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GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Amritanubha Nayak		
Medium Hindi/Eng.	English	Registration Number	1062117
Center	Online	Date	28/8/22

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

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

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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 refers to the value of high degree of concern and care for others, sometimes at a personal cost also.

~~Reasons~~ Core Value

① Base for other values like compassion, empathy, etc.

② Motivation for public service
Even in adverse situations of life

③ Nishkain Karma → Similar to Lord Krishna's advice in Bhagavad Gita → No expectation of reward

Don't write anything in margin (अपने अक्षरों में लिखें)

④ Develop a nature of sacrificing for greater good by: Subyendra Dubey, Madhubakar Shetty and other civil servants

⑤ Prevent wrong doings like high handedness, corruption, bribery etc.

Measure to foster altruism

① Family system - Development of appropriate values at childhood itself: Eg. Compassion, empathy etc.

② Education - Value based education at a formative age

③ Training period → Serial work, importance of humility, inspiring tales etc.

The base of welfare state is Altruism.
Without Altruism, the state would lose lose its conscience.

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।

As per Utilitarian ethics, the greatest ^{happiness} ~~good~~ of greatest number should be a measure of action.

Thus, good is happiness maximization while evil is reduction of happiness.

However, deontological ethics talks about the preference to means over ends. If the means are according to ethical norms (Eg. Human Dignity), the actions are correct.

Examples.

(A) Level of individual → Being honest,

Not cheating anyone, integrity, etc.
 Eg: Not cheating in exam can have
 bad outcomes but it's ethically
correct

(B) Level of family → Following gender
 equality, value education to children
 Eg: Perpetuation of Patriarchy may be
 beneficial to males but violates human
dignity

(C) Level of Society → Equitable distribu-
tion of resources. ~~eg~~ As it
 preserves Justice in the system

(D) National level → Opting for Pacifism,
 common good, equitable growth etc.
 for international peace & prosperity

Thus, deontological helps to broaden
 the scope of ethical boundaries by
 comparing means & ends.

2. (a) With the help of appropriate examples, discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force. (150 words) 10

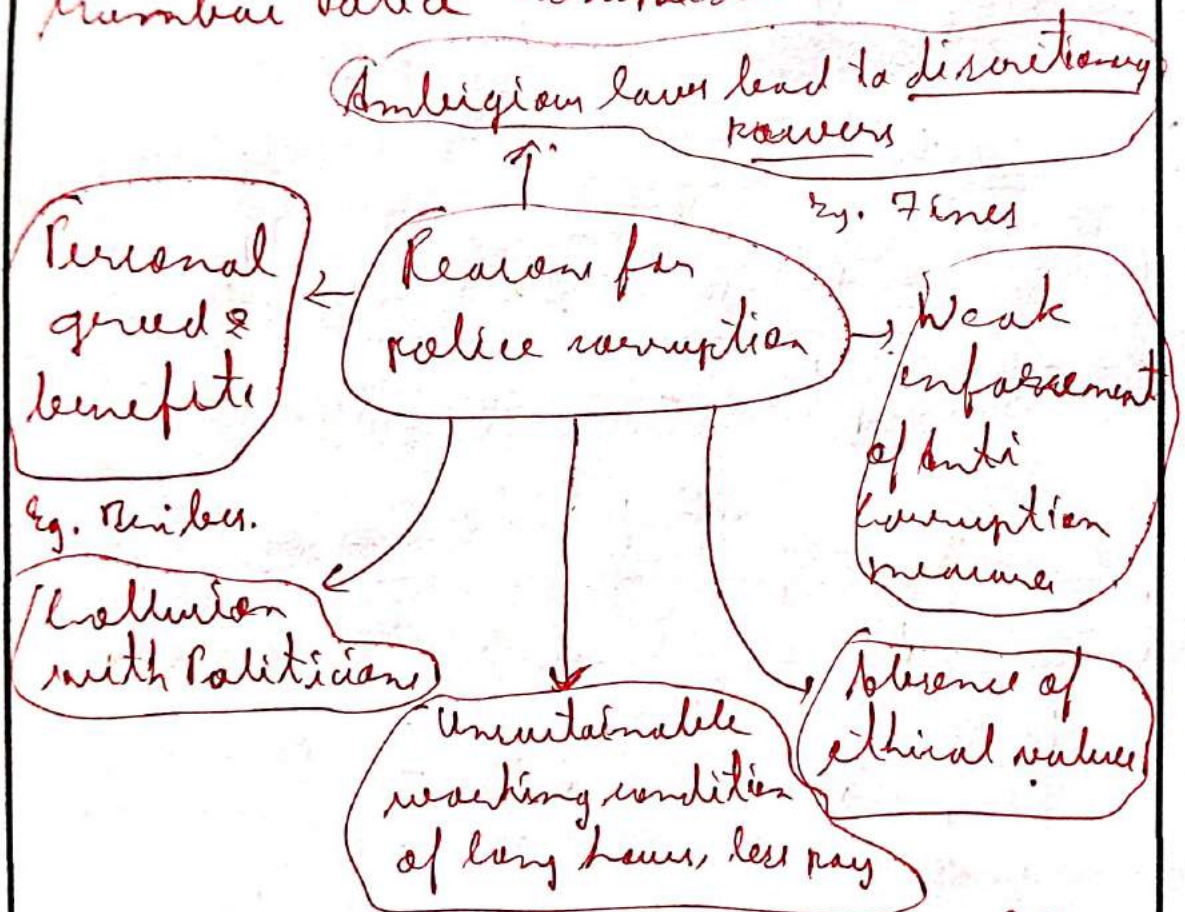
उपयुक्त उदाहरणों की सहायता से भारत में पुलिसिंग (पुलिस व्यवस्था) में शामिल नैतिक चुनौतियों पर चर्चा कीजिए। साथ ही, पुलिस बल में व्याप्त भ्रष्टाचार के कारणों पर प्रकाश डालिए।

Policing is one of the most important activities to preserve law & order in the society.

Ethical Challenges

- ① Personal V/s Private Benefits
Eg. Corruption, ~~or~~ Favoritism etc.
- ② Code of conduct V/s Code of Ethics → Because law & order activities are ethically challenging. Eg. Police encounters.
- ③ Means V/s Ends → Due to certain situations, where police has to break the law to protect the law. Eg. surveillance of people.

- ④ Orders v/s Convenience → Because of ethical dilemmas. Eg. Lathi charge on a peaceful protest
- ⑤ Responsibility of family v/s Responsibility of society → In policing is a 24x7 job. Eg. Rakesh Mehta's tenure as Mumbai Police Commissioner &



Thus, there is an urgent need for Police Reforms as enumerated by Apex Court in Prakash Singh case

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

(150 words) 10

भाषणा और संरचना का सही संयोजन नैतिक कॉर्पोरेट गवर्नंस का अविभाज्य अंग होता है। चर्चा कीजिए।

Corporate Governance refers to the framework by which an organization deals with various stakeholders like promoters, consumers, shareholders, employees etc.

Ethical corporate governance is a mixture of spirit & structure in following ways:

(A) Spirit

Code of Ethics & Conduct

For honest, transparent & accountable practices

Consumer centricism

Working for welfare of consumers.

By Public Trust.

Crive back to society

Feeling of

altruism & welfareism. By CSR

Don't miss anything mark (20) and (20) at least

↳ Directorship } To balance profits and worker wellbeing.

(13) Structure → Support the spirit

↳ Board of directors → Should be diverse, gender balanced, qualified & honest

↳ System to punish misconduct

Ex. Vigilance & Compliance team, Internal Complaints Committee.

→ Rewarding of results as well as values. Ex. Tata Group.

↳ Sustainable Development → Ex. Chief Environmental Officers Post

Ethical business is a green for balanced economic growth - benefitting the company, State and the people.

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कुछ ना लिखें)

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

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

A high standard of ethical conduct and good governance is based on public servants as well as citizens.

They serve as the twin planks of ethical governance

Role of public servants	Role of public
<p>① Work for <u>public welfare</u></p> <p>② <u>Honest conduct in public office</u> Eg. Not indulging in corruption</p>	<p>① Cooperate with <u>public officials</u> in <u>good faith</u>,</p> <p>② <u>Being honest in dealing</u> Eg. Not offering <u>bribes</u> from <u>over end</u></p>

(1) Following the rules diligently
Eg. Constitution,
Rules of Procedure

(2) Citizen centric
governance

(3) Law Abiding
citizenship
Eg. Not to prepare
dishonest contracts or
commit forgery

(4) Participation of
citizens should
be enthusiastic
Eg. Gram Sabha.

Thus, good governance is a
two way street.

Without a value oriented citizenship,
public servants won't have a
watchdog over them, leading to
unethical & unlawful governance

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 refer to the functioning of public officials without synergy in vertical as well as horizontal levels.

Reasons → Old method of functioning

- ↳ strict hierarchical structure of bureaucracy
- ↳ Resistance to change
- ↳ Lack of Technology for integration
- ↳ turf War, inter department rivalry

Demerits → Inefficient functioning

- ↳ Multiplicity of subaw
- ↳ Higher cost of functioning
- ↳ cannot achieve larger targets.

Thus, cooperation, coordination and collaboration is important to end this archaic culture.

Significance

(A) Increase productivity → Reduce cost, reduce duplicity of labour

(B) Develop positive synergy → By complementing strengths & minimizing weakness

(C) Human Resource Management
Talent can be efficiently utilized

(D) Improves morale, sense of ownership
Improves overall mental peace & motivation.

(E) Achieve larger targets
Recent initiatives like Grati Shakti, Internal Entry are essential steps to end Working in silos culture.

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 (EI) refers to the ability to manage one's own and other's emotions. It refers to making emotions work for us, rather against us.

EI as essential tool for public servant

- ① Improves decision making → Especially in adverse situations
- ② Keeping mind balanced → To function logically and correctly.
- ③ Dealing with public → Manage your public engagement to make them more realistic & fruitful.

④ Advantages of team

- ↳ build up morale & motivation
- ↳ keep up the team spirit.
- ↳ Effective conflict resolution.

Misuse of IT → Manipulating others by

① Twisting of facts → To suit one's argument. Ex. Blame games.

② Headwink the public & seniors

Via emotional talk, false promises and verbal assurances

③ Use of speech & actions → To distort reasoning of others. Ex. Oratory.

④ Office politics → Back biting, manipulation for narrower interests

Thus, IT is a double edged sword.
Its purpose will determine the goodness & evil.

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 how our actions have effect on outside world.

It is an ambivalent concept in following ways:-

① Source of good

↳ Inspire other people. Eg. Conduct of honest IAS officers

↳ Impart good value systems
Eg. Respectful to others

↳ Persuasive skills. Eg. Business dealings, Dealing with public

② Source of bad

- ↳ Manipulation of others. E.g. Hoodwinking people due to social status
- ↳ Demotivating others via provocative actions & speech. E.g. Helicopter parenting

③ Source of evil

- ↳ Promoting parochial interests. E.g. Communalism, Casteism etc
- ↳ Distorting reasoning → E.g. Secretary of Hitler.
- ↳ Compelling others to do evil. E.g. Radicalisation, extremism.

Social Influence, thus, has its merits & demerits. Ethical standards in society can control the negative effects.

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। -

Public service delivery refers to process & procedures by which public goods and affirmative action policies are made to reach the citizens.

Problems of today's Public Service Delivery → Top down approach, supply side measures, low level of technological capacity, Working in silos. etc.

Thus, an effective public service delivery can be built by people centric approach, coordination & leveraging technology in following ways.

- (A) People centric approach
- ↳ Increase public participation
 - ↳ Efficient grievance redressal
 - ↳ Build ~~big~~ bridge between public and administration
 - ↳ Increase interpartian

- (B) Coordination
- ↳ Develop positive synergy in government
 - ↳ Remove multiplicity of labours
 - ↳ Resource management: Data, Technology, Human Resource

- (C) Technology
- ↳ Increase transparency & accountability
 - ↳ Increase efficiency & decrease leakage
eg. DBT, JAM trinity.
 - ↳ Reduce corruption.
- ↳ An efficient Public Service Delivery is vital to construct a Welfare State

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 was one of the earliest statesman of India. His book Arthashastra deals with political economy, international relations etc.

Teachings relevant in 21st century

① Importance of economy

↳ The Kosh (treasury) should be replenished for effective governance

② Duties of Government

↳ Happiness of state lies on happiness of people → people centric governance

③ Importance of law & order

↳ To maintain stability, peace & prosperity

↳ Merit Punishments to deter
crime & criminals

④ Tackling corruption

↳ Have account of various types of
corruption & measures to control

Ex: Transfer of officials, harsh
punishment etc.

⑤ International Relations.

↳ To uphold national interest

I.
Increase in national
strength

I.
Protection &
Prosperity of
citizens

Ex: Mandala richhant, 4 fold
path etc.

Thus, removing the socially relevant
parts of caste system & gender
inequality, Kautilya's teaching
held much relevance in 20th & 21st
century.

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

Nelson Mandela, Nobel Peace Prize Winner & founder of modern South Africa, truly made a lot of difference in life of many people.

Significance of changing life of others:

① True happiness i.e. happiness of the soul can be achieved.

Eg: Buddha, Gandhi

② Create a cycle of virtue
Influencing other people to help others.

③ Promote Altruism → For working towards greater good of community. Eg. Philanthropy.

④ Promote humanism → Swami Vivekananda told that 'service of Iwa (Man) is service of Iwa (God)'.

⑤ Making a difference → At an individual level:

Thus, the values propagated by Mandela should inculcated by public servants and citizens alike to create an ethical and equitable society.

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 following quote by Swami Vivekananda, aims to link the spiritual & material planes of human life:

The spirit's welfare refers to strengthening of human soul. With the spirit in right state, other worldly achievements can be completed.

Reasons

- ① Balance ethics with materialism
To create a just human & just society.
- ② Maintaining of internal locus of

controlled → To create steadfastness and mental strength.

① Emotional Intelligence

↳ self confidence in one self
↳ motivating others

② Spirit of Public Service → A right spirit influences a person to become an altruist

③ Creation of fraternity → By conflict resolution and cohesion.

Thus, spiritual advancements can build a conducive atmosphere for human welfare.

This is what Swami Vivekananda meant by combination of Spiritual East & Materialist West.

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

Martin Luther King Jr. was a prominent American Civil Rights Activist who worked exhaustively for Black Rights.

Justice is fairness i.e. giving one what one is due. Only a just society can sustain itself in a long run. An unjust society may be peaceful in the short term but the contradictions will eventually lead to tension & conflict.

For centuries, slavery was conducted without tension in USA. But it was not peaceful. American Civil War happened because of the unjust practice of slavery.

Thus, reducing tensions is not true peace. Justice is true peace.

Reasons

- ① Upholds the truth → Without any sort of bias or partiality.
 - ② Equality before law → No stratification on basis of birth, gender, caste, religion etc.
 - ③ Fair distribution of goods → So standards of life for all improve and society becomes prosperous.
- Martin Luther's dream for his black countrymen is inspired from Gandhi's 'Ram Rajya' i.e. Establishment of God's Justice (Perfect Justice) for peace and prosperity of human race.

SECTION – B

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

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

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

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

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

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

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

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

The trying of children as adults for heinous crimes under JJ Act kicked up after the horrific Nirbhaya rape case in Delhi.

Ⓐ Possible factors for commission of heinous crimes.

(i) Individual factors

↳ Certain mental illness which was left untreated. Eg. Depression, Anxiety etc.

↳ Deviant behaviour which was not observed and controlled.

(ii) Family factors

↳ Victim of domestic abuse.

↳ Witness to domestic abuse

↳ Broken homes → Lack of imparting values ^{to} family.

↳ Normalisation of Violence → And
lack of affection or guidance.

(ii) Societal Factors.

- ↳ Deeply Patriarchal Society
- ↳ Institutionalisation of Inequality
- ↳ Extreme poverty → Affecting mental
well being.
- ↳ Outside influences like computer
games, movies, friends etc.

⑤ Reasons for trying CCL as adults

- ① Heinousness of crimes → Make it
a 'rarest of rare case'
- ② Establish punishment in propor-
tion to crime → Basic of criminal
jurisprudence
- ③ Justice → To the victim as well
as the family members of victim

(5) Deterrence → For other notorious elements of society.

Demerits

(1) Not addressing the core issues.
Of socio-economic deprivation,
failure of child care ~~me~~ schemes &
mechanisms

(2) Vulnerable mind of child → Easily
influenced by adults → Not
understanding the righteousness of
action

(3) Problem in imprisonment → Due to
abuse in prisons (physical/mental/
verbal/sexual/social)

(4) Reformation → Aim of criminal
justice system is also to reform
criminals → Trial as adult can push

The child into crime.

Thus, a more intensive debate
is needed on trying of children
as adults. to create substantive
Justice as promised in Constitu-
tion.

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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। मुद्द 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।

The given case study represents a slowdown of ed-tech startups and consequent limited options with CEO. However, ethical corporate governance principles should influence the decision of CEO.

(a) Stakeholders.

(1) Investor

Welfare of company v/s
Welfare of employees
Protection of original investment v/s
Protection of morale, ethics of company.

(2) CEO → Welfare of investor v/s
Welfare of employees

- ↳ Revenue interests of consumers →
Dependent on the educational
needs of children
- ↳ Revival of company v/s Happiness of
employees → Due to hard market
conditions.
- ↳ Welfare of family of employees

③ Employees

- ↳ Personal (Job Security) v/s
Professional (Prosperity of company)
ethics.
- ↳ Welfare of respective families.
↳ Dependent on their jobs.

(i) Merits: ① Retention of talent
② Improve morale of existing employees

Demerits: ① Firing of more employees due to salary increase

② Creation of toxic workplace

(ii) Merits: ① No lay offs.
② Balance need of organization and people

Demerits: ① No guarantee of revival of company.

② Disspleasure of investors → May cut funding

(iii) Merits: ① Ensure survivability of company

② Streamlining of workforce

Demerits: ① Against human dignity

② Will reduce morale, motivation & skill levels → Toxic workplace

(iv) Merits: ① Improve reputation of company.

② Lessen the pain of layoffs.

Demerits: ① No tangible benefits

② Company's reputation would be damaged

③ Violate human dignity,

④ As CEO, I would take the following steps:

① Categorize employees into 3 parts

Inefficient, average and broad

② Lay off the inefficient workers with severance packages

③ Cutting down of salaries & benefits

of employees & management to cut down costs

④ Improving the existing workforce

⑤ Looking for additional funding and improving of company.

Taking such steps would instill confidence, talent and morale of company and fulfill needs of investors.

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 given case study combines the ethical and material aspects of refugee crisis. Ex. Syrian crisis, Rohingya Exodus.

As Senior Official at M E A, the person should uphold the national interest and balance it with morality.

(a) Moral Issues

① Compassion → On grounds of humanity and conflict zones

② National Interest V/s Humanism

↳ National Interest promotes idea of security and economic problems of refugees

↳ Humanism believes in upholding human dignity.

③ Hypocrisy

↳ Of developed nations with respect to human rights and unfulfillment of UN Convention on Refugees.

④ As an official of M E A, I would take the following steps:

① Short term steps

↳ Temporary refuge. → Via provision of shelter, essential items like food & water and identification

↳ Keeping the refugees at specified places near to border → To prevent chaos and illegal migration within mainland.

↳ Involvement of civil society

④ Long term measures

① Diplomatic Outreach.

→ To international bodies

- ↳ For protection of refugees
- ↳ End ethnic conflict in the neighbourhood.

→ Neighbourhood country

- ↳ To end ethnic war peacefully, democratically & equitably
- ↳ To refrain from killing unarmed people

→ ~~Develop~~ Developed countries

- ↳ Assistance for funds & handling of refugees.

② Management of local population

Via persuasion, reasons of humanity etc

Thus, Global Refugee problem
needs International collaboration
collective efforts should establish
an era of peace, prosperity &
stability.

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 recent development of LG 18707 rights can be seen as a victory of human rights. The process of Gender Affirmation (self-identification of sexuality) is a welcome process.

As chairperson, I would have to preserve the integrity of my institution and balance needs of association with that of panelist

(a) Moral Issues

① Stereotyping of minorities

By mainstream public, media, culture etc.

② Limits of freedom of speech.

f. O. of the panelist.

↳ Finding whether speech was ^{with} malafide ~~or~~ intention or not.

⑤ As chairperson, I would take the following steps:

① Conduct the investigation impartially. → Take views of both sides.

② Ask the panelist to clarify their stand and speech.

③ Try to resolve the issue mutually by continued discussion of association & panelists.

④ Issue clarification to media

↳ About the proceedings

↳ Delink administration from
personal views of panelist

⑤ Successful resolution of
dispute amicably and maintenance
of respect of college.

⑥ Spreading awareness programmes
about gender diversity in
college with help of the associations.

Thus, as the Chairperson, I would
have upheld essential gender
rights and maintained the respect
of college showing compassion,
fortitude, intellect, compromise &
conscious building.

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)

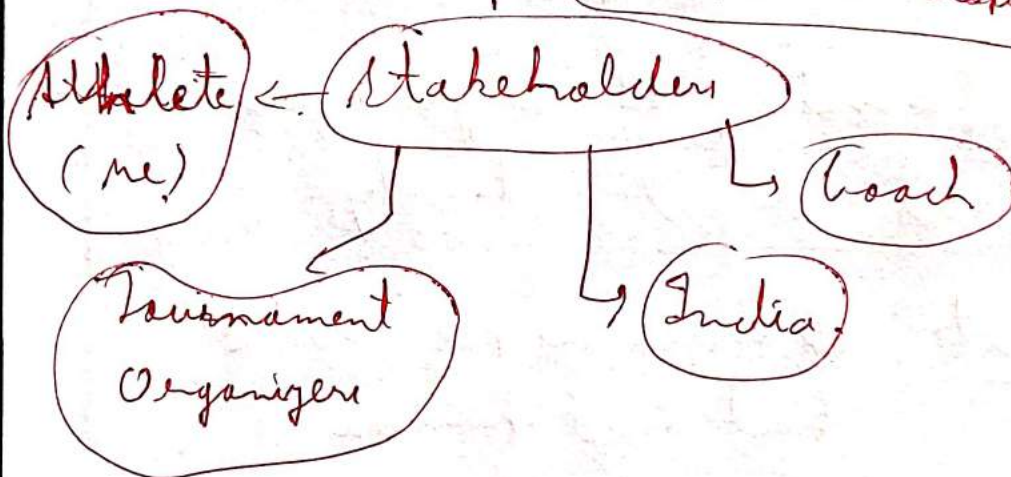
आप अंतर्राष्ट्रीय स्तर की एक प्रतियोगिता में भारत का प्रतिनिधित्व करने वाले एक युवा एथलीट हैं। आश्चर्यजनक रूप से, आप प्रतियोगिता के दौरान कुछ वरिष्ठ एथलीटों को गुप्त रूप से मिरिज का उपयोग करके कुछ इंजेक्शन को लगाते हुए देखते हैं। जब आप उनसे संपर्क करते हैं, तो वे समझाते हैं कि यह प्रदर्शन बढ़ाने वाली एक दवा है, जो ऐसी प्रतियोगिताओं में बहुत आम है और आपको भी इसे लेना चाहिए। आप जानते हैं कि यदि ये खिलाड़ी डॉपिंग टेस्ट में फंस जाते हैं तो इससे भारत की माख 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?

The above case study shows a lack of means & ends. The athlete has to maintain integrity of sport and respect of nation.

→ Senior Athletes doping



② Options available

① Take the drug myself.

Merits: ① Performance enhancement

② More chance of winning

Demerits: ① Chance of getting caught

② Health effects of doping.

⑤ Keeping quiet about the issue

Merits: ① Preserves personal integrity

Demerits: ① If they get caught, I will be suspected.

② Jamming of reputation

⑥ Informing the organizers about illegal activity

Merits: ① Preserves personal & national honour

② Spartanochiv will be established.

Demerits: ① Media attention to issue

② Involvement of organizers

As an ethical athlete & responsible athlete citizen, I would opt for Option ③.

Additionally, I would inform the Indian doping agency about the actions of coach & athletes.

⑤ Reasons for doping:

① Cut throat competition

In sports, winning is extremely competitive & difficult.

② Personal Gain → Of winning, Prize Money, respect etc.

③ Peer Pressure → Of coach and other teammates.

④ Lack of awareness about doping rules & regulations

⑤ Weak regulation → In terms of doping laws, regulatory bodies, corruption and disinterested

Steps to minimize doping

① Athlete awareness & sensitization about harmful effects of doping

② Stronger Regulation → Bringing India at par with WADA standards, strict punishment ~~on~~, new testing policies ^{etc.}

③ Punishment of coaches & other players involved in it

Thus, Spartaniship is more important than winning as it reveals the true spirit of sports i.e. fairness, competitiveness & happiness

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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 following case study shows about bonality of corruption in mineral rich states. Additionally, it shows how DM has to withstand political pressure to fulfill his mandate.

Stakeholders

- ① Media → Highlighted the case.
- ② DM → Need to uphold public welfare
- ③ Minister → Corrupt & trying to use an innocent official.
- ④ Innocent employee → Has no knowledge of the conspiracy.

⑤ Ruling Party → Aim is to win
elections. via its clean
image.

Ethical Issues

① Human dignity → Of the junior
employee who could be
adversely affect.

② Personal benefit v/s Professional
Duty → DM is in dilemma.
because of political pressure

③ Doctrine of Public Trust
Need to be upheld to preserve
integrity of District Administration.

④ Illegal exploitation of mines
law to state and environmental law

⑤ I have the following options.

① Going ahead with Minister
& framing the junior official

Merits: Help in career by
the political leader.

Demerits: ① Violate human
dignity.

② Chance of getting caught
in future

② Naming the Minister in enquiry
report

Merits: ① Upholding of good
governance

② Protecting natural resource.

Demerits: ① Enmity with the
Minister.

⑤ In PM, I would prefer the
2nd option of doing an honest
enquiry.

Reasons

- ① Upheld integrity of office
- ② Protecting honest officials
and punishing the corrupt
- ③ Protection of state resources
- ④ Display of fortitude → Not to
bow down to political pressure
- ⑤ Role model for others

Thus, ~~by~~ well servants should
keep their duty above themselves
and uphold the true spirit of
public service.