Citizen Charter

Leverage technology

- Reduce public - government interface
e-governance

• accessibility & affordability
Ex- telemedicine & teleeducation - MOOC

- online filing of feedback (complaints)

Ex- MSME Sambandh portal

Thus, through coordination & leveraging technology, public service delivery can be given a public centric approach.

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 in his book Arthashastra underlined many values related to Realism which are of relevance to Public service in 21st Century India.

Teachings

(1) Realist foreign policy

(2) Importance of mitra (ally)

3) Public welfare

Relevance

- Based upon indigenisation & strategic autonomy

- Leading to bilateral/multilateral cooperation.
Ex- Quad, SCRE.

- Good governance - overcome social & economic injustice
Ex- top 1% hold 42% wealth in India.

- | | |
|--|---|
| <p>4) <u>Kingship</u>
(trustee of marginal sections)</p> | <ul style="list-style-type: none"> • Tribal welfare, minority rights, manual scavengers entitlements |
| <p>5) <u>Economic self sufficiency</u>
(Kosha)</p> | <ul style="list-style-type: none"> • Reducing import dependence as well as inter-country & intra country disparities |

Thus, teaching of Kautilya has widespread utility from social, economic, political to International Relations domain & need to inculcated to achieve the role of Vishva guru for India in 21st century.

6. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela (150 words) 10

"जीवन में जो मायने रखता है वह केवल यह तथ्य नहीं है कि हमने अपना जीवन जिया है। दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"
- नेल्सन मंडेला

The above quote highlights the
value of spirit of public service,
and selfless behaviour.

Life we lived

1) Self indulgent
Life.

2) Consumerist
behaviour

Difference made to
Life of others

- Compassion for
downtrodden

Ex- refugees

- Responsible consum-
ption, reducing
the carbon footprint

Ex- Net Zero Life
style

3) Indifferent
to injustice

- Play a leadership role to any case of injustice

Ex- ethical workplace
for female coworkers.

4) Individualistic
Lifestyle

- Be a responsible person
 - family
 - society
 - nation

5) Personal Interest
over public
Interest

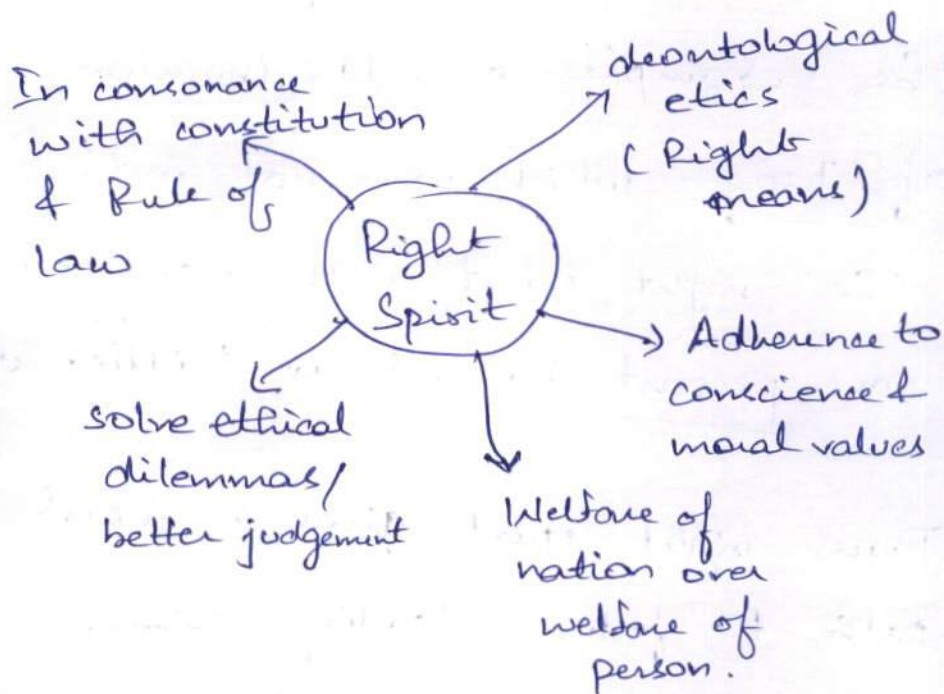
- Always put societal interest over self and guided by dictum of utilitarian philosophy

Thus, following these values we can overcome present day issues like moral degradation, inequity, injustice and become a better person for the 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 highlighted the importance of right intention and when the intent is right, the outcome will always be right.



- The present UNFCCC negotiations over climate change have right spirit to reduce adverse

impact of climate change, the outcome will also be right, but needs.

Right Spirit (Climate change mitigation)	+	Means to Follow that spirit (Technology & finance transfer)	→	Right end (Reduce Loss & Damage)
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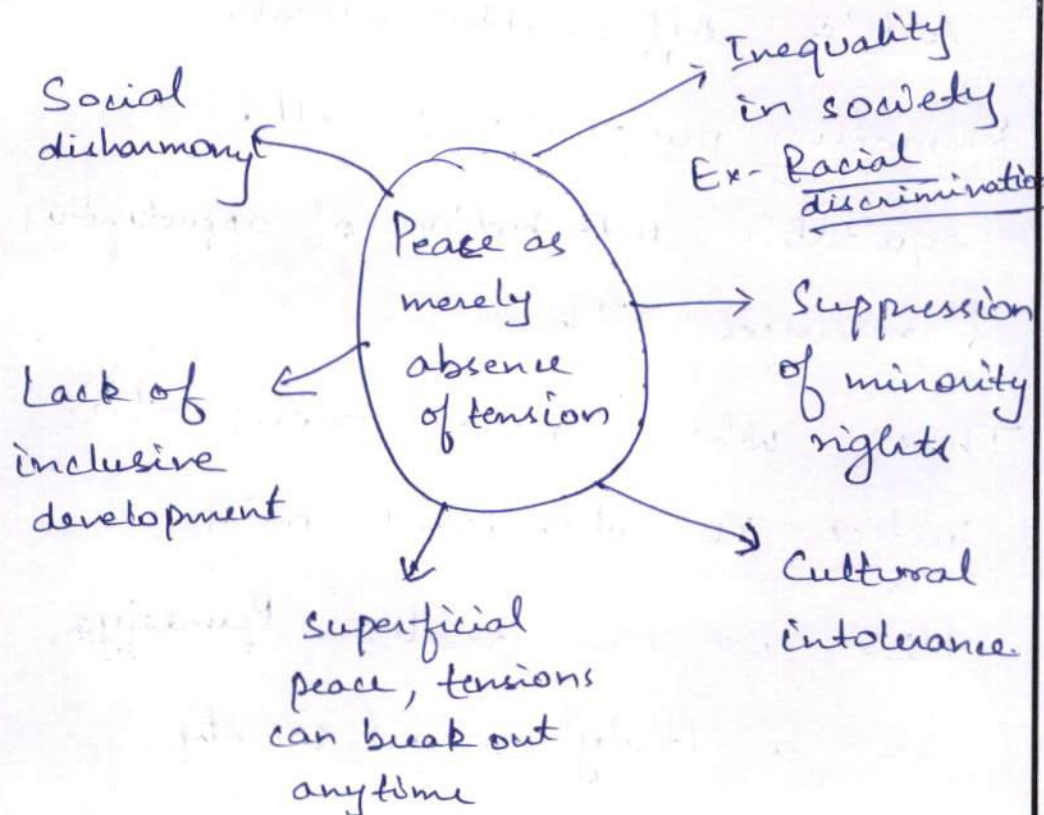
On the other end, if we take the example of US invasion of Iraq which was not with the right spirit & is responsible for present turmoil in Middle East

Thus, right spirit gives a moral path to follow leading to right consequences.

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 quotes highlights the
importance of values of tolerance,
respect for rights and harmony
to differences.



- It arrests the development of individual & society & creates an authoritarian regime.

Peace as presence of Justice

1) Right not Might is the basis of society

2) Sense of equality among members of society.

Ex Art 14 & 15 of the constitution

3) Compassion for down trodden section

Ex - Art 16 Affirmative actions.

4) Promoting prosperity for all - equitable distribution of opportunities & resource. ~~The~~

Thus, when peace along with justice is established only then we can realise Ramrajya or a truly equal society.

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 given case study raises issues of treating a child as adult who is in Conflict with law for heinous crimes.

a) factors driving ~~child~~ child towards committing heinous crimes

Individual factors } lack of values of compassion, empathy, law-abidance.

- Poor education - failure to impart respect for law
- Family discord - leading to lack of proper personality development.
- Substance Abuse - like drugs, alcoholism → under these influences child commit heinous crimes.

Social factors

- Peer influence -
prevailing culture in the society
- Poverty - slums with high rates of crimes often push towards unethical life choices
- lack of respect towards women through patriarchal setup, influences child psyche.
- Vicarious Reinforcement through popular media like movies also influence child behaviour.

Institutional / Legal factors

- lack of family support to orphan children often push them towards crimes.
- Organised trafficking / begging syndicates - and lack of legal action against them, push children towards heinous crimes.

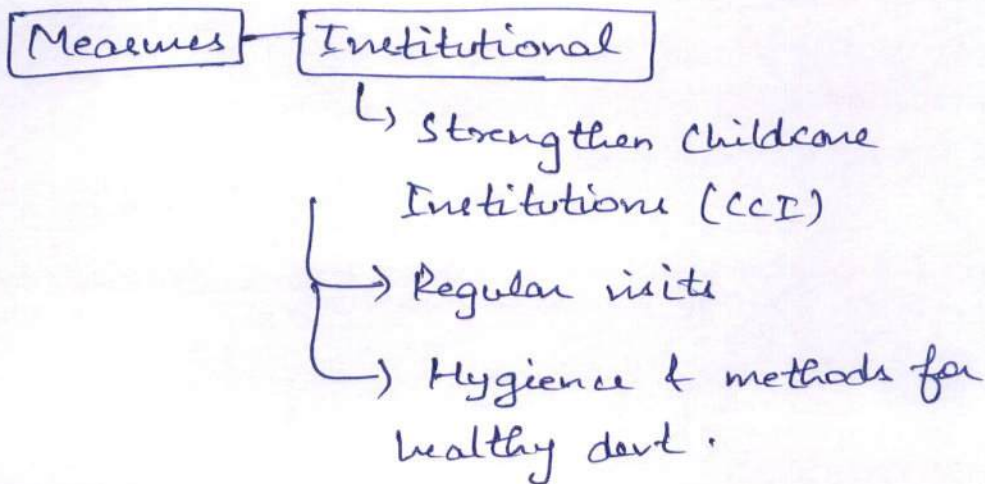
(b) Positives of punishing child as adult

- Deterrence - will act as deterrence for others
- Broken Window Theory in criminology says that small acts needs to be punished so that large crimes can be prevented.
- Retributive theory an immoral act needs to be punished & in proportion to the crime committed
- Will of the public 70% public supported treatment as adult for heinous crimes.

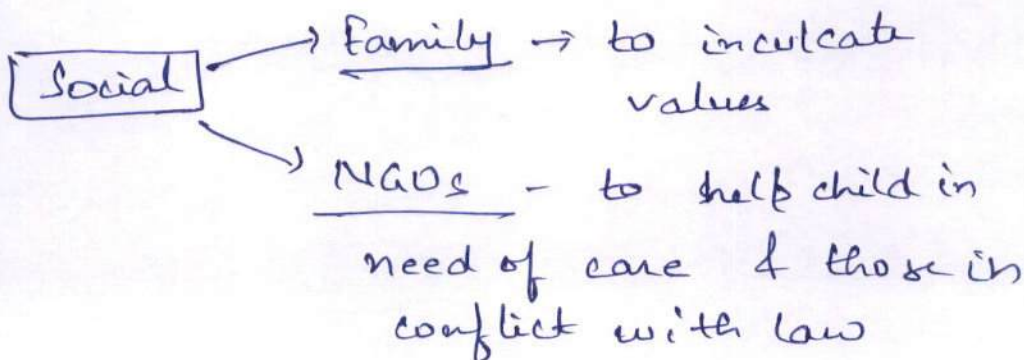
Ethical Issues in punishing as adults

- Failure of society / Abdication of Responsibility by state to provide conducive conditions for healthy development of child.

- Reformative theory needs to be given another chance to reform
- Unable to understand the nature of act children doesn't have the cognition and awareness to understand the depravity of their act.



Legal → clear guidelines under IT Act as to when to treat as adults



These steps will prevent children from committing crimes & realise Act 39 healthy development of children.

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।

The given case study highlights
the issue of intellectual
integrity (responsible to employees)
v/s obedience to authority (investors)

(a) Stakeholders

1) CEO of the
company

2) Investors of the
company

Ethical Issues

• Leadership &
fairness towards
the employee

Personal profit v/s
Professional conduct

3) Employees	• Issue of livelihood • Unhealthy work environment
4) Children	• Right to Quality Education
5) Society	• Profiteering at the cost of child's future
6) Government	• Improper regulation of edtech sector

(b)(i) <u>Merits</u>	<u>Demerits</u>
• Pacify investors • Cost cutting for company • Retain best talent	• Lack of <u>courage of conviction</u> • <u>Leadership failure</u> • Unemploy large number → may affect quality

(ii)

Merits

- Financial support to layoff employees
- Compassionate Capitalism
- No impact on service of company

Demerits

- violate Act 47 & 42
- Right to work & safe working environment.
- Performance decline due to lack of job security
- No social security benefits

(iii)

Merits

- Following orders
- May be rewarded for cost cutting
- More profit for the company

Demerits

- Crisis of Conscience
- Hostile work environment
- lack of trust in the company
- Issue of quality & accessibility of education

(iv)

Merits

- Retain the trust of employees in company
- Clear the financial position of investors
- Stakeholder fairness

Demerits

- Difficulty in hiring new talent later
- Economic vulnerability of lay off employees
- Lack of trust in edtech sector

(C)

Cause of Action

- Survey → about ideal size of employees without affecting services of company.
- If more employees found → option to take a payout & continue → precarious financial condition of company to pay & retain all.

- Tell investors about the negatives of layoffs on services & employees morale & performance.
- Set performance benchmarks & layoffs if necessary on this basis.
- Institutionalize goal setting.
- Display Emotional Intelligence by evolving win-win model — employees
— investors

The edtech sector needs to be regulated under Code of Social Security and other labour laws to promote healthy work environment & ethical work culture.

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 given case study raise the ethical issues regarding refugee influx and nations response to this situation.

(a) Moral Issues Involved

- Humanity - it is the responsibility to support other human in crisis.
- Right to live with dignity recognised under Universal declaration of Human Rights by UN
- Compassion to vulnerable sections to work towards alleviating their concerns.
- Spirit of Public Service - to serve those in need.
- Leadership by nations to take care of the refugees.

- Welfare of locals v/s right of refugee

due to pressure on resources as well as threat of spreading pandemic.

- Nationalist outlook v/s International

to take care of its citizens or fulfill responsibility towards humanity.

- Immigrating nation

- Address conflict
- Stop migration

Emigrant nation

- Safe condition for migrants while meeting domestic needs

(b) Recommendations

1) Short term → covid test of refugees

- containment zone
- temporary work permits
- food, shelter & hygiene facilities
- Awareness among locals about the condition of refugees

2) Long term

- Refugee Policy & legislation & not to work on a case-by-case basis
- Sign & Ratify Geneva Convention on Refugees to avoid such situations & work as per the framework.
- Bilateral & Multilateral dialogue

ask other nations to fulfill
their responsibility.

- 4) UN Peacekeeping Missions to create
peaceful condition & curb migration
- 5) Support of agencies like WHO / FAO
to meet the needs of refugees
- 6) Build a peaceful international
world order free from war &
conflicts (Article 51)

Being land of Buddha & Gandhi,

India followed the principle of

Atithi Devo Bhava & Varudhaina

Kutumbakam & allowed

refugees in the past but
needs a clear policy to
avoid confusion.

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 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।

The give case study raises the issue of self identification by sexual minorities and use of appropriate pronouns as per their identity.

(a) Moral issues involved in the case

- Right to autonomy of sexual minorities to identify their own gender.
- Rationality v/s Social practices
the logical view of self determination v/s the societal practice of biologically determined gender
- Gender as a social v/s biological construct Biology determines

gender or ~~perfor~~ person has the liberty to choose its own sexual identity,

- Freedom of Speech & Expression of the panelists, though it is against the widely accepted belief among other panelists
- Intolerance / Disharmony to dissent lack of ability to entertain a thought that is not acceptable to majority.
- Culture of debate / discourse in universities becoming prone to get politicised.
- Media trial without any object and rational discussion and turning to sensationalization

(b) Steps to be taken

- Meet the panelist and tell him that his stance is against the law → Transgender Protection Act provides for self-identification.
- Call meeting of students body and ~~the~~ ask them to end protest as this is not going to get any result.
- Gender Sensitization Cell - to raise awareness about sexual minorities.
- Representation of sexual minorities in Students Union.
- Steps to promote a culture of acceptance to difference on the campus

through regular conduct of debates,
discussions, seminars on relevant
issues.

- ~~Try to~~ Distribute copies of
Transgender Act, among staff
& students to raise awareness.

This is the responsibility of state
to promote a social order
leading to welfare of all
(Article 39) and create an
equitable society upholding
gender justice.

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

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

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

The given case study raises the issue of use of unethical practices by athletes to enhance their performance.

(a) Follow advice of coach, take drugs

<u>Merits</u>	<u>Demerits</u>
• Better performance • Acceptance in the team • Monetary benefits on winning medal.	• Unfair practice • Crisis of conscience • Lack of fairplay

(b) Donot take drugs, follow statue quo

<u>Merits</u>	<u>Demerits</u>
• Can't compete with those who are taking drugs • Lack of courage No crisis of conscience	• Lack of courage of conviction • Lack of integrity

- Competitive spirit & fair play

- Erosion of public trust in competition.

(C) Complaint against coach to relevant authority

Merits

- Courage of conviction
- Fair competition
- Upholding ethical values

Demerits

- Tarnish image of nation
- Future of athletes in jeopardy
- May be boycotted amongst teammates

Course of Action

- 2 options → Exit → Leave the organization
 - Voice → protest against wrongdoing
- Here for larger public interest, voice to be raised against the issue.

- Approach SAI, NADA and file a formal complaint against coach & players.
- Focus on training and improving performance through legally accepted means.

(b) Reasons behind use of performance enhancing drugs

- Excessive competition
- Lack of value of fairplay
- Sometimes promoted by coaches & fellow players.
- Weak institutional mechanism - NADA
 - ↳ less number of trained staff to conduct dope test
 - ↳ less number of accredited labs
 - ↳ Poor regulation of labs & samples.

- Easy availability of performance enhancing drugs.

(→) Steps to minimize

Preventive → regular dope tests
(surprise tests)

- strengthen infrastructure of labs
- information to athletes about permitted & prohibit substances

Punitive → Ban such athletes under
National Sports Code, 2022

- Naming & Shaming
- Recognition to labs under WADA

Promotive → Awareness about fair play

- Social Influence - Neeraj Chopra,
Ashwin, Bindu, Kohli
- Incentivize good behaviour

Thus a mix of preventive & punitive actions can end this menace.

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 given case study raises the issue of corruption in mining activity & political pressure to fudge the report.

(a) <u>Stakeholders</u>	<u>Interests</u>
- <u>DM of the district</u>	- <u>Trustee</u> of public excheques
	- <u>Courage of Conviction</u>
	- <u>Career growth</u> v/s <u>Integrity</u> .
- <u>Minister</u>	- <u>Personal Gratification</u>
	- <u>Political Career</u>
	- <u>Ethical responsibility</u> towards public
- <u>Media</u>	- <u>Fair coverage</u> of the issue
	- <u>Upholding rights</u> of citizens
	- <u>Ethos of fair reporting</u>

- | | |
|---|--|
| • <u>Population of district</u> | • Loss of valuable resources without any material return |
| • <u>Junior who is being made scapegoat</u> | • Dignity of work
• Professionalism
• Corrupt & dishonest |
| • <u>State government</u> | • Responsible as per <u>social contract</u>
• Trust of Public
• Responsible for environment preservation |

(b) Available options

(1) Follow direction of minister

Merits

- Personal gain.
- Better relations with minister
- Future posting.

Demerits

- Public service value of probity & integrity neglected
- Lack of courage of conviction

- Corruption - loss to exchequer
- Crisis on Conscience

(ii) Publish report in media

Merits

- No crisis of conscience
- Whistleblowing
- No threat to personal posting from minister

Demerits

- Erosion of trust in government
- Lack of faith in institutional mechanism
- Government may try to make me a scapegoat

(iii) Follow proper channel & publish true report

Merits

- Upholding public interest over personal gains

Demerits

- Revenge by minister (personal hardships)

- | | |
|---|--|
| <ul style="list-style-type: none"> • Leadership • Integrity & probity in conduct • Professional excellence | <ul style="list-style-type: none"> • Government may loose upcoming elections. |
|---|--|

Course of Action

- (1) Prepare a detailed report & submit it to the Ministry
- (2) Involvement of other departments in enquiry committee - to make it difficult to fudge the report.

③ Measures 1) DMF funds to be used for local development.

2) Mines & Mineral Act → contract after doing background check
→ social audit

3) Punitive → as per Prevention of Corruption Act
→ also for degradation of environment.

Thus, adherence to law is the only way in such cases.

• Government
• Local authorities
• Private

• Local authority
• Private
• Government
• International

Government of India

(1) Government of India is a federal system
submit it to the President
(2) Government of India is a unitary system
in respect of legislative powers
to state of India
difficult to judge the report

(3) Ministry of DMF - Govt. to be used

• For local development
• Government of India
• Ministry of DMF
• State Govt.
• Local Govt.
• District Govt.
• Block Govt.
• Panchayat
• Village Panchayat
• Gram Panchayat
• Taluk Panchayat
• District Panchayat
• State Panchayat
• National Panchayat

There are three types of Panchayats
in India