



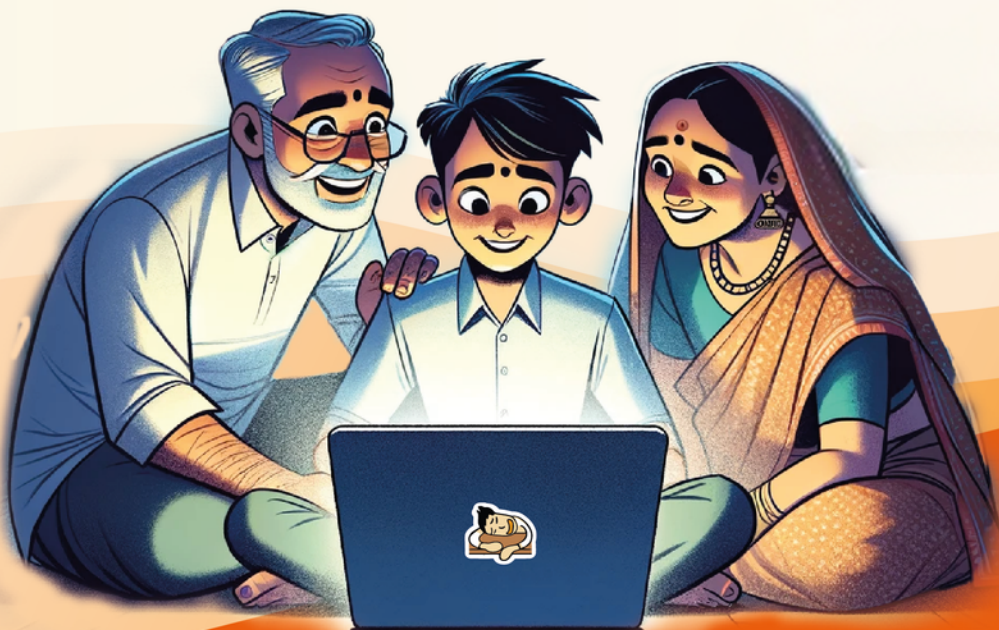
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UPSC MAINS

Solved PYQs

2021

General Studies Paper 4



How to Maximize Your UPSC Mains Score Using These PYQs

Transform Your Preparation into Your Success Strategy

✗ "I solve PYQs but still struggle in mock exam"

Your Problem: You're treating PYQs like MCQs - solving for the sake of solving without strategic analysis.

Strategic Solution: After solving each question, spend 10 minutes analyzing: What was the examiner testing? Which keywords were crucial? How can I improve my answer structure? Create a "mistakes point list" to track recurring weaknesses.



"I can't finish questions within time limits"

Your Problem: You know the content but struggle with time management and answer structuring under pressure.

Time-Bound Practice: Set strict timers - 7 minutes for 10-mark questions, 12 minutes for 15-mark questions. Practice writing concise, impactful answers. Use bullet points and subheadings to save time while maintaining clarity.



"My answers lack depth and examples"

Your Problem: Your answers are generic and don't stand out among thousands of similar responses.

Content Enhancement: For each PYQ, create a "example bank" - collect 2-3 specific case studies, data points, or contemporary examples. Practice weaving these naturally into your answers to demonstrate comprehensive understanding.



"I don't know which topics to prioritize"

Your Problem: Without pattern analysis, you're studying everything equally instead of focusing on high-weightage areas.

Smart Analysis: Create a frequency chart of topics from last 7 years. Identify recurring themes and question patterns. Allocate 60% of your time to high-frequency topics, 40% to emerging trends. Also Sleepy Classes has a video on complete pattern analysis of UPSC mains.

⚠ Critical Mistake to Avoid

Don't just read solved answers and move on. The real learning happens when YOU attempt the question first, then compare with model answers to identify gaps.

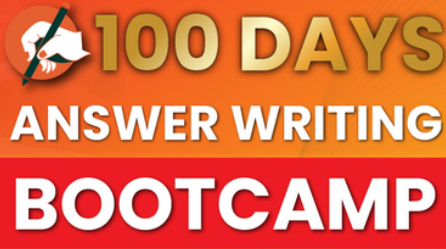


Remember: PYQs are your blueprint, not just practice material

Every question tells you exactly what UPSC expects. Use this collection to decode the examiner's mindset, not just to test your knowledge. Your success lies in understanding the 'why' behind each question.

FREE - GS Mains PYQs Discussion

Date	Day	Topic	Year
02 June 2025	Monday	General Studies Paper 1	2024
03 June 2025	Tuesday	General Studies Paper 2	2024
04 June 2025	Wednesday	General Studies Paper 3	2024
05 June 2025	Thursday	General Studies Paper 4	2024
15 June 2025	Sunday	General Studies Paper 1 to 4	2023
22 June 2025	Sunday	General Studies Paper 1 to 4	2022
29 June 2025	Sunday	General Studies Paper 1 to 4	2021
06 July 2025	Sunday	General Studies Paper 1 to 4	2020



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Q1 (a) Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (Answer in 150 words) 10

Approach:

- Briefly introduce the need for ethical traits in public service performance.
- List five key ethical traits (e.g., integrity, empathy, accountability, impartiality, courage).
- For each, justify their inclusion.
- Conclude by stressing training, recruitment, and role-modelling to embed ethics in civil service.

Answer

- Performance in public service is not only a matter of delivering results but also of demonstrating ethical conduct. Ethical traits like integrity, empathy, accountability, impartiality, and courage guide civil servants and must form a key part of any performance matrix.

1. Integrity

- Integrity enables a civil servant to act with honesty and adhere to moral principles despite temptations or threats.
- **Example:** Ashok Khemka, known for his repeated transfers due to exposing corruption in land deals, is a classic example of institutional integrity upheld by personal courage.

2. Empathy

- Empathy allows administrators to understand peoples lived experiences and design inclusive policies.
- **Example:** IAS officer Armstrong Pame, who built a 100-km road in a remote part of Manipur without government funds, did so by mobilizing public support – a direct result of empathetic governance.

3. Accountability

- This trait ensures that civil servants remain answerable for their actions and uphold transparency.
- **Example:** Iqbal Chahal, BMC Commissioner during the COVID-19 crisis, ensured real-time public dashboards for hospital beds and oxygen, fostering accountability through data transparency.

4. Impartiality

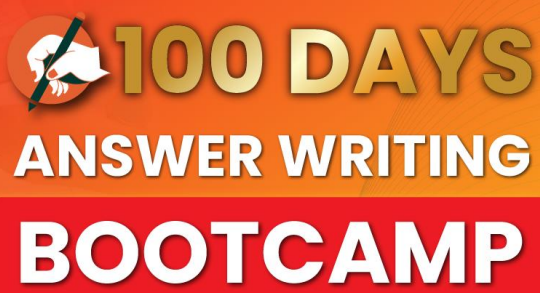
- Impartiality helps officers make fair decisions, avoiding bias based on caste, religion, or political pressure.
- **Example:** T.N. Seshan, as Chief Election Commissioner, enforced election rules strictly and equally across parties, reinforcing institutional neutrality.

5. Courage of Conviction

- It is needed to uphold all other ethical principles. This trait involves standing firm on ethical decisions despite external pressure.
- **Example:** IAS officer U. Sagayam, who took on illegal granite mining in Tamil Nadu, faced transfers but continued his ethical stance without compromise.

Conclusion

- Embedding these ethical traits requires a multi-pronged approach: value-based recruitment, compulsory ethical training, and institutional encouragement of ethical role models. These five traits not only guide day-to-day decision-making but also define long-term institutional credibility and public trust.



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Q1 (b) Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in the public servants. (Answer in 150 words) 10

Approach:

- Briefly introduce the role of values in shaping ethical and effective public service.
- List ten essential values.
- Describe 3-4 broad strategies to prevent unethical behaviour.
- Conclude by stressing that internal values and external safeguards together ensure ethical public service.

Answer

- Values are the moral compass that guide a public servant's choices and conduct. While laws provide the framework, it is the internalized values that ensure governance is humane, inclusive, and constitutionally aligned. An effective public servant must embody a set of ethical values to maintain public trust and institutional integrity.

Ten Essential Values for a Public Servant:

- **Integrity** – Adherence to moral principles even in the face of adversity.
- **Empathy** – Understanding the needs of the vulnerable.
- **Impartiality** – Acting without bias or favouritism.
- **Accountability** – Taking responsibility for actions and decisions.
- **Transparency** – Ensuring decisions are open to scrutiny and communication is clear.
- **Courage of Conviction** – Taking ethical stands even under pressure.
- **Objectivity** – Taking evidence-based decisions uninfluenced by emotions or affiliations.
- **Commitment to Public Service** – Prioritizing citizen welfare over personal interest.
- **Compassion** – Going beyond rules to uphold human dignity.
- **Responsiveness** – Acting promptly to public grievances and needs.

Ways and Means to Prevent Non-Ethical Behaviour:

- **Institutional Safeguards:** Strengthening vigilance bodies, audit mechanisms, and Lokpal-type institutions.
- **Ethics Training and Sensitization:** Mandatory modules on ethical reasoning and dilemmas during and after foundation training.
- **Whistleblower Protection and Role Modelling:** Protect and reward ethical conduct.

- **Performance Appraisal Linked to Ethics:** Introduce measurable ethical indicators in Performance Appraisal Reports (PARs) to reward ethical behaviour, not just output efficiency.
- **Use of Technology for Ethical Governance:** Digital platforms like e-procurement, public dashboards, and grievance redressal portals reduce discretion and bring transparency.

Conclusion

- The combination of internalized values and external accountability mechanisms helps create an ethical ecosystem in public service. Only when civil servants are both morally committed and institutionally guided can governance become truly just, transparent, and people-centric.

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Q2 (a) Impact of digital technology as reliable source of input for rational decision making is debatable issue. Critically evaluate with suitable example. (Answer in 150 words) 10

Approach:

- Briefly introduce the role of digital technology in enhancing decision-making in governance.
- Critically evaluate by presenting both sides.
- Use examples to support both pros and cons.
- Conclude by emphasising digital tools need human judgment and ethics to ensure fair decisions.

Answer

- Digital technology has significantly transformed governance. The tools like AI, Big Data analytics, and real-time dashboards now inform public policy, disaster response, and resource allocation. However, there are some concerns with respect to these digital inputs in ethical decision-making.

Positive Contributions of Digital Technology:

- **Data-Driven Efficiency:** Technology allows real-time information gathering for timely action. *Example:* The BMC's COVID dashboard in Mumbai helped manage oxygen and ICU bed allocation efficiently through live updates.
- **Transparency and Accountability:** Platforms like e-procurement portals or biometric attendance reduce discretion and bring audit trails. *Example:* Karnataka's Bhoomi land records digitization reduced corruption by making data accessible to citizens.
- **Inclusivity in Service Delivery:** Digital platforms enable wider outreach.

Concerns and Limitations:

- **Bias in Algorithms:** AI and automated tools may carry historical or programmer bias. *Example:* Predictive policing tools used in some states risked reinforcing existing caste and community stereotypes.
- **Digital Divide and Exclusion:** Dependence on digital systems can alienate the poor, elderly, or digitally illiterate. *Example:* Biometric authentication for PDS sometimes fail due to poor connectivity, depriving people of essential supplies.
- **Ethical Blind Spots:** Technology lacks empathy and contextual understanding. *Example:* Use of facial recognition in public spaces may enhance surveillance but raises ethical concerns about privacy and consent.

Conclusion

- Digital tools can greatly enhance the rationality, speed, and reach of governance decisions. However, ethical decision-making requires more than data. Human judgment, empathy, contextual understanding, and transparent ethical oversight are essential to ensure fairness, equity, and justice. Technology should assist, not replace, the moral reasoning of a responsible public servant.

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Q2 (b) Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with suitable example. (Answer in 150 words) 10

Approach:

- Start by linking domain knowledge to legal and procedural clarity.
- Explain that ethical dilemmas involve value conflicts beyond rules.
- Highlight the need for creativity to find balanced, humane solutions.
- Support with a real-life example.
- Conclude by stressing the combined value of knowledge and innovation in ethical governance.

Answer

- Domain knowledge helps a public official understand laws, policies, and procedures, ensuring that decisions are legally and technically sound.
- However, ethical dilemmas often involve conflicts between values—such as between public interest and individual rights—where rules may not offer straightforward solutions. In such cases, innovativeness and creativity are essential for finding balanced and ethical outcomes.

Innovativeness and Creativity Helps To:

- **Balance competing values:** Dilemmas like development vs. displacement or transparency vs. privacy require innovative solutions that uphold both values rather than choosing one at the cost of the other.
- **Resolve issues within procedural limits:** Often, rules don't account for every real-world situation. Creative thinking helps officials interpret procedures flexibly while staying within legal boundaries.
- **Design context-sensitive solutions:** Ethical dilemmas often require tailored approaches rather than one-size-fits-all solutions. Creativity allows officers to adapt responses to the unique needs of individuals or communities involved.
- **Ensure inclusive governance:** Standard procedures may exclude vulnerable groups like the elderly, migrants, or disabled. Creative strategies—like mobile outreach, multilingual platforms, or simplified access—can ensure no one is left behind.
- **Reduce public resistance and enhance legitimacy:** Ethical decisions that are also innovative tend to earn public trust. For instance, resolving land disputes through dialogue and mediation, rather than eviction notices, reduces friction.

Example:

- In Karur, Tamil Nadu (2023), Dalits were barred from entering a temple. District Collector T. Prabhushankar resolved the conflict by holding peace meetings with all caste groups, applying the Thomas-Kilmann conflict resolution model, and emphasizing constitutional rights. His dialogue-

based and legally grounded approach led to inclusive worship within two weeks – showcasing how creativity and empathy can uphold justice without confrontation.

Conclusion

- Thus, while domain knowledge provides the foundation for lawful governance, it is creativity that allows a civil servant to resolve ethical dilemmas effectively. When both come together, public service becomes not only efficient but also empathetic and just – qualities essential for a responsive and ethical administration.



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Q3 (a) What does each of the following quotations mean to you?

“Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later. - Swami Vivekananda. (Answer in 150 words) 10

Approach:

- Begin by interpreting the quote – perseverance is key despite challenges.
- Explain perseverance as an ethical virtue in life and work.
- Link its importance to public service, where outcomes take time.
- Illustrate with relevant examples.
- Conclude by highlighting perseverance as a sustaining moral strength.

Answer

- This quote by Swami Vivekananda reminds us that success is not immediate or easy. It comes only to those who remain determined in the face of repeated failures, criticism, or setbacks.

Perseverance as an Ethical Virtue

Perseverance reflects moral strength, resilience, and commitment. It represents a refusal to give up on values or objectives despite repeated obstacles.

Ethically, it is closely tied to:

- **Integrity** – staying true to principles when shortcuts are easier.
- **Responsibility** – continuing to serve one’s duty even in failure.
- **Courage** – standing firm against external and internal resistance.

Relevance to Public Service

In civil services, ethical perseverance is often tested:

- Systemic inertia, political pressure, or lack of public support can make it difficult for officers to implement reforms.
- Failures in policy execution or resistance from interest groups may demoralize honest officers.

Yet, those who persist can bring sustainable, long-term change.

Example:

- During the fight against manual scavenging, Bezwada Wilson, founder of Safai Karmachari Andolan, faced years of denial and threats. Yet, through persistent activism, he brought national attention to the issue and pushed for legal reforms.

Conclusion

- Perseverance is not just about finishing a task—it reflects one's moral commitment to a cause. It strengthens our integrity, helps us overcome obstacles without compromising values, and ensures that our efforts ultimately lead to meaningful and lasting success.

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Q3 (b) “We can never obtain peace in the outer world until and unless we obtain peace within ourselves.” - Dalai Lama. (Answer in 150 words)

10

Approach:

- Interpret the quote – outer peace stems from inner stability and self-awareness.
- Link inner ethical values like self-control and empathy to peaceful conduct.
- Highlight relevance in public service, where inner calm ensures ethical decisions.
- Illustrate with a real-life example.
- Conclude by stating that ethical governance begins with inner harmony.

Answer

- This quote by the Dalai Lama highlights the profound connection between inner peace and external harmony. It suggests that the root of many conflicts in society lies within individuals—anger, insecurity, ego, and fear.

Inner Peace and Personal Ethics

Peace within oneself is not just the absence of stress but the presence of self-discipline, empathy, humility, and compassion.

Ethical values like:

- **Self-control** help manage anger or impulses.
- **Empathy** fosters understanding in disagreements.
- **Compassion** enables forgiveness and conflict resolution.

Without cultivating emotional balance and ethical self-awareness, any attempt to establish peace in the outer world remains incomplete and fragile.

Relevance to Leadership and Public Service

- In governance and administration, decisions made by emotionally volatile or ego-driven officials often escalate tensions.
- In contrast, a civil servant who is calm and grounded can defuse volatile situations ethically and effectively.

Example:

- In cases of communal tension, officers who remain composed and empathetic—such as conducting peace dialogues instead of reactive policing—help restore trust and avoid violence.
- Mahatma Gandhi’s philosophy of non-violence was deeply rooted in his inner spiritual discipline and self-restraint, which inspired mass peace-building even during intense political conflict.

Conclusion

- Peace in the world cannot be imposed – it must flow from within each individual. As citizens, leaders, or public servants, cultivating inner peace through ethical values, reflection, and emotional balance is the first step toward building a harmonious society. Ethical governance, just like personal well-being, begins with mastering the self.

Q3 (c) Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that, it is better for us all." -Erik Erikson (Answer in 150 words) 10

Approach:

- Interpret the quote – life gains meaning through mutual dependence.
- Link interdependence to ethical values like empathy and social responsibility.
- Highlight its role in governance, teamwork, and public service delivery.
- Use examples like disaster relief coordination.
- Conclude – interdependence builds humility and promotes ethical action for collective good.

Answer

- This quote by Erik Erikson emphasizes that human life gains meaning through relationships and cooperation. No individual or institution can function in isolation. Interdependence is a fundamental ethical and social truth—our survival, progress, and happiness are tied to how well we relate to and support one another.

Interdependence as an Ethical Principle

Ethically, interdependence reflects empathy, mutual respect, cooperation, and shared responsibility.

Recognizing our reliance on others builds:

- **Humility** – we accept we are not self-sufficient.
- **Empathy** – we become sensitive to others' needs.
- **Social responsibility** – we act in ways that benefit the collective.
- **Duty** - It promotes a sense of to the broader community.

Relevance in Public Service and Governance

In public administration, no task is accomplished in isolation.

Effective governance depends on collaboration among:

- Different departments and officers working as a team.
- Citizens, civil society, and public officials sharing responsibility for implementation.
- Centre-state coordination, especially in federal systems.

Example:

- During COVID-19, successful vaccination drives depended on interdependence—scientists, public health officials, frontline workers, and citizens had to work together.

- Similarly, in disaster relief, coordination between district administration, NGOs, and local communities is critical to save lives and rebuild.

Conclusion

- Life without interdependence is incomplete. Understanding and embracing it not only makes us better individuals but also more ethical public servants. It fosters a culture of cooperation, shared progress, and collective well-being – which is the true foundation of a just and compassionate society.

Q4 (a) Attitude is an important component that goes as input in the development of human. How to build a suitable needed for a public servant? (Answer in 150 words) 10

Approach:

- Begin by defining attitude.
- Discuss the role of attitude in Human Development.
- List ways to build a suitable attitude.
- Conclude by emphasizing that attitude development is foundational for ethical public service and responsive governance.

Answer

- Attitude is the way a person thinks and feels about someone or something, which affects how they behave. It plays a vital role in the development of a human being

Role of Attitude in Human Development

Attitudes contribute to:

- **Personality formation** – e.g., optimistic vs. cynical attitudes shape how individuals respond to failure.
- **Moral and emotional growth** – attitudes toward honesty, justice, or empathy guide ethical choices.
- **Social behaviour** – inclusive, respectful attitudes promote harmony and cooperation in a diverse society.

Thus, attitude acts as a psychological and moral compass throughout life.

Ways to Build Suitable Attitude in Public Servants

- **Family and Early Socialization:** The initial foundation of respect, honesty, and service ethos begins at home.
- **Value-based Education:** Ethics, civics, and social responsibility must be emphasized in school curricula.
- **Training and Mentoring:** Civil service foundation courses should include ethics modules, exposure to role models, and dilemma-based learning.
- **Field Experience:** Real-world interactions with citizens help build grounded, inclusive, and people-oriented attitudes.
- **Reflective Practices:** Regular self-assessment, feedback, and peer discussions help realign and improve attitudes.

Example

- IAS Rajat Bansal, as Collector of Bastar, launched the “Think-B” initiative to promote youth entrepreneurship in a Left-Wing Extremism-affected region. His approach reflected empathy, innovation, and a commitment to fairness by combining development with the Rule of Law – demonstrating an attitude rooted in inclusive and principled governance.

Conclusion

- Attitude is not only a core driver of human development but also a key determinant of how ethically and effectively a person performs public duties. For civil servants, cultivating the right attitude is essential to ensure humane, accountable, and responsive governance.

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Q4 (b) In case of crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine. (Answer in 150 words) 10

Approach:

- Briefly define crisis of conscience and emotional intelligence.
- Explain how EI helps navigate moral dilemmas through empathy, self-awareness, and regulation.
- Critically assess its limits.
- Support with examples from public life.
- Conclude by emphasizing a balance between EI and ethics for sound decisions.

Answer

- A crisis of conscience occurs when one faces a deep moral conflict—often between legal duty, organizational demands, and personal values. In such situations, Emotional Intelligence (EI)—the ability to recognize, understand, and manage one's own emotions and those of others—can serve as a powerful tool in navigating ethical choices with composure.

EI helps in resolving a crisis of conscience:

- **Self-awareness** allows recognition of emotional triggers like fear, guilt, or anxiety that may distort ethical judgment.
- **Empathy** enables one to consider the consequences of actions on affected stakeholders, thus balancing objectivity with compassion.
- **Emotional regulation** ensures composure under pressure, helping resist manipulation or coercion without compromising ethics.
- **Social skills** help negotiate with competing interests and communicate ethical choices effectively.

Example:

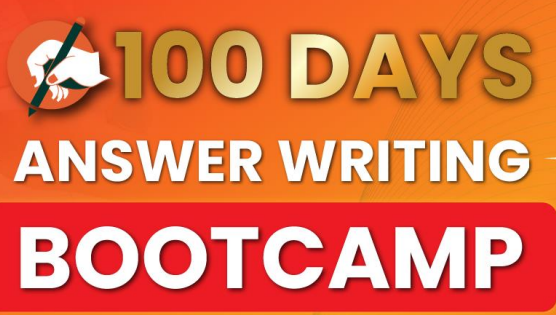
- After the Christchurch Mosque shootings in 2019, New Zealand Prime Minister Jacinda Ardern faced a moral crisis that tested national values of inclusion and peace. Instead of issuing generic political statements, she responded with deep empathy—wearing a hijab to show solidarity, comforting victims' families, and firmly rejecting hate.

EI Limitations

- EI, if unguided by strong ethical convictions, may result in appeasement, moral compromise, or inaction in the name of harmony.
- Overuse of empathy may lead to bias or emotional fatigue, weakening resolve.
- High EI could also be misused for manipulative purposes if detached from integrity.

Conclusion

- While Emotional Intelligence cannot substitute ethical reasoning, it can significantly support it. When grounded in moral principles, EI enables civil servants to make value-consistent decisions, especially under pressure. However, emotional balance must be guided by ethical clarity – only then can one overcome a crisis of conscience without moral compromise.



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Q5 (a) "Refugees should not be turned back to the country where they would face persecution or human right violation." Examine the statement with reference to ethical dimension being violated by the nation claiming to be democratic with open society. (Answer in 150 words) 10

Approach:

- Define non-refoulement as the ethical bar against returning refugees to danger.
- Highlight breach of values: dignity, compassion, justice.
- Note the hypocrisy of democracies violating these under pressure.
- Cite examples.
- Conclude by emphasising that ethical democracies must align actions with ideals.

Answer

- The ethical principle of non-refoulement forbids returning refugees to a country where they are likely to face persecution, torture, or threats to life and liberty. This principle, grounded in humanitarian law becomes especially relevant when democratic nations deny refuge or forcibly deport vulnerable groups.

Ethical Dimensions Violated by Democratic Societies

- **Human Dignity and Right to Life:** Democratic states are bound by their constitutions and global norms to uphold the dignity of every human. Returning refugees to countries where they risk genocide or oppression violates their right to life and undermines the moral legitimacy of these democracies.
- **Compassion and Solidarity:** Democracies are expected to act with compassion, particularly towards the vulnerable. Turning away refugees reflects moral apathy and erodes the idea of the state as a protector of the weak.
- **Justice and Equality:** When democratic states selectively apply refugee protection based on religion, ethnicity, or geopolitics, they violate the principle of equal treatment. Such bias weakens democratic fairness and inclusivity.

Contradiction Between Democratic Ideals and Practice

- Democratic states often balance humanitarian values with domestic political pressures.
- They at times cite national security or political convenience and hence display ethical inconsistency.
- However, denying refuge to persecuted individuals while claiming to uphold liberty and human rights leads to ethical contradictions and Hypocrisy.

USA and Border Deportations

- The U.S., while positioning itself as a leader of the free world, has often returned asylum seekers – especially from Central America – without proper hearings, even when they faced gang violence or political persecution.

India and Rohingya Refugees

- India, despite being the world's largest democracy, attempted to deport Rohingya Muslims to Myanmar even after the UN declared the situation genocidal. This act contradicted India's own constitutional values, despite India not being a signatory to the 1951 Refugee Convention.

Conclusion

- For democratic and open societies, refugee protection is not just a legal obligation but a reflection of their ethical identity. When they abandon this responsibility, they risk moral decline and public trust erosion. Upholding the principle of non-refoulement is a litmus test of whether democracies truly practice what they preach – compassion, justice, and the protection of human dignity.

Q5 (b) Should impartial and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations. (Answer in 150 words) 10

Approach:

- Define impartiality and non-partisanship in the civil service context.
- Explain why they are essential to make a successful civil servant.
- Illustrate with examples.
- Acknowledge challenges like politicization and suggest ways to uphold neutrality.
- Conclude by affirming these traits as key to a successful and trusted civil servant.

Answer

- Impartiality means treating all citizens fairly without bias, while non-partisanship requires maintaining distance from political affiliations. In a diverse democracy like India, these values are fundamental to the civil servant's role as a neutral and ethical public functionary.

Importance in Public Service:

- **Fair Delivery of Welfare:** Civil servants must implement schemes like MGNREGA or PMAY without bias based on caste, religion, or political loyalty.
- **Upholding Rule of Law:** During elections, district magistrates must act independently of ruling parties to ensure free and fair polling.
- **Public Trust:** Impartiality builds credibility. Citizens trust officers who are seen as fair and not influenced by political interests.

Example:

- T. N. Seshan, as Chief Election Commissioner (1992-1996), upheld strict electoral norms, resisted political pressure, and reinforced the Election Commission's independence – setting a benchmark for civil service impartiality.

Challenges and Upholding Neutrality:

- Political pressure, frequent transfers, and patronage networks can compromise neutrality.
- However, adherence to service rules, support from institutional frameworks like UPSC, and ethical conviction can help civil servants maintain integrity.

Conclusion

- Impartiality and non-partisanship are not just desirable – they are indispensable to ensure justice, efficiency, and public faith in administration. A successful civil servant must be guided by constitutional values, not political convenience.

Q6 (a) An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. Elaborate. (Answer in 150 words) 10

Approach:

- Define social audit.
- Explain why independence and empowerment are essential for its effectiveness.
- Discuss its role across public services, even in areas like the judiciary.
- Support with brief examples.
- Conclude by linking social audit to democratic integrity and ethical governance.

Answer

- A social audit is a participatory process through which citizens evaluate the performance and ethical conduct of public institutions, ensuring transparency and accountability. It is not just a monitoring tool but an ethical mechanism to uphold democratic values and public trust.

Need for Independence and Empowerment:

- For a social audit mechanism to be effective, it must be independent from political or bureaucratic control and empowered with access to information, legal backing, and institutional support.
- Without these, audits risk becoming symbolic or manipulated.

Role Across Public Services:

- In welfare schemes like MGNREGA, social audits have exposed corruption and leakages, leading to corrective action.
- In municipal governance, citizen report cards (for instance in Bengaluru) and audits have improved service delivery.
- Extending such audits to the judiciary—like performance reviews of judicial infrastructure or pendency data—can foster greater efficiency, transparency, and public confidence, without interfering in judicial independence.

Examples:

- The Social Audit Units (SAUs) in various states have led to recovery of misused MGNREGA funds and improved grievance redressal.
- The National Campaign for People's Right to Information (NCPRI) has been advocating social audit as a right-based tool for ethical governance.

Conclusion:

- An independent and empowered social audit mechanism institutionalizes citizens' moral right to know and correct governance processes, including in sensitive areas like the judiciary. Such mechanisms are essential for building ethical public institutions rooted in transparency, accountability, and democratic integrity.

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Q6 (b) "Integrity is a value that empowers the human being." Justify with suitable illustration. (Answer in 150 words) 10

Approach:

- Define integrity and interpret the quote.
- Show how it empowers through trust, moral courage, and self-respect.
- Illustrate with examples.
- Conclude: Integrity enables ethical decision-making and inspires ethical leadership

Answer

- Integrity refers to the steadfast adherence to moral and ethical principles, even when it is inconvenient or risky. It reflects an inner commitment to honesty, accountability, and transparency in both personal and professional conduct. This quote implies that integrity is not a constraint but a source of strength that enables individuals to make difficult decisions with clarity and courage.

Integrity Empowers Human Beings

- **Promotes Moral Courage:** Integrity enables individuals to stand firm on ethical convictions even in the face of adversity. It allows one to resist unethical pressures and navigate dilemmas with confidence.
- **Builds Trust and Credibility:** A person with integrity becomes a reliable figure in society or in institutions, commanding respect and enabling constructive relationships. This trust is essential in public life, especially for civil servants.
- **Fosters Self-Respect and Peace of Mind:** Acting with integrity brings inner peace and a clear conscience. It reduces inner conflict and empowers individuals with emotional strength and self-assurance.
- **Encourages Long-term Ethical Leadership:** People with integrity rise as ethical leaders who inspire others, resist corruption, and uphold institutional values, contributing to systemic reforms.

Example

- Dr. Anand Rai, the whistleblower in the Vyapam scam, exposed large-scale recruitment fraud in Madhya Pradesh despite receiving threats to his life. His integrity empowered him to act in the public interest, leading to a judicial investigation and increased transparency in recruitment systems.
- Ashok Khemka, an IAS officer, known for cancelling illegal land deals and resisting political pressure in Haryana, reflects integrity through his consistency in upholding law and justice, despite facing multiple transfers.

Conclusion

- As Mahatma Gandhi said, *"The moment there is suspicion about a person's motives, everything he does becomes tainted."* Thus, integrity is not merely a virtue – it is a force that sustains ethical human conduct and democratic institutions.

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Q7 Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentless pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal dominated district notorious for illegal sand mining. Excavating sand from river belt and transporting through trucks and selling them in black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation.

Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are in hand and glove with them and have developed close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such steps against the mafia. Some of the office employees who were allegedly close to mafia informed them that the officer is determined to clean up the mafia's illegal sand mining operations in that the district and may cause them irreparable damage.

The mafia turned hostile and launched counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony and stress to all of them. The matter assumed serious proportions when a muscleman came to his office and threatened him to stop raids, etc., otherwise, his fate will not be different than some of his predecessors (ten years back one officer was killed by the mafia).

(a) Identify the different options available to Sunil in attending to this situation.

(b) Critically evaluate each of the options listed by you.

(c) Which of the above, do you think, would be the most appropriate for Sunil to adopt and why? (Answer in 250 words) 20

Approach

- Provide a short introduction to set the context.
- Identify Stakeholders.
- Present options with pros and cons for each.
- Identify the most appropriate option with justification.
- Conclude with a reflection on ethical public service.

Answer

- Public servants often face ethical dilemmas where professional duty clashes with personal safety. This case presents a situation where Sunil, a principled civil servant combating illegal sand mining, is threatened by a well-entrenched mafia. Despite his firm stance, the personal cost—including threats to his family—has escalated.

Stakeholders

- Sunil (civil servant)
- Sunil's family (wife and elderly mother)
- Tribal community (both victims and enablers of mafia activity)
- Local administration and honest officials
- Sand mining mafia and their musclemen
- Society at large (public interest and environmental sustainability)

(a) Options Available to Sunil

- Seek a Transfer from the District
- Pause Enforcement and Focus on Administrative Duties
- Report Threats and Continue Enforcement with Institutional Support

(b) Evaluation of Options

Option 1: Seek a Transfer from the District

Pros:

- Ensures immediate safety for Sunil and his family.
- Minimizes personal risk and psychological stress.

Cons:

- Reflects abandonment of public duty and undermines accountability.
- Encourages mafia impunity by reinforcing a precedent of officers backing off under threat.
- Violates principles of deontology central to professional ethics.
- Affects morale of honest officials and reduces faith in governance.

Option 2: Pause Enforcement and Focus on Administrative Duties

Pros:

- De-escalates immediate conflict and allows time to regroup.
- Buys time to plan more strategically without provoking further retaliation.

Cons:

- Seen as moral compromise; weakens the deterrence built through initial action.
- Contradicts values of courage and justice central to Virtue ethics.
- Erodes citizen trust and emboldens criminal elements.
- Risks enabling further environmental and economic exploitation.

Option 3: Report Threats and Continue Enforcement with Institutional Support

Pros:

- Upholds rule of law and sends a strong message of zero tolerance to corruption.
- Demonstrates moral courage while also fulfilling duty to protect family by seeking institutional protection.
- Builds a systemic approach through collaboration with police, judiciary, and higher administration.

Cons:

- May prolong risk exposure during bureaucratic response lag.
- Requires consistent coordination and political will for protection and results.

(c) Most Appropriate Option

- **Option 3** (Report Threats and Continue Enforcement with Institutional Support) is the most appropriate. It maintains a balance between Sunil's ethical responsibility as a public servant and his personal duty to protect his family. By formally reporting threats and involving senior authorities, Sunil can institutionalize the battle against the mafia, transforming it from an individual fight into a systemic response.

Conclusion

- Sunil's situation underscores the need for structural support to uphold ethical conduct. Choosing the difficult yet principled path can set lasting institutional precedents. As Kautilya observed in Arthashastra, "The king's welfare lies in the welfare of his subjects" – a reminder that the courage of one officer can restore justice for many.

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Q8 You are Vice Principal of a degree college in one of the middle – class towns. Principal has recently retired and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during annual examination the flying squad came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these students in this act. This senior lecturer also happens to be close to the management. One of the students was son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college.

You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends on your capability in resolving this issue with flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters.

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

(b) Critically examine the options available with you as Vice Principal. What option will you adopt and why? (Answer in 250 words) 20

Approach

- Provide a short introduction to set the context.
- Identify Stakeholders
- Discuss the main ethical issues involved.
- Examine options available with pros and cons of each option.

- Select the most appropriate one and justify.
- Conclude with an insight on leadership and ethical responsibility in academic institutions.

Answer

- Educational institutions are built on principles of integrity, fairness, and accountability. This case presents a situation where the Vice Principal is under institutional pressure to suppress a serious academic malpractice incident involving politically and financially influential individuals. The ethical conflict lies between upholding academic honesty and protecting personal career advancement and the college's reputation.

Stakeholders

- Vice Principal
- Senior Lecturer involved in misconduct
- Two students caught cheating
- College Management
- Local politician and businessman
- Flying squad (University inspection team)
- Student union and protesting students
- Faculty and broader student body
- General public and academic community

(a) Ethical Issues Involved

- **Academic Integrity:** Academic integrity gets undermined if the issue is suppressed to secure promotion.
- **Accountability:** Failure to report or act may erode trust in academic systems.
- **Abuse of Position:** A senior lecturer aiding malpractice violates duty and misuses authority.
- **Equity and Fairness:** Favouritism toward students of influential families undermines merit-based assessment.
- **Transparency:** Suppression of facts raises concerns about institutional transparency.
- **Conflict of Interest:** Balancing the reputation of the institution with public accountability.
- **Other Issues** - Collusive Corruption, Motivated Blindness, The Slippery Slope.

(b) Options Available and Critical Examination

Option 1: Suppress the Incident and Convince Flying Squad to Drop the Case

Pros:

- Protects the image of the college in the short term.
- Aligns with management's wishes, increasing chances of promotion.
- Avoids political and financial backlash.

Cons:

- Compromises integrity and accountability.
- Encourages a culture of impunity.
- Violates principles of fairness and justice.
- Violates utilitarian principle in long-term as it damages college's credibility.

Option 2: Remain Neutral – Allow Flying Squad to Decide Without Interference

Pros:

- Avoids direct confrontation with management.
- Respects the autonomy of the university squad.
- Demonstrates procedural neutrality.

Cons:

- Seen as passive leadership in face of institutional wrongdoing.
- Fails to take a principled stand or address internal corruption.
- Promotion may still be jeopardized for not actively suppressing the issue.

Option 3: Support Flying Squad's Action and Escalate Misconduct to University and Governing Body

Pros:

- Upholds academic integrity and institutional accountability.
- Sets an ethical precedent and deters future malpractice.
- Gains long-term respect from students, faculty, and regulatory authorities.

Cons:

- Risks promotion and future relationships with the management.
- May lead to political backlash or legal intimidation.
- Could create short-term instability in the college.

Recommended Option

- **Option 3** (Support Flying Squad's Action and Escalate Misconduct to University and Governing Body) is the most ethically sound and professionally responsible course. Upholding academic integrity is non-negotiable in an educational institution. By cooperating with the flying squad and escalating the issue through proper institutional channels, the Vice Principal aligns with constitutional values of fairness, justice, and duty.

Conclusion

- True leadership in education is tested not in moments of comfort but in crises of conscience. As Dr. S. Radhakrishnan once said, *"The end-product of education should be a free creative man who can battle against historical circumstances and adversities of nature."* Upholding ethics now will shape not only his own integrity but also the ethical fabric of the institution.

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Q9 An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular state. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in next two years by 20 June, 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by inspecting team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of inspecting team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge.

He ordered you to overlook the observation of inspecting team and continue working with same speed and tempo. He informed you that the minister does not want any delay as he wants the chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is far relative of the minister and he wants him to finish the project. He also gave you hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor.

- (a) Under the given conditions, what are the options available to you as a project manager?
- (b) What are the ethical dilemmas being faced by the project manager?
- (c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?

(d) What can be the consequences of overlooking the observation raised by the inspecting team? (Answer in 250 words) 20

Approach

- Provide a short introduction to set the context.
- Provide options available.
- Discuss key ethical dilemmas involved.
- Highlight institutional and career-related challenges, with a principled response.
- Discuss consequences of overlooking observations.
- Conclude with a value-based reflection on engineering ethics and public trust.

Answer

- Engineering projects of public significance must balance efficiency with uncompromised safety. In this case, the project manager faces pressure to prioritize political deadlines over structural integrity. The ethical and professional responsibility to ensure public safety puts the project manager in direct conflict with the expectations of superiors and political stakeholders.

(a) Options Available to the Project Manager

Option 1: Follow the Chief Engineer's Orders and Continue Construction

Pros:

- Ensures timely project completion before elections.
- Aligns with political interests and may secure promotion.

Cons:

- Risks public safety and violates engineering ethics.
- If a structural failure occurs, it could lead to legal liability, public backlash, and loss of life.
- Violates Kant's Categorical Imperative by allowing unethical action one wouldn't will as a universal law.

Option 2: Remain Neutral and Submit Findings in Writing Without Further Action

Pros:

- Protects personal accountability in writing.
- Avoids direct conflict with senior officials.

Cons:

- Seen as passive and may still result in dangerous oversight.
- Does not prevent unethical action if construction continues.

- Fails to uphold professional integrity and duty to public safety.

Option 3: Insist on Demolition and Reconstruction, Escalating the Matter to Higher Authorities if Needed

Pros:

- Upholds safety standards and engineering ethics.
- Ensures compliance with quality inspection protocols.
- Protects lives and sets a precedent for procedural integrity in infrastructure projects.

Cons:

- Project delay may invite political backlash.
- Risks professional isolation or delay in promotion.
- May face pressure or transfer for non-compliance.

(b) Ethical Dilemmas Faced by the Project Manager

- **Public Interest vs. Political Pressure:** Choosing between safety of citizens and ministerial directives.
- **Professional Integrity vs. Career Advancement:** Risking personal growth for doing the right thing.
- **Rule of Law vs. Informal Influence:** Navigating between official inspection findings and unofficial ministerial expectations.
- **Honesty vs. Complicity:** Whether to conceal defects for the sake of convenience or to disclose them honestly.

(c) Professional Challenges & Response

Challenges Likely to Be Faced:

- Pressure from superiors to overlook safety issues.
- Risk of being denied promotion or facing transfer.
- Isolation within the department.
- Contractor pressure due to political connections.

Response to Overcome Challenges:

- Submit a formal report citing the structural risks, backed by inspection data.
- Escalate the issue to state public works department or regulatory authority if ignored.
- Seek legal counsel or whistleblower protection if retaliation is feared.
- Build internal alliance with like-minded engineers or technical officials for support.
- Communicate the risks transparently through institutional channels.

(d) Consequences of Overlooking Inspection Observations

- Structural Failure
- Loss of Lives
- Public Outrage and Media Scrutiny
- Legal and Disciplinary Action
- Erosion of Trust in Public Infrastructure
- Ethical Breakdown

Conclusion

- The role of a leader is not merely technical but also moral – to uphold the values of public service even under pressure. As E. Sreedharan once said, *“Any compromise on quality is a betrayal of public trust.”* Ethical engineering today ensures safer lives tomorrow.

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Q10 The coronavirus disease (CoVID-19) pandemic has quickly spread to various countries. As on May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1-35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19. Indian Government implemented a 55-day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative mode of teaching-learning-evaluation and certification. Online mode became popular during these days.

India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the one hand and have and have not' on the other. Deficiencies in hospital beds, oxygen cylinders, ambulances, hospital staff and crematorium were the most crucial aspects.

You are a hospital administrator in a public hospital at the time when coronavirus had attacked large number of people and patients were pouring into hospital day in and day out.

(a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is highly infectious disease and resources and infrastructure are limited?

(b) If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital? (Answer in 250 words)

20

Approach

- Provide a short introduction to set the context.
- Identify Stakeholders
- Present 3–4 principles to justify staff deployment despite infection risk.
- Assess whether the ethical justification changes in the private context.
- Conclude with importance of ethics in emergency healthcare management.

Answer

- Pandemics like COVID-19 pose serious ethical and operational challenges for healthcare administrators, especially when resources are limited and risks are high. As a public hospital administrator, the dilemma lies in ensuring patient care while safeguarding staff welfare. Rational, transparent, and equitable decision-making becomes critical in such emergencies.

Stakeholders

- Hospital administrator (decision-maker)
- Doctors, nurses, and paramedical staff
- Non-clinical staff (cleaners, security, admin staff)
- COVID-19 patients and their families
- General public and community
- Government and health ministry
- Staff families and support networks

(a) Criteria and Justification for Staff Deployment

As a hospital administrator, my approach to deploying clinical and non-clinical staff during the COVID-19 crisis would be guided by the following criteria:

1. Principle of Duty and Role-Specific Responsibility

- **Application:** Clinical staff (doctors, nurses) would be rostered in rotation based on expertise, vulnerability (e.g., comorbidities, age), and exposure limits.
- **Justification:** Healthcare professionals, by virtue of their profession, have a duty to provide care, especially in times of crisis. This ethical obligation is grounded in principles of beneficence and professional oath (e.g., Hippocratic Oath for doctors).

2. Protection of Staff through Safety Protocols and Training

- **Application:** Only staff trained in infection control would be deployed. Prioritize PPE (Personal Protective Equipment) and protocols. Elderly or immunocompromised staff would be assigned support roles.

- **Justification:** While duty is important, so is the principle of non-maleficence – do no harm. Staff should not be exposed without adequate training and protective gear.

3. Fairness and Rotational Deployment

- **Application:** Create a rotation plan so that exposure and fatigue are evenly spread across staff members.
- **Justification:** The ethical principle of justice demands fair distribution of risk and work. No single group should be overburdened.

4. Voluntarism and Moral Incentives

- **Application:** Encourage volunteers for critical duties and provide psychological counselling, recognition, and insurance.
- **Justification:** While duty is central, respecting autonomy builds morale. Staff who volunteer, especially in non-clinical roles, should be appreciated and supported.

(b) Justification in a Private Hospital Setting

If the hospital were private, my core ethical obligations would remain **largely the same**, but additional factors would shape the justification:

Similarities:

- The duty to treat remains grounded in professional ethics and societal trust.
- Safety protocols, fair rotation, and non-discrimination remain fundamental.
- Transparency with staff and patients is critical in both public and private settings.

Differences:

- **Resource Availability:** Private hospitals may have relatively better infrastructure, allowing more flexibility in managing workloads and procurement of PPE.
- **Profit Motive vs Public Responsibility:** In private setups, administrators may face pressure to limit operations or prioritize higher-paying patients. However, ethical leadership demands balancing business interests with public responsibility during national emergencies.
- **Patient Demographics:** Public hospitals often cater to the underprivileged, while private hospitals may deal with more privileged groups – but ethical triage and fairness must prevail in both.

Conclusion

- The COVID-19 crisis was a test not only of medical systems but of ethical integrity. Whether in public or private settings, healthcare leaders must base their decisions on principles of duty, fairness, safety, and transparency. Ethical leadership in emergencies ensures that while lives are saved, values are not lost.

Q11 A Reputed food product company based in India developed a food product for international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for the domestic consumers with almost same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company.

(a) What action do you visualize should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market?

(b) What course of action is available with the food company to resolve the crisis and bring back its lost reputation?

(c) Examine the ethical dilemma involved in the case. (Answer in 250 words) 20

Approach

- Provide a short introduction to set the context.
- Identify Stakeholders
- Suggest legally and ethically appropriate regulatory actions.
- Propose remedial, reputational, and structural strategies for the company.
- Discuss Ethical Dilemmas involved.
- Conclude with a reflection on ethical corporate governance and public accountability.

Answer

- Corporate credibility is built on consumer trust and regulatory compliance. In this case, an Indian food company, after achieving international success, violated domestic food safety standards by distributing substandard and rejected export products in the Indian market. This lapse not only breached ethical norms but also public health regulations, leading to a reputational crisis and regulatory scrutiny.

Stakeholders

- The food product company (leadership, employees, shareholders)
- Domestic consumers
- Export market partners
- Regulatory bodies (FSSAI, export authorities)
- Competitor companies
- Public health agencies and media
- Civil society and consumer rights groups

(a) Action by Competent Authority

To ensure deterrence, justice, and public trust, the following actions should be taken:

- **Penal Action and Product Recall**
 - Impose monetary fines under the Food Safety and Standards Act, 2006 for violating food safety norms.
 - Enforce immediate recall of substandard products from the market.
- **Suspension of License and Export Accreditation**
 - Temporarily suspend licenses until the company complies with corrective measures.
 - Inform international authorities (e.g., WTO SPS Committee) to ensure transparency.
- **Criminal Investigation (If Applicable)**
 - If wilful negligence or harm is proven, initiate criminal proceedings under Sections related to public endangerment and fraud.
- **Mandatory Audits and Compliance Overhaul**
 - Require third-party audit of manufacturing processes and impose strict periodic compliance checks.
- **Consumer Compensation Mechanism**
 - Ask the company to set up a grievance redressal and compensation framework for affected consumers.

(b) Course of Action for the Food Company

To resolve the crisis and rebuild trust, the company must take the following steps:

- **Public Acknowledgement and Apology**
 - Issue a transparent statement accepting responsibility and clarifying the corrective steps being undertaken.
- **Voluntary Recall and Quality Assurance**
 - Proactively recall affected products and launch a public information campaign to assure customers of future safety.
- **Internal Restructuring and Accountability**
 - Identify individuals or processes responsible for the lapse and take disciplinary action.
 - Strengthen the Quality Control (QC) and Quality Assurance (QA) departments.
- **Third-Party Certification and Oversight**
 - Engage credible independent auditors to inspect facilities and certify compliance with domestic and international food standards.
- **Corporate Social Responsibility (CSR) Campaign**
 - Invest in public health initiatives or food safety awareness campaigns to demonstrate long-term commitment to public welfare.
- **Stakeholder Engagement**
 - Hold meetings with distributors, retailers, consumer groups, and regulators to restore faith and ensure alignment.

(c) Ethical Dilemmas Involved

- **Profit vs. Public Health**
 - The company prioritized short-term profit over consumer safety, violating ethical principles of beneficence and non-maleficence.
- **Dual Standards for Domestic and Export Markets**
 - Selling inferior or rejected export products domestically reflects unethical discrimination, raising questions of distributive justice and equality.
- **Transparency vs. Reputation Management**
 - The dilemma between admitting wrongdoing publicly and the fear of losing shareholder confidence delayed corrective action.
- **Regulatory Compliance vs. Competitive Pressure**
 - In a competitive market, companies may feel pressure to cut corners. Ethical leadership involves resisting such temptations to uphold integrity.

Conclusion

- As Mahatma Gandhi rightly said, “A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him.” Upholding this principle is the foundation of ethical business.

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Q12 Pawan is working as an officer in the State Government for the last ten years. As a part of routine transfer, he was posted to another department. He joined in a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating publicly. It became apparent that though there are no serious work-related problems/shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem and equanimity.

Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he felt perpetually tensed, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even at home. Rather without any reason he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffering by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health.

(a) What are the options available with Pawan to cope with the situation?

(b) What approach Pawan should adopt for bringing peace, tranquillity and congenial environment in the office and home?

(c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene?

(d) In the above scenario, what type of training would you suggest for at various levels in the government offices? (Answer in 250 words) 20

Approach

- Briefly set the context of workplace stress affecting personal life.
- Mention the possible actions Pawan can take.
- Suggest steps to improve emotional well-being and restore harmony.
- Give simple advice for both Pawan and his boss.
- Recommend useful training for government staff.
- Conclude with a short reflection on emotional health and ethics in public service.

Answer

- Workplace relationships significantly influence both professional effectiveness and personal well-being. In this case, Pawan, a sincere government officer, finds himself a victim of persistent emotional harassment by a superior. The unresolved tension begins to affect not only his work morale but also his family life and psychological health.

(a) Options Available to Pawan

Option 1: Tolerate the Harassment and Remain Silent

Pros:

- Avoids immediate confrontation.
- Maintains outward professional decorum.

Cons:

- Leads to worsening mental health and workplace toxicity.
- Reinforces the abusive behaviour of the superior.
- May result in long-term psychological burnout and family disharmony.

Option 2: Confront the Senior Officer Privately and Express Concern

Pros:

- Opens a channel of communication.
- May help the senior officer realize unintended harm.

Cons:

- Risk of backlash or further targeting.
- Success depends on the senior's emotional receptivity.

Option 3: Escalate the Issue through Institutional Mechanisms or Request Transfer

Pros:

- Protects emotional health by changing environment.
- Uses procedural fairness and grievance redressal.
- Signals that institutional behaviour norms matter.

Cons:

- May create professional friction or delays.
- Needs careful documentation and diplomatic handling.

(b) Approach Pawan Should Adopt to Restore Peace at Work and Home

- **Emotional Self-Regulation and Support-Seeking**
 - Practice mindfulness and resilience exercises.
 - Speak to a counsellor or psychologist to process trauma.
 - Seek support from trusted colleagues or peer mentors.
- **Constructive Communication**
 - Attempt private dialogue with the senior, using calm language.
 - Focus on specific behaviour, not personal attacks.
- **Use of Grievance Redressal Mechanism**
 - If communication fails, lodge a formal, documented complaint or request for transfer diplomatically.
- **Rebuilding Family Bonds**
 - Apologize to family and explain the emotional spillover.
 - Re-establish joyful routines at home.
 - Seek couple or family counselling if needed.

(c) Suggestions as an Outsider

For the Boss:

- Reflect on impact of personal behaviour on staff.
- Attend emotional intelligence and stress management training.
- Seek counselling for personal issues instead of projecting them on others.
- Adopt 360-degree feedback to understand perceptions.

For the Subordinate (Pawan):

- Practice assertiveness without aggression.
- Focus on performance documentation to shield against false narratives.
- Avoid internalizing negativity – detach self-worth from toxic validation.

For Both:

- Cultivate a culture of mutual respect, professional boundary, and open dialogue.
- Use conflict resolution frameworks when disagreements arise.

(d) Training Suggestions for Government Offices

- Emotional Intelligence and Empathetic Leadership Training
- Conflict Resolution and Communication Workshops
- Mental Health and Well-being Awareness
- Sensitization on Workplace Ethics and Anti-Bullying Norms

Conclusion

- Workplace harassment corrodes not just performance but human dignity. Emotional well-being is not a luxury but a necessity in public service. As Daniel Goleman emphasizes, *“Leadership is not domination, but the art of persuading people to work toward a common goal.”* It is time public institutions internalize this.