

1(a)

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2pg

"Character is not possessed rather cultivated." Comment by incorporating lessons from your life and their relevance for civil services. (150 words) 10

Character refers to a set of attitudinal and behavioral traits that distinguish a person. It is indeed true that one is not born with a character, rather it is cultivated based on our lived experiences.

also explain in brief factors responsible for cultivation of character

In my life, I have placed high importance on the following character traits and have inculcated them in my life.

① Honesty and Truthfulness

- I am never afraid to speak the truth, and it has led to certain short term losses such as worsening of relations with those who cannot take the truth. Yet, it has long term gains, and even my college Professor publicly acknowledged my 'ability to speak the truth'.

①

(Please do not write anything except the question number in this space)
कृपया इस स्थान में केवल प्रश्न के अंकित क्रमांक लिखें।

UPSC

Truthfulness is highly important for civil servants. It reduces scope of corruption, and ensures effective security service delivery.

② Integrity

- I do not change my principles based on who I am dealing with.

In civil services, it ensures non-partisan and unbiased service for all.

two examples are sufficient

③ Rationality

- Before jumping to conclusions in the heat of the moment, I ensure to always listen to both sides of the coin to come to my decision.

In civil services, this ensures relevant material being used to make decisions.

word limit can relate to virtue ethics

⑤

Looking up to the right role models can ensure that one's character is cultivated in an appropriate way, allowing one to become a good civil servant.

②

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

कृपया इस स्थान में प्रश्न संख्या में उचित विवरण न लिखें।

Although ethics and law may have the same objectives but often they are found at loggerhead in governance practices. Explains with appropriate examples. (150 words) 10

Both ethics and law have the same objective, i.e. to regulate human conduct, albeit through different means. Ethics lack the coercive sanctions that attach with violation of law, focusing more on societal and self regulation.

Law tends to be generalist in nature, as it is not written with any preconceived factual scenarios in mind. The strict rules of law tend to be at loggerheads with what ethics demand in peculiar fact situations.

An Example would be:
① where the law mandates appointments for post of ASHA workers be made using a strict procedure; ethics may

③

Write the answer to the question in the space provided.
प्रश्न का उत्तर नीचे दिए गए स्थान में लिखें।

UPSC

nudge the officer concerned to appoint a young widow on compassionate grounds, even when the law does not provide for it.

④ The recent example of certain MLAs' children availing the scholarship scheme for SC/ST students → The income limit was removed when they applied. Yet, many questioned this action as unethical, even though it was legal.

③ One's inner conscience may guide towards something which the law prohibits.

An example would be the case of an officer belonging to LGBTQ community.

These situations give rise to ethical dilemmas, which can be resolved using various ethical & jurisprudential doctrines.

(4)

2(a)

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

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

2 Comment on the following two quotations of moral thinkers and philosophers:

- (a) "In law, a man is guilty when he violates the rights of others. In ethics, he is guilty even if he only thinks of doing so". - Immanuel Kant.

(150 words) 10

Law provides for sanctions which come into application only when a person's ~~the~~ wrong intentions have been carried out in the form of an illegal act.

Eg: ~~We~~ A person may plan to steal, but he cannot be punished for merely making a mindmap of his plan.

On the other hand, ethics work as a moral compass which guide a person towards own actions even in absence of any external sanctions.

Ethics work on internal sanctions.

Eg: ~~Even~~ if the abovementioned person steals, and no one finds out the law may not punish him. Yet, his inner morality

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

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For practice use only
प्रति: अभ्यास के लिए

may punish him and make him spend many sleepless nights in repent.

Therefore, Kant rightly said that in ethics, one's moral compass is guilty the moment a person harbours the thought of doing certain acts, even though they were never carried into effect.

Through this self-regulation, ethics mould our behaviour and attitudes, allowing us to co-exist in harmony & fraternity.

5
Can relate to Agent theory & Action theory

6

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

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

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(b) "Fools multiply when wise men are silent". - Nelson Mandela.

(150 words) 10

It is said that when there is a duty to speak, silence is equivalent to speech. By remaining silent, when one ought to speak, one allows negative and ill-informed ideas to gain ground.

'Fools' in the quotation can refer to any irrational, false, hated, spreading or rumour mongering statement. Such talks by people have a tendency to spread very fast, and can even cause deadly risks.

Therefore, it becomes the duty of all right-minded persons to speak and show the truth to those who may fall for false statements.

7

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

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Not speaking and remaining silent would be a breach of civic duty.

Eg: By remaining silent over the brutal killing of Gauri Lankesh, we will only strengthen and allow such incidents to occur.

∴, it is a duty to speak and not allow speech to be chilled.

good example

5

can also give past experiences when wise men have raised their voices against social evils.
e.g. Raja Rammohun Roy, Amma Hazare

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

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

For practice use only
केवल अभ्यास के लिए

The concept of emotional intelligence and Max Weber's bureaucracy are contradictory to each other. Critically analyse the statement.
(150 words) 10

As per Max Weber, the bureaucratization prevalent in the modern world has led to depersonalisation.

This occurs due to excess use of rules and rationality, which make its use unsatisfactory to deal with special individual cases. This narrows the scope of usage of emotional intelligence.

Emotional intelligence refers to effectively handling one's own and another's emotions in building strong relationships. As per David Goleman, emotional intelligence is what makes a person a leader.

Daniel

The picture of bureaucracy painted by Max Weber with precision in rules and methodical ways can often lead to mechanical

9

(Please do not write anything except the question number in this space)
एवम एत एतरे मे प्रर
संरत मे अधीरत कुत
र ररर

UPSC

1000 अक्षरत मे ररर

outcomes. To make outcomes of bureaucratic decision-making more humane, the use of emotional intelligence is paramount.

While the two do seem contradictory, modern bureaucracy can accommodate emotional intelligence through its use in official discretion. This can help harmonise the two.

4 1/2

Analyse
more contradictions

also, weber was aware about importance of emotions
→ team spirit
→ require EI.

10

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

For practice use only
प्र. सं. लिखें

Discuss the differences between integrity and wisdom in civil services. Explain with examples, how they can ensure probity in governance?
(150 words) 10

Integrity refers to a core set of ideas and beliefs possessed by a person, which he or she will follow in all situations.

Wisdom on the other hand refers to the knowledge acquired from experience. Wisdom makes a person wise. Wisdom is a good tool to guide discretion.

application of knowledge

So, while integrity may tell X to act similarly in all situations; it is wisdom which gives X the insight to modify his integral set of beliefs as per different situations.

If not for wisdom, integrity can lead to a mechanical form of governance without compassion or use of instinct.

11

Eg:

A flood directory may refer to a plan of action.

Integrity demands that this plan be followed.

Yet, wisdom may tell the officer ~~concerned~~ to use his own instinct and follow another more appropriate action.

Thus, the blend of integrity which demands consistency in action, conscience & belief along with wisdom which gives space for discretion leads to Probity.

Probity refers to honesty, decency and working in an impeccable manner which is vital for civil services.

Probity

Resist all types of corruption
→ Promotes transparency & accountability
→ Prudent utilisation of Public fund.

12

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

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

For practice use first answer of first

Varghese Kurian is known as milkman of India who ushered in White Revolution. What lessons civil servants can learn from his life and implement in administration? (150 words) 10

Varghese Kurian, who ushered in the white revolution with operation flood; popularised the AMUL model for women cooperatives is an ideal role model.

The lessons that can be learnt from his life:-

1. Patience

- The results did not come immediately and Kurian had to work very hard. Yet, he remained patient.

2. Perseverance

- Persuading farmers that co-operative dairying will be better was not without its own set of challenges. Yet, he persevered.

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

3. Loyalty to one's nation

- Kurein devoted his entire life in the service of the nation

4. Inclusive development

- Kurein recognised the agency of women and made them an important part of his programme.

generic points

31
Kurein is responsible for our country being the largest producer of milk in the world, and his dedication and commitment made that possible.

try to write specific lessons like

- technology led approach
- ↳ ability to take risks
- ↳ collective ownership
- ↳ ability to motivate others.

4(b)

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

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

According to John Rawls, justice consists of 'equality principle' and 'differential principles'. Explain their relevance in the context of the present debate on right to privacy. (150 words) 10

For practice use only
प्रैक्टिस के लिए

John Rawls' theory of social justice was based on the 'original position' i.e. justice is how people would allocate resources between them if they did not know their standing / status in the world.

As per him, the allocation would consist of using :-

(A) Equality principle
- Equal rights for all

(B) Differential principle
- Efforts to be made to distribute resources to the advantage of the least well off.

As opposed to utilitarianism, Rawls' theory was grounded in individual rights & liberties. This makes it relevant to the privacy debate :-

15

(Write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या को अतिरिक्त कुछ न लिखें।

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For practice use only
केवल अभ्यास के लिए

① Privacy is inherent to one's being and applies to all
↳ So the argument that the poor trade off their privacy in return for social entitlements cannot be sustained.

② Privacy to be used to safeguard the least advantaged
↳ In the Puttaswamy v UOI judgment, LGBT rights, privacy within the household, marital rape have all been highlighted

good damage

③ Privacy cannot be abridged i.e. taken away without due cause.

- Differential principle should not override equality principle.

(5)

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

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

Explain the theory of Thomas Hobbes' concept of 'psychological egoism' and its basis for propagation of social contract theory. (150 words) 10

10 marks only

Thomas Hobbes was a proponent believer of realism. As per Hobbes, all individuals and even nations act in self-actualisation. Every one wants to safeguard their own survival first.

This was due to psychological egoism, wherein the self is most important. The effort is always to make oneself better. This leads to

- 1) Increased competition for limited resources
- 2) Increased risk of conflict and violence

Therefore, as everyone wants to be better yet the resources are limited, violence & war are imminent. This brings

(17)

in the need for self protection

self protection is where the
idea of state comes in



The citizens enter into a social contract with the state wherein
the state agrees to protect them
and the citizens agree to be
bound by duties.

Therefore, states are justified to
possess weapons and protect
their citizens. This theory has
relevance even today as we
find an isolated North Korea
boosting its weapons to ensure its
survival.

5 1/2

theory was
further modified by
Locke and Rousseau.
- good understanding of
theoretical concepts.

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

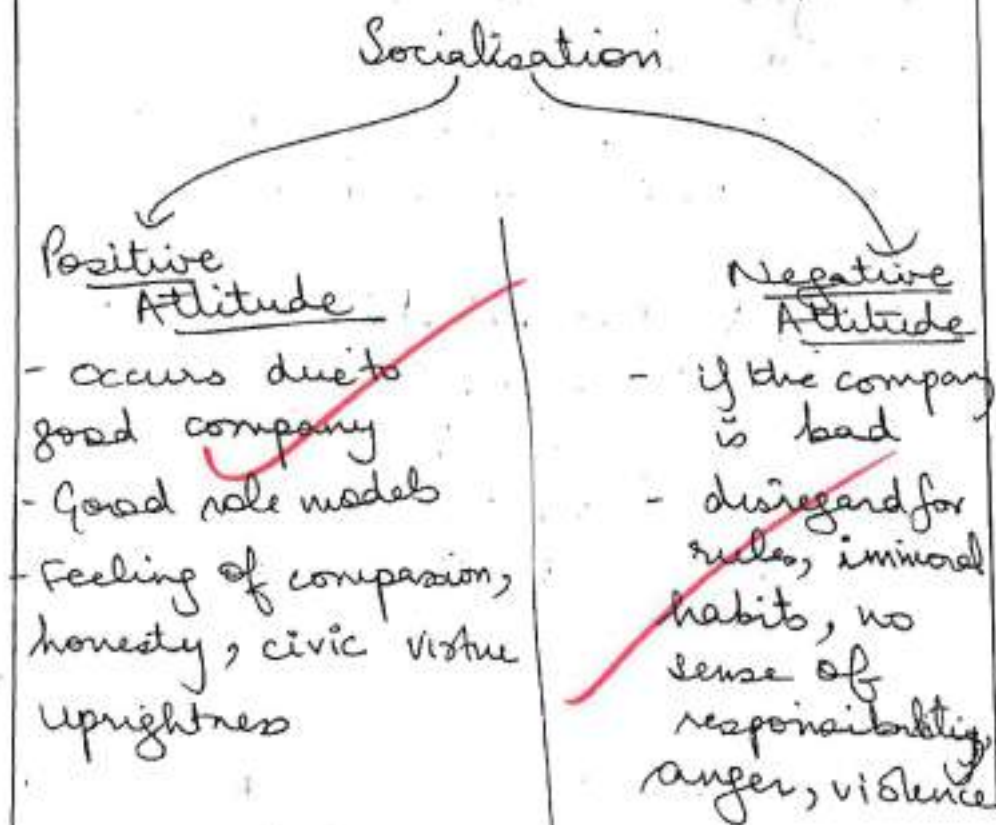
कृपया इस स्थान में प्रश्न संख्या से अधिक कुछ न लिखें।

Explain the relationship between socialisation, formation of attitude and moral development. How they help in nurturing social capital in the society?

(150 words) 10

Socialisation refers to the process whereby a person, usually a young child, mingles with society.

↓
Socialisation leads to attitude formation as it influences the way the concerned person starts to think.



Depending on which kind of socialisation it is, it affects

the development and inculcation of moral attitudes. Therefore, socialisation has a major role to play in determining the morality of a person.

Role in nurturing social capital

1) Right socialisation boosts a person's inherent goodness, while wrong socialisation makes the dark shades come out.

2) Right socialisation prompts

- education
- employment
- success

which boosts the national economy

3) Right socialisation helps develop a feeling of gratitude, which prompts people to be philanthropic and service-oriented

all 3 components reinforce each other positively to nurture social capital.

Can do more appropriate analysis

4 1/2

(7)
(Please do not write anything except the question number in this space)

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

What should be given more preference when there is conflict between culture and rights? How ethics can help in resolution of this conflict?
(150 words) 10

Culture refers to the traditions, beliefs and practices followed by a homogenous group.

Rights refer to the liberties that individuals within this group have.

Recently, we saw the conflict between culture and rights:-

1) In Nagaland over Article 370 where elders said women cannot contest elections, even though they had a right to do so.

2) In the triple talaq case.

While culture is valuable, many times individuals are unable to live their lives freely under the constraints of culture. One is born into a culture, without any choice. Where such a culture which was never

good examples

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Write anything except question number in this space
प्रश्न संख्या के अतिरिक्त कुछ भी लिखें

chosen becomes cause for oppression, rights must be given precedence as was done in the triple talag case.

both are important
should be preferred on situational basis

Ethical principles to resolve dilemma:

1) Utilitarianism
- Favouring happiness of many over happiness of some.
- This may lead to culture trumping rights.

2) liberalism
- Favouring individual

3) Rationality and Objectivity
- Seeing rationality of the cultural practice ought to be sustained

4) legality
If a cultural practice violates law or the Constitution, it cannot be sustained.

4 1/2
second part of Q. is well answered

(8)

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

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

For practice use only

"Faith is unquestionable but ethics is not." Critically examine.

(150 words) 10

Faith refers to a deep personal belief in someone or something. Faith is different from religion, as a person can exercise faith in oneself while being atheist.

→ Ethics refers to set of moral principles that guide conduct.

① Ethics as such are unquestionable but their application may be questioned.

Eg: objectivity as an ethical principle cannot be questioned. Yet, the use of objectivity when subjectivity was to be applied can be questioned.

② Sometimes, even ethical principles may be questioned per se.

Eg: questioning utilitarianism for trampling minority rights

→ Faith is believed to be

ethics
↓
art of questioning
↓
socrates

23

unquestionable as a person intimately
believes deeply in something.

Yet, ~~faith~~ can also be questioned

① Blind faith

The faith of thousands in
morally corrupt kabas can be
questioned.

② Faith in superstitions

- Superstitions which have no
scientific basis eg: not to
wash hair on certain days
can be questioned;

③ Faith in illegal things

- Eg: Black magic, witchcraft
can be questioned.

Therefore, both ethics & faith
may be questioned also

Some
universal values

→ peace, humanity
→ unquestionable.

use do not write
thing except the
ation number in
space)
॥ इस स्थान में प्रश्न
1 के अतिरिक्त कुछ
छोटे

In recent days Indian society has encountered many cases of "pregnant children". These minor girls are denied abortion rights as they appeal for the same after 22 weeks of pregnancy.

Despite poor medical facilities in India, less awareness among the girls, women and parents and delay in justice system, both the medical fraternity

and courts fail to deal expeditiously. When a child is brought before a medical professional, the doctor does know that due to tender age there will be problem in termination if there is further delay in abortion.

In one such case in which a girl who is 10 years old and is pregnant due to a rape incident, doctors have not responded properly despite knowing all this. They have just washed their hands off the case. That's why the girl goes to court, which ultimately results into reaching the pregnancy into 32 weeks, and the court denies termination on the grounds of health risks to the girl.

Suppose you are a child-right activist then how you will respond to the following questions:

- Discuss the ethical issues related to the judgment of the court and the post-judgment situation.
- What suggestions you will give to tackle such type of issues in future?
- Suppose the girl case first had come to you then how you could have dealt with her case?

(250 words) 20

The Medical Termination of Pregnancy Act allows for abortion upto 22 weeks if the mother and/or foetus' life is in danger. lack of awareness leads to various issues.

A) Ethical issues

1. Negligence of the doctors in washing off their hands and not providing timely

use only
the font.

25

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guidance, which the Court does not admonish.

② ~~Inresponsibility~~ of Courts to not fast track the cases allowing pregnancy to reach 32 weeks

③ The future of the girl
↳ Effect on her studies
↳ Social withdrawal
↳ Possible maternal mortality

④ Future of the fetus
↳ whether it should be raised by the girl or given up for adoption

⑤ Identity of the rapist
↳ The rape conviction must also be made and rapist should support the child monetarily.

- right to safe motherhood

- Psychological trauma

- Social stigma

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(B)

Being a child rights activist, suggestions to tackle such issues:

① Tackle the root of the issue:
Child Rape

→ Sensitise young girls and ask them to confide in a trusted person

→ Sensitise parents and tell them that rape is rarely the victim's fault. Tell them to support their daughters.

→ Sensitise school teachers & peers to get a girl tested for pregnancy if she is showing symptoms.

→ Request police to intensify patrolling and speed up investigation

② Request the District SDM to equip primary health centers

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

UPSC

and school medical rooms with pregnancy tests.

③ Guide such victims to empathic doctors → a database could be created of details of doctors who will not misguide.

⊗ These steps will ensure that the pregnancy is terminated at the earliest, within 22 weeks.

If not, then:-

① Engage dedicated lawyers to appeal expeditiously to the Courts.

② Engage with Media to ensure case gets coverage and hearing done quickly.

③ In case the girl had come to me first, I would have
• Told her and her parents about the implications of the pregnancy on her life

any change in law?

without revealing the identity?

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

कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें

• Suggested them for an early abortion to allow the girl to start her life afresh.

• Referred them to a trustworthy doctor who will maintain confidentiality.

If the time period of 22 weeks lapses, I would have ^{helped her} fought the case to get justice.

In this case, abortion is the best option as:

good analysis

- ① The foetus 'life' is not fully developed
- ② The young girl never consented to the sexual intercourse
- ③ A delivery will traumatise her, and ensure a substandard life for both mother & child.

In case the appeal fails, I would suggest her to give up the child for adoption in case her family and she herself are unable to raise the newborn. This will ensure least damage is done further.

17/2
good content

stick to word limit.

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

A girl studying in government school has topped 12th exam from her district. She belongs to low income family which sustains on daily wages. In the felicitation program organized by the school, the state education minister announces that the government will bear all the education expenses of girl's higher education. The promises by the minister are also publicized in the local media.

The assurance by minister motivated the parents to take education loan for her admission in a medical college in one such major city of the state. Meanwhile, the government in the state has changed after elections. When parents approached the new minister, they were not promised for any financial help.

The parents find it difficult to continue the education of the girl as they are not able to meet the college expenses. Also, they are fearful about how to repay the education loan.

- Suppose you are the head of the college and the parents approach you for intervention then what appropriate courses of action will be taken by you?
- In your view whether the ex-minister has any responsibility to support her financially, if parents give newspaper clippings in support of promise made by the ex-minister. Give reasons in support of your argument.

(250 words) 20

Herein, the following ethical issues arise:

- Promises by public officials, whether can be breached
- Can a promise made by a minister be seen independent of the office he occupies, thus allowing the next minister to disregard it?
- Legitimate expectation of the parents that the government will not abandon its earlier

UPSC

promises, on the basis of which the parents took a loan.

4) The future of the girl.

5) Public trust in government being weakened.

social contract

(A) If I were the head of the college, the following options would be open:

① Ignore the parents case
Merits:- I act in the interest of the institution as I did not promise them anything

no need to write
↓
not in command of Q.

Demerits - lack of compassion on my part could ruin the girl's career and possibly drive her to suicide

So, this is not advisable.

② Provide the girl fee waiver either full or partial.

Merits: Justice done to the girl

Demerits: There may be other more deserving students who

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

UPSC

can gain from waiver. Singling the girl out may be unethical.

So, even this is not advisable

③ Meet the education secretary and request her to ~~not~~ convince the new minister to not go back on the promise

Merits: I do my part to help the girl

Demerits: The scholarship may not be granted. An avoidance on my part.

④ In case option ③ fails, I will ask the girl to apply to other applicable scholarship schemes, both public and private, and help her in the application process.

Since here I play the role of an active agent; I

not demand of Q. to choose

UPSC

will choose option 3, followed by option 4 as my course of conduct.

(B) Reasons for holding the minister responsible:-

- ① He made the promise
- ② The parents acted on it.
- ③ The girl's future hangs by a thread because of him.

Yet, in my opinion, the ex-minister has NO responsibility to support her financially as:-

- ① He made the promise on behalf of the Government, as a minister and not in his personal capacity not appropriate analysis.
- ② The promise is to be executed by the Ministry, which remains even if the ex-minister → moral responsibility (33)

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

UPSC

दरक संख्या का स्थान

same minister does not occupy it.

Therefore, the ministry including its secretaries should be presumed to provide the scholarship.

This because the public trust in the government may come down if its promises change based on the ruling political dispensation.

Had the minister made the promise in his personal capacity, the situation would have been different. In the present case, he cannot be held liable for an office he does not presently hold.

- Try to think with ethical and not legal/professional

- Improve structure content

34

11.

(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या को अधिक लिखें न करें।

Use only this side

It has been reported in media that in a remote village in Madhya Pradesh people belonging to a particular community still practices manual scavenging. After being inquired they told the media persons that they have been practicing it for ages and it has been their traditional occupation. Some other argue that since they don't have any other source of regular livelihood, therefore they don't have any alternative.

They are not even fully aware of the the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013. As manual scavenging has been legally abolished but majority of them are still willing to do menial work as manual scavenger due to their attitude.

- a) Suppose you are the Social Welfare Development Officer of the district then discuss your strategies to tackle the issues of manual scavenging and livelihood of the people.
- b) What steps you would take to bring attitudinal changes in the community and rehabilitate them properly? (250 words) 20

Issues involved :-

- ① Lack of Awareness about laws
- ② Lack of civic virtue in people to clean their waste themselves
- ③ Inequality in society due to internalisation of oppression
- ④ Changing attitudes and behaviours through internalisation and social influence.

Human Dignity

(B) + (A) Strategies :-

- ① To impose strict penalties on those employing manual scavengers, i.e. enforce the Act in letter & spirit

35

(Do not write anything except the question number in this space)
प्रश्न संख्या केवल ही यहाँ लिखने के अधिकार प्राप्त हैं।

UPSC

Merits → Compliance with the law is brought about

Demerits → Such compliance is not the same as internalisation. It may only change behaviours without changing attitude

Therefore, it is not recommended as will lead to superficial change

② Prepare a plan of action for the district aimed at overhauling the existing attitudes, thereby empowering the scavengers and giving them dignity

↳ Sensitisation and workshops in the form of mukhad natak to tell villagers of the evils in manual scavenging

→ Workshops with manual scavengers to make ^{them} aware of their rights and ~~the~~ the health dangers involved with manual scavenging

→ Enforce the Act extensively

UPSC

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

For practice ---
प्रश्न संख्या के लिए

- Hoping in popular local icons to spread the message. Myself I will clean the dry pit latrine sludge tank to show that it is an harmless process ~~best~~?
- Requesting the manual scavengers to enroll their children in schools and avail ~~government~~ government scholarship schemes to ensure they have a different future.

Merits: Inculcation of civic virtue in people. Attitude change leading to changed behaviour.
True empowerment of the scavengers.

Demerits: It may not work, in which case ^{the steps} enforcing the law with punishments will help.

Therefore, I will adopt this approach.

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

UPSC

To tackle the issue of livelihood,
I will do the following:

→ Ask the ex-scuavengers to enrol in adult literacy school.

→ Employment as construction workers or low skilled workers under MNQREGA.

→ Asking them to apply for MUDRA loans to set up own self employment model.

Further, to ensure that they do not go back to manual scavenging, I will monitor the situation closely. The people who were using services of manual scavengers will be told how they can turn their waste into compost.

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

UPSC
लिखित अन्तर्गत के लिए

UPSC

Further, providing them with government funds to convert their existing dry pit latrines into latrines connected with sludge tank under Swachh Bharat Mission.

This will ensure that the dignity of manual scavengers is upheld while allowing for social change and inculcation of civic virtue.

81/82

- Try to improve structure.
- follow command of Q.
 - a) answer them separately.
 - b) refer model answer.

39

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

The town of Panchkula, near Chandigarh, in Haryana is under siege. Earlier, a religious leader was convicted of rape by a Central Bureau of Investigation special court. Angered by the verdict, his supporters went on the rampage — they clashed with security forces and destroyed public and private property.

During the protest the mob goes on rampage and starts targeting the media persons and local residents. Some of these media persons take shelter in a nearby public office. However, the staff of that office starts protesting against their presence. They allege that presence of media persons in their office may make the office property as well as staff vulnerable to violence as the fear is that the mob may target them.

Suppose you are the in-charge of that public office and media people ask your help, what will be the options? Analyse the merits and demerits of the options and choose the most appropriate option, giving reasons.

(250 words) 20

Ethical issues involved here:

1. The need for self preservation in such a situation.
2. Duty to provide shelter to media persons, if any
3. Compassion v. Realism (i.e. acting in self preservation)

Options available:

1. Refuse the media persons shelter to ensure the office staff feels safe.

Merits: Acting in self interest & interest of coworkers.

Demerits: No guarantee that the office will not be attacked if media

not true. As it represents the State, the office anyway has a high chance of being attacked.

Also, by not saving the media persons, I will be morally culpable for any deaths resulting by my non-action.

So, this approach is not advisable.

2. Allow the media persons shelter

Merits: A noble deed to save lives

Demerits: The office might be targeted, putting everyone's life at stake.

Therefore, I will use a modified approach: *one have to choose among the options given by you*

① Request media persons to switch off their mobile phones and recording equipment.

→ This will ensure the mob does not know of their whereabouts.

- ② Ask them to remain quiet.
To ensure safety, I will ask them to move to an inside room away from doors & windows where they could be seen.
- ③ Call the police and inform them of media persons taking shelter to request for added security around the building.
- ④ Passing strict orders that no employee is to leak any information regarding their presence as it may endanger the life of all.

reasons
for
such
option

By adopting this approach, I will be employing a pragmatic response and exhibiting leadership to ensure safety of not only my own employees but the media persons too.

8

try to follow
command of A.
- give atleast 3 or 4
options.

13.

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

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

You are district magistrate and a tragic incident took place in a health care centre in your district in which nearly 60 infants, suffering from acute encephalitis, died due to oxygen deprivation. Preliminary enquiry by you revealed that hospital administration and oxygen supplier are to be blamed for the death of children. There was overwriting in the log book containing the details of purchase and re-filling of oxygen cylinders and head of anaesthesia department, responsible for ensuring continuous flow of oxygen to the hospital wards, was absent during the incident.

The enquiry report also demand strict action against oxygen supplier for stopping oxygen supply - which it termed as an "emergency service". Media reports suspect healthcare firm and liquid oxygen supplier of an oxygen cylinder theft racket at BRD hospital. There is huge protest across the district by parents against the district administration and also questions are raised by opposition leaders and media on efficiency of administration.

- As a DM what would be your immediate course of action in such tensed situation?
- Do you think action of supplier to discontinue oxygen supply to infants was ethical, despite non-payment of dues?
- Will you take any action against the responsible functionaries for negligence?
- What long term measures you will take to avoid such incidents in future?

(250 words) 25

The ethical concerns involved:

- Fixing liability on the wrongdoers
- Providing compensation to the parents, families of dead - taking responsibility
- Ensuring this is not repeated

a) (A) Immediate course of action :-

- Change the delegation of responsibility over continuous oxygen supply from the head of anaesthesia to a more approachable person who is not busy with other equally important commitments.

↳ This will ensure that there

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(Please do not write anything except the question number in this space)
कृपया केवल प्रश्न संख्या ही लिखें।

UPSC

dedicated staff for ensuring oxygen supply at all times.

2. Personally overseeing the re-stocking of oxygen cylinders and changing the supplier.

3. Ask for an external audit of the hospital to find discrepancies in procurement.

4. Employing extra personnel for encephalitis ward to ensure constant monitoring.

b) ⑧ In my view, the action to stop oxygen supply was unethical.

1. The supplier could have reasonably foreseen the fallout of his action.

2. There was no urgent communication or notice informing that the supply will be cut-off enabling

(44)

UPSC

anything except the question number in this space)

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

the hospital to make alternate arrangements.

In cases where ~~human lives~~, that too sick human lives, are at stake, monetary considerations should take a back seat. The supplier could have pressed for payment without resorting to such a drastic measure.

This act was contrary to utilitarianism and the means certainly do not justify the ends of fee payment.

c) (C) Negligence refers to failure to perform a duty in an expected manner. The actors involved:

1. Person maintaining log book
2. Person actually responsible for checking oxygen level in the system
3. The Anesthesia Head of Department
4. Other officers with a role to

45

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

UPSC

play in supply of oxygen.

I will definitely undertake a departmental inquiry against them.

Necessary action will be taken against them as:-

1. To ensure the perpetrators and those responsible do not go scot free
2. To give a sense of justice to the families of those who died
3. So that it acts as a deterrent and such incidents and irresponsible behaviour is prevented in the future.

d) (D) long term measures:

1. Using Information Technology and Internet of Things to overhaul the way oxygen supply is administered and monitored.

Other essential services

2. Conduct inquiry based on audit report and file FIR for theft of concrete proof surfaces

3. Training hospital staff in entire district on how to use and monitor technical equipment.

4. Seeking central / state assistance for improving the hospital infrastructure.

5. Working to eradicate encephalitis itself as it can be easily eliminated through safe hygiene practices. Integrating it with Swachh Bharat Mission.

good measures

12

Can improve part a) of Q.

ensure compassionate administration towards Parents of diseased children.
- try to pacify the protestors by sending message through local media that strict action will be taken.
- announce compensation to Parents.

47

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

14.

Miss Y is a software engineer. She joined a reputed MNC in Gurgaon. After training she joined her core team where she had area of expertise. On her first official day her team manager sent her a string of messages over company chat. He said, "he is in an open relationship and is willing to have physical relationship with you". It was so offensive to her, she took screen shots of these texts and reported to HR.

When she reported the situation, she was told that it was clearly sexual harassment and since it was his first offense they wouldn't feel comfortable giving him anything other than a warning and a stern talking-to. The senior management told her that he "was a high performer" and they wouldn't feel comfortable punishing him for what was probably just an innocent mistake on his part.

When she met more women engineers in the company and heard their stories, she was surprised that some of them had stories similar to her own. They reported to the exact same manager she had reported. It became obvious that both HR and management had been lying about this being "his first offense".

- Explain the ethical dilemmas faced by Miss Y in this situation?
- According to you, whether Miss Y should be concerned about her own career prospects in future or she should raise the voice on behalf of other women in the organization? Give justification to your stand.
- Suppose you were the CEO of the organization what immediate and long term actions will be taken by you to avoid such abusive work culture problem?

(250 words) 25

In this situation, the actors are

- Miss Y
- The manager (culprit)
- The HR
- The Senior Management
- The other victim employees

(Stakeholders)

a) Ethical dilemmas faced :-

- Separating the personal side of the manager from his professional side (high achiever yet sexual predator)

48

- Saving her own career by forgetting the instance v. Raising her voice and exposing him, and thereby putting her career on the line.
- Acting alone in her complaint v. Seeking the support of ex-victims for joint action and common complaint.

Here, separating the personal side of sexual deprecation of the manager from his professional side is not possible, This is so because his personal conduct is not only immoral but also illegal. Sexual Harassment at the Workplace Act and The Indian Penal Code both prohibit such conduct of harassment & outraging modesty of the woman.

Second, Ms. Y must take the bold

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

UPSC

प्रश्न संख्या: 4/10

decision of reporting this incident further. If she ~~does~~ nothing about it, it will allow the manager ~~to~~ continue unabated & harass further woman

b).

~~What if~~ Miss Y if chooses to remain quiet to save her career, will not be taking a wise decision. This ~~because~~ by doing so, the quality of her professional life will suffer immensely.

Therefore, she must raise her voice.

Yet, before she complains ahead, and ~~before~~ she she must take the CONSENT of ~~the~~ other women on whether they want their name to be added to the complaint. There may

exemplary action
- it will motivate others to come forward & complain.

30

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

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

UPSC

For practice use in first attempt in form

be certain women who are not comfortable in raising this issue and being involved in the complaint. Miss Y should not impose her views on such women.

Instead, only those women who consent i.e. informed consent must be added to the complaint.

By complaining on behalf of such women, Ms. Y will ensure that the manager is punished for all his misdeeds.

c)

long term actions

1. Constitute internal complaints committee consisting of unbiased persons under the Prevention of Sexual Harassment Act.

headed by woman employee

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

UPSC

2. Sensitising all employees through workshops that such behaviour is unethical & illegal.

work culture

Provide a conducive environment to the women to raise such complaints without being vilified.

4. Punishing the employees who played down the instance earlier.

5. Having a complaints box installed.

6. Putting large posters giving details of punishment that will be awarded to deter sexual harassment around workplace.

7. Installing CCTV cameras.

Compensating all victims reasonably lib of of.

13
good

scope to improve part (b) → bring ethical angle while justifying actions.