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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	English	Registration Number	658 508
Center		Date	30/08/2022

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 Be:

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 action done for the good of the society at large eg Soldiers altruistic act of laying life for country

Altruism - one of core values in public life

- 1) As a public servant, public interest prevails over private interest
 - 2) Need to respect Deontology ethics of public service
 - 3) Altruism reflects selflessness which is an important public ethics (NOLAN Committee)
- eg Civil Servants altruism during COVID displaying selfless ethos by working for late hours & cutting short leaves

4) Altruism also builds a culture of
trust based governance

Measures to foster altruistic behaviour

- ↳ Kiran Agarwall Committee suggests
Sensitivity Training
- ↳ Fostering Role based training based on
on-site learning to inculcate ethics
- ↳ Appreciating good work done eg Civil Services
Awards

Hence Altruism as an ethos can
build solidarity and public welfare in
real sense.

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 ethics promotes maximum good for maximum people. However there are actions based on ethical means which may not yield maximum good consequences
eg Gandhi's withdrawing Non-Cooperation Movement over Chauri-Chaura

- ↳ A whistleblower revealing corruption may not maximize good consequences (for corrupt officer) but it is ethically right.
- ↳ Certain norms are universal which cannot be discarded eg Honesty, Accountability. Any action against these norms cannot be justified on the basis that it maximises

good consequences

eg Hitler's Holocaust or Mussolini's
Fascism aimed at maximising
good consequences for their country
cannot be justified - because it is
against humanistic norms.

↳ Deontology based actions may also
not yield good consequences, however
it upholds commitment to professional
ethics eg policeman stopping the
unregulated mob to control law & order

Hence certain actions need to be
judged from their rightness of representing
certain 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।

2nd ARC states that policing in India should be considered a service for public.

Ethical challenges

- 1) Non-partisanship as a value is not respected.
Police-politician-criminal's unholy nexus
eg Bengal police commissioner protesting with CM
- 2) Corruption to dismiss a case hampers sanctity of police
- 3) Impartiality in treating people based on caste, class, gender
eg Recently an ST woman announced her dissent on social media.

4) Custodial torture against undertrials
eg TN father and son killed in jail
for violating COVID norms

Reasons behind corruption

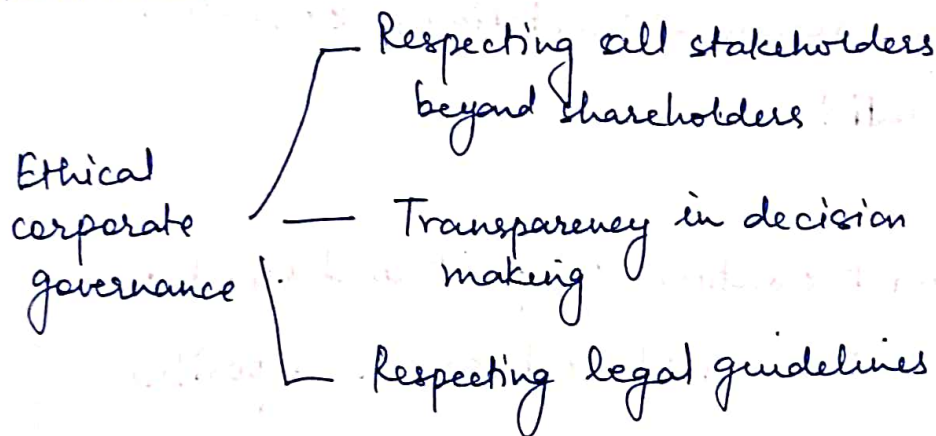
- low salary and high work demand
- No motivation and public service ethos
- Political interference encourages corruption
- lack of accountability
- Overburdening of police force due to resource crunch (33%.)
- Collusive bribery to get one's vested interests passed

Police Forces are the bulwark of social safety and must be trained to act like a service and not a force.

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 way in which a company is directed and controlled.



Right combination of spirit & structure

- For ethical corporate governance, it is essential to be motivated to adopt ethical practice in spirit & not only in letter.

eg ~~CSR~~ responsibility not only for legal obligation but because as corporate citizens acting as trustee of public resources.

- Right structure that emphasises inclusivity, transparency and accountability must be promoted
 - eg Under Clause 49, Companies Act - provides for women representation in BOD and auditing norms.
- A right mixture of spirit and structure maximises yield and sends a positive spillover effect
 - eg Recent Ethics Week by Tata showcases its spirit and moral capitalism reflected in its structure.

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।

Good governance and ethical conduct point towards manner in which the resources of a country are utilised to yield maximum development.

- While public servants are required to uphold the highest ethical conduct
eg. Non-partisanship, Selflessness
- But common citizens also play major role as it is the citizens at large who make the society
eg. Raising voice against corruption & not engaging in bribery — can help weed out corrupt officers.

- Public servants can guide & show direction but it is citizens active participation which yields result

eg Respecting COVID guidelines by citizens helped tackle corona

- Citizens can also inspire others to respect ethical standards via peer obligations

eg Not littering on street, Respecting National Flag etc.

Hence governance is a 2 way process wherein both public servants & citizens contribute to good governance.

3. (b) Public administration in India suffers from the 'working-in-silos' culture. In this context, discuss the importance of cooperation, coordination and collaboration for efficient governance. (150 words) 10

भारत में लोक प्रशासन 'एकाकी कार्य' संस्कृति ('वर्किंग-इन-साइलो' कल्चर) से ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

2nd ARC has highlighted the need to break silos in public administration to give effect to an efficient & inclusive governance

Importance of COOPERATION

- Helps lower the burden ~~eg~~ Cooperation between district in state to implement policies
- Helps in learning from good practices of others ~~eg~~ Cooperating in extending the Bhilwara Model for COVID relief
- Helps in building ethos of trust based governance ~~eg~~ Between politician & civil servant

COORDINATION

- Coordinating with actions of superiors and juniors to give effect to balanced outcomes
- Single window system for round the clock coordination
- eg Union - State - District coordination in eVIN monitoring of vaccine doses

COLLABORATION

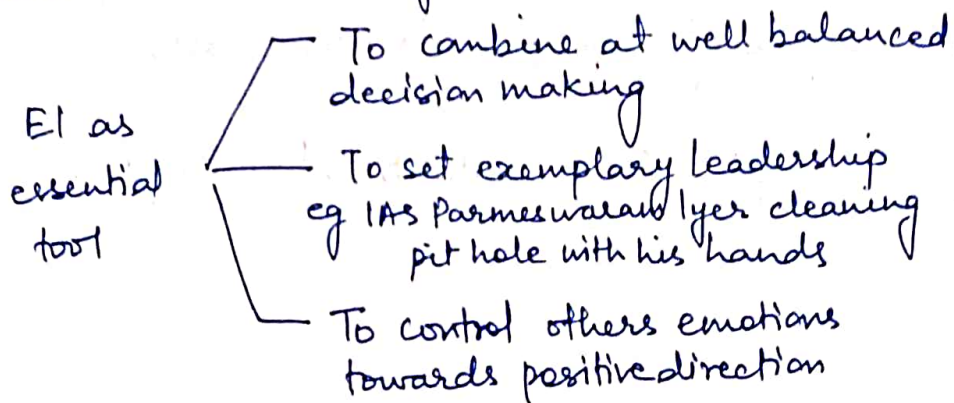
- To learn from good policies of other departments eg Coordinating states under Ek Bharat, Shreshth Bharat
- To foster harmony and inter-departmental solidarity

Hence to make public services more dynamic it is essential to shift to a shared and balanced ecosystem among all stakeholders.

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।

(EI) Emotional Intelligence refers to the quality of controlling and regulating one's emotions and those of others.



EI misused to manipulate people

→ EI can help public servant to bring positive change, however it may be used to promote one's vested interests

eg Emotional blackmailing people

↳ Politicians may use EI to propagate their ideology on basis of casteism, religion, language which might hinder public's logic & demand for welfare

↳ Using EI to promote one's legitimacy inspite of engaging in wrong acts

eg Upholding institutional corruption

Hence EI as tool should be used in tandem with other ethos of public service

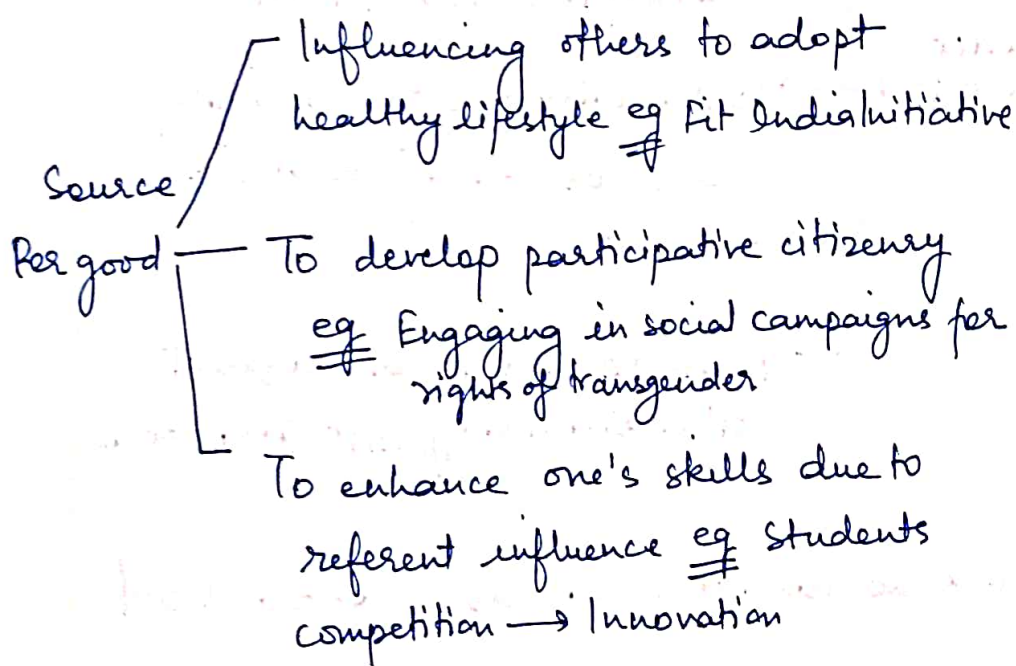
eg accountability, transparency to give effect to social welfare.

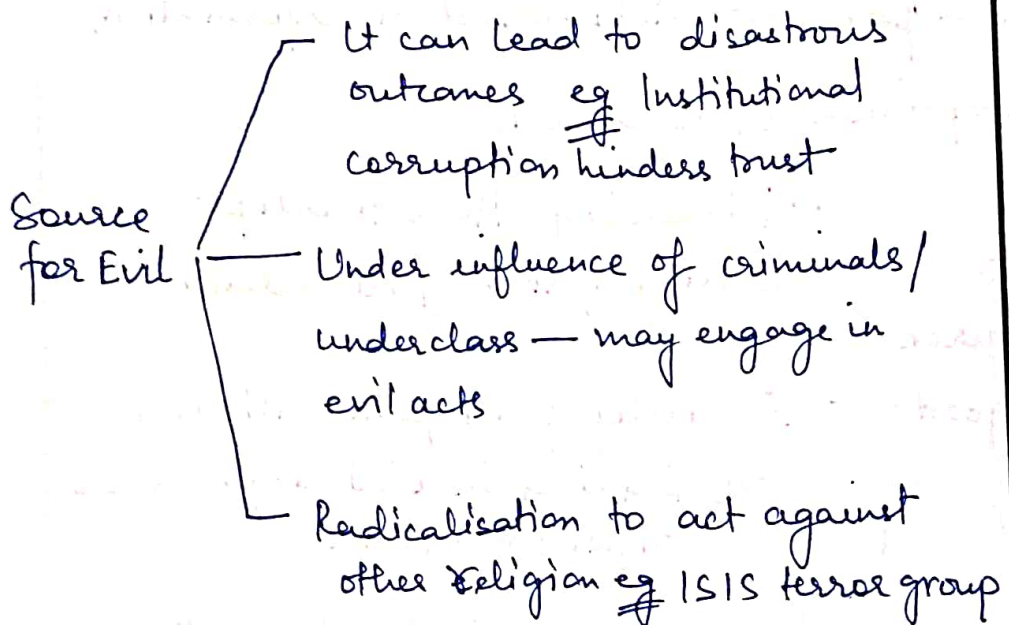
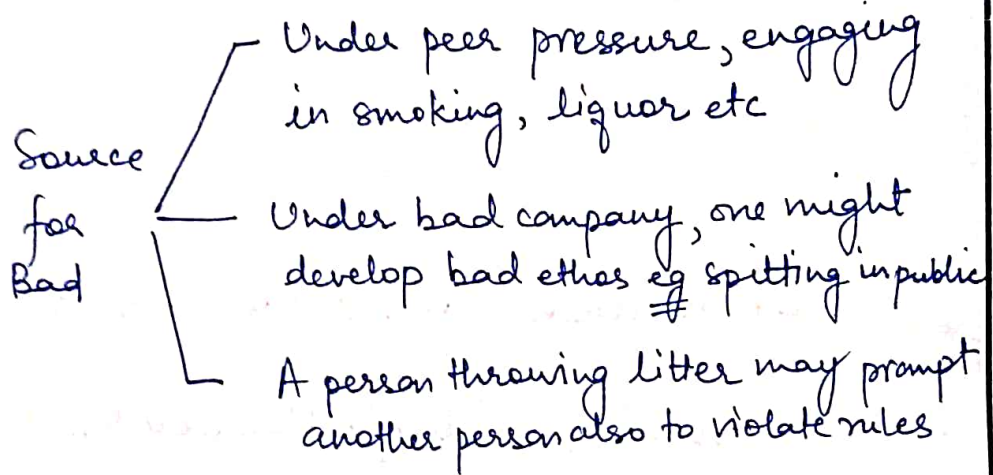
4. (b) Social influence is an ambivalent concept. It can be a source for good, bad and even for evil. Discuss with the help of relevant examples.

(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 one's actions and behaviours being guided/influenced by other person or society based on conformation, compliance or obedience.





Hence Social Influence as a powerful tool must be used to give effect to bring in a positive and inclusive society.

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 service delivery refers to quality services which leads to satisfaction of public and fulfilment of role of government as service provider.

People
Centric
approach

Public services are for public & hence should be created with public at centrality

Based on robust grievance redressal wherein public can engage to provide feedback to rectify services.

Built upon coordination

→ Delivery of public service is possible only when there is coordination between different stakeholders eg Under PAS —

coordination between govt - civil servant -
fair price shop owners - citizens

→ Coordination ensures timeliness &
convenience for public

Leverage technology

→ To monitor prompt disbursement of service

eg e-POS devices, Aadhar enabled payment
service

→ To give effect to public participation & convenience

eg CPGRAMS, Jan Pramaan etc

→ Increase transparency

→ To enhance efficiency, economy &
effectivity eg PM-Gati Shakti

Hence service delivery will be efficient
only when people centred approach is
calibrated.

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' delineated good governance ~~ethos~~ ^{ethos} to build a robust and dynamic society.

IMPORTANT TEACHINGS

- ↳ Uprightness of ruler : Public servant must set an exemplary leadership example to build an inclusive society.
- ↳ Dedication : Ruler/Public servant is in fiduciary relationship with public and must stay dedicated to uphold virtues
- ↳ Yatha Raja, Tatha Praja : Society governs the character of who rules it.

↳ Commitment to the cause of public welfare

eg Public servant: IAS SR Sankaran commitment
for cause of poor: man behind abolition of
bonded labour

↳ Non-biasness in conduct: Public servant
should be impartial and non-partisanship
to give effect to greater good

↳ Truthfulness - reflected via honesty,
responsibility and accountability
eg Periodic release of reports, account
statement

Hence Kautilya's ethos are a gem
for delivery of public services in India.

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 बिताया है। दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"
- नेल्सन मंडेला

Nelson Mandela in this quote

seeks to clarify that life is just not meant to be lived for the sake of living, but it is the selfless acts we take to do greater good that determines whether our life was of any good.

eg Nelson Mandela stayed in jail for 27 years for the cause of independence of Blacks — yet when asked about loss of 27 years of life: he said 'These were the best 27 years as I freed my countrymen from shackles of slavery'

During COVID lockdown, many people engaged in black marketing, hoarding ~~eg~~ Reputed Khan Chacha and added misery to others lives while many others were running community kitchens and helping with medicines (Sonu Sood).

In the end, who is a success or a failure? Certainly not the hoarders — It is the good deeds and actions for others which not only brings smile on others faces but also gives you satisfaction that your life is worth it.

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

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

Swami Vivekanand in this quote highlights the importance of spirit - your conscience that determines whether an action is right or wrong.

eg When the shopkeeper puts in an extra apple by mistake, your spirit might tell it is wrong - Speak up! However the evil might incline you to keep quiet and take benefit.

Here the inner voice that instigates one to speak up, is the voice of the spirit - that can either be entertained or discarded.

Hence Swami Vivekanand inspires
via this quote to listen to one's spirit — for
when one's spirit is right — everything
else is bounded to be righted.

As ^{clear} conscience is the softest pillow, so
it a right spirit, the most apt way of
dealing with situations of discretion in
life to arrive at best outcome.

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 quote - Martin Luther King Jr highlights the importance of Justice as a fundamental tenet for peaceful and harmonious societies.

There absence of tensions does not mean true peace eg In a company, the workers are exploited and kept in state of ignorance wherein they accept exploitation & work without tension — This does not signify True Peace

It is when Justice is exercised where the rich and poor, the weak and strong are treated alike — that solidarity

emerges in real sense.

Hence institutions must adhere to
John Rawls - Theory of Justice to adopt
veil of ignorance against caste, race, gender
distinctions to arrive at the optimal
solution which serves the best possible
outcomes to all.

SECTION – B

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

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

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

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

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

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

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

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

This case study presents notion of social ethics where in children's failure

to abide by societal standards are contested.

- a) There has been a sharp increase in children committing heinous crimes.

Possible Factors —

- 1) Improper socialisation wherein children are not able to distinguish between normal and abnormal behaviour.
- 2) Poverty pushes children towards dysfunctional activities especially in urban areas eg Substance abuse which perpetuates to heinous crimes
- 3) Lack of proper education and ethical training in schools also leads to dysfunctions.

- 4) Subcultural tendencies develop as a result of migrating to a new area which perpetuate criminal activity.
 - 5) Role of media which glorifies such behaviour via violence in movies, songs etc.
 - 6) Parental deprivation also hinders child's ethos.
 - 7) Failure of society at large to instill ethos of good behaviour.
- b) Ethical to punish children under JJ Act : —
- ↳ In line with retributive justice
 - ↳ The gravity of such heinous crimes is comprehensible eg Rape is bad and a child can't be dismissed from trial on ground of being a child.

- ↳ Rise in rate of juvenile delinquency can be curbed
- ↳ Rise in crime against vulnerable section (women, transgender, SC/ST)
- ↳ Children are treated leniently which encourages others in society to consider such crimes as doable

Not ethical to punish children

- ↳ Children are unaware of the consequences of their actions and hence should be treated mildly.
- ↳ Children are easily influenced — hence they may not want to engage in such crimes, however under ^{external} influence may succumb to pressure.

- ↳ Reformation at a young age can help them become responsible citizens later
- ↳ Restorative Justice emphasises change of heart
- ↳ There is a difference between adults and children & hence laws should be in line (Art 15)

Hence though children should not be treated as adults, however they should be treated sufficiently enough to make them realise their mistakes and should be trained to engage in practices wherein they become an asset in future.

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.

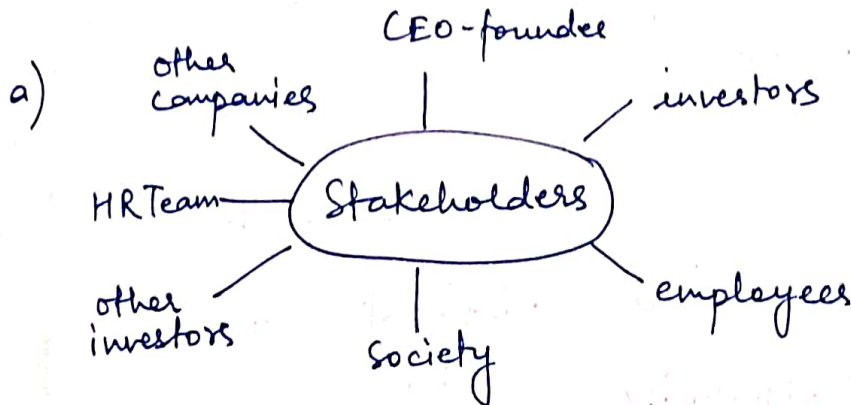
(iv) Improving the perception of fairness among the existing and terminated employees and moving ahead with the layoffs.

(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 मुझाव 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।



ETHICAL ISSUES

- 1) Business Ethics (Vs) Profitability
- 2) Investors (Vs) Stakeholders at large
- 3) Reputation of the company (Vs) Lay off for cost cutting

4) Job loss of employees (vs) Personal growth of company

5) Unscrupulous firing (vs) cost cutting exercised

b) Identified options —

1) Identify high performers before implementing mass layoff.

Merits

- Best talent retained
- Increased profitability
- Investors will invest more money

Demerits

- Against business ethics
- Image of company affected
- Job loss for mass employees.

2) Terminated employees to work part time

Merits

- Increased profitability
- Investors may invest more money

Demerits

- Image of company
- Against business

→ Partial payment
to employees over
mass layoff

ethics

→ Worker's salary
impacted

3) Executing layoff & let investors deal with
long term consequences

Merits

- Profitability increased
- Investors money pooled
in
- Consequences to be
dealt by investors

Demerits

- Sends bad message in
market
- ~~Perse~~ Personal profit
over concerns of employees
- Long term consequences
for my company

4) Improve perception of fairness and moving
ahead with layoff

Merits

- Profitability of company
- Perception of fairness
- Investors money locked
in

Demerits

- Unscrupulous motive
behind perception of
fairness
- Business ethics
- Image of company

c) As the CEO, I will take following action—

- Conduct a comprehensive cost cutting exercise to see if profitability can be increased
- Present the cost cutting exercise to investors and making them aware of long term consequences and ask to implement plan on trial basis for 1-2 months
- Side by side, I will ask HR team to communicate to employees about the uncertainty of company and hence to give in more working hours & tighter schedules until targets are met.
- If within 1-2 months, company makes progress on desired path, the same can

be extended further without mass layoff

- Else due to need of time and sustainability of company - layoff may be carried on, however care be taken that minimum workers are laid off OR put on part time positions
- The ^{parttime} workers can be reinstated when company again makes profits and meets targets.

This will ensure that Business ethics are upheld whilst maintaining Company's sustainability.

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

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

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

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

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

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

This case presents the dichotomy of war induced refugees who are made to suffer for no fault of their own.

a) Moral issues related to rights of international refugees:

- ↳ Human rights violation of refugees subjected to trauma, sexual exploitation, loss of traditional property.
- ↳ Humanism principle - after all world is one common family (vs) Domestic politics.
- ↳ Made to suffer in relief camps - depriving right to life, privacy & reduced to mendicancy.
- ↳ Huge cost incurred on rehabilitation of refugees, hence other countries shut their doors.
- ↳ Illegal migration may perpetuate law and order problem (eg Recently Tamils from Sri Lanka).

- ↳ Many times refugees are not victims —
they may be deviants.
(eg Home Ministry — Rohingya refugees
radicalised by ISIS)

b) SUGGESTIONS

- Restore normalcy in neighbouring country by diplomatic pressure
- Resolution of dispute in line with Panchsheel
 - peaceful bilateral talks
- Priority based accommodation of India bound refugees & providing them with adequate medical & social support
- Check illegal migration via greater surveillance
- Send humanitarian relief packages and

monetary assistance for international refugees.

- Fasttrack global efforts via UNHRC to uphold rights of refugees.
- Taking recourse of UN to stop the ethnic clashes via mediation as soon as possible.

Given large influx of refugees in India —

- ↳ It is essential to promote global peace via institutional measures
- ↳ Promote equitable development to avoid ethnic clashes
- ↳ Promote Vasudhaiva Kutumbakam.

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 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 वयान जारी करे। दूसरी ओर, वह पैनलिस्ट इस मुद्दे से अप्रभावित था। साथ ही, विश्वविद्यालय पर मामले को सुलझाने का भारी दबाव है। कुलपति द्वारा मामले की जांच करने और इसके शांतिपूर्ण समाधान के लिए एक समिति का गठन किया गया है। आपको समिति के अध्यक्ष के रूप में नियुक्त किया गया है। इस संबंध में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

This case involves the biasness against sexual minority in covert form sometimes manifested in overt form in India

a) Various Moral Issues

- ↳ Right of sexual minorities to self identification and liberal use of pronouns hampered by panellist
- ↳ Perpetuates biasness against sexual minorities
- ↳ Right to freedom and expression of panellist to express his thoughts
- ↳ Message to society at large against or in favour of sexual minorities

b) STEPS TO RESOLVE ISSUE

- As Chairperson of Commission, I would taking a 360° appraisal of issue under concern while studying it from multiple dimensions by involving opinions of stakeholders and ^{major} thinkers.
- Take down concerns of college association in writing and ensuring them of fair redressal of grievances
- Based on grievances, I will present a strong case to panellist ① Making clear of the Right to Life ② Right to self-identification as mentioned by Supreme Court ③ Consequences of Panellist remarks which have spurred national criticism.

- Further ask the panellist to seek an apology as there are reasonable restrictions on Art 19 — Need to build an inclusive society

→ If Panellist agrees — well and good:

issue may be peacefully redressed.

→ If refuses to apologise: Institute a legal enquiry against him and let the judiciary decide while engaging normalcy in college administration.

As Constitution guarantees Right to equality & SC has recognised sexual minorities — It is essential that tenets of equality be upheld to build a

peaceful & inclusive society.

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 फंम 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 कार्यवाई की रूपरेखा तैयार कीजिए।

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

This case reflects absence of sports ethics to a just and fair participation.

a) Doping is banned by NADA & WADA and if athletes are caught, it will not only damage India's reputation but also send a bad message regarding sports.

As a young athlete —

- 1) I would persuade my coaches against use of drugs and its long term consequences.
- 2) If they do not agree, I will ~~take~~ the issue to the Sports Committee in India, once our ^{team} returns after competition.
- 3) Therein under NADA, there are clear provisions against doping.
- 4) I will let the institutions & Sports

Minister at large of the incidence.

- 5) However I will not stay quiet and see that such cases are highlighted so that others also get a lesson against doping.

OPTION AVAILABLE

- 1) Ignore the issue
- 2) Persuade coaches
- 3) Persuade senior athletes
- 4) Report the issue to Indian Sports Committee, NADA
- 5) Institutional Recourse

b) Reasons

- To enhance performance & increase winning chances
- lax monitoring by institutions
- Promoted by coaches and unchecked by authorities
- lack of ethics in sports (Ends over Means)
- Peer pressure by fellow athletes

Practice can be minimised by —

- 1) Strong regulatory provisions
(eg Recent amendment to NADA)
- 2) Awareness generation against doping.

- 3) Sensitivity and ethics training
- 4) Strong grievance redressal mechanism

12. You have been newly appointed as the District Magistrate of a district, which is known for its rich mineral deposits. Following the news being circulated in the media about the illegal mining in your district, you have initiated an enquiry into it. When the State's Minister of Mines and Minerals gets to know of the enquiry initiated by you, he directs you to name some junior government employees as being involved in the wrongdoing and make them scapegoats. He also points out that elections to the State Assembly are around the corner and the present government wishes to stay clear of any political corruption. This Minister is a very influential figure in the present regime and there are high chances of the present ruling party being voted back to power. In due course of the enquiry, it has come to your notice that the said Minister has also been involved in illegal mining through his cronies.

The findings of the enquiry can affect the outcome of the elections as well as completely derail your career, if the incumbent party wins the elections, which looks very likely as per the polls.

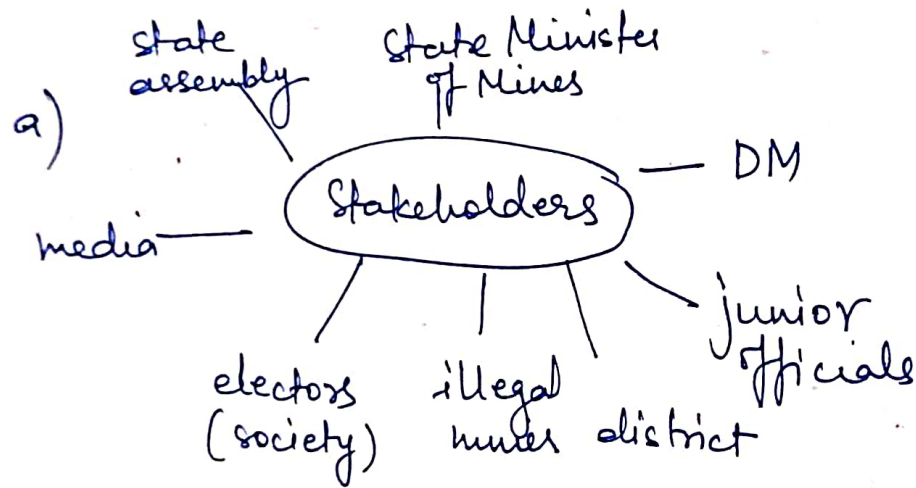
Answer the following with reference to this case:

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

आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, तो वो आपको कुछ कनिष्ठ सरकारी कर्मचारियों पर गलत काम में शामिल होने का आरोप लगाने और उन्हें बलि का बकरा बनाने का निर्देश देते हैं। वह यह भी बताते हैं कि राज्य विधान सभा के चुनाव नजदीक हैं और वर्तमान सरकार किसी भी राजनीतिक भ्रष्टाचार से दूर रहना चाहती है। वह मंत्री वर्तमान सरकार में एक अत्यधिक प्रभावशाली व्यक्ति है और साथ ही, वर्तमान सत्ताधारी दल के सत्ता में वापस आने की बहुत अधिक संभावना है। जांच के क्रम में आपके संज्ञान में आया है कि उक्त मंत्री अपने साथियों के माध्यम से अवैध खनन में शामिल रहा है। यदि सत्ताधारी दल चुनाव जीत जाता है, जिसकी अनुमानों के अनुसार संभावना अधिक है, तो आपकी जांच के निष्कर्ष चुनाव परिणामों को प्रभावित करने के साथ-साथ आपके करियर को भी प्रतिकूल रूप से प्रभावित करेंगे। इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) प्रदत्त प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
(b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समालोचनात्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्रवाई का विवरण दीजिए।

This case represents case of
politician - criminals unholy nexus
leading to social degradation



Ethical issues

- Illegal mining under political patronage
- ① vs developmental prospects of society at large
- Corruption in district ② vs public welfare

- Professional ethics (vs) Short term
Career payoffs
- personal gain (monetary) (vs) Society at
large
- Encouraging illegal miners in district
by not taking action
- Injustice to junior officials (vs) elections
winning based on fraud.

b) OPTIONS AVAILABLE

1) Blame junior officials and accept
what politician says

Merit	Demerit
- Political networking	- Professional ethics
- Career advancement	- Public welfare hindered
- Monetary gain engage in corruption	- Promoting corruption & corrupt leaders

2) Institute engineer and bring case
in public

Merits

- Upholding professional ethics (Deontology)
- Exposing corruption
- Public welfare
- Election on clean lines

Demerit

- Career can be dismantled
- Political punishment, harassment if party comes to power

3) Make my department and senior
officials in district aware and
seek suggestions

Merits

- Came at balanced approach
- Acting against corruption

Demerits

- Political pressure as officials may give in to pressure
- Job loss

COURSE OF ACTION

- I will make a free and fair enquiry based on objectivity
- On the basis of evidences, I will submit the report to the concerned law enforcement agency and wait for appropriate results
- I will in no case succumb to political pressure and uphold Deontological ethics of public welfare over private interest.
- Such ~~off~~ politicians are punished under Sec 8, RPA 1951 (Lily Thomas Case) & I will make sure that law breaker do not become law maker.