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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	JANHAVI SATHE		
Medium Hindi/Eng.	ENGLISH	Registration Number	
Center		Date	

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।

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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 tendency to
be helpful, kind and compassionate
towards someone with no expectation
of receiving the same in return.

Why is it Important in Public Life?

— A civil servant must necessarily
have an altruistic bend of mind.

Helps —

- Increase trust between
bureaucracy and society.
- Increases responsiveness
and effectiveness
- Inspires junior employees
- Inspires society and increases
civil society activity.

Measures to Foster Altruistic Behaviour:

- Training Period should focus more on emotional, social, behavioural aspects rather than academic.
- Codes of Ethics and Conduct should be implemented strictly and any dishonesty should be treated as abdication of duty.
- Civil servants should be rewarded for their altruistic behaviour through felicitation etc. to incentivise it.

Therefore, altruism while an essential behavioural trait in a civil servant, is easy to lose sight of if it is not reinforced or fostered properly.

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।

The Utilitarian School of Thought

by Jeremy Bentham focusses on maximum happiness of the maximum number and believes in the

ENDS JUSTIFYING THE MEANS

→ However, this does not always ensure correct actions.

Gandhian Ethics: means should justify ends.

→ How we reach at a desirable place must also be desirable.

Therefore, an achieved goal is of no satisfaction to an honest person if the process of achieving this was against

one's conscience :

Eg: The withdrawal of the Non-Cooperation Movement post the Chauri Chaura Incident. While withdrawing it meant going back on the progress that was achieved, using violence was the least desirable thing in the movement and was simply, not right.

Eg: Ashoka's concept of dhamma is seen as independent of religions by some historians; but through his missions to the rest of the world ~~there~~ ^{to} popularise Buddhism, it is clear he wanted to spread the religion far and wide. However, instead of using military force to convert people, he preferred to go about it in a gentler, moral way and made dhamma a way of life. While it did not have much success, it was still the right way.

Many such actions may not yield us what we want, but at least our actions would be honourable.

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।

The police in India have several problems, including ethical.

- * Rapid politicisation of the police is an obstacle in law and order

Ethical Challenges

- # Transparency: Eg: Scams are gone unreported by police.
- # Bribery: Eg: Hawala Scam, Politician-Police nexus ruins fairness, justice.
- # Extra-Judicial Killings: Eg: Torture in Prison can lead to death and life-threatening injuries.
- # Inhuman Treatment: Eg: Rape victims, victims of cyber-bullying etc are not treated sensitively.
- # Violent Nature: Eg: People are scared

of the police instead of trusting them
as it is a colonial remnant of the police
representing a violent state.

All these lower social trust and
necessitate urgent police reforms.

Reasons Behind Corruption

- # Institutional legacy: The practice has
continued since colonial times-
- # Personal shortcomings of officers.
- # Political Compulsion in order to avoid
harm to career.
- # Despotism in Authority: Superiority Complex
over general public and lack of interest in
their welfare.
- # License / Permit Raj acted as encouragement.

∴ Corruption is the most massive
problem facing the police. It is not only
a moral imperative to eradicate it but
an economic necessity.

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।

Ethical
Corporate Governance is the set of principles governing the control and direction of a company.

Spirit and Structure

Spirit : Codes of Ethics and Conduct should be enforced; one is aspirational and the other directional

- A good work environment devoid of unnecessary competition, nepotism, favouritism facilitates honest, transparent work.
- Sensitisation programmes, re-training and testing emotional intelligence should be inculcated in corporate

practices

Structure -

- Internal audits on various levels
- Compulsory rotation of external audit firms
- strict compliance to Corporate Social Responsibility and reports
- Monitoring mechanisms, performance reviews
- Bribery even in the corporate sector should be seriously treated.
- Committees for grievance redressal, sexual harassment at workplace

Therefore, the spirit without the structure would be of no use in a corporate setup. Both are complementary and inseparable from the other.

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।

Both administration and civil society reinforce the creation of an honest society.

- Dr. APJ Abdul Kalam has posed the classic question of :

What can I get? vs What can I do?
for citizens.

- As Gandhiji has said, We should be the change we want to see in the world.

- Common citizens have a role in upholding values that are socially binding.

Eg: Corruption is a largely administrative problem, however, when a society accepts and lives with this problem, it perpetuates it and is on the downward trend.

Values like cleanliness, honesty in paying tax; refusal to pay bribes, tolerance; creating a united nation can only be effected by the people even if the push is by administrators.

Eg: The 'Har Ghar Tiranga' Campaign led to the people enthusiastically celebrating independence even if flags were provided by administration.
∴ a good society brings about excellent administrators.

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।

Working in silos means the compartmentalisation and departmentalisation of public work with no intersectionality or multidisciplinary thinking.

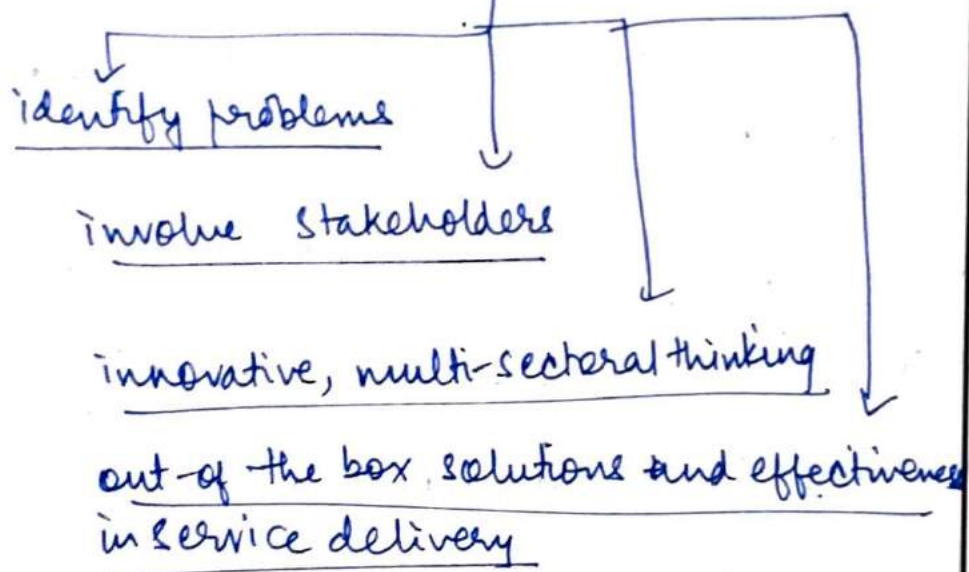
— An essential quality of a civil servant is to think from several perspectives.

A policy is multi-stakeholder; and therefore, inter-ministerial and inter-departmental cooperation is needed.

Eg: Public infrastructure in transport has suffered from this silo, status-quoist culture. The Gati Shakti Mission is an example of co-ordination

Eg: linking of water policies has also been achieved through Jal Shakti Mission, resulting in several Ministries working together.

— Co-ordination, cooperation and collaboration helps:



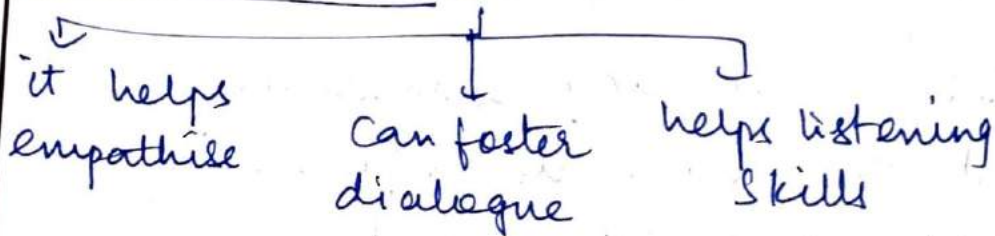
— It also lessens the scope of collusion as several hundred officials become involved

∴ Using detached involvement, the three Cs can help solve the silo problem of Indian bureaucracy.

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 ability to rein in one's emotions according to what the situation demands. It is a highly valued tool for a civil servant as:



Moreover, it also enables keeping a collected mind while taking crucial decisions.

⇒ At the same time, it can be used to one's advantage and to other's disadvantage.

Eg: Cult leaders, dictators are highly emotionally intelligent and can tap into people's emotions to manipulate them.

Similarly, "committed bureaucracies";
i.e. administrators that are committed to political causes instead of public interest are manipulative.

Eg: Soviet bureaucracy successfully aided the state in dispossessing everyone of private property.

Eg: Nazi administration had hoodwinked the people into thinking the Jews needed to be exterminated.

→ Since civil servants are the agents of change, they are the ones in direct contact with people and can bring about large changes in their attitude.

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 ability of a person to be swayed by socially accepted ways of thinking and behaving.

This can be good, bad or evil.

Good Influence

Eg. Swachh Bharat Abhiyan:

When cleanliness is endorsed by influential people and rewarded, the common man will follow it without question.

Bad Influence

Eg: Surrogate Advertisements;
i.e. when sportspeople endorse
sodas, unhealthy foods or when
actors endorse tobacco products.
This makes the common man
perceive of these products as good
and they also consume them.

Good Influence

- False speech on social media
and the media's irresponsible
reporting might result in fear-
mongering and ultimately a violent
situation could break out.
∴ Social Influence is a double-edged
sword and further, not easily controlled.

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 needs to be responsive, effective and efficient and above all, people-centric.

Coordination

- People-centric : involves co-ordination not only within the administration, but also with civil society
- Social audits, Citizen's Report Cards, Performance and Review Mechanisms are necessary for good service delivery.
- NGOs can be aids to administration and help in impartial delivery.

Moreover, citizens should feel no hesitation in reporting a grievance to the authorities.

Leverages Technology

- An online grievance redressal mechanism should be created.

Eg: RBI Ombudsman, SEBI SCORES etc.

- While preserving right to privacy and preventing data mining, administration should spot grievance-prone areas and work on an overhaul.
 - Artificial Intelligence, Machine Learning is the way ahead in service delivery.
 - Drones: also used in agriculture, vaccine delivery etc.
- ∴ Technology and coordination help make administration easier.

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's Arthashastra

is the embodiment of an ideal state instead of an actual reflection of how a state should be.

Kautilya's Teachings

- The king should always be present for the people.
↳ The political and public functionaries should be easily accessible and approachable to people. Therefore, there should be a rapport built.

- Kautilya emphasised on the state overlooking all activities in the state. While adapting this to the 21st Century, over-centralisation can be discarded; since there are several levels and tiers of the state now, decentralisation can be employed.
- Kautilya believed it necessary to have knowledge of public opinion. Today, through interaction with general public, bureaucrats must make sure to know of the people's opinions. This is guaranteed through opening of policies for public comment. ∴ after several thousand years, Kautilya's message remains valuable.

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

Life is not only about
living for oneself.

Socrates says: happiness is the
end goal of one's life.

Is Happiness the same as achieving
for oneself or contributing to the lives
of others?

Contented souls are usually those
who have helped people all their
lives and have nothing left to

lose anymore.

Eg: Great men and women such
as Mother Teresa, Nelson

Mandela had no ambitions to
achieve extraordinary power because
their power lay in being compassionate
and kind.

→ Tolerance and kindness are the
strongest attributes one could possess.

The measure of one's life is evaluated
by the impact of our good deeds
in the world; and that is what
immortalises a person.

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

Conscience, Spirit, Soul;

three words that often have similar interpretations. It can be seen as the immutable part of ourselves that decides the right and wrong for us.

It directs our behaviour, solves crises and is an indicator of our character.

What matters is our intention instead of our the end result.

Eg: Upon not succeeding at an exam, we might feel dejected. But we might

feel content at the fact that our intention; i.e. to work hard was correct all along and will motivate us even further.

Therefore, if our conscience / spirit is right, everything will naturally fall in place.

- If our character is honest, and truthful and if we uphold our morals irrespective of bad consequences; it is a mark of being an excellent human being.
- People remember you in the end for the deeds that you have done instead of your glorified personal achievements.

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

Peace is often seen as an
antithesis to war and destruction.

- However, its more effective
meaning is social as well as
economic.

Eg: The USA, in the 1960s and 1970s
were plagued by racial tensions.
Even after war with other countries
was over, the country was not at
peace. This is due to the obstruction
of justice. African-Americans were
neither given complete franchise,
nor were they allowed to intermingle
freely with the rest of society.

Eg: In India, even as communal riots subsided, society was not at peace even as several caste, religion, gender-based obstructions to justice had arisen. The gross injustice of the Nirbhaya gangrape had produced a violent, anarchy-like situation and had led to feelings of hopelessness.

∴ nations and societies will never be fully productive or peaceful if social and economic justice doesn't prevail. Our Constitution-makers had made it clear that justice, economic, social and political was essential in our country.

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 ethical problem at hand involves creating children who commit crimes as adults liable to law.

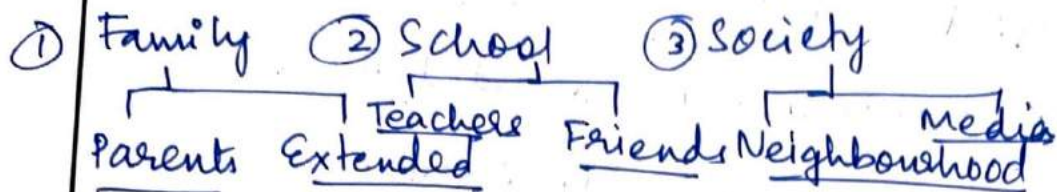
The question is: at what stage do children become young adults and understand the consequences of their actions?

a) Factors that drive children to commit crimes:

→ The NGO's claim that it is a reflection on the failure of society is indeed true to a certain extent.

SOCIALISATION is the process by which children imbibe a set of values and principles which are socially accepted from their surroundings.

Agents of Socialisation



① Family. ∴ Parents are the first people that a child emulates.

If a child witnesses miscreant / disrespectful behaviour at home, he will grow up thinking of it as normal.

Eg: Domestic violence, belting etc.

ii. Extended: Toxic notions engaged in socialisation; i.e. treating women as subpar; will take root in a child's mind.

Eg: Treating male child favourably.

② School: i. Teachers play a huge role in introducing the concepts of right and wrong to children. Insincerity and indifference may affect the child.

ii Eg: If a teacher ignores or encourages cheating

Friends: Peer pressure and the notion of not wanting to be excluded from a group urges people to do things.

Eg: Heinous crimes like gang rapes; murders occur due to peer pressure.

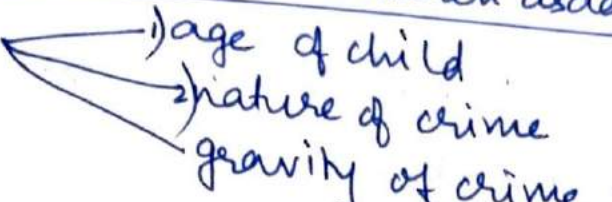
③ Society :- Where a child grows up and what they see plays a formidable role in their psyche.

Eg: Neighbourhoods where gangs are present might push the child in the same future.

ii Media : Film, content on TV; the news one is exposed to also influences a young mind.

Eg: Seeing problematic behaviours like stalking, perversion on screen being rewarded and lauded as something a 'hero' would do; acts as an encouragement to young men.

Is it ethical to treat children as adults?

Depends on 

- age of child
- nature of crime
- gravity of crime

- 1) Children aged 10-16 should be given reformatory counselling and treatment, while at the same time undergoing education and skilling.
- 2) Petty crime like theft is usually due to peer pressure or economic situation. Resourse should be counselling and education.
- 3) Gravity of crime, if heinous; it should be assumed that a minor is old enough to understand the consequences of such an action. Surely, at 16, a minor boy has a moral compass in place. No excuses should be made in such cases.
However, mental illnesses should be probed for.
∴ a one-size-fits-all approach is not helpful in CCB cases.

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।

a) Stakeholders Involved :

CEO-Founder



Stakeholders → Employees



Investors

Issues at Stake : long-term profitability
and reputation of the company.

- Mass retrenchment of loyal employees
at the cost of short-term profit may
cause trouble in the long-term.

b) i) Identifying key high performers
and offer them suitable positions before
layoff. Merits:- loyalty will be rewarded.

- Employee satisfaction ensured.
- Loss of talent prevented

Demerits : - Might give cause to other
employees to raise favoursitism Inepotism.

- Could be unfair to senior employees.
- Given an advantage over others, layoff
still to continue.

ii) Merits : would ensure productivity

- Would save money and cut costs
- Part-timers get more time to search for
jobs. Demerits:- Salary would get cut

- Job security lost - Bad work environment

iii) Merits:- Responsibility shifted from my
(CEO)'s hands.

- I would meet my obligations to serve
investors' interests.

- Demerits : - Employee - employer confidence lost - No job security
- Blow to reputation - Could lead to stock market loss - Could lead to legal trouble

iv) Merits : - Will increase trust between employees and employer

- Will bolster work atmosphere and show ideals that are valued; fairness and justice

Demerits, will give fair warning to employees before layoff

- Demerits : - Could take more time and might not be as prompt as the investors want it to be
- layoff will only be postponed; not delayed; therefore, it is not a relief

My job as the CEO-Founder should be to meet investors' expectations and at the same time, treat employees fairly without compromising service delivery

c) Course of Action

iv) is the most suitable option to choose, while making certain modifications.

→ Meetings can be called; first at senior levels, then managerial, then junior. Everyone has to be intimated about a cost-cutting exercise underway.

Focus should be on: building confidence and cohesiveness in employees.

→ High performers should be selected with no bias or judgement. Before appraising them, certain medium-level performers should be selected.

High performers can be allocated important jobs to increase productivity. Medium level can be given the option

to work part-time with cut salaries; and future employment to depend on performance.

→ I ^{we} should personally overlook the process of laying off and make certain interventions if required.

Adequate support should be provided: career and Human Resources can be mobilised to make sure that mental health of employees is not suffering.

→ While moving ahead with layoffs, investors should be appraised of the actions and course of action could be approved by them.

↳ Ultimately, catering to both sides should benefit the company's reputation in the long run.

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।

A refugee is a citizen of a country fleeing as a result of a threat to their life due to persecution, war. As we navigate climate change, it might also be a cause for refugees.

a) Moral Issues -

Recently, due to conflicts in Syria, Afghanistan, Sudan, Ukraine, people have been fleeing in search of a better life for themselves and their children.

- India has not signed the VN Convention on Refugees and thus does not ascribe to the principle of non-refoulement i.e. a person fleeing from a country cannot be sent back if they face danger.

- We are not legally bound to accept an influx of refugees. However, in various instances, on humanitarian grounds; India has rehabilitated Pakistani, Bangladeshi, Tibetan and Afghan refugees.

Refugees are ultimately citizens of another country and do not possess rights in the country they flee to; except basic ones.

- While countries are under no obligation to provide them with security, they provide them with food, shelter and water.

- Conflict-torn regions give no hope for refugees to return someday; and they live and build their lives in the host countries. It is inhuman to turn them back, but harbouring refugees is also at the cost of national interest.

Foreg: Jordan has taken in the most Syrian refugees even while having an economic crisis.

Eg: The poor West Bengal bore the brunt of the Bangladeshi refugees' influx in 1971.

b)

Recommendations :

As a Senior Official of the Minister of External Affairs, my recommendations would be:

- 1) Since India is the biggest, most secure power in the neighbourhood, refugees would head here. Discussions with other countries should arrive at a plan : to distribute the numbers of refugees fairly and proportionately to the other countries in the neighbourhood.
- 2) Refugees India-bound to be settled in temporary camps and settlements with enough basic amenities.

- 3) Analyse the danger they face if they are sent back to their country. Initiate dialogue with conflict stakeholders, mediate.
 - 4) Convey to conflict-torn region that their economic and human development is in ruins and will be if war continues. Start conciliation efforts.
 - 5) Refugees could be engaged in labour or could be utilised for organising; taking responsibility for themselves.
 - 6) Children should be sent to schools. Education and health cannot be disrupted. Inter-Ministry Coordination should be held for the same.
- Therefore; the principle of Nishkama Karma (detached involvement) should be followed.

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.

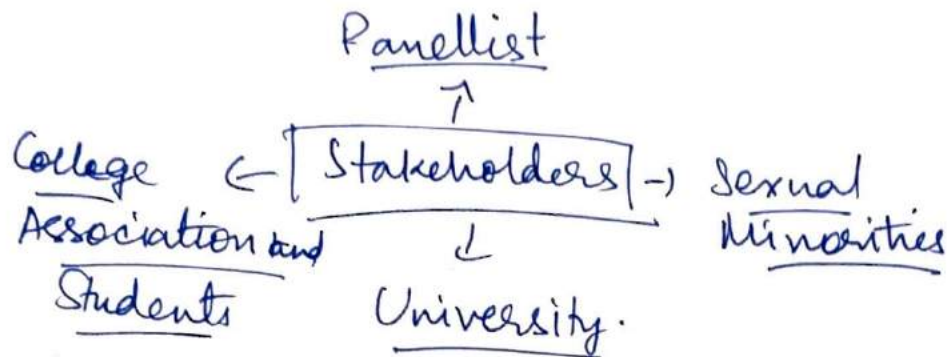
(20)

सामाजिक संपर्क, जहाँ 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, वहाँ 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) Moral Issues involved.



• Self- Identification .

Every person has the right to self-identify and their right to do so must be respected.

The panellist; while disagreeing with this, could have still respected their right to do so.

• Tolerance

At the same time, sexual minorities must understand the shortcomings in social change; i.e. 'it is slow'

- Social mores and norms take several years to change and they are reinforced by media; influential personalities etc. Not every section of society can possibly understand self-identification and the importance of pronouns just yet; and this must be understood.
- At the same time, this is not an excuse for those who are aware of such concepts to be insensitive about them. The university must also foster an environment of tolerance and fairness and the committee should consider the situation impartially and from multiple perspectives.

b) As the chairperson of the Committee,
I have several options before me.

Dialogue between parties

Sensitisation programmes

Apology from Panellist

These three must be combined.

The Freedom of Speech and Expression

The First is not an absolute right. It can be restricted in the face of Public order and morality. Both of these were violated by panellist.

Here, morality is constitutional, upholding principles of justice and equality.

Course of Action

1) Convey to the panellist that he has to make an unconditional apology as sentiments of a section of society

have been hurt.

- 2) Post this, as the situation would've have cooled down, dialogue between the panellist and association members can be held in order to increase the spirit of empathy and compassion
- 3) I ~~could~~ ^{would} recommend the creation of a Sensitisation Committee consisting of sexual minorities and their allies who would carry out soft campaigns on spreading awareness among people and dispelling myths from their mind.
- 4) Lastly, I would recommend the appointment of officials from sexual minorities in the University to set high ideals.

Therefore, working with multiple sides yields a solution.

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 problem at hand brings into
conflict ; personal ethics vs professional
ethics - It is a classic crisis of
conscience .

a) There are multiple stakeholders involved in this case:

Myself, senior players, coach

The integrity of the team and the country's reputation are also at harm.

Options Available:

1. Expose the details to media

Merit: Organisation may come under scrutiny, disciplinary action.

Demerit: It absolves my integrity and team spirit.

2. Try to talk to senior players and coach.

Merit: Conversation might lead to a change of mind.

Demerit: They might threaten me or ruin my career prospects.

3. Report to Senior Officials

Merit: They might take note of it and publicisation of issue will be avoided.

Demerit: Nobody will ever know of their wrongdoings.

Course of Action

- 1) Peer pressure usually makes honest people succumb to vices. My first task is to find out which player is the weakest link and who might be an ally.
- 2) Having convinced him/her to help me out, I will approach the coach and tell him of my intention to report their activities. Integrity is taking a moral stand even if it does not yield me profits.
- 3) With proof from the friendly teammate, and having spoken to my other teammates about reversing their actions or admitting their guilt, I will speak to senior officials, preferably more than one as there is a danger of collusion in higher ranks as well.

b)

Performance - Enhancing Drugs

are taken to boost energy and give players an unfair advantage over other competitors.

Reasons :

- Immense pressure from team, country, coach
- Some take the easy way out as opposed to the honest way.
- low confidence in one's abilities
- Addiction to these drugs could also play a role.
- Compulsion / peer pressure.

Minimisation of Practice

- Sports integrity should be inculcated from a very early age.
- Coaches, teams should be checked, vetted regularly by third-party.
- Collusion and nexus with high officials should be minimised.
- Strict action and bans could act as deterrents.

Therefore, minimising the use of these drugs plays a huge role in improving the country's standing as an honourable sporting nation.

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.

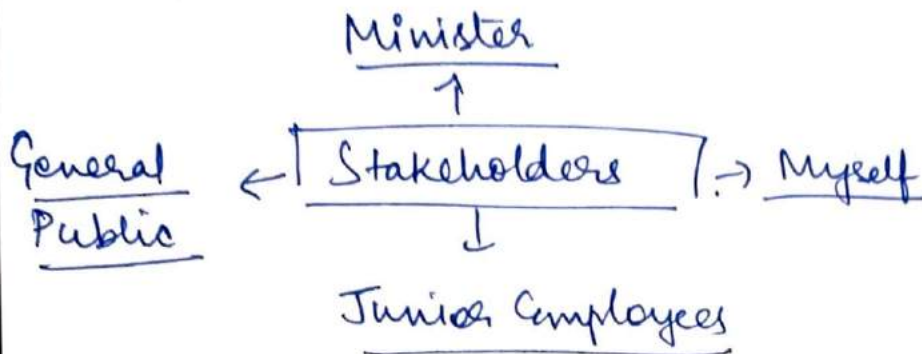
Answer the following with reference to this case:

- (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)



Moral Issues Involved:

- The said Minister is involved in illegal mining and is seeking to absolve himself through absolutely dishonest means.
- If I as a senior functionary become a Yes-Man to a dishonest political executive, it will be complete dereliction of my duty. It will harm public interests, aid the loss to the exchequer, and also harm the environment indiscriminately.

- Besides, implicating the junior employees would mean ruining their careers as well. Hiding facts from the public will foster a culture of secrecy and personalised despotism and will facilitate the win for a dishonest Minister.
 - Further, it is possible that the higher officials of the political party are unaware of this scam.
- Therefore, hiding facts from public, government and the political party concerned will result in my abdication of the trust placed in a public functionary.

b) Options :

1. Intimate higher officials of party and government

Merit: Will result in internal handling of problem.

Demerit: Secretive process, may have collusion.

2. Expose facts to media

Merit: Scrutiny of facts will lead to quick action

Demerit: Unbecoming of civil servant, politicisation

3. Carry out process like Minister wants

Merit: Would align with serving political executive.

Demerit: Dereliction of duty, no probity or integrity.

4. Blow the whistle with the help of senior officials

Merit: Follows due process, suo motu disclosure in public interest

Demerit: Could derail my career.

Course of Action

- 1) I would intimate the extent of my knowledge to honest, senior officials in the administration and take them in confidence.
 - 2) Knowing it could disrupt my career, I would take action and file a disclosure as it threatens to aid loss to exchequer and harm environment.
 - 3) I would also talk to other Ministers and convey to them my knowledge of the dishonest Minister so that they could undertake party discipline.
- Therefore, the mark of a true civil servant is to think on all levels and act with utmost honesty to oneself and the public, in their best interests.