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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	ENGLISH	Registration Number	996306
Center	DELHI	Date	7/8/22

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

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

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

Altruism is the virtue of selfless working. It is putting one's interests below the interests of others.

Core value in public life

- (i) Altruism is essential for responsible discharge of duty of civil servant.
- (ii) Altruism helps in having efficient service delivery as the civil servant understands concerns of people.
- (iii) Altruism lays the foundation for empathy and compassion needed in public life.
- (iv) Altruism of selflessness is one of the 7 principles recommended by Nolan

Committee for ethical public life.

Measures to foster altruism:

- ① Work with the people: When civil servant works within the people, he/she will automatically develop altruistic behaviour.
- ② Regular public hearings: With regular public hearings, altruistic behaviour can be fostered in civil servants.
- ③ Code of ethics: With code of ethics, one can seek to induce altruism in the civil services.
- ④ Part of training: Altruistic behaviour must be a part of training curriculum of civil services.

It is essential for a civil servant to be altruistic to undertake selfless governance and work for the people.

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।

There are many approaches to test the morality of an action. Virtue approach says that the virtues with which a work/action is done decides the morality of the action.

(i) Despite having maximum good as a consequence, the intention of the action stays relevant. If intention is bad then the action may not be right.

(ii) Actions need not always be judged by consequences, the norms that the action was built on must also be taken into consideration.

Eg. India might have achieved independence earlier had it taken a violent path. Despite the delay of maximum good, India set

the norms of a non-violent struggle.

(iii) In spite of the consequences, actions done with good, sound moral principles also are right.

Eg. Refusing to bribe an official to get road sanctioned to a village is a right action despite consequence not being maximum good.

Thus, it is essential to see that along with the consequences, the intention of action also decide its morality. If done with right intentions or to establish right norms and principles, the actions without maximum good as a consequence will also be right.

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 is a tough job in India due to its nature of being stringent and scope of having many ethical lapses.

Ethical challenges :

- ① Altruism: There is a dearth of altruism in police services resulting in harsh behaviour.
- ② Non-partisanship: Police is the most politically influenced service hence making it very partisan job.
- ③ Integrity: Policing involves taking unethical routes such as beating, harsh interrogation that involves sacrificing of personal principles.

① Means Vs Ends : Policing involves using harsh means to reach good 'end' and hence policing has ethical debate of means vs ends.

Corruption in police force :

① Work culture : The work culture in police forces prompt the habit of corruption

② Overpower of officials : Police officials enjoy raw power that gives scope for corruption.

③ High public interface : Having very high contact with public gives scope for corruption.

④ Not following of rules : Many citizens do not follow rules which results in scope for corruption in police forces.

It is essential to give ethical training to police officers to fight the deep rooted corruption in policing.

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

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

Corporate governance is the way a company is governed which includes rules, traditions, work culture of a company.

Combination of spirit and structure :

- (i) Robust hierarchical structure of a company is required to have good traits percolate from top to bottom
- (ii) Good structure with high mobility will lead to rewarding of sincere employees.
- (iii) Good ~~set~~ hierarchical set-up is essential to ensure rights and responsibilities are equally spread among the employees.
- (iv) Good structure will induce work

satisfaction among employees.

- (v) To make this structure work, we need have ethical minds guiding the structure.
- (vi) The ethical direction of the company is obtained from upper leadership that needs to have integrity.
- (vii) Good structure percolates upper traits to lower levels and good spirit makes these traits ethical and morally sound.
- (viii) Thus, this combination will lead to vibrant work culture and good corporate governance.

It is essential to have good, ethical leadership and a robust structure that will carry the skills of leadership to grassroot levels to have good corporate governance.

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

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

High standards in governance can be achieved only when there is equally ethical participation from both citizens and public servants.

Role of public servants:

- (i) Public servants, having power, also have scope to undertake ethically sound governance.
- (ii) They are in-charge of ~~ethically~~ service delivery and hence by being ethical they can have good governance.
- (iii) They can help in creating robust work culture that can lead to ethical governance.

Role of citizens

- (i) Citizens can hold public servants

accountable leading to foundations for good governance

(ii) By refusing to take part in corrupt events like speed money, citizens can force public servants to be ethical.

(iii) By regular use of mechanisms such as RTI, social audit, citizens can force ethical behaviour of civil servants.

(iv) Citizens can help create a positive culture of governance by refusing to resort to corruption.

(v) Citizens play a key role in undertaking initiatives to force efficiency in governance.

Thus both citizens and public servants have role in institutionalizing high standards of 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 is the culture in which one department has no & minimal contacts with other departments resulting in non co-operation.

Importance of co-operation :

- (i) Co-operation helps in smooth administration as various agencies of governance work in a complementary manner.
- (ii) Co-operation helps cover the lacunae of one department by the other resulting in efficient governance.

Importance of co-ordination :

- (i) Co-ordination helps undertake big tasks and actions in a smooth, efficient way.

- (ii) Co-ordination makes governance a 'well-oiled machine' leading to efficient governance.

Importance of collaboration:

- (i) Collaboration helps various government departments take up ambitious projects on a large scale.
- (ii) Collaboration helps in fostering innovation and creativity in governance.
- (iii) Collaboration helps in developing holistic, comprehensive schemes that will result in effective governance.

The role of co-operation, collaboration and co-ordination in governance is invaluable and is necessary to extract full potential of the governance machinery.

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 (EI)

is the ability to perceive, understand and comprehend emotions of both self and of other people.

Essential tool :

- (i) EI gives public servant the moral aptitude to tackle problems of work.
- (ii) EI helps the public servant in taking objective decisions without getting carried away by emotions.
- (iii) EI gives scope for civil servant to use rational thinking and not just work based on perception.
- (iv) EI enables civil servant to have work-life balance.

Misused :

- (i) EI can be used to emotionally subvert people and cloud their rational thinking.
- (ii) Failure of public servant can be covered using EI by raging public emotions towards different issues.
- (iii) EI enables the public servant to control and agitate emotions of people with lesser EI.
- (iv) EI can turn into a powerful weapon that can incite emotional responses and result in erosion of informed decision making.

EI can become a double-edged sword as it can lead to misuse. Hence, it is essential to complement EI with ethical training.

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

(150 words) 10

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

Social influence is the influence of society on a person leading to development of his/her personality.

Source for good:

(i) People born in good societies inculcate good traits and then become morally sound persons.

Eg. Nehru was raised with sound moral principles by his father.

(ii) Good influence of society will lead to moulding of personality in an ethical way.

Source for bad and evil:

(i) People born in bad societies take up bad traits and then lead to have

unethical personalities.

Eg. Hitler rose in a war-torn Germany and that led to hatred and aggression build up in Hitler.

(ii) Bad influence of society can get amplified due to surroundings and lead to development of extremism.

Eg. The influence of Taliban rule will lead ~~and~~ inculcation of radical principles in children.

(iii) Bad influence can get carried on over generations leading to a vicious cycle of evil social influence.

It is essential to have ethical social influence in order to develop ethical personality.

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।

To have effective service delivery, participatory governance and citizen-centric approach is essential.

Built on co-ordination :

- (i) Coordination makes governance a 'well-oiled' machinery leading to effective service delivery.
- (ii) Co-ordination infuses efficiency in governance and speeds up the process of service delivery.
- (iii) Co-ordination leads to communication between different departments thus breaking the 'working-in-silos' culture.

Leverage technology :

- (i) By leveraging upon technology, the

accessibility and availability of service delivery can be improved.

(ii) Technology can improve the last mile delivery infrastructure of service delivery.

(iii) Technology can lead to innovation and creativity in dealing with problems of service delivery.

(iv) Technology will enable decentralised governance and establish a smooth people-governance interface.

(v) Technology will empower people to take the benefits of various welfare schemes.

Thus, public service delivery is built upon various foundations like technology, co-ordination etc.

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, also known as Chanakya, is the philosopher-minister in court of Chandra Gupta Maurya whose Arthashastra contains valuable teachings.

Important teachings

- (i) Kautilya stresses upon the need to have selfless character in public service.
- (ii) He focuses that public service need to have capacity and human capital to undertake governance.
- (iii) He stresses upon the need to have elaborate bureaucracy to undertake welfare measures.
- (iv) He says that a ruler must always put the interests of his subjects

above his interests and that is how he becomes a successful ruler.

(v) Kautilya stresses that a nation must have strong governance machinery to undertake administration.

(vi) He says that integrity and responsibility are the key traits that are required in public service.

(vii) Kautilya says the public servants must have high moral uprightness and probity that they can ~~be~~ use in their administration.

Kautilya stresses upon the fact that strong value system is what makes public service efficient and fruitful.

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, by this quote, explains that the life led for the benefit of others is only fruitful.

Life gives us opportunity to do many things. One can lead a life of his/her own happiness without any significant contribution to others' lives. Mandela says that this kind of life doesn't garner importance.

In contrast, one can lead a selfless life, gain no happiness in one's life. But he can make countless lives happy and make a key difference.

Mandela says that this kind of life gains importance and stands as a true example.

Likewise, we can see that only a few names are remembered by the society and many are forgotten. The society remembers names of those people who led a life making a difference to lives of others. One can never forget Gandhi, Mandela, Martin Luther King Jr. as they led a life making difference in the society.

Hence, it is better to lead a life to induce change into society to have our life gaining importance and lead a satisfactory life.

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

By this quote, Swami Vivekananda says that if the inner feelings are moral and ethical, our actions will follow the suit.

Our inner conscience or our moral guide is the 'spirit'. It is the authority that determines our actions as it imparts good intentions to our cognitive process.

To have right actions, one needs to have right intentions. However, always right intentions do not give right actions. Sometimes, an action might be wrong even it is with the right intention. But that is only a

rare occurrence. If we get our intentions right, more often than not we get all of our actions right.

Further, with right 'Spirit', we can develop strong conscience and moral turpitude that can act as guiding light towards right actions. Without right 'Spirit', this sustainable mechanism of having right actions and intentions can't be built.

Hence, Swami Vivekananda says that it is essential to have the right 'Spirit'. When the direction we are going is right, we will reach our destination sooner or later.

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

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

Martin Luther King Jr, by
this quote says that peace is establishment
of justice and not the mere absence
of violence.

True peace is the scenario
where rights of all people are respected
and all people enjoy their due liberties.
This is sustainable. This leads to a
virtuous cycle of having truly
vibrant and peaceful world.

In contrast, 'absence of
tension' is a mere absence of violence
or war but not an action towards
compensating the injustice. Mere
cessation of violence or war doesn't mean

the problem has solved or no problem may erupt in future.

So, it is essential to ~~consider~~ undertake affirmative action along with version of violence to truly solve the existing problem. That results in establishment of sustainable platform for long-lasting peace.

'Absence of tension' is a temporary fix and problem solution. To truly eliminate the problem, it is necessary to undertake affirmative action and see that the downtrodden have received the justice they are waiting for.

SECTION – B

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

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

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

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

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

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

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

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

*This case is an example
of how there exists a dilemma on*

how to punish children who committed heinous crimes.

(a)

Possible factors :

- ① Social influence : The influence of society and friends of children may prompt them to commit such heinous crimes.
- ② Childhood stress : When a child encounters trauma in childhood due to abuse at home, it results in committing such crimes.
- ③ Failure of parenting : When parents fail to control bad influence on children, it may lead to these situations.
- ④ Socio-economic conditions : Abject poverty, discrimination meted out in childhood results in build up of anti-social mindset in children.

⑤ Absence of value-based education : If education doesn't impart moral values such crimes may take place.

⑥ Influence of social media : Unmonitored use of social media may result in bad influence on children.

⑦ Lack of knowledge on society : A child may not be aware of gravity of the crime resulting in committing of such crimes.

(b)

It is essential to look at different stages of childhood in attempting to answer this question. One can't expect a child of 6-14 years to understand the realities of the world. Thus the crimes committed at this age may

not be the ones to be treated at par with adults.

However, at ages of 14-16 years and 16-18 years, a child is expected to take rational decisions with morality. Thus, for children of these ages it is essential to treat them at least with intention of punishment though it may not be at par with adults.

Likewise, the children should always be given the chance for transformation. Supreme Court remarked that 'every sinner has a future'. Elaborate rehabilitation measures can be introduced for transformation.

However, the courts must use judicial subjectivity to weigh the

intensity of crime against the age, maturity level of child and come up with either punishment or with reformatory action.

Rather than having rigid laws it is essential have a subjective option leaving it for courts to decide.

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

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

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

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

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

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

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

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

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

(20)

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

(a) इस प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।

(b) आपने और HR टीम ने निम्नलिखित कुछ विकल्पों की पहचान की है तथा उन्हें विचार के लिए निवेशकों के सामने रखने की सोच रहे हैं। इनमें से प्रत्येक के गुणों और दोषों की विवेचना कीजिए:

(i) छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।

(ii) हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।

(iii) छंटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।

(iv) मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छंटनी के उपाय के साथ आगे बढ़ना।

(c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्रवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

This case shows how intense external pressure can affect the work culture and reputation of the company.

(a) The stakeholders and ethical issues involved in this case are.

① Investors :

1.1) They have issue of protecting investment by downsizing and hurting the reputation of the company.

② Me (CEO-Founder) :

2.1) I have the dilemma of putting my

company reputation at stake to submit to investor pressure.

2.2) Dilemma between profitability now and long-term consequences later.

2.3) Protecting my autonomy over the functioning of company risking the erosion of investor confidence.

③ Employees :

3.1) Anxiety due to uncertainty whether they get laid off or not.

3.2) Dilemma whether to leave a ship that can sink or continue as it may be beneficial in longer terms.

(b) Merits and Demerits of options.

Option (i) : Identify high performers :

Merits : The company performance can surge and result in better financial position.

Demerits: Investor confidence may get eroded and hurt funding prospects of the company.

Option (ii): Put employees on retainer

Merits: May lead to temporary relief of finances. Investors can pump more money.

Demerits: Employees may lose confidence on the company. The company can lose even high performers.

Option (iii): Executing lay-offs

Merits: Investor confidence may increase and new funding can be obtained.

Demerits: Company will ^{lose} ~~lose~~ its reputation and will lead to damage of long-term prospects.

Option (iv): Improving perception

Merits: This may protect the reputation of company in shorter term. Relief in finances and gain investor confidence.

Demerits: Longer-term consequences may ~~be~~ remain and hurt the company.

My course of action:

I will choose option ① because promoting high performers can give performance boost to the company. It is a gamble that I would be willing to take betting on the viability of my company. If the situation doesn't improve, I would have no choice to carry out the

lay-offs. If it did improve, I can
protect the reputation of ~~my~~ my
company.

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

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

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

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

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

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

This case reflects the situation of many war-torn areas such as West Asia, Eastern Europe, Africa leading to an international concern on status of refugees.

(a) Moral Issues :

- (i) Refugees have no country for themselves depriving them of basic human rights.
- (ii) They do not have security of life, livelihood and face poor human development.
- (iii) Refugees face problems like hunger, threat to life and cultural stress.
- (iv) They are deprived of homeland and native place.
- (v) They are left without attention by developed countries leading to open deprivation of refugee rights.
- (vi) They have no means to undergo legal immigration leading to branding them as illegal immigrants and deporting them.

(vii) Refugees face incompassionate attitude of developed countries.

(b) Recommendations :

(i) Setting up emergency rehabilitation and attention centres for refugees to provide them temporary food and shelter.

(ii) Taking the refugee crisis to international fora like UN to chalk out a permanent solution.

(iii) Speaking with developed countries and asking them to accommodate some refugees.

(iv) Creating international routes for safe transportation of refugees and stop illegal, unsafe incursions into the territory.

(v) Calling up meetings on international

level for a common action plan on refugees to handle refugee crisis worldwide.

(iv) Enact refugee legislation in India to spell out the rights and non-rights of refugees in India.

(vii) Force international diplomacy to mandate developed countries to open doors to refugees since they have economic might.

It is essential for developed countries to take their share of refugees and shouldn't leave it to fall burden upon the developing countries like India.

There is a need for international

action plan to address the
issues of refugees.

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।

This case represents the issue of one's freedom of speech hurting the existential issue of another group causing huge uproar.

(a) Moral issues :

- (i) There is the issue of sexual minorities having denied existence by some speaker causing uproar.
- (ii) There is the issue of sensationalizing of a local issue by national media.
- (iii) There is the issue of an association of people trying to curtail the freedom of speech of a speaker.
- (iv) There is the issue of institutionalised discrimination resulting in non-recognition of rights of sexual minorities.
- (v) Pressure groups not giving scope for peaceful deliberations of controversies.

(b)

(i) I would ask the association to stop approaching the media and report to university first.

Reason: Media sensationalization will put social pressure and interfere with rational decision making.

(ii) The association will be asked to give a memorandum of their concerns and demands.

Reason: This will let the association cool their steam and give scope for deliberation.

(iii) Call the organizers of discussion and know the circumstances and exact dialogue and statements made by the speaker.

Reason: This will give a better idea of the situation and will lead to future decisions.

(iv) Call Speaker and ask her the reasons and nature of his statements and request to reconsider them.

Reason: This will help me get to know the point of view of the speaker and why the statements were made.

(v) Deliberate among the committee and ~~send~~ the speaker ~~with~~ a note stating send that the statements have caused distress among the students.

Reason: Since the university called the speaker as a guest, we can't force her to apology. We can only let her know that her statements have caused turmoil.

(vi) Call the association and explain them of the situation and inform

that speaker has been served a note and since he/she was a guest, corrective action can't be taken.

There is a need to exercise restraint when making sensitive statements in public. Freedom of speech doesn't give freedom to cause distress in others.

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

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

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

(20)

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

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

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

This case is a reflection of status of sports, not just in India, but across the world leading to degradation of quality.

(a)

Options available

① Take the drugs myself :

Merits : My performance in the event will exceed expectations and be on par with my seniors.

Demerits : I may get caught in doping test and lose my career. Moreover, my deed may bring disrepute to India.

② Complain to National Anti-Doping Authority (NADA) :

Merits : Doping tests may be carried out and these athletes might be banned.

Demerits : The coaches and caught athletes may try to ruin my career.

③ Do nothing and compete

Merits : Will be free from cognitive dissonance and also not be in bad

books of coaches and players.

Demerits: These athletes might bring disrepute to India if they get caught in doping test. I may lose the competition as I'm up against doped athletes

Course of action:

I will blow the whistle and report the matter to NADA and National association of corresponding sport. It is essential to report such issues to have a clean sporting culture in the country and weed out the doped athletes. This is important to preserve the sporting integrity of the country.

(b)

Reasons:

① Social pressure: There is a huge social pressure to perform well in the

competition leading to use of drugs.

② Lack of sporting integrity: Athletes that lack sporting ethics take to use of drugs.

③ Greed: The greed to be on top of the podium and the corresponding recognition leads to such measures.

Eliminate the practices

① Stringent testing: The testing must be stringent and comprehensive across all national competitions

② Exemplary punishments: The athletes must given high, exemplary punishments

③ Ethical training: Athletes must be given ethical training to be away from such instances.

It is essential to have strong testing infrastructure and ethical training of athletes to avoid such instances.

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।

This case is a classic example of potential politician-bureaucracy nexus that perpetuates corruption.

(a)

The stakeholders in this case are me as DM, Minister, people of the state and the junior government employees.

Ethical issues:

(i) Plundering of state's resource by abuse of power by the Minister.

(ii) Ethical dilemma of putting my career ~~at~~ ^{at} stake and carry out enquiry or submit to political pressure.

(iii) Major issue being silenced in order to get election benefits.

(iv) Junior employees being blamed and punished to cover up the

wrong doings of the Minister.

(b) My options

① Carry on with enquiry :

Merits : Justice to the issue by catching the culprits behind illegal mining.

Demerits : May lead to derailment of my career if the party gets elected again.

② Do as the minister says :

Merits : Might get rewarded in my career prospects

Demerits : Junior employees will face injustice and get dismissed. The looting of state resources continue.

③ Keep the enquiry pending

Merits : It will buy time for me to take perfect action and wait till elections results are released.

Demerity: The people vote without having information that Minister perpetrated mining. If ruling party wins, the culprits can't be caught.

Course of action:

I will choose option ③. I will keep the enquiry in abeyance and wait till after the elections. This will give me time to think of action.

Further, I will anonymously blow whistle to some media institutions, This will bring the issue into spotlight thus giving information to the electorate before elections.

If the ruling party wins, I have no option but to sweep the

enquiry under the rug and carry on with my routine work. If ruling party doesn't win, enquiry can be conducted leading to catching of culprits.