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SUBMITTED IN 3 HOURS
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GENERAL STUDIES (TEST CODE : 748)

Name of Candidate	VARNIT NEGI	Registration Number	21647
Medium Hindi/Eng.	ENGLISH	Date	14/10/2016
Center	ORN		

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:

Signature of Examiner

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are FOURTEEN questions printed in HINDI and ENGLISH. इसमें चौदह प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों 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. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions is not more than 150 words each.

1. (a) The crux of ethical behavior lies not only in standards, but in their adoption in action and issuing sanctions against their violation. Illustrate. 10

नैतिक व्यवहार का मूल आधार/निचोड़ न केवल मानदंडों में निहित है, बल्कि उन्हें अपने व्यवहार में अंगीकार करने और उनके उल्लंघन को प्रतिबंधित करने में निहित है। उदाहरण सहित व्याख्या कीजिए।

1. (b) Ethical qualities of a civil servant come handy in times of a crisis. Elucidate using the example of a natural disaster. 10

किसी लोक सेवक के नैतिक गुण संकट के समय काम आते हैं। किसी प्राकृतिक आपदा का उदाहरण देते हुए इसे स्पष्ट कीजिए।

2. (a) The bailout package offered to large financial corporations in response to global financial crisis raised important ethical questions. Discuss the ethical issues involved in giving bailout packages to financial corporations using taxpayers' money. 10

वैश्विक वित्तीय संकट की अनुक्रिया में बड़े वित्तीय संस्थानों को दिया गया बेल आउट पैकेज महत्वपूर्ण नैतिक प्रश्न खड़े करता है। करदाताओं के धन से वित्तीय संस्थानों को दिए जाने वाले बेल आउट पैकेजों से जुड़े नैतिक मुद्दों पर चर्चा कीजिए।

2. (b) There is an entrenched perception in our country that the police is biased against the minority community. Why does such a perception exist? Suggest steps to bridge the police community gap. 10

हमारे देश में एक मजबूत धारणा है कि पुलिस अल्पसंख्यक समुदाय के विरुद्ध पक्षपाती होती है। ऐसी धारणा क्यों विद्यमान है? पुलिस और समुदाय के बीच की खाई पाटने हेतु उठाए जा सकने वाले विभिन्न कदमों को सुझाइए।

I see the root of this bias in the British policy where, administration exploited the poor and helped the Zamindars by giving them police impunity.

The then peasants and poor are today the minority and only the rich, dominant caste, religion and class have reaped the benefits of constitution provisions such as reservation. Thus, they occupy influential posts and govt. jobs.

Majority community always try to assert their influence on the minority community. Police is just one of the tool for the wealthy or influence.

Exomple

① Dadri lynching - Gaurakish
lynched Akhlaq's home, killed him
and police took action against
Akhlaq's family

② Una - dalits - Dominant upper
class took law in their hands
and beaten dalits. Police only
became a silent spectator.

Such gaps can only be bridged by -

① Inculcating the values of Tolerance
in society.

② Values of good governance in
administration - equality, justice
impartiality.

③ Attitudinal change of both minorities
& administration towards each
other.

3. (a) India's abysmal record in sex ratio and gender violence reflects the general attitude of the society towards women. Discuss. In this context, how could an attitudinal change be brought about? 10

लिंग अनुपात और लैंगिक हिंसा के मामले में भारत का बेहद खराब रिकॉर्ड महिलाओं के प्रति समाज की सामान्य अभिवृत्ति प्रदर्शित करता है। चर्चा कीजिए। इस संदर्भ में, लोगों की अभिवृत्ति में कैसे परिवर्तन लाया जा सकता है?

India is today suffering the consequences of historical mistakes. In Early Vedic period, India was prospering with ideals of democracy and equality. Later Vedic period imposed many disabilities on Indian society that we still are suffering from.

Equal society turned to patriarchal society. Attitude towards women changed and this reflects on the abysmal record of Sex Ratio, child marriage, female foeticide, gender violence etc.

Despite positive discrimination, laws, and constitutional provisions, researchers we are unable to counter these disabilities because the root cause is Attitude.

Historically accumulated and cemented patriarchal attitude can only be modified by a gradual process of persuasion via sound reasoning and enlightening constitutional values of equality, equity, justice etc. This can be done by reviving the rich tradition of equality of Early Vedic periods. Also, every aspect of society has to work and change attitude. Women too have to change their attitude of acceptance of subjugation. Children have to be taught values of gender equality.

3. (b) In the parlance of governance, probity is often used in conjunction with integrity. How do you differentiate between the two? What is their importance in public life? What measures can help promote these values in governance? 10

शासकीय भाषा में, ईमानदारी (प्रोबिटी) को प्रायः सत्यनिष्ठा के संयोजक के रूप में उपयोग किया जाता है। आप इन दोनों के बीच कैसे भेद करते हैं? सार्वजनिक जीवन में इनका क्या महत्व है? शासन में इन मूल्यों को बढ़ावा देने में कौन-से उपाय सहयोग कर सकते हैं?

4. (a) How does the use of social media influence political participation and civic engagement? Discuss with examples. 10

सोशल मीडिया का प्रयोग राजनीतिक भागीदारी और नागरिक-संलग्नता को कैसे प्रभावित करता है? उदाहरण सहित चर्चा कीजिए।

Social media refers to the new age of information sharing as a result of digital revolution.

Social Media & Political Participation

- 2014 Lok Sabha elections are the best ex. example of their correlation.
- Profession of political ideology via social media reaches to larger dispora in less time.
- Political Alignment and political views are more easily seen and spelt out by social media.
- It also leads to informed participation of people.

Social Media and Civic Engagement

- Many civic issues are able to come to forefront due to social media.
- People are engaged directly with their view reflecting civic views.
- Government uses Social Media ~~and~~ to get an essence of civic sense.
- Schemes like - Mysgovt.gov.in etc have increased civic engagement.
- All policies are put to open debate
Eg. Net Neutrality
Education policy
Surrogacy Bill etc

4. (b) What are the objectives behind the creation of Citizens' Charter? How does a Citizens' Charter ensure transparency and accountability in governance? What are the impediments in its effective implementation? 10
- 'सिटीजन चार्टर' के निर्माण के पीछे क्या उद्देश्य हैं? सिटीजन चार्टर किस प्रकार शासन में पारदर्शिता और जवाबदेहिता सुनिश्चित करता है? इसके प्रभावी कार्यान्वयन में कौन-सी बाधाएँ हैं?

Objectives of Citizens Charter —

1. To inform citizens about their rights and duties of government.
2. To inform citizens about the procedure to followed in accordance to rules.
3. To inform citizens about the time bound delivery mechanism.
4. To inform citizens about the mechanism of filing complaints and grievance redressal mechanism.

Since, Citizens charter clearly spells out the duties of government and also the rights of citizens, It enables them to seek redressal in case of non abeyance of duties of government.

Due to the clearly spelt out redressal mechanism, it creates transparency and accountability in government procedures.

Major impediments —

- 1) Language — Local dialects are not represented
- 2) Education/Literacy — Illiterates could not read the charter and thus are rendered helpless
- 3) Non-displaying of Citizen Charter
- 4) Flawed redressal mechanism.
- 5) Nepotism

5. (a) RTI is termed as a master key to good governance. Highlight the role of RTI in making the administration and governance of our country more ethical and responsive. 10

आर.टी.आई. को सुशासन की मास्टर कुंजी करार दिया गया है। हमारे देश के प्रशासन और शासन को अधिक नैतिक तथा उत्तरदायी बनाने में आर.टी.आई. की भूमिका पर प्रकाश डालिए।

Good governance means a government inculcating following values —

1. Honesty
2. Integrity
3. Accountability
4. Transparency
5. Objectivity
6. Commitment to Public Service

RTI stands for Right to Information and it is a statutory tool as the dispensation of public to know about various government decisions and activities that affect them directly and indirectly.

Thus, RTI basically adheres to the value of Transparency. But its scope and effects are not restricted

to transparency. Since, transparency also implies accountability, it means no govt. officials will have to adhere to all the other values of good governance because now RTI puts them under answerable mechanism. Any unjust act will be criticized and reprimanded. Thus, RTI caters to values of Transparency, accountability, objectivity, impartiality, honesty, and integrity.

Hence, RTI has made government more ethical and responsive.

5. (b) Differentiate between persuasion and social influence. How can persuasion be made effective to bring about an attitudinal change? Give two examples where you brought about a positive attitudinal change through persuasion. 10

अनुनय (समझाना-बुझाना) और सामाजिक प्रभाव के बीच अंतर बताइए। किसी की अभिवृत्ति में परिवर्तन लाने हेतु अनुनय को कैसे प्रभावी बनाया जा सकता है? ऐसे दो उदाहरण दीजिए जहां आप अनुनय द्वारा अभिवृत्ति में सकारात्मक परिवर्तन लाने में सफल रहे हों।

Persuasion is the attempt to modify the attitude of people towards various pre-dispositions that they have built by employing the constitutional values and rational thinking and reasoning.

While social influence is also an attempt to bring the change in society but by external influence. This does not change the attitude of people. It only deals them for the time being.

Persuasion leads to internal change in thinking. It challenges the pre-disposition by rational reasons. It is a democratic process and can be achieved only by introspection.

Example 1: Regionalism in College Campus. North Indians avoided mixing with south Indians. I persuaded my friends and teammates to mix with south Indians and try to understand their culture and learn their language.

Example 2: Working as a Engineer in a PSU, I learned that the labourers were not willing to use safety shoes and helmets as it hindered their capacity. I persuaded them to understand the importance of their life and how it matters to their family. Thus, I changed their reluctant attitude towards safety.

6. In spite of the existence of a Code of Conduct for public servants, its implementation has been tardy and of limited success. Discuss. Further, suggest steps which could be taken to improve the efficacy of the Code of Conduct. What role can Code of Ethics play in reinforcing the Code of Conduct in public life. 10

लोक सेवकों के लिए आचार संहिता के अस्तित्व में होने के बावजूद इसका कार्यान्वयन धीमा रहा है और इसमें सीमित सफलता ही प्राप्त हुई है। चर्चा कीजिए। साथ ही, ऐसे कदम सुझाए जो आचार संहिता की प्रभावशीलता को बढ़ाने हेतु उठाए जा सकते हैं। सार्वजनिक जीवन में आचार संहिता को लागू करने हेतु नैतिक संहिता क्या भूमिका अदा कर सकती है।

It is true that the Code of Conduct rules that binds all government employees to behave in a just and constitutionalized manner has failed to deter immoral and unethical practices.

It can also be said that code of Conduct rules is a prayer to its own rules.

Code of Conduct rules envisages a value based governance inculcating positive values such as — dedication, transparency, accountability, objectivity, honesty, integrity, spirit of public service etc.

But, in cases of its non-obeyance or

defiance, the procedure and punishment has been major impediment.

At the same time, it is so complex and vague that it itself becomes a healthy resort to twist and turn the nature of case. It does not have a clearly defined procedure, deterrence and do's and don'ts. Various clauses conflict with each other. Thus, it has led to easy escape of employees those defy it. Thus, it has failed to build a value-based governance.

Steps to be taken:

1. Rewrite it in simple, clear and comprehensible manner.
2. Time bound mechanism for defiance cases.
3. Strict deterrence — punishment.
4. Code of Ethics — clearly define the values and their implications

on governance.

7. Given below is a quotation. Bring out what it means to you in present context.

"The intellect has sharp eye for methods and tools, but is blind to ends and values." –Einstein.

10

नीचे एक उद्धरण दिया गया है। बताएं कि वर्तमान संदर्भ में यह आपके लिए क्या महत्व रखता है?

"बुद्धि (प्रज्ञा) की दृष्टि विधियों और उपकरणों के लिए तीक्ष्ण होती है, लेकिन प्रयोजनों और मूल्यों के लिए अंधी होती है।" – आइंस्टीन।

8. Your 16 year old cousin, Leena, loves to play basketball but her peers mock her short height, so much so that Leena has developed a negative attitude towards all sports. As a responsible elder cousin, how will you convince Leena to take up sports once again? 10

आपकी 16 वर्षीय चचेरी बहन, लीना, बास्केटबॉल खेलना पसंद करती है लेकिन उसके साथी उसकी कम लंबाई की इतनी अधिक हंसी उड़ाते हैं कि लीना ने सभी खेलों के प्रति नकारात्मक दृष्टिकोण बना लिया है। एक जिम्मेदार बड़े भाई के रूप में, आप लीना को एक बार फिर से खेलों में भागीदारी करने के लिए कैसे मनाएँगे?

Success cannot be achieved only by attitude or only by aptitude. It is an interplay of both complementing each other.

Due to mockery, Leena has developed a negative attitude. But as an elder sister it is my duty to motivate her back into the sports. Her short stature is surely an impediment for the sport of Basketball. But it is only one aspect of the game.

I will try to make her understand —

1. Aptitude can not alone help in success.
2. Aptitude can be overpowered by a positive attitude.

3. Not to pay heed to people,

I will give her the example of Rey-Mysterio (a WWE star) who is very small in built but takes on 7 feet - 500 pound athletes and defeats them by technique and attitude.

I would suggest her to see the movie 'Rudy' where a small stature student pursues his passion of being a Rugby player and wins the heart of family, mockers and people who never supported him but mocked his devotion to passion. He, with his sheer passion, determination, attitude and undaunting efforts makes into the team and overcomes his small stature.

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

9. You are the dean of an engineering college. You have received a complaint regarding prejudice against students from lower castes by some senior professors. These professors have contributed a lot academically to the university. However, this particular instance has disturbed peace and harmony in the campus.
- (a) Discuss the immediate steps you would take to contain growing discontent among some students.
- (b) Discuss the action to be taken if the professors are found to be guilty and also evaluate the steps if it comes out to be a false case against the professors.
- (c) What should be the responsibilities of professors and students to create positive social ambience in the campus? 20

आप एक इंजीनियरिंग कॉलेज के डीन हैं। आपको निचली जातियों के छात्रों के विरुद्ध कुछ वरिष्ठ प्रोफेसर्स के पूर्वाग्रह के संबंध में एक शिकायत प्राप्त हुई है। इन प्रोफेसर्स ने विश्वविद्यालय में शैक्षणिक दृष्टि से काफी योगदान दिया है। हालांकि, इस विशेष घटना ने परिसर में शांति और सद्भाव के वातावरण को अशांत कर दिया है।

- (a) कुछ छात्रों के बीच बढ़ते असंतोष को शांत करने के लिए आप तत्काल क्या कदम उठाएंगे, चर्चा कीजिए।
- (b) प्रोफेसर्स को दोषी पाए जाने की स्थिति में उठाए जाने वाले कदमों की चर्चा कीजिए। साथ ही, यदि प्रोफेसर्स के विरुद्ध एक झूठा मामला निकलता है तो उसके बाद उठाए जाने वाले कदमों का भी मूल्यांकन कीजिए।
- (c) परिसर में सकारात्मक सामाजिक वातावरण निर्मित करने हेतु प्रोफेसर्स और छात्रों की क्या जिम्मेदारियाँ होनी चाहिए?

This case appears to be related to harmony, tolerance, equity and social justice.

- (a) As the Dean of the college, it is my duty to create a harmonious condition and look after the smooth administering of college activities. After receiving the complaint it is my duty to heed to the complaint. I will take following steps:

1. I would give a warning to the accused professors and ask them to abstain from prejudicial activities.
 2. I would not suspend them immediately because it will only jeopardise academic activities in college and bear cost on finances.
 3. I would put an inquiry committee with adequate representation from lower class community.
 4. I would inform the victim students about the seriousness of administration and inquiry committee and would ask them to create a harmonious condition in campus.
- (b). If the professors are found to be guilty following steps will be taken —
1. Immediate suspension of accused.
 2. Filing of FIR considering the gravity of crime.
 3. Assure victim students of all possible administrative steps.

In case, the case comes out to be false, the steps taken by me would not have serious impact on reputation and service of professor because I had ruled out any suspension and asked them only to abstain from any activity that may kindle the disharmonious situation. But the false complain will lead to wastage of time, money and administration during inquiry.

(C) Responsibilities of Professors:—

1. Equality and Equity: Treat every student same and give extra care and attention to lower class to help in their upliftment.
2. Compassionate behaviour towards all students.
3. Tolerant behaviour to other community teachers and students.
4. Avoid indulging in any community specific activities and abstain from meetings having communal connotations.

Responsibilities of Students:

1. Avoid communalism or communal groupings and affinity.
2. Tolerant behaviour to other communities
3. Treat all communities equally.
4. Avoid any preconceptions and dispositions to any incident to give it a communal overtone.

Lastly, both students and teachers should avoid these issues to crop up and in case they do crop up, sort them out by counselling and negotiations.

10. You are working in the Ministry of Social Justice and Empowerment and posted in a rural area. There are many government programs being run by your Ministry under which people are given financial help after verification of the required documents. Every day you encounter some cases, in which people from weaker section are not able to avail the benefits due to faulty or insufficient documents. However, there are also some instances of people trying to forge documents, which makes verification important. What will be your approach towards cases wherein those from the weaker section are not able to avail the benefits due to insufficient documents - will you go by the rule book or exercise discretion in selected cases based on your experience. Discuss both options available to you and evaluate them.

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आप सामाजिक न्याय और अधिकारिता मंत्रालय में कार्य कर रहे हैं एवं ग्रामीण क्षेत्र में नियुक्त हैं। आपके मंत्रालय द्वारा कई सरकारी कार्यक्रम संचालित किए जा रहे हैं जिनके अंतर्गत लोगों को वांछित दस्तावेजों के सत्यापन के बाद वित्तीय सहायता दी जाती है। आपके पास प्रतिदिन कुछ ऐसे मामले आते हैं जिनमें कमजोर तबके के लोग दोषपूर्ण या अपर्याप्त दस्तावेजों के कारण लाभ प्राप्त नहीं कर पाते हैं। हालांकि, कुछ ऐसी घटनाएं भी सामने आती हैं जहां लोग जाली दस्तावेजों का प्रयोग करने का प्रयास करते हैं, इस कारण सत्यापन महत्वपूर्ण हो जाता है। उन मामलों के प्रति आपका दृष्टिकोण क्या होगा जिनमें कमजोर तबके के लोग अपर्याप्त दस्तावेजों के कारण लाभ नहीं प्राप्त कर पाते हैं - क्या आप नियम पुस्तिका के अनुसार चलेंगे या चुनिंदा मामलों में अपने अनुभव के आधार पर अपने विवेक का प्रयोग करेंगे। अपने लिए उपलब्ध दोनों विकल्पों पर चर्चा कीजिए और उनका मूल्यांकन कीजिए।

This is a case of ethical dilemma, where my conscience or morals tells me to override the rules to help poor, while my professional ethics tells me to strictly follow the rules.

Two options are available to me —

1. Go by the rule book
2. Exercise discretion in selected cases based on experience.

Option 1 : Go by the rule book

Although, I am aware of the fact that due to lack of required documents some of the weaker section people will not be able to avail the benefits they are entitled to.

But, being a government servant it is my duty to work in accordance to law and the rules. Here, although the end i.e. benefits of weaker sections is good but the means used, i.e. without document verification, may lead to some non-poor availing the benefits. This will set a wrong precedent and make people careless about the need of documents.

Here, I should give preference to professional ethics over my moral or personal ethics for the greater good of society.

Option 2 : Exercise discretion and use my experience.

Because, in some case, I genuinely feel that the people are poor and deserve the benefit, I might have a feeling of compassion and allow them benefit without document verification. But, if I do this for 1 family, many others will demand the same. Also, it would deter them from getting the documents.

Lastly, professional ethics should be given preference over personal ethics.

Hence, I would go by the rule book. But, at the same time I would inform them about the importance of documents and the procedure to get those.

I am a student of VISION IAS. I have been studying for the last few years and I have a lot of experience in writing. I have written many papers and I have been successful in many of them. I have also been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews.

I have been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews.

I have been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews. I have been successful in many of the interviews.

11. You have been recently posted as Superintendent of Police of a district which has a famous temple. Shortly thereafter you found that there is considerable tension in your district on the issue of allowing entry of women in the temple. The women were trying to break the allegedly 400-year-old tradition of the temple, which banned women from entering its inner sanctum. Recently a 350-strong group of women was stopped by the temple administration from entering the temple. This led to a scuffle wherein few women participating in the protest were manhandled. There is a pressure on you from local politicians who want you to prevent any such forced entry as elections are approaching.
- (a) Do you think there is a dichotomy between progressive values guaranteed to women by the Constitution and regressive traditions which continue in the garb of religion? How can this dichotomy be resolved?
- (b) How would you manage the law and order situation created by the forced entry?
- (c) How would you manage and mould patriarchal attitude of the temple administrators and male elders to ensure harmony.

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आपको हाल ही में एक ऐसे जिले का पुलिस अधीक्षक नियुक्त किया गया है जहां एक प्रसिद्ध मंदिर है। नियुक्ति के कुछ दिनों बाद ही आपको ज्ञात होता है कि आपके जिले के मंदिर में महिलाओं को प्रवेश की अनुमति देने के मुद्दे पर काफी तनाव व्याप्त है। कथित रूप से महिलाएं, मंदिर की उस 400 वर्ष पुरानी परंपरा को तोड़ने का प्रयास कर रही थीं जो महिलाओं को इसके गर्भगृह में प्रवेश करने से रोकती है। हाल ही में 350 महिलाओं के विशाल समूह को मंदिर प्रशासन द्वारा मंदिर में प्रवेश करने से रोका गया था। जिसके कारण हाथापाई की घटना हुई, जहां विरोध में शामिल कुछ महिलाओं के साथ मारपीट हुई। आप पर ऐसे स्थानीय नेताओं द्वारा दबाव बनाया जा रहा है जो आपसे चाहते हैं, कि आप इस प्रकार के बलपूर्वक प्रवेश को रोकें क्योंकि चुनाव निकट आ रहे हैं।

- (a) क्या आप समझते हैं कि यहां महिलाओं को संविधान द्वारा प्राप्त प्रगतिशील मूल्यों तथा धर्म की आड़ में जारी रहने वाली प्रतिगामी परंपराओं के बीच एक विरोधाभास है? इस विरोधाभास का समाधान किस प्रकार किया जा सकता है?
- (b) बलपूर्वक प्रवेश से उत्पन्न हुई कानून और व्यवस्था की स्थिति को आप किस प्रकार प्रबंधित करेंगे?
- (c) क्षेत्र में सद्भाव सुनिश्चित करने हेतु आप मंदिर प्रबंधन और पुरुष बुजुर्गों की पितृ सत्तात्मक अभिवृत्ति को किस प्रकार प्रबंधित एवं परिवर्तित करेंगे।

This case involves religious ethics and social ethics of equality, reform etc.

(a) Constitution of India guarantees equality to all irrespective of sex, class, colour, race and religion. At the same time our constitution also establishes India as a 'Secular' state where by, the state is barred from administering the religious activities of various religion. But at the same time, it allows the state to interfere in secular activities of religion. Also, it allows, the religious groups to preserve, and profess their religious traditions.

India being primarily a patriarchal society has many regressive traditions which are contrary to the progressive values of equality, justice and liberty enshrined in the constitution. These have resulted in lowering the status of women and exploitation of lower castes. Some of the disabilities have been resolved such as Sati, purdah system, child marriage etc but many disabilities still remain.

The root cause of all such disabilities are patriarchal mindset of Indian society.

This mindset can be changed only by a very slow gradual process of persuasion and inculcating rationality.

Laws can only deter but not reform.

Hence, these issues can be resolved only by persuasion and reform, and re-invigorating the pure Early Vedic culture of egalitarian society.

(b) Management of law and order situation

Considering that forced entry is by women — use of force to deter them is ruled out.

First, I will try to persuade them to use other modes of protest such as petitions and media.

Second, I would suggest and try to get the temple administration and the protesters to sit and talk about the

Issue

After, ~~exploiting~~ exhausting all the possible peaceful means, I would make warnings to protesters to avoid forceful entry.

Lastly, if nothing works, I will, use police constables to make a wall to avoid entry and instruct them not to let in charge. Instead use tear gas canons to diffuse them.

① Moulding patriarchal attitude

This can only be done by persuasion and inculcating a rational behaviour.

I would try to persuade elders and most importantly the religious leaders about the ill effects of patriarchal mindset. Two reasons used by me will be —

- ① Values enshrined in Constitution
- ② Pure Early Vedic Tradition of egalitarian society.

12. You are a manager in a sales firm. Mr. A and Mr. B are two juniors working under you. Mr. A is a hardworking person who completes his work before time and hardly takes a leave. His work is meticulous and you have never received any complaint about his work. However, in your personal meetings with Mr. A, you realized that he kept to himself and spoke only when required. You received similar feedbacks from his colleagues as well. Mr. B is not as hard working and completes his work at the very last moment. You also come to know that using his rapport with his colleagues he gets his work done by them. In your meetings with him, he comes across as a confident person but lacking in sincerity. Both are expecting promotion this year, but you can promote only one of them as you have only one vacant position. In this context, answer the following questions:

- Discuss the merits and demerits of choosing one amongst the two for promotion.
- Based on your evaluation, whom will you choose for the job?
- What steps will you take to keep all the employees motivated who did not get promotion on expected lines?

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आप एक बिक्री फर्म में प्रबंधक हैं। श्री A और श्री B आप के अधीन कार्य करने वाले दो कनिष्ठ कर्मचारी हैं। श्री A एक मेहनती व्यक्ति है जो समय से पहले अपने काम पूरा करता है और शायद ही कभी छुट्टी लेता है। उसका कार्य दक्षतापूर्वक किया गया होता है और आपको उसके कार्य के संबंध में कभी कोई शिकायत प्राप्त नहीं हुई है। हालाँकि, श्री A के साथ आपकी निजी वार्ताओं में, आपको मालूम हुआ कि वह अपने को स्वयं तक सीमित रखता है और केवल आवश्यकता पड़ने पर बोलता है। आपको उसके सहयोगियों से भी इसी प्रकार का फीडबैक प्राप्त हुआ है। श्री B उतना मेहनती व्यक्ति नहीं है और अपना कार्य बिल्कुल अंतिम क्षणों में ही पूरा करता है। आपको यह भी ज्ञात होता है कि अपने साथियों के साथ अपने तालमेल का उपयोग करके वह उनसे अपना कार्य करा लेता है। जब आप उसके साथ वार्ता करते हैं तब आपको वह एक आत्मविश्वासी व्यक्ति तो प्रतीत होता है किन्तु उसमें सत्यतायुक्त गंभीरता की कमी नज़र आती है। दोनों ही इस वर्ष प्रोन्नति की अपेक्षा कर रहे हैं, लेकिन आप उनमें से केवल एक को प्रोन्नति दे सकते हैं क्योंकि आपके पास मात्र एक ही पद रिक्त है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- प्रोन्नति देने के लिए दोनों के बीच से एक को चुनने के गुणों और दोषों की चर्चा कीजिए।
- अपने मूल्यांकन के आधार पर आप उक्त पद के लिए किसका चयन करेंगे?
- जिन कर्मचारियों को आशा के अनुरूप प्रोन्नति प्राप्त नहीं हुई, उन्हें प्रेरित करने के लिए आप कौन-से कदम उठाएँगे ?

(9) Mr. AMerits

1. Sincere
2. Punctual - Will finish assignments timely.
3. Meticulous and no complaints.
4. Due to above qualities he would imbibe a such hardworking culture in his subordinates.

Demerits

1. Introvert and doesn't speak until asked.
2. He lacks leadership quality of consultation, communication.
3. He will fail to delegate duties to his subordinates.
4. His subordinates would not feel comfortable to talk to him or seek advice.

Mr. BMerits

1. Finishes assignment in time
2. Follows the policy of 'Scam-Deam-Dand-Bhe'

to complete the work done.

3. Has a good rapport
4. Confident.

Demerits :

1. He is not hardworking
2. Last minute workers — hampers his quality of work.
3. His promotion may lead to laxity in work environment.
4. His promotion may deter the morale of hard working people

(b) I would choose Mr. B for promotion because private company motto is profit and Mr. B as a manager ~~is~~ would be better suited for the job because as a manager, he needs to delegate the duty to subordinates, have good rapport with juniors and exhume confidence. Subordinates will feel more comfortable to consult him.

③ Steps to keep employees motivated-

- ① Incentivization : Performance appraisal and performance related pay for employees.
- ② Rewarding the employees and celebrating their work by giving them due credit.
- ③ Issue 'Letter of appreciations'
- ④ Regularly create a competitive environment by nominating 'Employee of the Month' etc.

13. Mr. A is an honest senior bureaucrat who retired some time back. He has worked across many positions and wields immense influence in the corridors of power. His wife was working in a consulting firm. She has now quit her job and started her own consulting firm that will bid for government contracts also. Mr. A himself intends to contribute his experience and insider knowledge about the government operations to prepare for the bid. When prodded about any conflict of interest, Mrs. A argued that she always wanted to own her own consulting firm and bid for government projects so that she could improve the quality of government operations through her services. But earlier she could not since her husband was a bureaucrat in the same city and various government rules prevented her from doing so. As he has now retired she can take up this job.

- (a) What are the ethical issues involved in this case?
 (b) What are steps that can be taken by Mr. A to resolve these ethical issues?
 (c) What is the best option for Mr. A? Support your answer with appropriate reasons.

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श्री A एक ईमानदार वरिष्ठ नौकरशाह हैं। वह कुछ समय पहले ही सेवानिवृत्त हुए हैं। उन्होंने कई पदों पर कार्य किया है और सत्ता के गलियारे में असीम प्रभाव रखते हैं। उनकी पत्नी एक कंसलटेंसी फर्म में कार्य कर रही थीं। उन्होंने अब अपनी नौकरी छोड़ दी है और अपनी स्वयं की कंसलटेंसी फर्म आरम्भ कर दी है। वह फर्म सरकारी निविदाओं के लिए भी बोली लगाएगी। श्री A, निविदाओं में बोली लगाने की तैयारी हेतु सरकार की कार्यवाहियों के बारे में अपने अनुभव और अंदरूनी जानकारी का योगदान करना चाहते हैं। जब हितों के टकराव के बारे में पूछा गया तो श्रीमति A ने तर्क दिया कि वह हमेशा से अपना कंसलटेंसी फर्म खोलना चाहती थीं और सरकारी परियोजनाओं की निविदाओं के लिए बोली लगाना चाहती थीं जिससे वह अपनी सेवाओं के माध्यम से सरकारी कार्य-प्रणाली की गुणवत्ता में सुधार कर सकें। किंतु पहले वह ऐसा नहीं कर सकती थीं क्योंकि उनके पति उसी शहर में नौकरशाह थे और कई सरकारी नियम उन्हें ऐसा करने से वर्जित करते थे। चूंकि अब वह सेवानिवृत्त हो गए हैं, इसलिए वह यह काम कर सकती हैं।

- (a) इस मामले में सम्मिलित नैतिक मुद्दे क्या हैं?
 (b) इन नैतिक मुद्दों का समाधान करने के लिए श्री A द्वारा क्या कदम उठाए जा सकते हैं?
 (c) श्री A के लिए सर्वोत्तम विकल्प क्या है? उचित कारणों सहित अपने उत्तर का समर्थन कीजिए।

*This is a case of ethical dilemma
and a conflict of interests.*

*(a) Ethical issues involved in this case
are —*

1) Conflict of Interest: Since the old bureaucrat Mr. A still ^{would} influence ~~the~~ in the corridors of power, he may use them to get his wife a government contract because, he is retired and has no professional ethics to heed on. Also, the ends are good and she aims to improve the quality of governance.

But, even though he is retired, he should still abide by personal ethics and uphold the value of justice and impartiality.

2) Greater good of Society and use of experience: Having served as government servant, he realized the need to use his experience for better governance and help his wife to achieve it by winning a govt. contract.

3) Values of Impartiality and Justice.

(b) Mr. A could take following ~~issues~~ steps to resolve the issues —

1. He should completely detach himself from any activity that might help his wife in winning the contract.
2. He should help the present government to uphold the value of objectivity.
3. He can use his experience to guide the government irrespective of who wins the contracts.

(c) Best option for Mr. A is to detach himself from any activity that helps his wife in winning the contract directly or indirectly. Also, he can render his experience to good use by giving guidance to the government. He should also inform the government about the 'conflict of Interest'.

By doing these, he upholds the values
of good governance i.e. impartiality,
objectivity, transparency, justice etc

14. You are an undergraduate student in a leading Law University. You go with your college friend Surender to his village to attend his sister's marriage. Surender's parents are farmers and are financially very poor. They have somehow managed to send him to the university by selling their land. After interaction with the family relatives attending the marriage, you find out that the bride is not of marriagable age, which makes it a case of child marriage. The family wants early marriage of the daughter to avoid huge demands of dowry in the future. You are well aware that child marriage is illegal in India. So, you discuss the issue with your friend who says that he is helpless and can't do anything. Your friend feels that his family is already doing too much for him and he cannot argue and change his parents' decision. In this situation, what are the possible actions you can take? Evaluate the merits and demerits of each of them. 20

आप एक प्रसिद्ध विधि विश्वविद्यालय में स्नातक छात्र हैं। आप अपने कॉलेज के मित्र सुरेंद्र के साथ उसकी बहन के विवाह समारोह में भाग लेने के लिए उसके गांव जाते हैं। सुरेंद्र के माता-पिता किसान हैं और वित्तीय तौर पर बहुत गरीब हैं। उन्होंने अपनी जमीन बेच कर किसी प्रकार उसे विश्वविद्यालय में प्रवेश दिलाया है। विवाह समारोह में आये परिवार के अन्य संबंधियों से मिलने के बाद, आपको पता चलता है कि वधू विवाह योग्य आयु की नहीं है, जिससे यह एक बाल-विवाह का मामला हो जाता है। यह परिवार भविष्य में अत्यधिक दहेज की मांगों की संभावना से बचने के लिए अपनी बेटी का शीघ्र ही विवाह करा देना चाहता है। आप इस तथ्य से भली-भांति अवगत हैं कि भारत में बाल-विवाह गैर-कानूनी है। फलतः, आप इस मुद्दे पर अपने मित्र से चर्चा करते हैं जो कहता है कि वह लाचार है और कुछ नहीं कर सकता। आपका मित्र अनुभव करता है उसका परिवार पहले से ही उसके लिए बहुत अधिक करता रहा है और वह उनसे तर्क कर अपने माता-पिता के निर्णय को बदल नहीं सकता। इस परिस्थिति में आप कौन-सी संभावित कार्रवाईयाँ कर सकते हैं? उनमें से प्रत्येक के गुण और दोषों का मूल्यांकन कीजिए।

This is a situation of ethical dilemma of justice on one hand and compassion, relationship on the other.

Considering the illegality of child marriage, apprehensions of dowry demand, relationship with friend, my possible actions can be as follows →

1. To ignore the illegal aspect of child marriage.
2. To persuade friends' parents, but if they are stubborn then ignore.
3. To warn them of police action to deter them.
4. File a police complaint and stop child marriage.
5. Create awareness of illegality of child marriage and dowry.

Option 1 : IGNORE

Considering their poverty and friendship with the friend, ignore the practice of child marriage.

Merits — Save friendship and avoid man poverty by dowry.

Demerits — Illegal activity and passive behaviour.

Option 2 : PERSUASION

Informing the parents about illegal practice and its supercussions on their own daughter's mental and physical health. But, if still they decide to go forward to marry let them do it.

Merits : Informed and aware choice.
Saved friendship.

Demerits : Health supercussions, illegal practice and bad citizenship to be a spectator to illegal practice.

Option 3 : WARNING

Warning them about police complaint may deter them from child marriage for the time being but it does not guarantee they will not do it later.

Option 4 : Police Complaint

This will surely deter the friend's family from doing an illegal practice. But it will ruin my friendship with my

friend. Also, this does not solve the main root cause i.e. dowry. Also, this will force the family into poverty.

Option 5: AWARENESS

This is a long term solution to the problem but it alone cannot solve the present case.

Thus, my action will be first to warn and couple ~~with~~ it with an awareness campaign or if the warning fails, then file a police complaint and carry out an awareness campaign in the village regarding the illegality and ill effects of dowry and child marriage.

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