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## GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	MRINAL KUMAR		
Medium Hindi/Eng.	ENGLISH	Registration Number	590148
Center	DRN	Date	10 Aug 2022

### 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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## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

## SECTION - A

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

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

Altruism is the value of kindness, humanity and a sense of meaningful service towards others. It is highly desired in ones having daily interface with public.

Altruism as a Core Value

- ① It is based upon welfare of others, selflessness.
- ② An un-altruistic person cannot win public trust and remains distant from public.
- ③ In public life, altruism generates compassion and empathy in us

④



- ① Developing a strength of character
- ② Believing in values of honesty, objectivity and integrity and building a good moral compass.
- ③ Being guided by sense of empathy
- ④ Staying grounded even when we attains high positions of power.
- measures to foster Altruism -

Gandhiji's ~~two~~ philosophy of Swarajya shows true meaning and how to become a truly Altruistic person.



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 कार्यो का औचित्य उनमें शामिल कुछ मानदंडों में निहित होते हैं। उदाहरणों के साथ चर्चा कीजिए।

According to deontological ethics  
approach of Immanuel Kant,  
actions are judged upon nature  
of means and not ends. It  
is the means that justify the ends.

During Non-Cooperation movement  
Gandhiji had to withdraw the  
movement as it became violent.  
Though movement could have  
brought some sense in British  
But violence was not acceptable  
means to Gandhi and ~~that~~  
certainly ~~was~~ victory through  
violence too was not acceptable.



Similarly a Chemical company manager who decides to shut down the operation even though the company was making huge profits ~~or~~ but was polluting & contaminating the soil causing harm to local communities.

Thus, as opposed to utilitarian approach, an action with good means must be taken to fulfil the values of righteousness.



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

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

Police institutions in India  
are most visible examples of  
governance in India — both good  
and not so good.

Ethical challenges by policing in India.

### ① Impartiality

→ In case any case involves  
any friends or family

### ② Corruption / Bribery

→ Collecting 'hafte' from small  
street vendors because their  
salaries are low.

### ③ Dedication to work

→ They are on duties for



15-16 hrs per day but do not  
get appropriate credit.

### Reasons behind corruption

- ① low motivation factor and  
dedication to service.
- ② They are very much underpaid  
according to their work.
- ③ sense of greed towards ~~to~~  
easy money
- ④ frequent conflict of interest  
in dealing with people.

The values of Nolan Committee  
are applicable on police and  
they must be sensitized about it

Also, Govt. should undertake  
policing reforms.



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 is the management and direction of company for maximum profitability and balancing interests of investors.

Ethical Governance is the practice of governance based upon universally accepted good practices that are non-adversarial in nature.

Ethical Governance must have a vision and certain ethical standards of service like welfare of people, environmental conservation, etc which overall contribute to good of society.  
Eg - 70% of TATA'S profits go



to Tata Trust which are  
put to society's benefit.

An ethical governance must also  
have a definite structure,  
a hierarchy of accountability,  
responsibility and answerability  
in order to effectively address  
ethical issue.

Thus there must be a  
balance between business and  
ethics for maximum benefit and  
good.



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।

The level of governance is reflected by the level of awareness and ethical standards a society has.

Since public servants hold lot of power, they bear responsibility of and accountability and a good set of moral and ethical values. However, citizens play a major role in following way →

- ① Citizens diligently following traffic rules and safety measures.
- ② Citizens not offering bribes to officials.
- ③ Holding the executive responsible by national criticism.



- ④ Providing constant feedback  
and cooperating with public  
servants.
- ⑤ Citizen having a spirit of  
tolerance and not creating  
unnecessary tensions.

A good ~~exa~~ example of  
ethical conduct by citizen was  
during pandemic where they  
assisted the Government by helping  
others find hospital bed &  
Oxygen cylinders.



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।

One issue of public administration that often causes inefficiency is tendency of poor cooperation.

Issues of working in silos

It has been seen that that different departments like health, education, Sanitation, transport, etc. have no overlap at all which leads to poor coherence and mismatch in policies.

- ① It helps create an inter-connected framework.
- ② The policy outcome is better.
- ③ The quality of service delivery improves.



## Ways to reduce silos structure

### ① E-Governance

→ Helps low cost coordination  
framework & infrastructure  
creation.

### ② Create separate cadre of Coordination officers.

### ③ Meetings with multiple departments together to discuss each other's issues.

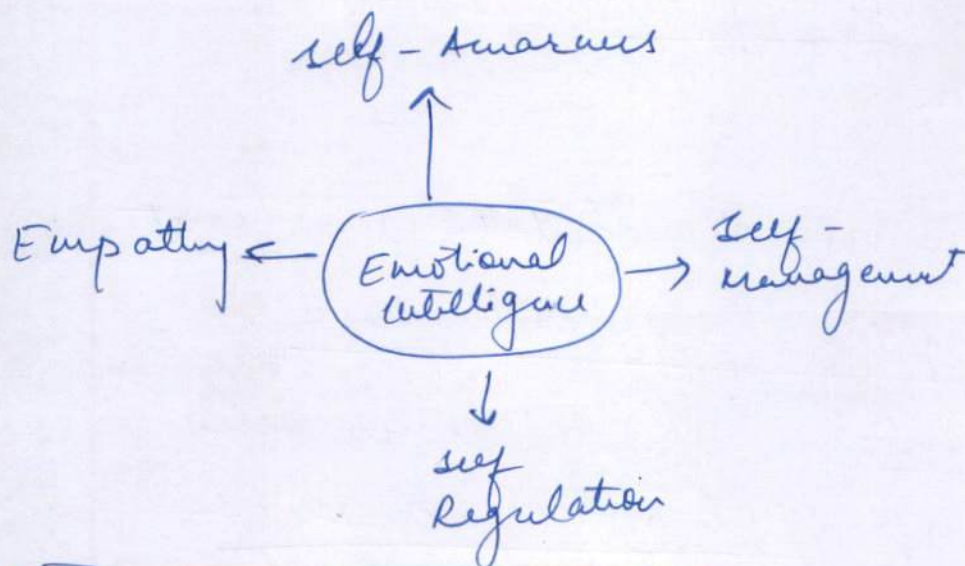
Hence to remove silo-structure  
we need tools of coordination  
to increase efficiency of governance.



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

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

Emotional Intelligence is the ability to understand and manage one's own and other's emotion directed towards a particular goal.



EI as essential Tool

Public Servants have to deal with people every day and understand - and their problems. They also have to coordinate with others to work for good of people. Hence,



it helps in connecting with people.

### His use of Emotional Intelligence

Public servants who identify vulnerable people and ~~to~~ ask for bribe by threatening them. They create fear by understanding other's mentality and corrupt corruption.

Thus Emotional Intelligence must be taught along with good ethical values and we must also develop a good moral compass to utilize benefits of EI.



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

(150 words) 10

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

Social influence refers to the our perception towards our thoughts under external influences of family, society, etc.

### Social Influence as Good

- ① A child who has a good and competitive peer group is motivated to perform better and being good marks.
- ② A good politician brings a sense of harmony in society and acts as a role model for rightness.

### Social Influence as Bad

- ① A child seeing examples of domestic violence at home



develops a social attitude of  
women being weaker sex.

② Social influence as evil

① A child growing up in slums  
may come in influence of criminals.  
He may not respect human  
life and commit crimes at  
young age.

Eg - Children committing heinous  
crimes.

Hence social influence is  
an ambivalent concept. Hence,  
it becomes our responsibility  
to ourself be a good social  
influence to others.



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।

The notions of public service has changed in past 75 years. Earlier it was top-down approach but today it is Bottom-up approach.

Ways of making public service people-centric

### ① E-Governance

→ <sup>Streamlines</sup> ~~streamlines~~ the interaction between public and Govt.  
Eg - My Gov App, e-Courts, Digilocker, e-Challan.

### ② Improving Transparency

→ The RTI Act, 2005 helps create more transparency and makes Governance Accountable.



- ③ Increasing coordination with people  
 → conducting frequent social  
Audits and public hearings.  
 → Involving people in formulation  
of Citizen Charter.

- ④ Enhancing people's participation  
 → Devolving more powers to  
st people & panchayats (local  
bodies under 73rd & 74th  
Amendment's 11th & 12th  
Schedule.

Thus there are many ways  
 to increase the effectiveness and  
 make Governance people-centric  
 with good quality of service  
 delivery.



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, also known as Vishnugupta, was the author of Chanakya Niti, a treatise on political conduct of a king.

### Teachings of Kautilya

① Accountability - A king must be guided by a sense of service towards his people and must be sensitive to their needs.

### ② Responsibility

→ Kautilya teaches that the king holds large amount of power hence his responsibility is also of that magnitude.

### ③ Honesty in service

→ Particularly relevant because of prevalence of corruption today.



④ Leadership

→ That a public servant today must be aware of his role as leader and the expectations of public from him.

⑤ Compassion & welfare

→ public servants can learn that they exist to serve people, help them to make their lives easier.

Thus, Kautilya's teachings hold very true in 21st century and the conduct of service rules can be said to have been very much inspired from them.



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 was a  
civil Rights & Human Rights Activist  
who helped in eradicating  
Apartheid in South Africa.

He means to say that  
our accomplishments in life are  
incomplete, are hollow, if they  
~~do~~ do not benefit the lives  
of others. For one who works  
for others live a life worth  
living.

According to Bhumi Vinayak  
- "Jiva Jivane Sava Shiva" -  
we must serve others as if



we are serving God because  
it is in service of others that  
we find our true purpose.

Otherwise, everyone has accomplish-  
ments but only few have  
meaningful accomplishments.

Thus Mahatma Gandhi's quoted-  
"Service becomes truly meaningful  
when it is for others".



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

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

Swami Vivekananda was India's spiritual leader and promoted the philosophy of rationalism, nationalism and spirituality.

According to him, the 'Spirit' refers to our voice of conscience, our inner moral compass and our subconscious mind.

We must work on building upon values that help us see the positivity, broaden our outlook and be less worried about the consequences.

We must keep an optimistic outlook and just be mindful



of our surroundings, then everything will fall into place by itself.

According to him, we must trust ourselves and be persistent on our goal, after we have acquired enough mental strength, things begin to happen in our favor.

We must have faith in ourselves and the fact that good will come by itself.



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

For some, peace means absence of war, tension and conflicts. It prevails when there is social-political-economic justice in society.

True justice and peace, as Gandhiji said are connected. His idea of land of peace - Ram Rajya was based upon concepts of justice through Sarvodaya, which is, in present context upliftment of society, where all citizen live in harmony living on their full potential.

India's Preamble also



promote idea of justice through  
the constitution promote political  
justice through Fundamental  
Rights, socio-economic justice  
through DPSPs.

Thus absence of tension being  
peace is a very narrow concept.  
When there is human development  
at full potential and cooperation  
among nation, then truly there  
can be peace.



## SECTION – B

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

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

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

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

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

आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त उपबंध कुछ परिस्थितियों में कानून का उल्लंघन करने वाले बच्चों (CCL) पर बयस्क 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 बयस्कों के रूप में दंडित करना नैतिक है?



a]. Children are at an immature stage of mental development. They imbibe the values from surrounding such as family, school, friends, etc. They are very receptive to what they are taught.

Factors for Children committing heinous crimes.

- ① Lack of parental love at early stage
- ② Victims of domestic violence and abuse at home.
- ③ Role of internet and social media  
→ Glorification of violent behavior and acceptable standard in society.



(4) Violent video games

→ It deeply settles the notion of violence in mind of children.

(5) Peer group

→ If the peer group contains elders that have a criminal mentality, it is likely children will follow them.

(6) Exposure to violent and explicit content through various forms.

Thus, children are like sponges that absorb what is around them and imitate them (elders) to grab attention and praise.

Eg - Children are teasing women,



b) There are arguments if it is  
ethical to punish children  
or not

### Arguments for punishing children

- ① There are laws that prescribe punishment for a crime, and do not put any age limit.
- ② A crime is a crime, since the damage has been done, the doer must be punished.
- ③ There is equality before the law.

### Arguments for Reformative Justice

- ① Children do not have a mature moral compass, they are guided by others.
- ② Children are still at a mouldable age, if they have been taught something wrong,



there exists a chance to correct  
it.

- ③ Children are unaware about the laws and do not have ability to analyze the outcome of crimes.
- ④ It is not children's fault that their surrounding is not conducive for development.

Thus, while still at young age, we must give chance to children. we are a mature society, hence, must not be guided by an idea of revenge. Though harsh penalty on adults is justified but there is no provision of society at large is at fault. However, the debate about what constitutes a 'child's age' is debateable.



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।

a) Ethical issues involved in  
case study are as follow.

① Financial viability v/s job security of employees.

I could either choose to improve financial position of company or retaining the employees.

② Hopes of future funding.  
given tough situation, the funding is very crucial.



③ Organisational integrity v/s reputation and output

→ If I lay off there may be disreputation of work culture but also, Impacting future prospects.

b). Merits & De-merits

1) Identifying key high performers.

<u>Merit</u>	<u>Demerit</u>
Recognition of the talent & importance to meritocracy	Discriminating the employees & not giving them chance to improve.

ii) Employees on part-time

<u>Merit.</u>	<u>Demerit</u>
① Ensure the financial security of employees & permanent employees.	① The finances would still be an issue. ② Discontent among employees.



### iii) Executing Lay-off

Merit

① Company's financial position improves in short run and further access to funding.

Demerit

② Long term harm to reputation and output. Reduction in morale of employees.

### iv) Improving the perception

Merit

① A sense of justice among employees and they may understand the necessity.

Demerit

① There is no guarantee of future outcome.

c]. In order to save the company's financial position and to safeguard everyone's interest, I do would do following -



- ① Start reduction of salary with myself, to set an example.
- ② Conduct a survey of extent of problem, cause of the problem and all possible solutions.
- ③ If I have to I ~~would~~ would retain the top performing employees.
- ④ The rest of employees, I would retain as part-time workers.
- ⑤ In short term, I will secure the funding and work on the core issue creating financial crisis.
- ⑥ Work towards building a harmonious work culture and secure my employees of their safety.



Thus, I would do this because  
I believe a good leader is one  
that thinks about his team before  
anyone else. Thus, I opt a  
middle path.



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।



a) Refugees are people that are displaced from other countries and found shelter/safety in another nation as they have nowhere else to go.

Moral issues of international refugees.

① Issue of persecution

→ Eg - Rohingya muslims persecuted because of ethnic difference which has no nationality.

② Responsibility of Refuge country

→ it is moral responsibility to take care of the victims of persecution as they are not refugees by choice.

③ Responsibility of global community

→ issue of country closing their borders

Eg - S. European not accepting African refugees.



→ Discrimination in refugee country  
and poor treatment.

(iv) There in times of increasing  
conflicts, refugee crisis is becoming  
serian. Eg - Ukrainian refugees to  
East European countries

Eg - Climate refugees that lose  
their home due to climate  
change.

Hence it is important that  
refugee issue is treated as a  
human Rights issue with global  
refugee policy concerns.

b) Given India's history of internal  
& external conflicts, there ~~are~~  
frequent refugee problems. Yet,  
India, does not have a  
refugee policy.



## Recommendation for Refugee in India

### ① Short Term

- welcome the refugees and provide them with basic needs of food, cloth, shelter.
- Create a separate area for their residence until the issue is resolved.
- Initiate the dialogue with the country and offer to assist in addressing the core issues.
- Follow international practice of handling refugees.

### ② Long Term

- Adopt a national policy for refugees with a SOP.



→ Conduct global confidence building measures for creating consensus on refugees.

→ For Indian refugees staying for more than 25 years, assimilate them into Indian nationality and make them citizen.

Instead of seeing refugees as an issue, they can be viewed as a valuable resource for National Development.



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, जहाँ 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, वहाँ 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 मांगें और इस संदर्भ में एक सार्वजनिक बयान जारी करें। 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।



a) The given case study present us with the issues of freedom of speech v/s sentiments of a community.

Moral issues involved

① ~~Understanding~~ understanding emotions of a community - Though it is right to express but being a dignitary and public speaker, it is essential to be sensitive to be other's sentiments.

② Freedom under law

→ Article 19 provides freedom of speech and expression which the speaker was exercising

③ Unnecessary creating hype - instead of opting for a



peaceful resolution or through authority of law, communities choose to create controversy

b) Keeping in mind Article 19, and the critical aspects of sexual minority, I would take following action.

① Look into the contents of speech and confirm the degree of offence created by it.

② I would discuss if the demands by community are legitimate or a public stunt.

③ If the demands are legitimate, I would personally persuade the parliament to offer an apology while explaining



him complexities of case.

- ↳ the hurt to public sentiment
- ↳ his public image would get hurt.
- ↳ his actions could bring disrepute to college.

④ I would then call the both  
the parties where they  
can put forward their  
issues and give opportunity  
to panellist to apologise.

⑤ In case the panellist does not  
owe an apology, I would  
uphold the his freedom to  
speech but will myself  
apologize to community for  
the hurt caused by university.



Thus I will make sure  
my actions are just without  
any bias and my decision is  
based upon merits of the  
case.



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?



a] The given case study is an example of means vs ends. While the end is victory, the means here is through performance enhancing drugs.

### Options Available

① Choose to take the Drugs

<u>merit</u>	<u>Demerit</u>
① I may win the <del>confeder</del> competition and bring victory to my country.	① I will choose to use wrong path. I'll cheat in a fair game. ② If I'm caught, I will bring national shame.

② Choose not to take Drugs

<u>merit</u>	<u>Demerit</u>
① I will follow my conscience and enter the competition.	① My other team members are still doing it.



with a good  
sportsman spirit

② There are chances  
I may lose the  
competition.

### My Course of Action

I believe in a fair and healthy  
competition. Not just my, but  
my country's reputation is on  
the line. I would do the  
following: -

① I will decline the offer to  
take drugs.

② I will request and persuade the  
coach to ask senior members  
to withdraw from competition  
explaining them about long  
term issues.

③  
↳ India can get banned from  
competition  
↳ The drug could have a  
severe side effect.



② In case persuasion fail, I would inform the Competition federation about the issue.

b) Reason for performance enhancing Drugs.

- ① Intense pressure to win.
- ② Cut-throat competition at international level.
- ③ Readily Availability of such drugs.
- ④ When sports personalities goes too far at national level.
- ⑤ Lack of good ethical values and attitude of cheating.
- ⑥ Poor values and lack of sportsmanship, belief in fair play and sanctity of the game is not respected.
- ⑦ Corruption at institutional level.



Thus in order to tackle such ~~problems~~ issues, Govt has strengthened the doping testing infrastructure in India to prevent such issues that being embarrassment to nation.



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

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

Answer the following with reference to this case:

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

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

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



a) The given case study has multiple ethical dimension.

① Illegal mining despite the rule of law.

② The idea of naming an innocent person as scapegoat and make him victim of corruption.

③ Crony Capitalism - The politician involved in the illegal mining. Political executives are betraying their democratic ~~wandate~~ mandate.

④ Impact on my career - as a DM and officer of law, a dilemma of job security v/s corruption.

Stakeholders

Interests

① Me, as a District Magistrate	→ Maintain law & order → To stop illegal mining → Safeguard my job → Not to come under political pressure
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- ② Illegal mining Racket
- To mine as much as possible
  - To escape the law.
- ③ mines & mineral minister
- Safeguard his minister ship & next poll victory
  - Continue the mining operation
  - Preserve his reputation
- ④ Junior Engineer
- His career is on the line
  - He can be convicted without being guilty.

5] The scenario presents with following options: —

① Name the Junior Engineer as Scapegoat

Merit

Demerit

① my job is secure

② I may win confidence of the

① The JE is accused even though he is innocent.



minister and  
gain favourable  
future postings

- (2) Continuation of  
Illegal mining and  
contamination of land
- (3) I will face serious  
cognitive dissonance

(2) Go ahead and conduct  
honest enquiry

Cost

Benefit

(1) The future action  
will be based  
upon facts not  
pressure

(2) The illegal  
mining can stop  
if the report  
confirms

(3) The IE does  
not become a  
scapegoat

(1) I may offend  
the minister

(2) Threaten my  
job security

(3) The party's  
election victory  
may not be  
sure.



## Course of Action

- ① As an officer who has sworn to protect the law, I will proceed with a strict enquiry without succumbing to the pressure.
- ② In case the reports are false about illegal mining, I will conduct a wackdown operation on miners and initiate legal action.
- ③ If there are other names, I will take legal actions against them too.

I joined ~~the~~ the service knowing the challenges I would face and this is one of them. I believe in courage, strength of character and will do what the law demands.