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## GENERAL STUDIES (TEST CODE : 861)

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|---|---|---|---|
| Name of Candidate | JAy Shivani | | |
| Medium Hindi/Eng. | English | Registration Number | 35605 |
| Center | ORN. | Date | 8/9/17 |

### 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

1. 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)।
2. There are **FOURTEEN questions** printed in **ENGLISH & HINDI**
   इसमें चौदह प्रश्न हैं तथा **अंग्रेजी और हिन्दी** में छपे हैं।
3. All questions are compulsory.
   सभी प्रश्न अनिवार्य हैं।
4. The number of marks carried by a question/part is indicated against it.
   प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
5. 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 that 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।
6. Word limit in questions, if specified, should be adhered to.
   प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
7. 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. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

1. **(a)** Examine how role models influence ethical behaviour. What actions can leaders take to integrate ethical conduct in their organisations? 10

परीक्षण कीजिए कि आदर्श व्यक्तित्व (रोल मॉडल), नैतिक व्यवहार को कैसे प्रभावित करते हैं? अपने संगठनों में नैतिक आचरण समाहित करने के लिए नेतृत्व कर्ताओं द्वारा क्या कदम उठाये जा सकते हैं?

Any individuals values and ethical behaviour has various sources influencing them. They can be

External
- → Society
- → Culture
- → Parents
- → Teachers
- → Role Models

Internal
- → cognitive
- → Personal experience
- → Self learning

Out of the above sources role models have a very important role to play on ethical behaviour.
→ Individuals try to follow and at times imitate their role model.

Any good or bad values and attitude can be readily imbibed from an individual's role model.

There can be instances of both positive & negative value imbibed.

| +ves | -ves |
| --- | --- |
| ① Compassion towards needy picked up from certain leaders doing social work | ① Picking up smoking habits by esp. young from movies seeing their favourite actor doing it |
| ② Movies depicting honesty & integrity of officials can be imbibed | ② Cases of cruelty against downtrodden by some actors can be picked. |

→ Actions that leaders can take to integrate ethical conduct are:-

(i) Maintaining personal integrity:- So that people don't follow it & hypocrisy doesn't creeps in

(ii) Leadership by example:- as others will follow what their leader does

(iii) Strict punishments for breach

(iv) Increasing transparency in processes

As has been rightly said "Yatha Raja Tatha Praja"

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1. **(b)** According to Aristotle, for persuasion, not only Ethos (credibility of the speaker) and Logos (logical argument) but Pathos (emotional connection to the audience) is equally important. Comment. 10

अरस्तू के अनुसार, अनुनयन के लिए न केवल इथोस (वक्ता की विश्वसनीयता) एवं लोगोस (तार्किक दलील) अपितु पैथोस (श्रोतागणों से भावनात्मक सम्पर्क) भी समान रूप से महत्वपूर्ण है। टिप्पणी कीजिए।

Scholars like Aristotle have always try to convey that a person always has to be virtuous and it is the virtues on which any action has to be judged.

For persuasion also, many components of ~~too~~ can affect it like,

(i) Speaker ⇒ Information should be coming from good & credible source. Eg:- Some advertisements involving actors as populace connects with them and is considered credible

(ii) message itself ⇒ In this advanced and literate society, argument and message has to be logical & not ~~just~~ be seemed absurd.

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(iii) • Listener / Audience ⇒ Even the one who ~~is~~ needs to be persuaded has to have a good latitude of assimilation and someone with a prejudice and established which can't be persuaded

but above all,

(iv) - Emotional Intelligence has a largest role to play in persuation. Unless and until the speaker is able to establish an emotional connect with the audience, no one can persuade them. ~~As~~ understanding the emotions of the listener and identifying the thing which can strike their acceptance zone is very important in persuasion.

→ Taking the example of Swacch Bharat Abhiyan, although having renowned leaders and actors propagating open defecation free state, there emotional connect with the people having culture of not having toilets is missing hence mission not achieving success

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2. (a) With appropriate examples, discuss various ethical challenges associated with the utilization of public funds in India. Suggest strategies to effectively deal with these challenges. 10

उपयुक्त उदाहरणों के साथ, भारत में सार्वजनिक निधियों के उपयोग से संबधित विभिन्न नैतिक चुनौतियों की चर्चा कीजिए। इन चुनौतियों से प्रभावी तौर पर निपटने के लिए रणनीतियां सुझाइए।

Public funds utilisation is a very important part of governance. ~~and~~ Good governance mandates sound and just use of public funds for the betterment of society and achieving the dream of welfare state.

Ethical Issues & challenges involved are:-

(i) Honest appropriation by officials:- Funds appropriation by the public officials should be justified and officials should honestly give account of expenses without exaggerating it to have more allocation.

(ii) Impartiality in allocation:- All the funds should be allocated to different projects and activities

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impartially without any fear or favour for any particular activity or projects for vested interests.

(iii) - Objectivity :- Fund allocation should be done objectively on merit of the project and not adopting practices like Populism to favour ones constituency for political or other gains.

(iv) - Compassion and positive discrimination :- equity & equality

Compassion towards needy and backward and positive discrimination in fund allocation towards them is justified.

Challenges can be overcome by :-

(i). Having independent auditing agency at each level. eg:- CAG's role can be made more independent & similar auditors at all the levels

(ii). Promoting social audit of all projects

(iii). Officials can be given more decisive powers as well as increasing their accountability

(iv) Reducing the intermediaries. eg:- DBT.

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2. **(b)** With proliferation of social media, people have got the opportunity to express their views anonymously and more freely. (a) What according to you, is its effect on the social and political culture of the country? (b) Discuss the role of social media in changing one's attitude, particularly the youth. 10

सोशल मीडिया के प्रसार के कारण लोगों को अज्ञात रूप से एवं अधिक स्वतंत्रता के साथ अपने विचारों को प्रकट करने का अवसर मिल गया है। (a) आपके अनुसार राष्ट्र की सामाजिक और राजनीतिक संस्कृति पर इसका क्या प्रभाव पड़ा है? (b) एक व्यक्ति की अभिवृत्ति, विशेष रुप से युवाओं की, को परिवर्तित करने में सोशल मीडिया की भूमिका की चर्चा कीजिए।

(a) Social media has emerged recently as one of the biggest means of expressing one's views which include, appreciations, neutral as well as grievances.

Its effect on social culture

+ve
1. More socialisation among populace.
2. ↑ Interconnectedness among society.
3. Promoting freedom of speech & expression
4. Better informed & aware society

−ve
1. Provides anonymity hence increasing cyber crimes (fake profiles)
2. Women harrasment through social platform
3. Radicalisation through social media
4. Youth wasting fruitful time on it.

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Its effect on Political culture

| +ve | -ve |
| --- | --- |
| (1) Increasing accountability of the government and political represen-tatives. | (1) Reducing the image of public institutions at times eg:- Recent Paramilitary soldier's social media message. |
| (2) speedy redressal of grievances. eg:- Recent twitter use to address grievances of Indians abroad & railway grievances | (2) Exaggeration by media of an issue creating turmoil |
| (3) People got a direct way to communicate & express grievances of elected representatives | (3) Officials at times wary to take firm decisions on the fear of inadvertent scrutiny |

(b) Role of social media has recently increased as far as influencing one's attitude is concerned. People especially youth have started spending most of their leisure time social which has affected their attitude both positively, like, increasing awareness, compassion towards needy & negatively like radicalisation, etc.

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3. (a) What are the various components of an organization's work culture? What are key issues that need to be addressed in any organisation to create a more developmental and performance oriented culture? 10

किसी संगठन की कार्य संस्कृति के विभिन्न अवयव क्या हैं? एक अधिक विकासात्मक एवं कार्य निष्पादन उन्मुख संस्कृति का विकास करने के लिए किसी संगठन में किन महत्वपूर्ण मुद्दों को संबोधित करने की आवश्यकता होती है?

Any organisation's work culture influences it's performance largely. It is the work culture only which makes any organisation efficient and work soundly.

Various components of work culture are,

(i) Punctuality :- Of both the officials & members and the punctual delivery of committed goods and services.

(ii) Impartiality :- In both appointments and issuing contracts without resorting to nepotism and other such ~~practices~~ biases.

(iii) Transparency :- The more transparent the processes are the more credible the organisation is.

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(iv) Respect for women and gender neutrality :- There should not be discrimination based on gender in an organisation and even women should be respected and supported.

Key issues that need to be addressed in an organisation are

(i) All kind of discrimination should be eliminated.

(ii) Time bound delivery should be followed to increase its credibility

(iii) Citizen or customer satisfaction should be increased

(iv) Punctuality should be adhered to.

(v) ~~Strict~~ Action should be taken against corrupt and inept officers.

(vi) Above all leadership should be in sound hands

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**3.** **(b)** There is a difference between what a person has a right to do and what the right thing to do is and often there is a conflict between these two. (a) Illustrate with examples the ethical issues that can arise because of such a conflict. (b) How does this conflict play out if someone wants to protest against injustice? 10

किसी व्यक्ति को क्या करने अधिकार है तथा क्या करना सही है के मध्य एक अंतर होता है, और प्राय: इन दोनों के बीच एक विरोधाभास होता है। (a) इस प्रकार के विरोधाभास के कारण उत्पन्न हो सकने वाले नैतिक मुद्दों को उदाहरण सहित स्पष्ट कीजिए। (b) यदि कोई व्यक्ति अन्याय का विरोध करना चाहता है तो यह विरोधाभास किस प्रकार अपनी भूमिका निभाता है?

(a) - Any individuals action has many sources from which it ~~is~~ gets influenced from. And prudence of any action also can be justified from different perspectives. ~~like~~

~~ie~~ - A person can have a right to do certain things but what is right in a particular situation and content varies, like,

(i). Legality v/s Morality :-

eg:- A person has a right to drive freely on road. But when an ambulance is behind giving way to it is moral (right) though not

mandated by any law.

(iii). Personal value vs Societal values

- An individual may have a freedom of speech and expression but he can't speak ~~at full~~ loudly in a hospital or church or any other institution where society doesn't allow.

(iv) - Situation Driven :-

A person can have a right to. right to laugh and speak at home or otherwise but a situation such as someone's funeral affects ~~it~~ this.

Hence there is a difference b/w what an individual can do and what is right to do depending on many things as above. Also there is conflict among these at times but prudence of any action needs to be judged before doing it

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4. (a) It is vain to talk of the interest of the community, without understanding what is the interest of the individual. Discuss the statement in the present context. 10

व्यक्तिगत हित को समझे बिना कि वे क्या हैं, किसी समुदाय के हित की बात करना व्यर्थ है। वर्तमान संदर्भ में इस कथन पर चर्चा कीजिए।

Any public service and good governance demands the need to understand the exact wants ~~as~~ as well as grievances of the people and then delivering the same on time.

→ Understanding what the interest of an individual is of utmost importance.

→ Any community is composed of individuals only and hence community interests comprises of individual interests' sum total.

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~~At~~ But at times, there have been instances of some leaders and individuals of the community ~~to talk~~ talking of some community interest but actually committed to their vested interest only in the disguise of community interest

~~eg.~~ Taking example of a state with ongoing seccessionist movement in it, It can be the petty vested interest of some separatists and the individuals in majority might ~~be~~ not be exactly wanting seccession but only development and redressal of their grievances

Hence individual interest need to ascertained first

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4. (b) Vision and intentions are necessary components of politica ethics. However, equally important are the process of implementation, tools used and the established system. Elaborate with examples. 10

दूरदर्शिता और इरादें राजनीतिक नैतिकता के आवश्यक घटक हैं। हालांकि, कार्यान्वयन की प्रक्रिया, प्रयुक्त विधियां (उपकरण) और स्थापित व्यवस्था भी समान रूप से महत्वपूर्ण है। उदाहरण प्रस्तुत करते हुए विस्तारपूर्वक बताइए।

Any well intentioned policy is just a piece of paper if ~~the~~ its implementation is not sound and progress not achieved.

Political ethics is composed of various things,

(i). First of all comes the intention and vision behind a policy. It is very necessary to have a sound intention to ~~enable~~ be able to come out with a good policy.

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iii) Implementation :- A sound implementation can make a policy ~~a~~ very much successful

eg :- LPG subsidy rationalisation 'Give It Up' campaign recently & MGNREGA

Also at the same time if implementation is not carried out well and tools and established systems are not just and effective ~~po~~ however ~~pol~~ well intentioned policy can ~~to~~ be unsuccessful or not be that successful

eg :- Demonetisation in the short term caused public grievance and misery for the poor.

5. **(a)** Swami Vivekanand brought religion to the centre-stage and gave a new meaning to it while stressing the need for harmony among faiths. In this context, discuss the relevance of his teachings in contemporary society. 10

स्वामी विवेकानंद ने धर्म को केंद्रीय मंच पर लाकर खड़ा कर दिया और इसे एक नया अर्थ प्रदान किया और साथ ही विभिन्न धर्मों के बीच सामंजस्य की आवश्यकता पर भी जोर दिया। इस संदर्भ में, समकालीन समाज में उनकी शिक्षाओं की प्रासंगिकता की चर्चा कीजिए।

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5. **(b)** Access to quality basic services plays a critical role in enhancing individual capabilities to participate fully in the growth of the nation. (a) Discuss the statement in the context of vulnerable sections of India. (b) Analyse the challenges with regard to quality service delivery in India.10
गुणवत्तापूर्ण आधारभूत सेवाओं तक पहुंच वस्तुतः राष्ट्र के विकास में पूर्ण भागीदारी करने हेतु व्यक्ति की क्षमता को बढ़ाने में एक महत्वपूर्ण भूमिका का निर्वाह करती है। (a) भारत के सुभेद्य वर्गों के संदर्भ में इस कथन की चर्चा कीजिए। (b) भारत में गुणवत्तापूर्ण सेवाएं प्रदान करने के संबंध में आने वाली चुनौतियों का विश्लेषण कीजिए।

With so much importance of human capital and demography, individual capability has become of utmost ~~the~~ importance.

→ Every individual of a welfare state and every section of it especially vulnerable section demands some basic services from the State.

→ Basic services like housing, food, healthcare, education and clothing need to be

insured for especially those who can't afford it by the State

→ Also at the same time, implementation holds the key.

→ Ensuring basic services should reach the needy and that too on time

→ Programmes like reducing intermediaries, direct benefit transfer can be of help here.

(b) –

Challenges are

→ Logistical Bottlenecks

→ Unawareness among public

→ Inept officials at intermediate levels

→ Not timely delivery due to infrastructural backwardness

→ Leakages at intermediate stages

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6. Is Emotional Intelligence influenced by cultural moorings? How would you differentiate the applicability of Emotional Intelligence in Indian society from that of Western society? 10

क्या भावनात्मक बुद्धिमत्ता सांस्कृतिक जड़ों से प्रभावित होती है? भारतीय समाज की भावनात्मक बुद्धिमत्ता की प्रयोजनीयता को आप पश्चिमी समाज की भावनात्मक बुद्धिमत्ता से किस प्रकार पृथक करेंगे।

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7. Evaluate the success of RTI in bringing governance reforms in the country. Examine whether it has served the purpose it was meant for. 10

देश में शासन संबंधी (गवर्नेंस) सुधार लाने में सूचना के अधिकार (RTI) की सफलता का मूल्यांकन कीजिए। परिक्षण कीजिए कि जिन उद्देश्यों के लिए इसे लाया गया था, क्या यह उनकों पूरा कर पा रहा है?

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8. The decisive role that money plays in elections creates a vicious cycle of corruption. (a) Elaborate in the context of India. (b) Discuss whether state funding of elections can help in curbing the menace of political corruption in India. 10

चुनावों में पैसे द्वारा निभाई जाने वाली निर्णायक भूमिका भ्रष्टाचार के एक दुष्चक्र का निर्माण करती है। (a) भारत के संदर्भ में इस कथन की विस्तृत व्याख्या कीजिए। (b) चर्चा कीजिए कि चुनावों के लिए राज्य द्वारा वित्तपोषण किए जाने पर क्या भारत में राजनैतिक भ्रष्टाचार के इस अनिष्ट को रोकने में सहायता प्राप्त हो सकती है।

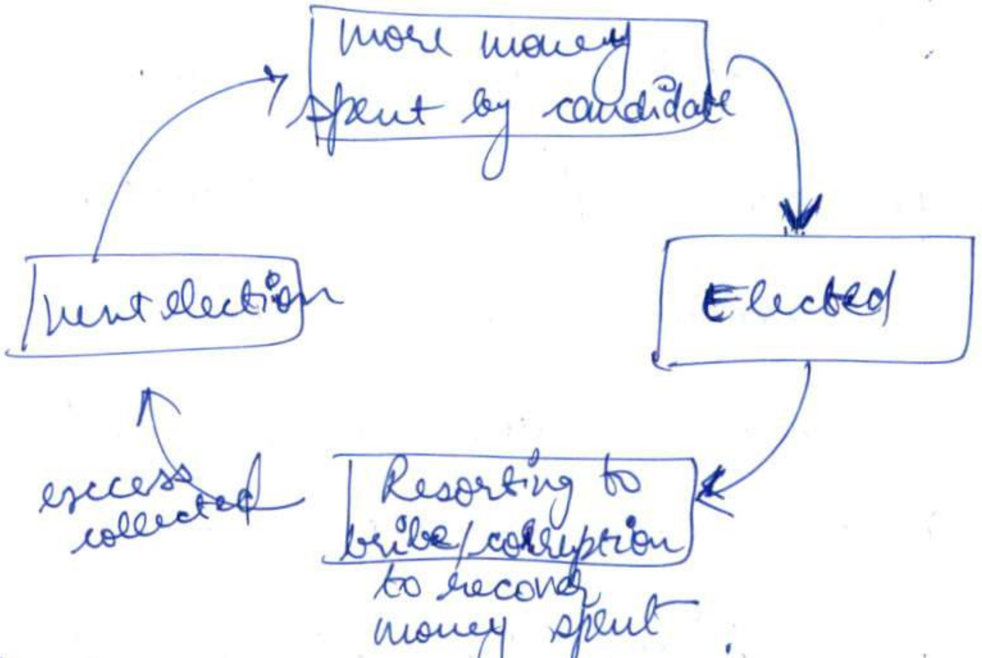
→ Fair elections holds a huge importance in a democracy.

→ Elections enable people to select their representatives and their leader.

→ Elections should be fairly conducted and there should be level playing field among all.

→ But the recent incidences of money use in elections leaves democracy in dilemma

→ Money use in elections creates a vicious cycle of corruption as,




(b) State funding of elections

+ves:
(1) Can help curb money use in elections
(2) Ensuring level playing field

-ves:
(1) Huge outlay and ↑ deficit
(2) Difficult to manage and implement

(3) ⇒ Government formed a committee to look into the issue. Should be adopted with caveats

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

9. You are the officer in charge of development planning of a state whose capital is the technology hub of the country. However, the capital city is overcrowded and marred by traffic congestion. A group of top MNCs have approached you and showed their interest in expanding their operations in the capital provided that the highway connecting the SEZ to airport is widened. This has been cited as an important business requirement. The expansion of MNC operations is expected to create numerous jobs and would bring in huge revenues to the State. At the same time, the road connectivity in rest of the state, especially the rural areas, is abysmal and is in need of urgent attention. Media has been highlighting the incidents of deaths due to delay in hospitalization and other such issues which can be directly attributed to poor condition of roads. As the officer in charge of the development planning you find that the road widening project will entail huge cost and would severely curtail the rural road development programme currently being undertaken by the state. 20

**(a)** What challenges do you face as the officer in charge, in this situation?

**(b)** State your priorities and discuss how you plan to achieve them in the context of given challenges.

आप एक ऐसे राज्य की विकास योजना के प्रभारी अधिकारी हैं, जिसकी राजधानी, देश का प्रौद्योगिकी हब है। हालांकि, राजधानी शहर में जनसंख्या बहुत है और यह ट्रैफिक जाम की समस्या से ग्रस्त है। शीर्ष बहुराष्ट्रीय कंपनियों (MNCs) का एक समूह आपसे मिलता है और राजधानी में अपने कार्य संचालन का तेजी से विस्तार करने में रूचि प्रदर्शित करता है, लेकिन शर्त यह है कि विशेष आर्थिक क्षेत्र (SEZ) को हवाई अड्डे से जोड़ने वाले राजमार्ग को और अधिक चौड़ा किया जाए। इसे एक महत्वपूर्ण व्यापारिक आवश्यकता के रूप में उद्धृत किया गया है। बहुराष्ट्रीय कंपनी के संचालनों का विस्तार होने से अनेक रोजगार उत्पन्न होने एवं राज्य को भारी मात्रा में राजस्व प्राप्त होने की संभावनाएं हैं। इसके साथ ही, राज्य के शेष भागों- विशेष रूप से ग्रामीण क्षेत्रों में, सड़क संपर्क निम्नस्तरीय है और इस पर तत्काल ध्यान दिए जाने की आवश्यकता है। मीडिया, अस्पताल में भर्ती होने में देरी के कारण होने वाली मृत्यु की घटनाओं एवं अन्य इसी तरह के मुद्दे जो सीधे सड़कों की दयनीय स्थिति से जुड़े हैं, को उजागर करता रहा है। विकास योजना के प्रभारी अधिकारी होने के नाते आप पता लगाते हैं, कि सड़कों को चौड़ा करने की परियोजना में बहुत लागत आएगी और परिणामस्वरूप वर्तमान में राज्य में संचालित किए जा रहे ग्रामीण सड़क विकास कार्यक्रमों में भारी कटौती होगी।

**(a)** इस परिस्थिति में प्रभारी अधिकारी के रूप में आप किन चुनौतियों का सामना करते हैं?

**(b)** अपनी प्राथमिकताएँ बताइए एवं चर्चा कीजिए कि प्रस्तुत चुनौतियों के संदर्भ में उन्हें प्राप्त करने के लिए आप किस प्रकार योजना निर्माण करेंगे।

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The case present has various stake holders involved like,

(i) Officer in charge of development planning
(ii) Group of top MNCs.
(iii). Expected people to gets jobs.
(iv). Rural population facing problems of poor roads
(V). Media houses.

(a) Various challeges that canbe. faced are,

(i). Setting the priorities and managing the trade off between increasing employment by accepting the project and improving the conditions of rural roads.

(ii). Negative publicity by the media houses if project started. ~~and~~

~~(iii). Addressing the situat~~

(iii). Management of limited available funds in appropriate

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manner ~~so~~ without affecting the rural road development

(iv). Getting the clearance for the road widening project in the face of grim situation of media highlighting the abysmal situation of rural roads.

(b). The best order of priority and course of action can be, ~~(in~~

(i) Firstly, evaluate the actual outcome of the proposed road expansion project on jobs and revenue growth

(ii) - Secondly, do the proper calculations and knowing availability of exact amount of funds.

(iii). Thirdly, upholding rural road development more prior to the proposed project. As due

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to abysmal conditions there are several grievances as well as deaths. I will expedite the rural road development project and also be as economical as possible so as to save funds as much as possible at the same time without compromising with quality.

(iv). Again calculating the balance funds as well, estimating the most economic cost of the proposed project proceed for the proposed project, only after completing rural road development project to a justifiable and acceptable level even if that means its completion.

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The above order will be followed and rural road development project will be given more priority than the proposed project. As addressing the abysmal condition of roads is very important as it is a cause of deaths as well. Also a true report of ~~to~~ exact condition of the roads and negative externalities will be published to avoid media to negatively publicise the government and mislead the populace.

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**10.** You are the SP of a district where a large number of followers of a particular sect reside. The district also hosts a large Ashram where regular gathering of the followers take place. The leader of the sect has been under the scanner of the judiciary for his involvement in illegal activities. Now the court has ordered his immediate arrest and an order pronouncing the same has been sent to you. You have been asked to comply with the orders within two days. A large number of followers, which include women and children, have already thronged the Ashram in anticipation of arrest of the leader. Intelligence units have informed about the presence of not only large stock of food and water but also ammunition, inside the Ashram. Your request urging the followers to vacate the site has failed. 20

**(a)** What could be the reason for people's defiance?

**(b)** List the issues involved in the case.

**(c)** What will be your plan of action?

आप एक ऐसे जिले के एस.पी. हैं जहाँ एक विशिष्ट सम्प्रदाय के अनुयायी बड़ी संख्या में निवास करते हैं। जिले में एक वृहद् आश्रम भी है जहाँ उस सम्प्रदाय के अनुयायी नियमित रूप से एकत्रित होते हैं। अवैध गतिविधियों में संलिप्तता के कारण उस संप्रदाय का नेता न्यायिक निगरानी में है। अब न्यायालय ने तत्काल उसकी गिरफ्तारी का आदेश दिया है और ऐसी व्यवस्था करने वाला आदेश आपको भेजा गया है। आपको दो दिनों के अंतर्गत आदेशों का अनुपालन करने के लिए कहा गया है। उक्त नेता की गिरफ्तारी की आशंका में महिलाओं और बच्चों समेत अनुयायियों की एक बड़ी संख्या पहले से ही आश्रम आ पहुँची है। खुफिया इकाइयों ने आश्रम के अंदर न केवल भोजन और पानी के पर्याप्त विशाल भण्डार बल्कि अस्त्र-शस्त्र होने की भी सूचना दी है। आपके द्वारा अनुयायियों से स्थल को खाली करने के लिए किया गया निवेदन विफल रहा है।

**(a)** लोगों द्वारा अवज्ञा किए जाने का कारण क्या हो सकता है?

**(b)** इस मामले से जुड़े मुद्दों को सूचीबद्ध कीजिए।

**(c)** आपकी कार्य-योजना क्या होगी?

~~The stakeholders~~

The above case involves the issue of blind faith of the people in the leader of the sect. And also it presents an ethical dilemma for the SP to adopt a course of action

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that should be ethically justified also should be following the rule of law.

Various stakeholder's involved are.

(i). Myself as SP.

(ii). Leader of the sect.

(iii). Followers of the sect, thronged ashram.

~~(iv)~~

(a). Various reasons for people's defiance are.

(i). Blind faith in leader, not able to accept his conviction.

(ii). Aura of the leader restricts them to accept about any of his illegal activities

(iii). Motive ~~to~~ and courage to save the leader of the sect from ~~arr~~ arrest

(b) Various issues involved are,-

(i). Following rule of law
Being an SP should follow the orders and arrest the leader within 2 days.

(ii) - Compassion for the large no. of innocent followers involving women and children

(iii) - Taking strict action against the leader immediately but this would enrage the followers and could lead to riots in the district

(iv). Managing the large crowd of followers to avoid any untoward incidences in case of chaos created by police

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action..

(c) My plan of action will be,

→ First, ~~give~~ try all the possible ways to persuade the followers to vacate the ashram,

→ Issue warnings and caution of strict action to effect the vacation.

→ Get the complete force ready to manage any situation of rioting if created.

→ Try and persuad women followers especially with the help of women officers to vacate the place as soon as possible

→ Enter the ashram with complete protection and protocols in place and arrest the leader

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at the same time making arrangements to manage the crowd in chaos created by beforehand readying sufficient force for the same.

→ Managing any rioting situation if ever created by arrangements made earlier.

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**11.** Ramesh, a very hardworking person, is the sole bread earner in his family. He has worked with an oil company's local affiliate for several years, and has established a strong, trustworthy relationship with Suresh, manager of the local facility. Suresh has recently recommended Ramesh to be recruited as the corporate consulting engineer for the company, which would be a position of greater responsibility along with a stable income. During a casual conversation, Suresh mentions an incident in the 1960s wherein 10,000 gallons of a petrochemical was leaked into the local environment by the company due to negligence, though at the time no damage was found, and no mention of this leak was made to the press. When Ramesh mentions that the state law requires him to report all spills, Suresh reminds him that no harm had been done and reminds him that the company can't have a consulting engineer who does not value loyalty and respect confidentiality. 20

**(a)** Identify the ethical issues involved in the given case.

**(b)** What are the options available to Ramesh in this situation? Evaluate each of them.

**(c)** Had you been at Ramesh's place, what would have been your course of action? Give reasons for the same.

रमेश जो कि एक बहुत-ही मेहनती व्यक्ति है, अपने परिवार में पैसा कमाने वाला एकमात्र व्यक्ति भी है। उसने कई वर्षों से एक तेल कंपनी की स्थानीय सहबद्ध इकाई में कार्य किया है और उस कंपनी के स्थानीय सुविधा के प्रबंधक सुरेश के साथ एक मजबूत एवं विश्वसनीय संबंध स्थापित किया है। हाल ही में सुरेश ने कंपनी के कॉर्पोरेट परामर्शी इंजीनियर के रूप में नियुक्ति हेतु रमेश के नाम की अनुशंसा की है, यह पद स्थिर आय के साथ ही साथ अधिक जिम्मेदारी का पद होगा। एक अनौपचारिक बातचीत के दौरान सुरेश 1960 के दशक में घटित एक घटना का उल्लेख करता है, जिसमें कंपनी की लापरवाही के कारण 10,000 गैलन पेट्रो कैमिकल्स का स्थानीय पर्यावरण में रिसाव हो गया था, लेकिन उस समय उसके कारण कोई क्षति ज्ञात नहीं हुई थी और प्रेस को इस रिसाव की कोई जानकारी नहीं दी गयी थी। जब रमेश उल्लेख करता है कि राज्य के कानून के अनुसार उसे तेल रिसाव (स्पिल्स) की सभी घटनाओं को दर्ज कराना आवश्यक है तो सुरेश उसे याद दिलाता है कि उस घटना कोई हानि नहीं हुई थी और उसे पुनः स्मरण कराता है कि वह ऐसा परामर्शी इंजीनियर नहीं रख सकता जो गोपनीयता का सम्मान नहीं करता हो।

**(a)** दिए गए मामले से जुड़े नैतिक मुद्दों की पहचान कीजिए।

**(b)** इस परिस्थिति में रमेश के पास कौन-से विकल्प उपलब्ध हैं? उनमें से प्रत्येक का मूल्यांकन कीजिए।

**(c)** यदि आप रमेश के स्थान पर होते, तो आपकी कार्यवाही क्या रही होती? उसके लिए कारण दीजिए।

Various stakeholders in the above case are,

(i)- Suresh and other higher officials of the company.

(ii)- Ramesh as worker to get promoted to consulting engineer

(iii) Oil company itself.

(iv) Society at large. (as leak can affect it).

(a) - Various ethical issues involved are,

(i) Following ~~rule of~~ state law by the company to report all spills

(ii) Professional ethics of company.

of loyalty and confidentiality of employees especially Ramesh.

(iii)- Compassion towards society and hence reporting all the spills as the chemical can be harmful.

(iv) - Honesty of company officials and integrity as well as duty towards society to follow state law ~~as well as~~ and support the exact condition.

(b) Various options available to Ramesh are :-

(i) - Accept Suresh's advice of being loyal to the company and ~~accept~~ keep the issue confidential :-

Merits -
- will get promotion and as sole breadearner his family prospers
- Keep good relations with Suresh and his company

Demerits -
- Against personal ethics of integrity and

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responsibility towards society
- Violating the state law.
- Guilty within himself and hence will affect for whole life

(iii) Reject the offer and in turn ~~may be~~ job in such company
Merits -
- will be able to uphold personal integrity
- Upholding law.
- ~~Inner~~ Self respect increased

Demerits -
- Lose the job being sole earner of the family
- Lose good relations with Suresh and the company

(iv) Accept the post and then release ~~leak~~ the information.
Merits -
- upholding law.
- Maintaining personal values towards society

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Demeritts-

- can be removed from the job afterwards
- Relations with company and suresh turning at lowest

~~(iv) Dont accept promotion and keep working in the company as worker hence not having responsibility~~

(v) Accept the offer as being the sole earner of the family and can't afford to lose the job, but at the same time ~~com~~ commiting to ~~rate~~ report all future incidences and not this as damage was not done.

Meritts-

- Able to keep the job hence supporting family.

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- Keeping good relations with company
- At the same time committing to report all further incidences hence maintaining personal values towards society

Demerits

- not reporting this incidence, somewhat breach of responsibility towards society and not following law.

(c), If I would have been in Ramesh's place I would have opted for the last option, as it will save my precious job at the same time committing to report all further damages and be responsible towards society as well as uphold state law

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**12.** You are the CEO of a social media company that has a wide user base. The social network offered by your company has emerged as a platform for people to interact with each other and share news, opinions etc. However, at the same time, women are being repeatedly harassed and cyber bullied through this network. Whenever any instance of harassment is brought to notice of the company, your staff members immediately deactivate the account of the culprit. However, since new accounts can be created easily, such incidents continue to happen. Also, the system to verify one's account details has been deemed lax by public authorities and human rights groups. But in order to increase the user base, you have to ensure that it is easy for a new user to sign up. Increase in the user base leads to more advertisements on your network, which is a source of huge annual turnover for the company. At the same time, in wake of increasing instances of harassment, you also need to tighten the process of creating new accounts and deactivate or delete the ones being misused. 20

**(a)** Highlight the options available to you in this scenario and evaluate each of them. What course of action will you take and why?

**(b)** Is there a need for having reasonable restrictions on social media for it to remain a platform of healthy and fruitful engagement. Analyse from the viewpoint of different stakeholders.

आप एक सोशल मीडिया कंपनी के मुख्य कार्यकारी अधिकारी (CEO) हैं जिसके उपयोगकर्ताओं की संख्या (यूजर बेस) बहुत अधिक हैं। आपकी कंपनी द्वारा प्रस्तुत किया गया सोशल नेटवर्क वस्तुतः लोगों को एक दूसरे के साथ संवाद करने और समाचार एवं राय इत्यादि साझा करने के लिए एक मंच के रूप में उभरा है। लेकिन, साथ ही साथ इस नेटवर्क के माध्यम से महिलाओं को बार-बार परेशान किया जा रहा है और वे साइबर बुलिईंग (बदमाशी) की शिकार हो रही हैं। जब कभी परेशान किए जाने की कोई घटना कंपनी के ध्यान में लाई जाती है, आपके कर्मचारी वर्ग के सदस्य तत्काल ही दोषी व्यक्ति के खाते को निष्क्रिय कर देते हैं। लेकिन, नया खाता आसानी से बनाया जा सकता है इसलिए इस प्रकार की घटनाएँ जारी रहती हैं। साथ ही, अपने खाते के विवरणों को सत्यापित करने की प्रणाली सार्वजनिक अधिकारियों एवं मानवाधिकार समूहों द्वारा शिथिल मानी गयी है। किन्तु अपने उपयोगकर्ताओं की संख्या बढ़ाने के लिए आपको यह सुनिश्चित करना है कि नए उपयोगकर्ता के लिए साइन अप करना (सोशल नेटवर्क से जुड़ना) सरल हो। उपयोगकर्ताओं की संख्या में वृद्धि होने पर आपके नेटवर्क पर अधिक विज्ञापन आते हैं, जो कम्पनी के लिए भारी मात्रा में वार्षिक प्रतिफल का स्रोत सिद्ध होते हैं। साथ ही, परेशान करने की घटनाओं में वृद्धि को ध्यान में रखते हुए आपको नए खाते बनाने एवं दुरुपयोग करने वाले व्यक्तियों के खातों को निष्क्रिय करने या मिटा देने (डिलीट करने) की प्रक्रिया को सुदृढ़ करने की भी आवश्यकता है।

**(a)** इस परिदृश्य में आपके समक्ष उपलब्ध विभिन्न विकल्पों पर प्रकाश डालिए और उनमें से प्रत्येक का मूल्यांकन कीजिए। आप कौन-सी कार्यवाही अपनाएंगे और क्यों?

**(b)** क्या स्वस्थ और उपयोगी संलग्नता का एक मंच बने रहने के लिए इस हेतु सोशल मीडिया पर युक्तियुक्त प्रतिबंध लगाए जाने की आवश्यकता है? विभिन्न हितधारकों के दृष्टिकोण से विश्लेषण कीजिए।

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**13.** You and your friend are living together in a metropolitan city and preparing for civil service examinations. While you manage to meet your daily targets, you sense that your friend is unable to cope up with the pressure of the exam. Fear of not passing the exam and meeting the expectations of his family is stressing him further. You realise that with time your friend is losing interest in everything and often talks about committing suicide if he is unable to meet his goal. He is also missing out on meals and prefers to stay indoors when asked to venture out. When you sought professional help, the doctor diagnosed your friend with clinical depression. Being aware that your friend needs professional counselling and psychiatric care, you reach out to his parents who reside in a rural area. They rebuff you for suggesting counselling and instead reiterate that nothing is wrong with him. They sternly mention that your bringing up the matter will only make people engage in loose talk. They also ignore you when you politely inform them that it is not wise to ignore one's mental health. Your friend's parents see his state as a sign of failure and decide to call him home where he can continue with his preparation. You are aware of the gravity of the situation if your friend goes back to his house. You also know that there is very little awareness about mental health and that the solution is not to ignore it but to take necessary measures to tackle it. 20

**(a)** As a concerned friend and an aspiring civil servant who can frame policies for the public in the future and has a moral duty towards them, what are the options available to you in such a situation?

**(b)** Evaluate each of these options and choose the option you would adopt, giving reasons

आप और आपके मित्र दोनों एक महानगर में एक साथ रह रहे हैं और सिविल सेवा परीक्षाओं की तैयारी कर रहे हैं। जबकि आप अपने दैनिक लक्ष्यों को पूरा करने की प्रक्रिया का उचित प्रबंधन कर लेते हैं किन्तु आपको भान होता है कि आपका मित्र परीक्षा का दबाव सहने में असमर्थ है। परीक्षा में उत्तीर्ण न होने का भय एवं अपने परिवार की अपेक्षाओं को पूरा न कर पाने की चिंताएं उसे और भी अधिक अवसादग्रस्त कर रही हैं। आपको भान होता है कि समय के साथ सभी चीजों में आपके मित्र की रुचि समाप्त होती जा रही है और वह प्रायः अपना लक्ष्य प्राप्त न कर पाने पर आत्महत्या करने की बात करता है। वह कई बार खाना भी नहीं खाता है और बाहर घूमने जाने के लिए कहने पर कमरे अंदर ही रहना पसंद करता है। जब आपने एक पेशेवर डॉक्टर की सलाह ली तो डॉक्टर ने आपके मित्र का नैदानिक परीक्षण कर उसे नैदानिक अवसाद (क्लिनिकल डिप्रेशन) से पीड़ित बताया। इस बात से अवगत होते हुए कि आपके मित्र को पेशेवर परामर्श एवं मनोचिकित्सीय देखभाल की आवश्यकता है, आप ग्रामीण क्षेत्र में रहने वाले उसके माता-पिता से मिलने गए। पेशेवर परामर्श का सुझाव देने पर उन्होंने न केवल आपकी बातों को सिरे से नकार दिया अपितु बार-बार यही दोहराते रहे कि उसे कुछ नहीं हुआ है। उन्होंने कठोरतापूर्वक उल्लेख किया कि आपके द्वारा इस मामले की चर्चा करने से लोगों को मनगढ़ंत बातें बनाने का अवसर ही मिलेगा। जब आप उनसे विनम्रतापूर्वक निवेदन करते हैं कि किसी के मानसिक स्वास्थ्य की

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उपेक्षा करना बुद्धिमत्तापूर्ण कार्य नहीं है तब भी वे आपकी उपेक्षा करते हैं। आपके मित्र के माता-पिता उसकी स्थिति को विफलता का संकेत मानते हैं और उसे (आपके दोस्त को) वापस घर बुलाने का निर्णय करते हैं जहां वह अपनी तैयारी जारी रख सकता है। यदि आपका मित्र अपने घर वापस जाता है तो आप उस परिस्थिति में उत्पन्न होने वाली समस्या की गंभीरता से अवगत हैं। आप यह भी जानते हैं कि मानसिक स्वास्थ्य के संबंध में बहुत कम जागरूकता है एवं इसका समाधान इसकी उपेक्षा करना नहीं बल्कि इससे निपटने के लिए आवश्यक उपाय करना है।

**(a)** मित्र के कल्याण के लिए चिंतित एवं सिविल सेवक बनने की आकांक्षा रखने वाले व्यक्ति के रूप में, जो भविष्य में जनता के लिए नीतियों की रूपरेखा तय कर सकता है और जिसकी उनके प्रति नैतिक जिम्मेदारी होती है; ऐसी स्थिति में आपके पास कौन-से विकल्प उपलब्ध है?

**(b)** इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और कारण बताते हुए वह विकल्प चुनिए जो आप अपनाएँगे।

(a). The various options available to me in the present case are,

(a) Ignore the situation and let his parents decide what to do and carry on with my studies,

Merits:-
- my studies already going well won't be affected.

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Demerits:

- will not solve the problem of my friend, rather he can face stern behaviour of his unaware parents considering failure
- will not allow me to carry on well as issue will keep pinching me, can also affect my studies
- The problem of unawareness and ignorance of mental health will continue.

(b). Explain his parents about his situation and what the exam demands. Try and persuade them to let him stay in the city and get psychiatric care.

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Merits-

- He will be able to cope up and treated with time and hence study further
- Social stigma around mental health addressed
- Awareness about the mental health increased
- My self-satisfaction achieved.

Demerits.

- Parents are not easy to convince hence can have a boomerang effect
- My studies can get affected

(c)- Let him go to his home but stay in contact. Also try to contact some of his friends in his

hometown and ensure ~~they~~ ~~give hi~~ take care of his mental health as it is easy to convince them

Merits.

- His health can be ensured by persuading his friends.
- My self - satisfaction.
- ~~His~~

Demerits-

- His studies can still get affected at home in such an environment
- Some of my studies can still get affected.

(b). Being a concerned friend and most importantly an aspiring civil, the course

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action will be, to first try and persuade his parents to let him continue in the city and get him best treatment possible. At the same time managing my time well to not let my studies get affected. Also if parents are not convinced then ensure that he gets proper care in his home town by persuading and explaining his friends there to ensure his good health

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**14.** You are the Managing Director of a multinational company that prides on hiring people from diverse backgrounds. The company also chooses multiple projects under Corporate Social Responsibility that are geared towards social inclusion and empowerment of vulnerable sections of the society. Miss 'X' who works in your office tells you that she has been diagnosed with HIV. It happened due to malpractice by a medical practitioner who re-used a contaminated syringe that led Miss 'X' to contract the disease. The company has strict policies about toleration and you ensure Miss 'X' that she can continue with her job in the company without facing any form of discrimination. A few days after the revelation, Miss 'X' angrily submits her resignation letter. She states that she has faced discrimination at the workplace everyday after the revelation. Her colleagues are hesitant to eat lunch with her, they make sure they do not drink water from the same source and the females in the office comment on her marital status. She is also asked to sit separately during departmental discussions. She intends to sue the company for mental harassment. If she takes the step, the public image of the company will be maligned and its non-discriminatory policies will be questioned. The following are some suggested options for you to deal with the situation as a Managing Director of the company. Evaluate the merits and demerits of each of the options: 20

**(a)** You accept her resignation and suggest a compensation package so that she refrains from suing the company.

**(b)** You persuade her not to submit her resignation and transfer her to another department.

**(c)** You ask her to continue with her job and take strict action against the colleagues who discriminated against her Also, state (without necessarily restricting to the above options) your course of action, giving proper reasons.

आप एक ऐसी बहुराष्ट्रीय कंपनी के प्रबंध निदेशक हैं जो विविध पृष्ठभूमि के लोगों को काम पर रखने में गर्व करती है। कंपनी कॉर्पोरेट सामाजिक उत्तरदायित्व के अंतर्गत समाज के सुभेद्य वर्गों के सामाजिक समावेशन एवं सशक्तिकरण की दिशा में कार्य करने वाली विविध परियोजनाओं का भी चयन करती है। आपके कार्यालय में कार्य करने वाली सुश्री 'X' आपको बताती है कि वह एच.आई.वी. (HIV) से ग्रस्त हैं। उन्हें HIV का संक्रमण एक चिकित्सा पेशेवर के गलत अभ्यास के कारण हो गया था, जिसने एक संक्रमित सुई का पुनः उपयोग किया जिससे सुश्री 'X' को यह रोग लग गया। सहिष्णुता के संबंध में कंपनी की नीतियां कठोर हैं और आप सुनिश्चित करते हैं कि सुश्री 'X' किसी प्रकार के भेदभाव का सामना किए बिना कंपनी में अपना जॉब करती रह सकती है। HIV से संबंधित जानकारी प्रकट करने के कुछ दिनों के बाद सुश्री x क्रोधपूर्वक अपना त्यागपत्र जमा करती हैं। वह कहती हैं कि HIV से संबंधित जानकारी प्रकट करने के बाद उन्हें कार्यस्थल पर प्रतिदिन भेदभाव का सामना करना पड़ा है। उनके सहकर्मी उनके साथ भोजन करने में संकोच अनुभव करते हैं, वे यह

सुनिश्चित करते हैं कि जिस जलपात्र से वह पानी पीती है उसके वे पानी न पिएँ और कार्यालय की महिलाएँ उसकी वैवाहिक स्थिति पर टीका-टिप्पणी करती रहती हैं। विभागीय चर्चाओं के दौरान उनसे अलग बैठने के लिए भी कहा जाता है। वह मानसिक उत्पीड़न के लिए कंपनी पर मुकदमा करना चाहती हैं। अगर वह यह कदम उठाती हैं, तो कंपनी की सार्वजनिक छवि को क्षति पहुँचेगी और इसकी गैर-भेदभावपूर्ण नीतियों पर प्रश्न उठेंगे। कंपनी के प्रबंध निदेशक के रूप में इस स्थिति से निपटने के लिए आपको सुझाए गए कुछ विकल्प निम्नलिखित हैं। इनमें से प्रत्येक विकल्प के गुणों और अवगुणों का मूल्यांकन कीजिए:

**(a)** आप उनका त्यागपत्र स्वीकार कर लेते है और उन्हें एक क्षतिपूर्ति पैकेज का सुझाव देते हैं ताकि वह कंपनी पर मुकदमा न करें।

**(b)** आप उन्हें अपना त्यागपत्र जमा नहीं करने के लिए मनाते हैं और दूसरे विभाग में उसका स्थानांतरण कर देते हैं।

**(c)** आप उन्हें उनका जॉब जारी रखने और उनके विरुद्ध भेदभाव करने वाले सहकर्मियों के विरुद्ध कठोर कार्रवाई करने के लिए कहते हैं। साथ ही (अनिवार्य रूप से केवल उपर्युक्त विकल्पों तक ही सीमित रहे बिना) उचित कारण बताते हुए अपनी कार्यवाही भी बताइए।

Various Stakeholders involved in the present case are,

(i) Myself as Managing Director

(ii) Miss X, who faced discrimination for her being HIV positive.

(iii) Other employees of the company

(iv) Company itself.

The various options available,

(a) Accept her resignation and suggest a compensation package.

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Merits.

- will let her leave the job and hence end discrimination from the company off employees
- Keep company's image intact by compensating her and not letting her sue the company

Demerits -

- will degrade her morale and discourage her from revealing further to anyone
- Company's pride in being diverse and working for social inclusion and vulnerable tarnished
- As a managing director of such a good company and being of high ethical concerns will feel guilty for whole life
- No disincentive for employees to avoid such things.

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(b) Persuade her not to submit resignation and transfer her to other department,

Merits-

- will save company's image
- will not let her lose important job
- encourage her and make her more efficient for her job and loyal to company as social inclusion upheld

Demerits

- will not deter the other employees from refraining such activities
- she might start facing discrimination in other department as well

(C) Ask her to continue jobs and take ~~it~~ strict action against those who discriminated,

Merits -

- will encourage her and boost her morale.
- uphold company's pride and image
- self respect boosted and personal values upheld
- Miscreants punished and setting precedent for others to not discriminate in future

Demerits.

- ~~to~~ She might be unwilling to carry on ~~in~~ with same colleagues
- Some miscreants can still discriminate implicitly

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The best course of action can be, to ask her to continue the job and give her the choice of either continuing in the same department or changing it at. At the same time take strict action against the miscreants and hence disincentivise future discrimination. This will enable her to continue the job and also will enable company to uphold its pride and prestige. Also it will set precedent to discourage future discrimin-ation. Also personally it will boost my self-respect