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## GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	MUSKAN KHURANA	Registration Number	13 52352
Medium Hindi/Eng.	ENGLISH	Date	Aug 25, 2022
Center	OLD RAJINDRA NAGAR		

### INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

### INSTRUCTIONS

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

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Delhi- 110009

# EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

## SECTION - A

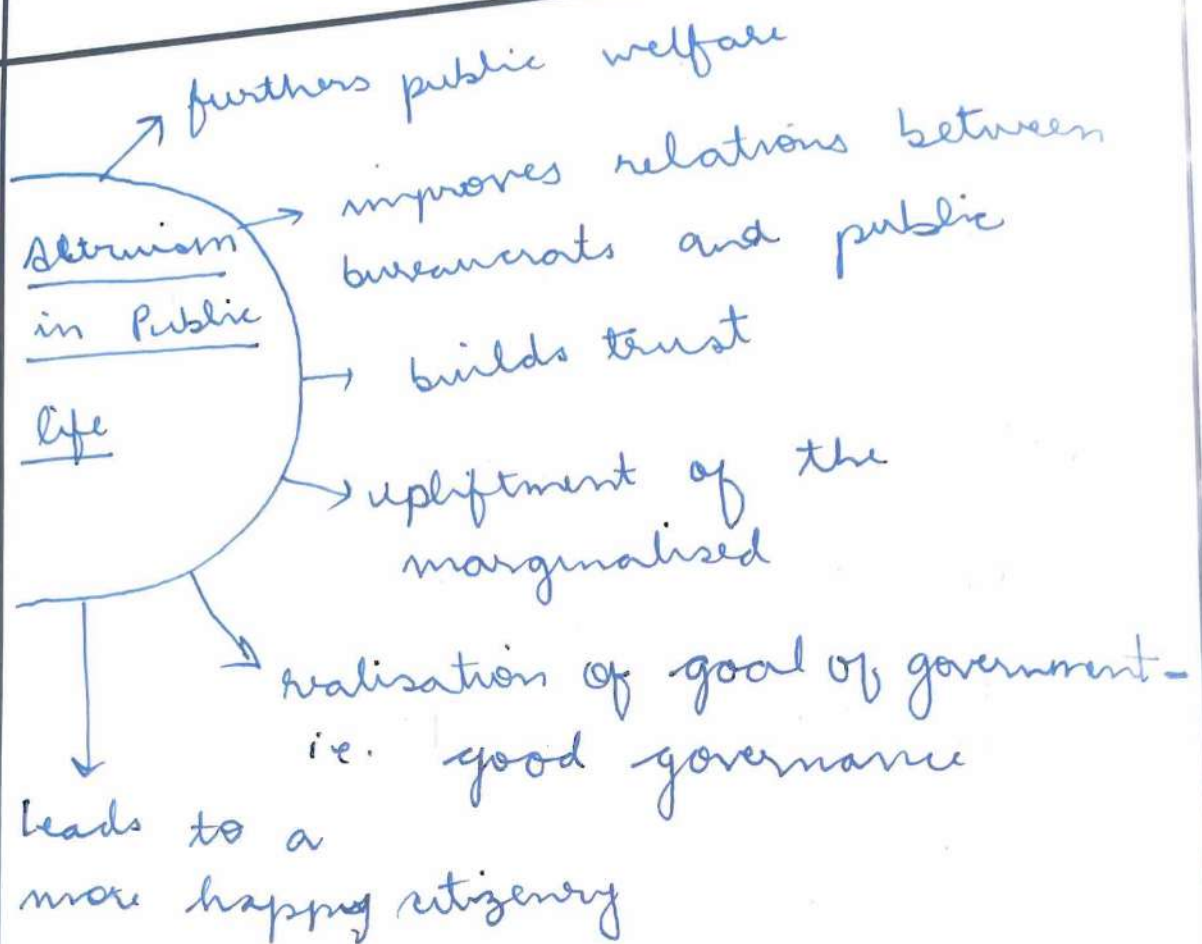
1. (a) Explain why altruism constitutes one of the core values in public life. In this regard, suggest some measures to foster altruistic behaviour in public services. (150 words) 10

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

Altruism refers to helping someone, without expectation of anything in return. It's based in the values of compassion and sympathy. eg feeding food to a beggar.

Commitment to public welfare is the most important value of a public servant. It is rooted in the foundation of altruism. eg. Eknath Ambale, a policeman tackling Kasab gave up his life for his fellow servicemen, during Mumbai terror attack.





### Measures to foster altruistic behaviour in public services -

- ↳ Increase ground level contacts between public servants and people
- ↳ Sensitization and training to develop Emotional Intelligence
- ↳ Code of ethics - to exercise flexibility in going out of the way to help 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।

According to de-ontological thinkers like Kant and Gandhi, "right comes before good", i.e. right actions are more important than the consequence, and must be pursued even if they don't have an attractive consequence.

According to Gandhi, means and ends both are important. And in case of conflict, means are more significant. eg. according to him, a progressive and peaceful nation couldn't have been built by a violent freedom struggle.

eg. cheating in the exam, may be attractive as it can result in good marks, however, it violates valuable norms like

- + honesty
- + transparency
- + self conscience
- + fair competition.

Thus, to uphold certain norms, it's important to adopt right means, as it will ensure integrity in the long run.

Thus, politicians should be encouraged to not use money and muscle power in elections, to uphold the ideal of free elections and sovereignty of India as a nation.



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।

In a vast country with a colonial legacy, there are several <sup>ethical</sup> challenges involved in policing in India like.

- ① Corruption - due to lack of professional integrity
- ② High-headedness and elitist culture due to colonial legacy.
- ③ Political pressure - eg. Gurnar Myrdal calls India a 'soft state'.
- ④ Lack of sensitivity and inefficient training in dealing with public.

Corruption refers to abuse of power and it degrades the moral fabric of the society.

Reasons behind corruption in  
the Police force -

↳ Colonial legacy - the corrupt  
work culture continued after  
independence

↳ Lack of commitment to public  
service - seeing their job as a  
means to make good money

↳ Lack of accountability - imperfect  
checks and balances

↳ Influence of corrupt politicians -  
living off people's money.

Thus, corruption in police forces  
must be checked by adopting  
suggestions of the Ribeiro  
committee and Supreme Court in  
Prakash Singh Case (2006).



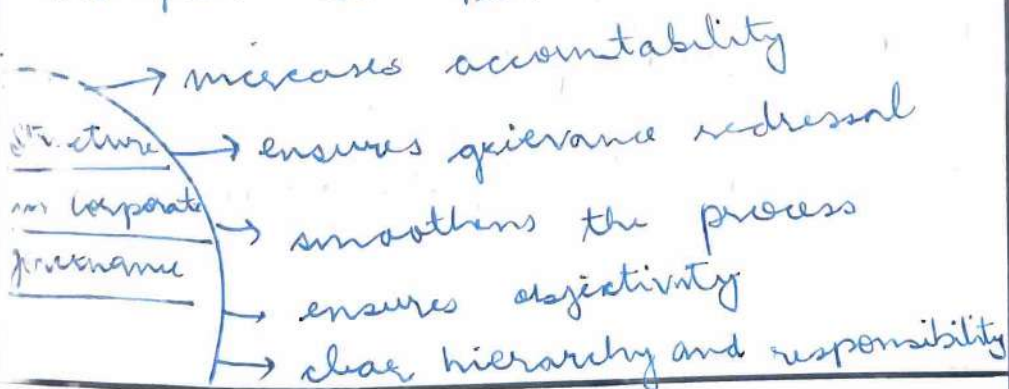
2. (b) A right combination of spirit and structure is integral to ethical corporate governance. Discuss.  
(150 words) 10

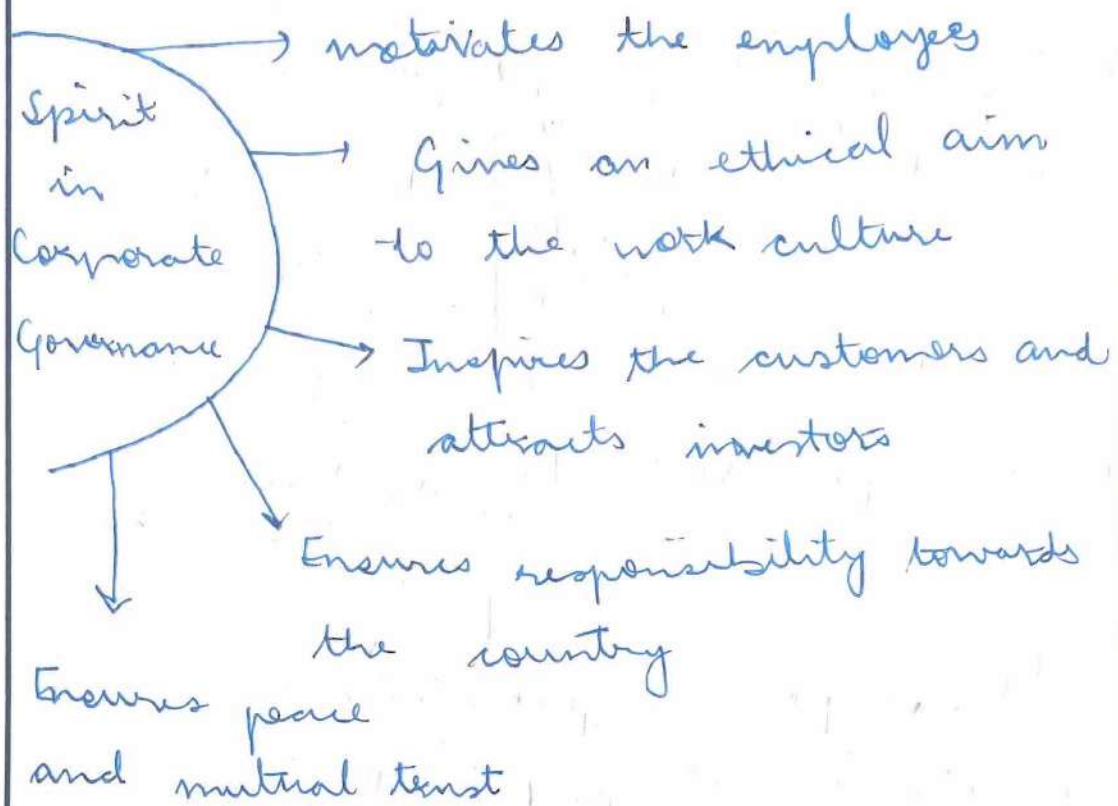
भावना और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नेंस का अभिन्न अंग होता है। चर्चा कीजिए।

Corporate governance refers to the relations between the employer and employees, the work culture and the way a corporate functions to meet its goals.

Ethical corporate governance aims to maximise its profits through mutual trust and goodwill within the corporate, and with its customers.

Both spirit and structure are integral to it.





Thus, both structure and spirit are important in guiding a company to function based on principles of ethical 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।

In a democracy, people have all the power, and public servants exercise the power on their behalf to effect social change.

Thus, both share the mutual goal of ensuring good governance.

Role of public servants in institutionalising high standards of ethical conduct and good governance -

↳ They are representatives of the state to realise Constitutional goals - eg. freedom from necessities (DPSP).

↳ Implement policies for social welfare

↳ Bridge between the government and people

↳ Role models for the public.



## Role of common citizens

ensuring  
accountability  
eg through  
social auditing

→ Enforce progressive  
legislation eg.  
enactment of  
Lokpal Bill

ensure  
transparency  
eg through RTI Act

eg Pressure groups  
and NGOs

work for public  
welfare and  
ensure good  
governance.

Thus, realisation of the goals  
of the constitution is a  
collective effort of the state  
and Indian people.

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 in India  
inherited the culture of  
'working - in - silos' from its  
colonial masters.

However, it must be changed  
to ensure cooperation, coordination  
and collaboration for efficient  
governance.

Importance of the same -

↳ Ensure synergy - eg. secretary  
of the Power ministry must  
coordinate its policies with the  
new Ministry of New and Renewable  
energy.

↳ Increase resources - eg sharing

of research and data between  
secretaries of Ministry of Health  
and Ministry of Women and Child  
development.

↳ Spirit of Team India - Thus, it  
strengthens team spirit and  
integrity.

↳ Creates comprehensive policies -  
eg. can resolve conflicts between  
developmental projects and  
conservation of environment.

↳ Collaboration with the  
public increases legitimacy and  
efficiency of policies.

Thus, there is a need to overhaul  
the work culture of Indian  
bureaucracy.

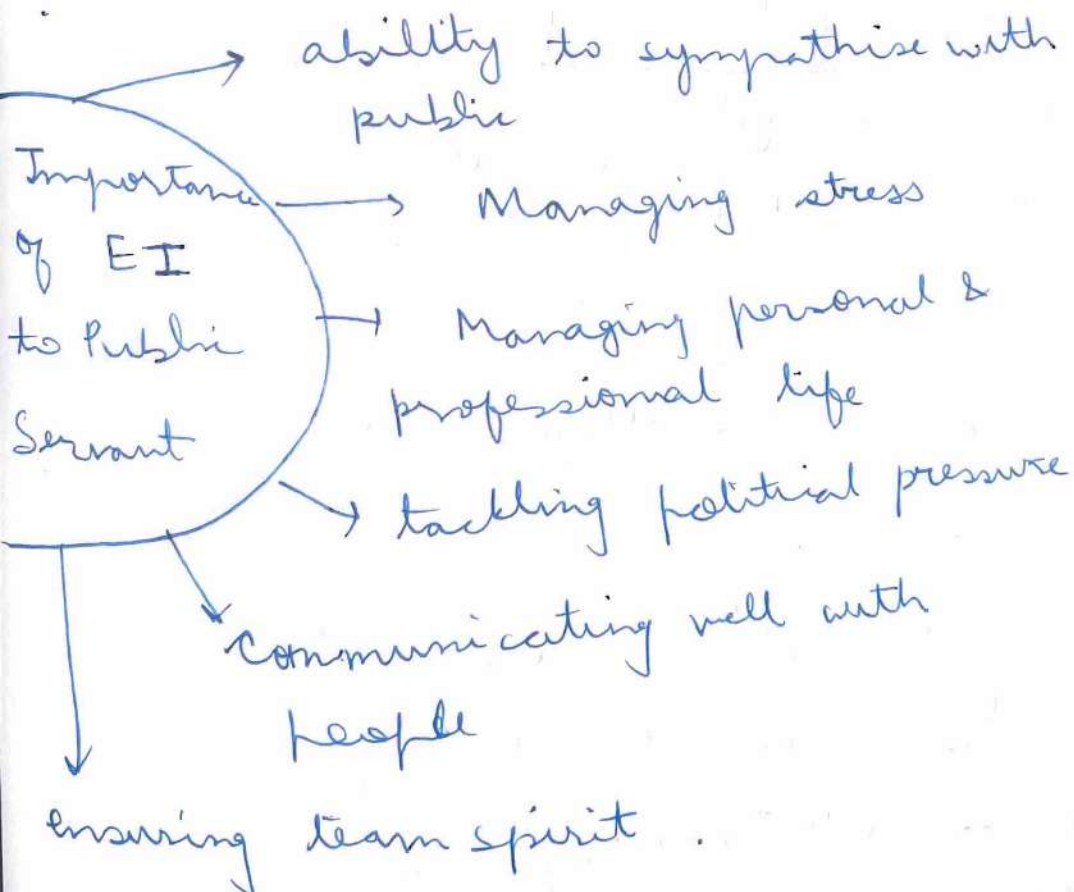


4. (a) While emotional intelligence is an essential tool for a public servant, it can also be misused to manipulate people to act against their own interests. Discuss with examples.

(150 words) 10

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

Emotional intelligence refers to an ability to understand one's own emotions and those of others, and the ability to manage them to achieve the desired result.



However, Emotional Intelligence may also be misused by public servant to manipulate people →

eg. during land acquisition from the tribals and the marginalized,  
they may be misled

eg. Giving false hopes to people  
of the benefits of any developmental project, to benefit the political class.

Thus, Emotional intelligence can also be misused.

There's a need to uphold integrity, commitment to public welfare and honesty to prevent such misuse.

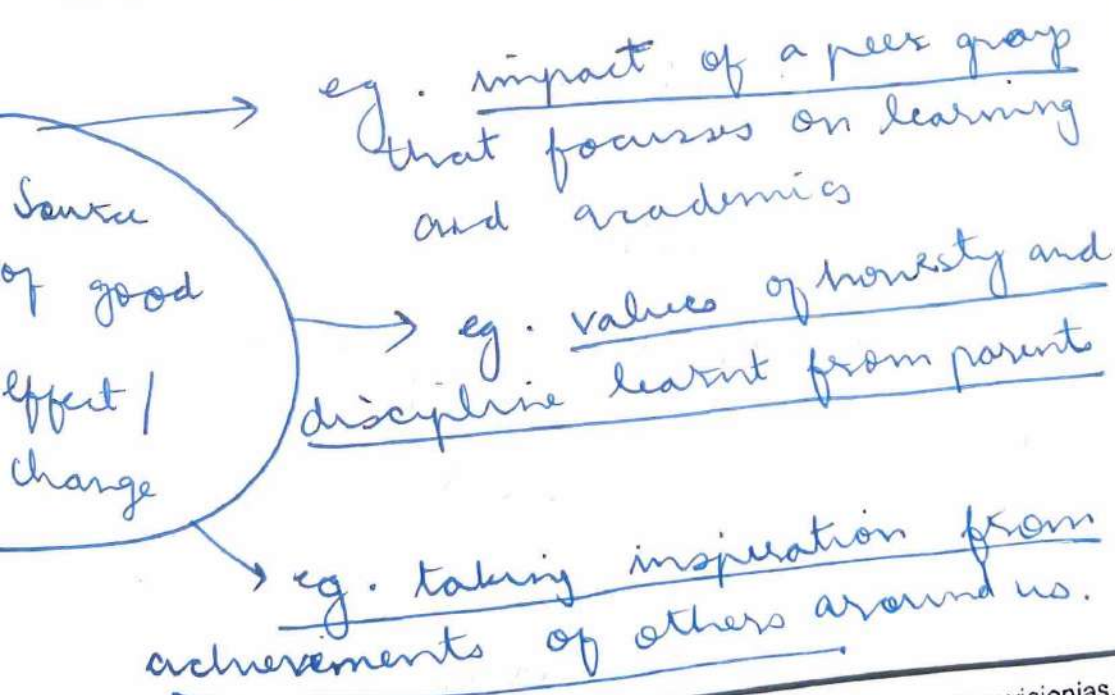
4. (b) Social influence is an ambivalent concept. It can be a source for good, bad and even for evil. Discuss with the help of relevant examples.

(150 words) 10

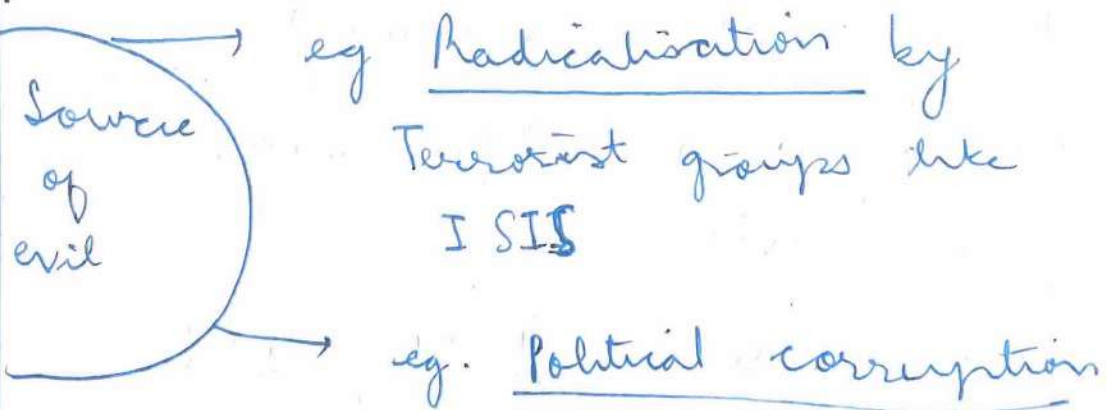
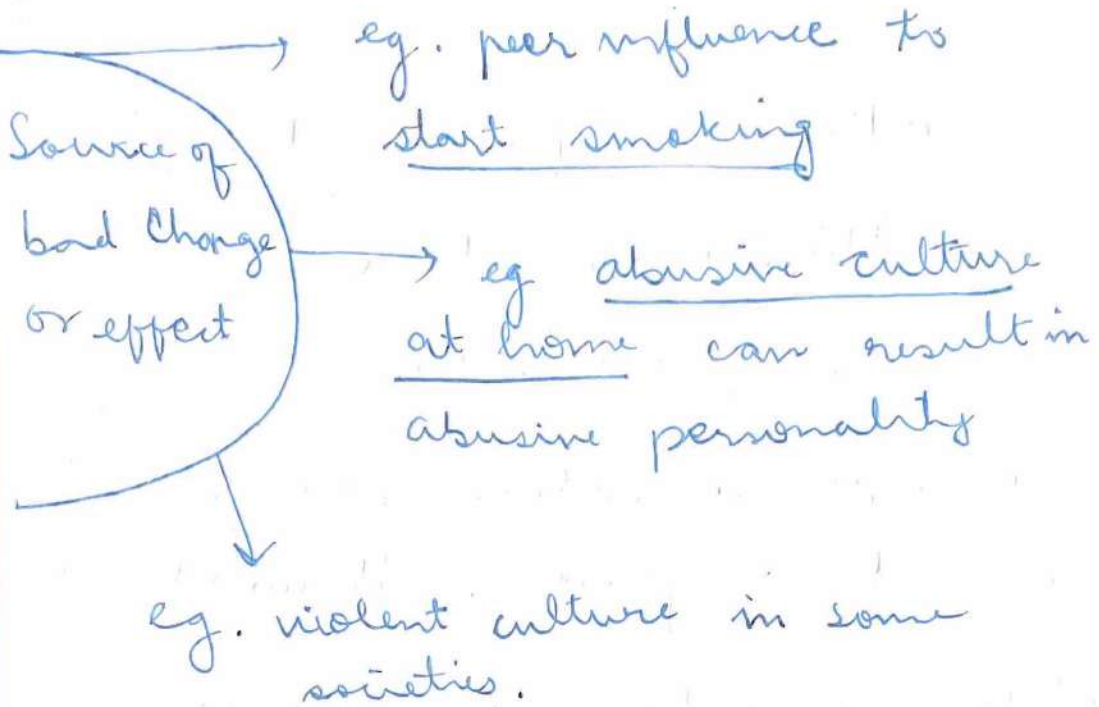
सामाजिक प्रभाव एक विरोधाभासी अवधारणा है। यह अच्छे, बुरे और यहां तक कि अशुभ के लिए भी एक स्रोत हो सकता है। प्रासंगिक उदाहरणों की सहायता से विवेचना कीजिए।

Social influence refers to change in one's thinking, behaviour and actions based on contact with a certain social environment or person. It includes adoption of certain characteristics of the social environment.

It can be a source for good, bad and evil







Thus, social influence can lead to greater harmony and development, and bad influence can also lead to destructive behaviours.

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।

Any public policy and its implementation must keep people at the centre. eg Gandhiji advised that the goal of public services should be upliftment of the most marginalised sections

Public centric approach focussed on

- + realisation of human potential
- + freedom from basic necessities
- + realisation of Constitutional goals.
- + upliftment of the worst off  
ie. Ata Antyodaya.

Any such approach has to be built upon Coordination.

Coordination



With the public

eg. through

National Advisory Board

→ between different ministries eg.  
between Women and Child Development Ministry and Health Ministry.

It also needs to leverage

Technology

→ eg. through JamDham - Aadhar - Mobile Trinity

→ e-governance

→ using blockchain in maintaining public data

→ Use of Artificial intelligence in health care.

Thus, both coordination and technology are important for governance.



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 is also known as 'Indian Machiavelli' and his work 'Arthashastra' is the greatest book on statecraft.

"In the happiness of the subjects lies the happiness of the king"  
— Kautilya

Importance of teachings of Kautilya in public services:-

- ① Keep people's welfare at the core of any policy
- ② Corruption is the greatest evil and needs to be checked by the state. eg (through technology & in 21st century)

③ Coordination between the public servants and institutions of the government. ~~is~~ eg. Kautilya recommended king to hold regular meetings with Amatyas.

④ Mandal Siddhanta - enemy's enemy <sup>दुश्मन</sup> is our friend - can guide India's diplomats.

⑤ Management of Revenue by experts - to ensure transparency and no mismanagement - importance of 'Kashia'.

Thus, all these teachings are timeless and are relevant to public servants in the 21st century.

6. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela

(150 words) 10

"जीवन में जो मायने रखता है वह केवल यह तथ्य नहीं है कि हमने अपना जीवन जिया है। दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"  
- नेल्सन मंडेला

"The greatness of great men gets rubbed on the people around them, and continues to live through them."

- Martin Luther King Jr.

Great men like Nelson Mandela saw their lives as a mission to uplift the marginalised around them eg. his role in ending Apartheid in South Africa.

The significance of one's life in impacting others ensures that his contributions become timeless.

Helping and making difference in



others' lives gives satisfaction  
to our soul.

Everyone lives, but few lives  
go beyond their personal ambitions  
and materialistic achievements to  
make a change in the society.  
eg. Gandhi's role in leading a  
non-violent freedom struggle

Even common people can make  
a positive impact in others'  
lives. eg. by ensuring education  
of the children of our house  
helpers.

Thus, human endeavour should  
be to pursue a life that  
inspires others and leaves the  
world better than we  
inherited.

- c. (b) "I care only for the Spirit - when that is right, everything will be righted by itself". Swami Vivekananda. (150 words) 10

"मुझे केवल मूल की परवाह है- जब वह सही होगा, तो सब कुछ स्वयं ही सही हो जाएगा।" -  
स्वामी विवेकानंद

The statement by Swami Vivekananda reflects his faith in good intentions and human spirit.

According to him, noble acts follow pure and noble intentions.

~~Intention~~ <sup>Good</sup> Intentions are like a seed, by sowing and watering which, we can achieve the growth of a tree - that also gives shade to others.

Even Gandhi believed in the value of spirit. He said "Hate the evil, not the evil doer".

He believed in appealing to  
the conscience of the colonial  
masters.

Thus, it is important to  
have right intentions and  
pure human spirit.

It can be developed by having  
emotional intelligence and good  
social influence.

Co-existence results in temporary  
results, whereas good spirit

leads to a life long  
endeavour to pursue the  
right and ethical.



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

Justice is the most important  
value of social institutions, just  
like truth is the most important  
value of any system of thought.

- Rawls.

Absence of tensions is a  
temporary solution to any  
social issue. It's like a pressure  
cooker, that can burst anytime.  
It only addresses the symptoms,  
not the cause.

True peace is rooted in  
justice. A just society is  
a peaceful society, as  
everyone gets his/her due  
share.

A just society ensures that no one is arbitrarily punished or rewarded.

Justice ensures Triumph of truth - 'Satyameva Jayate'.

To ensure justice, fair principles need to be devised, keeping the needs of the most marginalised at the heart of policy making.

'Injustice anywhere, is a threat to justice everywhere'.

Thus, we need a just society and world to ensure national and world peace.

**SECTION – B**

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

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

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

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

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

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

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

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



According to Rabindranath Tagore,  
"the success of a society reflects  
in blossoming of its children."

Children, under the Indian law  
fall in the age group below  
18 years - a time during which  
their mental faculty is developed.

In recent times, several heinous  
crimes, like the Delhi Gangrape  
of 2012 saw the involvement  
of a boy aged 17 yrs.

The possible factors that can  
drive a child towards committing  
heinous crimes are -

↳ Broken family - marred by violence  
eg. violence of father on wife  
(domestic violence).

- ↳ Poverty and deprivation - a lack of basic necessities creates frustration, thus making them prone to crimes
- ↳ Lack of moral education - Education system only focussing on academics, including character building.
- ↳ Criminal background of parents - sets the wrong precedence and role models.
- ↳ lack of effectiveness of state's welfare policies eg. housing  
eg. people living in slums are prone to commit crimes.
- ↳ Poor parenting, not correcting small wrong acts like cheating, lying, stealing - lead to validation of bigger crimes.



The difference between a child and adult lies in the fact that mental faculty, character, values, education of a child are still taking shape and developing.

Under the Indian Criminal justice system, reformation of a child is given importance for any crime committed. Thus, they are governed under Juvenile Justice Act.

It's not ethical to punish children as adults, and they deserve a chance of reformation as:-

↳ Mental faculty, education, character, values of a child



are still being shaped.

↳ Criminal acts committed by children are a reflection of failure of the society to take care of them.

↳ The basis of society is to reform the wrong, rather than admonish it.

↳ However, children must not be able to take the criminal justice system for a free ride.

The cases of extreme heinous crimes, like the Delhi Gang Rape, have opened a Pandora box, and merits of any decision in such cases must be taken into consideration.

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)

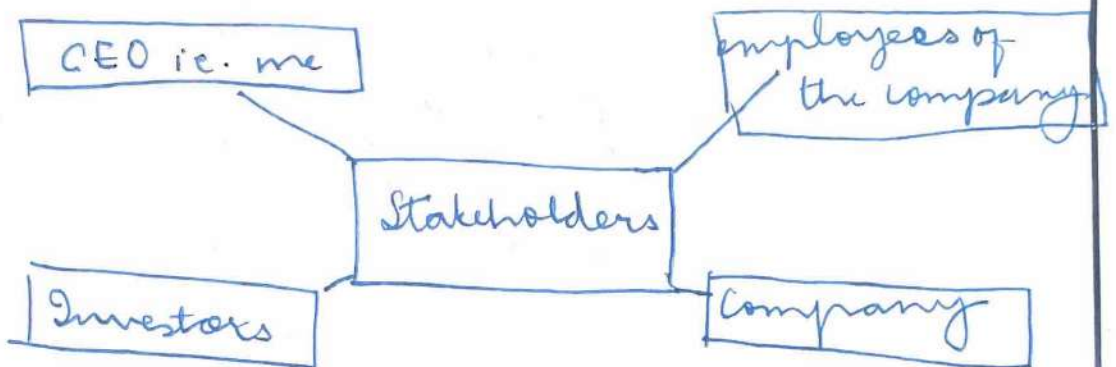
आप एक एडटेक कंपनी के सह-संस्थापक और सी.ई.ओ. हैं। कंपनी की लाभप्रदता बढ़ाने और छंटनी (डाउनसाइजिंग) करने के लिए आपके ऊपर कंपनी के निवेशकों का जबरदस्त दबाव है। कुछ खराब अधिग्रहण करने के बाद, पिछले कुछ वर्षों में कंपनी की वित्तीय स्थिति में भारी गिरावट आई है। ऐसे में छंटनी का सुझाव कंपनी की लाभप्रदता में 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 निवेचना कीजिए:
- (i) छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
  - (ii) हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
  - (iii) छंटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
  - (iv) मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छंटनी के उपाय के साथ आगे बढ़ना।
- (c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्रवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।



The given case study is a typical case involving corporate governance and business ethics.



Ethical issues involved -

- ↳ leadership v/s keeping investors satisfied
- ↳ business ethics v/s cost cutting to attract investors
- ↳ Responsibility towards investors v/s Responsibility towards employees.

The ethical issues involved are the following -

- ↳ leadership      ↳ corporate ethics  
↳ Corporate governance      ↳ cohesiveness  
and team spirit

Merits and demerits of the given options -

① Identifying key high performers and offering them suitable positions before implementing the layoff decisions -

Merits

- creates an objective criterion
- gives preference to merit
- human resource in terms of high performers - asset, so the company can be retained

Demerits

- Gives importance to merit over business ethics
- violates the trust of the employees in the company.

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

Merits - It can prevent the output or work from being disrupted.

- Employees may be pacified and kept calm.

Demerits - It will reduce the morale of the employees and their trust in the company.

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

Merits - investor satisfaction, cost-cutting; attract more investors.

Demerits - violates business ethics, gives preference to profits over ethics.



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

Merits - Smoothen the process of lay off and satisfy investors.

Demerits - Nevertheless, employees will sooner or later realise the profit motive behind their lay off.

I shall not lay off the employees, rather discuss with the investors other alternative methods.

eg. I can convince all employees to under go and accept a cut in their salary, till the time company's finances improve.

I shall lead by offering to do so to myself first.

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।



Refugees are people who are forced to flee their country due to violence and humanitarian crisis eg. the Rohingya refugees from Myanmar.

Moral issues related to the rights of international refugees -

- ↳ state-less people, thus most vulnerable
- ↳ sudden displacement leads to poverty, and they lack means of sustenance
- ↳ Many children and women are separated from their families.

Imp Moral issues -

- ↳ Human Rights - Moral rights of these people are violated,



↳ Ethical dilemma for the state -  
as acceptance of refugees puts  
pressure on limited resources.

↳ Creates conflict b/w rights of  
citizens v/s rights to refugees,  
over country's resources.

↳ Acceptance of refugees can  
set the wrong precedence - leading  
to greater influx

Thus, the issue of refugees is  
a sensitive issue, and as a  
Senior official of my country,  
mandated ~~with~~ to design the  
national policy to safely accommodate  
refugees, I shall make the  
following recommendations -

- ↳ Settlement camps should be set up for the refugees who have already come to India.
- ↳ Use of diplomacy - both bilaterally and at international level - to resolve the ongoing ethnic civil war.
- ↳ Creating a consensus at international level - eg the UN to accommodate refugees, so that my country is not burdened alone.
- ↳ Co-ordinate with regional countries to devise a strategy to deal with refugee issue
- ↳ Use platforms like UNGA to seek greater funds from the developed countries
- ↳ Formulation of a law or policy by the government to deal with refugees.

Thus, implementation of these suggestions can help in tackling the refugee crisis, both in the short and long term.



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।

The given case is about a  
conflict between freedom of  
speech and expression v/s  
sensitivities with regard to sexual  
identity of minorities.

(A) Moral issues involved in the  
case :-

- ↳ Right to freedom of speech and expression
- ↳ Respect to minority sentiment
- ↳ violation of peace and harmony
- ↳ a clash of perspective.

As the chairman of the committee to resolve the issue, it's my duty to ensure -



↳ Peaceful resolution of the issue  
through dialogue

↳ Peace and mutual respect is  
upheld over ego.

↳ Balance freedom of speech with  
respect to minority sentiment

(B) Keeping these objectives in mind, I  
shall take the following steps  
to resolve the issue :-

① I shall hold a discussion  
with both the parties 
 ↗ association  
of minorities  
Panellist

② I shall try to pacify them  
and try to resolve any misunder-  
standing.

③ I shall convince the panellist to  
take a broader outlook, and



cooperate in resolving the <sup>sub</sup> situation. I would apprise him about the result of his given statement.

(4) I shall request him to clarify his stand. Cooperation from other panellists shall be solicited to convince him.

Very often, some statements can lead to charged sentiments, affecting the sentiments of the community.

Thus, the best way to resolve the situation appears to be requesting the panellist to clarify his view, while respecting the minority's sensitivities.

I shall also sensitize the  
association to 'tolerate'  
differing opinion, and stay  
calm.

Thus, right to freedom of  
speech and sentiments of  
different sections will be  
balanced.

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 सिरिंज 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?



In recent times, use of performance enhancing drugs in international competitions has increased manifold. eg. The desire to win a medal in highly competitive tournaments moves athletes to adopt unethical practices.

As a young athlete representing India, my decision to act in this scenario will be based on the following objectives -

↳ to engage in fair competition, while upholding the values of sportsmanship

↳ Representing India and winning a medal for my country, make my country proud.

→ Thus, both these objectives together create a dilemma for me.

Options available to me :-

① Take the drug myself, become accomplice with my seniors and coach.

Merits

- enhance my performance
- improve chances of succeeding
- align my values with that of the team

Demerits

- adoption of unethical practice
- fear of being caught
- possible damage to country's reputation

② Not take the drug myself, and let others go ahead with taking it.

Merits

- My ethics remain intact
- Reputation of my country may be saved

Demerits

- Unfair competition
- Possible harm to my country's reputation.

In the given situation, I shall remember that "choosing not to act in an unethical situation, is also an unethical choice".

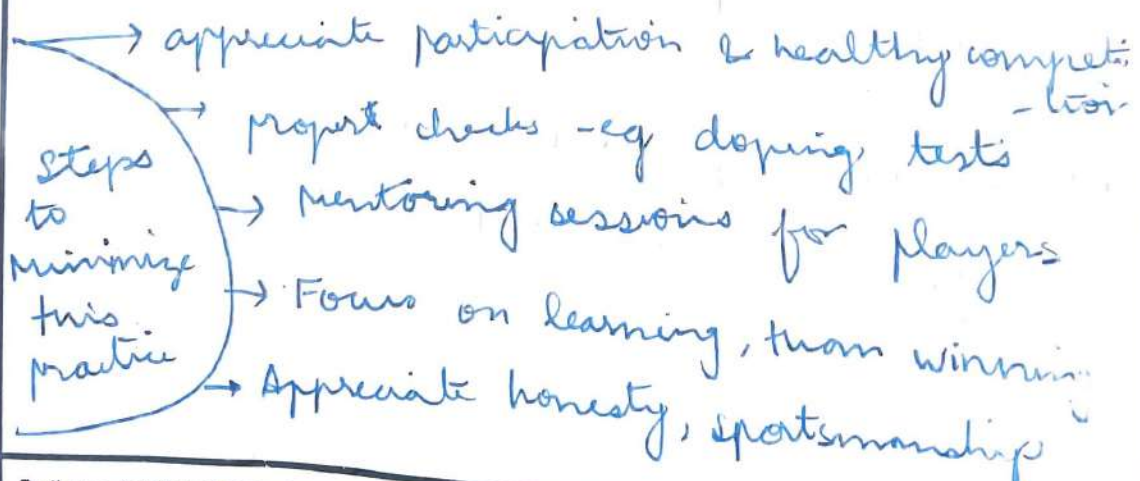
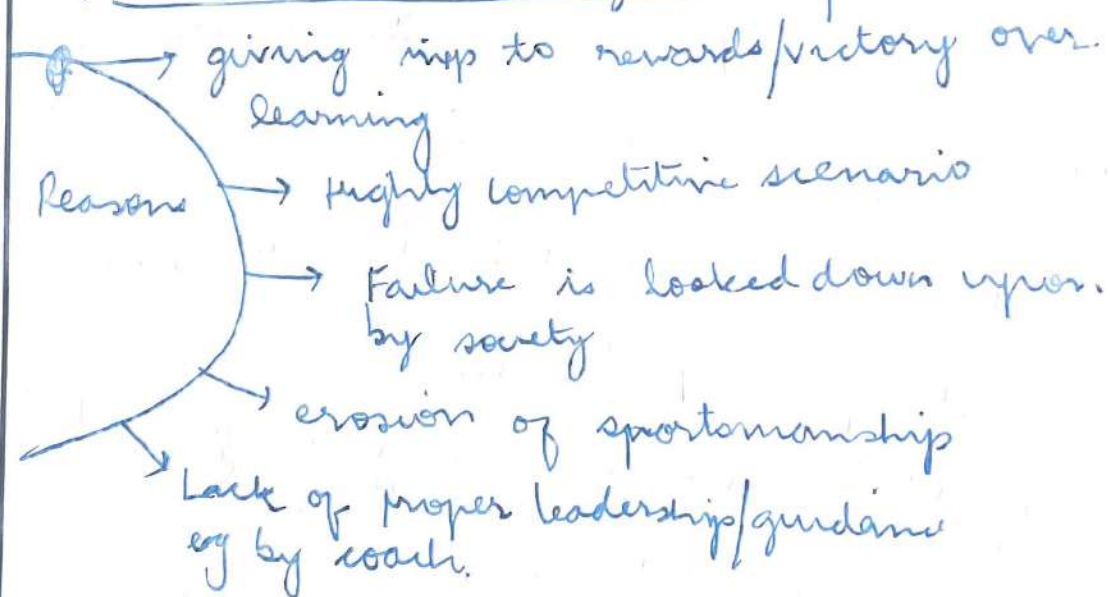
- ① Thus, I shall not take the above two steps, rather I shall myself refuse to take the drug.
- ② I shall participate in the competition as revealing any detail of use of drug can jeopardize the image of India
- ③ After coming back to my country, I shall inform the



senior authorities, eg. write to the secretary in the sports department about what happened.

4) Therefore, I shall balance the given challenges, while upholding India's reputation.

Reasons for this practice  
Steps to minimize this practice



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)

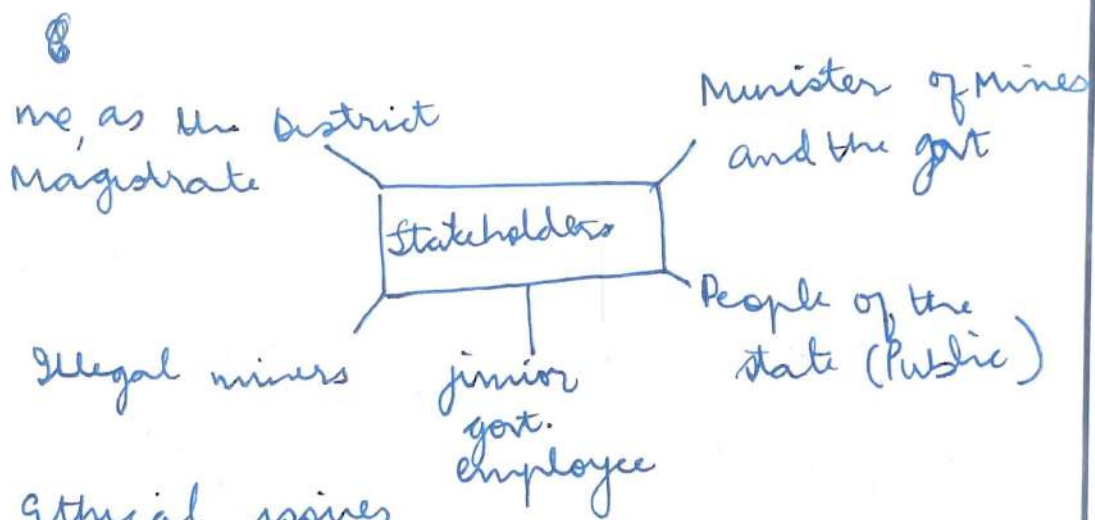
आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, 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।



The problem of illegal mining is rampant in states rich in mineral deposits eg. the recent case of death of DSP of Nuh district Haryana by <sup>alleged</sup> illegal miners.



ethical issues

- ↳ Corruption and misuse of political office by the minister
- ↳ Political pressure on a bureaucrat
- ↳ Making a young employee as scapegoat
- ↳ Misuse of public good i.e. mineral resources



## Ethical dilemmas

↳ Moral integrity and professional ethics  
v/s  
political pressure

↳ self preservation and career progression  
v/s

honesty and commitment  
to public service.

In the given scenario, I have  
the following options -

① Comply with the Minister and  
make the junior employee as  
a scape goat

merits  
↳ Self preservation and  
career progression are  
safeguarded

↳ closure of the case  
↳ Resolution of dispute  
with the minister

demerits  
↳ Against professional  
ethics  
↳ crisis of  
conscience  
↳ injustice to  
an honest junior  
officer

② Refuse to comply with the minister, and honestly pursue the inquiry

Merits	Demerits
<ul style="list-style-type: none"> <li>↳ uphold integrity and professional ethics.</li> <li>↳ contribute to public welfare</li> <li>↳ save an honest officer from the blame</li> <li>↳ set right precedent</li> </ul>	<ul style="list-style-type: none"> <li>↳ Can threaten career progression</li> <li>↳ May lead to my transfer</li> <li>↳ Can be a threat to my family and myself.</li> </ul>

In the given case, my duty as the District Magistrate is -

- ↳ to uphold the law - equal treatment to all
- ↳ Bipartisan attitude and act without fear or favour

↳ Uphold commitment to public service

↳ Avoid crisis of conscience.

Thus, I shall pursue the second option. I shall not fear

the consequence of honestly

pursue the case. I shall

also discuss the issue with

honest senior officers and

take their support

↳ I shall also ask for additional security for myself and my family

Thus, like a responsible officer,

I shall face the situation with courage and integrity