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कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

उम्मीदवारों को इस हार्शिए में नहीं लिखना चाहिए

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1(a)

"I have learned that courage was not the absence of fear, but the triumph over it. The brave man is not who does not feel afraid, but who conquers that fear." - Mandela.

The above quote by Nelson Mandela was uttered by him during an interview about his unwavering commitment and courage towards Anti-Apartheid Movement.

→ Fear is inherent in human nature and a little amount of fear keeps the constant practice on for a goal.

→ However, to utilise the fear and channelise towards productive output is what entails the supreme heroic trait of courage.

eg: The Mission Mangalyaan by ISRO had loads of fear and scepticism about success. But courageous commitment made us successful.

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→ Swami Vivekananda also exemplified that courage ~~was~~ is an essential element to attain ~~successful to success~~ in challenging situations.

'Arise, awake and ~~do~~ not till the goal is achieved' is his mantra for Karmayoga.

→ Rabindranath Tagore in 'Gitanjali' underscore 'where the mind is without fear and the head is held high' to permeate courage among the disheartened youth -

→ Even for a public servant the moral courage to uphold ethics and 'Swadharma' in spite of coercive corruption is what is necessary - eg: Ashok Khemka : Kiran Bedi (Crane Bedi)

Thus, courage as a trait is essential to attain self-satisfying and actualisation results.

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1(b)

"Not everybody can be famous, but everybody can be great because greatness is determined by service" - Martin Luther King. (10)

Martin Luther King Jr., called the American Gandhi, lays special stress on service for a life full of motivation, satisfaction and greatness.

→ Fame is something which creates self-regard through society, but greatness can only be achieved by Rule over self and pursuing ethics and service in all spheres of life.

→ The service to mankind has been called the greatest act on earth, for to be humane, we need to let other humans achieve all the basic capabilities of life.

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- i) The various NGOs render service to humanity, and attain greatness in spite of not being famous.
- ii) Kailash Satyarthi was unwavering dedicated of service to children, whether he got the Nobel or not.
- iii) 'Socrates' through 'virtue concept' emphasized on the virtue ethics of service to attain knowledge and thus, greatness.
- iv) A civil servant, though remaining anonymous, renders innumerable service to the underprivileged and attains self-satisfaction.
- v) The clear conscience is the softest pillar, which can be achieved by doing service to humanity.

Thus, 'service' is the supreme Dharma to be attached and to be cherished.

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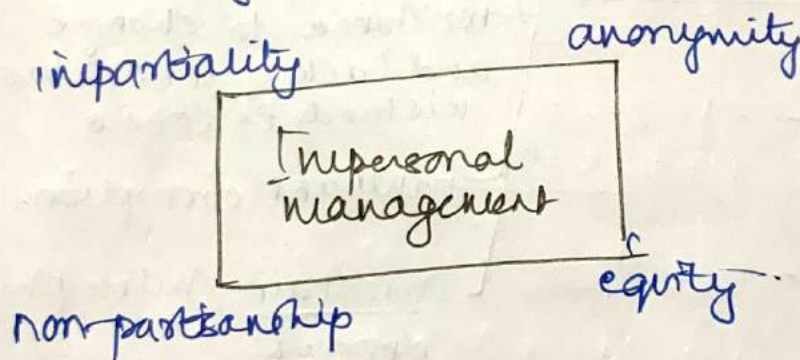
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2(a)

Impersonal management, a feature of Weberian bureaucracy, develops over time into difference, especially with weaker states. Critically discuss. (10)

Max Weber, in his theory of Management of bureaucracy, mentioned impersonal management as a key feature.



Importance of impersonal management to bureaucracy:

- creates public trust and public welfare
- leads to political neutrality
- pragmatism is focussed instead of populism
- The poorest of poor are treated equally
- saves from corruption.

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However, with time, it has led to indifference towards the weaker sections :

Indifference

- lack of empathy and compassion
- elitist mentality
- resistance to change and lack of innovative methods for service
- rampant corruption,
- armchair philosophy approach

Though anonymity and impersonal management is necessary in public service but ignoring the human element is not the correct perception. We have examples of Armstrong Lame, Collector Bro, who have shown exemplary commitment towards public service but corruption and indifference also reigns.

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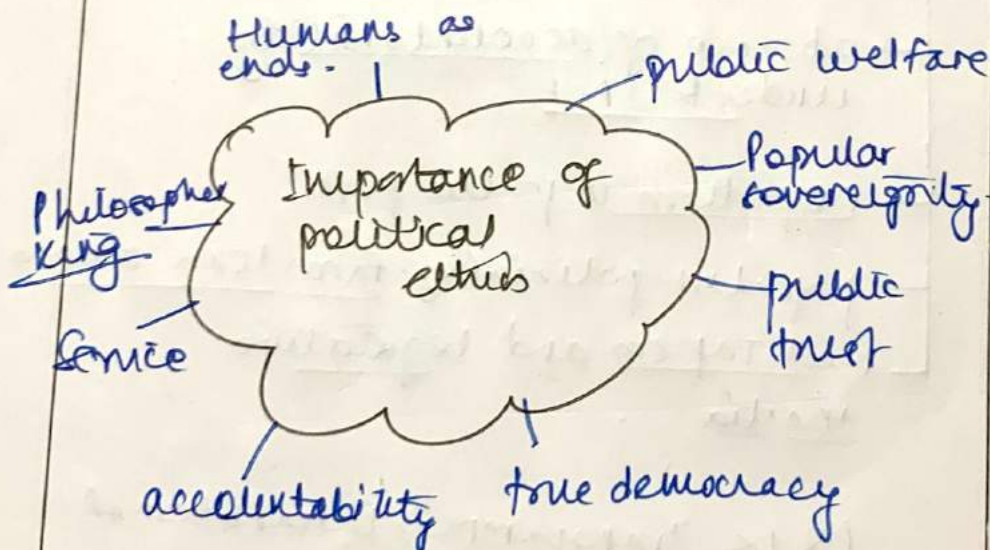
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2(b)

In pursuit of political power, means are often compromised that leads to competitive reliance on unethical practices, resulting in erosion of public trust. Discuss. (10)

Political ethics means adherence to morality and conscience to the public service by the political parties and candidates.



However, we can see breeding of Machiavellism and Arthashastra's raam, daam, dand, bhed as the reality of political ethics today.

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Unethical practices

- the corruption of cut in public funds
- treating public as subjects the politicians lead to loffer-filling
- Malhandling of public resources (eg: coal block scam, 2G scam, etc)
- absence of accountability under RTI Act
- nepotism in public posts.
- populist policies (eg, farm loan waiver)
- Red Taperism and legislative inertia

As per Transparency International, India ranks 78th in corruption index, and thus, political literacy and awareness is necessary to make them accountable.

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3(a) Identify the issues that have created barriers for a responsive grievance redressal mechanism. (10)

The Grievance Redressal Mechanism is an important tool to serve public through good governance.

eg: Ombudsman created by various departments.

However, there are many barriers to an effective mechanism.

Issues creating barriers:

1. Lack of awareness among the public about the mechanism due to lack of literacy, lack of advertisement.
2. Beneficiary approach: The public are viewed as beneficiaries and not clients and thus, attitude of service missing.

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3. Lack of accountability and responsibility fixation: The appraisal system is very abstract and prone to manipulation, without concern for grievance redressal.
4. Lack of proper laws for grievance redressal wherein the legislative inertia leads to getting away of public officials.
5. Rampant corruption: Both collusive and coercive corruption leads to disregard for grievance redressal and thus a barrier to such methods.
6. Societal acceptance of the poor government service as they have taken the degraded system to be given and thus do not raise voice.
7. Lack of empathy among public servants towards the public and thus, no compassion for the bereaved.

However, grievance mechanism is an important part of 'Sevotam' and must be strengthened.

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3(b)

What steps should be taken by the govt for increasing effectiveness of grievance redressal mechanism? (10)

The 2nd ARC Report in 'Citizen Centric Administration' mentions the need to improve the effectiveness of grievance redressal mechanism among the public service departments.

The following steps should be taken:

- I) creation of a robust grievance redressal mechanism policy of each department.
- II) Making the public aware of such a platform.
- III) Ease of access to the platform through e-governance.

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- 1) Recognition of grievance by the department -
- 2) Intimation of time interval to redress the grievance -
- 3) Taking steps for corrective action:
 - training of officials
 - sensitisation towards the citizens
 - an ideal approach to treat citizens as clients -
- 4) Implementation and appraisal -
- 5) Creation of strict laws for:
 - a) mandatory grievance redressal
 - b) penalty for failure
 - c) Incorporating it in 360° performance appraisal -
- 6) Taking social community partnership steps like social audit, performance budgeting, etc.

Integrating it with citizen charter to attain 'Integrity Mark' measure of performance is the need.

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4(a) Citizen charter can be both a stimulus and a means for government to raise the standards of public service delivery. Discuss. (10)

Citizen charters were first introduced by John Major in UK in 1991 as an instrument for responsible governance.

Contents of citizen charter:

- nature of service
- nature of clients
- time of service delivery
- quality of service
- expectations from clients.

Citizen charter as a stimulus:

Stimulus

— makes the service time bound

— quality is defined

— making the officials responsible and accountable

— setting targets for public service delivery.

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Citizen charter as a means to raise standards of public service delivery:

Means

- (1) an attempt to quantify the quality of service
- (2) creates public aware of their rights and service
- (3) makes public aware of their duties as clients
- (4) an appraisal mechanism
- (5) Panacea of Rights:
 - Quality
 - choice
 - voice
 - accountability
 - transparency
 - standards

thus, citizen charter clearly make public service a way of life as a true service and a moral act.

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4(b)

Attitude and behaviour are so closely interwoven that a change in one inevitably influences the other. Explain with examples. (10)

- Attitude and behaviour are social cues and signals about person's act and perception towards other things, persons or objects.

Attitude is the learned tendency to react to a particular object, thing, place or a person. It can be both positive and negative.

eg: having a negative attitude towards war, positive towards philanthropy, etc.

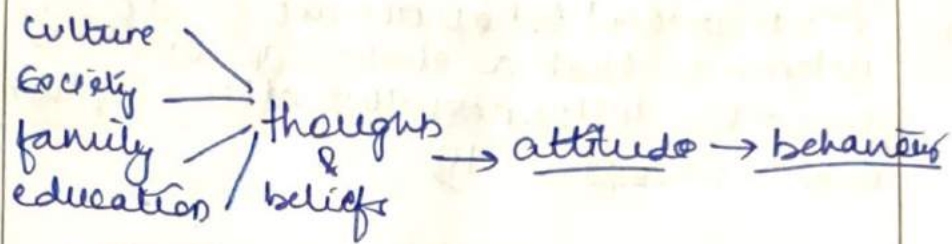
Behaviour is the enactment and action/reaction of the person.

eg: a behaviour of disgust towards capital corrupt people.

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Attitude and Behaviour are inter woven to each other :

a) Attitude affects the behaviour of a person :

eg: Bhagat Singh's negative attitude towards British interests led to revolutionary behaviour.

b) Behaviour affects the attitude too in return -

eg: With constant socially favourable behaviour in a community home the attitude of a child towards society can change.

Attitude modelling and Behaviour Modelling can also be done as explained by B.F. Skinner through classical and operant conditioning -

thus, both attitude and behaviour are interlinked and express the identity of the person.

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5(a)

Emotional Intelligence is an important parameter as one aspires to move up the ladder in a competitive envt. Discuss (10).

Emotional Intelligence was coined by David Coleman, meaning the set of behavioural abilities to process emotionally relevant and related information to act according to one's own emotions -

Self awareness

Self Regulation

Emotional Intelligence

Social awareness

Relationship Management

eg: The empathy generated when we see a poor ~~in~~ on a platform

= The extent to which a parent should scold his/her child to create positive impact -

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EI as important to move up the ladder in a competitive environment

Importance of EI

- (1) Self Awareness is important as regards self-respect, self confidence and regard to understand others -
- (2) Self Regulation through self control, conditioning which reacting to situations
- (3) Societal awareness to understand the feelings of the employees
- (4) Empathy needed to react positively
- (5) Leadership needs high Emotional Quotient to manage people -
- (6) Relationship management through regulating emotions is key to success

Thus, EI is needed to study self and others and the environment to successful promotion

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S(b)

Ethics in international relations has the potential to cater to the diplomatic challenges of 21st century. Examine (10)

- International Relations and diplomacy is key to create an image and respect for a particular nation in world forum.

However, the recent backlash of unethical acts like terrorism (ISIS), snooping, war, refugee crisis (Syria), xenophobia (Rohingyas), violation of human rights (Baluchistan) have underscored the need of ethics in international relations.

Need for Ethics in International Relations:

- 1) Idealistic Realism: to deal with reality ideally, and not as per selfish hedonistic national means
eg: trade wars should be discouraged.

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- 11) Respecting borders as to avoid war and conflicts and following humane as ends and welfare of all the society
- 111) Respecting internal autonomy as in our Panchsheel document, ethics of respecting internal needs of nations and non-interference
- 14) Empathy for poor, refugees : The sense of empathy and compassion has been voiced through UN Policy for Refugees, Red Cross Society, etc.
- 15) Climate Ethics : The sense of stewardship, environment sustainability the word over through UNFCCC
- 16) Justice Approach : To treat the equals equally and special rights to the underprivileged. eg: LGBT rights, etc
- 17) Geneva and Vienna Convention protect the rights of prisoners of war and the ethics of virtue.

The Yashwantrao Chavan is based on ethics in international

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6

It takes more than a corporate governance policy to inspire ethical behaviour and truly sustain a truly ethical workplace.
Marks - (10)

Corporates are a part of society and thus, have certain obligations towards society and stakeholders.

Corporate Governance as defined by ICSI means following:

- laws
- ethics of administration
- public welfare
- stakeholder approach to attain profits through sustainable approach

Even the Sarvodaya and Trusteeship principle of Gandhi focus on corporate governance.

However, ethical workplace is a wider concept and is a macro-positioned meaning as against corporate governance.

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Additional Needs for truly ethical workplace apart from corporate governance:

- i) Ethical conditioning of the corporates to be held through sensitivity training about the concerns of employees -
- ii) Organisational culture to be conditioned by top management, symbols, rituals and reinforcement towards ethical behaviour -
- iii) Leadership by example wherein the top management themselves are deeply involved
- iv) Implementation of spirit of law and not just the letter of law. The implementation should be voluntary -
- v) Change in attitude and behaviour towards CSR as ~~a~~ not an obligation but a concern for society

As 'Yordan' said, 'The laws are only as good as the people who implement them.'

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(7)

Compassion should never be considered a weakness, but rather as an essential element for providing a congenial administrative working environment. (10)

Compassion as a trait is an extension of empathy, wherein the feeling of deprivation and concern for a person is clubbed with the desire to take remedial steps.

eg: Mother Teresa is the personification of compassion

: Kailash Satyarthi showed exemplary compassion towards children underprivileged.

For a congenial administrative working environment, compassion is essential to give a social connect with the people, and is not an impediment or weakness to growth.

eg: Prashant Nair's 'Compassionate Kozikode'

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Importance of compassion for work environment :

- ① ~~③~~ The Behavioural Theories of management by Elton Mayo explained how concern for humans is essential for greater productivity.
 - ② When employees are treated as a whole person and not just as employees, they are productive.
 - ③ Compassion for a public servant is essential to gain public trust and aim at public welfare.
 - ④ Compassion leads to devising novel means and programmes to deliver service.
 - ⑤ Good governance needs treating people as ends in themselves and leading to optimum welfare.
- eg. Compassionate Kozikode by Collector Bro'
- Buddha said, "Compassion is the beginning of all Dharma" and thus, an administrator as a moral agent should try best to reach to the needs of the society.

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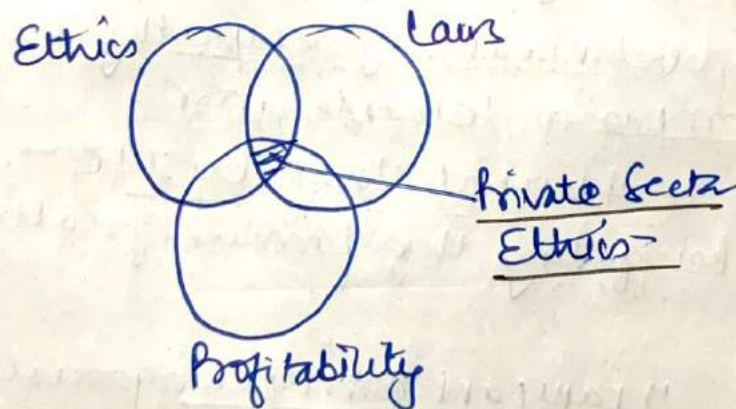
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8

Do you think there has been a convergence of values between public and private sector in the wake of increasing role of private sector in public service delivery? (10)

Public private participation (PPP) has gained prominence in public service delivery since Relkar Report suggested it as an effective means to good governance.



Private sector has to balance all the aspects of profitability and legality and ethicality to attain sustainable development.

eg: Corporate Social Responsibility (CSR) ur 135 of Companies Act

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Convergence of values between public and private sectors :

Yes :

- i) increasing sensitivity towards public (eg: Pioneers extension towards education)
- ii) companies as social entities need to operate therein (eg: Dharp by D.P.O)
- iii) Poverty anywhere is a threat to prosperity everywhere..
- iv) novel means of empathy and compassion towards poor -
eg: e-chaupal Haat by ITC -
benefiting the farmers greatly -

NO : (i) rampant corruption prevalent
eg: coal scams

(ii) misuse of labour laws
egs bonded labour

(iii) treating people as means
egs Rathole mining in Meghalaya

However although there is secularization, much needs to be done to convey the values of service delivery -

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SECTION-B

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

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9.

In a world that is heading towards 4th Industrial Revolution, data is the new oil, and thus, for India too, information and communication technology becomes important. But simultaneously, concerns of data protection also emerge. Government constituted the B.N. Srikrishna committee too. I, as a responsible citizen, should contribute to the discussion.

(a) Although, IT has reached all the rungs of society, certain sets of people are more vulnerable to cyber-threats:-

1) Children:-

- due to lack of knowledge and exposure to the world
- have greater risk of cyber threats by way of:

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- cyber-bullying, child pornography, exposure to illicit content, data theft
- children can be manipulated to give information about family, address, income, etc
- eg: Blue Whale challenges when children were exposed to suicides.

2. Illiterates :

- due to lack of information and
- increased digital transactions,
- there can be risks of demanding OTP over phones,
- risk of digital bank theft

3. Oldage and Elderly :

- due to migration, elderly are remaining in rural areas
- they can be manipulated in data theft and cyber-bullying
- without any access to help

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कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

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(b) The incidents of data theft and cyber-bullying leads to major impact on the perception, attitude and behaviour of the people as follows:

- i) Erosion of trust from the society, when people start doubting even the genuine family members and neighbours.
- ii) Resistance to change to newer and advanced methods like e-payments due to doubt and scepticism.
- iii) Perception Disorders leading to increased exposure to negative mindsets and insecurity challenges.
- iv) Pessimism and negative view about people leading to erosion of morality from the society.

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(C) However, in an age of e-governance and advancement, IT should be progressed with reasonable restrictions:

Reasonable Restrictions

- ① A data protection act by the government in areas of data theft
- ② Data Access Fiduciary Architecture (DATA) as recommended by Economic Survey to give right of data to people.
- ③ e-initiative and e-education about digital systems like PMGDISHA and Vitaya Saksharta (VISHA).
- ④ help of local communities, SHGs and educated youth to create awareness about data protection.

The Digital Age opportunity cannot be lost having shrouded in fear of exploitation. Proper fencing with optimum protection can lead to sustainable digital ecosystem.

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10.

Child labour is an evil prevalent in the society, which should be eradicated in entirety. As the District Magistrate (DM), it is my moral and legal duty to implement the law and bring societal change for our future generations -

(a) Ethical Issues:

- i) rampant disregard for a child labour law by the private parties
- ii) threat to dignity of labour and life.
- iii) erosion of fundamental rights of child and constitutional morality.
- iv) private sector ethics in diametric disregard for blatant profiteering.
- v) my duty to uphold the spirit of law.

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vi) the ill-attitude of the families employing their children in hazardous activities

vii) moral abdication and conscience-poverty of the labour contractors.

(b) My Approach to the problems:

The stakeholders involved in the above case are :

- child labourers
- their families
- manufacturing units
- contractors
- society
- government
- myself (as DM and as a moral agency)

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My approach

- (1) to uphold the spirit of law at any cost
- (2) protect the rights of children
- (3) economic protection of poor families
- (4) punishment to the contractors
- (5) punishment to the manufacturing units -
- (6) awareness in society
- (7) strengthening of law -

Elements of my action :

In the above scenario, considering the above-mentioned approaches, I would take the following steps:

- 1) Speak to the families of the children and persuading them from not getting involved in such hazardous occupations by their children.

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11) Generating awareness among the parents about the various government schemes like Sarna Siksha ^{PENCIL} Abhiyan and Mid Day Meal schemes for child education and nutrition -

111) Bringing the contractors to books as even though the manufacturing units are not liable directly, they should not have compromised child rights -

112) The manufacturing units should be penalised for avoidance of law for their profit benefit and apathetic attitude towards social ethics -

113) Generating awareness in the district about labour law, ILO convention and child rights -

Thus, a multi pronged approach to solve the above situation can be helpful.

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11.

The given case is about the ethical dilemma between environmental ethics and development and economic needs of the society.

However, economic benefit cannot be reaped at a cost of environmental degradation.

revenue to the state

economic benefits

Ethical issues

sustainable development.

externality to the environment

Options :

(a) Shutting down industries :

Merits	Demerits
- <u>environmental degradation stopped</u> - <u>upholding of social ethics by state</u> - <u>people of town saved from emissions</u>	- <u>economic footprint and high opportunity cost</u> - <u>injustice to the leather industries</u> - <u>loss of jobs and livelihood</u>

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(b) Relocating industries to a new region:

Merits	Demerits
i) the industrial town concerned can be saved from degradation. ii) The surrounding areas and people affected can be benefited. iii) Owners of industries don't need to invest in costly equipments	i) it only leads to shifting of problem to a new area ii) unemployment of lots of people of the town iii) the revenue generated and economy can be affected iv) the emissions level remain the same even in the new area -

(c) Making emission control rules stricter

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Merits	Demerits
I) The <u>enormous</u> can be according to <u>environmental sustainability</u>. II) The <u>law</u> will <u>force</u> the <u>unit</u> to invest in new advanced equipments. III) <u>Quality of life and environment</u> improved.	(I) <u>discouragement</u> to <u>private parties</u> and <u>leather industries</u>. (II) can lead to <u>closure of units</u> and <u>losses</u>. (III) <u>unemployment</u> can <u>emerge</u>.
(d) <u>Providing incentives to industries:</u>	
Merits	Demerits
I) win-win situation for <u>private and government</u>. II) <u>environment degradation</u> stopped. III) <u>jobs</u> will be <u>retained</u>. IV) <u>trust</u> among <u>public</u> towards <u>government</u>.	(I) affect the <u>exchequer</u> and <u>fiscal deficit</u>. (II) can lead to <u>chain reaction</u> of <u>such demands</u> for <u>other industries</u>.

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Course of Action:

- i) I will try to strike a balance between environment and economic concerns to attain sustainable development.
- ii) The laws should be made stricter to mandatorily lead to stricter emission control norms.
- iii) However, for the short term incentives will be provided to the manufacturing units in the form of a mix of loan and grant to shift to clean and green technologies.
- iv) For long term stricter policy formulation to meet the emission targets to achieve Paris Goals Agenda and environmental ethics.

The environment and economy
should go hand in hand to
lead to better society.

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12

The societal ills of bonded labour and human rights violation plague the social democracy.
As the DM, it is my moral duty to curb such malpractices -

(a)

Stakeholders	Interests
1) Landowners of district -	- upholding social and political power - economic interest of low cost labour - easy and standard living through exploitation -
II) Domestic help and agricultural labour -	- Right to life and Right to dignity u/A 21. - Right against exploitation u/A 23 - Economic well-being.
III) Myself	- uphold constitutional morality - serve law.

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कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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उम्मीदवारों को इस हार्डिंग में नहीं लिखना चाहिए

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Ethical Issues

- (1) personal well-being vs - concern for society
- (2) dilemma between human rights and food and shelter access
- (3) erosion of dignity of labour and life
- (4) lack of empathy and compassion towards poor
- (5) moral degradation of society as a whole
- (6) economic inequality and rich-poor divide
- (7) lack of awareness of rights and duties
- (8) treating human life as means

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(b) Denial of choice amounts to violation of human rights:

- i) The Universal Declaration of Human Rights (UDHR) links the dignity of life and labour as basic human rights -
- ii) Our Indian Constitution links the Fundamental Rights to life, liberty and dignity of labour, as also right against exploitation -
- iii) Right to voice > basics of democracy
Right to choice
- iv) Directive Principles of State Policy mandate equitable treatment of labour & welfare state -
- v) Denial of choice leads to:
 - decreased self-respect
 - erosion of dignity
 - economic inequality -

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(C) Course of action :

- 1) I will approach the labourers and domestic help to validate my doubts about violation of human rights as I am still not sure.
 - 11) To motivate and persuade them to speak out their concerns with courage assuring them economic security and life safety -
 - 111) If my concerns are validated, I will approach the landowners to correct their mistakes as a chance should be given.
 - 112) If they do not budge, I will bring this to the notice of the local bodies, the NGOs and the lawkeepers and book them for violation of law.
- Thus, equitable treatment of all with Lok Sangraha and trusteeship concept should be permeated.

12

Public figures and famous personalities, due to their prominent following, create a public image in the society, which others seem to emulate. Thus, the recent controversy brings unfortunate public image into focus.

(a) The public figures have an additional responsibility in expressing their views because:

- 1) They generate public perception within the society regarding an emulative way of life.
- 2) People look up to them as role models and feel a persuasive connect with their views and actions.

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111) Being personalities of national stature, they even represent our national ethos and ethic among the world.

12) In the digital image of social media, the news and concerns spread like wildfire.

13) They can lead to acts of retributive justice and emotional backlash from society.

(b) Although they have increased responsibilities, they often treat it with neglect and apathy due to:

1) Elitist attitude - they tend to generate above all attitude about self and disregard the other people's rights.

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- i) Apathy towards people: Having an all encompassive public stature, they lack empathy and emotional intelligence about their acts.
- ii) Societal yeomanship: The society tends to look up to them with respect for such megagynistic view leading to increased moral degradation.
- iii) Lack of law: The laws about public responsibility are absent and their implementation gets disregarded.
- iv) Freedom and its misuse: They feel it as their own right to free speech without considering their responsibilities towards society and the target audience.

(C) Factors to be considered to examine the conduct:

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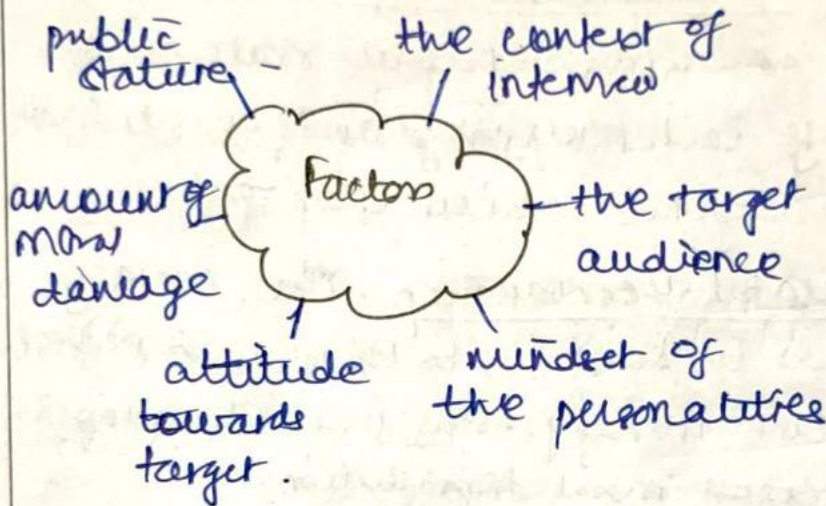
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Punishment

If found guilty :-

- they must be punished to bring a social concern to other public figures
- they should be banned from playing for 5 years so as to create justice to the bereaved
- they should be mandated to public service as volition

Public ethics should be upheld by all and more so by public figures -

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14

The recent initiative of Swachh Bharat Abhiyan is the policy form of maxim 'Cleanliness is next to Godliness'. However its implementation remains a challenge in some places ..

(a) Reasons behind low building of ~~the~~ toilets :

- lack of awareness about the benefits of cleanliness
- orthodox mentality among the rural areas
- lack of behavioural flexibility
- lack of proper implementation.
- lack of dispersal of funds on time.
- lack of initiative from society & bodies

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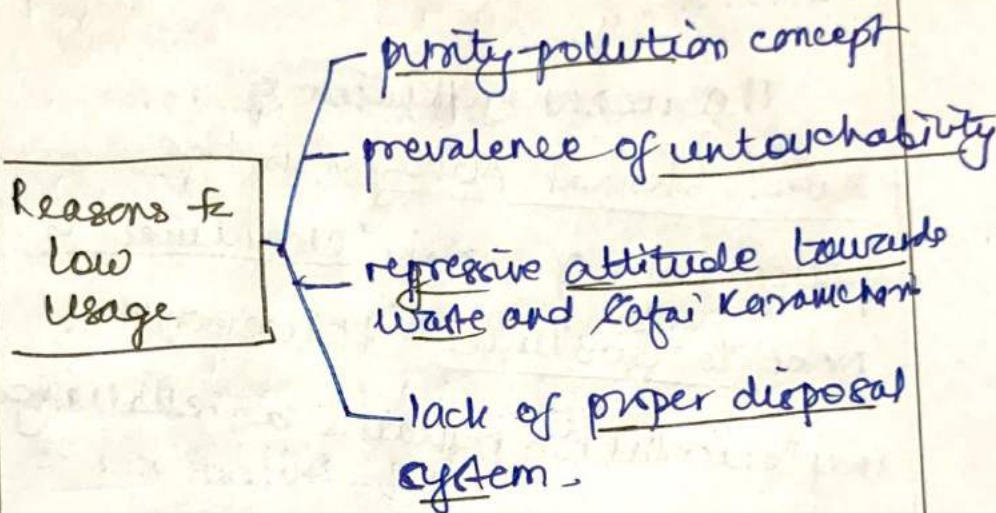
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कृपया संख्या न लिखें।

Reasons behind low usage :



(b) Principles to be kept in mind while preparing IEC strategy :

- i) Stakeholders
- local bodies
 - government
 - public at large
 - women specifically
 - orthodox people.

ii) The need for behavioural change -

iii) Public participation and public stakeholder ship -

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कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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1) Need for accountability and appraisal of asset creation -

2) Awareness generation is the key -

Action Plan :

Keeping the above principles in mind, I will follow the below mentioned plan of action :

- 1) To meet the local heads and Panchayats personally to understand the reasons for low implementation -
- 2) Create awareness among public through role models, advertisement and social media.
- 3) winning the support of a few influential people of the district to bring change.

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- I) Education in schools and colleges by teachers and civil society volunteers about the benefits of ODF society -
- II) Looking into the implementation of schemes and timely disposal of funds to the public bodies by the government
- III) Creating a carrot and stick approach to the implementation mechanism
- IV) Geo-tagging of toilets to easy access and awareness.
- V) Ensuring cleaning and waste disposal system to be implemented.

This Satyagraha against Open defecation should be made successful through public stakeholder and partnership.