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GENERAL STUDIES (TEST CODE : 860)

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Center	National Trust building	Date	6/ Aug/17

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	1. 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)। 2. There are FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं। 3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं। 4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं। 5. 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। 6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए। 7. 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।
1(a)	10		
1(b)	10		
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13	20		
14	20		
Total Marks Obtained:			
Remarks:			

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

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

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

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

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

Marketing refers to the products and service promotion by persuading customer to purchase. Businesses are investing in marketing for reaching the wider markets cutting across all groups and physical boundaries.

Ethical issue involved in the marketing :

- 1) Surrogate ads : Businesses are resorting to the advertising in disguise for the products which are directly banned for promotion. The Technique used are advertising some other products for what the banned product is required. Thus business taking advantages of loop holes

Solution : Strict Monitoring of advertising is necessary. Currently done by advertising council of India that does not have any statutory mandate

- 2) Insider trading : Many business's organisation

culture being poor resort to illegal practice of insider trading by using their management and positions in the company.

Solution: Strict implementation of SEBI guideline, clause 49 and company Act 2013.

3) Product recall :

Many business resort to product recall in case customer is not satisfied with the delivery. This should be encouraged.

Other steps that need to be taken:

- Capacity building and consumer awareness
- Citizen charter and sevottam guidelines
- Grievance redressal mechanism
- Anti - Claim Act that provide for compensation to consumer in case of false claims.

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

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

Value education refers to building of ethical and moral principle along side the academic education in the person so that he/she can fully utilise its potential for welfare of society.

Agencies that can be involved are school, family, religion, workplace, peer group, civil societies, media etc.

Contemporary Indian society is characterised by following:

- 1) Divisive and splinter group:

Various divisions like caste, religion etc provide the opportunity to people to go for fulfilling their vested interest even at the cost of society welfare.

Value education overcome this challenges by providing the insight to person regarding shared goal of all sections and requirement of unity.

- 2) Hard mentality:

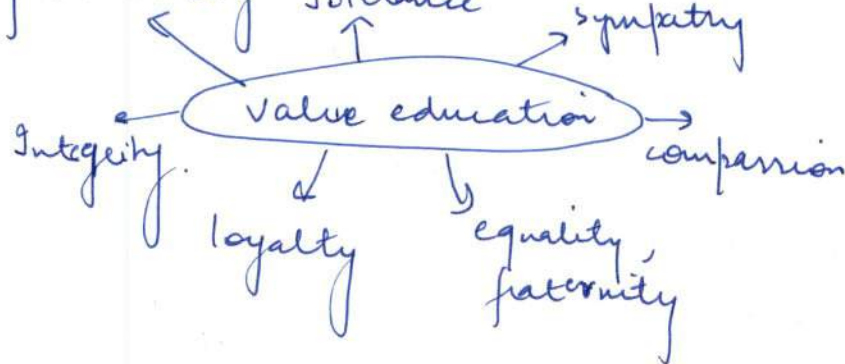
Indian society often chooses appeasement over performances

Family support and value socialisation is important for person to realise his potential and not following the status quo in case its not ethical.

3) Pessimism :

Indian society largely tolerant to corruption, unethical practice and have feeling that not anyone can change it.

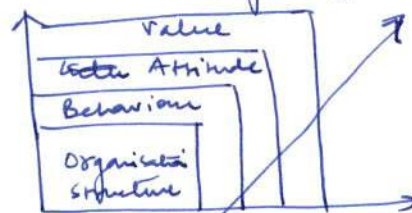
By value education one can be made optimistic and acquire leadership quality for changing it. honesty Tolerance sympathy



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

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

According to transparency international, corruption refers to the abuse of authority for personal gain.



For change in value change in attitude is necessary

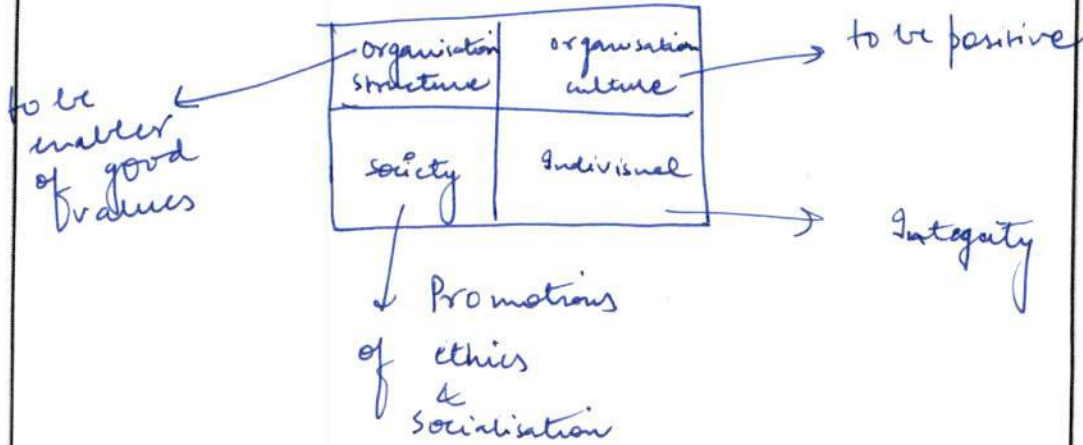
The corruption menaces is due to variety of reason that include societal acceptance, institutional enabling, economic reasons but prime most it depends upon individual moral values.

Though government has enacted Anti - corruption Act. Lokpal, Lokayukta are in processing of making. but there are necessary but to sufficient. As there are resort after the damage has be done.

eg: Ruchika Ghoshal got justice after 17 years of her sexual abuse off by the high grade officer and in between she committed suicide.

This shows COLLUSION in organisation and

poor organisation culture. Therefore what we need :



For example : 1) Army that have known for good conduct and discipline. ✓

2) Railways having poor organisation culture thus not having integration of values of public welfare

Model to be adopted

model to be rejected

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

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

Parents are the bedrocks of children's values. Often unknowingly children resort to consider them role models.

There are mainly three kind of parenting:

- 1) Authoritative Parents: These parents are very strict in nature and lacked in giving moral support to child. They prefer physical punishment for socialising children thus making child aggressive, intolerance, uncompassionate, dishonest, poor sense of judgement etc.

- 2) Democratic parents: These parents provide the child congenial environment for his/her growth. They resort to withdrawal of love for showing their

anger and punishing the child. Child became self confident, having values of integrity, compassion, empathy, self worth, honesty, loyalty, faithfulness etc.

3) Parents indifferent to child:

These parents don't pay attention to the child and give exclusive freedom making him rude, aggressive, cruel, unsympathetic to other.

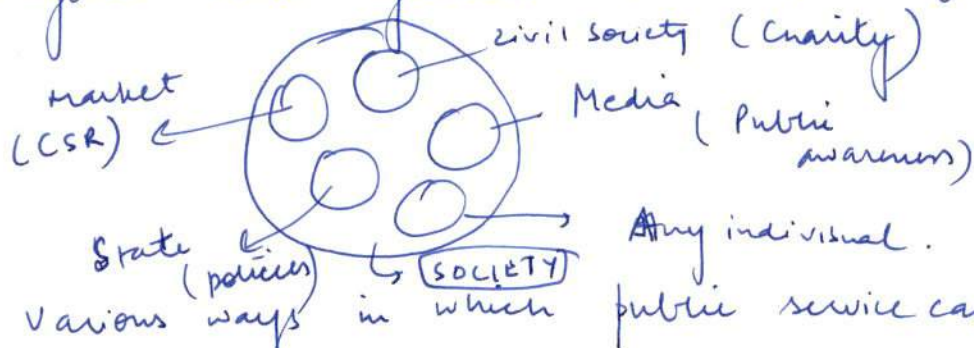
As there is different mechanism by which parents can tell children what are right and wrong, manner of punishment therefore children differ in values.

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

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

Public service refers to exercising of your authority, position, power etc for the welfare of society.

Public service can be done by anyone. Main agencies include:



Various ways in which public service can be done:

It can be done in any capacity by following your duties and obligation faithfully, by feeling responsibility towards the upliftment of weaker sections, joining civil societies, teaching the poor children, not succumbing to pressure, temptation and facing difficulties with moral courage during your

RAJ DHARMA

Public service is not limited to civil service. It can be done anyone,

anywhere within any capacity. for eg:
Organising blood donation camp is
a public service, spreading awareness
in illiterates for their rights is public
service and even motivating others
for public service can be counted
as public service.

Therefore joining civil service
is one of the medium of doing
public service and not ^{the} only platform

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

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

Civic virtue in public life refers to the virtues of enabling one to do public welfare impartially and with integrity.

NOLAN committee gives 4 virtues: Objectivity, Honesty, accountability, integrity etc for the public service.

Challenges:

- 1) Poor work culture: which demotivates even the honest to consistently maintain civic virtue in the times of hardships and temptations.
- 2) Weak organisation structure: Poor enforcement of code of conducts and ~~code~~ absence of codes of ethics.
- 3) Societal pessimism and lack of awareness.
- 4) Lack of public spirited person due to poor values.

These challenges can be overcome through

- 1) Enforcement of citizen charter, participatory budgeting during formulation stage
- 2) strict monitoring through social audits at implementation stage
- 3) Citizen score card at the evaluation stage.

Also value training, sensitisation of public servant, increasing ethical literacy etc needed for civic values in public life.

4. (a) The lives of great leaders inspire us in many ways. Which leader has had a lasting impact on you and in what way? Mention one outstanding value that you have imbibed from him/her and its importance to being a civil servant. 10

महान व्यक्तित्व (ग्रेट लीडर्स) का जीवन हमें अनेकों प्रकार से प्रेरित करते हैं। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

Swami Vivekanand is one such personality with whom I influenced a lot. The reasons for this is his focus on the HUMANISM which is divine value and above all, tolerance towards others, self pride, ~~also~~ disciplined life, goal accomplishment etc.

One value that I have imbibed is respect to diversity and coexistence learning.

Civil services / Public administration is a moral act. It needs patience, compassion, empathy towards others. By respecting to diverse opinions I can imbibe best of best practices and ideas available without developing

prejudices to anything ~~else~~ else. I
can be impartial and neutral to
my superior and subordinate and
transparent in my dealings.

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

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

Governance is exercising of power for management of economical & social resources of public. As governance got legitimacy, resources and work on the needs of the public, it needed to imbibe in itself spirit of public welfare.

key element of ethical governance to eliminate corruption:

1) Outcome orientation: Along with ~~instead of~~ output one should go for outcome orientation for eg: Not only presence of teacher rather outcome of learning and quality matters.

2) Discretion Rationalisation: so that corruption and centralisation can be minimum for eg: setting up multi member committee for sensitive topic.

3) service orientation: Elimination need to

done away and public spirit need to
be developed.

4) Role of Recruitment and training:

public spirited individual
need to be recruited and overall
training of personality required
rather than only rigid specific training

5) e-governance for reducing corruption
& bureaucratic delays.

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

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

Corporates resort to any practices that maximise their profit even illegal practices like tax evasion, harnessing the loopholes like dynamic pricing, tax avoidance, excessive pricing when there is only single seller etc.

It affects the trust of public in private sector and they become extremely conscious and sometimes helpless due to their needs.

Corporate governance refers to balance of economic gain and social responsibility by corporate.

Reasons of failure of corporate governance:

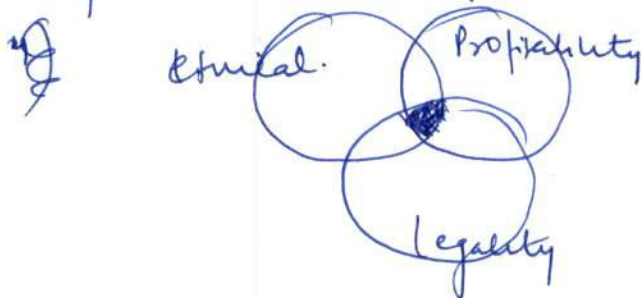
- 1) Use of corporate social responsibility in the profitable areas and space

for eg: most corporate choose well-developed region providing education and health facility that perpetuate inequality

2) Lack of enforcement for citizen matter like instrument for corporate.

3) Lack of awareness of consumer right and capacity building.

for eg: Whom to complaint if claim of corporate is false and even harmful.



Corporate governance

All three need to be focused on.

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

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

Globalisation has changed the role of admini government from facilitator to enabler. After 1992, LPG reform there happened decrease in social sector expenditure and market has expanded.

Ethical dilemmas before civil servant:

- 1) Conflict of interest: between the resource management and fulfilling social goals (like reducing income inequality and providing cheaper medical treatment)

As a administrator you need to enable private sector where public sector is inefficient and incapable due to resource crunch but public welfare is compromised in it.

- 2) Conscience crisis: When your personal conscience conflicts with your collective conscience of ~~state~~ organisation. for eg:

you want to oppose order that you consider not appropriate for society at large but that is legal.

Earlier civil servant used to give priority to public welfare but now due to increasing consumerism, corruption they are succumbing to pressures and temptations.

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

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

Clause 49 of company Act made it compulsory for corporates 1/3rd of members of board to be independent directors who don't have any pecuniary relationship with the corporate (i.e less than 2% share and less than 2 years relationship)

Role of Independent Directors:

- It mainly protect the rights of minority ~~share~~ holders.
- They are mandated to take one meeting in a year for discussing the working of the company.

Importance of Independent Directors:

- It make the corporate governance accountable as board members are accountable to directors and directors to shareholders
- It removes conflict of interest in duties maintain

transparency in the system.

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

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

Kant's categorical imperative calls for duty for the sake of duty itself. Means are the ends in itself. Being moral does not require any end to justify it.

Morality and freedom has conflict when the freedom is causing the harm to others and becoming obstruction to exercise their freedom. Rawls's theory of Justice try to make balance between the two.

Kant goes for choosing Morality over anything else. It must not be compromised by anything. He is among non-consequentialist.

While consequentialist (ex: utilitarians) argue for the compromise of morality if you require freedom to

Reach the goals. That position
is rejected by Kant's categorical
imperative.

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

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

At the time of birth child requires support of firstly his/her mother, family and society to understand and socialise with the values, belief and norms of society. Similarly at the old age, due to physical vulnerability and at times financial dependency we require support of our children and care of society for our survival. But as we get the strength to ~~and~~ stand by our own, we forget our obligation to our parents, family and towards society welfare. This quote of Dalai - Lama indicate that how the power

and authority can make person ~~corrupt~~
and insensitive to others need, just
because we don't require them for
that time.

In Indian society, we are
increasing being unempathetic towards
our family, younger, elders, &
poor people, women due to their
having lower status and less power
of resistance. Also because we don't
need them.

Palai Nama calls for
being kind that is inherent in
human.

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

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

(a) Identify the issues involved in this scenario.

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

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

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

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

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?

The scenario is highly shocking and contemnable.

The issue involved in this are serving alcohol is illegal and serving it in open showing poor organisation culture of ruling party and feeling of elitism. Moreover it is leaving

bad precedent for the society and that could result in black marketing and increase mistrust towards the government. This also raises issue of equity where only some can access alcohol and others not. Also poor enforcement of laws and poor organisation structure that is uneven for normal commoners and party workers.

My duties in this scenario is to seek an explanation and awaring the public about it being a journalist intern. It's my duty to bring forth illegal practices in the guise of banner of ruling party. This would require MORAL COURAGE.

There are following Stake holders involved in the scenario

- 1) Party workers
- 2) fellow journalist/reporter
- 3) Myself
- 4) Commoners of state

The option available before me
1) Ignore the servicing of alcohol:
that would make me
indifferent as my fellow reporters
but it would be
dereliction of my duty towards the
public and will be against ethics

of Journalism
2) Reporting the event on the media
platform:
As a Intern I would risk
my job and it would against
ruling party that will have
future consequences for my job and
media platform but it would be inline
with my duty.

3) Asking for the coordinators of
event and enquiring who is
responsible for the servicing:

This option is
more suitable not because of
less risk involved rather it is
important to report of propriety
of news. I need to first reach

to the authority responsible or
whether the ruling party had
information about the same.

If I failed in getting
proper information I would approach
~~coordinated~~ ~~then~~ by warning them that it
would be made public if he doesn't
cooperate.

In the event I found that
all this is collusively done and
without having any responsibility
I would go for my RAJ DHARMA
and report it in public domain
for the reason that it would
be result in public awareness and
also message to state legislature
for they can go for questioning and
in the event of no ^{satisfactory} response no
confidence motion.

Such ruling party is
not only corrupt but leaving the
loopholes for others to be corrupt.
My step is even more required

while others (reporters) are indifferent.
 They need to be feel ashamed. I
 would adopt 'Ahele Chalo' which
 Mahatma Gandhi adopted while
 nobody listening to you. and fulfil
 my duty as a reporter and as
a citizen.

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

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

Also suggest other possible options.

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

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

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

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

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

The current scenario provides that I would need to choose candidate as per MCA instruction or over the merit.

My objective in this scenario would be upholding of principle of merit and equity in the appointment.

The main stakeholder involved in the scenario are:

- 1) Me as SDM
- 2) MCA
- 3) Lady which is recommended by MCA
- 4) Other candidates

1) The first option given is ignore the advice of MCA is in line with the principle of merit and justice in selection process.

but it would be incompassionate not to consider the situation of lady.

2) By speaking to seniors I can ask for his advice regarding

what is provision for giving a job to a widow lady. Also regarding whether I should go with MCA advice.

But final decision need to be my call as I would be responsible for the injustice to other candidate if I go for ~~choosing~~ choosing that lady.

3) By appointing the lady on compassionate ground I would feel satisfied 1) she is widow of martyred soldier.

2) I have not disobey the MCA. but this would be unjustified with other candidate. As the possibility remain that other candidate can be as much needy or even more needy than this lady.

My course of action 2) Along with asking to the senior regarding the option available for the widow I would go through the selection process impartially without any preference to

The lady following principle of equity as she is eligible for the post if she excel over other candidate It would be great giving her background and capabilities. If job is given to other women I would recommend her to be given a job on compassionate ground as she is eligible and also needy. This I would forward to my seniors.

As there is already provision of giving job or pension to wife of martyred soldiers, I would make sure that this she get without due delay and on priority basis. It is our duty as a citizen to provide a dignified treatment to the martyrs.

At the same time I would
make sure that this is provided
to all such ladies in my jurisdiction

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

(a) What will be your course of immediate action?

(b) How can emotional intelligence act as a tool in handling this issue?

(c) What steps will you take so that such incidents are not repeated in the future?

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

(a) आपकी तात्कालिक कार्यवाही क्या होगी?

(b) भावनात्मक बुद्धिमत्ता इस मुद्दे से निपटने हेतु एक साधन का कार्य कैसे कर सकती है?

(c) भविष्य में ऐसी घटनाओं की पुनरावृत्ति रोकने के लिए आप कौन-से कदम उठाएंगे?

a) As a officer incharge of important railway station which is artery of trade-commerce, my prime most duty is to seamless transmission of trains and preventing the inconvenience faced by the passengers there are waiting. The main stakeholders involved are

- 1) Peasants
- 2) Political and district leadership
- 3) Me as officer incharge
- 4) Waiting passengers
- 5) Public that may feel inconvenience due to obstruction in supply of trade and commerce.

My immediate action would be first request the peasants for not causing the blockade. I would tell them that they are causing inconvenience to many persons like them who have no liability of their problems. I would ask in the train who else are peasants travelling in the train and pull out some educated peasants those can be become medium of my persuasion to the peasants who are protesting for the welfare of public at large as it would have possibility that peasant may

listen to the one among them.

If this works then I would send the report and become ready not to face this situation again.

If this doesn't work then I would ask for the police force to the authorities immediately as it is needed for the larger purpose of public welfare.

Means are as much important as ends. Immoral means are not justified (Kant) Therefore peasants even if their demand can be rational, they can't resort to illegal means. I would immediately disperse the situation and open the ~~state~~ blockaded by help of force..

b) Emotional intelligent refers to use the emotion in reason and reasoning with emotion. In this scenario the peasants are blocking movement who are already want for negotiations with no result.

This shows that there is possibility of lack of empathy from political or official side and also less persuading power.

Emotional Intelligence can be used to understand their problem and reasoning with emotion what making them to resort to this move.

There is possibility they are resorting to irrational demand in that case government can approach their leader or some mature person among them by putting the whole problem with their demands in the final stage government and peasant must go for some middle path..

- c) As the station is artery of trade and commerce, this required more security force. I would request it from the authorities. Strict monitoring by CCTVs on railway station and preventing them before even entering

into the tracks. Deployment of information
dissemination through ~~loud~~ speakers
to all the security to quickly enable.

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

(a) Specify the ethical dilemma(s) that you face in this situation.

(b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?

(c) What will be your course of action in the above situation? Justify with merits and demerits. 20

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

(a) निर्दिष्ट कीजिए कि इस स्थिति में आप किस/किन नैतिक दुविधा/दुविधाओं का सामना करते हैं।

(b) क्या अंतर्राष्ट्रीय लेन-देन में नैतिक चिंताएँ सचमुच मायने रखती हैं या वे घरेलू हितों की तुलना में गौण (द्वितीयक) हैं?

(c) उपर्युक्त स्थिति में आपकी कार्यवाही क्या होगी? गुणों और अवगुणों सहित उसका औचित्य सिद्ध कीजिए।

a) In this scenario the problem arises before me is crisis of conscience as the collective conscience requires me to act for domestic and economic & strategic interest of the country.

but my personal conscience which requires me to follow righteous path of no killing.

b) Ethical ~~differs~~ concerns matters everywhere. Ethics don't bind on time and space. Ethics are end in itself (Mahatma Gandhi, Kant)

But Ethics depends upon the context also. for eg: sometimes lies can serve larger purpose of public welfare.

'Free and fair trade' are ethics in international transaction that need not to be compromised also. it is required to be understand that that ethics are not dichotomous to the domestic interest. There can be intervention that needed for ensuring this.

c) In this scenario as it is known that my country is

deserving as well as needed ~~to~~
to win this bid for strategic,
economic and domestic purpose.

As other countries are resorting
to illegal means, I am prompted
to choose the similar path. However
~~it is~~ auction is yet to be done
I have enough time to report this
to the highest authorities and
giving them all the proofs and
conveying details of authorities that
are approaching me.

If I choose to give it is
against the international ethics and
propriety. But I would ensure by
this my winning.

But if I choose to report
the highest authorities and taking
back their acknowledgement in written
and assurance of fair deal I
would uphold both ethics and
domestic interest.

But there may be

possibility I may not contact the
authorities in that case I would
take suggestion from my own country
authority for the same. and
will go with their suggestion.

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

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

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

(a) What are the options available to you?

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

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

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

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

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

(a) आपको कौन-से विकल्प उपलब्ध हैं?

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

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

Here there lies a dilemma between the commercial interest and public sentiment on one hand and right to freedom and expression on the other hand.

The main stakeholders in the scenario are

- 1) CEO, (Me)
- 2) film fraternity
- 3) Public
- 4) Person of neighboring state filmed

There are following options available to me:

- 1) Release the movie as such:

Merit: • Satisfaction to film fraternity

• Easy option

Demerit: • Can cause anger in public and film may increase law & order problem

• commercial uncertainty

- 2) Replace the actor:

Merit: Satisfied public

Demerit : Not feasible, financial constraints

- 3) Asking the authorities for maintaining law and order and Negotiations with the main protesters regarding your problems and reaching solution.

Merit : Peaceful Revolution

Demerit : ^{problem} can be unsolved

My course of action to put societal interest prior to my commercial interest however demands of public currently are passionate therefore I would delay the releasing that would ~~auto~~ automatically provide public to think rationally with time and a congenial environment to the film.

Also I would announce that certain portion of the film profit would be given to the soldiers family support fund. that would be good for film and for my ethical responsibility towards nation as well.

Additionally I would add disclaimers and try to keep his role as short as possible keeping public sentiment in mind.

Fundamental right of freedom of expression has exception for maintaining public order.

After quite some time when all public sentiment would be quite and peace in the country I would request and may make a movie showing how art can ~~can~~ break the artificial boundaries and how India can use soft power for international dealings and get international applaud.

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

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

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

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

20

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

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

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

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

a) The critical issue involved here are compromise with the finances of company and operation of company, conflict of interest, incompetitive bidding, poor work culture, abuse of authority, corruption etc.

Main stakeholders :

- 1) Superior
- 2) firm X
- 3) Big firm (my firm)
- 4) MC, as manager
- 5) Other firms applied for bidding process.

b) Yes, this causes conflict of interest as the contract is given to your relative. Personal interest is

affecting the professional integrity ~~causing~~ & hurting the finances of company.

(~~Superior~~ Superior)
Also he is shareholder in the firm that is bidding that is why he is abusing his authority for private gain.

though transaction is NOT
ILLEGAL but its UNETHICAL.

c) 1) First option is to award the contract to the firm X, as its not illegal and as per order of superior but this will be DERELICTION
OF MY DUTY to my firm in which I am appointed manager. It would be against fair bidding process.

2) second option is to have competitive bidding, that would be fair with other firms and would be beneficial for firm's finances and efficient operation

but this could cause anger in superior and broke the status quo maintained with years.

In the scenario where

there is conflict of interest independent bidding is most ~~low~~ suitable for the company to be sustainable in long run and also protection of the interest of its shareholder.

Independent bidding can be organised with the watch of independent director which is mandated by SEBI and transparent way by all disclosure norms and reason for choosing the firm for the sub-contracting.

