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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	English	Registration Number	1014160
Center	Online	Date	26/08/22

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code). उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)। 2. There are TWELVE questions printed in ENGLISH & HINDI इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं। 3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं। 4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं। 5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one. प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे। 6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए। 7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off. उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।
1(a)	10		
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7	20		
8	20		
9	20		
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11	20		
12	20		
Total Marks Obtained:			
Remarks:			
Signature of Examiner			

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

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 is the quality of being selfless and entirely devoted to the benefit of others. eg: Mahatma Gandhi

Altruism as a core value of public life.

- The primary duty of a civil servant is to serve the masses.
- To place the interests of others and society at large in front of personal interests.
- To strengthen the trust of the society in public officers.

Measures to foster altruistic attitude.

- (1) Providing sensitivity training to the public servants → if they realize the hardships → they will be inspired to act.
- (2) Building compassion as compassion forces one to act for others.
- (3) Understanding the ground realities and experiencing them.
- (4) spending quality time with the masses to learn their way of life.

Altruism is a noble quality which must be inculcated by each and every public servant.

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।

Mahatma Gandhi used to believe that Ends do not justify means. According to him it was the path that was important.

* In a similar way, certain actions may not yield or maximize good consequences but they are nevertheless right.

(i) For example → respecting one's elders and greeting them every morning.

may not bring any significant consequence apart from happiness

↳ However the practice is right

and often desired as its rightness

lies in the norms of reverence and gratitude.

(ii) Similarly, India's 'non-violent' path
to freedom struggle was right

because of the norms that it upheld

- not harming others
- asserting rights peacefully.

The consequentialist approach on
the other hand lays stress on the
consequence. However, one can agree
that the path is equally important as the goal.

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।

As per the report of Maliniath committee the policing system in India needs an overhaul.

Ethical challenges

- (1) Inhuman treatment of prisoners
eg: unpalatable food
- (2) Use of extreme torture & violence during the inquiry eg: custodial deaths
- (3) Violation of
 - Art 21 → life & liberty
 - privacy of individual
 eg: Police often resort to snatching away of personal devices such as mobile, laptops
- (4) Police is often associated with being dangerous, whereas the role of police is to be a supporting pillar.

→ (5) Dishonest reporting & corruption

Reasons for corruption

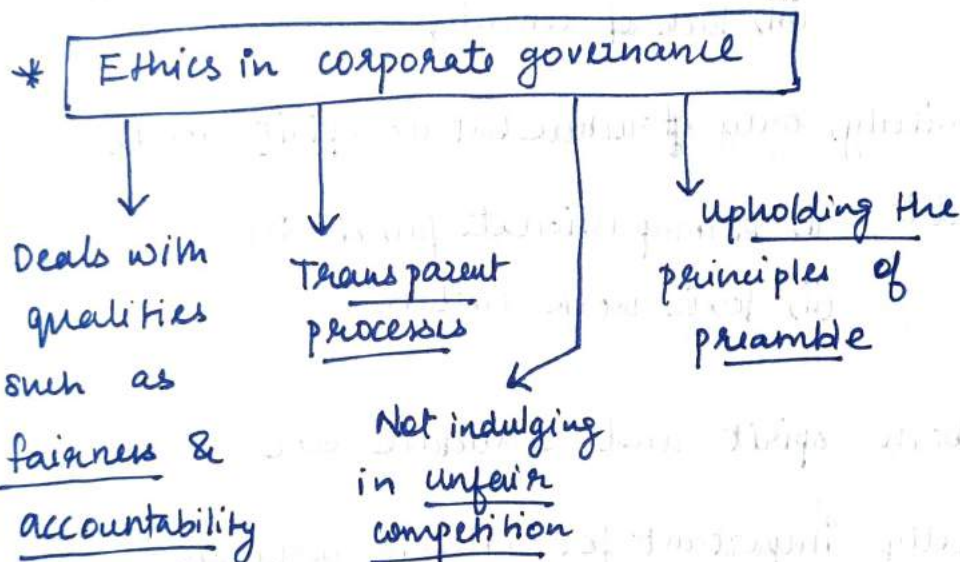
- (i) Culture of low risk high reward
- (ii) Pressure from corrupt politicians
- (iii) Non compliance $\xrightarrow{\text{leads}}$ arbitrary transfers
- (iv) Criminalization of politics and
corrupt nexus between police & politicians
- (v) Role of money power has increased.
- (vi) Dissatisfied with salary / work.

The police system in India needs
to be sensitized so as to prevent
them from turning into a corrupt
system which violates human rights.

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

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

Corporate governance refers to the performance of oversight and authority over the functioning of the corporate organization



Importance of spirit & structure

- Spirit refers to the core values which lie at the heart of corporate governance.
eg: justice, fairness
- Structure refers to the institutional

Mechanism in place to have ethical

governance eg: $\begin{matrix} \nearrow \text{HR} \\ \searrow \text{Grievance Redressal} \end{matrix}$

- Only spirit but no structure would

lead to (i) lack of accountability
(ii) no grievance redressal
(iii) lack of remedy

- Similarly, only structure but no spirit would

lead to (i) Discompassionate functioning
(ii) toxic work culture

∴ both spirit and structure are
equally important for ethical corporate
governance.

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।

UNDP recognizes good governance as

being 1) Transparent 2) Accountable

3) Participative 4) Inclusive 5) Consensus based

6) efficient 7) upholding Rule of law

→ As can be seen participation of all stakeholders, inclusivity and consensus highlight the importance of common citizens in good governance.

(i) Citizens are the ultimate stakeholders

(ii) Citizens through their active role

can help in

- bringing efficiency
- accountability
- ↓
- reducing corruption

(iii) Citizens lay at the forefront of
any governance initiative.

(iv) Active role of citizens is necessary
for understanding different viewpoints
and evaluating different options.

(v) Citizens help in resolving ethical
dilemmas

→ Public servants who act as the bridge
between citizens & government are
the one's responsible for → ground level
implementation
→ promoting socio-
economic goals

But they can be assisted by an
active citizenry to further improve
service delivery

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।

Public administration lies at the heart of governance. It plays the role of link between masses and government.

'Working-in-silos' culture

- It is perceived that different department have separate & mutually exclusive duties
- Due to 'silobed' functioning → it results in inefficient & delayed work.
- eg: paving new road, → after 1 month digging the road to lay cables.
- There is lack of collective planning and effort.

Necessary for efficient governance1 Cooperation

- among different departments.
- in solving common issues & problems

2 Coordination

- to improve efficiency of service delivery.
- to reduce bureaucratic delays
- to ensure minimal wastage.

3 Collaboration

- for faster planning
- having holistic approach
- involving all necessary stakeholders

The recently launched PM Gati Shakti approach is a perfect example of cooperation, coordination & collaboration

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 is the quality of understanding and expressing one's emotions along with empathizing with others.

EI as an essential tool → for public servant

→ (1) to empathize with the vulnerable sections & develop compassion

eg: working for the poor

→ (2) To place public duty before personal issues eg: during COVID, public

servants continued their work even when they had faced difficult circumstances

→ (3) To separate and differentiate

public & private life eg: dealing with office frustration

in office itself & not carrying it home.

EI can be misused to manipulate

- (i) Presuming to empathize and understand while that might not be reality.
- (ii) Use of persuasion and emotional attachment to misguide others.
- (iii) Pretending to express emotions in order win over the other party.

EI, though can be misused, is an essential quality for a civil servant. Without it there would be lack of tolerance, compassion & empathy.

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' is the term given to describe the impact that various pillars of the society (family, religion &c) play in formation of an individual's personality & character.

Social influence as an ambivalent concept

① As a source of good

- respecting everyone
- love and compassion
- honesty & integrity. eg: Beti Bachao Andolan

② As a source for bad.

- blind following of norms
eg: patriarchy
- lack of scientific temperament

③ As a source for evil

- ostracization & discrimination leads to bitter feelings
- perpetuation of injustice
eg: slavery, untouchability.

Social influence, as can be seen, has to be carefully utilized to bring only necessary positive changes.

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।

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।

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

It is said that a 'life lived for others is a life worth living'. Nelson Mandela's words too resonate the same message.

Mere

^ Living one's life v/s Making a Difference.

- One has to make an effort to do something worthwhile.
- People remember us after death by the work that ~~di~~ we did and that impact that we had on them eg: Mahatma Gandhi

- Life is not simple animal existence,
life is about having the opportunity
to develop one self & later do good for the
society. (Supreme Court judgement)
- People who made a difference were the
very people who ensured the progress
of society eg:
 - Swami Vivekananda
 - Martin Luther King Jr
 - Sudha Murthy
- Life is but an ~~mere~~ opportunity
to do good and help others

We must remember that a 'meaningful
life' is one where those around us
benefit from our actions. Only such
a life is worth living.

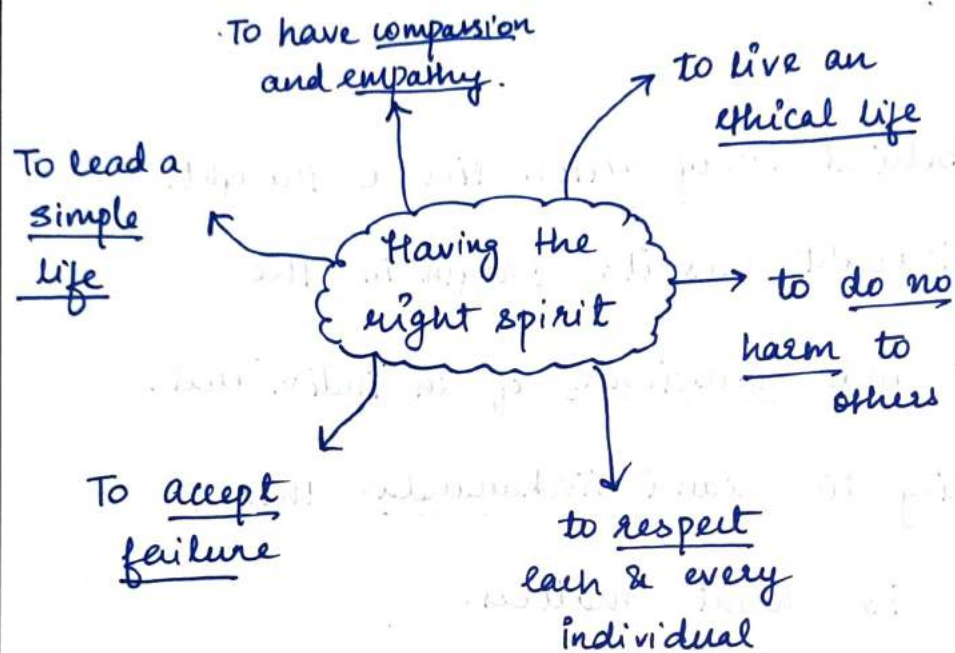
6. (b) "I care only for the Spirit - when that is right, everything will be righted by itself". Swami Vivekananda. (150 words) 10

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

Behind every action lies a thought.
That thought has its origin in the
spirit and conscience of an individual.
According to Swami Vivekananda, this
spirit is what matters.

Spirit is multifaceted.

- The concept of spirit itself has
a multifaceted essence.
- (i) Spirit to do good
- (ii) spirit to be honest & nonviolent
eg: Gandhiji
- (iii) Spirit of being fair & just.
- (iv) spirit of tolerance and love.
- This spirit is what is responsible
for the actions & behaviour of a person.



Spirit is what forms the basis of one's character & personality. ∴ if the spirit is right, as Swami Vivekanda says everything else will be righted.

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

Martin Luther King Jr was an
inspirational leader who fought for
the rights of 'Blacks' all across the globe.

* Peace according to Martin Luther King Jr.

is not merely absence of tension

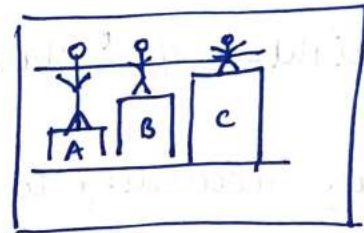
Why?

- Absence of tension may not always mean that everything is clean & fair
- often those in minority are forced to accept status quo eg: slaves in USA before civil war
- Many a times people fear to speak up due to fear of persecution

Importance of presence of justice → for peace

(i) justice leads to fair treatment of all.

(ii) justice allows everyone to stand on an equal pedestal



(iii) w/o justice there would be tyranny & arbitrariness eg: Germany during WW2

∴ justice is ^{an} essential aspect of having long lasting peace. without it the sufferings of masses would continue.

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?

The above mentioned situation
pertains to ethics in human interface and

The role of family and society in
'Socialization' of a child.

(a) Factors that drive a child → Heinous Crimes.

1 Social factors.

- (i) Ill treatment by the society → discrimination
→ ostracization
- (ii) Family history of crime → if either
parents have been convicted in
criminal offence.
- (iii) Failure of society to inculcate
good values via → education
→ moral schooling
→ counselling

2. Economic factors

- (i) Poverty and destitution → often drives

one towards the criminal path.

(ii) Lack of livelihood / job / employment:

When teenagers aged 16-18 drop of our school & are unable to find work they often choose the wrong path.

3. Psychological factors

(i) Ill treatment as a kid (bullying) - As per Theories of Freud, those who face 'ill doings' do bad things in return.

(ii) Failure to build a strong conscience that can act as an ethical guide.

(b) The ethics of punishing children

1. Arguments in Favour

(a) Certain crimes such as homicide,

rape, assault of children etc are considered as extreme violence against society.

(b) w/o strong punishment there will not be an effective deterrence.

(c) Children aged 16-18 generally have mentally developed minds & should have the ability to choose between right & wrong.

2 Arguments against.

(a) Children have tender minds and are impressionable.

(b) They are often coerced into acting in such way by forces of the society.

(c) Young minds have a long future in front of them.

(d) Reformation is the first step.

towards ensuring positive change.

Finding a balance

- There has to be a balance between the objectives of deterrence and reformation
- children should be tried as adults only in the most heinous of cases
- As per SC judgement in various cases a background and psychological study needs to be done

Children are the future of any country, at the same time it is the responsibility of the state to make sure that they follow the right path.

(education, employment, livelihood)

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.

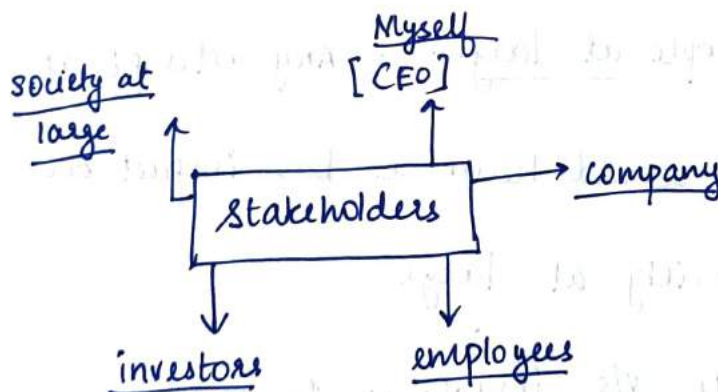
(20)

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 particular case study refers to
that of ethics in corporate governance
along with conscience as a guide for ethics*

(a)



Ethical issues

- (1) Interest of the company v/s interest of employees - Employees wish to retain their jobs where as company is suffering economic crisis.
- (2) Self interest v/s Employees interest - As a CEO, ~~no~~ one's interest would be to maximize one's profit.
- (3) Commitment to investors v/s commitment to people at large - Any attempt at lay off would have a bad impact on the society at large.
- (4) Profits v/s image - In order to make profits → mass layoff → bad image

(5) Poor work culture - due to rising apprehensions the work culture and work relations are deteriorating.

(b) Some options along with their merits demerits

(i) Identify key stakeholders, lay off rest.

Merits.

- a) in company's best interest
- b) Retain best talent for more efficient work

Demerits

- a) Not a fair process
- b) Will lay heavily upon conscience
- c) Bad image/reputation

(ii)

Putting terminated employees on retainer to work part time

Merits

- (i) safeguarding livelihood
- (ii) some form of damage control

Demerits

- (a) Financial crisis persists
- (b) Discrimination → further deteriorating work env.

(iii) Putting the lay-off as it was asked for

Merits

- a) following orders
- b) safeguarding investment
- c) Safeguarding the future of the company

Demerits

- a) Bad reputation
- b) loss of livelihood
- c) unethical practice

(iv) Improving the perception of fairness

Merits

- damage control measure
- trying to protect image

Demerits

- loss of livelihood
- disruption of work culture
- breaks the trust

(e) My course of action

- i) Have detailed discussion with HR and other stakeholders to collect more facts & data Why? → to make an informed decision

(ii) Present ^a the plan of action to the investors keeping interest of all the stakeholders in mind.

(iii) Have regular team meetings, team bonding exercise to improve cohesion and work culture Why? → improved work culture leads better results

(iv) Convince the investors as to why mass lay off would be a bad decision and would lead to bad consequences in the long run → image → breaks trust b/w employees and employees.

(v) Preparing a collective strategy by making it inclusive and fair.

Mass lay off is an extreme step & ∴ should be resorted to only as last resort.

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।

The above case-study pertains to
ethics in international relations
and humanitarian support to
those in need.

(a) Moral issues → relating to right of international refugees

- (1) Might have a disruptive effect on the existing socio-economic fabric of the domestic society.
- (2) Refugees are generally kept in concentration camps and are ostracized from the mainstream
- (3) Often refugees are treated as inhuman or less human and in an animalistic way.
- (4) Persistence of Xenophobia leads to hatred towards those of other countries
- (5) Influx of refugees sometimes leads to rise in domestic crimes.

(6) Refugees are ^{often} not provided with
basic human necessities → food
→ clothing
→ shelter

(7) Due to impact of war & conflict
the psychological & mental development
of refugees take a toll

Recommendations

(a) 'Humanistic' treatment : Refugees have
to be treated as humans (and not
animals) who need a safe haven
to safeguard their life.

(b) Refrain from inward looking policies :
countries should refrain from closing

their borders. That would simply lead to illegal entry attempts.

(c) Provide atleast the bare minimum -

No country should deny the bare necessities required for human existence.

(d) International cooperation

World countries need to come together to have a strong institutional set up to deal with refugee crisis.

(e) Following international conventions in

letter & spirit. - The various

United Nations conventions that deal with rights of refugees must be followed by all countries

(f) Having a stable-uniform domestic policy.

- Rather than having ad-hoc measures, countries need to have a permanent policy to deal with refugees.

In today's era with rise in internal displacement due to war, civil strife, poverty and climate change it is imperative to have strong institutional measures to deal with the issue.

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.

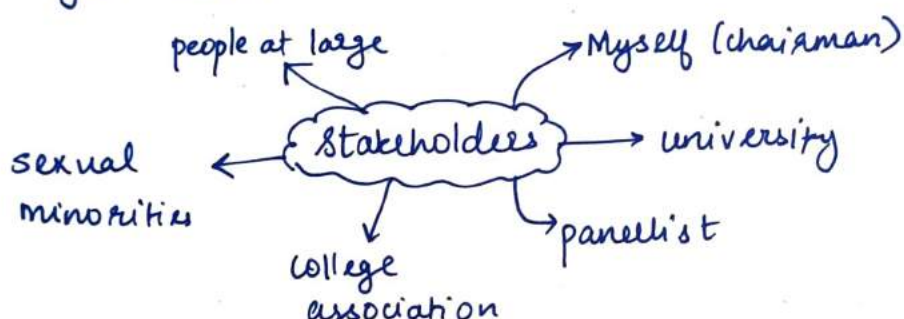
(b) Keeping the right to freedom of speech and expression in mind, highlight the steps you would take to resolve the issue and list arguments in support. (20)

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।

- (a) The above case study pertains to gender-ethics, ethics in human interface and dealing with sensitive yet relevant issues



Moral issues

- (a) issue of gender-ethics - Gender ethics is a relatively new concept that deals with ethics in relation to different genders
- those who conform
 - those who do not conform
- (b) Religious issue - for many the issue is a 'religious' one as they feel that concept of liberal pronouns for sexual

minorities is against religious dogmas

(c) Many claim that the contention of sexual minorities is wrong because it is 'against the natural order'

(d) Respecting individuality. - Each and every person is unique and different. No one must be forced to conform to society's standards.

(e) Individual v/s Society. - Often those in sexual minority find themselves pitted against the society

(f) Freedom of speech v/s dignity of other

There seems to be a conflict between freedom of speech and the liberty, integrity and dignity of sexual minority.

(b)

My steps

- (i) Have a detailed discussion with all stakeholders and understand their position.
- (ii) Request the students association to maintain peace (do not disrupt order) and assure them that their voice won't be unheard.
- (iii) Have a talk with the panellist, explain to him (use of persuasion) the seriousness of the issue and request him to issue apology.

Why?

→ As per SC → Art 21 includes right to bodily autonomy.

→ Art 19(1)(a) ~~is~~ can be 'reasonably restricted' * ✓

(iv) Use of $\begin{matrix} \nearrow \text{NGOs} \\ \searrow \text{civil society} \end{matrix}$ to spread a
positive message among masses.

(v) Ask the university to inculcate
positive values in students $\begin{matrix} \nearrow \text{Compassion} \\ \rightarrow \text{Respect} \\ \searrow \text{tolerance} \end{matrix}$

The issues ^{faced by} of sexual minorities are
serious. Society needs to open its
broad arms and accept difference.
That is the only way to ensure
peace & harmony

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?

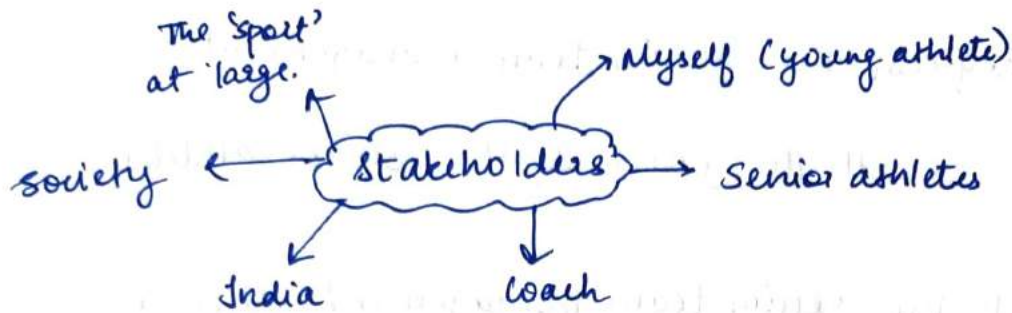
(20)

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?

The above case-study pertains to
ethics in sporting events and the
spirit of fair competition and sportsmanship



(a)

My course of action

- (i) As a young athlete representing the country I would request the coach to do the right thing.
- (ii) In case the coach dismisses me I shall approach the senior team management and inform them of the happenings.
- (iii) Present the facts as well as danger involved if caught
 - lifetime ban
 - bad image
 - loss of license

(iv) Request the senior team management to recall the coach & the senior athletes.

(v) If the senior team management does not

agree → I shall approach → organizing committee
↳ doping agency

and inform them of the happenings

Why ?

- (1) conscience as a guide to ethics
- (2) To save the reputation of my country.
- (3) Ethics in public & private life - Honesty & integrity.
- (4) To safeguard the integrity of the sport

(b) Reasons for rise in performance enhancing drugs

- (1) Culture of 'performance' and winning where winning is valued more than participation
- (2) High reward & low risk event → often athletes evade dope tests
- (3) Easy availability - Today many of the PEDs are easily available (over the counter)
- (4) Gullible nature of young athletes - Young athletes are susceptible and impressionable.
- (5) Failure of conscience to act as a source of ethics

Measures to minimize.

- (i) strong institutional set-up : regular doping tests have to be conducted
- (ii) Making the risk extremely high → these

caught must be served lifetime bans.

(iii) Inculcating right values in the young
athletes → build strong moral integrity.

(iv) Build a culture which respects and
appreciates participation efforts.

(v) Educate students from tender age to
respect the sport and participate
with fairness.

Recent reports suggesting that India
has been performing badly when it comes
to tackling doping is disheartening.
Significant efforts need to be made to
make the sporting event fair and honourable.

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.

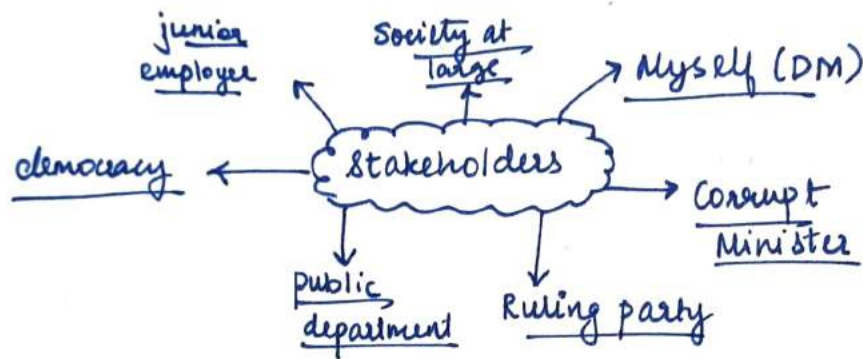
Answer the following with reference to this case:

- (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।

- (a) This particular case-study pertains to ethics in public administration, probity in public administration and foundational values of civil services.



Ethical issues

- (i) Vested interest of minister v/s larger societal interest - Minister wishes to evade his wrongdoings and fool the society.

- (ii) Personal interest v/s larger interest - As a DM, one has to look after their job security, but in this case it seems to be conflicting with larger interest of society.
- (iii) Appearance v/s Reality - If the junior employee is made a scapegoat it would result in hiding the reality.
- (iv) Corruption - Corruption is like a cancerous ulcer that plagues the society.
- (v) Safeguarding Democracy → If the truth is not brought out, it would lead to a failure in protecting democracy.
- (vi) Right to know/information → it is the most fundamental facet of a vibrant democracy → for making informed decision

(b)

Options available(1) Agree with the MinisterMerit :

- job security
- livelihood

Demerit

- crisis of conscience
- against democracy
- impact on scape goat

(2) Resign from the officeMerit

- evading responsibility

Demerit

- crisis of conscience
- failure to do duty.

(3) Report the matter as it isMerit

- protecting democracy
- victory of conscience

Demerit

- threat to life
- loss of job & livelihood

My course of action(i) I would choose option (3) and

report the matter truthfully and with.

honesty. Why? → Conscience as a source of ethics
→ Nolan committee values
(Transparency, honesty)

(ii) Inform senior officials of the matter & present relevant facts

(iii) In case senior officials do not agree, report the matter to the media + police

Why? → People have the right to know
→ Or else corruption will persist.

Corruption should not be accepted passively, every effort must be made to punish those who are caught doing corrupt practice.