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GENERAL STUDIES (TEST CODE : 1841)

Name of Candidate	SURBHI PATNAIK	Registration Number	1130753
Medium Hindi/Eng.	Eng	Date	21/8/22
Center	Online		

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

1. (a) Explain the meaning of self-efficacy along with its key determinants. Also, discuss the significance of high self-efficacy for a civil servant. (150 words) 10

आत्म-प्रभावकारिता और इसके प्रमुख निर्धारकों का अर्थ स्पष्ट कीजिए। साथ ही, एक सिविल सेवक के लिए उच्च आत्म-प्रभावकारिता के महत्व पर चर्चा कीजिए।

Self efficacy refers to a person's belief in his/her ability to deal effectively with a challenging situation.

[eg] A person with high self-efficacy can perform well during an exam keeping her anxiety/stress in check.

key determinants of self-efficacy

① Motivation with an internal drive to succeed [eg] Michael Phelps winning 8 olympic golds

② Positive attitude is essential to persevere in tough situations

③ Persistence - to keep on trying despite failures

[eg] Thomas Edison creating bulb after 999 failures

④ Socialization - Impact of a positive
peer group → democratic parenting

Significance of high self efficacy for a civil
servant

① Handling Pressure for eg - during
strike or mob violence

② Ability to steer through crisis

eg - COVID-19 pandemic

③ Innovative solutions eg Armstrong
came building a road in Manipur
by raising money online

④ Grievance Redressal By evaluating
need of people for better disbursement of
services

⑤ Building trust for social capital

A higher self-efficacy should be
taught as per soft skill training (ARC 2)
to improve public welfare.

1. (b) Ethics is knowing the difference between what you have the right to do and what is right to do. Discuss. (150 words) 10

आपको क्या करने का अधिकार है और क्या करना सही है, इसके मध्य का अंतर जानना ही नीतिशास्त्र है। चर्चा कीजिए।

Ethics are a set of norms and rules established in the society as to what is a good and desirable conduct

[eg] Helping a person on the road who has met with an accident.

But, sometimes a dichotomy is created between what is right to do i.e. what is right conduct as per ethics vs what is a person's right to do something

[eg] A civil servant has wide discretionary powers and he/she is considered to be ethical in conduct.

↓
doing public
service diligently

↓
achieving progressive
district example

SBM - open defecation
free (ODF) status

But in prospect of achieving a desired result, a person may take extreme

steps like coercion, unmy behavior which is taking advantage of extra powers.

It sometimes create a classic case of deontological vs teleological aspect where means may become extra punitive to achieve desired ends

For example, under General Dyer regime, he had the right to disperse the crowd in Jallianwala Bagh as per the orders. But it was not right to indiscriminately kill people which was even recognized by Churchill

Thus, for an ethically virtuous society, it's essential to have thoughts and actions aligned to what is right to do within the domain of ethics and power assigned

2. (a) Dealing with an ethical dilemma not only requires following rules and regulations, but also requires adherence to moral prudence and altruism.
Explain in the context of civil services in India, with examples.

(150 words) 10

किसी नैतिक दुविधा से निपटने के लिए न केवल सहायक नियमों और विनियमों की आवश्यकता होती है, बल्कि नैतिक विवेक और परोपकारिता के पालन की भी आवश्यकता होती है। भारत में सिविल सेवाओं के संदर्भ में उदाहरण सहित स्पष्ट कीजिए।

Ethical dilemma is a situation where 2 competing sets of actions are present and a choice has to be made

Reasons due to

- Conflict of interest
- Different ideologies and perspectives
- Changes in society - by normism

[eg] Rules vs Public Interest
Democratic vs Bureaucratic attitude

Requires following rules and regulations

1) Rules help in making a choice based on set precedents

2) Rules provide guidance to navigate through a challenging situation

[eg] Formation of Internal Complaints Committee

when a woman has filed for a sexual harassment complaint at workplace

But, it should also be coupled with altruism, prudence and application of conscience. As in India, we see presence of 28% of population in multidimensional deprivation (WB)

To meet the needs of the constitutionally mandated social justice (Art 46), combination of both is needed

eg → development vs displacement
National Interest vs Public Interest

In such situation, prudence as to best course of action and altruism to serve people's need is needed. An emotionally intelligent and impartial civil servant

is needed to bring Common Good

Thus, application of conscience and wisdom together will bring citizen centric welfare

2. (b) The Code of Conduct for the civil services in India has merely remained a code; it has not helped promote ethical and moral values in governance. In this context, discuss the need for a National Commission on Integrity and Transparency in Governance. (150 words) 10

भारत में सिविल सेवाओं के लिए आचरण संहिता केवल एक संहिता बनकर रह गई है; इसने शासन (गवर्नेंस) में नीतिपरक और नैतिक मूल्यों को बढ़ावा देने में मदद नहीं की है। इस संदर्भ में, शासन में सत्यनिष्ठा और पारदर्शिता पर एक राष्ट्रीय आयोग की आवश्यकता पर चर्चा कीजिए।

Code of Conduct are a set of rules and guidelines as to the conduct of civil servants in public sphere

eg) C.S Rules, 1964.

But, it has not helped in promoting ethical and moral values in governance

① Lack of compassion among civil servants

eg) Marikhand girl dying due to lack of rain. → absence of PMs

② Compromise on integrity due to

corruption and poisoned attitude

③ Private interests sometimes served over public welfare

④ Decline of social capital and trust deficit

eg) Corruption Perception Index — India — 86

Need for a National Commission on Integrity and Transparency

- ① To correct polarization of bureaucracy by cultivating in-house training and accountability mechanisms
- ② To develop comprehensive deterrence against corruption and poor behaviour
- ③ To reward ethical civil servants → provide motivation
- ④ ARC 2 recommends ethics commission
- ⑤ To utilize nudge behavioural economics to cultivate honesty and integrity
- ⑥ To develop an oversight mechanism and check governance lapses

As Warren Buffet quips, Integrity is essential to take benefit of energy and aptitude of civil servants to promote a welfare state

3. (a) Digital ethics principles are necessary to prevent erosion of public values and deal with the ethical implications of digitizing governance systems. Discuss. (150 words) 10

सार्वजनिक मूल्यों के क्षरण को रोकने और शासन प्रणालियों के डिजिटलीकरण के नैतिक निहितार्थों से निपटने के लिए डिजिटल एथिक्स सिद्धांत आवश्यक हैं। चर्चा कीजिए।

With the rise of social media
internet penetration, digital ethics
has become important to create
public trust and efficient public service
delivery

Necessary to prevent erosion of public values

(1) With rising internet technology,
misuses like unethical marketing

practices have gained pace

(eg) misleading ads about health benefits

(eg) Volkswagen misstate its engine
capacity to control pollution

(2) To prevent commodification and
objectification of women/children etc

(3) To value privacy of people

(eg) Data Protection Bill, Section 66A removed

④ To make real life more important
than reel life

eg - Right to Forget on the lines of
GDPR Rules of Europe.

Deal with ethical implications of digitizing
Governance framework

① Providing confidentiality and
privacy in matters like
→ marriage certificates
→ electronic ids under DigiLocker

② To uphold best interests of society through
better utilization of resources



③ for socio-economic upliftment

eg - one nation one ration card
Digital Transfer of subsidy

Technology has the capacity
to improve public welfare provided adequate
safeguards are added to protect privacy

3. (b) Despite differences in terms of organizational values guiding the public and private sectors, there remain certain values that are equally important to both. Discuss. (150 words) 10

सार्वजनिक और निजी क्षेत्रों को निर्देशित करने वाले संगठनात्मक मूल्यों के संदर्भ में मतभेदों के बावजूद, कुछ मूल्य ऐसे हैं, जो दोनों के लिए समान रूप से महत्वपूर्ण हैं। चर्चा कीजिए।

Organization values are essential for the growth of company in line with sustainable development and societal benefit.

Difference in org. values

Public sector

- ① Public welfare & Common Goods approach

- ② Socio-economic development is key

↳ ethical principles

like equitable

treatment

- ③ management more priority

Private sector

- ① maximization of profit

- ② shareholder wealth is key

→ Partial focus on envt.

- ③ Leadership & innovation more priority

Certain values that are equally imp.

① Transparency & Accountability

- financial disclosure
 - Regular audit
- To ~~very~~ avoid
scams &
efficient resource
usage

② Corporate & ethical Governance

- To gain people trust & social capital
 - Redistributive justice
- ↳ (CSR) vs (subsidy)

③ Work culture for a conducive environment

- Safe place, with minimum hazards

④ Tolerance and mutual compassion

- Area of social share exchange

Thus, organisational values are essential to improve governance in both sector. It's the synergy between the two that will promote democratic ethos of India

4. (a) Bring out the difference between accountability and responsibility. Also, discuss the significance of accountability in ensuring ethical governance in the context of India. 2 (150 words) 10

जवाबदेही और उत्तरदायित्व के बीच अंतर स्पष्ट कीजिए। साथ ही, भारत के संदर्भ में नैतिक शासन (एथिकल गवर्नेंस) को सुनिश्चित करने में जवाबदेही के महत्व की विवेचना कीजिए।

Accountability and Responsibility
are one of the two foundational values
of civil services essential for ethical
governance

Accountability

→ refers to formal
accountability on
account of actions
due to position of
power & discretion

eg Accountability to
seniors for a contract
of roads (PPP)

→ Broader in perspective
→ comes due to own
acceptance of obligation
→ cannot be shared
with others

Responsibility

→ Greater spirit
of leadership
and onus on a
person to provide
adequate results

eg Responsibility of
successful implementation
of Gandhi Kalyan
Anna Yojana

→ Narrow in perspective
→ due to being
assigned to someone
→ can be shared
with others.

significance of accountability in ensuring ethical governance

① Improve transparency in decision making

eg) Timely reports on progress of a project to seniors → financial audit

② Promotion of public good over private interest

③ Results in efficient utilization of scarce resources

↳ socio-economic development

eg) Accountability to seniors on using DMF (District Mineral Foundation) money on health, education etc

④ People participation in decision making
↓
Accountability to citizens through social audit & grievance redressal

Accountability is the bulwark of democracy and essential to develop citizen centric administration.

4. (b) Though laws and rules can be considered as the principal guide on morality for public administrators, they are not sufficient in themselves. Substantiate with examples. (150 words) 10

हालांकि कानूनों और नियमों को लोक प्रशासकों के लिए नैतिक आदर्शों हेतु प्रमुख मार्गदर्शक माना जा सकता है, किंतु ये अपने आप में पर्याप्त नहीं हैं। उदाहरण सहित सिद्ध कीजिए।

Laws and rules are the statement of regulations designed to achieve Common Good in the society.

Laws & Rules — principle guide on morality for public administrators

① Laws act as an external check

[eg] CMI service Conduct Rules guide an appropriate behaviour.

② Laws, if not followed, lead to penal provisions → guide moral behaviour

③ Laws have a societal approval and sanction thus play an important role in smooth functioning of society

[eg] following socialist act to provide relief to marginalized.

But only laws and rules are
not sufficient to have an ethical &
moral governance
[eg] denial of police action led to
death of Masooda

Other traits

① Compassion towards needy & vulnerable

② Emotional Intelligence to deal
with conflicts and dilemmas

[eg] during mob violence & riots

③ Conscience is the highest custodian of
justice

④ Motivation and drive to work for
public welfare

[eg] Amstrong come → making road in
manipur

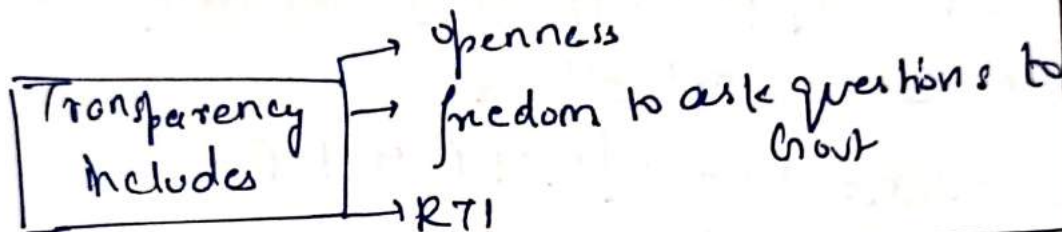
⑤ Pride in workmanship to develop a
sound work culture

Laws along with other important
traits are essential to ensure spirit
of democracy and social growth

5. (a) Transparency is vital to cultivate public trust in government and to prevent, detect and deter corruption effectively. Comment. (150 words) 10

पारदर्शिता, सरकार में जनता के विश्वास को विकसित करने और भ्रष्टाचार को प्रभावी ढंग से रोकने, इसका पता लगाने एवं निवारण करने के लिए महत्वपूर्ण है। टिप्पणी कीजिए।

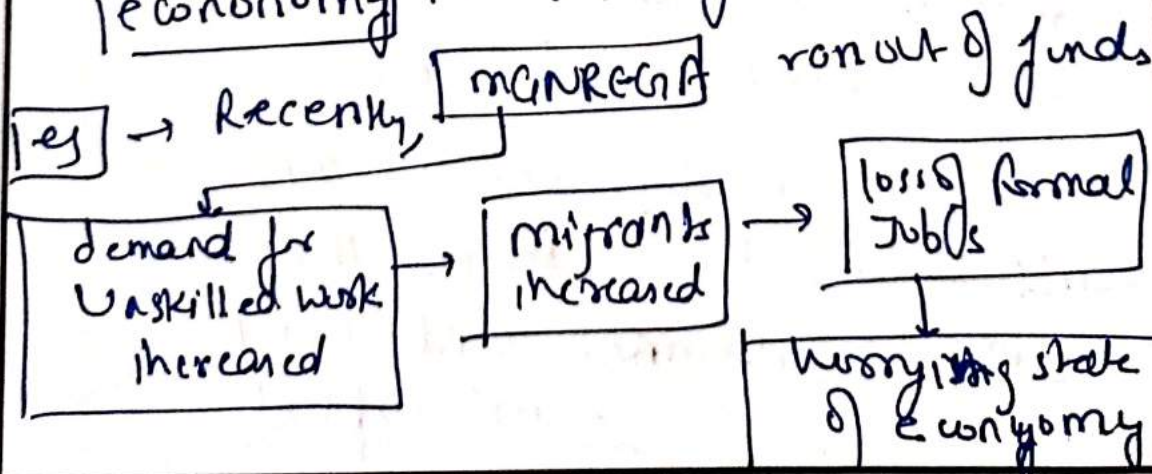
Transparency is the process of open governance where citizens are made aware about actions of government and reasons behind them



Transparency to cultivate public trust

① Public can ask where the money is being utilized. → citizen pay taxes

② Helps in understanding where the economy is standing



- ③ Auditing and Financial disclosures
convince people that their vote is
important → helps in upholding
spirit of democracy

Transparency to prevent, detect & deter
corruption

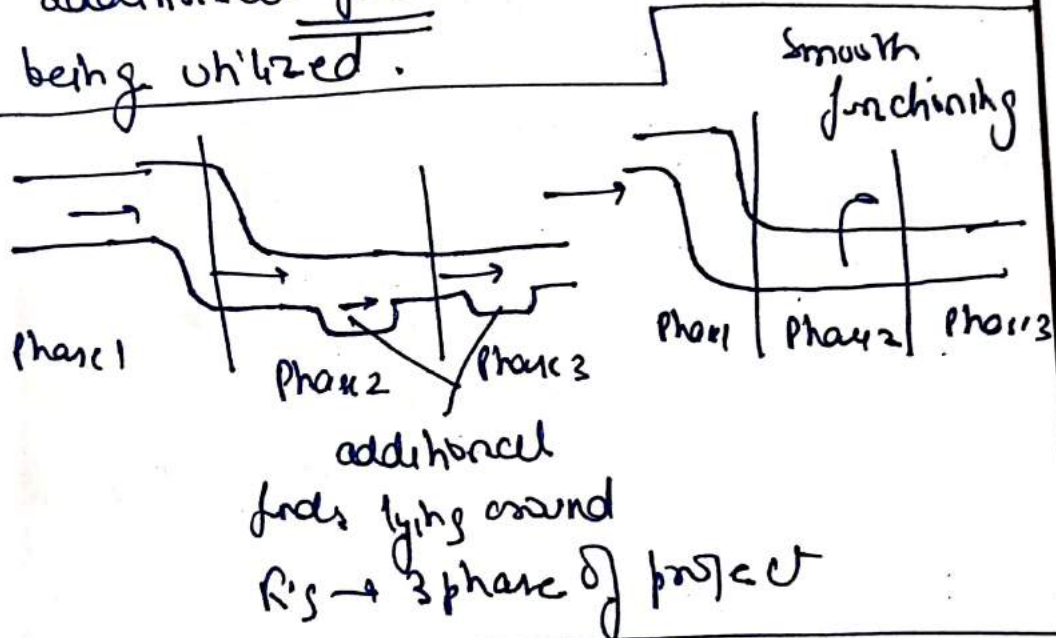
- ① Compulsory audits under Corporate Governance and ethics
- ② Shining law of RTI Act to increase
accessibility by people
- ③ Digitalization of services
[ex] e-gov, CRPAMS
- ④ Lokpal & Lokayukta to detect any
wrongdoings
- ⑤ Vigilance institutions like CVC, CBI
help to detect and deter.

Transparency is an
essential tool to enhance the
functioning of government and build
social capital

5. (b) 'Just-in-time' release of funds heralds a significant reform for the Indian government's payment architecture. Discuss. (150 words) 10

'सही समय पर' फंड जारी करना भारत सरकार की भुगतान संरचना के लिए एक महत्वपूर्ण सुधार की शुरुआत है। चर्चा कीजिए।

Just in Time release of funds refers to the release of funds to the government departments just as when they are needed. It reduces additional funds which are not being utilized.



Importance

- 1) Better utilization of funds

eg additional funds used as hedge can be spent on another project or invested to get better returns

② Help in building a habit of
saving
[by] March Rush when govt uses their
funds before end of fiscal year can
be reduced

③ Economy could be strengthened
through efficiency

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

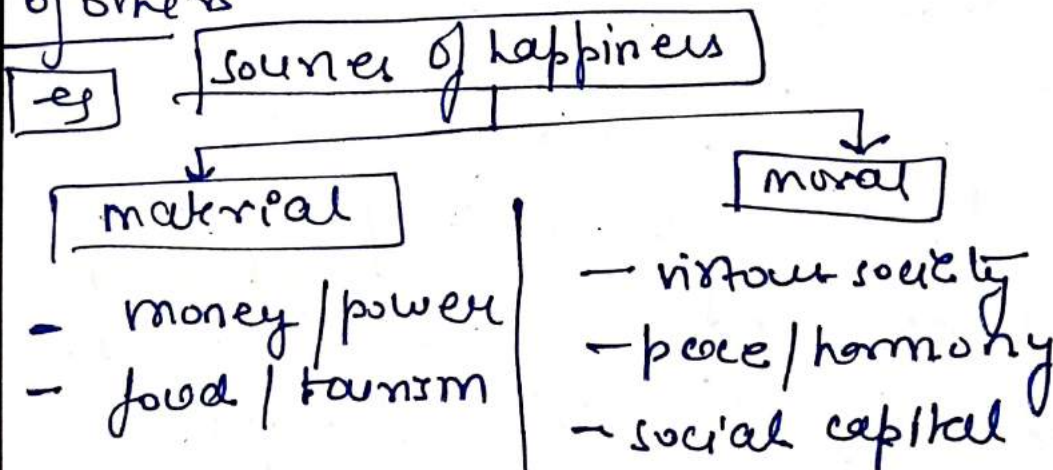
निम्नलिखित में से प्रत्येक उद्धरण का आपके विचार से क्या अभिप्राय है?

(a) "The happiness of your life depends upon the quality of your thoughts." - Marcus Aurelius (150 words) 10

"आपके जीवन की खुशी आपके विचारों की गुणवत्ता पर निर्भर करती है।" - मार्कस ऑरेलियस

The above quote highlights the importance of quality of thoughts to lead a happy and satisfied life.

A well formed mind with great mind and positive thoughts would be guided by courage and conviction in his actions. This will promote his/her own success as well as society's as he/she will participate in development of others.



A negative thoughts person only focuses on material gains

Breg → Nixon Modi, Vijay Mallya
used their intellect to garner
material wealth.

But at times, we miss the
aspect of societal / common goods
approach which are a greater
determinant of our happiness.

Sir M Visvesvaraya used his
intellect and thoughts to develop
dams and statistical measures.

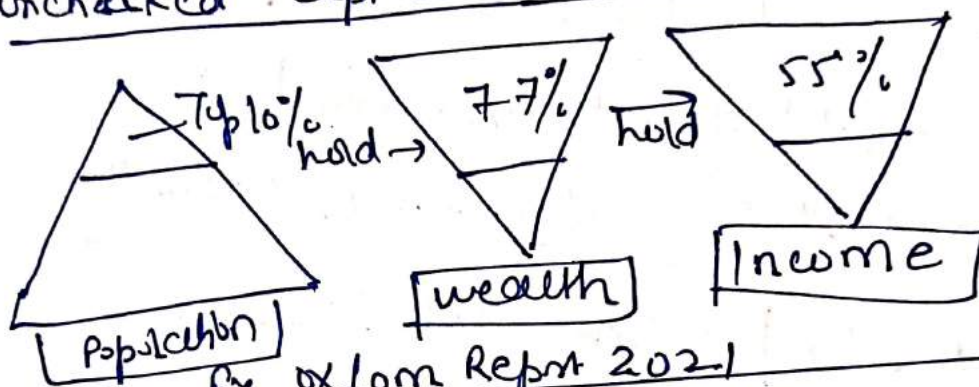
On the other hand, Hitler used
his excellent oratory skills to create
prejudice against Jews & European
nations.

Thus, thoughts are the
major determiner of our actions which in
turn decide our source of happiness.
It's essential to develop positive
and morally right thoughts for a
welfare state.

6. (b) "The forces in a capitalist society, if left unchecked, tend to make the rich richer and the poor poorer." — Jawaharlal Nehru (150 words) 10

"एक पूंजीवादी समाज की शक्तियों को अगर अनियंत्रित छोड़ दिया जाए तो वे अमीर को और अमीर तथा गरीब को और गरीब बना देंगी।" - जवाहरलाल नेहरू

The above quote by JL Nehru highlights the inequities created in economy due to rampant and unchecked capitalism.



Misuse of capitalism

- ① Due to increased globalization and liberalization, rise in corporate scams (Nero Modi, recent NSE fraud by Chitra Romesh)
- ② Rise in corruption and diversion of public funds
- ③ Increasing imbalance in income and development

leading to Influence and
Social unrest

④ Growing menace of Sanskritization
of comprh (Kaulshila Banu)
↳ morally degraded society

measures to check capitalist society

① Sound Corporate Governance as
envisaged by Uday Kotak Committee

② Regular audit and financial
disclosures to enhance transparency
and accountability

③ Concept of compassionate capitalism
(Narayan murthy)

④ Boosting Redistributive Justice
through CSR funding (2% of profit)

In the end, one should remember
Gandhi's sin of "wealth without
work and commerce without morality

6. (c) "Honesty is the first chapter in the book of wisdom". - Thomas Jefferson (150 words) 10

"ज्ञान की पुस्तक का पहला अध्याय ईमानदारी है।" - थॉमस जेफरसन

The above quote by Jefferson highlights the importance of honesty for the development and growth of wisdom.

An honest person is guided by conscience and righteousness in his/her actions. He/she clearly knows the impact of actions on society and goes much ahead than simple cost-benefit analysis.

For example, Lal Bahadur Shastri was an honest and upright man. He took a morally righteous path by taking responsibility of loss of lives under his tenure as a railway minister. He thus was called a wise man who upheld country's interest above his own.

M. Visweswaraiah used official
candles for official purpose. But, for
his personal use, he used to purchase
separate candles.

Such great personality leave
an indelible mark on society and
guide future generations. Gandhi's
truth or Swami Vivekananda's

emphasis on honesty led to a
massive change in society which can be
attributed to their wisdom.

with rising globalization &
religious fundamentalism decline in
honesty among corporate sector has led
to decline in wisdom of society.

We need to inculcate values
of honesty and integrity to promote
the culture among younger generations
to create a wise and virtuous
society.

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 प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और उसके बाद आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्दों में):

7. You are posted as a District Magistrate in a district, which is witnessing a high caseload of COVID-19 pandemic patients. The physical infrastructure and human resources in the district are stretched much beyond their capacity. At the peak of the pandemic, certain reports emerge that the District Medical Officer has been misusing his position to abuse female employees in his department and coercing them to have sexual relations with him. However, the concerned officer not only has an impeccable academic record but also a profound professional track record. You also need his presence and guidance to deal with the pandemic situation in the district. But, there is pressure from the media and civil society organisations to immediately report the matter to the State authorities for action against the concerned officer.

Given the situation, answer the following:

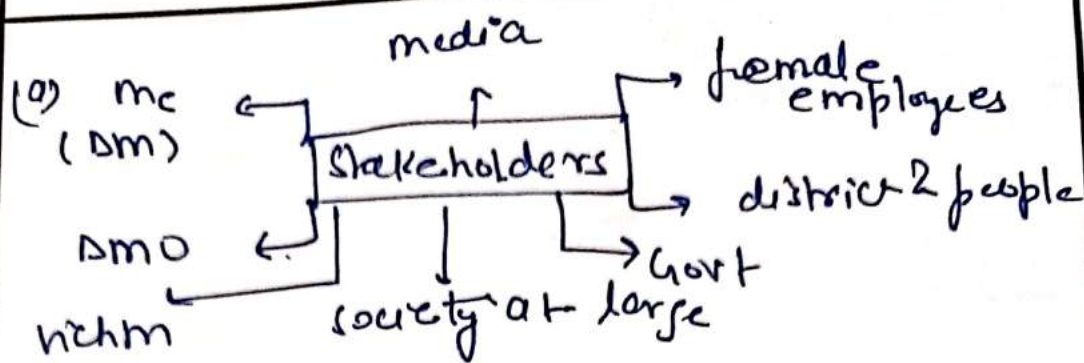
- (a) Identify the stakeholders and issues involved in the above case.
(b) What are the options available to you? Discuss their pros and cons.
(c) What will be your final course of action? Justify with reasons. (20)

आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में तैनात हैं, जहां कोविड-19 महामारी के रोगियों की संख्या काफी अधिक है। जिले में भौतिक आधारभूत संरचना और मानव संसाधन का उनकी क्षमता से बहुत अधिक दोहन हो रहा है। महामारी के चरम पर, कुछ रिपोर्ट्स सामने आती हैं कि जिला चिकित्सा अधिकारी अपने पद का दुरुपयोग कर अपने विभाग में महिला कर्मचारियों के साथ दुर्व्यवहार कर रहा है एवं उन्हें उसके साथ यौन संबंध बनाने के लिए मजबूर कर रहा है। हालांकि, संबंधित अधिकारी का न केवल त्रुटिहीन अकादमिक रिकॉर्ड है, बल्कि उसका पेशेवर ट्रैक रिकॉर्ड भी बहुत अच्छा है। जिले में महामारी की स्थिति से निपटने के लिए आपको उनकी उपस्थिति और मार्गदर्शन की आवश्यकता है। लेकिन, मीडिया और नागरिक समाज संगठनों की ओर से संबंधित अधिकारी के खिलाफ कार्रवाई के लिए राज्य के अधिकारियों को तुरंत मामले की सूचना देने का दबाव है।

ऊपर दी गयी स्थिति को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) उपर्युक्त प्रकरण में शामिल हितधारकों और मुद्दों की पहचान कीजिए।
(b) आपके समक्ष कौन-से विकल्प उपलब्ध हैं? उनके गुणों और दोषों की विवेचना कीजिए।
(c) आपकी अंतिम कार्रवाई क्या होगी? कारण सहित औचित्य सिद्ध कीजिए।

COVID-19 took a heavy toll on
the physical and mental health of
people as well as state resources.



Issues involved in the above case

- ① Heavy burden on physical and human resources due to COVID-19
- ② Threat to health and life of district people (Art 21)
- ③ sexual harassment allegation of female employees
- ④ Academic record and performance of Dmo and his career at stake
- ⑤ social balance with the resentment and backlash, further cases of abuse giving rise to instability
- ⑥ Pressure from media & civil society to reprimand the matter

⑦ Rule of law vs gravity of situation
where DMO is needed for
managing pandemic.

⑥ option available to me

① Continue without reporting as DMO
is performing and is needed

Pros

- ① Reduce burden on
healthcare services
- ② His experience
is needed
- ③

Cons

- ① People trust may
decrease
- ② Domino effect
↓
other employees may
leave the org.
- ③ Social unrest in
society

② Report the matter to state authorities

Pros

- ① People trust increases
- ② Deterrence effect
for future crimes

Cons

- ① Impact on health care
during pandemic
- ② Efficiency may
reduce.
- ③ If removed, no
DMO to support

③ Report the matter and form an Internal Complaints Committee

Pros

- 1) DMO will continue to work till allegation are proven
- 2) Support to healthcare
- 3) People trust maintained
- 4) Victim will feel safe and willing to work

Cons

- 1) Time taking process
- 2) Other employees may be reluctant to work
- 3) Mistrust in Society due to shielding an officer

④ Final course of action

I will take option 3 as the final course.

① Ensuring concerns of media & civil society is addressed to sustain trust of people on the bureaucracy

② Internal Complaints Committee as per sexual harassment at workplace Act, 2013

will ensure upholding Rule of Law
and following Legal course

③ Since the DMO has excellent
academic record, he should not be
removed without proper legal process

④ In the meantime, due to heavy
burden of cases & impact on
healthcare services, his expertise is
needed to ensure maximum benefit
to maximum people → Common Goods

⑤ Other employees will be motivated to
work and may be moved to some
other department till the case is
resolved

⑥ victim would be given adequate
relief to support her through the
legal process.

Ensuring justice while maintaining
public health as priority is essential
to navigate through a pandemic

8. You are posted as the Superintendent of Police (SP) of a district, which has witnessed several lynching related crimes in the recent past. One day, a police station in the district got an SOS that in a particular village under their jurisdiction, two women have been accused of witchcraft and are now being paraded naked by the villagers. Given the past record of crimes in the village, it was likely that they would be killed by the villagers. When a police team from the station reached the spot and tried to save the two women from the mob, a scuffle broke out. In the ensuing scuffle, the police were brutally attacked and they had to retaliate by lathicharging in order to save themselves. The incident left three villagers dead. There is anger amongst the villagers, who are also a critical vote bank of the ruling party in the state. As the SP, you have been instructed to institute a quick enquiry and take the strictest action against the police team who lathicharged. You are aware that with elections around the corner, you need to diffuse the situation quickly.

Given the situation, answer the following :

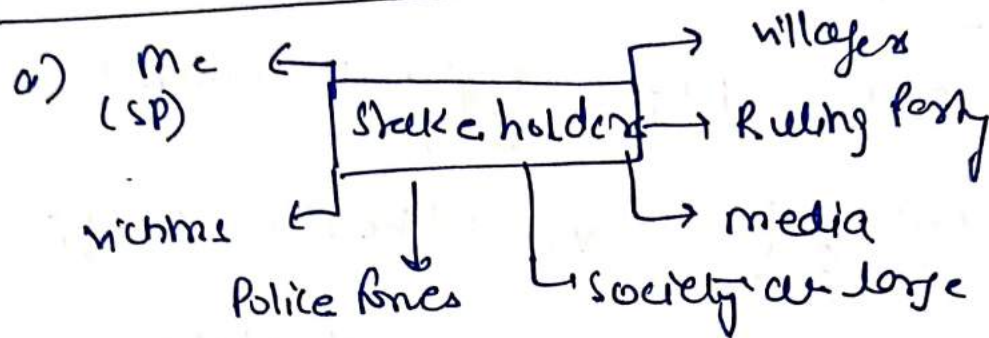
- Identify the stakeholders and the issues involved in the above case.
- What are the options available to you? Which of these will you choose and why?
- As an objective and scientific-tempered administrator, what steps will you suggest in the long-run to deal with mob lynching? (20)

आप उस जिले के एक पुलिस अधीक्षक (SP) के रूप में तैनात हैं, जहां हाल के दिनों में लिंगिग से संबंधित कई अपराध हुए हैं। एक दिन, जिले के एक पुलिस स्टेशन को एक SOS मिला कि उनके क्षेत्राधिकार के एक विशेष गांव में दो महिलाओं पर जादू टोना करने का आरोप लगाया गया है और ग्रामीणों द्वारा उन्हें नग्न अवस्था में घुमाया जा रहा है। गांव में अपराधों के पिछले रिकॉर्ड को देखते हुए, यह संभावना थी कि उन्हें ग्रामीणों द्वारा मार दिया जाएगा। थाने से पुलिस की टीम जब मौके पर पहुंची और दोनों महिलाओं को भीड़ से बचाने का प्रयास किया तो हाथापाई हो गई। आगामी हाथापाई में, पुलिस पर बेरहमी से हमला किया गया और उन्हें स्वयं को बचाने के लिए लाठीचार्ज करके जवाबी कार्रवाई करनी पड़ी। इस घटना में तीन ग्रामीणों की मौत हो गई। ग्रामीणों में इस बात को लेकर गुस्सा है, जो राज्य में सत्ताधारी पार्टी का एक महत्वपूर्ण वोट बैंक भी है। एक SP के रूप में, आपको त्वरित जांच करने और लाठीचार्ज करने वाली पुलिस टीम के खिलाफ सख्त कार्रवाई करने का निर्देश दिया गया है। आप जानते हैं कि चुनाव नजदीक हैं, आपको स्थिति को जल्द से जल्द शांत करने की आवश्यकता है।

ऊपर दी गयी स्थिति को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- उपर्युक्त प्रकरण में शामिल हितधारकों और मुद्दों की पहचान कीजिए।
- आपके समक्ष कौन-से विकल्प उपलब्ध हैं? आप इनमें से किसे चुनेंगे और क्यों?
- एक वस्तुनिष्ठ और वैज्ञानिक स्वभाव वाले प्रशासक के रूप में, मॉब लिंगिग से निपटने के लिए दीर्घावधि में आप क्या कदम सुझाएंगे?

Recent incidents of mob lynching have caused unrest in society and against right to life (Art 21) of people. It leads to social unrest and violation of fundamental rights



Issues

① Administrative Issues

- Ensuring law and order in society
- Limited force to deal with villagers
- Anger of people and safety of two women

② Socio-economic Issues

- Belief in superstition like witchcraft

- a) social unrest due to mob lynching
and fear among people
- b) deep divisions in society on
basis of caste, gender etc
- (3) Ethical Issues
 - a) Public safety vs Right of women to
life
 - b) Ruling party vs Political neutrality
interest
 - c) Rule of law vs Society taking
law order in hands

(b) options available to me

- (1) Immediately rescue the two
women with more force
- (2) Gather the public and talk to
them regarding not using
illegal means
- (3) Consulting with ruling party to
assuage the people and maintain
rule of law

⑤ Let the people follow their process to reduce anger and in return political party will support.

I will choose a combination of 1, 2 and 3

① It's essential to immediately save the life of 2 women at stake as per Art 21. Otherwise the whole function of democracy and Constitution will collapse

② Giving primary health attention to 2 women and injured policemen

③ Ensuring more force to deal with mob and implement Section 144 of code to disperse crowd.

④ Talking to the ruling party to assuage their vote bank public to not turn violent. In the short term they could be offered some incentive like Jobs better supply of food etc

⑤ Talking to the sarpanch or head of mob to limit violence. Convince them of not believing in superstition. Else, taking action to arrest the head of mob to create a deterrence

③ Long Term steps

① Raising awareness in society against religious stereotypes and superstition

- social influence & persuasion
- using audio / video messages
- organize mohalla sabhas / volunteer sundays to support inter-mingling of groups

② Awareness about Fundamental Rights

- TV channels may show Rights of individual
- Fundamental duties of people towards themselves and state.

③ Convinced political parties to use such appropriate behaviour in political campaign

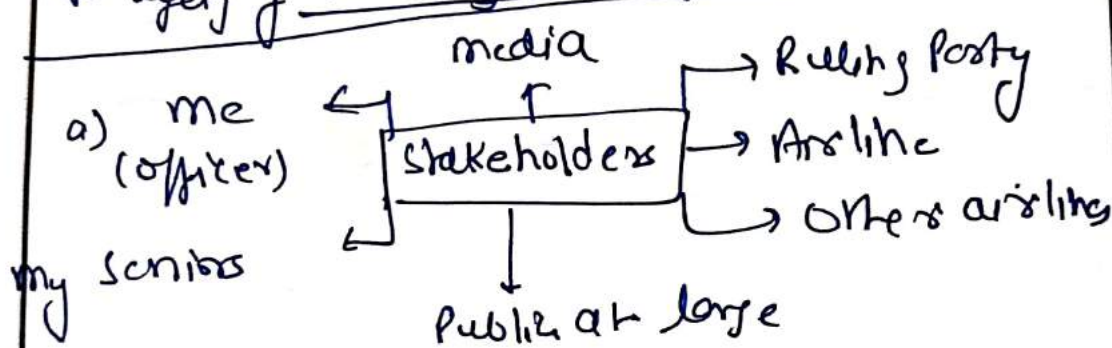
Constitution morale and democratic ethos are the guiding light to fight such menaces in India's diversity

9. You are an Airworthiness Officer posted with the Directorate General of Civil Aviation, tasked to conduct the safety audit of a major airline of the country. During the recent audit, you find that some of the airplanes belonging to the airline do not fully meet a few of the International Civil Aviation Organization (ICAO) safety standards. The issues are minor, mainly pertaining to some incomplete aircraft maintenance logs and safety rules related to training of the crew. The airline belongs to a very influential business conglomerate with close ties to all major national political parties and has a long history of ethical business practises. The point person appointed by the airline to communicate with you has assured that everything will be in order in a couple of months. Your senior in the department has also indicated that it is best not to mention such minor issues in the report, particularly given the image of the business group involved and the trust it enjoys. He also reiterates the assurance given by the airline to address these issues at the earliest in a time-bound manner. However, you are aware that airline safety norms are paramount and every other consideration is secondary to the safety of the crew and passengers. As a public servant appointed to uphold public trust, answer the following:
- (a) Bring out the dilemmas that you face, elaborating on the competing values in the given situation.
- (b) What are the options available to you? Discuss the merits and demerits of each. Which of these will you choose and why? (20)

आप नागरिक उड्डयन महानिदेशालय में तैनात एक वायुयान अधिकारी हैं, जिसे देश की एक प्रमुख एयरलाइन की सुरक्षा ऑडिट करने का काम सौंपा गया है। हाल के ऑडिट के दौरान, आप पाते हैं कि उस एयरलाइन से संबंधित कुछ हवाई जहाज अंतर्राष्ट्रीय नागरिक उड्डयन संगठन (ICAO) के कुछ सुरक्षा मानकों को पूरी तरह से पूर्ण नहीं करते हैं। ये मुद्दे बहुत मामूली हैं, जो मुख्य रूप से कुछ अधूरे विमान रखरखाव लॉग और चालक दल के प्रशिक्षण से संबंधित सुरक्षा नियमों से संबंधित हैं। एयरलाइन का सभी प्रमुख राष्ट्रीय राजनीतिक दलों से घनिष्ठ संबंध है और साथ ही यह एक बहुत ही प्रभावशाली व्यापारिक समूह से संबंधित है एवं इसका नैतिक व्यापार व्यवसाय का एक लंबा इतिहास है। आपके साथ बात-चीत करने के लिए एयरलाइन द्वारा नियुक्त व्यक्ति ने आश्वासन दिया है कि कुछ महीनों में सब व्यवस्थित हो जाएगा। विशेष रूप से इसमें शामिल व्यावसायिक समूह की छवि और इसे प्राप्त विश्वास को देखते हुए विभाग में आपके वरिष्ठ ने भी संकेत दिया है कि रिपोर्ट में ऐसे छोटे-छोटे मुद्दों का उल्लेख न करना ही बेहतर है। उन्होंने एयरलाइन द्वारा इन मुद्दों को जल्द से जल्द समयबद्ध तरीके से संबोधित करने के लिए दिए गए आश्वासन को भी दोहराया। हालांकि, आप जानते हैं कि एयरलाइन सुरक्षा मानदंड सर्वोपरि हैं और चालक दल एवं यात्रियों की सुरक्षा के लिए कोई भी अन्य विचार गौण हैं। जनता के विश्वास को बनाए रखने के लिए नियुक्त एक लोक सेवक के रूप में, निम्नलिखित के उत्तर दीजिए:

- (a) दी गई स्थिति में प्रतिस्पर्धी मूल्यों का सविस्तार वर्णन करते हुए, आपके सामने आने वाली दुविधाओं पर प्रकाश डालिए।
- (b) आपके समक्ष कौन-से विकल्प उपलब्ध हैं? प्रत्येक के गुणों और दोषों की विवेचना कीजिए। आप इनमें से किसे चुनेंगे और क्यों?

Recently, many cases have occurred where Airlines were involved in near crash accidents and lapses in functioning. For example, an ethiopian airline missed its touchdown as both pilots were sleeping during autopilot mode. Such incidents poses a risk to safety of lives & property.



Dilemmas

① Right to life vs Corporate ethics

- a) While the airline has a stellar record of following ethics, minor lapses have an impact on life of people & crew
- b) Small lapses today will become major lapses of tomorrow

c) Shielding them today and not taking
strict action will lead to complacency

② Rule-based vs Political nexus System

a) not following rules impacts policy,
governance and public

b) close ties with politicians further
complicates & pressures authorities to
reduce non-compliance

③ Duty vs Pressure of seniors

a) Leads to cognitive dissonance and
impacts the conscience

b) hurdle to investigate through due
process of law

④ Option 1 → do not report the lapses Merit dilemma

→ Company and politicians → loss of conscience
will be suppressible → Threat to life of
people

→ Image of company
will be retained

→ Loss of sense of
duty

Qphn 2 → Report the findings in Summary

Merits

- 1) Conscience clear
- 2) Duty upheld
- 3) Rule of law
- 4) Life of people (Art 21)
secure

Demerits

- 1) Seniors may
be against the
move
- 2) Political party
may make transfer
or impact performance
- 3) Loss of image of
Corporate

Qphn 3 → Talk to seniors and political
party as to why compliance to
reporting is important from international
perspective

Merits

- 1) Seniors and political
party may support
- 2) Image of country
in ensuring Rule of
Law improves

Demerits

- 1) Image of corporate
suffers
- 2) Political party
may not be
in favor

- 3 Right to life of
people upheld
- 4) Cognitive Dissonance
resolved
- 5) deterrence to
future non-compliance

I will choose option 3

- 6) It will clear my conscience and
uphold my duty as an airworthiness
officer
- 7) Keeping seniors aware of international
 ramifications of not following due
course of law will lead to their
support
- 8) Political party needs to be told that
any lapses on international practices
if found will lead to greater damage.

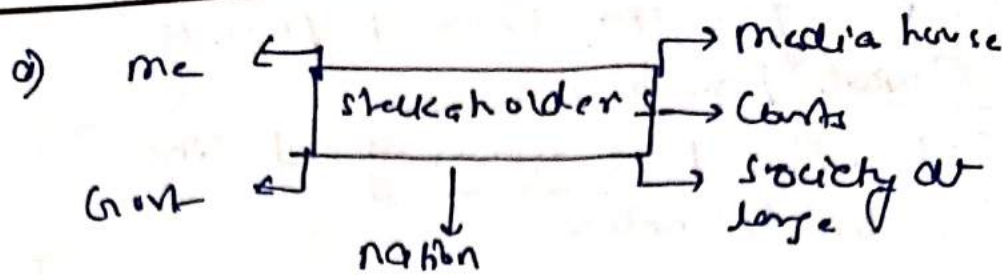
Ensuring compliance to
law leads to transparency and
accountability building public trust and
social capital

10. With the advent of 24x7 news and prevalence of an array of news sources across the board, the media is omnipresent in nature. In this competitive environment, many media professionals who are overcome by deadlines, bottom-line imperatives, and corporate interests are losing sight of the ethical implications of their work. Further, there have been several cases of irresponsible reporting where the reportage has interfered with court proceedings, compromised delicate security situations or led to the spread of fake or unverified news. In this context, answer the following questions:
- Identify the ethical issues prevalent in the profession of media.
 - How does unethical reporting and sensationalization of news impact the society?
 - What can be done to strengthen the role of ethics in media? (20)

24x7 समाचारों की शुरुआत और संपूर्ण बोर्ड पर समाचार स्रोतों की एक शृंखला के प्रसार से, मीडिया प्रकृति में सर्वव्यापी है। इस प्रतिस्पर्धी माहौल में, कई मीडिया पेशेवर जो समय-सीमा, आधारभूत अनिवार्यताओं और कॉर्पोरेट हितों को पीछे छोड़ चुके हैं, वे अपने काम के नैतिक निहितार्थों की दृष्टि खो रहे हैं। इसके अलावा, गैर-जिम्मेदार रिपोर्टिंग के कई मामले भी सामने आए हैं जहां रिपोर्ट ने अदालती कार्यवाही में हस्तक्षेप किया है, संवेदनशील सुरक्षा स्थितियों से समझौता किया है या गलत अथवा असत्यापित समाचारों को फैलाया है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- मीडिया के पेशे में विद्यमान नैतिक मुद्दों की पहचान कीजिए।
- अनैतिक रिपोर्टिंग और समाचारों को सनसनीखेज बनाने से समाज पर क्या प्रभाव पड़ता है?
- मीडिया में नैतिकता की भूमिका को सुदृढ़ करने के लिए क्या किया जा सकता है?

Supreme Court has held this
and again the negative role played
by media in situation of crisis.
For example, during 26/11 attacks.
This calls for a major overhaul of the
working of media & incorporation of
ethical principles



ethical issues

a) Security of nation vs freedom of expression

- 1) As per Art 19 (1) a, Freedom of speech and expression can be curtailed on ground of national sovereignty and security of nation.
- 2) There is a thin line between freedom of expression and official secrecy.

b) spread of fake News impacts social unrest and leads to mutual intolerance.

[eg] muzaffarnagar nbk due to a false video

c) Roce for TRP leads to fall of ethical principles

→ Loss of actual vision of reporting accurate news

d) Reports impacting court proceedings

→ leads to delay in justice delivery

→ Compromise on privacy of victims

(b) Impact on society

① leads to social unrest

unethical reporting leads to media influencing society in a negative way

② Sensationalization of news diverges the nation's interest from actual issues like economy unemployment

③ spirit of democracy is undermined as people lose faith in established party.

(4) People participation reduces due to
voter bank politics and competition to be
fast among others in garnering
publicity in media

(c) Steps to strengthen the role of
ethics in media

(a) set up code of conduct and code
of ethics for media professionals

(b) Self-Regulation norms to be
established as per Press Council of
India

[e] Digital media Rules & Guidelines

(i) Penal provisions if non-compliance

[e] Digital media Intermediaries to
use safe harbour provisions if
lapses

(d) a mandate to nominate ombudsman officer and nodal officer to report to government

[e] Digital Media Intermediary Rules of 2021

(e) Follow international best practices

[e] Global Data Protection Rule (GDPR) of Britain

(f) strong deterrence through heavy fines for any fake news

Media needs to act as
4th pillar of democracy to enhance
the constitutional morale and
keep a check on democratic principles of governance

11. You are the Dean of Academics of a University. It has been brought to your notice that some students have raised a complaint against Mr X, a specially-abled Professor at the University, for not performing his academic duties diligently. The Head of the Department (HoD) tried to have a conversation with him regarding these complaints; however, Mr X feels that he is a victim of internal politics and is being discriminated against on account of him being specially-abled. He also conveyed to the HoD that he will file a complaint of discrimination against the University under The Rights of Persons with Disabilities Act, 2016. As the Dean of Academics, it is your responsibility to uphold the academic standards of the University and take any administrative decision in this regard.

In this case, answer the following questions;

- State the stakeholders and the ethical issues in the given case.
- What are the options available to you?
- Evaluate each of these options and state the option which you would choose, citing reasons.

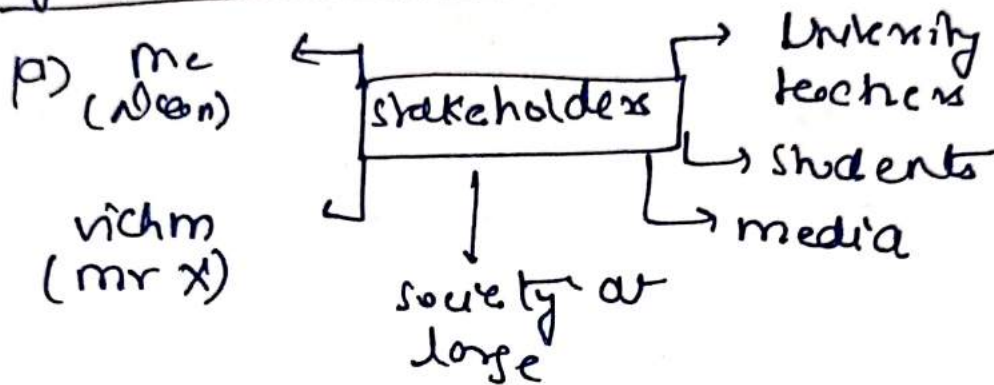
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आप एक विश्वविद्यालय के अकादमिक डीन हैं। यह आपके संज्ञान में लाया गया है कि कुछ छात्रों ने विश्वविद्यालय के एक दिव्यांग प्रोफेसर मिस्टर X के विरुद्ध अपने शैक्षणिक कर्तव्यों का ईमानदारी से निर्वहन नहीं करने के लिए शिकायत की है। विभागाध्यक्ष (HoD) ने इन शिकायतों के संबंध में उनसे बात करने का प्रयास किया है; हालांकि, मिस्टर X को लगता है कि वह विश्वविद्यालय की आंतरिक राजनीति के शिकार हैं और उनके दिव्यांग होने के कारण उनके साथ भेदभाव किया जा रहा है। उन्होंने विभागाध्यक्ष को यह बताया भी है कि वह दिव्यांगजन अधिकार अधिनियम, 2016 के तहत विश्वविद्यालय के भेदभाव के विरुद्ध शिकायत दर्ज कराएंगे। अकादमिक डीन के रूप में आपकी यह जिम्मेदारी है कि आप विश्वविद्यालय के शैक्षणिक मानकों को बनाए रखें और इस संदर्भ में आवश्यक प्रशासनिक कार्रवाई करें। इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- प्रस्तुत प्रकरण में शामिल हितधारकों और नैतिक मुद्दों का उल्लेख कीजिए।
- आपके समक्ष कौन-से विकल्प उपलब्ध हैं?
- उनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए और कारण बताते हुए उस विकल्प को बताइए जिसे आप चुनेंगे।

Right of Person with Disability Act, 2016 was enacted to provide fundamental Rights to disabled and enhance their empowerment. But

It has not been implemented in the spirit as cases of discrimination continue to increase as highlighted by NCRB with 9% rise in cases of discrimination / violence in 2019.



ethical issues

① Rights of specially abled vs Disruption of studies at university

due to complaints against professor, students and their studies will be hampered

② Providing Justice to Mr X vs Ensuring academic standards

As any investigation will lead to

image of the university being compromised
compromised

③ my duty to uphold Rule of Law vs survival of university image & other teachers

→ As a Dean, I need to maintain equal treatment to all (Art 14)

→ But any investigation will lead to impact on other teachers

↓
They may leave the university.

⑥ Options available to me

① File a complaint against other professors and investigate.

② Talk to Mr X to drop the case and assure him of apology from other professors.

③ Internally resolve by promoting Mr X and assuring no such action will happen in future by giving warning to other professors

(C) [Option 1] will be a time taking process as setting up a committee for investigation and outcome will take months

→ It will uphold Rule of law and constitutionally sanctioned process

[Option 2] → will resolve the matter if other professors agree to apologize quickly

→ It will lead to maintaining academic standards & minimize disruption

[Option 3] → will be quickest and may average mrx.

→ But it will set a wrong precedent as such activities may happen again in future.

→ Integrity of myself as a dean, at stake.

→ Accountability not ensured for a morally virtuous society

I will choose option 1

a) establishing a committee is a proper procedure as per due process of law

b) It will clear my conscience and uphold my duty as a Dean

c) denounce it needed for a false with no crime against specially added

d) It's time taking but will reveal actual happenings

↓
help in better management and rule formulation for future

(e) Academic standards will be maintained and image of integrity of being ethical in conduct will improve

disabled people deserve right to fair treatment as enshrined in our preamble of equality and justice

12. You have recently been posted as the District Magistrate of a poor district in India where there is a high prevalence of manual scavenging. It has been brought to your notice that manual scavenging has claimed many lives in your district. Upon further enquiry, you found that most of the manual scavengers belong to a particular caste and majority of them can find employment only by way of scavenging. Even some government departments in your district are employing these people for physical cleaning of sewers/septic tanks without basic safety gear and measures. Despite the rehabilitation programmes for manual scavengers, the administration has been found inefficient in identifying such people in the first place and the efforts to reskill them for employment elsewhere have not yielded desired results.

Based on the given information, answer the following:

- Identify the issues associated with manual scavenging.
- List the options available to you in the given case. Evaluate the merits and demerits of each.
- Discuss some feasible steps that you can take to address this serious problem.

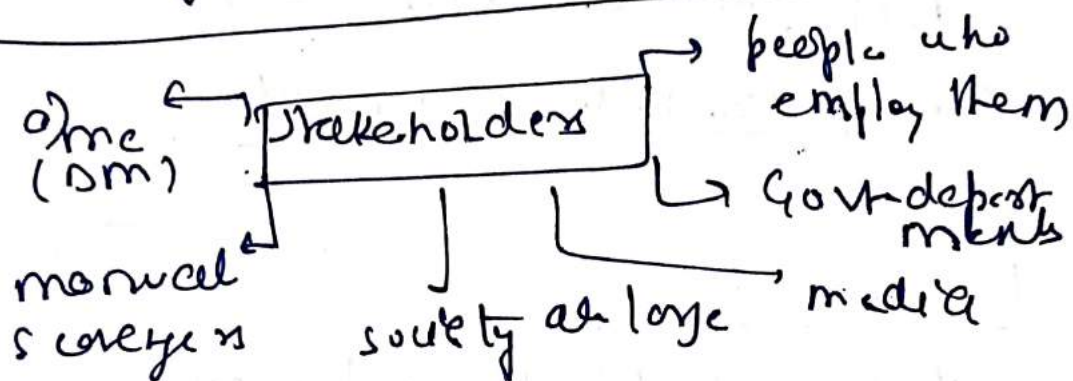
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आपको हाल ही में भारत के एक गरीब जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है जहां हाथ से मैला ढोने (मैनुअल स्कैवेजिंग) का प्रचलन बहुत अधिक है। आपके संज्ञान में लाया गया है कि आपके जिले में मैला ढोने की प्रथा ने कई लोगों की जान ले ली है। आगे जांच करने पर, आपने पाया कि हाथ से मैला उठाने वाले अधिकांश लोग एक विशेष जाति के ही हैं और उनमें से अधिकांश केवल मैला ढोकर ही रोजगार प्राप्त कर सकते हैं। आपके जिले के कुछ सरकारी विभाग भी बिना बुनियादी सुरक्षा उपकरणों और उपायों के सीवरों/सेप्टिक टैंकों की भौतिक सफाई के लिए इन लोगों को नियुक्त कर रहे हैं। हाथ से मैला उठाने वालों के लिए पुनर्वास कार्यक्रमों के बावजूद, सर्वप्रथम प्रशासन ऐसे लोगों की पहचान करने में अक्षम रहा है और अन्यत्र रोजगार के लिए उन्हें फिर से कौशल प्रदान करने के प्रयासों के वांछित परिणाम भी नहीं मिले हैं।

ऊपर दी गयी जानकारी के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- हाथ से मैला ढोने (मैनुअल स्कैवेजिंग) से जुड़े मुद्दों की पहचान कीजिए।
- प्रस्तुत प्रकरण में आपके समक्ष उपलब्ध विकल्पों को सूचीबद्ध कीजिए। प्रत्येक के गुणों और दोषों का मूल्यांकन कीजिए।
- इस गंभीर समस्या के समाधान के लिए आप जो संभव कदम उठा सकते हैं, उन पर चर्चा कीजिए।

As per NCRB report, manual scavenging cases have increased by 21% in 2020 even though Prevention of manual scavenging Act, 2013 is in place. This shows lapses in implementation and societal apathy



Issues

o) Ethical issues

→ Right to life of manual scavengers (Art 21)

→ Issue of discrimination and not following law.

(i) Societal Issues

- prevalence of caste bias
- Lack of rehabilitation opportunities due to non-availability of other work

(i) Administrative Issues

- department engaged in manual scavenging
- lack of implementation of law
- loss of constitutional morale

(ii) Options

Option 1 Immediately put a ban on activity & reprimand those involved

Merits

- Quick action
- Upholding Rule of Law
- Implementation of act

Demerits

- Not easy to monitor
- Manual scavengers may not report
- People may protest

option 2 → let the on investigation
team to take actions and once
proven, punish the guilty

merits

- Rule based
process
- department involved
in act will be
known and
penalized
- message to society
to stop the menace

demerits

- Time taking
- loss of lives till
the action is
taken

(c) Steps

→ strict implementation of ocr
→ monitoring and intelligence
measures to check if any
illegal ocr happening

→ Rehabilitate measures

↳ MGNREGS

↳ PM Gram Sadak Yojana

↳ enrolling children of
manual scavengers in Anganwadi
or under RTE

→ protective gears to scavengers till
the time investigation is ongoing

→ Robots like Bondicoot to
replace humans

manual scavenging is an
inhumane ocr and must be
eliminated to protect right to
life and livelihood [Art 21] of people