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GENERAL STUDIES (TEST CODE : 748)

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Medium Hindi/Eng.	ENG	Registration Number	14654
Center	MUKHERJEE NAGAR	Date	21/10/16

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

Total Marks Obtained:	
Remarks:	
Signature of Examiner	

INSTRUCTIONS

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

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

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

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

- The practice of ethical behaviour passes from formulating standards to their acceptance by people to action against those who violate these standards. Without ensuring acceptance & their pursuit in action & without ensuring penalising regime for their non-compliance, ethical behaviour remains incomplete.

- For example, the idea of Right to Information (RTI) to promote transparency in governance can only be realised when there is an RTI law encompassing the necessary standard framework and govt. machinery/officers' acceptance of these frameworks in action. To those who ^{do} not comply with the law, must be taken ^{action} against. Otherwise, the idea will remain a farce.

- As they say, "A law is as good as its implementation." The doctrine can be extended to say that an ethical standard is effective only when it is vibrant enough, when people adopt in their action and there is due diligence in ensuring

action against those who fail to comply.
Without ensuring certainty & swiftness of action
against defaulter, the idea will remain an idea
far from practical rootings.

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

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

During a time of crisis, ~~when~~ (in disaster), when systems have been disrupted, when fabric of routine life is ruptured then civil servants need to lead from the front using the ethical qualities.

- Compassion :- Without being empathetic to people's sufferings and without having an acute desire to change, aftermath impacts of natural disaster can not be mitigated.

- Integrity : Consistency in adherence to moral standards is vital during times of a natural disaster. Impartiality in ensuring that even the down-most section of the society are given due care, is vital too.

- Accountability : Taking ownership of the actions is also essential at such times when things are disrupted. In ensuring proper rehabilitation & relocation, medical facilities; accountability quality needs to be strong.

- Commitment to the cause & devotion to duty : Extra-ordinary times demand extra-ordinary

efforts. A civil servant, if extremely dedicated, will go a long way in ensuring mitigation of the sufferings.

- Emotional Intelligence is quite an important aspect too, in times of disaster.

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

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

The global financial crisis caused havoc on the markets and ~~it~~ made large financial corporations suffer to great extent. Ethical issues involved in the bail out packages to them.

- 1) Why should govt. interfere in private sector?: Those talking about Laissez-faire (Non-interference) now expected Multilateral govt. institutions to take lead in offering bail out packages.
- 2) They suffered because of their callousness. Why bail them out? : An ethical principle says that those who fail to conform to larger ethical standards, will be doomed in long-term. Why come to their rescue now?
- 3) Shifting priorities: Using taxpayer's money to bail out large financial corporations, is a way, absolve them of their corporate governance mishandlings and puts burden on honest taxpayer.
- 4) The quantity/quantum of bail-out package,
the currency in which it should be given, is

also an ethical issue involved.

5) Developed vs Developing world : Most of the large financial corporations were situated in developed world, why should third-world countries bail them out, after all they are members of multilateral institutions too.

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

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

Several reasons ~~exist~~ exist for this entrenched opinion:-

1) The 'fraudulent' terror cases against Minority youth

: Even the Supreme Court had observed that few cases were registered in haste and without any credibility, such instances create this opinion in the minority community.

2) The number of policemen from the minority:

If we look at the recruitment data, we'll realise that among the recent recruits or those already in the services, very few belong to minority. This creates some sort of alienation in their minds.

3) Lack of proper media coverage + undue sensationalization

The cases involving fair treatment are not highlighted enough. Politicization / existence of extreme radicalist groups also create these opinions.

Steps to bridge police-community gap:

1) Regular police-community interaction at community halls, promotion of religious harmony in terms

of festivals.

- 2) Proper sensitization & training of police personnel
- 3) Fair & inclusive recruitment procedure.
- 4) Community based initiatives to enforce security.

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

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

India's sex ratio (~~314~~ 940, 2011 census), child sex ratio (914, 2011 census) & prevalent cases of rapes, molestation, domestic violence is a story of society that is inherently biased against women.

These numbers speak for themselves. and point out at a general trend of patriarchy prevalent in our society. Even after almost 70 years of independence, if we have not been able to ensure gender-equality, this couldn't have happened without negative general attitude.

An attitudinal change is the need of hour as laws are not full-fledged weapons in themselves. Steps needed to bring out attitudinal change:

- 1) Highlighting excellent performer women
- 2) Substantiating the gender equality with credible data.
- 3) Involvement of Civil Society Organisations, Women rights groups etc.
- 4) Education about gender, stereotypes prevalent.
- 5) Strict implementation & ensuring certainly &

Swiftness in punishment Ex: PCPNDT Act,
Dowry prohibition Act, Protection of Women from
Domestic Violence Act etc.

6) Recruitment of women in larger numbers in
enforcement agencies such as Police.

7) fair economic opportunity to women

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

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

Probity is the quality of having sound moral principles and rectitude. Probity encompasses several moral principles and therefore, is a much wider concept. Probity is a step ahead than ethics/morality and is composed of transparency, accountability, confidentiality, honesty etc. when it comes to governance.

While integrity is steadfast adherence to moral principles in each circumstance. It emphasizes the need for consistency in approach when it comes to dealing with principles.

Hence, "Probity is integrity, but more"

Their importance lies in ensuring reduction in dilemmas of conflict of interest, promoting transparency and ensuring accountability and even, objective behavior during times of crisis. Without having a base of sound moral principles & constant adherence

to them, public life remains half complete.

To promote probity & integrity in governance:

1) Code of Ethics

2) Preventing Corruption: Lokpal & Lokayuktas Act,
Strengthening of CVC, Benami Transaction Act etc.

3) Transparency: Increased training about RTI and
National Data Sharing policy.

4) Mode of recruitment focussing on aptitude & integrity

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

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

Social media is an exceptional tool when it comes to ensuring political participation & greater engagement of people.

• During the times of elections/ As a matter of electoral strategy, Social media plays a vital role in ensuring that people participate in electoral process with greater vigour and politicians leverage this to secure electoral victories.

• In governance, Social media apps like Twitter, Facebook etc come handy in ensuring people's participation. The vibrant page of Railways Ministry and External Affairs Ministry on Twitter are great example of greater civic engagement & political participation.

• In Mission-mode project, Social media is a handy tool in generating awareness. This was evident in Swachh Bharat Campaign.

• Hence, the use of social media not just ensures greater political participation as a means

to achieve greater exchange of ideas & proposals but also ensures people's participation. This comes handy in ensuring time-bound delivery of goods & services and enforcing accountability.

4. (b) What are the objectives behind the creation of Citizens' Charter? How does a Citizens' Charter ensure transparency and accountability in governance? What are the impediments in its effective implementation? 10

'सिटीजन चार्टर' के निर्माण के पीछे क्या उद्देश्य हैं? सिटीजन चार्टर किस प्रकार शासन में पारदर्शिता और जवाबदेहिता सुनिश्चित करता है? इसके प्रभावी कार्यान्वयन में कौन-सी बाधाएँ हैं?

Objectives behind the creation of Citizen's Charter:

- 1) To make people aware about the standards that a service provider has, choices that consumer can choose from, extension of helpfulness and courtesy while extending those services & ensuring effective grievance redressal mechanism.
- 2) It is supposed to be a tool for greater people's participation as it ensures time-bound delivery of goods & services.

Role in ensuring transparency & accountability:

- When a consumer knows about the standards & choices that he has, administrative mechanisms needed to get service of his choice and has effective grievance redressal at his hand, transparency & accountability is naturally ensured.
- Awareness of people leads to holding officers accountable for their misdeeds and also makes a citizen aware of the criteria, process & design.

of decision making

Impediments:-

- Lack of consultation with all stakeholders including citizens & officers.
- Lack of capacity building / training of those in govt. offices.
- No SMART standards (Specific Measurable Accurate Relevant Time-bound)
- Lack of awareness among people / lack of Digitization / lack of infrastructure are also impediments.

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

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

Since its 10 years of inception, RTI has emerged as a corner stone of good governance. Its role in ensuring ethical & responsive administration can be cited as ~~follows~~ ^{below}:

- 1) People's participation with the govt processes helps in ensuring that governance is more responsive to needs of the people. With the people getting empowered, the governance becomes ethical as it takes inclusive dimensions of justice & rule of law.
- 2) Cases of corruption / nepotism highlighted: With advent of RTI, such cases have come to the fore forcing our governance structure to take corrective measures.
- 3) Transparency & accountability are vital components of ethical administration. With RTI, these principles have been re-enforced and implemented in spirit.
- 4) Time bound / Reasonable delivery of services has been ensured. This is a sign of responsive

governance.

-The principles of honesty, supremacy of rule of law, fair equitable treatment to all etc have been accepted as part of the administrative governance structure, making it more ethical & responsive.

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

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

- Social influence relates to change in behaviour caused by real/imagined pressure of people. These may include conformity with others, compliance with somebody's request & obedience as instructed by some one senior & responsible.

- While persuasion is about changing beliefs, attitudes, thoughts about a social subject/object in such a way that these merge with that of persuader. Thus, persuasion is wider than social influence and is composed of persuasion by ideas (Central route) & persuasion by presentation (peripheral route).

- To make persuasion effective:

- 1) One has to establish one's credibility as a persuader.
- 2) Give factual/empirical evidences; rational explanations in favour of your stand.
- 3) This would create a sense of uncertainty & easing of rigidity in the mind of the persuasor.

and then an emotive appeal can be made to make persuasion more effective.

Two examples:

- 1) Deep rooted casteism in my family: I persuaded my family to let go of these parochial practices by giving them evidences such as Supremacy of constitution, ideas of social justice etc.
- 2) Impact of education: I convinced my domestic-worker to send her children to school via giving her facts about importance of education

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

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

The existing code of conduct for civil servants such as Central Civil Service (Conduct) Rules, 1964; All India Services (Conduct) Rules, 1968, though deal with variety of issues. Yet, their implementation is questionable:

- Politicisation of civil service is quite often seen
- Prevalent Corruption/Nepotism
- Undue sensationalization in front of the media.
- Ineffective management of Conflict of interest
- Inability to strike a balance between Confidentiality (official secrecy) and Transparency.

To improve the efficacy of Code of Conduct:

- 1) Make the code of conduct more specific, rule-based via elimination of ad-hoc processes.
- 2) Recruitment stage: Proper ethical training & test of leadership & integrity.
- 3) Strict implementation of anti-corruption laws.
- 4) Independent transfers/postings to stop politicisation.

5) Declaration of Assets & Liability in a transparent manner.

Code of Ethics can play an essential role in ensuring enforcement of Code of Conduct as Code of Ethics will have detailed framework for ensuring integrity, impartiality, Accountability, exemplary behaviour, Commitment to public service and devotion to duty. With a Code detailing framework about these principles, Code of Conduct will be easy to implement.

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

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

10

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

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

- The statement signifies that our ability to reason & our intellect is quite conscious of the means that we use to achieve the ends, the paths that we take but is ignorant to the consequences that we have to ~~face~~ bear and values that we need to hold dear.
- Einstein says that ~~that~~ the intellect lacks the ability to foresee consequences of the action and the values that our actions must conform to; yet it extensively focusses on the methods & processes, we use for reaching those ends.
 - It also highlights the focus on immediate plan of action & mode; while ignoring the results that are likely to emerge.
 - In an other way, Intellect believes in working out processes & methods as they come,

instead of focussing upon consequences that might appear in near long-term, while doing so, it also becomes oblivious to the values.

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

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

My cousin, Leena, who is 16 years old, though loves to play basketball but because of mocking by the peer, has embibed negativity. I need to take some steps for persuading her to take ~~it back~~ up Basketball once again.

My persuasion will include:

- Credible evidences detailing sportsmen of short height, doing wonders in the arena of sports, focussing on the fact that in this game agility & mobility must be paramount.
- I need to make her believe that ^{since} I am elder to her, I wish her best and her best lies in choosing what she loves, rather than succumbing to peer pressure.
- The pursuit of happiness is something that one must do with/without support from her peers, she needs to be told so.

- I'll tell her the importance of doing what one loves the most instead of giving in. She needs to be told about taking up the sports once again and excelling in it.

Hence, a mix of reasoned argument comprising empirical evidences, reminder about her love for Basketball and need for ~~strong~~ strength required in order to live upto peer pressure, will be my persuasive strategy.

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

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

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

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

Being dean of engineering college, I am caught up with complaints of prejudices against students from lower caste.

(a) Immediate steps that I would take to contain discontent among the students:

- 1) Talk to them: Holding ~~the~~ discussions & meetings with them to understand their grievances. As an administrator, one has to be open to listening.

- 2) Telling them in strict words that University does not ~~to~~ ~~any~~ believe in any such prejudices and believes in harmony amongst the students ensuring them that no discrimination will ever be accepted.

3) Making an independent investigation Committee to report on such instances and check the veracity of these allegations and assuring students of strict action if allegation are found true.

(b) If professors are found to be guilty by the investigation, several actions can be thought of:

1) Strict Reprimanding those professors in written.

A message has to be sent across the guilty that the university will not tolerate any kind of discrimination, in any form, whatsoever.

A demand for written explanation/apology seems to be fair however, depending on the intensity of discrimination. The professors, however academically sound they may be, need to be told about zero-tolerance of university towards such actions. If the discrimination is quite rampant & of great degree causing enormous damage to the fabric, temporary suspension subject to their behaviour may be considered.

If these emerge as false cases:

- Strict reminder to the students that this amounts to gross-indiscipline on the campus and won't be tolerated.

- Disciplinary action/Memorandum/Advisory to students who lodged false complaints, is also a future benchmark so that no frivolous complaint comes across in future.

- All this must be done with ensuring that the college is made truly free of such

casteist biases and proper sensitization needs to be done to inculcate the constitutional values.

c) Responsibilities of Professors & students:

- Holding meetings, discussions amongst each other to underline university's belief in constitutional values of equality & non-discrimination.
- Sensitization camps / Nukkad-nataks / Street-play / Cultural shows defying the conventional casteism in the society.
- Teaching methods need to be inclusive. Focus on value-based education is a fair strategy in long-term.
- Healthy interaction between students & professors of university to discourage elements believing in such prejudices.

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

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

I, being an official of Ministry of Social Justice & Empowerment, face the dilemma of either going by the rule book & exercising idealism when it comes to making weaker sections avail benefits of the schemes if they have documents or to allow exception on compassionate grounds so that the weaker sections can avail benefits even if they have insufficient documents.

- First option is going by rule book:

- As a civil servant, I am duty-bound to uphold rules and regulations. If rules demand that documents are must for availing benefits, I must obey them.

- As the necessity of documents is done in order to ensure that documents are not forged and benefits are not diverted away from intended beneficiaries, going by the rule book will set a good precedent in eliminating leakages.

- This will also ensure that people are made aware of the need of government documents which will promote Inclusion in the long-term.

However,

as a civil servant, being 'compassionate' is one of the virtues that I must hold. Those having no documents/ insufficient documents are intended beneficiaries of the scheme and they must be given right to live.

- If documents are insufficient, root cause of this may lie in govt inefficiency too. Why punish those people for historical mistakes?

- Such cases, I, encounter almost every day. Being Utilitarianist, I need to ensure maximum benefit to maximum deserving people.

- Second Option i.e. exercise discretion:

"'Idealism' is deeply rooted in pragmatism"

- Being a civil servant, I need to be compassionate and this, allows me for making exceptions in genuine cases. However, ensuring that deviation of such exception from rule book is as minimum as possible and due diligence has been exercised in ensuring that reasons for exceptions have been duly noted and are based on objective empirical evidences.

However,

deviation from rule book is not always welcome as it may defeat the entire purpose of the scheme by allowing people to forge their documents causing leakages & losses to public exchequer.

- Undue emotive response to a problem is not good either. The decision-making must ideally be rule-based and not ad-hoc in

nature.

- In which cases to exercise exception and where not, is a difficult terrain and requires reasoning & justifiable evidences. I must be conversant with this fact.

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

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

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

As S.P. of a district having famous temple, I am faced with tension on account of denial of entry to women in the temple. Politicians have also been pressurizing me along with the law & order problem caused by scuffle.

a) The constitution of India gives Right to equality (Article 14), Right against discrimination (Article 15), Right to Religion (Article 25) for every one. Yet, in the name of religious traditions, women have been denied some of the rights. This highlights the dichotomy. While Article 14 highlights Equality, yet the instances of not allowing women to enter in the temple premises is just opposite to constitutional values. Similar examples can be drawn from various religions where women have been denied right to inheritance of property, where Talag has been forced upon them, barriers on their entry in fire places etc. All these, show the cause for a dichotomy.

This dichotomy can be resolved through :

(i) Legal Means: By making women aware of their rights so that they insist on judicial intervention thereby ensuring rule of law.

(ii) Awareness/Education among the masses:

Truly inclusive education must be imparted. Civil society organisations, women groups etc are vital.

(iii) Through judicial intervention and effective implementation of already existing laws, these derogatory practices need to be negated.

(iv) Systemic reforms in all religions through consensus.

b) To manage law & order situation:

(i) Arrest of people who manhandled women during their protest so that effective message is sent across that rule of law will prevail.

(ii) Convincing women that administrative is sensitive to their rights and their dispute can be resolved peacefully through legal means.

(iii) Facilitating talks between women group and temple administration so that undue confrontation is avoided.

(iv) Message for peace & harmony among people.

(v) Immediate request for judicial intervention through legal means & apprising State govt of the situation. Stopping undue politicisation.

c) The deep-rooted notions of patriarchy, however difficult they might seem to go, can be done away with will and belief in deliberations & discussions.

- Art of persuasion comes handy in such situations. Factual evidences that enforce equality of women in judicial pronouncements in the history, constitutional values, religious virtues for equality, etc. need to be established and presented. True religion doesn't differentiate one individual ~~on~~ from the other, male elders need to be made aware of this.

- While deliberating, local women groups also need to be taken together.

- Hence, focus on religious values for equality, need for reformation, judicial pronouncements, Constitutional values are key in ensuring Change in attitude of male elders.

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

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

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

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

As a manager, I am faced with dilemma of choosing one of Mr. A and Mr. B. Mr. A is hard working & sincere but he keeps to himself while Mr. B ~~is~~ appears to be confident but lacks sincerity.

Two options:

a) Choosing Mr. A:

Merits: In an organisation, sincerity and hard work must be rewarded. Promotion to Mr. A will not only be his individual achievement but also, will go a long way in ensuring that other employees also set high benchmark for themselves and an output-oriented work culture is promoted.

- His work is Meticulous. Why deny him of this opportunity when he is hard-working, his work is Meticulous simply because he keeps to himself? Ultimately, I need outputs of the processes. Being talkative or not, is an individual trait.

Demerits: Since he keeps to himself as is the feedback received by the colleagues, will

he able to do more after promotion?
Because once after getting promoted and at
senior position, you need to have good rapport
with the people.

~~Q~~ choosing Mr. B:

Merits:- As Mr. B enjoys great rapport
among the colleagues, he may do a better job
after being promoted as he may find it easier
to get a job done. He completes the work too.
- He is a confident person. Confidence can be
a great virtue for the organization at higher levels.

Demerits:- He lacks sincerity and is a last-minute runner. Clearly, he might not be having
contingency plans. In an organisation, sincerity
and good planning are of utmost importance.
- What if the rapport is lost because of whatever
reasons? Will he be able to do in his
individual capacity?

b) As per the evaluation, I'll choose Mr. A
because of the meticulous work that he does,
the hard work, sincerity that he brings in
to the ~~depart~~ organisation. And mere confidence
with lack of hardwork won't be good for organization.

- c) To keep all employees motivated :-
- Refreshing work-culture free of biases must be established. Ideas of receptivity i.e. listening to everyone irrespective of their rank, is something that keeps motivated.
 - Small gestures such as appreciating their work in front of team members, imbuing the zeal to do more and focus on efficiency are steps that will keep everyone motivated.
 - If not post-promotions, rewards such as certificates of appreciation, bonus, benefits etc, is also a way to increase the happiness-quotient.

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

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

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

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

a) Ethical issues involved in the case:

- Level-playing field to all bidders?: As Mr. A is a retired senior bureaucrat and enjoys immense influence among the power corridors, people granting bids may be inclined to award her the bid. This destroys the level-playing field.

- Dilemma for Mr. A: Is there any conflict of interest involved or not?

As Mr. A was himself a bureaucrat, he may be in dilemma about whether he can use his own expertise directly in preparation for the bids.

- Lobbying: Mr. A being ~~retired~~ ^{retired} bureaucrat, may end up influencing results of bidding.

- Fairness of bidding

- Why should a bureaucrat's wife suffer and not allowed a free go if her husband ~~was~~ is a 'retired' bureaucrat?

b) Steps taken by Mr. A:

- Mr. A needs to ensure that he doesn't influence the decision-making of those

awarding bids. He has to ensure that level playing field is maintained.

- Mr. A also needs to make sure whether Civil Service (Conduct) rules prevent him for sharing any such expertise. Is there a cooling-off period for any such act? After thoroughly examining the legal aspect, Mr. A needs to take a decision.

- He can absolve himself of any direct equity in the consulting firm if ~~the~~ he thinks that this will undue influence the bidding process.

- He can also seek legal clarification from the Government (his employer) about the legal aspect and then decide to go ahead.

c) Best option for Mr. A would be to get legally conversant about the issue that whether he can contribute his expertise in a firm owned by his wife, what should be his exact equity/ managerial position in the firm, needs to be well-

Thought of.

The idea is to go by the rule-book. While Mrs A is a free citizen, worthy of taking up any such new adventures in career, due diligence should be given by Mr A in ensuring that he doesn't end up breaching his conduct rules. Until the clarity emerges, rendering himself to be a merely advisory position without influencing any bidding, given in writing to the govt about this 'conflict of interest' and seek legal clarification, seems the legit option

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

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

I, an undergraduate student, of a leading law university, am caught up in a dilemma whether sister of my friend is getting married and she is not of marriagable age. Here are the possible actions that I may take-

-1) Discussing the situation/ issue with your friend's family and making them aware that this is not right:-

Merits:

- Any problem of the world can be solved through deliberations & discussions. I will try to make his family understand that the time is to get her educated so that she can realize her full potential and can be self-dependent, persuading them will require legal part as well as emotive appeal.

- By this, family needs to ~~be made~~ understand that demands for dowry, if at all, this is an issue, may come up from these people as well. Need is to convince them that not do a illegal thing based on an assumption.

Demerits:

- As the financial background is very poor, her education & her other needs will be their responsibility. They might be 'burdened' with this.

2) Taking the legal action & call the police:

Merits: Rule of law must prevail. Those defying laws need to be punished in exemplary way.

Demerits: This is an extreme measure. Undue litigation will burden them further financially.

- Why take such an extreme step if deliberations can solve the things.

3) Being proactive, stopping the marriage and arranging the means for girl's education:

- As someone who is law graduate, I need to go extra mile in ensuring that not just the marriage is stopped but also expenses for his sister's education are met. I

may contribute as per my capacity, I may

try ~~to~~ mobilizing the resources as per the need.

At this juncture, Proactivity is the need of the hour.

- Making parents aware of the possible wrong that they might commit, of the legal aspect of the problem, mobilizing resources for family's help, take measures to ensure that their hearts & minds are won and such actions are not repeated, is the key. This sister also needs to be made aware of her legal rights.

This will not just stop the illegal but also, discourage others from doing so. At the same time ensuring that educational needs of the sister/ needs of the family is taken care of.

