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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Dushyant Bheda	Registration Number	1378134
Medium Hindi/Eng.	English	Date	24-Aug
Center			

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6(a)	10	
6(b)	10	
6(c)	10	
7	20	
8	20	
9	20	
10	20	
11	20	
12	20	

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are TWELVE questions printed in ENGLISH & HINDI
इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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Delhi-110009

EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

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

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

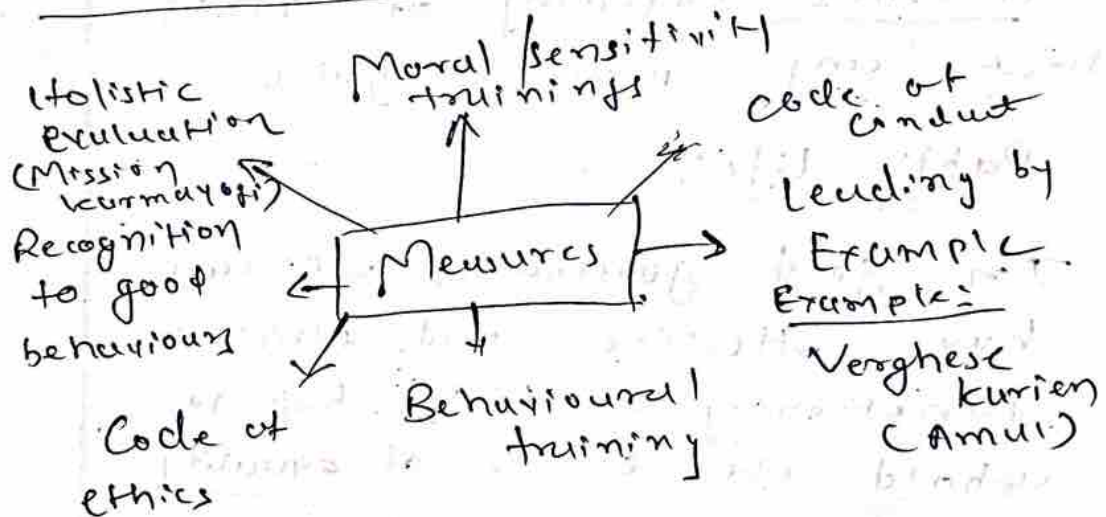
Altruism refers to selfless behaviour for the welfare of others. It is based on the values of empathy and compassion where one has active desire to alleviate suffering of others without any personal gain.

In Public Life:

- In good governance, we can have effective and efficient functioning of state but to uphold the ethos of equality altruism is required.
- Public/Civil servants: ethical behaviour and proactiveness.
- Civic/Citizens: Feeling of fraternity or brotherhood.

- It is the measure for inclusive growth and development
- Example: Enabling Needs and SHGs and providing them means to grow
- Positive discrimination and fostering empathetic behaviour towards down trodden

Measures to foster altruistic behaviour:



As nd ARC commission recommends, we can have a structured structure to implement code of conduct and code and ethics with user manuals and success stories to drive altruism

1. (b) Certain actions can be right even though they do not maximize good consequences, for the rightness of such actions consists in their representing certain norms. Discuss with examples. (150 words) 10

कुछ कार्य सही हो सकते हैं, भले ही वे अच्छे परिणामों को अधिकतम न करें, क्योंकि ऐसे कार्यों का औचित्य उनमें शामिल कुछ मानदंडों में निहित होते हैं। उदाहरणों के साथ चर्चा कीजिए।

Ethics is a set of standards which guides the behaviour, choices and actions based on rightfulness and wrongfulness.

Utilitarianism is one stream of consequentialism which represents maximizing of goods but it can't be applied in all the cases.

Example: Forest Rights Act, 2006.

- This will help tribal people and their rights for minor forest produces.
- This will limit the growth of larger section of peripheral area.
- But this is a right deviation to ~~protect~~ protect their culture.

*) As mentioned in tribal Panchayat actions, should not be judged by their economic value but

The human character evolved

Example: Value Gap Financing

- When some project is economically not viable but social viable
- MSP or income protection under National palm oil Mission

Example: "Good government is not an alternative to self-government"

→ J P Narayan

- Even though self-government might not be as efficient as good government (Example: British rule in Africa) but self-government is the right way forward

Ethical and moral righteousness of any action may not always be effective or efficient but it is the right thing to do and also sustainable.

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

(150 words) 10

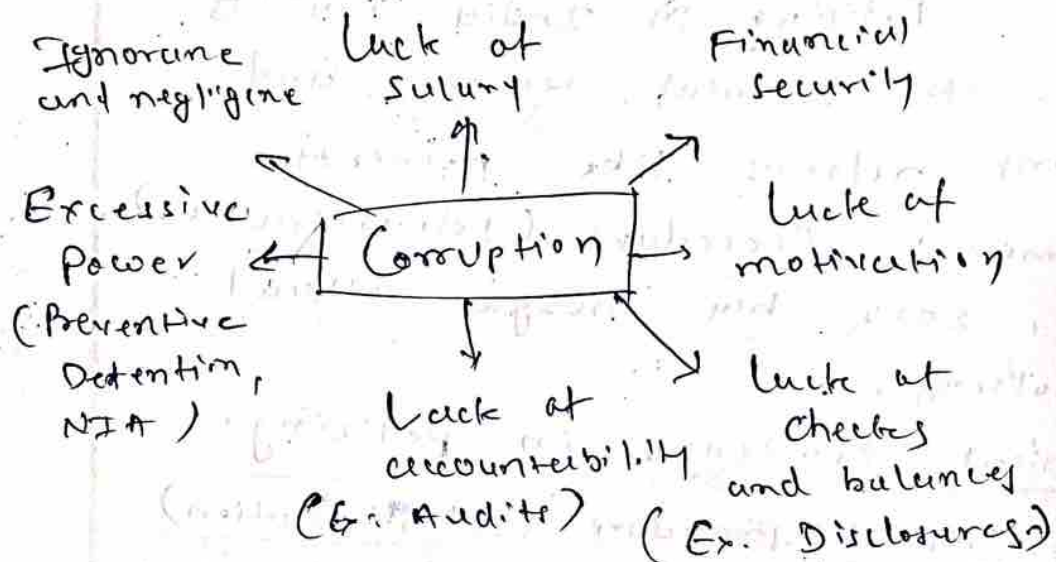
उपयुक्त उदाहरणों की सहायता से भारत में पुलिसिंग (पुलिस व्यवस्था) में शामिल नैतिक चुनौतियों पर चर्चा कीजिए। साथ ही, पुलिस बल में व्याप्त भ्रष्टाचार के कारणों पर प्रकाश डालिए।

Policing in India has its roots to colonial legacy and recent reforms like preventive Criminal Procedure (Identification) Act, 2022 has brought ethical challenges.

Ethical challenges in policing:

- Criminal Procedure (Identification) Act, 2022: Help in investigation of cases but against right to privacy (Article 21) and Puttaswamy ^{case} guidelines for DNA usage.
- Preventive Detention (Article 22): Against Right to life (21) but it is a necessary evil to protect security and unity of India.
- Transparency vs Confidentiality: What information to reveal to

media without jeopardising
the case
Reasons behind Corruptions :



As a way forward, Malimath Commission recommendation for transfer. (Police Board establishment and state Security Commission can be established with appropriate code of conduct guidelines to tackle not only ethical dilemmas but also corruptions)

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

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

Corporate Governance refers to effective checks and balances in private as well as public enterprises to ensure accountability of corporates towards shareholders and stakeholders.

A Structure: It is require for following reasons

- Ensure governance and responsible decisions
Example: Board of Directors
↳ Addition of outsider or external directors
- Inclusion: Example: Requirement of having women representative
- Disclosure: For transparency
- Effectiveness and efficiency of decision making
- Rational and just behaviour

Spirit is required because

- Moral compass
- Do the right thing
Example: Promote whistleblowers
- To identify injustice
Example: Motivate people
to report sexual harassment
when victim is not forthcoming
- Ensure tolerance and
empathetic behaviour
- Righteousness of decision
- Objectivity in decision making
without biases

⇒ Combination of both spirit and
structure will bring synergies
among these values and
also complement each
other

SEBI's guidelines for
top 1000 companies to report
BRSR (Business Responsibility
and Sustainability Report) is
in the direction towards ethical
corporate governance

3. (a) It is not only public servants, but also the common citizens who play a key role in institutionalising high standards of ethical conduct and good governance. Elaborate. (150 words) 10

न केवल लोक सेवक, बल्कि आम नागरिक भी नैतिक आचरण और सुशासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। सविस्तार वर्णन कीजिए।

Public Servants and common citizens have equal responsibility to institutionalise high standards of ethical conduct by working towards transparency, cooperation, tolerance, social-adaptability and solidarity values.

* Common Citizens' Role:

- Cooperation: Helps public servant execute his duties.
- Social Audits: Ensures accountability on public servants.
- Social-Adaptability: Assist in implementation of social welfare schemes.
Example: PESA, grant to SC/ST/ OBC under 1135, A 338-A 338-B
- Tolerance: To avoid unnecessary feuds.

- Effective usage of RTI to be self-aware as well as make public servants accountable
- Helping with investigation
- Good Samaritan by helping in accident and relief
- "Aadu Mitra" - by helping as first responder during disaster situations

Cooperation and synergy between public servants and citizens is of utmost importance to make public servants responsible and accountable as well as ~~have~~ promote compassion and efficient administration based on high ethical standards.

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

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

Public Administration, when 'working-in-silos' can't realize the benefits such as economies of scales, experiences, synergies and fail to achieve desired outcome within timelines.

* Cooperation: To support functioning of each other's department
Example: Effective use of criminal database by poli administration to form prison reforms

* Coordination: It is implementary of schemes / in close co-ordinating Policy

Example: MEA needs effective coordination with Ministry of defence and needs to mould foreign relations accordingly

Collaboration: To leverage each
other's experience and structure
Example: Anemia Mukt Bharat
under aspirational district program
uses 6 x 6 x 6 framework
by coordination at department

Other examples:

- PM Gati Shakti for optimum
and synergic implementation
of infrastructure related
schemes
- ICTJS: Integrated Criminal
Justice system by collaboration
and coordination among Prison,
Judiciary, Police, Forensic
- India EA: Enterprise architecture
To leverage the true
potential and save financially
as well efficient and effective
usage of resources, cooperation,
coordination and collaboration
becomes paramount

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

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

Emotional Intelligence

refers to one's ability to perceive emotions, assess and understand emotion and regulate them into desired behaviour.

Essential tool & How can be misused

Usage	Misuse
→ For implementation of development program in tribal area by <u>empathising</u> and <u>compassionate</u> behaviour with tribal leaders → Understand and gauge the need of downtrodden or <u>sl</u> development work	→ Using Manipulative techniques by <u>hiding</u> details about their rights and <u>rehabilitation</u> process → Implementing only what is <u>needed</u> not what is <u>desired</u>.

→ Understand
their roots
behind religion
and political
attitude.

→ Making an
informed and
just decision

→ Using the knowledge
for benefit of
personal idea
ideological gain
and trying impose
your views

→ After knowing
a need, using it
for blackmailing

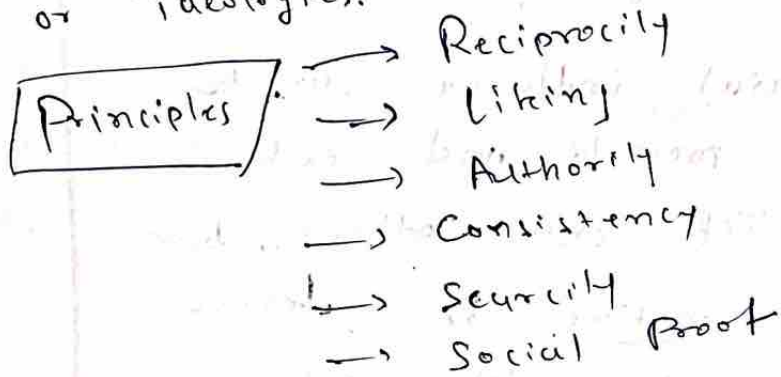
As Daniel Goleman suggests
emotional intelligence is about
self-awareness, self-assessment
and should be used for better
collaboration, solidarity, social
adaptation, and fusion with
the affected people rather
exploitation and manipulation

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

(150 words) 10

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

Social Influence is a method to change other people's attitude towards certain things or ideologies.



* Ambivalent Concept: It can be used as a persuasion for a better good of society.
Example: Removing untouchability.

⇒ It can be manipulative for personal gain.
Example: Selling life insurance or ULIP product without highlighting underlying risks.

When it becomes Evil:

↳ To exploit at an extent
that it has extreme negative
consequences

Example: China's influence on
Sri Lanka led to financial
emergency in the country

Social influence can be
used to promote and enforce
one's belief onto others, but
underlying motive or desire
and morality will make
it right or wrong.

5. (a) Effective public service delivery demands a people-centric approach, which is built upon coordination and leverages technology. Discuss. (150 words) 10

प्रभावी सार्वजनिक सेवा वितरण एक जन-केंद्रित दृष्टिकोण की मांग करता है, जो समन्वय पर आधारित होता है और प्रौद्योगिकी का लाभ उठाता है। चर्चा कीजिए।

Effective public service delivery can happen, when we move towards participatory government and start using latest technologies for implementation.

People-Centric through coordination

→ Involving people in planning phase and analysis during District planning Committee meetings (Article 243 2D)

→ Participatory government

Example: Participatory Government Budget Analysis in Gujarat

→ "Apna Mitra" : Help of people in disaster relief

→ Welfare schemes under A 338 and A338-A for SC and ST

Leveraging tech.

- Having resilient database and usage of IMS (Information Management System) & Appoint RTI
- SYAMITYA - Digitization of land records
- UMANG, Digilocker and Cowin tools - Self-serving tools based on technology as well as people's participation
- Using geo-spatial data to solve ground water issues for people

For efficient implementation and execution, at any service delivery, it is important to consult and seek opinion from people at planning stage as well as exploring technology which is citizen friendly to expand the outreach.

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

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

Kautilya's Arthashastra

is an ancient source of public services drafted during Mauryan empire (Chandragupta Maurya's) reign. It is still relevant in public services in 21st century.

Policy	Relevance for Public Service in 21 st Century India
<u>Law system</u>	Civil and Criminal Law system and certain clauses between employee and employers are still relevant.
<u>Liberty & equality</u>	Allows girls to choose their husband and marry whomever she desires.

Consultancy

Provision of 'Council
of ministers (Mantri)
for king to provide
guidance → CA 74 which
says President to be guided
by ministers)

Auditing

Checks and balances
at various level of
administration to ensure
accountability

Discipline

Code of conduct to be
followed by civil
servants

Inclusive

Also adds herd gatherer
and hunters into policy

Even after many centuries
Kautilya's 'Arthashastra' is
still relevant in public service
for inclusive growth, effective
governance and managing
resources efficiently

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

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

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

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

Nelson Mandela had changed the history of Africa by his consistent and selfless efforts to remove "Apartheid" from South Africa and becoming the first Black president of the country.

It gives the importance to changes you have brought and positive outcome you have created for others through selfless, compassionate, empathetic, tolerant, honest, just, humane and rational behaviour.

For example, Gandhiji, during freedom struggle not only focused on independence, but also

involved women and adults and changed their course of life

⇒ Dr. Ambedkar provided us the constitution which not only ensured equality but also positive discrimination for needy.

⇒ Abraham Lincoln helped slaves immensely by taking them out of perpetual misery.

⇒ Verghese Kurien changed the life of farmers.

⇒ As a civil servant, people get an opportunity not only to implement government welfare schemes but also to change people's life.

Our life is a measure of our contributions to society and nation. When we change one life, it will have a domino effect to change whole family and hence society. One needs to be judged by these characteristics

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

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

Spirit is a measure
of one's belief at an individual
level which determines his/her
actions' rightfulness and wrongful-
ness.

When one's spirit is
at a right place, his conscience
is in the right direction, rest
is going to be just and fair.

Example: When a civil servant has
a right spirit and ^{morals} he
goes one step further to make
people aware about their
rights (PESA, SC/ST, women)
to achieve an equality among
all.

Right spirit depends on various
values that one must
possess :-

- Empathy: to understand by imagining
oneself into other's place
- Tolerance: To be flexible to
accommodate other's concern
- Rational: Not just for own
need, but also understanding
other's needs
- Selflessness: Going above and
beyond through altruistic
measure
- Honesty: Being transparent and
 vocal
- Integrity: Consistent and
truthfulness in behaviour
- Commitment towards
- " No supervision from above is
as effective as automatic control.
- Kirchheimer

One's spirit is at right
place, he is bound to do right
things irrespective of supervision
or situation

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

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

True Peace is achieved
when equality, liberty, fraternity,
justice, tolerance, integrity,
truthfulness, is followed in all
sphere of life

* Absence of tension: It can
be a situation merely without
any dissent but doesn't mean
justice

Example: In a normal scenario
when there are no revolt,
it doesn't mean justice prevails.

⇒ There are many tribal people
who are subject to injustice
but they are not aware
of it

⇒ There are many women who
have merely accepted the
patrilachal society,

⇒ It is justice for animals or
other living creatures

⇒ India's Justice concept is taken from Russia (Ertwhile USSR) which says

Political Justice	Social Justice	Economic Justice
- A326, A325 - Universal Adult Franchise - Reservation for SC/ST & Women in politics	- A338, A338-A - 338-B - PESA Act - Forest Right Act - National Commission for Human Rights	- A46 to ensure economic interest of down-trodden - PSL of RB & PM KISAN

When there is no conflict or tension, it does not necessarily mean that we achieved the ethos of Justice enshrined in our constitution. There still will be a need to work productively and transparently towards achieving composite justice.

SECTION – B

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

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

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

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

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

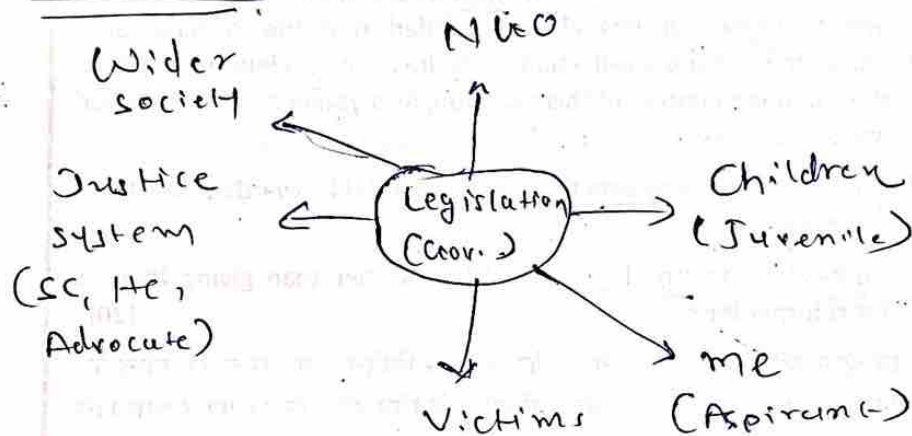
आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप वाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त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

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

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

An NGO is challenging the clause at Juvenile Justice Act, 2015 stating children doesn't understand the gravity of crime but it is a failure of society.

Stakeholders:



Ethical Dilemma:

- Justice vs Mercy
- Maturity at understanding vs Consequences of actions
- Failure at society vs Individual Morality.

(a) Possible factors driving child towards heinous crimes

- Lack of education :
- Moral degradation
- Parental environment (criminal background of parents who are morally corrupt)
- Peer group : Emerging trend among ~~many~~ children
(Example - Boys Locker Room case)
- Technology : Easy access to mobile and internet and counter productive use
- Pornography : Child pornography as well as lack of censure on content on OTT platform
- Legal system : Protection by legal system to juveniles or children
- Policing : Thinking that they will not be caught

⑥ Is it ethical to punish or give chance of reformation?

Punishment	
Merits	Demerits
- Set an example - Principle of reciprocity - Upholding justice system - Justice for victim - Preventing future crimes - Restoration of faith in police and justice system	- Fault at society and immaturity of the juvenile - Loss of potential citizen who will be imprisoned/die - Excessive power - Atmosphere of tension - Protest from NGO and child rights activity

Reformation: While reformation will help in shaping mind of juvenile and changing his/her attitude.

Considering the gravity of crime (such as rape, murder) it becomes essential to punish such juvenile.

One who is capable at committing such crime is capable at understanding the gravity.

While giving punishment precedents from other cases can be referred. Example: Rarest of rare case will warrant capital punishment.

~~More~~ As a long-term solution, better parenting, moral education at school, awareness drive can be conducted to prevent such scenarios in future.

8. You are a CEO-founder of an edTech company. You are under tremendous pressure from the investors in your company to increase the profitability of the company and undertake downsizing. After making a few bad acquisitions, the company's finances have taken a huge hit in the last couple of years. The downsizing is suggested with the hope that the company's profitability would rise, as it often does when mass

layoff or downsizing decisions are carried out. Moreover, the investors have hinted that such measures would attract further investment from them, which has come as a ray of hope considering the ongoing volatile market conditions and slowdown in big-ticket fundings. Given the situation, rumors of unscrupulous firing have started doing the rounds among employees. It has increased apprehensiveness and reduced cohesiveness among them. You have informed the investors that the cost cutting exercise can affect the output as well as reputation of the company in the long-run. However, they are adamant to pursue the same.

(a) Identify the stakeholders and ethical issues involved in the case.

(b) You and the HR team have identified some options and are deliberating to put them across to the investors for consideration. Discuss the merits and demerits of each of these:

(i) Identifying key high performers and offering them suitable positions before implementing the layoff decision.

(ii) Putting the terminated employees on retainer to work part-time.

(iii) Executing the lay off order in the same spirit as it was asked by the investors and letting them deal with the long-term consequences.

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

(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

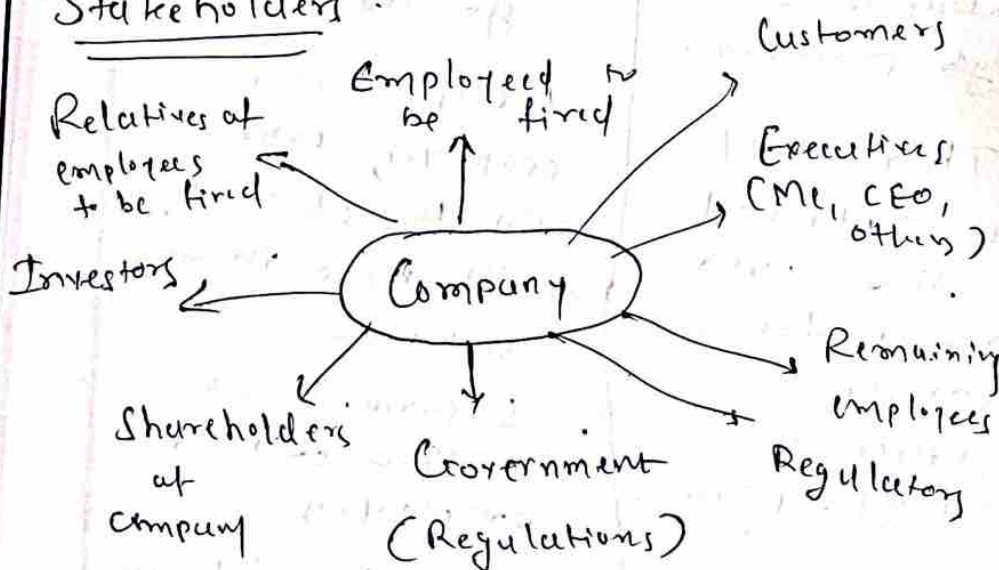
(20)

आप एक एडटेक कंपनी के सह-संस्थापक और सी.ई.ओ. हैं। कंपनी की लाभप्रदता बढ़ाने और छंटनी (डाउनसाइजिंग) करने के लिए आपके ऊपर कंपनी के निवेशकों का जबरदस्त दबाव है। कुछ खराब अधिग्रहण करने के बाद, पिछले कुछ वर्षों में कंपनी की वित्तीय स्थिति में भारी गिरावट आई है। ऐसे में छंटनी का सुझाव कंपनी की लाभप्रदता में वृद्धि की उम्मीद के साथ दिया गया है, क्योंकि सामान्यतः बड़े पैमाने पर छंटनी के निर्णय से लाभप्रदता बढ़ती है। इसके अलावा, निवेशकों ने संकेत दिया है कि इस तरह के उपायों के परिणामस्वरूप वे कंपनी में और अधिक निवेश कर सकते हैं, जो बाजार में चल रही अस्थिर स्थितियों एवं अधिकाधिक फंडिंग में कमी को देखते हुए आशा की किरण के रूप में हैं। इस स्थिति को देखते हुए कर्मचारियों के बीच बेवजह नौकरी से हटाये जाने की अफवाहों का दौर शुरू हो गया है। इन सब बातों ने उनके बीच आशंका को बढ़ाया है और एकजुटता को भी कम किया है। आपने निवेशकों को सूचित किया है कि लागत में कटौती के प्रयास से कंपनी के उत्पादन के साथ-साथ दीर्घावधि में प्रतिष्ठा भी प्रभावित हो सकती है। हालांकि, वे इसी उपाय को अपनाने पर अड़े हुए हैं।

- (a) इस प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) आपने और HR टीम ने निम्नलिखित कुछ विकल्पों की पहचान की है तथा उन्हें विचार के लिए निवेशकों के सामने रखने की सोच रहे हैं। इनमें से प्रत्येक के गुणों और दोषों की विवेचना कीजिए:
- (i) छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
 - (ii) हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
 - (iii) छंटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
 - (iv) मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छंटनी के उपाय के साथ आगे बढ़ना।
- (c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्रवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

Investors of an edTech company have asked for downsizing the company ~~used~~ in return at additional capital inflow. It has created anarchical environment in company.

Stakeholders :



Ethical Issue:

- Business ethics (vs) Profit Orientation
- Personal Morals (vs) Orders from investor
- Responsibility towards employees (vs) Responsibility towards investors
- Utilitarian (Benefit to employee) (vs) Personal security

(b)

(i)

High-Performers treatment

Merit	Demerit
- Increase in Confidence at high-performer - They may be retained or stick with company for longer - Less effect on company's performance	- Morale of other employees may go down - Low-performing employee, who will be retained, will have negative attitude - Superiority at culture within employees - Partition behaviour

(ii) Terminated employees to work part-time

Merits	Demerits
- Security and income for terminated employees - Reduction in other consultancy charges - Positive vibe across company	- Can't be a sustainable solution - No long-term plan - They may leave once they get better opportunity

(iii) Proceed with lay-off in same spirit

Merits	Demerits
- It will satisfy investors and good relation with them - Additional capital flow - Reduced cost - Increased profitability	- Reduced Morale - Might also lead to other employees resigning - Customers might not choose our products - Financial burden for terminated Res employee - Regulatory scrutiny

(iv) Improving fairness and proceed with layoff

Merits	Demerits
- Better morale in retained employees - Transparency in process - Positive reputation - All other merits of layoff (Profit, cost saving, investor relation)	- Q Layoff Employee might not care about transparency - Might not resolve the long-term issue - Employee will still be fired

(c) Course of Actions

Steps : Evaluate performance of employees



Check the normal layoff rate from the past experience and industry standards

Examine the feasibility of part-time / contractual work and number of employees required

⇒ After following the above steps,
I will divide employees into
the following buckets

Retained X ✓	Part-time worker Y ✓	Laid-off workers Z ✓
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2) I will follow the transparent
method of Layoff suggested in
option iv while accommodating
certain employees in part-time
work as suggested in option -ii

⇒ Rationale : If we don't layoff,
company might not survive and
all will lose jobs

⇒ Long-term plan: Assess why
acquisitions are not working and
rationalize them

A Thomas Moore says,

"In corporate world, manager's
duty in public domain is to
increase public value and in private
domain is to increase private
value."

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

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

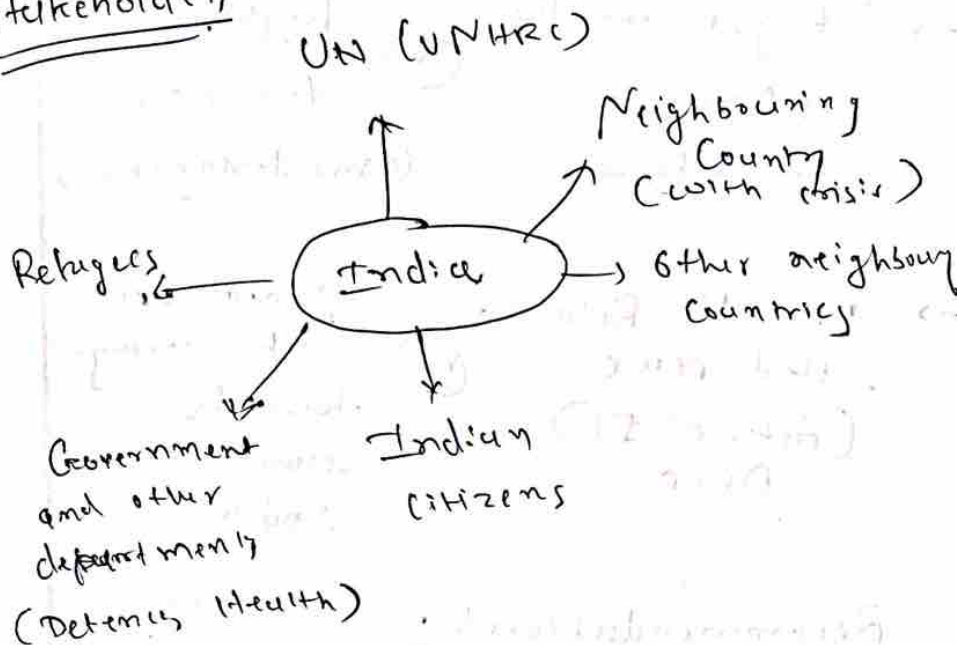
(b) What recommendations would you suggest given the large influx of refugees in India. (20)

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

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

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

Due to ongoing ethnic civil war in neighbouring country, there has been a refugee crisis amidst Covid-19 pandemic.

Stakeholders(a) Moral Issues :

- Helping refugees in line with Geneva Convention vs Duty towards India
- UNHRC Article 14 about right to seek Asylum vs National security and integrity
- Harboring refugee vs Potential outbreak of Covid in India
- Being a supportive neighbour vs Responsible officer for country

→ Right to live (A21) for refugee vs Right to live for citizens (Considering Covid)

→ Friendly Relation and peace (Article 51) DPSP vs Moral oath at working towards security at India

⑥ Recommendations!

Options

Allow Refugees

Merits

- Strong case for UNSC permanent seat
- Net security provider
- Countering China's influence
- Possible future ties
- Rights of refugees

Demerits

- Resource crunch in India
- Security at India may be compromised
- Threat at drug trafficking, terrorism
- Covid outbreak

and humanitarian
behaviour

- Ethos at
"Vasudhaiva Kutumbakam"

- Anger among
Indian citizens

- "India First"
policy

Other option: Banning refugees and
closing the border.

↳ Merits / Demerits would be
opposite of the above option

Potential
Solution :

- Coordination with Defence and
Health ministry to assess
security and health preparedness



Assessing the isolation centre
with strict vigilance under
which can be assigned
to refugees



Coordination with neighbouring
country and their point of
view

I will allow refugees only
after ensuring resources with
Defence and Health ministry

Before that, safe evacuation
of Indian citizen from isolating
zone needs to be carried out

Long-term solution with
developed countries with potential
grant in-kind from World
Bank needs to be sought

Refugee camps and strict
monitoring, roll-calls and assistance
to be performed

As we are a nation based
on "Vasudhaiva Kutumbakam" and
in line with DRP, Article 51
we should try to accommodate
refugees after ensuring internal
security.

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

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

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

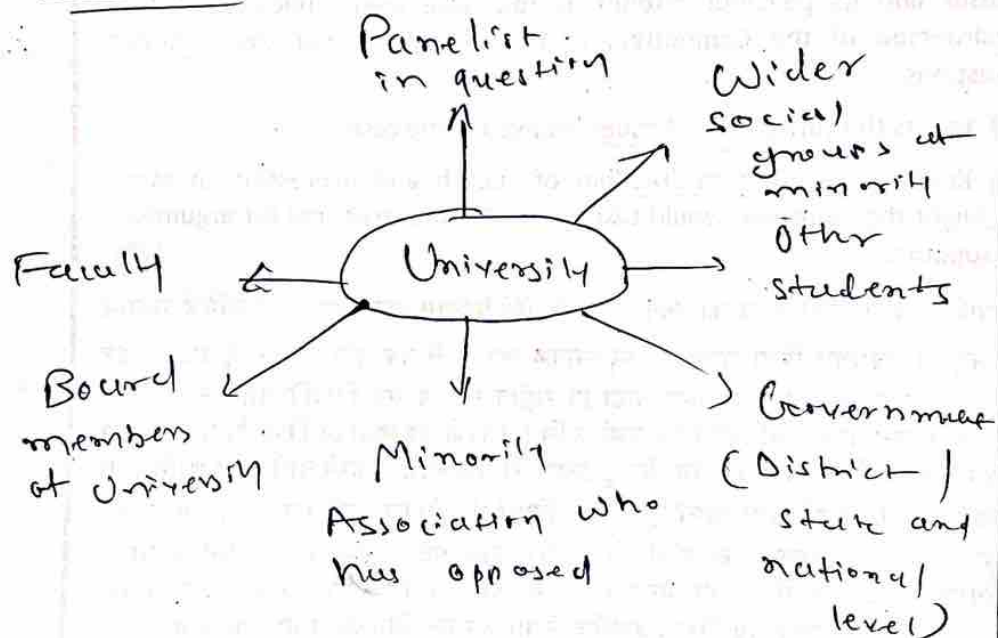
सामाजिक संपर्क, जहां व्यक्ति को उनके सही नाम एवं सर्वनाम द्वारा और उनकी लैंगिक पहचान के अनुरूप संबोधित किया जाता है, को व्यापक रूप से लैंगिक पुष्टि के एक बुनियादी और महत्वपूर्ण पहलू के रूप में पहचाना जाता है। राष्ट्रीय स्तर के एक विश्वविद्यालय ने भारत में लैंगिक अल्पसंख्यकों के अधिकारों पर चर्चा के लिए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

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

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

During a gender affirmation conference, a panelist made a remark against self-identification of sexual minorities. Committee is formed to resolve this issue.

Stakeholders:



(a) Moral issues involved:

- Equality for all vs Liberty of thought and expression
- Relation with Panelist vs Relation with Minority groups

Principles at (13) Legal provisions
University

⇒ Article 19 (1) (a) provides
for freedom of speech and
expression as given by the
penalist

↳ But it comes with
certain restrictions

⇒ Everyone should have freedom
to express their opinion,
as a basic human right
in addition to fundamental
right

(b) Steps to be followed :

Immediate Liaise with the
organizer at conference and
penalist to understand
his/her views.

→ Ask her/him to provide a clarification statement about the opinion and apologies to people whom it might have offended

Reason: If an apology can control the situation, ~~it~~ and it is just for misunderstanding it can be explored.

⇒ Conciliation with minority group

↳ Assuage their concern about freedom of speech and expression

⇒ Long-term solution: Monitoring of such conference and prior confirmation of content to be used

Indian constitution provides fundamental right of expression but it is not an absolute right. Interest and belief of minority needs to be upheld then only a India can achieve the ethos of unity in diversity in true sense.

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

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

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

(20)

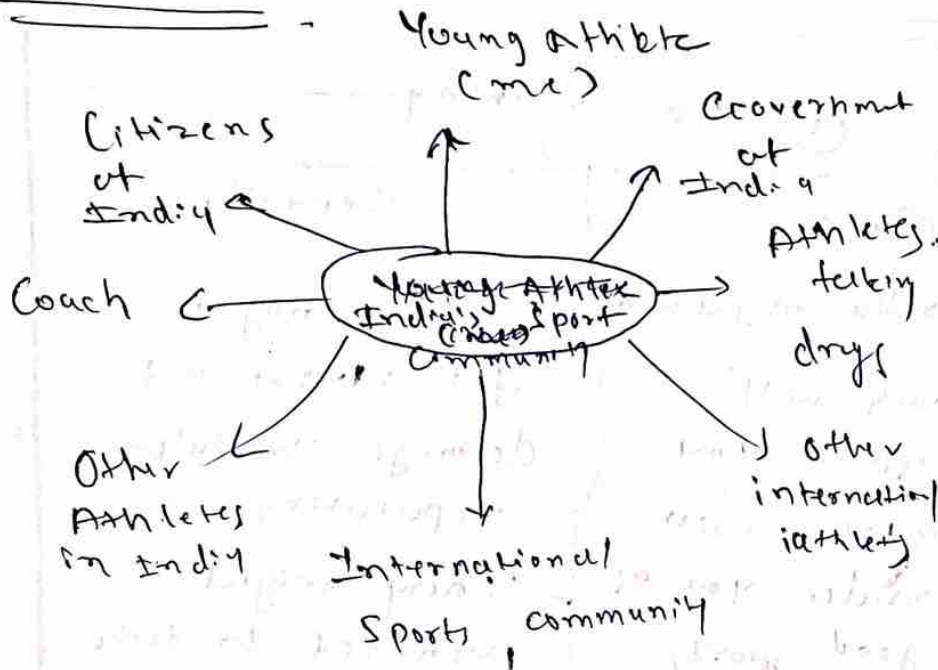
आप अंतर्राष्ट्रीय स्तर की एक प्रतियोगिता में भारत का प्रतिनिधित्व करने वाले एक युवा एथलीट हैं। आश्चर्यजनक रूप से, आप प्रतियोगिता के दौरान कुछ वरिष्ठ एथलीटों को गुप्त रूप से सिरिज का उपयोग करके कुछ इंजेक्शन को लगाते हुए देखते हैं। जब आप उनसे संपर्क करते हैं, तो वे समझाते हैं कि यह प्रदर्शन बढ़ाने वाली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

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

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

It has come to my
notice that young athletes are
taking drugs on advice
of coach at an international
level competition

Stakeholder



* Ethical Dilemmas:

- Cooperation (vs) Right thing + do
- Personal ethics (vs) team spirit
- Legality (vs) India's win in competing (Pride)
- Following the order (duty) (vs) Ethical behaviour

Options Available -

① Do nothing

Merits	Demerits
- India might win - Coach will support you - Athletes will consider you as a good sports → Boosts performance of other athletes might also be seeking.	- They might get caught and damage India's reputation - They might push you to take drugs → Against <u>morals</u> → <u>Illegal</u>

② Raise to Senior Authority

Merits	Demerits
- Upholds ethical behaviour - Legal thing to do	- Deteriorated relation with coach - India will be debanded from the competition

(3) Persuasion to coach

Merit	Demerit
- He might be able to understand the gravity and legality - His personal decision - Win-win situation for you and coach if works	- He might refuse - He might disbar for fair competition - Might be offended

Actions : I will flag the issue to higher authority or department co-ordinating competition

Rationale :

- Doping is illegal under Anti-doping provisions
- Immoral thing to do against honest athletes
- Promotes wrong culture for young athletes

- Personal consequences will be short-term but long-term consequences will be favourable to India's sports aspirations

(b)

- * Reasons - To win
- To improve records
 - Internalized into culture

- Following coach and senior athletes
- Cut-throat competition
- Moral degradation

* How to curb

- Moral Sensitising
- Right training and resources
- Code of conduct manual
- Awareness Camps
- Leading by example
- Fear and Reward System by highlighting both examples
- Doping has become a deterrent to India's sports aspirations and structural and fundamental changes in policy is required to tackle

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

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

Answer the following with reference to this case:

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

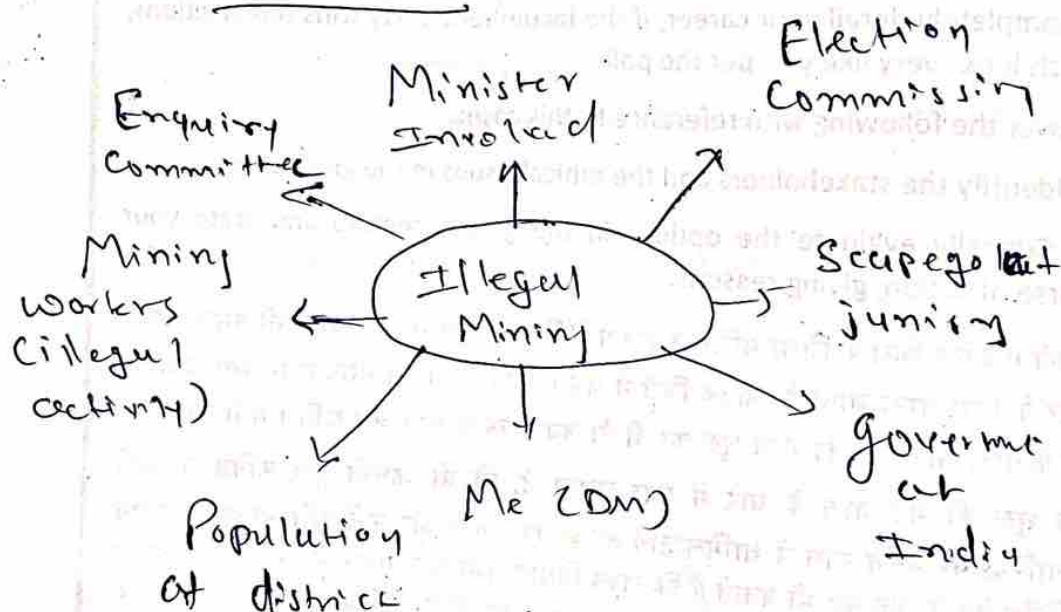
आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है,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

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

During an enquiry it came to notice that a minister is involved in illegal mining activity and he is presuring me to blame juniors given the upcoming election

Q. 1

Stakeholders



Q. 2 Moral Issues / Ethical Dilemma

→ Personal Duty (vs) Political Pressure
→ Personal gain (vs) Unethical Practice

→ Future at
District

(VT)

Future at
Miners and
my goals as
a civil servant

Options

Flag the issue
to EC (Election
Commission) and
State Anti-corruption
Board

Merits

- Ethical and legal thing to do
- Minister might not be re-elected
- Might help with welfare of people
- Environmental preservation

Demerits

- My career ambition
- I might be suspended or transferred
- Bad relation with other ministry and existing government

Follow by Minister says

Merits	Demerits
- Personal gain in career as well as economic term - Better chances of promotion - Better chance of getting public support as minister is influential	- Moral degradation - Environment degradation - Junior colleagues will be fired or may be imprisoned

Action : I will highlight the true findings at enquiry to secretary at the state as well as election commission

Criminalising it in politics is a growing concern and must be resolved through appropriate channels

- There is a chance that EC will be debar him from election
- Mining activity can be stopped and preservation of soil and biodiversity will prevail.

Longer-term Solution:- Need

to spread awareness at tribal / affected people in mining and their rights, accorded ~~to~~ in District Mining Fund as well as MPA. Act, 2006.

- Citizens vigilance to identify such cases
- Social Auditing of all mining activity

Illegal mining not only degrades environment but prevent people to enjoy their rights and participation of citizen in monitoring can help in such situations.