



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 860)

|                   |              |                     |             |
|-------------------|--------------|---------------------|-------------|
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| Medium Hindi/Eng. | ENGLISH      | Registration Number | 2071        |
| Center            |              | Date                | 26 Aug 2017 |

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| Q. No.                | Maximum Marks | Marks Obtained |
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| Remarks:              |               |                |

## INSTRUCTIONS

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

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## EVALUATION INDICATORS

1. Alignment Competence
2. 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



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

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

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

All businesses engage in marketing and advertising to increase their sales. But marketing raises certain ethical issues.

1. Advertisements sometimes give false information. If it is supported by some celebrities then it creates ethical concern regarding their responsibility to their followers. For example when toothpaste brands claim to be supported by dentists.
2. The marketing campaigns at times support paternalist values and inequality. For example fairness creams reflect the racist mentality of liking fair women.
3. There can be misleading of customers and following predatory prices. This way initially companies give huge discounts and kill all competition. This is uncompetitive and unethical. For example when Reliance Jio, other telecom operators



were concerned.

These ethical issues need to be addressed through following:

1. Strong regulatory mechanism such as Competition Commission of India, Consumer forums should ensure that firms do not engage in uncompetitive practices.
2. The companies should follow corporate governance norms and understand their corporate responsibilities.
3. Celebrities should take ethical stance on advertising for certain products. For example Kangana Ranaut has declared that she will not advertise for fairness creams.
4. Independent directors in companies should take cognisance of unethical marketing practices.

Ultimately, the corporates should ensure that their action does not lead to maffiscence and promotes beneficence.



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

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

Value education is the teaching process that aims at inculcating good values among children. There has been a focus on value education because it is necessary to create good citizens and good human beings.

Value education would make the individuals more tolerant and empathetic. This is important in contemporary India to face challenges of increasing communal and caste violence. For example, the incidents of mob lynching would be less if our generation is educated in values of Gandhiji and Gautam Buddha.

Value education would also help meet the challenge of corruption. The corporate corruption such as Satyam scandal, insider trading etc. reflect low values of honesty and integrity. The lessons from lives of Jawaharlal Nehru who held transparent enquiry during Mundhra scam, could teach us greater probity, integrity and

to transparency.

Contemporary Indian society is also facing the challenge of high inequality. According to Oxfam International 65 Indians own as much wealth as 50% of the population. Large number of Indians do not file their taxes. Inculcation of values and morals would increase responsibility of citizens.

This way value education would make us better citizens and help address challenges that India faces today.



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

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

Corruption occurs when there is lack of probity in public service. To address this we need to focus on both - ethics and institutions.

Ethics become primary line of defence because they enhance integrity among individuals. This means that the person will not bow down before the pressure of corruption. For example, if an ethical person is offered a bribe, he/she shall refuse to take it. He/she will follow the principles of justice even when no one is watching and there is no law. Honest officers such as Prakash Singh, Harsh Mander reflect ethics in civil services.

But laws and institutions also become important:

1. Lack of strong laws and enforcement removes external sanction against corruption - civil servant is not afraid of wrong doing.

2. Laws are needed to protect the ethical person. For example protecting the whistleblowers is important. The DG who whistle blowed about the unfair privileges being given to Sasikala was transferred.
3. In absence of strong laws - people may not be motivated to be ethical.

This way both laws and ethics are essential in fighting corruption. Laws like Prevention of Corruption Act should be strengthened. Ethics need to be strengthened through training and having code of ethics. Laws provide external sanction, while ethics provide internal sanction against corruption.



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

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

Our family and parents are the first people that we interact with. They play important role in shaping our value system.

Parents influence children through their own actions. For example if a mother treats her daughter and son differently in the house, the son imbibes the values of patriarchy. He may grow up and treat his wife unequally.

They also influence by teaching their children. For example a mother is the child's first school. Mahatma Gandhi's mother taught him honesty and respecting religious. Prakash Amte was taught by Shri Baba Amte the values of empathy and love.

Parents should aim towards transmitting good values and resisting



negative influence

- i) they should check their own behaviour ~~in~~ in front of children
- ii) They should not discourage questioning and curiosity by children.
- iii) They should inculcate good values.

However, sometimes children's values can be different than that of parents -

1. When children receive different education. For example ~~to~~ this generation of children are educated to be less casteist while our parents may resist inter caste marriages

2. Children are also influenced by their friends → eg. a child can learn to smoke from peer pressure while the parents do not do it.

3. Children also learn from media.

4. Thus children's values may be more ethical than parents at times. Socialisation should not be a one-way street. Parents should learn good values from children and keep them away from bad influence.



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

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

Public service to me means taking steps to serve the marginalised and oppressed sections of the society. It means serving the country as well as the humanity. For example a soldier, a teacher, a doctor - all are doing public service in their capacity.

We can serve the public through different ways:-

1. By being a good teacher we prepare the next generation of citizens.
2. By being a law abiding citizen - for eg if we pay our taxes then government can spend that money on social welfare. This way we do public service.
3. By excelling in our professions - for eg. a ethical <sup>civil</sup> engineer will ensure that the bridge constructed is safe and does not cause accident.
4. By being an honest civil servant.



Civil services is one way of serving the public. It gives one the avenues for decision making and implementation through which we can serve citizens. For example, a civil servant would decide on ensuring rehabilitation package for people displaced in development project. He/she also ensures availability of benefits under schemes such as PDS.

But it is not necessary that all civil servants serve the public. If an unethical person enters the services, he/she would be self-serving and do more harm to the public. He/she might ask for bribe from people to give them their entitlements.

There have been great people such as Mother Teresa, Baba Amte who served the public without being into civil services.

Thus we serve the public if we perform whatever profession we choose with values of service, ~~dedication~~ <sup>dedication</sup> to work, ~~tolerance~~ <sup>compassion</sup> and empathy.



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

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

Virtues are the values that help us reach ideal conduct. Civic virtues are the ideal conducts of the citizens.

These can include the following:-

1. Being a good Samaritan and helping fellow citizens
2. Following laws and rules - eg paying taxes on time.
3. Taking responsibility for our country's growth eg, actively participating in keeping our country clean
4. Not engaging in bribing and corruption. ~~Honesty~~

Challenges in practising them

1. Utilitarian and materialistic values - put pressure of dishonesty
2. Pressures from family for materialistic achievements
3. Lack of institutional support for

e.g. absence of strong whistle blower protection law.

These challenges can be met by:-

1. Strengthening Institutions - strong whistle blower protection
2. Independent media and civil society
3. Strengthening values through value education

This way we should aim at 'Sankalp se Siddhi' and follow civic virtues.



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

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

Great leaders can inspire us through their lives and help us imbibe better values. Dr A.P.J. Abdul Kalam is one such leader who has a lasting impact on me.

Dr Kalam through his entire life journey as a scientist and then the President, taught me the lessons of hard work and honesty. He taught me that if we work hard then even a boy from humble background can be the President of the nation. He used to say, 'A big shot is a small shot who kept shooting'.

He also taught me values of humility and humbleness. Even after being the President, his materialistic possessions remained limited. He taught us single minded dedication to service and towards our work.

The most important value that I imbibed from Dr Kalam is empathy.



and high emotional intelligence. He was empathetic towards his team. Once when one of his team mates was very busy, he took the team mate's family to the museum. ~~best~~

This value is very important for a civil servant

1. one can be a better leader if he/she is empathetic towards his/her employees
2. The employees and team would trust the leader more and follow him/her
3. Empathy is also important towards the people. civil servant has to be a public servant and understand problems of the citizens. Dr Kalam teaches us how through thoughtful action we can meet their needs.

Dr. Kalam has thus inspired me to be a better ~~cit~~ professional, better citizen and better human being.



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

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

Governance is the decision making regarding country's resources, to ensure development. Ethical governance is essential to achieve prosperity and equity. We can promote ethical governance through following key elements:

1. Enhancing transparency - ~~for~~ increasing ~~the~~ govt ~~on~~   
 sub-motto disclosures on ~~the~~ govt websites  
 - Better implementation of RTI Act
2. Enhancing Accountability  
 - Publishing citizen charter for all departments  
 - strengthening laws such as Prevention of corruption Act.
3. Incultating ethical values  
 - having leaders who lead by their example - such as E. Sreedharan showed values of hard work.  
 - developing Code of Conduct and code of ethics  
 - ethical performance should be rewarded and unethical punished through

lateral entry and lateral exit.

#### 4. Increasing stakeholder Participation

- increasing participation by citizens -  
for eg strengthening grassroot democracy
- incentivise reporting of corruption by  
citizens. for example under USA  
False Claims Act a person reporting  
misconduct is also rewarded
- Protecting whistleblowers - in the past  
whistleblowers such as Satyendra Dubé  
have been killed.

This way strengthening institutions  
and values is the key to ethical  
governance.



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

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

Corporates should act in a manner that protects interests of all stake-holders and develops public trust.

But today public's trust is low in corporates. They are seen as profit seeking entities. The systems of corporate governance have failed due to certain reasons:

1. There has been weak enforcement of norms of corporate governance such as the companies Act.
2. Certain companies and their heads have undermined public trust. For example Kingfisher is considered as willful defaulter.
3. The independent directors in corporates have not been able to play their role. The crisis in Tata during removal of Cyrus Mistry showed that independent directors do not act independently.
4. Many companies to enhance their

profits engage in unethical marketing  
and advertising practices. For example  
the ~~consume~~ Unilever's plant in  
Kodaikanal caused mercury poisoning.  
Yet it did not take responsibility for  
it.

Thus corporate governance and  
corporate social responsibility should  
be enhanced. Some companies such  
as Tata Group, Wipro etc. carry  
people's trust due to their work  
ethics and inspiring leadership. For  
example Tata trust is supporting  
government's Swacha Bharat mission  
by ~~appoint~~ training and appointing  
youth in every district, as a part  
of its CSR activity.

Such examples should inspire  
other corporates towards ethical  
governance.



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

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

Globalisation increased exchange of goods, citizens, values across national borders. But it also created ethical dilemmas for civil servants:

1. Dilemma in awarding contracts to put organisations with increasing privatisation
2. Meeting goals of growth vs environment protection
3. Ditto Dilemma between promoting industrialisation and protecting tribal interest. For eg. conflict in Niamgiri Hills over Bauxite mining
4. Efficiency versus equality - For eg. greater use of technology leads to efficiency but creates problem of unemployment.

The approach of handling ethical issues is undergoing a change. Earlier ~~the~~ civil servants ~~had~~ <sup>followed</sup> had greater discretion and Government had monopoly over certain sectors. Now private sector and civil society are also assisting government in meeting citizen demands. For eg. the decision to include private sector in district hospitals.

In post globalisation, the governance is not only sphere of the government - it involves market, civil society and government.



6. Discuss the role and importance of independent directors for corporate governance. 10

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

• Under the companies Act of 2013, each company has to appoint 50% directors as independent directors. Such directors should not have pecuniary interest in the company.

Role of Independent directors have to ensure that company follows ethical governance practices. ~~Since~~ they hold the board accountable. They come from different walks of life. Thus they can assist the company through their expertise.

They do not face conflict of interest. Thus they can enhance transparency. ~~and~~ They have to report any unethical practices.

However recently when Cyrus Mistry was removed from Tata Group, the independence of independent directors came into question. These directors were not voting independently and followed the dictate of leadership.

Two Companies Act needs to be amended to ensure greater independence of independent directors. Their appointment and removal should be by special resolution. They should not be related to the directors of the company to avoid conflict of interest.



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

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

morality means ~~not~~ following the right conduct. For Kant there is no difference between morality and freedom.

Kant says that morality lies in following certain categorical imperatives. They are categorical because they have to be followed unconditionally, and not based on certain end. They are imperatives because they are duties. But in Kant's framework morality is choosing the right conduct while the actor has freedom to choose any action.

thus morality is not imposed by external sanction. If an individual chooses to be honest when he/she has the freedom to take bribe - that is morality according to Kant.

Kant's categorical imperatives also argue for principle of ends. Every individual should be treated as an end itself. This way we respect the freedom, dignity and autonomy of each individual. For example restricting abortion will not be ethical because then we are treating woman as means for reproduction and respecting her sexual/bodily autonomy.

Thus for Kant there is no conflict between morality and freedom.



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

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

Dalai Lama's quote emphasises on the importance of being kind.

As a child when we are not capable of taking care of ourselves, we are dependent on our parents. They treat us with kindness and warmth. Similarly an old man/woman who is not employed is dependent on the kindness of his or her children. However when we are young we usually become self-centred. At times young people treat their parents badly and are not empathetic to fellow human beings.

Dalai Lama is emphasising that in our ~~young~~ young age when we are capable - both physically and mentally it is our duty to be kind. We should help other human beings. ~~etc~~

It is very relevant for India  
• we see abandonment of ~~parent~~ <sup>parents</sup> by young people. They should realise the kindness that these parents showed towards them. They should fulfill their duties towards parents.

2. If we have higher kindness towards our fellow human beings, then we could assist government in addressing problems of poverty and hunger.

3. Kindness towards our neighbours would help address the problem of violence. The incidents such as lynching in Unna, Doder etc. reflect low levels of kindness among youth.

Thus Dalai Lama's teaching must be imbibed by all of us to promote love, kindness and peace.



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

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

(a) Identify the issues involved in this scenario.

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

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

20

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

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

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?

This incident reflects the issue of breaking of law by the people ~~in~~ holding power. Here the stakeholders are the reporter, members of ruling party, other reporters and society at large.

a) The issues involved in this scenario are:

1. The law has been broken - prohibition



- has been put in place in state and yet alcohol was served.
2. Misuse of power by power holders - since the people belong to ruling party they probably considered themselves to be above the law.
  3. Loss of journalism ethics - other reporters are ignoring this breach of law. Media has to act as the 4th pillar of democracy. But here the reporters are not being ethical.
  4. Conflict of Interest → whether journalists should join a party thrown by political party is a peripheral issue that should also be considered. In order to maintain journalism ethics, reporters should not take favours from the ruling party.
  5. Fear of repercussions - if I report the incident then there might be repercussions on my career because these are members of the ruling party. Here the reporter is only an interen and there is power asymmetry between him/her and those breaking the law.



- b) The duties of the reporter are following
1. He/she should not consume alcohol at the party because it is clearly against the law in the state.
  2. He/she should talk to the convener of the party and ask him/her as to why the law is being broken.
  3. As a journalist he/she should make note of the incident and ask the his/her boss to run the story in their newspaper.
  4. As a citizen he/she has duty to report the breach of the law to the police. He/she should inform the police and ask them to register an FIR.

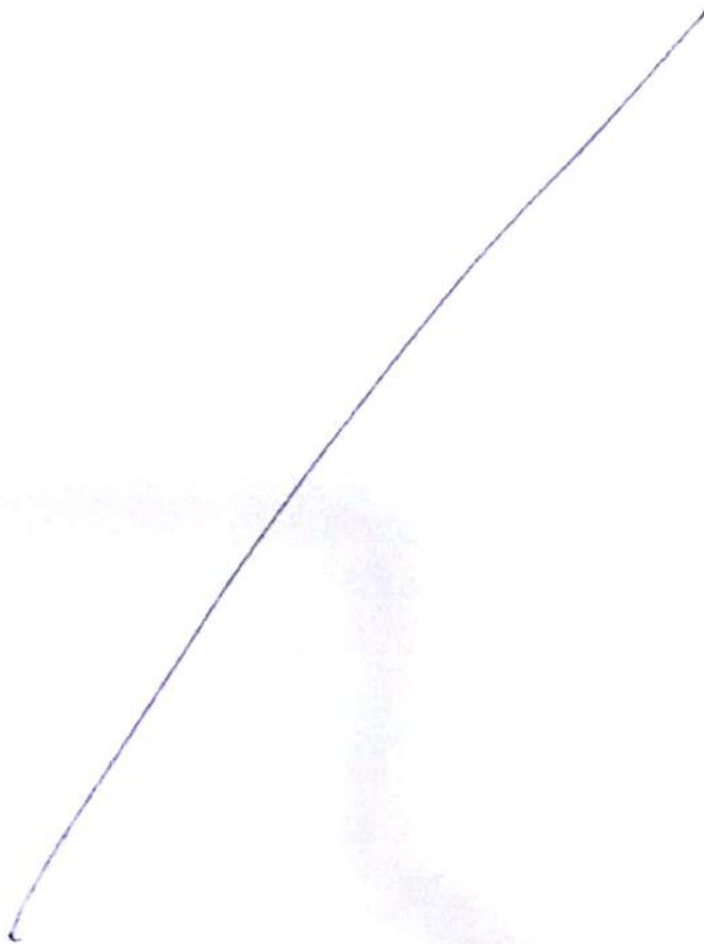
c) I would follow a sequential course of action:

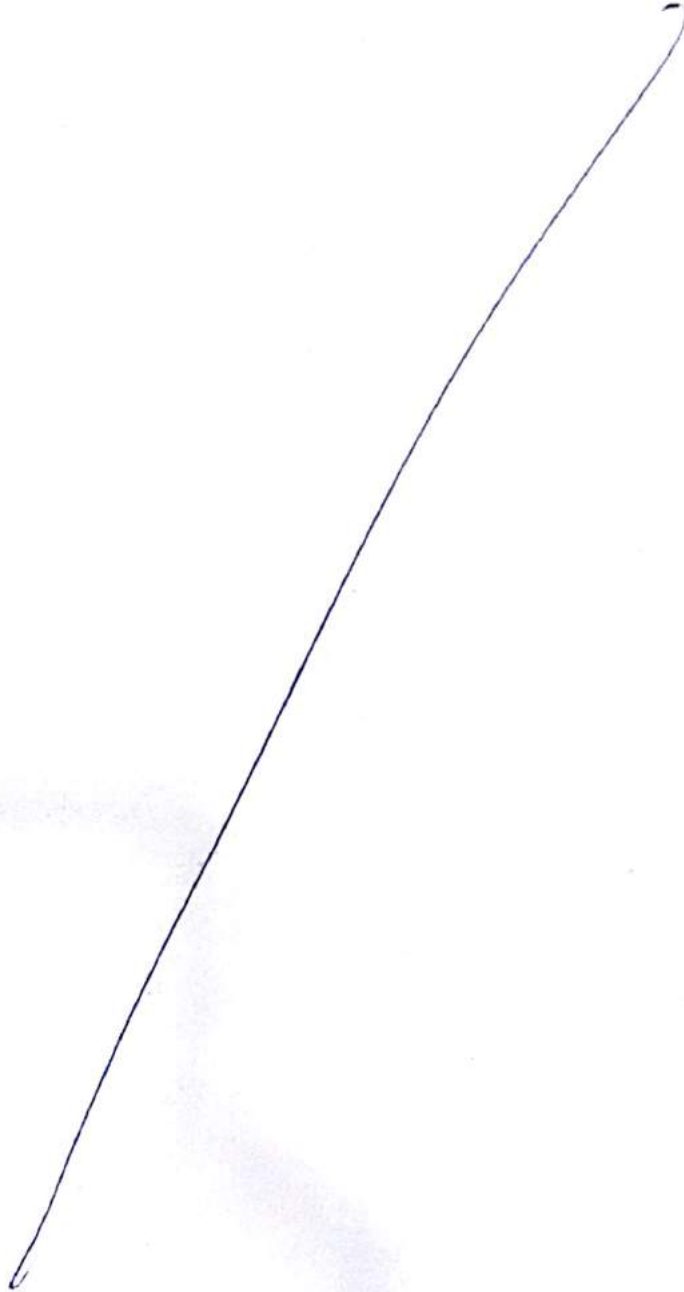
1. I would first talk to the person responsible for serving alcohol at the party. They could be given benefit of doubt. Probably they are not informed about the law. If they believe that they are above the law and do not listen to me, then it would reflect a clear breach of law.

2. I would ~~also~~ take photographs of the party to have evidential proof. Then I would escalate the matter to my boss at the newspaper/channel. This is necessary to take the seniors into confidence as that would ensure following professional ethics.
3. I would ask my seniors to publish the story in the paper and also to report the incident to the police. In case they do not support me then I would directly report it to the police along with photo evidence.

It is essential that the law-makers follow the laws of the land. By not acting and ignoring the incident we would set a wrong precedence. People holding power should not believe that they are above the law. Thus I would take sequential steps.









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

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

Also suggest other possible options.

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

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

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

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

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

The appointment process for any post should be transparent and ensure public trust. Here the SDM has important responsibility to choose candidate for post of Asua worker.

### a) Option 1: Ignoring the MLA

#### Merits

1. The SDM would be acting lawfully and not be bogged down by political pressure.
2. It will set the right precedence. The political class would know that SDM cannot be influenced.
3. It would just and fair for all candidates as the process will be transparent.

#### Demerits

1. It could be useful for professional prospects of the SDM if he/she ignore the MLA.
2. There is a fair ground to appoint the woman on compassionate grounds.

### b) Option 2: Speaking to superior and seeking guidance



MERITS

1. The SOM would receive suggestions and guidance to take action.
2. He/she could gain confidence of the senior. Thus senior would be kept in loop regarding the political pressure being put on SOM.

DEMERITS

1. If the SOM blindly follows the guidance of the senior, then that would amount to shirking of his/her responsibility.
2. He/she would become dependent on the senior for taking decisions.
3. If the senior asks him to listen to the MLA and appoint the woman, then that would go against SOM's conscience. It would create crisis of conscience.

c) Option 3: Appointing the lady as it is compassionate appointment

MERITS:

1. It would be just for the woman.
2. She is eligible in all aspects - so she should get the job.
3. It also reflects the duty of state.

towards the families of martyred soldiers.

Other possible options could be:

- d) Option 4: Appointing the most eligible candidate for the post and support the woman through other possible social schemes

### MERITS

1. The decision would be taken after evaluating ~~the~~ all the candidates. This would ensure transparency and justice in appointment.
2. SDM will not act under political pressure of the MLA but take decision based on the merit of the case.
3. The woman can be helped & through other schemes for family of martyred soldiers. For example the preference for appointing her in govt job is part of the rules.

### DEMERITS

#### 1. It will create political pressure

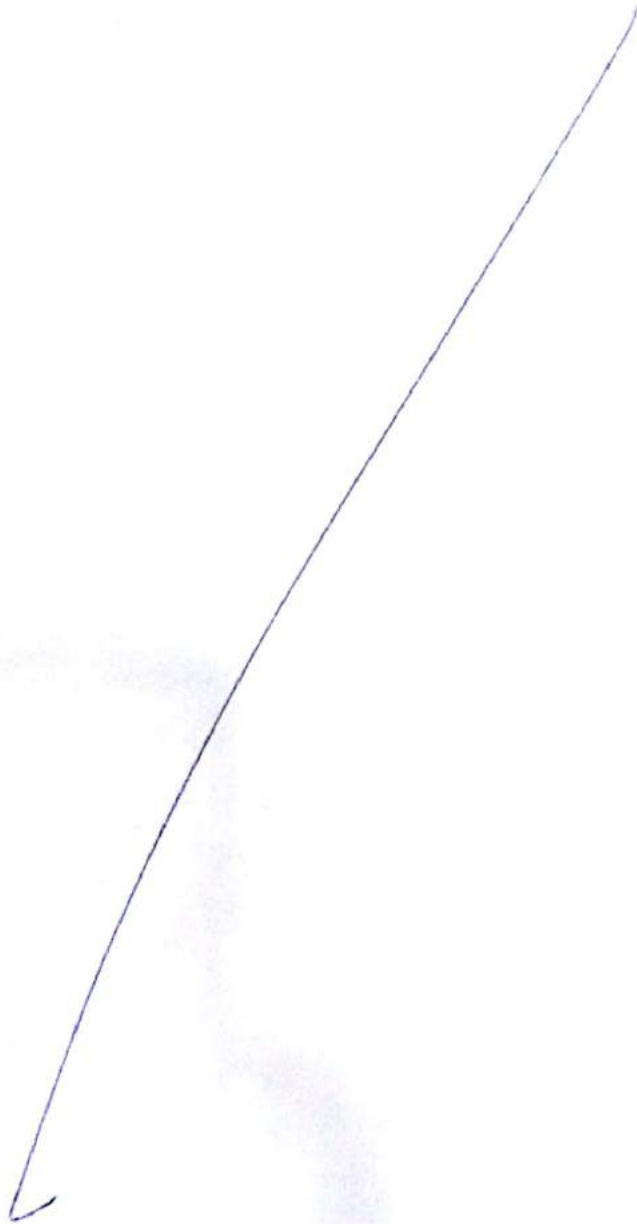


Evaluating all the options, the best course of action would be Option 4.

The appointment process should be free from political pressure to ~~ensure~~ set the right precedence. If after evaluating all the candidates, this woman is best suited, then she should be appointed. This will ensure the ethicality of means, along with our goals.

If some other candidate is appointed based on a completely fair process, then the SDM should explore other options to assist the woman. He/she could help her in getting the pension of her husband. She could be appointed for other job where reservation is there for family member of martyred soldiers.

Meanwhile superior should be kept in loop through open communication so that he/she is informed about political pressure and supports the SDM.





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

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

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

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

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

(a) आपकी तात्कालिक कार्यवाही क्या होगी?

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

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

The incident reflects an example of protest that hampers public life. This is common incidents such incidents are common in India. ~~and~~ ~~officer-in~~ Here the stakeholders are the protestors, officer-in-charge, political and district leadership, passengers and the citizens who are affected by harm to trade and commerce.

a) The immediate concern ~~shows~~ is maintenance of law and order and preventing the protest to become violent. The course of immediate action would be:

1. Asking for police deployment at the station - to be ready for a violent situation
2. Protecting public property from any possible damage due to protest
3. Providing support to haramed passengers - having query desks and providing them with amenities whose trains have been delayed.
4. Ensuring smooth running of trains on tracks which are not blocked by the protestors.
5. Liaisoning with the district and political leadership - in order to convince the protestors to leave the railway tracks.

b) Emotional Intelligence is the ability to understand one's own and other's emotions and using that in decision making. This



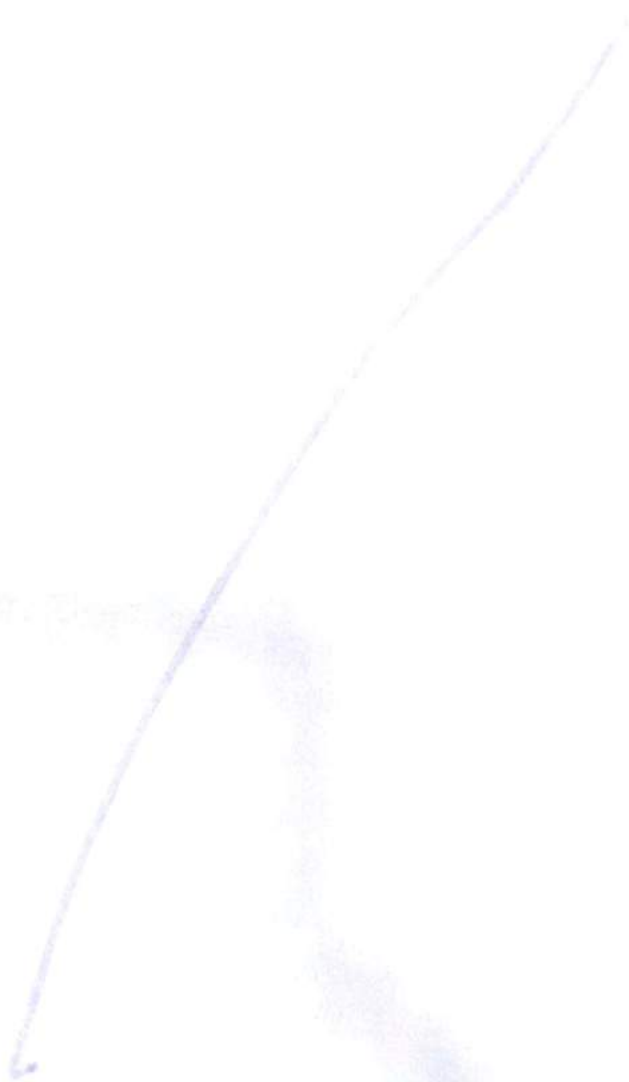
issue is a challenging issue involving  
→ large public interface. Emotional  
intelligence can be an important  
tool

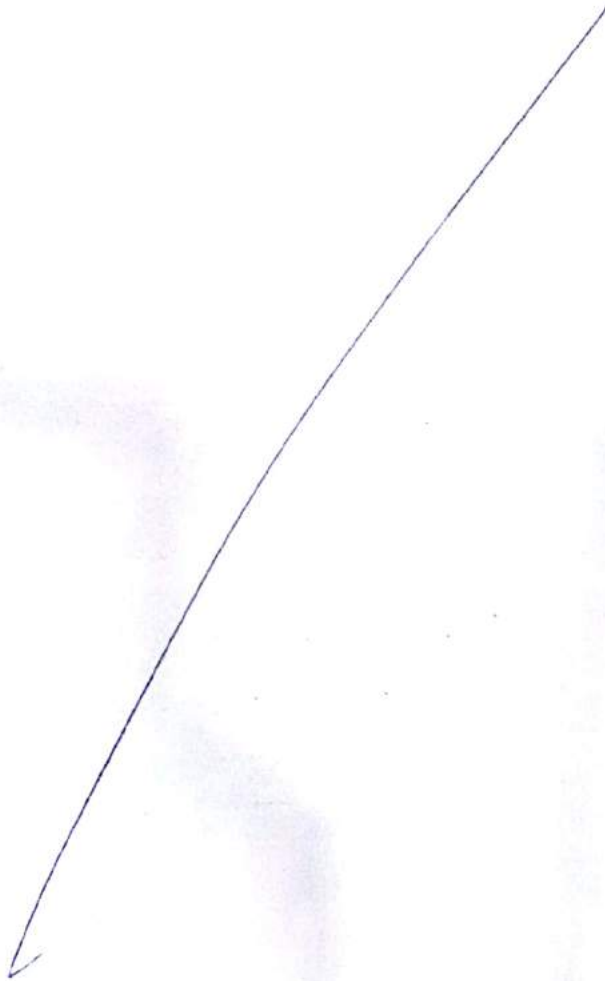
1. The officer-in-charge should be able to manage his/her emotions of fear, frustration and anger in such heated environment.
2. High EI will lead to better social awareness. He/she will have greater understanding about the frustration of passengers.
3. High EI among police force will prevent any violence.
4. EI will lead to better social skills - Thus officers will be able to communicate with the protestors better to convince them to leave the tracks.
5. Communication skills will also be crucial to prevent panic among the passengers.
6. The issue also demands strong leadership and quick decision making. A person with high EI will be a better leader.

- c) To prevent such incidents in future the following steps should be taken
1. The railway junction should be prepared before hand in cases of brewing protests - entry of people other than passengers should be blocked.
  2. The political and district leadership should develop better social skills and prevent such incidents from brewing
  3. Coordination between different wings of govt - sec 144 should be imposed before hand when such protests are brewing.

The citizens should also be educated to prevent protests that cause harm to other citizens. Gandhiji has taught us the tool of satyagraha which we have forgotten. This leads to violent protests









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

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

20

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

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

*possible*  
The incident reflects a case of corruption in international transaction.  
a) The office faces the following ethical dilemmas.

1. If the person does not offer bribe to the home country, then India could lose a critical contract. This is against strategic and economic interest of our country.
2. However, engaging in bribing would be illegal and unethical.
3. Bribing would also set a wrong image for India.

b) In International transactions, each country aims to achieve domestic interests. However ethical concerns still apply and those cannot be ignored.

1. International ethics themselves are important for achieving domestic interest. For example if oil blocks are allocated to an international player by getting bribes, then the local citizens will not be benefitted from it.
2. There are many emerging global issues that require cooperation at international levels. If each country acts in their



self interest, then global interests would suffer. For example the problem of global warming requires adherence to ethics of carbon justice. If countries such as USA follow domestic interest and refuse to curb their carbon emissions, then ~~the entire~~ all nations will be harmed.

However, we cannot be idealistic also in international arena and have to be pragmatically follow ethics.

c) In this particular situation ~~the~~ I would first inform and consult with the Indian ambassador and government regarding the prevalence of corruption in bidding. The political leaders could be asked to urge the country to postpone the bid. This will give us greater time to decide. The issue of corruption should be flagged at the highest levels.

MERITS

1. By consulting the Indian government, the issue can be handled diplomatically and through gradual escalation.
2. This way the ministry of external Affairs will be in the loop.
3. By pushing for postponing the auction we could get more time to weigh all the options and inform the leaders about prevailing bribing.
4. By not giving bribe we would set the right precedence. If India agreed to give bribe then it would set a wrong quid-pro-quo. The country might expect favours later in processes of bidding in India.
5. India's bid is better and cheaper than others. Thus by emphasising on transparent bidding we are sure to win.

Demerits

1. India might lose the project this way.



2. It might impact our relations with other countries which are engaging in bidding.

However, the demerits can be handled by strong diplomacy. Even if we lose this one bid, we would have won the larger principle and establish greater stature for India internationally. Thus this course of action should be adopted.





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

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

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

- (a) What are the options available to you?  
(b) Evaluate each of the options and state their merits and demerits.  
(c) What course of action would you take and why? 20

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

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

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

- (a) आपको कौन-से विकल्प उपलब्ध हैं?  
(b) प्रत्येक विकल्प का मूल्यांकन कीजिए और उसके गुणों और अवगुणों को बताइए।  
(c) आप कौन-सी कार्यवाही का अनुसरण करेंगे और क्यों?



The case presents the issue of freedom of speech and expression and commercial interest. Here the stakeholders are the CEO, the actors, large number of crew that worked on the movie, local political party and citizens.

- a) options available are
- i) Replace the actor and reshoot that portion of the film
  - ii) Render public apology and ask the local political party to not hinder the release of film
  - iii) Delay the release of film till environment improves
  - iv) To not back down and release the film in current format
  - v) ~~initiate dialogue on using artistic freedom should not be curbed~~

b) Option (i): Replacing the Actor

#### MERITS

1. It would calm down the public protest
2. The production company would be



- able to make profits
3. It is just and fair for other crew members who have worked hard - they should not be punished.

### DEMERITS

1. It has high financial costs to shoot those sections again
2. It is unjust towards the foreign actor who is not at fault here.
3. It will be against freedom of speech and expression.
4. By doing this we would be enhancing war mongering and reduce efforts towards peace.

### Option (ii): Public Apology

#### MERITS:

1. The local political party might not hinder the release
2. The financial benefit for crew and team
3. Just for the foreign actor - he will not be removed.

#### DEMERITS:

1. This would set wrong precedence and strengthen such parties - they

- will know that they can get their way through threats and violence.
2. Against freedom of speech and expression which are our fundamental rights.

Option (iii) : Delay release

MERITS:

1. It is practical thing to do - public favour is short lived.
2. It will be peaceful.

DEMERITS

1. The financial health of production company is weak - delay would make finances weaker.
2. One cannot be sure that the local political party would not raise this issue later.

Option (iv) : Not back down

MERITS:

1. It will set a right precedence - our freedoms of expression should not be threatened. If the CEO backs down then such bans would



continue. For example ban on the book Adivasi shall not dance.

2. It is ethically right thing - as the foreign actor should not be discriminated just because he belongs to a country with disturbed relations

3. Artistic engagements help in addressing conflict. War and violence cannot be a solution.  
For eg. Coke studio through their music bridge the hatred between India and Pakistan.

### DEMERITS

1. It will be financially unviable - the company will face losses
2. It could accelerate violence
3. The financial prospects of all court members, including the foreign actor will be suffer.

g) Considering all the options I would choose option (iii) and (iv). The movie released could be delayed for some time till the fervour dies down. In the meanwhile dialogue should be initiated on

the unjustness of the demands of the local political party. Since a part of the film fraternity is supporting us, their help should be taken to enhance dialogue on protecting artistic freedom and lessons of peace. This can lead to clear and ethical marketing of the movie. We can portray our decision of taking a foreign actor as the effort towards giving peace a chance.

Once after engaging with citizens, film fraternity and strengthening counter opinion in favour of the film, it should be released. This will meet both the needs - the financial profits for the company and cast and protecting artistic freedoms.



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

(a) State the ethical issues involved in the case.

(b) Does this form of transaction between two private parties constitute a conflict of interest? Justify.

(c) Evaluate the possible ways of awarding contracts in such a situation with their merits and demerits. Also state which method would be more suitable in each situation. 20

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

(a) इस मामले में समाहित नैतिक मुद्दों को स्पष्ट कीजिए।

(b) क्या दो निजी पक्षों के बीच इस प्रकार के लेन-देन में हितों का टकराव निहित होता है? अपने उत्तर का औचित्य सिद्ध कीजिए।

(c) ऐसी स्थिति में संविदा प्रदान करने के संभावित तरीकों उनके गुणों एवं अवगुणों के साथ मूल्यांकन कीजिए। साथ ही स्पष्ट कीजिए कि प्रत्येक स्थिति में कौन-सी पद्धति सर्वाधिक उपयुक्त होगी।



This is a case for corporate ethics and corporate governance.

a) The ethical issues involved here are:

1. Following the letter of law vs spirit of law - as no legal norm is being broken but not binding procedure says that bidding should take place.
2. Nepotism - the owner of company X is family member of the superior.
3. Conflict of interest and related party transaction is happening - ~~the owner of company X owns shares in out~~ superior holds shares in ~~company~~ company X.
4. Personal interest vs professional ethics - raising the issue goes against manager's interests because his superior commanded him to follow him.

b) This transaction involves conflict of interest at two levels.

1. The owner of firm X is nephew of the superior. This leads to conflict between values in personal



relations and values in public relations. He is choosing to give contract to his nephew without considering whether it is beneficial for the company or not.

~~1. Company X's owner holds shares~~  
2. Superior is also shareholder in the company X. Thus giving contract to company X benefits him personally.

c). The following ways are there:

1. Awarding contract to company X  
merits

1. It is advantageous for the superior
2. It is not illegal.
3. It will safeguard manager's post - to follow his superior.

Demerits

1. It is unethical
2. It involves conflict of interest

2. Holding a competitive Bidding

MERITS

1. It is transparent

2. All companies can participate at equal footing.

### Demerits

1. concerns regarding personal interest of manager - for not following superior's command.

Competitive bidding should be held. Also the superior should clarify his conflict of interest to the board. He/she should not influence the bidding process in any way.