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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	Eng.	Registration Number	1353871
Center	Online	Date	24.08.2022

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 a form of reciprocal relationship in which a person thinks, care and act for protection of each other. It is reciprocal of selfishness.

Public life stresses on many values like honesty, integrity, transparency etc. Altruism is regarded as core value because

→ It promotes people to think for others.

Eg - Gandhi and Indian masses

→ It promote people to feel for others pain.

Eg - Mother Teresa

→ Altruism also strengthen the perception of collective rejoice and collective failure.

Eg - Nelson Mandela and blacks.

Thus, altruism is an important value and it can be fostered in following way in public services

→ By inspiring and motivating through great lessons.

Eg - of Armstrong Lane and People road

→ By instilling huge morals in early life of child to inspire them to become good citizens.

Eg - Putli bai reading Gesta in front of
— Young Gandhi

→ It can be strengthened by a dedicated citizen charter and social auditing concept also.

NOLAN committee recommendation can be considered as benchmark to develop true altruistic behaviour.

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।

"What is right and ethical? It is what the majority thinks and follows!"

Actions can be right even though they may not maximize good consequence, for rightness of such actions consists in their representing certain norms. This could be explained by following examples -

Imposition of lockdown at onset of covid-19 pandemic was right in aspect of untolling spread of infection, though it did not maximised good results, yet the consequence was greater care and caution observed among people.

Similarly actions of Ghonds and Bhotas towards worshipping in sacred grooves may not yield maximum results of their

preservation, yet are a good step for increasing and preserving green cover, promoting water seepage to soil etc.

Similarly Bihar government campaign of Saraswati Mata and children education though did not yield maximum results, still Bihar having huge illiteracy, yet based on norms mobilized people to educate their children.

Thus rightness of an action is largely determined by associated norms.

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 is the law enforcement agency of land whose supreme control rests with the state government.

Policing in India face many ethical challenges like

→ NO transparency and accountability in functioning

eg- Sisha gang rape and instant justice

→ No objectivity in taking decisions

eg- conviction rate of only 47%.

→ People and police growing wide apart

eg- Report of NCRB: police most mistrusted by people.

→ Drish police nature

eg- Tamil Nadu father and son incidence

Police has today been convicted of corruption and many reasons are responsible for it.

- work culture of long hours and no holidays.
- Bias from higher officers, when 70% of staff at constable rank.
- Excessive politicisation of criminals and criminalisation of politics.
- Non-ratification of UN convention of torture, thereby promoting police to do torture in lure of corruption.
- Lack of remuneration for working in extreme conditions.
- Degradation of moral values is also a reason.

2nd ARC pointed

Monopoly - competition - accountability = Corruption
Working on these parameters can help to address corruption.

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

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

Ethical corporate governance is the system of running organisation by following the principles of ethics, virtue and vice and benefit and harm.

Ethical corporate governance depend on right combination of spirit and structure when spirit and structure is right, objectivity, integrity, transparency, selflessness, honesty and dedication flow into system.

It would promote ideal of business with ethics and principles. Such a governance would prioritize not only the interests and profits of organisation but welfare and satisfaction to customers and preservation of environment.

Many means are present to inculcate such attitude - by inspiration, incentives and moral upgradation.

Organisations like nipco, inforsy, Tata and entrepreneurs like Warren Buffett, J.R.D. Tata, Bill Gates are all known for their ethics in governance of corporate world.

Same needs to be implemented everywhere. Such actions would promote market for company, attraction of investors and growth of prospects.

Gandhi's Talisman and his seven sins could be guide in this way.

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।

'Ethical conduct' refers to execution of tasks by following ethical principles of virtue/vice, benefit/harm etc.

'Good governance' refers to adoption of best practices in the management of an organisation to attain highest results.

Institutionalisation of ethical conduct and good governance depends not only on public servants but also on common citizens. This would help in inclusive approach.

Eg- A public servant may implement act against child marriage on papers but it would be dedication and vigilante eye of public to implement it

in spirits.

Similarly public servant and constitution may dictate all to commit towards education of India but it will only be honest and dedicated citizens that can play role (eg - Harekala Hajaba, orange vendor and his village school)

Likewise fundamental duties and public servants may ask people to preserve trees and forests. But it depend upon the people to follow it.

(eg- Moli, a member of Mishmi tribe and his own forest)

Thus, real strength lies with the public and they are the ambassadors of true change.

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 refers to constituting bodies meant to extend social services to the people. They are the agent of governance.

Public administration in India is known to suffer from 'working in silos' culture. This could be clearly evident - Forecasting of flood is done by central water commission but its notification is given by NDMA; fragmented working cause delay and loss of valuable life.

Thus, it is important for cooperation, coordination and collaboration for efficient governance. This would ensure

→ swift decision taking by institutions.

- Address of delay in transmission of information
- Better utilization of resources and time.
- Better implementation of ideals like Gandhian's seven sins and his talisman
- This would promote objectivity, integrity, honesty, transparency, accountability and openness.
- would also address problem of corruption, red tapism and ivory-tower mentalities
- would also give good experience to the public of a pro people governance.

Recommendations of 2nd ARC and NOLAN committee may be considered as guiding light to promote cooperation, coordination and collaboration.

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

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

Emotional intelligence refers to the ability to use, understand and manage one's emotions to optimize useful results. The term was popularised by Dr. Daniel Goleman.

Emotional intelligence is an essential tool for a public servant as

→ It enable public servant to manage his emotions

→ It enable him to understand emotions of others.

→ It also help him to develop sense of empathy.

→ It also help to take decisions that would yield maximum benefits for all

Eg - civil servants like Ashok Khemka.

But at times, emotional intelligence can also be misused to manipulate people to act against their own interests.

eg:- Asif Khan Shar was emotionally manipulated by people like Hafiz Sayeed to act as suicide bomber of Pulwama attack which cost his life.

Similar can be the case of David Hadley, one of the chief mastermind of 26/11 attacks, which was associated with drug cartel group of Pakistan.

Emotional intelligence of Hitler, his ability to speak what Germans wanted to hear, helped him to manipulate them and remain silent against holocaust, which was assault on humanity.

Thus emotions have great strength but need is to mobilize them effectively as remarked by Swami Vivekananda.

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 process of changing and influencing one's thoughts, actions and behaviour on the basis of societal set up.

Social influence is an ambivalent concept and can be a source of good, bad, evil tendencies.

Good Tendency

Social influence of Ramakrishnan Paramhans on Narendra dutta made such positive remark on him that he started following path of humanity, Godliness and rationality acquiring the title of Swami Vivekananda.

Bad Tendency

Social influence of British and their narrow

myinded employment perception changed
his syeel Ahmed Khan from an equivoical
personality to one thinking and caring for
interests of muslims only.

Evil tendency

Social influence of harshness of treaty of
Versailles and devastating situation of
German economy led to negative influence
on Hitler that led him to start a
march against allies that completed in
world war II.

Thus, humans are influenced by
many factors. But stress should be on
picking the good and defeating the
evil as suggested by mahavir.

5. (a) Effective public service delivery demands a people-centric approach, which is built upon coordination and leverages technology. Discuss.
(150 words) 10

प्रभावी सार्वजनिक सेवा वितरण एक जन-केंद्रित दृष्टिकोण की मांग करता है, जो समन्वय पर आधारित होता है और प्रौद्योगिकी का लाभ उठाता है। चर्चा कीजिए।

Public services are the provisions meant for the welfare of the public and they are given by any social and welfare oriented state.

An effective public service delivery, one that reach all people and is inclusive, demands a people-centric approach, which is built upon coordination among governed and governing authorities and also leverage technology. This would ensure

- Benefit reaches to all the beneficiaries.
- System remains transparent and open.
- would also promote objectivity and accountability
- would promote openness and integrity

Recent initiatives like Gati Shakti which involve coordination between 16 ministries is a best example of collective action for people welfare.

Similarly initiatives like e-Rupi, i-Kisan, tele-law, Swamitra ~~amta~~ aim at utilization of technology for the welfare of people.

To build such public services that are driven by people centric approach, what is needed are honesty and dedication from public servants, support of civil society and proactive citizens.

This would help to realize Gandhian dream of self-reliant India and developed India very soon.

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 in Arthashastra points out many lessons that hold prominence and relevance to public services in 21st century India.

- He stresses on address to problem of corruption by finding root causes and taking steps. According to him, like termite, corruption eats up a nation
- He stresses that public servants should be objective in approach as this would enable them to take decisions which just and fair.
- He lays stress on selfless attitude of public servants as when public would be satisfied and content, internal peace and harmony would be preserved.

- He stresses public servants to always follow their principles and not to be moved by winds. This would translate to "ethics in all scenario" culture.
- He stresses civil servants to follow path of openness and accountability as according to him seeds of discontent are sown in soil of opaqueness.
- He asks leaders and civil servants to take leadership and responsibility for the actions. This would promote sense of faith and obedience among people.

Considering changing problems like globalisation, technology, urban conflict, cyber attacks; Kautilya's messages could be guiding light for civil servants.

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

Nearly every person leads a life, but it is only the life lived for others, for welfare of others; that can make a change and that life is worth living.

Nelson Mandela in above quotation meant that life is measured not by number of years lived but by differences made in lives of others.

Nelson Mandela himself led a very meaningful life by working continuously to uplift blacks from brunt of apartheid and ultimately changing their life from story of despair to story of liberation.

Dr. B R Ambedkar led a life of about 56 years, yet made changes in life

of thousands and thousands of dalits giving them the right to live with dignity and right to live a humane life.

Rosa Parks led a meaningful life by liberating blacks of USA from the prejudice and stereotype of white persisting for ages. She gave a new hope and new light to thousands of people.

Dashrath Manjhi though himself suffered emotionally due to death of his wife, made change in life of many people by converting a 70km road to just 1km by using just hammer and chisel.

Greatness lies in not being a human and instead in being a humane is justified thus.

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

Each action is influenced by a need and a thought. When that influence is correct, the result and action by itself would also be correct.

Swami Vivekananda in this quotation stresses on spirit and according to him spirit of any task should be correct and just and one should focus on it.

Eg - Aim of torturing a terrorist by police to know where - about of a bomb is justified in saving innocent lives and thus action becomes righteous in itself.

Similarly efforts to tackle climate change are driven by spirit to preserve the nature and life and not against economic growth. Thus all such efforts are welcome and righteous.

Similarly the action of Akbar to abolish Taziyah was guided by spirit of addressing discrimination to ~~muslims~~ hindus, though it met widespread opposition, but right spirit made the action righteous and just.

Similarly Raja Ram Mohan Roy opposed sati not because of his attitude to oppose conservatives but by inclination towards spirit of equal treatment to all. Thus right spirit validated his efforts.

Thus spirits determine the righteousness of an action and it needs to be channelised in a just manner.

Recommendation of Grandhi's ahimsa becomes remarkable in this respect.

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

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

Peace refers to a state of mind in which one is content and satisfied. It is a state of complete bliss.

Martin Luther King Jr in this statement means that peace is not the absence of tension but it is presence of justice for all.

This is because restricting peace with tension would be an egoist and selfish approach. On the other hand, linking it with justice makes it universal.

Ashoka, the great, was liberated from any tension of war and failure of defeat after winning Kalinga battle. But it was ultimate injustice that made him at discomfort and ultimately made him to adopt dhamma to address it.

Similarly countries like USA are today at comfort and at mental peace related to their lives. But injustice in form of poverty, hunger in the world create discomfort in form of disease, climate change etc.

Gautam Buddha, leading a comfortable life in palace was free from worldly problems but the sight of injustice among people - stark contrasts between them, moved him to search for ultimate peace by adopting path of eight noblefold paths.

Injustice anywhere is a threat to justice and peace everywhere. Thus focus should be on addressing injustice :

John Rawls's social justice principles,

principle of golden rule and golden mean can be guiding light in this path.

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?

a) India is a signatory to Universal
declaration of child rights and thus is

committed to work for survival,
protection, development and care of
children.

Incident like Ninbhaya gang rape case
clearly showed involvement of children
in committing heinous crimes. There are
many possible factors that may
drive a child towards such actions -

- Influence of society of people with
wrong attitude.
- Problem of poor education and lack
of humane values.
- Culture of drug addiction and
alcoholism.
- Problem of unemployment of parents,
forcing child to be deprived of
caring childhood.

- Political inspiration - about 34% current MP, with criminal record to act as indirect inspiration for children.
- Wide spread availability of internet and over the counter abusive content availability.
- Legal loopholes - lack of stringent laws translate to no fear attitude
- Low governance funding on social infrastructure, external state and non-state actors influence etc also motivate child to be involved in heinous acts.
- b) There is a hot debate whether it is ethical to punish children as adults rather than giving them a chance for reformation.
- Favour - children to be considered adult

- Age may not determine mental growth and mental attitude.
- This would be justice to victim as perpetrator did not himself considered his age, then why law should consider.
- This would act as deterrence for others from indulging in heinous activities
- It would also prevent any future crime from that person.

Against - children to be given chance for reformation

- children may act according to terms of others.
- they may be lured by money or gift for committing crime.
- Despite deterrence, crimes are still committed - thus not justified view.

→ Giving a chance of reformation is
natural principle

Balanced Approach

The clause of 'Under Certain Circumstances'
under Juvenile justice act 2015 is itself
a solution to all disputes.

It should be only heinous crimes like
rape, acid attack, murder etc where child
is to be considered an adult and that
too after age of 16. In other minor
cases, he/she may be treated as a
child and sent to remand house for
reformation.

Such act would balance plight of
victim and intent of perpetrator and
would promote justice to be swelled in
line with UN charter of human rights.

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.

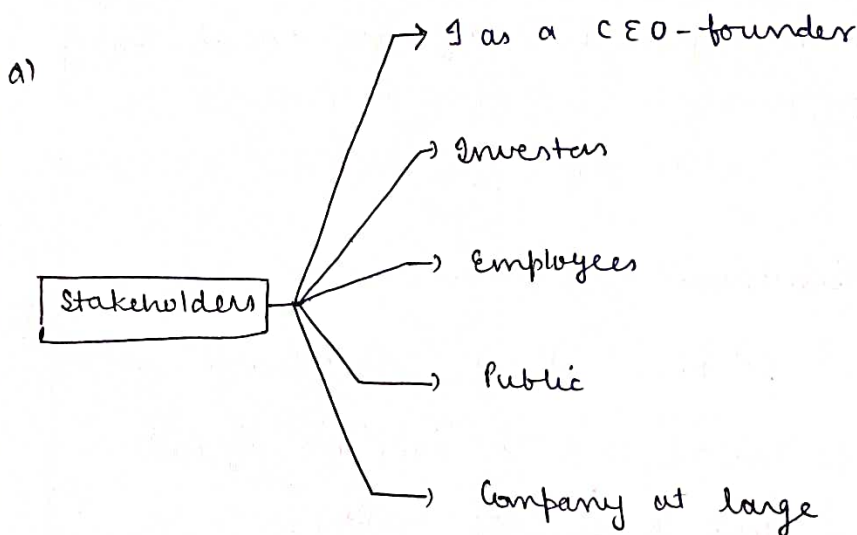
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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।

Profit along with concern of people and employees can only lead to sustainability and above case is related to this.



Ethical issues involved in this case are
→ Pressure from investors of the company for downsizing.

- Concern of sorry state of company's finances
- Concern of future investment and reputation and sustainability of company
- Concern of livelihood of employees.
- Concern of convenience and output of company.

b) various options

- i) Identifying key high performers and offering them suitable positions before implementing layoff decisions

Merits

- would retain best human capital
- will help in improving finances of company and its profitability

Demerits

- Tough to identify best performers
- No guarantee of profitability
- Injustice to others who also worked hard for company

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

Merits

- would help to retain human capital
- would also address unemployment crisis
- lead to profitability of company due to lower social security benefit for them

Demerits

- Employees may not be willing
- No substitute to full term employment
- No guarantee of cohesiveness and profitability.

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

Merits

- would attract investments in future from investors.

Demerits

- Loss of human capital

→ May help to increase the profitability of the company

→ Loss of asset and reputation in long run.

→ Unemployment of masses.

iv) Improving the perception of farmers among existing and terminated employees and moving ahead with layoffs

Merits

→ May improve cohesiveness in company

→ May improve profitability

→ Attract investments from investors

→ Openness in decisions upheld

Demerits

→ All may not be satisfied

→ Unemployment concern

→ No guarantee of profitability

- e) I, as a CEO-founder of company will take following action
- I would conduct a meeting with all staff members explaining the case and asking them for their stand.
 - There after, I would shift few people to part-time roll and others to full-time role till the situation stabilizes.
 - I would promise to extend social security and high remunerative posts to all as soon as situation normalise.

This would ensure transparency, cohesiveness as well as retaining of valuable human capital. This would be example of Business with morality.

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।

International refugee convention and UN
declaration on right of refugees

pronounces all people who are refugees
to be given adequate safety, livelihood
means and protection by host country.

Indian constitutional ideals of article 21 covering right to life with dignity

Also covers them.

a) The moral issues related to rights of international refugees, especially those from conflict torn regions include -

- Ensuring protection to the victims of ethnic or religious violence.
- Ensuring adequate food, shelter and water along with medicinal supply to refugee.
- Issue of providing livelihood to the refugees.
- Issue of meeting the balance between rights of our citizens and citizens of foreign nation.
- Issue related to repatriation of refugees.

- > Issue of transparency and accountability to refugees, domestic audience and international community
- > Issue of future safety of refugees in case of assault from domestic audience due to competition for scarce resources.
- b) Given the large influx of refugees in India, if as a senior official of ministry of External Affairs would adopt following suggestions as a way ahead
 - > Accept all the incoming refugees on humanitarian angle.
 - > Giving all refugees with adequate water supply (55 liter/day/person) and adequate food (2400 cal/day)

- Provide adequate space to all refugees, considering social distancing norms - atleast 3.5 sq.mt. to each.
- Provide security to refugee camps by deployment of BSF or CISF into these areas.
- Provide medical facilities by deputing team of doctors and paramedicals.
- Talking with religious leaders and local politicians to keep the rhetoric of people calm.
- Meanwhile, discussing the matter ~~from~~ with origin country about repatriation.

- Making arrangements for voluntary repatriation of refugees.
- For others, making provision of citizenship availability and normalisation into society.

India currently faces Rohingya refugee crisis and above suggestions may be considered to balance national interest and human rights.

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

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

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

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

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

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

a) Self identification of oneself and any such declaration comes under Freedom of Speech and Expression and Right to live with dignity. And above case is also related to it

There are many moral issues involved in this case -

- Prevalent social norm of gender affirmation and gender identity by one's correct name and pronouns.
- Right of sexual minorities of the country.
- Freedom of speech and expression of sexual minorities, panelists and college group.
- Pressure of news networks, social media and public for resolution of issue.

b) Being the chairperson of the committee,
I would take following steps to
resolve the issue

→ I would first call the panellist and
ask for his stand on the matter.

→ There after I would call representatives
of college association and would
look into their argument.

→ There after, I would conduct a
joint meeting with two parties
on the issues.

→ I would argue panellist to issue
an open statement - That he respect
rights of sexual minority and what
he said was his personal view

expression under freedom of speech and expression with no intent of assaulting others.

→ Meanwhile, I would argue to college association to issue an open statement - where they would apologize for defamation to panellist and simultaneously accepting his right of free speech.

This would ensure perfect balance of interest for both sexual minorities as well as panellist.

It will also help to control the panic situation in country.

Inspiration from Alan Turing, Prof.
Ramchandra Suri could be guiding
light in this case.

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?

World anti doping agency points
out India to be third country
to be affected most by doping and
above case is also related to it.

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anything this
margin
(इस भाग में
कुछ न लिखें)

a) In the given scenario, where coach is advising senior athletes to take to doping, I would have following options.

Option 1 → Be silent and allow the things to happen as usual.

Option 2 → Take up the issue to event organisers and let them decide matter.

Option 3 → Take the issue to event organiser only when ~~your~~^{my} convincing to team does not yield result.

My course of action

Go to coach and request him to stop athletes from taking drugs

↓

If he agrees - no issue. If not - then try to convince him as well

as team

↓

If no results yield, I will go to
event organisers and explain whole
incidence and take further action.

↓

Even if I am barred by my nation,
I would rejoice of being ethical to
myself

↓

If I am appreciated, my ethical
principles would get further
strengthened.

b) Players most oftenly use performance
enhancing drugs in competitive sporting
events due to following reasons -

- To boost up their performance.
- To bring laurels to the country.
- To satisfy the urge of domestic audience.
- In countries like India, failure is equated with dullness and incapability, thus to avoid this societal pressure.
- This is also done to gain professional growth and success.

Doping is beneficial only when it is not recognized. But once detected, it spoils image of player as well as country.

Following can be done to minimize this practice.

- Encourage players to take path of

handicaps and strict exercise than
doping to enhance performance.

- Moral upgradation of players to restrict them from using drugs.
- Restricting supply of doping agents in market
- Adopting strict testing techniques to check doping incidents.
- Strict penalty like 5 year banning from any event could be used to deter players from doping.

National anti-doping agency

should be further strengthened to tackle menace of doping effectively.

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:

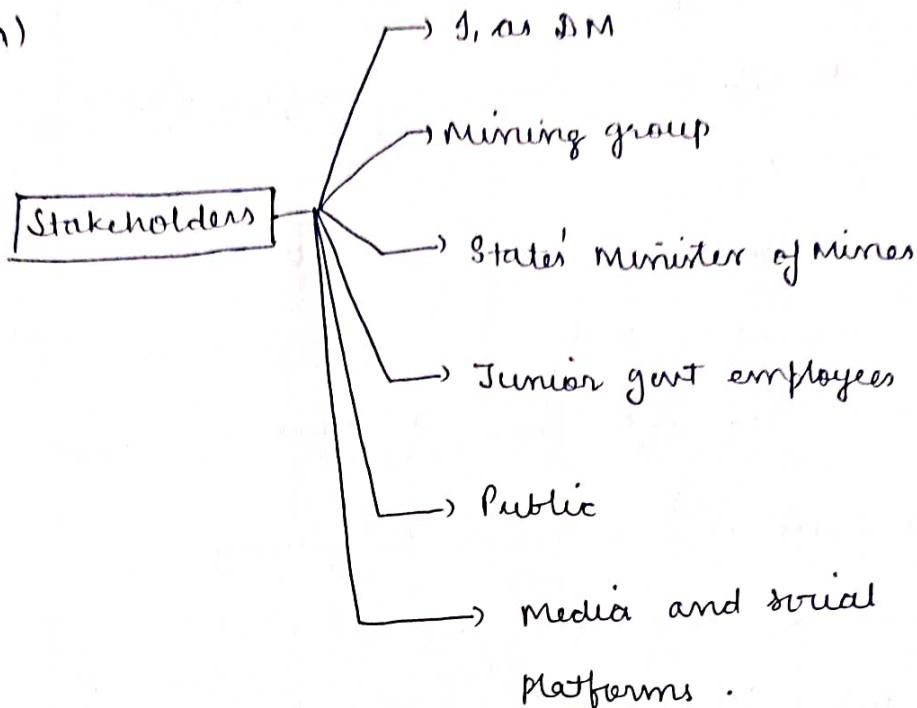
- (a) Identify the stakeholders and the ethical issues in the given case.
(b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. **(20)**

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।

Mining particularly in regions of Jharkhand
Chhattisgarh, Odisha have time and again
been accused of alleged frauds and
corruption and present case is related to it.

a)



Ethical issues

- Revenue loss due to illegal mining
- concern of environmental safety
- influence of state minister on

bureaucracy

- Junior govt employees to be punished without guilt
- Probability of same govt in power after election and own career prospects
- Influence of minister in the region.

b) In this situation, as a DM, I have following options

Option 1 → Accept minister's order and declare mining scam to be connected with junior employees.

Option 2 → Standing against minister's order and conducting honest inquiry

Option 3 → Leaving the matter aside and approaching state government for my

transfer to other district.

In this scenario, I would choose option 2.

- I would conduct a detailed inquiry of matter and would unearth names of all those involved in scam.
- I would then transmit the names to higher bureaucratic agencies for due action.
- If they don't take any stand, I would conduct a press conference explaining the findings of the inquiry.
- I would ensure thereafter that media and people to decide whom to be punished and how.

Though such actions of mine might derail my career, might cause by suspension or transfer but such actions would be in interest of people.

Civil servants like Ashok Khemka, Amit J. V. Sugayam etc would be inspiration for me in this regard. In this way, I would ensure truth and justice to prevail.