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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	H. S. Bhavana		
Medium Hindi/Eng.	ENGLISH	Registration Number	13508
Center	ONLINE	Date	20/8/22

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	<p>1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).</p> <p>उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।</p> <p>2. There are TWELVE questions printed in ENGLISH & HINDI</p> <p>इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।</p> <p>3. All questions are compulsory.</p> <p>सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it.</p> <p>प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.</p> <p>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।</p> <p>6. Word limit in questions, if specified, should be adhered to.</p> <p>प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.</p> <p>उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।</p>
1(a)	10		
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8	20		
9	20		
10	20		
11	20		
12	20		
Total Marks Obtained:			
Remarks:			
Signature of Examiner			

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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

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

1a)

Altruism is the act of being selflessly good and helping others when needed without any expectation in return.

Constitutes Core Value in Public Life.

1. Man by very nature is virtuous and altruistic - which makes him a social being.

2. Altruism helps him get satisfaction and contentment.

Eg Providing alms to needy beggar.

3. Altruistic actions would set an inspiration for others to follow

Eg Mother Theresa - Missionaries of Charity.

4. Altruistic behaviour will aid in building social networks and act as social capital

Eg Co-operatives and societies built on charitable basis.

5. Altruism is the basis of happiness in life - and guides one to put others before oneself.

Thus one can strive to be altruistic for his own good and good of society.

The measures to foster altruistic behaviour in public service are:-

1. Recognise and incentivise altruistic behaviour.

↳ Eg. CM's award, President's medal for outstanding services.

2. Follow inspirational role models.

↳ Mission Sulaimani, Comptroller Kozhikode - some of well accepted food distribution measures.

3. Rule based to Role Based public service - with discretion to take decisions.

4. Adoption of a Code of Moral Conduct which would form a basic framework.

5. Such measures inculcated during training.

Altruistic behaviour is the reason for fraternity and brotherhood in society.

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

1(b) Actions can be based on their outcomes - Maximum good for maximum persons, or on the means and method used to perform the action. - which is moral and matters more than the actual outcome itself.

Actions that are right - as rightness consists in representing such norms.

1) Calling off the Non Cooperation Movement at its peak due to Chauri - Chaura Violence.

⇒ It represents the adherence to the norm of Non Violence by Gandhiji.

2) The act of upbringing children - when parents are strict to teach them moral values

⇒ Scolding a child for stealing or telling a lie.

- 3) Perseverance and patience - when studying for an exam - irrespective of the result or outcome.
- 4) The art of supporting - elimination of all forms of terrorism - (in international Organizations) by India - represents our adherence to moral high values.
- 5) Following a fit and healthy routine - gives no good consequences in short term - but it represents norms of discipline and commitment

There are numerous such actions which are performed for the moral and ethical path that is followed as God Krishna says "karmanevadhikaraste maphaleshu kadachana". - follow the good path of Karma - the consequences/result would be achieved eventually.

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

2(a) Policing mainly concerns with maintaining of law and order in the Society. We have a Civilian police force in our Country. The have the basic duty of -

- 1) Protection
- 2) maintaining law and order.
- 3) Prevention of Crimes. and.
- 4) Criminal Investigation.

Ethical Challenges involved in Policing.

- 1) The police is also drawn from society - sometimes need to take action against them. - which is difficult.
Eg → Jat agitation - The police man who were jat joined the agitation instead of policing.
- 2) Need to maintain a separation of public and private life.
Eg → To arrest certain religious leaders - despite following their sect - Baba Ram Rahim.
- 3) Certain cases may involve sensitive issues - pertaining to domestic violence, prostitution etc - where personal ideals

and professional roles may conflict \Rightarrow
Need to take an objective decision.

- 4) The public perception towards police forces is not very good - due to which police have to work double hard to maintain public trust and credibility.

The police are often accused of bribery and corruption the reasons are:-

- 1) The close public interaction - makes it easy and feasible to accept bribes.
 \Rightarrow Traffic violations.
- 2) The petty crimes and violations are often settled on consensus based grounds - ground for bribery.
- 3) Issue of speed money - to "quicken up the process" \Rightarrow Passport Verification.
- 4) Perception of Police - that they are corrupt = makes it easy for public to offer bribes.

By following a strict NO BRIBE policy, incentivizing honest officers, digitizing the payment of challans and penalty one can reduce corruption to a large extent.

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

2(b) Ethical corporate governance involves building up the ethical and moral practices right from employees to top management - By following ethical decision making, ethical business norms consensus based decisions, involving all stake holders interests. In all this a right combination of spirit and structure is integral.

Right Spirit - in ethical Corporate Governance

1. The Organisation should be driven by ethical ideology and moral values.

Eg Tata Sons, Mahindra and Mahindra

2. Corporate social responsibility and altruistic charity should be promoted by CEOs and founders.

Eg Azim Premji donated 700cr ₹ to PM-CARES fund.

3. follow ~~in~~ an Anti Bribe or Anti Corruption stance - and reduce Corporate Corruption practices.

4. Involve in social and charitable activities. Also involve the employees and build a moral work culture.

Eg Infosys - family day programmes to have work - life balance.

Right Structure - In Ethical Corporate Governance.

1. Formulate a Conduct rules or guidelines - to guide and introduce employees to work culture.
2. Systemitized and Standard Operating procedures for contracts, projects.
3. Easy and approachable hierarchy. who can be contacted in any case of confusion.
4. Promote the routinization of charity. with a proper designated day/time of the year.

Ethical Corporate governance is essential to have a happy - PPP - profit - people - planet and get best outcomes in corporate sector.

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

3(a) The public servants and the common citizens - entire society. are responsible to institutionalize high standards of ethical conduct and governance.

→ public servants - ensure public service delivery - to the citizen consumer.

→ Citizen - is responsible to demand and inculcate - responsible, timely, accountable services from the public servant.

→ In short - both are complementary to each other.

Common Citizens role - Institutionalizing high standards of ethical conduct & governance.

1) Active Citizenry - By means of PIL.
• Eg Vishaka Guidelines - Against sexual harassment at workplace.

2) Use of RTI - To extract relevant information - and hold the government accountable.

Ex. VYPAM scam - exposed due to RTI.

3) Formulation of Citizen Charter - by Public servants - Rightful use of Citizen Charter - by common citizens.

4) Acts of altruism by the common citizens - good samaritans - has motivated the public servants to follow their examples.

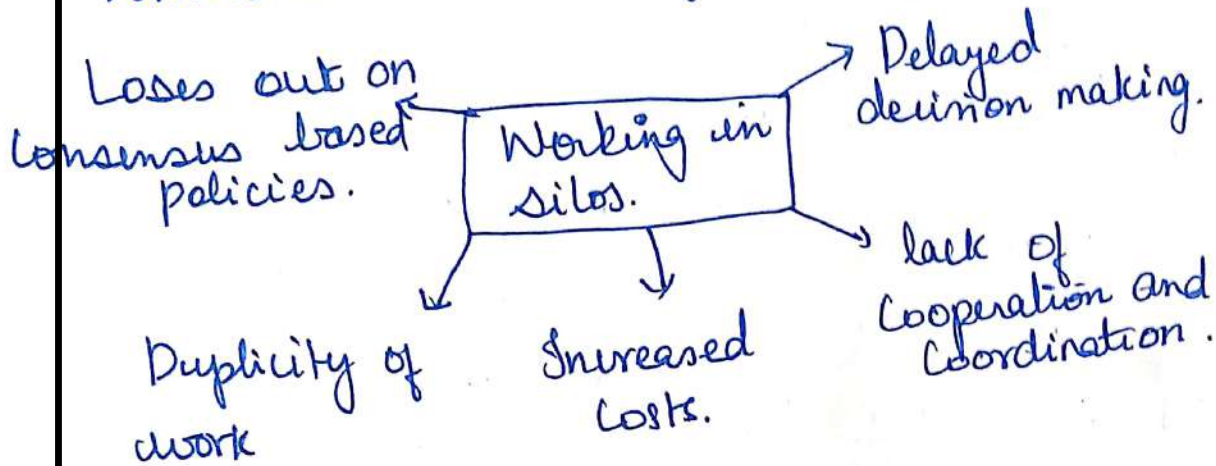
Ex. Benzwada Wilson - In eradication of manual scavenging → guides public servants in formulation of policies related.

5) Committees which have representation by both public servants and citizens.
→ help to follow a stakeholder based consensus oriented policies.

The active and aspirational, aware citizen of India often plays a key role in establishing high standards of ethical conduct and governance and guiding the public servants also.

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

3(b) Public administration has often been accused of "Working in silos" which causes a myriad of issues like.



Thus we understand that these drawbacks can be overcome by. →
cooperative, coordination & collaborative
Governance

Importance :-

1. Increases the social capital among the Government departments and employees.
2. Increases the efficiency, delays are reduced.

3. The related duplication of work leading to cost enhancement is reduced.
4. Expert opinion and consensus based policies with long term vision can be framed.
5. Exchange of information and awareness generation among other departments aid in synergy building.

▶ PM Gati Shakti Yojana - where the silos will be broken to frame a common projects, policies for logistics and transportation ⇒ Enables easy planning, EODB for Multimodal transportation
→ Single right of way - for Cable laying, sanitation works - reduces complexity of work.

Cooperation, Coordination and Collaboration is the need of the hour for Minimum Government and Maximum 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

4(a) Emotional intelligence is essential to perform the duties of public service. It EI helps to recognise one's own emotions, and the emotions of others thus guiding the actions, and decisions in the best possible manner.

However it can sometimes be misused to manipulate people.

1. Misuse of the public trust that people have in public servants.

~~Eg.~~ Innocent and unaware tribals can be manipulated by misquoting FRA provisions.

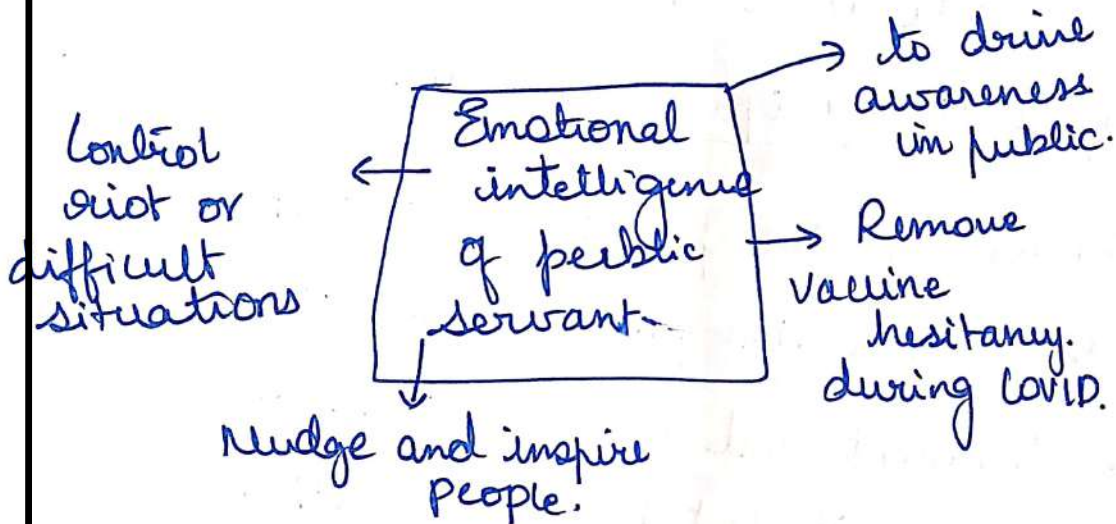
2. Cases of bribery and corruption - where the people are forced to pay.

3. Issues related to mining, development displacement - where the people are to migrate with promises which are often delayed and not got.

4. In cases related to sensitive issues

↳ e.g. Domestic Violence, rape - where counselling and consensus is made - and victim may be forced to stay back with Abusive partner.

However it has been more often used to manipulate people for their good.

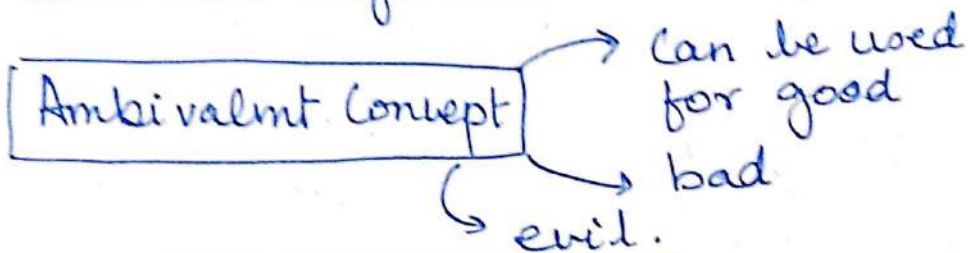


While emotional intelligence is vital, it should be seen that it is used for public good and to cement public faith in government institutions.

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

4(b) Social influence is the act of using ones social networks, image, position to influence the society. movie actors, political leaders, media influencers and public servants can also influence their followers.



Social influence for Good.

1. Use to generate awareness.

→ Amitab Bachan in folio advertisement

2. Used to eradicate vaccine hesitancy in COVID

→ Many actors, Political leaders - campaigned for Vaccination.

→ Our PM - himself took the Vaccine -

selfie with Vaccine - urged the people.

3. In education drives. → Vidya

Balan for BBBP.

4. Impact of Good movies - inspire the public

↳ Toilet ek prem katha, Padman, Rocketry, etc.

Social influence - for bad.

1) Numerous social media reels -

Tiktok - promote addiction

2) Obscene and gender crimes like stalking, objectification - when women are shown in poor light.

↳ Item songs - Chickni Chameli etc.

Social Influence - for evil.

1) Social media as a platform for - radicalization, and indoctrination

↳ ISIS - used facebook for recruitments

2) Hate speeches and effect of spread, effect of echo chamber - result in violence

↳ Murmu Sharma - and slogans like "sar Tan Se Juda"

3) Fake news and related propaganda.

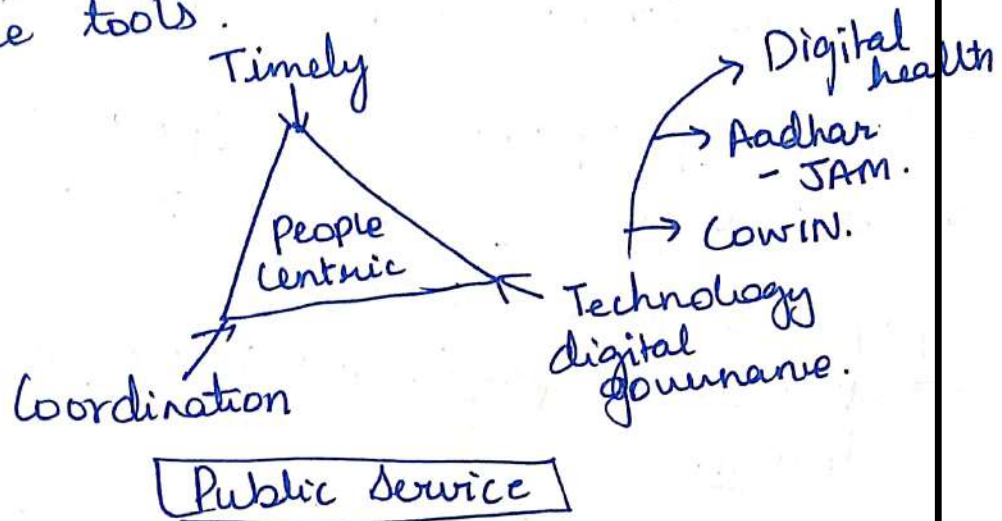
Social influence is a powerful tool and thus should be carefully used.

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

(150 words) 10

5(a) Public service delivery is one of the sine qua non functions of the government.

Executive mainly focuses on effective and efficient public service - leveraging all the tools.



People Centric Approach. - Built on Coordination and technology.

1) The role of executive is changing from regulator to facilitator - similarly citizen is now citizen consumer.

Eg Services like Birth Certificate, tax payment, registrations are demanded by citizen.

2) People are now more aspirational and have high expectations - technology can bridge the gap.

↳ Digital services - Digi locker, UMANG, CowIN app, Aarogya Setu, eVahan.

3) Peoples need and demand to be fulfilled to enhance - Ease of living.

↳ Mo Bus Service - in Odisha, Jan Doochana Portal of Rajasthan.

4) Bottom-Up - people centric approaches - generates a sense of ownership \Rightarrow more popular and used.
 \rightarrow It also helps in public friendly design.

↳ Mohalla Clinic - Delhi, Involve NGOs in policy formulation - Ravi Calling initiative - for Cleaning Rivers.

5) Coordination among people - executive and between ministries - reduces duplication of work, enhances outcomes and saves funds.

Thus a people centric, coordinated and technological service delivery is effective.

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

5(b) Kautilya who guided Chandragupta Maurya to overthrow the Nandas and establish an Empire over Magadha region in his Arthashastra - Treatise on State Craft - has given valuable advice for governance.

Teachings valid to Public Services.

- 1) Raja mandala theory. - where the Kingdom should consist of essential and diverse armed forces.
- 2) Matsya Nyay - where big fish eat small fish.
It is thus essential to safeguard minorities. else they would perish in competition.
- 3) King as paternalistic - The state now ~~seems~~ assumes a similar role of Parens Patriae

* The public servants to act in public good.

4) Enemy's Enemy is one's friend -

Especially in international relations where the interests keep changing. Sovereign National Interest is the only guide.

5) Never share the secrets or vulnerability with anyone

so that the weakness will not be exploited by enemies.

These teachings of Chanakya are relevant even today.

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

The above quote by Nelson Mandela - shows the significance of selfless service to humanity.

* Mere living the life would not count - as humans have the ability to think, and act.

* It is what difference that we have made to life of others:-

→ when humans can respond - and make a good change, inspire, empathise and love other fellow beings - then the true purpose of life is lived.

→ Nelson Mandela's own life was an example - Even with 28 years in prison - He forgave the British/white for atrocities and racism on them.

Similarly : The saying of ~~Swami~~
Swami Vivekananda - "We only live
when we live for others, others are
more dead than alive".

⇒ The Quote emphasises on
altruistic behaviour - Good
Samaritan acts - made without
expectations.

Mother Theresa, Gandhiji, Kailash
Satgarthi have all been serving
others - especially the needy and
down trodden - which shows the
difference they have made to
Others life.

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

6(b) The above quote by Swami Vivekananda emphasizes on the intent of action - "I care only for the spirit." - that the spirit in which the action is taken or duty performed should be good.

The spirit - can also be self conscience which acts as guide to most of our actions - which is right - would ultimately have the best outcomes - despite taking time.

The similar essence can be found in Deontological ethics where the focus was on means and not the end. Thus taking a morally right path would ensure that

the person is free from any guilt or has a clean conscience.

→ Calling of the Non Cooperation movement after Chauri - Chaura incident - Cause of adherence to Non Violence.

- Likewise Buddhism lays emphasis on middle path - right conduct, right intent etc → which gives right spirit.

→ Doing any public service with right intent - not knowing about the outcomes - any Government Policy or programme.

Thus the spirit should be guided by morally right values to have the ethical road.

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

6(c) True peace is when there is political, social, legal justice. As peace is not the mere absence of tension. Although war cannot be eliminated - Peace after war entails that true justice is done.

Although America got independence the unequal treatment meted out to Blacks and Women - never had been justified. True peace is when all the people live in harmony with one and other and realise their fullest potential with best opportunities. When justice is not done the - inequality - would cause conditions of hatred among the communities and lead to

a simmering cold tension- which can break out into a war.

The recent Sri Lankan Crisis shows how Corruption - caused a civil distress like conditions. Similarly earlier in Brazil, Tanzania there has been war due to lack of justice.

Thus True peace is not merely the absence of ~~fast~~ tension but presence of justice.

SECTION – B

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

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

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

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

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

आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप 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 वयस्क के रूप में मुकदमा चलाने के विकल्प का प्रावधान करता है। उस NGO की दलील है कि बच्चे अपराधों की गंभीरता को समझने में सक्षम नहीं होते हैं। NGO ने यह भी तर्क दिया है कि बच्चों द्वारा किए गए आपराधिक कृत्य अपने बच्चों की देखभाल करने में समाज की विफलता का प्रतिबिंब हैं। उपर्युक्त परिस्थिति के संदर्भ में तथा एक युवा अभ्यर्थी के रूप में निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

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

Case Studies

7. a) The increasing incidents of juveniles committing heinous crimes has been the premise of this case study. The said provision was included in Juvenile Justice Act (2015) - after the recommendation of Verma Committee (Nirbhaya Rape Case).

Possible factors that can drive a child towards committing heinous crimes :-

1. Social factors

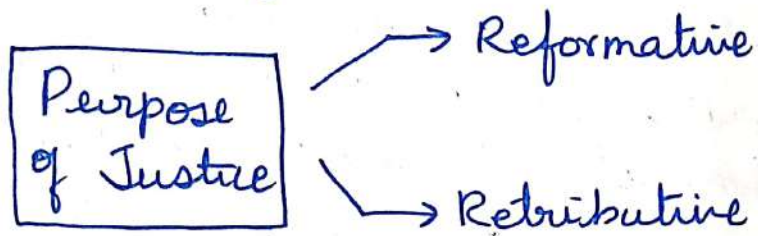
- Exposure to social media - need to seek attention, instant gratification, contact with radicalized elements → provoke children to commit heinous crimes.

- Increasing Complexities of world - early access to gadgets, media, television - information and immaturity - inability to distinguish between good and bad.
- Influence of peer group - to fit in by committing heinous crimes.
 [Eg] Drug smuggling.
- Role of movies - heroic actions, illegal actions glorified [Eg] Pushpa - Red Sander smuggling.
- Role of family and parents - Reducing time spent with children, broken families.
- Society - especially in slums - where there is a subculture of crime

2) Economic Reasons:-

- poverty, unemployment, lack of skills, aspirations to get rich overnight → drive children to commit such heinous crimes.

(b) The purpose of stringent punishment as mentioned in Juvenile Justice Act is to deter the commission of crime.



It is ethical to punish children as adults :-

- 1) Children of this generation mature faster - due to early exposure to society, media, technology → Well aware of outcomes of their actions.
- 2) 18 years as a fixed age of adulthood is questionable.
- 3) Serves to act as a deterrent and reduce the commission of crime.
- 4) A sense of complete justice to the victims family.

However considering the numerous situations the person was in and the gravity of crime it would be appreciated if given a chance for reformation.

Chance of Reformation should be given :-

- 1) The intent of crime is more crucial rather than the act of crime itself the child may not fully comprehend the impact of his actions - (adolescent rage, immaturity, lack of legal knowledge)
- 2) Justice should be reformatory - the reason of punishment should be to turn the person into a moral - good being of society.
- 3) Treating a child equivalent to adult - may make him a more notorious/hardened criminal - losing the chance of reformation.
- 4) The amendment should also weigh the impact it will have on the accused juvenile - harming more than needed for crime - arbitrary punishment.

Thus it is needed to weigh the intent of the crime, action, situation and only in rarest of rare cases - after medical scrutiny should a child be treated as an adult.

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.

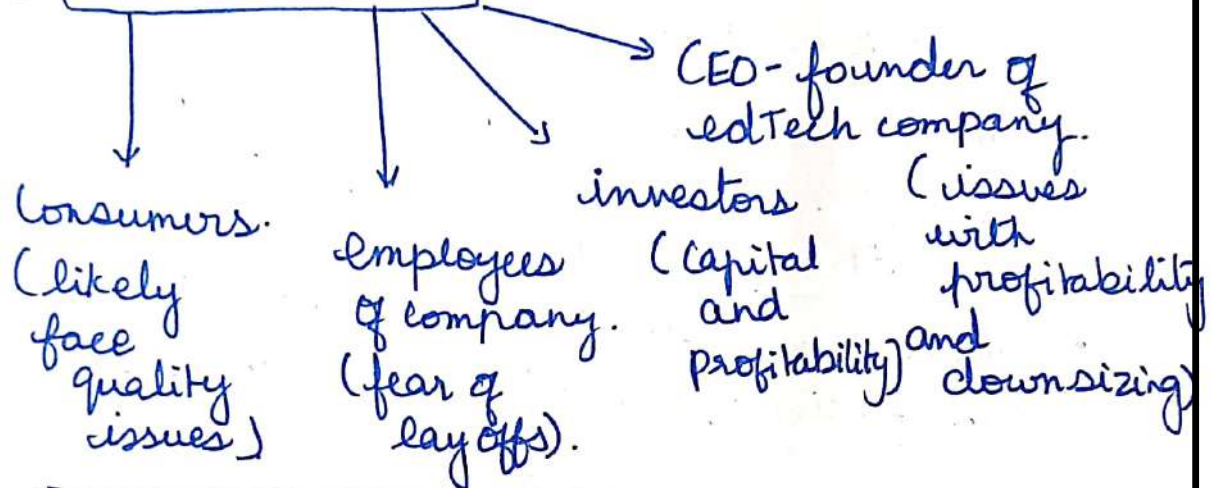
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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 दीर्घवधि में प्रतिष्ठा भी प्रभावित हो सकती है। हालांकि, वे इसी उपाय को अपनाने पर अड़े हुए हैं।

8) After the opening up of economy post Covid 19 pandemic, most ed. tech companies with only online presence have faced severe issues with profitability. The above case presents us such a phenomenon.

a) Stake holders involved are:-



Ethical issues involved in the case

- Need to balance the employee welfare interests with investors interests
- means to ensure profitability.
- maintain an ethical work culture avoid fear and rumour mongering
- Ensure the reputation and ethos of company is not harmed

b) i) Identifying key high performers and offering them suitable positions before implementing the lay off decision:-

Merits - Ensure the investors interests

- High performers are retained based on an objective criteria → quality ensured.
- It could motivate other employees to work hard - to retain their job.

Demerits - lead to a toxic work culture - unhealthy competition and stress on the employees.

- Short term solution - lead to work fatigue on high performers.

ii) putting the terminated employees on a retainer to work part time.

Merits - It would ensure profitability.

- Would not face staff crunch in short time - as employees would be on retainer.

Demerits - It would be unethical to lay off and put employees on retainer to extract their services.

- The employees would be devoid of social security benefits.
- The quality of work may suffer as employees may no longer be interested to put in best efforts - leading to loss of consumers and profit in long term.

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

Merits - Satisfies the investors - who can keep the funding going on.

- Ensures profits and a suitable cost cutting measure.

Demerits - Such knee jerk - reactionary measures would lead to a poor reputation of Company.

- bad and fearful work culture - No job security for employees.
- loss of talented and skillfull employees - quality of services would suffer.

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

Merits - Guilt free execution of layoffs.

- Employee satisfaction - as they are informed about the reasons for lay off.

De merits - A objective criteria for assessment of every employee - may some times lead to issues of nepotism, subjective basis.

(C) Action to be taken as CEO.

- Being the CEO my prime objective is to ensure sustainability of company with profit, good work culture, employee welfare.
- Cost cutting measures would be undertaken - stopping unnecessary meetings, travel expenses, rental expenses, lighting, facilities etc.
- Diversification of Business model - to get more profits.
- Request the investors to bear with difficult times - which are usual in any business.
- Go for lay off if absolutely necessary with proper time to the employee. Mean while using objective criteria, it may start at senior positions to save more money.

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।

Q9). The recent increase in civil war like conditions ~~Eg~~ Sri Lanka, Taliban rule in Afghanistan, Syrian crisis, Rohingya refugees from Myanmar has increased the migration of refugees across borders.

(a) Moral issues related to rights of international refugees.

i) Competition for resources - which rightfully belong to citizens and between minorities.

ii) Humanitarian angle - to aid the minority and issues of national security

iii) Temporary or permanent residency and accord of rights - whether equivalent to that of citizens or treated differently.

iv) Repatriation possibility after the situation eases.

v) Demographic changes, caste, communal, racial changes - may cause sectarian divides and domestic unrest

~~Eg~~ Bangladesh refugees in India - Assam.

vi) International relations - wherein protection to refugees may change world - relations

vii) Human rights violations, loss of life - if not given asylum
→ Humanitarian cause.

Refugees from conflict ridden states would have faced severe situations and accomodating such refugees is a basic humanitarian act - however it has the above ethical issues. Hence any such decision should be taken after equally weighing the pros and cons.

(b) Being a Senior official in Ministry of external affairs I would like to recommend :-

1) Suggestions to be considered for recipient country.

→ Adequate temporary rehabilitation measures.

→ Identity Verification - Issue of refugee cards - with information storage

→ Assimilate spread across the country - avoid concentration at one state.

→ ensure proper security measures.

→ Basic skill profiling - to provide employment if feasible.

→ Request for international help in funding.

2) Regional response -

As refugee migration would affect the countries in the region

→ convey a regional meeting to identify the causes of civil strife

→ provide assistance to the country in distress

→ enable rational division of migrants - to avoid burden on one country alone.

3) At the international level - draw the attention of UN type organizations to the issue.

↳ Ask for assistance and humanitarian aid.

4) formulate a standard refugee policy with proper framework and Standard Operating Procedures - to deal with such situations

India too has faced such migrations in past and is currently seeing huge influx from Sri Lanka - we have put the humanitarian need above parochial interests.

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

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

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

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

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

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

10) The case presents an issue where the panelist is insensitive towards the sexual minorities and hurts them by cautioning them 'against self identification'.

a) The various moral issues involved are:-

i) Lack of awareness about gender identity and sensitivity of sexual minorities.

ii) Further not apologizing - if the remark was ~~not~~ made unintentionally.

iii) ~~too~~ Such remarks goes against the constitutional freedom - of Art 19 Right to free expression of Gender.

iv) Speaker himself was a part of discussion on rights of sexual minorities - and goes against them - a case of fence eating the crop.

v) The need to have adequate knowledge about the subject before addressing it.

ii) fault on part of society at large - lack of awareness about needs, rights and sensitivities of sexual minorities. which was displayed by the speaker.

b) Being appointed as a Chairperson to head the committee to look into this matter. The steps I would take are:- Arguments in support

1. form an inclusive committee with adequate representation from sexual minorities - as the case involves their rights

2. Carefully take note of the exact happening - from more than one audience present during the debate.

3. Accord a hearing to the speaker - and his views and intention.

4. If the speaker did not intend to hurt the sexual minorities - then arrange for proper counselling sessions to sensitise the speaker.
5. Following which an apology - clarifying the situation and misreading of remarks can be demanded from the speaker - if he/she has been grossly hurtful to sentiments of minorities.
6. Arrange for sensitization debates and lectures - to generate awareness among the public at large - as this issue involves the rights and freedom of a vulnerable community.

Inclusive approach
recognizing the rights of every
individual is the need of the
hour.

- 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?

11) The above case resonates with the increasing cases of doping in international sports events.

a) In the above scenario the options available to me are:

i) Take up the issue of doping with the coach, and other senior officials present, restrain from indulging in such malpractices.

Merits :- It would ensure spirit of competition and fairplay.

ii) Avoid international shame and embarrassment if caught in doping test.

Demerits :- Personal cost of losing the game - as my performance would not be enhanced.

iii) ⚠ Warn the other players of serious repercussions such actions would have.

- take up the issue to the officials concerned - with proper evidence - which is available to me. to frame supportive arguments for my cause.
- Stand strong on avoiding such malpractices - as it reflects on ones character being a representative of our country - it brings a bad name.
- Doping may cause sanctions on other players and affect them psychologically also.
- ⇒ This would be the course of action that I would choose.

Merits - Prevent unscrupulous practices.

- * Ensure other players avoid doping.
- The coach may also be reprimanded by higher officials for his immoral actions
- Saves prestige of country and spirit of sportsmanship.

Demerits - I may be singled out for taking an opposite stance

- Difficulty in garnering evidence, takes time.

However, being a sports person, it is my moral duty to uphold fair practices also representing my country - to see that the image of my country is intact and not tarnished on international arena.

(b) Reasons behind use of performance enhancing drugs in competitive sports:-

- i) Competitive sports - becoming an individual affair - where winning/losing is seen as a personal achievement.
- ii) Aim to enhance one's stature by using even immoral means.
The end's matter - but not the means.
- iii) Difficulty in testing and proving the use of drugs.
- iv) Easy availability of such drugs.
- v) lax punishment and regulations on part of olympics committee.
- vi) Aspect of shame or embarrassment once caught - is absent.

vii) Disregard for sportsmanship and lack of competitive spirit, fear of failure → makes one adopt such illegal and unethical means.

How Can the practice be minimized?

- By increasing testing
- stringent legal provisions
- quick redressal of cases
- increased vigilance.
- debarring from further sports events
- scrutiny of involvement of other agents - coaches, betting lobby etc.
- improving the moral character
- focus on the spirit of sport rather than win/loss.
- strong patriotic and feeling of being country's representative
- Culture of morality - peer pressure and hudge - where no one adopts unfair means
- respect the fair game.

Sports is a test of human endurance, character and sustenance, fair play enhances the competition and brings out the best in sportsman.

- 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:

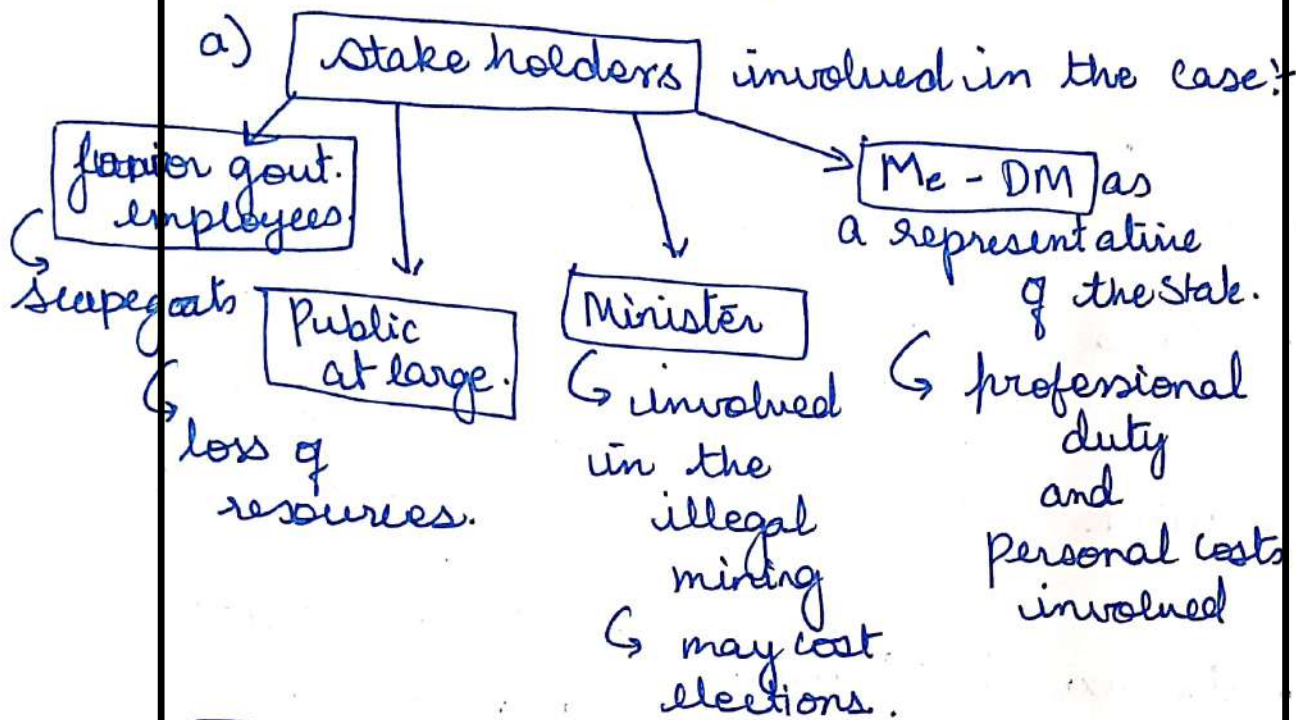
- (a) Identify the stakeholders and the ethical issues in the given case.
- (b) Critically evaluate the options in the given scenario and state your course of action, giving reasons. **(20)**

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।

- 12) The above case presents a scenario of illegal mining, where the concerned minister is involved in the illegal mining operations



Ethical issues

- i) Performing and upholding duty and trust of the public v/s obeying orders from senior minister
- ii) Personal cost involved in fulfilling responsibility

- iii) Loss of rightful resources of state and tax payers money.
- iv) Protecting public interest
- v) Treating the junior employees as scapegoats - irrespective of their involvement in illegal mining. or not.

(b) The options available in given scenario.

- i) Continue with the enquiry on fair grounds, with proper evidences to support my case. Be a whistle blower. and take up the matter to senior minister

Merit - Ensure illegal mining is stopped and the resources are protected.

- The honest employees are saved and dishonest are punished. Justice is done.

Demerits - It may not be the first choice - before taking up internal resolution

- It may lead to covering up the case and jeopardise the real intent.

ii) Conduct a fair enquiry - name the other officials involved, albeit the minister

Merits - following the minister's words may save my career.

- It may ensure illegal mining is reduced.

Demerits - Goes against public duty and trust

- guilt of having derelicted from duty
- the Minister who is involved in illegal mining goes scott free.

Best course of action:

1. To conduct a free and fair enquiry gather all the required evidences and present a strong case.
2. Name the people involved without any fear or favour. As there is collected evidence.
3. Halt the mining operations - to avoid further loss of resources - if required to protect evidence from being fugged.

4. Conduct the enquiry and the findings irrespective of any elections or other callurements.

→ Reasons

1. Being a public servant - my duty lies towards the state and its people. to protest the loss of resources owned by state.
2. Facing hardships during my career is a part and parcel of it - thus outcome of elections and its personal cost will not deter my performance of duty.
3. Being a Civil servant - I would uphold public interest over personal cost and probity, integrity and neutrality without any political leanings.

In the above scenario I would perform my duty according to legal rules and bravely face the outcomes.