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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	Eng.	Registration Number	1365659
Center	DRW DELHI	Date	3/09/2022

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.

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 meaning the action as long as guided by selflessness without having any vested interest.

Reasons to
being one of
core values
in public life

- Administrative discretion :-
Used to enhance objectivity
- As being public servant :-
Need to uphold welfare of citizens
Ex. S.R. Sankaran pro poor policies
- Public service delivery :-
Swift and without discrimination.
- Reduce the misuse of position :-
Ex. Usagayam - 1st IAS to make
asset public.
- Upholds democratic accountability :-
Stand with any scrutiny
Ex.

* Measures to follow :-

→ Bureaucratic anonymity :-

To work without fear and pressure.

→ Enhance work etiquettes :-

That public servant has a sense of
fiduciary responsibility through code
of conduct.

→ strict implementation of law

→ Ethics Commission appointment

(As per 2nd ARC)

→ Objective assessment and go beyond
max. Weberian bureaucracy.

- Through sensitive training.

Thus altruism as S.C. said
that "public service placed on high
pedestal compare to private life".

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।

Utilitarian principles denote about maximum good, by following teleological aspect. But deontological aspect also as much as important while assessing ethical realm.

According to Plato, good people do not require law to adhere it.

Ex. celebrity followed due diligence and say no to advertisement of intoxicants, ^{even though} it harms his salary.

As per the Gandhiji, means placed at equal footing of end. Thus means has to be right.

Ex. Withdrawal of non cooperation, after
chauri-chaura ~~even~~ due to prevalence
of violence, despite of its success.

Thus ultimately freedom move-
ments (future) driven by truth & non violence
thus disciplined.

Virtuist ethics shows the
use of discrimination in proper way.

Ex. C.S. instead of getting swayed by public
sentiments (majority), follows objective
assessment.

So far deontological aspect
follows the norm of good person,
virtue ethics, integrity, professionalism
etc.

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।

Recently in Kerala, sit on lap movement spread as against moral policing. Thus in India has been involved ethical challenges in policing.

* Ethical challenges :-

1) Torture and truth :-

To collect evidences, police follows torture & might lead to custodial death.
Ex. T.N. - custodial death of minor.

2) Getting swayed by public sentiments :-
Ex. Encounter of rapist in Hyderabad.
(S.C. Committee found pre planned)

3) Conflict of interest :-

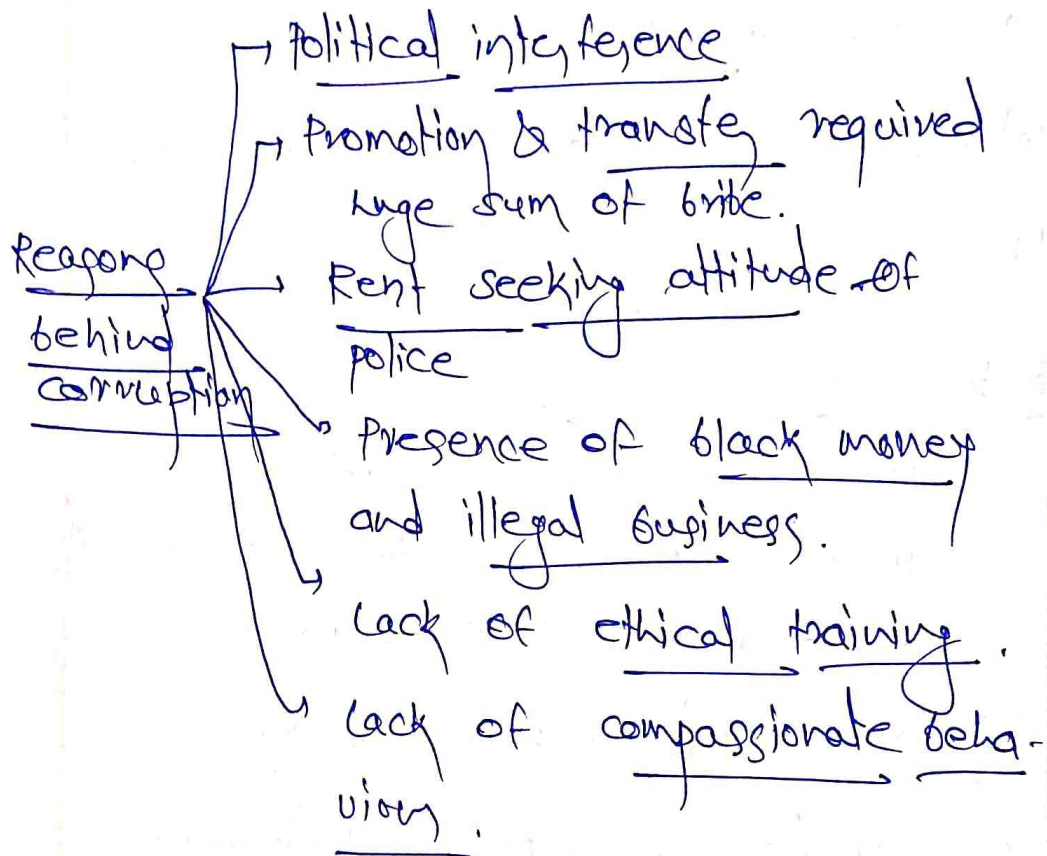
Ex. In Kerala police act against Irula tribes due to pressure of higher castes.

4) Politicisation :-

Ex. Sushant Singh Rajput case.

5) Moral policing :-

Ex. Kerala - benches separated on bus stand
to avoid male-female student together.



Thus here case arise of ethics
conflict with laws. But realm of ethics
goes beyond law and embedded it.

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
meaning practices, process and working
in which firm directed & controlled.

* Significance of structure and spirit combination :-

- 1) Transparent appointment
 - 2) Autonomy to BoG
 - 3) Coordinated approach
 - 4) Employee friendly behaviour
 - 5) Grievance redressal of lower employee
 - 6) Recalibration on basis of performance.
- } Structure related.

- 1) Ethics commission
 - 2) Timely counselling.
- }

- s) keep up with motivation
 - s) efficient work culture
(good) - high retention.
 - s) employees friendly inter
face
- } spirit related

Thus both combination can driven higher retention, motivation, with-standing during downward trend, increase productivity, make efficient and effective and works in coordinated manner.

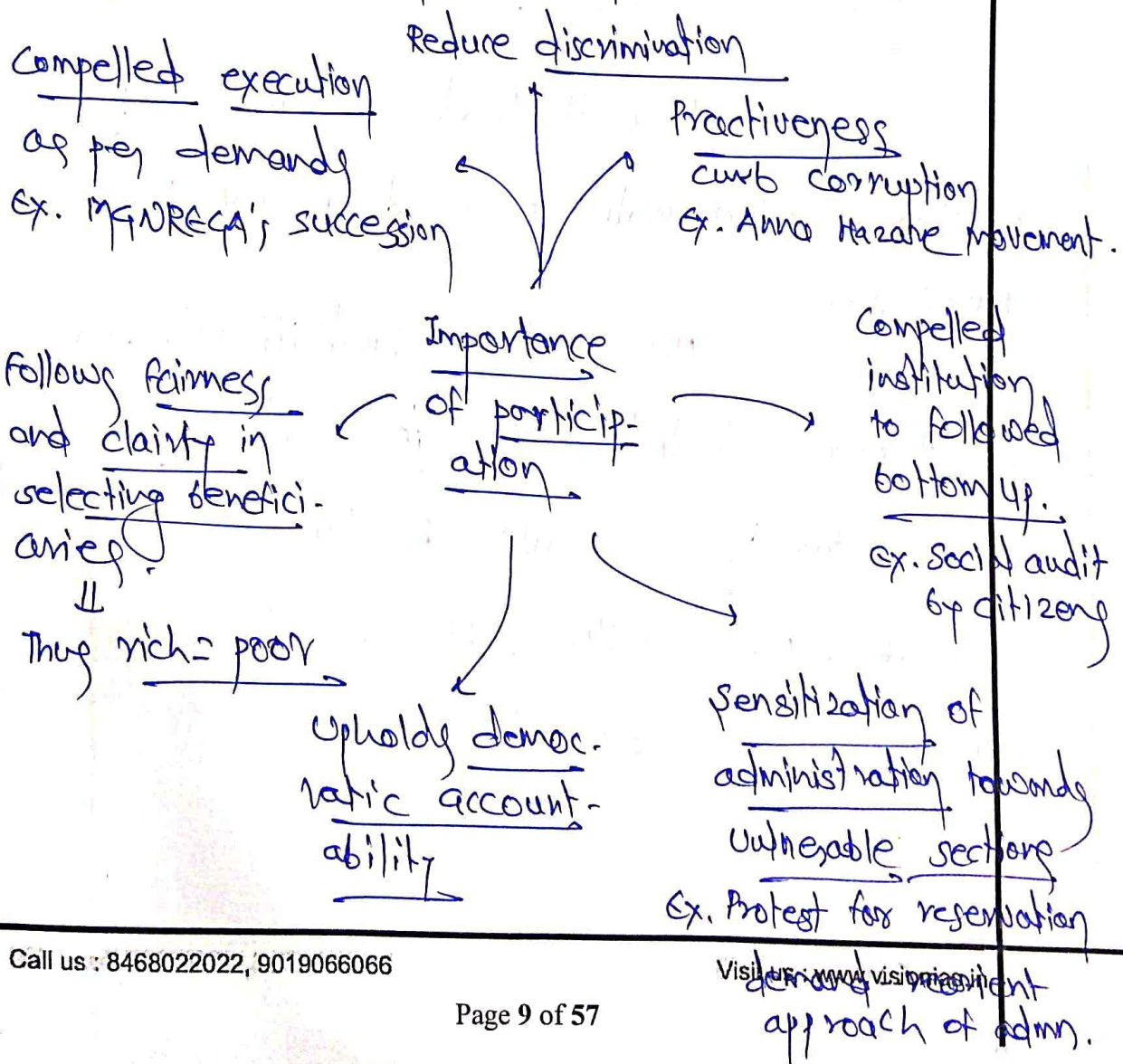
But recent current family owned business, imbalanced power, sharing, monopoly markets etc. are being threat to good corporate governance. They need to curb with above integral approach.

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।

Recently while delivering speech at 75th independence, PM emphasised a onus on citizens by upholding duty. It marked the necessitated between right and duty at equal foot.



- However, today's citizens
- enhance corruption by saying "itna toh chalta hai"
 - Follows statue quoist approach.
 - complacency in nature.
 - generate stigmatising attitude towards whistleblowers.
 - Elect representatives which from criminal background

Thus it leads to deteriorate setting, institutionalising standard and good governance.

Hence here, Gandhiji enlighten us through dealing with apartheid regime, unjust taxation on salt, 1st hunger in Allahabad mill strike. It compelled britishers to correct their course in India.

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।

According to ARC 2 report,
Indian administration follows 'statue
quoist approach' and 'work in silos'.

① Reasons for working in silos :-

- 1) Top down approach.
- 2) Complex bureaucratic procedure.
- 3) Lack of innovativeness.
- 4) Corruption.
- 5) Red tapism.

② Importance of cooperation, coordination
and collaboration :-

- 1) Increased productivity.
Ex. Maha e seva - faster service delivery
- 2) Minimized loss :-
Ex. Prevent destruction of prepared road,

if already know about irrigation department initiatives.

3) Faster delivery of projects :-

- Ex. Puri (Odisha) project stalled due to environmental clearance.

4) Targeted deliveries and appropriate beneficiaries selection.

Ex. linking of Aadhar with pwn.

5) Follows bottom up approach :

6) Reduced deduplication in voter id's

Ex. Integrate work of MOSPI, MHA and Election C.I.

Thus need of the hour to prevent 'one size fits all' approach.

As every circle of departments overlaps other department circle.

Jal Shakti Agriculture

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।

According to Daniel Goleman

em - Emotional Intelligence (EI) meaning the understanding and recognition of one's own emotion, knowledge of other's emotions and they regulate in socially desirable manner.

* Importance for public servant :-

- Understanding moods of the public
- To implement policy into action.
- Remaining flexible.
- Withstand with pressure.

But however EI can be misused to manipulate people to act against their own interest.
like -

- 1) → Hitler manipulated germans against jews.
- 2) Brainwashing of lone wolf attackers.
As he sacrifice his own life.
- 3) Terrorist used to drive recruitment by saying - 'Religion is in danger'
- 4) created situation of majority vs minority.
Ex. Mob lynching on suspicion of cow smuggling.
- 5) Harm peaceful coexistence.
Ex. Godra riots happened due to death body of pilgrims travelled through each corner of city.

Hence here conscience with scientific temper, logical reasoning and objectivity will guide well.

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 meaning
the changing a thoughts or beliefs by
action or communication.

Thus it can be mould
as per source wish (interpretation in
varying term)

Elements → source chara.
 → Message chara.
 → Target chara.

1) source for good :-

Dr. APJ Abdul Kalam compelled
students through his behaviour to
take up and explore scientific studies.
Through his numerous speeches.

1) Source for bad :-

Ex. Surrogate advertisement
(for intoxicants) by celebrities having
wide influence in fan followers.
Might they choose smoking as ~~there~~
hero does

2) Source of evil :-

Ex. Contains Ulemma or clergy
by giving provocative speeches compelled
followers to take up arms.
- Terrorist (LeT) used clergy and
drive recruitment and fulfill agents.

Hence here, Plato enlighten
us by saying "good people does not
require law - they automatically adhere
through good behaviour." That is need
of the hour.

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।

In India service delivery marred with corruption, red tapism, top down, inadequate supply

Thus requirement to follow people centric approach through coordination and leverages technology.

1) Biometric authentication :-

ePDS reduces leakage of PDS

2) Single window clearance :-

Thus eliminated complexity and makes ease of doing business.

- Several clearances along with environment in one go.

3) Bhoomi Roshni portal :-

- Coordinated response of central govt and state ministries regarding land acquisition.
- Thus faster completion of project.

4) Increased objectivity in decision making :-

- Phased out ~~sub~~ irrelevant subsidies.
Ex. Crop loan waiver.

5) Reduces wastage & double burden of work.

Ex. e-Pik Pooji - Coordinated response of ministry of Agriculture & Jal shakti.

However, digital divide, illiteracy, status quo, complacency attitude, corruption creates impediment in efficient delivery. Thus need to remove them.

5. (b) Highlight the important teachings of Kautilya that are relevant to public services in 21st century India. (150 words) 10

कौटिल्य की उन महत्वपूर्ण शिक्षाओं पर प्रकाश डालिए, जो 21वीं सदी के भारत में लोक सेवाओं के लिए प्रासंगिक हैं।

Kautilya also known as Indian Machiavelli given critical inputs regarding administration in volume 2 of Arthashastra book.

* Kautilya teachings :-

1) Before taking any decision, King has to discuss with cabinet.

- prevents authoritarian.

- Helps to know public demand by participating them.

2) Re-Corruption :-

- Cannot be completely eliminated

thus need to strengthen rules & regulation to minimise.

- Compared corruption with honey dew.

3) Non discrimination :-

- King has not been able to discriminate among his subjects.
- Thus upholds equality principle.

4) Objectivity in decision making :-

- A public servant must assess true nature of public through by collecting facts & moods.

Thus here along with Kautilya, S.R. Patel enlighten us by saying "we did not able to be independent & modern, if public services has not - security and freedom of opinion"

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

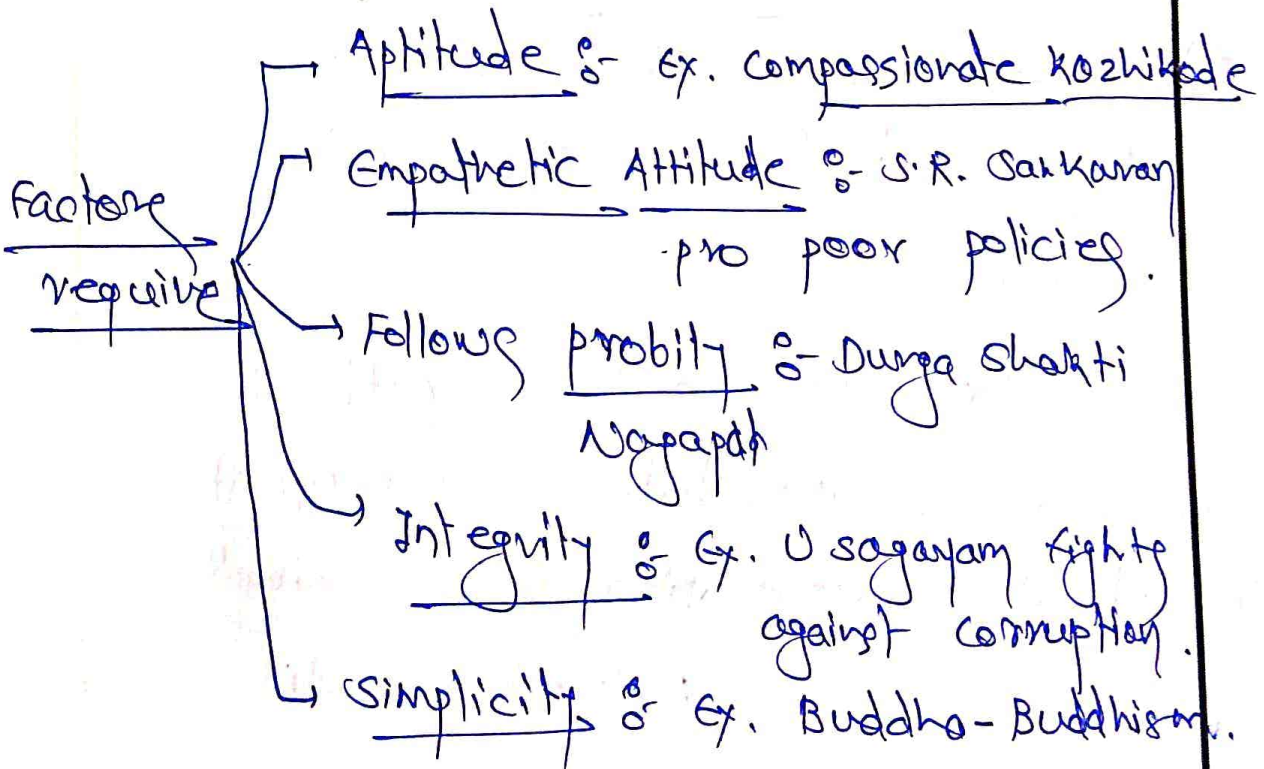
निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(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

Here Nelson Mandela
well strike the approach ^{towards} meaningful
life and examined life which has
positive implication of peoples life
forever. Thus it prevents robotic
sustenance of person.



* Significance :-

1) Making them capable :-

Ex. Gandhiji's movement makes masses capable to believe on ourselves.

2) Fights against injustice :-

Ex. Ambedkar fights for down-trodden sections.

3) Increased welfare - in democratic institution.

4) Execution of public service delivery faithfully.

5) Instigate a self confidence.

6) Shows way of Right knowledge,
Right conduct and Right belief

(Jainism)

They "Everyone has capable to transform his immediate environment by radical transformation inside him"
→ Krishnamurti

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 यह सही होगा, तो सब कुछ स्वयं ही सही हो जाएगा" -
स्वामी विवेकानंद

Here Swami Vivekananda,
strikes appropriately on thought form
ation - basis of principles held
by person.

① Significance of spirit :-

- generate logical based conscience.
- work towards humanitarian needs
- Dilution of cognitive dissonance.
- Consistency in adherence thus
i.e. integrity
- Turn into good behaviour (socially
acceptable)
- They given emphasised on rational
thoughts formation.

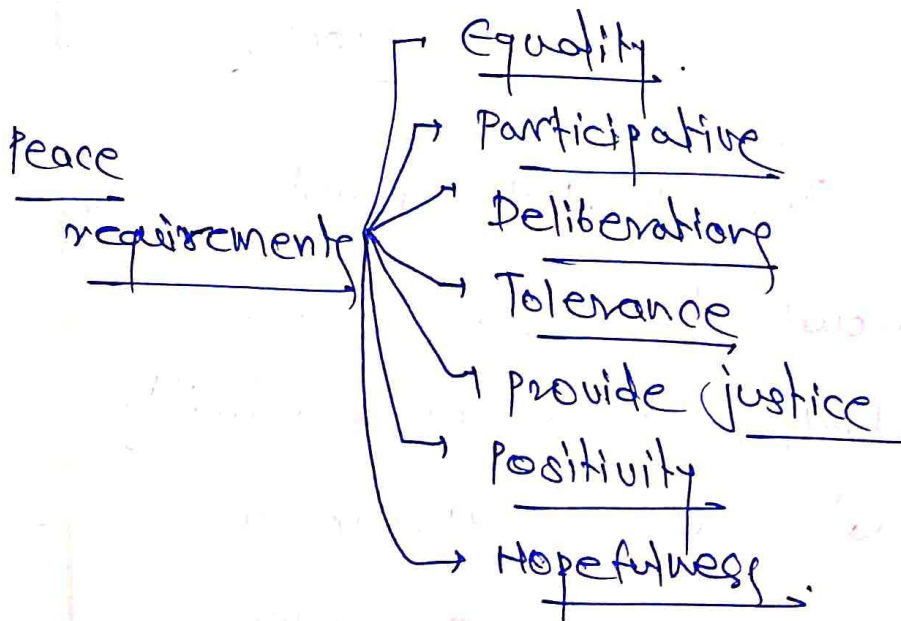
- Thus it will be translated
into action —
- Ex. Jr. Martin Luther King - spirit towards equality, thus fight against apartheid.
 - Socrates - unexamined life unworthy of living
 - M. Gandhi follows spirit of Truth & Non violence - resulted in bringing independence.
 - Mother Teresa - spirit of compassion, alleviate lakhs people suffering.
 - Baba Amte - spirit towards tribal - resulted in life devotion to give them healthy life.

Thus - Swami Vivekananda says "Thoughts live forever". Hence through that spirit healing of thoughts require.

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

Through this quotation
Martin Luther King Jr, pointed out
that harmony in society directly
proportional to the justice placed.



Thus mere absence of
tension in society has wide meaning.
Including - persons might follow wait &
watch approach till justice to be done.

If injustice prevailed
in society - then it has domino
effect on :-

- Disharmony

- Protest - Ex. Sri Lankan protest

has implication beyond
eco. crisis - as demanded
to bridge the gap between
rich & poor.

They J.S. Mill will be guided
here through his 'social contract
theory which depends on credibility
and mutual grounds, through wide
participation of each and every
stakeholders.

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?

Under Juvenile Justice

Act, 2015 stated that if adolescent
involved in heinous crime, then
shall be treated like adults.

According to NCRB
report, reporting under Juvenile
Justice Act, 2015 are on rise.

Above case study
tries to distinguish between mat-
urity & immaturity in context
of child development. As well
tries to shift onus of responsibility
from child to societal level.
i.e. attitude formation in right
direction.

(a) Factors :- ~~surround~~

1) Attitude formation :-

- From his childhood, his exposure towards violence from its association draws towards heinous crimes.

2) Conscience :-

Driven by bad experience,
ignorance, extremity to follow
passion.

Ex. → Hitler's atrocities on Jews.

3) Harmonal change :-

- lack of knowledge of he at Bhagat Singh attitude formation stage.
- Thus does not aware about
consequences.

4) socialisation :-

→ Ex. child developed along with goons
might more chance to develop
like them.

5) Lack of rehabilitation :-

in policy formulation above aspect
neglected, more emphasised on
punishment.

6) Other reasons :-

As per NCRB

- Influence of movies
- 80% crime done by
poor (Lack of basic
amenities)
- standard of living.

⑥

① Treating as adults :-

Advantage

- Justice to the victims
- Age should not be criteria
for heinousness,
- Different countries follow
different age limits.

→ No scientific proof about maturity development.

Disadvantage

- Missing reformation measure.
- Having lack of clarity about consequences.
- Against natural justice principle.

① Reformative Advantage

- carried along with principle of proportionality.
- chance to integrate with society.
- To avoid stress, depression in future or next 70 yrs.

Disadvantage

- Injustice towards victim family.
- Moulding of character at the age up to 14 yrs.

Thus as per John Rawls,
"Justice should be reformative & rehabilitative.
So going with 2nd option can build regili-
ent society."

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।

Above case study
denotes the conflict between means
and ends. And to achieve good
ends (egoistic), might compromise
prosperity of workers.

Thus these case study
indicates about the necessity of
work culture, in order to prosper-
ous growth & development.

4) stakeholders :-

1) CEO (AsMc) :-
company's prosperity vs welfare of employee - faced dilemma.

2) Investor :-

- Profit vs loss, in order to driven profit upheld egoism principle.

3) Employee :-

To choose between company's prosperity or crisis of livelihood.

- Questioning arises about their relevance in other establishment.

4) HR team :-

while true assessment reporting might face aspect of cognitive dissonance.

(b)(i) merit

- Retention of best workers.
- Channelized energy towards profitability
- Favourable balance sheet

Demerit

- Question of livelihood of by off workers & his families.
- Against the principle of corporate governance

(ii) merit

- Sense of security to employees
- Less burden to employer to adhere rules regarding labour laws

Demerit

- Benefit of social security & others missing
- Short term escape mechanism
- Question about sustenance of workers with salary.

iii

Merit

- Appease investors & solution to finance
- Restructuring companies priorities to achieve profitability.

Demerit

- Against principle of corporate governance.
- Trust deficit might seen in society towards company image.
- Tarnished work culture - problem in hiring future workers.

iv

Merit

- Upholds objectivity
- shows resilience hence upholds fortitude
- Justice prevailed
- Motivation for giving best shots.

- Questions arise on objectivity & assessment criteria.
- Injustice to lay off workers

② Course of Action :-

Thus here, factors determining course of action are values like compassion, objectivity, professionalism. Along with compliance with labour law.

So while by off following downsizing approach, I will adhere to transparency (giving merits) to lay off them. And then follow code of social security norms regarding reskilling.

But is best is to be following retention while identify reasons for decreasing profitability, boosting workers efficiency and attract investment on the basis of merits & upholding company's principle. Thus good work culture prevailed.

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)

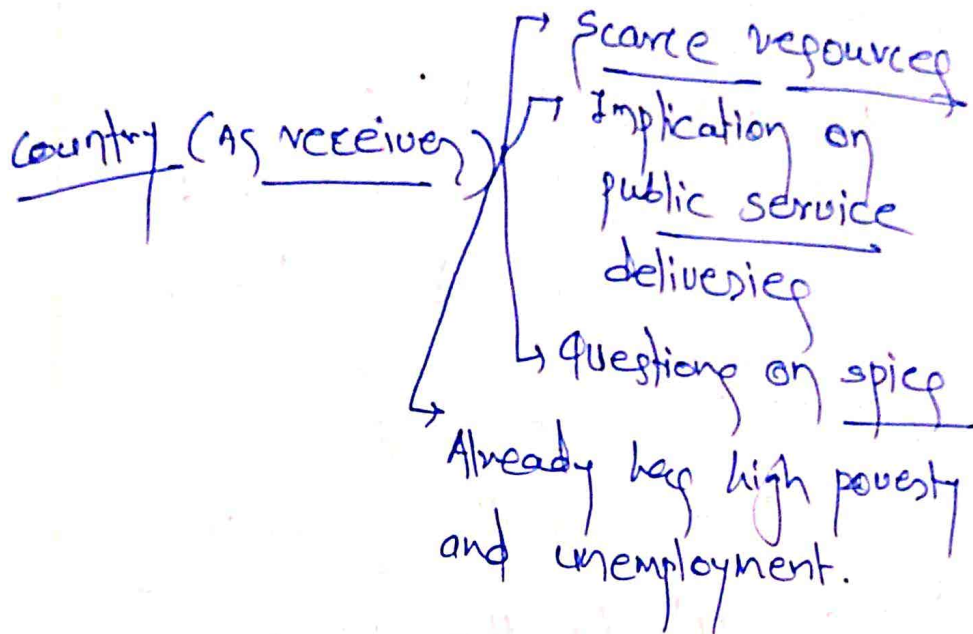
एक पड़ोसी देश में नृजातीय गृह-युद्ध जारी है। यह संघर्ष उक्त देश से लोगों के बड़े पैमाने पर विस्थापन का कारण बन गया है। विडंबना यह है कि विकसित देशों ने कोविड-19 महामारी, संसाधनों के लिए प्रतिस्पर्धा, घरेलू राजनीति आदि के कारण शरणार्थियों हेतु अपनी सीमाओं को बंद कर दिया है। देशों द्वारा अपनी सीमाओं को 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।

above case study recently
seen in Afghanistan, Myanmar, Russia-Ukraine conflict.
Where applied ethics conflict with
present laws.

① Moral issues :-



① Moral issues in rights of international refugees :-

→ Without any reasons, civilians suffered for others' conflict of interest.

Ex. US in Iraq caused suffer to civilians

→ International rights of refugees are not binding.

→ Violation of natural human right of refugees.

Ex. UN & P Refugee charter :-

Upholds dignity & respect towards refugees at centre place

→ International ^{relation} ethics :-

Driven by the country's interest, not by the person's interest. Hence follows vested interest while dealing with refugee crisis.

→ Country (As source) → Missed moral responsibility towards citizens
→ Against beyond handling their approach followed - wait & watch

* 6) Recommendation to India :-

Till date India does not have laws on lines of UN refugee charter while dealing on issue like refugees. Thus India's following conventional approach to deal.

- 1) To make legislation.
- 2) Right to life impecable with persons dignity, irrespective of his citizenship.
- 3) Need to set up refugee camps in nearby boundary areas.
- 4) Must follow aspect of just and humanitarian.

5) Need to start talk with war torn countries with different factions.

6) Coordinated response

Taking on board UN, country (source) & receiver and leaders of refugees.

7) However while dealing with refugee crisis, India needs to reoriented approach through prism of - National interest, security and demographic realignment.

Thus according to Daniel gozman - "Compassion is not only feeling pity, ^{but} moved by to alleviate sufferings of persons"

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

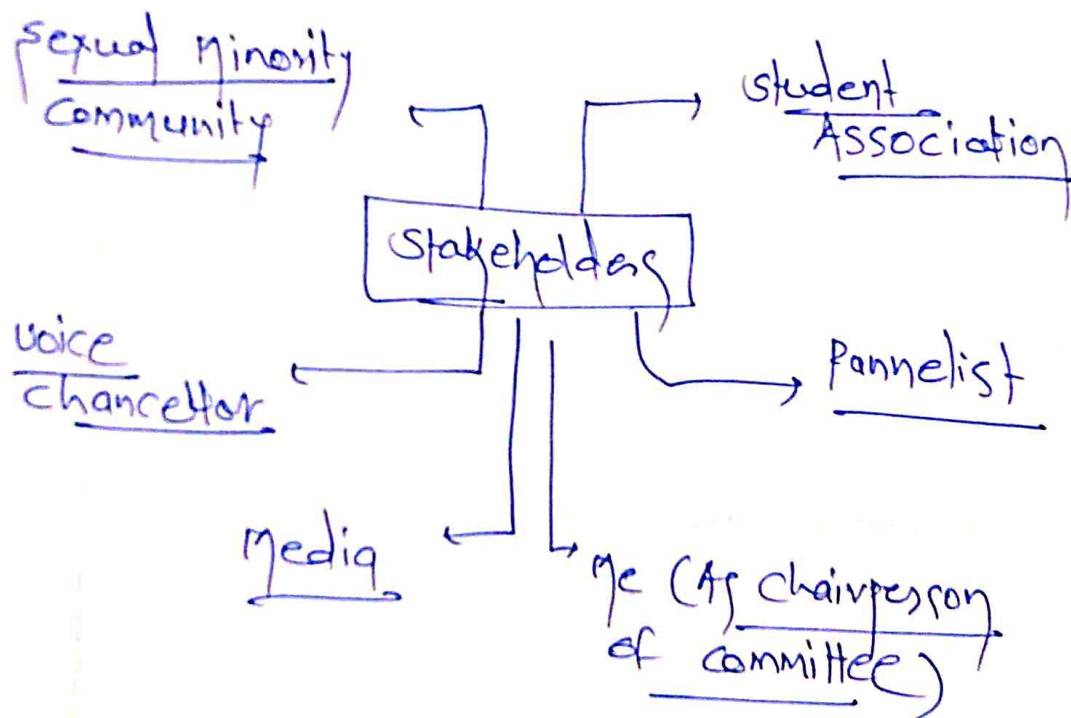
- (a) Discuss the various moral issues involved in the case.
(b) Keeping the right to freedom of speech and expression in mind, highlight the steps you would take to resolve the issue and list arguments in support. (20)

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

- (a) इस प्रकरण में शामिल विभिन्न नैतिक मुद्दों पर चर्चा कीजिए।
(b) वाक् और अभिव्यक्ति की स्वतंत्रता के अधिकार को ध्यान में रखते हुए, इस मुद्दे को हल करने के लिए आप जो कदम उठाएंगे उसे रेखांकित कीजिए और समर्थन में तर्क दीजिए।

Thus above case study denotes a component of attitude, emotions and beliefs towards sexual minorities.

Recently in Naveet Singh Johar Judgement, supreme-court decriminalised sect 377. Thus shows "ethics has wide controversy which goes beyond realm of law"



1) word issue :-

1) Discriminatory approach as against equality principle :-

→ Does not giving level playing field to minorities.

→ Having prejudices and stigma, realised through comments.

2) Media :-

- TRP oriented

- Question arise on objective assessment.

While treating with sensitive issues, more chance to forget basic etiquette and manner.

They run kangaroo court and has implications on court's judgement.

5) Pannelist :-

→ freedom of speech vs defamation to certain communities.

→ Question arises on his critical comments.

1) Chairperson :-

Objective assessment vs conflict of interest.

6

Firstly i will ~~talk~~ set up meetings with student associations and pannelist person separately. They patiently listen their opinions and stand on the issue.

Reason being Right to speech & expression is fundamental right.

Then i will assess the situation with committee

members, while considering their views on freedom of speech.

If he (panelist person) found guilty in discussion. I will submit report higher authorities and recommend to give public apology, and told him that freedom of speech, is not absolute & has to follow certain reasonable restrictions.

And also suggest the measures to media to follow good code of conduct & etiquette. And has to restrict with these realm.

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 गिरिज 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 साथ 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?

Recently, 2 Indian
athletes caught in doping test,
and has been repercussion on
India's reputation.

According to World Anti Doping Agency, India became 3rd in number, whose players caught in doping test.

① Options available :-

1) Following the coach advice :-

Merit

Demerit

→ Enhanced performance and image as a medallist.

→ Tarnished image
→ Might ban for lifetime.

→ Might brings a medals.

→ Repercussion on family.

→ Has a domino effect on my family in economic term.

2) Abst. saying not to coach & report to higher authority :-

Merit

→ Uphold leadership principles

→ lowered down the repercussions on India's Image.

→ Prevailed level playing field.

Demerit

→ Harassment faced might

→ might i won't participate in future confide-sports

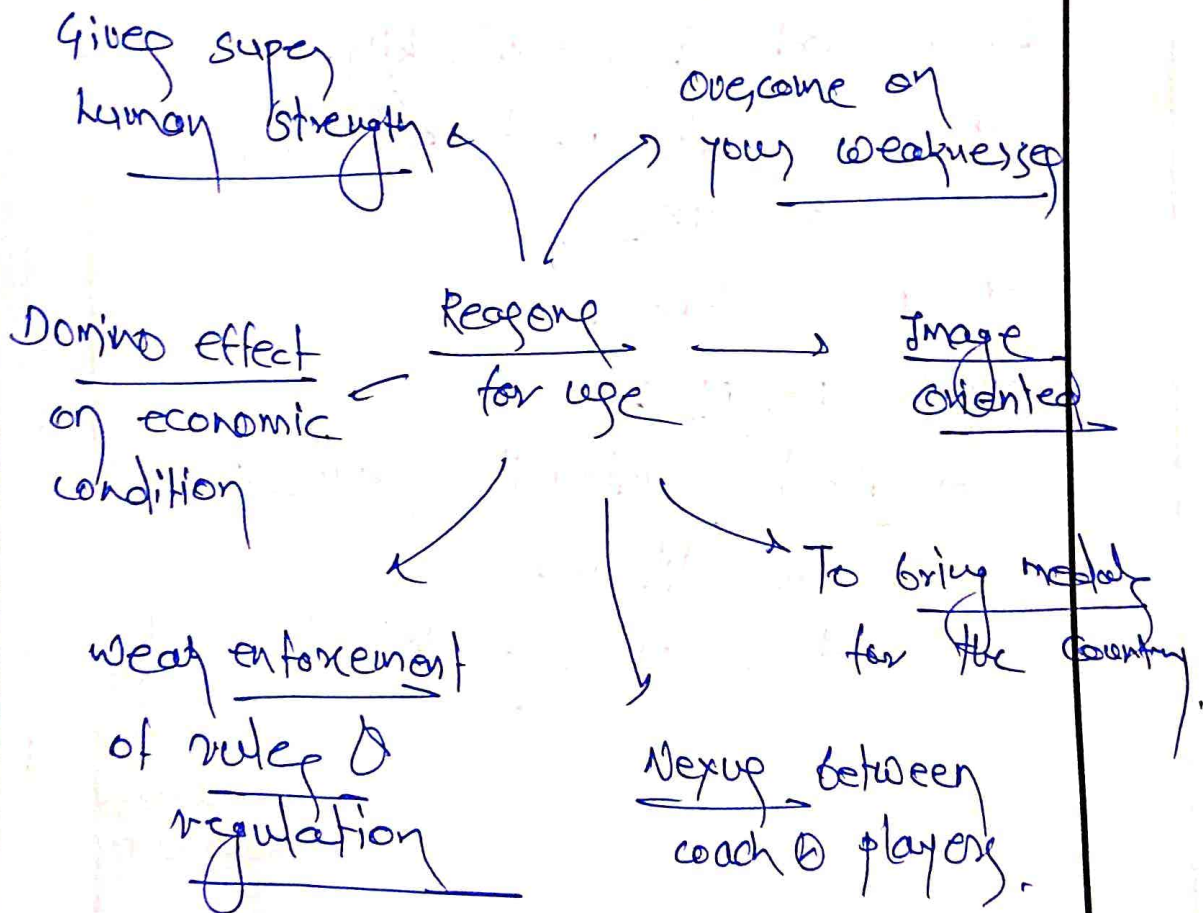
Thus here i will follow option ② as it is necessary to aware the higher authorities regarding prevailed situations.

As there might turned into to curb doping and

Strengthen level playing field
among sports players.

As becoming sports player
s, you need to show sports ethics
with integrity, honesty, leadership
etc. Ohup on you.

①



11 Measures to minimize :-

→ 11 sports institution :-

- Regular doping test

- seminar on repercussions on health, on image - on self & India.

- Also sports ethics - basic etiquettes.

→ Administration :- Rehabilitation & reformation.

→ To curb drug trafficking.

→ strict enforcement of rules & regulation.

→ speedy trial.

→ sports person :-

→ Upholding - integrity, professionalism & due diligence.

→ Set an example towards society.

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।

Above case studies, having
the principles of Bureaucratic anonymity and ethical altruism.

Making the scapegoat of
junior employees can harm his
career prospects and social status
forever. They have need to follow
altruistic principles with objectivity.

② Stakeholders :-

1) DM (AS MC) :-

- Objective assessment of vested interest

- If following favourable terms to
minister, they have impeccable
career growth but might face
cognitive dissonance.

② Ministry :-

- Nexus with illegal miners
- Interested to shift burden on innocent junior employees.
- lacks integrity and honesty.

③ Junior employee :-

- Livelihood implications forever.
- unaware about situation
- Injustice towards him.

Virtuous life Here,

"Virtue lies in our power, so does vice.
That it is in our power, to act
or in power, to not act"

- swami vivekananda.

It will guide future course

① options available :-

① shifting onus of corruption on
junior employees.

Merit

- Harass in
reduce harassment
- Har might impercate
career prospects.
through promotions.

Demerit

- Cognitive dissonance
- Injustice towards
junior employees.

② Against ministry advice - following objective
assessment :-

Merit

- Integrity & profe-
ssionalism
- Justice prevailed
- Decreased cogniti-
ve dissonance.
- Accountability

Demerit

- Harassment
continuous
- Harass career
prospects.
- ~~Cost~~ Suffering
of family.

Thus firstly need of the
how to maintain virtue of power
in path to uphold tranquility of justice
Through objective assessment.

Submitting report to higher
authority. impartially and present
unbiased recommendations. If interest
happens in reporting then goes in media
giving veracity of assessment. And
lastly remained courageous & to be firm
in approach.

Thus virtue is a habit
of choice. And by selecting good
virtue leads to uphold virtuous
life. so end has to be virtuous.