



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 1837)

|                   |              |                     |            |
|-------------------|--------------|---------------------|------------|
| Name of Candidate | POURUSH SOOD | Registration Number | 1175138    |
| Medium Hindi/Eng. | ENGLISH      | Date                | 25.08.2022 |
| Center            | ONLINE       |                     |            |

### INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

### INSTRUCTIONS

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

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Delhi- 110009

# EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

## SECTION - A

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

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

Altruism is a branch of consequential ethics that focuses on actions that promote the good of others, and not just the agent (unlike egoistical consequentialism).

Why altruism is a core value in public life

- Promotes citizen centric governance
  - Administration becomes aware of the issues faced by common people
  - Goal becomes to alleviate their issues (altruistic governance)
- Promotes inclusive growth and does not leave the marginalized behind
  - since altruism deals with good for all, and not

just a few persons.

### Fostering altruistic behaviour in public services

- ① Incorporating a comprehensive Code of Ethics, encouraging altruistic behaviour (by reviving the Public Service Bill 2007)
- ② Training the public servants in Public Relations, to be able to empathise and understand problems of common people better.
- ③ Encouraging citizen-centric initiatives like 'Walk with Commissioner Programme' (IAS Tukaram Mundhe), and social audits.
- ④ Encouraging presence of public servants in Gram Sabhas, Public hearings, etc.

Mahatma Gandhi's principle, "Locate yourself in the service of others" must be emulated by public servants.

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

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

When the means are good, the ends may still backfire, but the loss is minimized.

→ The deontological theory of ethics emphasizes on the means rather than the ends.

→ While the actions may not result in good consequences for all (Utilitarian ~~consequence~~ consequentialism), they may still be 'right'.

→ For example, consider the act of not implementing the Uniform Civil Code.

→ Not having a UCC would not maximize good, since the rights of many women will continue to suffer.

→ However, not having a UCC would  
continue to uphold the Indian norms  
of positive secularism.

Similar is the debate on entry of women  
in Sabarimala temple, where the debate  
is between gender equality (good  
consequences) and preserving norms  
(cultural practices).

The utilitarian vs ~~core~~ deontological  
debate continues to this day, and hence  
must be handled on a case to case  
basis.

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।

While the police force is the bedrock of justice delivery in India, it is plagued with several ethical challenges.

### Ethical Challenges in Policing

- Politicization: Interference of state machinery in the police. Eg. Police cases being filed against Muhammad Zubair (Aft News) in many different states.
- Erosion of Rule of law: "Show me the person, then I will tell you the law" is coming true in many places. Eg. selective targeting of marginalized for property demolitions in Delhi, state police turning blind eye to post-poll violence in Bengal.

- Deep rooted corruption: Bribery becoming commonplace in traffic policing, license raj, etc. eg. the 'cut money' issue in Mumbai and West Bengal.
- Human Rights Issues: Eg - custodial deaths in Tamil Nadu, vigilante justice in the Hyderabad Rape case, mishandling of Halkias Rape case.

### Reasons for corruption in Police Force

- ① Colonial legacy: similar institutions emulated, corruption was deep rooted in British India's police force.
- ② Politician-Police nexus: State interference causing corruption due to money and might
- ③ Lack of transparency in Police Force: Absence of CCTVs, body cam, etc.

An honest police force, free from external interference is sine qua non to social, economic and political justice in the country.

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।

Just like Government (structure) and Governance (spirit) is essential for the development of a nation, spirit and structure also form the backbone of ethical corporate governance.

Corporate Governance: Deals with the machinery and processes that corporations have in place to uphold and promote the values and interests of its stakeholders.

The Spirit of Corporate Governance

- ① Having the will to promote a free and fair, egalitarian workspace.
- ② The stakeholders must have the courage to punish the wrongdoings,

even if it causes financial harm to the company (eg. sexual harassment by senior employees)

- ③ Environment free from nepotism and impartiality.

### The structure of corporate Governance

- ① Transparent reward and punishment structures: Promotion, layoff policy, etc.
- ② Whistleblower Protection
- ③ Preventive vigilance: Use of CCTVs, etc.

Good corporate Governance ultimately leads to the betterment of an organisation, and

should not be sidelined for short-sighted goals.

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

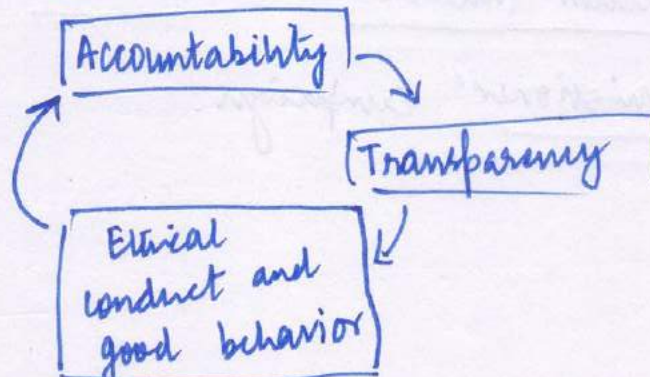
न केवल लोक सेवक, बल्कि आम नागरिक भी नैतिक आचरण और सुशासन के उच्च मानकों को संस्थागत बनाने में महत्वपूर्ण भूमिका निभाते हैं। सविस्तार वर्णन कीजिए।

In a democracy, or otherwise, the citizens play a major role in maintaining the ruling dispensation follow the highest standards of ethical governance.

### Role of common citizens

#### ↳ Enforcing Accountability :

- Through elections, reward good behaviours
- Effective use of RTI
- Voting over substance rather than sentiment
- Social audits (eg. MNREGA audits)



- Active Participation
  - Through participation in public hearings
  - Social audits
  - Use of apps like 'Swachhata' (for filing complaints about urban amenities)
- Improving Governance together
  - Role of civil society like NGOs for last mile public service delivery
  - eg. Disaster management: volunteers  
eg. Aapda Mitras

The administration must create avenues to improve citizen's participation, like IAS Tukaram Mundhe's 'Walk with Commissioner' campaign.

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।

The 'working in silos' culture of public administration in India relates to the opaque, ill-coordinated and uncooperative nature of bureaucracy.

Reasons for such culture

- ① lack of information exchange
- ② lack of transparency
- ③ Risk averse, rule based bureaucracy

Importance of cooperation, coordination and collaboration

- ① Allows a multi-dimensional, multi-faceted perspective ~~from~~.

↳ Results in better evaluation of policy gaps.

## ② Improves checks and balances

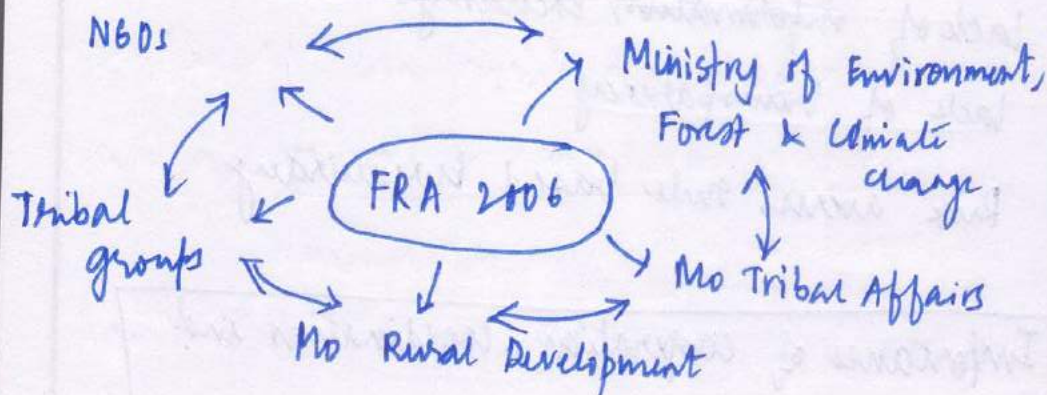
↳ Feedback adopted in policy  
from multiple sources

## ③ Allows better reach to citizens

↳ Improves last mile delivery through  
coordination with NGOs, etc.

## ④ Allows affirmative action for marginalized.

Example: Forest Right Act 2006



Coordination, collaboration and cooperation  
improves checks and balances and public  
service delivery.

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

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

Emotional intelligence refers to the capacity of an individual to control and regulate one's emotions, and those of others, to manage social and individual situations efficiently.

Facing ethical dilemmas effectively.

Enables presence and stress handling

Essentiality of EI → Depersonalisation of anger

Learning from setbacks

Understanding body-language

How EI can be misused

- ① Manipulation: An emotionally intelligent person can easily manipulate others.  
Eg. manipulating a senior officer in

consideration for promotions .

- ② Taking advantage of vulnerabilities : EI enables one to gauge others' weaknesses and vulnerabilities .

Eg. Asking ~~for~~ for benefits/bribe from people who are vulnerable or have ~~that~~ no other option .

- ③ Willful ignorance of body language : For example EI can enable one to understand when a woman is feeling uncomfortable due to their actions, yet may choose to 'ignore' it .

Emotional Intelligence is ambivalent ; it can be misused if the possessor is unethical .

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 weightage that one opinion has on the framing of opinions by the rest of the society. Politicians, for example, have a high social influence.

### Social Influence for Good

- Encouraging social reform
  - Eg. Voice against sati (Raja Ramohan Roy)
  - Eg. Against untouchability (Mahatma Gandhi)
- Mobilizations for good
  - Eg. India Against Corruption Movement (Anna Hazare had great social influence)

Social Influence for Bad

- Encouraging status quo in regressive issues
  - ↳ Eg. caste politics in Bihar
- Misrepresentation of facts by person who has high social influence
  - ↳ Eg. Fake news, Paid Media

Social Influence for Evil

- Spreading communalism (eg. hate speeches leading to communal riots)
- spreading misinformation to foster enmity between groups (eg.
- ↳ aggravating caste consciousness

Thus, the ambivalence of social influence lies in the character of who weilds it.

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

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

Effective Public Service delivery is an unalienable part of good governance. It requires a people centric approach.

People centric approach: A must for Public Service Delivery

- Makes one abreast with on ground problems and implementation issues.
- Ensures last mile delivery
- Results in maintaining accountability, transparency and objectivity since public servants become answerable to citizens.

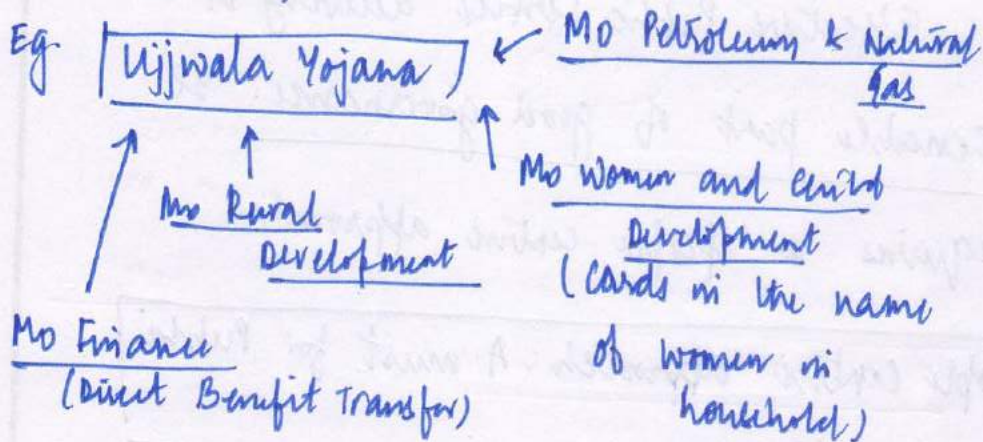
People Centric Approach : Built on 2 Pillars

↳ Pillar 1: Coordination

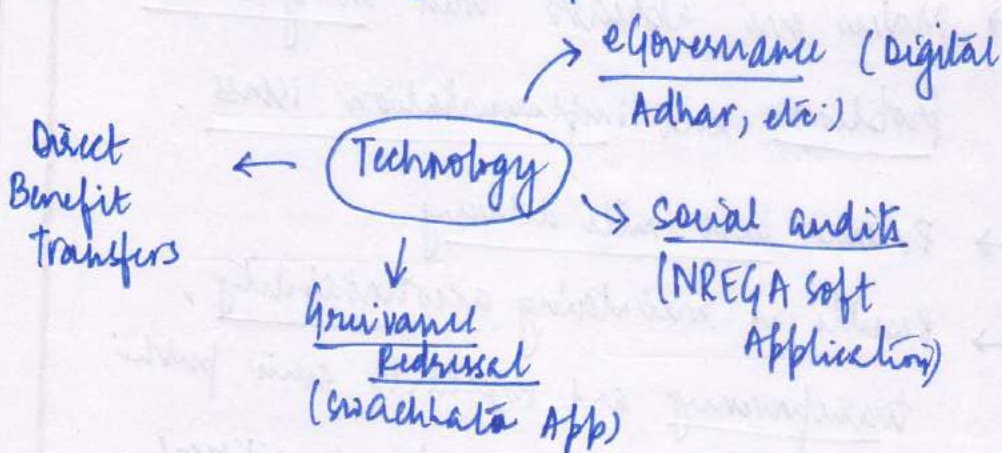
① Public Relations and Coordination

become necessary.

- ⑥ Discourages 'siloed' approach : Encourages interdepartmental coordination



## Pillar 2 Technology (People Centric)



Thus, technology and coordination lay the foundation of people centric governance.

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।

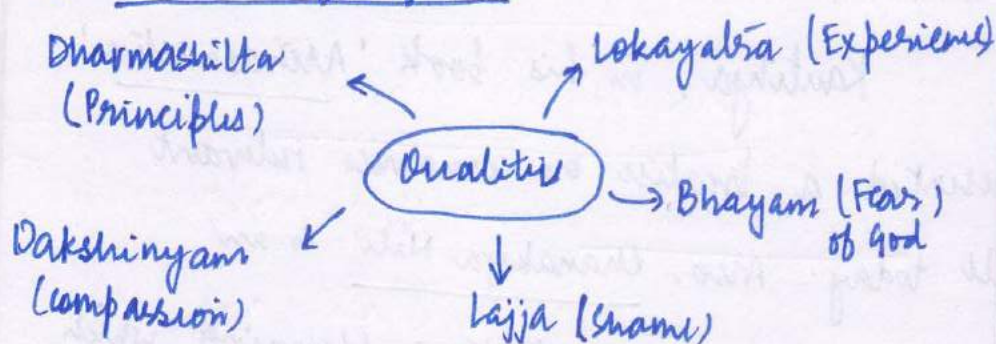
Kautilya, in his book 'Arthashastra' presented a treatise on economics relevant till today. Also, Chanakya Niti is an important book on strategic planning which can guide individuals even today.

### ① Arthashastra: Good economics

- Taxation: (a) Calls for increasing the tax bracket. Relevance: Only ~5% of Indians pay income tax. It needs to be improved.
- (b) lists various ~~tax~~ offices for improved governance: Relevance: Only GST is plagued with tax evasion and increased tax compliance is a must in India.
- (c) The role of market forces in development.

## ② Ethics and Values : Chanakya Niti

### ① Qualities of a friend



Relevance: tells us that we should choose our friends wisely. In international relations too, India must choose its allies through sound principles.

### ② Strategic Planning

Kautilya underscores that Planned work never goes in vain, and greatly eases up on the rest of the task. Relevance: India must continue its legacy of Planned development with short, medium and long term goals in place.

Kautilya's teachings hence share relevance today in various fields like economics, politics and international relations.

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

In this quote, Nelson Mandela, the most formidable enemy of the Apartheid underscores that only a life that is built on service and help of others, is worth living.

[Context] Nelson Mandela fought against the discrimination and inequality between the whites and blacks in South Africa. He uplifted and helped countless black citizens.

[Qualities outlined]

① Selflessness: to work for others

② Altruism (altruistic philosophy) :

To consider common good rather than  
seek personal aggrandisement.

③ To follow path of truth and service  
rather than material gain.

Emulated by leaders like Mahatma Gandhi  
who ~~for~~ called for making a difference  
in Harijans' plight. Also Mother Teresa,  
who dedicated her life for the service  
of the poor.

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

In this quote, Swami Vivekananda highlights the importance of good conscience, ethics <sup>and</sup> values, manifested as the spirit.

Why the right spirit results in everything right

Right spirit

- Honesty: "Truth always prevails".
- Good conscience: Anything done out of good conscience either results in the good, or minimizes the impact if it is an honest mistake.
- Altruistic spirit: Results in maximizing the good.
- Right spirit is utilitarian

↳ With right spirit, you conform to ethical behaviour and morals.

How it rights everything

- One is able to defend one's actions, and hence the process becomes more objective and transparent.
- Right spirit enrolls others into your vision, it follows "Sabka Saath, Sabka Vikas".
- Right spirit encourages you to accept the wrongs, be accountable and change for the better.

Hence whatever we do, we should do it in the right spirit, and not for the fruits of our labor (Nishkama Karma, Bhagvat Gita)

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

In this quote, Martin Luther King Jr. highlights that status quo is not always optimal, and what may actually seem like peace, may be a farce in the absence of justice.

Context: While America at this time was at relative peace (was not affecting its territories), coloured citizenry continued to suffer discrimination <sup>accepted as a way of life</sup>. Hence the 'peace' was merely a farce.

True Peace: True peace comes only when this peace ensured for all - through social, economic and political justice. Until the most marginalized suffer injustice, true peace cannot be obtained.

Peace for everyone As long as even one person is facing injustice, true peace will never be reached.

Eg. As long as caste system persists in India, we cannot be truly independent or equal.

What is peace, if one has to live peacefully in fear?

## 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?

There have been cases of heinous crimes like rapes by minors, which brings out the relevance of the case.

②

Factors resulting in child criminals① Family and Upbringing :

- The early years of a child's life, and also the situations at time of adolescence, have a great impact on mental health of a child.
- Child criminals are most likely to have mental health issues.

→ Example :

① Domestic violence, patriarchy in household: Children develop similar biases.

② Physical, verbal abuse in household

③ Sexual abuse by relatives: Creates a spirit of vengeance.

④ Biases: Eg. bias against certain religious communities, etc. develop in the child: responsible for minor

in communal riots, hate speech (eg. 'Bulli Bai' app created by minor).

## ② Society

- ① Ostracisation based on caste, religion
- ② Bullying during childhood
- ③ Social Exclusion

## ③ Education

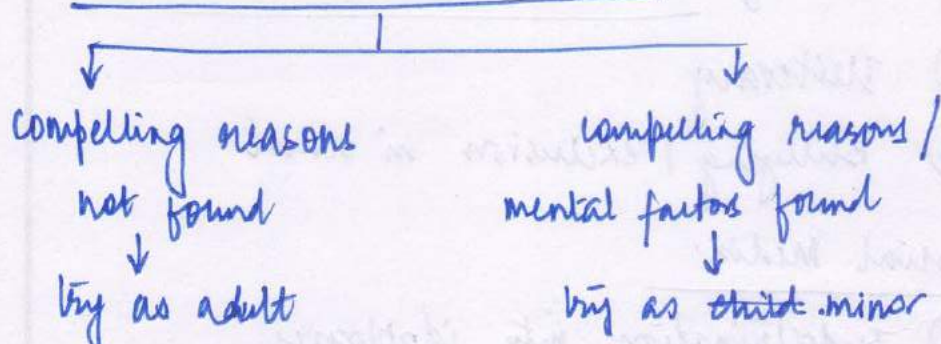
- ① Lack of value / moral education
- ② Illiteracy
- ③ Bullying / exclusion in school

## ④ Social Media

- ① Indoctrination into ideologies
- ② Fake news, misinformation
- ③ Blackmail

- ⑥ I believe that criminal acts by children need to be dealt on ~~to~~ a case by case basis. Some factors that need to be considered are:

① Circumstances : A proper background check must be conducted to understand reasons behind such behaviour.



② Nature of crime : Heinous crimes like rape, murder, etc. should be dealt with adult laws, since ~~the~~ the victims have been caused irreparable harm.

in civil crimes, extortion, ~~robbery~~ <sup>robbery</sup>, etc., juvenile laws should apply.

© Special safeguards when tried as adults

- No capital punishment under any circumstances : leaves opportunity for reform.
- Plea Bargaining
- Legal aid
- Better remission / parole opportunities.

A balanced ethical perspective would argue against a common law with a one size fits all approach. The most ethical approach is to handle a case-to-case scenario with a set of issued, uniform guidelines.

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.

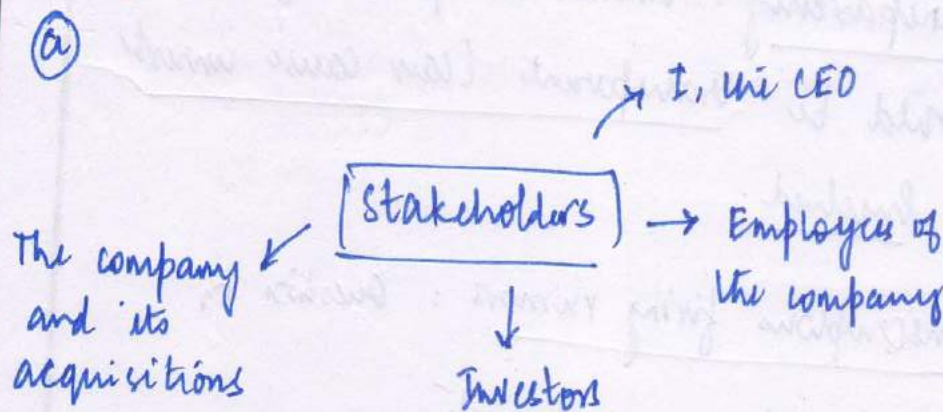
(c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(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।

In the wake of hawkish monetary policies in the West post the COVID-19 pandemic, there has been a high FPI outflow from India, impacting EdTech companies.



Ethical Issues

- ① Determining the correct criteria on the which employees can be sorted for downsizing.  
 ↳ Requires Emotional Intelligence, Impartiality
- ② Investors' opinion vs ~~your~~ my own opinion :  
Ethical dilemma  
 ↳ Requires me to factor in what is the best for the company.
- ③ Transparency: whether the process of firing should be transparent (can cause unrest) or hushed.
- ④ Unscrupulous firing rumors : Question on my integrity and honesty

- ⑥ ① Identifying high performers and placing them in key positions before downsizing

| Merits                                                                                                                 | Demerits                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| ① would placate the high performers and restore sense of <u>job security</u><br>② would reduce <u>impact on output</u> | ① would further <u>agitate</u> <u>other employees</u><br>② could spiral into <u>public relations</u> <u>nightmare</u> |

- ⑦ ① Putting terminated employees on trainee to work part time

| Merits                                                                                                                                              | Demerits                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ① will give them opportunity to <u>improve performance</u><br>② will placate the <u>unrest</u> to some extent.<br>③ less <u>reputational damage</u> | ① would not be <u>financially</u> <u>prudent</u> for the company<br>② Incohesiveness between full-time & part time employees.<br>③ could anger <u>investors</u> |

③ Executing layoffs as was asked

| Merits                                                                                                     | Demerits                                                                                                                              |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| ① Following investors advice<br>② I will not be held accountable for demerits<br>③ Increased profitability | ① <u>Shrugging off</u> my responsibility<br>② Affect on <u>output</u><br>③ <u>Reputation damage</u><br>④ <u>Disgruntled employees</u> |
| ④ Improving perception of fairness and moving ahead with layoffs                                           |                                                                                                                                       |

| Merits                                                      | Demerits                                                                                                |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| ① Financially prudent<br>② Responsible behaviour on my part | ① Employees may <u>not be convinced</u><br>② Affect on output<br>③ Improving perception will take time. |

③ I will go for a mix of options ①, ② and ④:

- ① Performance based review of all employees. will help us make informed decisions.
- ② Placing underperforming employees on Performance Improvement Plan (PIP):
  - 2 months notice
  - opportunity to improve performance and be accepted back.

10% of underperforming employees will be accepted back after PIP. The rest would be laid off.

This would improve fairness and perception.

- ③ Appraising employees of the financial situation and the need for the lay off. Ensuring high performance employees that their jobs are safe, to retain them.

While lay offs are difficult to carry out, they are a part of corporate culture and must be fair and transparent.

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।

*Influx of refugees from the Russia-Ukraine war, Afghanistan and Myanmar are causing ethical dilemmas for the rest of the world.*

② A refugee is defined as a person who has left a country or region to another for economic or personal security.

→ Moral Issues related to refugee crisis

① Resource Competition: Influx of refugees leads to increased population and hence increased resource competition for land, jobs, food, etc.

↳ Should a developing country like India, which already suffers from poverty, hunger and overpopulation, allow entry of refugees?

↳ This question has culminated into the unrest in North-east India, especially the Anti CAA protests in Assam.

② Spillover unrest in home country: While not all, at least some refugees are

belligerents in the unrest of the home country.

↳ They may continue rebellious activity in the new country

↳ may cause civic unrest and threat to internal security.

↳ can lead to unrest spilling over from the home country.

The insurgency in Myanmar has led to shifted influx of refugees in NE India.

Rohingya Muslims are accused of continuing belligerent operations from India.

③ Not in line with cultural ethos. Refugees from the other country may be out of line with the ideals of the new country. This can cause unrest.

Eg. Killing of Professor in France by Muslim

migrants who considered blasphemy a sin.

④ Innocents: Thousands of innocent men, women and children caught in the crossfire of the unrest must be given a home.

⑤ Earth as a shared resource: Gives us no right to refuse entry to others.

⑥ Issue of emergency classification: Whether allowing open border for refugee is more important or control of the pandemic.

### What I would do

① Encourage a multilateral meet on:

→ A global platform like UN  
→ Regional grouping like SAARC  
to underscore the refugee problem  
and garner support.

② For like-minded countries, assigning

a quota : a cap on the number of  
refugees they would accept, based on criteria  
like population, GDP per capita, size, etc.  
This will be done through consensus.

- ③ Encouraging non participating countries for financial support and aid.
- ④ Since COVID-19 waves happen <sup>at</sup> different times for different countries, refugees could be assigned entry points to the countries that not currently greatly impacted by COVID-19. When India's COVID-19 situation gets better, (likely a few weeks), it would be India's turn to accept refugees.
- ⑤ Using mobilised funds to build refugee camps, etc.
- ⑥ Participation of organisations like World Food Programme, Amnesty International, etc.

While India is not a party to UN Refugee Convention, it has always come to the rescue of persecuted foreigners.

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 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।

Sexual minorities have long been prosecuted globally. The 'rainbow revolution', involving equal rights, gender neutral pronouns, etc. for the LGBTQ+ community, is a positive step.

### ② Moral Issues

- Changing the status quo: Clearly, the panelist wants to status quo while the activist wants a progressive change.
- Free will: Would refusing to use one's preferred pronoun constitute free will?
- Law vs ethics: Since there is no law regarding the use of gender neutral pronoun, can the panelist be compelled to apologize?
- University in the crossfire: Should the

university, a mere moderator in the debate,  
be the subject of uproar?

→ Freedom of speech: Article 19 is applicable  
to the panelist as well, so <sup>is</sup> the outrage  
justified?

→ Awareness: ~~It~~ Was the uproar justified,  
given that majority of the country is still  
not abreast with gender sensitive issues?

→ Rights vs religion: Should religions like  
Islam be allowed to discard pronouns on  
account of Art. 25?

⑥ How I would resolve the issue

① I would call for another debate, this  
time closed-room (no publicising allowed),  
to see if the two parties are able  
to convince each other. I myself will  
be the mediator to ensure there is  
no escalation.

② If the parties are still not convinced,  
then I will first talk to both  
parties separately.

→ Party 1: The rights association

I will apprise them about

→ Freedom of speech and  
Expression (Art 19)

→ The state of LGBTQ+ awareness  
in the country

→ How imposition fails to make  
a change. Convincing is required  
through dialogue.

→ How gender neutral pronouns are  
not commonplace in the country  
yet.

→ Party 2: The panelist

I will apprise them about

→ How the LGBTQ+ community  
is discriminated in India

- Article 14 (Right to Equality) and Article 21 (Dignity)
- The fluidity of gender and how our scriptures corroborate it (eg. Shiva as Ardhanarishwara)
- Why a conciliatory approach would benefit the community.

③ Then, I will follow a mediative approach.

In the presence of both parties:

↳ I will explain that under Art 19(1), the panelist enjoys freedom of speech. Hence he cannot be compelled to apologize.

↳ Similarly, under Art 19, the LGBTQ+ community has freedom of expression, hence can take to self identification.

The ideal resolution would be ~~there~~ a "middle path" where the panelist ~~at~~ takes back his words cautioning against self identification, and the rights group accepts that pronouns cannot be forced onto people.

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?

*Doping is a common occurrence in sporting events, and erodes the fairness of the competition.*



### (a) Ethical Issues involved towards Solution

- ① Impartiality: By staying silent, I will risk being partial towards my team despite their rule-breaking.
- ② Integrity: It will be a test of my integrity.
- ③ Spirit of competition: Doping would ruin competitive spirit.
- ④ Patriotism: I'm afraid that I might damage my country's reputation.

### Options

- ① Stay quiet  
Merits: won't damage my country's

reputation.

② Could lead to our team winning

③ would not result in negative consequences for me.

② Demerits : ① lack of integrity, honesty

② A doping list would expose it  
and cause further reputation damage,  
can result in a ban.

③ Against competitive spirit

② Report to Event Committee of the host country

| Merits                        | Demerits              |
|-------------------------------|-----------------------|
| ① Spirit of competition       | ① Reputational damage |
| ② Truth, integrity maintained | ② Risk to my career   |

③ Report to Event Committee of <sup>anti-doping agency</sup> my country

| Merits                                  | Demerits                                                     |
|-----------------------------------------|--------------------------------------------------------------|
| ① <u>Patriotic to my country, loyal</u> | ① country might not take action due to possible reputational |

to the competition.

② truth, integrity  
upheld.

damage.

② will take more time

③ career at risk

⑥ What I would do : combinations of ② & ③

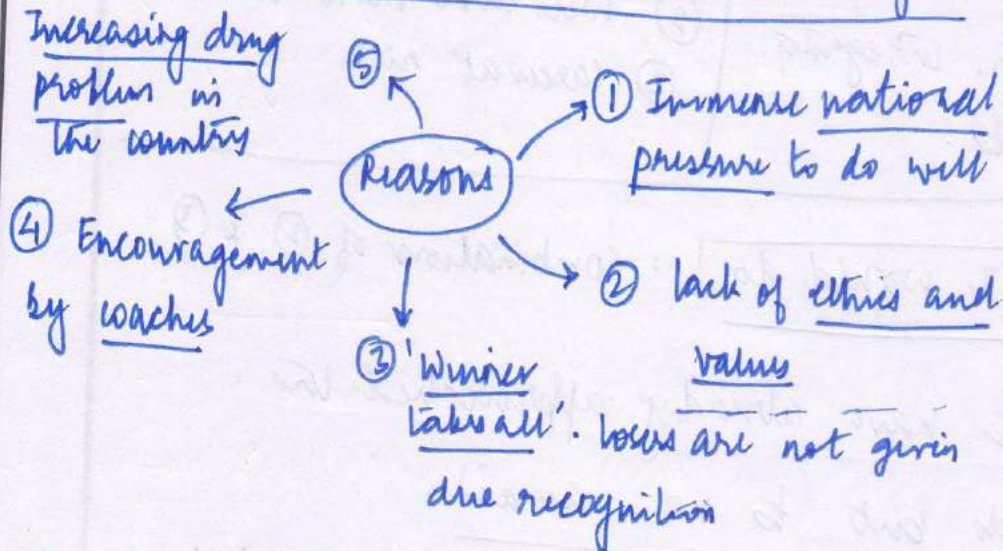
① I have already approached the  
coach but to no avail.

② I will recommend ~~the~~ my country's  
athletes who have taken the drug to back out  
of the competition.

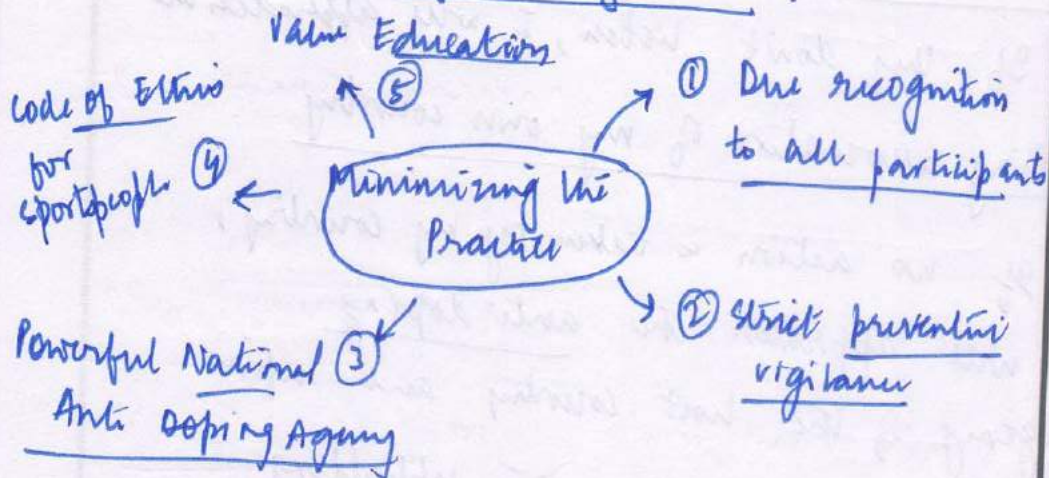
③ If they don't listen, I will approach the  
hosting association of my own country.

④ If no action is taken by my country,  
I will approach the anti doping  
agency of the host country and inform  
them of the incident, thus upholding  
integrity.

⑥

Reasons behind performance enhancement drugs

India accounted for 32% of cases of performance enhancement drugs out of all the cases, in bodybuilding events.



Drug use in sports kills the sport itself.  
It is an emerging threat and must be curtailed.

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 कार्यवाही का विवरण दीजिए।

Illegal mining and its political nexus have plagued mineral-rich locations in the country, resulting in 'resource curse'.

## ② Stakeholders

- I, the DM
- State Minister of Mines and Minerals
- Scapegoated employees
- Citizens of the state
- Ruling party
- Illegal mining companies.

## Ethical Issues

- ① Collusive corruption : Between <sup>illegal</sup> miners and the politicians
- ② Coercive corruption : Pressuring me into pushing the issue

- ③ Politicization of bureaucracy
- ④ crony capitalism
- ⑤ Partisanship: Against junior employees and towards ruling party.
- ⑥ Honesty and Integrity
- ⑦ Conflict of interest ~~between~~ of the ruling party in the mining business.
- ⑧ lack of transparency if I hush up the issue.

### ⑥ My options

- ④ I listen to the minister and do as he says

merits: (i) I might be rewarded for my loyalty.

(ii) I will not face any punitive action

Demerits: (i) scapegoating of junior employees is injusti

(ii) corruption goes unpunished

(iii) Against code of conduct for a

civil servant.

② I expose the scam and the minister

Merits: ① In line with my ethos

② No scapegoating

③ Could help solve the illegal mining issue

Demerits: ① Undue state pressure

② Punitive Action against me

My option

Without a doubt, I would choose the second option.

① I will allow the enquiry to finish and work independently and not allow undue interference.

② I will talk to the minister and tell him how important it is to stop the menace of illegal mining.

③ Since I know that the minister is involved in the scam, I will:

- Gather evidence
- Report to the Lokayukta
- Seek redressal through Whistleblower Protection Act

④ I will demand police protection if I sense a threat to myself.

⑤ Once the enquiry is completed, I will report to the Chief Minister and apprise him of the corruption.

Illegal mining has played a role in the sustained backwardness in resource rich states. ~~They~~ <sup>Such scam</sup> must be exposed and publicized.