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GENERAL STUDIES (TEST CODE : 1841)

Name of Candidate	CHAITANYA KHEMANI		
Medium Hindi/Eng.	ENG	Registration Number	746087
Center		Date	30AUG

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	<p>1. 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)।</p> <p>2. There are TWELVE questions printed in ENGLISH & HINDI इसमें बारह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।</p> <p>3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. 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।</p> <p>6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. 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।</p>
1(a)	10		
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11	20		
12	20		
Total Marks Obtained:			
Remarks:			
Signature of Examiner			

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

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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.

All the Best

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

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

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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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.

(1-a)
2

Self efficacy means possessing higher levels of efficiency and potential in conducting one's tasks and duties. Self efficacy implies being competent in one's job.

Determinants of Self Efficacy

- ① Possessing adequate knowledge & domain expertise.
- ② Possessing adequate idea to ensure efficiency in time and resources and financial flows.
- ③ Having high IQ and EQ to ensure smooth application of skills and aptitude.

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Significance of high self efficacy

- ① It helps in providing new-age governance to the people.
- ② It helps plug gap between the planning and implementation of government schemes.
- ③ Self efficacy helps in developing people-centric governance.
- ④ Self efficacy helps in positive performance appraisal and promotion.
- ⑤ Self efficacy is tool to achieve Total Quality Management for civil servants.

eg. IAS Krishna Teja was very self effective in implementing evacuation for 2 lakh people in Kerala.

Self Efficacy is necessary to ensure success of the civil servants.

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(b) Ethics is knowing the difference between what you have the right to do and what is right to do. Discuss. (

1-b) Ethics is the implementation of higher moral ideals and values, and at the same time avoiding bad traits and vices.

Ethics — Rights and duties

① Ethics is the solution to the dilemma and crisis of conscience between what one can do and whether it should be done or not.

eg: IAS Rajni Sibal refused to accept political bribe for manipulating results of the primary teacher examination

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② Ethics help resolve cognitive dissonance regarding the proper course of action to follow.

③ Ethics is the guiding light for civil servants to ensure they shed their bureaucratic mindset and adopt people-centric service delivery.
eg: IAS Khairnar refused political pressure, and helped in encroachment drive in BMC, Mumbai.

④ Ethics helps distinguish between the "right to do" and the "moral implication of doing the task" using the concept of Emotional Intelligence.

Ethics is the "talisman" that helps serve and uplift the poor people, as, advocated by Gandhiji.

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.

② a Ethical dilemma refers to the moral dissonance that occurs when there are two conflicting paths of actions reflecting ~~at~~ contradictory ethical values.
eg. Ethical dilemma regarding transparency vs following official secrets act.

Ethical Dilemma — follow rules & regulations

① The official "Code of conduct" for civil servants help resolve ethical crisis that may arise.

② Prescribed rules and regulations establish standard operating principles which serve as guideline to ensure resolution of dilemmas.

eg. IAS Rerna Rajeshwari solved problem of fake news in Telangana using the IT Act, 2000.

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Ethical dilemmas — Moral prudence & altruism

① Having Empathy & higher emotional ~~an~~ intelligence and "altruism" ensures helping of the needy and uplifting the lives of the distressed.

② Having spirit of "fraternity" and "brotherhood" as stated in Article 51A helps resolve ethical dilemmas.

eg: IAS Narsimha Singh started all women's school for unlettered ladies and dropouts.
IAS O P Chaudhary started a school in the tribal district of Dantewada for nomadic children.

Ethical dilemmas can be resolved by combining law and moral prudence in the right proportion.

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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.

Q-b)
The Civil service Code of Conduct provides the official guidelines and sets lists of acceptable and ~~not~~ non acceptable behaviour for civil servants.

eg:
Civil Servants - not to promote nepotism, Corruption is established in the code of conduct

Code of conduct - failure to promote ethical & moral values

① Due to constraints in practical implementation of the codes, it has failed to establish the moral ideals of civil servants as prescribed by the Nolan Committee.

eg: IAS poorja singhal was, arrested on charges of corruption & money laundering

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② Code of conduct has failed to implement people-first ~~app~~ mindset among the bureaucrats.
eg: IAS Khuriana would force athletes out of stadium for walking his dog.

⑤ Code of conduct - Need for National Commission on Integrity & Transparency in Governance

① The National Commission will usher in transformative governance by bringing transparency using ICT and force the civil servants to adopt people centric governance.

② The National Commission will promote research & development for development in this field.

③ It help combine with civil service training institutes to imbiie training in the new recruits and mid career training for the existing bureaucrats.

Ethical & Moral values will help in emancipation of deprived in India.

3. (a) Digital ethics principles are necessary to prevent erosion of public values and deal with the ethical implications of digitizing governance systems. Discuss.

3-9
The 2nd ARC report on E-government promotes implementation of ICT in the governance programme of India.

Digital Ethical principles - Need

① Digital ethics will ensure adherence to virtues and moral principles in the government principles.

② Digital ethics will help prevent data misuse, cyber-crimes and identity theft.

③ Digital ethics will plug the gap between the digital literates & digital illiterates.

eg. IAS Kundan Kumar launched "Unnayan Banks" which combines artificial intelligence in governance.

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IPS Delhi Tiwari started smart policing and smart governance for digital transformations

Ethical Implications of digitizing governance

① Ethical dilemma regarding surveillance and data tracking will lead to cognitive dissonance. eg: Edward Snowden whistleblowing about NSA.

② Ethical dilemma / Crisis of conscience to promote transparency or impose official secrets act.

③ Moral dilemma to prevent cybercrime, cyber espionage and prevent online financial crimes which rob poor people of hard earned money.

eg: Cyber robbery in Bangladesh robbed millions of their savings.

Digital Transpar Transformation is the need of the hour, which, must be implemented in a holistic manner.

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(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.

(B-b)
2

The "Bombay plan" by leading Indian industrialists led to emergence of the mixed economy with presence of both public & private sector.

Differences in public & private sector-

Public Sector	Private Sector
① Motive is to ensure <u>delivery</u> of <u>goods & services</u> and promote " <u>welfare</u> "	① Motive is to earn <u>maximum profit</u> , <u>revenue</u> and, <u>turnover</u>
② Organisational values of " <u>development</u> ", " <u>people-centric</u> ", " <u>social upliftment</u> " exist	② Organisational values of " <u>efficiency</u> ", " <u>Cut-throat competition</u> ", " <u>hire & fire</u> " exists
③ <u>Healthy industrial relations</u> exist.	③ <u>Industrial disputes</u> exist.

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Values that Remain Common

- ① Value to promote resource use efficiency and minimise wastages.
- ② Value to ensure "~~corpo~~" good Corporate governance" as advocated by Mahindra Committee.
- ③ Value to ensure maximum welfare for the stakeholders.
eg: IAS PD Shenoy transformed Karnataka State Transport Corporation to a profit making department.
- ④ Values to prevent corruption and nepotism, by, ensuring transparency.
eg: IAS Manoj Nath fired officials involved in corruption in Bokaro Steel Plant.
Public - and, Private sector, both, work in spirit of cooperation and healthy competition to reform the Indian economy.

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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.

4-(a)

Responsibility is the moral obligation to ensure attainment of the stated objectives and goals of the task.

Accountability is the holding onus for the praise / blame arising due to success or failure of the task.

Responsibility	Accountability
① It can flow upward and downward both	It can only flow upwards.
② It determines the "means" to attain/fulfilment of tasks	It is aimed towards "ends" of the tasks
③ It leads to development of "leadership" trait	It leads to development of "managerial" trait.

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Accountability - Role in ethical governance

① Accountability helps in fixing
responsibility and prevents "passing"
& ~~the~~ "blame-game" within ^{the} bureaucracy.

② Accountability helps attain the
objectives of "people centric governance"
by ensuring adherence to higher efficiency
and "minimum wastages of resources".

③ Accountability helps in development of
the organisation by developing
"Unity of command", "Unity of direction"
and "scalar chain".

eg: IAS Rehini Sindoori ensured accountability
among minister-in-charge ~~for~~ by locking him
for not following the model code of code.

IAS Yoonam Malakondiah ensured accountability
of ~~to~~ the private sector firm "Monsanto" for in
causing exploitation of farmers.

Accountability, as, Harry Truman, helps in bringing
responsibility; It is rightly said "Buck stops here".

(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.

(4-b)

The laws & rules like Civil Servants (Code of Conduct) help in bringing morality among the public administrators.

① They guide the ideal course of action and set the acceptable behavioural patterns within the organisation.

② Laws and rules for bureaucracy was prescribed by Max Weber.

③ However, these laws & rules, may have great grey areas, which, require administration of one's own judgement and wise decisions.

④ Emotional Intelligence, helps, in guiding, moral judgement, when the rules and laws are not sufficient.

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⑤ Sound ethical training and having high moral ideals will, serve as the "northern star" and "compass" in guiding the other "people-welfare" model. eg: IAS Raj Yadav adopted 5 villages in Sikkim and transformed lives of 7500 villagers. IAS Armstrong Palme raised funds to construct village roads using crowdfunding. They weren't obliged by rules to pursue these actions, but, they performed these goals due to higher emotional intelligence.

⑥ Thus, we can, say that, individual ethical virtues, empathy, courage, wisdom, morality also, guide in the civil servants apart, from the established rules and laws.

Gandhiji's "Tatman" of ensuring helping of the poor in every task/deed should be the guide to morality for public administrators

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

(5-a)

"Transparency" is to usher in Open, Reformative governance based on the Right to Information, Act, 2006.

Transparency - Building Trust in governance

- ① Transparency in governance, helps, the public get confidence that the bureaucrats are adhering to the established code of conducts and following ethical values.
- ② Transparency helps in effective participation of the people in the governance and administration of the system.
- ③ Transparency helps remove fear of nepotism & "financial leakages", "mismanagement"

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of resources", thus, bringing in complete mental resolution of the public.

Eg. IAS Atul Kulkarni started "Bharosa Cells" to ensure transparency in police dept.

Transparency - Corruption detection

① Transparency helps catch financial irregularity in the system, and, enforce the Prevention of Corruption Act.

eg. IAS Durga Shakti Nagpal fought against corrupt sand mafia in the system.

② Transparency helps in establishing sound, resilient public financial management system as suggested by the 2nd ARC report.

Transparency, will, help in establishing people centric governance as suggested by the Nolan Committee.

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(b) 'Just-in-time' release of funds heralds a significant reform for the Indian government's payment architecture. Discuss.

(5-b)

The Indian Government via its budgetary allocation under Article 112 ensure receipts & expenditure from the consolidation fund of India.

Just-in-Time feature of payment

① The "just in time" feature allows the proper release of funds for government work. It ensures right amount of fund at the right time and right place.

② Previously, there was marked delay in release of funds, leading to inefficiencies in scheme implementation. eg: Delay in payment of MGNREGA wages

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③ The public procurement System of Indian government, under, the General Financial Rules have been reformed to ensure timely payment to the vendors

④ Electronic financial transactions have revolutionized the payment architecture of government, by, preventing financial irregularities, corruption and leakages. It has improved operating ratio of the government.

⑤ Schemes like FRBM Act, Digital banks will help improve the pro revenue deficit and fiscal deficit using the "just-in-time" principle.

using "Just in Time" principle
Financial soundness of government public funds will help India achieve goals of \$5 trillion economy.

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

(6-a) Gandhiji has rightly said, "Man is a product of his thoughts. What he thinks, he becomes."

Marcus Aurelius, has, also held similar views, which calls upon, us to have happy thoughts, hold a positive mindset, to ensure, emergence of positive fulfilling life, for, welfare of the society and ourselves.

Having, a, optimistic mindset, makes one see the beauty of life, whereas, having a pessimist mindset, makes, one only notice the miseries.

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Half-full approach

Optimistic



Optimum Choice

Half-empty glass

Pessimist



Worst Choice

Half filled with water & half filled with air approach



Best Choice

① Implication for civil servants

Having happy, positive mindset will help the civil servant, curb, enormous trials and tribulations & move mountains.

② Civil servants will be able to uplift the mood and improve performance of the entire team.

③ Civil servants, with ^{Optimistic} happy thoughts will be able to have higher quality of life by helping the deprived.

Having the positive thoughts, will help, improve oneself. As it has rightly being said, "Do not become slave to your thoughts, but become master of your thoughts"

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(6-b)

(b) "The forces in a capitalist society, if left unchecked, tend to make the rich richer and the poor poorer." — Jawaharlal Nehru

Karl Marx has said, "Laborers of the world unite. You've nothing to lose but your chains"

The first prime minister of India, Pandit Nehru speaks on, the ills of unchecked Capitalist society, which, tends to exacerbate the differences between the haves and the have-nots.

Implications in Today's society

① Onfarm reports that the top 10% of population, own, 77% of India's wealth.

② Niti aayog reports that roughly 25% Indians are multidimensionally poor in India.

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

UPSC

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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⑦ Civil Servants — Implications

① Civil servants as administrators of the public sector enterprises must aim to ensure fulfilment of the "welfare objectives" of the public sector enterprises.

② Civil servants as regulators of "Competition Council of India" must strive to prevent emergence of oligopolistic and monopolistic tendencies in the society.

③ Civil societies servants must aim to improve lives of the poor people by providing government welfare schemes and policies.

Gandhiji has called upon the capitalist forces to carry on "Commerce with Conscience", as, the world has enough resources to satisfy everyone's needs but not everyone's greeds.

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(c) "Honesty is the first chapter in the book of wisdom". - Thomas Jefferson

(c)

It has rightly being said, "Honesty is the best Policy".

The founding father of USA, Thomas Jefferson, has advocated that, we must also follow the path of truth, honesty to ensure fulfilment of the ethical duties and moral commitments.

Implications for civil servants

① "One lie leads to another lie", leading, to a web of lies and creating unnecessary complexities and inefficiencies.

② Dishonesty leads to erosion of the public faith in the governance and bureaucracy.

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③ Civil Servants must always follow the path of "transparency" and honesty to ensure extinction of corruption within the society.

④ Gandhiji had called upon his "Satyagrahis" to follow the path of truth always. Civil Servants must follow this tenet despite the hardships that may come up eg: IAS Ashok Khemka was transferred multiple times for having impeccable honesty.

Honesty ensures sustenance of the human civilization, as a bedrock of lies leads to collapse and downfall. It has rightly been said "Satyameva Jayate" i.e. truth alone triumphs.

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.

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7) The case involves, protecting the dignity of women and ensuring service delivery to the patients.

A) The stakeholders are:

- ① Women Employees
- ② Patients
- ③ District Medical officer
- ④ Media & Civil Society Organisations
- ⑤ Me, as, the District Magistrate.

B) The course of actions that are available to me are, as follows:

(Please do not write anything except the question number in this space)
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Action	Merits	Demerits
① Take no action, let the Medical officer continue	① Covid patients will get treatment ② Physical infrastructure & human capital won't be constrained	① <u>Women Employees</u> will be violated ② Set a <u>negative precedent</u> in the <u>organisation</u>
② Fire the <u>Medical officer</u> immediately by reporting to the state authorities	① women employee's right & dignity will be protected ② Will set a strong precedent to prevent further crimes	① Maybe, the doctor was a victim of vendetta ② Covid patients, may not get timely attention
③ Setup a commission, to gather evidence, validate statements from all stakeholders and based on the findings of the commission, <u>recommend state authorities to take action</u>	① Will ensure " <u>due process of law</u> " ② Ensure justice to all stakeholders ③ Will set a <u>strong precedent</u> across the <u>organisations</u> ④ Covid patients will get <u>timely treatment</u>	① Will be time consuming ② May face <u>resistance</u> from <u>civil society</u> as want immediate action

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Q-1

The course of action to follow:

① I'll set up a high-empowered
committee, comprising, representatives
of all stakeholders

② I'll establish mandate for the
Commission, to, (a) investigate all
records, evidences (b) conduct hearings
of the victims ~~and~~, the accused and
the witnesses

③ Meanwhile, I'll ensure the media and
civil society don't sensationalize
the issue by holding media
trials ~

④ I'll also ensure, that, the
normal working of the hospital isn't
jeopardized by, ensuring continuity
in the administration.

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

कृपया इस स्थान में प्रश्न संख्या के अनिवार्य रूप से लिखें।

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⑤ Based on findings of the Commission, I'll recommend action to be followed.

⑥ In the time period I would have conducted drives, to find suitable replacements for the district Medical Officer; if, the cases of him being suspended would arise.

⑦ As a long time measure, I would recommend, implementation of strict guidelines in the organisation.

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?

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(8-a)

The case involves mob lynching, and, political pressure to suspend policemen doing their duty.

The stakeholders are:

- ① women accused of witchcraft
- ② villagers
- ③ family of dead villagers
- ④ Police men who did lethal charge
- ⑤ Political Leaders
- ⑥ Me. as, the DM

The issues involved are:

- ① Moral obligation of preventing mob lynching
- ② Res. Ethical Resolution to provide justice to dead villagers.
- ③ Moral dilemma to suspend the policemen or by following political orders or not ordering the transfer leading to a Crisis of conscience.
- ④ Ensuring protection of dignity of women

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

कृपया इस स्थान पर प्रश्न संख्या के अनिवार्य रूप से लिखें।

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(b)

Options available are

Options	Pros	Cons
① Fire the policemen immediately	① Political masters will be happy. ② Villagers will be satisfied. ③ Dead victims will get justice.	① Promote further mob lynching. ② Negative precedent among police personnel - poor HK policies
② Take no action	① Prevent <u>poor</u> morale among the policemen. ② Ensure <u>mob lynching</u> doesn't occur in the future.	① Political masters will be dissatisfied. ② Villagers may take course of retributive justice.
③ Set up a enquiry, taking into <u>account</u> all <u>evidences</u> , reports from all <u>sectors</u> and <u>stakeholders</u> and, take <u>judgement</u> <u>objectively</u> , free from <u>fear</u> or <u>favour</u> .	① Ensure justice to all the <u>stakeholders</u> ② Set a <u>positive</u> <u>role model</u> for all cases across departments within the state.	① Villagers and political masters may not be happy, if, the report is unfavourable to them. ② May take some time to decide on the case.

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I'll select the option '3' in this case, as it ensures fulfilment of ~~all~~ my duty as opined by Immanuel Kant, and, ensures justice as per Socrates and Aristotle.

8-c

In the long run, I'll follow the below steps:

- ① Set up a participative, social body comprising of rational villagers like headmasters and teachers to report any case of mob lynching.
- ② I'll ensure mob lynching cases are immediately settled in fast-track courts and judgements publicised to ensure villagers take stock of the legal implications of indulging in mob justice.

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③ I'll set up an empowered committee
to educate villagers about ill-conceived
notions of witches and witchcraft.

The committee will, help resolve
questions / doubts of the villagers in
a rational simple fashion.

④ As a precedent, I'll ensure
proper respect is accorded to the
women accused of witchcraft, by,
having them enrolled in government schools.

⑤ I'll set up gender sensitive cells
to ensure safety of women is
ensured.

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?

UPSC

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9.

The case involves ensuring safety of the passengers and protecting image of the business firm.

The dilemmas are:

① Ensuring safety of the passengers or following ^{unjust} orders of the superiors, leading to an ethical dilemma.

② Crisis of conscience with regards to obeying the senior or following the established standard operating principles.

③ Cognitive dissonance with regards to trusting the ^{words of} officials of the company, or, ensuring strict adherence to the air-safety guidelines.

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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6

The options available are —

Option	Pros	Cons
① Follow the superior orders, and let the aircrafts continue to fly.	① Superiors in the department will be happy. ② Political masters / business company will be satisfied.	① Passenger Passengers safety is at risk. ② Not following the ICAO safety standards will set a wrong precedent. ③ Superior will be
② Imposing no-fly orders until the safety standards are complied with.	① Ensure safety of the passengers and crew. ② Set a strong precedent in the organisation. ③ Protect my reputation as an honest, upright officer.	① Superiors will be dissatisfied. ② Political Masters may be unhappy with decision. ③ Tarnish the image of company in the short run.

The course of action I'll follow:

- ① I'll make the aircraft owners comply with the International Standards, and, until, then, don't pass the safety audit for the aircrafts.

Reasons to this actions

- ① It will ensure safety of the passengers & crew members.
- ② It will ensure a positive role model to the organisation.
- ③ It will protect me and my career, in case, there is any aircraft accidents that might happen, due, to safety failures.
- ④ It will protect the image of

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the aircraft company in the long run
as, it will ensure safe travel with
minimum risks for passengers life.

It has rightly being said,
" Better to be safe, than sorry "

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?

UPSC

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10

The case involves media code of conduct and ethics to be followed.

The ethical issues are:

- ① Freedom of speech under Article 19
 - Or
 - ② Preventing sensationalization of news, by imposing certain restriction
- | Ethical dilemma |
- ③ Obligation in —
↳ Protecting justice of the victims, by, preventing ~~some~~ interference in the Court proceedings.
 - ④ Cognitive dissonance in establishing the limits of free-and-fair reporting, or, gross sensationalization
 - ⑤ Moral duty to protect the 4th pillar of democracy.

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105

Unethical reporting and sensationalization of news leads to negative impact such as:

- ① Glorification of crimes and criminals.
- ② Interference with the normal court proceedings due to media trials.
- ③ Promotion of irrational ideas, Occult sciences and Superstition.
- ④ Sting operations lead to breach in privacy, and, creation of surveillance state.
- ⑤ May lead to anti-national activities.
eg: Supreme court condemned reporting of 26/11 attacks, as, it helped the terrorists in identifying army formations.
- ⑥ Unethical reporting leads to, Collapse of democracy by promoting paid news, compromised opinion polls and fake news.

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10-C

To strengthen the role of ethics following,
actions to follow:

Role of Government

① Press Council of India and
Broadcasters Association of India must,
be made effective regulatory bodies by
giving them adequate powers to prevent
unethical reporting.

② Code of ethics for journalists,
TV reporters must be brought and
granted legal status.

Role of Sponsors

③ Focusing on breaking nexus
between big businesses and media
houses to prevent, paid news, by,
imposing competition Act, 2002.

Role of Journalists

④ Journalists should be trained on
conducting investigations and sting operations

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as a tool of last resort.

Role of OTT platform

5) Social media news channels must be regulated to prevent sensationalizing and promotion of fake news.

Role of consumers

6) TV audiences too must play role of "wise consumers" to judge between ethical & unethical journalism.

Thus, the role of ethics can be strengthened with active involvement of all stakeholders.

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.

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11

The case involves protecting rights of the specially abled and ensuring standards in the university.

The stakeholders are:

- ① Specially abled teacher.
- ② Students
- ③ Head of department
- ④ The University
- ⑤ Me, as Dean of Academics.

The ethical issues are:

- ① Protecting right of the disabled teacher.
- ② Protecting right of the students to good quality education
- ③ Protecting the academic standards of the university

These ~~are~~ give rise to moral dilemma, ethical concerns, crisis of conscience due to conflicting situations

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

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The options available to me are.

Action	Pros	Cons
① Fire the dis disabled teacher	<p>Ⓐ Students' right fulfilled</p> <p>Ⓑ Quality of education standards ensured</p>	<p>Ⓐ Give strength to internal politics</p> <p>Ⓑ Rights of disabled teachers infringed</p> <p>Ⓒ University image affected by the disabled teacher's complaint</p>
② Allow the teacher to continue	<p>Ⓐ Rights of disabled teacher maintained</p> <p>Ⓑ Internal politics quashed</p>	<p>Ⓐ Student's get poor education</p> <p>Ⓑ Tarnish the image of university due to poor academic standards</p>
③ Set up a <u>tri-partite</u> body to enquire into the effectiveness of the disabled teacher, and, pursue steps accordingly	<p>Ⓐ Rights of disabled teachers & students established</p> <p>Ⓑ Reputation of University preserved</p> <p>Ⓒ Ensure justice for all</p>	<p>Ⓐ May take time to establish facts</p> <p>Ⓑ May lead to "win-lose" situation, i.e., victor and vanquished</p>

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17-c) The choice of action I'll follow:

① I'll set up a tri-partite body comprising students, the disabled teacher and the university administration.

② The fact finding commission will investigate into claims of:

(i) Teacher not performing academic duties diligently.

(ii) ~~Also~~ Issues of Internal politics within the organization.

(iii) Accessibility for the ~~at~~ specially abled within the university.

③ Based on the findings, I'll take suitable course of actions.

④ As a long run strategy, I'll implement "specially abled accessible infrastructure" and "awareness" sessions in the society.

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
Candidates must not write on this margin

Reasons being:

- ① Following the "due process of law" will ensure justice for all the stakeholders.
 - ② The committee formed will ensure all stakeholders have an opportunity to present their case and viewpoint.
 - ③ It will ensure a "rights based approach" for the specially abled teacher and the students.
 - ④ These actions will promote democratization within the organisation, by preventing internal politics.
- Protecting rights of ~~disabled~~ disabled teachers is of immense concern for the 21st Century India, as per, UN Convention on protection of rights of differently abled.

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.

12

The case involves rights of the manual scavengers as humans and copartners in the society.

a) Issues with manual scavenging:

(i) Health issues due to poor sanitation, interaction with vectors carrying germs and disease causing microbes

(ii) Social ostracization, due to, notions of untouchability, unhealthy lifestyle

(iii) Financial distress due, to poor scope of income, due to, irregular wage payments

(iv) Poor social security, no pensions, old age benefits, accident benefits due to septic drains fume inhalation leading to early deaths

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

UPSC

Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
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(b) Options available are:

Choice	Pros	Cons
① Allow manual scavenging to continue without safety gears	(A) They get <u>regular income source</u> . (B) Cleanliness in the society maintained	(A) Safety of the members of scavenging community compromised (B) ^{human} Rights of them curtailed
② Put a <u>blanket ban</u> on manual scavenging	(A) Safety of scavengers protected. (B) ^{human} Rights of scavengers ensured.	(A) Loss of income for scavengers leading to financial distress. (B) Sanitation in society jeopardized
③ Providing adequate tools, safety gears, implement mechanisation for sanitation	(A) Safety, human rights of manual scavengers protected. (B) Sanitation in society is preserved	(A) Expensive for the government. (B) Time consuming in implementing them

UPSC

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12-c

Course to follow:

As a short term measure:

(A) I'll procure safety gears for all the manual scavengers.

(B) I'll also procure mechanisation system for waste collection & disposal.

Eg: Delhi procured Banducot robot for sanitation.

(C) I'll ensure proper training and supervision for manual scavengers in adopting these norms.

(D) As a long term measure, I'll focus on (i) health, (ii) education, (iii) skill formation to improve lives of scavengers.

(E) I'll seek help of the society

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

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

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and community members like NGOs, private sectors to provide substitute ~~work~~ employment for the manual scavengers

(F) G.U help manual scavengers in for alternate source of income, via, the National Finance Refai Karamchahi Finance and developmental corporation.

Rehabilitation of Manual Scavengers, will help fulfil SDG 10 (Reduced Inequality)