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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Shubham	Registration Number	218920
Medium Hindi/Eng.	English	Date	31/7/22
Center	ORN		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(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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3:00

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 generally referred to as the feeling of compassion for others and ensuring their well-being.

Reasons why altruism is one of the core values of public life

- Ensures trust in public service and also legitimacy.
- Make public servant more aware of the concerns of public.
- Help fulfil the constitutional objectives of justice and liberty.
- It helps identify paradox of procedures.

- More citizen centric administration is established.

Measures to foster altruistic behaviour

- i) Modifying rules to protect those who prefers altruism over objectivity in compelling circumstances. eg, PDS to old women not having documents.
- ii) Sensitivity training at regular gap to know real condition of public.
- iii) Promoting usage of social media to know the concerns of the public.
eg, social media complaints handle
- iv) Awarding officers who show altruism and inspiring others
- v) Including compassion in Annual Performance reports.

Altruism forms the bedrock on which public services is based and it should remain supreme.

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।

According to consequentialists like Bentham, for actions to be right should maximise good consequences. This is countered by deontological approach.

- Wrong consequences but right actions
 - i) Actions done from a sense of duty
 e.g., soldiers killing enemies during war
 - ii) Protecting the rights of individuals at the cost of demands of majority.
 e.g., Snowden and NSA case

iii) Professing social norms and beliefs
 e.g., not allowing women inside
 Sabarimala temple

iv) Difference between various consequences
 (qualitative utility v/s quantitative
utility of TS Muu)

e.g., ^{people} enjoying a fight between a
 man and tiger brings joy to
 many people but it is morally
 wrong

v) following personal beliefs at the
 cost of majority's beliefs

e.g., Bhagat Singh's revolutionary
 activities

Knowing what is right or wrong can
 be best practised by promoting
 morally ethical practices in the
 long run.

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।

Policing in India has ~~regat~~ remained ethically challenging because of diverse society and lack of focus on morality.

Ethical challenges involved in policing

i) Corruption and police-mafia nexus.

• eg, Sachin Waze case

ii) Use of violence and custodial torture

• eg, torture of son and dad in

Tamil Nadu

iii) Discrimination

• eg, not filing case against upper caste members

iv) Use of technology and privacy concerns

- eg, facial recognition
- 1) Dereliction of duty and indifference
- eg, working with gangsters.

Reasons behind corruption

- Too much power with police
↳ leads to coercive corruption
- Moral degeneration and lack of ethics
↳ no consideration of rights
- Very low salary
↳ increases bribe culture
- Lack of deterrence as conviction is very slow
- Acceptance of corruption by society members. eg, giving bribe to police officials for passport verification.

ethical police can be a source of strength which increase trust of public and also ensure efficiency.

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 a tool to achieve some common ethical principles like fairness, justice and sustainability in the working of the company.

Combination of spirit and structure

i) Vision of ethical corporate governance
e.g. Tata Company vision to create shared value

ii) Good leadership to ensure spirit of ethical governance. e.g. Mukesh Ambani and Reliance group

iii) Monitoring by regulators
e.g., SEBI finreg Axis Bank for

front running.

iv) Code of conduct to structuralise ethical governance.

↳ also have code of ethics

v) CSR requirements

↳ for sharing benefits with the society.

vi) Leadership of the Board

↳ ensures accountability of management

vii) Independent Directors

↳ to protect interests of all stakeholders and manage risk.

Ethical corporate governance will ensure corporate sustainability and also increase productivity and retention of human capital.

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

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

Good governance requires efforts from everyone to maintain high standards of ethical conduct.

Institutionalising high standards of ethical conduct

i) Public servants

- maintain integrity and probity in governance
- remain accountable to both public and government
- improve work culture of government departments
- work efficiently to maintain trust in public office

1) Role of citizens

- ensure accountability through tools like RTI, social audit etc.
- do not indulge in bribery and corrupt activities.
- put pressure on public servants to remain ethical. eg, community scorecards
- complain about any unethical practices to higher authorities.
eg, complaints on online corruption portal in Punjab
- Demand fairness and objectivity in the actions of public servant

Sabka Saath, Sabka Vikas and Sabka Prayas should be the motto to ensure ethical governance

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' culture refer to compartmentalisation of work with each department working on the same issue on their own.

~~Import~~ Working in silos culture in Public administration

- Delays in approvals and clearance because of various ministries.
- Hierarchy in bureaucracy. eg, Railway Board functioning
- No co-ordination in delivering public projects- eg, road is dug after completion for sewer lines.

Importance of cooperation, coordination and collaboration

- Improves efficiency in the working of government departments.
- Reduce cost and time in project implementation.
- Eliminate duplication of efforts in governance. eg. Aspirational Districts
- Increase ease of doing business and also ease of living.
- Save resources of the government.
- Increase transparency and accountability of governance process.

Government through PM GATI Shakti Yojana is trying to reduce working in silos culture.

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

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

Emotional intelligence refers to the use of emotions to take correct decisions and also influence decisions of others.

Emotional intelligence - tool for public servant

- Helps in connecting with the public
e.g., Saurabh Kumar's Lunch with collector programme.
- Manage emotions under pressure
e.g., work stress during PM Visit
- Maintains work life balance
- Practice compassion and ensure public welfare
e.g., IAS Inayat Khan adopted two Pulwama Martyrs' children

Emotional intelligence - tool for manipulation

- i) Can be used for propagandas
 ↳ e.g. Hitler's use of emotions to gain Germans support
- ii) Also used in advertisements to promote company's product
 ↳ e.g. emotional ads during Rakshe Bandhan
- iii) Cause religious extremism
 ↳ e.g. radicalisation of youth leading to terrorist acts.
- iv) Emotional sabotage and persuading others to act accordingly.
 ↳ e.g. voting in elections along caste lines.

Intent differentiates the use of emotional intelligence. Public servant should always be emotionally aware to prevent any manipulation.

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 happens when one's belief, attitude and behaviour is shaped by other people, especially famous personalities.

Social influence- force of good

- i) Getting rid of archaic practices
eg, Vidya Balan in cleanliness ads
- ii) Changing negative attitude
eg, Beti Bachao, Beti Padhao- selfie with daughter campaign
- iii) Forming common opinion on development and societal problems
eg, Sabka Saath, Sabka Vishwas
- iv) Improving economic opportunities through

Social capital

↳ e.g., SNSs working

Social influence - source of evil

- Tool of economic fraud and manipulation
↳ e.g., crypto ads by social media influencers
- Increase in social validation needs
↳ e.g., posting videos of crimes on internet
- Manipulation to gain behaviour
↳ e.g., working of criminal groups like drug trafficking.

Being a double-edged sword, social influence needs to be regulated especially those have potential to create negative externalities.

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 is associated with fulfilling the basic needs of the people through efficient channels.

People-centric approach using technology and coordination

- Simplification of process through tech
↳ e.g., online passport renewal
- Giving agency to public
↳ e.g., one nation, one ration card by linking it with Aadhar
- Coordination at all levels through technology
↳ e.g., single window clearance (PRAVESH for EEA)

- Grievance redressal using technology
e.g., Umang app
- Open data approach to improve
transparency in public service
e.g., Rajasthan's Jan Soochna portal
- Technology to connect various
governments for smooth coordination
e.g., INDEA
- Maintaining quality of public
service delivery through coordination
and technology,
e.g., CCTVs in fair price shops

Minimum Government, Maximum
Governance in public service delivery
can be achieved through internal
coordination and technology.

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 was the minister of Chandragupta Maurya during 3rd century BC. His ideas are contained in the book 'Arthashastra'.

Relevant and important teachings of Kautilya

- Concept of welfare state
↳ "in the happiness of the public, lies the happiness of the king"
- Ethical capitalism
↳ he promoted earning money through fair and ethical means through the concept of 'Artha'.

- Dealing with corruption
 - ↳ Kautilya proposed strong penal framework to deal with the problem of corruption
- Maintaining stability in the society
 - ↳ through fairness, equality in treatment and justice.
- Protecting state's own interests in dealing with other countries.
 - ↳ idea of Saam, Daam, Dand, Bhed

The ideas of Kautilya is even more relevant in modern statecraft. It should be promoted and discussed in our colleges and academic circles to serve our glorious past.

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

The quotation signifies the duty and the aim of human existence on earth, that is, to improve the lives of others.

Significance of life

- Practising compassion to improve the life of others.
e.g., Aziz Premji is more renowned for his philanthropy
- Utilising our life to help those who need our help
e.g., Compassionate Kochi aimed at

improving the lives of others through food coupons.

- The aim of life should be to make this world a better place to live in. People like Lincoln, Gandhi etc are considered significant because they impacted the lives of others.

Can all be helped?

- Can we make difference if we don't have any resources. eg, a poor's life is not significant if he is not able to help others.
- Should we help terrorists and criminals or not.

As Rajesh Khanna in Anand said,

"Bahumoshay, Zindagi Badi Hori
Chahye, Lambi Nahi".

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

Swami Vivekananda's philosophy was based on Vedanta that signifies the importance of spirit / atman.

If our spirit is pure, our actions will be beneficial to all. for example, Gandhiji helped riot victims during partition and didn't reach for any power.

Giving preference to our own spirit ensures that our conscience is correct and we don't face cognitive dissonance.

↳ e.g., avoiding conflict of interest

Although it does create some negative externalities. Even if our spirit and intention are correct, the action may not benefit everyone. For example, demonetisation negatively impacted lives of people despite being done through good intention.

Thus, we should focus on becoming a virtuous person as ~~he~~ does
~~all~~ one's act is decided by the beliefs and values we hold.

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

Everyone wants peace in life. According to Martin Luther King Jr, this peace can best be established through removing injustices.

Meaning of true peace

- Moving beyond just absence of conflicts and tensions
↳ e.g., there is no conflict in India, but peace between various social groups has been illusory.
- Ensuring justice to allow everyone to find their inner peace.
↳ societal peace can only be achieved

if every individual is peaceful with their own conditions.

• As MLK said, injustice anywhere is threat to justice everywhere.

↳ as threat remains, peace will stay away

↳ e.g., vaccine inequity causing spread of virus

• Even John Rawls through his original position and veil of ignorance wanted to remove these injustices and establish true peace

Thus, removing inequalities and establishing social justice is the best way to find long term peace.

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 case presents the ethical dilemma

between treating children as adult for heinous crimes or not. In India after the JJ Act 2015, some crimes like sexual assault comes under the former category.

a) Factors that drive children towards committing heinous crimes

- Absence of ethical upbringing
 - ↳ eg, children who don't have parents or unwanted child are more likely to commit such crimes
- Social influence
 - ↳ children getting in touch with bad adults like hardened criminals
- Undeveloped or poorly developed conscience and intellect
 - ↳ generally children can't differentiate between good or bad

- Nature of law
 - ↳ belief that they will go juvenile centres instead of jails under law
- Growing influence of media
 - ↳ eg, movies promoting harassment of girls under perception of love
- Societal acceptance through power
 - ↳ many children who commit these crimes aim to gain power, eg drug trade
- Financial poverty
 - ↳ eg, robbery for earning some money

b) Ethicality of punishing children as adults

- As per John Locke, violating others' natural rights leads to one

giving up on their own natural rights.
↳ this justifies children being tried
as adults.

- Heinous crimes are crimes against
society.

↳ so children can't be part of the
society.

- Logical criteria for differentiating
children and adults

↳ some argue that there is hardly
any difference between a 17 year
old and an 18 year old.

- Better reformation in jails

↳ children who commit heinous crimes
will understand their mistakes
more better.

• Some argue that juveniles know the consequences of the act & so they can't be given special treatment.

• Although, people countering this argue through the arguments of undeveloped conscience, societal failure and no ethical upbringing.

↳ as per Rousseau, children are born good and gets corrupted by society

Thus, following the law of the land, children committing heinous crimes should be tried as an adult. At the same time, safeguards like mitigating factor report etc needs to be in place for fairness

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।

Recently, Housing.com CEO ~~file~~ fired many employees over a Zoom call due to investors' pressure. This is a similar case involving decision making by the CEO.

a) Stakeholders

i) CEO

↳ maintain balance and has to take some decisions

ii) Investors, need returns on their investments.

- iii) Employees - require good work culture
- iv) Company, ensuring sustainability

Ethical issues

- i) Economic profitability v/s social responsibility
 - ↳ laying off some employees to turn profitable
- ii) Displaying objectivity and fairness in action
 - ↳ who to layoff and who to keep
- iii) Maintaining ~~sure~~ long term sustainability or short term profitability
 - ↳ as employees are social capital required for long term

b) Analysis of various options

i) Identifying key performers & offering them suitable positions before implementing the layoff decision.

- Merits

- ↳ meet investors' demand
- ↳ filter out good employees
- ↳ maintain profitability

- Demerits

- ↳ objectivity in identifying performers will be difficult
- ↳ negates social responsibility
- ↳ might impact work culture

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

- Merits

- ↳ reducing expenditure to turn profitable
- ↳ might make all employees happy for the meantime

Demerits

- ↳ part time workers may not work diligently
- ↳ creates unnecessary divide

ii) Executing the layoff orders

Merits

- ↳ investors will be happy
- ↳ company will be profitable

Demerits

- ↳ lack of courage and responsibility towards employees
- ↳ affects long term sustainability

iii) Ensuring fairness in layoff

Merits

- ↳ investors' demand will be met
- ↳ transparency and accountability

Demerits

- ↳ loss of social capital
- ↳ might affect productivity and work culture.

c) My course of action

I will take the fourth option because of following reasons—

- Long term sustainability requires taking difficult decisions to ensure viability.
- This ensures fairness and objectivity.
- Remaining employees will be more result-oriented and this will ensure productivity.
- CEO also has responsibility towards investors.

At the same time, I will give extra one month salary to those who have been laid off and advantage in future ~~req~~ recruitments.

Company has to balance profitability with social responsibility through ethical work culture and corporate governance framework.

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।

According to UN, there are nearly
30 million refugees that need some
shelter. Conflicts, economic shocks
and climate change will only
increase the problem.

a) Moral issues related to the right of international refugees

i) Non-refoulement

↳ should not be sent back if their life is in danger in home countries

ii) Human rights protection

↳ responsibility to protect rights of every individual

iii) Claim on resources

↳ citizens v/s refugees claim of on limited national resources

iv) Increasing and promoting migration

↳ accepting refugees will create domino effect

v) Cultural dilution

↳ because of inter-mingling

v) Global cooperation and universalism
↳ every country has to protect the
life of other citizens

vi) Conflicts and crime
↳ refugees in conflict with locals.

b) ~~My recommendations~~

vii) fairness in accepting refugees
↳ e.g., Poland doesn't accept Muslim
refugees

b) My recommendations to deal
with refugees influx

i) Talk with the source countries
to negate push factors.
↳ e.g., improving economy of Sri Lanka

to prevent economic migration

ii) Secure borders to prevent illegal immigration

iii) Create a fair mechanism to take in
limited number of refugees.

↳ should be objective and impartial

iv) For managing resources

↳ ask for grants from UN agencies
and developed countries to
accommodate refugees

↳ funds from international donors

v) Settlement and integration policies

↳ providing jobs, shelter and basic
services

↳ to improve human capital

vi) Global cooperation to solve the
refugee crisis by acting against

source countries

Refugees need to be protected because they are vulnerable. At the same time sensitisation of community should be done to ensure cooperation and integration. As seen in the case of Germany, migrants can be a tool for economic development India is following the principle of Vasudhaiva Kutumbakam.

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 मांगें और इस संदर्भ में एक सार्वजनिक बयान जारी करें। 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।

Gender identity and related politics has become important in the age of media. Gender pronouns act as a tool of shaking the barriers of sexism and patriarchy. This case is the manifestation of right to express v/s cancel culture.

a) Various moral issues

- i) Protecting freedom of expression and interest
- ii) Self-identification of sexual minorities
- iii) Causing intentional harm through misappropriation of pronouns.
- iv) Ability to debate freely on controversial issues

- v) Role of media in generating controversy
- vi) Social justice towards sexual minorities
↳ they need special protection
- vii) Maintaining peace and collaborative atmosphere in college
- viii) Fairness in action in preparing detailed report.

b) Steps to resolve the issues and supporting arguments

- First, I will watch the debate to know exactly what was said.
↳ ensures objectivity
- Second, informal talk between the panelist and sexual minorities association
↳ ensures conciliation and peaceful resolution

Third, ensuring rights of sexual minorities through modifying college rules and sensitisation of members
↳ they need protection from harassment and using gender pronouns comes also under freedom of expression.

Fourth, protecting freedom of expression, especially to disagree by talking to sexual minorities association
↳ cancel culture can't be promoted in the college.

Finally, ensuring guidelines in place to prevent future problems by consulting all stakeholders
↳ balancing freedom of expression

with self-identification practices of gender activists.

In the long run, as per Kant, protecting freedom of expressions will be more beneficial. It is from this only that gender activists started using pronouns. Through healthy debates and dissent, as per Amartya Sen, we can build a better society.

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?

According to UNESCO, India ranks
third in the usage of banned
substances among sportspersons. Doping
strikes at the heart of fairness in

sports.

a) Various options available to me

i) Do nothing and ignore the doping

ii) Talk to players and the coach and persuade them to not indulge in doping.

iii) Go to the higher authorities and complain about doping

iv) Take the drugs myself

First, second and fourth options ~~doesn't~~ doesn't resolve the issue. The doping can continue. If I ignore the situation, I will show lack of courage and dishonesty. In future, if someone finds out, the country's

reputation will be furnished might impact future opportunities.

While complaining to higher authorities might sour my relations with my fellow teammates and coach and I might also get implicated through fraud.

My course of action

- I will go to the ~~higher~~ coach and teammates first and warn them about consequences.
- If they continue to use enhancing drugs, I will complain to the authorities with proofs.
- I will also talk to media and

reveal all the details to create a deterrent for dopers.

This will show courage on my part and spirit of sports will be maintained. It will ensure fairness and competition - these are the cornerstones of sport.

b) Reasons behind use of drugs

- Pressure to win medals.
- Opportunity of government jobs on winning the medals
- Habit as inspection at lower level is not active.
- Corruption in the sports ecosystem.
↳ eg, Russian system
- Lack of knowledge about which are banned drugs

Measures to normalise the practice

- Improving testing system and infrastructure to create deterrence.
- Ethical sports culture development from lower levels.
- Swift action against dopers.
- Increasing opportunities to compete so that sportsmanship is developed.
- Raising awareness about banned drugs through technology.

In a country that has nascent sports ecosystem, doping prevents the maturity. Apart from legal frameworks, imbibing ethical sports culture is the need of hour.

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।

Illegal mining negatively impacts both state and public. Mixed with crony capitalism and political-mafia nexus, it can eat the whole society.

a) Stakeholders

- Me as DM of the district
- Minister, who is also involved in illegal mining
- Public, both who benefits and those who gets harmed
- State exchequer, loss of mining royalty
- Environment, pollution due to illegal mining
- Media, who broke the story and needs accountability

Ethical issues

- i) Personal interest v/s duty towards public
- ii) Crony capitalism
 - ↳ politician involvement in illegal mining and corruption
- iii) Protecting work culture
 - ↳ as being forced to blame some juniors
- iv) Economic profitability v/s social responsibility
 - ↳ illegal mining harms environment and local public
- v) Financial loss to state due to illegal mining
- b) Evaluation of options
 - i) Prepare a false report blaming some juniors

• Merits

- ↳ political patronage for me
- ↳ might stop illegal mining

• Demerits

- ↳ lack of integrity and courage
- ↳ dereliction of duty
- ↳ corruption will continue

ii) Do nothing and ask for transfer

• Merits

- ↳ won't be in the bad book of minister

• Demerits

- ↳ lack of courage and showing indifference
- ↳ no solution to any problem

iii) Submit an actual report containing details about corruption

• Merits

- ↳ shows integrity and courage
- ↳ illegal mining will be stopped
- ↳ no scapegoats

• Dilemmas

- ↳ my career might be jeopardised
- ↳ might influence elections

Course of action

- Following Kantian's Duty ethics, I will prepare a detailed report and submit it to the minister.
- I will also hold press briefing and divulge all the details without blaming and naming anyone.
- I will be ready to accept any political fallout.

As Gandhiji said, conscience is the highest court. This course of action will prevent any crisis of conscience and I will perform my duty.