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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	English	Registration Number	887006
Center	online	Date	18 Aug 2021

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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Delhi- 110009

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

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

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

Altruism refers to the value of wanting to do good for others without wanting any benefit in return.

Significance in public life :-

① For a public servant, dedication to duty & service must be primary goal.

② It prevents involvement in corruption & having vested interest.

③ Promotes innovative thinking to ensure maximum welfare.

△ Armstrong Pame
(Miracle Man - 100 km road in Manipur).

④ Selfless decision-making

△ Tamboli Ayyaj - providing services to tribals in Maoist region.

Fostering altruism in public services :-

- ① means of awards & incentives for altruistic thinking.

↳ Civil service awards.

- ② Performance-linked promotions (2nd ARC)

- ③ Value-based training with greater internalisation of code of ethics in CSAs.

- ④ Provide role-models in early stages of career.

↳ ~~Armstrong~~ Armstrong Pame, etc

- ⑤ Value-inculcation from young age:

↳ Mentioning egs of role model CSAs in education curriculum.

"Having the capacity to care gives life its deepest meaning"

- Jerry Springer

Thus, compassion & altruism help build better civil servants.

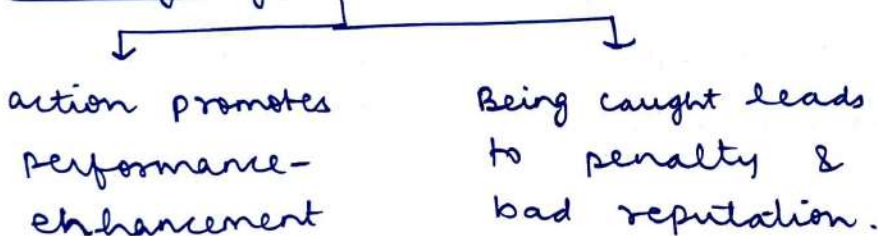
1. (b) Certain actions can be right even though they do not maximize good consequences, for the rightness of such actions consists in their representing certain norms. Discuss with examples. (150 words) 10

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।

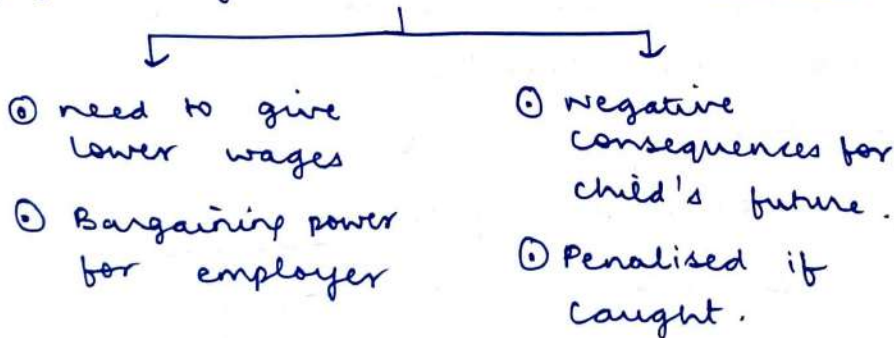
Norms refer to informal traditions that are followed in society as part of culture.

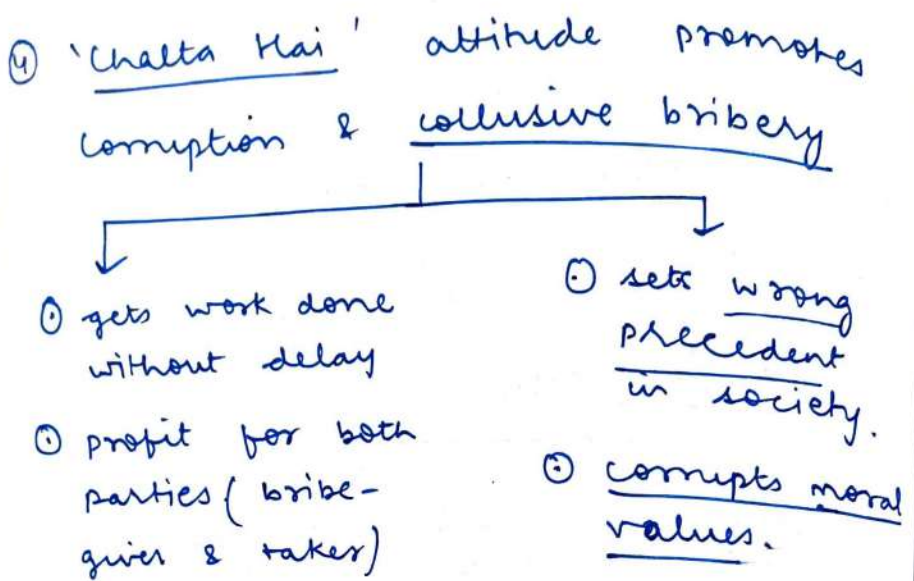
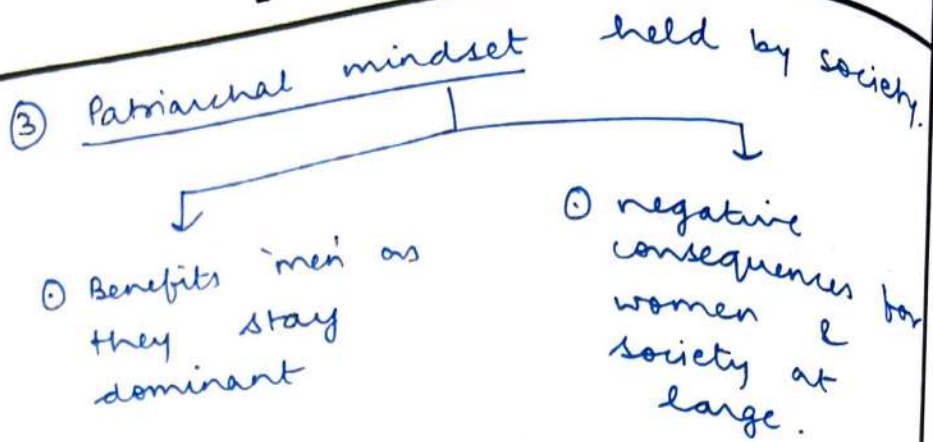
Certain actions are done simply to act in sync with norms, while they may not maximise good consequences: - Eg: -

① Doping by athletes:



② following practice of child labour





Hence, it can be seen that -
'law decides what should be done.
But norms decide what actually
is done in society.'

Hence there is need to let go
of orthodox & regressive norms,
for building a morally
correct society.

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

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

Police forms a pillar of the 'steel frame' of bureaucracy as envisaged by Sardar Patel.

Ethical challenges:-

- ① Elitist attitude & discrimination.
 [Eg] Not filing FIRs of 'lower caste people'.
- ② Custodial killings → extra-judicial & unlawful decision-making.
 [Eg] Jayaraj - Bennicks case (TN)
- ③ Conflict between objectivity & compassion.
 [Eg] Use of lathi charge on protesters.
- ④ Political pressure & influence of superiors.
- ⑤ High levels of corruption:-

▷ India at 85th rank in Corruption Perception Index.

Reasons behind corruption :-

- ① Poor wages to lower-level police officials.
- ② Lack of work-life balance due to overburdening of work & vacancies in force.
- ③ Police officials' working is reflection of overall society
 - ↳ 'Chalta Hai' attitude towards corruption.
- ④ Lack of proper accountability & grievance-redressal mechanisms
 - ↳ due to collusion between senior & junior police officials.

Thus, SC guidelines in Prakash Singh case must be followed to improve police working.

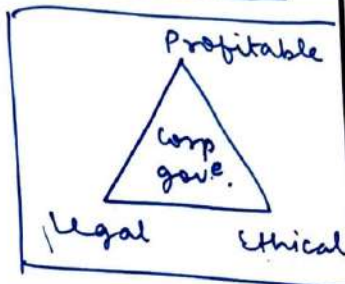
(b) A right combination of spirit and structure is integral to ethical corporate governance. Discuss. (150 words) 10

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

"Good ethics is good business".

— David Lincoln.

Corporate governance is the ^{profitable} working of business whilst ensuring rights of all stakeholders are fulfilled.



This can be ensured by combination of spirit & structure.

Spirit :-

1) Leaders of a business must themselves have spirit of providing welfare for society.

⚡ Eg Azim Premji's philanthropic work.

2) Voluntary transparency & accountability by management.

3) Wanting to be known for impeccable standards of integrity, morality & ethical business.

Good structure :-

Bisla committee & Uday Kotak committee recommend following measures for good structure:-

- ① Having whistleblower policy - to encourage grievance mechanism.
- ② Board of directors to have at least 1 woman to make more representative decisions.
- ③ Financial accounts to be shared after every 6 months with shareholders.
- ④ Committees to be made for feedback & grievance mechanisms.
- ⑤ CSR committees be made.

Hence, meeting goals of profit, law & ethics together ensure mutual development for organisation & all stakeholders.

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।

'Bureaucracy is nothing but a representation of its ecological environment' - Riggs.

Both civil servants & common citizens together institutionalise standards of good governance: -

Civil servants: -

- ① Compassionate working to ensure welfare for society.

→ Prasanth Nair in Project Sulaimani [floods & Kerala]

- ② Acting as role model for society: leading by example.

→ P. Iyer cleaned faecal matter with own hands to promote inclusivity of manual scavengers.

Role of citizens: -

- ① formation of civil society

organisations

↳ Kailash Satyarthi involved in movement against child labour

② Use of tools of social audit, RTI, etc

↳ 'Jan Sunwadi' (Rajasthan)

③ Holding govt accountable & asking for change in policies.

↳ Anna Hazare movement ~~for~~ against corruption.

④ Acting with civil servants to support governance.

↳ Vidhut Vahini provides intel to police about trafficked individuals.

⑤ change in societal thinking influences change in laws.

↳ Sec 377 decriminalised.

Thus, civil society can act as agents of change by playing more proactive role in promotion of good 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।

Public administration still follows traditional approach of isolated working of different departments, which prevents good governance.

→ Continuous & ongoing road construction due to one reason/ another.

Need for cooperation, coordination, collaboration

① maintains responsive govt which tackles all issues in collective manner.

② helps in more efficient working

→ Identification of criminals using CCTNS mechanism

③ Builds harmony & federalism's spirit

→ Cooperation between CBI & local police.

- ④ ~~Faster~~ Greater transparency & accountability

▶ Govt & citizens working together in social audits

- ⑤ Wasteful use of resources can be minimised, which can be utilised for other welfare work.

- ⑥ Collaboration with international partners can improve performance

▶ Partnership with Israel for 'micro-irrigation'

- ⑦ Creation of proper feedback loop improves decentralised working.

▶ District planning committee's plans used to formulate national plan by Niti Aayog.

Steps like ~~PM~~ PM-Gatishakti are good examples. This type of collaboration will enhance efficiency as well as ethical performance.

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 identify one's & other's feelings; correctly categorise them & use them ~~them~~ to guide behaviour [Mayer & Salovey]

Essential for public servants:-

- ① Self-awareness: To identify one's ^{emotional} perception of a situation.
 [Eg] feeling of bias must be identified & removed.
- ② To take decisions by balancing all emotions.
 [Eg] Tharkhand PDS starvation case - eg of lack of compassion.
- ③ Conflict resolution
 [Eg] using EI to calm down angry & crowd.
- ④ Regulate own emotions that interfere

with duty fulfilment.

Misuse of EI :-

- ① Misidentification of citizens' emotions to justify own action.

Eg Police doing lathi charge on grieving group & saying they looked angry (Mon, Nagaland civilian killing).

- ② Utilising ~~one's~~ another's emotions for own vested interests.

Eg Asking bribe for issuing documents faster.

- ③ 'Fear' & 'respect' of public servants by citizens is misused for own benefit.

Eg Elitist attitude → Bihar DM scolding school principal for wearing Kurta Pyjama.

Thus, EI ~~needs~~ is a double-edged sword & needs to be used for benefit of all.

As Oscar Wilde said - "I don't want to be at mercy of my emotions. I want to use them, enjoy them, dominate them."

4. (b) Social influence is an ambivalent concept. It can be a source for good, bad and even for evil. Discuss with the help of relevant examples. (150 words) 10

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

Social influence refers to the usage of ~~conformity~~ ^{conformity}, compliance, or obedience in order to change the behaviour / attitude of an individual.

Use for good

- ① 'Nai Ghar Dastak' campaign - to increase vaccine coverage during Covid.
- ② 'Nai Ghar Tiranga': To generate love & respect for own country.
- ③ 'Hum do Humare do' - population control.

Use for bad :-

- ① Khap panchayats - means to spread orthodox thinking.
- ② Conforming due to peer pressure.
Eg. Smoking, drinking.

- ③ Obeying laws which are immoral.
eg Laws of child labour in British rule..

Use for evil :-

- ① Hitler used social influence to persuade people in support of the holocaust.
- ② Countries carrying out warfare use social influence to convince others that they are right.
eg Russia defending Bucha killings in Ukraine.
- ③ Social stratification & discrimination
eg lower castes were not allowed to touch objects used by upper castes.

Thus, it is one's intent which drives the outcome of social influence carried out. Ethical conscience must be used to use social influence for greater good.
 (Utilitarian approach)

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।

Primary objective of public servants is to ensure welfare for citizens (last 38), which is possible by people-centric & technological approach.

People-centric coordination :-

- ① Laws made must be for people's welfare & must be discussed with them before approval.

eg Public consultations of draft legislations.

- ② Builds more responsive govt.

eg Repeal of ban laws after protest.

- ③ Encourages more accountability & transparency ⇒ Thus improves service delivery.

eg RTI, social audit.

- ④ Having a people-centric approach makes public servant more compassionate, impartial & one with integrity.
 [eg] TN Seshan,
 Ashok Khenka.

Use of technology:

- ① Promotes e-governance & improves connect with citizens.
 [eg] mygov portal
- ② Faster service-delivery & grievance-redressal.
 [eg] Twitter sewa
- ③ Decreases scope for corruption & red tapism.
 [eg] Faceless Tax appeal scheme:
 Honoring the honest.

Thus, Gandhian concept of 'su-raj' (good governance) is only possible by building connect with public.

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 continues to be one of the best references for running public administration in 21st century.

Important teachings: -

- ① 'King's happiness lies in the happiness of his subjects':

↳ Today, govt's & bureaucracy's happiness must be in their fulfilment of their service & duty.

- ② 'Kosho Mula Danda':

↳ means that 'revenue is backbone of economy'. This holds true because one needs a stable economy to provide welfare to public.

↳ eg providing food subsidy.

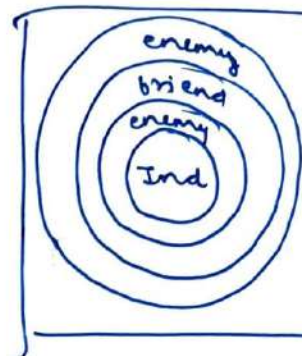
③ Use of 'saam, daam, dand, bhed': -

These are means of persuasion which can be used by public servants to persuade public.

④ 'Mandala theory':

Kautilya's theory on international relations

highlights that neighbouring countries are like one's enemies; while neighbour's neighbour is a friend.



eg India's current conflicts with Pak, China.

⑤ Saptang theory:

Mentions the 7 'limbs' of state which are needed for effective administration.

eg Govt, ministers/ bureaucracy, revenue, infrastructure, etc.

Hence, Kautilya continues to hold great relevance in working of Indian administration.

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

Nelson Mandela sacrificed his life by going to prison, to fight for the rights of others.

① The above quote highlights how life must not be lived only for own self. Rather, it must have greater relevance for change made to other's lives.

② When one makes positive difference to others' lives ⇒ Person is remembered long after death ⇒ life becomes much more significant

▶ Mahatma Gandhi in India's freedom struggle

▶ Rosa Parks led civil rights movement in USA.

Relevance of quote :-

- ① It motivates oneself to think beyond own self & do something for others.

eg Dedicated service by Covid warriors.

- ② To be able to set a positive example for the world.

eg work of Kailash Satyarthi against child labour.

- ③ To be involved in building a more ethical society.

eg mother Teresa.

- ④ Fighting climate change.

eg conservation efforts today to help tomorrow's generation.

Thus, 'life must not be long', rather it must be meaningful' - which is possible by helping & working for others

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

The above quote by Vivekananda highlights that one's conscience & spirit must act as the greatest guide while taking decision.

- ① Laws might not always be just & one needs to follow conscience in such cases.

eg Earlier laws criminalising sec 377, etc.

- ② Societal ethics may not always be in consonance with personal morals.

eg People still doing discrimination against minorities.

- ③ Person must not follow 'herd-mentality'

eg groups in support of Hitler's actions.

Relevance today :-

- ① To fight against societal evils.
 [eg] Raising voice against patriarchy in home.
- ② To change working of administration.
 [eg] reporting acts of corruption even when others have 'Chalta Hai' attitude.
- ③ To use own spirit's voice while taking a decision.
 [eg] not being part of unethical act of mob lynching.
- ④ Caring for environment.
 [eg] Not littering on roads even if allowed, as spirit doesnot allow it.

Thus, as Gandhiji said, "There is a court greater than court of justice, which is the court of conscience! :

This 'court's decisions must be followed to stay ethical.

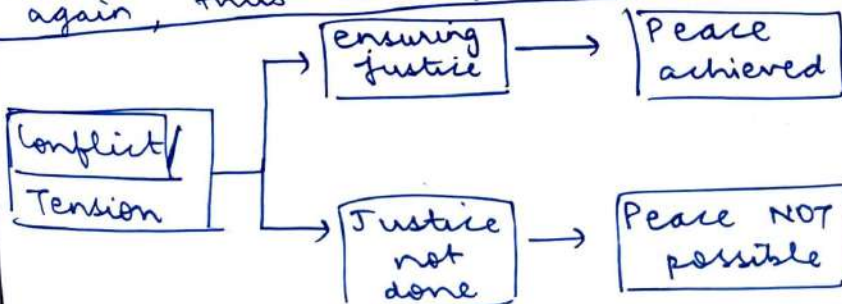
(c) "True peace is not merely the absence of tension; it is the presence of justice." Martin Luther King Jr (150 words) 10

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

The above quote highlights that peace does not mean that conflict does not exist. Rather, it means that conflict is solved with effective justice being provided.

① Tension/Conflict is an inevitable part of life. Thus, a person looking for absence of tension will never be at peace.

② Rather, conflicts need to be resolved; but resolution should follow principle of ensuring justice. If not, conflict will arise again, thus leading to no peace.



Relevance :-

- ① To provide justice to marginalised section of society.
 eg abolition of untouchability under art 17.
- ② Solving international issues.
 eg Indus water treaty between Ind - Pak for justiciable water distribution.
- ③ Climate change.
 eg Common-but-differentiated responsibilities for developed & developing countries.
- ④ Preventing state's misuse of power
 eg Judicial review under Kedarnath Singh case, etc

Thus, justice approach of ethics must be followed for ensuring equity & peace in society.

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 प्रतिबिम्ब 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?

Children act as the trustees of posterity, and their behaviour reflects direction in which society is moving.

(a) Possible factors driving children to commit heinous crimes:-

① Socialisation - values given to child by parents, school, media, etc.

[Eg] Parents teaching patriarchal mindset can lead to crimes against women.



② Lack of attention: Children might try to get attention of passive parents, by committing crimes.

[Eg] Recently a girl got herself kidnapped to get attention.

③ Economic burden - on family, which affects children.

[Eg] Both parents working: None involved in inculcating good values.

[Eg] High poverty $\Rightarrow$ child tries to help by committing crimes of stealing, kidnapping, etc.

④ Influence of peers - Teenage years

are characterised by heavy influence of peer group. Thus, bad company of friends can lead to bad values.

⊞ Eg Gangrapes ; gang-murders, etc.

⑤ Falling ethical standards in society, with rise in materialistic tendencies.

⑥ Easy access to technology - which has led to rise in cybercrimes.

⊞ Eg Cyber bullying ; phishing ; etc.

⑦ Trying to portray oneself as a 'leader'.

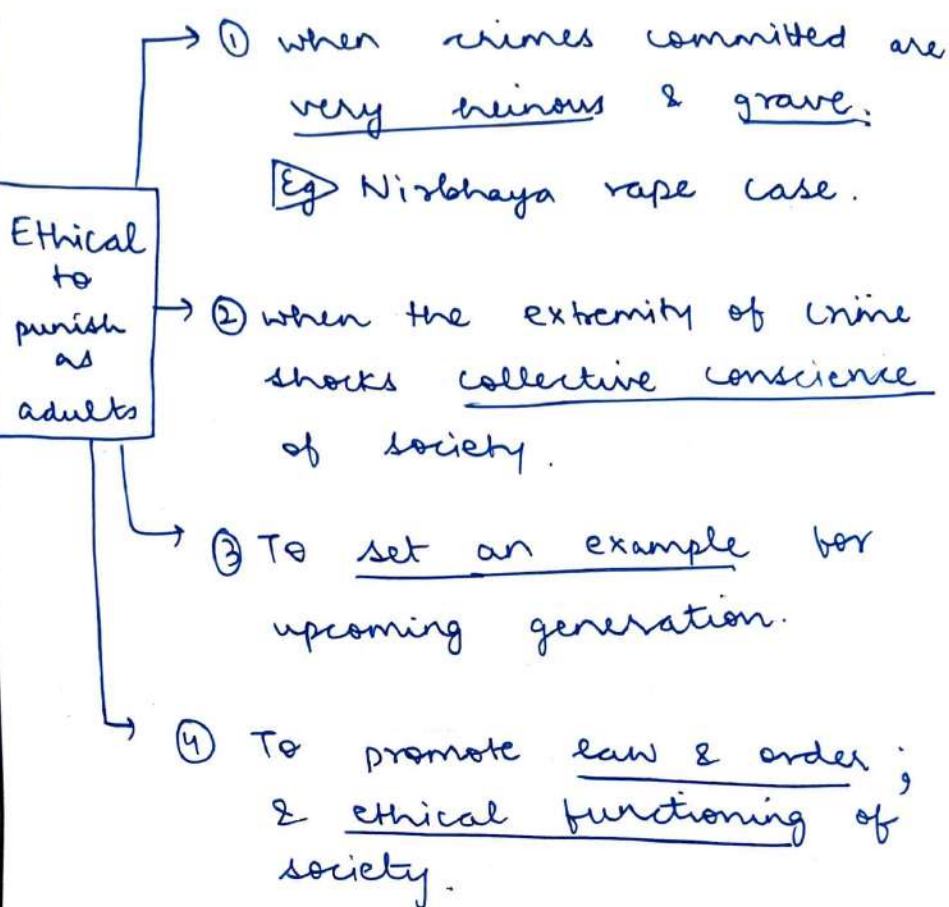
⊞ Eg Udaipur Killing of tailor who spoke against prophet - to set an example.

⑧ Earn profit without having any accountability.

⊞ Eg Part of mob lynching ; baseless terrorism by youngsters in J&K.

⑥ Is it ethical to punish children as adults?

The answer varies depending on context & situation.



However, it may not be ethical for reasons like:-

① Children are too young to understand repercussions of their acts.

② A crime done might be reflection of a past trauma that the child went through.

▶ Eg Physical / sexual abuse resulting in child internalising the same.

③ might have been done as part of revenge.

▶ Eg murder of abusive father.

④ children are easily influenced & can fall into immoral trap given by adult peers.

Thus, the decision to punish children as adults must be done only on case-by-case basis. Personalised judgement must be given after inquiry into past experiences; socio-economic trauma; etc of the child.

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।

The above case study is in context of various companies undergoing mass-layoffs in the backdrop of Covid.
eg - Unacademy, etc

① Stakeholders involved :-

① Me (as CEO-founder) & HR team	I have to make ^{final} decision on whether to move forward with layoffs / not . HR team assisting me in decision
② Investors	facing losses due to company's recent poor performance want mass-layoffs to increase profits.
③ Employees	gain monetary salaries from employment .

	• Apprehensive of the numbers of layoffs, creating <u>fear</u>, <u>tension</u> & <u>lack of cohesiveness</u> between them • base career instability.
Society at large	• Mass-layoffs set an example in society $\Rightarrow$ leading to <u>domino effect</u> with various organisations doing the same • leads to <u>rising unemployment</u> & <u>poverty</u>.

Ethical issues involved :-

- ① Personal gain v/s employee-centric behaviour: Mass layoffs will improve profits & investment for my company, but hurt morale of my employees.
- ② Pressure from investors - might affect my objective & impartial decision-making capabilities.

- ③ Compassion v/s objectivity - Layoffs will affect life of many, leading to unstable career for them.
- ④ Reputation/ Image in market might get affected negatively due to such a step.
- ⑤ Effect on future output - might demotivate employees, thus leading to tendency of inefficiency.
- ⑥ Bias towards one set of stakeholders:
Either investors or employees might be given more importance in final decision.

⑥ Options available :-

- (1) suitable positions for high performers before implementing layoff

Merits	Demerits.
① layoffs will lead to more profits & investments. ② high performers will be retained,	① There might be biased/non-transparent working in choosing high performers. ② 'Hard workers' might not be given

thus ensuring future efficiency.

- ① fear allayed from minds of good performers.

due importance.

- ① May lead to poor reputation in market.

(II) Putting terminated employees on part time retainers :-

Merit	Demerit
① jobs stability of all employees is maintained.	① Part-time jobs will not meet objective of <u>decreasing costs</u> for company.
② <u>Compassionate</u> decision-making.	② might not please investors.
③ All employees motivated to work & increased cheerfulness.	③ Part time workers may lack same level of efficiency.

(III) Executing layoff order as asked by investors & letting them deal with long term consequences.

Merit	Demerit
① Provide increased profits & investments for company.	① As <u>CEO</u> , I am responsible for repercussions of long-time consequences.

- ① Investors are satisfied.
- ② Profit-based decision making

① Shows my lack of competence to take decision as per my intellect.

① Poor reputation in market

① Non-compassionate working.

(14) Improve perception of fairness & move ahead with layoffs.

Merits	Demerits
① Transparent & fair mechanism used. ② Profit & investments increase	① Employees laid-off base job instability. ② Might cause bad image in market.

② My decision

As CEO-founder, I will move forward with (14th) option - will improve fairness & go ahead with layoffs, but will provide certain time to continue while employee looks for alternative employment. Thus ensuring:

- ① compassion & objectivity.
- ② following my conscience as well as thinking for organisation.
- ③ 'Balanced' approach [Golden Mean - Aristotle].

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 मुझाव देंगे।

The above case study holds significance in context of increasing Rohingya refugees entering India from neighbouring countries.

② Moral issues involved :-

- ① Right to dignified life for refugees comes under UN Human Right principles.
- ② Domestic resources of land, housing, jobs might be taken over by refugees.
- ③ Internal unrest in country might occur due to influx.
 [eg] Assam protests post Indo-Pak war 1951 due to Bangladesh refugees.
- ④ Lack of accountability - As such refugees are illegal residents & not citizens of country, there is conflict over how to govern them.
- ⑤ Compassion v/s objectivity - Refugees from conflict-torn regions do not have option of returning to own country.
 But entry in one's country leads

to negative effect on citizens.

⑥ Increase in crime-rate due to influx of poverty-stricken population.

⑦ Change in ethical values of society.
Refugees might follow different ethics & values; & may influence thinking of domestic population.

⑥ Recommendations:-

As senior official of MEA,
my recommendations will be:-

Short-term measures:-

① Influx of refugees to be carefully monitored, to prevent further illegal immigration into country.

② ^{For} Those already entered - Basic necessities like food, clothing, shelter must be ensured.

- ③ However, repatriation dialogues must be held with neighbouring country.
- ④ Neighbouring country must be persuaded to hold internal dialogues to ensure peace & stability.
- ⑤ Any domestic unrest must be monitored & prevented at priority.
- ⑥ Prevent crimes against refugees, & afford protection : part of their basic rights.

Long-term measures :-

- ① Draft national refugee policy at the earliest which must have provisions such as :-
 - ① Preparing detention centres for refugees from conflict - torn regions.
 - ② mention situations in which

refugee influx might be permitted.

⚡ Severe violence against minorities, etc

- ③ Patrolling of borders to be made stricter to tackle illegal influx
- ④ listing down of basic human rights which must be provided to such population.
⚡ food, water, etc
- ⑤ measures to ensure that rights of native population are not hurt in long term.
- ⑥ Dialogues & MOUs with neighbouring countries on how to move forward in such situations.

Hence, such an approach will provide balance between promoting 'Vasudhaiva Kutumbakam' (help to refugees) & protecting welfare of native population.

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

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

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

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

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

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

Recent decriminalisation of section 377 and 'Pride parades' by citizens has led to increased awareness about rights of sexual minorities.

① Moral issues involved :-

① ~~Take~~ Panelist taking away people's right to self-identification - which is against art 19(1)(a) [right to express].

② Lack of awareness regarding various genders ; use of pronouns, etc

▶ Eg what is gender-fluid?

③ Liberal use of pronouns - may lead to increased complexity. & might take away from the actual issue of 'equality of all genders'

④ Fake-activism : various individuals are only involved in such self-identification in order to act

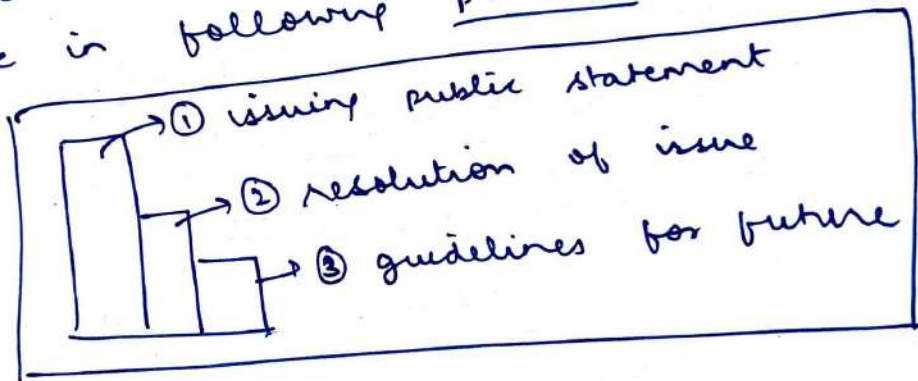
as highly intellectual ; while
lacking true awareness.

⑤ conflicting values in society -
Influx of new values are at
conflict with old values.

→ Older generation is still
usually against open
discussions on homosexuality,
etc.

⑥ Steps to be taken : -

As chairman of committee to
resolve matter, my steps will
be in following priority :



① Public statement to be issued
which will highlight that
the university fully stands
in support of gender minorities
& their rights of self-
expression.

② Resolution of Issue:-

- ① Dialogue must be done between panellist and association leaders.
- ① mediator must be from university - which will help ensure neutral decision making & resolution.
- ① media must be persuaded to not sensationalise the issue.
- ① Panellist must be requested to issue a public statement post the dialogue with association leaders, to clarify his stand. &

③ Future guidelines:-

- ① Careful selection of panellists must be done to prevent

such conflicts in future.

- ① Promoting gender rights in own university ; & providing free means to express oneself.

Arguments in support :-

- ① Public statement by university will ensure that its reputation as gender-responsive university is upheld.
- ② Dialogue mediation between panellist & association leaders will lead to clarification of point of view of both.
- ③ Future guidelines ensure such a controversy is prevented in the future.

Thus, by above approach, I ensure that university's reputation is protected as well as rights of minority are upheld (Justice-based ethics).

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?

India currently stands at 3rd rank in the no. of doping cases identified & penalised by WADA globally.

The above case highlights ethical issues of balling morality &

integrity in competitions ; & use of unfair means to achieve goal (against Gandhian ethics)

① What must be done ?

Options available :-

1) Not take any further action

merit	Demerit
① get in <u>friendly books</u> of senior athletes & coach ② taking similar drug will promote my <u>performance</u> ③ <u>personal benefit</u>	① If caught, will lead to damage to <u>India's reputation</u>. ② I <u>might also</u> be <u>penalised</u> as I knew <u>about</u> them taking drugs ③ Against my <u>conscience</u>

2) Going to senior hierarchy to complain

Demerits	Merits
① Senior management might also be already <u>involved</u>. ② coach & senior athletes will hold <u>grudges</u> against me ③ If those athletes	① following my <u>conscience</u> to do the right thing. ② will prevent damage to reputation at international level.

don't get a chance to perform, it might lead to less medals for India.

① Black spot on career of athletes.

② Set example for other athletes.

My course of action :-

I will follow 2nd option of reporting to senior hierarchy.

Reasons :-

- ① To follow deontological ethics i.e. use of fair means to reach end goal.
- ② Sets good example for other athletes to promote fair competition.
- ③ Portrays my image as athlete with integrity & moral values.
- ④ Improves India's image as a fair competitor.
- ⑤ Prevents cognitive dissonance for me, as I followed my conscience.

Reasons for using such drugs :-

- ① Increasing level of competition - which puts pressure to perform best.
- ② Lack of emotional intelligence - leads to performance anxiety & fear.
- ③ Society turning more materialistic & having less integrity due to decreasing morals.
- ④ Socialisation - Coaches themselves inculcate such wrong values in athletes.
- ⑤ Increasing tradition of 'faking shortcut' or focusing on 'end' even if unfair means used.
- ⑥ 'Conscience' is not used as a guiding light. Rather, profit - biased decision making.

How to minimise

Requires a two-pronged approach:-

I) Behaviour change:-

- ① inculcation of fair, competitive values in athletes.
- ② strict filtering of coaches to prevent appointment of immoral coaches.
- ③ Appreciation done for even those who lost a competition - to emphasize on 'hard & fair work'

II) Law & order:-

- ① Strict action to be taken against athletes & coaches involved in such acts.
- ② Better surveillance needs to be done to catch such acts at earlier stages only.
- ③ Incentivise athletes giving anonymous complaints regarding such acts.

Thus, Gandhian philosophy of 'duty-bound & ethical means' needed to be followed.

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।

Recent killing of police official in Nuh, Haryana by mining mafia has put illegal mining back into focus.

(a) Stakeholders :-

① Me (as DM)	• have the duty to stop illegal mining & catch miscreants. • being pressurized to give false reporting.
② Minister of State	• Involved in illegal mining. • Has upcoming elections. • Pressurising me
③ Junior govt employees	• trying to be made scapegoats even when they might be innocent.
④ Criminals involved in illegal mining	• Facing issues due to probe • making profit via illegal means
⑤ Society at large	• Facing menace of illegal mining. • Being deprived of fair use of natural resources

Ethical issues involved :-① Personal benefit v/s societal benefit:

Complaining against minister's advice ~~with~~ might derail my career ; but will benefit society at large.

② Against justice approach - Profiteering via illegal mining benefits few, while leaving marginalised as poorer & deprived of equal resources.③ Collusive crime - Govt representative (minister) involved with criminals is against welfare approach.④ Against Kantian ethics : 'Illegal 'means' used to achieve 'end' goal of profit making.⑤ Scapegoating of junior officials - can lead to denial of justice & unfair judgement.

⑥ Options with me

1) Give names of junior officials & save minister :-

merits	demerits
① save my career from <u>derailment</u> ① in <u>good books</u> of minister	① <u>Partisan</u> & <u>biased</u> behaviour. ① <u>Justice</u> is not done ① Issue of <u>illegal mining</u> will <u>continue</u>. ① Against my <u>duty</u> & <u>conscience</u>. ① Puts me as <u>person</u> involved in <u>crime</u>.

2) Post inquiries of study & name minister as involved in crime:

merit	Demerit
① <u>uphold my duty</u> and follow <u>conscience</u>. ① <u>illegal mining</u> will now be prevented. ① <u>public</u> will now <u>elect</u> as with more transparent info available	① makes my <u>career</u> & <u>life</u> unsafe. ① <u>Illegal mining</u> might still <u>continue</u> under other leaders & criminals.

My course of action :-

I will follow the 2nd option of posting bindings of study.

Reasons :-

- ① As a public servant, my primary duty is to uphold the law.
- ② Such issues are prevalent in life of DM. Thus, one needs to learn to become fearless and unpartisan while taking decision.
- ③ will ensure true justice delivery
- ④ My integrity is upheld as a civil servant dedicated to my public service.

Thus, I followed virtue approach of ethics & upheld my foundational values while making a sound decision, which is in benefit for larger society.