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## GENERAL STUDIES (TEST CODE : 860)

Name of Candidate	JAY SHIVANI	Registration Number	35605
Medium Hindi/Eng.	English	Date	29/8/17
Center	ORR		

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1(a)	10		1. 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)।
1(b)	10		2. There are <b>FOURTEEN</b> questions printed in <b>ENGLISH &amp; HINDI</b> इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।
2(a)	10		3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।
2(b)	10		4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
3(a)	10		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. 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।
3(b)	10		6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
4(a)	10		7. 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।
4(b)	10		
5(a)	10		
5(b)	10		
6	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

75, 3<sup>rd</sup> Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi - 110060

103, 1<sup>st</sup> Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi - 110009

## EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

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

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

Marketing is one of the most important link of the chain of business activity involved which can affect the sale, and profits of the firm in a huge way.

→ Marketing involves the activities to promote a firm's product and services highlighting its qualities and merits hence trying to boost the sale.

→ Marketing involves apart from being a business and purely commercial activity involves various ethical issues,



(i) Honest advertisement:- A product can be promoted by resorting to unfair and untrue advertisements exaggerating the qualities.

eg:- Displaying a food product to have exceptional nutritional value without having the proof of the same.  
Way & advertisements and promotions should be honest and not

mislead the public as the critical issue of a product such as food can have <sup>negative</sup> ~~signification~~ <sup>signification</sup>

(ii) Accountability:- Firms should be accountable for any consequences happening by their products

eg:- compensation in case of food poisoning due to their food product

(iii) Trustworthiness and Deliverance

Way:- Firms should deliver the promised good with promised "quality" on time so remain trustworthy.  
eg:- Timely food delivery and <sup>standard</sup> quality.



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

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

- Education is the most important tool in hands of the public and government to tackle many challenges prevalent in the society.
- Values imparted through education at early development stage of children remain with them forever.
- Values like, honesty, staying always true, bridging caste created gaps, impartiality, non-discrimination and tolerance can help enable address the contemporary challenges facing Indian society.

like, caste stereotyping and  
prejudices leading to cases  
like mob lynching, intolerance  
towards certain religions, castes,  
etc.

→ Also an <sup>A</sup> educated person with  
values imparted can enable  
others ~~to~~, especially family  
members to uphold similar  
values and hence enable  
~~a better~~ to create a tolerant  
and ethical society.



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

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

→ Ethics is the set of guidelines & standards in accordance with the societal perspective which enable one to take <sup>prudent</sup> decisions and decide what course of action is ~~is~~ right or ~~wrong~~

→ Ethics affects human behaviour and always,

behavioural change → Law  
enforcement  
every situation

→ Law enforcement or laws, come into play only after an action has been performed hence have more of a remedial role than preventive

→ An ethical person will not do a wrong act explicitly

and knowingly hence law enforcement doesn't come into the picture.

ethics limits any person's latitude of assimilation strict

whereas at times, law enforcement affects latitude of rejection and can have boomerang effect.

For example:- Banning cigarettes cigarettes and smoking would not stop smokers from smoking but rather push the industry underground. whereas, on the other hand, making people aware of the health issues involved like the recent pictorial warning has started showing decreasing no. of smokers.



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

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

Values have a variety of sources from which it can be attained, including education, friends, teachers, etc. but the most important source is parents.

→ The values observing which the child grows has far reaching influence on her for whole of her life.

→ Her basic defining character are the values inherited or acquired subsequently from the parents.

→ everytime a child is present with an ethical dilemma first thing that comes to

her mind is what her father or mother would think if she does an act, hence avoiding ~~various~~ or resisting negative act.

→ Also the positive reinforcement - ments received by ~~the~~ her from parents for good acts like studying well, following schedule, being discipline would always incentivise her for doing good acts and receive more praise from them.

But ~~at~~ times, some values of some children differ from parents because there are multiple sources of values that too have implication on children, ~~at~~ (and other reasons <sup>like</sup>)

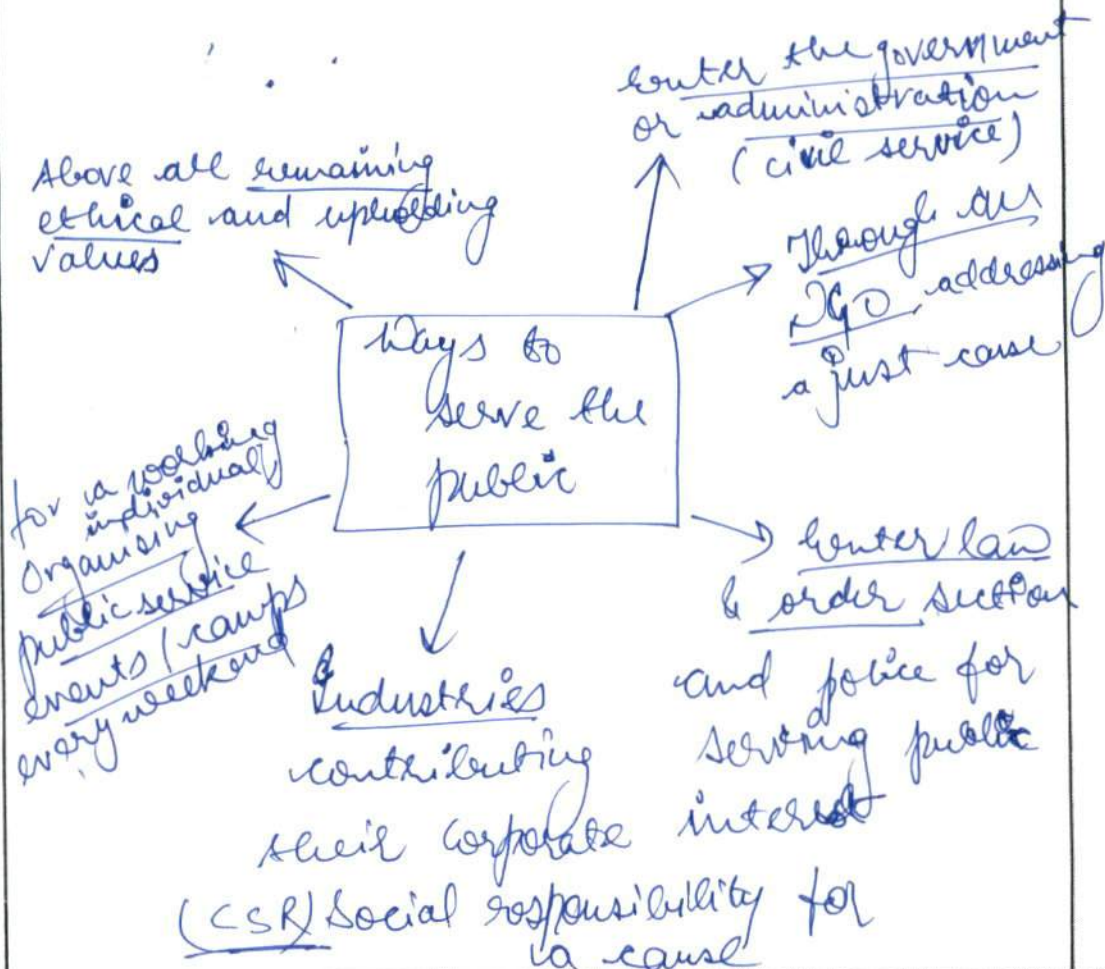
- (i) Different other sources like TV, friends, teachers, etc
- (ii) Parents at times not having time to spend with the child <sup>hence</sup> ~~values~~



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

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

Public service means catering  
to the needs of the public and  
ensuring a redressal of all  
grievances along with addressing  
all the just concerns :



There are various plethora of ways to serve the the public.

Though the most effective and impactful would be to serving directly by entering civil services but it's not necessary to do the same for public service.

one can achieve the aim of serving the public by any other way mentioned above - civil service is just a means to the end of effective public service.



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

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





4. (a) The lives of great leaders inspire us in many ways. Which leader has had a lasting impact on you and in what way? Mention one outstanding value that you have imbibed from him/her and its importance to being a civil servant. 10
- महान व्यक्तित्व (ग्रेट लीडर्स) का जीवन हमें अनेकों प्रकार से प्रेरित करते हैं। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

Great leaders are a source  
of plethora of values that  
can affect one's life substantially.  
~~One~~ One leader that has  
has a lasting impact on  
me is none other than  
Mahatma Gandhi.

His courage to fight the mighty  
power of British even alone  
and leading from the front  
is very inspiring.

He was a leader who led  
by example & ~~thus~~ He  
himself gave up the clothes  
to promote the boycott of

British goods and domestic  
interest promotion

It's concept of non-violence  
and always staying on truth  
path has always promoted me  
to not lose hope and just  
believe in truth, just do  
your just duties and success  
will come on its own.

The one value which I have  
inherited the most is, that,  
if your cause is just don't  
be in despair and don't be  
a coward, just have courage  
to stand for it. At the same  
time means should be given more  
importance than ends. ~~as means~~

→ The above values of having courage  
for upholding just cause & means  
given importance ensure civil servant  
to serve efficiently and upholding a just  
cause always.





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

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





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

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



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

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





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

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





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

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

morality is the concept of upholding moral values always and acting according to the moral principles always whereas freedom implies doing whatever one feels right to do.

morality and freedom though apparently appear to be at conflict as morality presents restrictions on certain kind

on immoral behaviour. But if seen from different angle and especially considering ~~Kant's~~ Kant's philosophy

of categorical imperative and ontology, there seems to be not ~~as~~ that much conflict between the two.

→ According to categorical imperative a person always performs an act what ever he feels is moral and hence his morality and his freedom are in conformity with each other. ~~as~~

Hence here there is no conflict between an individual's morality and freedom.

But when considering moral values of a society and an individual freedom there can be some ~~is~~ inherent conflict.

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

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

The above quote by Dalai Lama, presents a unique discourse of understanding moral values.

→ It implies that during different stages in human life, his degree of dependence on others and hence implication of kindness received from them is of huge importance to him.

→ Hence like in early age before adolescence or adulthood and also in



later stage of old age, one is very much dependent on his/her parents and children respectively. ~~that when~~

→ The kindness received during these dependency years has to be paid off during the remaining life by remaining kind towards all.

→ This has very much relevance in this fast-paced Indian society where during the most energetic age adulthood people don't have time to look after their <sup>old</sup> parents' needs as well as ~~to~~ spend time with their children which have implications for the future.

→ Hence everyone should accept the values from this quote and be kind ~~for whole life~~.

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

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

(a) Identify the issues involved in this scenario.

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

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

20

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

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

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?

(a) The present case involves various ethical issues such as,

(b) Rule of law and upholding of law by the members of the ruling party. As all are equal before law and alcohol is strictly banned



in the state, following law is important and hence alcohol should not have been allowed in the party.

(iv) - Professional ethics of the fellow reporters, who resorted to ignore the issue when it is their duty to keep public updated of the events around & media being the 4th pillar of democracy should help ensure accountability of ruling party members to the public

(v) - Honesty and integrity -

(1) of the members of ruling party to uphold their integrity and follow law in letter & spirit

(2) of the reporters available present in the party, who



decided to ignore the issue which shows their lack of integrity & honesty to their job.

iv) Leadership (by example) : members were the ruling party members and always leadership should be with examples. Hypocrisy should not be resorted to where at one end alcohol is strictly banned and at the other ruling party is itself not following the same.

vi) Accountability to the public : If ever this issue comes out in the public then ruling party members will be held accountable to the public and on the other hand public trust would be severely hampered.

b) Being a reporter and a well-informed honest citizen of the country. my duties range from,

i) Being an intern should bring the issue to the notice of the seniors.

ii) Convincing them to carry forward the matter in an ethical manner, <sup>and talk to the members</sup> as ignorance of the grave issue could lead to moral turpitude and its media's duty to ensure ~~accountability~~ hold the government and ruling party accountable to the public.

iii) As having limited powers being an intern should write a report/blog without deliberately narrating the incident



but just for the awareness of  
general public and increasing  
it after due permission of the  
concerned.

~~(ii)~~ ~~should~~

(c):- The best course of action  
that can be followed is,

(i) first of all, bring the  
issue to the notice of the  
seniors and convince them  
to ponder over it. and

(ii) if they agree then work  
with them and enable  
them to first talk directly  
to ~~the~~ the members of the  
party present.

(iii) ~~If~~ Then upon no result, in  
conformity and with the  
seniors ~~set~~ take the issue to  
the higher echelons of the



party and leaders and letting them know the ethical discourse involved.

(xv) - Then ensuring that seniors work for the issue, ~~leaving~~ help them in discourse and myself write an article / blog for the awareness of the public, not directly referring to the incident but with complete knowledge of the same.

The above course of action is adopted as being an intern and having limited powers can't directly confront the members violating my professional ethics of working without being in conformity of seniors. Plus, being in an early stage of the career, can't antagonise the ruling party members and my seniors. But bringing the issue to the notice of the public and pursuing is my duty hence the course of action.

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

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

Also suggest other possible options.

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

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

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

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

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

*The present situation involves various ethical concerns like impartiality in selecting the candidate, compassion towards the widow of a martyred soldier,*



objectivity in the selection and  
my decision and democratic  
versus bureaucratic attitude.

The various options, are,

(a). Ignore the MCA and proceed  
with process of selection,

Merits:-

- Upholding the impartiality  
in selection process and  
~~give~~ not favouring any  
candidate especially.
- Objectivity & Relying solely  
on merit and not giving any  
subjective tinge to the selection  
process whatsoever by favouring  
someone.

\* Demerits:-

- Not showing compassion  
towards the widow of a  
martyred soldier who had  
given his life protecting  
the country.
- Antagonising the political



leader (MLA), which can have  
ramifications on my career.

~~(b)~~ (b). speak to your superior &  
seek his guidance,

merit &

— upholding professional  
ethics. and looking into  
the matter, not directly  
accepting or rejecting it,  
for complete analysis—

— performing my duty with  
integrity and if facts  
and rules support, helping  
the needy in conformity  
with my senior

Demerit &

— will prolong the selection  
process and could lead  
to delays. <sup>(vacancy)</sup> which can have  
consequences as ASHA workers  
have an important role in  
critical health especially.

(C) Appoint the lady to the post as it is a compassionate appointment,

Merits:-

- will help the lady and also keep the MLA at sound terms with me
- expedite the selection and post would be filled soon having positives for ASHA and public health

Demerits:-

- Impartiality and objectivity ignored :- merit should always be considered.
- Low downgrade the morals of other applicants and also reduce the trust of the public from the system processes.

The best course of action can be,

Impartiality and objectivity should always be upheld but here compassion towards the real needy is also of concern. Hence, I will accept the MLA's concern for the lady but would explore the merits of lady for the post along with other candidates and if the lady is suitable for the post, and ~~also~~ having a soft corner for her would give her the post without compromising the merit criteria. If she is far away from the merit required would try to and appoint her some-where else and not compromi- sing with the merit required by ASHA worker at the



same time.  
 Also speaking to the superior is  
 not warranted here as it is  
 my duty to appoint someone to  
 the post and contacting him  
 would be opposite to my  
 merit of not being able to  
 take objective and impartial  
decisions. and also would  
 cause inherent delays which  
 is ~~no~~ not in anyone's interest  
 as post will be vacant  
 for long and at the same  
 body would not be benefitted  
 immediately.

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

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

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

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

20

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

(a) आपकी तात्कालिक कार्यवाही क्या होगी?

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

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

(a) - The present situation <sup>involves</sup> ~~is~~ of various concerns like, disruption of the movement of the trains, problem to the waiting passengers, and also ~~great~~ <sup>grievance</sup> of the ~~present~~ <sup>passengers</sup> not getting addressed. My course of immediate action would be, viz Contact the district



- ~~at~~ administrative officials and explaining them the situation and problem caused to the railways and general public. iii - <sup>cater to the basic needs of waiting passengers.</sup> Talking to the peasants through proper protocol and convincing them to clear the tracks as it is causing grave problems for others.
- iv - Taking the help of law and order officials and railway protection force to control the law & order problem and clearing the tracks as soon as possible.
- iv - Ensuring that district administrative officials <sup>by keeping myself updated with the actions.</sup> and also keeping the seniors ~~is~~ updated of the developments.

(b). Emotional Intelligence refers to the capability of understanding one's emotions and grievances.



without even them telling explicitly the same.

Here the issue involves, understanding the exact grievance of the peasants and the immediate redressal which can handle the issue. ~~Also here,~~ emotional intelligence can let the officer to understand the problems of the passengers as well. ~~\*~~ Also empathy with the peasants and their cause can help enable officials to address the issue as soon as possible addressing their immediate grievances hence leading them to clear the track for <sup>swift</sup> movement of trains.

(C) - To avoid such incidents in future several steps can be,

(i) Being such an important railway junction its security can be increased and an extended track area in all the directions can be secured.

(ii) Fencing could be done of the track to avoid such sit-ons further.

(iii) Communication channels could be enhanced to better manage the railway traffic if ever such issue occurs.

(iv) Facilities at the railway station ~~sho~~ can be enhanced to better address the waiting passengers.







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

(a) Specify the ethical dilemma(s) that you face in this situation.

(b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?

(c) What will be your course of action in the above situation? Justify with merits and demerits. 20

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

(a) निर्दिष्ट कीजिए कि इस स्थिति में आप किस/किन नैतिक दुविधा/दुविधाओं का सामना करते हैं।

(b) क्या अंतर्राष्ट्रीय लेन-देन में नैतिक चिंताएँ सचमुच मायने रखती हैं या वे घरेलू हितों की तुलना में गौण (द्वितीयक) हैं?

(c) उपर्युक्त स्थिति में आपकी कार्यवाही क्या होगी? गुणों और अवगुणों सहित उसका औचित्य सिद्ध कीजिए।

(a). ethical dilemmas involved  
are,  
(i) upholding the honesty and integrity involved in bidding process and at the same time having a fear of losing

the <sup>important</sup> bid despite of being better than others.

(u) - Upholding international ethics or just concern for the criticality of the bid for the country and employing any means possible to win the bid.

The case presents these ethical dilemmas and upholding integrity in the bidding process and impartiality comes at a cost. It comes at a cost of overlooking with the <sup>strategic</sup> need of winning this bid for the country.

(b) Ethics and ethical concerns are guidelines and standards which help make decisions according to societal, as well as universal values.

Hence ethical concerns apply



to international transactions as well as they apply to domestic ones. Ethics is not just being loyal to one's country and working in national interest which is one aspect of it. Ethics involves universal morality and discourse irrespective of the situation.

Though domestic interest become important in any international transaction but being ethical means upholding values like honesty, integrity, objectivity, impartiality, etc. in any situation you are placed, hence, ethics should be upheld everywhere.

(c) The various options available  
are.

(i) - Accepting the offer made  
by the officials of the  
home country.

Merits.

Helpable me to win  
the bid for the country  
which holds <sup>high</sup> strategic importance

- chances of bright  
future, prospects and promotions  
on returning. ~~to the~~

Demerits.

- Not be able to uphold  
my values of honesty &  
integrity and getting  
involved in the corrupt  
system instead of trying to  
rectify the issue

- Feeling guilty whole of  
my life for not being able  
to uphold my values in a  
situation presented



This option would not be resorted as being an honest and ethical official, my conscience doesn't allow me to get involved in the corrupt system.

ii) - Upholding my integrity and participating in the bid ignoring what others are resorting to,  
Merits.

- will be able to uphold my values and not be guilty afterwards

Demerits.

- Loose an important bid for the country for which I was responsible and appointed (Loss for the country also)  
- negative ramifications on my career.

This option also would not be resorted as the bid is strategically important and can't go for the bid being apparently sure of losing it.



(iii) - Contacting the authorities  
in my country, making  
them aware of the developments  
and the helping in contacting  
with the home country to  
ensure an unbiased and  
corruption free process then  
only proceed with the bidding

Merits :-

- Able to uphold my values  
of honesty, integrity, ~~not~~  
dedication towards work and  
upholding national interest
- Ensuring unbiased process
- Ensuring international ethics  
followed

Demerits -

- Can lead to some delays  
in the process.

This option is the best available course  
of action as it will ensure  
unbiased bid and my country  
being well placed to win it will be a  
huge gain.

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

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

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

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

20

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

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

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

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



~~(Q)~~ The present case involves the issues of upholding public interest, upholding freedom of speech and expression, and also working according to professional ethics.

As it is not possible to replace the actor,  
~~that~~ The various options available are.

①. Let the movie go on as it is and ~~letting it~~ trying to release it in the same form.

Demerits.

~~As it has political tone~~

~~and~~ - As the issue has public interest and political concerns involved, the ~~film~~ film can be defeated by disallowing certification

- If passed, would be not watched popularly and companies' situation won't improve.



Merits.

- upholding freedom of speech & expression. and
- carrying on my work without getting affected by political discourse (professional ethic)

This option

(ii) Trimming and reducing the scenes of the actor ~~or modifying angles to~~

Demerits.

- Limiting my work responsibility and quality depending upon external unwarranted factors,
- Hampering freedom of speech & expression

Merits.

- Can somewhat calm the public and also let enable the company to release the film though somewhat modified.

Ans:- The best option and my course of action would be,

- (1). Talk to local political leaders about the developments and convince them about the importance of freedom of speech and expression and tolerance in such a diverse country as ours.
- (2). Take up the matter to higher levels of government and pursue the interest with sound backing of the facts.
- (3). Involve an NGO to help create sound atmosphere and talking to public and explaining them the importance of expression freedom and artistic creativity.



land not having any relation  
between an artistic creativity  
and nature of relation ~~to~~  
between.  
2 nations.

^  
(4) - Organise public events and  
programmes to show the  
importance of the concern  
involved and to try and  
calm the public by ~~it~~  
personally inviting that actor  
along with other cast and  
show displaying them the  
tolerance as well as disconnect  
b/w political relations between  
two countries and artistic  
relations.

Hence the above course of action  
would enable me to uphold my  
professional ethics as well as  
ensure upholding freedom



of expression. Also it will  
~~be~~ enable the company to  
have a hit movie and  
~~will~~ prove a success for  
the company as well as  
film fraternity without  
antagonising the public.

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

*nepotism*

- (a) State the ethical issues involved in the case.
- (b) Does this form of transaction between two private parties constitute a conflict of interest? Justify.
- (c) Evaluate the possible ways of awarding contracts in such a situation with their merits and demerits. Also state which method would be more suitable in each situation.

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

- (a) इस मामले में समाहित नैतिक मुद्दों को स्पष्ट कीजिए।
- (b) क्या दो निजी पक्षों के बीच इस प्रकार के लेन-देन में हितों का टकराव निहित होता है? अपने उत्तर का औचित्य सिद्ध कीजिए।
- (c) ऐसी स्थिति में संविदा प्रदान करने के संभावित तरीकों उनके गुणों एवं अवगुणों के साथ मूल्यांकन कीजिए। साथ ही स्पष्ट कीजिए कि प्रत्येक स्थिति में कौन-सी पद्धति सर्वाधिक उपयुक्त होगी।

(a) - The ethical issues involved in the present present case are,

(i) Nepotism, awarding contract/benefitting your relatives and kins without upholding the merits involved

(ii) Impartiality in awarding contracts.

(iii) Objectivity in taking decisions and relying on just relationship and not merit for awarding the contract.











