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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	ENGLISH	Registration Number	1045416
Center	ONLINE	Date	28/08/2022

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 पत्रिका 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 लिखे 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.

SECTION - A

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

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

ALTRUISM is the quality of being empathetic and imagining self in 'someone else's shoes'.

ALTRUISM: core value in public life

- ① To foster social relationships
 - eg: Altruistic public servant can understand problems of people in an objective manner
- ② To enable holistic decision making
 - eg: It is an important quality for objectivity
- ③ To be compassionate and have devotion towards duty

↳ Altruism upholds rights and duties trade-off

- ④ Selflessness and self-motivation to enable better public life.
- ⑤ Important component of Nolan's 7 Principles of Public Life.

Measures to foster altruism in Public Services:

- ① Enabling citizen-centric consultations and policies.
- ② Establishing direct contacts with citizens and beneficiaries.
- ③ Holding ^{Public} Grievance Redressal mechanisms through panchayats
- ④ Ensuring openness and accountability of public servants

ALTRUISM puts forth the virtue of 'service of others', ^{upholding} supererogatory principle & is crucial for civil/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।

Ethical and moral relativism

lead to several principles which are right even though maximum good is not achieved. This violates the utilitarian ethics, but upholds deontological and rights-based ethics

and principles
such actions are:

- ① Abortion Rights → uphold female's right to autonomy but is against right to life.

- ② changes in accordance with times → example: Sabrinale

Judgement are against customary morality (might have greater good).

such actions find validation in their representation of norms:

① selfless action : with right means

(eg:) Gandhiji's fasts during partition violence

② upholding right means for right ends

(eg:) Ashoka's policy of Dharma Ashoka - also a diplomatic tool

③ In line with universal values of love, truth, fraternity, and justice.

(eg:) Civil Rights Movement, 1964 in USA

④ In line with modern - age developments & advancements

(eg:) Data Protection Regime, LGBTQ Rights, etc.

Therefore, sanctity of certain actions are derived from their foundational values.

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 is an essential component of a democracy to keep a check on internal security and peace of a nation.

Ethical Challenges in POLICING:

- ① Custodial Violence → >2000 people died under custody b/w 2015-19

↳ wrong means : Torture for right ends : security

- ② Corruption and Political Nexus : with partisanship among police officials

eg: Police apathy towards FIR against Hathras Rape accused in 2021.

③ Call of duty not upheld

(eg:) Delhi Riots, 2020 → delayed police action ~~to~~ exacerbated situation.

Reasons for corruption:

- ① Loopholes in law and Misuse of power
- ② Political Interference creates moral hazard as politicians are the actual 'masters'.
- ③ cumbersome adjudicatory process in judiciary provides adequate time to sanction the 'black money'.
- ④ Criminals - Politicians - Bureaucracy nexus at the cost of social welfare ⇒ ↑ leakages

These lacunae in current policing system create a worrisome picture.

Prakash Singh Judgement & Malimath

Committee recommendations should be the guiding light.

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 effective policies and framework for efficient workplace. Ethical Corporate Governance keeps ethical 'Business Practices' at its core.

Right spirit ^{& structure} for ethical & corporate governance:

- ① Ethical Practices of profit maximisation without exploita-
-tion and discrimination.
- ② using 'right means' of governance
- ③ upholding 'call of duty' through CSR and ESG frameworks
- ④ keeping financial health in balance to avoid becoming wilful defaulters.

- ⑤ Following Narayan Murthy Committee recommendations.
- ⑥ Outlining targets, action plans, go-to-market strategies definitively.
- ⑦ Ensuring a 'Code of Ethics' to be established and followed.
- ⑧ Creating healthy workplace environment.

Such right combination of spirit and structure is the need of the hour to curb bank frauds and failures (IL&FS case, Nirav Modi case, etc.) and ensure resilient post-pandemic economic recovery.

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 शासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। यह निम्नलिखित कारणों से है।

'Ethics in public life is grounded in Ethics in private life'

Ethical Standards and Good Governance have a prerequisite of ethical values ^{being imbibed} by citizens.

As Plato remarked - 'State is writ large', therefore public servants' and common citizens' consonance with ethical conduct is a pre-requisite for good governance.

Role of common citizens in high standards of ethical conduct & good governance

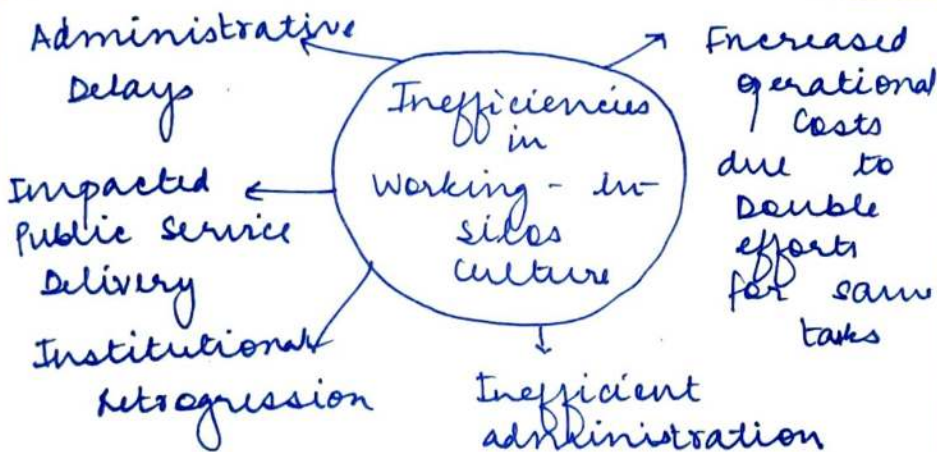
- ① Citizens are at centre of good governance. Their morality is pertinent for transparent public service delivery.

- ② Citizens can ensure less leakages through Social Audit.
- ③ Citizens' Charter allows for citizens to gauge performance of governance and raise problems if any.
- ④ Morality in common citizens can lead to lesser corruption and good governance.
- ⑤ Citizens hold both public servants & politicians accountable and demand transparent & open public service delivery.
- ⑥ Grassroot governance proliferates. Public servants are chief implementation personnels necessary for good governance. Common citizens' involvement can ensure meeting of ethical conduct and 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 'एकराई कार्य' संस्कृति ('वर्किंग-इन-साइलस' कल्चर) से ग्रस्त है। इस संदर्भ में, कुशल प्रशासन के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

Overlapping jurisdictions, multiplicity of rules, and complexity of public administration arise from 'WORKING-IN-SILOS', i.e., independent working without effective lines of communication.



In this light, cooperation, coordination, and collaboration are important for efficient governance as:

① Elaborate lines of communication gets established
⇒ reduced inefficiencies

② Productivity increases with inter-departmental collaboration
(eg:) Increased Asset Monetization after PM-GATISHAKTI

③ Allows scope of innovation in public service delivery

(eg:) Single window clearance for environmental projects under PARIVESH Portal

④ Creates economies of scale with spillover effects over other sectors

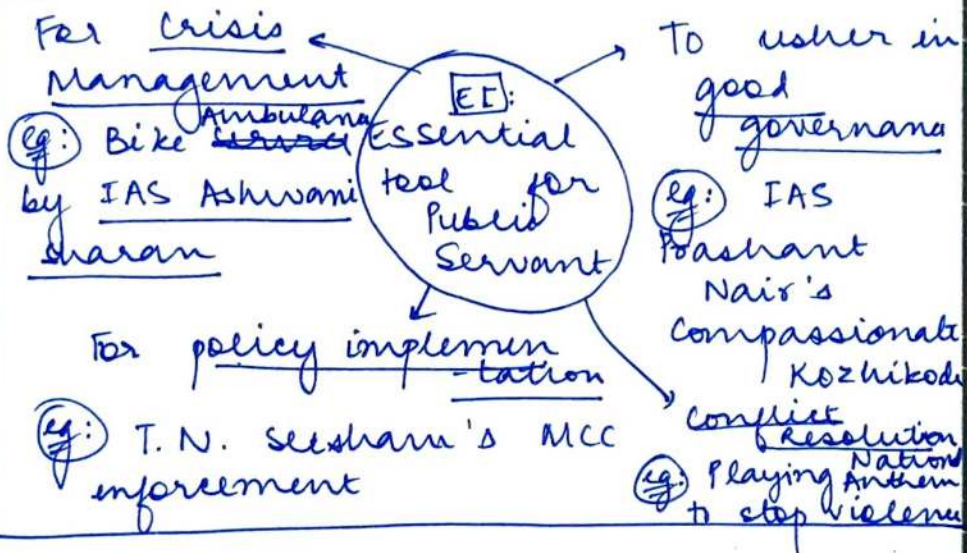
(eg:) Aspirational District Programme has led to overall increase in human development

Therefore, the 3Cs must be followed for effective and good governance.

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

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

EMOTIONAL INTELLIGENCE is the ability to manage one's own emotions and other persons' emotions for a desired objective.



EI is necessary to gauge the demand and supply issues in public service delivery and make measures to fulfill it.

However, EI can also be misused

① manipulating the population
(eg: Hitler's Nazi Propaganda)

② radicalizing youth
(eg: Mehdi Khan joining ISIS from India)

③ spreading fake news to instill violence

(eg: Delhi Riots 2020 against CAA)

④ Mob violence

(eg: Mob lynching of Akhlaq (2015))

These disastrous instances of past showcase the power of EI.

It is pertinent to impart adequate moral & value education to harness power of EI in ethical manner.

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 describes how our thoughts, feelings, and behaviours respond to our social factors.

Social Influence: source for good

- ① For embarking a behavioural change through power of credibility

eg: Anirabh Bacchan
campaigning for SBM

- ② For ushering in development in line with modern era

eg: LGBTQ activism by Ellen deGeneres.

- ③ For holistic human development

eg: Beti Bachao Beti Padhao Campaign by PM

Social Influence: source of bad or evil

① Manipulating people for personal gains

(eg:) Duryodhana manipulates Pandavas for a game

② Annihilation of entire race

(eg:) Hitler's gas chambers and mass execution of jews

③ Creating communal disharmony

(eg:) Carrot-and-stick policy by British

Therefore, Social Influence is a powerful tool and should be used with 'credibility', 'right means', and 'clear objectives' for maximum welfare.

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।

The core of GOOD GOVERNANCE is the 'People - centric' public service delivery, as has also been recognized by SEVOTTAM MODEL in India.

People - centric approach: with Coordination and Technology for Public Service Delivery

Principle of subsidiarity demands effective decentralisation of policy measures. Therefore, a Bottom-up, People centric approach is crucial for targeted and enhanced public service delivery, to increase transparency accountability and hence Good Governance.
Role of coordination:

→ Coordination among institutions can create a more / better

targeted public service delivery.

eg: Single window clearances from all departments

- It saves time and costs
- It ensures speedy delivery
⇒ ↑ efficiency

Role of Technology:

- Ushers in transparency

eg: IRCTC could curb bribes by online booking

- It mandates faster, efficient, and hassle-free public service delivery

eg: PoS at FPS for PDS

- It reduces corruption & leakages

Thus, coordination and leveraging technology are crucial for effective public service delivery & Good Governance (SDG - 16)

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 the 'Kingmaker' of Chandragupta Maurya, the founder of Maurya Dynasty. His elaborate work of 'ARTHASHASTRA' laid down the fundamental political and economic scenario, which are prevalent even today.

Teachings of Kautilya and their relevance:

- ① Concept of Welfare State (YOGAKSHEMA) → as king's responsibility towards his subjects.
- ② Morality and Ethics at roots of military and polity.

- ③ Social order and justice were king's responsibility.
- ④ Taxation → pertinent for social development for the public
- ⑤ Corruption → to be punished and should be eradicated from administration.
- ⑥ Good conduct: Kautilya remarked 'there is no scripture greater than good conduct', which is followed even today in 'Sheelam Param Bhushanam' being the motto of LBSNAA.

Therefore, teachings of Kautilya will inspire all posterity and should be upheld today as well.

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

'Only a life lived for other
is a life worthwhile'

- Einstein

This quote represents the ethical principle of 'Supererogation', i.e., beyond call of duty and in service of others.

Several luminaries like Baba Amte and his work for rehabilitation of leprosy patients; Martin Luther King Jr.'s march for civil rights recognition; Mother Teresa's humanitarian works → are all examples of personification of this quote.

It implies that, contribution to others' lives is a measure of significance of an individual's life. Following arguments justify ^{this}:

① Nishkam Dharma: ~~to work without~~
or LOKHIT

② Selflessness and Ethical Altruism
also support this

This quote is relevant today as well:

→ Making difference in others' lives for good

eg: Philanthropy by TATA Group

→ Ensuring justice, equality, & freedom

eg: Jagdish Lal Ahuja (Padma ^{Awardee})
has provided free meals since 2 decades.

Therefore, there really is 'no religion higher than service'.

6. (b) "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, वो सब कुछ स्वयं ही सही हो जाएगा।" -
स्वामी विवेकानंद

This quote highlights the importance of spiritual empowerment - nt leading to actual empowerment. Swami Vivekananda had remarked, 'Arise, awake, and stop not till the goal is achieved.' Spirit here refers to awakening, i.e., identifying the purpose or drive to achieve an objective. When that is clear, actions will follow spirit till goal is achieved.

This can be supported as:

- ① Gandhiji's decades long satyagrah and Sarvodaya strategy led to Indian Freedom

- ② Nelson Mandela's 'spirit' of achieving liberty toppled apartheid regime.
- ③ contemporarily, IPS Sanjukta Parashar's commendable spirit countered Bodo militancy in NER.
- ④ Kailash Satyarthi's endeavour and spirit towards child rights has led to the success of Bachpan Bachao Andolan.
- ⑤ Medha Patkar's spirit to save River Narmada resulted in success of Narmada Bachao Andolan.

Therefore, as Gandhiji remarked, 'man is but a product of his thoughts. what he thinks is what he becomes'. If ^{her} his spirits are high, ^{or she} will succeed.

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 वह न्याय की उपस्थिति भी है।" -
मार्टिन लूथर किंग जूनियर

TRUE PEACE over here is described as absence of tension, conflict as well as omnipresence of JUSTICE. If justice is not upheld, true peace may be temporary.

(eg:) Myanmar's Junta Rule after short span of democracy.

This quote defines true peace to be ethically just for all. This translates to:

→ Social Justice: where marginalised and vulnerable are empowered.

(eg:) Women empowerment through reservation in local Bodies.

- Economic Justice: i.e., ^{economic} ~~equity~~ equity in the society
- Political Justice: free and fair democracy with equal right of being represented.

Justice of all forms are pertinent to ensure true peace. If any one is missing, the equilibrium may ~~be~~ be disturbed leading to turmoil.

eg: Recently seen in Sri Lankan crisis

Therefore, True Peace occurs when no one falls through the cracks of society, ^{in line with} Gandhiji's Talisman and principle of JUSTICE.

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 बयस्क 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 बयस्कों के रूप में दंडित करना नैतिक है?

The given case represents the issue of JUVENILE JUSTICE being at odds with CRIMINAL JUSTICE.

The constitution of India provides adequate safeguards for children development through Part-III & IV (FRs & DPSPs).

(a) Possible Factors of children committing heinous crimes:

- ① Troubled childhood: with instances of Child Abuse, or drug-~~addict~~^{abuse} in the household.
- ② Peer Pressure: leads to unwanted involvement in crimes
- ③ Incidence of Material Abuse in family → this creates a sense of normalcy with petty crimes
- ④ Extreme Poverty: leads to children being away from school and in work, which affects their

holistic development.

⑤ Lack of appropriate value education in schools. As Mahatma Gandhi remarked, education of heart, body and soul should be in consonance.

⑥ Lack of gender-sensitisation and sex education at schools

⑦ Patriarchal issues and over-protection of boys in Indian households creates the ideology of evading from troubles, and further exacerbates crimes against women.

(b) Is it ethical to punish children rather than giving them chance of reformation?

Arguments for :

- ① Majority of heinous crimes are committed by teenagers more than 15-16 years. Allowing them a chance, while punishing a 19 year old for same crime is ethically unjust.
- ② Heinous crimes are worst category of crimes. Juveniles committing these are a flight-risk and ^{it is} a gamble to give them a chance.
- ③ Will lead to increased ^{even after} crimes as heinous crimes, ^{they} are also given a second chance.

Arguments against :

- ① Juveniles ~~are~~ committing heinous

crimes are a vulnerable group and can be rehabilitated with effective counselling.

⇒ 2nd chance should be given for rehabilitation

② Punishing them will ^{adversely impact} ~~little~~ their future, therefore a reformative chance should be accorded.

③ Juveniles should not be treated at par with adults as juveniles can still be rehabilitated. Boundary between the two will not be clear.

④ Since children do not understand the gravity of crimes, they should be adequately educated.

Therefore, Socio-economic & Human Development should be accorded the priority to deter JUVENILE CRIMES in line with DPSPs.

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 है। इस स्थिति को देखते हुए कर्मचारियों के बीच बेवजह नौकरी में हटाये जाने की अप्रत्याशितता 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 रिटैर के तौर पर रखना।
 - (iii) छंटनी के आदेश को उगी भावना से निष्पादित करना जैसा कि निदेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों में 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 कार्यवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

The present case highlights the ramifications faced during changes in corporate Governance, specifically, down-
sizing ~~is~~ due to reduced profitabi-
-lity of the company.

(a) stakeholders:

- (1) Employees in the edTech Co.
- (2) Investors
- (3) Me (CEO - Founder)
- (4) Public at large

Ethical issues involved:

(i) Organisational ethics v.

Profitability issue → a trade-off

between good workers and profits.

- (2) Downsizing will lead to mass firing rendering a large no. of employees as unemployed, after years of efforts by them.
- (3) Personal ethics v. Professional ethics → asking for retention of employees (personal) but needing downsizing (professional).
- (4) Violating Deontological ethics by considering humans/employees as means to an end
- (5) Increasing materialism and consumerism due to investors will.
- (6) Profit - making vs. welfare issue of employees
- (7) Bad acquisitions and hurt investor sentiments

(b)

(i) Identifying key performers & offering them position

Merits

- High performing employees retained
- Downsizing still happens
- Investors' will fulfilled
- Profitability reduced

Demerits

- Layoff affects no. of employees
- Reduced incentive of key performers
- Reduced incentive to join the co.
- Profitability ↓

(ii) Putting terminated employees on past-time

Merits

- offers immediate employment to laid-off employees
- Investors' will fulfilled
- Increased Profitability

Demerits

- Unjust to employees
- Reduced incentive to stay and join
- Lack of social security benefits
- Wastage of talent

(iii) Executing the lay-off

Merits

- Following Investors will
- Increasing profitability

Demerits

- Against welfare of employees
- Wastage of talent
- Reduced trust & work-culture

(iv) Improving perception of fairness & moving ahead with layoffs

Merits

- Investors will followed
- Increased profitability
- Positive sentiments among workers

Demerits

- Unemployed workers
- Wastage of resources
- Impacted work culture

(c) Course of Action :

Short-term

- I will ask investors for a time period to work out a win-win situation.
- I will try to mend the bad

acquisitions by collaborations
with other firms

- Meanwhile, I will also assure the employees that layoffs though may happen, but not immediately
 - Generate additional Revenue Streams through crowdfunding
- Long-Term
- Assess and acquire additional funding by tweaking business model to remunerate investors
 - Confidence-building measures with investors and turning ~~se~~ around bad losses.
 - If investors insist on downsizing, priority to high performers and laying off only those who have not performed well.

These measures can assure that layoffs do not happen 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। विद्वत्तना 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 represents the grave issue of refugee-crisis induced by ethnic civil war, and their subsequent non-rehabilitation against the International Convention for Refugees & Non-Refoulement Principle.

(2) Moral issues of rights of international refugees:

① Forced displacement from native land

② The refugees get punished for the crimes they didn't commit (war-torn regions)

(eg:) Rohingya's plight globally acknowledged now.

③ Against Gandhiji's Talisman by rendering most vulnerable as helpless.

④ Against Sukala Karma and Nishkam Dharma

⑤ Non-acceptance internationally hints at apathy by nations and ignoring Steward Trusteeship

(eg:) stigma against Chakma Tribes in NER

⑥ Denial of Human Rights ⑦ Against Compassion

(b) Recommendation ^{that} I would suggest regarding large influx of refugees:

- ① documentation of arrivals of refugees to formally quantify their numbers.
- ② Rehabilitative measures by providing employment opportunities to those willing to work.
- ③ Curbing illegal immigration as it is a threat to national security.
- ④ Multilateral cooperation to bring peace in ethnic war-torn country through diplomacy & negotiations.
- ⑤ Following Non-Refoulement & not forcing refugees to go back.

⑥ Asking help from neighbouring
or other countries in terms of
rehabilitation

(eg:) Syrian refugees were
accepted in European
countries

These measures can uphold
human rights of refugees and
ensure effective rehabilitation. These
measures also follow GOLDEN
MEAN of Aristotle and display
temperance of Indian values -

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 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 उदात्त 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 सुनझाने 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 given case represents the situation of hurting sentiments of sexual minorities by cautioning against self-identification. Given that L&BTQ Rights is a fairly new concept in India, it requires several moral issues to be addressed.

(A) Moral issues :

- ① Apathy towards rights of sexual minority
- ② Right to express and freedom of speech, U/A 19
- ③ Free speech should not hurt sentiments or disrupt public order (restrictions U/A 19)
- ④ Sensationalizing the issue which could have been dealt at a lower level.
- ⑤ Political correctness missing and

unawareness about pronouns.

(b) As the chairperson of committee for peaceful resolution, I will take the following steps:

- I will firstly go through the events recording to understand the happenings in an unbiased manner.
- After investigating the matter, I will take into account the grievances of all stakeholders.
- Main issue of the case is the statement by a panellist who cautioned against self-identification and liberal use of pronouns. I will ask the panellist to express their latent statement again to understand the intent. If the other

party still is offended, then I will ask the panelist to formally apologize, as self-identification is now a statutorily guaranteed provision under Rights of Transgender, ^{Act} 2019.

→ Further, I will ask the college association representing sexual minorities to prepare a politically sound dictionary of pronouns and namings that should be followed.

→ I would also urge the media to keep a balanced view until the investigations are final.

These measures will ensure probity in the investigation and will decide the issue based on

its merits.

Rights of identification are still not fully understood. It is important to initiate rule-making process to ^{respect the} ~~keep~~ rights of sexual minorities, and check on issues against them.

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)

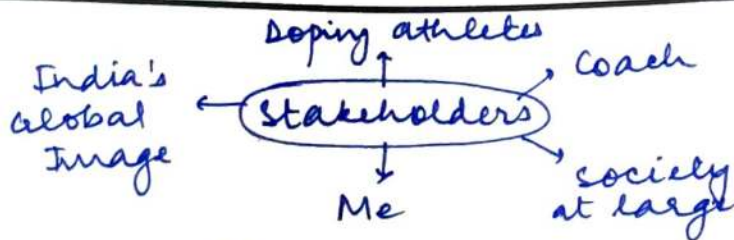
आप अंतर्राष्ट्रीय स्तर की एक प्रतियोगिता में भारत का प्रतिनिधित्व करने वाले एक युवा एथलीट हैं। आश्चर्यजनक रूप से, आप प्रतियोगिता के दौरान कुछ वरिष्ठ एथलीटों को गुप्त रूप से निरिज का उपयोग करके कुछ इंजेक्शन को लगाते हुए देखते हैं। जब आप उनसे संपर्क करते हैं, तो वे समझाते हैं कि यह प्रदर्शन बढ़ाने वाली एक दवा है, जो ऐसी प्रतियोगिताओं में बहुत आम है और आपको भी इसे लेना चाहिए। आप जानते हैं कि यदि वे खिलाड़ी डोपिंग टेस्ट में फंस जाते हैं तो इससे भारत की माख खराब हो सकती है। आप द्विधा में हैं और इसके परिणामों से डरते हैं। माथ ही, आप हम घटना पर चर्चा करने के लिए कोच से संपर्क करने का फैसला करते हैं। हालांकि, आपको पता चलता है कि एथलीट कोच की मलाह पर इस दवा को ले रहे हैं।

(a) इस परिदृश्य में आप क्या करेंगे? आपके समक्ष उपलब्ध विकल्पों पर चर्चा कीजिए और अपनी कार्यवाई 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 present the situation of DOPING a prohibited activity to ensure fairness in sports. Further, coach himself is promoting doping, which is creating a moral hazard in sports sector in India.

(a)



Options available to me:

- ① Do nothing and take doping syringe as coach mandated

Merits

- Team - spirit upheld
- Coach is in favourable position
- Possible performance enhancement

Demerits

- Taint India's image
- Against personal ethics
- Possible ban on India playing for games

- ② confront coach and not take doping syringe, blowing whistle off coach

Merits

- Personal ethics not violated
- India may not be banned

Demerits

- India's image will be tainted
- Coach & players will be banned

- ③ Reporting the issue to NADA
by talking to senior officials
after the competition

Merits

- Issue gets reported
- Personal ethics upheld

Demerits

- against ethical game as doping occurred
- Denial by coaches & athletes
- If tested +ve, then ban on India

My course of action :

- I will check whether the drug being used is indeed banned or not.
- If ^{yes, I} will try to persuade my colleagues and coach to not go forward as this might lead to possible disqualification
- I will use social persuasion techniques → credibility, threat, fear, authority to deter its use.

→ At last, if still used, I will report the issue.

(b) Reasons behind use of performance enhancing drugs

- ① Possible evasion
- ② Weak regulatory checks in India
- ③ Weak NADA powers and inept Testing infrastructure
- ④ Normalization of use of these drugs
- ⑤ High performance incentivises its use
- ⑥ Pressure on athletes to perform well.

How can it be minimized?

- ① Empowering NADA
↳ recent WADA accreditation helps in this regard.

- ② Ramping up testing facility
- ③ Using natural substitutes for performance enhancement
- ④ Spreading awareness against ban on drugs.
- ⑤ Strengthening NDPS Act to avoid drug usage

These measures can ensure that sportsmanship is upheld by participants at all times, in line with global practices.

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 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 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 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 presents the issue of Criminalization of Politics and Political interference in administration.

(a) Stakeholders:

- ① Minister → involved in illegal mining through cronies
- ② Me (DM) → threat of job loss if incumbent wins
- ③ Innocent government employee used as scapegoat
- ④ Ruling Political Party
- ⑤ Voters and Public at large

Ethical Issues:

- ① Using innocent employee as scapegoat.
- ② Criminal-^{hi} Politics nexus and Criminalization of Politics

- ③ Muscle power by minister
- ④ Against Personal ethics
- ⑤ Threat to job if incumbent wins.
- ⑥ Menace of corruption in the administration
- ⑦ Political Neutrality violated due to political interference.

(b) Options given:

- ① Use govt. employee as scapegoat

<u>Merits</u>	<u>Demerits</u>
→ Minister is happy	→ Innocent employee loses his job
→ Threat to job deterred	→ against personal ethics

- ② Not following minister's orders

<u>Merits</u>	<u>Demerits</u>
→ Govt. employee is still employed	→ Threat of job loss
→ Personal ethics not violated	→ Minister's threats will perpetuate

My course of Action

In such crucial times, it is pertinent to adhere to the conscience and ~~personal~~ code of ethics.

- Following non-partisan attitude by conducting unbiased enquiry.
- Identifying the nexus of criminals and ministers and meting out adequate punishments.
- Threat to personal career can be protected if public takes cognisance of rampant corruption and do not vote the ruling party to power again.

Wt Such courage of conviction can

ensure success in long run
as was seen in case of
Surga Shakti Nagpal standing
against sand mafias and
Satyendra Dubey (IES)
exposing corruption in Golden
Quadrilateral Project.