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GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	ENGLISH	Registration Number	36343
Center	OPN	Date	24/08/19

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।

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

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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

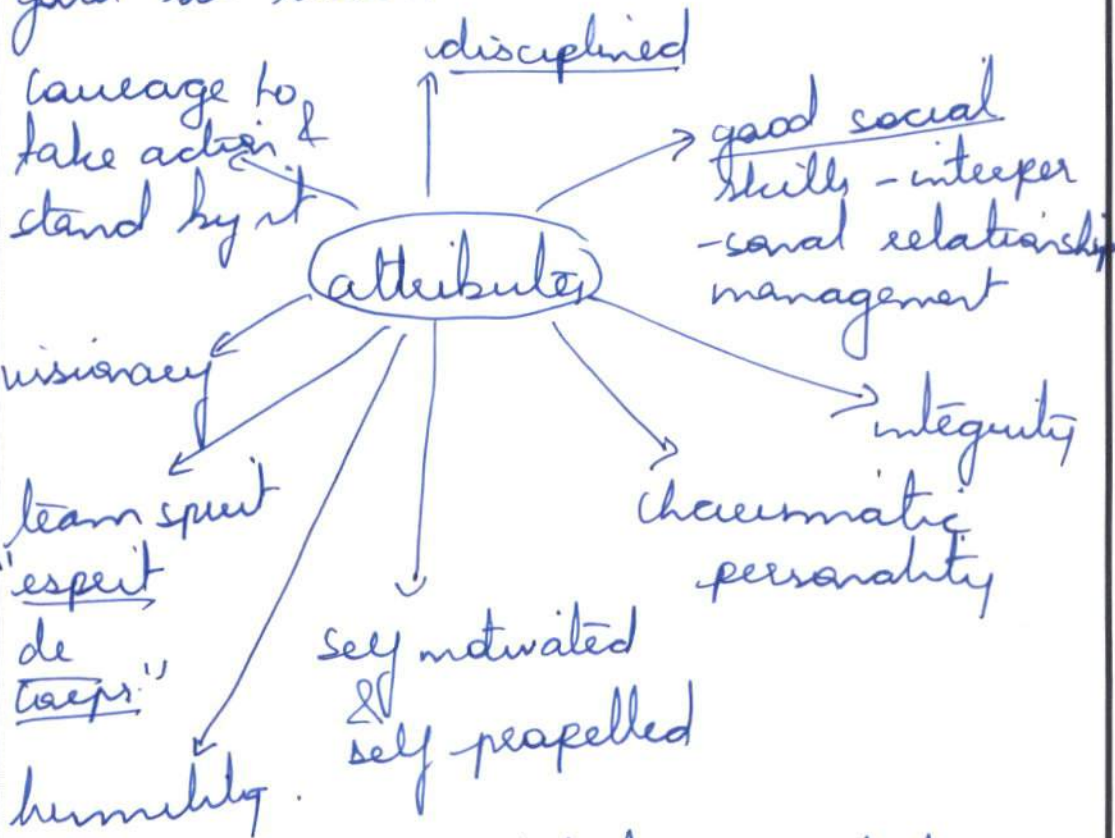
SECTION - A

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।

Leadership refers to the ability to manage people towards a specific goal or vision.



A leader should have holistic competence → spiritual quotient + emotional intelligence + IQ.

Leader should provide support during crisis taking the blame while should give due credit to his team.

On any success. for eg - Satish Dhawan had addressed the press conference when ISV failed while when it succeeded he asked his team mate APJ Abdul Kalam to celebrate the success.

Importance for civil servant

A civil servant is tasked with immense responsibility and the mandate to fulfill it.

Given that he has to balance multiple demands - political pressure, civil society agitation, media trials, a civil servant needs to have leadership skills to address it.

Further, being at the helm of affairs in the office - at the upper echelon of public service hierarchy, leading by example is very important to take swift, sound & rational measures.

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।

Objectivity refers to the attribute of acting based on merit or facts and not on emotions, prejudices or biases.

Weberian theory of traditional bureaucracy has considered it as a foundational value.

Reason for being objective

- Ensuring trust of people in the system and respect of bureaucracy.
- For optimal use of resources.
- For avoiding any conflict of interest or ethical dilemma.
- Preventing politicisation of bureaucracy.
- Ensuring that there is no discrimination on caste, creed or religion.
- Acting as per mandate of the constitution even in communal riots etc.

Empathy refers to the ability to understand the state of others that is being able to hear from the ears of others, feeling through the heart of others and seeing through the eye of another; putting oneself in the shoes of others.

Reason for empathy

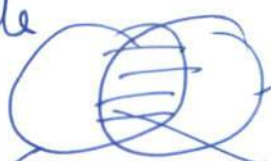
Bureaucracy should not be mechanical in its working. Being guided by empathy helps a bureaucrat to reach the last man by travelling an extra mile.

This will allow bureaucracy to be able to deliver ethical & humane governance.

Relationship - empathy & objectivity

Overlapping as both seek to establish a just & equitable society.

For both to operate, a

mid way needs to be reached.  empathy & good governance

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?

Cyber space has almost become an integral component of our lives as it is governing societal, economic, political as well as cultural interaction.

Role of cyber space ethics refers to rules, regulations & principles regulating cyber space conduct.

Role of cyber space ethics

1. Addressing various issues like online pornography, child pornography.
2. Various abuse against children & women in the cyber space - like cyber bullying (Gurmeet Kaur for a video on " ~~But~~ I did not kill my father") or cyber stalking.
3. Maintaining net neutrality ethics to provide a level playing field.

4. Right to privacy in cyber space
which is integral to dignified
existence under article 21 as well
as human rights, including even
right to be forgotten

5. Recent misuse of data for new
age-data colonisation through
big data analytics

6. Recent unethical cyber attacks
like cyber espionage, cyber snooping,
cyber phishing; issues like ransomware
ransomware, leaky

Way forward

Cyber space is a new uncharted
place where there is lack of ethics.
Before situation goes out of control,
there is need for regulation through
international cyber space ~~norms~~ norms

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 as defined by World Bank ("Development & Governance report", 1992) is the manner in which socio economic resources is managed for overall development.

This report classifies transparency as integral component as:

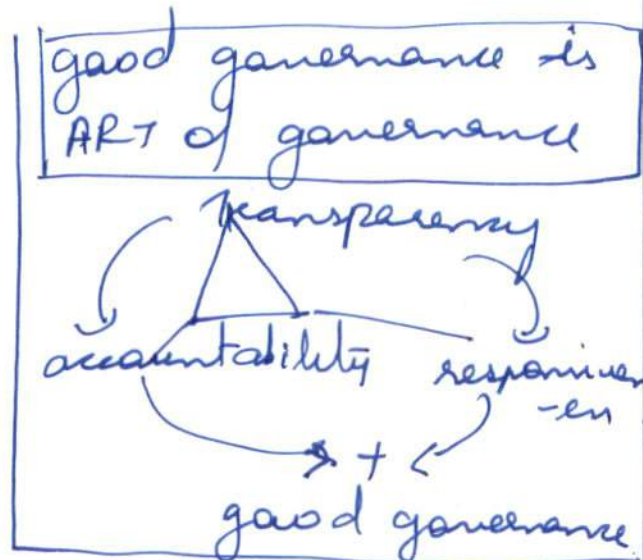
1. transparency helps ensure accountability to the true sovereign-people.
2. transparency - establishes faith of the people in the system.
3. transparency - empowers people by converting them from "passive beneficiaries" to "active participants".
4. transparency - has enabled to expose various corruption scandals for eg - RTI has exposed - Adarsh society scandal.

Commonwealth games scandal,
fed cars society scandal.

5. Transparency has helped to prevent
arbitrary bureaucratic action as
their action would be open to
scrutiny.

6. Transparency - has forced respon-
siveness as information is in
public domain.

Even Indian
government has
recognised the
importance of
transparency by
classifying



good governance as ART (account-
-ability, responsiveness & transpar-
-ency) of governance.

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।

Here Nelson Mandela has given a simplistic approach to determine or test the nature of a nation.

As per him, one should not be swayed by the living standards of elites of a nation but look at the lowest ones.

Lowest ones tell us the real ideals of a nation. If lowest ones are worst off, lack even the basic necessities then such a nation is only a tyranny of the rich.

For eg., in case of Pakistan, lifestyle of people in Islamabad & Rawalpindi is misleading. If we

judge the situation by them then the country might appear prosperous. But true situation is revealed when we look at Balochis who are chronically marginalised.

Similarly, China where prosperity of Beijing & Shanghai is contrasted by poor state of Uighur Muslims in Xinjiang province.

By looking at the worst off in the above we will realise that such a nation is elitist, unhappy, corrupt, inequitable, unjust as it lacks redistributive justice.

If we look at Scandinavian countries then we will realise that even the poorest ones have a social security net.

Hence, Scandinavian countries tops the list of Trans happiness index, low corruption perception index, & peace index in the country.

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

Rabindranath Tagore in the above statement has ~~at~~ eloquently summarised the true objective of education.

He has stated that education is not unidimensional rote based learning or career oriented in nature.

Education is much more, multidimensional which teaches us purpose of our existence.

It allows us to know about the value of sustainability by meeting hand in hand with society, economy and ecology.

Harmful impact of ignoring Tagore's suggestion regarding education can be witnessed.

Education has become solely a means to secure a job. The

untanned consequences has been neglect of environment - climate change, destruction of biodiversity

In the field of society, this unidimensional learning has fuelled consumerism, materialism and dissatisfaction.

Rise of individualism in modern education system has led to issues of depression, stress & other mental disorders.

Education without values has led to aptitude without attitude leading to various scams - Shadha, Satyam & Satyam scam.

Such an education system instead of being an enabler has become a tool to perpetuate inequality.

It is about time we adapt Tagore's suggestion on education

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।

Success is a very subjective term which has different connotations for different people.

However, in simple terms, success means being able to achieve his desired goal and the satisfaction yielded by it.

Recipe for success = attitude + aptitude

Aptitude

This provides the competence or acumen to achieve something.

For eg - aptitude towards ~~music~~ music has helped in success of AR Rahman; aptitude of science - in case of Einstein.

Thus, aptitude is a pre-requisite for success.

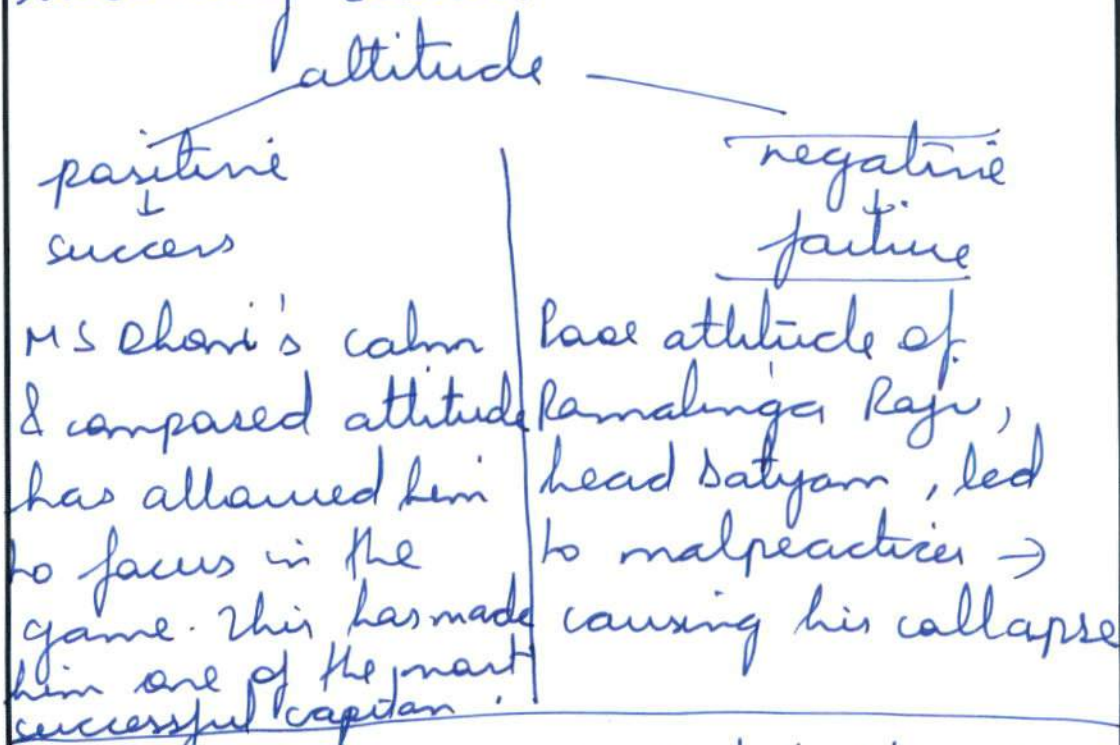
But it is only a necessary criteria

not a sufficient one. Attitude is also required

Attitude

Refers to pre-disposition or outlook towards something or someone. It forms the base of behaviour.

It is vital not only for sustainability of success but also reaching success.



thus, it is said that "attitude determines attitude" (success)

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-जागरूकता 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।

Emotional intelligence (E2) refers to the ability to understand & manage your own emotions as well as the emotions of others.

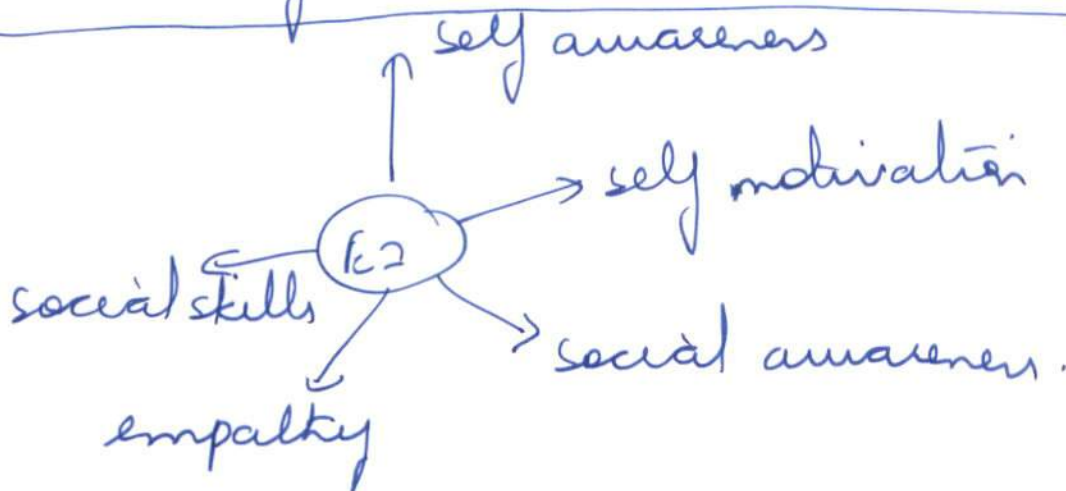


Diagram - key pillars of E2

Key component is self awareness.

- Understanding one's emotions is key because that will serve as a basis to understand the emotions of others.

for eg - Malala Yousafzai & Madia
Mead, have been able to raise
their voice against menace of
terrorism because they themselves
have felt it and 1st addressed
it at personal level.

- Principles used to self regulate
will also help in better communicat-
-ing with others.
- Being motivated by understand-
-ing love & emotions will
help to motivate & inspire others.

Hence, in this context, even
Gandhi held that "Be the change
you want to see in the world".
once we are able to manage
ourselves, we will be able to
conquer the world.

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 has been mentioned in 2nd ARC. There are essentially part of a contract between government & private party to address any possibility of malpractice in a deal.

Role in bringing transparency

1. Establishing clear cut accountability through integrity pact will enable swift response.
2. Moral obligation will enable optimal resource allocation & utilisation.
3. Inculcate trust of the people in various government contracts.

4. Recent various scams like
Coalgate scam, Commonwealth
games scam.

Hence, in order to address
the menace of "collusive corruption"
and "crony capitalism" generated
due to quid pro quo, integrity
paid as suggested by Ind ARC
is a vital pre-requisite.

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।

Educational institutions in today's world has largely limited itself to the unidimensional role of career oriented learning.

In rapidly changing technological space, value inculcation by educational institutions is paramount as

1. In cyber space - children are vulnerable to age inappropriate content, child pornography, cyber bullying & stalking.

Value inculcation regarding regulated use will help prevent such issues.

2. Living in the virtual world has

generated problems of phone addiction, depression, ADHD, anxiety, access to threatening content for eg - Blue whale challenge

3. Limited family level interaction due to people in the family engaged in electronic ~~eg~~ gadgets. Hence, primarily agent of socialisation has shifted from the family to educational institutions.

Hence, educational institutions need to recognise and define their true responsibility of building ethical foundation of a child as "the destiny of a nation is shaped in its classrooms".

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।

Integral humanism is a philosophical basis of humanism given by Deen Dayal Upadhyay.

Key elements

- ① Spiritual inclination
- ② Selfless service - service before self.
- ③ Guided by compassion & empathy
- ④ Humanity first before all other identities.

Contemporary relevance

1. Addressing challenge of growing radicalisation, intolerance & sectarianism which is manifesting itself in the form of terrorism, hate crimes, mob violence.

Integral humanism teaches compassion and "unity of all"

2. Reckless development fuelled by materialism, consumerism and maximisation of ~~the~~ wants.

Integral humanism is focused on ~~max~~ Gandhian ideals of minimisation of wants instead of maximisation of wants.

3. Issue of poverty, deprivation particularly in sub saharan countries.

Integral humanism recommends selfless service to mankind including even the last man.

Thus, integral humanism provides one remedy for various social ills.

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।

Code of ethics provides for a broad framework regarding expected standards of behaviour as well as principles, values and norms governing an organisation.

Currently, there is code of conduct for civil servants but no code of ethics.

Need for code of ethics on social media platform for civil servants

1. Recent past, a 28k based former IAS officer, brought disrepute to the country through his various social media posts.

Such a conduct of civil servant is uncalled & unbecoming of an officer.

2. Beacide for principled conduct of civil servants on the social media

3. As social media is emerging as a platform by civil servants to connect with people, regulating civil servant's conduct is vital.

4. Conduct of civil servants determines the conduct of government.

Hence, it is about time to frame a holistic code of ethics to facilitate working of civil servant

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

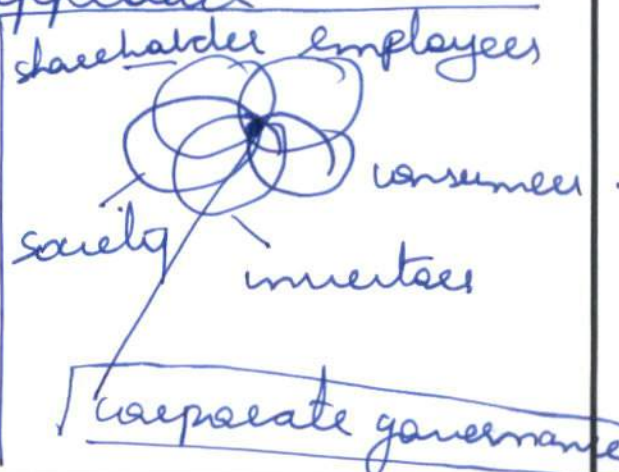
चर्चा कीजिए कि किस प्रकार प्रभावी कॉर्पोरेट गवर्नेंस सभी हितधारकों के साथ न्यायसंगत व्यवहार सुनिश्चित कर सकती है।

Corporate governance refers to the various principles, norms & values guiding a corporate which works in a manner to balance the interests of various stakeholders - consumers, investors, shareholders, employees and society at large.

Equitable treatment of all stakeholders

Such a governance mechanism ensures that interests of all are taken into consideration by a balanced approach.

1. Providing fair wages & healthy work environment to employees



2. Providing good quality products at reasonable price to the consumer.
3. Regular dividend disclosure to the shareholders
4. Providing good returns to the investors.
5. Society to be benefitted through corporate social responsibility guided by Gandhian trusteeship model for eg - Akodara village - 1st digital village by 2020s bank.

Thus, for corporate governance to succeed, it needs to adapt the principles of "compassionate capitalism".

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)

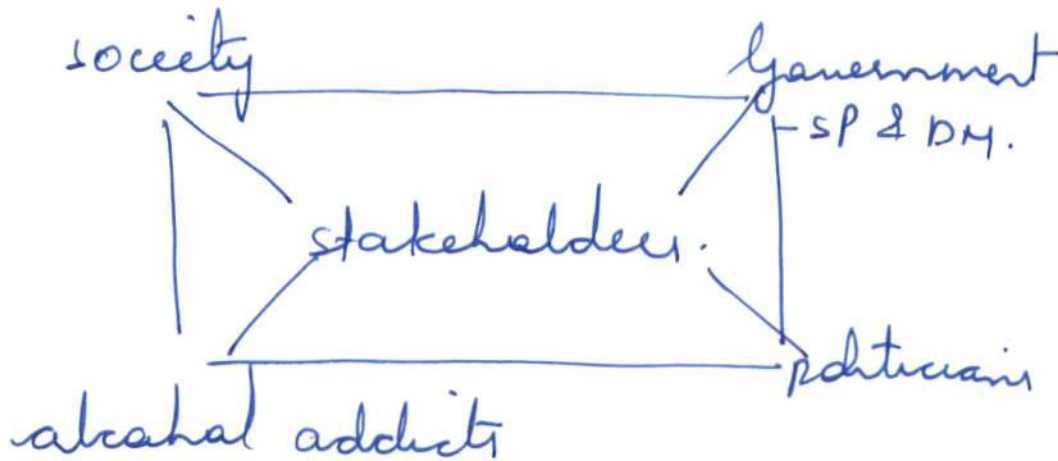
आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध शराब की बोतलें सरकारी मलखाने या स्टोर से गायब हैं। फलस्वरूप, सरकार को शर्मिंदा होना पड़ा। जिला आबकारी 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 वरीयता देंगे।

This case study presents the menace faced when blanket ban on liquor is imposed.



Ethical issues

1. Unholy nexus - bureaucracy & politicians; violation of neutrality leading to politicisation of bureaucracy.
2. Reactive piecemeal approach of blanket liquor ban
3. Corruption - callous in nature
4. Taking legal action for a largely social issue

1. Requesting DM for further action

merit	Demerit
1. Following standard protocol 2. In line with the law 3. may get vital inputs to act instead of reacting in haste.	1. may lead to delay in action 2. DM may also be involved in the unholy nexus 3. Shows my indecisive nature by shifting responsibility instead of taking command

2. Charge all accused under legal provisions & let the law take its own course.

merit	Demerit
1. Fulfilling legal mandate of ensuring law & order.	1. Reactive measure as various demand side factors is fueling alcohol demand.

merit	Demerit
2. Swift action undertaken. 3. Set deterrence for any future issue	2. may face transfer as threats given politicians & officials are unheeded 3. Retaining justice is a long drawn process due to chronic judicial delays

3. Being aware of the matter, discreetly put detailed report in the public domain.

merit	Demerit
1. Apply public pressure to deal with the case in a free & fair manner.	1. Against conduct rules to go public 2. Being disreputable to the government. 3. Face retaliation from politicians

Option 3 will do more harm than good as it will lead to blaming the issue out of proportion by the public.

- Balanced way
- Filing a strong case against the accused
 - Conveying the various pitfalls to the state government itself so that same can be prevented in other districts
 - Work with the DM to adapt behavioural change campaigns with the help of NGOs.
 - Build various de-addiction and rehabilitation centres for addicts.

Hence, a preventive, punitive & remedial measure needs to be adapted.

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।

This case presents the issue of how LWE threat is impacting political reach in both ways -
1) threatening the people not to vote
2) threatening public officials and

pulling staff.

This represents a precarious situation which is present in various fed corridor districts in India.

- a)
- Moral fortitude - being courageous even in the face of adversities
 - Leadership skills - leading by example - in order to motivate the staff to serve
 - civil services values → Selflessness - putting service before self; fulfilling government mandate even at the cost of one's life.
 - Courage and tenacity
 - Emotional intelligence in order to be self-motivated and use social skills of persuasion.

b) Course of actionConvincing people
in LWE region1. Generating
awareness campaign
regarding importance
of voting2. Assuring them of
safety not only
during the election
process but after
it3. Acting against
any intelligence
input of menals4. Providing a
dedicated helpline
number to contact
in case of distressConvincing
officials1. Seek additional
troop deployment
to provide safety
cover2. Securing gates
-ment booths in
relatively safe
areas.3. Providing hard
duty allowance and
allowance for those
willing to partici-
-pate4. Conducting elect
-ions in enclosed
camps.5. Monitoring the
situation using
latest technology

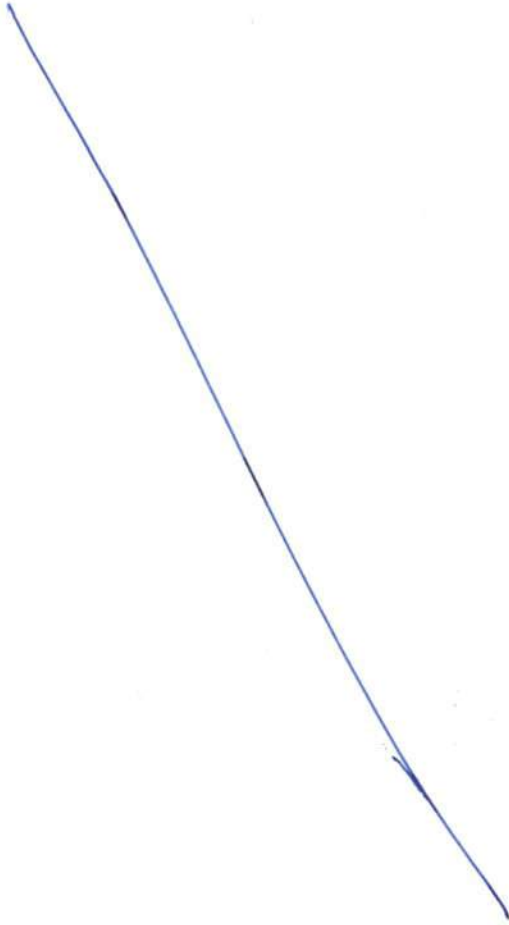
People

5. strengthening
ground level
~~with~~ intelligence.

Officials

- for eg - drones
6. Leading by
example - by
myself inspecting
the area.

Successful conclusion of free &
fair elections is even more
vital in LWE regions as it is
the first procedural step towards
uprooting lawlessness.



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 above case study, presents a complicated issue of how DM's public & personal association inadvertently is resulting into inaction by law enforcement officials.

DM - reputation at stake
as well as issue of
labour unrest

friend-
mediating
various
sides.

stakeholders → labour office
showing a
specimen tendency
by not following
- neg rule of law

Media exposing
malpractices -
major agent to
enforce accountability

Public cause

Violation of law by the powerful
who have "connections"

- Suffering of the humble - labour
as they lack connections.

Ethical issues

1. Elitist nature of labour office to
have overlooked labour's cause.
2. Misuse of friendship for
personal gain.

3. Dereliction of duty by labane
officer due to their false perception

4. Hierarchy driven inflexible
approach.

5. Undermining rule of law.

b) Appropriate course of action

1) Initiate enquiry against officials
of labane bureau for ~~dereliction~~ dereli-
ction of duty

2) In order to avoid conflict of interest
real as well as perceived - ensuring
that an independent body is formed
for inquiry of labane unrest

3) During the period of inquiry ensure
-ing that I do not meet my friend
-end so that no false allegations
are made

4) Requesting the media not to ~~sensationalise~~
sensationalise this issue. Also, seeking
them to highlight the course correction

being made by the administration regarding this issue.

This is important to restore the public faith in administration.

5) Further, going a step ahead.

→ Spread awareness regarding labour rights among the labourers.

→ Issuing clarification to labour office as well as other departments that they need to respond strictly based on law of the land.

Reason

- Justice not only needs to be done but also seen to be done. Hence, independent inquiry as well as, detaching myself from my friend was necessary.

- Acting against guilty officials was necessary in order to set

a deterrence against any future
misuse or dereliction of duty
- requesting media to publicize
course correction was important
to re-install public faith.

As a DM, one needs to be careful
regarding his public as well as
personal interaction given the
responsibility he has been allocated
with can be undermined.

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।

Same case study presents an example of various hurdles faced by civil servants in order to bring about a positive change.
In this case there is resistance

from the tribal people regarding any alteration in the status quo.

- c)
- malnutrition due to poor dietary habits
 - Status quoist attitude of tribals; resistance to change
 - Convincing tribals
 - Lack of trust of people in the administration
 - Preserving traditional agricultural practices & food habits alongwith bringing much needed change.
- key issue and challenge

b) Key stakeholder

DM: Bringing about positive change by addressing malnutrition. This is his service commitment as he is an agent of change as well as development catalyst.

Tribals: Preserving their age old culture & food habits. Ensuring that their traditional income sources from various crops is intact.

People of the remote district: addressing their chronic malnutrition.

Need for a well thought out and calibrated approach:

1. Working in influential social members, tribal leaders and village elders.
telling them the benefits of a healthy diet on - immunity, productivity, mortality, longevity & physical development.

2. Teaching children in village school about a healthy diet. As children are more ~~easy~~ receptive to change. They can in turn convince their elders.

3. Empowering tribal NGOs to generate village level awareness.
4. Telling them any other model will -age in tribal region which success -fully adapted millet cultivation.
5. Assuring tribals of their traditional agriculture and livelihood by keeping the project on a limited scale.

Also, ensuring them remunerative prices by providing for a well functioning TRIFED (tribal marketing federation).

Thus, an approach which is based on ~~Beha~~ "Behavioural economics" adapting nudge theory will enable a long term sustained change.

The most vital component in this approach is ensuring the trust of the

tribals like done by farmer IAS
OP Chaudhary in tribal Pantemada
district.

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 sou-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 advise 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।

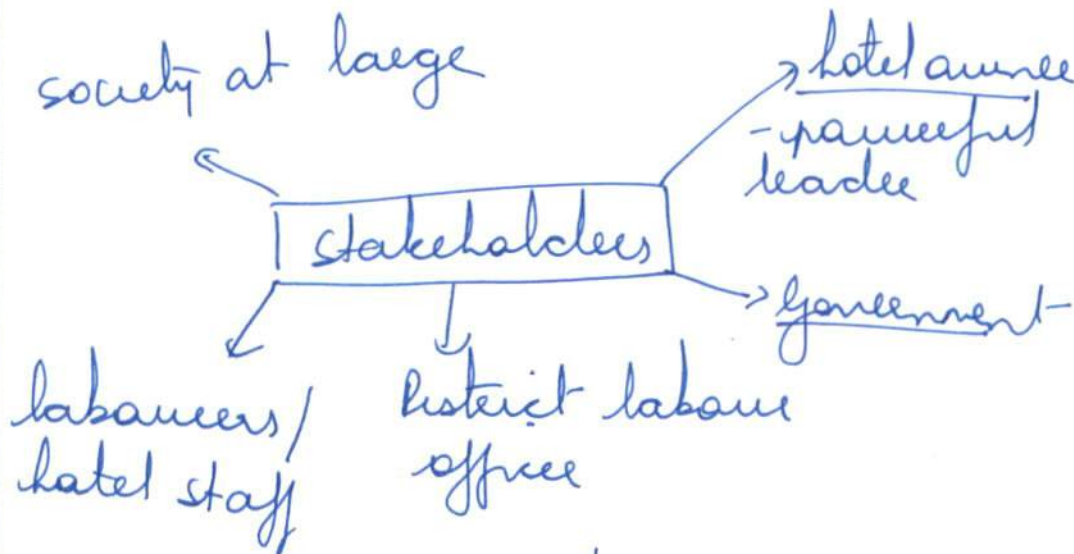
(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

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।

This case study presents the abuse of power by the rich & powerful and the others being mute spectators to this injustice!



Various issues involved

1. Abuse of power by the leader
2. Denial of minimum wages - consequent violation of human right
3. Spineless attitude of public officials for being silent spectators

4. Sense of fear among the witnesses/ meekes due to backlash or loss of job.

b)

1. Follow informal advice of higher authority

Meek

1. Pervert any harmful political backla-
-st as already meekes are not cooperating

Demerit

1. Reluctance of duty

2. "Cognitive dissonance" faced due to
neglect of conscience

3. Projecting an "escapist attitude"

4. Setting a wrong example by follow-
ing herd mentality.

2. Commence hate survey to take note
and adapt remedial measures

Meek

1. Minimum damage done

2. Best compensation by powerful

leadee awarded

3. Labour rights are addressed.

Demerit

1. He may not be convinced as providing higher wages may lead to his loss.

2. May transfer ~~as~~ me.

3. Lack a strong case against him due to lack of witnesses.

Submit a report on the matter. Seek directions from competent authority

Merit

1. Following laid down legal procedure.

2. Support from competent authority will give greater backing to act.

Demerit

1. Competent authority may not act due to fear from local politician.

2. May add to undue delay.

Serving notice to hotel owner; acting based on my own jurisdiction

Merit

1. Swift action
2. Performing my duty by using my jurisdiction

Demerit

1. Lack of support from public officials
 2. May not have a strong case as workers are not willing to come forward.
 3. Impact on career prospects
- Most appropriate course of action

1. Assuring workers of their anonymity so as to encourage them to complain
2. Forming a strong case against the hotel owner
3. Acting based on my own official mandate as well as sending a detailed report to the competent authority.

This case study, tests the moral fortitude as well as public service commitment of District Labour officer

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।

The above case study is a classic example of pure qualitative outcome of government schemes focused on education. This has been highlighted by several informal/formal survey like ASER by Pratham NGO.

a) Role of government in education sector

→ provide for right to education which is not only a fundamental right (art-21A) but also a human right

→ Reduce the gap between haves and have nots in context of education

→ prevent rampant commercialisation in education

→ bring about holistic education - not just intellectual capabilities but also character building

b) principles & values to guide recommendations:

1. Equity in school education
2. Quality of learning provided
3. Usefulness of education in building employability in future by building soft skills
4. Optimal resource utilisation

5. Child friendly pedagogy.

9. Suggestion

1. Focusing on teacher - who is the lynch
-pin in education setup.

→ teacher training through e-DIKSHA,
N2SHTHA, Pandit ~~mand~~ Madan Mohan
Maharaja teacher training.

→ International & national exposure
to teachers through teacher exchange
like in Delhi schools.

→ Reducing non-academic burden of
teachers like administering census,
mid day meal (as suggested by
least education policy, 2019)

→ Biometric system to address teacher absenteeism "

2. Developing child friendly curricula
him by adapting activity based
learning & digital tools.

3. Working in NGOs & student volunt
-eers to take up remedial classes.

4. Classifying students based on their unique learning needs for eg - Project Chandroti & Project Buniyad of Keshi government

5. focusing on non-academic courses like extra curricular sports activities or Happiness curriculum which will make students more receptive to learning in school

Thus, a multi pronged, multi-layered & multi-dimensional approach needs to be adapted in order to achieve SDG-4 - quality education for all.

Approach needs to be shifted from output (quantitative) to outcome (qualitative)

Education needs to be given prime importance by the government as "destiny of a nation is shaped in its classrooms".

