



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	AAYUSHI BANSAL		
Medium Hindi/Eng.	ENGLISH	Registration Number	1195934
Center	ONLINE	Date	22/08/22

### 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 लिखे 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।

16-B, 2<sup>nd</sup> Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar  
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.

All the Best

## SECTION - A

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

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

Altruism is the quality of thinking of needs of others before self. It encompasses compassion and ~~are~~ a approach to alleviate sufferings (Eg → Baba Amte)

- ① It ensures selflessness & Common good of community.
  - ② It guides a true leader to think of others before himself.
  - ③ Altruism is based on empathy which helps to alleviate pain.
- (eg altruism surrogacy for motherhood)

## Measures to foster

- ① Enabling reward structure
- ② Continuous exposure to role models (Eg Operation Sulaiman in Kozhikode)
- ③ Enabling work culture & peer support.



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।

The above approach represents deontological basis. It is the basis of Immanuel Kant's Categorical Imperatives where right is right irrespective of situation (universal) & adheres to norms.

① Cases of torture of accused to gather information becomes unethical despite possibility to give clues to solve crimes.  
(eg → UN opposes torture)

② Politics :- Adhering to fair & free elections, issue based debate might not give results but it upholds fairness (eg ECI's Model Code of Conduct)

③ Corporate Ethics → Adhering to  
quality norms, minimising negative  
externalities can decrease profits

but upholds business norms  
(eg Maggi recalled its packets)

④ Justice → Adhering to due process  
of law might delay justice but  
it upholds Constitution. (eg IPC,  
CrPC)

Importance

↓ Equal focus on  
means (Gandhiji)  
guides in  
cases of  
dilemma (eg public vs private)  
ensures equality & fairness to all  
(eg → no cheating in exams)

A civil servant must uphold  
collective norms of nation & Constitution

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

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

Police forms the backbone of ensuring law & order in the country.

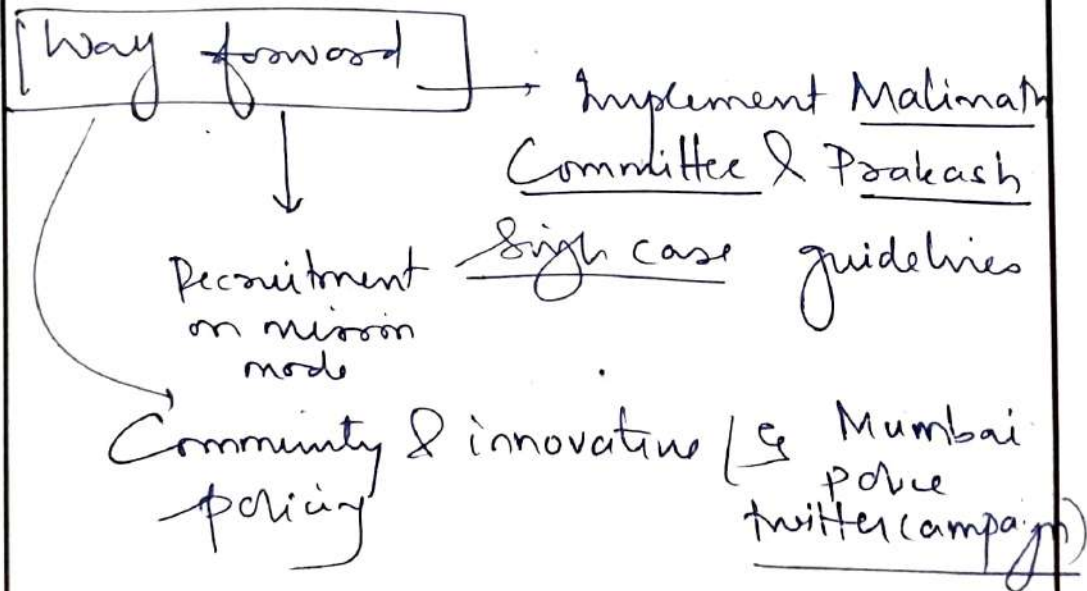
Ethical challenges in policing :-

- ① Violation of procedural integrity → resistance to register FIRs (eg women molestation cases)
- ② Presume to quickly solve secrets in 'encounters' (extra judicial killings) (eg Hyderabad rape case)
- ③ Overburdened due to vacancies (<150/100000) (UN → 222/1000000) in India
- ④ Custodial torture & deaths with low conviction (eg Tamil Nadu father son case)



## Reasons behind corruption

- ① Incentures :- Discretion & monopoly in law & order service.
- ② Disincenture :- Poor salaries, high working load.
- ③ Low conviction & lack of grievance ~~redressal~~ redressal.
- ④ Values of money making over public service



Police force must convert to police service



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।

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 requires participation of all stakeholders — Govt, public servants, citizens & market.

Role of public servants

- Policy formulation & implementation (Eg Transgender Act, 2015)
- Encouraging participation
- Quality service delivery (eg education, health)

Role of common citizens

- ① Civil society protests & campaigns leads to social change  
(Eg RTI Act due to Mazdoor Kisan Shakti ~~Sang~~ Sangthan campaign)

- ② Hold Govt & public servants  
accountable, encouraging good  
governance (eg Jan Sunwai in  
Rajasthan)
- ③ Keep system ~~de~~ deontologically  
strong by campaigning for updation  
of archaic laws (eg Shreyas Singh  
filed against Sec 66A  
of IT Act)
- ④ Raise concerns  
of marginalised → equity &  
inclusiveness  
(eg tribal groups, women association  
SEWA)
- Way forward → Citizen centric  
governance as goal  
(empower citizens via information  
dissemination & capability  
Crisis Redressal Mechanism)

Citizens are the cornerstone of  
democratic 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।

Working in-silos represents a culture of each human/department on its own with poor communication mechanisms. (eg disjoint police & revenue dept → tax cases)

Importance of cooperation, coordination & collaboration

① Reduces duplicity of efforts

Eg → multiple anti corruption agencies  
CBI, CVC, Lokpal

② Can cure 'shift the blame' culture when everyone is aware of own's & other responsibilities.

③ Role clarity

Eg Delhi MCD  
& Delhi Govt

② Faster, & prompt resolution  
of citizen grievances & services.

(Eg → local bodies & bureaucrats  
collaborate in culture specific education)

⑤ Building consensus & holistic  
views in policy making

Eg → raising women's marriage age →  
collaboration of women & law ministers

Measures taken → Launch of Gati  
Shakti scheme

Way forward → Increase structural  
avenues to collaborate & cooperate

(Eg specify roles in policy itself)  
→ Create work culture of  
coordination

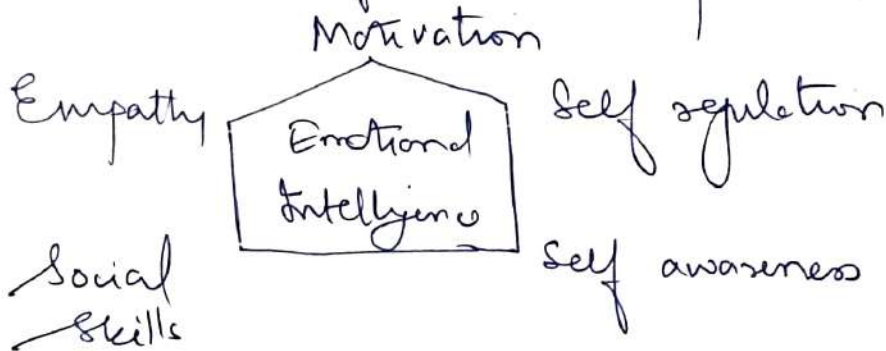
Efficient Governance is guided by  
Continued & togetherly approach of all

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

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

Emotional Intelligence is the ability to understand one's own & others emotions & use them to facilitate reasoning & judgements

Goleman identified EI's components



Essential tool :-

- ① Amicable work environment via conflict resolution (eg understanding concerns of employees who is not punctual due to being a single parent & keep him)



② EI builds better team relationships in team, increasing productivity  
(eg Hawthorne experiment)

③ Keeps a public servant to better understand citizen concerns (eg old women with no Aadhar for PDS)  
Misused to manipulate

① Peer pressure to conform  
(eg smoking)

② Politicians use emotions of caste & religion to gain votes.

③ Women are dominated making them feel lesser than men (eg deification of husbands, patriarchy)

④ Advertisements target vulnerable children & adolescent emotions  
(eg drinks to raise height)

EI is a double edged sword & must be used with reason & rationality.

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 changing attitude & behaviour of target group. (eg Beti Bachao, Beti Padhao)

Source for good

① Awareness generation against harmful practices (eg Mukeshad Against smoking)

② Positive role models → gives motivation via identification.  
(eg → Baba Amte influenced by Gandhiji)

Source for bad & evil

① Destructive obedience can lead to moral corruption  
(eg Nazi in Germany)

② Negative identification & blind  
imitation (eg blue whale & other  
internet challenges)

③ Vested interests → eg influencers  
vulnerable children & adolescents  
via social media (eg → instasam  
to raise advertisement influences  
body image)



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।

Quality & effective public service delivery is the sine qua non of efficient & effective public service.

People centric approach

- ① Citizens considered not as mere beneficiaries but right holders (eg NFSA Act, 2013)
- ② Widely disseminate information via citizen charters (eg Mee-Sewa in Andhra)
- ③ Responsive → Prompt grievance redressal (eg Hyderabad Water Board gives compensation)

## Coordination & technology

- ① Transparency & reliability via use of e-governance portals (eg CPCGRAMS)
- ② Assurance of competitiveness (eg → right price for govt hospitals)
- ③ Empathy → Courtesy in approach via role clarity & coordination in depts (eg → Citizen charter must specify responsible person)
- ④ Tangibles → Correct receipts & certificates with feedback option.

Public service delivery must be guided by dedication, transparency & accountability.

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 wrote a political & ethical treatise on Governance called Arthashastra which guides us to this day.

Relevant teachings

① Yogakshema → Idea of welfare state, where happiness of King (Govt) is in happiness of his subjects (citizens)  
(eg DPSP in Constitution)

② Seven organs of State including Danda (Army), Kosh (Treasury) etc. remain important pillars.



- ③ Foreign policy - 'Mitsa' - building friendships & sending aid  
(eg India - Bangladesh)
  - ④ Strong action against corruption  
(Eg Prevention of Corruption Act)
  - ⑤ Strong army to maintain superiority (eg → defence acquisition of S-400)
  - ⑥ Increasing area under cultivation to raise revenue ('Koshi')  
→ today expanding economy (5 trillion \$ aim)
- Kautilya guided for good  
governance to control 'Matsya  
Nyaya' (week eaten by story)

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

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

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

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

The above quote reflects on  
quality of life as opposed to  
mere focus on quantity.

This quality is determined by  
service to others & impact  
created.

Significance of such life: -

- ① Brings inner satisfaction &  
raises strength (e.g. educating  
children)
- ② Common good of all where  
everyone grows together.

③ It is a reflection of courage  
(e.g. Sunita Krishnan, herself a rape  
victim, rehabilitates sex workers)

④ Inspires others creating a  
positive virtuous cycle)  
(e.g. MS Swaminathan influenced by  
Gandhi → food security of  
country)

⑤ More selfish & self centred  
life is soon forgotten.

⑥ As per Gita, the highest  
duty ('svadharma') is selfless  
duty towards others.



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

The above quote highlights the importance of inherent virtue & intention behind an act.

① Acts done for compassion & empathy are valuable for all  
(eg → Mother Teresa)

② Right means & intention determine justice & fairness to all

③ Even good outcomes with evil spirit & intention can't be justified (eg use of caste & religion to win elections)

④ Spirit guides to choose  
the right approach in a  
dilemma based on conscience  
(by duty of service above  
private career  
progression)

⑤ Aristotle's virtue approach  
guides that a right person  
does right thing for right  
reason.

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

The above quote says that how  
true peace in the world can't  
be achieved without justice &  
fairness to all.

- ① Poverty & deprivation leads  
to crime & delinquency  
(eg higher crime rate in slums)
- ② Injustice to minorities leads  
to clashes & conflicts  
(eg Sri Lanka - Tamils vs  
Sinhalese)
- ③ One section growing at cost  
of other creates mistrust in  
society.



④ High inequality breeds loss of  
trust, faith in system & oneself.  
Le ~~top~~ bottom 50% → < 10% of  
wealth

⑤ Rawls theory of justice guides  
how everyone would choose  
fairness to all if behind 'veil  
of ignorance'. This protects  
peace via consensus.

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?

Article 39(f) of Directive Principles direct us to bring about healthy development of children where

they can blossom & develop to their full potential.

Ans a Possible factors that drive a child towards heinous crimes:-

- ① Societal → Issues of poverty, neglect, support, care, opportunities drives deviance. ( Child labour )
- ② Education → Lack of fulfillment of Right to free & compulsory education (Article 21A) (eg → circumventing RTE Act)
- ③ Socialisation → Poor authoritative child rearing practices, influence of violent media (eg violent cinema)
- ④ Peer group → Adolescence is like a malleable earthen pot, easily influenced.



⑤ Degradation of overall values in society where ends are valued over means ( eg → murder for money )

Ans b It is ethical to punish children as adults because:-

- ① Deterrence → Can act as a possible reminder for all
- ② Justice → Brutal crimes affect victims severely ( eg Nisbhaya case )
- ③ Extent of crime is a testimony to lack of innocence.
- ④ Few believe that commitment of extremely heinous crimes leaves no scope for reformation
- ⑤ There is a chance that lesser punishment might lead to offence again.

Homenes, a modern civilised society believes in reformation and restitution rather than repression.

- ① 'An eye for an eye makes the whole world blind' → The idea is to rehabilitate.
- ② Hard punishment turns innocent children into hardened criminals further aggravating deviance.
- ③ One must understand psyco-social factors like child trauma & family situation.
- ④ Reformed children can act as role models creating a virtuous cycle of reformation.
- ⑤ One must see the apparent perpetrator as a victim of failure of society.

Way forward

- ① We must be guided by empathy and compassion towards children.
- ② Focus should be on prevention of crime via wide scale education and building human capital.
- ③ Children in conflict with law must be dealt with on a case to case ~~to~~ basis depending on overall child situation and intensity of crime (as per JJ Act, 2015)
- ④ Once out of corrective facilities, they must be given equal chance to integrate in society.
- ⑤ Reformation of child care centres  
As Nelson Mandela said,  
we can ~~not~~ change the world only  
by ~~not~~ starting with children.



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 में 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 में 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।

As the CEO-founder, my aim to keep company's interests intact with focus on reputation, credibility, morale and profitability.

Ans a stakeholders

- ① Investors → (pressure to downsize)
- ② Shareholders in general
- ③ Employees
- ④ Customers
- ⑤ Me / CEO-founder



## Ethical issues

- ① Low profitability due to bad acquisitions, impacting shareholders
- ② Pressure to downsize
- ③ Duty towards shareholders vs duty towards employees.
- ④ Loss of morale affecting output, creating a vicious cycle.
- ⑤ Focus on short term gains vs long term reputation.
- ⑥ Possible decline in faith of clients in company due to volatile policies.
- ⑦ Lack of comprehensive policy to deal with situations of crisis.



Ans b) Option i)Merits

- 1) Maintains productivity of company
- 2) Raised profitability due to reduced salaries

Demerits

- 1) Reduces team bonding among employees
- 2) Rest may not find employment elsewhere (volatile market)

Option ii)Merits

- 1) Reduced salaries (for time)
- 2) Can hire them back if situation improves.
- 3) Investment & profits

Demerits

- 1) Difficult to decide whom & how many to terminate
- 2) Investors may permise for full retrenchment

Option iii)Merits

- 1) Swift, prompt action, easiest to implement.
- 2) Decreases max cost
- 3) Increased investment

Demerits

- 1) Creates poor work culture, affecting outcomes
- 2) Escapist tendency to avoid ethical deliberations

Option iv)Merits

- 1) Creates better team spirit & assures employees
- 2) Balances investment, profits with duty towards team

Demerits

- 1) Employees may still be agitated
- 2) Difficult to build perception of fairness (subjective)
- 3) Volatile market for terminated employees.

Ans Course of action

- ① I will focus on multi stakeholder discussion & persuasion towards investors.
- ② Will present a comprehensive set of alternate measures like raising efficiency, work hours, marketing to raise profits.
- ③ If investors remain adamant, I will pursue minimum redeployment with adequate written recommendation for terminated employees.
- ④ Long term focus will be to raise reputation & credibility & building team spirit.

Justification :- This balances concern of all stakeholders & series on objective, empathetic, transparent approach.

Aristotle's Golden mean is the guiding light.



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।

Recent cases of refugees entering  
from Sri Lanka, Myanmar into  
India represent a moral crisis  
of stateless people.

Ans Moral issues related to rights of international refugees

- ① Failure of domestic politics of ~~the~~ native states of refugees leads to large scale displacement.
- ② Devoid of basic human rights of food, shelter, equality & liberty.
- ③ Moral corruption of developed countries who instigate crisis at times (eg USA leaving war torn Afghanistan)
- ④ Failure of multilateral institutions to provide adequate rehabilitation (eg UN High Commission on refugees)
- ⑤ Ideology of realism trumps liberalism, where self gains



of developed nations with adequate  
resources are put first.

⑥ In long term, it leads to  
aggravation of crisis (Civil wars  
in Yemen,  
Syria)

⑦ Violation of political rights of  
citizenship, social rights of  
equality.

⑧ Lack of economic opportunities  
perpetuates sufferings (Eg  
Rohingyas)

⑨ Ill designed repatriation policies  
puts them in conflict ridden  
situation again  
without any rights  
& rehabilitation (Eg recent  
UK-Rwanda  
agreement)



## Ans b | Recommendations

① My approach would be guided by Clandhiji's Talisman and Indian ethos of Vasudhaiv Kutumbakam

I would further focus on balancing national interest & rights of Indian citizens and overall goal of humanity.

① Conduct a robust baseline survey to assess the situation of illegal entry.

② Deploy Coast Guard on marine borders (eg Sri Lanka) and paramilitary forces on land borders (eg Myanmar)

- ② Ensure no illegal criminal activities (eg smuggling) takes place in the name of refugees.
- ④ Create rehabilitation centres in ~~with~~ coordination with state govt of border states.
- ⑤ Provide entrants with adequate basic food, clothing & shelter with special focus on women & children & elderly.
- ⑥ Engage in dialogue with developed nations & multilateral institutions to support via accommodation & finance.

Humanity and consideration  
of whole world as one guided by  
ideas of Swarri Vivekanand must  
be the goal.



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

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

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

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

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

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



## Ansa Moral issues

- ① Rights of self determination,  
gender identity guided by  
equality of all sexes (Article 14)
- ② Freedom of speech & expression  
of the panellist (Article 19)
- ③ Dangers of ~~escalate~~ escalation  
(national issue)
- ④ Can damage global image of  
India.
- ⑤ Deadlock between college  
association & panellist.
- ⑥ Lack of awareness regarding  
sexuality, pronouns

Stakeholders

- ① National University (under pressure)
- ② Sexual minorities
- ③ College association
- ④ Panellist (controversy)
- ⑤ Media, new networks
- ⑥ Committee to investigate
- ⑦ Me (Chairperson, Committee)

Ans b Steps to take to resolve

- ① Multi stakeholder and consultative approach for peaceful resolution
- ② Call the panellist to hear his side of arguments
- ③ Discussion with college association to record their objections

- ④ Try to engage a discussion between panellist, association, university vice chancellor to resolve by deliberation.
- ⑤ If this approach fails, I along with committee members will objectively examine both sides of arguments.
- ⑥ If it was a mere slip of tongue or genuine concerns about misuse of platform in any way, his remarks would be recorded in writing.
- ⑦ If the panellist goes against Constitutional values of equality & rights of gender affirmation.



I would recommend the university to:-

- ) Publicly clarify its commitment to rights of sexual minorities
- ) Strictly show that panellists' remarks were personal & in no way relate to university's policy

⑧ Since the committee don't have power to hold panellist accountable it should focus on creating equitable environment in colleges simultaneously assuage association

Justification :- This approach upholds values of empathy, objectivity & shows actions within bounds. It balances reasonable freedom of speech with rights of 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 फंस जाते हैं तो इससे भारत की साख खराब हो सकती है। आप दुविधा में हैं और इसके परिणामों से डरते हैं। साथ ही, आप इस घटना पर चर्चा करने के लिए कोच से संपर्क करने का फैसला करते हैं। हालांकि, आपको पता चलता है कि एथलीट कोच की सलाह पर इस दवा को ले रहे हैं।

(a) इस परिदृश्य में आप क्या करेंगे? आपके समक्ष उपलब्ध विकल्पों पर चर्चा कीजिए और अपनी कार्रवाई की रूपरेखा तैयार कीजिए।

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

*The above case highlights both  
illegal and immoral act of doping  
with widescale repercussions.*

Ans Options available :-

Option ① :- Don't report, follow senior's advice & take the drug.

Merits

- ) Increases team bonding
- ) Chance to win

Demerits

- ) Illegal → if ~~caught~~ caught, banned for life
- ) Unfair to other hardworking athletes
- ) Damages India's reputation
- ) crisis of conscience

Option ② :- Don't take the drug but don't report as well.

Merits

- ) Intact team spirit & bonding with coach
- ) Saves myself & shifts responsibility to senior coach

Demerits

- ) Escapist tendency from responsibility towards team & my country.
- ) Guilt, shame, crisis of conscience



Course of action → I would not follow both options. My approach would be guided by courage of character, devotion to nation & sportsmanship.

- ① I would immediately report the seniors & the coach to the National Anti Doping Agency.
- ② I would request a doping test of all athletes, as the coach might have advised them too.
- ③ Since the competition is going on, I would request the Board to send alternate coach & new team members to maintain India's position.

Ans b Reasons behind use of performance enhancing drugs:-

- ① Focus on ends over means in society, where winning is above right methods.
- ② Declining sports spirit, which is based on competition, fairness & continuous improvement.
- ③ Excessive pressure by society, media, Sports Boards to win on sports persons.
- ④ Lack of adequate structural mechanisms (Laws, rules, regulations).
- ⑤ Peer pressure, poor socialisation, lack of integrity are other reasons.

[To minimise]

- ① Adequate anti doping tests at all stages of selection
- ② Better training facilities, coaches, infrastructure to increase fair chance of winning.
- ③ Compulsory course on sports culture in Sports Universities.
- ④ Continuous exposure to positive role models (Eg Sachin Tendulkar) and negative consequences (Eg Lance Armstrong)
- ⑤ Schools to start sports right from primary classes to build true spirit. Likes of Major Bhyan Chand, Milkha Singh show us the true value of sports.



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।

Ansa

Stakeholders

- ① State's Minister of Mines & Minerals  
(corruption)
- ② junior Govt employees (scapegoats)
- ③ Ruling party
- ④ Cronies involved (illegal mining)
- ⑤ District Public
- ⑥ Media
- ⑦ Me (District Magistrate)

Ethical issues

- ① Rampant corruption via illegal mining
- ② Loss of revenue to exchequer, harm to environment & so on
- ③ Tendency to shift the blame  
(scapegoat employees)

- ④ Crony capitalism (involvement of minister)
- ⑤ Possibility of career derailment

### Ans b Options available

Option ① :- Follow the Minister & scapegoat junior employees.

<u>Merits</u>	<u>Demerits</u>
---------------	-----------------

- |                                   |  |
|-----------------------------------|--|
| <p>1) <u>Saves the career</u></p> | <p>1) <u>Continued losses</u> due to corruption</p> <p>2) <u>Unfair to honest</u></p> <p>3) <u>Dereliction of duty</u></p> |
|-----------------------------------|--|

Option ② :- Report the Minister privately to Chief Minister

<u>Merits</u>	<u>Demerits</u>
---------------	-----------------

- |   |  |
|---|--|
| <p>1) <u>Possibility of career not affected</u></p> | <p>1) <u>Chief Minister may side with Minister</u></p> |
|---|--|



·) Against procedural  
integrity of enquiry  
process

·) sets a poor  
precedent

### Course of action

My approach would clearly put duty above self, dedication to  
public service guided by courage  
objectivity & selflessness.

① Conduct the enquiry with  
integrity with a time bound  
completion.

② Submit the findings ~~to~~ to  
appropriate authority for action  
against involved with file notings.

③ I would have faith in the system if the ruling party takes any adverse action against me.

Long term :- ① Regular audits (including social audit) to check illegal mining.

② Deployment of police forces in coordination with district's SP in critical areas.

③ Initiate a wider investigation ~~in coo~~ to uncover nexus of politicians & miners.

Justification : This would ensure that I uphold my duty as per my conscience. It would control both economic & ecological losses.

Duty is equal to Dharma