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GENERAL STUDIES (TEST CODE : 1841)

Name of Candidate	NEEPA MANOCHA		
Medium Hindi/Eng.	ENGLISH	Registration Number	1253004
Center	OLD RAJINDER NAGAR	Date	10/09/2022

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

1. (a) Explain 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 the quality of having an internal locus of control which helps in self evaluation, self monitoring and self regulation.

(For eg → keeping a journal for measuring one's performance is a part of self efficacy)

Determinants of self efficacy.

- ① High emotional intelligence
- ② Self motivation
- ③ Internal & External benchmarks
- ④ Philosophy of continuous growth.
- ⑤ Standing firm on values of hardwork, commitment.

significance of high self efficacy
for a civil servant

① Emotional management - Helps to keep stress in check by depersonalising failure, effective crisis management and resolving internal dilemmas.

(eg) Self efficacy of DM Kasaria, Kota DM when he arranged for stranded students travel during COVID)

② Ensures integrity and probity in governance and establishes credibility

(eg) V. Sagayam "Hold your head high, Refuse bribes" borne out of self efficacy

Thus self efficacy ensures integrity for an individual & good governance for the society

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 refers to the internal standards that guide the individual and society towards right conduct.

Ethics are concerned with normative (what ought to be done) and probabilistic (what can be done) right based ethics.

① Sometimes, we may have to ~~relig~~ relinquish our rights in favour of greater good.

(eg) Ethics of a soldier guiding him to sacrifice his right to life for the country at the frontier

② Ethics also leads to effective distributive justice.

(eg) Ethics guides the well off sections to give up their subsidy and right to subsidised cylinders under PAHAL for the poor

③ Ethics also ensure sustainability
(eg) Business ethics guide corporates to sacrifice their right to retain profit by contributing to the good cause of CSR, PM-CARES donation & employee welfare)

④ Ethics also lead to good governance
(eg) Ethics guide administrators to give up their right to freedom of speech for greater good of maintaining anonymity & protecting national secrets)

Hence ethics guide actions of individuals to ensure liberty, development & greater good of society.

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 refers to set of alternatives, neither of which is completely right or wrong and pursuance of one leads to abdication of other.

Ethical dilemma can be solved by using legislative enactments and rules & regulations. (For ex → Code of conduct prohibits civil servant to take gifts) this ensures. Civil servants are not put in an obligated position

However, solution also requires moral prudence i.e wisdom and expertise to work ethically & transparently. (eg → Sanjivita Parashar

could counter insurgency and illegal activities in her jurisdiction inspite of political pressures.)

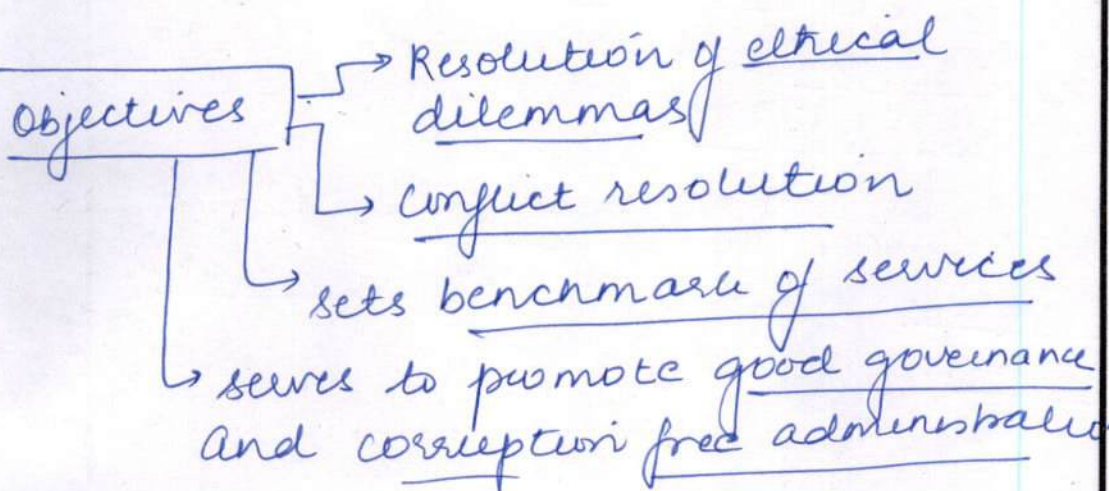
Ethical dilemmas can also be resolved through altruism
(Eg: Armstrong Pame resolved the dilemma of need for connectivity and lack of funding by crowdfunding a 100km road for altruistic purpose of economic integration of villagers.

Thus, the moral horsepower and commitment to public welfare lead to resolution of ethical dilemmas.

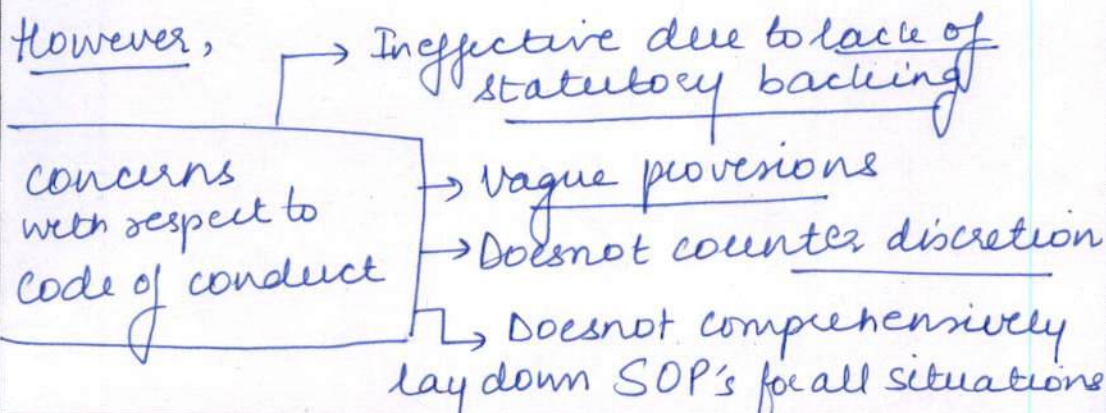
2. (b) The Code of Conduct for the civil services in India has merely remained a code; it has not helped promote ethical and moral values in governance. In this context, discuss the need for a National Commission on Integrity and Transparency in Governance. (150 words) 10

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।

The code of conduct is an aspirational and directional document dictating moral standards of service expected out of a civil service to maintain probity in governance.



However,



Thus, there is a need for National Commission on Integrity and Transparency. (NCIT)

Advantages of NCIT

- Provide a framework for operation to reduce discretion & bring in uniformity
- Streamline processes & ensure time bound delivery of service
- Make civil services accountable and responsible
- Curb corruption and lead to probity in governance
- Can be converged with mission karaniyogi for increased technological leverage

Despite, it might lead to inertia on part on civil servant and induce fear of being punished for bonafide errors

Thus, it must be introduced in phase wise & consensus basis

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।

Digital ethics refers to the moral framework within which digital technologies seem to operate.

(eg) Data privacy, open disclosure)

The digital ethics help in preventing erosion of public values :-

- ① Builds credibility in new modes
(eg) Necessary for shifting from cash based economy to digital payments
- ② Creates certainty and accountability at time of grievance redressal
(eg) Digital citizen charters defining time limits of grievance redressal
- ③ Ensure transparency & time bound delivery of services
(eg) Digital land records and DASHBoards)

Digital ethics also deal with ethical implications of digitising governance

① Machines & Digital platforms
replacing human jobs

(eg POS doing jobs of ^{bank} teller, but job created for Banking correspondent to leverage technology for last mile connectivity).

② Data vulnerability leads to increased hacking and cyber fraud risk
(Digital ethics of privacy & KYC norms leads to safety of data)

③ Lack of personal interface
(Digital ethics of convenience as highlighted in faceless appeals)

These digital ethics help in ethical digital revolution for citizen centric governance

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।

Values are enduring beliefs that determine an organisation's work culture and climate.

Public sector is based on the values of public welfare, strict adherence to rules, well defined & stable hierarchy and responsibility (eg. Weberian Bureaucracy values of Discipline)

However, Public Private sector values are often seen in contrast to public sector values. Private sector values include profit motive, constant obsolescence, creative destruction and informal lean structures. (eg. Startup's values of innovation)

However, some values remain central to both. These include :-

① Resource Stewardship and efficient allocation

(eg. Philanthropic donations by both public & private sector to PM-CARES fund)

② Transparency & Accountability

(eg. Public companies through citizen charter and CPGRAMS and private through SEBI SCORES portal & MCA disclosures)

③ Long Run sustainability

(eg. Both OIL and Ultratech investing in renewable resources)

Thus both public & private sector display trusteeship for societies resources

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. **(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 the two sides of the coin of work efficiency and probity in governance

However, they differ on following aspects

Accountability

It refers to the answerability for a task

eg Civil servants are accountable for their actions & results of scheme implementation in district

Accountability cannot be delegated

Responsibility

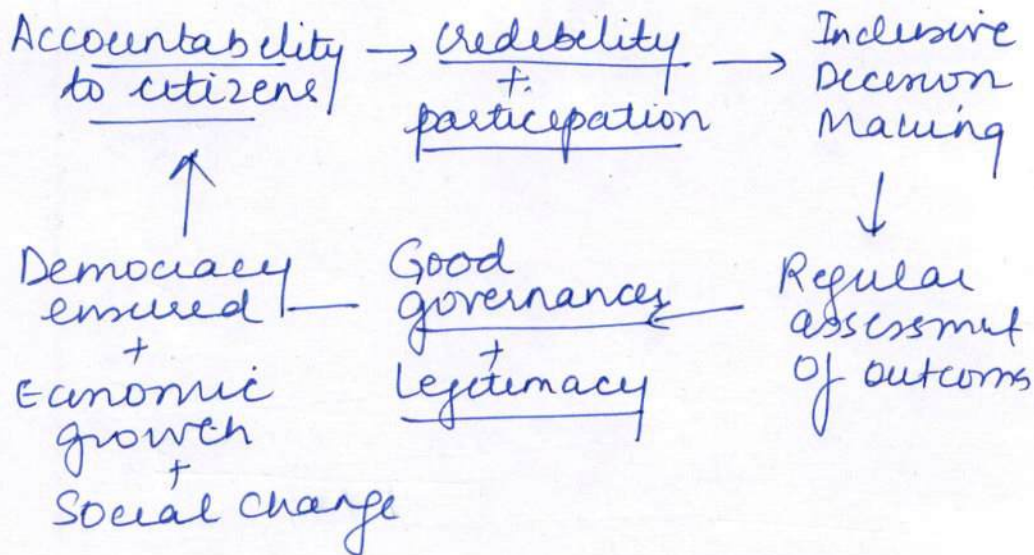
It refers to the allocation and delegation of actual performance of task.

eg Responsibility of experts to provide domain expertise for policy formulation.

Responsibility can be delegated

Significance of accountability in ensuring ethical governance in India.

① Accountability gives legitimacy to governance



② Accountability leads to curbing corruption & decreasing monopolising tendencies which leads to efficient resource use

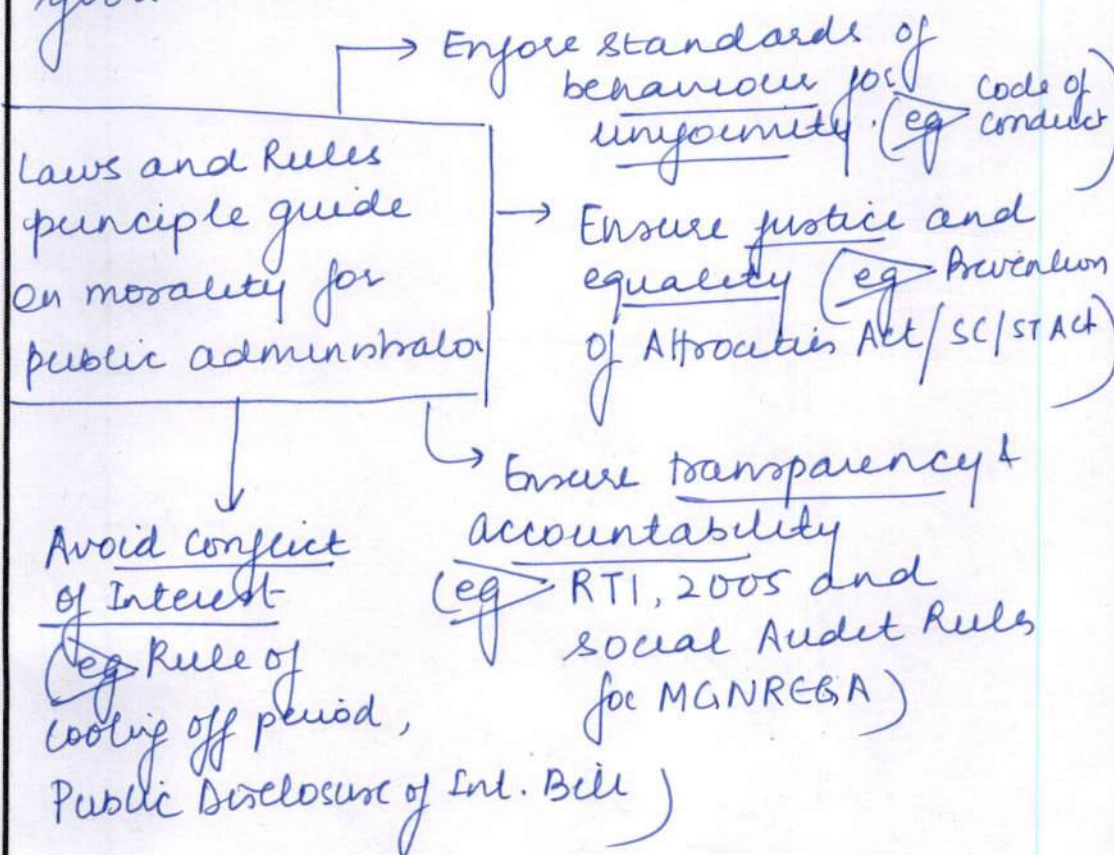
(eg) Accountability through RTI, Social Audit has ensured success of MGNREGA)

Thus accountability leads to effective, fair and participative governance in India.

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 statement of reasons sanctioned by a sovereign authority for achieving common good.



However, laws are not sufficient in themselves.

- ① Law may not provide comprehensive course of action in all cases
(eg No legal guides for Euthanasia)

② Civil servants operate on bounded rationality and have to factor in the human circumstances

(eg) Fines for overspeeding → doesn't factor in rushing to the hospital)

③ Laws & Rules may in itself be unjust

(eg) Jim Crow's laws for Racial Discrimination
Kursi Nashin Rule for inequality perpetration)

④ Laws & Rules may not always be followed

⑤ Laws punish consequence but morally requires purity of action.

(eg) Impure means of cheating may go unpunished if don't lead to negative consequences)

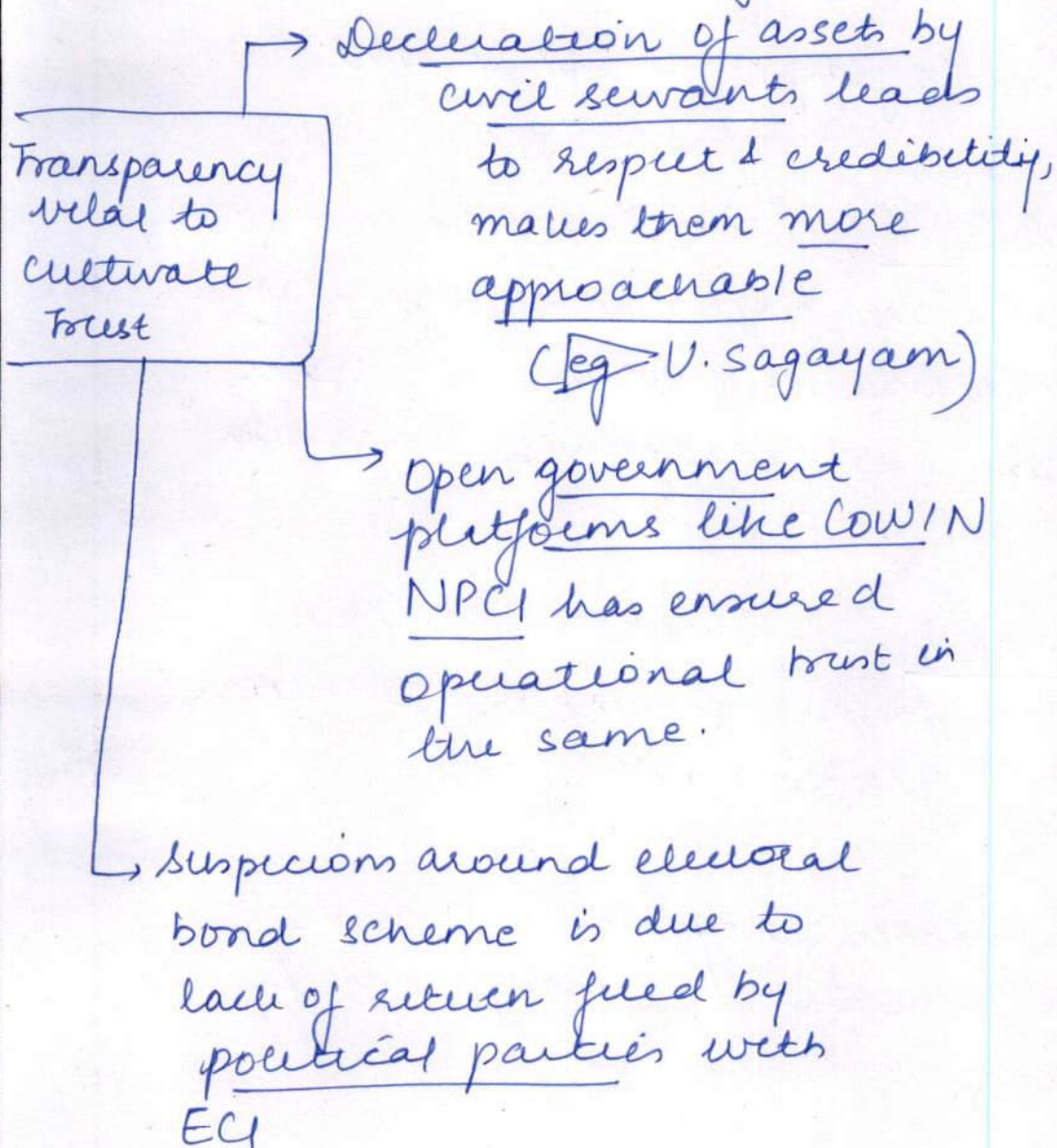
Thus, voice of conscience, public welfare, constitutional morality and Gandhiji's Tolman must complement decision making of public administration

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 refers to openness, disclosure and accountable working.



Transparency helps to prevent
detect and deter corruption

① Prevent - When a government official^{Alc} is open to scrutiny it would stop him from indulging in corruption due to fear of getting caught

② Detect :- Use of tools like suo moto disclosure, Rajasthan's model of transparent government had led to detection of corruption

③ Deter :- Creates a deterrence due to enforcement of Prevention of corruption act.

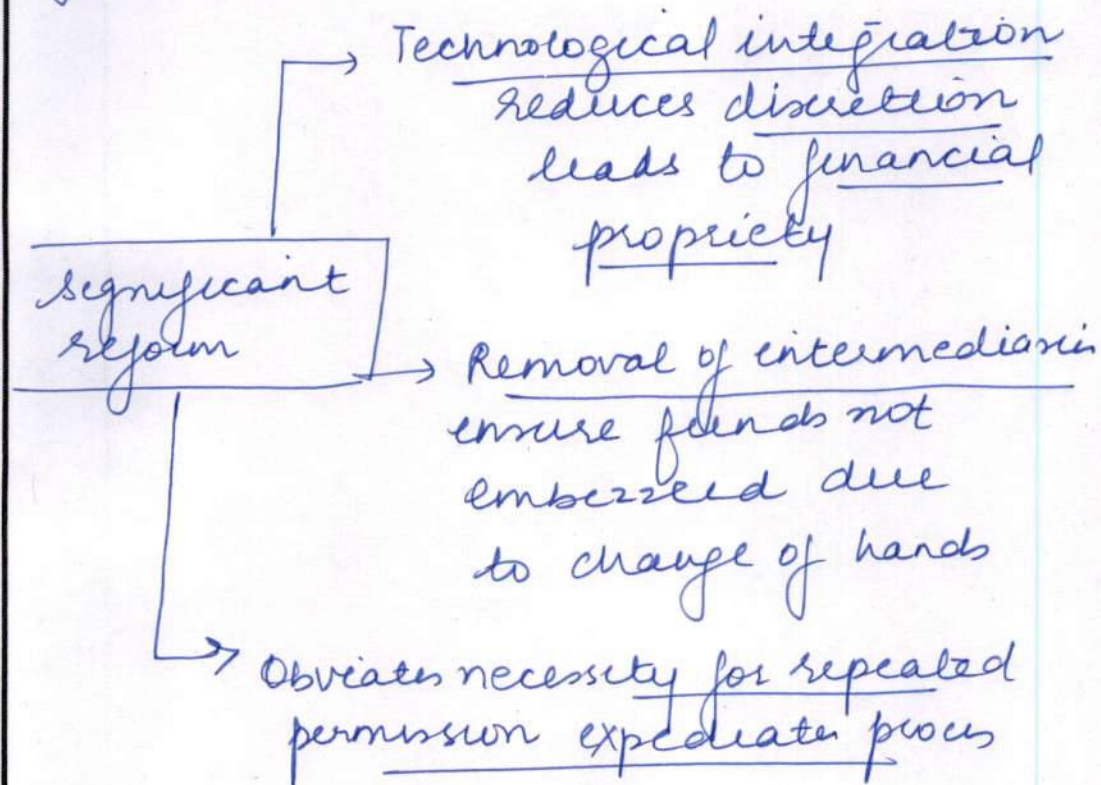
Thus transparency works like a disinfectant for corruption & increases public trust

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 refer to allocation of funds promptly, without prior permission, from a common pool to expedite payments.

They are a beacon of efficiency, innovation, and go in line with (maximum governance, minimum government.)



However it is to be ensured that,

- ① government complete obligation
to MSME's etc
- ② Integration through Gem
market place and public
finance management
system
- ③ Institution of greater
internal control processes

Thus just in time funds must not
lead to just in time corruption.

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

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

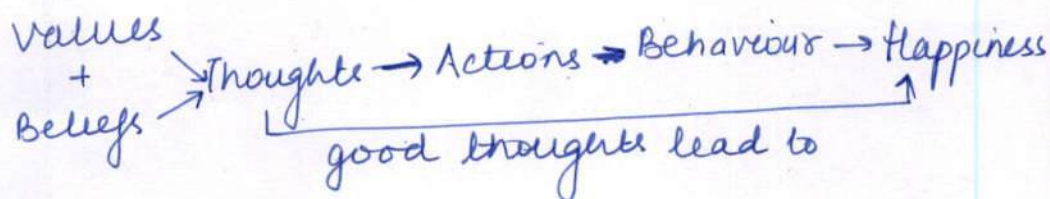
(a) "The happiness of your life depends upon the quality of your thoughts." - Marcus Aurelius

(150 words) 10

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

Marcus Aurelius was a philosopher from the school of stoicism which believed that happiness stems from moderation or rationality of beings.

Stoics laid emphasis on rationality of thoughts. Our thoughts are shaped by our belief and value system and in turn impact our behaviour through our actions.



For example,
Moderation of thoughts of enjoying more in less led to achievement

of Happiness by Bhutan, when their vision and thoughts of environmental sustainability led to increase in Gross National Happiness.

For a civil servants, ^{right} thoughts process enables him to keep an optimistic and happy outlook, even in most dire circumstances.

(eg offering a honorary position of SP to a critically ill patient to fulfil her dying wish ~~to~~ was borne out of the thoughtful action of an SP which brought happiness to her and the entire team.)

Thus conscious thought monitoring & right attitude can lead to true happiness in life.

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

Jawaharlal Nehru, the first prime minister of India argued for a socialist model of economy and claimed that excessive capitalism breeds inequality in the nation.

Capitalism is based on the foundation of profit, wealth accumulation and overproduction. This leads to distortion in society as it promotes production of goods that are profitable and not that are required (eg. Merit goods of health, education)

It leads to "Wealth Begets wealth" creates islands of prosperity in sea of inequality.

It exposes the economy to ills like consumerism, materialism, stock market manipulation, insider trading etc. which erodes capability of the poor to

ensure sustenance.

The inequality highlighted by Oxfam Report (77% wealth owned by 10% richest) K Shaped recovery, displacement induced by development are all ills of capitalism.

Socialism based on philosophy of from each according to capacity and to each according to need (eg. Progressive taxation & subsidies) is effective antidote for inequality.

However, India followed madhya marg when it adopted democracy (Equal chance to weak) with mixed model (innovation + welfare) which has been replicated in Barbell strategy of Budget 2022-23.

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

Honesty refers to unblemished truth speaking, hearing, living and loving.
Honesty ~~leads~~ is the prerequisite foundational value of wisdom, which refers to effective application of knowledge.

Honesty leads to self introspection without any pretense, bias or prejudices. When we carefully self evaluate (eg → Mahatma Gandhi's concept of 'Atmanirikshan') we identify our follies & shortcomings and progress towards resolving them.

Thus honesty with self is important to gain true wisdom (Atmadipobhava) = Being the source of

light of wisdom onto oneself.

Honesty with others establishes credibility. (eg. Vivekananda's honesty with own culture led him to discover the wisdom of integration of modernity & spirituality.)

Thus honesty is ~~an~~ active pursuit of true wisdom.

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 दुर्यवहार कर रहा है एवं उन्हें उसके साथ यौन संबंध बनाने के लिए मजबूर कर रहा है। हालांकि, संबंधित अधिकारी का न केवल वृद्धिहीन 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।

The above case deals with the menace
~~dilemma~~ of sexual harassment
of women at workplace which are
a blot on gender equality & women

empowerment.

(a) Stakeholders involved in the above case :-

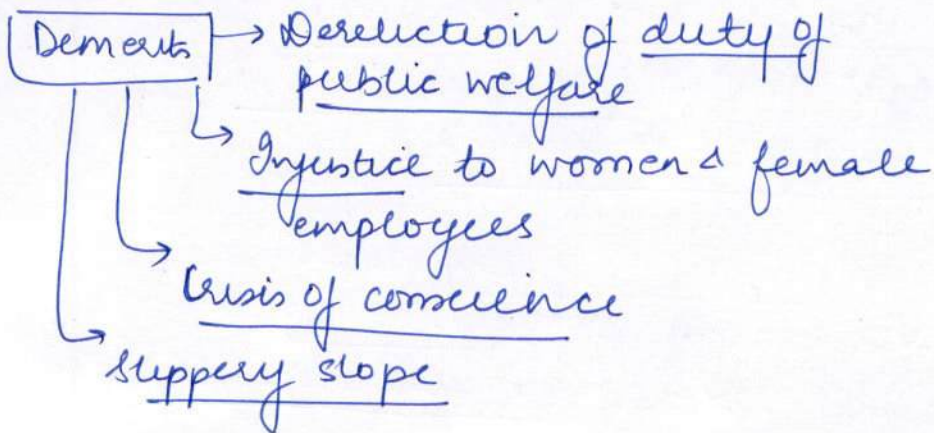
- ① District medical officers - against whom reports of misuse of position & coercing women has come to light
- ② Women - Abused and forced to give in to demands.
- ③ Media & Civil society - creating popular pressure
- ④ State authorities & constrained Resources
- ⑤ Pandemic patients - at peril
- ⑥ Myself, District Magistrate

Critical Issues involved in above case :-

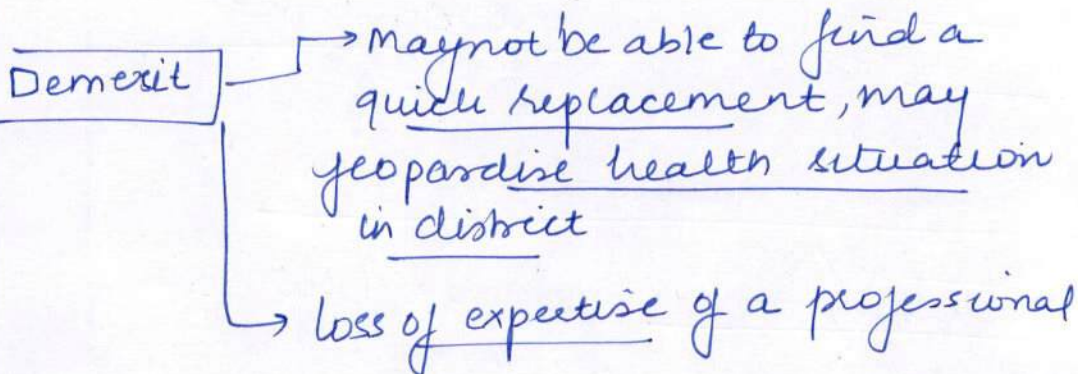
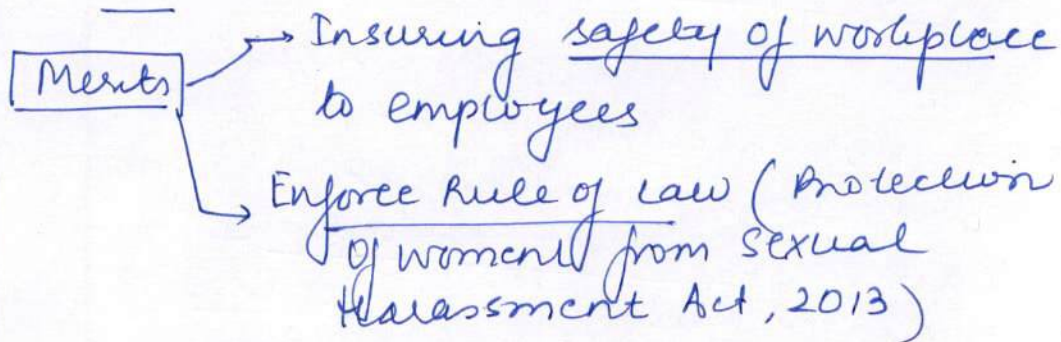
- ① Taking action against the officer on account of harassment of fellow employees ~~by~~ continuing his services due to paucity of resources & indispensability of his expertise in wake of increasing caseload

- ② Conducting impartial enquiry vs giving into the pressure created by media and civil society
- ③ Values of Gender equality and human dignity vs values of Expediency and human health
- ④ Right against sexual exploitation
vs Right to health.
- ⑤ Committing heinous and shameful acts of sexual harassment in spite of impeccable academic record & profound professional track record shows lack of value education and moral ~~at~~ muteness
- b) Actions available to me as DM
Postponing/
① Not taking action against DMO to ^{due} indispensability and extraordinary circumstances.

Mente → would not jeopardise the health infrastructure of the state
→ Ensure efficiency of provision of medical services.



② Taking action against defaulting DMO



③ Final course of action

- ① Following the procedure laid down under the prevention of Sexual Harassment at workplace

(POSH) Act) 2013 and Vishaka guideline

↳ Formation of an Internal Complaints Committee

↳ Take evidences on record, examine statements from victim women informing the DMO and establishing guilt.

↳ Maintaining impartial enquiry to isolate from popular civil & media pressure and intimating seniors

↳ Discharging / suspension of DMO if found guilty with institution of other charges under IPC

↳ counselling of victims

↳ Advertising vacancies and using contractual / crowdsourced workforce with on job training to ensure replacement.

Reasons → Country should have zero tolerance towards instances of sexual violence & harassment (Article 14, 21)

Ensuring justice for toiling women employees and the real test of character is during crisis to avoid slippery slope of overlooking guilt.

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 :

- (a) Identify the stakeholders and the issues involved in the above case.
(b) What are the options available to you? Which of these will you choose and why?
(c) 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 हैं। 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:

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

The above case refers to the social ills of misinformation, lynching, ~~the~~ witch hunting and mob violence.

① Stakeholders involved in above case

- ① Women accused of witchcraft
(ensuring protection & justice for them)
- ② Villagers dying due to scuffle
with police team
- ③ Furious villagers - forming critical vote bank
- ④ Ruling party - demanding action against police team
- ⑤ Police team - performing duty but scapegoated

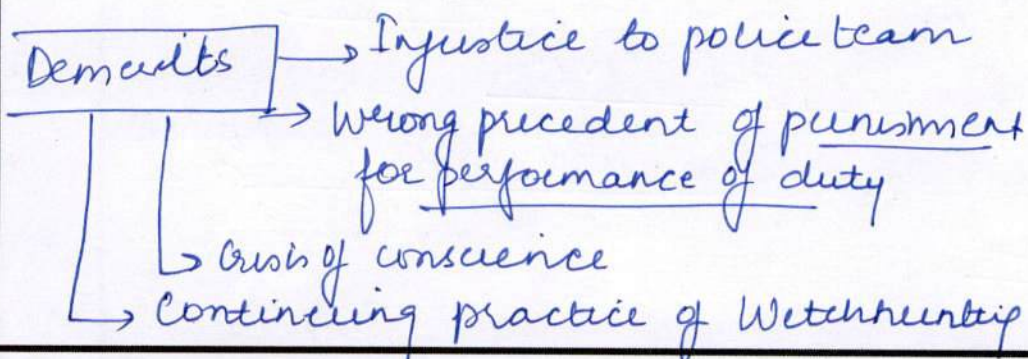
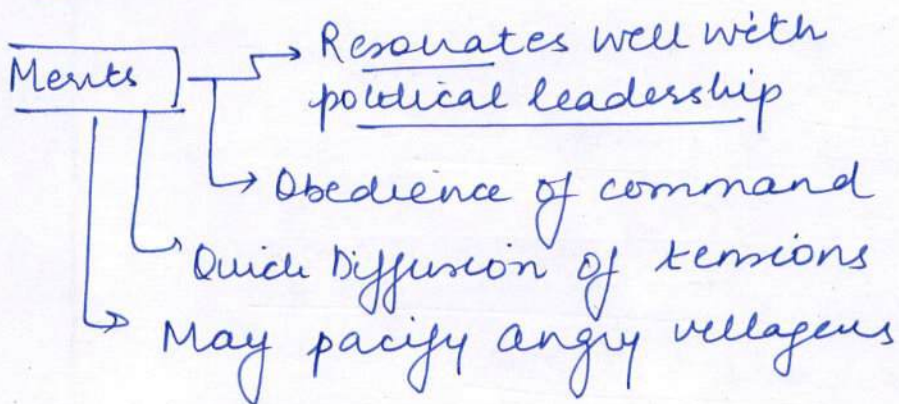
Issues & involved in the above case:-

- ① Extrajudicial killings which occur on account of suspicion
lack of scientific temper
- ② Violence and Indignified treatment of
Women

- ③ Enforcement of Rule of law
(stopping the villagers)
vs
Violence as Deterrence (lathicharge
leading to death)
- ④ Fair inquiry vs Political pressure
of taking action against police team
- ⑤ Impact of vote bank politics on
society.

Options available

- ① Taking strict actions against
police team



② Formulating of a SIT (Special Investigation team) to establish facts of case and then taking unbiased action

Merits

- Actual Guilt can be established
- Political Neutrality can be ensured

Demerits

- May infuriate villagers on account of delay
- Threaten my career due to adverse position with Ruling party

I will choose the above option and ensure:-

- ① An impartial investigation is conducted and guilt is established
- ② If police personnel is to be blamed, taking action against them by suspending them
- ③ If villagers are at fault, issuing chargesheet against them for violence
- ④ Ensure that women are protected by establishing helplines and special squads in sensitive districts

This will ensure independence, political neutrality and unencumbered conscience

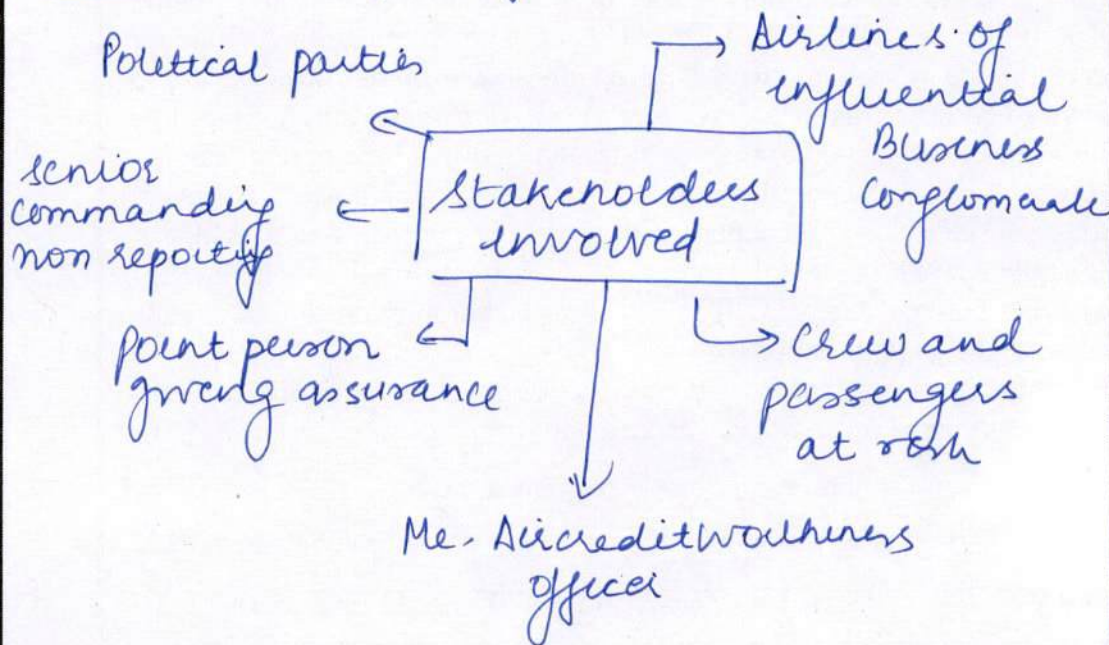
- ① Long run measures to deal with cases of mob lynching:-
- ① Value education through curriculum and addressing systemic deficiencies → SUSPICION and targeted violence.
 - ② Regular patrolling & Teen enabled surveillance (eg Drones)
 - ③ Constituting mohalla committees & place committees to ensure harmony & brotherhood
 - ④ Making women stakeholders to raise voice against such instances with economic & political empowerment
 - ⑤ Ensuring no circulation of offensive and instigating material (Using sec 129 of CrPc)

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?

The above case involves the dilemma of ensuring flight safety through strict adherence to audit reporting and or creating exception for appparent ethical and powerful businesses



Dilemmas faced :-

- ① Obedience to commands
(senior instructing creation of exception)
y/s
Duty of Ensuring Safety standards
(Reporting true facts of lapses in Audit Report)
- ② Professional Duty (as safety Auditor)
y/s
Political Pressure (Taking action against well connected business)

③ Safety of Crew & Passengers (Norms to be diligently followed)
ys

Expediency of completing audit
(Trusting the assurance given by point person)

④ Conflict of interest → As auditor required to give true & fair view
ys

Crony capitalism (Political influence of Business)

⑤ Past record of airline of ethical business practice
ys

Reputational loss if noncompliance reported

⑥ Options available

① Give time to the airlines to put things in order and give a unqualified & clean report

Merits → Obedience of command
→ Reputation & Trust of business not jeopardised

Demerits → company may not ensure compliance

→ Risk to crew & passenger safety

② Reporting the noncompliances in an unbiased manner

Merits → Ensuring objectivity, neutrality and performance of duty
→ May spread awareness regarding flight risk and prevent mishap

Demerit → Loss of trust for company may jeopardise the entire industry in long run which will lead to lack of choice & high prices for consumers
→ Threaten my career advancement

Course of action to be taken:-

- ① Ensuring the progress of the company in completing maintenance logs, safety rules through predefined timebound checklist.
- ② If the compliance can be physically verified at end of time limit, prepare an unqualified report

mentioning date of compliance

- ③ Otherwise, concerns and non compliance to be pointed out and submitted to the DGCA for appropriate action.
- ④ If no action is taken by DGCA, disclosing the same through public dissemination channels to create an eth awareness & ensure crew & passenger safety

Reasons

↳ Ensuring public safety :- simply reporting non compliance may not ensure the company corrects its issues, therefore a time pressure has to be built to ensure compliance.

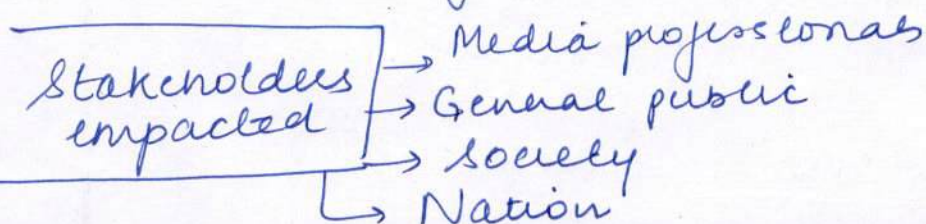
By doing this I would have ensured safety of crew & passengers and trust of people in the ethical business practices while staying insulated from political compulsions.

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:
- (a) Identify the ethical issues prevalent in the profession of media.
- (b) How does unethical reporting and sensationalization of news impact the society?
- (c) 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 श्रृंखला 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:

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

The above case study highlights the prevalence of yellow journalism due to increasing competition & ethical lapses of reporting responsibilities of media houses.



(a) Ethical issues prevalent in profession of media :-

- ① Lack of True and fair reporting
(Necessity of manufacturing news to compete in the news market which leads to catchy headlines and oversensationalisation of events to blow them out of proportion)
- ② Misreporting facts (To get an increasing news & rating, creates mass hysteria & rumours) without any scientific backing.
(eg) Medicines used to cure COVID-19 claimed by coronil kit, hyped by media)
- ③ Extrusion in privacy (eg Papparazzi following celebrities)
- ④ Creating security challenges (eg) Live reporting of 26/11 gave critical insights to terrorists)
- ⑤ Biased Media / Paid News - (Presenting advertisements as news to align with business interests)

b) Unethical Reporting and sensationalism impacts the society in the following ways:-

① Lead to mass hysteria:-

(eg Rumours during COVID-19, misreporting during disasters may cause panic, stampede etc)

② Impacts social fabric:-

(Biased reporting - ingrained prejudices causes stereotypes & hatred, discrimination we vs them attitude leads to hate crimes, mob lynching)

③ Commodification of women

(eg Highlights misogynistic remarks & ingrained role biases against female reporters)

④ Consumerism/Materialism increases:-

(eg Creates bandwagon effect where one tries to immitate a celebrity lifestyle)

⑤ Unsubstantiated Facts may lead to Reputation loss/loss of life

(eg Misreporting through MEDIA TRIALS)

led to discrediting^{Dr.} Nambi Narayan as
as spy)

③ Strengthening the role of ethics in Media

- ① Self Regulation :- Dehkanatip
a set of framework to be
followed by journalist to
ensure scientific, fact based
reporting.
- ② Insuring independence from
major political parties &
business houses by regulating
competition through CCI.
- ③ Increasing role of Regulators like
Adverts Press Council of India,
National Broadcasters Standards
Association to penalise click
bait
- ④ Ensuring Code of Responsibility
for all media houses
- ⑤ Informed and Enlightened
Citizensry through media education

who can discern between fake
news, advertisment and
authentic content.

- ⑥ Subscription model to ensure
financial accountability &
free press from business funding

⑦ ~~State~~

Thus Media is the bulwark of free
democracy. They must act as the
eyes & ears of citizens of New India
(- Justice NV Ramanna)

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:

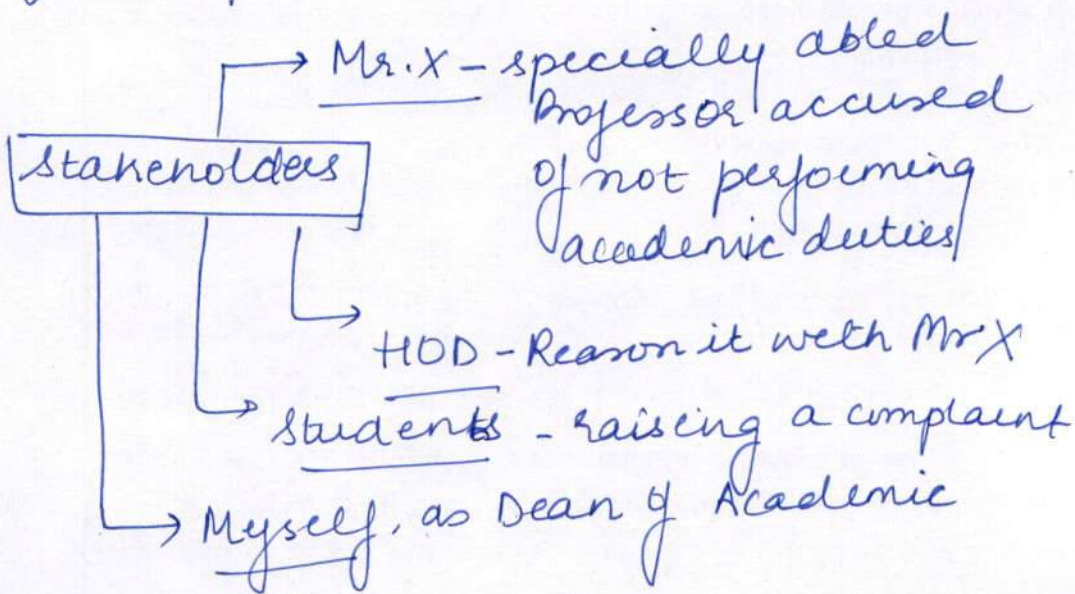
- (a) State the stakeholders and the ethical issues in the given case.
(b) What are the options available to you?
(c) Evaluate each of these options and state the option which you would choose, citing reasons. **(20)**

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:

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

The above case involves the dilemmas of ensuring highest ethical standards while protecting the rights of both the specially abled faculty & students.



Ethical issues in the above case

- ① Ensuring efficacy of academic quality vs Rights of specially abled person
- ② Whether standards of academics can be equally applicable for specially abled professor

③ Rights based approach (equal subjection of professor to academic standards)

^{ups}
Charity based approach (exception created for disabled)

④ Misuse of legislation (Rights of Persons with Disabilities Act, 2016)

Option available

① Let the professor go scot free

Merits → No threat of complaint of University & saves reputation
→ No discrimination against Professor

Demerits
→ Degrading standards of academics
→ Inequality created in university
→ Slippery slope

② Take action against Professor

Merits → Set precedent for fairness
→ Redressal of student complaints

Dementis → May lead to counter Complaint
by professor
→ ~~State~~ of university at stake
Reputation

(C) Option to choose

- ① Conducting impartial inquiry on facts of matter by creating a negotiation platform consisting of students, HOD's and representatives and Physically troubled professor.
- ② ~~voice~~ Adequate opportunities to voice concerns & clear air
- ③ Take facts of case and ensure adequate evidence for ~~creating~~ taking action
- ④ Ensuring flying squads for surprise inspections to ensure quality of academics.

Reason → Ensuring rule of law
→ Impartiality..
→ specially ~~abled~~ professors should be

provided all the requisite assistance in order for them to carry out their duties well
(eg → Suganya Bharat Abhiyan
Infrastructural support, Moral and capabilities support)

However, they must also be treated at par with others any giving into unreasonable demands would lead to creation of reverse discrimination Δ would hamper the self esteem of specialty asked in hampers

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:

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

(20)

आपको हाल ही में भारत के एक गरीब जिले के जिला मजिस्ट्रेट के रूप में नियुक्त किया गया है जहां हाथ से मैला ढोने (मैन्युअल 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:

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

The above case highlights the caste based discrimination carried on due to manual scavenging & the plight of those engaged in it.

@ Options Issues associated with Manual Scavenging

- a) Lack of Right to decent alternate employment due to lack of skills
- b) Caste Based discrimination
- c) Government departments - dereliction of their role as curbing manual scavenging by employing them
- d) Lack of protective gear jeopardises life.
- e) Government apathy & inefficiency in skilling them.

⑥ Options available

① Reemployment in alternate industries

Merits - Dignified livelihood

Demerits - Lack of labourers for government

②

Steps taken to address problems

- ① Using legislative avenues for rehabilitation
(eg) NAMASTE scheme for zero deaths due to manual scavenging
- ② Technology integration through devices like Bandicool
- ③ Behavioural changes
calling manholes → machineholes
- ④ Reskilling through schemes like PM DAKSH so that they can live with dignity
- ⑤ Ensuring effective provision of Manual Scavenging Prohibition Act
 - ↳ Punishing for illegal labours
 - ↳ Penishment for non provision of protective gear

⑥ Value education to bring down
discrimination & stigmas
against manual scavengers

This effective integration in society
through (Article 15, 16, 21) is required