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09 AUG 2017

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GENERAL STUDIES (TEST CODE : 860)

Name of Candidate	VARJEET WALIA	Registration Number	16885
Medium Hindi/Eng.	ENG	Date	9/8/17
Center	ORN		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

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EVALUATION INDICATORS

1. 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 is important to increase the reach of a product or brand among the consumers, which ultimately increases sales and brand value.

Yet marketing has crucial ethical issues involved →

- Reinforcing stereotypes and discrimination - Eg - Fairness and beauty products engrave a color bias in society and also leads to racial and color profiling of individuals based on skin color.
- Commodification of Women → Eg-Advertisements emphasizing on importance of physical beauty

and linking it to individual success and ~~beauty~~ happiness.

- Moral responsibility of brand ambassadors in case the product is malafide. Public poses their trust in celebrities who market such products, yet they are not held accountable for effectiveness of the claims they make.

- Use of deceit for marketing - Many campaigns mislead the public. Eg Vitamin supplements claiming overnight results which are not backed by studies or tests. This amounts to immorality.

such issues can be resolved by →

- setting up independent regulator which looks into any unethical marketing.
- creating public awareness through counter campaigns to reject brands which resort to unethical marketing.
- Establishing a code of conduct for marketing agencies.

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 goes beyond mere literacy and textbook knowledge and focuses on development of moral values.

Value education equips a person with progressive, moral and rational values which a person uses as a framework to face social challenges.

Values like equality and justice will empower a female to claim her rights among the challenges offered by patriarchy. Eg The phogat sisters had to struggle against the patriarchal mindset of society to win international medals in wrestling.

Value education (VE) inculcates "rights based ethics" in individuals which motivate them to stand up against discrimination and ask for equal rights, status and opportunities. Eg movements for assertion of dalit identity was a protest against caste based discrimination.

VE also gives an individual a framework of ethics to evaluate his/her actions in daily social interaction. Eg Integrity and honesty engraved through VE would ~~keep~~ motivate a person to say no to collusive or coercive corruption.

Hence many other challenges posed by Indian society like communal tensions, inequality, racism etc can be confronted through VE. Thus it not only empowers the individual but also brings social change as Nelson Mandela had said "Education is single most powerful tool to change the society."

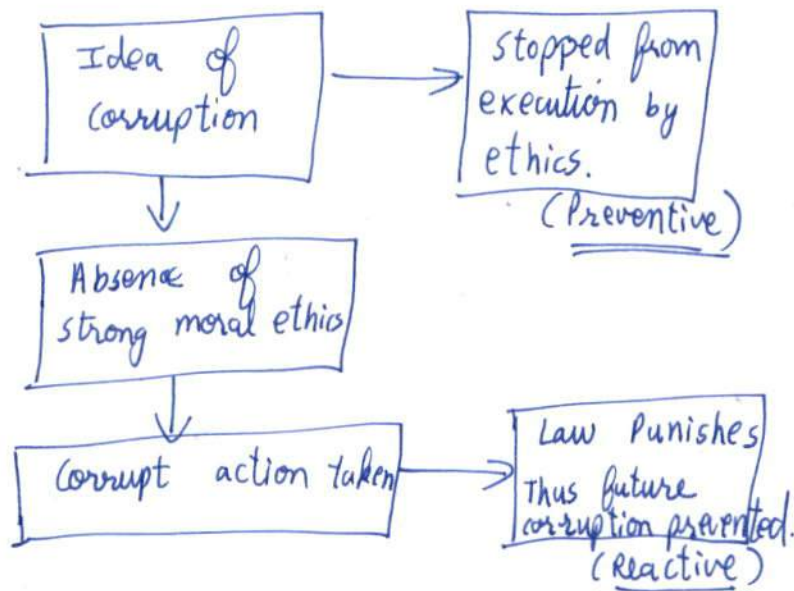
2. (a) Ethics is the first line of defence against corruption while law enforcement is remedial and reactive. Examine the statement with suitable examples. 10

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।

both ethics and law enforcement are tools to provide effective deterrence against corruption. Yet there is important difference in the manifestation of how they provide deterrence.

Ethics give us a guide about what is good or bad. Thus maxims of integrity, righteousness, ethical altruism etc would guide a person to not indulge in collusive corruption. Similarly values like justice would motivate a person to not give into coercive corruption and offer resilience.

Thus ethics is preventive in nature.



Law enforcement works when corruption has taken place. Mechanisms like CBI, CVC, judiciary etc ensure that the guilty is punished. This ensures that the perpetrator does not commit crime in future through punishment and rehabilitation. Also it sets an example to the society. Hence Law enforcement is reactive in nature.

Eg High ethical standards of Dr APJ Abdul Kalam ensured that he never indulged in any malpractice.

Yet a person like Chantala, ex CM of Maharashtra, indulged in corruption due to lack of high moral standards, was convicted for corruption and thus provided a remedy to prevent corruption.

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 primary agents of socialization of a child. The world is introduced to a child through the window of his/her parents. Hence their influence on value education of the child is unparalleled.

Parents are involved in active teaching of values to their children. Eg - parents would guide their child to not indulge in stealing or to respect elders. This is done through mechanisms of repeated communication and through rewards and punishments. Eg a parent could punish the child for being dishonest.

secondly, a child learns from imitation. The child observes the behavior of her parents and while imitating such actions, she develops the values which were guiding the behavior. Eg If a child observes her parents ~~to~~ treating everyone equally and not indulging in discrimination, with others like lower class, then the child enacts the same respect ^{shown by parents -} while interacting with others and thus learns equality as a value.

Kohlberg in his study concluded that while a child gets various lessons on value education from school, parents, peers etc, ultimately he/she develops his/her own moral framework. This is the reason why at times values of children differ from their parents. Eg a child of a corrupt officer could possibly develop an integral moral structure. Thus parents can only influence their children but not directly transfer their thoughts to children.

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 जिसमें 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।

*~~The~~ Mahatma Gandhi had said that the best way to discover oneself is to lose oneself in service of humanity. This is what public service means to me, i.e. to serve humanity.

Hence any contribution to the society, with sincerity and honesty is a positive contribution to others and thus amounts to public service.

This understanding has a manifestation in every profession and activity. Eg- As the PM had opined that ~~even~~ ~~a~~ when a sweeper does his/her job diligently it amounts to nation building and is thus public service.

A shopkeeper by filling his/her income tax returns and not indulging in tax evasion does contribute to nation building and public service.

Similarly a civil servant discharging her duties with ~~an~~ integrity amounts to public service. Merely being in the profession of civil services is not public service if it is used for indulging in corruption or other malpractices.

Joining civil services is thus only one of the innumerable ways in which one can serve the public. No doubt civil service as a profession offers unique opportunities like being directly responsible for implementation of welfare policies, yet other professions contribute to public in their own unique ways.

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?

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।

Lives of great leaders like Mahatma Gandhi, King Martin Luther Jr., Nelson Mandela, to name a few, have inspired millions of people worldwide and ~~have~~ had lasting impact on collective conscience. They motivate us, educate us, through their actions and teachings.

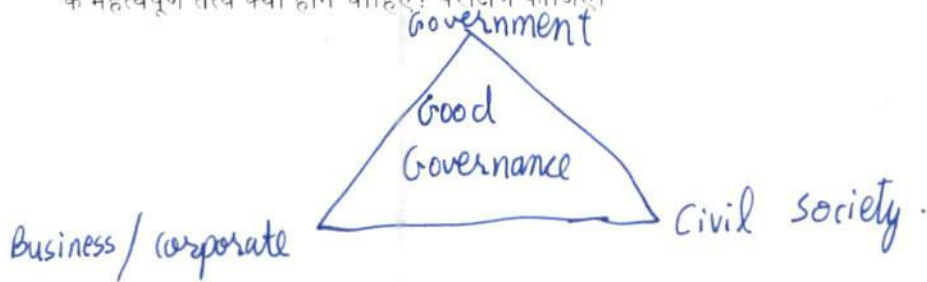
Dr. A.P.J. Abdul Kalam has had a lasting impact on myself. His journey from being a small town boy belonging to simple family background, to becoming a Bharat Ratna, ^{President} and contributing immensely in nation building has made me realise that with values like hard work, perseverance, integrity and consistency, any one can achieve anything.

- During his swearing in ceremony as President, he paid for the visit of his family members' stay in Rashtrapati Bhawan from his own salary rather than official expenditure. This shows his integrity and righteousness. This made me realise the importance of being ^{morally} upright always.
- During the annual convocation of IIT-BHU he refused to sit on a specially elevated chair and insisted on sitting along with other dignitaries on stage. This shows his humility. This made me understand the value of equality, humility.

One most outstanding value of his which had a lasting impact was his perseverance. In his autobiography 'Wings of fire', he mentions that he failed multiple and successive times but he never gave up on his dreams and kept working hard. This is imp. for civil servant who might have to face challenges like political pressures to compromise integrity or may be some policy errors. Yet he/she should never stop believing in self and keep working hard. After all success is going from failure to failure without losing enthusiasm.

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 if ethical and good can be the difference between a successful policy and a failed policy. This in turn would guide the peace and prosperity of society.

Ethical Governance can be derived from ethical functioning of its three pillars → govt, civil society and businesses.

key elements →

- strong moral values of organisation and individuals serving in it.
- Healthy work culture which promotes the positive character of all.

- institutionalised mechanism for cleansing the system. Eg - firing corrupt workers.
 - Grievance redressal mechanism to look into complaints.
 - Transparency and Accountability to check misuse of discretion.
 - Leveraging technology to promote ethical conduct. Eg E-governance for bringing transparency. Eg Biometrics attendance to ensure punctuality and eliminate absenteeism.
 - Accessibility for the public to establish participative governance.
- All such elements can prevent corruption and bureaucratic delays can be addressed.

Eg Delhi Metro Corporation has imbibed these elements.

- Immediate action against officers indulging in corruption.
- Heavy reliance on online tracking of progress to check delays and bring transparency.
- Regular moral education based on secular philosophies of Bhagvat Gita.

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।

Profit seeking is the basic premise of operations of private sector. But if ^{excessive} profit seeking attitude compromises the integrity of the corporates, then it undermines the trust of the public.

often the ^{fierce} competition faced by private sector motivates them to compromise on their means. They resort to deceit, cheating, violating law to gain more profits. Such practices and the attitude of "everything is fair in love and war" has eroded public faith in them. For instance some food processing companies resort

to adulteration. Also Volkswagen was recently caught in a diesel emissions scandal to violate emission norms and thus polluted the environment. Even Satyam Computers was rocked by a corporate fraud.

These were all motivated by desire of more and more profits. ~~This~~ Such practices when caught undermine the faith that the public puts in private sector and capitalism as an ideology. It shows that they work for their own good and not the public at large.

Reasons for failure of corporate governance in India →

- Corrupt individual values. Eg the CEO of Satyam computers indulged in personal gains at expense of the company and society.
- Loopholes in regulatory oversight → Our regulatory vacuum is exposed when such scandals are revealed. Eg SEBI's powers were enhanced only after SAHARA scam ~~of~~ was exposed.

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?

Globalization has had both positive and negative impacts. While improving employment opportunities, standard of living etc, it has also resulted in income inequality, resource mismanagement and health hazards.

This poses certain ethical dilemmas to civil servants →

- 1) Development vs Environment degradation →
Policy making struggles to strike a balance between these two to ensure sustainable development. Eg Multipurpose dams.
- 2) Rising materialism vs maintaining social cohesion.
Consumerism has increased individualism and

promoted materialism. This has given spark to corruption, wrong capitalism which need to be tackled to ensure prosperity of all.

- 3) Balancing modernity and tradition. Eg In textiles powerlooms have resulted in existential threat to handlooms which need policy safeguards to survive.
- 4) Ensuring inclusivity in all dimensions. Globalization often results in windfall gain to a particular section of society. This needs protection for unprivileged and bridging gap between haves and have nots.

The approach to handle such dilemmas has undergone a change from reactive governance to proactive governance and adopting a reconciliatory approach. Eg Proactive thrust on solar energy generation reconciles development and environment preservation. Similarly RTE, National Health Policy etc will ensure equal opportunities to all to reap benefits of globalization.

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

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

Independent directors on the boards of various companies are those who have no stakes in executive or equity of the company but are responsible to uphold integrity and rule of law in functioning of the company.

Thus they are agents of equity stakeholders so that the executive does not indulge in malpractices which compromises their interests or future of company.

They are also indirectly agents of the larger society in which a corporate functions.

By ensuring integrity of the company they ensure well being of the market ecosystem and the society in general who are also indirect stakeholders.

An independent director discharges her duty by ensuring fair audit of companies, examining complaints, observing the executive activities and thus ~~preserve~~ ensure good corporate governance.

A compromise on the role of independent director could lead to the executive exploiting the company for personal gains. This was the case of Reebok India which was struck by a corporate scandal.

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।

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।

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) Issues involved are →

i) Rule of Law and Equality - It is evident that the maxim that 'NoBody is above law' is being violated.

- ii) Integrity and courage of conviction for reporter
vs being bent by the system.
- iii) Professional ethics of being a reporter
and being the eyes of the public
vs abandoning responsibility by ignoring.
- iv) Morality of the political party which
is not respecting the will of the
people and violating democracy.

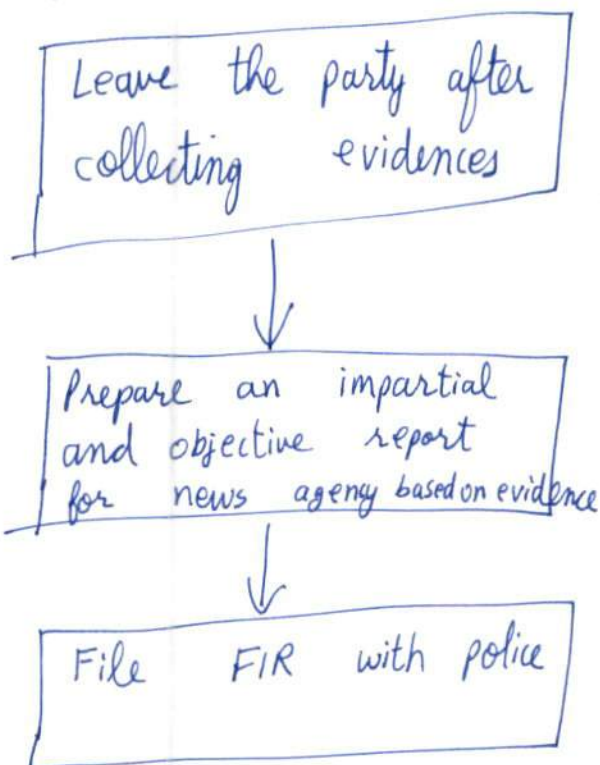
b) The duties in this situation are twofold.

Individual duty → ① To display courage
of conviction and report the matter.

to police.
② To motivate other reporters to not bow down on integrity.

Professional duty → To report all the
facts to the news agency with
objectivity and impartiality, to enable
them to publish news report.

c) Course of Action →



Others →

- ~~not~~ Persuade other reporters to join hands as well.

Reasons →

Both Political Parties and Media are important pillars of democracy.

Rule of Law is fundamental democratic value and must not

be violated by either political parties or media or any section of the society. Hence it is both a moral duty and constitutional duty to uphold ~~law~~ rule of law.

If such an activity is ignored and not reported it would amount to creation of haves and have-nots in the society, ie those who have power are above law. This violates the value of equality and justice which is enshrined in our constitution.

On a personal level one must abide

by professional duties. Media is both voice and eyes of the public which ensures public accountability of those in power. Thus one must not be afraid in carrying out ones duties as a reporter.

Also, presence of alcohol in that state highlights that an underground market for alcohol must have generated. This must be creating black money and thus a source of numerous other social evils. Hence it is a moral obligation to unearth it for the greater good and nation building.

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. 20

आप एक जिले में सब-डिविज़नल 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 situation poses a dilemma between compassion and objectivity as a guiding principle for actions.

a) It would mean abiding by the letter of the law but would violate the spirit of being a civil servant by overruling empathy and compassion.

b) Superiors could guide with their valuable experience and provide good insights into the matter.

Yet this would mean running from own ~~at~~ moral challenges.

Also it could mean troubling the overburdened seniors over a

case which an SDM should be capable of handling effectively.

- c) It would give emotional satisfaction to self, the MLA and give economic respite to the lady. Yet it would be unfair to other candidates. Ensuring objectivity, impartiality and level ~~for~~ playing field is my duty which I would be flouting. Also an incompetent ASHA worker would mean compromising the health of the public.

Best course of Action →

- 1) Conduct the selection process with objectivity, impartiality, meritocracy.
- 2) If the lady is not selected on

meritocracy then she must be helped in other ways.

- Exploring other schemes and government employment options which are specifically ~~no~~ recruiting and helping war widows.
- Her own competence and interests can be ~~nourished~~ explored in different fields and she should be guided to pursue that particular field. Eg If she seems a more capable teacher, she should be trained in teaching and not pushed into livelihood of ASHA worker.

Reasons →

- Ensuring integrity of selection process is very important ~~large~~ as →
 - 1) It is my duty as public servant.

- 2) It is fair for other candidates - justice
- 3) The public should be served by the most capable ASHA worker, otherwise public health will be compromised.

— The lady must be helped in case she does not get selected.

- 1) Compassion is fundamental virtue of public service. Hence the needy must be helped.
- 2) It is a very insignificant contribution by the society ~~for~~ towards such families who lay their lives for the nation. This is expressing gratitude. ~~is~~

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? 20

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?

This is a case of dissent manifesting itself in a disruptive and coercive form and harming the social well being.

a) Immediate course of Action →

i) Remove Blockade - By coordinating with law and order enforcement

agencies. of district, RPF. ~~and~~

- ii) Information dissemination — To passengers waiting on platform and in trains delayed to address their anxiety.

Necessary actions to prevent overcrowding of platform and preventing protests by passengers.

- iii) Coordinating with higher officials to re-route the affected trains and ensure ~~the~~ some movement of trains is restored through alternate routes.

b) Emotional Intelligence would be needed to identify, understand and manage one's emotions to take best course of action. in this situation

One should be able to control one's anxiety and not bow down to pressure and fear. The burden of responsibility to get railway operations back on track is immense as millions of people are affected by it.

Secondly one should be able to sense the nerve of the crowd and ~~interact~~ communicate with them accordingly.

Eg- An agitated crowd must not be further incited or else violent protests can erupt damaging railway property and further delaying normalcy.

Thirdly presence of mind is needed to not overlook other threats like growing restlessness of passengers waiting on platform. They must

be controlled by regular communication, guidance.

Fourth, EI is required because multiple agencies ~~are~~ need to work in coordination to resolve the issue. This demands effective team work which requires EI.

c) steps to prevent future incidents →

- i) Preparing railway servants based on standard operating procedure and conducting mock drills.
- ii) Real time coordination with intelligence and law and order enforcement agencies to anticipate such situations better in future and keep necessary preparations ready.

- iii) securing the railway premises with effective patrolling and oversight
- iv) Pursuing the matter with the judiciary and seek compensation from those responsible. It will help railways recoup some losses and also pose future deterrence. Eg In Kerala Railways had pursued compensation in HC from a political party which had blocked railway tracks in an agitation.

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।

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 अबगत 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 बाक् 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?

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) 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।

