



VISION IAS

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GENERAL STUDIES (TEST CODE : 1837)

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Medium Hindi/Eng.	ENGLISH	Registration Number	1383501
Center	ONLINE	Date	30/08/2022

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

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

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

Altruism is the idea of benefitting/
Caring for others without anything
in return.

A public servant needs to be
altruistic to empathise with others

eg: Tribals face vulnerabilities.

Civil servants like Poma Tudu
(Odisha Cadre), have shown altruism
by walking rugged terrain to
listen to tribal issues. She could
have easily asked them to come
over but did not.

For Armstrong Pame (Manipur IAS)
crowdfunding to create people's road.

was beyond his duties. Yet the
altruist in him motivated him
to go one step forward.

Measures ?

- ① Ethical training to public servants
↳ in gender sensitivity, caste issues, etc
- ② Incentivising the such performance
eg like that of above officers.
- ③ Connecting with the people helps
in empathising with them
and create a compassionate
civil service.

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

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

The Utilitarian principle forwarded by James Stuart Mill focuses on maximization of satisfaction as a social satisfaction indicator.

This is also highlighted in judicial principle of "proportionality".

But in certain circumstances, doing the right thing may not be a utility maximising method.

Eg: Following rules by civil servants delays development in cases like environmental clearance, but it establishes "rule of law".

Taking the case of gender justice, the Narley Johal case (2018) caused furore among traditional Indian society. But, it upheld the constitutional right to a meaningful life.

Similarly, casteism has its supporters but it is against one's right to equality (Article 14-18)

Thus, maximisation of social welfare depends on the social practice being promoted.

If child marriage is socially accepted, it does not mean we let it happen.

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Don't write
anything this
margin
(इस मार्ग में
कुछ न लिखें)

2. (a) With the help of appropriate examples, discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force.

(150 words) 10

उपरोक्त उदाहरणों की सहायता से भारत में पुलिसिंग (पुलिस व्यवस्था) में शामिल नैतिक चुनौतियों पर चर्चा कीजिए। साथ ही, पुलिस बल में आम ब्रह्मचर के कारणों पर प्रकाश डालिए।

Recent events of custodial death of father & son in Tamil Nadu have brought to light to unethical policing faced by Indian governance model.

Erosion of values like transparency, political neutrality, objectivity and anonymity have been highlighted by the second ARC report.

Ethical Challenges :

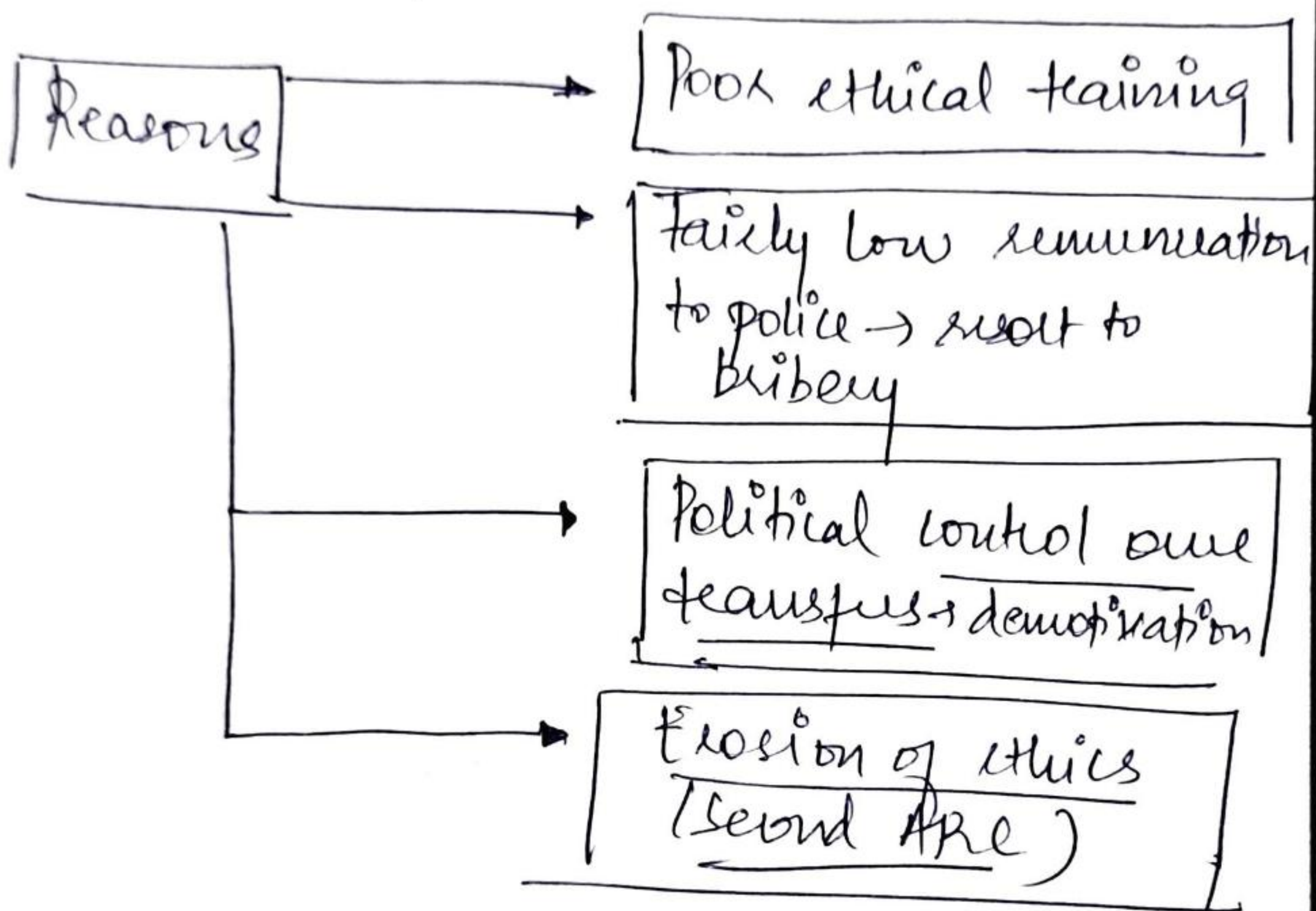
- ① Poor regard for value of life of vulnerables

Eg : custodial violence

- ② Bribery

↳ increased cost of justice
↳ furthered the idea that money is the ultimate weapon.

- ② Not following rules
↳ to due laxity in working
Eg° FIR is not filed in many
cases
- ④ Used as tools for politicians
Eg° CBI called "caged parrot" by
Supreme court



Thus, the need is to provide ethical training & follow Prakash Singh (2008) recommendations.

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

भावना और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नेंस का अभिन्न अंग होता है। चर्चा कीजिए।

Corporate governance is the management of corporate entities.

Such corporate businesses face many ethical dilemmas :

- ① Profit motive v/s customer welfare :

Johnson & Johnsons' ~~at~~ refusal to recall its baby powder from India (which causes ovarian cancer) → driven by profit motive.

- ② Listening to seniors v/s conscience :

The uberfile whistleblower faced this dilemma before deciding to unearth uber's unfair practices.

- ③ Investor v/s employee : Recent mass layoffs → to please investors

↳ no regard for employees.

- ④ Legality of means : MNCs use profit shifting → evade taxes → illegal

Thus, corporate governance faces a crisis in terms of ethical means to be used.

This will help them

↳ gain reputation (Eg: Tatas reputation)

↳ Help make a change in society (using CSR funds for school development).

↳ Improve profitability in long run → as consumer confidence is established.

Thus, corporate governance needs a new spirit based on transparency in decision, accountability, consumer welfare and following rules of the land.

3. (a) It is not only public servants, but also the common citizens who play a key role in institutionalising high standards of ethical conduct and good governance. Elaborate (150 words) 10

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

India, today, has accepted unethical practices of governing bodies giving them social legitimacy.

The biggest example is utter disloyalty and for defection used by politicians to jump parties for money & power.

It has been established that voters do not punish defectors who are voted back from the same constituency.

Apathy of government jobs as slow & lethargic have made reforms impossible.

Thus, common citizens need to show displeasure with corruption in bureaucracy & criminalization of politics.

(43% M.P. in 2019 Lok Sabha → criminal records (ADR)), to ensure that public servants do not use powers for unfair purposes.

The power of people was evident in the Indian Independence struggle. When people entered the movement (1920s), the course of it changed. India's constitution also accepts this power of people as enumerated in the preamble.

3. (b) Public administration in India suffers from the 'working-in-silos' culture. In this context, discuss the importance of cooperation, coordination and collaboration for efficient governance. (150 words) 10

भारत में लोक प्रशासन 'एकाकी कार्य' संस्कृति ('वर्किंग-इन-साइलो' कल्चर) से ग्रस्त है। इस संदर्भ में, कुशल गवर्नेंस के लिए सहयोग, समन्वय और सहभागिता के महत्व पर चर्चा कीजिए।

Working - In - Silos culture refers to a poor coordination among the government bodies

Eg: As in the show, "Office-Office", a common man travels from one office to another only to be sent back to the former.

Poor coordination in government bodies have had disastrous impacts like the 26/11 attacks where terrorists came by boat and poor knowledge sharing between police bodies made it difficult to track them.

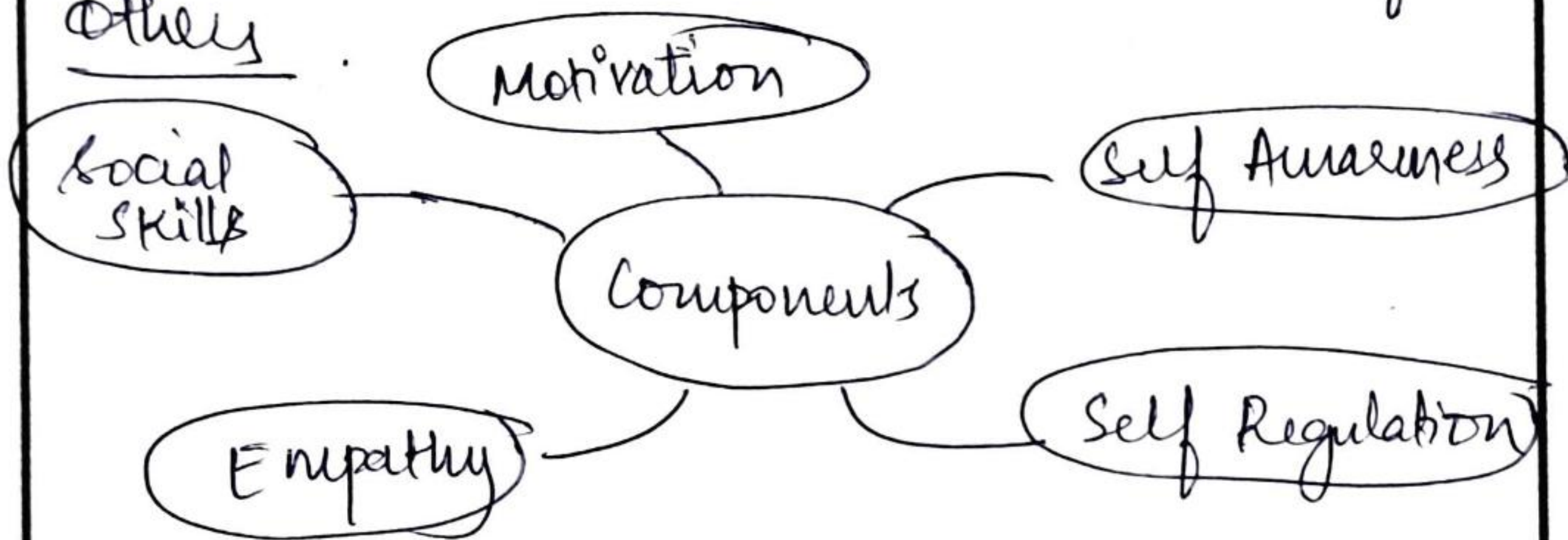
Importance of cooperation, coordination & collaboration :

- ① Improves functioning → reducing
time taken for a task.
- ② Eases the government contact
Eg: UMANG app aims to
link ministries to avoid this
Silos issue.
- ③ Better public service delivery
↳ as common man is satisfied
with the service.

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

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

Emotional Intelligence (as defined by Daniel Goleman) is the ability of a person to recognize own feelings & that of others.



This Essential tool for public servant:

- ① Help channelize people's energy towards a cause.

Eg: Abraham Lincoln used people's energy towards democracy.

- ② Better assess mood of public:
Civil servants can understand the emotions of others using EI.

- ③ Effective motivation : Gandhi's motivation skills → helped Indians fight for freedom.
- ④ Better regulate own emotions : Thus a better thought out decision is made.
Eg: Abuse by politicians need not be responded with Abuse.

Manipulation :

- ① Leaders like Hitler drove on the wave of people's emotions (distress due to 1930 depression) channelizing it towards persecution of Jews.
- ② Politicians in India use religious sentiments as vote bank politics → utter disregard for communal harmony.
- ③ Thus Emotional intelligence is a fragile tool which must be handled with care to avoid catastrophes.

4. (b) Social influence is an ambivalent concept. It can be a source for good, bad and even for evil. Discuss with the help of relevant examples.
(150 words) 10

सामाजिक प्रभाव एक विरोधाभासी अवधारणा है। यह अच्छे, बुरे और यहां तक कि अशुभ के लिए भी एक स्रोत हो सकता है। प्रासंगिक उदाहरणों की सहायता से विवेचना कीजिए।

Social influence refers to the impact of society on behaviour of an individual. It can be positive like ostracizing criminals (eg: Sui-ki cages in Nagaland to punish for social crimes), negative like furthering gender norms inherent in our patriarchal structure or even evil by using casteism as a tool to harass or even hunt a section of society (eg: Manual scavenging by Dalits).

Thus, what ideals a society holds have an impact on how its members turn out to be.

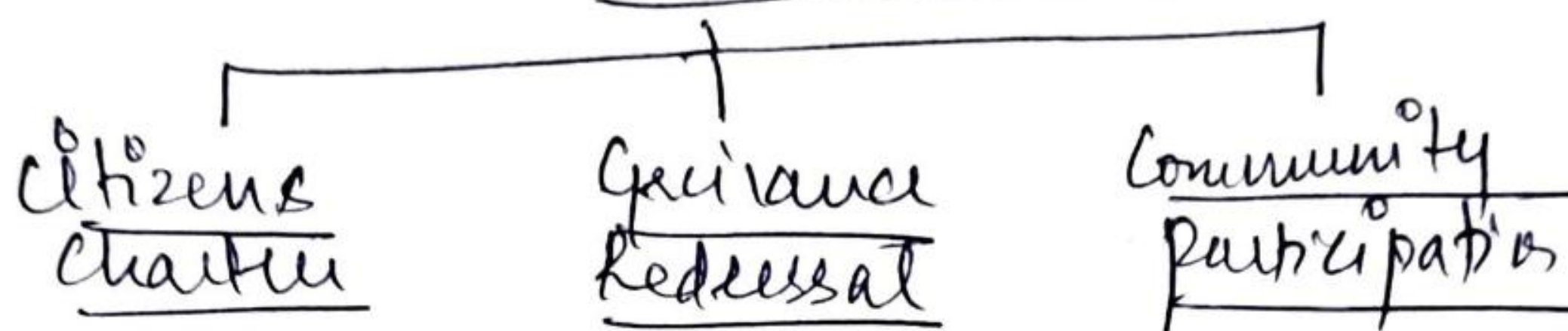
For the Auroville society, working
together without any caste or gender
norms have helped create a society
away from Materialist desires of
today's Capitalistic world.

Social influence can, thus, persuade
people to follow an action (sometimes
even mindlessly - herd mentality)

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

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

The 2nd ARC report highlighted the importance of a people centric public service in its Swottam Model



Ensuring an effective public service helps in creating a harmonious society.

Coordination : The 73rd & 74th Amendment highlighted importance of coordination with the people ensuring participative democracy as Constitutional.

Coordination ensures :

- ① Citizen charter → that defines services to be given

- ② Listening to people's ideas :
- for innovation &
 - cooperation
 - understanding the root of the problem

Technology : Digital Revolution has made it easy to leverage technology for governance purposes.

Eg :

- ① Direct Benefit transfers : Induce transparency & accountability

- ② Digital education — { Swayam Prabha
PM-DISHA
Samagra Shiksha

- ③ Health — { NDHM — reduce costs of travel to hospital
eOPP — increase efficiency of doctors

- ④ Blockchain → Better transparency in Banking.

Thus, such benefits can be availed keeping in mind adverse impacts as well,

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

कौटिल्य की उन महत्वपूर्ण शिक्षाओं पर प्रकाश डालिए, जो 21वीं सदी के भारत में लोक सेवाओं के लिए प्रासंगिक हैं।

Kautilya (in 300 BC) highlighted the Rajdharma (or the rules of ruling) in his book "Arthashastra".

His emphasis was on making a ruler benevolent and not a despot. For him, despotic rulers end up creating anarchy in the state.

Relevance to Public Service :

Kautilya's Arthashastra highlighted the rules for public service :

- ① Civil servants to be selected on merit
- ② Ruler should cooperate with the people.

- ③ It is the duty of the state to help the people in times of need
↳ poverty, famines, justice.

Indian Public service is also based
on the above rules

① Merit based selection

② Focus on people centric administ-
ration using

2.1. Citizens Charter

2.2. Public participation

2.3. Grievance redressal

Sevottam
Model
(2nd AAT)

Thus, public service can learn from
Kautilya

6. What do each of the following quotations mean to you?

निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

(a) "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." Nelson Mandela (150 words) 10

"जीवन में जो मायने रखता है वह केवल यह तथ्य नहीं है कि हमने अपना जीवन जिया है। दूसरों के जीवन में हमने जो बदलाव लाया है, वह हमारे जीवन के महत्व को निर्धारित करेगा।"
- नेल्सन मंडेला

Mandela's quote was driven from his experience in the anti-apartheid struggle. He devoted his life to dignity & equality for Blacks of Africa. Thus, his life had a meaning & a purpose.

Similarly, for Savitribai Phule doing away the evils of misogyny using education gave her life a meaning. She was not deterred by the abuse (throwing stones at her) she received, and went on to educate girls.

We remember people who vowed to make a difference → Raja Ram Mohan

Roy, Mahatma Gandhi, B. R Ambedkar, among others. Their lives can be called as worth living.

For those who do not involve themselves in caring for others end up becoming averse to any empathy.

This increases tolerance toward social evils

Thus, working for the people as highlighted by Gandhiji is a life worth living.

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

"मुझे केवल मूल की परवाह है- जब वह सही होगा, तो सब कुछ स्वयं ही सही हो जाएगा।" -
स्वामी विवेकानंद

The deontological perspective of an action where the intention with which an act is committed determines its nature (ethical or not).

For Swami Vivekananda, this deontology is highlighted in one's actions. If one thinks of doing the right thing, the results are also righted.

When Gandhiji decided to burn registration certificates, at the outset it may not look right. But the intention for equality & dignity to Indians resulted in his Civil disobedience gaining traction worldwide.

But for Hitler who wanted the "best for Germans", intentions of his actions (hate for Jews & the Holocaust) led him to be remembered as the most cruel person in history.

Thus, one's spirit determines what is right. Saying the truth to hurt someone's feelings is NOT right. But when hurting a molester to save someone's life is a right action.

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

"वास्तविक शांति केवल तनाव की अनुपस्थिति नहीं है; बल्कि यह न्याय की उपस्थिति भी है।" -
मार्टिन लूथर किंग जूनियर

Peace, for reformists like Martin Luther King Jr, was the presence of a tolerant society where "rule of law" was upheld.

His comments came in the backdrop of Black discrimination in the U.S. where they were denied any rights.

Thus, to establish a harmonious society, he called for upholding justice. Justice is the protection of our's rights defined by the rules based on rationality & logic.

In India, Casteism is a silent evil that has not created much uproar due to its acceptance.

even by the lower caste. Thus,
absence of tension is not an ~~absent~~
equivalent to peace.

Justice is denied to them
undoing constitutional principles.

The result is ~~is~~ ever present
caste barriers evident in endogamy
(within caste) & food sharing principles.

Thus, undoing these injustices
makes a society peaceful & harmonious.

SECTION – B

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

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

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

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

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

आपने हाल ही में कॉलेज से स्नातक किया है और अब आप सिविल सेवा परीक्षा की तैयारी कर रहे हैं। समाचार पत्र पढ़ते समय, आप बाल अधिकारों के लिए काम कर रहे एक गैर-सरकारी संगठन (NGO) की एक खबर के बारे में पढ़ते हैं, जिसमें भारत के उच्चतम न्यायालय में किशोर न्याय अधिनियम, 2015 के एक उपबंध को चुनौती दी गई है। उक्त उपबंध कुछ परिस्थितियों में कानून का उल्लंघन करने वाले बच्चों (CCL) पर वयस्क के रूप में मुकदमा चलाने के विकल्प का प्रावधान करता है। उस NGO की दलील है कि बच्चे अपराधों की गंभीरता को समझने में सक्षम नहीं होते हैं। NGO ने यह भी तर्क दिया है कि बच्चों द्वारा किए गए अपराधिक कृत्य अपने बच्चों की देखभाल करने में समाज की विफलता का प्रतिबिंब हैं। उपर्युक्त परिस्थिति के संदर्भ में तथा एक युवा अभ्यर्थी के रूप में निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

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

Indian Judicial system has developed as a Reformative practice to give a new and meaningful life to the criminal.

(a) Possible factors :

① Economic :

1.1. Poverty → makes them steal to ~~run~~ run their homes

1.2. Unemployment → pressure to sustain family.

② Social

2.1. Patriarchy → commit crimes like Nirbhaya case by Juveniles

2.2. ↳ Not reprimanded by their family due to idea that women should exercise restraint in public

2.2. Social pressure → Peer groups
↓
drug abuse

② Political & legal :

3.1. Laxity in rule of law

3.2. Corruption

↳ easy to bribe officials
↳ cumbersome police work deter-
mines victim to report crimes

(b) Young children tend to commit
crimes similar to adults.

But, it must be noted that they
~~are~~ don't have ^{the} correct intelligence
to think of the consequences.

Punishing them as adults may
not always be fruitful

↳ Brings their lives to a halt

↳ Not reformatory

↳ Makes them indulge in further
criminal acts due to the tag.

But certain heinous crimes ^{call} ~~need~~ for justice to victims.

Thus, one must balance the justice to victim with reformation to a child.

In this case, reformation itself will ensure justice as

↳ No further crimes → due to social impact using Rehab center

↳ Judicial principle → Punish the crime not the criminal

Even in case of capital punishment, we have seen that they are not fruitful in reducing crime.

Only a social response is essential to ensure a society free of crime.

8. You are a CEO-founder of an edTech company. You are under tremendous pressure from the investors in your company to increase the profitability of the company and undertake downsizing. After making a few bad acquisitions, the company's finances have taken a huge hit in the last couple of years. The downsizing is suggested with the hope that the company's profitability would rise, as it often does when mass

layoff or downsizing decisions are carried out. Moreover, the investors have hinted that such measures would attract further investment from them, which has come as a ray of hope considering the ongoing volatile market conditions and slowdown in big-ticket fundings. Given the situation, rumors of unscrupulous firing have started doing the rounds among employees. It has increased apprehensiveness and reduced cohesiveness among them. You have informed the investors that the cost cutting exercise can affect the output as well as reputation of the company in the long-run. However, they are adamant to pursue the same.

- (a) Identify the stakeholders and ethical issues involved in the case.
- (b) You and the HR team have identified some options and are deliberating to put them across to the investors for consideration. Discuss the merits and demerits of each of these:
- (i) Identifying key high performers and offering them suitable positions before implementing the layoff decision.
 - (ii) Putting the terminated employees on retainer to work part-time.
 - (iii) Executing the lay off order in the same spirit as it was asked by the investors and letting them deal with the long-term consequences.
 - (iv) Improving the perception of fairness among the existing and terminated employees and moving ahead with the layoffs.
- (c) Without restricting yourself to the above options, discuss the course of action you will take, and provide adequate reasons for the same.

(20)

आप एक एडटेक कंपनी के सह-संस्थापक और सी.ई.ओ. हैं। कंपनी की लाभप्रदता बढ़ाने और छंटनी (डाउनसाइजिंग) करने के लिए आपके ऊपर कंपनी के निवेशकों का जबरदस्त दबाव है। कुछ खराब अधिग्रहण करने के बाद, पिछले कुछ वर्षों में कंपनी की वित्तीय स्थिति में भारी गिरावट आई है। ऐसे में छंटनी का सुझाव कंपनी की लाभप्रदता में वृद्धि की उम्मीद के साथ दिया गया है, क्योंकि सामान्यतः बड़े पैमाने पर छंटनी के निर्णय से लाभप्रदता बढ़ती है। इसके अलावा, निवेशकों ने संकेत दिया है कि इस तरह के उपायों के परिणामस्वरूप वे कंपनी में और अधिक निवेश कर सकते हैं, जो बाजार में चल रही अस्थिर स्थितियों एवं अधिकाधिक फंडिंग में कमी को देखते हुए आशा की किरण के रूप में हैं। इस स्थिति को देखते हुए कर्मचारियों के बीच बेवजह नौकरी से हटाये जाने की अफवाहों का दौर शुरू हो गया है। इन सब बातों ने उनके बीच आशंका को बढ़ाया है और एकजुटता को भी कम किया है। आपने निवेशकों को सूचित किया है कि लागत में कटौती के प्रयास से कंपनी के उत्पादन के साथ-साथ दीर्घावधि में प्रतिष्ठा भी प्रभावित हो सकती है। हालांकि, वे इसी उपाय को अपनाने पर अड़े हुए हैं।

- (a) इस प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
- (b) आपने और HR टीम ने निम्नलिखित कुछ विकल्पों की पहचान की है तथा उन्हें विचार के लिए निवेशकों के सामने रखने की सोच रहे हैं। इनमें से प्रत्येक के गुणों और दोषों की विवेचना कीजिए:
- (i) छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
 - (ii) हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
 - (iii) छंटनी के आदेश को उसी भावना से निष्पादित करना जैसा कि निवेशकों द्वारा कहा गया था और उन्हें दीर्घकालिक परिणामों से निपटने की अनुमति देना।
 - (iv) मौजूदा और हटाये गए कर्मचारियों के बीच निष्पक्षता की धारणा में वृद्धि करना और छंटनी के उपाय के साथ आगे बढ़ना।
- (c) स्वयं को उपर्युक्त विकल्पों तक सीमित किए बिना, आपके द्वारा की जाने वाली कार्रवाई पर चर्चा कीजिए और उसके लिए पर्याप्त कारण बताएं।

Recent news of an MNC firing employees over Zoom call sent waves of apprehension worldwide as people were grappling with jobloss & inequality.



Ethical Issues :

① Profit motive v/s social welfare :

Companies keep profitability above social goals leading to crisis of unemployment.

② Impact on company reputation due to unscrupulous firing. This shows the company in a bad light → will impact intangible wealth.

③

(b)(i) Identifying high performers

Merits

- Increase efficiency of workforce
- Investors satisfied

Demerits

- Mass layoff → impact reputation
- Workers disheartened → affect performance due to fear of layoff → mental stress

(ii) Part time for terminated employees

<u>Merits</u>	<u>Demerits</u>
→ No sudden shock on the company employees	→ Affect finances
→ Save reputation.	→ May not satisfy investors.

(iii) Lay off

<u>Merits</u>	<u>Demerits</u>
→ Investors satisfied	→ Workers disheartened ↳ left without job

(iv) Improving perception of fairness

<u>Merits</u>	<u>Demerits</u>
→ May convince employees to accept termination	→ Workers still layed off
→ Investor confidence	

(c) Capitalism has brought to fore the incessant urge to earn profits at the stake of workers (Karl Marx).

This may not be sustainable and eventually end in crisis (1930, 2008, 1997) 2

Thus, I will ensure that the company
balances on investors (who finance
the company) & employees (who run it)

① First convince investors to not
layoff

↳ Human Capital → essential to

↳ growth

↳ Crisis solution is investment in
a new model, not layoff.

② If this effort is not rewarded,
then option (ii) will be chosen

2.1. Part time job to workers

↳ To avoid sudden crunch

2020.

9. There is an ongoing ethnic civil war in a neighbouring country. The conflict has caused massive displacement of people from the country. (ironically, the developed countries have closed off their borders to the refugees on account of the COVID-19 pandemic, resource competition, domestic politics etc. With countries sealing off their borders, the refugees are left in a vulnerable situation and many are taking illegal routes to enter your country. As a Senior Official of your country's Ministry of External Affairs, you have been involved in discussions with officials of other nations and are entrusted with the mandate to design a national policy to safely accommodate India bound refugees. In this context, answer the following questions:

(a) Discuss the moral issues related to the rights of international refugees, especially those from conflict-torn regions.

(b) What recommendations would you suggest given the large influx of refugees in India.

(20)

एक पड़ोसी देश में नृजातीय गृह-युद्ध जारी है। यह संघर्ष उक्त देश से लोगों के बड़े पैमाने पर विस्थापन का कारण बन गया है। विडंबना यह है कि विकसित देशों ने कोविड-19 महामारी, संसाधनों के लिए प्रतिस्पर्धा, घरेलू राजनीति आदि के कारण शरणार्थियों हेतु अपनी सीमाओं को बंद कर दिया है। देशों द्वारा अपनी सीमाओं को बंद करने के कारण शरणार्थियों की स्थिति असुरक्षित हो गई है और वे आपके देश में प्रवेश करने के लिए कई अवैध मार्ग अपना रहे हैं। अपने देश के विदेश मंत्रालय के एक वरिष्ठ अधिकारी के रूप में, आप दूसरे देशों के अधिकारियों के साथ चर्चा में शामिल रहे हैं और आपको भारत में रहने वाले शरणार्थियों को सुरक्षित रूप से समायोजित करने के लिए एक राष्ट्रीय नीति तैयार करने का कार्य सौंपा गया है। इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) अंतर्राष्ट्रीय शरणार्थियों, विशेष रूप से संघर्षग्रस्त क्षेत्रों से आने वाले शरणार्थियों, के अधिकारों से संबंधित नैतिक मुद्दों पर चर्चा कीजिए।

(b) भारत में शरणार्थियों की बड़ी संख्या के आगमन को देखते हुए आप क्या सुझाव देंगे।

The United Nations Refugee Convention (1951)
was drawn to ensure that people
from war-torn areas do not suffer
due to political blunders.
The example of Ukrainian refugees

being let in by nations like France
but denying ^{entry to} Middle eastern refugees
shows racism in foreign policy.

Moral issues :

- ① UN drafted human rights → one cannot be denied of right to life
- ② Refugees often face vulnerabilities like
 - Torture
 - Sexual Harassment
 - Death due to hunger & starvation
 - Children are the worst hit due to the mental impact
- ③ Illegal entry of refugees also creates political problem.
Eg: Rohingya refugees being used as political tools.
- ④ A nation has a moral duty to help refugees.
Eg: India taking in Tamil refugees from crisis hit Sri Lanka

(b) Recommendations :

① India is not a signatory to the refugee convention. Thus, not bound by it.

But, we must follow the principles behind the convention in spirit

② For a nation that drew out a non-reciprocity & helping other nations as part of its "Gyural Doctrine", we must ensure that human rights are not violated due to political misdeeds

③ Thus, accommodation of refugees is our moral duty as the ^{2nd} largest democracy which cherishes its support to democratic rights.

④ Drawing out a refugee policy
↳ To avoid illegal influx of refugees.

↳ To better manage refugees as now they can be formally recorded.

- ⑤ Providing for humanitarian aid using NGOs, international organisations (UNWFP), to provide support to Indian efforts.

Empathy & Compassion can go a long way in ensuring a better future society.

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

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

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

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

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

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

The Navtej Johar Case (2018) brought
to fore the rights of sexual minorities
by decriminalising homosexuality.

But the impact of this case on
society has been minimal. we still
see homophobic comments by famous
personalities



Moral issues

- ① Public comments like this are
bound to hurt sentiments.
- ② Right to freedom of speech of
panellist (Article 19) also needs
to be preserved.
- ③ Any comment on minorities will
have impact on society.
Spreading ideas against their

freedom to choose their gender identity
is immoral, if not illegal.

④ Image of University is also at
risk.

Steps to be taken :

- ① An objective enquiry into the issue
keeping in mind the rights of
both
 - ↳ Right to freedom of speech
 - ↳ Right to one's gender identity
(As part of Right to life / Article 21)
- ② Since it is our constitutional
duty to protect minorities, thus
I would advise the panelist to
issue an apology for their remarks.
- ③ It is important to understand
the restrictions under Article 19,
one's free speech cannot cause
social unrest

(4) This will ensure the situation does not flare up.

Sexual minorities have long been harassed worldwide (Eg: Recent homophobic laws in Poland).

This has impacted the LGBTIQ+ communities' education, health & career prospects as they have often been ostracized by the society.

Thus, immoral comments (though not illegal) will make life hard for the already vulnerable LGBTIQ+.

In this context, Gandhi's advice to apologize for hurting others' sentiments can help our society go a long way in terms of Tolerance.

11. You are a young athlete representing India at an international-level competition. To your surprise, during the competition, you witness a few senior athletes injecting something using a syringe in private. When you approach them, they explain that it is a performance enhancing drug, which is very common in such competitions and you should take the same as well. You are aware that if these players get caught in a doping test, it may damage India's reputation. You are confused and afraid of the repercussions and decide to approach the coach to discuss the event you witnessed. However, you get to know that the athletes are taking the drug on the advice of the coach himself.

(a) What would you do in this scenario? Discuss the options available to you and chart your course of action.

(b) What are the reasons behind the use of performance enhancing drugs in competitive sporting events? How can this practice be minimized?

(20)

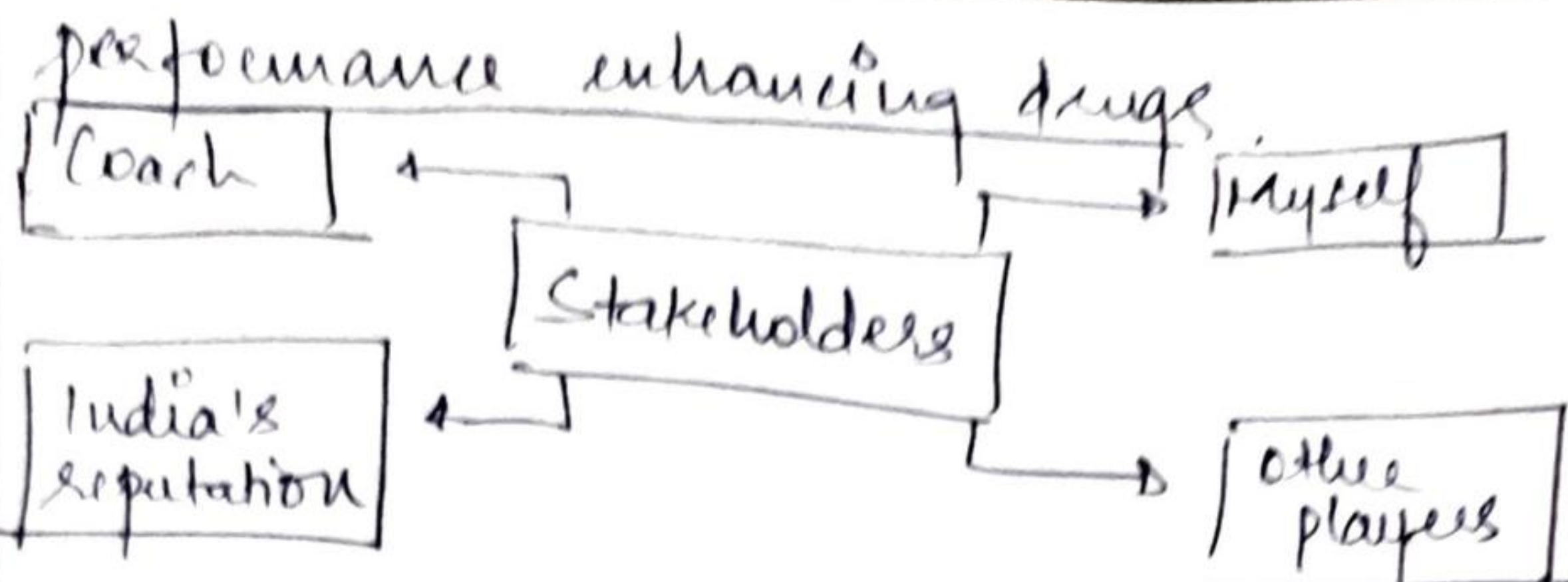
आप अंतर्राष्ट्रीय स्तर की एक प्रतियोगिता में भारत का प्रतिनिधित्व करने वाले एक युवा एथलीट हैं। आश्चर्यजनक रूप से, आप प्रतियोगिता के दौरान कुछ वरिष्ठ एथलीटों को गुप्त रूप से सिरिज का उपयोग करके कुछ इंजेक्शन को लगाते हुए देखते हैं। जब आप उनसे संपर्क करते हैं, तो वे समझाते हैं कि यह प्रदर्शन बढ़ाने वाली एक दवा है, जो ऐसी प्रतियोगिताओं में बहुत आम है और आपको भी इसे लेना चाहिए। आप जानते हैं कि यदि ये खिलाड़ी डोपिंग टेस्ट में फंस जाते हैं तो इससे भारत की साख खराब हो सकती है। आप दुविधा में हैं और इसके परिणामों से डरते हैं। साथ ही, आप इस घटना पर चर्चा करने के लिए कोच से संपर्क करने का फैसला करते हैं। हालांकि, आपको पता चलता है कि एथलीट कोच की सलाह पर इस दवा को ले रहे हैं।

(a) इस परिदृश्य में आप क्या करेंगे? आपके समक्ष उपलब्ध विकल्पों पर चर्चा कीजिए और अपनी कार्रवाई की रूपरेखा तैयार कीजिए।

(b) प्रतिस्पर्धी खेल प्रतियोगिता के आयोजनों में प्रदर्शन बढ़ाने वाली दवाओं के उपयोग के पीछे क्या कारण हैं? इस प्रथा को कैसे कम किया जा सकता है?

Fairness in any sport is a prerequisite to ensure high standards and motivate others to join the sport.

Doping has become a common shortcut to earn easy fame using



Options Available :

① Report the case to officials

Merit

- Relieved of the crisis of conscience
- Ensure fairness & competition

Demerit

- Impact on own career prospects
- May ruin reputation of the team

② Keep quiet

Merit

- Career saved

Demerits

- Future of game in threat
- Unethical means are promoted
- Such act cannot be hidden for long
 - ↳ India's reputation at stake

- ③ Take drug myself
- | | |
|----------------------------|----------------------------|
| <u>Merit</u> | <u>Demerit</u> |
| → Good books of team | → Threat of getting caught |
| → Help enhance performance | |

Since unethical acts cannot be hidden for long, I will discard option ② & ③ and go forward to report the case to officials.

As a team player, it is my duty to ensure no one distorts the reputation of the nation. Winning using unethical means is worse than losing.

Reasons behind doping :

- ① Desire to achieve short term results
 - ↳ For popularity
 - ↳ Better career.
- ② Unethical measures are not demotivated strongly & strictly.

- ③ Fear of loss of reputation & fame
by big & famous players
↳ ensure consistency in performance
- ④ No fear of getting caught
↳ decisions taken without thinking
over consequences.

Can be minimized by

- ① Ensuring strict regulation
- ② Ethical training of sportspersons
- ③ Sports players must also come
forward to condemn such acts

To ensure a fair game, strict
actions are a must.

12. You have been newly appointed as the District Magistrate of a district, which is known for its rich mineral deposits. Following the news being circulated in the media about the illegal mining in your district, you have initiated an enquiry into it. When the State's Minister of Mines and Minerals gets to know of the enquiry initiated by you, he directs you to name some junior government employees as being involved in the wrongdoing and make them scapegoats. He also points out that elections to the State Assembly are around the corner and the present government wishes to stay clear of any political corruption. This Minister is a very influential figure in the present regime and there are high chances of the present ruling party being voted back to power. In due course of the enquiry, it has come to your notice that the said Minister has also been involved in illegal mining through his cronies.

The findings of the enquiry can affect the outcome of the elections as well as completely derail your career, if the incumbent party wins the elections, which looks very likely as per the polls.

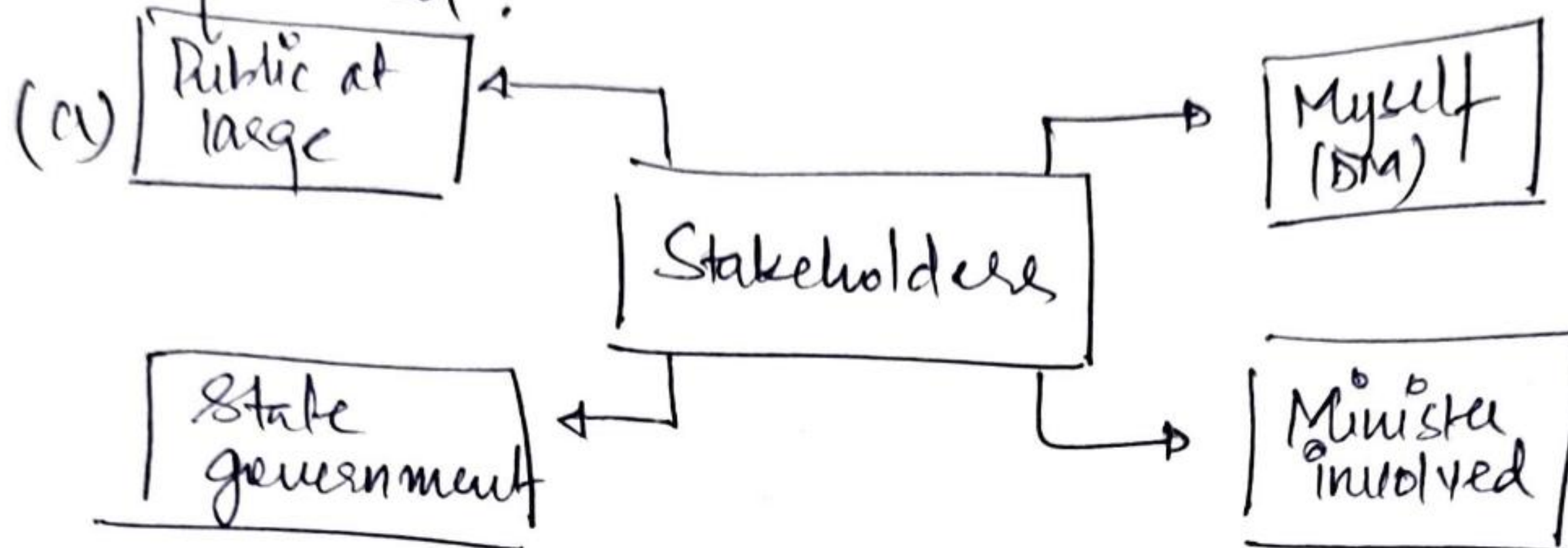
Answer the following with reference to this case:

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

आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, तो वो आपको कुछ कनिष्ठ सरकारी कर्मचारियों पर गलत काम में शामिल होने का आरोप लगाने और उन्हें बलि का बकरा बनाने का निर्देश देते हैं। वह यह भी बताते हैं कि राज्य विधान सभा के चुनाव नजदीक हैं और वर्तमान सरकार किसी भी राजनीतिक भ्रष्टाचार से दूर रहना चाहती है। वह मंत्री वर्तमान सरकार में एक अत्यधिक प्रभावशाली व्यक्ति है और साथ ही, वर्तमान सत्ताधारी दल के सत्ता में वापस आने की बहुत अधिक संभावना है। जांच के क्रम में आपके संज्ञान में आया है कि उक्त मंत्री अपने साथियों के माध्यम से अवैध खनन में शामिल रहा है। यदि सत्ताधारी दल चुनाव जीत जाता है, जिसकी अनुमानों के अनुसार संभावना अधिक है, तो आपकी जांच के निष्कर्ष चुनाव परिणामों को प्रभावित करने के साथ-साथ आपके करियर को भी प्रतिकूल रूप से प्रभावित करेंगे। इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) प्रदत्त प्रकरण में शामिल हितधारकों और नैतिक मुद्दों की पहचान कीजिए।
(b) दिए गए परिदृश्य में उपलब्ध विकल्पों का समालोचनात्मक मूल्यांकन कीजिए और कारण बताते हुए अपनी कार्रवाई का विवरण दीजिए।

The Constitution of India, under Article 19 reserves a person's fundamental right to know. It is the duty of a public servant to ensure Constitutional morality is followed.



The following ethical issues are involved :

- ① Ensuring an objective enquiry will endanger own career.
- ② False accusation on a public servant is highly unethical.
- ③ Non objective enquiry will safeguard my job but will endanger people's right to know.

(b) Options available :

① Objective & impartial enquiry

Merit

- Wrongdoers will be brought out
- No one will be made a scapegoat
- People can now take a fair electoral decision

Demerit

- own career at risk

② Bow down to Minister's demand

Merit

- Career protected
- Good rapport with politicians

Demerit

- Endangers democracy
- Injustice to those who did not do wrong
- Wrongdoers will escape and be motivated

The only ethical choice here would be

①. An objective enquiry will

- ensure that democratic principle of free and fair elections are held.

- Judicial principle of not letting an innocent suffer

For this I will,

- ① Conduct an impartial enquiry
- ② Report it to the officials.
- ③ If Minister insists on rigging the report, I will

→ Ask senior officials for advice

- ④ ~~Accept~~ ^{Accept} consequences

It is important to ensure a fair, impartial, politically neutral public service (Second ARC).

In the end, one can put an honest official to inconvenience but it is the corrupt ones that face trial in long run.

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(इस भाग में
कुछ ना लिखें)

1837
VISION IASTM