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GENERAL STUDIES (TEST CODE : 860)

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| Medium Hindi/Eng. | ENGLISH | Registration Number | 13309 |
| Center | ONLINE | Date | 18/8/17 |

| INDEX TABLE | | | INSTRUCTIONS |
|-----------------------|---------------|----------------|---|
| Q. No. | Maximum Marks | Marks Obtained | <p>1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code). उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।</p> <p>2. There are FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one. प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off. उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।</p> |
| 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 | | |
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| 13 | 20 | | |
| 14 | 20 | | |
| Total Marks Obtained: | | | |
| Remarks: | | | |

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

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

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

Marketing means the ability to sell one's product or service to the consumer, highlighting its best features.

The better you sell it, the more it sells and more money you make!

Some ethical issues are:

→ False propaganda:

The Maggi Controversy with BISAC led to great confusion.

Often, Companies put false information about ingredients and benefits.

→ Misleading about competitors' products

→ Celebrity endorsements where the person knows & nothing about the product, but endorses it for money!

→ Consumers fall prey to free gifts and offers — often there are of bad quality!

⇒ Resolving them includes:

- (1) Firm adherence to Consumer Protection laws and fixing responsibility on negligent celebrities
- (2) Consumer awareness like "Jaago Grahak" — media Campaign
- (3) Strict fine, penalty on false marketing
- (4) Suspension of licenses if they do not stop it after warnings
- (5) Empower FSCA to test all products randomly!

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।

Values are the heart of any society. They affect our attitudes and behaviour. They are intrinsic and endure the test of time.

Value education refers to how we inculcate and promote certain positive values like honesty, punctuality etc. in ourselves and others.

the moral fabric of a society helps confront adversity.

For example, at a time when we are facing public corruption of a large scale, as civil servants and common men, we need to uphold honesty and not give or take bribes.

Similarly, at a time when

Our public character of secularism and social order is under strain, we need to build a strong culture of tolerance for diversity and dissent.

→ Thus, inculcating values at an early age helps us deal with situations better as we grow up. Thus, schools and family are the first steps for value education.

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

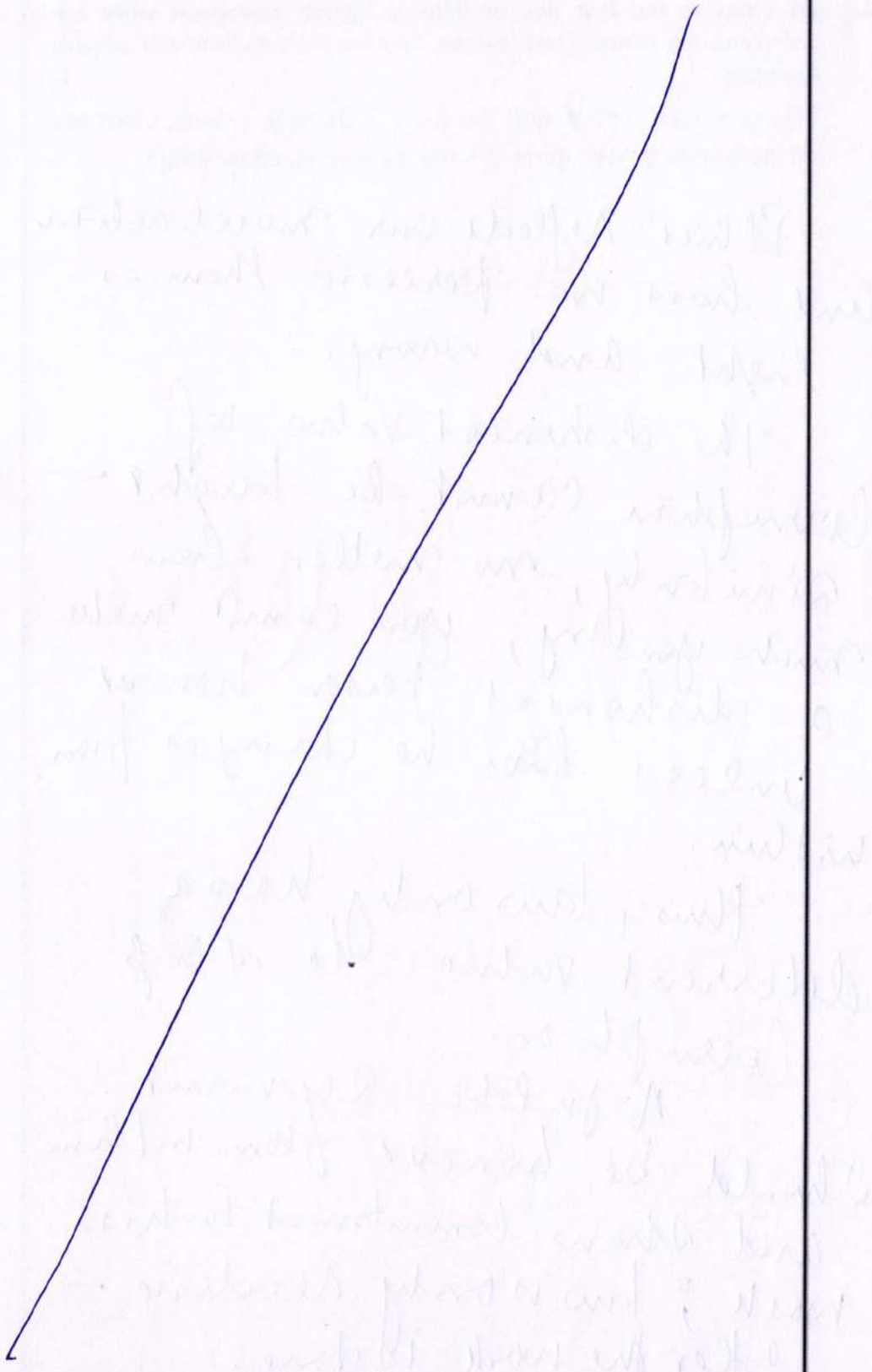
नैतिकता, भ्रष्टाचार के विरुद्ध पहली रक्षा पंक्ति है, जबकि कानून का प्रवर्तन उपचारात्मक एवं प्रतिक्रियात्मक है। उचित उदाहरणों के साथ उक्त कथन का परीक्षण कीजिए।

Ethics reflects our moral actions and how we perceive them as right and wrong.

The dishonest value of corruption cannot be taught - similarly, no matter how much you try, you cannot make a dishonest person honest unless ~~him~~ he changes from within.

Thus, law only has a deterrent value to stop corruption.

A public servant should be honest from within and show commitment to his work; law is only reactive - after the work is done.



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?

Parents are the first teachers.

As Aristotle said -

"Family is the basis of Society"

Our acculturation and value education happens in our homes - we learn honesty, integrity, goodness - seeing how our elders behave.

So, a corrupt father will breed a corrupt son.

But, an upright father who resists temptation, will teach his son honesty.

However, times are changing. As society changes,

and forces of globalization
reach our shores, the ^{new} generation
sees the world differently.

Their experiences are
different, their expectations
are different and they
have different values.

The role of women is
a classic example of how
the girls see themselves
now — as independent
women; while earlier,
women felt restrained
to their homes!

This "generation gap"
should aid the progress
of our society!

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 refers to the vocation of using your time, talent and energy for the welfare of others.

As Shunkara said,
"You should use your body in the service of others".

• The ways of serving are:

- (a) as a civil-minded citizen - you need not litter your roads
- (b) as a lawyer - help the poor client get bail
- (c) as a soldier
- (d) as a teacher - be disciplined and teach the right values
- (e) as a scientist - do research in socially relevant fields.

• Joining the Civil Services is one way of serving the people, but not the only way.

This is so because a person with a genuine spirit of helping the people will always look for ways to help their cause - as a lawyer or a teacher or an engineer (like E. Sridharan)!

In our own little way, each of us can, and should, work for the welfare of the people. That is real 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?

• "Civic virtue" refers to Civic values of Caring for the Convenience or Comfort of your neighbours, while discharging your actions.

For example, not parking your car in front of a doctor's clinic or not spitting on the road on a motorist are examples.

• the challenges are:

- Lack of civic sense in people ; lack of awareness
- Lack of care for others
- Lack of time to follow public etiquette
- Insufficient social sanction for such behaviour

• We can overcome them by:

- ① Create a culture of civic behaviour
- ② Conduct mass media campaigns on mission - mode
- ③ Educate school, college children
- ④ Encourage behavioural change through positive messages [nudge effect]
- ⑤ Reward civic-minded citizens publicly, so that others are inspired
- ⑥ Engage the community so that there is peer-pressure on everyone to practice civic virtues!

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

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

"Great men are called great because of the means they achieve adopt to achieve what they have achieved"

The leader who has had a lasting impact on my mind is "Gurudev" Rabindranath Tagore.

The Nobel laureate has not only been an inspiration in terms of his literature, but also because of his contribution to the ideas of diversity and freedom.

The value that I have been most influenced by is

"where the mind is without fear, and the head is held high, where nations are not broken into fragments, into that heaven, My father, let my country awake..."

In these lines, Tagore perfectly summarises the importance of freedom from all kinds of shackles, most importantly, freedom from fear. Moral strength and courage, in the face of adversity is remarkable.

It is more so relevant when one is a civil servant. The ability to stand by one's convictions and uphold the truth is the hallmark of an able administrator.

Further, the emphasis on unity and international harmony despite our differences teaches us that "unity in diversity" ought to be cherished, nurtured and nourished. As a civil servant, you will face situations when your moral biases will be tested, but you must rise above it and treat everyone alike — no matter who they be!

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

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

Governance is the ability of the system (or Government) to perform its functions, duties for the utmost welfare of people.

It enables us to pursue socio-economic goals and ensure prosperity for all. Furthermore, the aim of governance is to uphold social welfare by looking after the needs of the weak and vulnerable and ensure the equitable distribution of the benefits of growth.

Between the creation of wealth and interests of social justice, a robust system of governance will take up redistribution activities and pursue policies to give an equal opportunity for the whole society.

As the pie gets larger, we should make sure the recipients are also equally distributed. A skewed allocation of resources means our governance is ineffectual and faulty.

Ethical Governance refers to a system where the good and bad, right and wrong are weighed before an action is taken. The welfare of the people is the main aim.

To eliminate corruption and delays:

- prompt service delivery and redressal of grievances
- Single-window clearance and reducing red-tape, hurdles.
- Ensure awareness of schemes and benefits amongst the masses so that they cannot be hoodwinked and asked to pay bribes
- Create professional work culture of finishing work ahead of time
- Bring in transparency and hold accountable the guilty officers.
- ⇒ there are some aspects of ethical governance.

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

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

Public trust in the private sector in India has always been one of suspicion and caution. Ever since we adopted a Socialist Economic system, our reliance on the State went up. As we opened up in 1991, we saw the rise of large corporates and conglomerates.

Many of them, till date, have a large share of the market and control resources and money.

In their quest for greater profits, some have begun to amass large lands, resources, mineral blocks etc., often at the cost of the common man. The 2G scam where large telecom companies had a role or the K-G Basin arbitration where India's largest business house was involved,

raised concerns over how far they would go for the sake of profits?

At the cross-roads are the affected people - their lands, water and forests are destroyed.

The ^{partial} failure of corporate governance can be blamed for this:

- In the Pesco land deal in Odisha, many of the shareholders were even ~~to~~ unaware of the tribal rights over the land. Since minority shareholders don't have as large a voice as the management, they did not know. We need to give our shareholders a larger say!

- In the Satyam Scam too, the employees were completely unaware of the fraudulent dealings of the promoters. If employees had a voice or if whistleblowers are protected, it will improve corporate governance.

- Conclusion the private sector is a major part of our economy and thus, good, ethical corporate governance can enhance public trust in them!

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

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

Globalisation has led to the inter-linkage of the whole world and affected all areas of living. Some of its effects are even negative.

One of the biggest criticisms is that it has widened income inequality. The Oxfam Report states that the top 1% of the world owns as much as the bottom 50% of the world.

Similarly, resources have become more scarce and large MNCs, companies want to acquire more profits for their global value-chains. So, resources are often exploited. Further, the rise of non-communicable diseases like obesity; spread of foreign diseases like MERS, SARS, Zika, Ebola to Indian shores is a real danger — flights and ships bring them here!

• As a civil-servant, you face dilemmas like:

— Protecting public health while also promoting FDI in food processing

↳ Say, a burger-chain wants to set up shop across India, but you know that easy access to junk food can harm your citizens

— Matters of resource allocation: How do you allocate large lands and water for an industry, while not harming farmers' interests? Strike a balance.

— While permitting 100% FDI in some sectors, say allowing Walmart to come to India, how do we protect our small kirane shops? Will it lead to income inequality?

• Thus, the changing times tells us that our approach has to balance the interests of all — Economic growth should balance social justice; farming and industry need equal stimulus, and we must continue to enjoy the benefits of globalisation!

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।

Corporate Governance heavily relies on the board of directors because they are the brains behind the Corporate veil — their decisions affect the Corporation. Thus, the Companies Act, 2013 has enacted a provision for independent directors in every company.

Various corporate scams and scandals have revealed that there is deep secrecy and lack of openness in the boardrooms. This affects the business, the shareholders and the economy of the nation.

An independent director will fulfill the role of being the voice of the other stakeholders — the shareholders, employees and the public-at-large.

Thus, she will attend all the

board meetings and can vote on matters that have a consequence on everyone. This person will be like the whistle of the pressure cooker, and the conscience-keeper of the company.

Her signature will be compulsory on vital matters and her appointment based on consensus.

thus, her freedom will be assured and should be upheld to ensure the highest standards of ethics.

Conclusion The role of an independent-director is to ensure that principles of fairness, integrity and public trust are maintained in the board room.

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।

Immanuel Kant is one of the greatest moral thinkers of all times. His emphasis on "doing the right thing" is key our understanding of justice.

He explains that we all have a duty to do what is morally right — the categorical imperative relies on

(a) Can you apply the moral law universally?

(b) Pursuing goals keeping in mind human beings as moral beings — ends in themselves

(c) You, as a moral person, must act as the gate-keeper to the world of justice

thus, he says that in an action, we must pursue that course of action that fits in

These three concerns. The "deontological Reasoning" of Kant is opposed to Consequentialism of Bentham and Mill.

Mill argues that liberty is the prime idea of justice and freedom should be pursued by all [as long as there is no harm].

Kant, argues that morality does not necessarily mean you are free to do what you want to
 ↳ [for example] if I want to cheat on my partner and have an extra-marital affair, I cannot argue that I am free to do what I want. This is because if we universalise the principle of cheating, then human trust will break down and society will collapse. Thus, there cannot be freedom when it does not uphold the moral law of doing the right thing.

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 circle ~~are~~ of life is an on-going process. As we come alive and perish, we rely on other human beings for our survival. In the midst of this quest for survival, we forget to be kind.

When we are born — we rely on the kindness of our parents to feed us and educate us.

As we grow older, we rely on our children to care for us, with love and affection.

But during the course of our life between these two, we pursue our own well-being.

When at the peak of our careers, we turn selfish and cut-throat. We have no time to

Care for our family, our neighbours and fellow human beings.

Similarly, even as nations pursue economic and material prosperity, it tends to weaken its moral fabrics, partially!

Indian society too is going through a partial crisis — we have forgotten our culture and values, and are pursuing material possessions like wealth and power.

Families are becoming nuclear, elders are not cared for, crimes are committed against public trust and corruption is rampant. This moral degradation is because we have brushed aside kindness, generosity and love for humanity.

The moment we treat others as extensions of ourselves and show concern for all, our methods will change. A person without a heart can only go so far!

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?

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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?

① In this scenario, the issues involved are:

(a) the consumption of a prohibited substance, namely alcohol, at a political party

(b) that this party is organised by the ruling party's state unit

(c) As an invitee, in your role as a reporter, your job is to report on the facts as they are.

(b) that since you are an intern, you might face the risk of incurring the wrath of your colleagues and this may jeopardise your future prospects.

③ One's duties include

(i) As a reporter — your first duty is to your profession — and it entails that you present the truth to the public. As a future-journalist, you need to keep in mind that public interest is always paramount and your duty is to them.

There can be no moral ambiguity while reporting a story of this nature. Since the ben is

strictly enforced everywhere, if you turn a blind-eye to the events of the party, you fail to discharge your duty to the reader, and to yourself [as a conscientious person].

(ii) You also have an immediate duty to yourself that you should not lose your job as an intern and should use the opportunity of this story to the benefit of the public, while not causing undue harm to your career too.

(iii) Duty to your media house — the organisation has sent you to cover a particular event and you must not lower their name or cause unjust harm to them in the course of your work.

(C) The course of action to be followed is as follows:

(I) Consult your fellow-reporters and colleagues at the party first and try to explain to them why you want to report this story. This way, upon hearing your reasons, some of them may be convinced on your position.

Persuasion and dialogue are key to handling a tough situation.

(II) Also ascertain from the party planners/hosts if they have sought any special permission from the authorities to serve alcohol. It may be possible that one is not aware of the exemptions that the law provides. This way, you avoid conflict.

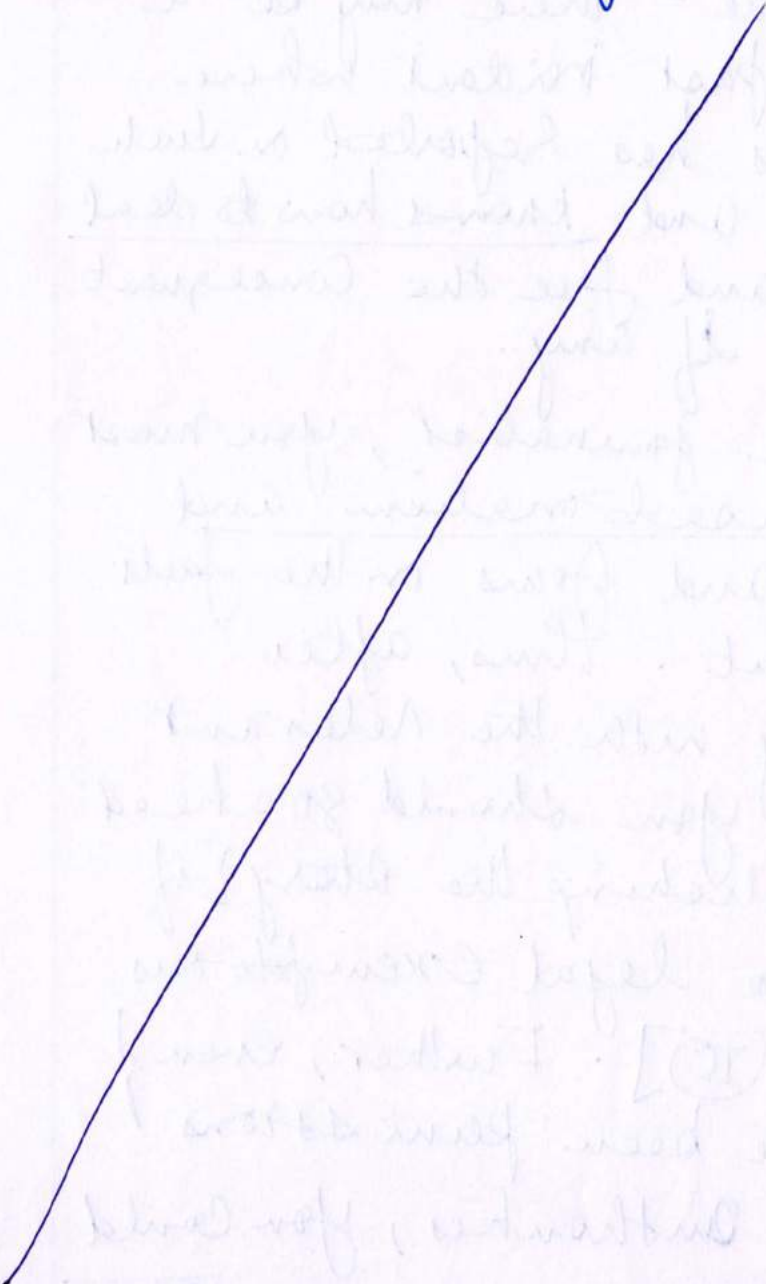
and Confrontation. This also saves you and your organisation from unnecessary embarrassment.

(II) Consult your boss the next day in office - There may be a similar past incident where your boss has reported on such a story and knows how to deal with it and face the consequent backlash, if any.

As a journalist, you must avoid sensationalism and hype, and focus on the facts of the event. Thus, after consulting with the relevant persons, you should go ahead with publishing the story [if there are no legal exemptions as under (II)]. Further, even if there have been permissions from the authorities, you could

[P.T.O.]

bring to light such information
on exemptions so that the
public is aware of the
law in its entirety!



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.

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आप एक जिले में सब-डिविजिनल 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 यह पद दिया जाना चाहिए क्योंकि उसका पति सैनिक था जो युद्ध में शहीद हुआ था। इस स्थिति से निपटने के लिए कुछ विकल्प इस प्रकार हो सकते हैं:

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

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

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

- The facts of the case above highlight issues as follows:
 - (a) Possible nepotism by appointing someone favourable to the MLA
 - (b) losing a good candidate simply because she is related to someone in power
 - (c) How do you accommodate the wife of a soldier - whose service to the nation needs special recognition
- An evaluation of the options are:

(A) Simply ignoring the MLA would not be possible - here is a candidate who could fit the job description well and as a civil servant, you have a duty to choose the right person.

The process of selection includes searching for the best body.

② Speaking to one's superior and seeking his guidances is a feasible option and also very much plausible - He/she would have surely gone through this type of a situation.

Before you speak to them, you should first lay out your opinion on the matter and enlist different courses of action. Understand the superior's perspective fully before ^{making} a choice. Finally, the choice ought to be yours alone. You have a duty to take a decision in your best capacity - dereliction of duty is a betrayal of public trust.

③ Appointing the lady on merely compassionate grounds, on no other considerations is wrongful because ① merit should be the basis of appointment

Since she will be performing a public duty

(ii) Sets a bad precedent for the future — everyone will seek favours on "Compassionate" grounds to the exclusion of meritorious Candidates.

Some other options are:

(I) Ask the particular lady to apply for the post, like everybody else and sit for the interview process.

Although, prime facie, she may look eligible, the interview is an essential component of the selection process, she has to be evaluated by your the Selector.

(II) Find out from the health department whether there are any quotas for wives / spouses of service employees and ask her to apply for it, if

she is interested in it.

⇒ The Best Course of action is
to :

Get the particular lady to
apply for the post of the ASHA
worker and sit for the interview.

If at all she is really interested,
she would do so. Further, if she
is a really good candidate, you
can seek her appointment on
merits (and merits alone).

You must clearly state that
public jobs cannot be doled out
on other grounds.

Fairness and justice demands
that only the best candidates be
chosen.

Articles 14, 15 and 16 prevent
discrimination in public employment.

Further, doing this maintains the
integrity of your office and the
post of the ASHA worker — no

One in the future should allege
that you chose the wrong person
And this has affected public
health.

Your actions reflect the
Actions of the State. As a
Custodian of public office,
you should uphold the
highest standards of fairness,
meritocracy and integrity.

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

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

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

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

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आप एक अति महत्वपूर्ण रेलवे जंक्शन के प्रभारी अधिकारी हैं। यह रेलवे जंक्शन व्यापार और वाणिज्य का एक मार्ग है। आपके जिले में पिछले कुछ सप्ताह से कृषक-अशांति की परिस्थितियाँ बनती जा रही हैं। राजनीतिक और जिले के (स्थानीय) नेताओं के साथ किसानों की 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?

There are multiple issues involved here and the interests of various parties are at stake.

(A) The course of immediate action would be to:

(i) Send your officers to meet the protesters and ask them to vacate — Do so by giving

them an assurance of peaceful dialogue and that their concerns will be addressed in the appropriate forum.

Look for that protestor who is open and amenable to hear you out and send the message [that obstruction of railway property is an offence and causing inconvenience is not proper, along with assurance of talks] through them. That person can persuade the fellow-protestors to vacate the scene.

(ii) Meanwhile, ensure that the passengers and by-standers are escorted to safety — especially the women and children, the elderly and the disabled. Give them food, water.

Send some railway staff, and maybe even women constables

to help out the passengers with luggage and ensure their safety.

(iii) Contact your senior (Superior in the Railways, and inform them of the course of your action - seek operational guidance, if necessary

(iv) Inform the Collector and the Superintendent of Police (SP) of the district so that they know that a potential law and order problem could erupt when the vacated protesters take to the streets!

Also, implore upon the Collector to look into the grievances of the protesters, if necessary.

(B) The role of emotional intelligence is indeed beneficial because:

— Emotional Intelligence is the ability to understand, perceive one's own emotions and other's emotions, and use that information when making a decision. PTO

- Where farmer issues are involved, one must understand that they are under immense economic and social distress. The root cause of their protest is misery and frustration with the government.
- That their anger and protest is just symbolic of a larger political issue that needs resolution.
- Firing upon them or being lathi-charge at first instance without peacefully dispersing them will infuriate them further and cause future disturbances.
- Thus, one needs to understand with reason, and compassion their sensitivities while taking action.
- While your duty as an officer is to secure the station, you should not lose your temper and act in haste. Thus, a ability to

perceive and understand emotions
will lead to better thinking.

(c) Preventing future incidents:

- Ensure that protestors are not allowed near the tracks in the first place — guard the tracks well.
- Since Commerce can be disrupted, make sure that everyone is aware of the economic costs of such a blockade.
- Create awareness, and send a stern message that obstruction of public property is a punishable offence under the law — the wrongdoers will be punished.
- Sensitise your employees on how to deal with protestors, and how to help passengers in distress!

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.

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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) The dilemmas faced here are:

(a) Choosing the best option for your country — you know that you have the best opportunity

to win the bid on merits!

(b) Money power is involved -
What if another country manages
to influence the ~~action~~ process
and your country loses the
bid? What will you tell
your Prime Minister? The people?

(c) Despite getting calls from the
home state, how do you ~~handle~~
handle the situation such
that diplomatic ties are not
ruined?

(B) Ethical concerns in the realm
of international relations is
very important because a just,
fair and rule-based system
of global governance is in the
interest of all nations.

Earlier, nations believed
that power alone mattered -

the most powerful nation could influence the rest of the world to act as per its wish. This "Realism" meant that war was inevitable and rules, ethics and moral values had no meaning.

However, in today's globalised era of inter-connectedness and inter-dependence between people and nations, cooperation and coordination is important.

We need an international system that is based on justice, fairness and rules so that all countries — small and large — benefit from the gains of prosperity.

Thus, the "idealism" of sharing benefits and cooperating on trade, climate change etc. is for the benefit of all of human kind!

Thus, it may be concluded that indeed, ethics matter here!

③ The course of action here would be:

- (a) Politely refuse all offers for bribery by stating your country's position very clearly that you will bid openly, fairly and not indulge in corruption.
- (b) Inform the MEA on the events of the day so that your superiors are kept informed.
- (c) Firm up your bid such that you highlight the advantages of cost that your country offers and put out your bid on merits!
- (d) As a professional diplomat, your task is to pursue the best interests of your nation, albeit ethically and legally.

The disadvantages are

- ① If the host country really does give out the oil block to the bribe-giver country, you will

stand to lose the block.

↓
People maybe
angry at you [Govt.]

↓
Economic interests
may suffer

(ii) Diplomatic relations may
come under strain because of
your blunt refusal [but this
can be rectified]

The advantages are :

(i) You uphold national integrity
by being an honest, rule-
abiding nation — Such actions
enhance the pride of India

(ii) It benefits the cause of
smaller countries and gives
a boost to South-South
Cooperation — When India
stands up to global "bulies"
with money power

(iii) If you convey to the public
that national interests
will not be hampered because we

lost one block, they will respect
the government even more.

→ Balancing the good and
bad, the advantages of
one's action weigh higher.

This will enhance our
prestige in the Comity of nations
and in the eyes of the people!

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?

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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?

(a) the options are :

- ① Re-write the scene and re-shoot the scenes with another actor, your home-country actor
- ② Alternatively, you can bluntly argue that art and cinema know "no-bounds" and the actor is an integral part of the story.
- ③ Or else - you can seek an apology from the public and tell them that you will not repeat this in the future
- ④ Inform the public that why you chose that actor - on merits - before the political climate turned worse - and leave it to the public to decide whether they want to watch the film or not.

(b)

(i) Repeating the actor will send out a wrong message — that you are falling prey to the hecklers and are not committing to your work of art. This will show that you are weak, vulnerable.

Further, in the future, everyone will raise a problem with one person or another. Sets a bad precedent.

(ii) Bluntly refusing to listen to the concerns will prone antagonists because you are a part of the society, and political sensitivities of the nation should be kept in mind before releasing a film.

(iii) A public apology will show that you care for the people, but apologizing because of political pressures will indicate that

fringe groups are dictating one's freedom of expression, and art.

(iv) Informing the people and discussing with them why you believe the film should release in the present form, and educating them about the repercussions of banning cross-border artists can be useful.

(c) The course of action is as follows:

— Find out whether there is a government embargo on associating with foreigners from that country.

If not, people-to-people contact is one of the best ways of diffusing tensions.

— Inform the public on why

One should not be hostile because reason and calmness should prevail. At the time of making the film, the conditions were not hostile so you cannot be blamed for it now. Apart from economic losses, you can explain how you will, in the future, keep in mind the political needs of the time and act accordingly.

The public are intelligent people and they know what is best for them and the nation!

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

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

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

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

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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) हैं।

(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) Ethical Concerns are:

- (i) Awarding a contract to a relative of your employer, who is also a shareholder
- (ii) Rules say competitive bidding may be done — by excluding this process, are we hurting the firm?
- (iii) Will you harm your career by acting in any particular way?

(b) Yes, a conflict of interest arises because

- (i) As a shareholder — he has an interest in the business of the firm — so if the contract is given to him, what if he manipulates it to his benefit?

(ii) As the relative of the superior, nepotism may arise - Can you unfairly appoint someone without any merits?

(c) Options are:

(i) Request your superior to ~~why~~ explain if there are any particular reasons why the contract should go to that firm X

(ii) Lay out the possible scenarios of conflict of interest

(iii) Ask look at the track record of X to see how well they work, quality of work etc?

Merits

- acting fairly benefits you and the firm
- nepotism and corporate corruption is condemnable.

Demerits :

- (i) Risk of angering your boss
- (ii) Risk of losing your job
- (iii) Risk of rescinding past contracts with firm X and delaying projects
- (iv) Risk of upsetting X as your shareholder.

— The Best course of action is to speak to your boss and see whether a competitive bid can be arranged for, and if on merits, firm X wins, give him the contract.

— Integrity and honesty in such transactions is vital!

