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## GENERAL STUDIES (TEST CODE : 1841)

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Medium Hindi/Eng.	ENGLISH	Registration Number	996306
Center	DELHI	Date	11/9/22

### INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

### INSTRUCTIONS

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

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## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best



SECTION - A

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

(150 words) 10

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

Self-efficacy is the virtue of being satisfied with oneself and one's possessions without depending on any other one.

Key determinants :

- ① Competence : Competence to do any work gives high self-efficacy.
- ② Satisfaction : Satisfaction in doing one's work leads to self-efficacy.
- ③ Aptitude : One must have high aptitude to have high self-efficacy.

Significance for civil servant :

- ① Efficient working : High self-efficacy promotes



efficient working the civil servant.

- ② Ethical conduct: High self-efficacy promotes ethical conduct of the civil servant.
- ③ Free from graft: Having high self-efficacy makes the civil servant free from taking any 'graft'.
- ④ Responsibility: High self-efficacy infuses responsibility into a civil servant.
- ⑤ Integrity: High self-efficacy promotes and preserves the integrity of the civil servant.

Hence, all civil servants must cultivate self-efficacy and apply it in both personal and professional areas.



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 is the set of regulations that a society places on itself in order to regulate human behaviour.

Knowing the difference:

(i) Ethics is not doing as per rules but doing what is good

Eg. Insider trading may be legally accepted but ethically wrong.

(ii) Ethics is using 'our judgement' to do a thing. We can do a thing doesn't mean we should do it.

Eg. Quid Pro Quo is legally not provable but is ethically wrong.

(iii) Ethics doesn't concern itself with



the legal architecture of the society but concerns itself with moral architecture of the society.

(iv) What you have the right to do is legality. What is right to do is ethicality

Eg. Texas has the legality to ban abortion but it is unethical to take away reproductive rights of women

(v) Some illegal things might also be ethical according to the situations.

Eg. It was illegal to maintain contact with Jews during Nazi Germany but it is ethical to do so

Ethics is not rules, regulations or guidelines. Ethics is based on values and principles, thus, ethics gives you 'what is right'



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

(150 words) 10

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

Ethical dilemma is the dilemma between two or more choices, selecting any one would compromise one or more principles.

Follow rules and regulations:

- (i) Rules and regulations give objectivity to decision making.
- (ii) Rules will articulate the legality of the choice thus showing a way out of dilemma.  
Eg. On dilemma of which village to award a project, rules and guidelines can be followed.
- (iii) An officer is duty-bound to follow the rules irrespective of dilemma.



## Moral prudence and altruism:

(i) Solving a dilemma needs ethical point of view to do what is right.

Eg. It is right to fire a corrupt official no matter what hurdles he is going through.

(ii) By ~~which~~ utilitarian principle, we must do the thing which gives the maximum good.

Eg. Hindu paper published Rafale documents to show alleged corruption despite national security concerns.

(iii) As per Gandhi's Talisman, altruism and one which does most benefit to pool must be choice in ethical dilemma.

It is essential to both uphold rules and follow principles.

Maintaining delicate balance between these two is resolution to ethical dilemma.



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 for civil services is a list of don'ts mostly without any guidelines on ethical behaviour & moral conduct.

Need for National Commission on Integrity & Transparency in Governance (NCITG)

① Behavioural Change: This commission will bring behavioural change in civil servants nudging them to be ethical.

② Mandate transparency: It can force and mandate transparency in civil services using statutory power.

③ Code of ethics: It can prescribe a code of ethics for the conduct of bureaucracy.



- ④ Act as conscience-keeper: It can act as keeper of ~~some~~ conscience of civil services.
- ⑤ Watchdog for integrity: It can act as watchdog of integrity in civil servants and monitor lapses.
- ⑥ Ethical competence: It can promote ethical competence in civil servants preventing ethical lapses in their working.
- ⑦ Ethical training: It can give ethical training to officials at start of service and mid service.

This commission is needed to promote ethical conduct in civil servants and serve as guiding light to prevent ethical lapses.



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 principles  
are the principles of ethical conduct  
needed in digital governance.

Prevent erosion of public values:

① Privacy: Respect for privacy is important to prevent misuse of public data

Eg. COWIN portal safely stores data of vaccinations without any privacy issues.

② Trust: Digital initiatives are seen with distrust in the early phases.

They must try to bridge trust gap.

③ Transparency: Despite being digital, it is necessary to maintain the transparency of governance.



Deal with ethical implications :

- ① Exclusivity : Digital governance may exclude some sections due to lack of digital literacy. Inclusion must be promoted.
- ② Misuse : Potential for misuse is high in digital governance. Integrity and accountability must be maintained.
- ③ Alienation of citizens : People may get alienated due to digitization and lack of human contact. Citizen-centric, compassionate administration must be provided.

Newer technologies need renewed ethical principles to suit these technologies.



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।

Public and private sectors operate on different values due to their difference in working and aims.

Differences in organisational values:

① Welfarism Vs Profitability: Public sector is welfare oriented whereas private sector is profit-oriented.

② Accountability Vs Efficiency: Public sector promotes accountability whereas private sector needs efficiency.

Equally important to both:

① Transparency: Both public and private sectors need to be transparent about their working.



② Compassion : Both sectors need to be compassionate about the plight of the people.

Eg. Reliance supplying Oxygen during COVID-19 health crisis.

③ Integrity : Both the sectors need to be with integrity leading to exemplary corporate governance.

④ Prudence : Both the sectors need to have the capability to withstand scrutiny and test

⑤ Business ethics : Both the sectors need to follow adequate business ethics to grow the company

Following these values will prevent private sector from becoming another SATYAM scam & ~~prevent~~ public sector from corruption.



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 both emanate from the fact that one needs to be answerable for his deeds.

Accountability: It equates to answerability where a person needs to answer about his deeds.

Responsibility: It is the feeling one gets that pushes him/her to do his/her duty.

Responsibility	Accountability
It is internal	It is external
It is enforced by oneself	It is enforced by others
It can also exist without accountability but is meaningless	It can also exist without responsibility but becomes inefficient



## Importance of accountability :

- ① Forces transparency : Accountability forces transparent behaviour of official  
Eg. Social audits open up records of government.
- ② Improves probity : It improves probity in the administration  
Eg. RTI Act
- ③ Citizen centrality : Accountability infuses citizen centric behaviour in the governance.
- ④ Flawless service delivery : It ensures that service delivery is flawless by holding the official answerable  
Accountability ensures conduct with integrity and honesty by opening up the governance to people.



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।

Law and rules bring out the legal architecture in the society which alone might not be enough

Laws and rules as principal guide:

(i) Laws and rules sets the guidelines for the administrators by demarcating legal and illegal things.

Eg. Officials must declare assets as a rule to ensure probity.

(ii) Laws prohibit any illegal activities thus stopping the officials from doing them.

Eg. A corrupt officer, when caught, goes to jail

(iii) Laws and rules articulate the rules with which legislators want society to



function promoting peace in society.  
Eg. Killing a person is wrong, illegal  
and also unethical.

Laws and rules are insufficient:

(i) Sometimes, laws and rules stop short  
of terming something is illegal.

Eg. Marital rape is unethical and  
wrong despite not considered so legally.

(ii) Sometimes, laws and rules themselves  
are unethical. Here, the public servant  
must use his ethical competence.

Eg. In Texas abortion is banned but  
it is unethical.

Eg. In ~~assessed~~ South Africa of 20th  
century, apartheid allowed racial  
discrimination but it is unethical

Laws mostly articulate  
the right behaviour but it may not  
always be true.



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

(150 words) 10

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

Transparency is the nature of being open to the public about one's working.

Cultivate public trust :

(i) It allows public to see what government is doing thus giving them trust on government

(ii) It iterates the fact that one can't be doing wrong if he/she is doing it in the open.

Eg. COWIN vaccination numbers displayed freely led to public trust in vaccination

Prevent corruption

(i) Any official will be afraid to do corruption openly fearing public backlash



Eg. RTI reduces corruption

(ii) Transparency opens up working for public scrutiny. Any wrongdoings can be seen easily.

Detect and deter corruption

(i) Transparency helps in opening up records, documents and deeds. This will allow for greater public view

(ii) It also allows NGOs, civil society to scrutinise the working thus leading to probity.

Eg. Social audits find corruption in projects

Transparency is utmost important to deal with probity and open up corruption

'Sunshine is the best disinfectant'



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।

Indian payment architecture is riddled with various problems like delays, graft etc. which 'Just-in-time' seeks to reform.

Significant reform:

① Efficiency: It infuses efficiency in the payment architecture.

② Transparency: It allows for transparent transactions thus preventing any chances of graft.

③ Accountability: It induces being accountable in the officials who carry out the payments.

④ Reduce delays: 'Just-in-time' cuts the delays of payments which are



currently present in the payment architecture of India.

- ⑤ Cut redtapism: This reform intends to cut the redtapism present in the payment architecture.
- ⑥ Integrity: This reform seeks to restore the integrity of payment systems resulting in graft-free, quick payment resolutions.
- ⑦ Citizen-centricity: This reform takes payment system to the beneficiaries which makes this efficient and ethical.

'Just-in-time' is a much needed reform in the government to ensure time-bound disbursement in payment architecture of India.



6. What do each of the following quotations mean to you?  
निम्नलिखित में से प्रत्येक उद्धरण का आपके विचार से क्या अभिप्राय है?

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

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

This quote garners significance in the world which is filling with envy, materialism and artificiality.

Happiness is being satisfied with your life and living with content. It is the virtue of having no tensions or worries in life.

Our thoughts are what determine our actions. If our thoughts are good, our actions will be good. When we have good thoughts, we will not have any worries. If our thoughts are filled with satisfaction,



content ~~over~~ then we will have happiness in life as we won't have any worries.

Eg. A child will be happy getting a chocolate being she is very happy and satisfied with getting one.

But, on the other hand, if our thoughts have envy, greed, selfish nature then we may not be happy whatever we achieve. We will never get satisfied and always seem worried.

Eg. A person may feel that his neighbour has got bigger house or car. He can never be happy with what he has.

It is essential to value what one has and be content with it. It is what gives you happiness.



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

In the world where capitalist forces are getting incredibly influential, this quote assumes a huge relevance.

Nehru, by this quote, says that without regulation of capitalism, the ~~ex~~ inequalities of economy will only get increased.

Capitalism wants a free market and free economy. In this freedom, capitalism thrives on being efficient. Produce the highest number at the least cost and sell them at best price.

However, in this high intensity game, the one without



resources is bound to lose. He/She gets no help in cut-throat competition which further deteriorates the position.

It is evident from the fact that the gini Co-efficient of India ~~reduced~~ ~~increased~~ reduced after 1991 reforms. After pandemic, when everyone lost money, jobs, the richest people amassed wealth. The wealth of top 1% grew almost by 50% during the pandemic.

Capitalism is a ruthless game. It is not equitable competition. Capitalism is seldom compassionate. Hence, if it is left unchecked, the rich will get richer and the poor will get poorer.



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

In today's world, honesty has become a rarity due to increase of greed and selfishness. This quote tries to address this situation.

Jefferson, one of America's founding fathers, by this quote says that to be wise, one has to be honest. A wise person knows that honesty is the best way and hence he follows it.

By lying, one might temporarily solve the situation. He/she might evade the responsibility but they can't escape from the consequences of evading the responsibility.

"By lying, we can only compound the problem but not solve it."



Consider the SATYAM scandal. The higher management lied regarding their profits. They kept of lying to cover their lies in previous declarations. At last, they had to come clean which caused collapse in the company and stock market.

This shows that lying has greater consequences than being honest. A wise man recognises this and thus is always honest. This prompted Jefferson to say that honesty is the first chapter to wisdom. Once we inculcate honesty, we can slowly gain wisdom by finding the true world.



## SECTION - B

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

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

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

Given the situation, answer the following:

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

आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में तैनात हैं, जहां कोविड-19 महामारी के रोगियों की संख्या काफी अधिक है। जिले में भौतिक आधारभूत संरचना और मानव संसाधन का उनकी क्षमता से बहुत अधिक दोहन हो रहा है। महामारी के चरम पर, कुछ रिपोर्ट्स सामने आती हैं कि जिला चिकित्सा अधिकारी अपने पद का दुरुपयोग कर अपने विभाग में महिला कर्मचारियों के साथ दुर्व्यवहार कर रहा है एवं उन्हें उसके साथ यौन संबंध बनाने के लिए मजबूर कर रहा है। हालांकि, संबंधित अधिकारी का न केवल 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।

*This case calls for  
compassion, integrity and transparency  
in working of District Magistrate (me)*



(a) Stakeholders and issues :① District Medical Officer (DMO) :

1.1) Ethical fading : His decision making has no ethics if he resorted to these situation or abuse.

1.2) Loss of reputation : DMO loses his reputation if the reports are false

② Female employees :

2.1) Getting harassed : They are getting sexually harassed (allegedly) by their superiors

③ District Magistrate (Me) :

3.1) Ethical dilemma : Whether to take further action on doctor or wait until end of pandemic

3.2) Lack of compassion : In the district administration, there is lack of compassion towards sub-ordinates



### ④ Media and Civil Society:

u.1) Sensationalism: Putting focus on reports of sexual harassment without due verification

### ⑤ People of district:

s.1) They might face wrath of pandemic due to lack of advice of DMO

s.2) Alleged sexual harassment by the officer in authority.

### b) Options available

#### ① Suspend the DMO:

##### \* Merits:

(i) The allegedly harassed employees will now be able to work freely

(ii) Media and civil society is satisfied

##### \* Demerits:

(i) DMO might actually be innocent

(ii) Lose his advice thus mismanagement of pandemic



② Take no action and silence the matter

\* Merits:

(i) Services of DMO will be available leading to better management of pandemic

\* Demerits:

(i) Media, civil society will be enraged

(ii) No justice to ~~some~~ female employees who allegedly faced abuse

(iii) Cognitive dissonance for me as it is unethical decision

③ Institute enquiry commission

\* Merits:

(i) The truth of the situation will come out.

(ii) No one will be punished without a trail

\* Demerits:

(i) Media might not stop sensationalism

(ii) Female employees may be uncomfortable



working if harassment really took place by DMO.

### Course of action

I will choose the option ③.

I will speak to female employees myself or send any female officer to do so. I will request for written complaint and institute an enquiry commission.

### Reasons:

- (i) No one is guilty until proven innocent.
- (ii) Decisions of large magnitude must not be taken in haste

If the allegations are true,

I have no option but to suspend the services of DMO and report to the police about sexual abuse.



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 लिंगिचिंग 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, माँब लिंगिचिंग से निपटने के लिए दीर्घावधि में आप क्या कदम सुझाएंगे?



This case requires traits of integrity, compassion and fortitude of resisting political pressure to do what is right.

### (a) Stakeholders and issues

#### ① The two women:

1.1) Getting accused of witchcraft and humiliation by parading naked

#### ② Villagers:

2.1) Pathetic levels of ethical competence in the villagers

2.2) Frequent ~~extra-judicial~~ killings by mob leading to law & order issue.

#### ③ Police:

3.1) Being punished for doing their duty

3.2) Excessive, more than proportionate use of violence leading to deaths



④ Me (Superintendent of Police):

4.1) Deplorable law and order situation in the village

4.2) Political interference in the working of me.

4.3) Forced to falsely punish the police for doing their duty.

(b) Options available to me

① Go ahead and take action against the police team

② Refuse to take action against the team despite political influence

③ Constitute impartial enquiry commission to bring out the truths

Course of Action:

I will choose option ③ in the above and ask for an enquiry team.

I will lead the enquiry team to



find out the truths and objectively decide if any further action needs to be taken.

### Reasons :

(i) It is necessary to bring to light the events of the day.

(ii) Important to ascertain the events leading to death of villagers and whether force was proportionate

(iii) Need to justify my action of whether or not to award punishment.

### (C) Steps need to be taken:

① Education : Proper education needs to be imparted into the village people

② Awareness : Campaign against the social evils of witchcraft accusations etc.

③ Police post in village : To allow the villagers



lodge a police complaint before taking justice into their own hands.

④ Development : Developmental deficit needs to be addressed to prevent such social evils.

⑤ Confidence Building Measures : To increase the trust levels between the villagers and between villagers and police personnel.

When trust is built and development is provided, such social evils get reduced.



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?



This case involves a tricky situation for the officer and needs calmness and transparency to resolve it.

(a) Dilemmas I face

- ① Transparency Vs Trust: Whether to be transparent and report the issues or trust the airline to do its job
- ② Safety Vs Reputation: Safety of passengers requires reporting the issues which lead to loss of reputation of airline.
- ③ Integrity Vs Potential career benefits: Reporting the issues needs integrity but if left unseen then I might benefit in career.
- ④ Senior advice Vs Conscience: Senior advises to take it easy but my conscience says that I should report the issue.



Competent values

- ① Transparency : To report all the issues and be open with the public
- ② Integrity : The integrity of work and my report are in question.
- ③ Responsibility : It will be my responsibility to report the issues and check the airworthiness.
- ④ Ethical conduct : Taking it easy would violate ethical conduct and make my working incompetent.

(b) Options Available :

- ① Do not submit report on issues:

\* Merits :

- (i) All the stakeholders will be happy

\* Demerits :

- (i) If any accident happens in future it will be due to my incompetence



② Submit the report flagging issues

~~\* Merits~~ \* Demerits:

(i) I may face hurdles in career due to contacts of owner

(ii) The reputation of owner may be lost

\* Merits:

(i) Satisfaction that I did my work with competence and integrity.

③ Prepare a draft report and give time for them to cover lapses:

\* Merits:

(i) The airline will get a chance to prove its ethics

(ii) Immediate escalation of situation is avoided.

\* Demerits:

(i) A safety issue may occur in the meantime.



Course of action

I will choose option (3). I will prepare a draft report and ask the airline to cover its lapses. I will undertake regular inspections to check whether they are following the protocols.

Reasons:

- (i) Since the issues are minor and there is no unethical track record, one chance to correct them can be given.
- (ii) Escalation of report will press the 'panic button' unnecessarily.

However, I will ask the airline to ground those planes while the lapses are being addressed.



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?

In the world where media ethics are consistently eroded, a debate on media ethics like this case is very needed.

(a) Ethical issues in media:

① Lack of impartiality: Many news channels are partisan in a blatant



way leading to manipulated news.

Eg. Fox News in USA

② Ethical fading: Ethics have completely faded from decision making in media

③ Sensationalism: Putting views, TRP above privacy, true nature of news results in sensationalism

④ Yellow journalism: Lack of moral values in reports and blatantly targeting or supporting certain sections

⑤ Lack of integrity & Professionalism:

There is chronic lack of professional conduct and integrity in the working of news channels

(b)

Impact on society:

(i) Unethical reporting may lead to communal tensions in the society.



- (ii) It will lead to sectarian divisions and social friction in the society.
- (iii) Peddling of fake news will lead to building of false perceptions in the society.
- (iv) Will lead to vilification of a few persons in the eyes of a society  
Eg. Phe Chakraborty case
- (v) Will lead to polarisation of the society due to partial reporting.  
Eg. USA due to media
- (vi) Will lead to loss of social cohesion and solidarity in the society.
- (vii) Fuel hatred, violence and misinformation leading to a disjointed ~~society~~ society.



(c) Steps to strengthen role of ethics:

- (i) Provide ethical training as a part of journalism course.
- (ii) Have a code of ethics for media and press.
- (iii) Encourage self-regulation by the industry regarding ethical conduct.
- (iv) Need to cut the politician-media nexus to impart ethics into media.
- (v) Encourage professional conduct of media personnel through workshops, seminars.
- (vi) A declaration on lines of 'Christchurch declaration' can be given by the media to adhere to the code of ethics and code of conduct.



It is essential for  
people also to discourage yellow  
journalism and promote free and  
fair 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:

- (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)

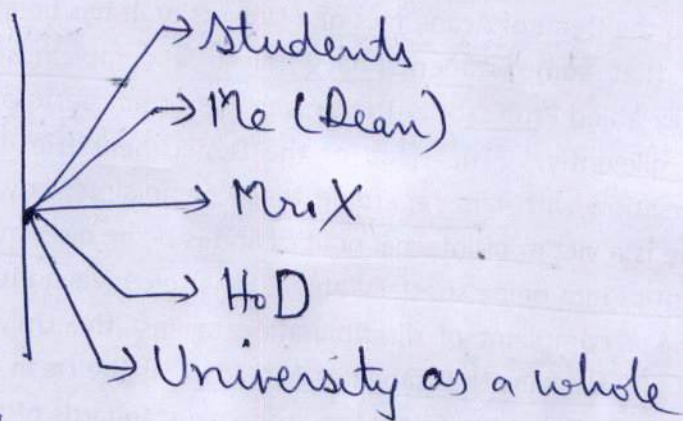
आप एक विश्वविद्यालय के अकादमिक डीन हैं। यह आपके संज्ञान में लाया गया है कि कुछ छात्रों ने विश्वविद्यालय के एक दिव्यांग प्रोफेसर मिस्टर X के विरुद्ध अपने शैक्षणिक कर्तव्यों का ईमानदारी से निर्वहन नहीं करने के लिए शिकायत की है। विभागाध्यक्ष (HoD) ने इन शिकायतों के संबंध में उनसे बात करने का प्रयास किया 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।

*This case calls for  
compassion but at the same time  
requires maintaining academic quality.*



(a)

Stakeholders  
in  
this  
caseEthical issues:

- ① Lack of devotion towards duty: Mr. X showed no devotion towards his duty as a professor
- ② Lack of responsibility: Mr. X showed no responsibility to his work
- ③ Alleged lack of compassion: Mr. X says that he was discriminated against. This shows lack of compassion in students and University administration
- ④ Alleged discrimination: Discrimination against differently-abled persons is an ethical issue
- ⑤ Injustice to students: By not undertaking



his duties Mr. X is doing injustice to students of the university:

(b) and (c)

Options:

① Take no action on complaints:

\* Merits:

(i) Mr. X will not complain to the authorities

\* Demerits:

(i) Academic standards are diluted

(ii) Students will be disgruntled

② Suspend Mr. X from services:

\* Merits:

(i) Right action for students who will get alternate professor

\* Demerits:

(i) Mr. X may feel that he is being discriminated against

(ii) Mr. X may proceed to complain against University.



③ Discuss with Mr. X and reach amicable solution.

\* Merits:

- (i) The apprehensions of Mr. X can be cleared
- (ii) Students will also get their concern resolved

\* Demerits:

- (i) Good chance that situation might not get solved amicably.

Course of action:

I will choose option ③.

- (i) I will discuss with the ~~so~~ students and understand their concerns.
- (ii) I will take the concerns to Mr. X and ask for his response.
- (iii) After getting his point of view, I will suggest Mr. X changes in his conduct to make his duty effective.



- (iv) G will also resolve any issues that Mr. X is facing during his course of work and remove any things he finds discriminatory
- (v) G will give him time to work effectively and monitor the progress from the students.
- (vi) If situation doesn't improve, Mr. X will be relieved from his duties. Being specially-abled doesn't give him the right to be negligent about his duties.

It is essentially to address the concerns of specially abled but that shouldn't be an excuse for negligence in duties.



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

Based on the given information, answer the following:

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

(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 (मैनुअल 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:

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



Occupational restriction due to caste discrimination is visible in this case resulting in low standard of living.

### (a) Issues :

① Discrimination: Manual scavenging is a direct result of caste based discrimination.

② Lack of compassion: There is lack of empathy & compassion towards the Safai Karmacharis.

③ Endanger life: Lives of scavengers are endangered due to the work.

④ Apathy of administration: This continues because administration lacks intent to clear this out.

⑤ Human rights violations: Human rights are getting violated due to manual scavenging.



⑥ No socio-economic development: The scavengers lack any access to socio-economic development.

(b) Options:

① Take no action:

\* Merits:

(i) There are no apparent merits

\* Demerits:

(i) Continuation of such practice

(ii) No benefit accrues to such people.

② Ban on manual scavenging implemented strictly

\* Merits:

(i) Immediate stoppage of the practice

\* Demerits:

(i) Manual scavengers will not be able to find other employments

(ii) Social friction in the society is possible.



(iii) Maintenance and sanitation will be a problem.

② Gradual skill and rehabilitation of manual scavengers

\* Merits :

(i) Sustainable solution as manual scavengers may not be forced to go ~~back to~~ back to scavenging

(ii) Proper sanitation available to the villagers in district

\* Demerits :

(i) Slow, gradual process

(ii) May face retaliation from some sections of society.

(c) Feasible steps :

(i) Identification of all such people in the district without excluding any one.



- (ii) Establishing modern skilling centres in the district to impart skills
- (iii) Buying machines for mechanical cleaning of cess pits and maintain hygiene.
- (iv) Provide immediate benefit through MGNREGS work and other works.
- (v) Request contractors of government works to employ manual scavengers for unskilled work

It is necessary to bring behavioural change in the society to remove such ills like manual scavenging.