



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 860)

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Medium Hindi/Eng.	ENG	Registration Number	13955
Center	ORN	Date	26/09/17

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	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

## 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 **FOURTEEN** questions printed in **ENGLISH & HINDI** इसमें चौदह प्रश्न हैं तथा 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. Alignment Competence
2. Content Competence
3. Content Competence
4. Language Competence
5. Interaction Competence
6. Structure - Presentation Competence
7. Evaluation Competence

Overall Writer Comments / feedback / suggestions on Answer Booklet

1.

2.

3.

4.

5.

6.

All the

Answer the following questions in not more than 150 words each:

1. (a) Marketing has become a crucial link in the success of a business. With suitable examples, discuss the ethical issues involved in marketing of a product or service. How can these issues be resolved? 10

किसी व्यवसाय की सफलता में विपणन (मार्केटिंग) एक महत्वपूर्ण कड़ी बन गया है। उचित उदाहरणों सहित किसी उत्पाद या सेवा के विपणन में निहित नैतिक मुद्दों की चर्चा कीजिए। इन मुद्दों का समाधान किस प्रकार किया जा सकता है?

Business is being run on profit and profit can be maximised if product reach is wide. Marketing helps in widening the reach of a company, increasing consumer base.

Marketing is facing various issues like

- (I) Misguided advertisement  
eg one hair oil company banned recently for faulty claim for hair related problem
- (II) Not disclosing all necessary information on product / service delivery
- (III) celebrities' endorsement of product  
even without using that product



IV) whether that celebrity should be sued if violation are found

To solve issues

- 1) Proper law should be enacted  
- to govern all dimensions - eg faulty  
Information disclosure, false claim,  
faulty marketing strategies
- 2) Celebrities should be covered under  
law suit as they have serious impact  
on consumers' mindset. They cannot  
escape from opportunity
- 3) Tougher punishment for those  
violating code.

Thus marketing needs  
some refinement for that legislative  
need to take necessary steps.



1. (b) Value education empowers a person to confront the myriad challenges of contemporary Indian society. Discuss. 10

मूल्य आधारित शिक्षा किसी व्यक्ति को समकालीन भारतीय समाज की अनगिनत चुनौतियों का सामना करने में सक्षम बनाती है। चर्चा कीजिए।

Education is agent of fighting against social challenges and social evil. Value education means - education become tool to ~~sete~~ realise self, not just earning degree and money rather every student become responsible citizen, employee, brother, husband etc

India is facing various

Challenges -

- a) Corruptions
- b) ~~to~~ Violence against women
- c) Consumerism and exploitation of nature in unsustainable manner
- d) Social evils - Casteism, Communalism, Regionalism.

Value Education gives rationality and scientific temper and following the values like honesty, compassion, truthfulness.

eg honesty is first tool to fight against corruption, and misuse of power.

Compassion can be helpful to deal with nature and other human being in humanistic manner.

Value education including the respect for women will help in dealing with foeticide, rape, domestic violence.

Mandela said, "Education is most powerful weapon to change the world."



2. (a) Ethics is the first line of defence against corruption while law enforcement is remedial and reactive. Examine the statement with suitable examples. 10

नैतिकता, भ्रष्टाचार के विरुद्ध पहली रक्षा पंक्ति है, जबकि कानून का प्रवर्तन उपचारात्मक एवं प्रतिक्रियात्मक है। उचित उदाहरणों के साथ उक्त कथन का परीक्षण कीजिए।

Corruption can be defined as misuse and abuse of power, diversion of public resources for private interests.

There are various tools to fight corruption such as laws, e-governance etc. However ethics is prime defence mechanism.

Ethics helps to kill corruption at infant stage. If individual is of high integrity and able to resist the temptations, able to control "undesirable desires" and understand the gap between aspirations and reality then corruption would die out.

Since law and other mechanisms may not be always there or ~~also~~ <sup>even</sup> if they are in place, these mechanisms activate mostly once corruption is done. There approach is related to post mortem. analogous

eg 2G or Coal scam highlighted due to presence of laws, bodies

But had there ethical people were dealing with natural resources, the corruption would have lost ~~at~~ the market at first round itself.

The reach of ethics much wider and one can ~~use~~ internalise it and then follow even if laws are silent.



2. (b) Discuss the influence that parents have on values of their children and the role they can play in transmitting good values and resisting negative influences. Why is it that, at times, the values of children differ from that of their parents? 10

अपने बच्चों के मूल्यों पर माता-पिता के प्रभावों एवं अच्छे मूल्यों का संचार करने एवं नकारात्मक प्रभावों का प्रतिरोध करने में माता-पिता द्वारा निभायी जा सकने वाली भूमिका की चर्चा कीजिए। ऐसा क्यों होता है कि कभी-कभी बच्चों के मूल्य (मान्यताएं), उनके माता-पिता के मूल्यों से भिन्न होते हैं?

Socialization is processes of transmitting values from one generation to another. Parents are important agent of their socialisation - Basic values honesty, truthfulness, compassion is being taught by parents.

eg There is high probability that one who do corruption, ones child may also follow the same path. as for that child corruption became part of parcel of his life since childhood

however, Parents can help in resisting negative values eg hate, prejudice, gender and caste stereotypes, inculcate rationality, control superstition

Always values of children are not same as of their parents  
eg. All rapist does not have similar family & back ground.

The reasons for this difference are

- 1) Influence of peer groups
- 2) Not good parent-child relations
- 3) Parents lack time, as they are busy after bread winning
- 4) Impact of Technology, eg social media
- 5) Impact of Cinema, Media, role models.

Thus it can be said that all good people are not ~~son~~ <sup>child</sup> of good parents and vice versa. There is enough diversion in values.



3. (a) What does 'public service' means to you? Describe the various ways in which one can serve the public. Does one necessarily serve the public better by entering the civil services? Justify your stand. 10

आपकी दृष्टि में 'लोक सेवा' का क्या अर्थ है? उन विभिन्न तरीकों का वर्णन कीजिए जिससे कोई व्यक्ति लोक सेवा कर सकता है। क्या कोई व्यक्ति सिविल सेवाओं में प्रवेश कर अनिवार्य रूप से बेहतर लोक सेवा करता है? अपने दृष्टिकोण का औचित्य सिद्ध कीजिए।

Public service can be defined as action decision resources are utilised for public welfare. There is separate agency "Public Administration" whose task is do public service but it is not only task of this agency.

There are various ways to serve public.

- (I) joining civil services
- (II) Joining politics and becoming people's representatives
- (III) Starting NGOs and other civil society organisations
- (IV) Certain profession - Teaching Doctors, Police etc

It is necessary to join civil services to serve public better. There are enough example - Gandhi was social reformer and played important role in freedom struggle. E. Sreedharan, M.S. Swaminathan, J.R.D. Tata, Abdul Kalam are not civil servants rather they are leaders, scientist or engineer.

Thus one can do public service by doing his/her profession in lawful and ethical manner eg teacher teaching <sup>with</sup> dedication is also public service.

Civil Service is not only mean to serve public.



3. (b) What do you understand by 'civic virtue' in public life? What are the challenges in practising it in today's time? How can these challenges be overcome? 10

सार्वजनिक जीवन में 'नागरिक सदगुण' (सिविक वर्चू) से आप क्या समझते हैं? वर्तमान समय में इनका अनुसरण करने में आने वाली चुनौतियाँ क्या हैं? इन चुनौतियों से पर कैसे विजय प्राप्त की जा सकती है?

Civic virtue in public life <sup>can be</sup> defined as virtues which makes individual a responsible citizens by following rules laws and basic etiquettes. eg following Traffic signal, not to litter on road and public premises, paying tax on time.

### Challenges

- 1) unavailability of infrastructure  
eg not to litter on road means there should be presence of dustbin every where <sup>it</sup> is needed
- 2) Ambiguity in laws.
- 3) Not proper awareness among masses.

- 4) ~~Fast~~ Fast and Competitive life style (5) Corruption and poverty.

How to deal with these challenges

- 1) Education should value education
- 2) Informed Parents will lead to creation of responsible future
- 3) Public institution and places - awareness campaign
- 4) Clear cut laws and fines
- 5) ~~Fast~~ Transparency, utilise technology for that eg CCTV camera installations to curb corruption

Developed and responsible nation  
citizen of high civic virtue.



4. (a) The lives of great leaders inspire us in many ways. Which leader has had a lasting impact on you and in what way? Mention one outstanding value that you have imbibed from him/her and its importance to being a civil servant. 10

महान व्यक्तित्व (ग्रेट लीडर्स) का जीवन हमें अनेकों प्रकार से प्रेरित करते हैं। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

Leaders, if they are great, can create an army of responsible citizens. One such leader-cum-scientist was Dr. Abdul Kalam. He has inspired me most. He had various good qualities eg. Hardworking, Scientific temper, rationality, Patience, Empathy etc.

I have learned consistency in hardwork and personality from him. In public service we need both hardwork and consistency in hardwork and personality.

I have kept my level best to imbibe it.

To become a civil servant

to ~~do~~ have hardworking character  
without following the unethical  
path. Dr.alam through out  
life as a student as president  
as a teacher worked hard consistently

These values are important for  
civil servant. Civil servant is not  
10 to 5 pm job rather it 24x7x365  
job one has to follow consistency  
and do work as per need.

I am trying my level best  
to follow at present and in future  
also



4. (b) Governance is the vital link in our quest for prosperity and equity. What should be the key elements of ethical governance to eliminate corruption and bureaucratic delays? Examine. 10

समृद्धि एवं समता की दिशा में हमारे प्रयासों में गवर्नेंस (शासन) एक महत्वपूर्ण कड़ी है। भ्रष्टाचार एवं नौकरशाही के कारण होने वाले विलम्बों को समाप्त करने के लिए नैतिक शासन के महत्वपूर्ण तत्व क्या होने चाहिए? परीक्षण कीजिए।

Governance's purpose is to have equity in social political and economic sphere. Ethical governance means following every actions, decisions not just as per law but also it should be tested on ethics.

To eliminate corruption and bureaucratic delay one need to follow these elements of ethical governance -

(1) Transparency - in actions and decision managing the resources

(2) Accountability and Responsibility

3) honesty and integrity on part of civil / public servants

4) Fairness and equity

5) Rule of law.

6) Citizen charter and

7) Time bound delivery of goods and services

All the above component are helping in reducing bureaucratic delay and eliminate corruption

eg RTI Act

Social Audit in NREGS

However, Right to time bound delivery of services and goods should be passed at national level.



5. (a) Has excessive profit seeking by corporates undermined the trust of public in the private sector? Giving examples, examine the reasons for failure of corporate governance in India. 10

क्या कॉर्पोरेट्स की अत्यधिक लाभ प्राप्त करने की इच्छा ने निजी क्षेत्र में जनता के विश्वास को कमजोर किया है? उदाहरण प्रस्तुत करते हुए, भारत में कॉर्पोरेट शासन की विफलता के कारणों का परीक्षण कीजिए।

Private Sector is striving on profit  
 Their aim is to earn profit  
 but at the same time they  
 have to follow legality and  
ethicity.

Excessive profit seeking  
 attitude create ~~attit~~ suspicion  
 among minds of masses and  
 private sector loses the trust  
 eg recently one fast-food company  
 found in violation of harmful  
 element mono Sodium Glutamate  
 Such incident create negative  
 image of private sector as  
 it is only working for profit  
 and neglecting life of common man

Reasons for failure of Corporate governance - in India

- (1) Ambiguity in laws
- (2) Lack of Independence <sup>of</sup> ~~among~~ independent directors eg Recent Tata group controversy
- (3) <sup>Interest</sup> ~~Role~~ of large share holders are often dominating over small
- (4) Lack of voice among small shareholder
- (5) Auditor and other third party mechanism not working properly

Suggestions

- 1) Reforming Companies Act 2013
- 2) Ensuring the Independence of Auditor & Independent directors.



5. (b) Income inequality, resource mismanagement and health hazards are some of the negative consequences of globalization. In this context, what are some of the ethical dilemmas that civil servants face today? How has the approach to handling these undergone a change? 10

आय असमानता, संसाधनों का कुप्रबंधन एवं स्वास्थ्य संबंधी खतरे वैश्वीकरण के कुछ नकारात्मक परिणाम हैं। इस संदर्भ में, सिविल सेवकों द्वारा वर्तमान में सामना की जाने वाली कुछ नैतिक दुविधाएँ क्या हैं? इनसे निपटने के लिए अपनाए जानेवाले दृष्टिकोण में किस प्रकार परिवर्तन हुआ है?

Globalisation is process of creating a world without border. However it had led to neo-colonialism as draining wealth & natural resources from developing and least developed nations to developed nation is witnessed.

It lead to rising income inequality, mismanagement of resources (eg pollution air, water) and health hazards (EBOLA)

Civil Servants facing ethical dilemmas such as

(1) Rising poverty and how to identify Beneficiaries for public

policies

(2) increasing health hazard and resource mis management

⇒ there is need to focus transparency and effective utilisation of resources.

To handle this issue -

1) there are more use of modern technology eg e-governance

2) Participative approach ~~for~~ (community) in policy making implementation, feedback.

3)



6. Discuss the role and importance of independent directors for corporate governance.

10

कापोरिट गवर्नेंस में स्वतंत्र निदेशकों की भूमिका एवं महत्व पर चर्चा कीजिए।

Corporate governance means that corporate sector should be governed with principle of fairness, transparency, following the goals of social, economic and ethical spheres.

Independent directors are those directors who are part of board of directors and not of management. Their aim is to ensure independence in functioning of company,

- oversee the action of management
- reporting truth to auditors and share holders.
- avoid concentration of power and misuse of power

eg In Satyam case - there was large scale diversion of funds, and false statement still nothing got highlight due to poor performance of Company's Board of Director.

Later on clause 49 introduced whose aim was to ensure transparency and independence in overall functioning of company's administration.

Thus independent directors are guiding ~~the~~ light for management and saving of shareholders and investors.



7. Is there a conflict between morality and freedom? Discuss with reference to Kant's views on categorical imperative. 10

क्या नैतिकता एवं स्वतंत्रता के बीच कोई संघर्ष है? निरपेक्ष आदेश (categorical imperative) पर कांट के विचारों के संदर्भ में चर्चा कीजिए।

Kant has given valuable insight  
over morality and freedom

Freedom is essential  
for survival for nation or individual.  
Freedom is essential for human  
survival.

Morality is guiding  
light. One get help of morality  
in deciding wrong and right  
and acting accordingly.

Morality and freedom  
may be at conflict. What is  
moral for one may become  
loss of freedom for other.  
Thus one need to understand

morality in larger context and  
respecting the freedom of others.

Sometime morality  
and freedom is not in conflict  
it lead to peace harmony, growth  
of society.



8. "Since at the beginning and end of our lives we are so dependent on other's kindness, how can it be that in the middle we neglect the kindness towards others?" - The Dalai Lama. Bring out what you understand by this quote and discuss its relevance in the Indian society. 10

"जब हम अपने जीवन के प्रारम्भ एवं अंतिम अवधि में दूसरों की दयालुता/करुणा पर बहुत अधिक निर्भर रहते हैं, तो जीवन के मध्यावधि में हम दूसरों के प्रति दयालुता/करुणा की उपेक्षा कैसे कर सकते हैं?" - दलाई लामा। स्पष्ट कीजिए कि इस उद्धरण से आप क्या समझते हैं और भारतीय समाज में इसकी प्रासंगिकता की चर्चा कीजिए।

~~Here~~

Human being born due to kindness of others who want to take care of child similarly at old age others provide care to old aged people. Thus one need care of others for starting a journey and ending the journey.

Still in middle age, most of people loss focus from kindness and care. In middle age one has energy, money, aspirations and all the try to fulfill his/her ambition

dreams by individualism but  
we go for individualism, egoism

In Indian society, care for  
old and children is considered  
an act of salvation. However  
now there is isolation - whether  
children or old age due to fast life  
urbanisation. Prasanna Archer,

old age homes are not here thus  
this quote reminds us our  
duties and core values and  
is very much relevant for  
contemporary India



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

9. You, a reporter currently working as an intern, accompanied a small group of reporters to a political event organized by the ruling party's state unit. The party was followed by dinner where you were also asked to join. Here, you noticed that alcohol was being served to some members of the ruling party. Consumption of alcohol had been declared illegal in the state a few months ago and the ban is being enforced strictly across the state. The other reporters in your group ignored the issue and asked you to ignore it as well. However, it was clear to you that the law was not being followed.

(a) Identify the issues involved in this scenario.

(b) What are your duties in such a scenario?

(c) What course of action would you follow and why?

20

आप एक प्रशिक्षु संवाददाता (रिपोर्टर) के रूप में, सत्ताधारी दल की राज्य इकाई द्वारा आयोजित एक राजनीतिक कार्यक्रम में संवाददाताओं के एक छोटे से समूह के साथ गए हैं। कार्यक्रम के बाद रात्रि-भोजन में आपसे सम्मिलित होने के लिए कहा गया। रात्रि-भोजन के दौरान आपने ध्यान दिया कि सत्ताधारी दल के कुछ सदस्यों को शराब परोसी जा रही थी। उस राज्य में कुछ महीनों पहले शराब के सेवन को अवैध घोषित किया गया था और पूरे राज्य में कठोरतापूर्वक इस पर प्रतिबन्ध लगाया जा रहा है। आपके समूह के अन्य संवाददाताओं ने इस मुद्दे को अनदेखा किया और आपको भी इसे अनदेखा करने के लिए कहा। हालांकि, आपको यह स्पष्ट रूप से ज्ञात था कि कानून का पालन नहीं किया जा रहा था।

(a) इस परिदृश्य से जुड़े मुद्दों की पहचान कीजिए।

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?

The present case is related to truthfulness of media towards masses; enforcing the law whether ruling class or ruled class, and independence of media.

(9)

- Issues involved in this case -
- (1) At one hand there is strict enforcement of law (liquor ban) at the same time violation of the same law by law makers
  - (2) There is also conflict between honesty and tentativeness on part of Indian reporter at the same time there is risk of being targeted by ruling class affect career.
  - (3) Independence of media if media is not free to raise such issues (as few reporter ignoring the issue) then who will raise the voice on behalf of masses
  - (4) Violation of basic fundamental rights especially article 14 - right to equality before law, there should not be undue discrimination



(b) Duties of intern reporter are

(i) Recording the event and preparing the <sup>news</sup> story for next day newspaper

(ii) asking other colleagues to do the same and encouraging them not to fear and report it fearlessly

(iii) if there's police present, asking them to take cognizance of this event

(iv) Informing the host of the event may be host not aware of it! If this the case, host would stop it immediately

(v) Reminding host that since they are ruling class, it could lead to negative image so they should take immediate action on it

(vi) Recording event in mobile or camera.

(c) Under these circumstance my course of action would be -

(i) First step is to record the event in camera and noting down important details

(ii) Asking my senior and friends to do the same

(iii) Highlighting issue before host and police (4) present there so that immediate violation of law should be stopped and guilty should be punished

(iv) If ruling party/ host pressure ~~it~~ me not to do, publish it - then i will ask them to take the action (necessary) by themselves and if it happen - cases will automatically come to media's notice



v) Asking my seniors to publish it as i am intern reporter my news may not be published by editors

vi) If Editor did not publish, i will take help of social media to raise the voice

These action if found not necessary satisfactory, i will go police station to lodge FIR how there's violation of law going on.

The reason are -

- maintaining inner satisfaction doing right ~~thing~~ action and fulfilling my duties
- Fulfilling duties of a citizen
- Maintaining independence and fearlessness of media
- Following integrity under no circumstance i am not leaving my personal integrity

10. You are posted as the Sub-Divisional Magistrate (SDM) in a district. As the SDM it is your responsibility to conduct interviews and select a candidate for the post of an ASHA worker in the district. On the day you are conducting the interviews, you are approached by the MLA of the local constituency who asks you to choose a particular lady for this position by overlooking the other candidates. On checking her documents you find that she is eligible in all respects. The MLA implores that she should be given the post on compassionate grounds as her husband was a soldier who was martyred in a war. Some of the options to handle the situation could be as follows:

- (a) Ignore the MLA and proceed with the process of selection.
- (b) Speak to your superior and seek his guidance on the matter.
- (c) Appoint the lady to the post as it is a compassionate appointment.

Also suggest other possible options.

Evaluate each of these options and suggest the best course of action, giving reasons for it. 20

आप एक जिले में सब-डिविज़नल मजिस्ट्रेट (SDM) के पद पर नियुक्त हैं। SDM के रूप में, जिले में आशा (ASHA) कार्यकर्ता के पद हेतु साक्षात्कार आयोजित करना एवं उम्मीदवार का चयन करना आपकी जिम्मेदारी है। जिस दिन आप साक्षात्कार ले रहे हैं, उसी दिन आपके पास स्थानीय निर्वाचन क्षेत्र के एक विधायक (MLA) आते हैं और आपसे अन्य उम्मीदवारों की उपेक्षा कर, इस पद के लिए एक विशिष्ट महिला का चयन करने के लिए कहते हैं। उसके दस्तावेजों की जांच करने से आपको ज्ञात होता है कि वह सभी दृष्टियों से पात्र है। विधायक का निवेदन है कि उस महिला को अनुकंपा के आधार पर यह पद दिया जाना चाहिए क्योंकि उसका पति सैनिक था जो युद्ध में शहीद हुआ था। इस स्थिति से निपटने के लिए कुछ विकल्प इस प्रकार हो सकते हैं:

- (a) विधायक की अनदेखी की जाए और चयन प्रक्रिया को आगे बढ़ाया जाए।
- (b) अपने वरीय (वरिष्ठ) अधिकारी से कहा जाए और मामले पर उनका मार्गदर्शन मांगा जाए।
- (c) महिला को उक्त पद पर नियुक्त कर दिया जाए क्योंकि यह नियुक्ति अनुकंपा के आधार पर है।

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए एवं कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दीजिए।



This case highlights following transparency in public decisions at the same time resisting emotional sympathy in public action. At one hand there are needs of martyred soldier's family at the same time there is a need to maintain faith of masses over public administration by selecting suitable conditions.

(a) Ignoring MLA and proceed with process of selection

Merit - following transparency and doing action without fear and favour

- Right candidate would be selected for right post

Demerit - MLA may create unnecessary pressure - victimization of SDM in future

- what about soldier's family and their need

(b) Superior's guidance

Merit (1) SDM would be able to utilize the experience and wisdom of superior

(2) Following superior's order will protect the SDM against legal scrutiny if inflexible it happens, also against MLA if superior asks SDM not to follow MLA

Demerit (1) If superior asked to follow

MLA's order it would lead to setting up of wrong precedents for future (2) Candidate selected may not be suitable for post.

(3) Common man's faith over public administration would erode

(c) Appointing lady to the post  
Merit (1) MLA's pressure would not be on SDM

2) Soldier's family would get



~~for~~ a earning members and  
it would help that family

### Demerit

- (i) May be that lady is not suitable for that post it would lead to suffering common people of village as ASHA worker is important link between government hospital and masses.
- (ii) Setting up wrong precedent, what about other cases of same nature
- (iii) In future MLA may further pressurized for some task.

### Other options

- (i) conducting interview in free and fair ~~elects~~ manner if that lady found suitable in interview that lady would be appointed (as that lady has all eligible documents)

At the same time it would be made clear to MLA that it is her competency and not his advice has got selected her.

The best course of action is

- Conducting free and fair interview
- If that lady found not suitable then asking superior and MLA's advice what are other avenues, government policies/scheme where that lady can get job and based on that helped would given to that lady.

This is best option as

it tries to ensures -

- balance between empathy and transparency & merit
- maintaining consistency in public action
- helping those who laid down their life for nation



11. You are officer-in-charge of a very important railway junction, which is an artery of trade and commerce. A peasant disturbance has been brewing in your district for the past few weeks. Their discussions with the political and district leadership has borne no fruit and it has come to the stage that now they are protesting by organizing a sit-in on the railway tracks near the station. They have thereby succeeded in blocking movement of all trains. This disruption is causing significant harassment for the passengers waiting at the platform as well.

(a) What will be your course of immediate action?

(b) How can emotional intelligence act as a tool in handling this issue?

(c) What steps will you take so that such incidents are not repeated in the future?

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आप एक अति महत्वपूर्ण रेलवे जंक्शन के प्रभारी अधिकारी हैं। यह रेलवे जंक्शन व्यापार और वाणिज्य का एक मार्ग है। आपके जिले में पिछले कुछ सप्ताह से कृषक-अशांति की परिस्थितियाँ बनती जा रही हैं। राजनीतिक और जिले के (स्थानीय) नेताओं के साथ किसानों की वार्ता का कोई परिणाम नहीं निकला है और यह अशांति एक ऐसी अवस्था में पहुँच गई है कि अब वे स्टेशन के निकट रेल की पटरियों पर धरने का आयोजन कर विरोध प्रदर्शन कर रहे हैं। इस प्रकार वे सभी ट्रेनों के संचालन को बाधित करने में सफल हो गए हैं। इस व्यवधान के कारण प्लेटफार्म पर प्रतीक्षारत यात्रियों को भी काफी परेशानी का सामना करना पड़ रहा है।

(a) आपकी तात्कालिक कार्यवाही क्या होगी?

(b) भावनात्मक बुद्धिमत्ता इस मुद्दे से निपटने हेतु एक साधन का कार्य कैसे कर सकती है?

(c) भविष्य में ऐसी घटनाओं की पुनरावृत्ति रोकने के लिए आप कौन-से कदम उठाएंगे?

*This situation highlights plight of peasant at one hand at the same time loss of time money harassment to common men due to faulty mode of protest and demonstration. It also highlight political failure that failed to avoid*

Such conflict despite protest was going on <sup>past</sup> few weeks. It highlights weakness of railway's power and infrastructure etc.

### (a) Immediate course of action

- (i) Talking to leader of protest / and highlight the issues and problems created due to blocking of trains so that they leave the tracks.  
Immediately
- (ii) Asking political leadership to intervene as soon as possible, if there is failure to reach on consensus over peasant's issues, leadership should try to clear the tracks. If peasant continue their protest they can.
- (iii) Taking help of police and other forces as per rule book if repeated request to clear the track is gone unheeded by peasants. Since it



related to safety of public infrastructure and enforcement of fundamental rights of citizen to move across nation (Article 19, 21)

(b) Emotional intelligence: role in handling the issue -

1) Emotional intelligence is all about managing own emotions and understanding other emotions and using this information for solving problems.

2) Understanding problems of peasants and then asking peasants not create problems for others as many children, women, old age are not happy and not able to move out

3) Asking them to consider that only human being can under-

standing sorrow of other human being. They (peasants) are already under sorrow, should not be cause of other's sorrow.

(c) highlighting that- it could attract police action legal actions and punishment fine. It would create fear among them and they can leave the premise.

(c) To prevent the repetition of these incidents

- (1) Preparing a detailed report - losses, causes by this incident, social, economic, administrative
- (2) Sending this report to government so that government can do better to avoid these acts in future.



- (3) Asking government to pay the losses to railway as railways is already under losses
- (4) Asking government to levy fine on those violated the law and compensate to railways.
- (5) Suggesting higher authorities and government to have tough law in this regard with implementation in letter and spirit.

Railway is important artery of nation. Blocking it means blocking nation's growth and integration.

12. You are representing India in an international bidding for oil exploration in a country. Other, richer countries are also bidding for the project. You are sure that your bid of exploration is better as well as cheaper than that of others, and that you will definitely win the bid. A day before the auction, you come to know that other countries are employing every means, including bribing the authorities for being successful. Some of the officials of the home country have also contacted you and made some demands in exchange for assurance of India winning the bid. You are aware of the criticality of this bid in terms of domestic economic and strategic implications. Based on above information, answer the following questions.

- (a) Specify the ethical dilemma(s) that you face in this situation.  
 (b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?  
 (c) What will be your course of action in the above situation? Justify with merits and demerits.

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आप एक देश में तेल का अन्वेषण करने के लिए लगाई जाने वाली अंतर्राष्ट्रीय बोली (नीलामी) में भारत का प्रतिनिधित्व कर रहे हैं। इस परियोजना के लिए अन्य धनी देश भी बोली लगा रहे हैं। आप सुनिश्चित हैं कि तेल अन्वेषण के लिए आपकी बोली अन्यो से बेहतर और साथ ही सस्ती भी है और यह कि निश्चित ही आप बोली जीत लेंगे। नीलामी से एक दिन पूर्व आपको ज्ञात होता है कि अन्य देश सफल होने के लिए अधिकारियों को रिश्वत देने समेत सारे तरीके अपना रहे हैं। उस (गृह) देश के कुछ अधिकारियों ने भी आपसे संपर्क किया है और भारत को इस बोली में विजय प्राप्त कराने का आश्वासन देने के बदले कुछ मांगें रखी हैं। आप घरेलू आर्थिक एवं रणनीतिक निहितार्थों की दृष्टि से इस बोली के महत्व से अवगत हैं। उपर्युक्त सूचना के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) निर्दिष्ट कीजिए कि इस स्थिति में आप किस/किन नैतिक दुविधा/दुविधाओं का सामना करते हैं।  
 (b) क्या अंतर्राष्ट्रीय लेन-देन में नैतिक चिंताएँ सचमुच मायने रखती हैं या वे घरेलू हितों की तुलना में गौण (द्वितीयक) हैं?  
 (c) उपर्युक्त स्थिति में आपकी कार्यवाही क्या होगी? गुणों और अवगुणों सहित उसका औचित्य सिद्ध कीजिए।

*This situation is involving various issues - economic, energy needs, strategic, capacity building, etc.*



Some ethical and moral issues like follow honesty, integrity by nations. It highlights corruption is a international evil. ~~to~~ ~~decrease~~ and fight between richer and poorer nation is becoming unethical & unhealthy competition.

### (9) Ethical Dilemma

(1) Following domestic needs at one hand and compromising the basic indian principle like honesty truthfulness. (eg energy)

(II) loosing contract means loss of domestic economic strategic assets and giving bribe means compromising with ~~like~~ honesty and Gandhian teachings for which India is ~~not~~ known.

(III) Doing nothing and loosing contract will also mean

accepting injustice and becoming  
mute spectator of evil like corruption

### (b) Ethical Concern in International Transaction

International relations and transactions are often found between "domestic interests" and international needs. Most of the time domestic interest prevail. It is bitter reality. However one can not ignore ethical concerns totally. Because every action is judged on ethics and morality also apart from legality. eg India accepted many Bangladesh refugee in 1971 on ethical ground even it was comprising domestic needs. At current Rohingya



crisis India has already accepted 40,000 Rohingyas and India is providing humanitarian aid to Myanmar. But no country can survive if domestic interest are at risk due to international transaction. Ultimately every nation, every government has responsibility to protect, flourish their citizen. This led to violation of ethical concerns. At the same time one country alone can not enforce ethical principle of even in present case India did not give burse, others are giving burse, even host nations also asking for it.

(C) Course of action

(i) Host nation official needed to be persuaded that it is not right and in future this deal can be scrutinized and all will be punished. Also it is not ethical to sell country's resources for bribe.

(ii) Asking / Contacting superior of host nation that this kind of situation arisen and It is needed to intervene and conduct the bid in transparent manner

(iii) Contacting concerned Indian minister and other higher authorities to raise the issue before counter parts.



If transparent bid happen, we would win. Even if <sup>we</sup> not win, we would ~~not~~ have satisfaction of following honesty in every situation. This is the merit of this.

Demerit - ~~Loss~~ - Loss of oil field  
- fail to meet energy needs.

But for that India can go for other nations, bidding. As corruption increase the cost artificially, and it lead to loss of financial resources.

13. You are the CEO of a film production company, which has not been doing well financially for some time. Your company is now relying on its forthcoming movie, which is about to be released shortly. The movie has a cast of reliable actors and even before its release, trade pundits have predicted that the movie will be a hit.

However, you face a conundrum as one of the actors in the movie is a citizen of a neighbouring country with which relations have been disturbed and a war like situation exists. While the political atmosphere was different when the movie was being filmed, now there is a widespread public demand, with a local political party at the forefront, for replacing the actor from the movie or a ban on the release of the movie itself, if the actor is not replaced.

While you are aware of the mood of the nation and the public repercussions of releasing the movie in its present form, you also know that it is not feasible to replace him at this stage as he has a substantial role in the movie. There is also a section in the film fraternity that does not want you to compromise in the wake of threat by the local party as it compromises freedom of speech and expression as well as artistic creativity.

(a) What are the options available to you?

(b) Evaluate each of the options and state their merits and demerits.

(c) What course of action would you take and why?

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आप एक फिल्म निर्माण कम्पनी में मुख्य कार्यकारी अधिकारी (CEO) हैं। यह कम्पनी कुछ समय से वित्तीय रूप से अच्छा प्रदर्शन नहीं कर रही है। आपकी कम्पनी अब अपनी आगामी फिल्म पर निर्भर है। यह फिल्म शीघ्र ही रिलीज (प्रदर्शित) होने वाली है। इस फिल्म में विश्वसनीय अभिनेताओं को लिया गया है। इस फिल्म के रिलीज होने के पूर्व ही व्यापार-पंडितों ने अनुमान लगा लिया है कि यह फिल्म हिट होगी।

हालांकि, आप एक विचित्र परिस्थिति का सामना कर रहे हैं, क्योंकि फिल्म में सम्मिलित एक अभिनेता एक ऐसे पड़ोसी देश का नागरिक है जिसके साथ संबंध बिगड़ गए हैं और युद्ध जैसी स्थिति बनी हुयी है। हालांकि जब फिल्म को फिल्माया जा रहा था तब राजनीतिक माहौल भिन्न था। अब स्थानीय राजनीतिक पार्टी के नेतृत्व में, उस अभिनेता को प्रतिस्थापित करने या अभिनेता को प्रतिस्थापित न करने पर फिल्म रिलीज होने पर ही प्रतिबंध लगाये जाने के संबंध में जनता में व्यापक स्तर पर मांग उठ रही है।

अब जबकि आप देश की मनोदशा एवं फिल्म को उसके वर्तमान स्वरूप में जारी करने से जनता में होने वाली प्रतिक्रियाओं से अवगत हैं, किन्तु साथ ही आप यह भी जानते हैं कि फिल्म की इस अवस्था में उस अभिनेता को प्रतिस्थापित करना व्यवहार्य नहीं है क्योंकि फिल्म में उसकी पर्याप्त भूमिका है। सिनेमा जगत में एक वर्ग ऐसा भी है जो नहीं चाहता कि आप स्थानीय पार्टी की धमकियों को देखते हुए समझौता करें, क्योंकि यह वाक् एवं अभिव्यक्ति की स्वतंत्रता और साथ ही कलात्मक रचनात्मकता से भी समझौता होगा।

(a) आपको कौन-से विकल्प उपलब्ध हैं?

(b) प्रत्येक विकल्प का मूल्यांकन कीजिए और उसके गुणों और अवगुणों को बताइए।

(c) आप कौन-सी कार्यवाही का अनुसरण करेंगे और क्यों?



This issue high light concerns like freedom of ~~press~~ expression of art & cinema, one's right as a foreign citizen in India, reviving the film production company, and also shows misguided nationalism and political party.

(a) options available

(b) evaluation of each options

(1) Following the demand of political party and replacing the actors

Merit - (i) - Avoid the repulsion and financial success of the movie could revive the company

(ii) Ensuring film is released that is it ensures fundamental rights of Expression

① Demerit - (1) Since movie is filmed already - replacing with new actor - means increase in cost who will help the ~~releaser~~ company,

(2) Negative image of India at International platform - influence other foreign artist would not choose to work in India. It would affect overall film industry

(2) Delay the film release till something change in public mood

Merit (1) avoid confrontation with political party and

(2) Maintaining the fundamental right of speech and expression

Demerit - (1) Setting up wrong precedent and allowing politics to interfere in the film industry, cinema.

(2) Company need financial revival



delay can damage the film prospect to earn.

(3) Not releasing the movie  
Merit - no compensation

Demerit - loss of company can not be avoided

- freedom of expression and artistic creativity would not be ensured

(4) Under this circumstances, my  
course of action -

(1) Meeting that political leader and convince him not to mix politics and arts, and also foreign artists are useful for Indian cinema for promotion and growth. It ~~too~~ is needed to provide push to cinema.

(2) If situation is worse than this movie involving artist of both

ation can be used to generate peace and cooperation between two nations.

(3) Allowing releasing the movie will help India to create positive image of India

(4) Online campaign for support would be run by me, my company colleagues, artists

Merit - (1) This option considers issue in broader perspective rather than succumbing to irrational demands

(II) Innocent artist should not be punished what his/her country done with India.

(III) It is following principle and not profit



14. Big firms often undertake sub-contracting to complete large infrastructure projects in a timely manner. You recently joined one such firm as a manager responsible for awarding these contracts. Looking at the past records, you find that all contracts for the past few years have been awarded to a particular firm, X. Your superior has asked you to award an upcoming contract to the same firm. Although, not binding, company procedure maintains that sub-contracting work should be offered after competitive bids. This is to ensure that the firm most suitable for the project in terms of operations and finance gets the contract. When you discuss this with your superior, he insists that hiring of the firm X has been done as per legal norms of the company and no official rule has been violated. You decide to contact the owner of the firm X. After doing so, you realize that he is the nephew of your superior, who is also a shareholder in the company.

- (a) State the ethical issues involved in the case.
- (b) Does this form of transaction between two private parties constitute a conflict of interest? Justify.
- (c) Evaluate the possible ways of awarding contracts in such a situation with their merits and demerits. Also state which method would be more suitable in each situation. 20

बड़े फर्म प्रायः वृहद् अवसंरचना परियोजनाओं को समयबद्ध रूप से पूरा करने के लिए प्रायः उप-संविदा (सब-कॉन्ट्रैक्ट) प्रदान करती हैं। आप हाल ही में इन संविदाओं को प्रदान करने हेतु जिम्मेदार प्रबंधक के रूप में, इस प्रकार की एक फर्म में सम्मिलित हुए हैं। पिछले रिकार्डों को देखने पर आपको ज्ञात होता है कि पिछले कुछ वर्षों में सभी संविदाएँ एक विशिष्ट फर्म X को दी गयी हैं। आपके वरिष्ठ (सीनियर) ने एक भावी संविदा को उसी फर्म को प्रदान करने के लिए आपसे कहा है। यद्यपि बाध्यकारी न होते हुए भी, फर्म उपसंविदात्मक कार्यों को प्रतिस्पर्धी बोलियों के आधार पर प्रदान करने की प्रक्रिया का पालन करती रही है। इसका उद्देश्य यह सुनिश्चित करना होता है कि संचालनों एवं वित्त के संबंध में सर्वाधिक उपयुक्त फर्म को संविदा प्राप्त हो। जब आप अपने वरिष्ठ से इसकी चर्चा करते हैं तो वह जोर देता है कि कम्पनी X को कम्पनी के विधिक मानदण्डों के अनुसार नियुक्त किया गया है और किसी भी आधिकारिक नियम का उल्लंघन नहीं किया गया है। आप X फर्म के मालिक से संपर्क करने का निर्णय करते हैं। ऐसा करने के बाद, आपको ज्ञात होता है कि वह आपके वरिष्ठ अधिकारी का भतीजा है, और उस फर्म में आपके वरिष्ठ की भी हिस्सेदारी (शेयर) हैं।

- (a) इस मामले में समाहित नैतिक मुद्दों को स्पष्ट कीजिए।
- (b) क्या दो निजी पक्षों के बीच इस प्रकार के लेन-देन में हितों का टकराव निहित होता है? अपने उत्तर का औचित्य सिद्ध कीजिए।
- (c) ऐसी स्थिति में संविदा प्रदान करने के संभावित तरीकों उनके गुणों एवं अवगुणों के साथ मूल्यांकन कीजिए। साथ ही स्पष्ट कीजिए कि प्रत्येक स्थिति में कौन-सी पद्धति सर्वाधिक उपयुक्त होगी।

This case highlight the issue of lack of transparency in decisions, conflict of interest for superior, a case of corruption, loss of revenue for company as free bidding is not there.

### (A) Ethical issues

- (I) lack of transparency and violation of rules in ~~an~~ bidding / contracting
- (II) Private interests are overshadowing the the organisational goals
- (III) Nepotism in business
- (IV) Violation of basic rules of corporate governance
- (V) A new manager is facing conflict of following order of superior or follow rule of company.



(b) Definitely it is a conflict of interest. Because nephew is getting contract not because he is worthy of it rather because of his superior. otherwise superior would not pressurize manager to follow his order. and give contract to nephew

Similarly nephew is shareholder and also he is employee <sup>or</sup> getting contract of the ~~similar~~ same company. It is certainly violation of independence since he is shareholder and successfully affecting the internal procedure. It is very much close to insider trading an ethical practice

## (C) Awarding Contract: options

(A) Following Senior's order

Merit - (i) Senior is happy and  
(ii) Manager's interest is protected

Demerit - (i) Loss to company as  
company is not able whether  
this contract is truly cost  
effective or not

(ii) Setting wrong precedences  
Manager is not working  
independently and effectively  
also he will face encroachment  
from Superior

(B) Competitive bidding and  
who so ever eligible the would  
get contract. Involve seniors  
in contract awarding process.



Merits.

- ① Proper transparency in contract's process
- ② Involvement of seniors and higher authorities would lead to highlight the past irregularities if any and also make superior pressure redundant
- ③ Company would be benefited from cost effective competitive contract
- ④ Satisfaction to manager as he worked in honest manner.

This is the suitable method of awarding contract.