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GENERAL STUDIES (TEST CODE : 1841)

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Medium Hindi/Eng.	ENGLISH	Registration Number	731806
Center	ONLINE	Date	6/9/2022

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **TWELVE** questions printed in **ENGLISH & HINDI** इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.** सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में दिए 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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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 the effectiveness of a person in doing something on his own in decent manner.

Key determinants

→ Aptitude - determines the efficacy of person viz a viz fields of work

Ex! A mathematical aptitude person self efficacious as an engineer

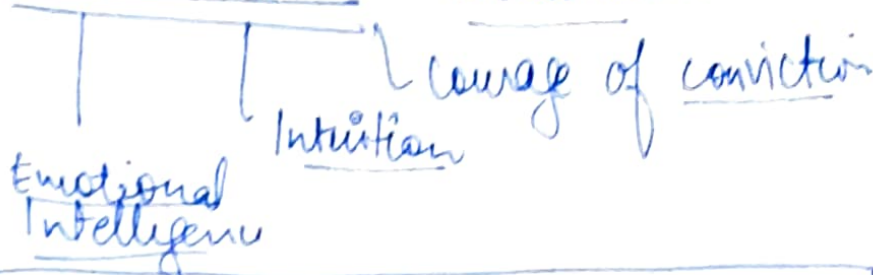
→ Attitude - will decide the approach a person takes when faced with nuances of day to

day jobs

L_{eg.} self efficacy due
to persistence

→ Training - helps to deal with
diverse scenarios

→ Other values - Dedication



Significance of high self-efficacy
for civil servant

- 1) Deciding things objectively
- 2) Emotional intelligence in face
of adversities of political pressure
- 3) Initiatives when acting on discretion
L_{eg.} Armstrong Panel road building
- 4) Dedication to public service
- 5) upholding foundational values
- 6) Showing probity when nobody is
watching

self-efficacy fuels the self
reliance (Amanibharta) of India.

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 स्या करने का अधिकार है और क्या करना सही है, इसके मध्य का अंतर जानना ही नीतिशास्त्र है। चर्चा कीजिए।

Ethics refer to the principles governing right or wrong based on value orientation in society.

Ethics: Knowing difference between —

(with help of examples)

What you have right to do

What's right to do

1) Smoke cigarettes at your home

Not doing so when people with health conditions surround you

2) Building a dam for profits by government

Social impact assessment to minimise losses of

<p>3) Right to <u>blow whistle</u> as per <u>Section 4</u> of <u>Whistleblower Act</u></p>	<p>human livelihoods to Following processes to uphold <u>professional integrity</u></p>
<p>4) Rights of <u>parliamentarians</u> to <u>speech freely</u> (Ar. 105) and</p>	<p>Watching one's tongue and <u>not inciting hatred</u></p>

"Ultimately, it is the ethical activities that gives one happiness"

- Nicomachean Ethics
(Aristotle)

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 द्विविधा 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 विविध सेवाओं के संदर्भ में उदाहरण सहित स्पष्ट कीजिए।

Ethical dilemma arises due to conflicting values and the fact that achieving one principle compromises the other

Dealing with ethical dilemma in context of civil services in India

Following rules and regulations

- Procedures while blowing whistle
↳ eg. Internal Committee reporting
- Acting on discretion only on discretion areas
↳ eg. giving leeway to a beneficiary not having documents

Moral prudence

- Intuition and creative thinking
amidst conflicting claims

↳ eg. going out of your way
to support a victim's
family by persuading
a factory owner during
disaster

- Assessment of values based
on real voice of reason instead
of apparent bias

Altruism

— Taking initiative to
help people by being
selfless

Prioritising public good
over self interests

Giving primacy to
upholding social welfare
over selfish career options
(eg. senior asking you to
flout norms)

Ethical dilemmas are part
and parcel of civil services in
India.

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; इसमें 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 in India exists in form of CCS Rules 1964 and AIS Rules 1968.

Failure of CoC to promote ethical and moral values

1) Code deals with specified behaviour under scenarios, but many scenarios of day-to-day life uncovered

2) No value training, rather an approach of planned behaviour

eg. civil servant knows not to take gifts over ₹25,000, but fails to understand

- that even ₹100 gift creates conflict of interest
- 3) less augmentation with holistic practices like Code of Ethics
 - 4) lack of accountability and openness

Need for National Commission on Integrity and Transparency

- 1) Integrity and transparency are foundational values as per Nolan Committee and Second ARC
- 2) Transparency fuels good governance and realisation of codes and norms - World Bank
- 3) Giving teeth to CoC rules
- 4) Accountability towards public
 "A dutiful and ethical public servant is necessary for public well-being"
 - Kautilya

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

नार्वेनिक 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 centre of debates since launching of IT and Digital Ethics Rules by government in 2021.

Necessary to prevent erosion of public values

- 1) Traceability clause acts as deterrent against animal instincts and lack of tolerance
- 2) Responsible usage of digital media
 Lef. compliance officers ensuring privacy
- 3) Prevents harm and defamation, alongwith reducing sensation-
 alisation

eg. Not showing mutilated bodies on social media

Dealing with ethical implications of digitising governance

- 1) Ethics ensure a human touch to governance as people on both ends act mindfully
Leg. gender sensitised social posts
- 2) upholding right to privacy, right to be forgotten
Leg. GDPR rules of EU has this in digital ethics

"Digital media is facing new challenges, and ethics is the way to approach overall digital governance" - Eric Schmidt (Ex Google CEO)

3. (b) Despite differences in terms of organizational values guiding the public and private sectors, there remain certain values that are equally important to both. Discuss. (150 words) 10

सार्वजनिक और निजी क्षेत्रों को निर्देशित करने वाले संगठनात्मक मूल्यों के संदर्भ में मतभेदों के बावजूद, कुछ मूल्य ऐसे हैं, जो दोनों के लिए समान रूप से महत्वपूर्ण हैं। चर्चा कीजिए।

Values refers to the beliefs that individuals or organisations attach importance to.

Difference in organisational values

Private sector

- Profit motive (eg shareholder value)
- Focus on capitalistic metrics more than ancillary effects of operations (eg. lack of compliance in order to increase output in less time)

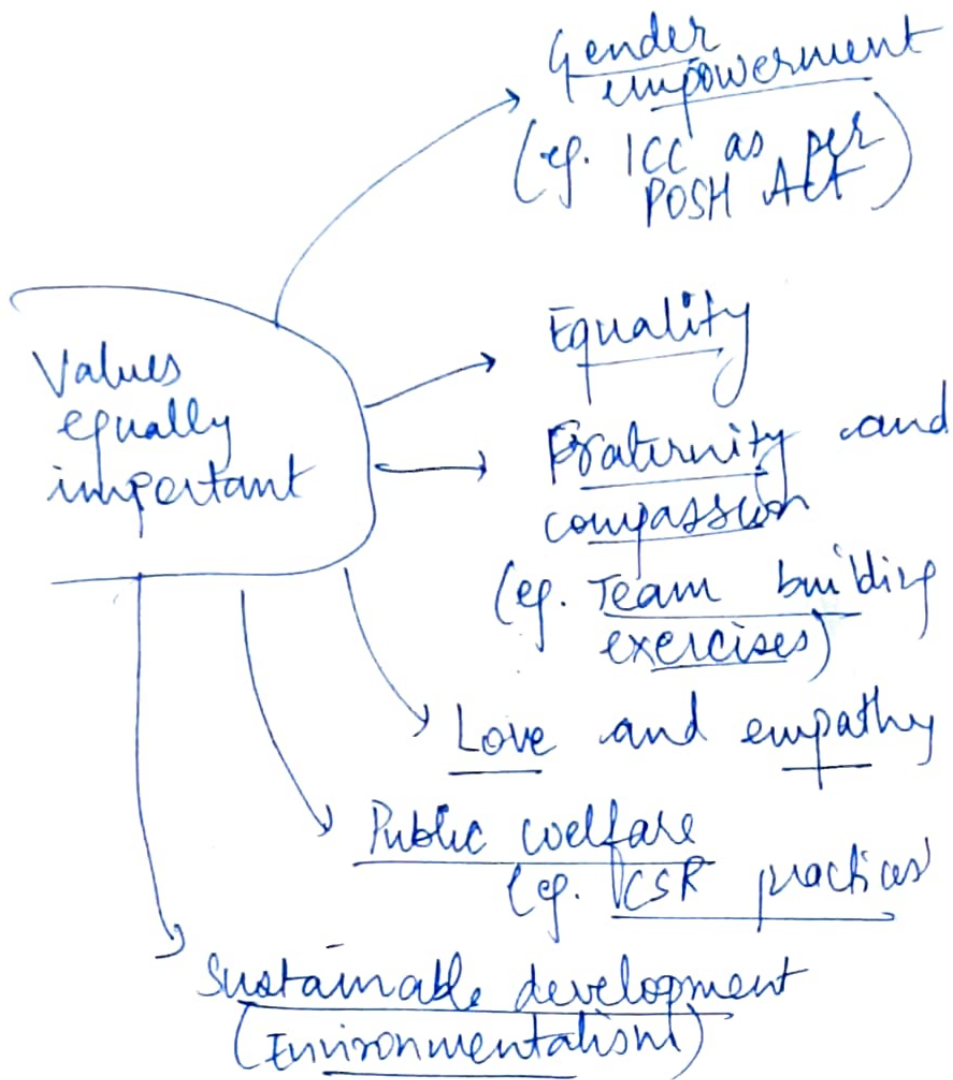
~~Process~~

Public sector

- Strict chains of command
- Stringent codes of conduct (eg. not taking gifts)

Don't write anything in the margin
 (इस भाग में कुछ भी न लिखें)

- Public welfare motives



without values, both public and private sectors can trample on categorical imperatives and humanity.

4. (a) Bring out the difference between accountability and responsibility. Also, discuss the significance of accountability in ensuring ethical governance in the context of India. (150 words) 10

जवाबदेही और उत्तरदायित्व के बीच अंतर स्पष्ट कीजिए। साथ ही, भारत के संदर्भ में नैतिक शासन (एथिकल गवर्नेंस) को सुनिश्चित करने में जवाबदेही के महत्व की विवेचना कीजिए।

Accountability and
responsibility are sine-qua-non
for good governance in India
- 2nd ARC

Accountability — Answerability
Sanctioned
with punishment
Towards seniors
and customers/citizens
Can't be shared

Responsibility — Roles-based
definitions
people in chain
of command
responsible to person
accountable
(e.g. bureaucrats responsible
to legislators)
Can be shared
across
organisational
chain

Significance of accountability in achieving ethical governance in India

- Checks and balances, preventing arbitrary and immoral actions
- 'Prudent' decision making
↳ eg. Being accountable prevents wasteful expenditure
- Citizen centric approach and backsliding of self-interest to uphold public trust

"One should hold himself responsible and accountable to highest standards."

- Henry Beecher

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 कानून और नियमों को लोक प्रशासकों के लिए नैतिक आदर्शों हेतु प्रमुख मार्गदर्शक माना जा सकता है, किंतु ये अपने आप में पर्याप्त नहीं हैं। उदाहरण सहित सिद्ध कीजिए।

Laws and rules can't
act as driver of moral
decisions among administrators,
but are not sufficient.

Laws and rules as principal
guide on morality

- 1) upholding professional integrity
by not shaming government
in public
- 2) Not being intoxicated in
public (AIS Rules 1968)
- 3) Gives procedures to ensure
principles of due process and
natural justice instead of knee-
 jerk reactions
eg. Whistleblower Act section 4

4) Prevents corruption and selfishness
~~↳ not giving contracts to family members~~ (CS 1967 out)

Laws and rules not sufficient in themselves

→ Don't cover holistic scenarios

Ex. an actual victim who can't become beneficiary due to lack of records

→ New way of embezzlement
 Ex. Businessman writing land in your relatives' names

→ Need for initiative instead of apathetical narrow outlook

Morality helps in creating foundationally strong public servants

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

(150 words) 10

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

Transparency refers to openness in functioning in order to ensure any constructive criticism and upholding public trust.

Cultivating public trust:

- People as active collaborators in governance and not as mere subjects
- Responsiveness via transparency creates satisfaction in process
 Eg. Responding to RTI claims
- Meaningful information can

come to fore, bringing satisfaction to communities
 ↳ people getting to know government's welfare projects

Preventing, detecting and deterring corruption

- Exposes government's deal and any discrepancies
 ↳ eg. Rafal controversy
- Behavioural deterrent on civil servants as always under 'surveillance by citizens'

Transparency is a foundational value as per 2nd ARC, and will help in creating Karmayogis in India.

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 government's payment architecture's 'just-in-time' reforms enable timely disbursement of finances to institutions and contractors, enabling better, fast and effective service delivery.

Just-in-time: A Significant Reform

- 1) Breaks through red tape, upholding efficiency as prime value of good governance
- 2) Increases motivation in subsidiary organisations due to timely allocation of funds

3) Enhances ease of doing business as contracts are enforced timely
Lack of this caused India getting ousted from Chabahat Rail line in Iran

More reforms in payment architecture like PFMS can breed a dutiful and citizen centric governmental ethics and work culture.

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 अरिलियस

Marcus Aurelius was
the Roman emperor who
heralded quality ideas of
happiness and attitude.

Meaning

- Quality of thinking creates
reactions to day to day
situations and degree of
alignment with moral values
- Attitude towards difficult
situations can cause contentment
and happiness even in dire
times

Relevance

- A public servant constantly surrounded with multitude of thoughts
E.g. peer pressure, media pressure
- Tolerance and thoughts of fraternity breed cohesiveness and happy societies
- Individuals can possess a 'growth mindset' in face of losses

Happiness will be the result of internal thoughts, in trying times like today, with wide ranging conflicts (Russia-Ukraine).

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 पूँजीवादी 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,
our first prime minister,
was an ardent stalwart of
socialistic values.

Meaning of quote

- Focus of capitalistic society merely on allocation centered on profitability to capitalist class
- Creation of wide gulf between haves and have-nots due to lack of social welfare policies and capacity building

Relevance

- Rising inequalities as per World Inequality Report
(10% Indians holds 75% wealth)
- Revolutions and movements due to inequality and lack of cohesion in society
- Inclusiveness of growth is part of good and ethical governance (World Bank)
- Civil servants need to take decisions for public good rather than falling for crony capitalism

The principles by Nehru were embodied in DPSGs of our Constitution.

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 prime architect of
American Bill of Rights and
also a great president.

Meaning of quote

- Honesty is stepping stone
in taking right decisions
based on moral and
rational judgements
- Honesty brings happiness
as there is no dissonance,
hence creating an apt
environment for mind to act

Relevance

- Upholding solid relationships
- Public trust
- Foundational civil service values (Nolan Committee)
- spills over into robust practices of integrity, probity and courage of conviction

Jefferson's successor
Abraham Lincoln famously
said that "No liar is
a good enough liar."

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)

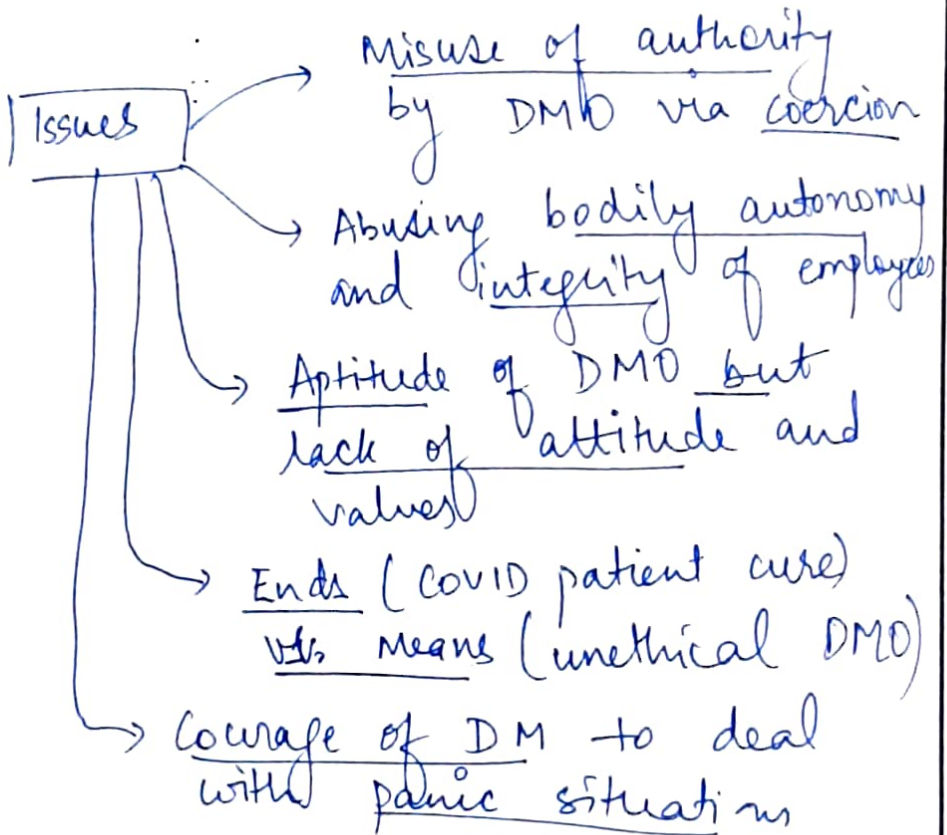
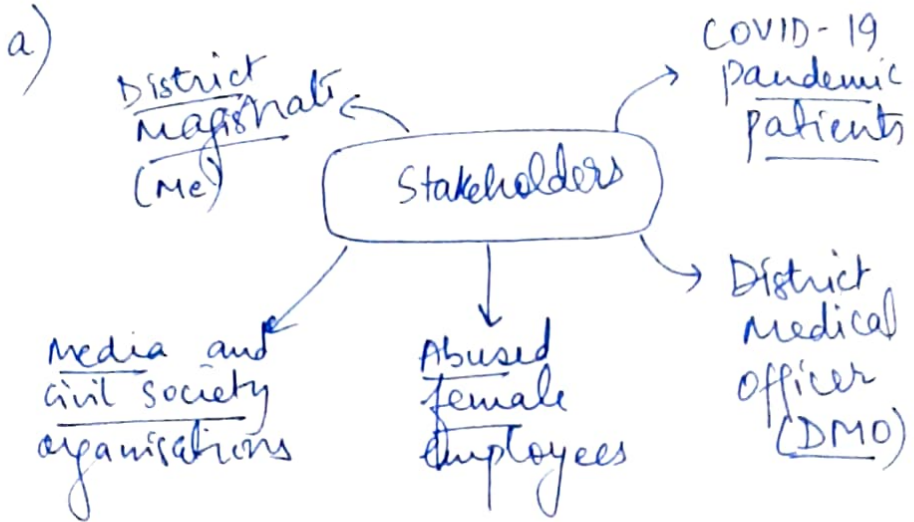
आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में तैनात हैं, जहां कोविड-19 महामारी के रोगियों की संख्या काफी अधिक है। जिले में भौतिक आधारभूत संरचना और मानव संसाधन का उनकी क्षमता से बहुत अधिक दोहन हो रहा है। महामारी के चरम पर, कुछ रिपोर्ट्स सामने आती हैं कि जिला चिकित्सा अधिकारी अपने पद का दुरुपयोग कर अपने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

In crisis situations like
 COVID-19 pandemic, societal
crises like the one given

in the case comes to fore



b) Options available① File the DMD by reporting
matter to state authoritiesPros

- Perception
enhancement
of District
Administration
- Relief to
woman employees
- Responsiveness

Cons

- Without
due process
of verifying
claims
- COVID-19
patients devoid
of DMO's
presence and
guidance
- If false
accusations,
can create
wrong precedents

② Ignore media demands and
sustain status quoPros

- Deft skills of

Cons

- Injustice to

DMO utilised

- Prevents wrong precedents and spillovers

female employees

- Lack of cohesiveness and mistrust
- Laxity in taking strict actions

③ Set up an inquiry committee and then report to state authorities if guilty

Pros

- Due process upheld
- Justice against gender discrimination
- Structured approach of Natural Justice
- Gives time to find replacement of DMO

Cons

- Time taking process

9) Final course of Action

Choosing option (3) as it
is not knee-jerk reaction
but systemic approach
based on emotional
intelligence



upholds protections given to
public servants (DMO) to
present their case adequately



If found guilty, giving
ultimate priority to gender
sensitisation and human
dignity, while looking for
replacements to deal with
pandemic situation

Apt management
of heated situations is sine-qua-
non for becoming true Karmayogi.

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

Given the situation, answer the following :

- (a) Identify the stakeholders and the issues involved in the above case.
 (b) What are the options available to you? Which of these will you choose and why?
 (c) As an objective and scientific-tempered administrator, what steps will you suggest in the long-run to deal with mob lynching? (20)

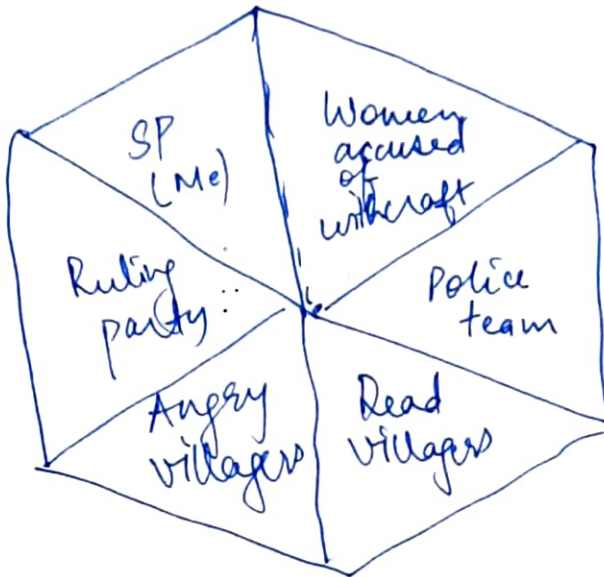
आप उस जिले के एक पुलिस अधीक्षक (SP) के रूप में तैनात हैं, जहां हाल के दिनों में लिंगिग से संबंधित कई अपराध हुए हैं। एक दिन, जिले के एक पुलिस स्टेशन को एक SOS मिला कि उनके क्षेत्राधिकार के एक विशेष गांव में दो महिलाओं पर जादू टोना करने का आरोप लगाया गया है और ग्रामीणों द्वारा उन्हें नग्न अवस्था में घुमाया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

- (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, मौखिक लिंगिग से निपटने के लिए दीर्घावधि में आप क्या कदम सुझाएंगे?

Several committees in India, like Rajiv Gauba panel, have tried to address issues of lynching, as given in the case

a) Stakeholders



Issues

- Lack of toleration in society
- Patriarchal mindset (as women are increasingly vulnerable)

- Mob mentality and loss of human reasoning
- Disproportionate retaliation by police
- Thinking on feet by the SP to diffuse heated situation
- Political obedience and interference

b) Options available

- ① Institute a quick enquiry and punish the lathi-charging team immediately
- ② Ignore ruling party's demands and protect your police team

③ Instituting a comprehensive
(rather than quick) enquiry
and focus more on
giving justice to dead
villagers and 2 women

- 3rd option shall be
my choice as it
delves deep into the
matter, beyond politics:
- Attending to dead villagers
and giving requisite compensation
is first priority!
- Need to ensure the right
to life (Article 21) of 2
accused women is protected
by moving them into
police protection
- Interaction with mob
leaders and media to
prevent sensationalisation

- 1) Long run steps as scientific and objective administrators
- 1) Deft monitoring of communication channels to prevent such outbreaks at earliest
 - 2) Community based policing by training common villagers and inculcating value education by collaborating with district magistrates
 - 3) Multi-step approach to deal with mob
 Leg. start with water hosing
 instead of lathicharge
 uphold "Doctrine of Proportionality"
 - 4) Role in media and community organisations for social persuasion

Mob mentality and incidents should be circumvented by instilling values of tolerance and compassion.

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 उम एयरलाइन से संबंधित कुछ हवाई जहाज अंतर्राष्ट्रीय नागरिक उड्डयन संगठन (ICAO) के कुछ सुरक्षा मानकों को पूरी तरह से पूर्ण नहीं करते हैं। ये मुद्दे बहुत मामूली हैं, जो मुख्य रूप से कुछ अधूरे विमान रखरखाव लॉग और चालक दल के प्रशिक्षण से संबंधित सुरक्षा नियमों से संबंधित हैं। एयरलाइन का सभी प्रमुख राष्ट्रीय राजनीतिक दलों से घनिष्ठ संबंध है और साथ ही यह एक बहुत ही प्रभावशाली व्यापारिक समूह से संबंधित है एवं इसका नैतिक व्यापार व्यवसाय का एक लंबा इतिहास है। आपके साथ बात-चीत करने के लिए एयरलाइन द्वारा नियुक्त व्यक्ति ने आश्वासन दिया है कि कुछ महीनों में सब व्यवस्थित हो जाएगा। विशेष रूप से इसमें शामिल व्यावसायिक समूह की छवि और इसे प्राप्त विश्वास को देखते हुए विभाग में आपके वरिष्ठ ने भी संकेत दिया है कि रिपोर्ट में ऐसे छोटे-छोटे मुद्दों का उल्लेख न करना ही बेहतर है। उन्होंने एयरलाइन द्वारा इन मुद्दों को जल्द से जल्द समयबद्ध तरीके से संबोधित करने के लिए दिए गए आश्वासन को भी दोहराया। हालांकि, आप जानते हैं कि एयरलाइन सुरक्षा मानदंड सर्वोपरि हैं और चालक दल एवं यात्रियों की सुरक्षा के लिए कोई भी अन्य विचार गौण हैं। जनता के विश्वास को बनाए रखने के लिए नियुक्त एक लोक सेवक के रूप में, निम्नलिखित के उत्तर दीजिए:

- (a) दी गई स्थिति में प्रतिस्पर्धी मूल्यों का सविस्तार वर्णन करते हुए, आपके सामने आने वाली दुविधाओं पर प्रकाश डालिए।
- (b) आपके समक्ष कौन-से विकल्प उपलब्ध हैं? प्रत्येक के गुणों और दोषों की विवेचना कीजिए। आप इनमें से किसे चुनेंगे और क्यों?

The case highlights the lackadaisical compliance and 'chalta hai' culture in ~~business~~ governance.

a) Ethical Dilemmas

Value 1

vs.

Value 2

1) Safety of crew
and
passengers

Giving leniency
to increase
ease of doing
business

2) Giving priority
to norms and
comprehensive
checks

Practically
letting some
inconsistencies
exist as
less probability
of harm

3) Prioritising each and every life

Utilitarian approach

4) Dutifulness

Giving into demands of superiors to not do honest work

Other Issues



b) Options

① Give the go-ahead to airline

Pros

- Ease of doing business
- Obedience to seniors

Cons

- Risking life of crew and

• Benefits of airline
to public at large

passengers

• sets wrong
precedent

• Lack of
integrity

② Highlight the minor defects
found and stop future
proceedings

Pros

• uphold dedication
to public service

• Courage

• Following : norms

Cons

• Can decrease
cohesiveness

viz a viz
seniors

• Decreases ease
of doing
business

③ Highlight defects and give
a customised go-ahead to
only few airlines not compliant

Pros

• Creative handling

• Initiative taking

• Upholds relations
with business

Cons

• Not following
orders so
some seniors
might get angry

People getting
airline service
as most planes
getting green
signal

I'll choose option (3)

Reasons

- Upholding prime security of citizens and crews, instilling confidence
- Managing relations with business as not turning completely hostile, rather giving green signal for compliant airlines
- Following norms also strengthen image of administration

Such issues gain traction as government tries to increase privatisation initiatives, hence ethical service is imperative.

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:
- Identify the ethical issues prevalent in the profession of media.
 - How does unethical reporting and sensationalization of news impact the society?
 - 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 में, 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 में समझौता किया है या गलत अथवा असत्यापित समाचारों को फैलाया है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

Levinson Report of UK highlights the ethical issue in media, as discussed in text.

a) Ethical issues in media

i) Corporatisation / Murdochisation of media

- 2) Political ideology based news over objectivity
- 3) Not following media ethics
 - ↳ Impartiality
 - ↳ Objectivity
 - ↳ Harm minimisation
- 4) Sensationalisation and playing with passions of people
- 5) Fake news and peddling of dishonest narratives
- 6) Going to extreme lengths to gain TRP
 - ↳ eg. showing dead bodies
 - ↳ disrespecting categorical imperative of dignity
- 7) Post-Truth society
- 8) Ends (profits) vs. Means (defamation)
- 9) Lack of natural justice (Media Trials)

Don't be
anything
more
(2019)

5) Impact of unethical reporting and sensationalisation in society

- 1) Reduced cohesiveness
- 2) Lack of toleration
- 3) Zero sum games of religious fundamentalism
- 4) Loss of mental faculties of objectivity, intuition and originality
- 5) Stereotypes and prejudices prevail over brotherhood
- 6) Dilution of public trust in institution of media
- 7) Mob violence increases

Q) What can be done to strengthen role of ethics in Media?

- 1) Value inculcation in media courses
- 2) Strict codes of conduct and codes of ethics
Can take help from global best practices e.g. BBC Model of UK
- 3) Accountability and checks via self regulation
- 4) Giving teeth to institutions like PCI and NBSA
- 5) 'Role based' and Scenario based trainings to teach reporters how to handle tricky situations like hostages, disasters etc.

Don't let
anything
margin
(2-3 mm)
appear on the

"Media is a double edged sword, and its effects are only getting visible today. It is of great significance to instill ethics and norms to prevent it from going haywire."

— Tristan Harris
(Google Designer)

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

In this case, answer the following questions:

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

आप एक विश्वविद्यालय के अकादमिक डीन हैं। यह आपके संज्ञान में लाया गया है कि कुछ छात्रों ने विश्वविद्यालय के एक दिव्यांग प्रोफेसर मिस्टर X के विरुद्ध अपने शैक्षणिक कर्तव्यों का ईमानदारी से निर्वहन नहीं करने के लिए शिकायत की है। विभागाध्यक्ष (HoD) ने इन शिकायतों के संबंध में उनसे बात करने का प्रयास किया है; हालांकि, मिस्टर X को लगता है कि वह विश्वविद्यालय की आंतरिक राजनीति के शिकार हैं और उनके दिव्यांग होने के कारण उनके साथ भेदभाव किया जा रहा है। उन्होंने विभागाध्यक्ष को यह बताया भी है कि वह दिव्यांगजन अधिकार अधिनियम, 2016 के तहत विश्वविद्यालय के भेदभाव के विरुद्ध शिकायत दर्ज कराएंगे। अकादमिक डीन के रूप में आपकी यह जिम्मेदारी है कि आप विश्वविद्यालय के शैक्षणिक मानकों को बनाए रखें और इस संदर्भ में आवश्यक प्रशासनिक कार्रवाई करें।

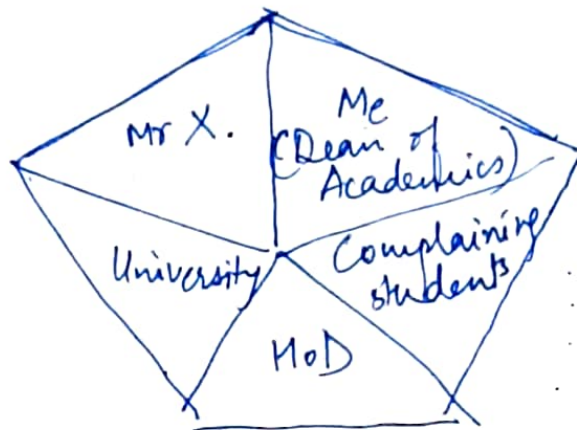
इस प्रकरण के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

The case requires trust building with vulnerable sections (specially abled professor) and

traversing through tricky situations of legal terrorism or woothy claims, by verifying facts on ground.

a) Stakeholders



Ethical issues

- 1) Alleged lack of dutifulness in Mr X.
- 2) Internal politics and discrimination as feared by Mr X.
- 3) Upholding trust of students

in institution

- 4) Being fair and projecting
this fairness to Mr X.
in just manner
- 5) upholding academic standards
as a professionally integral

Dean

6) Conflict management

7) Options available

① Taking action against
Mr. X

② Punishing students and
HOD

③ Arranging a student Mr X
meet up and figure out a
'golden-mean' path

8) Evaluation

merits

Demerits

Option

①

• upholding
academic
standards

• No verification
of complaints

- will ensure other teachers also become diligent

- Knee-jerk reaction
- Wrong perception as 'being discriminatory'

Option 2

- Gaining trust of specialty added sections
- Preventing actions from PWD Act

- Sets wrong precedent (legal terrorism)
- Students and employees will take less initiatives and raise less voice in future

Option 3

- Conciliatory approach
- Helps to assess on-ground situations of internal politics, etc.
- Due justice to both sides

- Time taking process
- People will be apathical to approach such long procedure

by showing
responsiveness

My choice — Option (3)

Reasons

- Proper assessment of conflicting claims of all stakeholders, even at cost of time
('justice hurried is justice buried')
- Prevents any hurting of sentiments of specially able people and garners public trust in process
- Generating a spirit of value conflict and resolution in students which'll help create moral resolute citizens in future

"The role is to hear courteously, answer wisely, consider soberly and decide impartially"
— Socrates

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 डोने (मैनुअल स्केवेंजिंग) का प्रचलन बहुत अधिक है। आपके संगान में लाया गया है कि आपके जिले में मैला डोने 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 डोकर ही रोजगार प्राप्त कर सकते हैं। आपके जिले के कुछ सरकारी विभाग भी बिना वनियारी सुरक्षा उपकरणों और उपायों के नीबरो/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 डोने (मैनुअल स्केवेंजिंग) 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।

Elimination of manual scavenging is important part of removing untouchability under Article 17.

a) | Issues associated |

- 1) Disrespecting categorical imperative of human dignity
- 2) Purity and pollution concepts of caste and employment association
- 3) Normalcy as taught from childhood
↳ behavioural lack of ethics
- 4) Lack of safety
- 5) Lack of alternate employment avenues, pushing people into manual scavenging

6) Ineffectiveness of law in changing societal attitudes

b) Options available

① Not taking any initiative to not disturb status quo

Merits

- Cohesiveness intact

Demerits

- Gross violation of morals and reasoning
- Disrespecting Right to Liberty (Ar. 21) and Ar. 17

② Taking strict actions and communicating abhorrence to such activities in future

Merits

- Punishing immoral and casteist employees and people

Demerits

- Root cause of societal moral corruption

• Some degree of deterrence

not addressed

• people will find new ways to flout norms

(3) Immediate actions against people employing scavengers and setting up a multi-vector team to assess the rehabilitation process

Merits

- Focussing on livelihood of manual scavengers
- Holistic approach
- Effective deterrence
- Enables social persuasion

Demerits

- Will need cooperation from institutions

c) Feasible steps to address problems

Short Term

- 1) Providing safety kits to

manual scavengers so that while the practice prevails, harm is reduced

2) Engage voluntary organisations and media to highlight best practices of fighting against such evils of Bezwada Wilson

3) Immediate enrolment of people into skill development and alternate jobs via MGNREGA etc.

Long Term — Value education in schools

Community policing — Awareness among castes exploited
Reskilling initiatives
Technological management of waste and excreta

"No person is a means to an end." This statement of Kant rightfully applies to above case.