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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Mayank Mudgil	Registration Number	883478
Medium Hindi/Eng.	English	Date	18 Aug 22
Center	Online		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
6(c)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

1. (a) Explain why altruism constitutes one of the core values in public life. In this regard, suggest some measures to foster altruistic behaviour in public services. (150 words) 10

स्पष्ट कीजिए कि परोपकारिता सार्वजनिक जीवन में प्रमुख मूल्यों में से एक क्यों है। इस संबंध में लोक सेवाओं में परोपकारी व्यवहार को बढ़ावा देने के लिए कुछ उपायों का सुझाव दीजिए।

Altruism refers to selflessness in public service for the benefit of others.

Why a core value?

- 1) To imbibe values of public service
→ in line with "Nishkaama Karma" as mentioned in Bhagwada Geeta.
 - 2) To tackle corruption and sense of any 'gains' out of public service.
 - 3) Acts as motivation and builds values such as compassion
- Ⓔ Gandhiji said one way to find yourself is to lose yourself in service

of others.

4) For effective application of welfare schemes in an inclusive manner

(Eg) Housing for all, PDS, etc.

Measures to foster altruistic behaviour

1) Ethical and moral training as part of curriculum in induction.

(Eg) Inclusion in code of Ethics.

2) Sensitizing the public officials regarding ground realities of poverty, hunger, inequalities, etc.

(Eg) via field visits.

3) Attitude change from elitism to that of social service.

Examples of Swami Vivekananda shall guide altruistic behaviour for sensitive delivery of public services.

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।

'Rightness' of an action can be based on its ethical evaluation. While at some case, Utilitarianism (maximum good) guides rightness, it may not be ethical.

Deontological Thought provides primacy to infallibility of values & norms as a measure of 'rightness' of an action.

Examples

- 1) To safeguard rights of minorities under Article 25, 26 although they may not be conducive to majority population.
- 2) To allow freedom of individual speech and expression (Article 19(1)(a))

for effective democratic dialogue.

(Eg) views on LGBTQIA+ rights.

3) To ensure certain values are not violated and guide ethical public behaviour.

(Eg) Gandhiji never compromised on use of violence

4) To protect integrity of public officials.

(Eg) Corruption is seen as a lubricating mechanism in administration. However, it is outrightly wrong.

5) To protect secularism in society.

(Eg) wider consultations on Uniform Civil Code needed.

This notion is highly applicable on case of Capital Punishment as a necessary tool in criminal justice system. Ethical conduct must guide 'right' actions.

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।

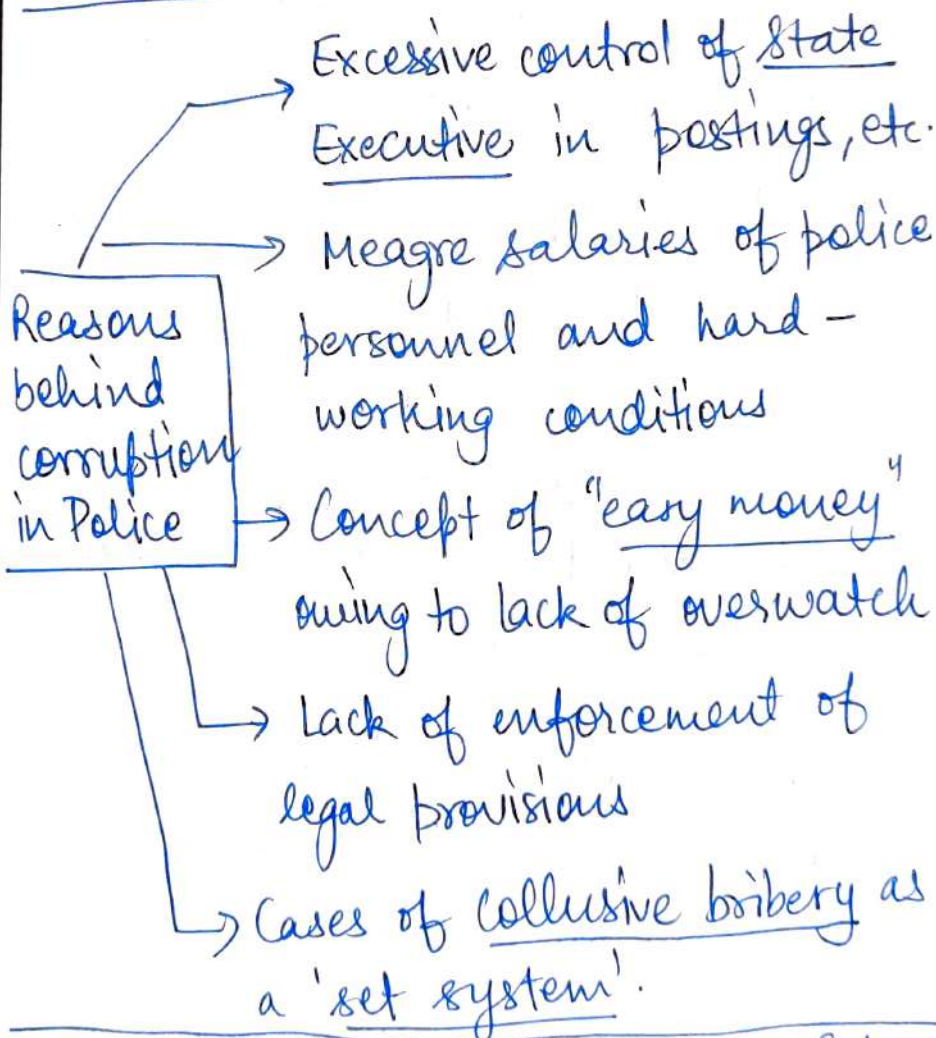
The image of Police in India is one of being highly corrupt, starting from lower levels to the top.

Ethical Challenges

- 1) Justice not delivered to grooved parties. (eg) Bribery during Domestic Violence cases allows women to be beaten up without any recourse of justice.
- 2) Creates Law and Order issues
 - (eg) Use of excessive force to neutralize opposition such as during India Against corruption movement.
- 3) Creates an elitist attitude in police
 - (eg) Not registering cases against

influential people.

4) Creates apathy within society and honest police officers are demotivated at the same time.



Reforms such as suggested by Supreme Court in Prakash Singh Case & ethical training shall help tackling corruption.

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 use of authority in administration of companies. Owing to supra-national size of MNCs, ~~ethics~~ corporate governance is crucial.

Right Combination of

Spirit

1) Guided by ethical values and responsible actions

② ESG model of decision making

2) Incorporating interests of those affected by actions of a company.

Structure

1) Ensuring open & inclusive work culture.

② Removal of caste based discrimination

2) Breaking of rigid hierarchies for free flow of communication.

This balance is thus necessary for ethical corporate governance, as:

1) Guides ethical and moral conduct

(Eg) Transparent reporting of corruption

2) Avoid cases of corporate fraud

(Eg) Chanda Kochhar Case (ICICI Bank)

3) To protect society's interest

(Eg) Financial slowdown in India due to IL&FS and DHFL crisis.

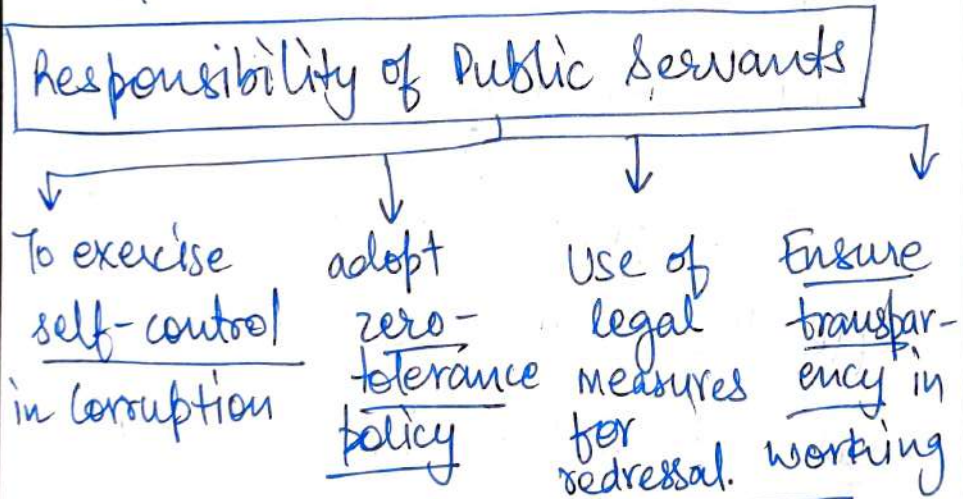
4) To break the nexus of corporate-administration collusive bribery.

2nd ARC highlights need to shift from shareholder capitalism to stakeholder capitalism to effective corporate governance. It is also crucial to attain SDGs 8 and 12.

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।

India is ranked 88th / 180 in Corruption Perception Index. High standards of ethical conduct & good governance are sine-qua-non for development of India.



However, Common citizens also play a key role in ensuring ethical conduct & good governance:

- 1) To keep an effective oversight
→ responsibility in a democratic setup.

- 2) Ensure transparency and accountability in functioning of government.
(Eg) Use of Social Audits, RTI 2005, etc.
- 3) Act responsibly in Participatory Governance (Eg) Citizens' Charter.
- 4) To break the bureaucratic red-tapeism and elitist character.

Thus, power has to be wielded by people themselves as they are an equal stakeholder in ensuring good governance and ethical conduct. Citizen Oversight is the key to solve issues in governance. Use of social media can prove as a potent tool for effective citizen participation.

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 refers to each organization functioning in its own sphere, aloof from other agencies. This makes the public administration in India inefficient.

Thus, for efficient governance, several steps are of utmost importance:

1) Cooperation for better resource sharing.

② Investigations of CBI can be facilitated by State Police instead of covering the information.

③ Creating of centralized database in CCTNS for controlling organized crime syndicates.

2) Coordination for adapting best practices of each other.

(Eg) ISRO provided satellite data for GIS-based demarcation of land under SWAMITVA scheme and YUKTDHARA Portal.

3) Collaboration of state agencies with NGOs can ensure last mile delivery of welfare schemes.

(Eg) Akshya Patra foundation for mid-day meals.

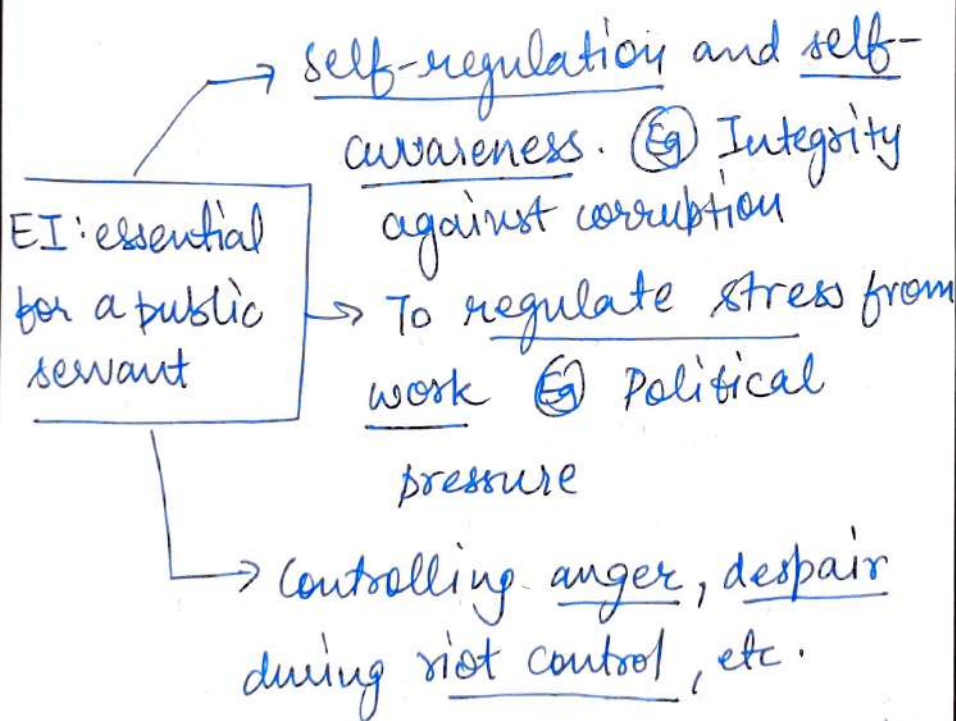
(Eg) Success of One Nation One Ration Card Scheme depends on Centre-State collaboration.

Ideology of Gandhiji's Talisman must be imbibed for ensuring efficient public service delivery and success of 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 (EI) refers to use of emotions to regulate self-behaviour and influence that of others while evaluating a situation.



However, it also has potential of misuse as emotions can be used to

manipulate actions of others :

- 1) Using Cognitive Persuasion to change attitude of others. (Eg) Asking for bribery to sign on files of projects.
- 2) Emotional Blackmail to pacify against registering of cases.
(Eg) Cases under social discrimination against SCs/STs and domestic violence.
- 3) To protect the elite sections of society and politicians. (Eg) Use of fear to not register cases against corrupt politicians, mining mafia, etc.
- 4) Use for electoral gains. (Eg) giving hate speeches for vote gathering.

A person's character defines positive use of EI. Ethical training under Mission Karmayogi shall allow for sensitivity training of public servants.

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 (SI) refers to control over actions by society's rules and mutual influence. It can be normative (respecting elders) or informative (not acceptive sweets from unknown people).

It is an ambivalent concept as it has both positive and negative influence on individual behaviours:

⇒ Source for good

1) Creating social cohesion and fraternity

(Eg) Promotion of secular ideals to maintain peace.

2) Sanctions against derogatory practices

(Eg) Smoking, Drinking, etc.

II) Source for Bad

- 3) Curtailing of individual liberty
- (Eg) Against inter-caste marriages,
choice of women to wear jeans.
- 4) Ostracize members / sections of society
- (Eg) Caste based discrimination

III) Source for Evil

- 5) Open sanction & public support of corruption (Eg) Cause of Collusive Bribery
- 6) Hate Speeches leading to civil wars
(Eg) Syria, Yemen, etc.
- (Eg) Limited role in Delhi Riots 2020.
- 7) Used by Hitler in holocaust of
Jews in concentration camps.

SI thus acts as 'double-edged sword'.
Social reforms are necessary to accommodate
modern ideologies and provision of
individual liberty.

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।

Effective public service delivery stems from welfarist nature of the state as mentioned in DPSPs in constitution.

Necessary Constituents

- 1) People-centric approach : for effective acceptability of policies and keeping 'people' as end-goal.
- ② Consultations in farm laws could have ensured acceptability.

This has to be built upon:

- 2) Coordination : of different agencies, Civil Society, NGOs for efficient utilization of resources.

(Eg) Kailash Satyarthi's actions against child labour.

(Eg) Participation of Akshya Patra foundation to provide mid-day meals.

3) Leveraging Technology

→ to bridge the citizen - administration gap (Eg) Use of social media to raise complaints)

→ for democratic access of services
(Eg) JAM trinity ensured financial inclusion.

Efforts thus should be made to train public servants to changing realities, as recommended by 2nd ARC.

FRIENDS model of Kerala can serve as valid model to study best practices.

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 was a prominent political scientist and gave various teachings in his book 'Arthashastra', which hold relevance even in 21st century to guide public services.

Important teachings

- 1) keeping welfare of citizens as ultimate goal.
→ To end elitist character of political brass and bureaucrats.
- 2) Focus on 'Kosh' i.e. public treasury
→ maintenance of fiscal prudence for macro-economic stability.
- 3) Not to announce unsustainable promises for mere electoral gains.

3) Fight against corruption and providing stringent punishment to maintain credible deterrence.

Ⓔ Creation of spies, officers to check corruption = Vigilance departments.

4) Mandala Theory for positive relations in international arena.

5) Use of officers and scientific selection based on merit

Ⓔ Recruitment of Generalists and Specialists for public service delivery.

The book "Corporate Chanakya" by R. Pillai provides useful insights for use of Kautilya's teachings for public service delivery. Efforts must be made to build an honest and efficient dedicated public service delivery mechanism.

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 highlight importance of one's actions and its impact on lives of others. Nelson Mandela was a prominent social leader and his quote holds great relevance in actions of public servants.

A life that is centralized on individual leads to Medocrism and is often not beneficial for others. Significance of one's life matters when it has positive impact on lives of others. [For example]:

- 1) IAS S. Somavanshi got AC removed from his office for use of malnourished children in MP.
- 2) Excellence of E. Sreedharan has transformed public transport in India.
- 3) IAS Samabh Kumar with his "Lunch with Collector" programme tackled extremism in Dantewada.

Reflected in Bhagavad Gita as "Nishkama Karma", selfless action creates multiple ripples that creates positive impact on lives of others. Not only does it provide self-satisfaction, but also gives value to a life well lived.

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

The above quote highlights importance of correct intentions behind any action of an individual. Swami Vivekananda by using 'spirit', signalled towards ethical actions of people.

Righteousness of spirit or intentions gives positive motivation to a person. It automatically transforms to ethical actions that has positive impact on the society.

Honesty, Integrity and Compassion thus form the foundational values in public services, guiding ethical and moral conduct.

Examples

- 1) Use of arms by army to counter terrorism ~~have~~ has impact on peace in society. Here, ethicality of actions and spirit matters.
- 2) IAS Parmeswaran Iyer removed fecal matter from toilet in Telangana
→ to show that no work is menial in nature.

Righteousness in spirit also accommodates honest mistakes in public services. 2nd ARE thus recommended provision to safeguard officers whose intentions are pious.

An action which is ethical in thoughtfulness shall allow us to reform our society and even get rid of evils like caste discrimination.

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

Justice is sine-qua-non for establishment of peace in society. Martin Luther King Jr, who fought against racial discrimination in USA, was right in pointing out importance of justice.

Merely absence of tension can have many connotations. It can also stem from authoritarian regimes that control every aspect of lives of citizens. This, however, is nowhere near true peace.

True peace comes from actual cohesion and fraternity in society that is devoid of malicious actions. It is

dependent on:

- 1) Justice to ensure rule of law and safeguarding of rights of people.
- 2) Equality of opportunity to unlock one's potential and purpose of life.
- 3) Liberty & Freedom to exist on one's own terms.

Nonetheless, these values form the bedrock of Our Constitution whose ultimate aim is to establish true peace in the country.

Martin Luther King Jr. was right in saying "Injustice anywhere is a threat to Justice everywhere". It signifies needs of collective action against injustice to establish true peace all over the cosmopolitan world.

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 मुद्धार का एक मौका देने के बजाय उन्हें वयस्कों के रूप में दंडित करना नैतिक है?

- a) The case study presents choices between retributive and reformative justice in relation to Juvenile offenders.

Factors that can lead a child towards committing heinous crime

- 1) Faulty & exploitative childhood
→ creates mental health issues
→ creates environment of frequent use of violence.
 - 2) Lack of awareness regarding crimes and their impact on society.
 - 3) Peer Pressure and comradeship with negative elements of society.
- (Eg) Early induction in street crime, gangs, extremist groups.

- 4) Lack of parental overwatch and effective social control
→ undeveloped moral & ethical code.
- 5) Penchant towards violence due to:
→ video game culture such as Grand Theft Auto, PubG, etc.
- 6) Improper enforcement of criminal justice system leading to lack of credible deterrence.
- 7) Seen as quick road to fame due to negative influence of movies, TV shows, social media, etc.

Effective juvenile support and guidance from social stakeholders such as family, school, etc. shall prove important in preventing Juvenile delinquency.

b) Punishing Children as adults

may be unethical

- 1) As it sidelines reformatory justice and sets wrong precedents in criminal justice system.
- 2) Failure of society (wrt guidance and control) should not be imposed on a juvenile (individual)
- 3) There have been cases where young terrorists in Kashmir have given up arms, reformed themselves and became part of Indian Army.
(Eg) Part of JAK Light Infantry regiment.
- 4) Takes away their Right to Life (Article 21) without properly even

understanding the meaning of it.

Ethical and necessity

1) Some crimes, when done with full motive in sound mind, may be of highly heinous nature.

(Eg) Nirbhaya Case in Delhi.

2) Punishment as adults may provide justice to the aggrieved parties

(Eg) Survivors of acid attacks

3) Necessary to create credible deterrence. (Eg) Actions against some juveniles joining ISIS, LeT, Khalistan groups, etc.

Such actions must be taken only after all reformatory measures fail.

The application of "rarest of the rare" case doctrine (Bachan Singh Case) shall pave the way forward.

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.

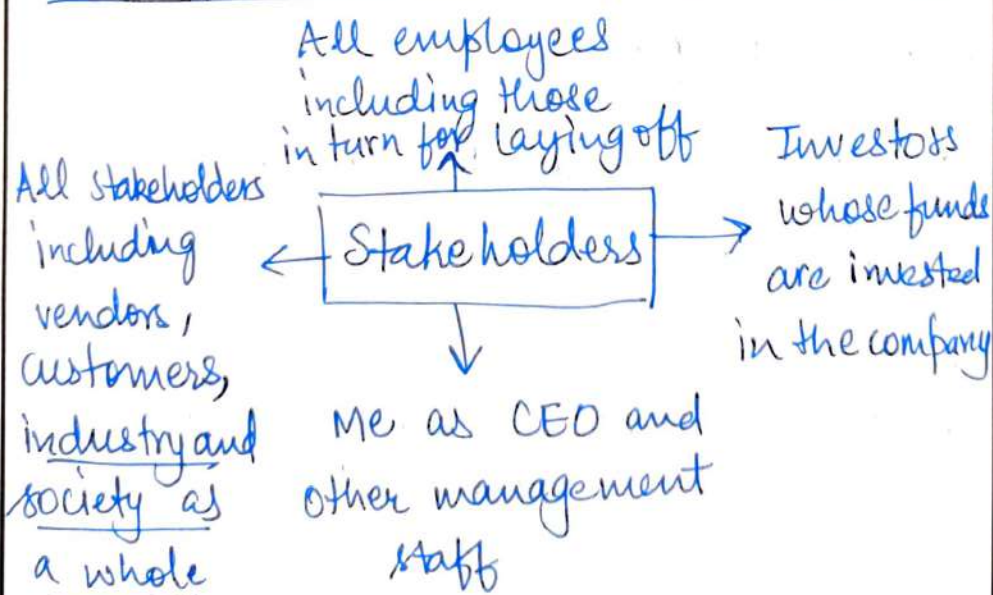
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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।

(a) The case presents issue of laying off employees to save profitability of the company. Such a step raises valid ethical concerns.



Ethical issues :

- 1) Laying off of employees who have contributed to company's journey.
- 2) De-humanizing attitude by investors
→ considering people as mere numbers.
- 3) Damage to image of the company
→ may impact business in future
- 4) Considering cohesion as moral responsibility during difficult times
vs allowing erosion of company's work culture.

(b) Me as CEO and HR team :

(i) Option 1 :

Merits	Demerits
1) Retention of quality talent	1) Offering suitable positions may not be financially or ethically sound.
2) Stability to company's financial	

(ii) Option 2

Merits

- 1) May soften the economic fallout on terminated employees
- 2) Provide them time to look out for further jobs

Demerits

- 1) Financial loss in short run
- 2) Some employees may choose to stay and they will not earn as per their potential

(iii) Option 3

Merits

- 1) Financially sound decision
- 2) Keeping relations with investors warm

Demerits

- 1) Unjust to the employees.
- 2) Impact on image of company
- 3) Impact on my own future

(iv) Option 4

Merits

- 1) Most clean way for laying off and

Demerits

- 2) ~~Has~~ Impact on financial position

avoiding strain in
relations.

2) Less harm to
company's image.

3) Investors =
happy

of employees

2) Some harm to
company's image

3) Still an unethical
decision

(C) My Course of action
as CEO

Justification

1) Look for ways to
raise funding to inject
money in the company.

⇒ May save
jobs of
employees.

2) If not possible to
raise funds, send a
company wide mail
explaining the situation
faced by the company.

2) Shall not
allow straining
of relations
with employees.
and clarify
the rumours

3) Provide industry-
standard Severance
package to the
employees while
laying them off.

4) Offer recommenda-
tion letter and
talk off to friends in
the industry who
may hire them

3) Right thing to do
as profitability
& survivability
of the company
is the goal.

4) Values such
as sympathy
shall guide way
to minimize
their issues

laying off employees is not
an easy decision but it is what a
leader has to do (at times) if all other
options fail. In the longer run, it is in
the interest of everybody to communicate
as clearly as possible. Financial
prudence must be kept so that such
steps are not required at all.

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।

(a) The case presents issues of formulating a policy regarding international refugees. Such issues have been seen during ongoing Rohingya crisis in Myanmar.

Moral issues related to rights of international refugees

- 1) Providing them with basic human rights being a responsible nation.
- 2) Providing them resources to survive and humanitarian relief.
 - comes at a cost of strained & finite domestic resources.
 - may lead to adverse reactions within the population of country.
- 3) Comes at the cost of taxes paid by citizens of the country who did not have any moral or financial obligation for people of other country.
- 4) Possible law and order issues

and spread of extremism and terrorism.

→ Risk of ghettoization of areas where refugees are settled.

(Eg) as seen in case of several colonies in Delhi, Bangladesh, etc.

5) Change in demographic equations owing to extension of democratic rights to refugees in due course of time.

→ issues of nation may get sidelined

→ ethnic issues may crop up in the country. (Eg) as in Assam and other North-Eastern States in India.

(b) Recommendations for national policy

1) Acceptance of refugees seeking humanitarian relief to prevent any immediate human rights violations.

2) Provision of basic human necessities such as food, shelter, medicines and makeshift model of education (As per Right to Education in India)

3) Creation of 'Refugees Relief Fund' to mobilize international support, donations and voluntary work for welfare of refugees.

④ Taking help from UNHRC

- 4) Effective tracking policy to prevent refugees permanently assimilating into population, at initial stages
→ until legislative decision is taken for their future in the country.
- 5) Exploring diplomatic channels to pursue country to take back their citizens while ensuring their safety, security & future peace.
- 6) Deployment of adequate force to check law & order issues.

While providing refuge may be an ethical thing to do, it must not imbalance domestic resources equations. The 'Golden Mean' approach of Aristotle shall pave the way forward.

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, जहाँ 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, वहाँ 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 मन व्यक्त किया और स्थानीय विवाद जल्द ही समाचार नेटवर्क और सोशल मीडिया पर एक राष्ट्रीय मुद्दे में बदल गया। उस एसोसिएशन ने मांग की कि वह पैनलिस्ट अपने विचारों के लिए माफी मांगें और इस संदर्भ में एक सार्वजनिक वयान 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।

(a) The case presents issue of intolerance regarding identities of sexual minorities. Article 21 allows for right to life from which right to choose personal identity flows naturally.

Moral Issues in Case

1) Protection of individual views of the panelist who spoke against self-identification

→ Part of Article 19(1)(a)

→ must be respected: fundamental right

2) Intolerance against self-identification by sexual minorities

→ violates their right under Article

19(1)(a) and Article 21.

3) Sensationalization of the issue on social media

→ difficult to control as people may be expressing their views without complete knowledge.

4) Coercion by college association

→ a formal complaint may have been filed with college authorities rather than going to media

5) Impact on larger society and

impact on sexual minorities

→ may even lead to violence.

All parties must practice self-restraint and engage in dialogue for peaceful resolution of issue.

(b) As Chairperson of Committee,

Steps to resolve the issue	Arguments
1) Facilitate a dialog between the parties → including the panelist and college association	1) To resolve the dispute and exchange of valid ideas in a safe environ- ment.
2) Explain to the both of parties regarding rights of each other and importance of tolerance in society & in such situations.	2) The panelist may have violated rights of minorities and the association may have violated rights of the panelist.

Steps	Arguments
3) Ask the parties to stop <u>unnecessary sensationalization</u> of issue while facilitating a positive dialog in society.	3) In best interest of all parties as freedom of speech & expression is important in a democracy.
4) <u>Minor reprimand</u> to the association for sensationalization and not reporting case to authorities	4) Give a <u>fair warning</u> against future such actions
5) Advise the panelist for better informed & responsible decision making	5) In line with personal freedom and social responsibility.

Sexual minorities have a right to be protected. It is important to be compassionate to their cause and be socially inclusive.

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?

(a) The case highlights use of drugs for doping and tantamount to cheating. It is against the sportsmanship and must be tackled via adequate channels.

My Options as an athlete

1) Do not report the case

Merits

- 1) Athletes doping may win medals ~~for~~ for the country.
- 2) Image of country may not be tainted.

Demerits

- 1) Athletes may get caught, tarnishing country's image.
- 2) ~~Bad~~ ~~more~~ Unethical thing to do

2) Report the case to authorities in the country and the organizers

Merits

- 1) Right thing to do
- 2) Punishment to culprits.
- 3) Respect for image of the country
- 4) Sportsmanship protected

Demerits

- 1) may impose ban on the athletes and the coaches
- 2) Country may perform poorly in the competition.

My course of action as an athlete

- 1) Since talking to athletes & coaches have failed, lodge a complaint with my country's authorities and with organizers of the competition.
- 2) Follow Deontological thought of sanctity of means as cheating shall be against spirit of competition.
- 3) Let authorities take their actions as they are well equipped to handle these cases.
- 4) Comply with the investigation process, if needed.

(b) Reasons for doping

- 1) Inadequate training by athletes
- 2) Fear of failure and associated shame
- 3) Keeping material achievements higher than ethical values.
→ Erosion of morals is a major cause.
- 4) Notion of "winning at any cost".
- 5) Lack of effective checks on athletes indulging in doping.
→ Inadequate testing infrastructure
- 6) Corruption among officials, coaches and athletes.

Minimizing this practice

- 1) Upgradation of testing infra for

- doping and mandatory checks before participation in events.
- 2) Stringent punishments to create credible deterrence.
 - 3) Creating awareness regarding ill effects of doping and their negative effects.
 - 4) Inclusion of moral & ethical education in curriculum
→ for inculcation of values.
 - 5) Creation of better training infrastructure & competitive environment.

Uncompromising Integrity is sine-qua-non for success in any field. The cases of cheating must thus be transparently reported for effective redressal.

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.

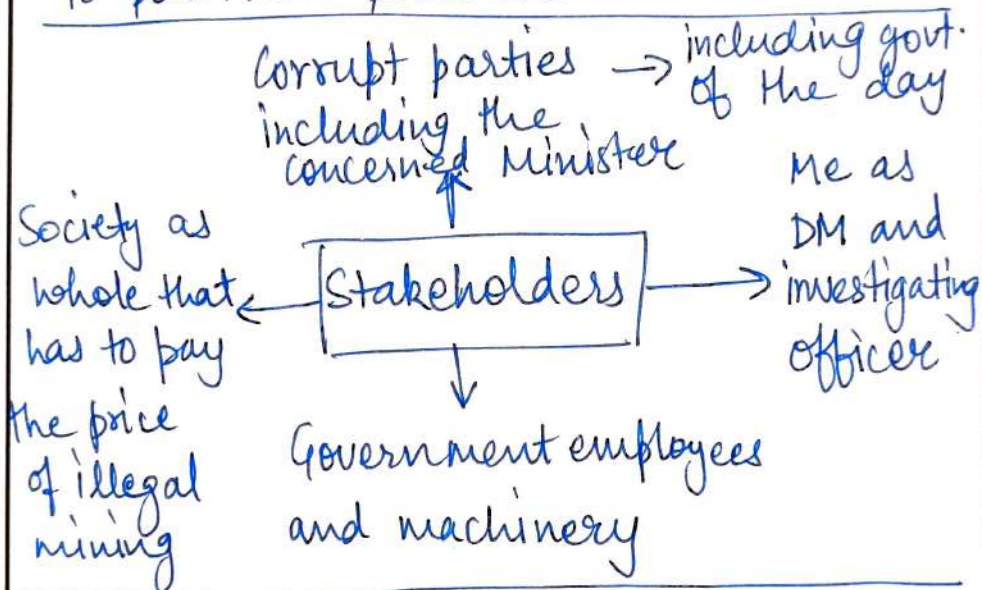
(b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. (20)

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 मत्ताधारी दल के मत्ता 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 मत्ताधारी 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) प्रदन प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।

(b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समानोचनान्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्यवाई का विवरण दीजिए।

(a) The case highlights choice present to an officer: whether to perform his/her job objectively or succumb to political pressure.



Ethical Issues

1) Illegal Mining

→ Stealing natural resources that could otherwise benefit the exchequer and society

→ Nexus of Minister and cronies.

2) Putting political pressure on a govt. officer

→ keeping him from doing his job in an objective and neutral manner

→ undue pressure hurts the interests of society & erodes public trust.

3) Suggestion of scapegoating junior officers

→ punishment to honest and not guilty parties.

4) Keeping political interest of staying in power over honest service of the society

→ misuse of power entrusted by voters

→ leads to corruption as recommended by 2nd ARC.

(b) Options Available

I) Succumbing to pressure & doing as the Minister says

Merits

- 1) May lead to professional achievement
- 2) Possible cash-bribery rewards
- 3) Better relations with govt. of day

Demerits

- 1) Scapegoating honest employees
- 2) Damage to exchequer & society
- 3) Cognitive Dissonance

II) Honestly carrying out my duties

Merits

- 1) Doing justice to my job
- 2) Benefit to society & exchequer
- 3) Personal & Professional ethics not compromised

Demerits

- 1) May lead to issues in career
- 2) May get transferred
- 3) Enmity with Minister

My Course of Action
as DM

Reasons

- | | |
|--|---|
| 1) Succumbing to pressure
↳ NOT an option | Leads to corruption
& cognitive
dissonance |
| 2) Highlight the case
with Chief Minister | 2) for effective
redressal |
| 3) Carry out the
investigations in an
objective manner | 3) To unearth the
scam and
nexus. |
| 4) Report transparently
to the vigilance and
law & Order agencies
including Lokayukta | 4) To punish the
guilty and
break the nexus |
| 5) Ensure recovery
of illegal income and
assets | 5) To recover
losses to the
exchequer |

Gandhiji's Talisman and professional ethics of Integrity shall guide my actions. Such activities must be addressed for national development.