



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 860)

Name of Candidate	SIKHA SURENDRAN		
Medium Hindi/Eng.	ENGLISH	Registration Number	103737
Center		Date	

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1(a)	10		<ol style="list-style-type: none"> <li>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)।</li> <li>There are <b>FOURTEEN</b> questions printed in <b>ENGLISH &amp; HINDI</b> इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।</li> <li>All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</li> <li>The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</li> <li>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।</li> <li>Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</li> <li>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।</li> </ol>
1(b)	10		
2(a)	10		
2(b)	10		
3(a)	10		
3(b)	10		
4(a)	10		
4(b)	10		
5(a)	10		
5(b)	10		
6	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

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

103, 1<sup>st</sup> 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

किमी 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?

Globalisation led to increased competition among businesses & their products. Such a competition do accompany with quality enhancement also. But as a means to cope up in the struggling competing environment, marketing techniques are utilised both ethically & unethically.

Marketing is always done through marketing officers, social media and advertisements. Among these the section of advertisements witnesses the most unethical ways of marketing.

Even though there is strict code of procedure laid out by Consumer forums, consumers get cheated. Big business men hires celebrities from cricket & film industry as the face of their products. The common people without looking into the contents of the product buy them. The emotions & trust of people on the celebrities are exploited here.

There was some controversies regarding wrong information provided by Maggi noodles firm & there was attack on Indian cricket team captain on the outrage of filming in bogus advertisements. So this become an ethical issue.

The solution lies in changing the attitude of the businessmen, corporates, consumers & celebrities at the same time.

- A strong ethical code can be ruled out for the business sector to follow on marketing methods
- As proposed by the Consumer forum, celebrities should also be held offensive of advertising wrong information.
- Consumers should be provided with proper awareness programs to stop blindly following advertisements & marketing tricks.
- Deceiving the consumer both online & offline should be met with stringent punishments & fine.

By inducing ethical values in the business management & administration, these issues can be solved.



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।

Education without values can make clever devils as quoted by someone. Therefore including value education to the syllabus is a crucial step to the progress & development of a child.

The present day education system is mostly trying to make some robots who are able to vomit whatever they are taught without proper space for creativity & innovation. Such generation is led to blue whale suicide games, drug addiction & alcohol consumption. The highly literate Kerala state has seen a drastic increase in the number of old age homes & daycare centres. So, these all factors lead us to the conclusion that value education is most important to confront challenges in the society.

- Tolerance - Present day youth are frustrated & falling to terrorist activities. There is a need to instil tolerance values among them.
- Love - Love towards the whole mankind.

4 nature can confront the challenges of taking revenge & tackling climate change

- Compassion towards weak sections & poor can minimise the confrontation between high, low & middle classes. This leads to inclusive growth.
- Resilience to stand upon crisis gave the power to work on themselves & achieve their dreams. Suicides accompanying failure in exams can be solved by this
- Respect to elders can instill more values on the children & praise our legacy.
- Responsiveness & Moral fortitude can give the capability to withstand disasters, terrorist attack, fight against injustice.

As mentioned above value education can bring out a compassionate & valuable human being who can lead the progress of the whole nation



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।

Transparency International still keeps India among the top<sup>nations</sup> nations on corruption. Several measures like RTI act, CBI, Vigilance commissions, Enforcement Directorate, money laundering act, Benami transactions act etc. were brought in to tackle the menace of corruption. So even after that corruption persists. This insists the need of changing the attitude of people that is an ethical concern; not legal.

Law enforcement doesn't change the basic reason for corruption. People fearing punishment obey the laws & stop giving bribe. That means, they are not voluntarily ready to deny accepting/giving bribe. Law insists on what is going to happen if corruption occurs & not how to prevent corruption. So to prevent corruption we need ethical solution.

- Changing the attitude of people - This can be achieved by showing examples of

things getting done without giving bribe

- Proper ethical classes & codes for administrators, managers & all officials in governance sector.
- Providing value based education from primary level that teach ~~on~~<sup>to</sup> the children that corruption is ethically wrong

The RTI law was in a way successful, but still whistleblowers are murdered and frivolous complaints are launched. CBI was termed as a caged parrot by the apex court. So these all law enforcement doesn't ~~find~~<sup>reach</sup> the goal.

Hence ethics is the first line of defence which acts as a deterrent to corruption because people voluntarily fight against it realising that it is morally wrong. Such kind of a self regulation mechanism was the dream of Mahatma Gandhi



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 (मान्यताएँ), उनके माता-पिता के मूल्यों से भिन्न होते हैं?

The role of family in inculcating values among the children is very crucial. The child spends his <sup>major part of</sup> initial life within his family where his parents, grandparents & siblings act as the first teachers. So the influence of family is much more important.

Parents can teach their children the values of truth, love, peace, courage at the early childhood. At this initial stage of life, the blooming brain of child believes & accepts whatever he is taught without questioning back. So it is essential that good values are transmitted to them.

Before the advent of nuclear families, children were getting a golden chance to hear & learn moral stories from their grandparents. The present day's

busy life end up children in daycare centres where he is isolated from love & affection. children who <sup>grow up by</sup> ~~seeing~~ their parents fighting, father drinking alcohol, using abusive words etc. have a high chance to imitate these actions which is detrimental.

Even though family has a crucial role, during later stages of life he learn new values from educational institutions, friends & society in large.

Company with bad friends can make his actions unethical. Similarly societal values can make him responsible & accountable citizen. Values also follow a genetic component to have a link with the parents. But it need not be always.

So every individual possess some values inherent in them. Later they follow the values got from family, schools, society etc... to fulfill his life happiness.



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 जिनमें कोई व्यक्ति लोक सेवा कर सकता है। क्या कोई व्यक्ति सिविल सेवाओं में प्रवेश कर अनिवार्य रूप से बेहतर लोक सेवा करता है? अपने दृष्टिकोण का औचित्य सिद्ध कीजिए।

Public service is a kind of vocation where we realise that it is our life duty to serve others, especially weak sections & find ultimate happiness by witnessing the smile we can bring out in others.

There are various way to do public service. Extending a helping hand to an economically backward friend in the school is a kind of public service. On a larger view, the funds reaching the poor from international charitable organisations also serves the purpose. So public service cannot be weighed on the behalf of how much is done. It is weighed on the balance of our capabilities & questioning whether we are serving others within the limits of our potential.

Cleansing campaigns by various organisations, disaster relief

funds gathered, NCC corps, NSS scheme etc... are some ways to do public service. It doesn't look for caste, religion, race, nationality etc... UN Commission of refugees, Red Cross etc... are some notable public service providers internationally.

Civil services gives ample opportunity to serve others. It gives an extra leverage that it possess the power to make decisions & implement it properly. As it is a part of permanent executive wing of the government, it can actually get things done & frame policies that serves better.

It doesn't means civil services is the only way to do public service. As it has more opportunities than other means, it is commonly preferred platform. The civil servants voluntarily give up their service or ~~work~~ after retirement continues to do public service without the decoration of power & high status.



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 सद्गुण' (मिविक 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 virtues are the values that need to be followed to ensure accountable, transparent & efficient governance. These virtues should be instilled among both the service providers & citizen equally.

These virtues are accountability, transparency, responsibility, truth, love, peace, duties, patriotism etc... These virtues face some challenges today

- Integrity is facing the challenge of corruption & false complaints
- Even a man of probity is undergone coercive corruption
- A negative attitude has already fed up within minds that these menaces cannot be tackled
- Laws are not stringent enough to stop

making offences.

- There is maladministration & both political & administrative laxity & crony capitalism.

### Way ahead

- Changing the attitude of people to fight against menaces.
- Value based education.
- Moral fortitude should be practised
- Ensure transparency & accountability in governance
- Ensure strict enforcement of rules & regulations.

So there needs an ethical treatment to overcome the challenges.



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 करने है। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

The lives of many great leaders inspired me in many ways. One of the most important one among them is Subash Chandra Bose.

He was a man of immense legacy that he fulfilled the dream of his parents to see him as <sup>a</sup> civil servant. The next moment, he threw away the job to serve his nation. This responsibility that he had shown to his parents & the nation influenced me a lot.

He showed strict perseverance to withstand on crisis. Even though he ~~was~~ faced a challenge to leave Indian National Congress, he was not demoralised. He continued the struggle for India. He played a very crucial role in independ-

ence movement. He was able to gather the confidence of people and to instill courage among women by forming INA's women wing.

Even though he differed with Mahatma Gandhi on ideologies, he never went for severe criticisms, but showed his utmost respect to him & sought his blessings.

So in total his capabilities like confidence building, respect to others, responsibility to nation <sup>least will be</sup> useful for any civil servant. Perseverance is one of the most crucial value needed for a civil servant. This outstanding value attracted me to the personality in achieving my dreams & to work on myself to explore more.



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।

Ethical governance where high standards of moral values are set up to ensure proper governance and serve the people by realising that our duty is a vocation. Corruption & bureaucratic delays are some menaces obstructing good governance.

The key elements to achieve ethical governance are:

- Work commitment — Doing the duty as the best devotion
- Legality — Ensure that rules & regulations are not manipulated
- Compassion to poor & weaker sections but no discrimination
- Justice — Principle of equality & rule of law are upheld
- Responsibility — to take the responsibility of the decisions taken.

- Excellence — to be competent on themselves
- Accountability — take the responsibilities of decision taken
- Transparency — decision making process should be open to public
- Values of truth, peace, love, moral fortitude etc.. should be instilled among public servants.

A proper public service code can be brought in to fight corruption by punishing culprits & rewarding good performers. The values should be taught in a special training period & proper monitoring mechanisms should be implemented.

So by doing all these key elements of ethical governance, corruption & bureaucratic delays can be addressed.



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 are losing the ethical values in this era of globalisation and are solely concerned about profit making. This phenomena decreases the trust of public in private sector.

Privatisation of telecom sector, transportation sector (partially), food industry etc... has witnessed high hike in the prices of services & goods provided by some private companies. The broadband system was also exploiting consumers. But some recent strategies like 'Jio' cards are changing such scenario.

Privatisation always produce what it sees on demand & having people with purchasing capacity. They neglect the needs of poor. The irrational overexploitative prices of medical services was one such example of profit seeking motive. Private educational institutions

also seek profit rather than service.

So these all examples throw light on the need of enhancing corporate governance in the country.

- There is no proper ethical code issued in organisations. It's high time to give legal backing to such codes.
- Independent officer on behalf of the government should perform the duties efficiently.
- Bureaucratic delays leads to corruption which is compromised by making more profits.
- Proper auditing is not done regularly.
- Monitoring mechanisms & laws are weak. There is need to introduce stringent rules.

By enhancing corporate governance & by activities like Corporate Social Responsibility, the mere aim of profit making can be addressed.



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 made drastic changes in the political, social & economic life. The situation has become more dynamic & technology driven which a little bit difficult to handle than earlier.

Globalization made the links between local people & international platforms more stable. People are more empowered & educated. This led to severe criticisms on government & civil servant. One should possess immense moral fortitude & tolerance to withstand this.

Income inequality, pollution, health hazards etc. has led to increased frustration among people. Strikes & protests are quite common &

destruction of public goods are increasing. So a civil servant need to act more vigilant in these circumstances.

Big corporates overexploited resources which led to scarcity of water. A civil servant is compassionate to their suffering but at the same time strictly adhere to the globalization policy of government. This creates an ethical dilemma.

By instilling more values + use of social media + better technology, civil servants can better manage these crisis.



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

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

Corporate governance ensures ethical management & conduct of a business.

Independent directors are very crucial for ensuring ethical corporate governance

- They help to avoid crony capitalism
- They ensure transparency in appointments made to top level offices
- They ensure proper auditing of the firm
- Tax evasion & avoidance can be easily understood by independent directors.
- They help in addressing the concerns of emerging shell companies
- They monitor & oversee transparent & accountable working of the firm

- They ensure proper utilisation of CSR funds.
- They can act as a barrier against corruption & political patronage.

So in all these ways they play a major role in corporate governance.



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।

Morality is a personal set of standards that do not need acquiescence from others. Freedom also can be interpreted by various individuals according to their mode of thought.

So there is a conflict between morality & freedom. Freedom to express themselves by use of abusive words can be moral to an individual, but need not be moral to someone else.

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।

It brings light to the present crisis of increasing old age homes & daycare centres. This was not the earlier phenomena but the consequence of loss of ethical values.

As a child we are completely dependent on parents on everything. we get most affection & love. We are not independent & can't earn a living so we are dependent on others & show respect to all.

Similarly at old age, we are physically weak to get things done & depend on others for food & living. So our pride is eliminated & we show love to others.

During the middle time, we



are <sup>in</sup>dependent. We are able to earn a living ourselves. So we can live without the kindness of others. This grows the devil's mind of pride & self prestige. We stop showing respect to elders & love to others. We throw our parents to old age homes.

But it is a philosophical error that we often forget that one day we will also become old & need to depend on others. We also forget that once we were a child who was dependent on others.

So by this quote, Dalai Lama urges us to burn our self prestige & pride & to love others & care others.

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?

(a) There is conflict of interest here.  
The act is illegal in the first sight.  
It is an act of deceiving the citizen &  
the law at the same time. Politicians  
are desired to be serve as an example  
to people, but here they failed to do so.



It shows the pattern of political patronage, partisanship & crony capitalism existing within the administrative level. The ruling party is corrupted in a way. This kind of corrupted government cannot ensure good governance.

Enforcement of law is neglected by the ruling party itself. The worst thing is the ignorance of media persons. According to the professional ethics of a reporter, he is duty bound to bring out accurate & true news before the public. So the media is neglecting their duty in return of political patronage.

If I raise the voice against such illegal activities, there is a higher chance that I may be isolated, physically abused & professionally abused. The political party with its power

can end my career by such revocation.

But anyhow it's not legally & ethically right to ignore such actions, that too by the ruling party members.

Accountability, Transparency, Work commitment, Justice etc. are under question in this case.

(b) As I am a reporter, it is my duty to react against illegal activities through my profession. So I should report the incident in the newspaper / the journal I am working in.

The duty of a reporter is very similar to a politician, that is, to serve the nation & people.

It is also my duty to warn my colleague reporters about the professional ethics we are ought to follow.



As a duty bound citizen,  
it's my duty to report the illegal  
activity to nearby police station.

(c) I will first ask my colleague  
reporters not to indulge in such  
illegal activities & ignorance is not  
the part of our professional ethics.

I will inform the legal  
consequences of indulging in such  
activities to the reporters & the party  
members.

If they avoid my suggestions  
I will inform my office CEO about  
the incident and ask him to telecast  
the issue. Then the next step will  
be to inform the police about the  
illegal activity.

~~In a long term, I can~~  
~~send a petition~~ There is high chances  
that I may be isolated in all the

above cases. I may not be able to succeed in my career due to political patronage of officials.

Anyhow, I cannot work as a reporter in such an unethical scenario. As I consider my work as my greatest devotion, I will even compromise my job to fulfill my duties & ethical morals.

I can telecast the issue on social media platform if no channel comes forward with support. It is a best platform to get public confidence & spread the news.



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-डिविजिनल मजिस्ट्रेट (SDM) के पद पर नियुक्त हैं। SDM के रूप में, जिले में आशा (ASHA) कार्यकर्ता के पद हेतु साक्षात्कार आयोजित करना एवं उम्मीदवार का चयन करना आपकी जिम्मेदारी है। जिस दिन आप साक्षात्कार ले रहे हैं, उसी दिन आपके पास स्थानीय निर्वाचन क्षेत्र के एक विधायक (MLA) आते हैं और आपसे अन्य उम्मीदवारों की उपेक्षा कर, इस पद के लिए एक विशिष्ट महिला का चयन करने के लिए कहते हैं। उसके दस्तावेजों की जांच करने से आपको ज्ञात होता है कि वह सभी दृष्टियों से पात्र है। विधायक का निवेदन है कि उस महिला को अनुकंपा के आधार 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।

(a) Ignoring the MLA & proceeding

with the process of selection shows that integrity & probity. It's actually unlawful or a kind of nepotism to manipulate the minds of interview panel using political influence. Such kind of recommendation is illegal. So I am lawfully right & ethically right to proceed with the accurate selection process.

Objectivity is needed to be maintained in selection processes by a civil servant. Giving a preferential treatment on the basis of political patronage is wrong.

But as the recommended candidate is eligible in all respects, it will be ethically wrong to purposefully neglect her due to the <sup>illegal</sup> recommendation process with due consideration of her widow life of a martyr.

(b) Seeking the advice of my



senior officer gives the rightness in the action as the hierarchical order is followed. Also our senior officer will be much more experienced to give a solution.

But it can cause delay in taking decision. My senior officer can also think that I am a person with low competence, efficiency & decision making power.

(c) Appointing the lady by extending the value of compassion can be a moral right which cannot be accepted by all.

As she is eligible in all respects for the post, it's not wrong to appoint her. But as the recommendation precedes the appointment, it can give the feeling of favouring political patronage & partisanship.

As a civil servant, one should be compassionate to the widow

of a soldier who was martyred in war - Every Indian citizen is bound to show respect to her. In such a case, it is not wrong to give appointment to the lady.

- The best option is to conduct the interview in a transparent & accurate manner itself. Any sort of recommendations should not be encouraged/allowed.

As the lady is eligible in all respects, it's not wrong to post her. But it should not be an act under political patronage.

The widow of a martyred soldier actually act as a plus point for the lady before the interview panel. So she has a high chance to get appointment.

So it's better to <sup>conduct</sup> ~~do~~ the



interview in the prescribed manner by giving ample opportunities to all candidates. However, the point of martyred soldier should be acting as a plus point to give her the appointment.

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) The blockage of trains is hindering movement of essential goods & services & people. It is actually coming under ESMA (Essential Service Management Act).

So, the railway tracks should be cleared at the earliest moment to serve greater interest of



the public.

- I will talk with the mob about the situational crisis emerging with utmost care that they are not provoked. I will make them aware about the legal consequences that may follow by blocking essential services.

- I will consult my senior official to get a written order to utilise the Railway Police Force if they didn't agree to disperse.

- The support of local police will also be sought to manage the present situation.

(b) Emotional intelligence can play a major role here. As the protests are organised by poor peasants who will be struggling to earn a livelihood, I must realise that the mob will be frustrated enough to react

forcibly on any provocation. So  
I will try to mobilise more force  
to handle the situation.

As solving their preliminar-  
ary demands will make those margin-  
al sections to satisfy immediately,  
official level talks will be held to  
persuade the government to accept  
their demands.

The passengers <sup>will be</sup> ~~to be~~  
equally frustrated by the crisis. So  
it's my official duty to convince  
them and ensure their security in  
case of violence.

(c) High level official talks will  
be conducted ~~regarding~~ to reduce  
the easy access of public to  
railway tracks.

Railway Protective Force  
will be ~~at~~ enhanced in its competency  
to prevent sudden infiltrations of



protestors to the railway station  
& tracks.

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.

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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 निश्चित 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) Ethical dilemma is between the personal values, domestic interest & international interest.

The Indian officials itself



are demanding bribe for giving the bid to India. It is highly unethical. If I deny giving bribe, it's high chance that I lose the bid which can have negative implications on the economy of my nation.

Utilitarianism can't be served if I insist on personal values. If I am ready to compromise my personal integrity & give bribe, my countrymen will be at benefit. But such an act is highly unethical & unpatriotic. This is the ethical dilemma faced here.

(b) Ethical concerns really matters in international scenario especially to an Indian.

India has preached the concept of Vasudhaiva Kutumbakam (the whole world is one family). We have also taught the Panchsheel, the

five principles giving respect to other nations.

India is a cosmopolitan nation & a wellwisher of the world who had revealed the legacy of yoga, ayurveda etc... without any intellectual property rights claim.

This attitude is also reflected in tackling climate change.

So ethical concerns really matters in international interests also. It is in line with domestic interests, not above or below. We never thought to gain by harming others. India as a nation do not support Hedonism, but do support utilitarianism.

(c) I will not give bribe to the officers to get the bid. It's both illegal & unethical act to do it. I always believe in the morality of



the right things done. Falseful attainment of bid by giving bribe can be justified by normative ethics/consequentialism but not in deontological ethics / Nishkam karma.

### Merits

- Respect the values of integrity & probity
- Accountability is upheld.
- Ultimate success is with the truth

### Demerits

- Country can face economic challenges
- Countryman suffers more on the cost of any ethical values.
- Immediate success is transferred to the false actions.

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?



(a) • To file a petition on the court to protect the freedom of speech & expression & seek police protection to release the movie

(b) • To gather a press talk to make the local people & politicians aware that the 'acting' is a talent which transcend boundaries. The acting doesn't implies secularism, or patriotism or threat to the nation.

(c) • To conquer at the public demands & give up on the idea of releasing the movie

• To shift the date of release <sup>to</sup> later months till the frustration of people is calmed.

(b) • Filing a petition on court gives you the right opportunity to show your freedom & rights. It's the path of following the legal procedures &

getting things done in a transparent & accountable manner.

But it can cause delay to the release of film which can adversely affect the <sup>wellbeing of</sup> people working under that film. Such release on behalf of a court order can also better ~~engage~~ increase public outrage.

- gathering the press talk is also a good idea to make people understand about the situation. It can reach every people through media. It can be termed as a public campaign for freedom of speech & expression.

The enraged people however need not accept the points raised in press talk. There is high chance that press talk is blocked & the film officials attacked.

- Conquering at the public demand solve the issue short term only. It is detrimental in long term which



will further restricts freedom of speech & expression & free thinkers & innovative ideas.

- To shift the date of release is a rational idea to make the public calm. In the due course, it is possible that the relations with the other nation is enhanced better.

(c) First course of action will be conducting a press talk. Social media campaign will also be launched to spread the importance of creativity & artistic life.

Even if the outrage continues, the release date will be shifted & a petition will be filed in court & police protection will be sought.

These actions will not compromise on the freedom of speech & expression. There are incidents

where apex court gave permission to screen such controversial films. This gives ample time for the public & political leaders to review their stand on the issue. This can also ensure the livelihood of people who worked for the films.



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

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

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

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

(a) It is ethically wrong to provide contracts without competitive bids. A sort of patronage & personal interest by serving relatives & wellwishes ~~are~~<sup>is</sup> done here. It is also legally wrong to provide a bid to the firms of a shareholder itself as ~~it~~<sup>he</sup> can easily tackle the fluctuations & strategies of the bid & compete for the bid.

Questioning this illegal activity can lead to loss of my job which can affect my livelihood options & family. It can be life threatening also.

But it will be ethically wrong to ignore such illegal actions as such bids & contracts affects the wellbeing of public in large.

(b) Yes, this creates a conflict of interest. It is conflicting with the



norms given in the company notification itself to provide bids on basis of competition.

The shareholder can easily access secret information to manipulate his bids.

It is against the norms of Competition Commission of India regarding competency rules. This is an act of deceiving the firm & the public at the same time. This is a kind of crony capitalism.

(C) • Continuing with the process of giving contracts to the firm X is both illegal & unethical which should be stopped.

It can welcome deception any action / harassment against me

• A petition can be filed in Competition Commission to take stringent actions.

• The company CEO can be contacted to inform the seriousness of the issue & seek his support.

② My best option will be conducting competitive bids to provide the contracts in a transparent manner.

Senior officials will be reported about the wrongdoings & a petition will be filed on Competition Commission to prevent such future acts.