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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	RAJAT YADAV		
Medium Hindi/Eng.	ENGLISH	Registration Number	731806
Center	ONLINE	Date	10/8/2022

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 उसकी 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 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 लिखे गए उत्तर पर कोई अंक नहीं मिलेगा।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ निर्दिष्ट 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 का 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 मुझाव दीजिए।

Altruism means being selfless and gaining happiness from helping others. • It is when one is happy in others' pleasures.

Core value of public life.

- 1) Altruism helps one to look beyond apathy and take steps to help others

Ex. Lonam Wangchuk
revolutionising education
in Ladakh

- 2) Will help poor and marginalised sections (Gandhi's Tahseer)

- 3) Will instill compassion and enable one to look beyond self-interests (prevent corruption)
- 4) Increase cohesiveness in society

Measures to foster altruism in public services

- 1) Deriving Code of Ethics giving priority to altruism
- 2) Activities inculcating spirit of helping others by collaboration. With bodies like NSS
- 3) Best practices need to be shared on large scale to persuade public servants
eg. Devansh Yadav's efforts in North East community participation
- 4) Reward altruistic servants

It is quintessential with

every societal complexity and bureaucratic apathy

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।

Critics of Bentham's
Utilitarianism, like J.S.

Mill argue that 'means to
reach and end' are as
important as ends/consequences.

Such 'Actions' (means to ends)
represent certain norms, like -
Norms

- 1) categorical imperative to
respect human dignity
eg. stopping child labour at
Givakani might reduce
complex designing and
profits of fire crackers

but restore rights of children to life and education (Ar. 21 and 21A)

2) Some things can't be measured in numbers due to qualitative and intangible nature

eg. Doctor can't kill one person to later transplant his organs into four different people and save them

3) Deliberations even though time taking

eg. democratic decision making in parliament ensures welfare of all, even if number of acts passed are less due to lengthy discussion

hence, deontological ethics need to supplement any kind of consequentialism, in

order to uphold morals, norms and ethics in society.

2. (a) With the help of appropriate examples, discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force. (150 words) 10

उपयुक्त उदाहरणों की सहायता से भारत में पुलिसिंग (पुलिस व्यवस्था) में शामिल नैतिक चुनौतियों पर चर्चा कीजिए। साथ ही, पुलिस बल में व्याप्त भ्रष्टाचार के कारणों पर प्रकाश डालिए।

Policing in India
has been marred with ethical
challenges like custodial tortures,
corruption, etc.

Ethical Challenges

- 1) Large number of undertrials
eg-69% out of already
over-filled prisons as per
NCRB, causing poor
living conditions of inmates.
- 2) Police used as political
tool
eg- Preventive detention of
opposition party members
and not following due process

3) Custodial deaths and 'ego of police'
 eg - Jeyaj and Bennix beaten to death by Police over dispute in Tamil Nadu

4) False Encounters
 eg - Vikas Dubey case

Reasons behind corruption

- 1) Politicisation of policemen
 (trying to gain public offices post retirement)
- 2) ~~ego~~ Selfish and giving priority to low risk-high reward things like kickbacks
- 3) A culture has been normalised ('chalta Hai' culture)
- 4) General blind eye 'turned towards them, causing large scale collusion
- 5) Lack of ethical education
Police is vanguard of

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

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

Ethical Corporate Governance

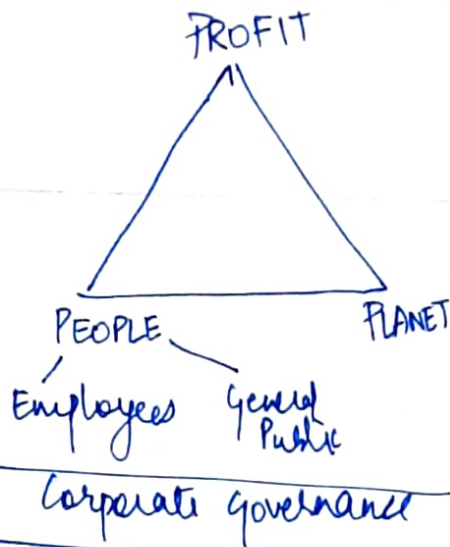
deals with going beyond narrow focus on profits, to incorporate all stakeholders like people, public and planet.

Role of 'spirit'

- 1) Ethical governance should come from within

eg. A CEO

should feel cognitive dissonance if company violates norms



- 2) Need to shift focus from shareholder value to holistic stakeholder welfare
eg. devoting money via CSR

- 3) A code of Ethics will help corporations as not every complexity can be accounted in a structure

Role of 'Structure'

- 1) Guides 'specific behaviour' as even if good spirit is prevalent, humans are bound to become selfish or morally corrupt in some situations (Hobbesian view)
- 2) Gives clarity on roles of various stakeholders and also provide ease of processes like whistleblowing, grievance redressal etc. (eg. Internal Complaint Committee)
- 3) Give tangible rights like social security and benefits

Uday Kotak Committee's
far reaching recommendations

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 मुशासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। सविस्तार वर्णन कीजिए।

World Bank has emphasised on good governance dealing with roles of common citizens, in addition to public servants. Common citizens play great role in high standards of ethical conduct and good governance, as follows:

Ethical conduct

- Being honest and responsible in giving back to society
eg. Paying Taxes
- Compassion and selflessness
eg. Good Samaritans instead of bystanders

Inculcating values around them
 ex. in family and peer groups
 ('force multipliers')

Good Governance

Helping State in supplying public goods
 ex. people arranging oxygen cylinders during COVID-19

exposing deficiencies by being proactive instead of apathetic
 ex. raising voice at public forums

reduce load on governments by keeping self-checks via morals and norms

Citizens need to be dutiful and ethical, for a nation to progress.

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

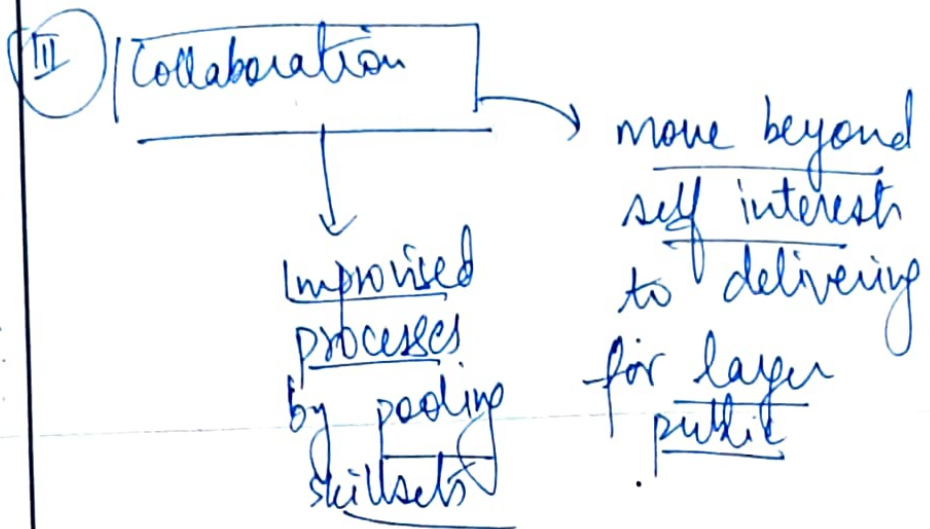
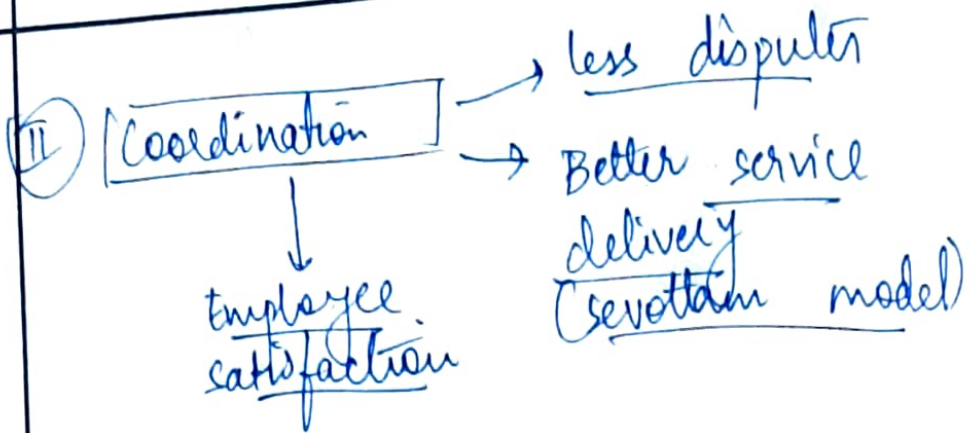
भारत में लोक प्रशासन 'एकाकी कार्य' संस्कृति ('वर्किंग-इन-साइलो' कल्चर) में ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

Public administration
in India has long suffered
from 'working-in-silos', which
means a particular unit taking
a parochial view of ~~the~~ its role
and overlooking larger delivery
of effective services.

eg. mitigation of this culture
was tried via IRMS
reforms in Railways
recently

Factors of efficient governance

(I) Cooperation → helps in utilisation
of resources properly
→ No unit is at disadvantage
due to any lack of
expertise



Silo culture is a major hurdle in India's public servants becoming 'Karmayogis' in truest sense.

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

हानाकि, 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 has been defined by Daniel Goleman as ability to understand one's own emotions along with others, in order to effectively manage them and take appropriate action.

Essential tool for public servant

- 1) Helps to deal with conflicts of A.D.M. dealing with large crowd protesting
- 2) Aids in upholding honesty, integrity and civil service virtues in trying times of whistleblowing

- 3) Enhances decision making and governance
eg. persuading orthodox people to accept marginalised sections' interests

Manipulative use

- 1) As emotionally intelligent person can deal with anybody's emotions better than that second person
eg. Asking a business man for kickbacks by playing to his vulnerable emotions
- 2) Can misguide people and rob them of rightful governance
eg. Not disclosing information about upcoming project by appealing to certain narrow interests, taking attention elsewhere

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

(150 words) 10

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

Social influence is a potent driver of ethics, values, attitudes and behaviour in society.

Source for good

- Honest workmanship
eg. bureaucrats like TN Seshan
- Hardwork
eg. Dashrath Majhi
- Fraternity and brotherhood
eg. Taught in Indian
society

Source for bad

- Corruption
eg. 'Chalta Hai' culture

- Fitting in with peer groups
eg. smoking

(Source for Evil)

- Practices derogatory to
people
eg. Sati, Dowry etc.

- Parochial interests getting
normalised over universal
values
eg. Hate Crimes

Social influence should
be a central part of
India's social revolution.

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।

2nd ARC has recommended
a people centric approach
for effective public service
delivery

People centric
Approach

people centric consequences
of policies need
to be assessed
people need to participate
grievance redressal

Coordination

- interacting with public to
figure out best course of action

- Taking all interests into account
eg. women, Dalits etc.

Leveraging
Technology

disseminating policy
information to remote
location
eg. mygov.in

services via internet
eg. Telemedicine

People centric approach
fuelled by coordination and
technology is the way
ahead.

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

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

Kautilya's Arthashastra

is one of the best books
on Statecraft, with key
teachings for public services.
They are relevant even in
21st century

Teachings

- 1) "Happiness of king lies
in material well being
of people"
↳ people centric approach
- 2) Preventing embezzlement
via frequent transfers,
monitoring, rewarding

whistleblowers, etc.

3) Information via spies and
'giztechers' of situations on
ground

4) "civil servants should follow
Dharma"

Leg. Code of Conduct
(AIS Rules 1968)

Kautilya's teachings
are reflected in DoPT's
programmes of civil service
education and training
modules.

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

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

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela (150 words) 10

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

- नेल्सन मंडेला

Nelson Mandela

is the crusader of human rights in South Africa and a person reflecting true spirit of altruism in the world.

The statement

refers to the fact that life's significance depends on the quality of altruism and public service we've done. It is in synchronisation with our moral

judgements, humanity and
satisfies our soul in true
sense.

Relevance

- Reflects Gandhiji's Talisman
- Helping underprivileged
people gives reason to
be happy and content
- It is moral responsibility
to help those at disadvantage
- Helps inculcate public service
virtues and effective
administrators

People should look
beyond selfish interests to
make their lives count.

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

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

Swami Vivekananda
has inspired youth in India
for a long time, and will
continue to do so till the
end of time, says PM Modi.

The statement
argues that the 'spirit',
or reason behind any
action is the yardstick of
righteousness. If core reason
for reaching any 'end' is
right, everything is right.

Relevance

- Deontological adherence to norms and ethics
(like Kant's ideas)
- Prevents ~~not~~ irresponsible habits like hedonism and consumerism
- People remain honest and selfless when they're mindful of the spirit of actions
- Valuable in various fields
Eg. Doctor spirit,
Spartan spirit, etc.

Vivekananda's ideas on means vs. ends should be properly understood and incorporated in life

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

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

Martin Luther King Jr.
was a key figure in USA
politics, who spearheaded
Civil Rights Movement and
inspired millions of African
Americans.

King in above
statement, exclaims that
peace can't be merely
superficial, meaning absence
of tension. It needs to be
substantive and long-lived.
This can happen only after
all interests are accounted

for and people get their
due, that is when justice
prevails -

Relevance

- Fizzling out protests in
Hong Kong by authoritarian
government is not peace
- marginalisation of tribes in
India instead of following
Tribal Panchsheel
- ^{Victims} ~~People~~ of hate crimes and
heinous crimes like rapes
often keep silent
→ they need justice for
real peace

In everchanging times,
King's words echo louder than
usual.

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:

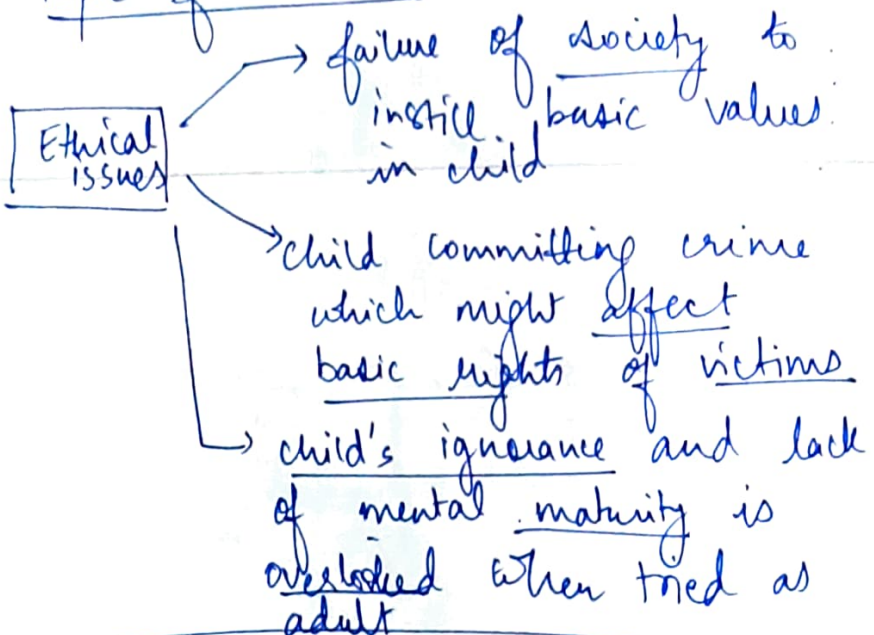
(a) वे कौन-से संभावित कारक हैं जो एक बच्चे को जघन्य अपराध करने के लिए प्रेरित कर सकते हैं?

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

*Children are the future
of our country, and will drive*

the course of our democracy,
specially due to large number
of youth (average age of Indians
is 28 viz a viz US average of 40)

Hence, children
committing crimes is a serious
topic of discussion



a) Possible factors driving children to commit heinous crimes

1) Lack of moral education at schools

- 2) Ignorant parenting from new age parents who are too busy with their lives
- 3) Falling into a troublesome and ethically corrupt peer group
- 4) Financial issues might lead them into hands of mafia eg. Drug Traffickers
- 5) Poor effect of movies putting limelight on violence and hooliganism eg. Movies on con men
- 6) Lack of gender sensitisation
- 7) Moral myopia among children
- 8) Absence of integrity, so when nobody's watching, they're vulnerable to commit crime

b) Punishing as adults instead of reformation : Ethical or Not?

Punishing as adults

- 1) Creates deterrence to prevent heinous crimes in future
- 2) Provide justice to victims of such 'butchery crimes'
 ∴ eg. Juvenile accused in Nirbhaya Case
- 3) Person committing such crime can't be a child as loses all 'innocence'

Reformation

- 1) Gives the child a chance to improve himself, as he's still in formative stage of life

- 2) chance of wrong conviction,
and trial as adult would
increase the consequences of
such mistakes
- 3) Societal and persuasive methods
have proved to do wonders
in such cases
eg. reform prisons in USA

Way Ahead

- 1) Need to delineate lists
of 'heinous crimes' when
children in Conflict with Law
will be tried as adults
- 2) middle path → Ages 16 to 18
to be considered for such
provisions, ~~not less~~

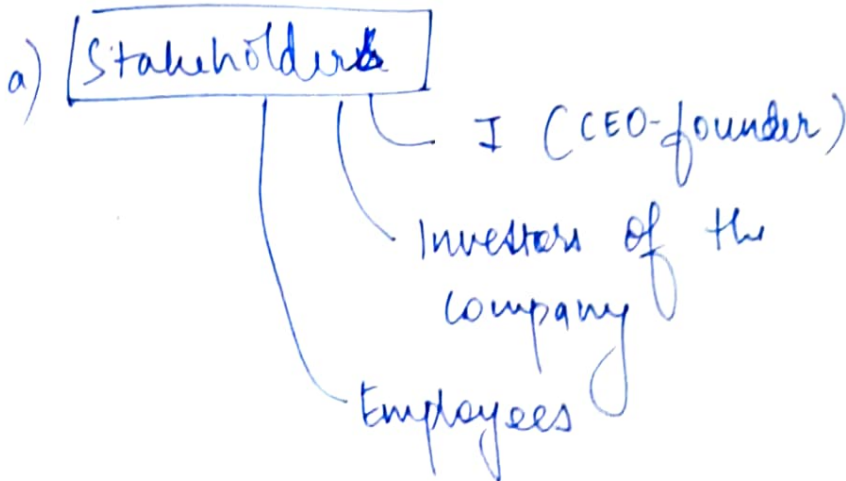
8. You are a CEO-founder of an edTech company. You are under tremendous pressure from the investors in your company to increase the profitability of the company and undertake downsizing. After making a few bad acquisitions, the company's finances have taken a huge hit in the last couple of years. The 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) हम प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) आपने और HR टीम ने निर्धारित किए गए विकल्पों की पहचान की है तथा उन्हें विचार के लिए निवेशकों के सामने रखने की योजना है। इनमें से प्रत्येक के गुणों और दोषों की विवेचना कीजिए:
- छूटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अव्यंजी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
 - हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए छुट्टी के दौर पर रखना।
 - छूटनी के आदेश को उनी सावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
 - मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की भावना में वृद्धि करना और छूटनी के उपाय के साथ आग बढ़ना।
- (c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्यवाही पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

undertaking downsizing
to improve profitability is
seen during crises like
4FC 2008 or COVID-19.



Ethical Issues

- 1) Employees' right to livelihood getting affected due to bad decisions taken by management (acquisitions)
- 2) Living up to shareholders' interests in volatile market and slowdown
- 3) Reduced cohesiveness in workforce
- 4) long term output and reputation of company at stake
- 5) CEO's leadership and integrity are at stake

b) Merits and Demerits of 4 Options	
	<u>Merit</u>
option (i)	Retaining high performers will help in
	<u>Demerit</u>
	Throwing large number of

company's
performance

- No conflicts
with investors

employees 'under
the bus' without
any social
security

- Affects image
of firm
- Affects
cohesiveness

Option
ii

• security net
to terminated
employees to help
bounce back
and find
jobs

- Investors satisfied

• Compromise
with merit
as retained
ones might
not be
high performing

- Load on
company's
finances due
to part time
wages

Option
(iii)

• CEO relieved
from consequences

- investors are happy

• gross violation
of employee
rights

• clear violation of Business ethics and ethical capitalism (People = Profit)

option
(iv)

• Tackles the rising apprehension and tensions
• more cohesiveness among employees

• still no protection to terminated employees

c) My course of Action

- 1) Properly assessing the finances and minimal requirement of downsizing, if any
- 2) Try to cut budgetary allowances in other expenses if possible eg. Outdated machines

- 4) Provide retrenchment benefits and part time wages to terminated employees to help them stand on their feet

Reasons. → process needs to take into account all ~~of~~ aspects other than profitability too

→ balances shareholder interest and stakeholder interests

→ ethical treatment of employees and treating them justly

→ minimum harm principle

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 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। विदंबना 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।

Refugee rights is an area of concern in International ethics, specially with rising number of civil wars eg. in Yemen, Sudan etc.

a) Moral Issues

- 1) UN HCR guidelines say that refugees should have access to basic human rights like Right to live, Right to Food etc.
- 2) Displaced from their homelands due to no mistake of their own
- 3) Mostly refugees come from vulnerable and historically repressed communities eg. Rohingyas
- 4) Lack of compassion and liberal approach amongst developed countries shutting

their borders, showing
parochial interests

- 5) National responsibility of States to ensure food security and financial stability amidst resource competition from refugees
- 6) Difficulty in differentiating refugees from illegal migrants and criminals
- 7) Politicisation of issue

5) Recommendations

- 1) Proper monitoring and enhanced capabilities to first differentiate between refugees and criminals

- 2) Setting up shelter camps with basic amenities and accepting the refugees, showing solidarity as protector of human rights and global values
- 3) After firing out of conflict, attempts to be made for transporting refugees back, as it is closer to their hearts ("nobody wants to live away from home")
- 4) If no scope of going back, make way for their residence in India

5) Refugees in India

engage them in economic activities so that they contribute and are not just 'recipients'

participation from local communities

can become citizens in long run
cf. Citizenship Amendment Act 2019

Refugee crisis needs to be handled at war footing.

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

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

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

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

Sexual minorities
comprise of people from
lesbian, Gay, Bisexual,
Transgender, Queer, Intersex
~~etc~~ and other orientations

Supreme Court's
judgement in Nartej Johar Case
and striking down: Sec. 377
of IPC has opened new area
of debate like self-identification

a) Moral issues in case

- 1) Recognizing rights of
sexual minorities in
India
- 2) Liberty of self identification

among ~~not~~ sexual minorities
eg. Transgender

- 3) sensitization among people
- 4) going beyond orthodox
and illiberal values
- 5) Respecting sentiment
of marginalised sections
and showing compassion
- 6) Looking at multiple perspectives
while keeping 'open mind'
- 7) localised issue spiralling
into nationwide controversy
shows lack of media ethics

b) Steps by me

Short Term

- 1) Ask panelist to give
an apology as the

Freedom of speech under Ar. 19
has reasonable restriction
of 'defamation'

- 2) Prevent sensationalisation
of issue by monitoring
social media
- 3) conciliation between college
association and panelist
to make each side understand
the other, for lasting peace
- 4) Statements from both sides
of betterment of relation
- 5) long term action plan
for suggested by committee

~~Sexual~~ sexual minorities
and orientation'
based sensitisation

programmes in collab-
oration with NGOs
like Naz Foundation

Addition of such
issues in curriculum
to better educate
the students who
in turn educate
their parents

strict laws
e.g. Transgender Protection
Act 2020

Better implementation
of guidelines by
making administrative
accountable (e.g. Police)

Arguments in Support

Ethical
education

Laws
to
instill
values

democratic
conciliation

community
participation

balance out
panelist's
freedom of
speech with
association's
interests

Mindful to
needs of
sexual minorities

Prevent blow up
of issue on
social media

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

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

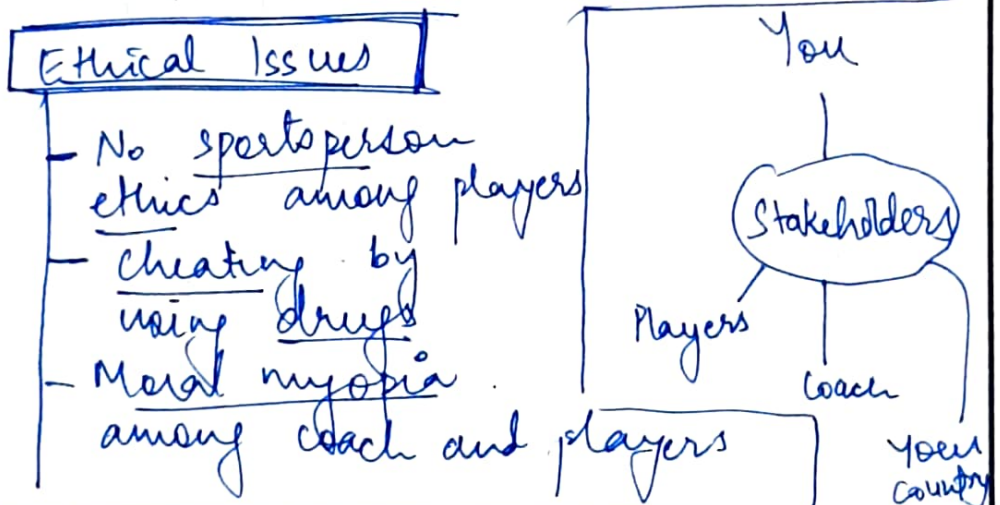
(b) What are the reasons behind the use of performance enhancing drugs in competitive sporting events? How can this practice be minimized?

(20)

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

(a) इस परिदृश्य में आप क्या करेंगे? आपके समक्ष उपलब्ध विकल्पों पर चर्चा कीजिए और अपनी कार्यवाही 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?



a) Options available

- 1) Do nothing and turn a blind eye, without taking any
- 2) You complain to the authorities immediately
- 3) Talk to other management staff and complain to appropriate authority post verifying the drug

Merits	Demerits
option 1) • <u>cohesiveness</u> in team and <u>good relations</u> with coach • Team might win because of <u>drugs</u>	• Sincere and <u>honest sports-persons</u> are <u>robbed</u> of a <u>fair play</u>

- Huge insult for the country if anyone is caught

option
(2)

- upholding morals and ethics of fair competition

- Players might get unnecessarily harassed even if drug was harmless

- No protocol followed
- Despise by team members

option
(3)

- Due process followed and drug verified
- upholding sports ethics
- Reputation of India as honest and ethical nation

- Will get ridicule of players and coach

- Team will have less medals in the end

My course of Action

- option (3) will be followed as it is due process and ethical

- The utilitarian approach of focussing only on 'number of medals' is overcome and larger values of integrity, competitive spirit, fairness, dedication to upholding nation's image upheld

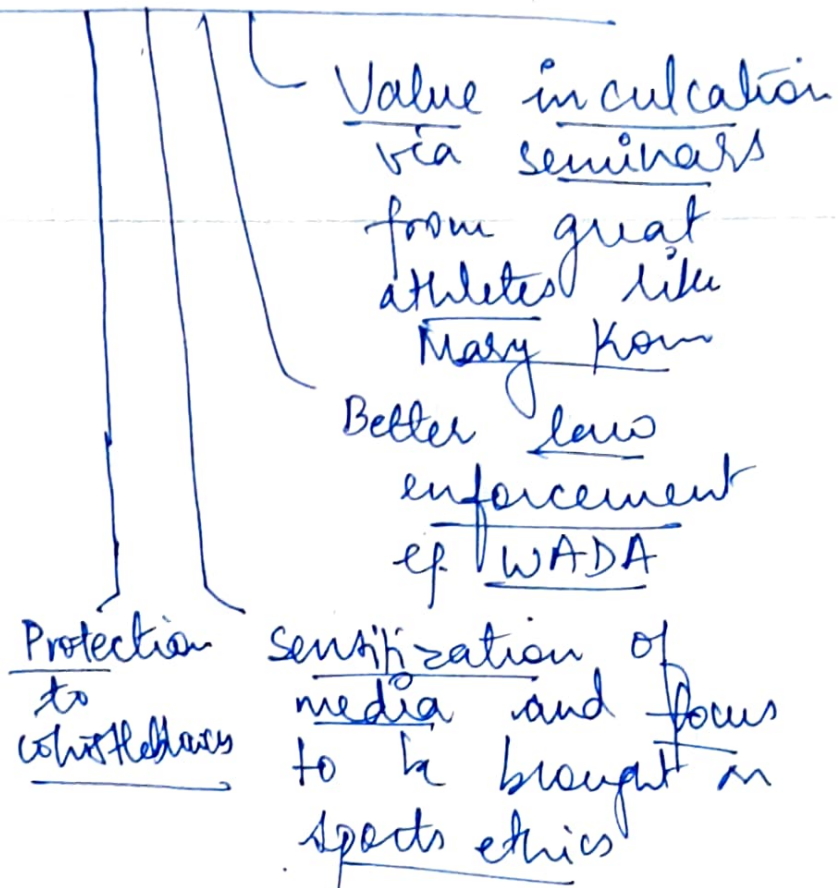
b) Reasons behind use of such drugs

1) Utilitarian and hedonistic principles of athletes looking to win at all costs,
e.g. seen in Paralympics

2) Societal pressure as media glorifies 'number of medal won'

- 3) Lack of ethical education
at sports academies
- 4) Moral myopia and peer pressure
- 5) Lack of health examination
and drug checkups

How to minimize this?



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)

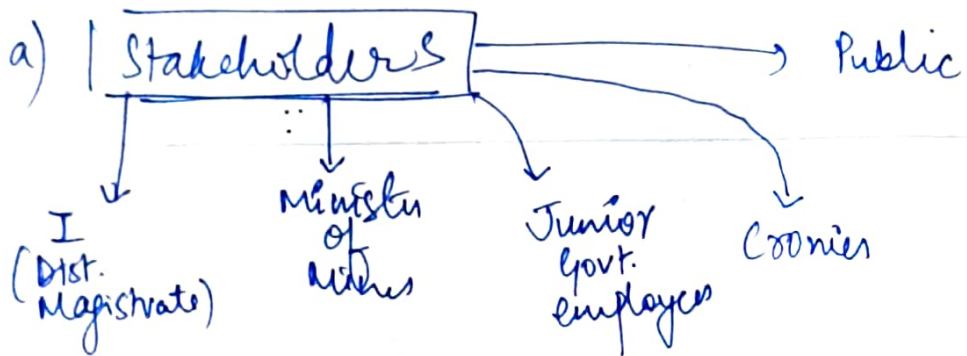
आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है,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

Illegal mining is a major problem in India, and needs to be tackled by officials with fortitude and integrity

— G. Durga Shakti Nagpal
against land Mafia
in UP



Ethical Issues

- 1) Betrayal of public trust
~~and~~ as rightful mining
procedure would have
brought accounted money

which could've been used for
their development
(currently it is 'black money')

- 2) No proper auction means
no fair competition
- 3) Making junior employees
scapegoats to reach
'ends of staying clear
of corruption'
- 4) Environmental impacts of
illegal mining
- 5) character and morals of
DM would be checked
and he needs to act
as per probity instead
of getting politicised

Options available

- 1) Make junior employees scapegoats
- 2) Blow the whistle and expose
all culprits ~~immediately~~

3) Do nothing and publish false innocent results

merit

Demerit

Option
(1)

- Minister will be impressed and might help your career
- Seen as taking tough decisions (since naming employees to public)

- Junior employees might be honest and hardworking
- Lack of selflessness and dutifulness on my behalf
- Politicisation

Option
(2)

- upholding public trust
- Right step as due process (Inquiry) already followed

- might get polarised from ruling party

- showing character and integrity in trying times

option

- | | |
|--|---|
| <ul style="list-style-type: none"> • Prevents anyone from getting sacked • might help career | <ul style="list-style-type: none"> • Gross lack of honesty in civil servant • Cognitive dissonance in my mind |
|--|---|

My course of action will be

- option (2) after finishing due process (inquiry committee)
- Will ask for protection in case anyone from ruling party threatens me or my employees