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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	ANIRUDHA PANDEY		
Medium Hindi/Eng.	ENGLISH	Registration Number	108343
Center	ORN	Date	21/08/2022

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

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

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

Altruism refers to act of prioritising others interest over self interest.

Altruism  core value in public life

- ① Helps uphold Rawlsian theory of Redistributive Justice (e.g.) Bill Gates donating 99% wealth to charity.
- ② Obligation of down trodden (e.g.) Mother Teresa's work among leprosy patients.
- ③ Rights based approach to uphold right to life and human rights (e.g.) Kailash Satyarthi

selfless work among ~~left~~
child labourers.

Measures

① Value education (e.g.) Tagore's
teaching - "The Art of living
involves managing self & others".

② Role modeling on lines of
Altruists (e.g.) Padma shri to
Dr. Jayachandran for treating
poor at ₹ 5.

③ Visiting slums, old age homes,
orphanages.

④ constructive use of media
(e.g.) Satyajit Ray's Pather
Panchali movie depicts poverty in India.

This can help
ensure sabka saath, sabka vikas,
sabka vichaar, sabka Prayasa.

1. (b) Certain actions can be right even though they do not maximize good consequences, for the rightness of such actions consists in their representing certain norms. Discuss with examples. (150 words) 10

कुछ कार्य सही हो सकते हैं, भले ही वे अच्छे परिणामों को अधिकतम न करें, क्योंकि ऐसे कार्यों का औचित्य उनमें शामिल कुछ मानदंडों में निहित होते हैं। उदाहरणों के साथ चर्चा कीजिए।

Deontological ethics

suggests rightness of an action must not depend on ~~the~~ the consequences achieved but on intentions and means used.

Right actions even without maximising good consequences

① They emphasise on purity of means ~~and~~ Gandhiji's non violent struggle may have delayed independence but was justified as Ahimsa is end in itself

② ~~Intelligence~~ They prioritise long term interest at cost of

short term bad consequences

e.g. Displacement of Tribals
for Sardar Sarovar Project.

③ Ensure superiority of values

e.g. Golwan Valley clash, ban
on chinese FDI needed to
assert sovereignty.

④ Maintain integrity in conduct

e.g. DSD surrender Singh Bisnoi
did not bow to rock mining
mafia even at cost of his ~~death~~ ^{life}.

⑤ Ensure self accountability &

avoiding crisis of conscience

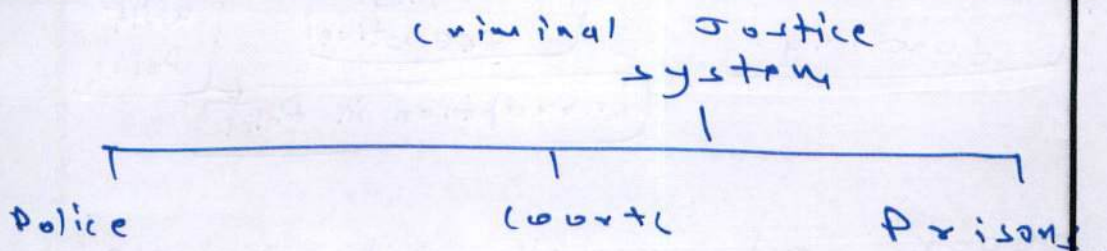
e.g. not accepting a bribe even
when there is no risk of
being caught.

Hence actions can
not be judged solely on basis
of their consequences. intentions also
matter.

2. (a) With the help of appropriate examples, discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force. (150 words) 10

उपयुक्त उदाहरणों की सहायता से भारत में पुलिसिंग (पुलिस व्यवस्था) में शामिल नैतिक चुनौतियों पर चर्चा कीजिए। साथ ही, पुलिस बल में व्याप्त भ्रष्टाचार के कारणों पर प्रकाश डालिए।

Police is
crucial instrument to maintain
law and order, reduce crime,
smooth functioning of criminal
justice system



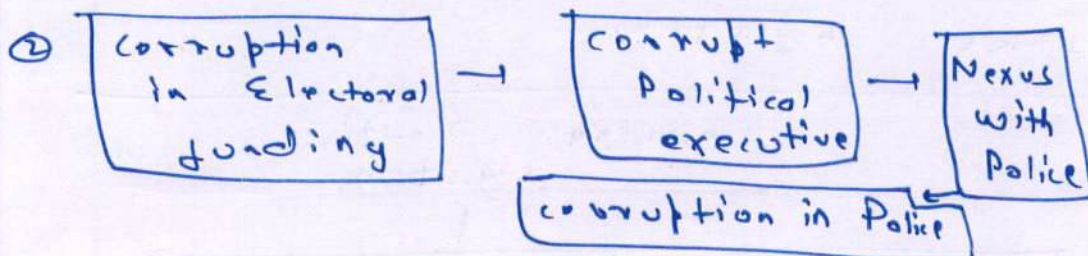
ethical challenges

- ① Nexus with Politicians.
- ② conflict of interest and nepotism (e.g.) PSI recruitment scam in Karnataka with ADGP involved.
- ③ law and order vs compassion.
(e.g.) lathicharge on Agnipath protesters.

- ④ Trust deficit with Public
(P.g) stone pelting on Police in
J&K.

Reasons behind corruption

- ① inverted incentive structure with
corrupt, "loyal" officials getting
Plum posts (2nd ARC) -



- ③ Lack of work life balance
④ High discretionary powers
⑤ weak accountability mechanism.

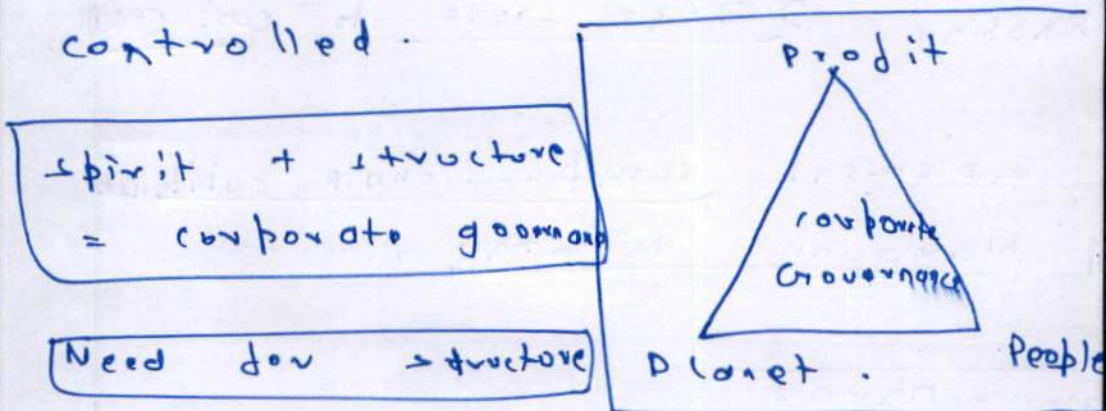
Way Ahead

- ① ~~community Policing~~ (P.g) Jai Mahthri
saraksh in Kerala.
② soft skill training on lines
of Bangalore Police case 2006
Prakash Singh directions
of state security commission, Police

2. (b) A right combination of spirit and structure is integral to ethical corporate governance. Discuss. (150 words) 10

भावना और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नेंस का अभिन्न अंग होता है। चर्चा कीजिए।

According to
Sir Adrian Cadbury, corporate
governance refers to way
a company is directed and
controlled.



- ① Independent Board of Directors
- ② Protection of minority share holders.
- ③ Accountability of MD to Board of Directors to avoid cases such as NSE colocation scam.
- ④ Institutionalise philanthropy (e.g.) CNR under Companies Act 2013

Need for spirit

- ① To avoid lost for profits
(e.g.) Vijay Mallya, Nirav Modi
- ② uphold Gandhiji's trusteeship model by change in attitude of capitalists. (e.g.) Azin Premji donating ₹ 7000 crore to corb coll.
- ③ implement compassionate capitalism of Narayan Murthy.

Way Ahead① Kumar Mangalam Birla committee:-

1.1 Half directors to be independent directors.

1.2 Minutes of Board meetings in public domain.

As JRD Tata in

"Ethics of philanthropy" - said:-

"A business that makes nothing but money is a bad business. Goodwill and trust are key"

3. (a) It is not only public servants, but also the common citizens who play a key role in institutionalising high standards of ethical conduct and good governance. Elaborate. (150 words) 10

न केवल लोक सेवक, बल्कि आम नागरिक भी नैतिक आचरण और सुशासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। सविस्तार वर्णन कीजिए।

Good governance

refers to efficient use of available resources by government to achieve greatest possible good of citizens.

Role of Public servants in institutionalising ethical conduct

- ① Filing asset and liability statement.
- ② uphold value of accountability, transparency (e.g.) voluntary disclosure under section 4 of RTI Act.
- ③ Avoid conflict of interest
(e.g.) Ashok Khanna refusing bribe and revealing DLF land scam case.

- ④ Follow code of conduct
- ⑤ Adopt Participatory approach
(e.g.) Amcho Bastav Amcho Police
by IPS Arif Sheikh.

role of citizens

- ① Active participation of (e.g.) citizens
of Gujarat in Participatory Budgeting
- ② "The vice good men pay
for indifference to public
affairs is to be ruled by
evil men" — Plato
- ③ Participation through NGOs (e.g.)
MKSS auditing NREGA rolls.
- ④ Reporting corruption.
- ⑤ Reducing sanctification of
corruption by socially boycotting
corrupt.
- "ethical conduct in life and nature
of state is possible only as it
first exists in hearts and souls
of its citizens" — Aristotle.

3. (b) Public administration in India suffers from the 'working-in-silos' culture. In this context, discuss the importance of cooperation, coordination and collaboration for efficient governance. (150 words) 10

भारत में लोक प्रशासन 'एकाकी कार्य' संस्कृति ('वर्किंग-इन-साइलो' कल्चर) से ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

Transparency International
rates India's bureaucracy and
Judiciary as "most corrupt
in Asia".

working in silos culture

① lack of inter ministerial
coordination (e.g.) 16 ministers
dealing with infrastructure in
India, only 1 in UK..

② Rule book mentality and
rule passing syndrome.

③ Weberian bureaucracy does
not promote flexibility.

④ Attitude of citizens as
beneficiaries not customers.

⑤ low incentives for integrated approach.

⑥ centre-state disputes over list importance of :- in 7th schedule

⑦ cooperation

a) improve public service delivery

(e.g) Grati shakti adopts cooperative approach.

b) cooperative federalism for good governance (e.g) GST council

⑧ coordination and collaboration

a) roles based rather than rules based governance (e.g)

IPS Vinoda shukla opening Astra home for covid orphans.

b) outcome oriented, change oriented governance (e.g) Nar Ghar Wal se Jal

(e.g)

Swachh Bharat Mission

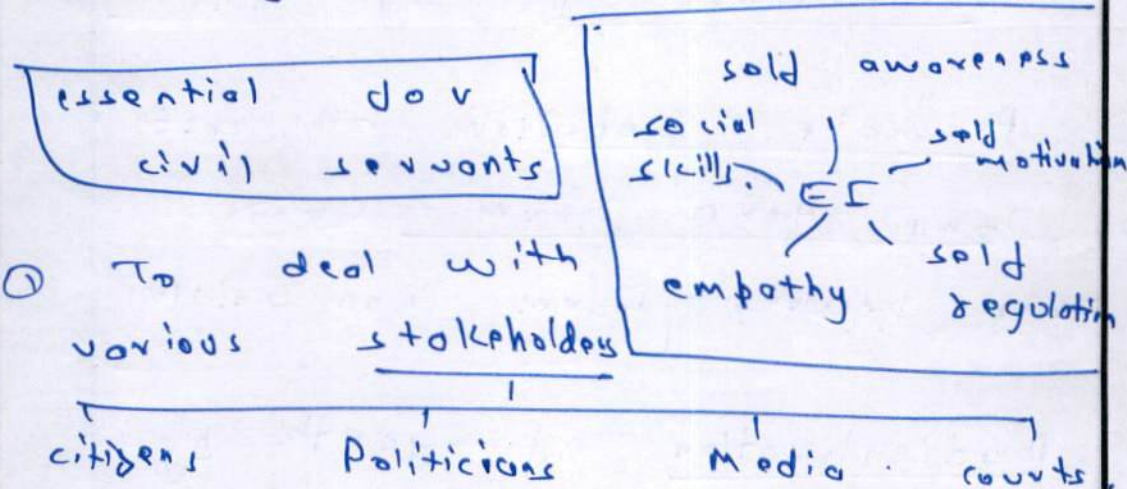
Mission Karm Yogi

performance linked pay, mid career performance appraisal

4. (a) While emotional intelligence is an essential tool for a public servant, it can also be misused to manipulate people to act against their own interests. Discuss with examples. (150 words) 10

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

Emotional intelligence
refers to intelligent application
of emotions in a given
situation to act in a
socially desirable manner.



- ① To deal with various stakeholders
- ② Produce results in time, resource constrained situation (e.g.) M Armstrong Pune using crowd funding to build road.
- ③ Effective teamwork and leadership (e.g.) IAS Kundan

Kumar's COVID handling in Punjab
Bihar.

- ① Greater connect with citizens
(e.g.) DM Prashant Nair called
collector Bro.

Potential misuse to manipulate
citizens

- ① War mongering by Hitler.
- ② Promote populism at cost
of long term harm (e.g.)
Free power, Farm loan waiver.
- ③ Radicalisation of youth by
ISIC, Al Qaeda.
- ④ use of Sharia to deny
women, minority rights by Taliban.

To prevent misuse,
emotionally intelligent, vigilant and
aware citizenry possessing critical
thinking and scientific temperament

4. (b) Social influence is an ambivalent concept. It can be a source for good bad and even for evil. Discuss with the help of relevant examples.

(150 words) 10

सामाजिक प्रभाव एक विरोधाभासी अवधारणा है। यह अच्छे, बुरे और यहां तक कि अशुभ के लिए भी एक स्रोत हो सकता है। प्रासंगिक उदाहरणों की सहायता से विवेचना कीजिए।

social influence

refers to how individual thought, action and feelings are influenced by presence of others.

e.g. Prevalence of Alcoholism in West.

* source of good

① Promotes Altruism (e.g.)

people donating food during covid-19 influenced from covid warriors (Doctors, Police etc).

② inculcates good habits through informational influence (e.g.)
tolerance, Ahimsa in Indian culture.

③ normative influence to deter
wrong behaviour (e.g.) not violating
traffic rules, accepting or giving
bribes due to societal influence.

Source of bad

① peer pressure to avoid guilt
of bad habits (e.g.) smoking.

② continuation of social prejudice,
stereotypes (e.g.) caste system.

Source of evil

① Used to justify injustice
(e.g.) racial discrimination in USA.

② continuation of traditional
evils (e.g.) untouchability, Patriarchy.

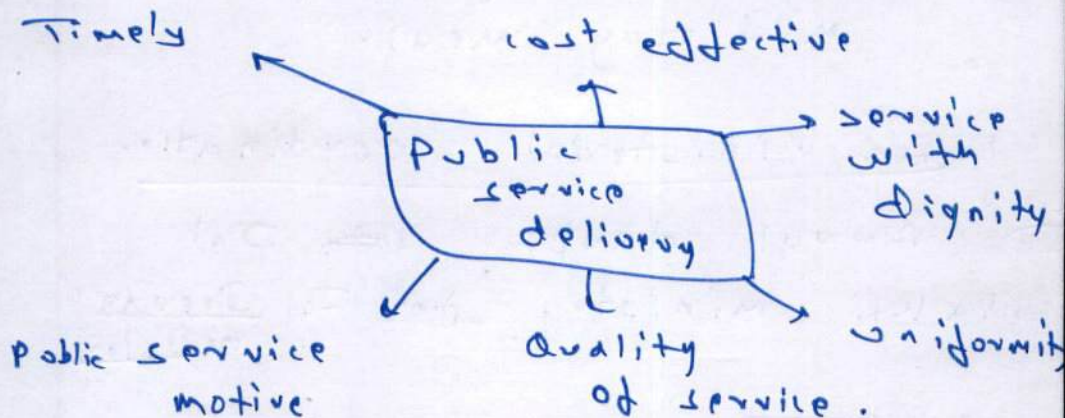
Government should
intervene through value education,
attitude change to promote good
and reduce bad social influence.

5. (a) Effective public service delivery demands a people-centric approach, which is built upon coordination and leverages technology. Discuss.

(150 words) 10

प्रभावी सार्वजनिक सेवा वितरण एक जन-केंद्रित दृष्टिकोण की मांग करता है, जो समन्वय पर आधारित होता है और प्रौद्योगिकी का लाभ उठाता है। चर्चा कीजिए।

Public service delivery refers to use of state mechanism to deliver essential goods and services to citizens.



People centric approach

① Participatory governance (e.g.)
Participatory planning in Kerala.

② citizen centric administration

(e.g.) Sevottam model based

- on
- citizen charter
 - grievance redress and feedback.
 - public service delivery.

Coordination

- ① Centre - state coordination (e.g.)
implementation of PDS, NREGA.
- ② state - civil society coordination
(e.g.) Akshay Patra foundation in mid day meal.
- ③ inter ministerial coordination
(e.g.) Rural dept, ~~Min~~ Jal
shakti ministry for Jal Jeevan mission.

Technology

- ① JAM trinity and DBT
for financial inclusion, subsidy disbursement.
- ② NREGA Mitra for Geotagging
NREGA works.
- ③ one nation one ration card
This helps achieve
vision of state - a world class,

5. (b) Highlight the important teachings of Kautilya that are relevant to public services in 21st century India. (150 words) 10

कौटिल्य की उन महत्वपूर्ण शिक्षाओं पर प्रकाश डालिए, जो 21वीं सदी के भारत में लोक सेवाओं के लिए प्रासंगिक हैं।

Kautilya wrote

Arthashastra in 300 BCE

however teachings contained
therein are relevant today.

Relevance for Public services

For Diplomats

① ~~Enemy's~~ Neighbour is
natural enemy (e.g.) Pakistan,
China.

② Neighbour's neighbour is
natural friend (e.g.) Japan,
Afghanistan.

③ ~~use~~ Mandala siddhanta
which suggests creating Budder
(e.g. Tibet, Nepal with China)
and military exercises to
prepare for war.

For bureaucrats

① " ^{Happiness} in ~~welfare~~ of citizens
lies the ^{Happiness} ~~welfare~~ of state
in their welfare, state's
own welfare" - Arthashastra.

② Methods to curb corruption

2.1 Public humiliation.

2.2 Frequent transfers.

2.3 Seizing property of
corrupt.

2.4 Whistle blower protection.

③ Sound intelligence based on
Female spies, child spies (Kapatika).

④ strong Army to defend
frontiers.

Kautilya's real
politic reflects in adoption
of offensive defense policy
against Pakistan and institution
of lokal to check corruption.

6. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela (150 words) 10

"जीवन में जो मायने रखता है वह केवल यह तथ्य नहीं है कि हमने अपना जीवन जिया है। दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"
- नेल्सन मंडेला

In this statement,
Mandela tries to highlight
how real meaning of life
is not what we do for
ourselves but what we do
for others.

Even animals
act in self interest and
search for comforts and
basic necessities such as
food, shelter.

What separates
humans is their existence

as a moral being.

For a moral being, what he does for himself does not provide Highest level of satisfaction which is to be found only in service of others. As Grandhi ji said "The best way to find yourself is to lose yourself in service of others"

This is evident from lives of great personalities such as Martin Luther (civil rights movement) Grandhi ji (anti racism, anti-colonialism movement) and Malala Yousufzai (Girl education).

6. (b) "I care only for the Spirit - when that is right, everything will be righted by itself". Swami Vivekananda. (150 words) 10

"मुझे केवल मूल की परवाह है- जब वह सही होगा, तो सब कुछ स्वयं ही सही हो जाएगा।" - स्वामी विवेकानंद

In this statement, Vivekananda highlights how purity of hearts and minds automatically lead to good and ethical conduct.

When spirit is right everything is righted because

① Good spirit balances self and public interests (e.g.)

Lal Bahadur Shastriji resignation from post of Railway minister taking moral responsibility of accident.

② It ensures good conduct to avoid cognitive dissonance.
(e.g.) refusing a bribe.

- ③ it creates self accountability
 (e.g) C. Babbie running 5 km
 in front of an ambulance to
 clear traffic and save life
 of a heart patient.

How to ensure "Right spirit",

- ① Inculcation of cultural
moral values by parents

(e.g) Satyameva Jayate,
sheelam Parmam Bhoshanam
 (character is highest virtue).

- ② Value education in schools

- ③ Value training and value
seminars for youth.

- ④ Promoting introspection, role
modeling.

As Vivekananda ji
 said "cultivation of self is
ethics" and "service of Jiva is

6. (c) "True peace is not merely the absence of tension; it is the presence of justice." Martin Luther King Jr (150 words) 10

"वास्तविक शांति केवल तनाव की अनुपस्थिति नहीं है; बल्कि यह न्याय की उपस्थिति भी है।" -
मार्टिन लूथर किंग जूनियर

"Arc of moral universe
is long, but it bends
towards justice"
- Martin Luther

Through above
statements, King is highlighting
how Peace is not just
a negative concept marked
by absence of tensions.

~~exp~~ This is because
tensions may emerge, thereby
threatening peace if both
parties do not enjoy trust,
engage in just manner.

(1-1) ~~the~~ Golwan Valley clashes

leading to violence after 20 years.

Instead, peace

is an active concept that
depends on presence of
social, political, economic and
ecological justice.

Hence communal
harmony can be achieved
only through socio-economic
justice on minorities.

Reduction of nationalism,
insurgency in north east is
contingent on sense of justice
by addressing Tal Jangal Jaman
issues.

As Rawls said,
redistributive justice is crucial
to sustain society which like

SECTION – B

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

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरण का ध्यानपूर्वक अध्ययन कीजिए और उसके बाद आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्द):

7. You have recently graduated from college and are now preparing for the civil services examination. While reading the newspaper, you come across a news report of a Non-Governmental Organisation (NGO), working for child rights, challenging a provision of the Juvenile Justice Act, 2015, in the Supreme Court of India. The said provision provides for the option of Children in Conflict with Law (CCL) to be tried as adults under certain circumstances. The NGO's plea is that children are not able to understand the gravity of crimes. It has also contended that the criminal acts committed by children are a reflection of failure of the society to take care of its children. In the context of this situation, as a young aspirant, answer the following questions:

(a) What are the possible factors that can drive a child towards committing heinous crimes?

(b) Is it ethical to punish children as adults rather than giving them a chance for reformation? (20)

आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त उपबंध कुछ परिस्थितियों में कानून का उल्लंघन करने वाले बच्चों (CCL) पर वयस्क के रूप में मुकदमा चलाने के विकल्प का प्रावधान करता है। उस NGO की दलील है कि बच्चे अपराधों की गंभीरता को समझने में सक्षम नहीं होते हैं। NGO ने यह भी तर्क दिया है कि बच्चों द्वारा किए गए आपराधिक कृत्य अपने बच्चों की देखभाल करने में समाज की विफलता का प्रतिबिंब हैं। उपर्युक्त परिस्थिति के संदर्भ में तथा एक युवा अभ्यर्थी के रूप में निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) वे कौन-से संभावित कारक हैं जो एक बच्चे को जघन्य अपराध करने के लिए प्रेरित कर सकते हैं?

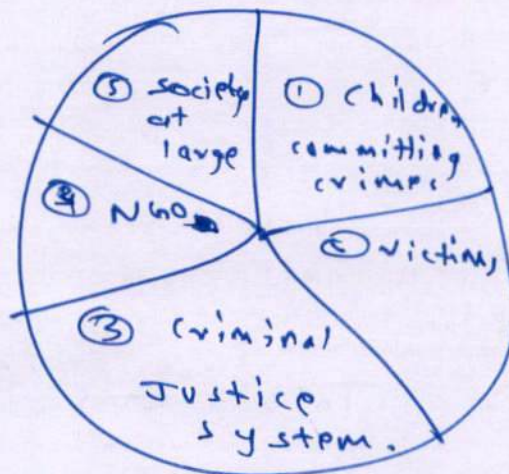
(b) क्या बच्चों को सुधार का एक मौका देने के बजाय उन्हें वयस्कों के रूप में दंडित करना नैतिक है?

This case raises
questions of who is responsible

for crimes committed by child:-
The child or society. It
also raises dilemma of
retributive vs reformative justice,
rights of victims vs rights of
child.

vision "The future of a
nation rests in the hands
of its children"
- Dr APJ Abdul Kalam

Stakeholders



Factors driving children to crime

- ① Poor Parenting (e.g.) domestic violence, alcoholism & in homes.
- ② Bad peer group (e.g.) company of petty thieves, those who disrespect women.
- ③ Poverty and illiteracy (e.g.) children stealing food.
- ④ No value education (e.g.)
Bois Locker Room deepfakes by students of reputed Delhi school.
- ⑤ Inadequate understanding of Right and wrong (e.g.) minors involved in Nirbhaya case.
- ⑥ Bad social influence (e.g.) proximity to criminal groups, gangs.

Is it ethical to punish?

Yes

① sense of Justice in society

② in Nirbhaya case.

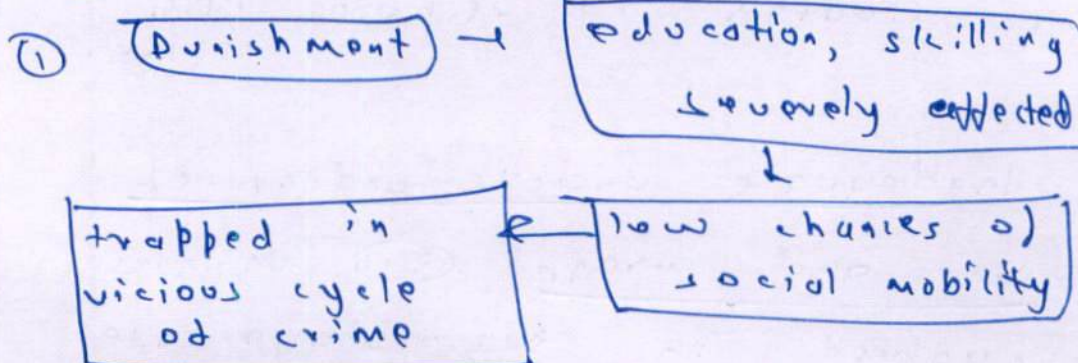
③ sense of closure for victims,

④ informational attitude formation

by punishing bad behaviour to
deter it in future.

⑤ Right to equality of all.

No



② psychological impact and

Mental health severely affected.

⑤ Punishing children for
mistakes of parents, society
in inculcating values -

④ violation of human rights
categorical infringement of dignity.

⑤ violates UN convention
on rights of child.

⑥ Violates Article 39 →
care and value education
of children.

⑦ lack of compassion,
forgiveness in society

on the balance,
children should be punished

in rarest of rare cases.

Reformation should be rule
and retribution → exception.

8. You are a CEO-founder of an edTech company. You are under tremendous pressure from the investors in your company to increase the profitability of the company and undertake downsizing. After making a few bad acquisitions, the company's finances have taken a huge hit in the last couple of years. The downsizing is suggested with the hope that the company's profitability would rise, as it often does when mass

layoff or downsizing decisions are carried out. Moreover, the investors have hinted that such measures would attract further investment from them, which has come as a ray of hope considering the ongoing volatile market conditions and slowdown in big-ticket fundings. Given the situation, rumors of unscrupulous firing have started doing the rounds among employees. It has increased apprehensiveness and reduced cohesiveness among them. You have informed the investors that the cost cutting exercise can affect the output as well as reputation of the company in the long-run. However, they are adamant to pursue the same.

(a) Identify the stakeholders and ethical issues involved in the case.

(b) You and the HR team have identified some options and are deliberating to put them across to the investors for consideration. Discuss the merits and demerits of each of these:

(i) Identifying key high performers and offering them suitable positions before implementing the layoff decision.

(ii) Putting the terminated employees on retainer to work part-time.

(iii) Executing the lay off order in the same spirit as it was asked by the investors and letting them deal with the long-term consequences.

(iv) Improving the perception of fairness among the existing and terminated employees and moving ahead with the layoffs.

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

(20)

आप एक एडटेक कंपनी के सह-संस्थापक और सी.ई.ओ. हैं। कंपनी की लाभप्रदता बढ़ाने और छंटनी (डाउनसाइजिंग) करने के लिए आपके ऊपर कंपनी के निवेशकों का जबरदस्त दबाव है। कुछ खराब अधिग्रहण करने के बाद, पिछले कुछ वर्षों में कंपनी की वित्तीय स्थिति में भारी गिरावट आई है। ऐसे में छंटनी का सुझाव कंपनी की लाभप्रदता में वृद्धि की उम्मीद के साथ दिया गया है, क्योंकि सामान्यतः बड़े पैमाने पर छंटनी के निर्णय से लाभप्रदता बढ़ती है। इसके अलावा, निवेशकों ने संकेत दिया है कि इस तरह के उपायों के परिणामस्वरूप वे कंपनी में और अधिक निवेश कर सकते हैं, जो बाजार में चल रही अस्थिर स्थितियों एवं अधिकाधिक फंडिंग में कमी को देखते हुए आशा की किरण के रूप में हैं। इस स्थिति को देखते हुए कर्मचारियों के बीच बेवजह नौकरी से हटाये जाने की अफवाहों का दौर शुरू हो गया है। इन सब बातों ने उनके बीच आशंका को बढ़ाया है और एकजुटता को भी कम किया है। आपने निवेशकों को सूचित किया है कि लागत में कटौती के प्रयास से कंपनी के उत्पादन के साथ-साथ दीर्घावधि में प्रतिष्ठा भी प्रभावित हो सकती है। हालांकि, वे इसी उपाय को अपनाने पर अड़े हुए हैं।

- (a) इस प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) आपने और HR टीम ने निम्नलिखित कुछ विकल्पों की पहचान की है तथा उन्हें विचार के लिए निवेशकों के सामने रखने की सोच रहे हैं। इनमें से प्रत्येक के गुणों और दोषों की विवेचना कीजिए:
- (i) छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
 - (ii) हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
 - (iii) छंटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
 - (iv) मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छंटनी के उपाय के साथ आगे बढ़ना।
- (c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्रवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

This case closely resembles downsizing of tomato due to losses.

It raises issue of job security, corporate ethics, employee confidence, reputation of company, undue influence of investors.

Vision "A business that makes nothing but profit is a bad business" - JRD Tata.

"commerce without morality is sin" - Gandhiji

<u>stake holders</u>	<u>ethical issues</u>
1. CEO - founder	- Balancing reputation with <u>investor</u> confidence. - saving jobs v/s saving company. - employee interest v/s investor interest
② investors.	- lack of <u>compassion</u> for employees. - money mindedness - loss of <u>corporate ethic</u> - Rigid attitude
③ <u>employees</u>	- Threat of <u>Job losses</u> - <u>mental stress</u> due to rumours, lack of clarity
④ <u>Government</u>	- <u>flagging violation</u> of labour code, companies Act 2013. - safeguard Prevent worker right violation.

⑤ customers and clients.	- <u>anxiousness</u> over - long term future. - <u>lack of clarity</u> over future course.
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⑥ Board of Directors.	- <u>Reduced efficiency</u> due to rumors. - loss of <u>employee & employer trust</u>.
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b

① Merits	Demerits.
① Rewarding high performers.	① <u>Darwinian law of survival of fittest</u>
② Optimise performance	② <u>No compassion</u> with rest of employees.
③ Maximise profit	

② Merit	Demerit.
① No <u>strict layoff</u> .	① <u>Informalisation</u>
② <u>Safeguarding livelihoods</u>	② <u>Job uncertainty</u>
③ <u>Balancing Jobs and Profitability</u>	③ <u>loss of employee trust</u> .

③ Merit	Demerit.
① Investor confidence	① Short term gain long term pain
② Funding support.	② loss of <u>goodwill</u>
③ profits.	of employees.
	③ Job losses
	④ <u>Hurt Reputation</u>

④ Merit	Demerit
① Job <u>clarity</u> for all employees.	① Job losses.
② investor confidence.	② <u>Hurt reputation</u>
	③ crisis of conscience.

⑤ Course of Action

- ① convince investors through
data backed evidence over
long term implications of
layoffs.
- ② If investors are rigid, talk

to employees in a cordial manner to explain tough situation of company.

③ undertake minimum possible layoffs.

④ contribute to reskilling fund as per code of industrial relations for upskilling of fixed employees.

⑤ Promise of rehiring some employees when company turns profitable.

Justification

① Prioritising survival of company as its downfall will lead to all jobs being lost.

② utilitarian ethics → greatest good of greatest number.

"compassionate capitalism"

9. There is an ongoing ethnic civil war in a neighbouring country. The conflict has caused massive displacement of people from the country. Ironically, the developed countries have closed off their borders to the refugees on account of the COVID-19 pandemic, resource competition, domestic politics etc. With countries sealing off their borders, the refugees are left in a vulnerable situation and many are taking illegal routes to enter your country. As a Senior Official of your country's Ministry of External Affairs, you have been involved in discussions with officials of other nations and are entrusted with the mandate to design a national policy to safely accommodate India bound refugees. In this context, answer the following questions:

(a) Discuss the moral issues related to the rights of international refugees, especially those from conflict-torn regions.

(b) What recommendations would you suggest given the large influx of refugees in India. (20)

एक पड़ोसी देश में नृजातीय गृह-युद्ध जारी है। यह संघर्ष उक्त देश से लोगों के बड़े पैमाने पर विस्थापन का कारण बन गया है। विडंबना यह है कि विकसित देशों ने कोविड-19 महामारी, संसाधनों के लिए प्रतिस्पर्धा, घरेलू राजनीति आदि के कारण शरणार्थियों हेतु अपनी सीमाओं को बंद कर दिया है। देशों द्वारा अपनी सीमाओं को बंद करने के कारण शरणार्थियों की स्थिति असुरक्षित हो गई है और वे आपके देश में प्रवेश करने के लिए कई अवैध मार्ग अपना रहे हैं। अपने देश के विदेश मंत्रालय के एक वरिष्ठ अधिकारी के रूप में, आप दूसरे देशों के अधिकारियों के साथ चर्चा में शामिल रहे हैं और आपको भारत में रहने वाले शरणार्थियों को सुरक्षित रूप से समायोजित करने के लिए एक राष्ट्रीय नीति तैयार करने का कार्य सौंपा गया है। इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) अंतर्राष्ट्रीय शरणार्थियों, विशेष रूप से संघर्षग्रस्त क्षेत्रों से आने वाले शरणार्थियों, के अधिकारों से संबंधित नैतिक मुद्दों पर चर्चा कीजिए।

(b) भारत में शरणार्थियों की बड़ी संख्या के आगमन को देखते हुए आप क्या सुझाव देंगे।

This case resembles

Rohingya Refugee crisis and

Afghan refugee crisis post

Taliban Takeover. According to

UNHCR there are 50 million

inter country refugees due

to ethnic conflicts, civil-war.

Moral issues

- ① National interests (Rejecting refugees) v/s Human rights (welcoming them).
- ② Pledge of non-refoulement under Refugee convention violated by developed countries.
- ③ Lack of compassion, empathy in rejecting refugees.
- ④ Dereliction of duty by developed countries.
- ⑤ Lack of global consensus.
- ⑥ Violation of vasudha kutumbakam (whole world as family)
- ⑦ No interest in sharing responsibilities.

Recommendations

- ① Registration and tracking
of refugees to prevent
illegal immigration.
- ② Relocation in safe areas
(e.g) Refugees from Pakistan in
1947, Bangladesh war 1971.
- ③ Permits to work to secure
financial independence.
- ④ coordination with home country
for safe repatriation of
refugees once conflict ends.
- ⑤ collaboration with neighbours
(e.g) Bangladesh accomodating
Rohingya refugees with financial
support from India (Operation Insaniyat)
- ⑥ Humane treatment, awareness drive
to reduce anti-refugee sentiment

- ⑦ Leverage NGO and Advisory
to safeguard rights of
refugees -

Justification

- ① Human rights under
UDHR, ICCPR, ICESCR.
- ② India's obligation under
New York convention on
migration 2016.
- ③ Rise in India's soft power.
- ④ upholding varadeva kutumbam

This will help
India emerge as Vishwa
Guru and realise Yatra
vishvam Bhavati eknidanam
(where whole world resides
in a single nest).

10. Social interactions where a person is addressed by their correct name and pronouns, consistent with their gender identity, are widely recognized as a basic and yet critical aspect of gender affirmation. A national university invited speakers for a discussion on rights of sexual minorities in India. The panel included speakers representing a wide variety of opinions and perspectives on the issue. The debates, though largely peaceful, witnessed a controversy. A college association representing sexual minorities took offence against a panellist who cautioned against self-identification by sexual minorities and the liberal use of pronouns. The association reached out to the media and the localised controversy soon turned into a national issue across news networks and social media. The association demanded that the panellist apologise for his views and issue a public statement in this context. The panellist, on the other hand, seemed unmoved by the issue. In the meantime, the University has come under huge pressure to resolve the issue. The Vice Chancellor set up a Committee to look into the matter and its peaceful resolution. You have been appointed as the Chairperson of the Committee. In this regard, answer the following questions:

(a) Discuss the various moral issues involved in the case.

(b) Keeping the right to freedom of speech and expression in mind, highlight the steps you would take to resolve the issue and list arguments in support. (20)

सामाजिक संपर्क, जहां व्यक्ति को उनके सही नाम एवं सर्वनाम द्वारा और उनकी लैंगिक पहचान के अनुरूप संबोधित किया जाता है, को व्यापक रूप से लैंगिक पुष्टि के एक बुनियादी और महत्वपूर्ण पहलू के रूप में पहचाना जाता है। राष्ट्रीय स्तर के एक विश्वविद्यालय ने भारत में लैंगिक अल्पसंख्यकों के अधिकारों पर चर्चा के लिए वक्ताओं को आमंत्रित किया है। उस पैनल में इस मुद्दे पर विभिन्न प्रकार की राय और दृष्टिकोण का प्रतिनिधित्व करने वाले वक्ता शामिल थे। हालांकि, वहां की गई चर्चा काफी हद तक शांतिपूर्ण थी, लेकिन इसमें एक विवाद भी उत्पन्न हुआ। लैंगिक अल्पसंख्यकों का प्रतिनिधित्व करने वाले एक कॉलेज एसोसिएशन ने लैंगिक अल्पसंख्यकों द्वारा आत्म-पहचान और सर्वनामों के उदार उपयोग के खिलाफ चेतावनी देने वाले एक पैनलिस्ट के खिलाफ उग्र विरोध प्रदर्शित किया। उस एसोसिएशन ने मीडिया के माध्यम से अपना मत व्यक्त किया और स्थानीय विवाद जल्द ही समाचार नेटवर्क और सोशल मीडिया पर एक राष्ट्रीय मुद्दे में बदल गया। उस एसोसिएशन ने मांग की कि वह पैनलिस्ट अपने विचारों के लिए माफी मांगे और इस संदर्भ में एक सार्वजनिक बयान जारी करे। दूसरी ओर, वह पैनलिस्ट इस मुद्दे से अप्रभावित था। साथ ही, विश्वविद्यालय पर मामले को सुलझाने का भारी दबाव है। कुलपति द्वारा मामले की जांच करने और इसके शांतिपूर्ण समाधान के लिए एक समिति का गठन किया गया है। आपको समिति के अध्यक्ष के रूप में नियुक्त किया गया है। इस संबंध में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) इस प्रकरण में शामिल विभिन्न नैतिक मुद्दों पर चर्चा कीजिए।

(b) वाक् और अभिव्यक्ति की स्वतंत्रता के अधिकार को ध्यान में रखते हुए, इस मुद्दे को हल करने के लिए आप जो कदम उठाएंगे उसे रेखांकित कीजिए और समर्थन में तर्क दीजिए।

Rights of Transgender
Persons Act 2019, Naveen
Johar case 2018 (removal of
Section 377) have led to
recognition of rights of
sexual minorities i.e. LGBTQIA+
community. However recent
denial of pilot license to
transgender person Adam Harvey
points to continued discrimination.

Vision "Do unto others what
you would have them do unto
you" - Bhagvad Gita.

④

Moral issue

- ① Disrespect of sexual minorities.
- ② ~~uphold~~; Violation of Right to
Equality (Article 14, 15) -
- ③ Inadequate empathy towards
LGBTQ.

- ④ Rigid attitude to not
apologise causing controversy.
- ⑤ Undue pressure on
University due to national
attention
- ⑥ Violation of Transgender
Person Act 2018 which
guarantees right to self
determination,
- ⑦ Violation of Indian categorical
imperative of dignity of work.
- ⑧
- steps
- ① Appeal to panelists to
take back his comments.
- ② If he stays rigid,
clarify university's position →
that it reflects all rights

of sexual minorities.

③ Issue Public apology for
those whose sentiments may
have been hurt.

④ negotiations with association
to stop protests against university
as it fully supports sexual
minority rights.

⑤ Donation from college fund
to NCA's engaged in
welfare of sexual minorities.

⑥ Due diligence in deciding
panelist for future such events.

Justification

① End to controversy.

② Uphold Transgender rights under
legal, constitutional (Article 15)

Provisions .

- ③ Persuasion tool to convince beneficiary.
 - ④ Public apology to win confidence of masses.
 - ⑤ welfare of sexual minorities from college funds.
- In long

term, sensitisation campaign on lines of #Rainbow lives in west and Pride parades is way to tackle orthodox views.

11. You are a young athlete representing India at an international-level competition. To your surprise, during the competition, you witness a few senior athletes injecting something using a syringe in private. When you approach them, they explain that it is a performance enhancing drug, which is very common in such competitions and you should take the same as well. You are aware that if these players get caught in a doping test, it may damage India's reputation. You are confused and afraid of the repercussions and decide to approach the coach to discuss the event you witnessed. However, you get to know that the athletes are taking the drug on the advice of the coach himself.

(a) What would you do in this scenario? Discuss the options available to you and chart your course of action.

(b) What are the reasons behind the use of performance enhancing drugs in competitive sporting events? How can this practice be minimized?

(20)

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

(a) इस परिदृश्य में आप क्या करेंगे? आपके समक्ष उपलब्ध विकल्पों पर चर्चा कीजिए और अपनी कार्रवाई की रूपरेखा तैयार कीजिए।

(b) प्रतिस्पर्धी खेल प्रतियोगिता के आयोजनों में प्रदर्शन बढ़ाने वाली दवाओं के उपयोग के पीछे क्या कारण हैं? इस प्रथा को कैसे कम किया जा सकता है?

This case shows
misuse of means (doping) for
ends (medals). It highlights
institutional corruption, loss of
morals, success over values,
• lack of concern for national

reputation.

Vision " Having knowledge of an unethical act but doing nothing about it spreads a contagion that affects multiple beings in society".

Options

① Do nothing. Do not take drugs myself.

Merit

Demerit.

① Not being part of unethical doping.

① Moral escapism.

② Crisis of conscience.

② Violating no law by doing nothing.

③ Threat to India's reputation.

③ Take performance enhancing drugs

Merit

Demerit.

① Sporting success
② Medals to enhance India's reputation

① Violation of Sportsman spirit

① cheating with
honest athletes of
other nations

③ Risk of getting
caught → long term
suspension.

④ constant guilt-

Option 3

① Hold joint talks with
players and coach to remind
them of sportsman spirit,
sporting ethics and NADA,
WADA Rules.

② If they continue doping,
report matter to Indian authorities
such as NADA, Indian Olympics
committee.

③ Do not take drugs at
any cost.

Reason

- ① clarity of conscience.
- ② sportsman spirit.
- ③ safeguarding India's reputation
- ④ Accountability for violation of WADA norms.
- ⑤ Set an example for future athletes.

b

Reasons behind Doping

- ① short term gain (success, medal) at cost of long term pain (Guilt, suspension).
- ② lack of ethics, sportsman spirit
- ③ Poor enforcement mechanism
- ④ Institutional support ~~and~~ coach in this case.

How to minimise

- ① ~~for~~ surprise doping tests.
- ② long suspensions to create
deterrence as per Dillard's
theory of deterrence.
- ③ collaboration of NADA, WADA
- ④ Value training, seminars for
athletes.

This will help
uphold Justice, fair competition,
good sporting culture, impeccable
reputation, clear conscience
and sporting integrity

12. You have been newly appointed as the District Magistrate of a district, which is known for its rich mineral deposits. Following the news being circulated in the media about the illegal mining in your district, you have initiated an enquiry into it. When the State's Minister of Mines and Minerals gets to know of the enquiry initiated by you, he directs you to name some junior government employees as being involved in the wrongdoing and make them scapegoats. He also points out that elections to the State Assembly are around the corner and the present government wishes to stay clear of any political corruption. This Minister is a very influential figure in the present regime and there are high chances of the present ruling party being voted back to power. In due course of the enquiry, it has come to your notice that the said Minister has also been involved in illegal mining through his cronies.

The findings of the enquiry can affect the outcome of the elections as well as completely derail your career if the incumbent party wins the elections, which looks very likely as per the polls.

Answer the following with reference to this case:

- (a) Identify the stakeholders and the ethical issues in the given case.
- (b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. (20)

आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, तो वो आपको कुछ कनिष्ठ सरकारी कर्मचारियों पर गलत काम में शामिल होने का आरोप लगाने और उन्हें बलि का बकरा बनाने का निर्देश देते हैं। वह यह भी बताते हैं कि राज्य विधान सभा के चुनाव नजदीक हैं और वर्तमान सरकार किसी भी राजनीतिक भ्रष्टाचार से दूर रहना चाहती है। वह मंत्री वर्तमान सरकार में एक अत्यधिक प्रभावशाली व्यक्ति है और साथ ही, वर्तमान सत्ताधारी दल के सत्ता में वापस आने की बहुत अधिक संभावना है। जांच के क्रम में आपके संज्ञान में आया है कि उक्त मंत्री अपने साथियों के माध्यम से अवैध खनन में शामिल रहा है। यदि सत्ताधारी दल चुनाव जीत जाता है, जिसकी अनुमानों के अनुसार संभावना अधिक है, तो आपकी जांच के निष्कर्ष चुनाव परिणामों को प्रभावित करने के साथ-साथ आपके करियर को भी प्रतिकूल रूप से प्रभावित करेंगे। इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) प्रदत्त प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समालोचनात्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्रवाई का विवरण दीजिए।

~~It is~~ Recent death-
of DSP in Haryana by Rock
mining mafia, Harassment of
the Durga Shakti Nagpal by
sand mining mafia in UP and
murder of Satyendra Dubey
by Road mafia in Bihar highlights
threats to law and order,
rule of law, free capitalism,
nexus and political support.

"Vision triumph of evil
signifies good men did
nothing".

- Edmund Burke.

Stakeholders

- ① Mo, & DM.
- ② Union employees.
- ③ Minister of mines

- ④ Mining mafia.
- ⑤ cronies of minister.
- ⑥ public at large.
- ⑦ tribes dwelling in
mine affected area.

ethical issues

- ① Violation of Justice if
Juniors scapegoated.
- ② nexus and political corruption.
- ③ violation of Law + MMR
Act, 1957.
- ④ Threat to corrupt, personal
cadre.
- ⑤ criminalisation of politics
- ⑥ ends (corruption, electoral
goals) over means (mafia
support).

Options

① Follow minister's direction

Merit	Demerit
① Quick promotion.	① crisis of conscience.
② safety of self.	② violation of code of conduct
	③ Injustice to junior.

② strict action against
media by ignoring minister

Merit	Demerit
① Rule of law.	① transfer
② <u>MMAR Act</u> <u>uphold</u>	② Devailment of career.
③ <u>Right to life</u> (Article 21) of <u>junior employee</u>	③ <u>indecisive action</u> a powerful minister will install compliant
④ clear conscience. officer in my place.	

Course of Action

- ① Appeal to minister that
let law take its course
~~and~~ ~~so~~ as this will
also boost image of
ruling party as being
strict on mafia.
- ② Letter to CMO, detailing
illegal activities of minister.
- ③ Promote investigative
journalism by media
in to the issue
to
increased political pressure
for strict action.
- ④ involve local NGOs, tribal
heads, gram pradhans to
collect evidence against
mafia.
- ⑤ use of technology - GPS, ~~so~~
remote sensing to track mafia.