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GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	ENG	Registration Number	199992
Center	DELHI	Date	31/07/2019

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।

In administration, there has been an increasing demand of innovation & leadership. The old bureaucratic structure of simply abiding with ~~with~~ rules & procedures has gone into background.

Attributes of leadership

→ The quality of being highly motivated
Eg: A civil servant must be motivated to work in the spirit of public service.

→ Ability to influence & persuade.
A civil servant must have ability to take on board the team and the people for whom the policy is designed.

→ High emotional intelligence

The civil servant is expected to be self-aware, self-motivated, aware of social skills and must display empathy.

The reasons why it is important to have leadership qualities in a civil servant are :-

→ The Changing role of administration where highly motivated people are required to provide need based local solution to emerging challenges.

Eg:- IAS officer Amstrong Pame constructed 100 km of road, that too with people's money & participation in the undulated topography of Mizoram.

Hence, leadership need 'initiative' to work truly in the spirit of serving others.

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।

Empathy means to relate with the suffering of other and a tendency to act so as to alleviate ^{one from} ~~the~~ suffering and increase contentment.

Objectivity demands rationality in decision making. In conventional terms, it means emotions must not sway one's course of action.

However, in contemporary challenges such as Public service Delivery, distribution of resources efficiently, Reducing inequalities, Spur the growth etc. a public servant must be objective in

identifying the beneficiaries & true target group so that public funds are not misappropriated.

However, he is also expected to be empathetic in cases such as for example in distributing grains in PDS, if one doesn't have ration card linked with Aadhar, he must not be denied the service.

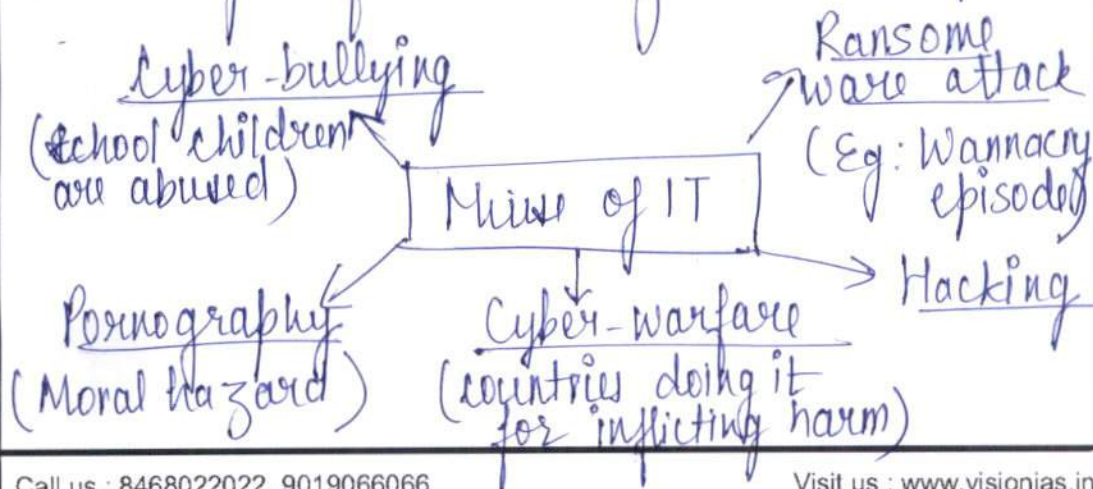
Thus, empathy & objectivity are not exclusive of each other & both complement each other. The prudence & emotional intelligence can be ensured in serving people when both of above attributes act in tandem.

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

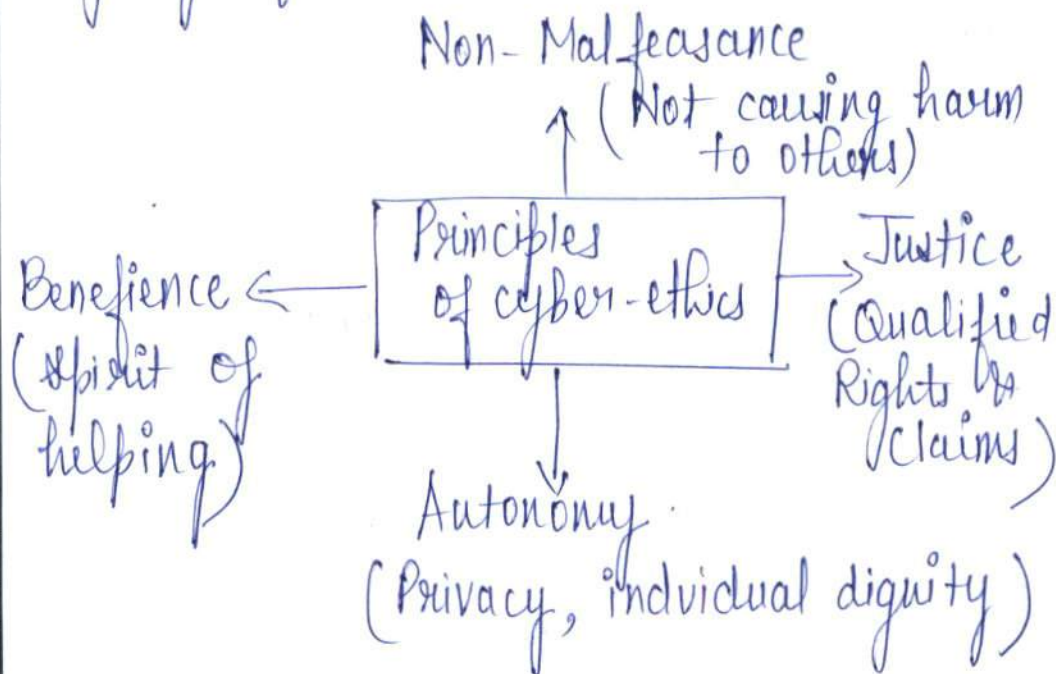
सूचना प्रौद्योगिकी के तेजी से बढ़ते उपयोग के साथ, आपके अनुसार साइबर जगत में नीतिशास्त्र की क्या भूमिका है?

Information technology and its wide reach is used in e-governance, social media, e-commerce, building relationship etc. have demanded a proactive oversight & monitoring; so that it doesn't infringe on privacy of anyone & is not used in malafide intentions.

A branch of ethics → Cyber-ethics comes to picture in the backdrop of increasing misuse of IT.



The cyber-ethics demands that people must make constructive use of IT without compromising the Right to Privacy and ensuring the dignity of all.



If principles of cyber-ethics are followed, the increasing case of cyber-theft and online abusing could be addressed.

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

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

For ensuring good governance, that is governance in the spirit of public service, there are 3 cardinal principles

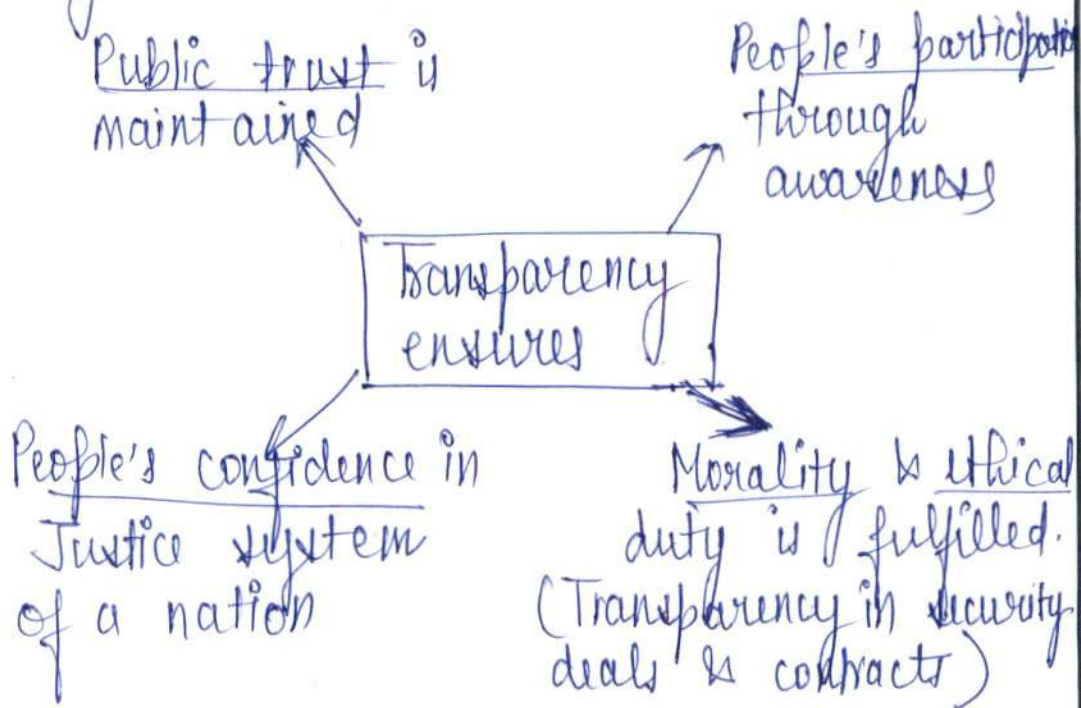
- 1) Transparency
- 2) Responsiveness
- 3) Accountability

Each of the above complement & fulfill the voids of other so that holistic & comprehensive public service delivery is ensured.

Role of Transparency

→ A government is expected to be open i.e. it must not act in secrecy until it is not in public good or security of nation.

This is the reason Right to Information is regarded as one of the fundamental rights even in Indian constitution.



There must be convergence in government's policies and actions so that People can avail & afford their ~~legible~~ ^{legit} rights.

E-Governance and Portals such as National Crime Records, Judicial Data Grid etc. ensures transparency in deals and contracts.

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।

When the lowest rungs of a society deals with hunger, impoverishment, distress, prejudice based on colour, sex, race and caste etc., the national has not fulfilled its moral duty to provide its citizens the basic inalienable Right to live life with dignity.

So even if few upper echelons of society representing the nations riches & growth in terms of GDP, high prosperity, there's something that needs serious consideration of Equity. The spirit

In present context, the vulnerable sections such as Minorities, Women, Old-Age, Child nutrition, adolescent girls etc. invariably are the ones on receiving end of diseases and exploitation.

Thus, Nelson Mandela is true when he says that A nation should not be judged by how it treats its highest citizens, but its lowest ones.

The cases of mob lynching in lieu of cow protection, day to day prejudices on the basis of caste and colour (African students beaten up), 48% of Indian women anaemic and 55% of population in multidimensional poverty, India must relook to redesign & re-engineer its policies.

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

It's a grave threat to humanity
when knowledge overpowers wisdom
and culture is sub-ordinated to technology

Here, the emphasis is not only
on education, but on education that
makes life worth living, which imparts
virtues of Charity, Temperance,
Diligence, Fortitude and Forebearance etc.

Deendayal Upadhyaya gave a
term Integral Humanism which says
that Humility is human's virtue which
recognises that existence of everyone
is important. Nothing is no life is
futile. Everyone has some task to do.

The concept of Integral Humanism is precisely the job of Education.

Thus, Highest education ~~is~~ is that which merely doesn't give us information but makes our life in harmony with all existence.

Eg:- We've had enough information on Global Warming, Climate Change, Terrorism, Conflicts etc, but merely treaties do not help solve these problem.

Sitting in the comforts of Air-conditioned rooms and talking about Environmental conservation is pure Moral Hypocrisy. ~~which is~~

Thus Highest Education must put knowledge to Action that serves some purpose for uplift of all organs of Nature.

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 contains the element of Evaluation by which a person perceives and judgets something as good or Bad.

Eg:- A person watching someone beating his wife will judge the act as wrong because his attitude towards women is that of equal participant in society.

Ability is the action tendency to put your energy & intellect to some use.

In above example, if the person has ability in terms of resources and power he/she will stop the act through persuasion or coercion if need be.

Thus, Attitude is equally if not less important than ability for achieving success.

If there's no attitude, person goes into state of Equanimity in which he's ignorant of pain or pleasure & accepts everything as they are.

Another example, if I have an attitude of serving others with social appetite, I must perform some action through my ability to do charity and show compassion for the needy ones.

Thus, attitude and ability both are important for achieving success. The pre-requisite however is to have a positive attitude towards your goal.

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 is the ability to understand yourself and others and the ability to manage the relationships effectively through social skills & empathy.

Before knowing others, we must know ourselves as to what are our strengths, weaknesses, threats and opportunities.

Socrates says "Know Thyself" or know yourself because when one know himself, it is akin to goodness.

Eg:- If a father is liberal towards his daughter and he knows that

it is important to invest morally and monetarily in the education of girls, he is likely to manifest this behaviour in promoting the schemes such as Beti Bachao, Beti Padhao.

But if a person doesn't know himself, isn't aware of his motivation and behaviour then it's unlikely that ~~even if he~~ he will manage his emotions better in case of distress.

In the same case, if the girl marries the person of her choice that too from so called lower caste, then the reaction of father will manifest if he is emotionally intelligent or not. If he is truly liberal & he is aware of his quality in true sense, then he will subscribe to 'Right to choose' also.

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 means adherence to the firm code of moral beliefs and ~~the~~ virtues thereof. In this sense, integrity is manifested in the absence of corruption at the level of thought, word, deed/ action.

Integrity pacts are the moral instruments that reflect the attitude of people in power that they shall work in spirit of service to people → an oath to fulfill their duty without fear, ill will and affection while exercising their discretion in deals and contracts for security purpose or public policies purpose.

Transparency is vital tool in bringing good governance & helps people to demand accountability & openness from government.

Eg:- Embezzlement (misuse of public funds) in MP Local Area Development scheme have been highlighted by CAG man a times. There, enforcing something like Integrity facts in the spirit of Code of Ethics can hammer the MP and implementation authorities to exercise restraint and appropriate the funds genuinely for development purpose & welfare solely.

The same is extended to security deals (Eg: Rafale Deal & controversy of opacity in its provisions). Thus Integrity facts can be like social contracts where govt is bound to be transparent.

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।

In the contemporary administrative and educational machinery, Technology is emphasized on more than the Humility.
Eg:- Making students learn through computers & internet without incorporating the cyber ethics in syllabus.

Education must serve some purpose and its goal must not limit to information giving.

Must make emotionally intelligent comrades

Inculcate the compassion & objectivity

Education Must have these dimensions

Tolerance & Forebearance in the young age itself.

Principle of Rationality at the level of thought, word & deed.

All these dimensions ultimately inculcate morality & ethicality in children.

We can ensure this by :-

- Inculcating in syllabus the Bio-ethics, Cyber ethics, International relations ethics etc. compulsarily
- Technology must be in harmony with restraint and Moral education
- Instead of rote learning, children must be so nurtured as they develop scientific temper and compassion towards other beings of earth.

Moral & spiritual uplift can only ensure the great civilizational culture to proceed and flavour the harmonious accord of 'Vasudev kutumbakam'.

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 essentially the 'Organic unity of Nature' where it strikes a balance between Nationalism and Internationalism emphasising that Every element of Earth has some purpose and Nothing is futile.

Deendayal Upadhyaya coined this term to assert ~~that~~ the importance of Nationalism and internationalism. For eg:- We can condemn the terror attack not only for security of our nation but it is in the benefit of all nations to adopt a comprehensive strategy on terrorism to end it.

It is also in ancient scriptures and Vedas that Nature is made

up of 'Shakti' (Energy) and 'Prakriti' (Mass) $\Rightarrow$ this ~~is~~ in consonance with Einstein's famous $[E = MC^2]$. Integral Humanism here essentially tries to strike a balance for sustainable development. Animals, Birds, Trees, Air, Water etc are as important as Human Beings. The world is for all 'Vasudev kutumbakam', is the essence of this Integral Humanism.

The 'Global Goods' :- Environment, The seas and the the air must not be polluted $\Rightarrow$ This is Integral humanism. Value each life, nurture the nature, service to mankind are the virtues inherent in Integral Humanism.

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 is a guideline that civil servants are expected to follow. It seeks to stimulate the social consciousness in them so that they ensure sustainable economic, social and environmental development.

With rising social media platforms and their role in generating awareness about national & international issues, a Code of Ethics must be governing the conduct of civil servants on social media too.

It is difficult to segregate the fake news and rumours from legit ones. The speed of information

Travel is splendid but it sometimes costs the dignity and reputation of people.

Eg:- Justice Katju using the social media platform to assert his divergent on various judgements: This episode ~~too~~ makes people lose faith in judicial system.

Hence, a code of ethics must be implemented for civil servants to follow.

However, it is difficult to legislate morality, but 2nd ARC report recommending code of ethics for Indian administration and the like examples in UK, US etc. reiterates its importance, ~~the~~ in the actions of public servants to do public welfare solely.

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

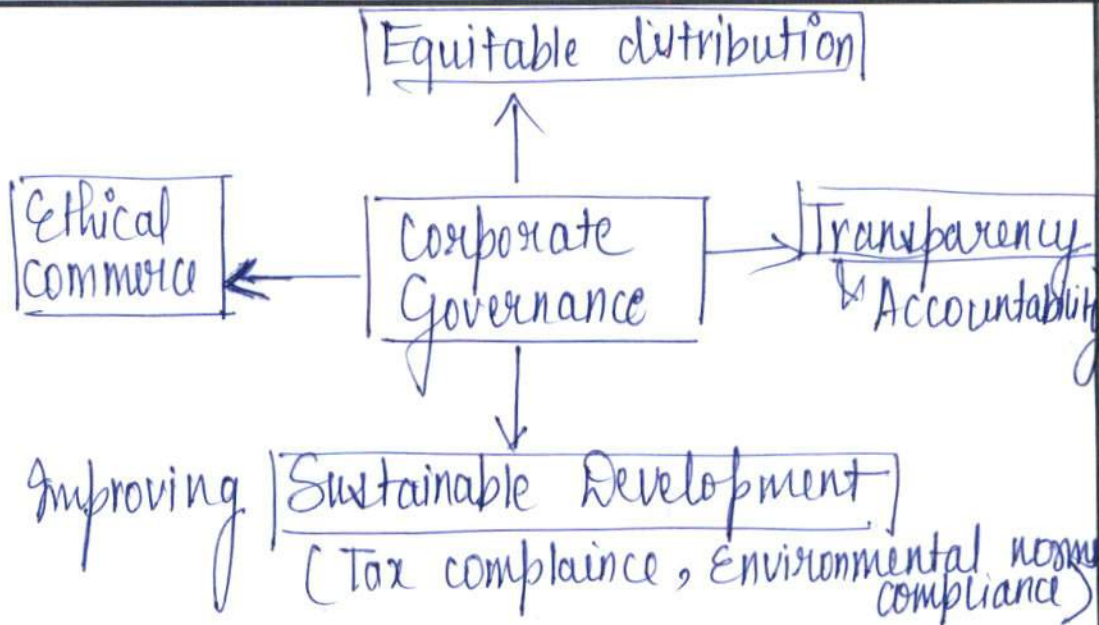
चर्चा कीजिए कि किस प्रकार प्रभावी कॉर्पोरेट गवर्नेंस सभी हितधारकों के साथ न्यायसंगत व्यवहार सुनिश्चित कर सकती है।

In whatever course of action we choose and decision we make, three elements come to play → ETHICS, PROFIT and DESIRE.

It is difficult to rank them in what should be most prioritized than other. The same is in corporate governance.

Corporate Governance means that corporate must increase the 'value of shareholders' i.e. the maximum welfare of shareholders, their profits and their equitable vote share in decision making.

There are four pillars of corporate governance that must be followed:—



- By equitable distribution, all shareholders are ensured of trust & confidence
- By Transparency through Independent Board of directors and openness in decision making, public & credit firms are ready to invest in them
- Ethical commerce through corporate social Responsibility, Practicing morality in actions & not just words (Citizen's Charter in letter & SPIRIT), not only shareholders, but stakeholders :- The consumers, government, employees etc. are given their considerable due in success of a corporation

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।

The above case is the case of Corruption (smuggling seized liquor), Crime (making alcohol available in violation of law) and Nexus (politicians & government officials involved).

The stakeholders are:— Media, Government, Citizens, Administrative officials (DM, SP etc)

1) The first course of action i.e. to report the finding to DM and seek instruction for further actions. will be in the Spirit of Duty and Rules based procedure to unearth the horrendous act.

This course of action will give me a sense of fulfillment of duty and the rest will depend on DM as to how he proceeds with the reports & findings thereof.

However, it may have so happened because of media pressure, DM was forced to call for inquiry. He may himself be a part of Nexus.

In that case, I must look for other options.

2) To charge all accused under legal provisions and let the law take its own course.

→ This will ensure that all guilty must go to jail with appropriate evidences and timely reports through procedure established by law.

But, here the problem is resolved for this case only. I must ensure that this kind of offence doesn't repeat in future. For this, I

shall personally lead a campaign, ~~to~~ so alcohol demand is not there proper checks at borders should be there so that its supply is cut off:

3) Being aware of the seriousness of matter, discretely put the report in public domain & expose the nexus.

This course of action will have double effect → (a) I may be seen to be grasping Publicity in violation of DM's order

(b) The action is well-intentioned but violates the code of conduct of Public servants to put the details in Public domain without permission.

Hence, this kind of action must be a action of last resort when all other channels are closed.

Evaluating pros and cons of each course of action, I must ~~take~~ choose a hybrid of all and take further step to navigate this nexus and avoid such ~~at~~ ~~to~~ acts to happen again.

My course of action would be :-

I shall report to DM all the findings and in my capacity as a SP, I shall charge all the accused in the spirit of Rule of Law barring no-one.

If political pressure falls on me, I must report to higher authorities and in last resort I may even expose the nexus in public domain through Whistleblowing.

Further, the case shows Poor workplace culture. With aid of Technology, I must ensure Malkhanas are properly protected and proper surveillance & monitoring is done.

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 is a case of Right to Vote, Right to safety of citizens and Free and Fair conduct of elections in conflict hit areas of Naxalism.

(a) The values in civil servant that are essential for working in such adversities are :-

(1) Leadership :- Leader is one who leads the team by motivation and initiates the process.

In this case, other electoral officers are reluctant to go to these areas, which shows poor dedication towards duty. I must ensure everyone's participation to make electoral process a success.

(2) Courage :- Moral courage and courage of taking duty in naxalite hit area. The braveness and boldness is needed to take people on board.

(3) Diligence :- Civil servant must process with diligence in extremities to fulfill the hopes and dreams of people (In this case people are eager to exercise vote but are scared).

~~the~~
(4) Perseverance :- Persistent in efforts, to challenge the ~~new~~ adversities and resilience in unfair circumstances is what's needed in civil servant.

(In this, violence increases when election are approached; Civil servant must be perseverant to tackle such situation)

Now with these values in mind, the following issues are to be tackled.

- (i) Conduct election: free and fair
- (ii) Give protection & sense of security to voters in election
- (iii) Team spirit in election officers

(iv) Tackle the menace of naxalite violence in long term

(b) I need to take a course of action. I have power and authority as my resources to conduct free & fair election.

My Plan of action would be :-

→ All the election officers must be called and a campaign must be run to take fear out of people's mind.

→ I can get permission from state & central government to deploy extra force (like CRPF, Commandos like Black cats, extra police personnel) to ensure that any foreseen Naxalite attack is neutralized. Use of drones and ICT can aid further.

Further, the security personnel presence on all the strategic locations

will ensure safety of public so that they can exercise their Right to vote without fear & intimidation.

→ I, myself should be present all the time in area so that people and other officers ~~do~~ pose trust and feel motivated in conducting elections.

→ I can arrange transport locally like e-Rickshaw, buses, vans etc. to commute people from their homes to election booth & back. This way I can ensure large voter turn out & sense of security in public.

In long term, people's trust & confidence should be built and a counter-propaganda must be run through schools and grass-root democracy to avoid people from taking Naxal path in future.

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।

In the above case, there are clear violations of norms in terms of labour safety & security.

In no circumstances, the Right to life and liberty of workers be compromised & Rule of law must prevail, ~~the~~ action must be taken against exploitation.

(A) The stakeholders are :—

- (i) The DM (whose duty is to ensure law prevails)
- (ii) The Labour (They must be secure)
- (iii) The Factory owner (who's a close friend → Thus conflict of interest)
- (iv) The Labour officer (who must ensure that work conditions are safe for poor labours & Rule of law)
- (v) The Public at large (To create awareness about Labour Laws & Rights)

The ethical issues involved here are:—

- (1) Conflict between Duty Vs Friendship
- (2) Exploitation of Poor labours
- (3) Poor working conditions and Unrest in labour
- (4) Law Vs Conscience

(b) As a DM, I have following options

- (i) I can ask the Labour officer to not to go ahead with investigation as factory owner is ~~his~~ my friend.
- (ii) I can ask the labour officer to fulfill his duty, no matter whatever the ~~the~~ relation I have with factory owner
- (iii) I can ask my friend (factory owner) to take cognizance of matter and as soon as possible make the things better so that investigation doesn't hold him guilty.

(iv) Since there is conflict of interest, I must stay away and ask for impartial enquiry giving the labour confidence and built trust in institution.

Of the above mentioned options, the (i) shall not be my course of action at all because this will be akin to corruption. I will be a partner in crime against humanity by letting labour suffer and as a DM I will shun off my duty towards public.

So, I shall ~~not~~ take a course of action that is mixture of (ii), (iii) & (iv) in varying degrees to uphold the spirit of public service and engender Trust & guilty be punished.

My course of action :-

Since, factory owner is my friend,
I shall declare the conflict of interest
I stay away from investigation.

The Labour officer should be asked
to move ahead with investigation and
Justice must be given to Labour.

I shall ask my friend to
take into consideration the welfare
of labor is provide them with good
working conditions in future. It will
help him increase not only productivity
of firm but will ensure good workplace
culture.

The workers must be made
aware of their rights is bargaining
power so that in future they are
not exploited. Social & Economic security
legislation must be told to them.

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:

- (a) What according to you are the key issues and challenges involved in the above situation?
- (b) Identify the key stakeholders and their respective interests.
- (c) 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:

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

Malnutrition, Poverty and Unawareness are the issues that plague the tribal society invariably in India. The low demographic indicators in terms of IMR, MMR, anaemia, stunting & wasting etc. are disproportionately higher in tribals than in general population.

(a) The key issues & challenges involved in given case are:—

- (i) Rigid mindset of tribals to not to switch ~~of~~ to millet cultivation
- (ii) Low remuneration in millet production
- (iii) Malnutrition issue in tribals
- (iv) Traditional agricultural practices in harmony with modern ones.
- (v) Awareness campaign & influencing the tribals will be a challenge.

(b) Stakeholders & their interests:-

(i) The tribals → They should be given food security, nutrition security.
They need remunerative prices for food that they are accustomed to.

(ii) The Government → needs to uplift the tribals from malnutrition & poverty.
Millet production will ensure food & nutrition security.

The fallow land must be brought under cultivation so that land & water efficiency are increased.

(iii) A civil service aspirant:- wish to bring change in mindset of tribals and act in spirit of service to uplift tribal society.

(iv) DM → who wish to ensure the implementation of programme is successful.

(C) Course of Action that DM must take :-

DM should convene a meeting of tribals & persuade them to cultivate millet in fallow lands.

In Persuasion, he must ensure that
→ Tribals will be given a fair price to their ^{millet} crop production by ensuring MSP kind of thing.

→ He must teach them through reliable sources like Doctors → the importance of millet in food to tackle malnutrition.

→ He must ensure and take on board Agricultural department on

how can the tribals grow millets
in their traditional way of cultivation
using very less inputs & home
manures etc.

→ Since cultivation is done on fallow
land, this will ensure them additional
income. Plus, millet do not require
much of water and fertilizers.

→ Like minded people and aspirants
must run awareness campaigns &
voluntarily present to tackle the
menace of tribal poverty.

Any scheme to be successful in
changing behaviour of people must
incorporate tangible benefits to people.
Without this people won't be encouraged
to make changes in their attitude.

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 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।

Every day violations of legislation like Min. wage Act and exploitation of labours & poor make news in our places but nothing much is done to tackle it. The case is same and involves the following issues:—

- (a)
- (i) Violation of law
 - (ii) Exploitation of labour
 - (iii) Pressure from higher authorities to drop the case
 - (iv) Fear among labour & they are not lodging the complaint
 - (v) Nexus of influential people & pressure thereof.

(b) (1) Follow the informal advise of higher authorities:—

Pros:— I shall be saved from political pressure ~~by~~ and will be allowed to do my work in peace without any intimidation

Cons:— I shall act against the spirit of Duty by relinquishing my responsibility and submitting to pressure. This will show lack of moral courage.

(2) Convince the owner of hotel to take note of violations & take appropriate remedial measures.

Pros:— The owner may take measures & comply with Min. wages Act & will ensure the development of labourforce in terms of security.

Cons :- By not upholding the Rule of Law & letting the violator go free-hand is against the constitutional norms. I should be accountable in future if the owner again repeats the violation or do not comply with it at all; And labour welfare stands compromised.

(3) Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from competent authorities.

Pros :- This shall be a good action to begin with as I shall do my duty properly within the four walls of rules & procedures.

Cons :- The guarantee that violators of law are punished & the labour gets due compensation is not ensured.

(4) Serve a notice to the hotel owner and initiate action as per your powers under Minimum Wages Act.

Pros:- I shall be competent to take action and bring violator to the law court so that he doesn't dare to violate law again in future.

The labour trust and public trust in general in institution is restored & they shall be given their compensation & become aware of their rights.

In future, they will not be fearing the loss of employment and punishment to hotel owner will act as deterrent for others as well.

Cons:- I may get transferred by not listening to higher authorities.

Of the four, the last option will be my course of action. This shall uphold the Rule of Law & sense of Duty.

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:

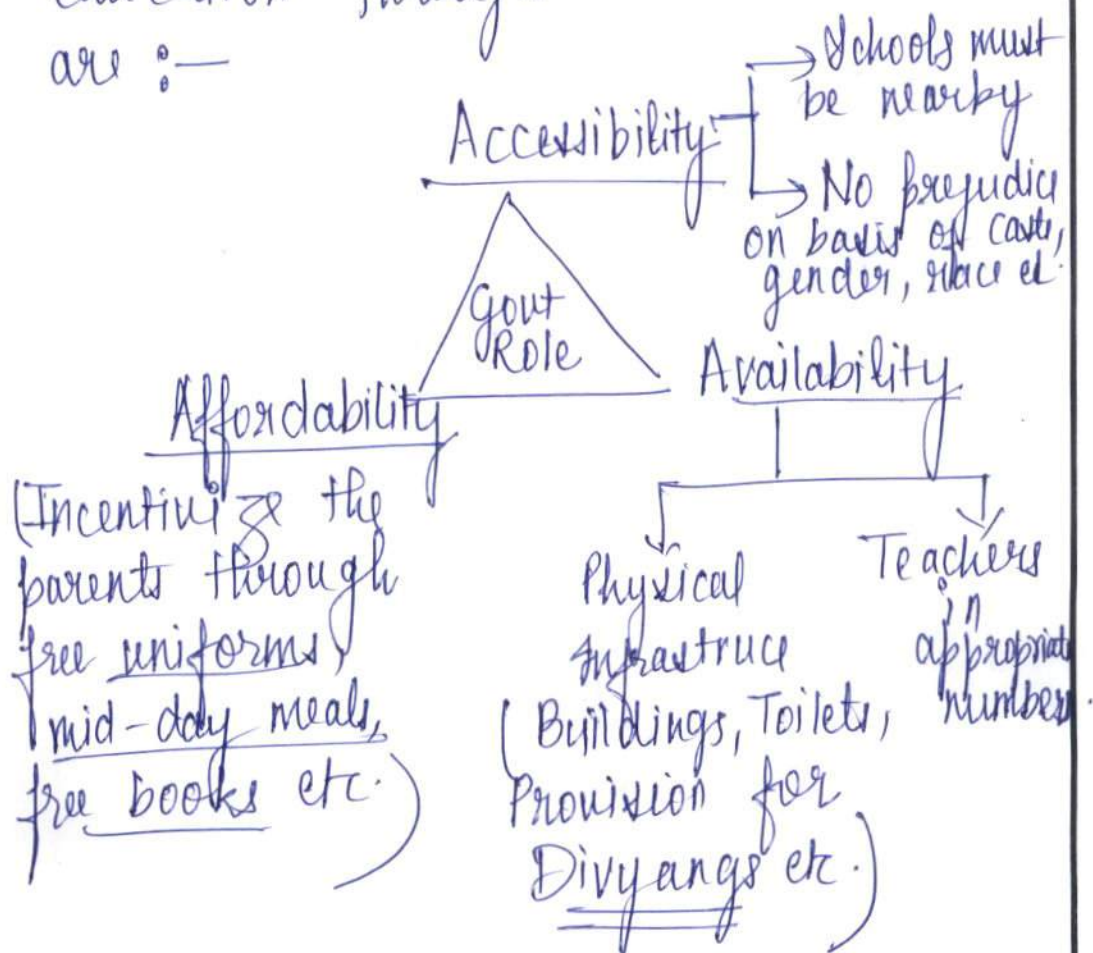
- (a) Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- (b) Identify the principles and values that would guide your recommendations in this regard.
- (c) Suggest some ways in which quality of education in state-run 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 सुझाएँ जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

For the transformation of society and ensuring inter-generational & intra-generational mobility towards a rational society, Education is the most potent tool.

(c) The Role of Government in Education sector specially primary & secondary education through state run schools are :-



(b) Principals & Values involved here are:-

(1) Equity :- Each person should be given equal opportunity to grow. Hence, Education can be an effective instrument to tackle illiteracy & ignorance in society. It helps building Human resources.

(2) Right to Live with dignity
Education insures this right as it helps not only in getting jobs but build social capital & well-being.

(3) Spiritual & Moral uplift

The values of Tolerance, Charity, Fortitude, Diligence etc. are all learnt through education.

(4) Principal of Equal distribution of Resources and Social Justice

Education is power, It is the weapon in the hands of literate to demand their equitable rights and helps overcome the menace of Gender inequality, caste inequality and Economic inequalities etc.

(C) Measures that can be taken to improve quality of Education are:-

(1) Incentivize :- Incentivize the frontline workers (Teachers, Officers etc.) & students through monetary & tangible benefits.
Eg:- Sukanya Samridhi Yojna etc.

(2) Technology :- Monitor & evaluate the performance of states, districts, block etc. and take appropriate measures

to pace up infrastructure & teacher availability.

(3) People's Participation :- It is necessary. Make education a mass-movement & leverage the behavioural change economics.

Eg:- Sarw Shiksha Abhiyan
Beti Bachao Beti Padhao.

(4) Research & Reengineer

→ Update the syllabus as per changing needs & requirements of time

Eg:- New Education Policy 2019 must take this in consideration

Overall, Education needs a revamp & rejuvenation. Govt must ensure funds and functionaries for it on time. We can reap the benefits of Education through uplifted society in long term.