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RECEIVING

GENERAL STUDIES (TEST CODE : 1837)

Name of Candidate	Sumit Kumar Gupta		
Medium Hindi/Eng.	English	Registration Number	936769
Center	lucknow	Date	17/08/2022

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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Delhi- 110009

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।

August Comte defined Altruism as an selfless act done for the welfare of others without any personal interest.

Reason for its core values

- ① Helps in the welfare of people, at large.
- ② It leads to the self-satisfaction in doing public service.
- ③ Greater Good is for the public.

Ex S.R. Narayanan, IAS continued to solve problem of Naxalites in Andhra Pradesh after his retirement.

Measures to foster altruistic behaviour:

- ① Moral lessons ÷ teaching to imbibe a sense of value.
[ex] Jataka Katha / Panchtantra stories.
 - ② Nolan's Seven principle of Selflessness ÷ lessons to be adopted by a civil servant.
 - ③ Role Model examples to imbibe a sense of altruistic behaviour.
[ex] P. Narhari [IAS] examples towards making Indore a disabled-friendly.
 - ④ Code of Ethics, 1997 ÷ to inspire and influence positively.
- Thus, Altruism in Public Service will help to realise 'Sevottam' Goals.

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।

Mahatma Gandhi emphasised on an 'ethical means' to reach the consequences. Moreover, it was also supported by Kant's deontological approach regarding 'fair means' to reach an end.

Acts which are right :-

- ① Means should be emphasized first. [ex] Deportation of Rohingya Muslims because the actions are aligning with the norms.
- ② Setting an example for an ethical means.

(iii) Ethical relativism - "Do as the Romans do" - means that ethics and norms can be subjective.

[ex] Collection of biometrics for Aadhar can be ethical in India but not in many European Countries.

(iv) Collecting of personal information of convicts. [ex] Criminal Identification Bill, 2022. → violates privacy but actions are right for common good.

However, Utilitarianism [Greatest Benefit of the Greatest number] can also found acceptance. [Ex] Capital punishment for rape convicts.

Mukesh v. NCT, Delhi, [Nirbhaya case]

Therefore, both means and consequences should be ^{ethical} ~~acts~~ through "Madhyam Marg".

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 means the use of police force for the maintenance of law and order in the society.

Ethical challenges in Policing

- ① Means v. Consequences → leaves poor people in jail. [ex] a poor stealing a loaf of bread for his starving children.
- ② Strict following of rules and laws → harassment of general public [ex] Romeo Squad of UP constant vigil.
- ③ Privacy and Confidentiality issues

regarding detection of crimes.

[ex] Prisoners Identification Bill, may affect privacy u/A 21. [2022].

(iv) Abuse of Power → "who will watch the guardians" [ex] custodial death etc.

Reasons for corruption in Police forces:

(i) Loss of Moral values affects the judgment making.

(ii) Moral Bankruptcy and artificial moral conscience.

(iii) Lack of certainty in punishment → encourages corruption.

(iv) Politician - Police - Criminal nexus.

(v) Lack of fear from punishment.

Thus, Prakash Singh case's ^{recommendation} can be implemented to reduce corruption.

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।

Section 135 of the Companies Act, 2013, incorporates the concept of corporate governance as an open, answerable and management of company.



Issue of Spirit ÷

- ① Inculcation of moral values in the management of the company.
[ex] Uday Kotak Committee recommendations.
- ② Upliftment of every stakeholders.

(iii) Inner conscience to govern companies [ex] Kumar Mangalam Birla Committee.

Structure :

- (i) Transparent management and regular audit of the company.
- (ii) Saving minority and small shareholders [ex] Section 240-244 of the Companies Act, 2013.
- (iii) Provision for punishment for mismanagement. [ex] Satyam Scandal case.
- (iv) Removing conflict of Interest. [ex] ICICI-Videocon case.

Thus, J.J. Irani Committee rightly pointed that spirit & structure should be combined for ethical governance.

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।

An alarmed citizen is an asset of the state [Kautilya], who can bring ethical conduct and good governance.

Role of common citizens

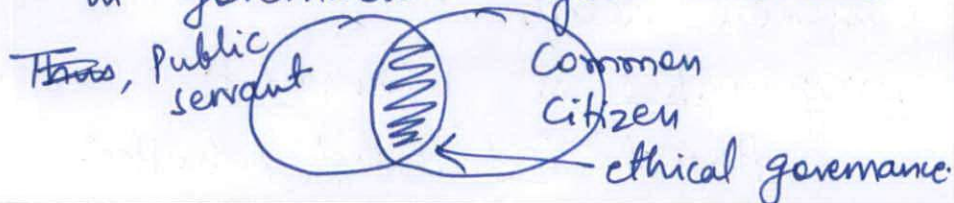
- ① Highlight any corruption issues in the projects. [ex] Use of RTI in highlighting Commonwealth games scandal.
- ② Vigilant citizen against excessive uses of brute force by the state machinery. [ex] PIL by letter in Hussainara Khatoon case against custodial death.
- ③ Irregularities in government Project [ex] through whistle-

blower Protection Act.

- (v) Checks and balances of the government expenditure on the public projects. [ex] RTI revealing that 60% fund went for advertisement in Beti Bachao Beti Pados scheme.

Role of Public servant

- (i) To report any financial mismanagement in project [ex] Sdhyendra Dubey in financial issues in Golden Jubilee Project.
- (ii) To keep a watch on overall functioning.
- (iii) Correct any irregularities in the governance issues. [ex] DBT in government's welfare measures.



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 'एकांकी 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।

One stick can be broken easily while a "bundle of sticks" cannot be broken - signifies unity in working together.

Harmful effects of working-in-silos

- (i) Overlapping functioning leading to duplication of efforts.
- (ii) Perpetuates Bureaucracy → affects the overall functioning of governance.
[ex] Red-tapism.
- (iii) Inefficient development of projects and not completing work on given time. [ex] Metro Projects in Patna.

Working Together :-

- (i) Cooperation :- helping each other's towards a common goal. [ex] NHAI Roadways setting record 35 km/day road construction.
- (ii) Coordination :- helps in information sharing for similar projects. [ex] PM Gati Shakti Master Plan
↳ convergence of 16 ministries
- (iii) Collaboration :- of different organs of the government to realise common aim.



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।

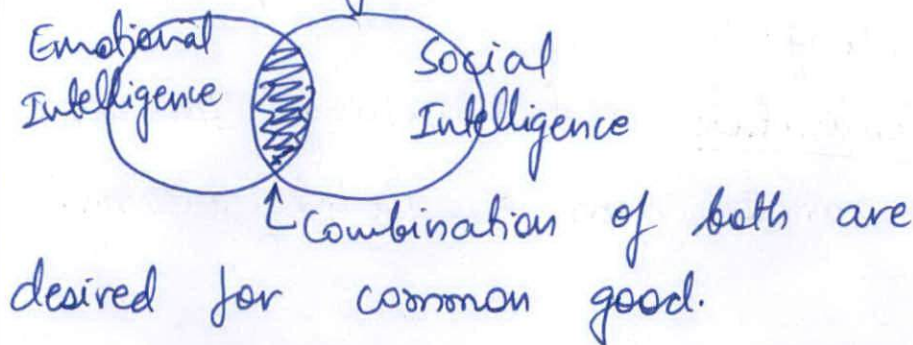
As per Daniel Goleman, emotional intelligence is the regulation of one's emotions while understanding and empathizing with others towards one common goal.

Characteristics :

- (i) Understanding one's own emotion.
- (ii) Regulation of emotion.
- (iii) Motivation - inspiring others for work.
- (iv) Empathizing - understanding other's feeling.
- (v) Realization and working towards common aim → Better governance.

Misuse of Emotional Intelligence

- ① Manipulating into doing some illegal work. [ex] Babri - Masjid Demolition (1992).
- ② Appealing sense and inner conscience for illegal activities. [ex] ISIS brainwashing Kerala's youth for terror activities.
- ③ Polarising people and dividing against their interests. [ex] Riots in Muzaffarnagar [2013].
- ④ Perpetrates selfish interests of the manager.



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 intentional / unintentional act to change other's acts, belief, attitude, thinking etc. [Anderson].

Source of Good

- (i) Role Model in the society.
[ex] Anna Hazare against corruption.
- (ii) lead to persuading people for common good. [ex] Ralegan Siddhi village (Maharashtra) → working together for betterment.
- (iii) Help in inscribing moral values and conscience. [ex] Respecting elders.
- (iv) Behavioral change in doing positive acts. [ex] Swachh Bharat Abhiyaan.

Source of Bad or evil

- ① Negatively influence towards bad things. [ex] Actors smoking cigarettes in advertisement.
- ② Adoption of Westernization and leaving/sidelining one's own culture. [ex] vanishing language (regional language) culture.
- ③ Attraction towards fringe/radical elements. [ex] ISIS influencing for terror activities.
- ④ May lead to violence → false sense of correctness.

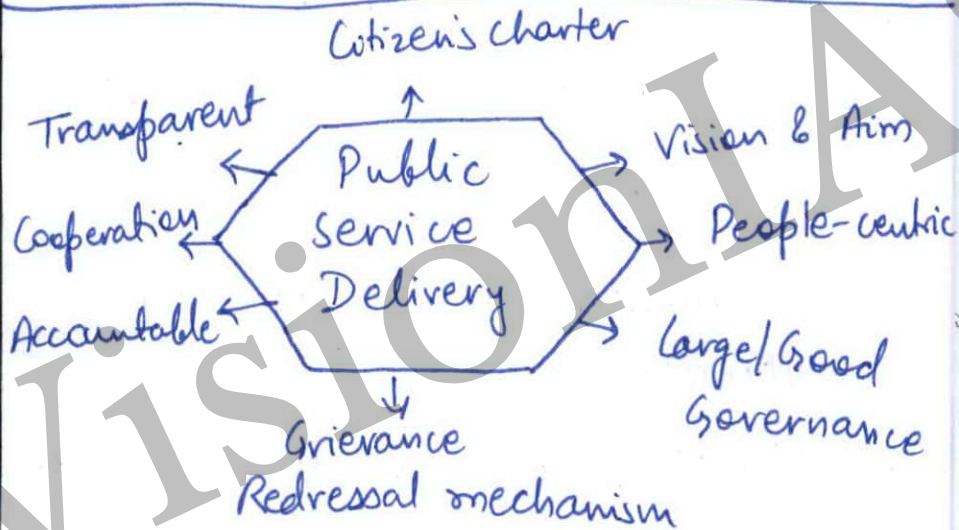
Thus, social influence can be harnessed positively and words of Gandhiji should be followed for 'Sarvodaya'

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।

Effective public service delivery has become sine qua non for an efficient good governance.



Technology for Effective public service delivery

- ① E-Governance - should be incorporated. [eg] e-courts, e-kranti, Swayam Portal, QR codes for books.

- (ii) Uses of Direct Benefit Transfer [DBT] for PDS schemes.
- ↳ Weed out ghost beneficiary.
 - ↳ Weed out corruption.
- (iii) to realise public health [SDG-3]
- ↳ Tele-medicine, e-~~mes~~ sanjeevani
 - ↳ Ayushman Bharat Digital Mission.
- (iv) Streamlining Records
- [ex] Sravitra scheme for land records.
- (v) Coordination of different departments
- (vi) Penetration of internet and closing digital divide
- [ex] PM Bharat Wazari, 5G etc.
- Thus, the government should follow bottom-up approach for service delivery.

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 / Chanakya through his treatise 'Arthashastra' tried to incorporate several governance feature in public domain.

Teachings

- (i) Good Governance
↳ Peace of law and order in the society.

- (ii) Public Interest at the forefront while ruling by the king.

- (iii) Effective management of state's resources for welfare measures.

Relevancy

helps in increasing accountability & transparency.

Perpetuates 'Common Good' in the public domain.

welfare schemes such as PDS, PM-AASHA, MNREGA et.

(iv) Prudential
wealth creation
and State's treasure

fiscal consolidation
and fiscal
prudence.

(v) Trade is the
Jewel of the
crown.

MSME growth,
Start up India
Scheme, Export-Import
etc.

(vi) Incorporate every
human resource for
realizing true potential

Utilization through
vocational training,
NEP etc.

(vii) Maintenance of
Law and Order →
State can/should
take action

Punitive action
against offenders-
ex-IPC, PMLA
etc.

(viii) Efficient resource
utilization at state's
disposal

Coal allocation,
mining, Space
sector etc.

Thus, Kautilya's teaching can usher
Good governance in the country.

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

"It is not how longer we have lived, but how LARGER we have lived in our life."

Making Difference $\frac{p}{a}$

(i) Selflessness in doing public work. [ex] Increasing Diversity of Increasing Access by Prof. Shannad Basheer.

(ii) Inspire and motivate other for bringing positive changes in others life.

[ex] Gandhiji leadership model.

(iii) Working for the 'Common Good'

[ex] ushering 'Antyodaya', Vinoba Bhave.

(iv) Donation and charity for poor people. [ex] Nishkama Karma.

(v) Shun Profit-making and affecting other's life positively. [ex] AstraZeneca "no profit" on Covid-19 vaccine.

(vi) Bringing decisive changes in the lives of others. [ex] Dr. B.R. Ambedkar towards vulnerable section of the society.

(vii) Compassionate towards every fellow human beings [ex] Abolition of slavery by President Lincoln.

Thus, weaving compassion along with positive mindset can ensure "Sarodaya through Antyodaya" with Sahodaya.

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

"If the intention of doing public service is pure and the means is ethical, the end results that is consequence will ~~be~~ automatically become good."

Importance of Right Spirit :-

- ① Sets positive example in the society. [ex] Durga Shakti Nagpal against Sand Mafia.
- ② Symbolic expression towards behavioural change. [ex] Rahul Kumar, IAS eating food made by a Dalit women → symbol.
- ③ Making positive changes.

Steps to incorporate right spirit :-

- (i) Empathize with others and weaving compassion.
- (ii) Following Gandhiji's Talisman in incorporating ~~and~~ to ethical standards for work.
- (iii) Understanding Gandhiji's Seven Sins for greater public good.
- (iv) Social awareness about our society to make changes.
- (v) Gandhiji's Nai Talim for doing public work ethically.

Thus, the intention should be pure to usher greater good for everyone.

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

Our Preamble talks about social,
political and economical justice
to realise equality and peace
in true sense.

☛ Peace through absence of Tension:

(i) Only ensures artificial peace.

(ii) skewed economic justice and
perpetuates inequality.

[ex] Top 1% controls 55% of the
National income, India [World
Inequalities Report, 2021].

(iii) Only tones down the frictional
points but source of enmity
remains in the society.

[ex] Class-based entitlement of resources.

Peace $\frac{1}{2}$ Presence of Justice

(i) Justice not to be done but also to be seen by common people. [ex] efforts towards minimizing inequality \rightarrow wealth distribution.

(ii) Harbinger of prosperous society.

[ex] Scandinavian countries public services for everyone.

(iii) Minimizing differences and effective utilization of resources.

[ex] vaccine 'free' distribution for everyone.

(iv) Equality before law for everyone.

[ex] ~~Art~~ Article 14.

Thus, peace can be established in true sense only through presence of Justice.

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?

P. T. O.

The ~~recent~~ given question arose in the wake of brutal rape and murder of Nirbhaya [Delhi] where one of the accused was a juvenile. Further, in Mukesh v. NCT, Delhi, the juvenile got only three years punishment for his crime.

Subsequently, IJ Act was amended to ^{to} incorporate 16-18 years as adults if sufficient maturity has been attained.

① Possible factors driving child towards crime :-

As per NCRB, Juvenile Delinquency is 6.1% in 2010-20.

Reasons :-

① Self-Alienation of children due

to nuclear families and disintegration of joint family.

(ii) Social influence of fringe elements and peer pressure.

[ex] school going children involvement in Bulli Bai App.

(iii) Lack of parental care as both parents working culture.

(iv) ~~Loss~~ of Erosion of moral values and conscience.

(v) Influenced from the villains of Cinema and their portrayal.

(vi) Failure in inculcation of ethics and values.

(vii) Substance Abuse

[ex] Drugs, Cocaines etc.

(b) Ethical issues involved in punishing children as adults.

- Loss of Human Resource
- Without giving any fair chance for rehabilitation
- Realization of retributive justice.
- Perpetuation of violence.

Ethically right

- (i) As child is still an offender that too of heinous crime.
- (ii) Maintenance of Peace, law & order.
- (iii) ~~An~~ Ushering of Justice and fairness for everyone.
- (iv) Everybody is equal before the law. ex Article 14.

Ethically Wrong

- (i) An 'eye for an eye' can bring anarchy in the society.
- (ii) children - unable to understand the nature of their act.
- (iii) chance of reformation is lost.
- (iv) Prison-mate influence can further push children towards crime.

However, in "rarest of the rare cases", a child should be treated as an adult. But in petty crimes, they should be given a chance for reformation.

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)

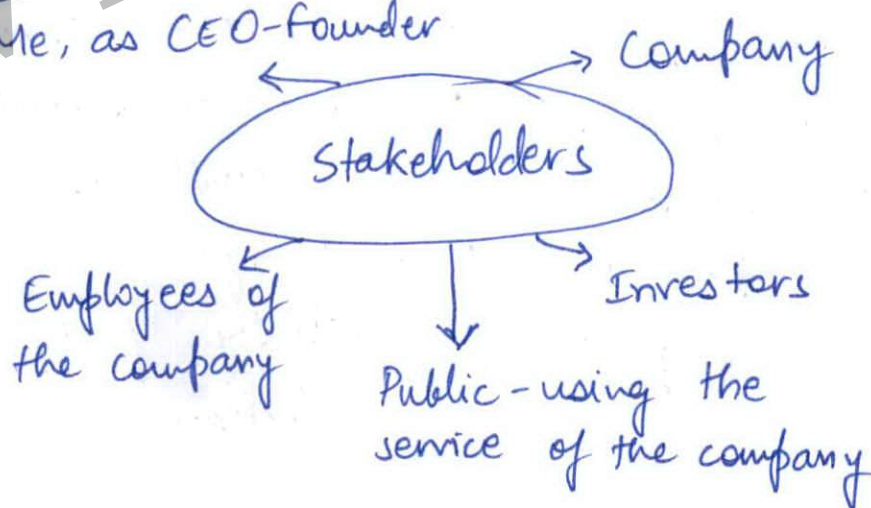
आप एक एडटेक कंपनी के सह-संस्थापक और सी.ई.ओ. हैं। कंपनी की लाभप्रदता बढ़ाने और छंटनी (डाउनसाइजिंग) करने के लिए आपके ऊपर कंपनी के निवेशकों का जबरदस्त दबाव है। कुछ खराब अधिग्रहण करने के बाद, पिछले कुछ वर्षों में कंपनी की वित्तीय स्थिति में भारी गिरावट आई है। ऐसे में छंटनी का सुझाव कंपनी की लाभप्रदता में 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:
- छंटनी के फैसले को लागू करने से पहले उच्च प्रदर्शन करने वाले अग्रणी कर्मचारियों की पहचान करना और उन्हें उपयुक्त पदों की पेशकश करना।
 - हटाये जाने वाले कर्मचारियों को पार्ट-टाइम काम करने के लिए रिटेनर के तौर पर रखना।
 - 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।
 - 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 case studies relates to the mass retrenchment carried by several companies during Pandemic to minimize losses.

@

Me, as CEO-founder



Ethical Issues

- Employees rights v. Investor's choice.
- Company's Profit v. Employees jobs.
- Future investment v. Current cohesion among employees.
- Company's reputation v. Company's Benefits.

(b) (i) First Option, would help me to retain high performers.

Merits

- Preserving High Performers.
- Company's profit motive perpetuates.
- Still saving few employees from laying-off.

Demerits

- Issue of procedural fairness.
- Elements of biasness.
- Indifference towards other employees.
- Company's credibility gets affected.

(ii) In second option, it will promote contractual employment & ad-hocism.

Merits:

- Continuance of the employee.
- Job still retained.
- Company's work will continue.

Demerits:

- Promotes difference among employees.
- Distinction → upper & lower hierarchy.
- Hiring & firing Procedure.

(iii) In third option, going with the investor's choice.

Merits:

- Company gets more investment.
- Profit-making.
- Investors are happy.

Demerits:

- Loss of reputation.
- affecting employee's dedication towards company.
- Output may affect.
- Alienation of employees.

(iv) In fourth Option :-

Merits

- Procedural Integrity
- Justice-fairness
- Retaining best employees
- Profit-motive remain intact.
- Investor's happy.

Demerits

- Uncertainty in employment.
- Company's reputation at stake.
- Employee's alienation.

(c) Rather than going with any of the above-mentioned Options, I will try to convince the investors regarding the utility of each employees and job security will further boost their morale towards work. Laying off will affect company's credibility.

and may be useful for shorter run $\$$ but hurt company in the longer run.

Further, Job certainty will send a positive message in the society and ensure job preservation in the wake of crisis.

Thus, this will help in the overall functioning of the company.

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 problem relates to Tamil-Sinhalese conflicts in Sri Lanka and Rohingya Muslims issues in Myanmar which prompted refugees in India.

(a) Moral Issues :-

Regarding rights of refugees -

(i) Humanism Perspective :- Everyone should be accorded a basic human treatment. [ex] Article 1 of the UDHR, 1948.

(ii) Saving of lives of refugees - from war-torn regions.

[ex] Asylum seekers as per UDHR.

(iii) Issue of transporting back to their original countries.

[ex] Non-refoulement issues - Not transporting the refugees.

(iv) Everyone should be respected merely by virtue of born as human. Emmanuel Kant.

(v) Life is more than a mere animal existence, even for non-citizens. [Bandhua Mukti Morcha v. UoI]

(b) Recommendations :-

(i) Call for any diplomatic help in solving the issues in civil war.

(ii) Will grant temporary visa to the incoming refugees.

(iii) Will make several camps for temporary residing of refugees till the situation calms down in their countries.

(iv) ~~will~~ work towards human resource utilization to give

employment to job seekers,
arrangement for vocational
training if needed.

(v) Make healthcare facilities
and essential medicines for
refugees, specially Covid-19
vaccines to prevent its
spread.

(vi) Taking care of vulnerable
section in refugees specially
women, children & old-age
people.

(vii) Thus, India can follow
the principle of Vasudhaiva
kutumbakam and help refugees
in times of crisis.

VISION IAS

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, जहाँ 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, वहाँ 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।

United Nation Development Programme [UNDP] has categorized LG BT & + community as ghost, invisible citizen due to their anonymity, closeted approach, largescale violence and discrimination against them.

② Moral Issues Involved :-

Sexual Minority Community -

- ① Perpetrates prejudicial understanding of their issues.
- ② Perpetrates stereotypical attitude against them.
- ③ Makes the community more invisible and anonymous.

(iv) Respect & Dignity of every
sexual minority members
[Nartez Singh Johar v. UoI].

(v) Offending their sentiments
and degrade them. ~~publ~~ in
public forum by the Panellist.

From perspective of Panellist

(i) Unnecessary media issue and
making mountain out of a huck.

(ii) Freedom of speech and
express protected u/A 19 (1) (a)

(iii) Rights of Privacy of the
Panellist. u/A 21.

(iv) Right to keep one's views
in public domain.

(b) Steps to be taken :-

(i) Tell the minority community to not make hue & cry as the speaker merely conveyed his opinion.

Merits

- Solves the issues.
- No media attention.
- College's name not affected.
- Protecting right to speech & expression.

Demerits

- Affecting the minority rights.
- makes them more anonymous.
- Affects college's reputation.

(ii) Tell the Panellist to apologize on the public forum.

Merits-

- Minority rights saved.
- Solving the issue.

Demerits-

- Disrepute to the Panellist.
- Affects freedom of speech & expression.

(11) As a chairman, I would :-

- 3.1. Hold a thorough enquiry to this case.
- 3.2. Resolving the conflict through mediation and as the Chairman will play the role of mediator.
- 3.3. Identify the issues affecting stakeholder's rights.
- 3.4. Resolving it through Peaceful means.
- ~~3.5.~~ This way, it will help in saving the rights of minority community, will save panellist freedom of speech & expression and will save college's reputation in the longer run.

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?

The problem highlights the use of drugs to enhance performance. Recently, World Anti-Doping Agency, banned several Russian Athletes for their failure in doping test.

② Option 1 I will remain silent and let senior athlete inject syringe to improve their performance.

Merits.

- Improved performance in events.
- My position is saved.
- Coach would be happy by my conduct.

Demerits.

- Issue of Cognitive Dissonance.
- Goes against ethical practice.
- May be loss of country's reputation if caught.

Option 2 whistleblow the entire episode in public media.

Merits ① Stop Athlete from taking drugs.

② Saving Country from WADA's regulation.

Demerits :-

- ① loss of country's reputation in public domain.
- ② Jeopardizing my position.

Option 3 :- Course of Action :-

- ① Will try to convince the player and coach against such unethical practice.
- ② Use Dillard's fear model theory to persuade against drugs usages.
- ③ If not agreed, report the whole incident to the senior officials.
- ④ Collect relevant evidence in support of my claims and

present them to senior officials.

This way, country's reputation will be saved, players would not resort to unethical means and sportsmanship would remain intact.

(b) Reasons for usage of performance enhancing drugs :

(i) Moral Bankruptcy → resorting to unethical means.

(ii) Pressure to perform well in the international events.

(iii) Continuous loss thus resorting to any means to achieve and become winner.

(iv) Inefficient regulation by the
National Anti-doping agencies

Steps to minimize ♂

- (i) Inculcation of sportsmanship against any ethical means.
- (ii) Both means & ends should be ethical.
- (iii) Moral values & inner conscience should be appealed.
- (iv) Appeal to inner voice against any unethical practice.
- (v) Examination & regulation by Anti-Doping Agency.
- (vi) Penal Provision against miscreants.
Thus, it will increase sportsmanship and play games by the fair means.

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)

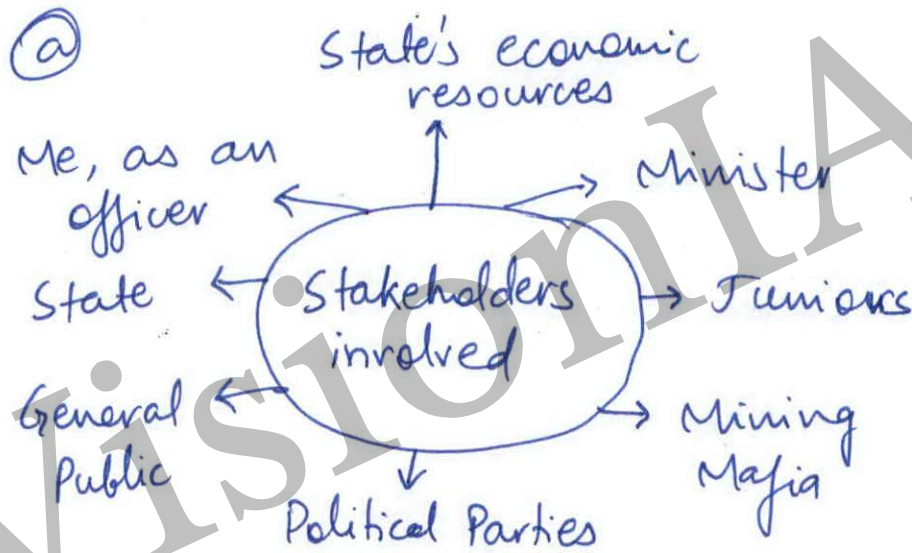
आपको एक ऐसे जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है, जो अपने समृद्ध खनिज भंडार के लिए जाना जाता है। आपके जिले में अवैध खनन के बारे में मीडिया में खबर प्रसारित होने के बाद, आपने इसकी जांच शुरू कर दी है। जब राज्य के खान और खनिज मंत्री को आपके द्वारा शुरू की गई जांच के बारे में पता चलता है, 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 said problem represents mining mafia issues which ultimately promotes Dutch Disease in the region. [Resource curse].



Ethical Issues 6

Minister's words v. Junior's name.

Mining (illegal) issues v. State's economic resources.

Whistleblow v. Recent Election Results.

(b) Option 1 $\frac{1}{2}$ Agree with the Minister and make some juniors as scapegoats.

Merits $\frac{1}{2}$ (i) Saves Minister from public disrepute.

(ii) Save myself and my position.

(iii) help in winning the election.

Demerits $\frac{1}{2}$ (i) Ethical & moral bankruptcy.

(ii) Knower-Doer split.

(iii) Jeopardize $\frac{1}{2}$ state's resources.

(iv) Perpetuates illegal mining.

Option 2 $\frac{1}{2}$ I will whistleblow in the public domain and will tell everyone about Minister's involvement.

Merits.

- Save state from illegal mining.
- Prevent any corrupt practices.
- Public knowledge as Public has right to know.

Dements.

- Jeopardise my position.
- May influence election negatively.
- Decision in haste without thorough enquiry.

Option 3

I will, at first, conduct a detailed and thorough enquiry through ~~the~~ Constituting a dedicated Committee.

Upon finding, Minister's involvement

- ① Will Report my superior Authorities.
- ② Will help in filing any case & against the mining

najias & the ministers in the
Court.

•• (iii) Wait for the Court's
Judgment.

This will avoid any procedural
lapse & will give procedural
fairness to everyone.

Further, the Courts will decide
accordingly, based on their
~~en~~ wisdom & evidence.

Hence, the culprit can be
brought to justice.