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GENERAL STUDIES (TEST CODE: 1245)

Name of Candidate	NIDHI BANSAL	Registration Number	14323
Medium Eng./Hindi	English	Date	6/08/2019
Center	ORAN		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

Answer the following questions in not more than 150 words each:

1. (a) Highlighting the attributes of leadership, analyse why it is important for a civil servant. (10)

नेतृत्व (लीडरशिप) के गुणों पर प्रकाश डालते हुए, विश्लेषण कीजिए कि यह एक सिविल सेवक के लिए महत्वपूर्ण क्यों है।

Leader who steers the team for desired goal realisation,



Importance for civil servant:

- 1) Work in hostile environment - need to inspire team and juniors

Eg: • disaster relief
• political undue interference

- 2) Larger public interest - work with "sense of duty" attitude to be instilled in team.

Eg: Police filling potholes on road despite its not their duty

3) Public participation - listen and get feedback from people - be responsive
Eg: Implementation of rehabilitation schemes - (slum)

4) Taking everyone along - work for marginal / vulnerable sections of society, even when they don't demand for it. Leader ensure even slow/weak gets to finish.

5) Innovation in public services -
for eg: Unnayan Banka in Bihar → education and confidence building for children.

Happiness of leader lies in happiness of team and people. This shall be drive for leader to work

1. (b) A civil servant needs to be objective as well as empathetic. What do you understand by objectivity? Discuss its relationship with empathy. (10)

सिविल सेवक को वस्तुनिष्ठ होने के साथ-साथ समानुभूति रखने वाला भी होना चाहिए। वस्तुनिष्ठता से आप क्या समझते हैं? समानुभूति के साथ इसके संबंधों की विवेचना कीजिए।

A civil servant utilises his intelligence quotient for objectivity and emotional intelligence for empathy.

for eg: Controlling a riot situation with firm hand, but while respecting public sentiments.

Objectivity : It is based on facts, observable phenomena. It is under control of external factors like laws rules etc. Cognitive component of brain drive objectivity.

for eg: objectivity in giving ration to Adhaar authenticated POS card holders only.

Relation between Objectivity and Empathy:

1) Contradictory :↳ objectivity

- facts
- Within rule of law
- Non-emotive

Eg: Punish beggar as it is illegal

Empathy

- Emotion
- May go beyond rule of law
- Subjective

Eg: Know the cause of begging and develop compassion for their rehabilitation

2) Supplementary :

objectivity ⊕ Empathy = Committed public services

Eg: If Aadhaar authentication fail due to technical glitches → then give ration by making entry into register.

In public administration, as public servants deal with public, (not object), the empathy component is as crucial as objectivity.

2. (a) With rapidly increasing use of information technology, what according to you is the role of ethics in cyber space? (10)

सूचना प्रौद्योगिकी के तेजी से बढ़ते उपयोग के साथ, आपके अनुसार साइबर जगत में नीतिशास्त्र की क्या भूमिका है?

E-governance is based on use of information technology. Similarly, in private life, we rely on internet for even meeting our grocery needs.

Role of Ethics:

- 1) Respect : avoid and criticize cyber bullying.
- 2) Tolerance : Give regards to opposing and valid views. for eg! dissent against rise of crimes like mob lynching
- 3) Privacy : Protect privacy of oneself and of others — no hacking etc.
- 4) Integrity : prevent spread of fake news (childlifting rumour)

- 5) Fairness : Net neutrality
- 6) Justice : Collective voice on social media for justice for eg change.org platform for forest rights.

Challenges : Digital illiteracy
Anonymity.

The need is to make people aware of constructive and destructive side of cyber space. Code of Conduct by social media platform (recent during election) are welcome.

2. (b) Transparency in government organisations is an essential pre-condition for good governance. Elucidate. (10)

सरकारी संगठनों में पारदर्शिता सुशासन की आवश्यक पूर्वपेक्षा है। स्पष्ट कीजिए।

Good governance aims for maximising the welfare and interest of public, with minimal resource and public participation.

Good Governance : Transparency :

1) Accountability - Government can be held accountable, only when its function are transparent and open to public domain.

for eg: RTI leads to accountability

2) Public Participation :

• with openness - citizen will know their rights and duties → demand and contribute to public service

[for eg] : Gram Sabhas - social audit due to transparent account of PRIs

3) Resource Utilisation :

openness — fair contract bidding
(no insider trading) → competitive
→ best services at affordable cost

4) Curb Corruption —

Transparency — fear of getting
caught.

for eg: 2G scam, Commonwealth
or fodder scam

5) Trust building —

Openness — people understand
constraints and challenges of
government and then contribute

for eg kerala flood

The need is to
implement 2nd ARC recommendation
to make government as transparent
as possible

3. Given below are quotations of moral thinkers/philosophers. Bring out what they mean to you in the present context:

नीचे नैतिक विचारकों/दार्शनिकों के उद्धरण दिए गए हैं। स्पष्ट कीजिए कि वर्तमान संदर्भ में आपके लिए इनके क्या निहितार्थ हैं:

(a) A nation should not be judged by how it treats its highest citizens, but its lowest ones. Nelson Mandela (10)

राष्ट्र का आंकलन इस बात से नहीं किया जाना चाहिए कि वह अपने श्रेष्ठतर नागरिकों के साथ कैसा व्यवहार करता है, बल्कि इस बात से किया जाना चाहिए कि वह अपने निम्नतर नागरिकों के साथ कैसा व्यवहार करता है। - नेल्सन मंडेला।

A chain's strength is judged by not its strong link, rather by weak links.

Poverty Similarly, in a nation, where island of prosperity floats amidst ocean of poverty, then threat of Tsunami (public discontent) will harm rich also.

for eg: Arab Spring, Yellow Vest movement (France).

Discrimination: When marginal sections like backward castes, differently-abled are left behind, then country may have high GDP (3rd largest in PPP)

in India, but poor in HDI (130/180)

Polarisation: When majoritarianism dominates over minorities then it invite public condemnation.

for eg: In USA — President racial comment against USA congress women

The remedy lie in Gandhian Trusteeship principle and

Sarvodaya Concept, wherein highest citizens take onus for upliftment of lowest ones.

And when lowest themselves come together for sustainable empowerment for eg: SHGs.

3. (b) The highest education is that which does not merely give us information but makes our life in harmony with all existence. Rabindranath Tagore (10)

श्रेष्ठतम शिक्षा वह है जो न केवल हमें जानकारी प्रदान करती है, अपितु सभी के अस्तित्व के साथ हमारे जीवन का सामंजस्य भी स्थापित करती है। - रवींद्रनाथ टैगोर

Current Education system in India focusses mainly on information impartment, with little practical learning and value education.

Issues : 1) white collar crimes - for eg: Mallya.

2) High intolerance among educated youths - Generation gap - abuse of elderly (Helf Age Report).

3) Superstition : Indian Science Congress - reliance on mythical ideas.
Education : In harmony with peace, equality, scientific temper, tolerance and respect.

Benefit :

1) corporate social responsibility -

Warren Buffet's Pledge initiative

2) Sustainable development - regard

for wildlife and nature - eg
Hugging of tree in Bangalore
against cutting order

3) Justice : Youth raising voice
against women's subjugation.
for eg Nirbhaya protest.

4) Work for marginal sections →
NSS in colleges provide for it.

The need is to
make education holistic - knowledge,
value and rational. Draft New Education
policy and Happiness Curriculum
of Delhi aims for it

4. (a) For achieving success, attitude is equally, if not more important than ability. Discuss with the help of examples from your daily life. (10)

सफल होने के लिए, अभिवृत्ति क्षमता से अधिक नहीं तो, क्षमता जितनी ही महत्वपूर्ण है। अपने दैनिक जीवन के उदाहरणों की सहायता से विवेचना कीजिए।

Attitude — Emotive component

Ability — Cognitive component
of brain.

Daily life Example:

1) My ability to clear UPSC CSE examination comes with how well ~~is~~ I read and practice

But my success is determined when my attitude towards joining CSE is positive — motivate to study as I want to work for down trodden sections of society.

This attitude pushes my ability to work hard, even by compromising ~~the~~ sleep, family time and recreation.

2) My ability to compete in a marathon and finishes it will depends on physical strength. But attitude of not giving up even when body exhausts, is crucial to finish.

3) My ability to finish the task (job) at hand needs backing of attitude of prioritising it, not procrastination.

Goleman says, Emotional intelligence (attitude) contributes to 80% of success, while Intelligence (Cognitive) has 20% role.

The need is to develop positive and scientific attitude while building our abilities

4. (b) The core of high Emotional Intelligence is self-awareness. If you don't understand your own motivations and behaviours, it is nearly impossible to develop an understanding of others. Discuss with the help of appropriate examples. (10)

उच्च भावनात्मक समझ का मूल आत्म-जागरुकता है। यदि आप स्वयं की अभिप्रेरणाओं और व्यवहार को नहीं समझते हैं, तो दूसरों की अभिप्रेरणाओं और व्यवहारों की समझ विकसित करना लगभग असंभव है। उपयुक्त उदाहरणों की सहायता से विवेचना कीजिए।

Individual's behaviour is mainly guided by emotions it holds and how he/she manages it.

Examples :

1) A committed public servant unaware of his/her religious-inclination, may fail to understand the plight of minorities. for eg: Gujarat riots (Godhra)

2) Preach, but not practice : A person fails to adhere to what he/she advocates for eg D.K Karve married his minor daughter to an adult.

3) Passion : Mob driven by passion of vengeance, ignorant

of their narrow emotional current.
They indulge in lynching (Dhule
lynching)

4) Patriarchy : Women themselves adhere
and accept to patriarchy → for eg:
acceptance to abuse by husband. They
may fail to question patriarchy and
lead women's movement.

While Selfawareness emphasis on

- 1) Recognising and accepting one's
~~be~~ emotions.
- 2) Managing it
- 3) Understand other's
motion.

for eg: A Guru (teacher) when
asked to direct student to not
eat too much jaggery, he himself first
quit eating jaggery before commanding
student to.

The need is for training
in emotional intelligency. online survey
peer feedback can help in it

5. (a) What do you understand by Integrity Pacts? Highlight the role they can play in bringing transparency in allotment of public contracts and ensuring proper utilization of public funds in India. (10)

सत्यनिष्ठा समझौता (इंटीग्रिटी पैक्ट्स) से आप क्या समझते हैं? भारत में सार्वजनिक अनुबंधों के आवंटन में पारदर्शिता लाने और सार्वजनिक निधि के समुचित उपयोग को सुनिश्चित करने में इसके द्वारा निभाई जा सकने वाली भूमिका पर प्रकाश डालिए।

Integrity pact is a document that demands an obligation from party to not bribe or indulge in corrupt or illegal activities, during project implementation and design.

→ government signs integrity pact with private partners engaged in public contracts.

Role of Integrity Pact (IP):

1) Transparency:

- IP are monitored and scrutinized periodically - for that transparent reporting of project work is done.

- IP make even private contracts public, thus open to public for

Scrutiny. for eg: PDS distribution by private contractors.

2) Resource Utilisation :

- IP brings competition — as fair dealing → better services with least cost
- Avoid exploitation of resources irrationally — for eg: responsibility of mining industries to rehabilitate the areas and its people
for eg: National Mineral policy

The need is for developing an independent mechanism to enforce integrity pact and even design it. (2nd ARC report)

5. (b) In the context of rapid technological change, discuss the significance of inculcating moral and spiritual values in educational institutions. (10)

द्रुत गति से हो रहे तकनीकी परिवर्तनों के संदर्भ में, शैक्षणिक संस्थानों में नैतिक और आध्यात्मिक मूल्यों को अंतर्निविष्ट करने के महत्व की विवेचना कीजिए।

Rapid technological changes leading

to —

- a) Uncontrolled socialization by social media.
- b) Lose of moral / family checks on individual — engaged in mobile, not on child (parents).
- c) Confusion, distress — suicide technique on internet (Blue whale Game).

Significance of values in Education

1) Awareness :

- About double edge sword nature of technology — good and bad of technology like mobile games.

2) Scientific Temper : To not blindly accept the information provided by social media — fake news.

3) Confidence building : To not get distressed by over-exhibition of peer's success/joy on social media. It might be false.

4) Prepare them to adapt to technological changes → like attitude of continuous learning, reskilling, team building etc.

5) Empathy : To bridge technology driven divide - for eg. Artificial Intelligence for all (NITI Aayog)

The education needs to now impart values alongwith knowledge (Sweden, Norway etc)

6. Explain the main elements of integral humanism as propounded by Deen Dayal Upadhyay and highlight its contemporary relevance. (10)

दीनदयाल उपाध्याय द्वारा प्रतिपादित एकात्म मानववाद के मुख्य तत्वों की व्याख्या कीजिए और इसकी समकालीन प्रासंगिकता पर प्रकाश डालिए।

Deen Dayal Upadhyay advocated

Integral Humanism :

features :

- 1) Human as ends, not means
- 2) Upliftment of all section of society — women, children, backward castes, tribes, etc.
- 3) Universal ethics of humanity over narrow ethics of religion — Tolerance, Cosmopolitanism, reform

Contemporary Relevance :

- 1) To bridge digital, material and environmental divide in society — haves — have-nots.

2) To come out of selfish tendency
— for eg: Climate change action—
responsibility of developed nations
for plight of developing island
nations (fear of submergence)

3) Sustainable development — SDG
2030 can be achieved when
people develop "other-regarding"
attitude.

The vision of integral
humanism now shall extend to
integral inclusiveness, by incorporating
the concern/regard for wildlife and
nature for harmony and peace.

7. It is imperative for a country like India, that code of ethics should be implemented for civil servants on social media platforms as well. Discuss. (10)

भारत जैसे राष्ट्र में, सोशल मीडिया प्लेटफॉर्म पर भी सिविल सेवकों हेतु आचार संहिता लागू किया जाना अत्यावश्यक है। चर्चा कीजिए।

Instances, where civil servants post irrational statements or when they publicly criticize the government (Shah Faesal), causes issues on social media, causes issues like :

- 1) Erosion of faith of public on government
- 2) may spur anarchy
- 3) Affect political neutrality of civil servant.

Thus the code of ethics becomes imperative :

- 1) for responsible statement on social media → be a problem solver, not creator. for eg : demand public support to curb violence against

women - for eg. Beti Bachao Beti
Padhao scheme.

2) For maintaining Secrecy of government
: that may affect national interest
for eg: Balakot strike preparation.

3) For Trust building : operation
Sulaimani - grievance redressal
through facebook.

4) For educating masses against
social evils : drive against waste
throwing on road (for eg: Indore)
or against drug abuse (Mumbai
Police Twitter handle)

Code of Ethics act as
guidance when laws or rules
are silent, and thus be brought.

8. Discuss how effective corporate governance can ensure the equitable treatment of all stakeholders. (10)

चर्चा कीजिए कि किस प्रकार प्रभावी कॉर्पोरेट गवर्नेंस सभी हितधारकों के साथ न्यायसंगत व्यवहार सुनिश्चित कर सकती है।

Corporate governance (CG) aims for working for interest of all stakeholders.

Equitable Treatment:

1) Accountable Board of Directors will take decision in interest of stakeholders (for eg: avoid ICICI - Chanda Kochhar like cases).

2) Independent directors ensures that collective interest outweighs personal interest (for eg: insider trading prevention).

3) Customer: Zero Defect quality services with friendly attitude.
for eg Japan.

4) Employee: Welfare of employee through social security and recreation measures
for eg Tata Group of companies.

5) Government : • pay the due taxes
for country's development.
• Adhere to laws and rules -
Company Act 2013.

6) Public at large :
• Corporate Social responsibility
• Polluter Pay Principle
• Zero Effect on nature
• Optimum resource utilisation
(fly ash policy for thermal power
plants)

The need is for sensitization
and independent ~~at~~ ombudsmen
in all private/public organisation
for furthering interest of all
stakeholders

SECTION – B

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

9. You are posted as the Superintendent of Police (SP) in a district of a state where alcohol prohibition has been imposed recently. The District Excise department has conducted many raids and seized liquor in large quantities, for which it has received state-wide public appreciation. A few months later reports surface in the media that in this district, hundreds of seized bottles of illicit liquor are missing from the government malkhanas or stores. As a result, the government is left red-faced. You are asked by the DM, who is the overall in-charge of the district excise setup, to investigate the matter. Upon investigation, you unearth a nexus of politicians and government officials who smuggled seized liquor and sold it through spurious means both inside and outside the state.

In this context, evaluate these options:

1. Report your findings to the DM and seek instructions for further actions, stating clearly the criminal offences committed prima facie.
2. Charge all accused under legal provisions and let the law take its own course.
3. Being aware of the seriousness of the matter, discretely put the detailed investigation report in the public domain and expose the nexus.

Also, suggest, without restricting yourself to the given options, the final course of action that you would prefer. **(20)**

आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आवकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध शराब की बोतलें सरकारी मलखाने या स्टोर से गायब हैं। फलस्वरूप, सरकार को शर्मिंदा होना पड़ा। जिला आवकारी ढांचे के समग्र प्रभारी DM द्वारा आपको इस प्रकरण की जाँच का कार्य सौंपा गया है। जाँच करने पर, आपको उन राजनेताओं और सरकारी अधिकारियों के बीच सांठगांठ का पता चलता है, जो जब्त की गई शराब की तस्करी करते थे और अवैध माध्यमों से उसे राज्य में तथा राज्य के बाहर बेचते थे।

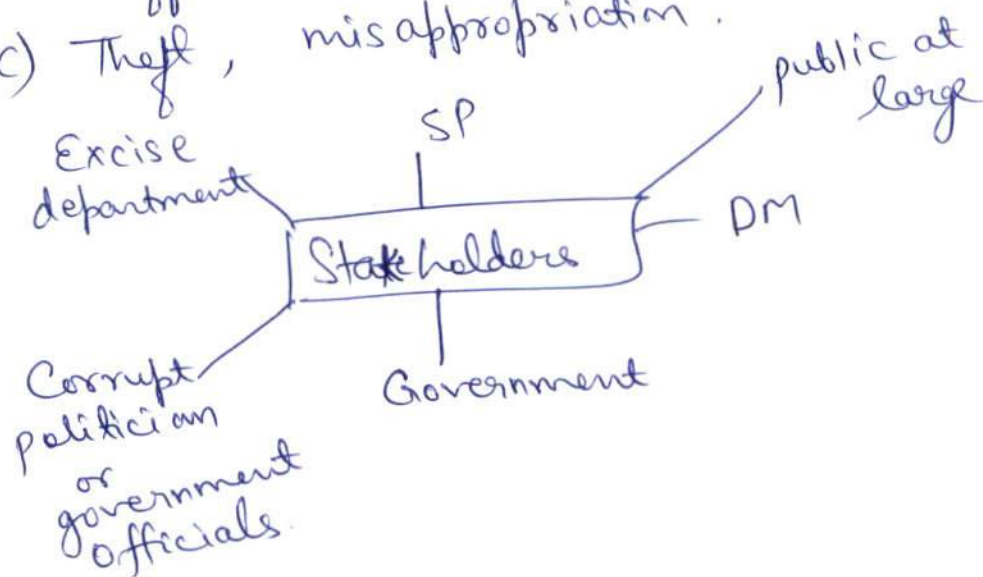
इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

1. अपनी जाँच के परिणाम DM के समाने रखेंगे और स्पष्ट रूप से यह बात बताते हुए कि प्रथम दृष्टया आपराधिक कृत्य किये गए हैं, आगे की कार्यवाही के लिए निर्देश मांगेंगे।
2. सभी अभियुक्तों को कानूनी प्रावधानों के अंतर्गत आरोपित बनाएंगे और कानून को अपना काम करने देंगे।
3. इस प्रकरण की गंभीरता से अवगत होने के नाते, विस्तृत जाँच रिपोर्ट को अलग से सार्वजनिक डोमेन में रखेंगे और सांठगांठ का खुलासा करेंगे।

साथ ही, दिए गए विकल्पों तक अपने आपको सीमित न रखते हुए, अंतिम कार्यवाही का सुझाव दीजिए जिसे आप बरीयता देंगे।

The case study revolves around:

- a) violation of alcohol prohibition laws
- b) Unholy nexus among politician and officials
- c) Theft, misappropriation.



Options : Evaluation :

1. Reporting of findings :

[Pros] : 1) Courage of conviction to present true facts. (Gandhian ethos)

2) Determination to correct the wrong done, and punish the culprits by asking for further action.

3) As per code of conduct - i.e. sought superior advice and report to them

Cons: 1) Abdication of responsibility - as it is duty of SP to investigate the crimes, without waiting for any approval.

2) DM may not take action, - may lack courage of conviction.

3) Delay the process, if DM further goes for enquiry.

2) Charge All accused.

Pros: a) Legal means - as IPC/crPC provides for it

b) Set an example - exhibit exemplary behaviour

c) Zero tolerance to corruption

d) Instill public faith in administration and police - Speedy action.

Cons: a) Bypassing DM authority, as he/she instructed for enquiry. He/she should be made aware of matter

b) Hasty decision may erode public trust in government — as corruption is involved.

c) Affect personal well-being of SP : might get reprimanded by corrupt politicians, may lead to transfer.

3) Report in public Domain

Pros a) Expose the unholy nexus — make people aware of corrupt politicians → responsible and informed voting next time.

b) Speedy Action — as it would create public pressure on ~~extrajudicial~~ administration to take action.

c) Courage — to be answerable to public

d) Transparency

Cons a) Bypassing laws/rules — need to follow rules to report matter — appropriate authority and channel.

b) Erode public faith in governance

c) Bring Anarchy

d) violate code of conduct.

Course of Action : Option ① and ② combined.

1) Report the matter to DM, while filing FIR against the culprits

Reason: 1) Taking superior into confidence
2) following Rule of Law
3) Holistic approach, without jeopardising personal interest, as DM would support me.

2) Order and monitor the detailed investigation and file chargesheet in court.

3) After due investigation, a report to be sent to Excise department and vigilance department for actions at departmental level.

Reason: 1) Speedy investigation → act as deterrence → gain public trust → command respect for laws.
2) Uphold Rule of Law - no one is above laws. The need is to bring accountability of malkhana in charge and transparency to avoid such incident in future.

10. You are posted as a District Magistrate in a Left Wing Extremism (LWE) affected district. The district has witnessed many instances of violence by the naxalites in the past. It has been observed that instances of violence increase as the elections approach. You, as a Returning Officer, are responsible for the smooth conduct of elections. Soon after the announcement of elections, the naxalites gave a call for their boycott and have been threatening people to stay away from them. The people of the district are eager to exercise their voting rights but are scared of the impending acts of violence. Further, with threat to their lives and a low expected turnout, the other electoral officers are also reluctant to go to these areas.

In this context, answer the following:

- (a) Identify the civil service values that are crucial for working in such adversities.
(b) Suggest a plan of action to ensure the conduct of free and fair elections in such a situation. (20)

आप वामपंथी उग्रवाद (LWE) से प्रभावित एक जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं। अतीत में यह जिला नक्सलियों द्वारा हिंसा की कई घटनाओं का साक्षी रहा है। यह देखा गया है कि चुनावों के निकट आने पर हिंसा की घटनाएं बढ़ जाती हैं। एक रिटर्निंग ऑफिसर के रूप में, आप चुनावों के सुचारु संचालन के लिए उत्तरदायी हैं। चुनावों की घोषणा के शीघ्र बाद, नक्सलियों ने चुनाव के बहिष्कार का आह्वान किया है और लोगों को मतदान से दूर रहने की धमकी दे रहे हैं। जिले के लोग अपने मताधिकार का प्रयोग करने के लिए उत्सुक हैं, लेकिन हिंसा द्वारा रोड़े अटकाने के कार्यों से भयाक्रांत हैं। इसके अतिरिक्त, अपने जीवन के लिए खतरा और कम अपेक्षित मतदान के कारण, अन्य निर्वाचन अधिकारी भी इन क्षेत्रों में जाने के लिए अनिच्छुक हैं।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) सिविल सेवा के उन मूल्यों की पहचान कीजिए, जो इस तरह की प्रतिकूलताओं में कार्य करने हेतु महत्वपूर्ण हैं।
(b) ऐसी स्थिति में स्वतंत्र और निष्पक्ष चुनाव का संचालन सुनिश्चित करने हेतु एक कार्य योजना का सुझाव दीजिए।

The case study demands competence to ensure people exercise their voting rights, without fearing of security. Fair and free election are bedrock of democracy.

a) Civil Service values :

i) Courage :- to not get subdued by
Naxal threat

ii) Empathy :- to understand the dilemma
of people and of electoral officers
with regard to duty and security.

iii) Leadership :- To neutralise naxal
threat and instill confidence in
people and officials to participate in
elections.

iv) Equality :- As naxal hit districts have
equal right to exercise franchise.

v) Emotional Intelligence :- To understand
emotions of people and guiding
them for constructive task like
voting.

b) Plan of Action :

- | <u>Steps</u> | <u>Justification</u> |
|---|---|
| i) A meeting of all electoral officers and related departments especially police | → consensus building
→ amicable solution
→ well thought strategy. |
| (ii) <u>Police</u> : Ask SP of district to strengthen intelligence and security apparatus to neutralise naxal threat.
→ Route March
→ Deploy police in plain clothes
→ CCTV. | → Instill sense of security among masses
→ Exhibition of strength of security forces
→ Break contact of public with naxals. |
| iii) <u>Villagers</u> : Meet with villagers to ensure that security has been guaranteed
• Enroll influential leaders to motivate people. | → Confidence building
→ motivate people
→ people participation in neutralising naxalism. |

iv) Electoral officials:

- Training → for being attentive

- Motivate them for larger public interest, don't fear.

- Ensure their safety → deploy extra forces during their movement and at polling booth and store room

- Use of anti-mine vehicles.

→ Officials need to show courage to instill courage in masses

→ It's their duty

for democracy → go beyond call of duty

(for eg: recent election in Dantewada district)

→ Their security is crucial for avoiding booth capturing and rigging

v) Election Commission:

- Ask for extra forces

- Scheduling of election as security apparatus gets strengthened

→ taking ECI into confidence

→ Election timing when naxal threat is minimized

vi) Social Media

- Campaigning for voting - eVigil App

- Anonymous reporting of naxal threats

- Message to society
Ballot over Bullet

→ People report naxal activities and movement

→ Ensure security of reporter.

→ Mass movement against naxalism - lowers the morale of naxalites

In such adverse conditions RO shall show courage of conviction and ~~also~~ exercise leadership for fair and free election. Naxalism can be defeated by democracy.

11. You are posted as a District Magistrate in a district, where many large factories and commercial establishments are located. One such factory is owned by one of your close friends. You visit each other's home frequently and are often seen in public together.

Recently, media reported about poor working conditions in your friend's factory. Upon enquiry with the labor office, you come to know that the factory has witnessed frequent labour unrests in the past as well. However, the labour officer told you that he was hesitating to take any action due to your proximity with the owner of the factory. With reference to the facts of the case, answer the following questions:

- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
- (b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. (20)

आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं, जहाँ कई बड़े-बड़े कारखाने और व्यावसायिक प्रतिष्ठान स्थित हैं। आपका एक घनिष्ठ मित्र ऐसे ही एक कारखाने का स्वामी है। आप प्रायः एक-दूसरे के घर आते-जाते हैं और अक्सर एक साथ सार्वजनिक रूप से भी देखे जाते हैं।

हाल ही में, मीडिया में आपके मित्र के कारखाने में कार्य की खराब स्थितियों के संबंध में खबरें आई हैं। श्रम कार्यालय से पूछताछ करने पर, आपको पता चलता है कि इस कारखाने में अतीत में बार-बार श्रमिक अशांति देखी गई है। हालांकि, श्रम अधिकारी द्वारा आपको बताया जाता है कि कारखाना मालिक के साथ आपकी निकटता के कारण वह कोई कार्यवाही करने में संकोच कर रहा था। इस प्रकरण के तथ्यों के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) हितधारकों और सार्वजनिक हेतुक की पहचान करते हुए, इस प्रकरण में सम्मिलित नैतिक मुद्दों की विवेचना कीजिए।
- (b) जिला मजिस्ट्रेट के रूप में, आप क्या उचित कार्यवाही करेंगे? उनका कारण बताइए।

The case study pertains to poor working conditions at friend's factory and labour officer ~~for~~ hesitate to report matter due to my friendly relation with owner.

- (a) Stakeholders :
- i) Labour force
 - ii) factory and its owner
 - iii) Labour officer
 - iv) Media
 - v) DM (I)
 - vi) Government
 - vii) Public at large
- Public Cause :
- 1) Safe working condition
 - 2) Labour welfare

Ethical Issues :

- 1) Personal bond with factory owner
vs professional duty to uphold
labour laws. Factory owner.
- 2) Working for public cause vs
perception of upholding public cause
Media
- 3) Negligence of duty as DM failed
to audit factories in his/her region
DM
- 4) Conflict of interest - labour officer's
duty to speak truth versus blind
obedience/hesitant to DM.
Labour officer.

- 5) Labour dignity vs Company's profit
[Labour]
- 6) Code of Conduct - avoid ~~conflict~~
situation where integrity seems
compromised - relation with factory
owner.
[Government]
- 7) Objectivity vs Subjectivity.
- 8) Constitutional ethos - right to life
with dignity of labour (Article 21)
→ right to equality and equity
(Article 14).
- 9) Moral responsibility on part of DM.
[Public Interest.]

b) Course of Action :

(i) Immediately maintain distance from
friend.

Reason : perception of integrity is
equally important.

(ii) Order for detailed enquiry on
factory's misdoing

Reason : Informed decision making

iii) Act on report : If found misgivings :

a) Immediately summon factory owner or manager to explain the matter

Reason : • Principle of Natural Justice
• Take other side view also

b) Order for immediate compensation to labourers, if any accident or non-payment of wages are found → to be paid by factory.

Reasons : → Justice → compensation.
c) Based on seriousness of matter :

→ can book responsible people under labour laws Labour Safety Act, Minimum Wage Act, Industrial Dispute Act etc.

Reason : Rule of Law

iv) A statement in media, explaining the action taken

Reason : • Regain lost confidence in administration
• Curb media trials.

v) Reprimand labour officer for not

reporting the matter.

Reason - Labour officer should have shown courage of conviction.

Long Term:

vi) Create mechanism in administration for free and fair reporting of findings by all departments.

- Complaint box for public complaints.

- Motivate the staff to uphold truth, integrity and not succumb to personal interest at the cost of public interest.

Reason: To instill courage.
(vii) Audit (periodic) of all establishment within district - take preventive measures.

Reason: To avoid future incidents.
(viii) Abstain from maintaining close relations when conflict of interest is perceived. Reason: Exemplary behaviour.

ix) Declare any conflict of interest in public. The need is for showing impartiality and integrity to resolve the issue.

12. You are a resident of a remote tribal district, where there is high incidence of malnutrition. As a remedial measure, the District Magistrate has initiated a programme to promote millet cultivation, especially on the lands currently lying fallow in the district.

However, this well-intentioned move of the officer receives flak from the local tribals as this may not only change their age-old food habits, but also alter their traditional agricultural practices. They further cite lower remunerative prices of millets as another reason for continuing with their existing crop production pattern.

As a civil servant aspirant, who has a keen interest in development of tribal areas, answer the following questions:

- What according to you are the key issues and challenges involved in the above situation?
- Identify the key stakeholders and their respective interests.
- Suggest a course of action that the District Magistrate can take keeping in mind the larger tribal interests.

(20)

आप एक ऐसे दूरस्थ जनजातीय जिले के निवासी हैं, जहाँ कुपोषण व्यापक रूप से विद्यमान है। उपचारात्मक उपाय के रूप में, जिला मजिस्ट्रेट ने विशेषकर वर्तमान में जिले में परती पड़ी भूमि पर बाजरा की खेती प्रोत्साहित करने का कार्यक्रम आरंभ किया है।

हालाँकि, अधिकारी का यह सुविचारित कदम स्थानीय आदिवासियों की ओर से कठोर आलोचना का विषय बन गया है, क्योंकि इससे न केवल उनकी युगों पुरानी खान-पान की आदतें परिवर्तित हो सकती हैं, बल्कि उनकी पारंपरिक कृषि पद्धतियाँ भी बदल सकती हैं। वे अपने वर्तमान फसल उत्पादन पैटर्न को जारी रखने के लिए एक और कारण के रूप में बाजरा की कम लाभप्रद कीमतों का भी उद्धरण देते हैं।

एक सिविल सेवक अभ्यर्थी के रूप में, जिसकी जनजातीय क्षेत्रों के विकास में गहरी रुचि है, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- आपके अनुसार उपर्युक्त परिस्थिति में सम्मिलित प्रमुख मुद्दे और चुनौतियाँ क्या हैं?
- प्रमुख हितधारकों और उनके संबंधित हितों की पहचान कीजिए।
- आदिवासियों के व्यापक हितों को ध्यान में रखते हुए, जिला मजिस्ट्रेट द्वारा की जा सकने वाली कार्यवाही का सुझाव दीजिए।

Case study throws dilemma
between well-intended motives
and public sentiments to the cause.

a) Key Issues / challenges :

- (i) Respecting to people's tradition versus adopting rational activities
- ii) Public welfare (monetary) vs public development at large — nutrition, health.
- iii) Right means versus right goals — here motive was good of addressing malnutrition, but means was not well-informed one
- iv) Empathy vs Objectivity
- v) Persuasion — tribals need to be persuaded about goodness of millets.
- vi) Middle path — how to arrive at amicable solution of malnutrition and livelihood conflict.

vii) Do tribals need to evolve with time and change age-old habits.

viii) Tradition versus modern way of living. — agricultural practices.

ix) Proper / optimum utilisation of land and resources for addressing malnutrition challenge. — 3Es — Economy, efficiency and effectiveness
Here effective component may be missing

x) Taking people along — is crucial for reform and remedial measures

(b) Stakeholders and Interest:

i) DM (District Magistrate) : • Commitment for tribal welfare — address nutrition challenge

• How to persuade tribals to accept millet as food.

• How to empathise with tribals and come up with middle path

- ii) Tribals :
- a) Right to food of choice (Article 19)
 - b) Right to profession and livelihood (Article 14)
 - c) Right to cultural identity - Article 29 and 30 of constitution
 - d) Right to healthy body and mind - nutrition challenge

(iii) Resident (I) : a) how to understand stand of both DM and tribal, and contribute to amicable solution by building consensus

iv) Government : mandate of tribal development and realise SDG 2030.

c) Course of Action :

1) Meeting with tribals - about their concern → come up with another solution.

2) ~~if not~~ Involve influential leaders and civil society for knowing tribal interest in better ways.

3) With Consensus, promote cultivation

of food products, which are nutritious and preferred by tribals. for eg: vegetables.

4) Food fortification — to cater to both taste and nutrition.

5) Innovation in traditional agricultural practices with organic fertiliser, intensive cultivation, ~~hybrid food~~ food fortification

6) Since programme was launched on fellow land, the output/profit out of it can be shared with tribals.

Long Terms:

1) Always seek advice from tribals before planning a scheme — better input and policy → no hindrance later.

2) Institutionalise other mechanism for nutrition — primary healthcare, supplementary diets and citizen-nutrition report card for continuous monitoring
Civil servants need to be empathetic alongwith rational for serving public.

13. You have recently been posted as a District Labour Officer in a state, which derives a substantial revenue from tourism. You come to know that a big hotel in the area has not been paying wages as per the Minimum Wages Act. The hotel owner is a powerful local leader having contacts with many influential officials of the state. You have the power to take suo-moto cognizance of such violations and accordingly you initiate a preliminary enquiry into the matter. However, no worker is willing to come forward to lodge a formal complaint because they fear loss of employment. Meanwhile, your action has attracted notice of the higher authorities, and you are advised to drop the matter altogether. You are deeply concerned about the situation as it involves not only violation of the Minimum Wages Act but also denial of basic human rights of the worker.

(a) Identify the issues involved in the given case.

(b) Consider the options given below:

1. Follow the informal advice of the higher authorities.
2. Convince the owner of the hotel to take note of these violations and take appropriate remedial measures.
3. Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from the competent authority.
4. Serve a notice to the hotel owner and initiate action as per your powers under the Minimum Wages Act.

Evaluate the merits and demerits of each of these options and suggest your preferred course of action, giving reasons. (20)

आपको हाल ही में पर्यटन से अच्छी मात्रा में राजस्व प्राप्त करने वाले एक राज्य में जिला श्रम अधिकारी के रूप में पदस्थापित किया गया है। आपको पता चलता है कि क्षेत्र का एक बड़ा होटल न्यूनतम मजदूरी अधिनियम के अनुसार वेतन का भुगतान नहीं कर रहा है। होटल स्वामी राज्य के कई प्रभावशाली अधिकारियों से संपर्क रखने वाला एक शक्तिशाली स्थानीय नेता है। आपके पास ऐसे उल्लंघनों का स्वतः संज्ञान लेने की शक्ति है और तदनुसार आप प्रकरण की प्रारंभिक जाँच आरंभ करते हैं। हालांकि, कोई भी श्रमिक औपचारिक तौर पर शिकायत दर्ज कराने के लिए आगे आने को तैयार नहीं है क्योंकि उन्हें अपने रोजगार से हाथ धोने का डर है। इस बीच, आपकी कार्यवाही ने उच्च अधिकारियों का ध्यान आकर्षित किया और आपको इस प्रकरण को पूर्णतया छोड़ देने का परामर्श दिया गया। आप इस स्थिति को लेकर गंभीर रूप से चिंतित हैं क्योंकि इससे न केवल न्यूनतम मजदूरी अधिनियम का उल्लंघन हो रहा है, बल्कि यह श्रमिकों के मूलभूत मानवाधिकारों का हनन भी है।

(a) दिए गए प्रकरण में सम्मिलित मुद्दों की पहचान कीजिए।

(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

1. उच्च अधिकारियों की अनौपचारिक परामर्श का पालन करेंगे।
2. होटल स्वामी को इन उल्लंघनों पर ध्यान देने के लिए मनाएंगे और उचित उपचारात्मक उपाय करेंगे।
3. श्रमिकों के अधिकारों के उल्लंघन पर प्रकाश डालते हुए इस विषय पर विस्तृत रिपोर्ट प्रस्तुत करेंगे और सक्षम प्राधिकारी से औपचारिक निर्देश मांगेंगे।

4. होटल स्वामी को नोटिस जारी करेंगे और न्यूनतम मजदूरी अधिनियम के अंतर्गत अपनी शक्तियों के अनुसार कार्यवाही करेंगे।

इनमें से प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन कीजिए तथा कारण प्रस्तुत करते हुए अपनी पसंद की कार्यवाही का सुझाव दीजिए।

Fact of Case :- No minimum wage paid

- Unholy nexus
- pressure from superior to drop the matter
- Non-cooperative worker.

a) Issues Involved :

1) Violation of rule of law - Minimum Wage Act

2) Corruption and unholy nexus of hotel owners with local leaders

3) fear among worker to report the matter - lack courage of conviction.

4) Listen to superiors or follow the duty - listen to conscience

- 5) Violation of right to minimum wages and life of dignity of workers
- 6) Business without morality
- 7) Courage of conviction in my past to withstand adversities.
- 8) Perform duty even when no one is watching and demanding.

b) Merits and Demerits.

1. Follow the advise.

<u>Merit</u>	<u>Demerit</u>
• As per code of conduct • Upheld personal wellbeing • No moral responsibility now, as decision by seniors	• Against laws to follow unlawful order of superiors • Violate public interest • Set bad example

2. Convince and Remedy

Merit

- Amicable solution
- Persuasion over force of law
- Upheld labourer right
- Maintain good employer and worker relation
- Principle of Natural Justice.

Demerit

- He/she might not act - as enjoy local leader support
- It may alert the hotel owner - and may ask leader to take action against me

3. Detailed Report.

Merit

- Highlight the gravity of matter
- Unravel the corruption and undue pressure
- As per code of conduct and rules

Demerit

- Competent authority may be glove-in hand with hotel owner
- Delays the matter
- Without worker's input, report may be rejected

4. Notice and Action

Merit

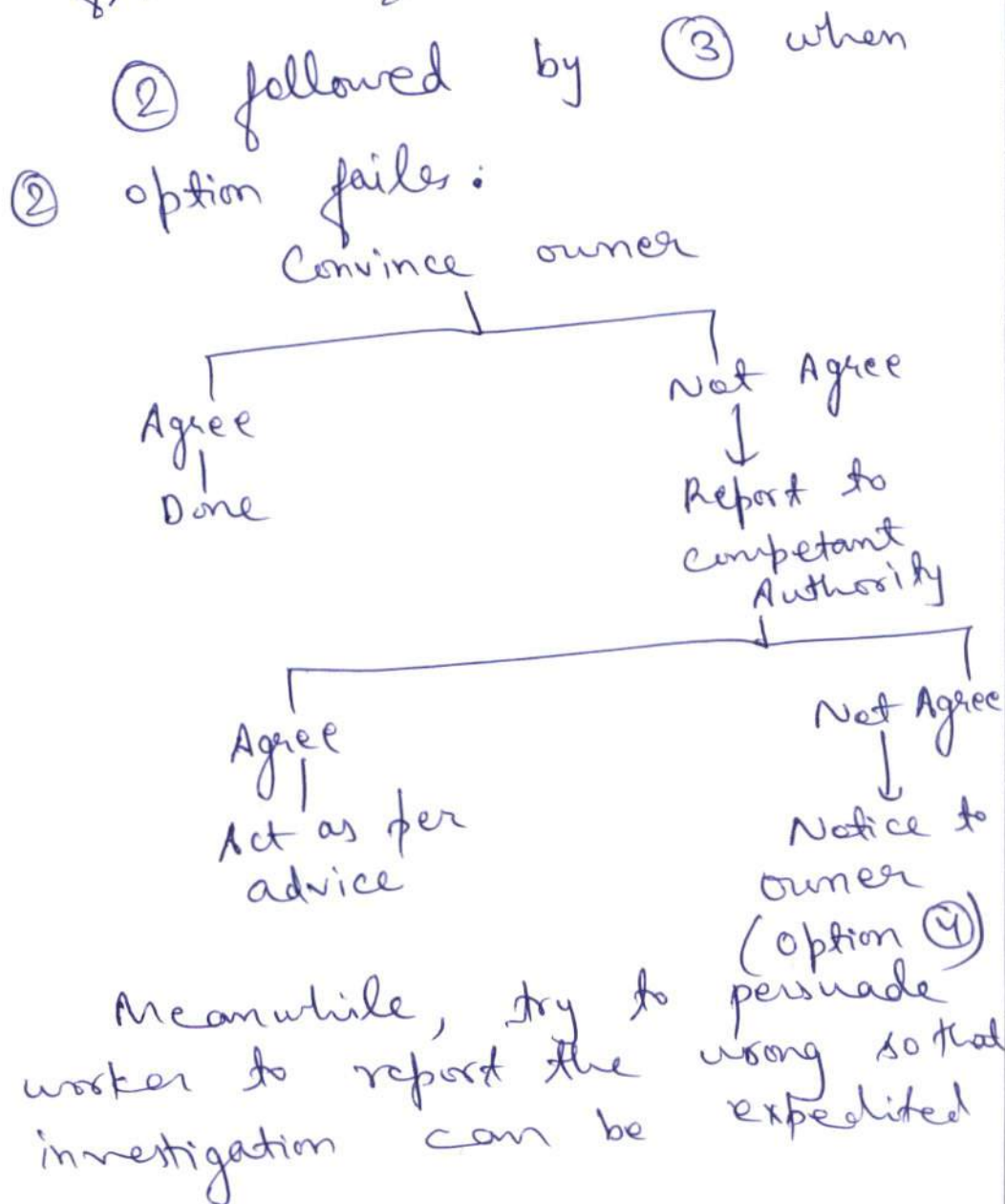
- Courage of Conviction
- Rule of Law

Demerit

- May invite undue action from vested interest - may lead to transfer

- | | |
|--|--|
| <ul style="list-style-type: none"> • Instill confidence among worker — may open up • Set good example • Zero tolerance to Corruption and wrong | <ul style="list-style-type: none"> • Without worker support → notice may fail → case need to be withdrawal. |
|--|--|

Proff Course of Action :



14. You are the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality of education in state-run schools. In view of the increasing dropout rate and the widening gap between students' learning ability in state-run and private schools, answer the following questions:

- (a) Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- (b) Identify the principles and values that would guide your recommendations in this regard.
- (c) Suggest some ways in which quality of education in state-run schools can be improved.

(20)

आप राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार लाने हेतु उपाय सुझाने के लिए सरकार द्वारा गठित एक समिति के अध्यक्ष हैं। ड्रॉपआउट (बच्चों द्वारा विद्यालय छोड़ने) की बढ़ती दर और राज्य द्वारा संचालित विद्यालयों तथा निजी विद्यालयों के विद्यार्थियों के मध्य सीखने की क्षमता के बीच बढ़ते अंतर को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) शिक्षा क्षेत्र, विशेष रूप से राज्य द्वारा संचालित विद्यालयों के माध्यम से प्राथमिक और माध्यमिक शिक्षा प्रदान करने में सरकार की भूमिका का परीक्षण कीजिए।
- (b) इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।
- (c) कुछ ऐसे उपाय सुझाइए जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

Building human capital
is primary duty of a government
Education is one of crucial
component of human development
values Involved : Integrity
Compassion
Equality
Dedication.

a) Role of Government :

1) Education - basic needs -
government being welfare agent.
guarantor → need to impart
quality education, even for
free (Right to Education Act)

2) To ensure quality of education
in both public and private
schools — CBSE, NCERT ensure
basic universal curriculum and
examination standards.

3) Equity : so that everyone get
the joy of education and
knowledge. — Reach — even in remote
areas.

4) To check fraudulent and corrupt
practices — for eg high capitation
or school fees, and safety of
children.

5) Use of ICT — to provide choice to
students

b) Principles and values:

- 1) Life long learning value, not just pass exam attitude
- 2) practical and relevant education - go beyond rote learning
- 3) Equity - gender sensitive, & religion/caste sensitive education
- 4) Tolerance - needs to be included in education
- 5) Quality focus - outcome oriented
- 6) Joy, not burden of education
- 7)

c) Suggestion :

- 1) Reform curriculum - less ambitious, but practical and holistic (Happiness Curriculum of Delhi)

2) Teacher Training - &

- to serve/teach even downtrodden students
- to impart inclusive culture → student learn to appreciate differences.
- To become tech-savvy → use of ICT.
- Sense of service - child welfare.

3) Consolidation of schools - with good and safe transportation. But if local people agrees.

- In initial stage, all girls school can be promoted

4) Overhaul pedagogic methodology :
→ Practical teaching → for eg learn to ride cycle and know about its part and working.

5) focus on extra-curricular →
for utilising child's potential —
music, painting, games, sports
etc.

6) Vocational Education in secondary
education — for skill development
— impart entrepreneurial skills —
for eg enterprise by children
can be promoted.

7) Accountability and Monitoring
mechanism to curb teacher and
student absenteeism. → involve parents
and local bodies (PRI/ULBs) →
independent 3rd party assessment
(ASER report) can be promoted

8) Outsourcing of education through
PPP model or civil society, if
feasible.

The draft New Education
Policy can act as guide to
reform state run schools