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GENERAL STUDIES (TEST CODE : 1990)

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

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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) Open Government Data (OGD) can be seen as a step towards greater transparency and accountability in India. In this context, discuss the benefits of OGD and the challenges which lie therein. **(150 words) 10**

ओपन सरकारी डेटा (OGD) को भारत में अधिक से अधिक पारदर्शिता और जवाबदेही की दिशा में एक कदम के रूप में देखा जा सकता है। इस संदर्भ में, OGD के लाभों और उसमें निहित चुनौतियों की विवेचना कीजिए।

OGD involves open working of governance
system enabling, simple & clear working of systems

Benefits of OGD

- 1) Improves transparency & accountability in the working of government
- 2) Reduces scope of corruption in government
- 3) Improves citizen participation in governance
- 4) Instills faith & trust in democracy
- 5) step towards good governance
- 6) predictability & certainty in governance

Challenges that it faces

- 1) Infrastructure setup - takes cost and time and internet quality
- 2) Dedicated personnel to be hired and trained for streamlined working of OGD.
- 3) Citizen awareness is lacking to aid implementation of the system
- 4) Scalability & interoperability of various platforms needs to be maintained
- 5) Legal framework for enabling enforcement, grievance redressal mechanism (ombudsman) are absent
- 6) Corruption at complex level can still happen via accounting overlaps etc

OGD is step for open accountability to induce ethical consciousness in officers & instill probity in the system - "Ethical infrastructure" is needed

1. (b) An important requisite for ensuring probity in governance is absence of corruption. Analyse. (150 words) 10

शासन व्यवस्था में ईमानदारी (प्रोबिटी) सुनिश्चित करने के लिए एक आवश्यक तत्व भ्रष्टाचार का अभाव है। विश्लेषण कीजिए।

Probity is a characteristic of a system & organisation of being incorruptible, maintaining high standards of morality & integrity, probity in governance is an essential trait for good governance.

Probity necessitates absence of corruption

1) Corruption denudes moral capital and commitment of an organisation

[eg]:- material disadvantage, wrong social values don't provide required boost to honest officers

2) Corruption taints the work culture and reduces its efficiency.

[eg]:- Director of school education if corrupt it could make bad precedent for teachers & students

3) grievance redressal systems can't work promptly & honest officials face difficulty

eg: RTI appeals remain pending due to loss of moral conscience in nodal officers

4) Mechanisms to ~~etc~~ maintain probity are either not appointed, or not given power or interfered in their daily working

eg: Internal complaints committees, vigilance committees haven't been appointed in revenue departments of Bihar

5) Ethical framework gets broken, slippery slope syndrome occurs, Integrity is compromised, public service delivery is hurt

eg: PDS disbursement in Rajasthan, siphoning of grains due to corruption

probity in governance demands integrity & honesty of high standards in all aspects of governance

2. (a) Enumerate the decisive factors behind moral attitude. Also, discuss any incident from your life wherein you brought about a change in someone's attitude around an important social issue. (150 words) 10

नैतिक अभिवृत्ति के लिए उत्तरदायी निर्णायक कारकों को सूचीबद्ध कीजिए। साथ ही, अपने जीवन की ऐसी किसी भी घटना की विवेचना कीजिए जिसमें आप किसी महत्वपूर्ण सामाजिक मुद्दे पर किसी व्यक्ति की अभिवृत्ति में परिवर्तन लाने में सफल हुए थे।

Attitude is a pre-formed response on an object / event. It could emerge due to cognitive, affective, behavioural aspects of experience. Moral attitudes involve what an individual values as right / wrong about certain object, phenomena or action.

Decisive factors behind moral attitude

1) Family / Society values & tradition

eg LGBTQ community despised for non-conformity with social norms

2) political attitudes — support for certain

thought & ideology is seen as right

eg live-in relationships seen as outright indecency

3) Religion orientation guides what one's moral attitudes are

eg- Sabamala entry for women denied despite discrimination in favour of diety

4) personal experience - shape what one chooses to be right

eg- Ashoka adopted non-violence instead of war after Kalinga war

Incident of my life I changed the attitude of my friend towards labour class as arrogant & selfish by taking him to a slum & showed their soft side & selfless care for neighbours. personal experiences & emotional connect changed my friend's attitude towards class conflict & class hatred

A humane and compassionate society can be achieved with equipping leaders with tools of persuasion & social influence.

2. (b) Highlighting the importance of whistle-blowing in an organisation, discuss the systemic factors that determine whether a person would become a whistle-blower. **(150 words) 10**

किसी संगठन में व्हिसल-ब्लोइंग के महत्व पर प्रकाश डालते हुए, उन प्रणालीगत कारकों की विवेचना कीजिए जो यह निर्धारित करते हैं कि कोई व्यक्ति सूचना-प्रदाता (व्हिसल-ब्लोवर) बनेगा या नहीं।

Whistle-blowing seen recently in
case of Frances Haugen of Facebook displays
the dire importance of integrity in profession

Importance of whistle-blowing in organisation

- 1) maintain probity in corporate governance
- 2) Maintain top notch work culture
- 3) Ensure social consciousness &
social responsibility of the organisation
- 4) harmonise interests of organisation & society
balancing profits with ethics
- 5) Ensure checks & balances on violators.
- 6) Exposes corruption, maintains public trust
gives opportunity to set right example/precedent

Factors - determining whistle blowing

- 1) Are internal mechanisms present like boards / vigilance / committees of inquiry, and they have been tried to solve the issue.
- 2) Are larger public interests involved in the matter.
- 3) Is the act being performed illegal, are my acts of whistle-blowing legally sanctioned.
- 4) Do I have required evidence to prove the malfeasance in the organisation.
- 5) Is the matter urgent, constitutionally correct, ethically sound, such features must be satisfied to make sure whistle-blowing is carried out.
Whistleblowers anonymity must be upheld, robust mechanisms established to ensure strong & vibrant ethical infrastructure.

3. (a) Transparent governance promises an accountable state but a balance has to be achieved between disclosure requirements and administrative privileges for efficient governance. Discuss. (150 words) 10

पारदर्शी शासन एक जवाबदेह राज्य का भरोसा दिलाता है, लेकिन कुशल शासन व्यवस्था के लिए प्रकटीकरण आवश्यकताओं और प्रशासनिक विशेषाधिकारों के बीच संतुलन बनाए रखने की आवश्यकता है। चर्चा कीजिए।

Confidentiality and transparency
are both equally important values of
public governance, which need to be
applied balanced.

(Need for transparency)

- 1) Instill trust in government, democracy
- 2) Improve participation in polity & equal
opportunity
- 3) Check corruption, instill probity
- 4) Enhance efficiency of public administration
- 5) Ensure Accountability & responsiveness
- 6) Uphold good governance - public service
delivery, check government excesses.

Need for administrative privileges

- 1) Check vested interests benefitting
☞ Budget provisions can't be leaked in advance
- 2) protect sovereignty & integrity of nation
☞ Classified files on border forces can't be made public
- 3) privacy of officials, should be maintained
- 4) reduce legal hurdles eg RTI misused to delay ~~for~~ road & coal mining projects
- 5) Ensure quick service delivery & uphold morale of officers
- 6) Ensure independent working of officers without fear or favour.

Transparency & administrative privilege aren't mutually exclusive, use of ICT & responsible citizenry can help strike a balance

3. (b) Citizen empowerment is a natural outcome of a Citizen's Charter. Critically evaluate in the Indian context. (150 words) 10

नागरिक सशक्तीकरण सिटीजन चार्टर का एक स्वाभाविक परिणाम है। भारतीय संदर्भ में समालोचनात्मक मूल्यांकन कीजिए।

Citizen charters are document
by public agencies promising certain standards
of public services and redressal mechanisms
to implement them, they began in U.K in
search of good governance

Success in citizen empowerment

- 1) lax attitude of railways officials
in causing hours of delay in train arrivals
has been checked
- 2) standards of service delivery & citizen
participation has been improved
- 3) citizen awareness of rights achieved
- 4) corruption reduced in scope - vigilance
of citizens

5) Rights based approach taken up in governance

Issues remaining

- 1) Lack of legal standards, vague language
lack of enforceability of promised standards
- 2) Many agencies haven't rolled out charters
- 3) Illiteracy & lack of awareness still continue
- 4) Stakeholders not taken into consideration,
Elderly, differently abled (marginal sections) were alienated, public officials not trained to meet demands
- 5) Complex drafting, lack of updation of charters
2nd ARE suggest local language
adoption, umbrella charter & specific charter for
each department, enforcement mechanisms to
achieve citizen empowerment in India

4. (a) Emotional Intelligence is an essential ingredient for successful implementation of pandemic induced emergency response. Comment in the light of COVID-19 pandemic. (150 words) 10

भावनात्मक बुद्धिमत्ता महामारी जनित आपातकालीन अनुक्रिया के सफल कार्यान्वयन हेतु एक अनिवार्य घटक है। कोविड-19 महामारी के आलोक में टिप्पणी कीजिए।

Emotional Intelligence (EI) is the "skill to understand, perceive, manipulate and use emotions of self and others to maintain social relations & motivation"

- Daniel Coleman

EI takes limelight in pandemic response

- 1) Empathy & compassionate response to the dire consequences of citizenry

eg- Free food & clothing provided by district magistrate of Cochin to migrant workers (prashant naik)

- 2) Elicit trust in the victims of emergencies

eg- P.M Modi built faith in villagers to go for vaccination by taking vaccination himself - leading by example.

3) Flexibility in working, adapting to the
social customs of locals

eg:- night shifts and rural remote
tribal areas covered by officials for awareness

4) Handling stress & anxiety, long working
hours, putting public goals above personal

eg:- Saumya Pandey IAS, returned to office
10 days post delivery to discharge duties of
office of district magistrate

5) Keeping motivation, moral high of subordinates
showing perseverance & dedication to duty &
selflessness

eg:- principal secretary died contracting COVID
while performing rescue & rehabilitation operations

ED needs to be cultivated & enhanced
by regular training & role model effect to improve
quality of governance & go beyond COVID challenges

4. (b) Discretionary power by itself is not pure evil but gives much room for misuse. Discuss in the context of administration in India. (150 words) 10

विवेकाधीन शक्ति अपने आप में कोई बुराई नहीं है, लेकिन यह दुरुपयोग की अत्यधिक संभावना उत्पन्न करती है। भारत में प्रशासन के संदर्भ में चर्चा कीजिए।

Administrative discretion was provided in good faith to public agencies to aptly handle unforeseen challenges in attaining public welfare.

not purely evil in itself

- 1) Ordinances used to implement COVID responses, lockdowns.
- 2) Most vulnerable people - elderly & diabetes comorbidities targeted for vaccination during COVID. using discretion
- 3) SCs, STs provided benefit of doubt in case of prevention of atrocities Act, 1989 to protect their dignity & human rights
- 4) Migrants provided PDS benefits without ration cards in light of public welfare

Discretion^{room} for misuse in administration

- 1) Lack of citizen awareness, need for confidentiality in governance, privacy of public officials
- 2) Lack of grievance redressal mechanisms, accountability structures, last legal recourse
- 3) Complex administrative procedures, constitutional protection / safeguards in conditions of service to public officials
- 4) High tech corruption, rising cost of politics (elections), power asymmetry, weak opposition, media agencies

Appointment of ethics officers, taking up oath of transparency, simplification of bureaucratic structure, citizen awareness as suggested by 2nd ARE can help attain good governance in India

5. (a) Explain the ethical issues involved in spending government funds for advertisement campaigns and publicity. (150 words) 10

विज्ञापन अभियानों और प्रचार के लिए सरकारी धन खर्च करने में शामिल नैतिक मुद्दों को स्पष्ट कीजिए।

Recently Election Commission has taken cognisance of government spending on ad campaigns, questions of its ethical soundness have been raised.

(Ethical Issues involved)

- 1) Insufficiency of funds, reduces funds allocated for poverty alleviation, development spending.
- 2) Creates conflict of interest between two roles of government as agent of public service delivery vs need to capture power in election.
- 3) Use of public funds for private matters and lack of accountability & parliament scrutiny

- 4) violation of principle of free and fair elections, breaking the values of equal level playing field.
- 5) putting personal aggrandizement before the public interests- loss of Integrity, selflessness, dedication to duty.
- 6) taking credit for successful projects, without appreciating all stakeholders, shows lack of leadership, visionary guidance, moral goes down of officials.
- 7) Wastage of public money, loss of public trust in probity in governance, lack of Emotional intelligence of leaders to understand needs of public.
BS guidelines to accommodate such spending in accounting election expenses, strengthening BS can help address the ethical issues involved.

5. (b) Explaining the concept of political neutrality, discuss its significance in administration. Also, highlight how the Central Civil Services (Conduct) Rules seek to ensure political neutrality in the civil services. (150 words) 10

राजनीतिक तटस्थता की अवधारणा की व्याख्या करते हुए, प्रशासन में इसके महत्व की विवेचना कीजिए। साथ ही, इस बात पर भी प्रकाश डालिए कि कैसे केंद्रीय सिविल सेवा (आचरण) नियमावली सिविल सेवाओं में राजनीतिक तटस्थता सुनिश्चित करने का प्रयास करती है।

political neutrality is a foundational principle of civil servants. It ensures that civil servants don't act biasedly regard to political policy decisions, political parties, provide their competence to government in power to ~~add~~ help implement the mandate of democracy without prejudice, keeping personal preferences aside from professional commitments & responsibilities.

Significance of political neutrality

- 1) Successful implementation of programmes
- 2) maintain continuity in governance, trust a rational advise ~~to~~ & support to politicians

3) professionalism, efficiency in administration

4) reduce administrative roadblocks, upholding
democratic mandate of people

5) Ease the governance process for political
executive, reduce burden, streamlined functioning

How Central Civil Services rules ensure it

1) punishments & suspensions for failure to
cooperate with political executive

2) Committees of Inquiry to check excesses

3) Clearance of government required to publish
books, articles in newspapers

4) Anti-government stance can't be taken against
government schemes & programmes

5) Anonymity regarding political preference, can't join
political parties, pressure groups. Sardar Patel had
envisaged Central civil services as steel frame of Administration.

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

निम्नलिखित में से प्रत्येक उद्धरण के आपके लिए क्या मायने हैं?

(a) We are what our thoughts have made us; so take care about what you think. Words are secondary. Thoughts live; they travel far." – Swami Vivekananda
(150 words) 10

"हम वो हैं, जो हमें हमारी सोच ने बनाया है; इसलिए इस बात का ध्यान रखिए कि आप क्या सोचते हैं। शब्द गौण हैं, विचार रहते हैं; वे दूर तक यात्रा करते हैं।" - स्वामी विवेकानंद

Thoughts are seeds which turn into words, actions, attitudes, habits and finally character, hence thoughts must be scrutinized for ethical soundness.

1) Optimists achieve success from crisis by turning it into opportunities while pessimists collapse & fail

eg:- Rockefeller established oil empire post failure of his initial business with right thought process - became richest man ever

2) Thoughts shape our conscience & inner dialogue, they influence our value system

eg:- Raja Ram Mohan Ray's liberal, compassionate thought liberated women from sati sahagman

3) Thoughts spread among society and bad & malicious thought can spread it & cause violence

eg) ethnocentric attitudes cause communal violence & social fabric gets eroded

4) Thoughts become ideology, irresponsible thoughts debar one from duties

eg) Lazy people who lack motivation & dedication escape work, become burden on family & society

5) Thoughts reinforced shape collective conscience

1. eg) Hitler's nazism, unchecked killed jews

2. eg) Industrialisation ruined environment

3. eg) White supremacist attitude caused unjust burden of clinical trials on 3rd world.

Thoughts - good/bad must be
led on basis of what one chooses to become
A life led without moral consciousness is not worth living.

6. (b) "Strive not to be a success, but rather to be of value." - Albert Einstein
(150 words) 10

"सफल व्यक्ति बनने का प्रयास मत कीजिए, बल्कि सिद्धांतों वाला व्यक्ति बनने का प्रयास कीजिए।" - अल्बर्ट आइंस्टीन

Success is a narrow view of life being fullfledged & meaningful, it is limited in scope with regard for material gain, personal gain some times at cost of societal wellbeing & moral uprightness.

1) Success without values is temporary and not satisfactory

eg) Rockefeller - richest man ever suffered depression before death for dearth of satisfaction, which he achieved by charity

2) Values are essence of meaningful life irrespective of success which is subjective

Ex- Rabindranath Tagore led ethically sound life of integrity, was well accomplished despite lack of material wealth

3) Man of value is respected & inspires obedience, success without value is looked down

Ex- Nirav Modi had to escape from India, shamed globally despite huge wealth

4) Values are eternal & never decay, wealth is temporary ~~to~~ comes & goes

Ex- Ratan Tata gained huge respect for ethical business.

5) Values elevate individual to heights of humanity & live ever in memory

Ex- Karna gave away shield despite knowledge of deceit & chance of death, he didn't succeed but lives in minds of Indians forever
Value hence surpasses success in worth and significance.

6. (c) "Virtue lies in our power, and similarly so does vice; because where it is in our power to act, it is also in our power not to act." — Aristotle"

(150 words) 10

"सद्गुण हमारी शक्ति में निहित है और इसी प्रकार अवगुण भी; क्योंकि जहाँ कार्य करना हमारे अधिकार में है, वहीं कार्य न करना भी हमारे अधिकार में है।" - अरस्तू

Virtue / Vice are both our
choice of action, whether to do or
not to do, Individual will & conscience
can guide ethical behaviour despite
external pressure.

- 1) Restraint from commitment of violent
actions, revenge can come from socially
responsible values,

① schools teach discipline & sanction violence

- 2) Virtue can be gradually cultivated
by reinforcement of choice made
every time

① family cultivates charity & respect

3) Conscience shouts out moral soundness
in effort to struggle through external
influence

Q. Whistle blower - Frances Haugen
asked her future for social welfare

4) Virtue is more important than
social norms, personal success, as
virtue is timeless & more precious

5) Individual is power source he can
invoke power to control his choices
- J. Krishnamurti

Swami Vivekanand advocates responsible
actions. Dayanand Saraswati's Integral yoga
recognises individual ability to choose virtue vice
each time.

SECTION – B

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

7. Party X has a clear majority in the Lok Sabha. However, because of it falling short of majority in the Rajya Sabha, a large number of its bills are getting stalled in the Upper House. Elections of a key state are around the corner and the party desperately needs to win, for it to secure a majority in the Rajya Sabha. As part of its campaign strategy, the social media head of the party suggests an insidious strategy to make electoral gains. A part of the strategy involves sending out questionnaires online and promoting them using ads. The response filled by people to these online questionnaires will help reveal their key personality traits to the social media team of the party. These behavioral science insights would be important in helping candidates tailor their campaign messages according to the recipient's personality traits. However, because the content of the questionnaire is incendiary and polarizing, the social media team decides to use fake accounts to administer data collection on social media platforms to avoid getting penalised. In addition, the strategy also involves sending out provocative content through online ads and fake news reports. This goes against the spirit of free and fair elections and violates the Election Commission guidelines on multiple levels.

As one of the key members of the social media team of the party, you have been entrusted with carrying out this campaign successfully.

(a) What are the key ethical issues involved in this case.

(b) What is the course of action you would take? Give reasons for your response in a situation like this?

(20)

लोक सभा में एक राजनीतिक दल X का स्पष्ट बहुमत है। हालांकि, राज्य सभा में बहुमत की कमी के कारण उच्च सदन में बड़ी संख्या में इस दल के विधेयक अवरुद्ध होते जा रहे हैं। एक प्रमुख राज्य में चुनाव होने वाले हैं और राज्य सभा में बहुमत जुटाने के लिए इस दल के लिए जीतना अत्यंत आवश्यक है। अपनी अभियान की रणनीति के हिस्से के रूप में, दल के सोशल मीडिया प्रमुख चुनावी लाभ प्राप्त करने के लिए कपटी रणनीति का सुझाव देते हैं। इस रणनीति का एक भाग ऑनलाइन प्रभावली भेजना और विज्ञापनों का उपयोग करके उन्हें बढ़ावा देना है। इन ऑनलाइन प्रभावलियों के लिए लोगों द्वारा दिए गए जवाब, राजनीतिक दल की सोशल मीडिया टीम के समक्ष लोगों के व्यक्तित्व के प्रमुख लक्षणों को प्रकट कर देंगे। व्यवहारात्मक विज्ञान की ये अंतर्दृष्टियाँ (सूक्ष्म दृष्टि), संदेश प्राप्तकर्ता के व्यक्तित्व के लक्षणों के अनुसार उम्मीदवारों को अपने चुनाव अभियान का संदेश/रूपरेखा तैयार करने हेतु सहायता करने में महत्वपूर्ण होंगी। चूंकि, प्रभावली की विषय-वस्तु उत्तेजक और धुवीकरण करने वाली है, इसलिए सोशल मीडिया टीम दंडित होने से बचने के लिए सोशल मीडिया प्लेटफॉर्म पर डेटा संग्रह प्रशासन के लिए नकली खातों का उपयोग करने का निर्णय लेती है। इसके अतिरिक्त, इस रणनीति में ऑनलाइन विज्ञापनों और फर्जी समाचार रिपोर्टों के माध्यम से उत्तेजक सामग्री भेजना भी शामिल है। यह स्वतंत्र और निष्पक्ष चुनाव की भावना के विरुद्ध है और कई स्तरों पर निर्वाचन आयोग के दिशा-निर्देशों का उल्लंघन करता है।

दल की सोशल मीडिया टीम का एक प्रमुख सदस्य होने के नाते, आपको सफलतापूर्वक यह अभियान चलाने का उत्तरदायित्व सौंपा गया है।

(a) इस प्रकरण में सम्मिलित प्रमुख नैतिक मुद्दे क्या हैं?

(b) आपके द्वारा की जाने वाली कार्रवाई क्या होगी? इस तरह की स्थिति में अपनी अनुक्रिया के कारण बताएं?

The case involves social media usage for electoral gains, it involves profiling of users, sending persuading messages for personal political gains.

Ethical issues involved

- 1) Violation of deontological ethics - using unethical means for gaining benefits.
- 2) Moral subjectivism - protecting their own interests at the cost of society.
- 3) Egoism - pursuing self interests at societal fragmentation & violence.
- 4) Violation of privacy of social media users.
- 5) Illegal profiling of individuals.

- 6) Violation of principle of free & fair election
- 7) Usage of fake news, provocative contents to divide society.
- 8) Use of fake accounts illegal and lack of Integrity.
- 9) Irresponsible & unethical advise of head of social media strategy - poor leadership
- 10) "Science without humanity" 7 sins of gandhiji
use of behavioural science for personal benefit at cost to society
- 11) Lack of wisdom, use of scientific prowess at cost of social welfare
Course of Action
- 1) I would inform the head of the ethical

- loopholes in his strategy, persuade him to
change strategy, convince political party to
win seats on their own right ethically
- 2) put my own idea to show the success
achieved by government, give positive alternative
- 3) If they disagree threaten them of consequences
- 4) In last resort resign from the team, report
the matter to Election Commission & media
to expose unethical actions of a party

Justification

- 1) public interests take precedence over my
personal interests of career and professional
ethics of guidance to party
- 2) Illegal actions can come out in future
will ruin my reputation eventually

- 3) Will set right precedent, improve work culture in my team
- 4) gradual approach involves moderate approach
gives opportunity to head of team to change his a strategy
- 5) Commitment to Integrity, Courage and dedication to Constitutional values.
- 6) Social responsibility, higher self worth is achieved.
- 7) I can establish myself as a valued professional, can be hired for my fame & worth, create brand value for future office
- 8) Resign from team to reduce conflict of interest

Following this approach I will protect interests of all stakeholders & maintain high standards of morality & life

8. You are an IPS officer on your first posting in a very poor and isolated rural area of one of the most backward states of the country. In your office complex, of which you are the incharge, there is a frequent sewage related problem, causing inconvenience to the employees in your office complex and severely affecting the efficiency of the workplace. It might also lead to health disorders and diseases such as cholera, diarrhoea etc.

To resolve it, the cleaning workers are made to do manual scavenging work without due regards to their safety. Most of these workers are from marginalised castes and are discriminated against socially. You are aware of the laws banning manual scavenging and the loopholes around it. In this context, answer the following questions:

(a) What are the issues which you need to address in this situation?

(b) Present your course of action to deal with the given situation. (20)

आप एक IPS अधिकारी हैं। देश के सबसे पिछड़े राज्यों में से एक राज्य के एक बहुत ही निर्धन और अलग-थलग ग्रामीण क्षेत्र में आपकी पहली तैनाती होती है। आपके कार्यालय परिसर में, जिसके आप प्रभारी हैं, अक्सर सीवेज से संबंधित समस्या उत्पन्न होती है, जिससे आपके कार्यालय परिसर के कर्मचारियों को असुविधा होती है और कार्यस्थल की दक्षता भी बुरी तरह से प्रभावित होती है। इससे स्वास्थ्य विकार और हैजा, दस्त आदि जैसी बीमारियां भी पैदा हो सकती हैं।

इस स्थिति का समाधान करने के लिए, सफाई कर्मियों से उनकी सुरक्षा का उचित ध्यान रखे बिना मैनुअल स्कैवेंजिंग (हाथ से मैला ढोने) का कार्य कराया जाता है। इनमें से अधिकतर श्रमिक हाशिए पर रहने वाली जातियों के हैं और उनके साथ सामाजिक रूप से भेदभाव किया जाता है। आप मैनुअल स्कैवेंजिंग को प्रतिबंधित करने वाले कानूनों और उनमें निहित कमियों से अवगत हैं। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) वे कौन से मुद्दे हैं जिन्हें आपको इस स्थिति में समाधान करने की आवश्यकता है?

(b) दी गई स्थिति से निपटने के लिए अपनी कार्रवाई का विवरण प्रस्तुत कीजिए।

*The case involves sewage issues,
health of officials, rights & safety of manual
scavengers and my responsibility as IPS officer*

Issues involved

- 1) poverty & backwardness of the region
- 2) Frequent sewage problems reported.

- 3) health of employees is at threat
- 4) Illegal action of employment of manual scavengers - prevention of employment as manual scavengers Act 2013
- 5) Safety of manual scavengers is threatened
- 6) Loopholes present in the law.
- 7) Conflict of interests - need to protect rights of manual scavengers vs right to health & sanitation of employees
- 8) Employment opportunities are scarce, free difficulty in finding alternative livelihoods for manual scavengers
- 9) Time & cost overruns in constructing sewage infrastructure, upholding rule of law leadership

Course of ActionShort term

- 1) I would ensure safety of manual scavengers by taking up cleaning equipment, protective gear to reduce threat to safety
- 2) Temporarily repair the sewage infrastructure to uphold the health of employees

Medium term

- 1) Construct Bio-toilets, twin pit toilets to provide alternatives without need for manual scavenging
- 2) Use of banderoot type robots to clean sewers till those infrastructure is constructed
- 3) Awareness campaigns about rights of SCs, need for sanitation

- 4) livelihood training (NRLM-DAY) to manual scavengers
to move over to dignified livelihoods
- 5) Enforce ban on employment as manual
scavengers to check re-entrance into scavenging

Long term measures

- 1) Building plans to exclude dry latrines, use of only bio-toilets, biopit toilets
- 2) Involve National Commission for Safai Karamcharis for funding & skill development
- 3) Involve NGOs, local NALAs / RAJs for changing attitudes of people using persuasion & social influence

- 4) Use emotional intelligence to understand the apprehensions of subordinates & address them with tact

Justification

- 1) gradual shifting away of SCs from the art without disturbances for sustainable development of all sections
- 2) use of technology to uphold rights of SC
- 3) leadership - setting right example, act as role model
- 4) uphold constitutional principles & Rule of law
- 5) protect Integrity & Courage of conviction in safety of SC & implementation of law

Following this approach I would sustainably address the issue upholding interests of all sections of society

9. You have recently been posted as a District Development Officer in a traditionally rural area that has seen rapid economic development in the past few years. You notice that there is a huge disparity between the number of male and female children in the area. When you go to the hospital and check the birth registry, you realise that registered new-born babies are mostly males. On further investigation, you notice a similar pattern in the village primary school, which has more male students than females.

When you raise the issue with your colleagues, they ignore it and carry on with their work. You suspect that the practice of female foeticide may be entrenched in the area as you had read about the issue in the context of this state while studying for the Civil Services Examination. It seems to you that respected members of the community like doctors, politicians and government officials have chosen to ignore the issue, given the prevalence of patriarchy and mind-set of voters in the area. Thus, despite rapid economic development, preference for male child continues to persist.

Based on the information above, answer the following:

(a) Do you have any ethical duty in this scenario? Justify your views.

(b) What would be your next steps and why?

(20)

हाल ही में आपको एक पारंपरिक ग्रामीण क्षेत्र में एक जिला विकास अधिकारी के रूप में तैनात किया गया है। इस क्षेत्र में पिछले कुछ वर्षों के दौरान तेजी से आर्थिक विकास हुआ है। आप पाते हैं कि उक्त क्षेत्र में बालक और बालिकाओं की संख्या में अत्यधिक असमानता विद्यमान है। आप अस्पताल जाकर जब जन्म की रजिस्ट्री की जाँच करते हैं, तो आप पाते हैं कि पंजीकृत नवजात शिशुओं में ज्यादातर बालक हैं। आगे जांच करने पर, आपको गांव के एक प्राथमिक स्कूल में भी ऐसा ही पैटर्न नज़र आता है जिसमें बालिकाओं की तुलना में बालक अधिक हैं।

जब आप अपने सहयोगियों के समक्ष यह मुद्दा उठाते हैं, तो वे इसकी अनदेखी कर अपना काम जारी रखते हैं। आपको संदेह है कि इस क्षेत्र में कन्या भ्रूण हत्या की प्रथा व्याप्त हो सकती है जैसा कि आपने सिविल सेवा की परीक्षा हेतु अध्ययन करते समय इस राज्य के संदर्भ में इस मुद्दे के बारे में पढ़ा था। आपको लगता है कि चिकित्सकों, राजनेताओं और सरकारी अधिकारियों जैसे समुदाय के सम्मानित सदस्यों ने पितृसत्तात्मकता की व्यापकता और इस क्षेत्र के मतदाताओं की मन:स्थिति को देखते हुए इस मुद्दे की अनदेखी की है। इस प्रकार, द्रुत आर्थिक विकास के बावजूद, बालकों के प्रति वरीयता जारी है।

उपर्युक्त जानकारी के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) क्या इस परिदृश्य में आपका कोई नैतिक कर्तव्य है? अपने विचारों का औचित्य सिद्ध कीजिए।

(b) आपका अगला कदम क्या होगा और क्यों?

*The case involves gender violence,
ethical vacuum, female foeticide, apathy of
respected members of society & patriarchal attitudes*

Why I have ethical duty?

- 1) ~~DDO~~ DDD (District development officer) is responsible for ensuring women development & empowerment
- 2) Integrity & Compassion towards the unborn missing girls of society
- 3) Violation of law - PCNDT Act 1992 by gender selection of children
- 4) Moral conscience guides me to act in manner that protect rights of female
- 5) Core ethics guide me to act in respect to gender justice of girls
- 6) Service Conduct rules require me to

report such cruel, illegal acts to senior officers, threat of scarcity of women in future
 7) Follow Constitutional values and put public interests (Utilitarianism) the greater good of society (Jeremy Bentham) above my personal interests.

8) Rights based approach / liberal attitude demand me to act in favour of female child

9) Deontological ethics of Immanuel Kant demand me to act as if citizen of society of high morality & as if my actions would become standard for universal law.
 The 2nd Categorical imperative.

10) Dedication to duty, selflessness, Nishkama Karma, self leadership requirement/obligation

My Course of action

- 1) I would report matter to SP & district magistrate, ensure ban on medical establishments performing gender selection.
- 2) Conduct behaviour change campaigns involving local influential leaders, role in NGOs religious leaders - to stop female foeticide
- 3) Take legal action - "zero tolerance" approach, to enforce law & order
- 4) Use persuasion & social influence to change attitudes.
- 5) Run Beti Bachao, Beti padhao Campaign, ads, street plays, nukkad natak, songs, dances, dramas to change attitudes.

- 6) Show female rolemodels, make them give speeches to change attitude, Media campaigns
- 7) Evoke conscience in doctors, politicians to pinch their inner voice of reason.
- 8) Threaten with legal action in case of violation including suspension to government officials
(Justification)
 - 1) Constitutional morality, gender equality, right standards of leadership, courage and integrity, perseverance and fortitude.
 - 2) Credibility, multistakeholder partnership, upholding rule of law, dedication to duty.
 - 3) Upholding service conduct rules, following conscience

Following above approach will ensure gender ratio gets stabilised & demographic balance is restored for future being secured

10. According to some reports, gambling and betting together, while illegal, have evolved into a multi-billion dollar industry in India with one estimate pegging the market at \$60 billion. Added to this is the wide reach of cricket as a sport and the periodic cases of betting in it making to news. It has been suggested by some that making gambling and betting legal would resolve many issues and also contribute to the exchequer.

On the other hand, there remains a strong opinion against doing so.

(a) What is your opinion on the matter?

(b) Also, identify the merits of the arguments in opposition to the stand you have taken. (20)

कुछ रिपोर्टों के अनुसार, अवैध होते हुए भी जुआ और सट्टेबाजी सम्मिलित रूप से भारत में कई अरब डॉलर के उद्योग के रूप में विकसित हो गया है। एक अनुमान के अनुसार, इसका बाजार 60 अरब डॉलर तक का हो गया है। इसके साथ ही, एक खेल के रूप में क्रिकेट की व्यापक पहुंच है और इसमें सट्टेबाजी के प्रकरण यदा-कदा सुर्खियों में रहते हैं। कुछ लोगों ने यह सुझाव दिया है कि जुए और सट्टेबाजी को विधिक मान्यता देने से कई मुद्दों का समाधान हो जाएगा और सरकारी खजाने में भी वृद्धि होगी।

वहीं दूसरी ओर, ऐसा करने के विरुद्ध एक प्रबल राय भी बनी हुई है।

(a) इस विषय पर आपकी क्या राय है?

(b) साथ ही, आपने जो रुख अपनाया है उसके विरुद्ध तर्कों की खूबियों की भी पहचान कीजिए।

*The case involves debate on the
ethicallity & consequences of legalising betting
& its merits & demerits*

My stance on the matter

- 1) I would recommend gradual legalisation
of the betting & gambling.
- 2) It would ensure taxation, helps
in revenue of government, that can

- be used for development spending
- 3) Banning hasn't achieved prohibition, only forced it underground, by legalising it, betting can be regulated better
- 4) Betting in itself is not unethical, it is a cultural tradition with long history,
- 5) opportunity for growth of gambling industry - jobs & economic growth
eg: Las Vegas of USA - international hub
- 6) provides open & liberal approach to handling the issue
- 7) It must be well regulated to ensure lot of cash isn't lost by one

by imposing daily and monthly limits.

8) Age restrictions on participants can
shield youth from addiction.

9) Western advanced nations already have
accepted this approach.

10) Can attract tourists, gain forex
reserves.

11) In line with liberal ethics, materialism
Ethical egoism approaches with minimum
state interference.

12) progressive social contract of state.

(Arguments in opposition to nine)

1) pollutes the character of gambler

2) Mahabharata shows example of how

even the most pious Judhistas
lost wealth, children due to gambling.

3) Religion warns people from involving in
gambling - traditional ethics violated.

4) "pleasure without conscience"

"Commerce without morality" - the 7 sins
of gandhiji are being committed

5) Easy money without hardwork sets
wrong precedent & example.

6) legalising gambling will give ~~moral~~ social
sanction to the act, encouraging many
to fall ill.

7) It has been reported to cause
domestic violence - women victimised

- 8) Threat of addiction, social capital denudes
- 9) It happens in consonance with illegal acts like drug trafficking, weapons trade.
- 10) Doctrine of slippery slope - easy to become more corrupted from small act
- 11) Cognitive dissonance - doing acts which one knows is wrong - "knower-doer split" of Dayanand Saraswati
- 12) violates deontological ethics of Immanuel Kant, revenues of government earned on this immoral lines perpetrate moral dissonance

Betting & gambling need to be allowed in few pockets to check the long term effects/impart on society.

11. You work as a marketing consultant for a multinational company that specializes in various products including nutrient supplements, diet pills etc. The company pays its employees extremely well and provides satisfactory fringe benefits. Your manager has hinted that he will recommend you for overseas company transfer, which will improve your job profile. This has motivated you to work harder and perform better.

The company has to advertise and sell a new weight loss pill 'X'. As per in-company research, it has minimal or no side effects and has no adverse impacts on health, which is its unique selling point (USP). You are given the responsibility of heading the marketing team for advertising pill 'X'. Due to a well-crafted marketing strategy including endorsement by a renowned celebrity, the product has generated considerable public attention. However, while working on an advertisement campaign for the pill, you find out that the in-company research findings of pill 'X' are fabricated. While it indeed has no side-effects, there are no proven benefits of taking the pill as well. It merely acts as a placebo.

When you bring up the issue with your manager, he promptly tells you to keep the facts to yourself. He also indirectly brings up the fact that your performance review date is approaching and hints that you will get transferred overseas if you prove your loyalty to the company.

Based on the given information, address the following:

(a) Identify the stakeholders in this situation.

(b) State the ethical issues that arise in this case.

(c) Discuss your options in this scenario and mention your next step. (20)

आप पोषक तत्व पूरक आहार, डाइट पिल्स (आहार की गोलियों) आदि सहित विभिन्न उत्पादों में विशेषज्ञता प्राप्त एक बहुराष्ट्रीय कंपनी के लिए विपणन सलाहकार के रूप में काम करते हैं। कंपनी अपने कर्मचारियों को बहुत अच्छा वेतन देती है और संतोषजनक अतिरिक्त लाभ भी प्रदान करती है। आपके प्रबंधक ने संकेत दिया है कि वह आपकी विदेश में स्थित कंपनी में स्थानांतरण के लिए अनुशंसा करेगा, जिससे आपकी जॉब प्रोफाइल में सुधार होगा। इसने आपको और अधिक मेहनत तथा बेहतर प्रदर्शन करने के लिए प्रेरित किया है।

कंपनी को बजट घटाने वाली एक नई गोली 'X' का विज्ञापन और बिक्री करना है। अंतः-कंपनी अनुसंधान के अनुसार, इसका कम से कम या कोई दुष्प्रभाव नहीं है और इसका स्वास्थ्य पर कोई प्रतिकूल प्रभाव नहीं पड़ता है, जो इसकी बिक्री की खास खूबी है। आपको गोली 'X' का विज्ञापन करने के लिए विपणन टीम का नेतृत्व करने की जिम्मेदारी दी जाती है। एक प्रसिद्ध सेलिब्रिटी द्वारा विज्ञापन सहित अच्छी तरह से तैयार की गई विपणन रणनीति के कारण, इस उत्पाद ने जनता का काफी ध्यान आकर्षित किया। हालांकि, इस गोली के लिए एक विज्ञापन अभियान पर काम करते हुए, आपको पता चलता है कि गोली 'X' का अंतः-कंपनी अनुसंधान निष्कर्ष मनगढ़ंत या जाली है। हालांकि, इसका वास्तव में कोई दुष्प्रभाव नहीं है, लेकिन इस गोली का कोई प्रमाणित लाभ भी नहीं है। यह केवल प्रायोगिक औषध के रूप में कार्य करती है। जब आप यह मुद्दा अपने प्रबंधक के सामने लाते हैं, तो तुरंत आपको तथ्यों को अपने तक सीमित रखने के लिए कहा जाता है। परोक्ष रूप से यह इंगित किया जाता है कि आपके प्रदर्शन की समीक्षा की तारीख निकट आ रही है और संकेत दिया जाता है कि यदि आप कंपनी के प्रति अपनी निष्ठा सिद्ध करेंगे तो आपको विदेश स्थानांतरित कर दिया जाएगा।

दी गई जानकारी के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) इस स्थिति में हितधारकों की पहचान कीजिए।
- (b) इस प्रकरण में उत्पन्न होने वाले नैतिक मुद्दों का उल्लेख कीजिए।
- (c) इस परिदृश्य में अपने विकल्पों की विवेचना कीजिए और अपने अगले कदम का उल्लेख कीजिए।

The case involves medical ethics where my role as marketing consultant is in question with integrity at risk, my future prospects hanging in balance

① Stakeholders involved

- 1) me, the marketing consultant
- 2) my manager
- 3) The company - name & its reputation
- 4) The users of drug X - consumers
- 5) Celebrity who endorsed product
- 6) Research facility of company
- 7) The larger society & nation

⑥ Ethical issues involved

- 1) Responsibility to my family.
- 2) Unethical acts of research team
lack of integrity in research
- 3) poor work culture - lack of transparency
& lies in company
- 4) Weak leadership - of manager
- 5) Celebrity unaware of the pills truth
- 6) The reputation of company is threatened
- 7) Trust of society being tested
- 8) Medical ethics violated
- 9) Weight loss - vulnerability and emotions

of society being manipulated & misused

To) Unethical means for profits

11) Socially irresponsibility of company

③ Options before me

① Keep quiet & not report matter

Merits

- 1) Future prospects
- 2) Reputation of company
- 3) good relations with manager

Demerits

- 1) Crisis of conscience
- 2) Society cheated
- 3) violation of work culture

② Report matter - conduct further trials

Merits

- 1) Integrity upheld
- 2) Leadership right precedent
- 3) Society protected

Demerits

- 1) Future in trouble
search for new job
- 2) Loyalty compromised
- 3) reputation of company ↓

(My next step)

- 1) I would first check the research
to confirm the drug X has no efficacy
- 2) I would follow option ② as it is
ethically sound
- 3) I would inform the celebrity of
the matter, & take their help in
further issues
- 4) I would persuade ^{manager} ~~company~~ to
take back drug until certified
- 5) I would report to Board of
company if manager retorts, & take its
help about the issue

6) If all efforts fail I would
resign and blow the whistle

Justification

1) public interests > private professional interest > personal interest

2) Social responsibility

3) gradual approach moderate actions
following giving 2nd chance to manager

4) Courage of conviction, Integrity is
action, integrity of character

5) I would join some other company in
future till then my savings will help, it
will save company's reputation from ruining in
future

Thus this approach is holistic and
protects interests of all stakeholders

12. There was an incident at a company wherein a fire broke out and led to a number of casualties. During the preliminary inquiry, one of the employees and bystander witnesses, specified that the company had taken all the safety measures and the management was not at fault. During litigation, the same employee was identified as a witness and his deposition was to be taken.

The issue is now in the court. You are a Senior Manager of the company and accompanying the said employee to the court for the deposition. On the way the employee tells you that he had lied during the inquiry; and that the truth was worse for the company than he had stated previously.

- (a) Identify the various ethical issues you would face in this situation.
(b) What would you suggest the employee to do? Give reasons for your suggestions. (20)

एक कंपनी में एक हादसा हो जाता है जिसमें आग लग जाती है और कई लोग हताहत हो जाते हैं। प्रारंभिक जाँच के दौरान, एक कर्मचारी और घटना के प्रत्यक्ष गवाहों ने विशेष रूप से इस बात पर बल दिया कि कंपनी ने सभी सुरक्षा उपाय किए थे एवं प्रबंधन की कोई गलती नहीं थी। मुकदमेबाजी के दौरान, उसी कर्मचारी की गवाह के रूप में पहचान की गई थी और उसका बयान लिया जाना था।

अब यह मुद्दा न्यायालय में है। आप कंपनी के वरिष्ठ प्रबंधक हैं और बयान के लिए न्यायालय में उक्त कर्मचारी के साथ जाते हैं। रास्ते में वह कर्मचारी आपको बताता है कि उसने जाँच के दौरान झूठ बोला था; और यह भी कि जो भी उसने पहले बताया था, वास्तव में कंपनी के लिए सच उससे भी भयावह है।

- (a) इस स्थिति में आप सामने आने वाले विभिन्न नैतिक मुद्दों की पहचान कीजिए।
(b) आप कर्मचारी से क्या करने के लिए कहेंगे? अपने सुझावों के लिए कारण दीजिए।

The case involves conflict of interest, corporate governance & ethics, my role as Senior manager & responsible action

(A) Ethical issues involved

- 1) Fire accident - life, property threatened

- 2) lies by witness - unethical
- 3) conflict of interest of the employee
- 4) Litigation - can't lie in court
violates rule of law
- 5) loyalty to company is in question
reputation of company hangs in balance
- 6) Ethical ambivalence of employee
- 7) preliminary inquiry was routed
by the witness - threat of consequences
- 8) My conflict of interest - personal
interest vs ethical actions

③ My suggestion to employee

1) I would suggest him to declare
that he had lied in preliminary
inquiry

2) put the real truth before the
court

Reason - Justification

1) Justice needs to be served
for the wrong doers

2) Accepting mistake is best approach
honesty is best policy

3) Never too late to do what is
right

- 4) otherwise sets wrong precedent
loss of life in future
- 5) shouldn't lie, could be caught in
the inquiry, lie detector test / narco
analysis
- 6) protect the image of company by
exposing the fault of few employees
and managers who threatened life
with negligence
- 7) in line with deontological ethics
- 8) follow rule of law & integrity
courage of conviction & honesty
- 9) show respect for life & "supererogation"
walking extra mile for what is right

I would follow the approach to
balance the interests of company, me, the
customer and society & court.