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TEST CODE	6	1	4	3	2

FIAS – MGP 2023 (C-7) – Full Length Test #8

Time Allowed : Three Hours
समय : तीन घंटे

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Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate / परीक्षार्थी का नाम	ANURAG CHOPRA		
Roll No./अनुक्रमांक	19100 74206	Medium/माध्यम	English ☑ हिंदी ☐
Center Code/परीक्षा केंद्र	1901	Date/दिनांक	15.08.2023

*Center Code : For Online – 1900 / Delhi : Karol bagh – 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. – 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
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Total/कुल अंक	250	

Evaluator's Discretion/मूल्यांकन कर्त्ता का विवेक :

Total Marks/कुल अंक :

*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.
मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ़्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।

INSTRUCTION / अनुदेश

1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.
कृपया उत्तर–पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।

2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory.
उत्तर पुस्तिका में अंग्रेजी / हिंदी में बारह प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।

3. The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न / भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।

4. 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.
उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न–सह–उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।

5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.
प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न–सह–उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।

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Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
9:00 a.m	12:10 noon p.m

Mode Of Examination/परीक्षा की विधि : Online

Online/ऑनलाइन ☑
Offline/ऑफलाइन ☐

For Office Use Only / केवल कार्यालय प्रयोग हेतु

ECN CODE/ईसीएन कोड :	EG/ईजी :	Evaluation Date/मूल्यांकन तिथि :

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Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings – 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL REMARKS

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Section - A

Q.1) a) "Two things define you: Your patience when you have nothing and your attitude when you have everything." What roles do attitude and patience play in the personal and professional lives of civil servants? (10 marks, 150 words)

"दो चीजें आपको परिभाषित करती हैं : आपका धैर्य जब आपके पास कुछ नहीं है और आपका व्यवहार (अभिवृत्ति) जब आपके पास सब कुछ है।" सिविल सेवकों के व्यक्तिगत और व्यावसायिक जीवन में व्यवहार (अभिवृत्ति) और धैर्य क्या भूमिका निभाते हैं? (10 अंक, 150 शब्द)

An individual is influenced by one's predisposition to handle situation both in internal & external life. Therefore civil servant need right attitude and patient demeanour. eg Savita Kalra, IPS asked by Minister vij's remark whereas Mr Thakre, IPS handled the mob smartly in Bangalore by singing national anthem.

Role of attitude & Patience

	Personal lives	Professional lives of civil servant
Relations	i) Relation with near and dear ones are influenced by	Relation with colleagues and superior are influenced by

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	both attitude and behaviour	attitude and behaviour.
2) Conflict management	Helps in overcoming conflict with positive mindset & attitude any quarrel with spouse / parent	2) Help in handling various crisis situation with various stakeholders
3) Balance and emotional intelligence	workplace discussion and emotions are not dismissed at private place	Any matter at home doesn't influence discharge of duty.
4) (25)	V. Sugayam, IAS clearly mentioning asset of family.	(25) Lal Bahadur Shastri delivering lecture despite receiving telegram of daughter's demise.

Thus patience and attitude are two sides of the same coin and helps as ~~indi~~ civil servant to scale heights

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b) Differentiate between the following: (10 marks, 150 words)

i) Normative ethics and Descriptive ethics

ii) Beliefs and values

निम्नलिखित के बीच अंतर करें : (10 अंक, 150 शब्द)

i) सामान्य नैतिकता और वर्णनात्मक नैतिकता

ii) विश्वास और मूल्य

Normative and descriptive ethics are branches of ethics that guides ones action and behaviour

	Normative ethics	Descriptive ethics
1.) deals with	how people 'ought' to act	views of people about an act.
2.) Branches	Deontology, virtue ethics, Consequentialism	derives research from sociology, psychology etc.
3.) relates to	'practical heuristic guide ~~dog~~ for day to day life	'research guide providing underlying values.

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4) Prescriptive	It is prescriptive in nature (eg) not steal, not drink as per Jainism	It is about views and ideas of people & making comparison (eg) Islam vs. Jainism on idea on stealing.

(ii) Belief and values are often what guides one's reaction or action in a particular situation.

	Belief	Values
1)	Shaped by one's values (eg) Belief that walking is good for health	Values are shaped by society's moral and norms (eg) ~~HAS~~ honesty is universal value
2)	guide the individual in what he consider important despite societal views	It guides the individual and also shapes belief to act as per the socialisation.
3)	Frequently undergoes change.	Change is not so frequent.

Thus normative and descriptive ethics along with beliefs and value guide one to undertake ethical actions.

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Q.2) a) Ethical governance is the pivot of a welfare and caregiving State. Discuss how ethical governance can make a welfare state more inclusive, responsive, and citizen-centric?
(10 marks, 150 words)

नैतिक शासन एक कल्याणकारी दायित्व वाले राज्य की धुरी है। चर्चा करें कि नैतिक शासन कल्याणकारी राज्य को अधिक समावेशी, उत्तरदायी और नागरिक-केंद्रित कैसे बना सकता है?
(10 अंक, 150 शब्द)

Ethical governance refers to public service delivery with ethical conduct in disposal of duty.

Ethical governance pivot of welfare and caregiving state

1.) Art 38 → ensures that state perform its welfare function.

2) Ethical governance is a tool to discharge government's duty.

3) It makes civil services more people centric, selfless, and inclusive. (Eg. Prashant Nair, IAS initiative of Yo apappo.

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4) It ensures adherence to constitutional morality. (Equality, liberty etc.)

Ethical governance and inclusivity

→ 1.) No section is left behind.

→ 2.) Not adhere to rules mechanically but find innovative means to resolve an issue (9). Armstrong Palme, IAS effort to build road in Manipur by coordinating.

Ethical governance and responsiveness

→ 1.) Immediate action for new and emerging challenge (9) COVID-19 Bhilwara model

→ 2.) Rules vs ethics or to resolve ethical dilemma and ~~crisis~~ crisis of conscience.

Ethical Governance and citizen centricity

→ It ensures selflessness.

→ public service > service to self

→ Gandhiji's Talisman adhered to.

Thus ethical governance can transform governance from good governance to great governance with each citizen in mind.

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b) "In this hyperconnected and morally interdependent world, the most important thing we can share is trustworthiness." Why is trustworthiness important? In what ways can it be imbibed in an individual? (10 marks, 150 words)

"इस अतिसंयोजित और नैतिक रूप से अन्योन्याश्रित दुनिया में, सबसे महत्वपूर्ण बात जो हम साझा कर सकते हैं वह है विश्वसनीयता"। विश्वसनीयता क्यों महत्वपूर्ण है? किसी व्यक्ति में इसे किन तरीकों से आत्मसात किया जा सकता है? (10 अंक, 150 शब्द)

Trustworthiness refers to the quality of an individual to be imbibed with trust and acting as per one's responsibility and accountability.

It ensures unity, mutual interdependence and better resolution of matters.

Importance of trustworthiness

1.) Better discharge of duty → it ensures one put service before self.

2.) Responsibility and accountability : It ensures

one keep the ethical values and code of conduct as utmost.

3) It helps in better service delivery: such civil servant tend to find innovative / new means to complete the assigned task.

4) Better management of funds and delivery of desired objective.

5) Reduces corruption

Ways to imbibe trustworthiness

- Moral education from young age (e.g. Vivekanand)
- Parents leading by example (e.g. attending PTM)
- Teachers performing their jobs diligently
- Plays, movies that inspire such feelings (e.g. Chak de India)
- Encouraging children to take up responsibility
- By becoming better citizens

Thus, trustworthiness ensures that the confidence that one puts in a person is stood when most needed.

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.3) What does each of the following quotations mean to you?

) "Fortitude is the marshal of thought, the armour of the will, and the fort of reason."-Francis Ba- on. (10 marks, 150 words)

म्नलिखित उद्धरणों में से प्रत्येक का आपके लिए क्या मायने है?

) "धैर्य विचार का विन्यास है, इच्छा का कवच है, और तर्क का किला है"। फ्रांसिस बेकन। (10 अंक, 150 शब्द)

'Patience is a virtue' has often been mentioned. It leads to achieving many tasks.

Fortitude: marshal of thoughts

1.) It helps strengthen one belief:

Eg. Gandhiji knew that his strategy of satyagraha required utmost fortitude & not for the weak

2) It makes us decisive in decision making → helps resolve ethical dilemma.

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Armour of the will and part of reason

→ 1.) It gives strength in taking unpopular decision (e.g. Satyendra Dubey exposing NHAI corruption displayed immense will and courage.

2) It ensure that decision are best in best interest for all despite it taking long time to reap result.

(e.g.) Sustainable development and climate finance is necessary to ensure survival of future generation.

Thus, it is necessary that patience and fortitude guides one action, behaviour in life to take courageous decision.

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(b) "There is no key to happiness; the door is always open."- Mother Teresa. (10 marks, 150 words)

b) "खुशी की कोई कुंजी नहीं है; दरवाजा हमेशा खुला रहता है"। – मदर टेरेसा। (10 अंक, 150 शब्द)

Mother Teresa, the nobel peace prize winner has often been called the epitome of care and selflessness.

No key to happiness, door always open

1.) Happiness is present in nature & in small deeds and is omnipresent.

2.) It is not a treasure that is to unlocked.

3) It can be found in selfless-ness

4.) It can be found by looking within oneself and not at

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material needs such as new macbook model to fulfil desire.

5.) There is never an end to man's greed. as remarked by Gandhiji.

6.) It is found in doing nishkama Karma, helping the most downtrodden (as per Gandhiji's Antiman)

7) It is also present in 'Sarve bhavantu sukhino' philosophy, that one's happiness lies in happiness of humanity.

8) Thus, happiness an ever-elusive goal is not to be searched with golden key, ~~as~~, it is ever present around us in everyday experiences and events.

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(c) "That which is not good for the bee-hive cannot be good for the bees."- Marcus Aurelius.

(10 marks, 150 words)

c) "जो मधुमक्खी के छत्ते के हित में नहीं है, मधुमक्खियों के हित में नहीं हो सकता।"– मार्कस ऑरेलियस

(10 अंक, 150 शब्द)

Marcus Aurelius has given philosophy of 'Stoicism' that is dealt in his 'Meditations' books.

Not good for bee-hives can't be good for bees

1.) Ethical of action in larger context:

An action should be taken that is as per utilitarian philosophy (Jeremy Bentham) → maximum are benefitted.

2.) In societal issues such as lack of opportunity to women

by patriarchal mindset is not good for society as said by vivekananda 'A nation without empowering women is akin to a bird flying without one wing'.

3.) Even at international level, the action of Russia - Ukraine war are faced at whole world's level.

4.) If a civil servant doesn't perform their duty with honesty and diligently, then it may lead to inefficiency in their staff.

5.) At environmental level, marine pollution in form of microplastic is now present in even mother's breast milk.

This shows that 'vasudhaiv kutumbakam is philosophy that is required to lead a united and fulfilling life in which everyone benefits.

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Q.4) a) What do you understand by environmental ethics? How is the demand for the 'loss and damage' fund by developing countries ethically justified? (10 marks, 150 words)

पर्यावरण नैतिकता से आप क्या समझते हैं? विकासशील देशों द्वारा 'लॉस एंड डैमेज फण्ड' की मांग नैतिक रूप से कैसे उचित है? (10 अंक, 150 शब्द)

Environment ethics refers to the morality displayed in field of environment by the stakeholders.

→1.) Common but differentiated responsibility.

Each country determine their commitment as per their present condition.

2.) Historical responsibility of environment destruction day more on industrialised nation.

3) Sustainable development : to care about One's need not compromising the need of future generation

(5) SDG

Q.4) a) What do you understand by environmental ethics? How is the demand for the 'loss and damage' fund by developing countries ethically justified? (10 marks, 150 words)

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(5) SDG

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Demand of loss and damage fund in COPs by developing countries justified on following grounds:

1.) Accountability of developed nation: lack of responsibility by developed nation for reckless abuse

2.) Development of developing and poor nation compromised due to environmental commitment

3.) Equity and equality: ensures that developing nation and small island state are not made to bear the brunt of recklessness of developed countries.

Thus loss and damage as mentioned in COP 27 (Sharm El-Sheikh) is an obligation of developed world that must be met.

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b) A vigilant media is the voice of the common folks; however, a tainted media acts as its master's voice. Explain the importance of ethics in the functioning of media. (10 marks, 150 words)

एक सतर्क मीडिया आम लोगों की आवाज है; हालाँकि, एक भ्रष्ट मीडिया अपने स्वामी की आवाज़ के रूप में कार्य करता है। मीडिया के कामकाज में नैतिकता के महत्त्व को स्पष्ट कीजिए। (10 अंक, 150 शब्द)

Media is the fourth pillar of democracy and therefore its impartiality and neutrality is its categorical imperative.

- Vigilant media voice of common folk
  - 1.) voice to the voiceless (eg Tribals, poor
  - 2.) Reports hard-hitting issues,
  - 3.) Reports investigative journalism
  - 4.) Not afraid to face ire
  - 5.) Stick to morals and is representative
- Tainted media acting as master's voice
  - 1.) Biased and speak in master's tone
  - 2.) Instrument to exert hegemony and power of ruling dispensation
  - 3.) Lack of analysis & indulgence in popular narrative

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Importance of ethics in functioning of media

1.) Selflessness → Puts duty towards citizens as utmost responsibility.

2.) Constitutional morality over popular morality ensure minority is not discriminated against.

3) Represent all section equitably.

4) Performs its role so that maximum benefits accrued to maximum people (utilitarian)

Thus media that is ethical can transform the nation and bring accountability and transparency in governance. [ARC-2].

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Q.5) a) Although in letter, the rules and laws are driven by objective principles, they cannot be implemented in spirit without adhering to the principles of compassion. Examine with suitable illustrations. (10 marks, 150 words)

यद्यपि वर्ण में नियम और कानून वस्तुनिष्ठ सिद्धांतों से प्रेरित हैं, लेकिन करुणा के सिद्धांतों का पालन किए बिना उन्हें स्वभाव में लागू नहीं किया जा सकता है। उपयुक्त उदहारण के साथ परीक्षण करें। (10 अंक, 150 शब्द)

Rules and laws are the guiding light that ensures that ethical conduct and code of conduct are adhered to in an organisation in particular and life in general.

Rules and law driven by objective principle in letter

1.) Maximum benefit to maximum number of people (Utilitarian ethics).

2.) categorical imperative : They are performed as duty due to one's responsibility

as citizen and civil servant.

3) Based on social contract theory (Benthams)

(Eg) Citizen relenquish certain power to state for smooth functioning.

(Eg) Constitution guiding light for all citizen,

> Implementation of rules/law in spirit by adhering to compassion

1.) SC/ST prevention of Atrocities Act exists, despite of that people considers others below them (Eg) SC Bridegroom beaten for riding horse show lack of empathy.

2.) FRA exploited by businessmen to gain profit show lack of compassion.

3) Despite Vishakha guideline, women still face discrimination and harassment at workplace.

Thus, law and rules are not complete in themselves but also requires morality & ethics for their right interpretation.

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b) Emotional intelligence (EI) is the ability to control your emotions rather than getting controlled by them. What role does EI play in the well-rounded development of an individual? Do you consider yourself an emotionally intelligent person? Justify. (10 marks, 150 words)

भावनात्मक बुद्धिमत्ता (EI) उनके द्वारा नियंत्रित होने के बजाय आपकी भावनाओं को नियंत्रित करने की क्षमता रखता है। किसी व्यक्ति के सुव्यवस्थित विकास में EI क्या भूमिका निभाता है? क्या आप स्वयं को भावनात्मक रूप से बुद्धिमान व्यक्ति मानते हैं? औचित्य सिद्ध करें। (10 अंक, 150 शब्द)

Emotional intelligence is the ability to understand, manage, control and act one's emotion as well as others' emotions. EI

Controlled by emotions

1) Ranbir Khanna, IAS slapping boy during COVID-19 lockdown show lack of EI.
He was guided by emotion of anger and aggression.

Controlling one's emotions

2) Gandhiji being thrown out of train in S. Africa : not reacting immediately rather with emotional intelligence.

Role of EI in well-rounded development of an individual

1.) Stability in one's personality & morality in action.
2.) It holds one responsible and accountable for their emotion.
3.) It ensures that one not acts instinctively rather weighs ones emotion.
4.) It ensures that other others are not influenced negatively by one's emotion (eg) not abusing friend in anger.

I consider myself an emotionally intelligent person as I observe my state of mind and breathe through meditative technique whenever I experience extreme of emotion. I tend to not ~~act~~ react immediately on an action. Rather I weigh pro & cons prior to action.

Thus, Emotional intelligence is the tool that guided many leaders such as Elon Musk, Nelson Mandela etc to the top of the ladder.

Q.6) a) Identify various internal and external pressures that impact ethical decision-making. Have you ever faced such pressure? Give examples from your life. (10 marks, 150 words)

विभिन्न आंतरिक और बाह्य दबावों की पहचान करें जो नैतिक निर्णयन को प्रभावित करते हैं। क्या आपने कभी इस तरह के दबाव का सामना किया है? अपने जीवन से सम्बंधित उदाहरण दें। (10 अंक, 150 शब्द)

Ethical decision making is one that is guided by 'summum bonum'. It ensures greatest good for greatest people. It also ensures that means justify the end. eg

for Gandhiji decision to call of non-cooperation movement was ethical.

Internal pressure impacting decision making

1.) Crisis of conscience: when both option seem equally right.

2.) Morality based on religious scripture: eg

Sikhism preaches compassion but civil servant has to adhere to rules.

3) Past experiences → (1) prejudices and biases against a community.

> External pressure impacts ethical decision making

1.) Unfair and illegal means → (2) Dipa Karmakar due to excessive pressure indulged in doping.

2.) familial pressure for lavish lifestyle lead many to indulge in corruption.

3.) Pressure from superiors : impacting rational decision.

Yes, I have faced internal pressure to perform in sports as per my best of ability driven by inner motivation and competitive spirit. It led to ligament injury and foul.

I have faced external pressure in the form of parents' and teacher expectation that led me to going to priest once for getting favourable result.

Thus ethical decision making is influenced both by intrinsic and extrinsic factor and requires emotional intelligence & right attitude.

b) Guilt is a powerful negative emotion that can eat a man away from inside. Discuss what causes guilt and how it can be managed. Can guilt lead to positive outcomes? Justify.

(10 marks, 150 words)

अपराध बोध एक शक्तिशाली नकारात्मक भावना है जो एक व्यक्ति को अंदर से कमजोर कर सकती है। चर्चा करें कि अपराध बोध का कारण क्या है और इसे कैसे प्रबंधित किया जा सकता है। क्या अपराध बोध सकारात्मक परिणाम उत्पन्न कर सकता है? औचित्य सिद्ध करें।

(10 अंक, 150 शब्द)

Guilt refers to voice of conscience that tells a person to not commit anything immoral or makes one repent for any wrongdoing.

(Eg) An IAS officer may feel guilty for not allocating PMAY benefit to old lady due to want of documents.

Causes of Guilt

1.) Based on morality : If one person thinks ~~etc~~ cheating as immoral, he may face guilt after doing so.

2.) ~~voice~~ past experiences or morality of society :

(eg) ~~Kicking dog~~ / killing dog while driving car may cloud one with guilt.

Ways to manage Guilt

1.) Listening to voice of conscience

2.) Practising journal writing

Discussing with near ones

Learning from mistake & not letting it control one emotion

Guilt can lead to positive outcome

Yes

1.) Increase ethicality of one's action (eg) not lie/ steal

2.) Brings social harmony

3.) Helps individual to be selfless (Nishkama Karma).

No

→ 1.) It leads to negative emotion of sorrow, regret.

2.) It leads to further crisis of conscience.

3.) It makes one indecisive

Thus guilt can act as both positive and negative force influencing our decision.

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Section - B

Q.7) Sunita is a working woman and the mother of two teenage children. Daily, Sunita drops her children to school while going for work. One day, in the morning, Sunita was driving to work with her children, when a man riding on his motorcycle came in front of her car violating the traffic rules. Sunita was driving on her side of the lane, taking all the precautions and therefore managed to avert a collision. However, the motorcycle lost balance and the man riding the bike was mildly bruised. Immediately a crowd gathered around Sunita's car. Even as Sunita got down to enquire about the well-being of the motorcycle rider, the people started blaming Sunita for her irresponsible driving. What struck Sunita as odd was that the crowd was of the opinion that the women should refrain from driving vehicles and should let their male counterparts drive them around. The crowd was of the view that women often, by their very nature, lack the ability and sense to drive a car in a safe manner.

Nimita, Sunita's sister, is an executive working in Ratanjali corporation. Nimita is an experienced professional, with 5 years of experience in her field of work. One day Nimita received an e-mail from her senior to attend a conference regarding some important matter. The subject matter of the conference was Nimita's area of expertise. She diligently utilised the time before the conference to prepare herself on all the contemporary matters of relevance. During the conference, Ajay, Nimita's boss, briefed everyone about a particular problem that the company was facing. He asked everyone to make suggestions to troubleshoot this issue. According to the seniority among the 10 participants, Nimita was to speak at the fifth number. Nimita patiently heard everyone, while waiting for her turn to speak. She was happy because she had a very reasonable solution to this problem. When it was her turn to speak, Ajay asked Nimita to let Praveen, who was junior to Nimita, speak first. Though Nimita felt a little odd she did not mind this. However, even before Nimita could get a chance to speak, Ajay called the conference over. All the participants except Nimita got the chance to voice their opinions. Neither deterred or disheartened by this, Nimita raised her hand and told Ajay that she has something to say. To her surprise, Ajay asked her to submit her response in a mail as it was already very late. Nimita was the only female participant in the conference. Though Nimita felt bad she was not a stranger to this kind of behaviour in the company. Nimita felt that her being a woman is the only reason behind this partial treatment.

Nimita and Sunita met each other at a family gathering. While conversing with each other, they shared their respective experiences and wondered why such behaviour is meted out to women.

Considering yourself as a family member listening to this conversation, answer the following:

a) What are the reasons for such stereotypes and attitudes in society towards women?

b) What steps can be taken to reverse such regressive thinking and create an egalitarian society?

(20 marks, 250 words)

सुनीता एक कामकाजी महिला है और दो किशोर बच्चों की माँ है। काम पर जाने के दौरान सुनीता रोजाना अपने बच्चों को स्कूल छोड़ती है। एक दिन सुबह सुनीता अपने बच्चों के साथ काम पर जा रही थी, तभी उसकी मोटरसाइकिल पर सवार एक व्यक्ति यातायात नियमों का उल्लंघन करते हुए उसकी कार के सामने आ गया। सुनीता सभी सावधानियां बरतते हुए लेन के अपनी साइड में गाड़ी चला रही थी और इसलिए टक्कर होने से बचाने में सफल रही। हालांकि, मोटरसाइकिल का संतुलन बिगड़ गया और बाइक सवार व्यक्ति को हल्की चोट आई।

ForumIAS

देखते ही देखते सुनीता की कार के पास भीड़ जमा हो गई। सुनीता जैसे ही मोटरसाइकिल सवार का हालचाल पूछने के लिए उतरी, लोगों ने सुनीता को उसकी गैरजिम्मेदाराना ड्राइविंग के लिए जिम्मेदार ठहराना शुरू कर दिया। सुनीता को जो बात अजीब लगी वह यह थी कि भीड़ की राय थी कि महिलाओं को वाहन चलाने से बचना चाहिए और अपने पुरुष समक क्षों को उन्हें इधर–उधर चलाने देना चाहिए। भीड़ का विचार था कि महिलाओं में अक्सर अपने स्वभाव से ही सुरक्षित तरीके से कार चलाने की क्षमता और समझ की कमी होती है।

निमिता, सुनीता की बहन, रतनजलि निगम में कार्यरत एक कार्यकारी है। निमिता एक अनुभवी पेशेवर हैं, जिनके कार्यक्षेत्र में 5 साल का अनुभव है। एक दिन निमिता को किसी महत्वपूर्ण मामले के संबंध में एक सम्मेलन में भाग लेने के लिए अपने वरिष्ठ से एक ई–मेल प्राप्त हुआ। सम्मेलन का विषय निमिता की विशेषज्ञता का क्षेत्र था। प्रासंगिकता के सभी समकालीन मामलों पर खुद को तैयार करने के लिए उन्होंने सम्मेलन से पहले के समय का पूरी लगन से उपयोग किया। कांफ्रेंस के दौरान निमिता के बॉस अजय ने सभी को कंपनी की एक खास समस्या के बारे में बताया। उन्होंने सभी से इस समस्या के निवारण के लिए सुझाव देने को कहा। 10 प्रतिभागियों में वरिष्ठता के हिसाब से पांचवें नंबर पर निमिता को बोलना था। अपनी बारी का इंतजार करते हुए निमिता ने धैर्यपूर्वक सबकी बातें सुनीं। वह खुश थी क्योंकि उसके पास इस समस्या का बहुत ही उचित समाधान था। जब उसकी बोलने की बारी आई, तो अजय ने निमिता से कहा कि वह प्रवीण को, जो निमिता से जूनियर था, पहले बोलने दे। हालांकि निमिता को थोड़ा अजीब लगा लेकिन उसने इस बात का बुरा नहीं माना। हालाँकि, इससे पहले कि निमिता को बोलने का मौका मिलता, अजय ने कॉन्फ्रेंस खत्म कर दी। निमिता को छोड़कर सभी प्रतिभागियों को अपने विचार व्यक्त करने का अवसर मिला। इससे न तो विचलित हुई और न ही निराश होकर निमिता ने अपना हाथ उठाया और अजय से कहा कि उसे कुछ कहना है। उसके आश्चर्य के लिए, अजय ने उसे एक मेल में अपनी प्रतिक्रिया प्रस्तुत करने के लिए कहा क्योंकि पहले ही बहुत देर हो चुकी थी। सम्मेलन में निमिता अकेली महिला प्रतिभागी थीं। हालाँकि निमिता को बुरा लगा लेकिन वह कंपनी में इस तरह के व्यवहार से अनजान नहीं थी। निमिता को लगा कि इस पक्षपातपूर्ण व्यवहार के पीछे उसका एक महिला होना ही एकमात्र कारण है।

निमिता और सुनीता की मुलाकात एक पारिवारिक समारोह में हुई थी। आपस में बातचीत के दौरान उन्होंने अपने–अपने अनुभव साझा किए और सोचा कि महिलाओं के साथ ऐसा व्यवहार क्यों किया जाता है।

इस बातचीत को सुनते हुए अपने आप को परिवार का सदस्य मानते हुए निम्नलिखित के उत्तर दें :

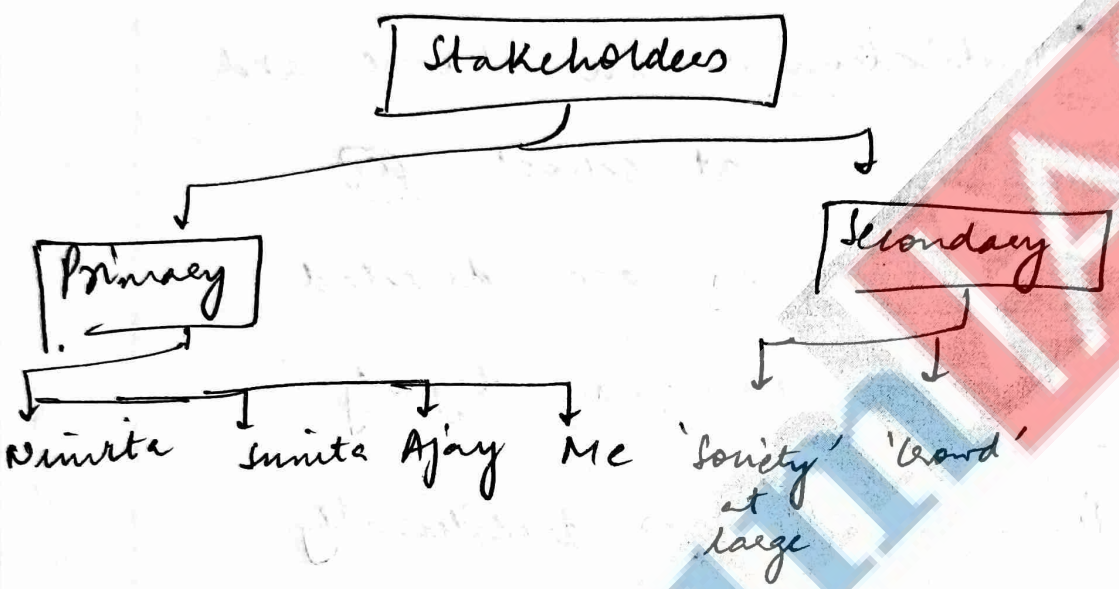
a) महिलाओं के प्रति समाज में ऐसी रूढ़िवादिता और अभिवृत्ति के क्या कारण हैं?

b) ऐसी प्रतिगामी सोच को उलटने और एक समतामूलक समाज बनाने के लिए क्या कदम उठाए जा सकते हैं?

(20 अंक, 250 शब्द)

Art 14, 19, 21 forms the golden trinity of constitution that an individual is able to realise their full potential without any discrimination & is given equal opportunity. However, this case points

the opposite.



Q.) Reason for such stereotype and attitude of society toward women

1.) Gender vs. sex construct: women are often considered as weaker sex. 'Sex' is biological whereas gender is ~~the~~ societal. 'Gender' is forged

by society. (eg) women should undertake caregiving role is gender content.

2.) Socialisation → in home and at school. (eg) various abuses are directed towards women's dignity.

3.) Power assertion → traditionally women were confined to their domestic places thus their authority appears as risk to men as ~~usurpation~~ using of power by women. (eg) Acid attack by men rejected by men / latest attack & murder of Sakshi in Delhi.

4.) Patriarchal and male characteristic behaviour: Media showcasing

toxic masculinity (e.g. Advertisement and movies mocking women for talking men dominated field (e.g. Chak De India)

Steps to reverse such regressive thinking and create an egalitarian society

Following laws in :

I) Societal
- 1.) Letter & spirit (e.g. Vishakha guideline)
- 2.) Equal opportunity (capability Approach of Amartya Sen)
- 3.) Religion should reform from within to give equal status to women.
- 4.) Education i.e egalitarian and promotes equality is need of the hour.

II) Political
- 1.) Women Reservation Bill should be reintroduced in the Parliament
- 2.) Grassroot democracy should give more autonomy to

women & not be guided by patriarchal structure.

III Ethical
1.) Equality, justice, liberty, needs to be imbibed in child.
2.) Attitudinal change through Media and role model.
3.) Great leader, reformer, administrator such as Kiran Bedi, Indira Gandhi can inspire others.

IV Economic
1.) More decision making autonomy due to financial independence.
2.) Equal pay for equal work (Art 39)
3.) Building entrepreneurial spirit through Startup India, SHGs.

Thus, a nation is determined on the parameter of how it treats its women as per Gandhiji. It is necessary that constitutional morality prevails over societal discrimination & prejudices

Q.8) Nayan and Pallavi are a happily married couple. Married for 3 years, the two were planning to expand their family. Both of them planned accordingly, and had a baby girl, whom they named Arti. Nayan and Pallavi were very happy as their family was complete now. However, their happiness was short-lived as Arti was diagnosed with Thalassemia when she was just 8 months old. Thalassemia is an inherited blood disorder caused when the body doesn't make enough haemoglobin, an important part of red blood cells. As a result, Arti was required to undergo blood transfusion in regular intervals. This has made Arti weak and also compromised her immune system. The average lifespan of a thalassaemic person is only 30 years and there is no permanent traditional cure for this disease. Nayan and Pallavi started reading literature about Thalassemia. The only cure was a bone marrow transplant, however, it is rare to get an exact match. While researching about the disease, Nayan and Pallavi came across the term 'saviour sibling'. A savior baby or savior sibling is a child who is conceived through selective in-vitro fertilization (IVF) in order to provide a stem cell transplant to a sibling that is affected with a fatal disease. They consulted a renknowned fertility expert and persuaded her to prepare thalassaemia free foetus. In the initial phase 10 embryos were created and were put to pre-implantation genetic testing for disease. Out of the 10 embryos, only one was found to fulfil the criteria to be the donor for Arti. This embryo was implanted in Pallavi. The rest of the embryos were discarded. Through this procedure, Nayan and Pallavi had a boy, and named him Arun. They waited for 2 years so that Arun's weight could increase to the minimum level which is required for the procedure in a successful manner. Finally, the bone marrow transplantation procedure was completed in a successful manner. Though the procedure is not life threatening, Arun had severe pain for many days post the procedure and his blood haemoglobin levels dropped significantly. Nevertheless, he recovered after a few days to his normal self. Nayan and Pallavi were happy because both Arti and Arun were healthy. On the basis of the above case answer the following questions.

a) List the ethical arguments for and against the 'saviour sibling'. Do you believe that it is ethical for a parent to give consent for donation of bone marrow on behalf of infants?

b) If the procedure included organ donation which could have a permanent effect on the baby, would it still be a prudent therapy?

(20 marks, 250 words)

नयन और पल्लवी एक खुशहाल वैवाहिक युगल हैं। 3 साल से शादीशुदा, दोनों अपने परिवार का विस्तार करने की योजना बना रहे थे। दोनों ने उसी के अनुसार योजना बनाई, और उनकी एक बच्ची हुई, जिसका नाम उन्होंने आरती रखा। नयन और पल्लवी बहुत खुश थे क्योंकि उनका परिवार अब पूरा हो गया था। हालाँकि, उनकी खुशी अल्पकालिक थी क्योंकि आरती में थैलेसीमिया बीमारी का पता चला था जब वह सिर्फ 8 महीने की थी। थैलेसीमिया एक वंशानुगत रक्त विकार है जो तब होता है जब शरीर पर्याप्त हीमोग्लोबिन नहीं बनाता है, जो लाल रक्त कोशिकाओं का एक महत्वपूर्ण हिस्सा है। नतीजतन, आरती को नियमित अंतराल पर रक्त चढ़ाना पड़ता था। इसने आरती को कमजोर बना दिया है और उसकी प्रतिरक्षा प्रणाली से समझौता कर लिया है। एक थैलेसीमिक व्यक्ति का औसत जीवनकाल केवल 30 वर्ष होता है और इस बीमारी का कोई स्थायी पारंपरिक इलाज नहीं है। नयन और पल्लवी ने थैलेसीमिया के बारे में साहित्य पढ़ना शुरू किया। एकमात्र इलाज अस्थि मज्जा प्रत्यारोपण था; हालाँकि, सटीक अस्थि मज्जा मिलना दुर्लभ है। बीमारी के बारे में शोध करते समय, नयन और पल्लवी को 'उद्धारकर्ता सहोदर' शब्द का सामना करना पड़ा। एक उद्धारकर्ता बच्चा या उद्धारकर्ता सहोदर एक ऐसा बच्चा होता है जो चयनात्मक इन–विट्रो निषेचन (आईवीएफ) के माध्यम से गर्भित होता है ताकि एक घातक बीमारी से प्रभावित भाई–बहन को स्टेम सेल प्रत्यारोपण प्रदान किया जा सके। उन्होंने एक प्रसिद्ध फर्टिलिटी विशेषज्ञ से सलाह ली और उसे थैलेसीमिया मुक्त भ्रूण तैयार करने के लिए राजी किया। शुरुआती चरण में 10 भ्रूण बनाए गए और उन्हें बीमारी के लिए प्री–इम्प्लांटेशन जेनेटिक टेस्टिंग के लिए रखा गया। 10 भ्रूणों में से केवल एक ही आरती के लिए दाता होने के मानदंड को पूरा करने वाला पाया गया। इस भ्रूण को पल्लवी में प्रत्यारोपित किया गया।

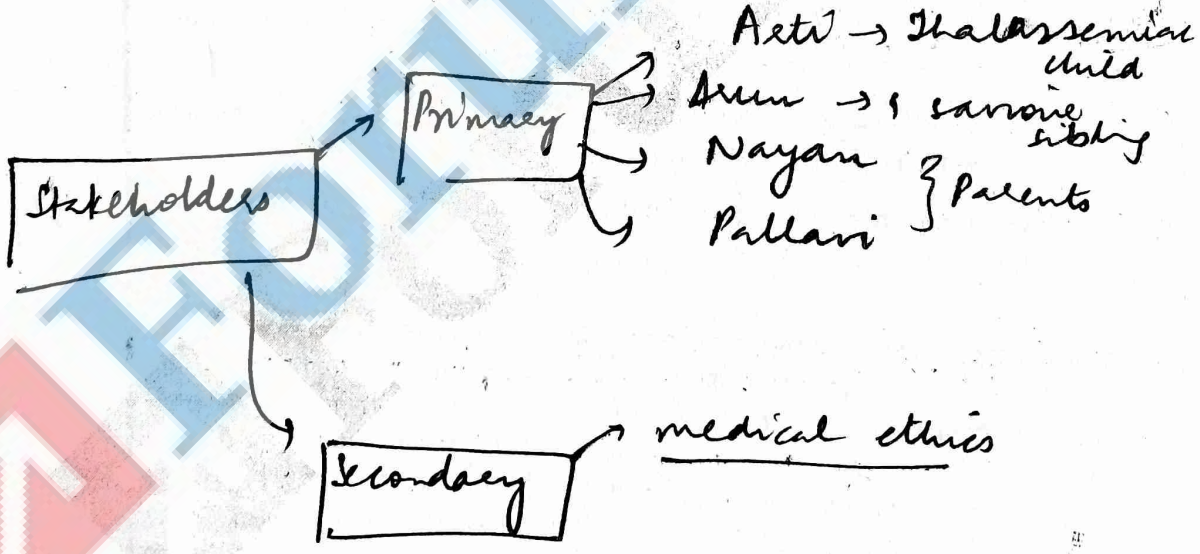
बाकी भ्रूणों को फेंक दिया गया। इस प्रक्रिया के माध्यम से, नयन और पल्लवी को एक लड़का हुआ, और उसका नाम अरुण रखा। उन्होंने 2 साल तक इंतजार किया ताकि अरुण का वजन उस न्यूनतम स्तर तक बढ़ सके जो प्रक्रिया को सफल तरीके से करने के लिए आवश्यक है। अंततः बोन मैरो ट्रांसप्लांट की प्रक्रिया सफल तरीके से पूरी की गई। हालांकि यह प्रक्रिया जीवन के लिए खतरा नहीं है, लेकिन प्रक्रिया के बाद कई दिनों तक अरुण को तेज दर्द हुआ और उनके रक्त में हीमोग्लोबिन का स्तर काफी गिर गया। फिर भी, वह कुछ दिनों के बाद अपने सामान्य रूप से ठीक हो गया। नयन और पल्लवी खुश थे क्योंकि आरती और अरुण दोनों स्वस्थ थे। उपरोक्त मामले के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

a) 'उद्धारकर्ता सहोदर' के पक्ष और विपक्ष में नैतिक तर्कों की सूची बनाएं। क्या आप मानते हैं कि माता–पिता के लिए शिशुओं की ओर से अस्थि मज्जा दान करने की सहमति देना नैतिक है?

b) यदि प्रक्रिया में अंग दान शामिल है जो बच्चे पर स्थायी प्रभाव डाल सकता है, तो क्या यह अभी भी एक विवेकपूर्ण चिकित्सा होगी?

(20 अंक, 250 शब्द)

The above case relates with medical ethics and also life vs. morality debate.



9.) 'Savior sibling'

For
1.) both childs' health intact.
2.) utilize modern stem cell research technology → not experimental
3.) Medically tested: prior tests conducted & tested on grounds of ethicality.
4.) Decided by parents: the 'giver' & 'caretaker' of childens' life.

Against
1.) Lack of existing precedents of medical complication
2.) Destruction of other embryos → life for getting desirable child
3.) God vs. man debate

4.) May pave the ground for designer babies.

Ethicality of parents giving consent on behalf of infact for donation of bone marrow

Yes Ethical
- 1.) Children not conscious/ wise enough to take such decision
- 2.) To save both life : prudent decision (saved Anita and Arun life)
- 3.) Maximum gain for maximum people
- 4.) Categorical imperative to save child's life.

No Unethical
- 1.) Life of child put at risk
- 2.) Do unto others as you would expect them to do to you
- 3.) May lead to complication in life further.

6. Prudence of Procedure involving organ donation leaving a permanent effect on baby

Yes

1.) To ensure child living at present can lead a healthy and fulfilling life. (Art 21)

2.) It is as per J-S Mill and Jeremy Bentham approach : Maximum benefit to maximum: (parent, child)

3.) It is as per ~~deon~~ teleological ethics i.e end justifying the means.

ForumIAS

No

1) It is against social morality: taking life of unborn child

2) It leads to selfishness

3) Against deontological ethics: i.e ~~end~~ unethical means

4) It is against 'golden mean' principle: indulging in extreme of taking the life.

5) Against nature → open the pandora's box for many societal ills. leading down rabit hole.

Thus morality and science need to be balanced. It is important that nature (law of) should not be disturbed as it tend to take its own course.

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Q.9) MAH is a luxury fashion brand/clothing line, known for its ultra-high exclusivity. The luxury fashion products of MAH are widely endorsed by top celebrities, socialites, business magnates, and politicians. After designing, MAH outsources the manufacturing work of the clothes to XYZ textiles, a company located in India. The latest product of MAH, a white color golf T-shirt, was made targeting the upper class of East European countries including Russia. However, due to an armed conflict between two countries in the region, the company was forced to close all its outlets in the East European countries. This led to the problem of adjusting/disposing of the factory inventories of 10,000 units of T-shirts prepared by the XYZ textiles for MAH. Normally, any company would have redirected its products to any other suitable region and clientele. However, high-end luxury brands like MAH place utmost premium upon the exclusivity of its products. Therefore, the company directed Kamlesh, the owner of XYZ textiles, to burn the excess products. The company also told Kamlesh that MAH will pay XYZ textiles the entire cost of the consignment in full.

Kamlesh was relatively new to the fashion industry. The decision of the company came as a shock to him. Kamlesh knew that the combined value of the products that he was asked to burn was in multiple crores. Also, many people in his company had worked very hard for the launch of these golf T-shirts for the last few years. He discussed the company's order with his business associates and friends. To his surprise, Kamlesh was told that this was a common practice among all the high-end luxury brands. In order to maintain the exclusivity of the products, the surplus product is burned. This ensures that the rarity of the product is maintained and the associated glitz and glamour of the product is not diluted. The company reasons that if the surplus product is used by the common working-class people, then it may hurt the brand value of the product. Kamlesh, himself born and brought up in a middle-class family, found this reasoning abhorrent and vulgar. Kamlesh has witnessed poverty in India first hand. He personally knew of many cases where the families did not have decent clothes to wear, least of all the likes of quality clothes that he was asked to burn. As the owner of a manufacturing unit, he knew the financial condition of his workers, and the limited resources within which they were forced to live their lives. Contrasting these hard realities with the company's decision of burning products worth crores of rupees disgusted Kamlesh and made him ponder over the vulgar display of wealth and power.

Though Kamlesh knew that burning the clothes is not justified, he was also aware that it was after all company's prerogative to deal with its product as it pleased. Also, MAH had helped Kamlesh during his difficult economic phase. While he was struggling to find work during covid-19 crisis, MAH had then given him and his business a lease of life by giving him a big contract. Therefore, he did not intend to do anything that could jeopardize his cordial and profitable relations with MAH.

a) What are the ethical issues in the above case study?

b) Imagine yourself in the shoes of Kamlesh. What course of action will you adopt in the above situation?

(20 marks, 250 words)

MAH एक लक्ज़री फैशन ब्रांड/कपड़ों की श्रंखला है, जो अपनी अति–उच्च विशिष्टता के लिए जानी जाती है। MAH के लक्ज़री फैशन उत्पादों को शीर्ष हस्तियों, सोशलाइट्स, बिजनेस मैग्नेट और राजनेताओं द्वारा व्यापक रूप से समर्थन दिया जाता है। डिजाइन करने के बाद, MAH कपड़ों के निर्माण कार्य को भारत में स्थित XYZ टेक्सटाइल्स को आउटसोर्स करता है। एमएएच का नवीनतम उत्पाद, सफेद रंग की गोल्फ टी–शर्ट, रूस सहित पूर्वी यूरोपीय देशों के उच्च वर्ग को लक्षित करके बनाया गया था। हालांकि, इस क्षेत्र में दो देशों के बीच एक सशस्त्र संघर्ष के कारण, कंपनी को पूर्वी यूरोपीय देशों में अपने सभी आउटलेट्स बंद करने के लिए मजबूर होना पड़ा। इससे MAH के लिए XYZ टेक्सटाइल्स द्वारा तैयार की गई टी–शर्ट्स की 10,000 यूनिट्स की फैक्ट्री इन्वेंट्री के समायोजन/निपटान की समस्या पैदा हुई। आम तौर पर, कोई भी कंपनी अपने उत्पादों को किसी अन्य उपयुक्त क्षेत्र और ग्राहकों के लिए पुनर्निर्देशित कर देती।

हालांकि, MAH जैसे हाई–एंड लक्ज़री ब्रांड अपने उत्पादों की विशिष्टता पर अत्यधिक प्रीमियम लगाते हैं। इसलिए, कंपनी ने एक्सवाईजेड टेक्सटाइल्स के मालिक कमलेश को अतिरिक्त उत्पादों को जलाने का निर्देश दिया। कंपनी ने कमलेश को यह भी बताया कि एमएएच एक्सवाईजेड टेक्सटाइल को खेप की पूरी कीमत चुकाएगा।

कमलेश फैशन उद्योग में अपेक्षाकृत नए थे। कंपनी के इस फैसले से उन्हें झटका लगा। कमलेश जानता था कि जिन उत्पादों को जलाने के लिए कहा गया था, उनका संयुक्त मूल्य कई करोड़ में था। साथ ही उनकी कंपनी के कई लोग पिछले कुछ सालों से इन गोल्फ टी–शर्ट्स की लॉन्चिंग के लिए काफी मेहनत कर रहे हैं। उन्होंने अपने व्यापारिक सहयोगियों और दोस्तों के साथ कंपनी के ऑर्डर पर चर्चा की। कमलेश को बताया गया कि सभी उच्च लक्जरी ब्रांडों में यह एक आम बात थी। उत्पादों की विशिष्टता को बनाए रखने के लिए, अधिशेष उत्पाद को जला दिया जाता है। यह सुनिश्चित करता है कि उत्पाद की दुर्लभता बनी रहे और उत्पाद से संबंधित चमक और ग्लैमर कम न हो। कंपनी का तर्क है कि अगर सरप्लस प्रोडक्ट का इस्तेमाल आम कामकाजी वर्ग के लोग करते हैं तो इससे प्रोडक्ट की ब्रांड वैल्यू को नुकसान पहुंच सकता है। खुद मध्यवर्गीय परिवार में पैदा हुए और पले–बढ़े कमलेश को यह तर्क घिनौना और भद्दा लगा। कमलेश ने पहली बार भारत में गरीबी देखी है। वह व्यक्तिगत रूप से ऐसे कई मामलों के बारे में जानता था जहां परिवारों के पास पहनने के लिए अच्छे कपड़े नहीं थे, कम से कम गुणवत्ता वाले कपड़े पसंद थे जिन्हें जलाने के लिए कहा गया था। एक निर्माण इकाई के मालिक के रूप में, वह अपने श्रमिकों की वित्तीय स्थिति और उन सीमित संसाधनों को जानता था जिनके भीतर उन्हें अपना जीवन जीने के लिए मजबूर किया जाता था। इन कठोर वास्तविकताओं की तुलना कंपनी द्वारा करोड़ों रुपये के उत्पादों को जलाने के निर्णय से करने पर कमलेश को घृणा हुई और उसने धन और शक्ति के अश्लील प्रदर्शन पर विचार किया।

हालांकि कमलेश जानता था कि कपड़े जलाना न्यायोचित नहीं है, वह यह भी जानता था कि आखिर कंपनी का विशेषाधिकार है कि वह अपने उत्पाद को अपनी मर्जी से डील करे। इसके अलावा, MAH ने कमलेश को उसके कठिन आर्थिक दौर में मदद की थी। जब वह कोविड–19 संकट के दौरान काम खोजने के लिए संघर्ष कर रहे थे, तब MAH ने उन्हें और उनके व्यवसाय को एक बड़ा अनुबंध देकर उन्हें और उनके व्यवसाय को जीवनदान दिया था। इसलिए, वह ऐसा कुछ भी करने का इरादा नहीं रखता था जो एमएएच के साथ उसके सौहार्दपूर्ण और लाभदायक संबंधों को खतरे में डाल सके।

a) उपरोक्त केस स्टडी में नैतिक मुद्दे क्या हैं?

b) कल्पना कीजिए कि आप कमलेश के स्थान पर हैं। उपरोक्त स्थिति में आप किस प्रकार की कार्रवाई को अपनाएंगे?

(20 अंक, 250 शब्द)

This case deal with economic inequality existing in the society as pointed by Oxfam report that richest 10% own > 70% of the wealth.

q) Ethical Issues:

1.) Armed conflict in one region affecting other places' economy

2) Burning of multi-crore order to maintain rarity and glamour and glitz of product.

3.) Brand value at the cost of poverty

4) Excessive display of power and wealth ignoring others' needs.

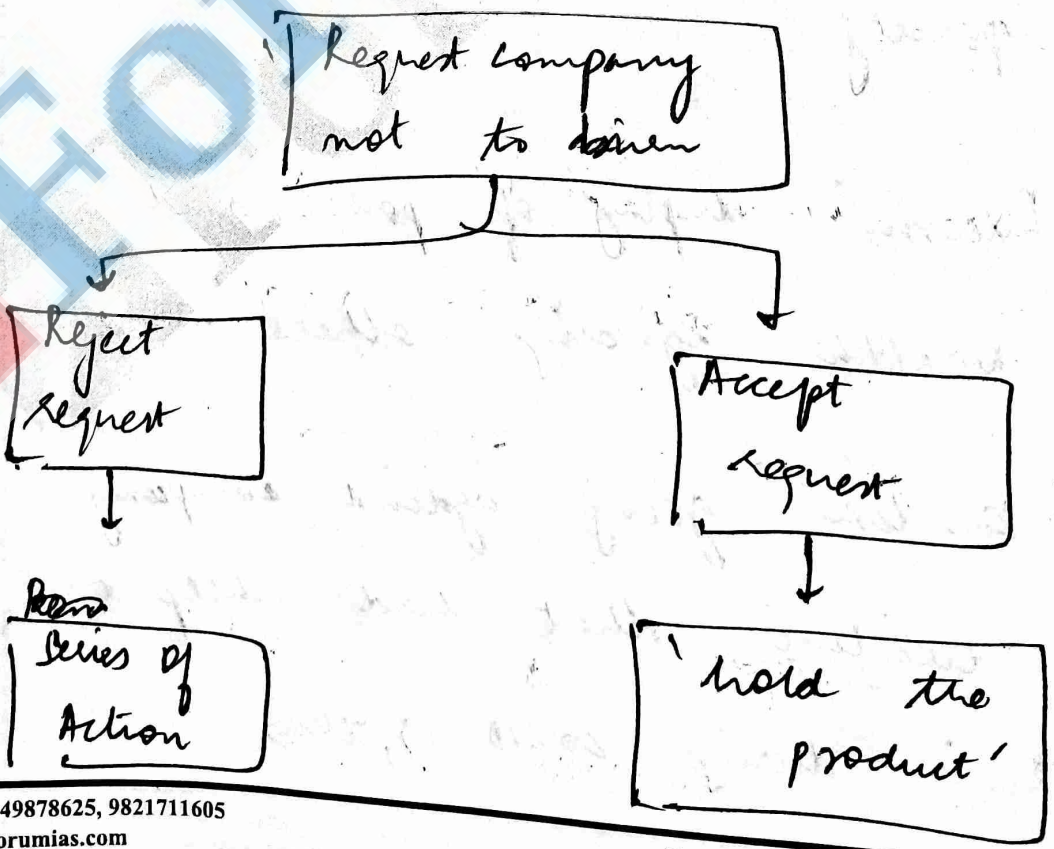
5.) Ramdeo going against company directive that had helped him during COVID-19, thus

jeopardising cordial relation.

b)

Course of Action

I will request company to not dispose off product in the very first instance by writing to top management.



series of action, in case of request rejection:

1.) Ask team to remove the company's tag.

2.) Change the design of shirt and add own innovation.

3.) Collaborate with NGO/ SHG/ CSO to utilize the same in any other way other than shirt such as decoration pices or for tribal art/embroidery.

4.) Seek support of my team and stakeholder & also

ask their opinion.

I will take such action:

as it is for (i) maximum benefit of all.

(ii) It is as per my moral and middle-class upbringing.

(iii) Not to 'waste' and even as per 'circular economy'.

Thus, it is important that 'LIFE' and 'vasudhaiv kutumbakam' approach are adhered to for taking prudent step.

Q.10) Abhay is a senior officer in a government think tank. He is responsible for analysing the demands for funds from various ministries and state governments. His job mandates making recommendations to the government for prioritising the budget expenditure. Abhay's department is presently busy in analysing the demands for funds from five different ministries. The first demand is from the Ministry of Defence for 500 crore rupees. The Ministry of Defence has solicited funds for the acquisition of state-of-the-art bullet proof vests and assault weapons for the armed force personnel posted in insurgent invested areas of Jammu and Kashmir. The second demand is from the Ministry of Heavy Industries. The Ministry of Heavy Industries has demanded 300 crore rupees for the purchase of electric scooters. Distribution of electric scooters was one of the election promises of the incumbent union government in order to reduce pollution levels in the country. Further, as two states are set to go to poll next year, there is an additional pressure from a senior cabinet minister to prioritise this demand. The third demand is for 200 crore rupees from the Ministry of Road Transport. The Ministry of Road Transport has proposed to build robust road connectivity in left wing affected areas and also in the hilly states. It is reasoned that while road connectivity will have a multiplier impact on the economy, it will also improve the governance process. The fourth demand is from the Ministry of Health for 200 crore rupees. The Ministry of Health has targeted to increase the insurance penetration in the country. It is argued that increased insurance penetration will boost public health and reduce out-of-pocket expenditure. The fifth demand is for 300 crore rupees from the Ministry of Women and Child Development. The MoWCD aims to expand its nutrition programme in the country. It is believed that in order to check the high levels of stunting and wasting in the children, the State needs to take a larger role.

While each of the government schemes is important, the fiscal space available with the exchequer is limited. Accordingly, Abhay has an elbow space to accommodate schemes worth 1000 crore rupees. Now, it is incumbent upon Abhay to allocate the available money in the most prudent fashion.

a) What principles should guide Abhay in the allocation of money?

b) Imagine yourself in the position of Abhay. In what order will you prioritise the available funds and why?

(20 marks, 250 words)

अभय एक सरकारी थिंक टैंक में वरिष्ठ अधिकारी हैं। वह विभिन्न मंत्रालयों और राज्य सरकारों से धन की मांगों का विश्लेषण करने के लिए जिम्मेदार हैं। उनका काम बजट व्यय को प्राथमिकता देने के लिए सरकार को सिफारिशें करना अनिवार्य करता है। अभय का विभाग फिलहाल पांच अलग–अलग मंत्रालयों से फंड की मांगों का विश्लेषण करने में लगा हुआ है. पहली मांग रक्षा मंत्रालय से 500 करोड़ रुपए की है। रक्षा मंत्रालय ने जम्मू–कश्मीर के विद्रोही प्रभावित क्षेत्रों में तैनात सशस्त्र बल के जवानों के लिए अत्याधुनिक बुलेट प्रूफ जैकेट और हमले के हथियारों की खरीद के लिए धन की मांग की है। दूसरी मांग भारी उद्योग मंत्रालय की है। भारी उद्योग मंत्रालय ने इलेक्ट्रिक स्कूटर की खरीद के लिए 300 करोड़ रुपये की मांग की है। देश में प्रदूषण के स्तर को कम करने के लिए इलेक्ट्रिक स्कूटर का वितरण मौजूदा केंद्र सरकार के चुनावी वादों में से एक था। इसके अलावा, चूंकि दो राज्यों में अगले साल चुनाव होने हैं, इसलिए इस मांग को प्राथमिकता देने के लिए एक वरिष्ठ कैबिनेट मंत्री का अतिरिक्त दबाव है। तीसरी मांग सड़क परिवहन मंत्रालय से 200 करोड रुपये की है। सड़क परिवहन मंत्रालय ने वामपंथी प्रभावित क्षेत्रों और पहाड़ी राज्यों में भी मजबूत सड़क संपर्क बनाने का प्रस्ताव दिया है। यह तर्क दिया जाता है कि जहां सड़क संपर्क का अर्थव्यवस्था पर गुणक प्रभाव पड़ेगा, वहीं यह शासन प्रक्रिया में भी सुधार करेगा। चौथी मांग स्वास्थ्य मंत्रालय से 200 करोड़ रुपये की है. स्वास्थ्य मंत्रालय ने देश में बीमा पैठ बढ़ाने का लक्ष्य रखा है। यह तर्क दिया जाता है कि बीमा की पहुंच बढ़ने से सार्वजनिक स्वास्थ्य को बढ़ावा मिलेगा और जेब से होने वाले खर्च में कमी आएगी। पांचवी मांग महिला एवं बाल विकास मंत्रालय से 300 करोड़ रुपये की है. MoWCD का उद्देश्य देश में अपने पोषण कार्यक्रम का विस्तार करना है। यह माना जाता है कि बच्चों में स्टंटिंग और वेस्टिंग के उच्च स्तर को रोकने के लिए राज्य को एक बड़ी भूमिका निभाने की आवश्यकता है।

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जबकि प्रत्येक सरकारी योजना महत्वपूर्ण है, राजकोष के पास उपलब्ध राजकोषीय स्थान सीमित है। तदनुसार, अभय के पास 1000 करोड़ रुपये की योजनाओं को समायोजित करने की क्षमता है। अब, यह अभय पर निर्भर है कि वह सबसे विवेकपूर्ण तरीके से उपलब्ध धन का आवंटन करे।

a) धन के आवंटन में अभय को किन सिद्धांतों का मार्गदर्शन करना चाहिए?

b) अभय की स्थिति में खुद की कल्पना करें। उपलब्ध कोष को आप किस क्रम में प्राथमिकता देंगे और क्यों?

(20 अंक, 250 शब्द)

The case present a dilemma faced in fiscal allocation by Abhay. It deals with various important issues concerning nation such as security, nutrition, transportation, road infrastructure etc.

a) Principles guiding Abhay in allocation of money

1.) Vulnerable section should be prioritised.

2.) National security is utmost.

3) Electoral promises should not lead to hefty spending.

4) Fiscal pendence → spend money as if it is your own.

5) Maximum benefit to maximum people.

6) Gandhiji's talisman

7) Development vs. security

8) Fiscal constraints

9) Precedents → any similar decision taken earlier

10) Present situation (eg) nation

at war or facing health crisis

5.) As Ajay, My priority for fund allocation alongwith reasons:

I Ministry of Defence (₹400 cr)

acquisition of bulletproof vests and assault weapon for J&K personnel

Reasons

1.) Nation's security : utmost priority

2.) If sovereignty is lost nothing else left.

3.) Lives of soldier extremely important :- because of them citizen feel ~~secf~~ safe and can sleep

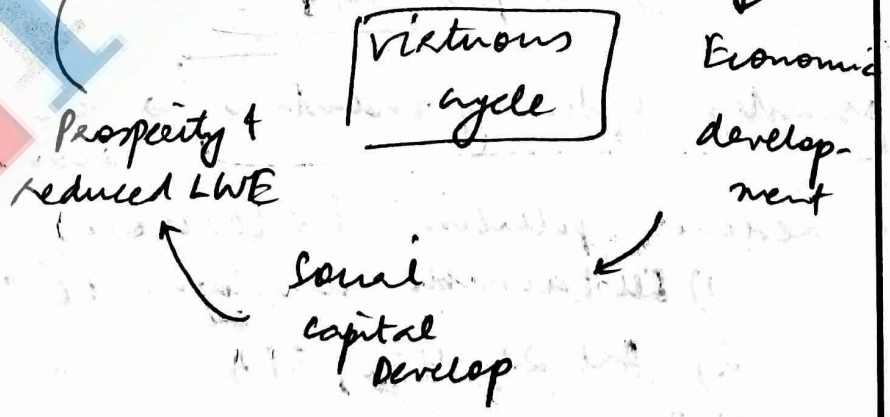
II Ministry of Road transport

demand for building road in LWE (₹ 200 cr)

Reasons

1.) Internal security

2.) Infrastructure development



3) Helps tribal in equitable growth.

IV Ministry of Health → insurance penetration increase & boost public health and reduce OOPE. (₹ 200 crore)

Reasons 1.) Cover many individuals

2.) Reduce health burden

3) Multiplier effect

4.) ~~As per~~ human capital & demographic dividend apply

5) Future investment

V MoWCD → nutrition programs expansion (Children wasting study) (₹ 100 cr)

1.) Equity & concern for health.

2.) Future children capital and important asset

3) As per SDG 1, 2

Ministry of Heavy Industries → electric scooter to reduce pollution (₹ 100 crore)

1) Sustainable development (SDG 11, 15)

2) Art 21, 47, 51A

3) PUCL case

Thus, the decision should be based on financial propriety and prudence

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Q.11) Raman is a senior IAS officer posted as the joint secretary of the health department in a state government. Raman is a doctor by training and has served honourably in the state government. One night, after attending a birthday party of a colleague, Raman, accompanied by a friend, was returning to his home in his personal car. In the birthday party, Raman indulged himself in alcohol. While returning, Raman's friend told him that it should be her who should be driving, as Raman was in an inebriated state. However, Raman assured her that he was perfectly capable of driving and insisted on doing the same. After a while, Raman's friend noticed that Raman was driving way over the speed limit, and was also losing control over the vehicle. Even as she was warning Raman to go slow, suddenly a motorcycle appeared from one of the adjoining streets. Though the motorcycle was on its side of the lane, Raman could not control his vehicle and hit the motorcycle. Raman's vehicle was also rammed into a nearby shop. Immediately, people gathered around the accident site and helped Raman and his friend to get off their vehicle, which was heavily damaged. Also, in no time the police and the ambulance reached the spot. While Raman and his friend were conscious and had nothing more than some minor bruises, the motorcycle driver could not survive the accident and died on the spot.

The police personnel at once recognised the IAS officer, Raman and rushed him and his friend to the state hospital for their medical treatment and examination. However, being a trained doctor and a civil servant, Raman was well aware of the consequences of the medical test. Therefore, Raman tried to influence the doctor in charge, by misusing his official position. The medical officer in charge of the state hospital, Avnish was also the CMO of the district. Avnish has known Raman since his college days, where he was 3 years senior to him. Raman told Avnish that the whole incident was a mistake and he was extremely sorry for the motorcycle driver. He requested Avnish to delay the blood test and other medical examinations by just 10 hours. He also told Avnish that if it was found that he was drunk while the accident happened it would harm his career no end. Further, Raman hinted to Avnish that his small cooperation in this matter would not go unnoticed. Avnish was trying to get a posting near his home district. Also, the promotion file of his wife, also a doctor, was pending before Raman, who was the joint health secretary. Avnish also knew that Raman, otherwise, is a very honest, smart, and diligent officer. Now, Avnish is in a state of dilemma over his future course of action.

Based on the conditions mentioned above, answer the following questions:

a) What were the ethical flaws in the conduct of Raman?

b) Discuss the merits and de-merits of various courses of actions available to Avnish?

c) What are various dilemmas before Avnish? (20 marks, 250 words)

रमन एक वरिष्ठ IAS अधिकारी हैं जो राज्य सरकार में स्वास्थ्य विभाग के संयुक्त सचिव के रूप में तैनात हैं। रमन प्रशिक्षण से डॉक्टर हैं और राज्य सरकार में सम्माननीय सेवा दे चुके हैं। एक रात, एक सहकर्मी के जन्मदिन की पार्टी में शामिल होने के बाद, रमन, एक दोस्त के साथ अपनी निजी कार में अपने घर लौट रहे थे। जन्मदिन पार्टी में रमन ने शराब का सेवन किया। लौटते समय, रमन के दोस्त ने उससे कहा कि उसे गाड़ी नहीं चलानी चाहिए, क्योंकि रमन नशे की हालत में था। हालांकि, रमन ने उसे आश्वासन दिया कि वह गाड़ी चलाने में पूरी तरह से सक्षम है और उसने गाड़ी चलाना जारी रखा। थोड़ी देर बाद, रमन के दोस्त ने देखा कि रमन गति सीमा से अधिक गाड़ी चला रहा था, और वाहन पर नियंत्रण भी खो रहा था। जैसे ही वह रमन को धीरे चलने की चेतावनी दे ही रही थी कि अचानक बगल की एक गली से एक मोटरसाइकिल आती दिखाई दी। हालांकि मोटरसाइकिल लेन के किनारे पर थी, रमन अपने वाहन को नियंत्रित नहीं कर सका और मोटरसाइकिल को टक्कर मार दी। रमन की गाड़ी भी पास की एक दुकान से टकरा गयी। तुरंत, लोग दुर्घटनास्थल के आसपास जमा हो गए और रमन और उसके दोस्त को अपने वाहन से बाहर निकालने में मदद की, जो बुरी तरह क्षतिग्रस्त हो गए थे। साथ ही कुछ ही देर में पुलिस और एंबुलेंस मौके पर पहुंच गई। जबकि रमन और उसका दोस्त होश में थे और उनको कुछ मामूली चोटों के अलावा और कुछ नुकसान नहीं था, मोटरसाइकिल चालक दुर्घटना से बच नहीं सका और मौके पर ही उसकी मौत हो गई।

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पुलिस कर्मियों ने एक बार IAS अधिकारी, रमन को पहचान लिया और उन्हें और उनके दोस्त को उनके चिकित्सा उपचार और जांच के लिए राजकीय अस्पताल ले गए। हालांकि, एक प्रशिक्षित डॉक्टर और एक सिविल सेवक होने के नाते, रमन मेडिकल टेस्ट के परिणामों से अच्छी तरह वाकिफ थे। इसलिए रमन ने अपने आधिकारिक पद का दुरूपयोग कर प्रभारी चिकित्सक को प्रभावित करने का प्रयास किया। राजकीय अस्पताल के प्रभारी, चिकित्सा अधिकारी अवनीश जिले के ब्ल्ड भी हैं। अवनीश रमन को उसके कॉलेज के दिनों से जानता है, जहां वह उससे 3 साल बड़ा था। रमन ने अवनीश से कहा कि पूरी घटना एक गलती थी और वह मोटरसाइकिल चालक के लिए बहुत दुखी है। उन्होंने अवनीश से ब्लड टेस्ट और अन्य मेडिकल जांच में सिर्फ 10 घंटे की देरी करने का अनुरोध किया। उन्होंने अवनीश से यह भी कहा कि अगर यह पाया गया कि दुर्घटना के समय वह नशे में थे तो इससे उनके करियर को कोई नुकसान होगा। इसके अलावा, रमन ने अवनीश को संकेत दिया कि इस मामले में उनके छोटे से सहयोग पर ध्यान नहीं दिया जाएगा। अवनीश अपने गृह जिले के पास पो. स्टिंग पाने की कोशिश कर रहा था। साथ ही, उनकी पत्नी, जो एक डॉक्टर भी हैं, की पदोन्नति की फाइल रमन के समक्ष लंबित थी, जो संयुक्त स्वास्थ्य सचिव थे। अवनीश भी जानता था कि रमन एक बहुत ही ईमानदार, होशियार और मेहनती अधिकारी है। अब, अवनीश अपने भविष्य के कदमों को लेकर असमंजस की स्थिति में है।

ऊपर उल्लिखित शर्तों के आधार पर, निम्नलिखित प्रश्नों के उत्तर दें :

a) रमन के आचरण में कौन से नैतिक दोष थे?

b) अवनीश के लिए उपलब्ध विभिन्न प्रकार के कार्यों के गुणों और दोषों पर चर्चा करें?

c) अवनीश के सामने विभिन्न दुविधाएं क्या हैं?

(20 अंक, 250 शब्द)

The above scenario relates to the dilemma of performing one's moral / professional duty vs personal relation. It also entails the harm of driving under the influence.

a) Ethical flaws in the conduct of Raman

1.) Drunken driving → taking law in hands.

2) Ignoring friends' advice and putting her life at risk: lack of emotional intelligence and attitude of irresponsibility and lack of accountability.

3.) Misusing power and authority for saving job: disregard ethical conduct by interfering in ~~no~~ etc procedure of Arnish.

4.) Using personal relation to further one's demand: friendship and position of power exploited

to delay medical examination in favours to Arnish ~~promotion~~ posting and wife's promotion.

6) **Merits & Demerit of various courses of action of Arnish**

1.) **Listen to Raman & delay blood test & medical examination by 10 hrs**

Merits

1.) Friendship remains
2.) Posting in home district
3) Raman's job not in jeopardy
4) wife's promotion

Demerits

1.) Against medical ethics
2.) Raman took someone's life and planted evidences
3) May interfere with law &

become accomplice in crime
4) ~~May~~ posting of ~~not~~ Manish & wife's promotion.

2) Ignore his request and conduct the tests

Merits
1.) Medical ethics intact
2.) Justice to accident victim.
3.) Performing duty (Karma Yoga)
4.) Not accomplice in crime
5.) Separate personal and professional life

Demerits
1.) Close friendship
2.) Wife's promotion jeopardised

3.) Ask third person (Doctor) to handle Raman's file to avoid conflict of interest

Merit
1.) Impartial decision
2.) No undue influence
3.) Bring justice to victim

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Demerit → 1) Raman may lose job.
→ 2) Arnish may face Raman's ire

c) **Dilemma before Arnish**

1.) Friendship (college friend) vs. job responsibility (conduct test immediately of accident)

2.) Professional duty (conduct test) vs. personal obligation (wife's promotion)

3.) Justice for victim (died because of someone else's mistake) vs. friend's job (at risk due to drunken driving)

4.) Equality for all (treat all similarly) vs. partiality (towards Raman)

5.) Universalistic vs. particularistic ethics

Thus medical ethics and highest sense of justice need to prevail to perform the duty of Doctor diligently.

Feedback (For OFFICE use
Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.12) ABC Pvt. Ltd. is a globally renowned ed-tech company known for its online products. During the ongoing covid-19 crisis, the tele-education services of the company aided many students in continuing their education without disruption. However, despite the boom in the online education sector, ABC Pvt. Ltd. reported unprecedented net losses. Now, ABC Pvt. Ltd. decided to lay-off its employees as a cost-cutting measure. As a result, almost 10% of the total workforce of the company was laid-off. Though the company defended its decision by citing the dire financial conditions and plummeting funding, the experts raised the questions of propriety. While on one hand a large number of employees were relieved from their jobs, on the other hand consistent profligacy on the part of ABC education was pointed out by the critics.

Soon after laying-off the employees, ABC Pvt. Ltd. distributed major/large bonuses to its top executives. Also, ABC Pvt. Ltd. roped in a world-famous sports personality as its brand ambassador for an undisclosed multimillion-dollar contract. Further, the company, far from showing any sign of fiscal strains, continued to splurge money on its senior officers. It was reported that the top brass continued to fly first class across countries on company's money. Also, the high salary package of the senior management of the company belied the claims of any money-crunch. In contrast, the sudden manner in which the lay-offs were carried out, has left many employees in a lurch. Laid-off employees were facing anxiety over their uncertain future. In a survey conducted by a news agency, it was found that many of the laid-off employees had huge financial obligations; some having EMIs to pay, some have to pay school fees of their children, while others have responsibility for ailing parents.

While the owner of ABC Pvt. Ltd. wrote an apology mail to all the laid-off employees, the process of firing smacked of a cavalier attitude. The sacked employees, as per media reports, complained that the contract obligations, were not honoured while firing them from their jobs. Neither any severance package was given to these employees, nor were they given any official notice about their removal. The whole incident gained a lot of media attention, and the act of ABC Pvt. Ltd. was being discussed across the sections of society.

a) What are the ethical issues involved in the above case study?

b) How will this action impact the overall work-culture of the company?

c) Examine the necessity of corporate ethics in large corporations. (20 marks, 250 words)

ABC प्राइवेट लिमिटेड एक विश्व स्तर पर प्रसिद्ध एड–टेक कंपनी है जो अपने ऑनलाइन उत्पादों के लिए जानी जाती है। चल रहे कोविड–19 संकट के दौरान, कंपनी की टेली–एजुकेशन सेवाओं ने कई छात्रों को बिना किसी व्यवधान के अपनी शिक्षा जारी रखने में मदद की। हालाँकि, ऑनलाइन शिक्षा क्षेत्र में वृद्धि के बावजूद, ABC प्राइवेट लिमिटेड ने अभूतपूर्व शुद्ध घाटे की सूचना दी। अब, ABC प्राइवेट लिमिटेड ने लागत में कटौती के उपाय के रूप में अपने कर्मचारियों की छंटनी करने का निर्णय लिया। परिणामस्वरूप, कंपनी के कुल कार्यबल का लगभग 10 प्रतिशत बंद कर दिया गया। हालांकि कंपनी ने गंभीर वित्तीय स्थिति और घटती फंडिंग का हवाला देते हुए अपने फैसले का बचाव किया, लेकिन विशेषज्ञों ने औचित्य के सवाल उठाए। जहाँ एक ओर बड़ी संख्या में कर्मचारियों को उनकी नौकरी से मुक्त कर दिया गया, वहीं दूसरी ओर आला. चकों द्वारा ABC शिक्षा की ओर से लगातार लापरवाही की ओर इशारा किया गया।

कर्मचारियों की छंटनी के तुरंत बाद ABC प्राइवेट लिमिटेड ने अपने शीर्ष कार्यकारियों को बड़े–बड़े बोनस वितरित किए। साथ ही ABC प्राइवेट लिमिटेड ने एक अज्ञात मल्टीमिलियन–डॉलर के अनुबंध के लिए एक विश्व प्रसिद्ध खेल हस्ती को अपना ब्रांड एंबेसडर बनाया। इसके अलावा, कंपनी ने राजकोषीय दबाव का कोई संकेत दिखाने की बजाय, अपने वरिष्ठ अधिकारियों पर पैसा लुटाना जारी रखा। यह बताया गया कि शीर्ष अधिकारी कंपनी के पैसे पर देश भर में प्रथम श्रेणी में उड़ान भरते रहे।

साथ ही, कंपनी के वरिष्ठ प्रबंधन के उच्च वेतन पैकेज ने पैसे की कमी के दावों को झूठा साबित किया। इसके विपरीत, अचानक जिस तरीके से छंटनी की गई, उसने कई कर्मचारियों को अधर में छोड़ दिया है। नौकरी से निकाले गए कर्मचारी अपने अनिश्चित भविष्य को लेकर चिंता का सामना कर रहे थे। एक समाचार एजेंसी द्वारा किए गए एक सर्वेक्षण में, यह पाया गया कि हटाए गए कई कर्मचारियों पर भारी वित्तीय दायित्व थे; कुछ को EMI चुकानी है, कुछ को अपने बच्चों की स्कूल फीस देनी है, जबकि अन्य पर बीमार माता–पिता की जिम्मेदारी है।

जबकि ABC प्राइवेट लिमिटेड ने सभी हटाए गए कर्मचारियों को एक माफीनामा लिखा, बरख़ास्तगी की प्रक्रिया में एक लाप. रवाह रवैये की बू आ रही थी। मीडिया रिपोर्टों के अनुसार, बर्खास्त कर्मचारियों ने शिकायत की कि उन्हें नौकरी से निकालते समय अनुबंध की बाध्यताओं का सम्मान नहीं किया गया। इन कर्मचारियों को न तो कोई सेवरेंस पैकेज दिया गया और न ही इन्हें हटाने की कोई आधिकारिक सूचना दी गई। पूरी घटना ने मीडिया का बहुत ध्यान आकर्षित किया और ABC प्राइवेट लिमिटेड की चर्चा समाज के सभी वर्गों में हो रही थी।

a) उपरोक्त केस स्टडी में शामिल नैतिक मुद्दे क्या हैं?

b) यह कार्रवाई कंपनी की समग्र कार्य–संस्कृति को कैसे प्रभावित करेगी?

c) बड़े निगमों में कॉर्पोरेट नैतिकता की आवश्यकता का परीक्षण करें। (20 अंक, 250 शब्द)

The case points to the recent incident reported in media about the recent layoff in Byju's private limited and many financial irregularities present.

9.) Ethical issues

1.) layoff of employees without any severance package, notice,

2.) Dishonoring contract obligation

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3.) financial propriety by Ed-tech

4.) consistent negligence and profligacy (hiring sports personality as ambassador)

5.) lack of regard for employee contribution

6.) Discriminatory treatment and exclusive privilege to senior officials.

7.) Lack of regard for investors' money

8.) Playing with the lives of innocent student: jeopardising future

9.) Lack of corporate ethics

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4) Impact on overall work culture of the company.

1.) Reduced employee's moral

2.) Wilful resignation and lack of commitment of employee

3.) Poor brand value and shareholder removing their investment.

4.) Students' losing trust in teachers

5.) Anxiety and stress among workers.

6.) Lack of security of job and lack of concern for contract.

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7.) may Effect health of employees.
Moonlighting / Gig culture encouraged.

8.) Top management → disregarding team work and employee coordination → negative feedback loop.

9.) Unhealthy competition among present employees leading to poor work life balance.

c) Necessity of corporate ethics in large corporation

1.) Ensure code of ethics and code of conduct adhered it.

2.) Ensures answerability and accountability of top management

3.) Ensure investor confidence and regular flow of income.

4.) Ensure oversight and regulation mechanism to avoid misuse of fund on large bonuses, hiring world famous sport personality

5.) Ensures healthy and conducive work environment

6.) Proper feedback and grievance redressal mechanism leading to sustainability of company.

Company need to realise that such frivolous and impendent action have a domino effect not only work culture but overall startup culture. It is detrimental to whole nation as a whole.

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Outcomes

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Marking Scheme

Mark	Good	Average	Below average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0
✓	Key / Relevant Point		
✗	Vague / Irrelevant		

* Subject to change without prior notice.

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