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GENERAL STUDIES (TEST CODE : 1841)

Name of Candidate	Shoham Teberwal		
Medium Hindi/Eng.	English	Registration Number	995991
Center	Online	Date	

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.

SECTION - A

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

(150 words) 10

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

Self-efficacy refers to a person's own will and determination to improve the outcome of the chosen task. It thus is associated with improving the effectiveness of whatever one is doing.

Determinants

1. Balance of Intelligence Quotient and Emotional Quotient
2. Able to take feedback/criticism positively & work on it
3. Person should be high on self motivation
4. Inner zeal/passion to work for best possible outcome

Significance for civil servant

1. Better delivery of public services and effective utilization of resources
2. Going out-of-way to work for public welfare (eg: operation Sulaiman by Prashant Nair, operation Bhavatan by SP Tejaswi)
3. Work to take accountability and positive feedback
4. High commitment to values of Civil service → public duty, selflessness

Thus, it's important for civil servants to have self-efficacy. This can be inculcated through on-ground training exercises, case method of study & constant feedback mechanism.

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 comes from the Greek word 'Ethikos' which means morals/virtues of a certain thing. Traditionally it's understood as a code which defines the correct behaviour what one is ought to do.

However, it's not merely guiding principles but a strong inner framework that guides what is right to do vs. what rights we have to do something.

We discuss the same with examples from multiple dimensions :-

Social ethics

We all have the right to speech under Article 19 but that does not involve right to disrespect others. An ethical person would clearly draw boundaries as to where & how the right must be withdrawn.

Political ethics

We know that politicians have an individual freedom to be part of any political party or ideology but in effect if they indulge in defections purely for money or corrupt intentions. Then it would be unethical.

Economic ethics

While tax avoidance may be legal in strict sense but an ethical person would rather file the taxes honestly as a citizen abiding by duties.

Thus, being able to distinguish the two parameters - what can be done vs what ought to be done & also doing it constitutes ethics.

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 a conflict situation where two ethical values are at contrast with ^{one} another. Eg: personal responsibility vs public duty.

Resolution - follow rules & regulations

Such conflicts of interest can be easily resolved with one follows the code of conduct & other rules.

Eg: code of conduct clearly says to not accept gifts above a value

Eg: following oath of allegiance to constitution guides a civil servant to take actions keeping duties above everything

Eg: Rules indicate that an officer need not follow unjust, ^{illegal} orders by senior

Vehicle rules & regulations are necessary but not sufficient.

Need for moral prudence & altruism

It highlights a holistic approach & taking a middle ground in resolving a situation.

Eg: SP Tejaswi had to curb illegal hooch distilleries, she used innovative way of soft policing.

Eg: when V. Sugayam Ji was not supported by local police officials, he himself guarded the evidence in night.

Thus, both these need to be balanced. It's not that moral prudence is against rule of law (or vice-versa). Both can go hand in hand.

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

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

Code of conduct is a prescriptive guidelines with respect to do's/dont's for a civil servant. Eg: civil servant must not accept gifts beyond value, must not give interview to mar the image of government policies.

But, it has not been successful in promoting ethical & moral values. 2nd ARC has clearly highlighted this.

Issues

- absence of code of ethics
- Some guidelines are very vague
- there is no designated provision in case of violation of code of conduct
- huge discretion of government departments in enforcing code

Hence we can say that there is
need for National Commission on
Integrity & Transparency in Governance

- to overcome current limitations of
code of conduct
- to set up a code of ethics
- to have a standard process against
violation of code of conduct
- to eliminate departmental discretion
- to streamline current process
of departmental enquiry (multiple stages)
- to have an independent authority
free from political pressure & nexus

Thus Government should adopt
this Commission with representation from
various section - judges, past officers, ministers
to allay any fear of interference or bias

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।

According to McKinsey India is second fastest digital adopter. While it has brought tremendous opportunities but has led to erosion of public values.

- Rise in fake news / disinformation
- Cyber crimes like identity theft
- Cyber bullying
- Social engineering through digital campaigns
- harassment of women (eg: Bulli Bai, Sulli Deals)
- Use by fringe elements to spread hate (eg: Muzaffarnagar riots)

Ethical implications of digital governance

- Need to enforce accountability & transparency
- Need to follow standard process in taking down content

- Responsibility of platforms to report on anti-social elements
- Implications in terms of loss of social & moral fabric

Ethical principles

- Balance of right to speech vs preventing disharmony (hate speech)
- Enforcement of bare minimum Government regulations (IT Rules)
- Follow principles of accountability & transparency
- Fairness & equal treatment to all (irrespective of ideology)

Current instances of rise in cybercrime call for immediate implementation of these principles.

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।

Organizational values refer to the values/ideals/principles of an organization/institution that defines its day to day governance.

Differences

Public sector

- Emphasis on welfare of people
- Leverage principles like equity, inclusion (affirmative action)
- Defined structure of decision making
- Emphasis on following rules

Private sector

- More emphasis on profit creation
- More emphasis on liberal principles eg:- open competition
- Less defined/bureaucratic structure
- Emphasis on taking lead (entrepreneurial spirit)

However, despite these differences
there are certain similarities

- Adhere to rule of law & basic
government laws & compliances
- Emphasis on value creation
- focus on employee health
(especially by reputed players like Tata)
- Both are against corruption, immoral
methods of earning money
- Emphasis on customer satisfaction

Certainly both public sector &
private sector can learn from each
other, but more ~~eff~~ importantly they
both must work towards the triple
bottom line - people, profit & planet.

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।

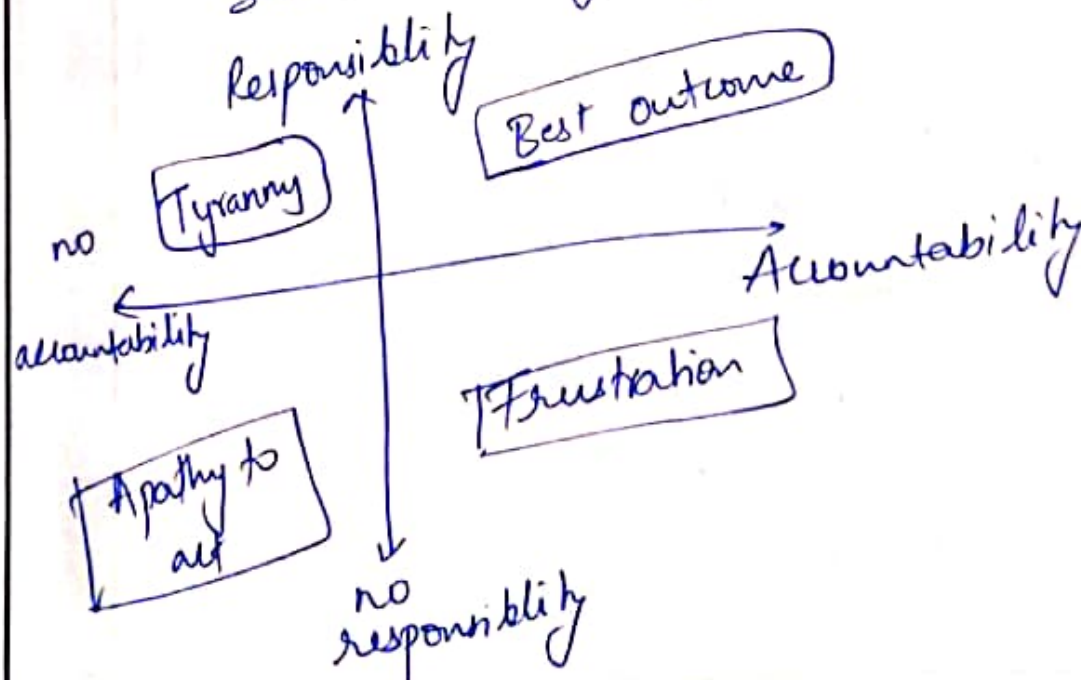
Accountability & responsibility are both important values of civil services. But there is a fundamental difference

→ Responsibility means ownership to complete a task

Eg: Police Commissioner responsible to maintain law & order

→ Accountability means to take onus of the outcomes of action

Eg: Police Commissioner resigning on serious security lapse



Significance of accountability

- Integral to good governance & ethical governance (eg: Lal Bahadur Shastri resigning after train accident)
- Help to enforce public trust
eg: Japanese security head resigning after death of Shizo Abe
- Promotes other governance pillars like transparency, efficiency & effectiveness
- Help to increase public participation
- Eliminate any chance of self-suited government actions against the public interest

Currently, we have many mechanisms that help ensure both vertical & horizontal accountability. They must be further strengthened.

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 define where we should be but
it's the society which actually determines
where we are heading
— Andre Bete

while laws & rules are absolutely
necessary in having a pre-defined standard
framework of what ought to be followed
and must be done. But having rules &
laws alone is not sufficient.

> Need for fair, constitutional laws.
Colonel CJI Ramanna has distinguished
between rule by law & rule of law
Eg: Archaic laws like sedition must go

> need for effective implementation of
laws. Police has to be impartial &
sensitized to citizens' concerns

- Independent judiciary to create sufficient deterrence with retribution to those not obeying laws
- Bottom-up change in society In Sync with the laws.
 Eg: despite laws banning child marriage it's still followed (NFHS-5 data- 25% incidents); thus morals & values of society must be simultaneously transformed.

This might take time but it is possible through effective social behaviour change communication

Thus bottom-up process of change must be complemented with top-down laws.

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 disclosure of public information related to functioning of government institutions.

Important for public trust

- Reinforces citizen's faith in governance process (eg: odisha HC annual report published suo-motu)
- Helps to break silos with the common citizens (eg: with RTI, anyone can gather information)
- Provides mechanism for keeping public updated about utilization of resources (eg: annual budget documents)
- Helps to complement other tools like social accountability by public

Importance to tackle corruption

Prevention	Detection	Deterrence
- public officer is aware that he is accountable for his actions - knowing an RTI can be filed prevent corruption in big ticket projects	- with information actual misfeance of funds can be identified - Eg: CAG report on 2G scam	creates an atmosphere that prevents corrupt officials from misusing the system

RTI is the sunshine legislation that promotes transparency in India. It must be further strengthened as per 2nd ARC recommendations like getting away with official secrets Act

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 is an old Japanese principle of managing their assembly lines of production in factories that help reduce any wastage.

This principle for release of funds in the government's payment architecture is a significant reform

- Promote effective & efficient governance
- Prevent wasteful spending of resources
- Prevent any corruption or mis-utilization of funds (eg: if entire funds are released by hand it increases chances of routing money for corrupt practise

- Ensure timely settlement of dues
- Also helpful for stakeholders like MSMEs which face issues of payment delays (eg: Govt portal delays in procurement payment)
- Emphasize on zero-based budgeting technique which focuses on outcome than output

'Just-in-time' is thus a welcome measure. It must be complemented with transparency & accountability in utilization of public funds.

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 Stoic philosopher who emphasized on how a person is responsible for his/her own happiness.

Happiness - what is it?

It's defined as an emotion that generates positive vibes and makes one appreciate one's life.

People have always wandered in search for happiness. often they are misguided that happiness lies in external factors like fame, money, success.

However, Marcus categorically says that it depends on the person himself.

Happiness - internal locus of control

Thus, happiness depends on how a person perceives a situation. A person is glass half full or glass half empty. Thus, it depends on our outlook to life.

Marinus thus emphasize on having good positive quality thoughts. As it's said that thoughts ultimately become our destiny, thus with positive thoughts we can be happy.

Happiness - a path & not journey

Happiness can thus be continuously found, if we have positive thoughts & not some utopian imagination of happy world sometime in future.

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, first Prime Minister of state, was an ardent advocate of social democracy (fabian socialism). He argued for regulating capitalist class as against the laissez faire (free market) theory.

Technical Significance

Thomas Picketty in his famous book argues that modern inequality is due to anti-competitive nature of large firms & poor enforcement of rule of law.

Relevance for India

Several reports like Global Inequality Report have highlighted huge inequality in India (eg: top 10% own 57% national income)

Need to regulate market

Thus issues like wage inequality, contractualization of workforce, absence of social-security for informal workers which are outcome of uncheckd market development needs to be regulated

- Enforce labour codes
- check anti-competitive practices/
Cartelization (CCI)
- Increase powers to regulators
(like TRAI, SERC, CERC)

Article 39 mandates the state to reduce inequality of opportunity. Current state must work on it as we are a welfare state.

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

Thomas Jefferson was the reformist thinker during Renaissance. He in this quotation talks about importance of honesty.

Wisdom & Honesty

Wisdom refers to use mental faculties and agency to distinguish between right & wrong. And honesty is the virtue of staying truthful.

Importance of honesty

For me, honesty is both saying truth in situation in front of other person, but also being truthful to one self. This inner honesty then becomes the first step to wisdom.

For eg: when an Amazon delivery guy sent an extra item on the door step, I thought I must return it. This was in line of my wisdom of what I study daily in newspaper about growing hardships of delivery workers.

In general, honesty guides people in choosing the right decision and staying firm to right cause without it wisdom cannot prevail.

—Sanyamra Jayate!!

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:

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

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

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

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

The above case presents a dilemma of choosing to not take action against corrupt officer due to

his professional achievements v/s taking action on accusations of harassment

a) Stakeholders	Issues
→ women employees	→ facing sexual harassment at work → need to address their "physical & emotional well being"
→ myself (as DM)	→ tackling rising COVID cases which requires coordination of medical officer → welfare of female employees → uphold rule of law
→ Medical officer	→ misusing his position (allegation)

District
& citizens

→ There is need that health department works with full efficiency to tackle the pandemic

b) Options available

I) Ignore the matter for now & leverage medical officer to tackle health crisis. File an enquiry later.

Pros → Emphasis on public duty of welfare of district & citizens

Cons → Give more confidence to medical officer to harass women

→ Set precedence for others who misuse the situation

II) Set up an enquiry & meanwhile allow medical officer to work

Pros → Address both citizens concern & taking action on harassment

Cons → Doesn't give justice to female employees who have been harassed (as per reports)

III Immediately file an enquiry & order medical officer's suspension (based on preliminary report) and later take action as per enquiry result

Pros → Follow rule of law
→ Set right precedence against sexual harassment

Cons → Delay efforts in tackling pandemic

I will choose option II because

- (i) Protecting employee's interests especially women workforce
- (ii) Creating deterrence against those misusing their power

(iii) ~~not~~ looking beyond short-term needs of tackling COVID

To balance the cons, as competent medical officer is under suspension, I will take following steps

(i) Ask for Health Department to deploy another CMO

(ii) In meanwhile, take added responsibilities

(iii) Divide some tasks among subordinate medical officers

(iv) Lead by example by working extra hours.

Above action shows leadership quality and adherence to rules & laws despite in pressure points avoiding slippery slopes.

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

Given the situation, answer the following :

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

(20)

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

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

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

The above case highlights the ethical

concerns faced by police administration
in maintaining law & order especially
against violent protesters.

Stakeholders

→ Myself (as SP)

Issues

- To take action against wrong use of force by police
- To simultaneously address police concerns who are caught in struggle with villagers
- To eliminate lynching related crimes
- To overall have law & order in district

→ police officers
(who led lathi charge)

- Issue related to limits of police power against those violating law (& attacking police)

- villagers
- issue of lynching as a socially-sanctioned activity
 - issue of educating villagers against superstition (eg. witchcraft)
 - fair enquiry about death of villagers

- Political party
- while they have a right to ask police to take action but undue pressure or political interference must be prevented

Options available

1. Maintain law & order with more police deployment to reduce further incidents

Laws → Police officers were not held accountable

Press → Not bowing to pressure

2. Conduct a fair, impartial enquiry into matter, while simultaneously increasing surveillance against fringe elements

Pros → Address issue of death of villagers
↳ Maintain law & order

Cons → Enquiry will take time & political pressure might build up

My course of action

As a civil servant, I have the following duties — enforce law & order, take note of concern of police officials under me, and be fair in my actions.

Thus I will the option to disenage and communicate.

- Order an enquiry
- Enforce trust among villagers
- Take action against those instigating violence

c) Long-term effects on mob-lynching

↓
Deterrence

↓
Social behaviour
change communication

→ exemplary
punishment to
those misusing power

→ emphasis on
peace & harmony

→ checks / visits in
localities to check for
such incidents

→ efforts to break
silence against
two communities
(Eg: mixed
matches in
Ahmedabad)

In this context, we can
follow Supreme Court guidelines in
Tehseen Poonawala case for reducing
mob-lynching cases

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 है। 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?

This case is relevant based on recent news reports of several security lapses by national aircraft carrier - Spice Jet

a) Dilemmas faced

*) Personal interest vs professional duties

↳ While it is my duty to report any case of lapse but doing so will upset the political party in touch with airline & jeopardise my career

*) To act on assurance provided by airline vs report incident for exemplary action

↳ While the airline has

given assurance that it will rectify the issues but if report has honest analysis it will also be an example for others.

*) Ignore given situation is minor issue in lapse of professional ethics of fair report

options available

1) Look for past precedence if any minor issue can be ignored if airline gives assurance

[Pros] → take cognisance of airline's operational constraints & stress (due to COVID lockdown)

[Cons] → Slippery slope of allowing minor faults during inspection

2) Report whatever has been found
and create an example to prevent
future minor lapses

Pros → comply with duty
→ act with integrity

Cons → may harm professional/career
trajectory

I will choose the second option
because

(i) it's my duty to prepare an
honest report

(ii) I must act with integrity

(iii) there should not be any bias
for big business groups
(assurance is fine but security
lapses must have zero tolerance
policy)

(is uphold responsibility entrusted in
office for security of passengers

To address the fear of transfer
or removal from job, I must be
aware of my legal remedies and
that such politically motivated transfers
does not deter me from performing
my public duties and upholding
personal values of honesty/integrity.

Also, as it's said "Dharmo
Rakshati Rakshatah" - those who
protect the right virtues are themselves
protected. So, I must focus on duty
first.

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

- (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 highlights the state of media affairs marred with issues of fake news/misinformation, paid news, media trials and even lower standards of reporting.

Ethical issues

1. Media must provide information to citizens but there must a clear boundary line for sensitive news (Eg: during 26/11 attacks live streaming of anti-terrorism operation)
2. Media too face resource crunch, thus there is a need to balance efficiency with irresponsible reporting
3. Huge competition among media channels force them to sensationalize issues (Eg: Rajat Sharma admitted in a talk at E-Summit IIT Bombay that since other channels had high TRP we had to resort to sensationalization of some news items)

4. Above all, issue of funds. A poorly funded media channel cannot function. Thus, they resort to fake news in pressure of promoter.

5. Personal bias towards an ideology should not reflect in reporting.

Impact on society

↳ promotes communalization
(eg: Muzaffarnagar riots)

↳ lead to more disharmony
(eg: during Nupur Sharda TV debate)

↳ Shift focus from facts of case to emotions

- ↳ Proliferates feeling of us vs them
- ↳ Overall impact nation's image in front of world
- ↳ opportunity misused by anti-state elements eg: propaganda spread by Pakistan D & ISPR that India is against minority welfare.

Way Ahead

- 1) Enforce code of ethics on media
- 2) Leverage international case studies like 'McBridge Commission' report or UK's Levenson Report
- 3) Promote culture of fact checking
- 4) Ensure transparency in funding of media channels (to avoid conflict of interest with those of promoters' interests)

•) civil society has to put pressure on media to reform
[eg: use of democratised digital media against those news channel spreading misinformation/sensationalizing the issue]

•) take exemplary action against those anchors who violate media code (remove from Editor's Guild)

Thus, a whole of society approach is needed to reform media

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

In this case, answer the following questions:

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

(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:

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

The above case highlights the importance of rights of specially abled & concerns of students against misusing them (by a professor).

Stakeholders

Ethical issues

Mr X
(professor)

→ as specially abled
he has certain rights
and others must
treat him with
respect

→ however, he must
not misuse his
situation to
personal benefit

Students

→ they have a right
to efficient teaching
infrastructure

Dean
(myself)

→ concerns of students
vs rights of professor

→ he must be impartial
to the concerns of
above two stakeholders

→ need to ensure
reputation of college

b) options available

Option - I → Take action based on
Complaints of Students

Pros → uphold university's standards
of teaching

Cons → does not address allegation of
politically motivated charges

Option - II → Dismiss students complaints
and put them to new batch
under different teacher

Pros → address concern of poor
teaching standards by students
→ prevent case under Disability
Act against institution

Cons → biased in interests of Mo. X

Option - III → conduct a fair enquiry
and gather proof (based on
current allegation of both sides)

Pros → Impartial approach
→ long-term address to issues like
politically motivated student actions

Cons → may take some time for
report to come

I will take option II as it's the
fair option and as the head of
university, it's my responsibility to
take care of interest of all stakeholders.

The investigation will clearly bring
merit to one of the party & expose
false claims by another.

In mean time, I will take
following steps

→ Inform all ~~citizens~~ students on

rights of specially-abled & sensitise them

→ Ask the teacher Mx to be on time to classes & ~~also~~ defined duties as expected

→ Convince Mx to not file any case before enquiry is complete.

The above course of action, ensures that the head displays leadership qualities & neutral approach during conflicting claims by two parties. Also, interests of specially abled must be protected.

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 स्कैवेंजिंग) 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 स्कैवेंजिंग) 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 how

despite Act prohibiting manual scavenging, the practise still exists. As per Safai Karamchari Andolon, 75 workers died of manual scavenging in 2000.

Issues with manual scavenging

1. Simply inhuman, against a person's inalienable right to dignified life
2. leads to multiple health hazards due to inhaling toxic gases
3. shows state's incapacity to enforce legal statutes
4. Exposes the practise of caste based discrimination.
5. Despite rehabilitation measures, many workers are not accepted back

- C. Exposes dire state of municipality in lack of ability to provide mechanised cleaning of manholes.

Options available

- ① Stop manual scavenging as of now and direct officials to provide workers with the protective gear

Merit → Act as per rule of law to stop manual scavenging

Demerit → does not address long term issue of social acceptance of manual scavenging

- ② Immediately stop manual scavenging, take action against officials hiring them and design a long term approach for social behaviour change communication

Merits → Take a holistic approach
to deal with issue &
prevent future incidents

Demerit → Resistance from upper
class who think of this
as challenging hegemony

I will chose option 2, some feasible
steps to address the issue are

① From perspective of scavengers

- ensure they have proper
equipments & gear
- ask for immediate funds release
for same (under the Act)
- rehabilitate the current workers
- ask them to join govt welfare
schemes (like karnool vikas)
- Push to mechanization of
sewage cleaning

② From perspective of govt. officials
apathy

→ conduct sensitisation
training programme

③ for the society

→ make them aware of legal
provisions against caste based
discrimination

→ talk to community leaders about
rights of minorities

→ awareness campaign in schools

B.R. Ambedkar rightly said that
"You cannot build anything on basis
of caste - neither morality nor a
nation". Thus manual scavenging
must be stopped