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

# UPSC

उम्मीदवारों को इस इतिहास में नहीं लिखना चाहिए  
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## SECTION - A

1(a) Highlight the attributes of leadership. Analyse why it is important for civil servant. (10)

- Leadership is the ability to motivate and guide others to a specific course of action. It implies path showing, and guiding the people to their desired goals.

Example: Mahatma Gandhi showcased exemplary leadership in the Indian Independence Movement.

Attributes of leadership:

- 1) Proper and detailed knowledge and experience in the concerned matter is a must for an effective leader.
- 2) Persuasion is a very vital trait for effective leadership. eg: Gandhiji persuaded the then Moderates and Extremists to follow the path of non-violence.
- 3) Effective communication to lead is the key so that the feelings can be communicated.



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- 1) Emotional Intelligence is a factor that empowers the leader to read the minds of the people -
- 2) Leading by example is the best way for attitude formation - eg: Gandhiji himself wearing khadi -

## Importance of leadership for a civil servant:

A civil servant needs the trait of leadership as:

- 1) Effective implementation of policies needs leadership skills so as to attain the objective -
- 2) Motivation of the public at large is the key to achieve the desired goals.
- 3) To bring about a social change like Swach Bharat, leadership is needed.
- 4) To penetrate equality among the masses and breaking the strangle of orthodoxy -

Amnethong Pame, a civil servant portrayed exemplary leadership in building roads in Manipur through crowdfunding -



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1(b) A civil servant needs to be objective as well as empathetic. What do we understand by objectivity? Discuss its relation with empathy - (10)

Objectivity and Empathy are two of the basic foundational values that every civil servant must possess for effective public service.

Objectivity:

Objectivity means evaluating and judging circumstances based on actual facts, without any prejudice or presupposition.

Independent analysis -

Objectivity

Effective decision making

Presuppositionless enquiry.

Based on raw facts

Example: While determining the beneficiaries of any public scheme (eg - Lijwala Yojna), the objectivity implies analysing cases based on criteria, without any favour or sympathy.



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## Relationship with Empathy

Empathy means putting oneself in other's shoes and feeling the other's sentiments and emotions.

While both objectivity and empathy are needed, a proper balance between the two needs to be established :

- i) Objectivity is merely fact-finding evaluation, while empathy is emotionally sound and caring.
- ii) Empathy and objectivity should not come in each other's way.
- iii) Clouded judgement due to empathy, cannot be at a compromise to objectivity as that may lead to partiality and injustice to the other.
- iv) Justice approach needs to be followed.

Example: A widow who does not deserve to be a beneficiary of the Ujjwala Yojna will not be granted connection in objectivity, but the empathetic civil servant should not allow the heart to prove the justice to become injustice to others.



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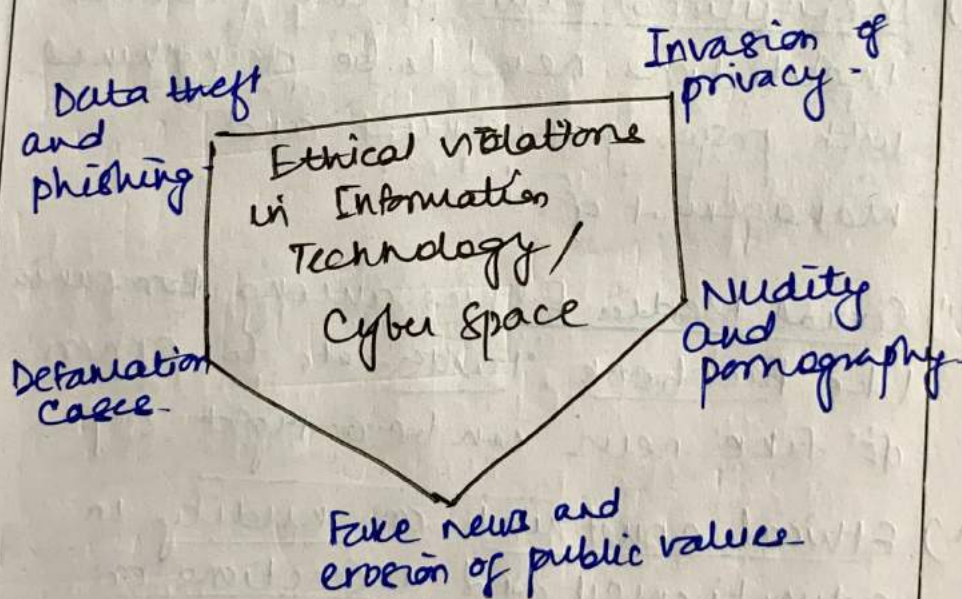
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2(a) With rapidly increasing use of IT, what according to you is the role of ethics in cyber space? (10)

— While the Digital Age brings a plethora of opportunities for the people, it also exposes the society to a number of ethical vulnerabilities and constraints -



Example: (i) The Bitcoin incident perhaps how financial ethics could be manipulated for personal gain

(ii) The leaking of Aadhaar details was an invasion on the fundamental right to privacy



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## Role of Ethics in Cyber space:

The rapid erosion of ethical values in the Information Technology world can be cured by counter-phenomenon on enthused ethics as follows:

- 1) Ethical Digital Literacy among the youth and adults to further permeate the ideals of self-privacy and privacy of others -
- 11) Institutional Ethics in the financial institutions need to be strengthened with proper punishment and management of same.
- 111) Social Media Ethics among companies like Facebook, Twitter, etc to eschew off fake news can be a right step.
- 14) Ethical constraints on nudity in advertisement and restrictions on porn sites can permeate bodily integrity and morals.

Privacy, social life, personal data are common goods and cannot be allowed to fall prey to ethical erosion in cyber space.



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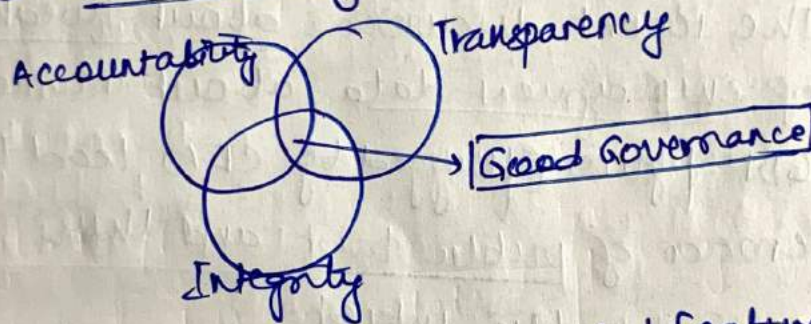
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2(b) Transparency in govt organisation is an essential pre-condition for good governance. Elucidate. (10)

- Transparency means true and fair portrayal of decisions, facts, results and procedures to promote accountability and answerability.



Thus transparency is a vital feature to attain the common good of ethical governance.

Ex Illustrations:

- 1) Right to Information Act, 2002 is the fountainhead of modern-day transparency by the governments whereby all the relevant information is self-declared by the departments.



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- i) Responsible Government is a must to balance the power vested by the public in the government. Thus, the reports and data like GDP figures, IIP data etc should portray actual ground circumstances.
- ii) The recent discussions about tweaking of employment data, about incorrect GDP figures (flagged by CEA) lead to erosion of public trust and thus, against public interest.
- iii) The true test of any person is when he/she is in power and thus, the government in chair should be accountable for the acts of the public resources that has to be managed.
- iv) The good governance should be citizen driven and citizen oriented to attain the utopian society.  
~~and~~ Thus, transparency not only increases public trust, but also brings integrity among the society; as said, 'As the ruler, so the ruled.'



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3(a) Explain :

'A nation should not be judged by how it treats its highest citizens, but its lowest ones' - Nelson Mandela (10)

- The above quote by Nelson Mandela prescribes the ideals of equity and social justice, to be the litmus test of an ideal and moral nation -

A nation is made not by the territory, but by the people living in the territory, and thus, the happiness and satisfaction of the subjects is a must for any nation to flourish. The following can be analysed:

1) Inclusiveness is the ultimate goal to achieve the ideal. The people in the country should prosper, across all lengths and breadths - eg: LGBTQ granted equal status of life -

2) Gender Equality, wherein the half population of human civilisation cannot be ill-treated at the hands of the other half - eg: -



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- 111) Rich and poor divide needs to be bridged through Samadaya and Trusteeship principle.
- 112) Casteism and untouchability should be nipped in the bud, with all rings of society being equalised.
- 113) Equity and justice approach is the aspiration wherein equals are treated equally and unequals unequally - eg. Ramatha
- 114) Human dignity needs to be respected and increased, with none to be looked down upon - eg. Surachta Karmachari mainstreamed with society.

Even Gandhi's Talisman prescribes to evaluate any decision based on how the last man standing is affected by it.

Thus, the growth, a bottom-up driven and grassroot participation is the utopian way for a nation to prosper.



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3(b)

The highest education is that which does not merely give us information, but makes our life in harmony with all existence - Tagore (10)

- The abovementioned quote by Kabiguru Rabindranath Tagore emphasises the vitality of effective education in framing one's mind and attitude towards life. It portrays the fact that Education is life itself.

- I. Education is not merely learning of information and facts, but learning the way of life.
- II. An ideal human being should be made out of a student, the aim to achieve summum bonum (ultimate happiness).
- III. Education should be free from the walls of divide between individuals - as propounded by Tagore himself.



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IV. Life in harmony with all existence is the 'eudaimonia' (as propounded by Aristotle) or Ramrajya (as Gandhiji), wherein the upliftment of one should not be at the cost of the others -

v. The basic ideals of social well-being, emotional intelligence and empathy towards others to be generated in the mind through education to achieve a socially cohesive setup, devoid of jealousy, exclusion and injustice.

Example : Ravana, a great educated Brahmin, only focussed on self-harmony and thus, had to face defeat.

Raja Ram Mohan Roy portrayed the true meaning of education through advocating cohesion, equality, scientific temper and brotherhood.

Education is the lifeblood of our future, a power that can make or break the society, so desperately waiting to flourish.



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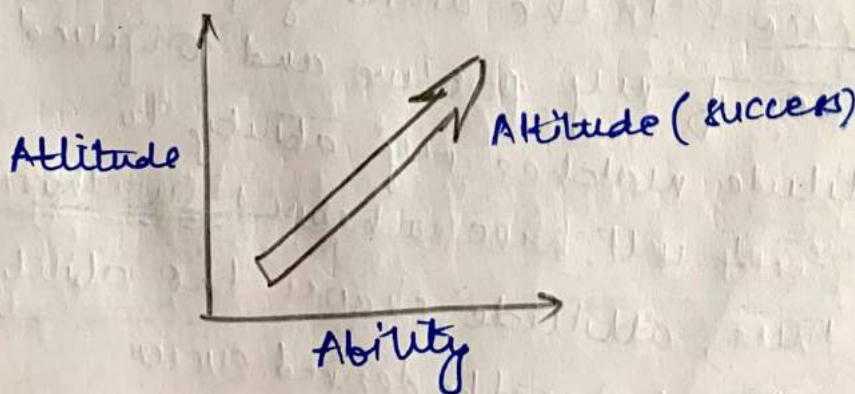
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4(a) For achieving success, attitude is equally, if not more important than ability - Discuss with examples from daily life. (10)

- Attitude is the learned tendency towards any object, place, thing, person or incident, which shapes the behaviour in reaction to the incident. It can be both positive and negative based on experience and conditioning.

Ability is the inherent potential, both mental and physical, to do a particular task or thing, also called aptitude.

To achieve, success (attitude), both ability and attitude are necessary.





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Dalai Lama said, "If you could do your attitude right, all the adversaries start becoming positives."

The importance of attitude are :

- i) Determining the value attached to the proposed goal.
- ii) Attitude shapes the reaction of an individual to apply the ability into action
- iii) Attitude is the value-expressive and ego-defensive feature, which plays a role in success.

Examples I, myself, a finance professional, have the ability to excel at a corporate bank, but I have my attitudes away from corporate money towards public service. In the arena of public service, if my positive and profound attitude matches my ability to serve, I will have achieved Swadharma.

Thus, attitude shapes the ability towards achieving the desired success.



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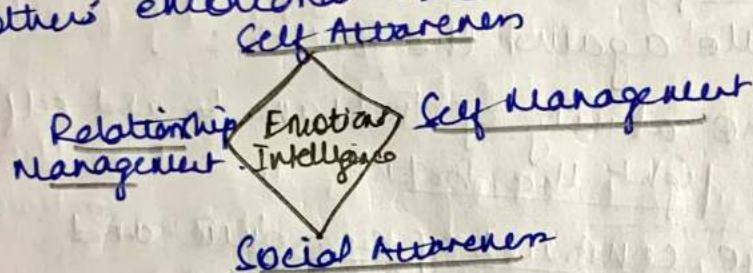
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4(b) The core of high EI is self awareness. If you don't understand your own motivations and behaviours, it is nearly impossible to develop an understanding of others - discuss with examples (10)

- Emotional Intelligence is the ability to process emotionally relevant information and take desired actions, aimed at satisfying/fulfilling the others' emotional needs.



Among others, emotional intelligence begins with self awareness:

- I) Self Confidence is the beginning of all deeds and one must be aware of the inherent potential one has.
- II) Self Regard is vital for self confidence to flourish and direct others through leadership and motivation.
- III) SWOT Analysis about self:
  - Strengths that one has, both abilities and emotional.
  - Weakness of one's mind and character.
  - opportunities that one can capitalise upon.
  - Threats on one's position from outside.



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Only after self awareness, can one react and manage others through Emotional Intelligence.

Example:

Gandhiji while initiating an independence struggle, had to first evaluate the self and the country, who was to fight the battle against the British:

- (I) The ability of Indians to and self to fight the British
- (II) The constraints of economic and societal strength to overcome
- (III) The prevalent caste and untouchability and religious differences among the Indian self, which can be impediments in goal achievement.
- (IV) The inherent flame of fire to achieve 'Swarajya' and the self ability to lead others to the path of truth and non-violence.

Thus, even Socrates said,  
"Knowing thyself is the beginning of all knowledge" and can be the core to achieve emotional intelligence.



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5(a) What do you understand by Integrity Pact?  
Highlight their role in bringing transparency  
in allotment of public contracts and ensuring  
proper utilisation of public funds in India. (10)

Integrity Pacts are the agreements  
of honesty, transparency and  
accountability that all the third party  
bidders need to sign with the government  
when the government calls bid orders  
for public procurement.

eg: The recent controversy of  
Rafale procurement highlighted the  
concept and role of integrity pacts in  
ethical public procurement.

Importance of Integrity Pacts:

- (1) Need: Public procurement deals with,
- (a) public money and resources
  - (b) has impact of public lives
  - (c) and impact public governance
  - (d) Responsibility and accountability  
of the elected towards popular  
sovereign public citizenry.



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## (2) Role :

- (i) Impartiality on the part of the government in awarding bid orders to a particular private party is emphasised and acknowledged.
- (ii) Absence of corruption through any means of bribes or ~~cor~~ awards/rewards granted to public servants by private party to win the bid.
- (iii) Collusive bidding is eradicated as the pact puts a restriction, thus, achieving propriety.
- (iv) Probity (i.e. Satyaniketha) on the part of government in managing public resources as a custodian of public wealth for public welfare.

Thus, Integrity Pacts help at achieving transparency in public dealings, enhancing public trust. They should be made legally mandatory for all sorts of procurements.



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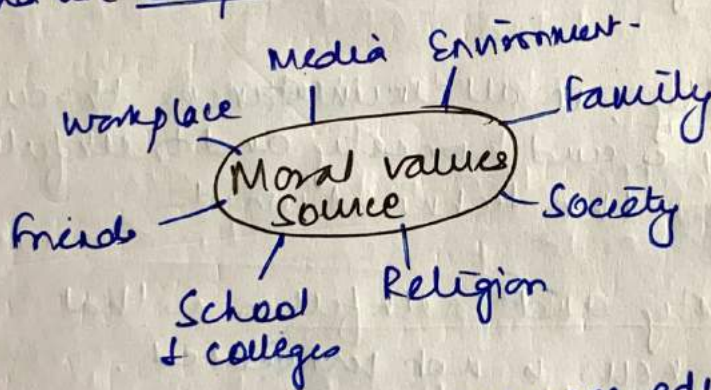
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5(b) In the context of rapid technological change, discuss the significance of inculcating moral and spiritual values in educational institutions (10)

- Values are the guiding forces of person's life and determines the action and reaction to various incidents.

Moral and spiritual values are inculcated right through the beginning and are shaped across all spheres of lives.



Among the many sources, educational value shape the values in the formative years of a person. In the recent technological changing world and tech-savvy society, educational institutions can shape moral and spiritual values in the following manner.

- 1) Respect to others and elders, through the social and moral teachings, not to be lost in westernization.



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- (2) Contentment through the riches and rags in life to not get perturbed by the consumerism so prevalent in social media
- (3) Selflessness in helping others and the attitude towards others is the basic value to be formed.
- (4) Equality, through equal treatment and school uniform, portrup and teaches uniformity across all and not to be flown by technical divide.
- (5) Integrity, in all circumstances through examples and honesty and truthfulness to fight the technical world.
- (6) Honesty and truthfulness so that fake news is not promoted.
- (7) Intellectual skepticism so as to react to investigations of lynching and hated in an independent manner.

A classroom is called 'four walls with tomorrow inside' and thus, play a vital role to fight the new challenges posed by technology.



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6: Explain the main elements of Integral Humanism by Deen Dayal Upadhyaya and highlight its contemporary relevance (10)

- Integral Humanism :

The concept of Integral Humanism propounded by Deen Dayal Upadhyaya is based on the concept of Advaita Vedanta (Non-dualism) and its variations in the modern sense & the ethical acts of modern society.

Elements: The main elements are as under:

- 1) Monism (i.e. non-dualism) - The concept takes its vigour from Advaita Vedanta, wherein everything reverts to one.
- 2) Organic Whole: All the vagaries and activities and people around in all economic, political, social and aesthetic sense reverts to an organic one whole.
- 3) Nationalism, internationalism and humanism - The ideal unity should be the Trivika of nationalism, international sentiment and humanism to attain the ideal integral ethical ethos.



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Relevance in Modern Times of Integral Humanism can be understood as below :

- i) Economically, the capitalism and socialism/communism should ultimately aim at the union of economic welfare.
- ii) Socially, the regionalism, secessionism, communalism, untouchability — all are the violations and ignorance of the Integral Whole Human Being.
- iii) Politically, the ultimate aim is welfare state, progressive taxes leading towards unity.
- iv) Scientifically, the Big Bang theory points at one integral power and  $E=mc^2$  points at the interchange between Shakti and Brahmā.
- v) Health and Aesthetic sense, while medicine only aims at curing illness, Yoga leads to oneness of body, mind and soul.

Thus, the concept of Integral Humanism can be reinterpreted through Unity in Diversity at national level and Manasa Vachan Karmena at individual level.



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(7) : It is imperative for a country like India, that code of ethics should be implemented for public servants on social media platforms as well. Discuss (10)

Code of Ethics define the ideal morals and values to be enacted into actions to maintain the integrity and professionalism of the solemn service like public services.

The social media, while on one hand plays a vital role in effective policy implementation, on the other can emerge as a threat to the basic ethics of public servants.

Example:

- (I) on the positive side, police accountability and FIR easiness can be improved through social media
- (II) on the negative side, public servants resort to populist measures to maintain stature and image in society.
- (III) Social media can act as a propaganda in the hands of a public servant to achieve self-centred selfish goals.



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Importance of the Code of Ethics regulating Social Media can be explained as below:

- 1) Elitism and above all attitude of certain public servants comes in the way of selfless service on the part of civil servants.
- 2) Code of Ethics can help maintain the feature of anonymity so that the sole focus on public service and not self service.
- 3) Independent and non-partial decision making should be the aim and the reactions and suggestions on social media should not be an impediment.
- 4) Political neutrality is the ideal to be followed and thus, social media should never be used as a tool to bypass this essential trait.

Thus, code of ethics on social media can be a step in the right direction, provided it does not impede the fundamental right to expression u/A 19 and life u/A 21.



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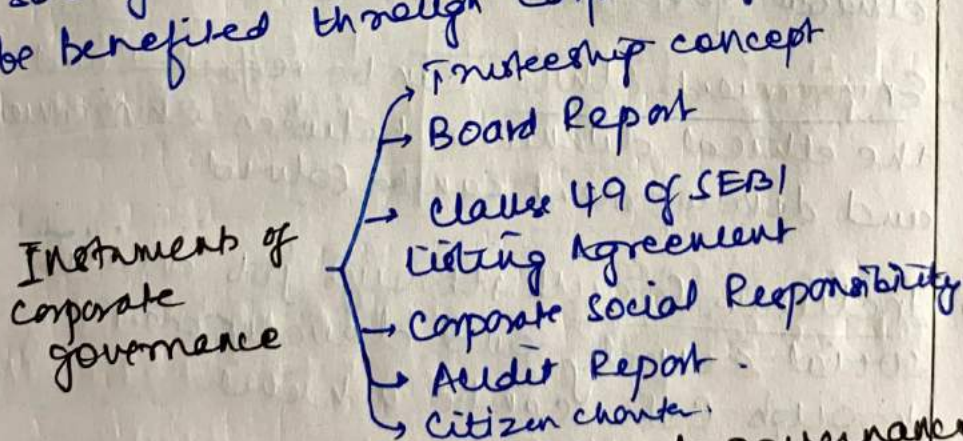
# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए  
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(8): Discuss how effective corporate governance can ensure the equitable treatment of all stakeholders. (10)

- Corporate Governance means transparent, accountable, ethical and prudent manner in which corporate decisions are taken, so as to achieve maximum benefit to the company and society at large.

The various stakeholders like shareholders, creditors, debtors, employees, investors, lenders, government and society at large are impacted and should be benefited through corporate governance.



The role of ethical corporate governance on stakeholder welfare are:

1. Transparency in the profitability and financial position can lead to effective decision making -



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2. Externality, both positive and negative can be evaluated and known, thus leading to corporate responsibility -
3. Insider Trading can be curbed and eliminated to safeguard financial market welfare -
4. Gender Sensitivities in the form of women directors, glass ceilings etc can be understood and gender equality can be promoted -
5. Crony capitalism at the cost of the public at large can be stopped and ethical governance and economic achieved
6. Environment Ethics can be respected and the ethical dilemma between environment and development can be solved -
7. Inclusive Growth through job creation, social security and development through CSR can be achieved -

As mentioned by Uday Kotak  
Panel on Corporate Governance

"A company is of the society, for the society and by the society."



**SECTION – B**

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

9. You are posted as the Superintendent of Police (SP) in a district of a state where alcohol prohibition has been imposed recently. The District Excise department has conducted many raids and seized liquor in large quantities, for which it has received state-wide public appreciation. A few months later reports surface in the media that in this district, hundreds of seized bottles of illicit liquor are missing from the government malkhanas or stores. As a result, the government is left red-faced. You are asked by the DM, who is the overall in-charge of the district excise setup, to investigate the matter. Upon investigation, you unearth a nexus of politicians and government officials who smuggled seized liquor and sold it through spurious means both inside and outside the state.

In this context, evaluate these options:

1. Report your findings to the DM and seek instructions for further actions, stating clearly the criminal offences committed prima facie.
2. Charge all accused under legal provisions and let the law take its own course.
3. Being aware of the seriousness of the matter, discretely put the detailed investigation report in the public domain and expose the nexus.

Also, suggest, without restricting yourself to the given options, the final course of action that you would prefer. **(20)**

आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आवकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध शराब की बोटलें सरकारी मलखाने या स्टोर से गायब हैं। फलस्वरूप, सरकार को शर्मिंदा होना पड़ा। जिला आवकारी ढांचे के समग्र प्रभारी DM द्वारा आपको इस प्रकरण की जाँच का कार्य सौंपा गया है। जाँच करने पर, आपको उन राजनेताओं और सरकारी अधिकारियों के बीच सांठगांठ का पता चलता है, जो जब्त की गई शराब की तस्करी करते थे और अवैध माध्यमों से उसे राज्य में तथा राज्य के बाहर बेचते थे।

इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

1. अपनी जाँच के परिणाम DM के समाने रखेंगे और स्पष्ट रूप से यह बात बताते हुए कि प्रथम दृष्टया आपराधिक कृत्य किये गए हैं, आगे की कार्यवाही के लिए निर्देश मांगेंगे।
2. सभी अभियुक्तों को कानूनी प्रावधानों के अंतर्गत आरोपित बनाएंगे और कानून को अपना काम करने देंगे।
3. इस प्रकरण की गंभीरता से अवगत होने के नाते, विस्तृत जाँच रिपोर्ट को अलग से सार्वजनिक डोमेन में रखेंगे और सांठगांठ का खुलासा करेंगे।

साथ ही, दिए गए विकल्पों तक अपने आपको सीमित न रखते हुए, अंतिम कार्यवाही का सुझाव दीजिए जिसे आप वरीयता देंगे।



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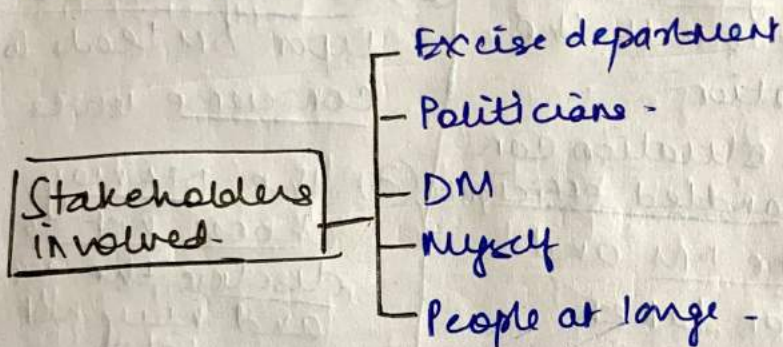
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## SECTION - B

9:

As the Superintendent of Police (SP), I have the professional ethics of probity and impartiality to follow to achieve public welfare.



The various ethical issues involved are:

- 1) Professional ethics vs - personal ethics
- 11) Public welfare - vs - Transparency
- 111) Accountability - vs - Loyalty -
- 112) Institutional integrity - vs - Probity -

Taking the above into consideration, the given options can be evaluated as under:

P.T.O.



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

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Option 1): Report findings to DM

Merits	Demerits
(1) <u>Rule of command and authority</u> is followed.	(1) <u>Immediate gratification</u> of self cannot be the ethical stance.
(2) I will be <u>relieved</u> of my <u>dilemma</u> to deal with the situation.	(2) <u>Shifting responsibility</u> upon DM leads to <u>conscience</u> issues.
(3) The situation can be <u>handled efficiently</u> by the DM and action taken.	(3) The DM may <u>choose not to disclose</u> the context and may not take proper action.
(4) I will be <u>relieved</u> of <u>immediate burden</u> of institutional erosion.	(4) <u>Rule of law</u> and <u>public welfare</u> can be at risk.

Option 2): Charge all the accused of provisions and law takes its course :

Merits	Demerits
(1) The corrupt will be put to charge.	(1) I may have to <u>lose my job</u> .
(2) <u>Utilitarian approach</u> as the people at large will be benefited.	(2) The media may expose the matter in an <u>exaggerated manner</u> .



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

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उम्मीदवारों को इस हार्जिन में नही लिखना चाहिए

Candidates must not write on this margin

## Merit

- (3) Rule of law will be followed.
- (4) It will deter further corruption scandals.
- (5) My conscience can be clear having followed impartiality.

## Demerit

- (3) Institution of governance can face erosion.
- (4) Public welfare and trust will be lost.
- (5) It will lead to increased delay in judicial decision making.

Option 3: Put the detail in public domain and expose the nexus.

## Merits

- (1) Leaking the document is better approach to whistleblowing.
- (2) My job will be safe as it is discreet.
- (3) My conscience will be clear as having shown courage maintaining personal welfare.

## Demerit

- (1) Chain of command is breached.
- (2) Public trust will be lost.
- (3) Might lead to law and order problems.
- (4) It is against professional ethics to leak the document.



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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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## Course of Action :-

Since I will follow Swadharma of probity and moral uprightness, the means should be as justified as ends as propounded by deontology. I will follow the following course:

1) I will first bring the report to the eyes of DM, since I was allotted the task by the DM.

2) If the DM is ready to take serious actions and back the culprits,

Then, I will leave it up to the DM

If not, I will have to take the matter in my own hands.

3) I will try and contact senior officials on the action to be taken.

4) In case the seniors are involved in the nexus, I will follow the course of law and lodge a case against it.

5) The ~~case~~ law will take its course but I will also inform the public about the scandal so that they can vote accordingly and choose their government wisely.

The greatest sin is to portray neutrality in case of crisis of ethical conscience, and I would uphold my duty.



10. You are posted as a District Magistrate in a Left Wing Extremism (LWE) affected district. The district has witnessed many instances of violence by the naxalites in the past. It has been observed that instances of violence increase as the elections approach. You, as a Returning Officer, are responsible for the smooth conduct of elections. Soon after the announcement of elections, the naxalites gave a call for their boycott and have been threatening people to stay away from them. The people of the district are eager to exercise their voting rights but are scared of the impending acts of violence. Further, with threat to their lives and a low expected turnout, the other electoral officers are also reluctant to go to these areas.

In this context, answer the following:

- (a) Identify the civil service values that are crucial for working in such adversities.  
 (b) Suggest a plan of action to ensure the conduct of free and fair elections in such a situation. (20)

आप वामपंथी उग्रवाद (LWE) से प्रभावित एक जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं। अतीत में यह जिला नक्सलियों द्वारा हिंसा की कई घटनाओं का साक्षी रहा है। यह देखा गया है कि चुनावों के निकट आने पर हिंसा की घटनाएं बढ़ जाती हैं। एक रिटर्निंग ऑफिसर के रूप में, आप चुनावों के सुचारु संचालन के लिए उत्तरदायी हैं। चुनावों की घोषणा के शीघ्र बाद, नक्सलियों ने चुनाव के बहिष्कार का आह्वान किया है और लोगों को मतदान से दूर रहने की धमकी दे रहे हैं। जिले के लोग अपने मताधिकार का प्रयोग करने के लिए उत्सुक हैं, लेकिन हिंसा द्वारा रोड़े अटकाने के कार्यों से भयाक्रांत हैं। इसके अतिरिक्त, अपने जीवन के लिए खतरा और कम अपेक्षित मतदान के कारण, अन्य निर्वाचन अधिकारी भी इन क्षेत्रों में जाने के लिए अनिच्छुक हैं।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) सिविल सेवा के उन मूल्यों की पहचान कीजिए, जो इस तरह की प्रतिकूलताओं में कार्य करने हेतु महत्वपूर्ण हैं।  
 (b) ऐसी स्थिति में स्वतंत्र और निष्पक्ष चुनाव का संचालन सुनिश्चित करने हेतु एक कार्य योजना का सुझाव दीजिए।



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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

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(10):

Elections are the very life-blood of any democracy and thus upholding free and fair elections, with maximum voter turnout along with maximum protection to the voters is my ultimate responsibility as the Returning officer.

(a) Civil Service values crucial in the adversarial :

1. Objectivity: to achieve fair elections after attaining full analysis of the facts on the ground.
2. Attitude and aptitude towards fulfilling the duty and upholding the constitutional value of elections.
3. Professional Integrity to try and achieve elections in the best possible manner.
4. Emotional Intelligence to consider the concerns of the voters and to bring them on the page to vote freely.



# UPSC

5. Courage to fight the LWE and their threats so as to portray the importance and power of self-courage and commitment.
6. Persuasion as to be able to change the attitude of both the citizens and other electoral officers to uphold their duty in full vigor.
7. Intellectual attitude to resort to solutions, with grave threat and concern at the same time.
8. Constitutional and professional Morality to uphold the features of democracy and that state should not be defeated by non-state miscreants.

By advocating and preserving the above values, the returning officer can fight the adversaries.

P. T. O.



## (b) Plan of Action:

To ensure that free, fair, unimpeded and successful elections take place, I will follow the below-mentioned action plan:

- 1) First and foremost, I will persuade the other electoral officers to fulfill their duty of elections. The persuasion to their cognitive and affective mind can be through justifications of further actions.
- 2) The security of the area will be strengthened to the maximum, with each booth having double security, with police forces along the path and roads.
- 3) The LWE naxalites will be tried to be neutralised beforehand through:
  - (i) Behavioural means by giving them an option to self-surrender
  - (ii) Militant approach



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

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उम्मीदवारों को इस हार्शिए में नहीं लिखना चाहिए

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- (4) A widespread public awareness and public motivation campaign through advertisements and bill-boards
- (5) ~~Lesson~~ I will personally visit the heads of the families and the major famous personalities to urge the public to vote-
- (6) On the election day, the voters will be escorted by police personnel, so that their life is at ~~minimum~~ no risk-
- (7) If needed, central government/state government can be contacted to pursue through motivation and police protection-

In the long run, the democracy cannot be allowed to be affected by the chilling affect of the Naxalites and thus neutralisation of all the Extremists will be targetted -

In our country, elections are regarded as a festival and thus, none should be allowed to obstruct the festive mood -



11. You are posted as a District Magistrate in a district, where many large factories and commercial establishments are located. One such factory is owned by one of your close friends. You visit each other's home frequently and are often seen in public together.

Recently, media reported about poor working conditions in your friend's factory. Upon enquiry with the labor office, you come to know that the factory has witnessed frequent labour unrests in the past as well. However, the labour officer told you that he was hesitating to take any action due to your proximity with the owner of the factory. With reference to the facts of the case, answer the following questions:

- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.  
(b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. **(20)**

आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं, जहाँ कई बड़े-बड़े कारखाने और व्यावसायिक प्रतिष्ठान स्थित हैं। आपका एक घनिष्ठ मित्र ऐसे ही एक कारखाने का स्वामी है। आप प्रायः एक-दूसरे के घर आते-जाते हैं और अक्सर एक साथ सार्वजनिक रूप से भी देखे जाते हैं।

हाल ही में, मीडिया में आपके मित्र के कारखाने में कार्य की खराब स्थितियों के संबंध में खबरें आई हैं। श्रम कार्यालय से पूछताछ करने पर, आपको पता चलता है कि इस कारखाने में अतीत में बार-बार श्रमिक अशांति देखी गई है। हालांकि, श्रम अधिकारी द्वारा आपको बताया जाता है कि कारखाना मालिक के साथ आपकी निकटता के कारण वह कोई कार्यवाही करने में संकोच कर रहा था। इस प्रकरण के तथ्यों के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) हितधारकों और सार्वजनिक हेतु की पहचान करते हुए, इस प्रकरण में सम्मिलित नैतिक मुद्दों की विवेचना कीजिए।  
(b) जिला मजिस्ट्रेट के रूप में, आप क्या उचित कार्यवाही करेंगे? उनका कारण बताइए।



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

# UPSC

उम्मीदवारों को इस दृष्टि से नहीं लिखना चाहिए

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(11) :

Impartiality and prominence of public welfare (Lokasangraha) is the prime responsibility and ethical duty of a public servant.

In the given case, I am in a situation of Conflict of Interest leading to ethical dilemma between personal welfare - v- societal and professional welfare.

(a)

Stakeholders involved

(i) My friend - the owner of the factory which is the subject of labour law violations -

(ii) Labourers in the friend's factory - who have been denied their rights and there are upto direct action -

(iii) Other factories - who are indirectly the victims of labour unrest and societal problems



(1) labour officer - who is stuck in the crisis of conscience between loyalty and public welfare -

(2) Myself - the DM of the district and the friend, stuck in the ethical dilemma -

## Ethical Issues Involved :

- ① - Conflict of interest with the own close friend in the breach of law
- ② - Crisis conscience due to the duality of interest -
- ③ - Ethical Dilemma between:
  - (i) Personal welfare - vs - Societal welfare
  - (ii) Personal morality - vs - Professional morality
  - (iii) Relations - vs - Development -
  - (iv) Loyalty to friend - vs - Public Trust -
- ④ - Institutional culture which can be affected by my unethical decision.
- ⑤ - Public at large, whom I have promised to serve in good faith - vs - My friend, with whom I have long standing relation -



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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) Course of Action:

As per Abraham Lincoln,

"If you want to test the integrity of a person, give him power."

In light of the above quote, I can have 3 courses of actions:

- (1) To direct the labour officer to dismiss the case.
- (2) To bring my friend to the books and charge him.
- (3) To ~~reign~~ <sup>relieve from the case</sup> ~~and~~ <sup>explaining</sup> conflict of interest and leave the decision to successor.

In light of above, I will follow the following course:

- 1) To contact my friend and to persuade him to solve the labour issues amicably, so that labour laws and dignity of labour is protected.
- 2) If the friend agrees to slow down the issue can be resolved, but if he refuses to take appropriate measures, I will follow constitutional morality.
- 3) I will tell the labour officer to take the appropriate legal option and remedy and I will relieve myself from the particular case, disclosing my



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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

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Conflict of interest -

Justification:

- 1) Professional duties of public welfare should take precedence over personal welfare -
- 2) My position as DM cannot be allowed to be taken as means to attain the ends of crony capitalism (Kant's Categorical Imperative)
- 3) By allowing my friend to accept the labour demands, I try to solve the matter amicably -
- 4) In case of conflict of interest, I should not be the judge of my friend's case as that would amount to violation of Rule of law -
- 5) Social justice and dignity of labour has to be respected and cannot be held hostage to my personal position and relations -
- 6) Public Trust and public welfare is upheld and thus, ethical governance is allowed to triumph -

Thus, I will relieve myself from this particular case and sleep on the soft pillow of clear conscience -



- 12.** You are a resident of a remote tribal district, where there is high incidence of malnutrition. As a remedial measure, the District Magistrate has initiated a programme to promote millet cultivation, especially on the lands currently lying fallow in the district.

However, this well-intentioned move of the officer receives flak from the local tribals as this may not only change their age-old food habits, but also alter their traditional agricultural practices. They further cite lower remunerative prices of millets as another reason for continuing with their existing crop production pattern.

As a civil servant aspirant, who has a keen interest in development of tribal areas, answer the following questions:

- (a) What according to you are the key issues and challenges involved in the above situation?
- (b) Identify the key stakeholders and their respective interests.
- (c) Suggest a course of action that the District Magistrate can take keeping in mind the larger tribal interests. **(20)**

आप एक ऐसे दूरस्थ जनजातीय जिले के निवासी हैं, जहाँ कुपोषण व्यापक रूप से विद्यमान है। उपचारात्मक उपाय के रूप में, जिला मजिस्ट्रेट ने विशेषकर वर्तमान में जिले में परती पड़ी भूमि पर बाजरा की खेती प्रोत्साहित करने का कार्यक्रम आरंभ किया है।

हालाँकि, अधिकारी का यह सुविचारित कदम स्थानीय आदिवासियों की ओर से कठोर आलोचना का विषय बन गया है, क्योंकि इससे न केवल उनकी युगों पुरानी खान-पान की आदतें परिवर्तित हो सकती हैं, बल्कि उनकी पारंपरिक कृषि पद्धतियाँ भी बदल सकती हैं। वे अपने वर्तमान फसल उत्पादन पैटर्न को जारी रखने के लिए एक और कारण के रूप में बाजरा की कम लाभप्रद कीमतों का भी उद्धरण देते हैं।

एक सिविल सेवक अभ्यर्थी के रूप में, जिसकी जनजातीय क्षेत्रों के विकास में गहरी रुचि है, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) आपके अनुसार उपर्युक्त परिस्थिति में सम्मिलित प्रमुख मुद्दे और चुनौतियाँ क्या हैं?
- (b) प्रमुख हितधारकों और उनके संबंधित हितों की पहचान कीजिए।
- (c) आदिवासियों के व्यापक हितों को ध्यान में रखते हुए, जिला मजिस्ट्रेट द्वारा की जा सकने वाली कार्यवाही का सुझाव दीजिए।



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हद्द में नहीं लिखना चाहिए

Candidates must not write on this margin

(12) :

As an ethical civil service aspirant, societal and public welfare is my duty, not only after I become a civil servant, but everytime and in all aspects of life.

(a) Key Issues :

- 1) prevalance of malnutrition in ~~the~~ my district, leading to underutilisation of potential of my fellow residents.
- II) A novel millet cultivation programme initiated by the DM.
- III) The lack of empathy and education on the part of tribals.
- IV) Resistance by the tribals to implement the scheme.

Challenges

- (1) Malnutrition and hidden hunger as a threat to demographic dividend.
- (2) Traditional modes of living and agriculture, which they think will be threatened.
- (3) Lack of education and awareness on the part of tribal farmers.
- (4) Resistance to change to adopt modern solutions.
- (5) Threat of financial insecurity.



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

## (b) Stakeholders and their interests :

Stakeholders	Interests
1) Residents of district	Malnutrition prevalent among them due to lack of balanced diet.
2) Local tribal farmers	(i) Productivity (ii) Vacant farms getting misused. (iii) Financial insecurity and uncertainty. (iv) Change in cultivation methods.
3) District Magistrate	(i) desire to bring a change in their living - (ii) dedicated public service and good governance (iii) new and scientific methods to problem solving -
(4) Myself	(i) commitment to public welfare (ii) concern about my district residents - (iii) Aspiration to be <del>for</del> useful to be a help to DM -



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हारा में नहीं लिखना चाहिए

Candidates must not write on this margin

(C) Course of Action to be taken by District Magistrate :

- 1) Preparation of a detailed forecast of the millet production estimates and its impact on financial condition and nutrition levels of the tribals.
- 2) Contacting tribal autonomous council and regional council heads and members and explaining them the forecasted benefits -
- 3) Persuading the Panchayats and key headmen of stature of the likely positive effects of millet programme.
- 4) Contacting the schools and their headmasters to explain the beneficial impacts of millet cultivation on soil, productivity, health, nutrition to the students and their parents -
- (5) Explaining by examples of various other states who have taken the course of coarse grain cultivation and how they have benefitted.



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

- (6) Contacting an expert from their community, if possible to explain to the people the beneficial aspects of the programme.
- (7) Giving incentives by way of procurement and/or as input costs that their scepticism of financial uncertainty can be resolved.
- (8) Advocating youths like me and the NGOs and civil society to persuade the tribals to give a try.

Thus, by following the above actions, the DM can bring a change in the stern attitudes of the tribal locals to take a step toward optimistic farming.



**13.** You have recently been posted as a District Labour Officer in a state, which derives a substantial revenue from tourism. You come to know that a big hotel in the area has not been paying wages as per the Minimum Wages Act. The hotel owner is a powerful local leader having contacts with many influential officials of the state. You have the power to take suo-moto cognizance of such violations and accordingly you initiate a preliminary enquiry into the matter. However, no worker is willing to come forward to lodge a formal complaint because they fear loss of employment. Meanwhile, your action has attracted notice of the higher authorities, and you are advised to drop the matter altogether. You are deeply concerned about the situation as it involves not only violation of the Minimum Wages Act but also denial of basic human rights of the worker.

**(a)** Identify the issues involved in the given case.

**(b)** Consider the options given below:

1. Follow the informal advise of the higher authorities.
2. Convince the owner of the hotel to take note of these violations and take appropriate remedial measures.
3. Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from the competent authority.
4. Serve a notice to the hotel owner and initiate action as per your powers under the Minimum Wages Act.

Evaluate the merits and demerits of each of these options and suggest your preferred course of action, giving reasons. **(20)**

आपको हाल ही में पर्यटन से अच्छी मात्रा में राजस्व प्राप्त करने वाले एक राज्य में जिला श्रम अधिकारी के रूप में पदस्थापित किया गया है। आपको पता चलता है कि क्षेत्र का एक बड़ा होटल न्यूनतम मजदूरी अधिनियम के अनुसार वेतन का भुगतान नहीं कर रहा है। होटल स्वामी राज्य के कई प्रभावशाली अधिकारियों से संपर्क रखने वाला एक शक्तिशाली स्थानीय नेता है। आपके पास ऐसे उल्लंघनों का स्वतः संज्ञान लेने की शक्ति है और तदनुसार आप प्रकरण की प्रारंभिक जाँच आरंभ करते हैं। हालांकि, कोई भी श्रमिक औपचारिक तौर पर शिकायत दर्ज कराने के लिए आगे आने को तैयार नहीं है क्योंकि उन्हें अपने रोजगार से हाथ धोने का डर है। इस बीच, आपकी कार्यवाही ने उच्च अधिकारियों का ध्यान आकर्षित किया और आपको इस प्रकरण को पूर्णतया छोड़ देने का परामर्श दिया गया। आप इस स्थिति को लेकर गंभीर रूप से चिंतित हैं क्योंकि इससे न केवल न्यूनतम मजदूरी अधिनियम का उल्लंघन हो रहा है, बल्कि यह श्रमिकों के मूलभूत मानवाधिकारों का हनन भी है।

**(a)** दिए गए प्रकरण में सम्मिलित मुद्दों की पहचान कीजिए।

**(b)** नीचे दिए गए विकल्पों पर विचार कीजिए:

1. उच्च अधिकारियों की अनौपचारिक परामर्श का पालन करेंगे।
2. होटल स्वामी को इन उल्लंघनों पर ध्यान देने के लिए मनाएंगे और उचित उपचारात्मक उपाय करेंगे।
3. श्रमिकों के अधिकारों के उल्लंघन पर प्रकाश डालते हुए इस विषय पर विस्तृत रिपोर्ट प्रस्तुत करेंगे और सक्षम प्राधिकारी से औपचारिक निर्देश मांगेंगे।



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हार्शिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(13):

As the District Labour Officer (DLO) in the state, it is my duty to strike the proper balance between economic development and social and human rights development, permeating social justice to all private parties and labourers equally.

(A) Issues involved:

- (i) Since the state's major revenue is dependent on tourism the hotel industry cannot be dealt with apathetically.
- (ii) violation of gross human rights by the powerful hotel owner.
- (iii) Lack of courage and motivation of the hotel workers to reveal their deplorable condition in public.
- (iv) Crony capitalism - vs - Public welfare and inclusiveness.
- (v) Economy - vs - Human Rights.
- (vi) Private profitability - vs - Ethics - vs - legality.
- (vii) violation of Minimum Wage Act.



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(vii) Corruptible nexus between the hotel owners with the state officials

(ix) Humans treated as means, rather than ends

(x) Corruptible work culture of the state -

(b) Options and Analysis :

(i) Follow informal advice of higher authorities

Merits	Demerits
i) <u>Hierarchy and chain of command is followed.</u>	(i) leads <del>and</del> to breeding of <u>corruption</u> .
ii) <u>Tourism and economy of state remains unaffected.</u>	(ii) The work culture of the state will continue to deteriorate
iii) <u>My job and position is saved.</u>	(iii) The workers of hotel will continue to face human rights violations
iv) <u>Building a good rapport with the senior authorities.</u>	(iv) Similar violations will spread throughout the state -
	(v) My conscience will hate me for this.



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हार्शिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(2) Convince the owner to take remedial measures:

Merits	Demerits
(i) My <u>conscience</u> to take remedial actions can be justified.	(i) <u>Against the order of senior authorities</u>
(ii) The <u>owner of the hotel</u> might take remedial measures	(ii) The <u>owner might not relent</u> and might lead to further degradation.
(iii) The <u>working condition of workers</u> will improve	(iii) <u>Not a long term solution</u> to the violations.
(iv) <u>Law and Human Rights</u> will be upheld.	(iv) <u>Corruptive nexus</u> will prevail.

(3) Submit a report to competent authority:-

Merits	Demerits
(i) A <u>proper action</u> can be taken against the owner.	(i) The <u>informal authorities</u> might put my job into threat.
(ii) The <u>nexus</u> will be busted and corruption stopped.	(ii) The <u>entire hotel industry</u> can be affected, leading to <u>tourism</u> being affected.
(iii) I will be upholding my <u>professional duty</u> .	(iii) Proper action might not be taken by the authorities.
(iv) Proper <u>human rights and laws</u> will be followed.	



(Please do not write anything except the question number in this space)  
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(4) Give a notice to owner and initiate action

Merits	Demerits
(I) <u>Long term solution</u> can be reached	(I) The <u>employees</u> might not <u>speak</u>
(II) It will <u>deter further</u> violation of law and human rights	(II) My job will be at <u>risk</u>
(III) <u>Laws and human rights</u> are upheld	(III) <u>Economy and tourism</u> might get negatively affected.
	(IV) <del>For</del> <u>Workers</u> might lose employment

Course of Action : I will follow a combination of actions :

- 1) At first, I will try to persuade the hotel owner to fulfill the legal obligations.
- 2) If no action taken by the owner, since I have independent rights, I will initiate legal action against the hotel owner. ~~and ensure that~~
- 3) I will ensure that the workers on payroll are not laid-off and their jobs secured.

Following the principle value of altruism, probity, integrity and utilitarianism, I will uphold legal and human rights.



**14.** You are the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality of education in state-run schools. In view of the increasing dropout rate and the widening gap between students' learning ability in state-run and private schools, answer the following questions:

- (a)** Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- (b)** Identify the principles and values that would guide your recommendations in this regard.
- (c)** Suggest some ways in which quality of education in state-run schools can be improved. **(20)**

आप राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार लाने हेतु उपाय सुझाने के लिए सरकार द्वारा गठित एक समिति के अध्यक्ष हैं। ड्रॉपआउट (बच्चों द्वारा विद्यालय छोड़ने) की बढ़ती दर और राज्य द्वारा संचालित विद्यालयों तथा निजी विद्यालयों के विद्यार्थियों के मध्य सीखने की क्षमता के बीच बढ़ते अंतर को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a)** शिक्षा क्षेत्र, विशेष रूप से राज्य द्वारा संचालित विद्यालयों के माध्यम से प्राथमिक और माध्यमिक शिक्षा प्रदान करने में सरकार की भूमिका का परीक्षण कीजिए।
- (b)** इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।
- (c)** कुछ ऐसे उपाय सुझाइए जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हार्जिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(14):

Education is a common good which must be made available, accessible and affordable to all to reap the benefits of demographic dividend and to rise and shine in individual life.

(a) Role of government in education

Although private sector schools and colleges have dotted India today, education still remains a far fetched dream for many. The following role can be played by govt in this regard :

- 1) Welfare state : As per constitutional value of welfare state, the education as a fundamental right U/A 21 should be provided to everyone free of cost.
- 2) Accessibility : While private institutions are prevalent in urban areas, public and state-run schools are essential to those in the rural areas.



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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(11) Affordability : While private operates with profit motive, state-run schools are made for all ranges of society and thus, affordable to all.

(12) Learning outcomes As against popular belief, the learning outcomes of government schools are comparable to the private ones as per ASER.

(13) Adult learning and vocational learning facilities are also provided in state-run schools, thus inclusivity is promoted.

(b) Principles and values

The various principles and values guiding my recommendations are:

1) Constitutional Morality To fulfill the fundamental right of education to the citizens -

2) Good Governance approach to provide the essential services of education to all.



(Please do not write anything except the question number in this space)  
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

(111) Common Good Approach as education, that is affordable is a common good and is the right of all the children -

(112) Justice Approach as the poor and unaccessible children cannot be left at the mercy of private schools -  
Moreover, reservation to the SC and ST to mainstream them to the society -

(113) Virtue Approach as Socrates said, Knowledge is virtue and thus education can take us to the path of virtue -

(C) Suggestions to improve :

To improve the quality and learning outcomes of education in state-run schools, the following measures can be followed:

- 1) Implementing Draft National Education Policy, 2019 to the earliest
- 11) Focusing on Early Childhood Care and Education so as to strengthen the foundations of children -



(Please do not write anything except the question number in this space)

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

# UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए

Candidates must not write on this margin

- (111) Shifting from rote learning to value specific learning - focusing on outcomes
- (112) Quality teacher training and certification to improve pedagogy in schools
- (113) Enhancing the spirit of STEMM to improve mathematical skills -
- (114) Improving pupil to teacher ratio and gross enrolment ratio
- (115) Government schemes like SHAGUN, e-Panchayat, SWAYAM should be advertised and implemented countrywide.

Moreover, improving state participation through competitive and cooperative federalism, more amount of 'funding' to be devoted to education sector.

'To evaluate our future, we should visit our classrooms' - and there cannot be allowed to point to a dark and dull future, Education should become the light of honour.