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NO.
03

GENERAL STUDIES (TEST CODE: 1245)

Name of Candidate	Y. MEGHA SWAROOP		
Medium Eng./Hindi	ENGLISH	Registration Number	578108
Center	OLD RAJENDER NAGAR	Date	29/08/19.

INDEX TABLE

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

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

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

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

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।

A leader is the one who leads his followers from the front, behind, and alongside.

Attributes of leadership

- Good communication skills
- Empathy to understand the problems of others
- compassion to solve their problems
- Courage to fight for a cause
- Integrity in ~~the~~ actions.
- Persuasion skills to motivate others
- Emotional Intelligence to deal with different kinds of people.

Why needed for a civil servant

civil servant is an agent for social-economic transformation and is role model in the society thus it is necessary for him to have these attributes.

- with courage he could deal difficult circumstances like postings in natural affected area.
 - with Emotional Intelligence he could regulate his emotions and behave accordingly
 - Empathy and compassion towards weaker sections of the society
 - In discharging his duty, he deals with various kinds of people so proper communication skills are needed.
 - He need persuasion skills to motivate his subordinates.
- Thus with these attributes he could become beacon of change.

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।

Civil Servant needs to be objective.

- Subjectivity brings in personal biases, prejudices
- with objectivity there will be rational decision making, which he could defend easily.
- with objectivity facts will be clearly known, thus helping in taking decisions promptly.

Needs to be Empathetic :-

- only objectivity leads to dehumanisation of civil servant.
- Problems could be better understood and solved with Empathy.
- civil servants with Empathy can go beyond law to solve the problems.

objectivity means acting as per facts, rules and regulations. Taking Emotions out of decision making. This is needed for civil servant to ensure stability and continuity in the system.

Objectivity w/o Empathy:

→ Denial of PDS service to family starving out of hunger due to lack of Aadhar. leading to starvation death.

Thus in a country like India, there should be both objectivity as well as Empathy on part of Bureaucracy.

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

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

Cyber space is complex network of interconnections of persons and agencies supported by underlying computer devices and networks.

Absence of Ethics in cyber space:-

- Cyber terrorism :- Terror recruits using cyber space
- Cyber Bullying, Stalking
- Blue whale games; leading to death of children.
- child pornography
- Post-truths, Rumors
- Hacking, phishing
- Data thefts through malwares. Ex:- Wanna-cry

[Role of Ethics is]

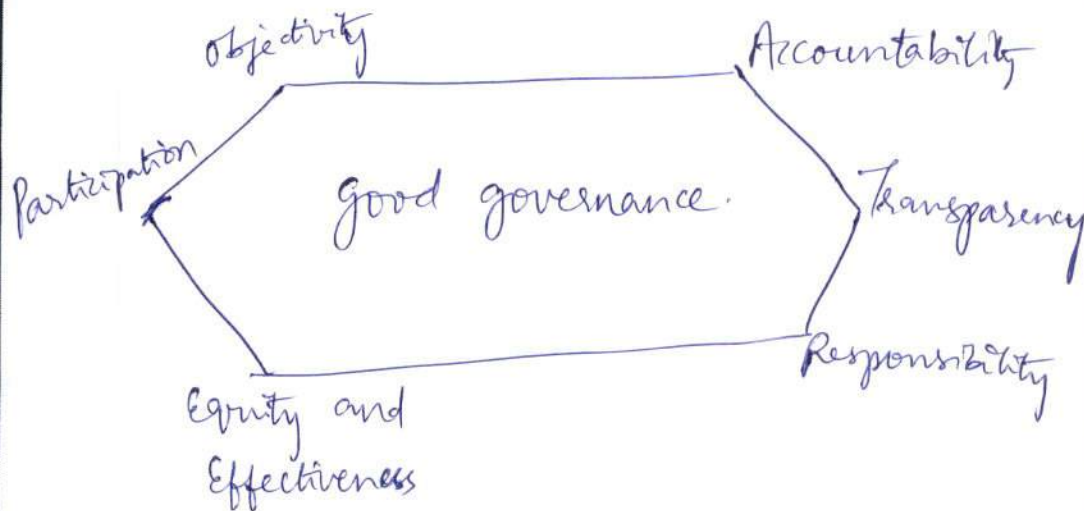
- Inculcate values among children to be aware of stalkers, etc.
- Rumors can be effectively dealt with Ethics.
- Ethics can prevent people from joining terror organisations
- Privacy will be respected.
- Sovereignty of other countries will be respected.

With Ethics cyber space could revolutionize the way humans collaborate and will lead to overall benefit of humankind.

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

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

Good governance means is a process of taking and implementing decisions for the efficient utilisation of human, economic, social resources of the country for overall welfare of the people. By good it means it has a value dimension associated with it.



Why transparency?

→ It instills confidence / trust among people about government organisations

thus strengthening social capital

- with transparency, decisions will be taken objectively, impartially thus reducing nepotism, corruption
- with transparency, accountability follows
- with transparency and accountability, there will be enhanced people's participation.

Thus transparency is the masterkey for good governance and that is the reason government has enacted "Right to Information act."

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।

~~By~~ Highest citizens in the quotation have various connotations such as class, caste, Religion, Gender, etc.

class:- Rich are always treated with respect, and their problems are better heard of in any society as they have access to corridors of power. It is often the dignity of poor that is at stake.

Ex:- Rich can easily get bail for any offence, but poor is not even able to get a good public prosecutor.

caste:- Higher caste poor is treated well in village but rich lower caste person still faces difficulty in getting rented apartments in towns/cities.

Religion:- Godra riots, Sikh riots have showcased what partial administration can bring to the society

Gender:- women are deprived in all social indicators. Wage gap in India is one of the highest.

Still, India has done well to reduce the gaps. our constitution has provided various safeguards in the form of Art 14, 15, 16, 19, 24, 25, 26 (fundamental rights), various welfare schemes for upliftment of poor and Empowerment of women. Thus it is apt to judge a Nation by how it treats its lowest ones.

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

The present day society has shown us what education without values can lead to.

- we have information about air pollution and its ill effects but still we are not using public transport, and drive diesel vehicles for commutation.
- we have information and knowledge about ill effects of plastic pollution, but still we ask for plastic covers from vegetable ~~gro~~ sellers etc.
- we have information about ill effects of fastfoods etc but still we are fond of burgers, cold drinks etc.

→ We are worried about deforestation, but not willing to reduce our consumption.

Thus mere information will not make our life meaningful, information coupled with values, wisdom will make our life in harmony with all Existence;

Highest Education will make us:-

→ Be responsible citizen;

- Sustainable consumption
- Segregation of waste
- Keeping our surroundings clean
- Use of bicycles, public transport

→ It will help us to reunite with nature and feel the touch of creation.

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।

A person is made up of both his attitude and ability & aptitude.

By attitude we means nurture and by aptitude we mean nature i.e. which one has got innately.

Aptitude without attitude

→ I may have aptitude towards mathematics, but if I don't have attitude of hardworking I may not excel in the field of Mathematics, thus making my ability useless.

Attitude without Aptitude

→ I don't have aptitude towards playing badminton, but I had positive

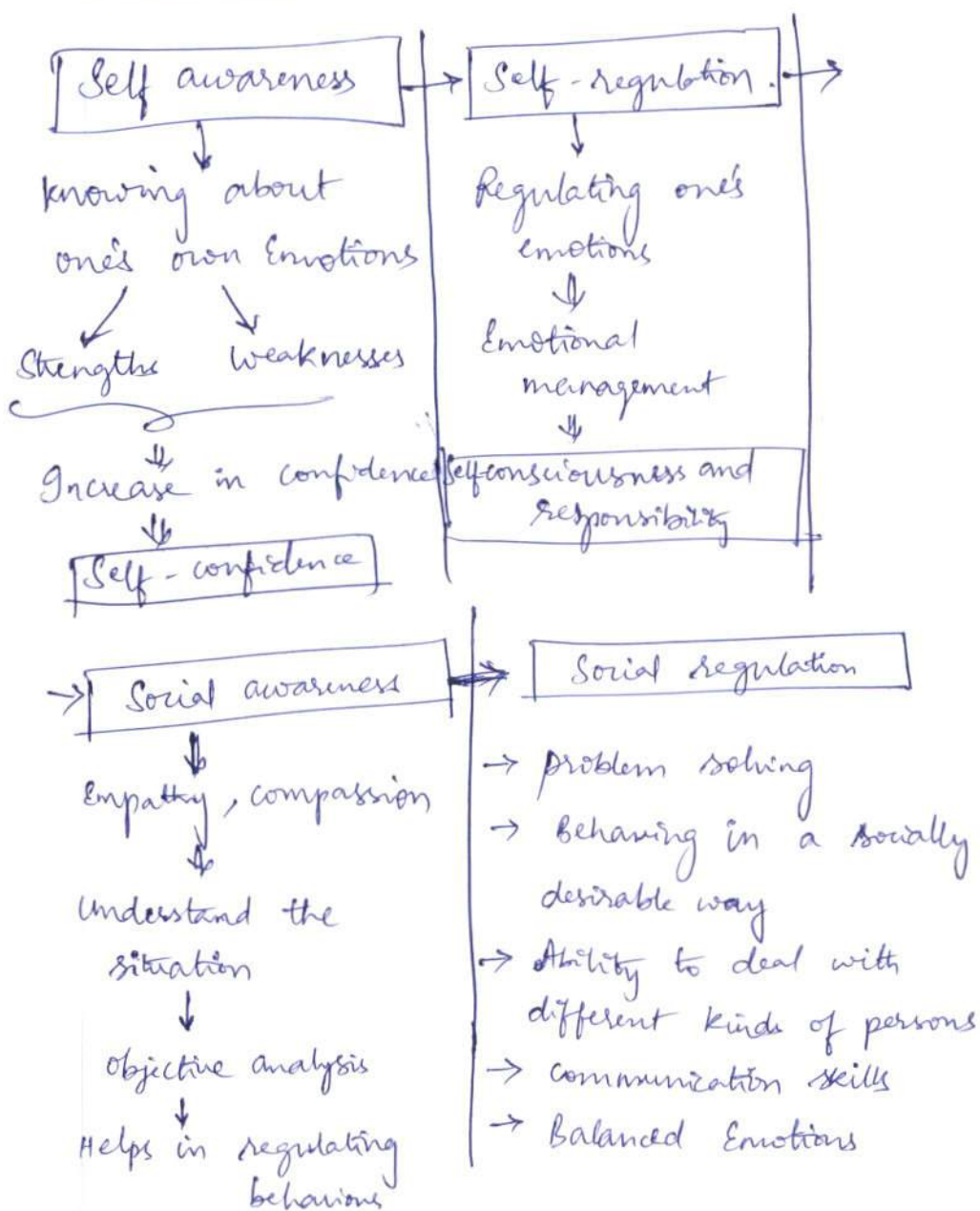
attitude I could learn that game if I practiced diligently. I practiced in my college and due to my attitude I could be in my college team. Thus through right attitude, one can achieve success even if it takes time. But with right attitude and right aptitude it will take you to high altitudes.

Ex:- M.F. Hussain though born in poor family because of his aptitude towards painting and his positive attitude he could attain worldwide acclaim.

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।

Components of Emotional Intelligence



Thus the core of high EI is self-awareness.

for ex:- As a civil servant, I am getting frequently transferred and not getting recognition for my work, then there will be Emotional turmoil in me and crisis of conscience. If I am not self-aware about my Emotions and if I have low EI, then I would lack motivation and ^{my} behaviour would be either resigning or posting the matter on Social media. Thus it is highly essential to have high EI. It also helps in understanding emotions of others and discharging our duties diligently.

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 pacts' are pacts which are signed before awarding any contracts by the parties to uphold integrity of the contract at any circumstance.

Role in bringing transparency:

- It acts as a code of Ethics for parties involved in contract
- It acts as an internal check on the public officers and contractors which will regulate their negative behaviour and pulls them towards ensuring transparency in financial dealings and decision making.

→ Violation of Integrity pacts can also leads to cancellation of contracts, thus upholding transparency and accountability.

Ex:- Augusta westland deal has been cancelled due to violation of Integrity pact.

→ It acts as a accountability mechanism in allocation of public funds.

Thus, these should be made for mandatory for every public contract to bring transparency in utilisation of public funds.

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।

~~Read~~ [Rapid technological changes:]

→ Addiction to mobile games by children

Ex:- Blue whale game, tik Tok which took lives of children

→ Exposure to malicious content on Internet leading to child bullying, Stalking etc.

→ Virtual games replaced physical games.

Significance of moral and spiritual values :-

→ Increasing competition leading to psychological fatigue by children, making them to take extreme steps like suicides when met with failure. Spiritual Education can teach them meaning of life.

- They will be more assertive and responsible in using technology
- It could also prevent drug abuse among children
- Ex:- class 9, 10th students in Hyderabad were found taking drugs.
- It is necessary as due to dual career families, they are not getting to learn values from primary agency of socialisation i.e. family.
- It will deal with the issues of Juvenile delinquency.

Thus inculcating moral and spiritual values will go long way in transforming how Education is approached, as today's children are tomorrow's future.

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।

Main elements of Integral Humanism

- Empathy
- Sympathy and compassion
- unconditional love
- Selflessness
- Equality and Non-duality.
- ~~Also~~ → wisdom

Contemporary relevance

- Today's materialistic societies we have seen increasing greed, selfishness and humans are being used as means to achieve ^{other} ends such as accumulating wealth. Thus selflessness can resolve this.
- Lack of Empathy, and compassion is leading to attacks on lower caste people, honour killings. Thus empathy and unconditional

love are relevant today .

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।

The debate of code of Ethics for civil servants on social media platforms has arisen due to the instances of civil servants airing their views about government policy and criticising the policies openly on social media.

Implications:-

- It is against the civil services conduct rules.
- civil servants are required to work anonymously behind the curtains
- They are required to transform policy into action and not criticize it.
-

Why they are airing on Social media

- conduct rules doesn't cover Social media as such.
- Dilemma between anonymity ~~and~~ vs Speaking against justice
- Lack of Emotional Intelligence

Does code of Ethics help?

- To an Extent, as it propogates values that civil Servants should keep in mind while airing on Social media.
- constructive criticism should be allowed
- But as it lacks legal Sanction, it couldn't completely eliminate the issue.

But before reaching on Social media civil Servants should first try to utilise all the formal channels available as criticising openly doesn't suit well to civil Servants.

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

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

Corporate governance means the act of decision making by the corporates based on certain values:-

- Efficiency, quality of service
- Empathy
- objectivity
- profits
- compassion
- Dignity of human, responsibility
- Teamspirit
- Professionalism

~~How~~ ~~cor~~

Effective corporate governance leads to Equitable treatment of all shareholders:-

- It provides transparent decision making
Decisions will be taken to provide benefit to all stakeholders.

- It enables compassionate treatment of its employees and it solves problems of employees proactively.
- It ensures that employees are evaluated objectively and encouraged for their efficiency.
- It leads to compassionate capitalism
- It also gives back to the society in ~~we have seen~~ fulfilling CSR obligations and doing other philanthropic works.

We have seen what effective corporate governance has did to companies like TATA and Infosys and due to lack of effective governance led to downfall of companies like SATYAM computers.

SECTION – B

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

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

In this context, evaluate these options:

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

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

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

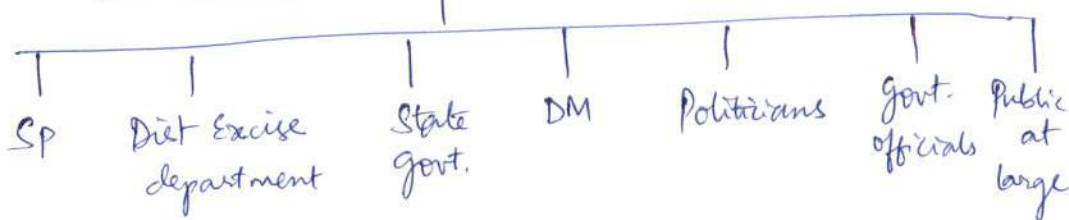
इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

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

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

The case study reflects on the prevalent corruption in the administration and politicisation of Bureaucracy

Stakeholders Involved.



Option	Merit	Demerit
1.	- Facts will be unearthed properly in the report - Following the hierarchy in administration by seeking instructions from DM	- DM may not seek further action - Problem of illicit liquor is not solved. - Running away from

	• Offences against all the culprits including politicians will be properly reported displaying courage on part of SP.	responsibility.
2>	• Displays exemplary courage • Following Rule of law, treating everyone including politicians equally before law.	• May lead to resentment among politicians which can cause problems later • Facts are not unearthed before taking action
3>	• Upholds sovereignty of the public • will act as deterrence for other officials and politicians	• May bring instability in the government • legal action not taken against culprits.

After analysing the above options, as an SP final course of action should be;

- Firstly, there need to thorough collection of facts regarding the news as acting without facts doesn't show rationality and objectivity.
- These facts needs to be detaily reported in a report to DM.
- There should also be consultation of Superiors before initiating any action ~~this~~ is enable me to keep them in loop and gain their confidence.
- There should be meeting with the District Excise department and they should be told about lacunae on

their part and to beef up the surveillance of seized bottles using CCTV cameras etc.

- After collecting Prima facie evidence from Excise department, DM should be made aware about the findings and course of action
- Then ~~warrant~~ should be issued to the government officials and politicians to appear for investigations.
- If proved guilty then they should be chargesheeted.
- As there exists outside state trade, so other states administration should also be kept in loop for support.

In this way I would uphold the law and order and enable state to fulfil its obligations under DPSP (Art 47).

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

In this context, answer the following:

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

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

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

The case study poses a very challenging task to DM to conduct free and fair elections in LWE affected district.

Ethical Issues Involved.

- Right to vote of the people as guaranteed by constitution
- Peace and Security as a common good.
- Smooth conduct of elections in a democracy
- Responsibility of electoral officers and commitment to their duty
- Threat from the Naxalites

Civil Service values that should guide in such adversities

- Integrity
- Dutyfulness
- courage and Fortitude

- leadership qualities to guide other Electoral officers
- communication skills and soft skills to instill confidence among people to vote.
- Persuasion skills to change the attitude of Naxalites
- Responsibility to conduct Elections
- Internal motivation.

As a DM, first other Electoral officers are needed to be motivated before taking any action. As issue can be better dealt with a team and teamwork rather than Alone. They should be reminded of oath of constitution and duty towards the

nation. They should be told that by not acting it will set a wrong precedent.

once they are taken into confidence, law and administration should be kept involved to assess the security vulnerabilities in conducting elections and vulnerability mapping of district should be made and necessary logistics are needed to be prepared well ahead of Elections. This will take care of any threat from warabites.

Then NGOs and CSOs along with role models in the society are persuaded to motivate people

and, also administration will ensure them their security. They should be made aware about their rights.

communication channels should also be established with Naxalites to allow them to Surrender under Surrender and Rehab policy of govt.

and they should be persuaded to be part of democracy by participating in Elections rather than by obstructing it.

Finally, with all the logistics and all the officials kept in loop

Elections should be conducted in the district and the manual of free and fair election need to be prepared and circulated among all.

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)

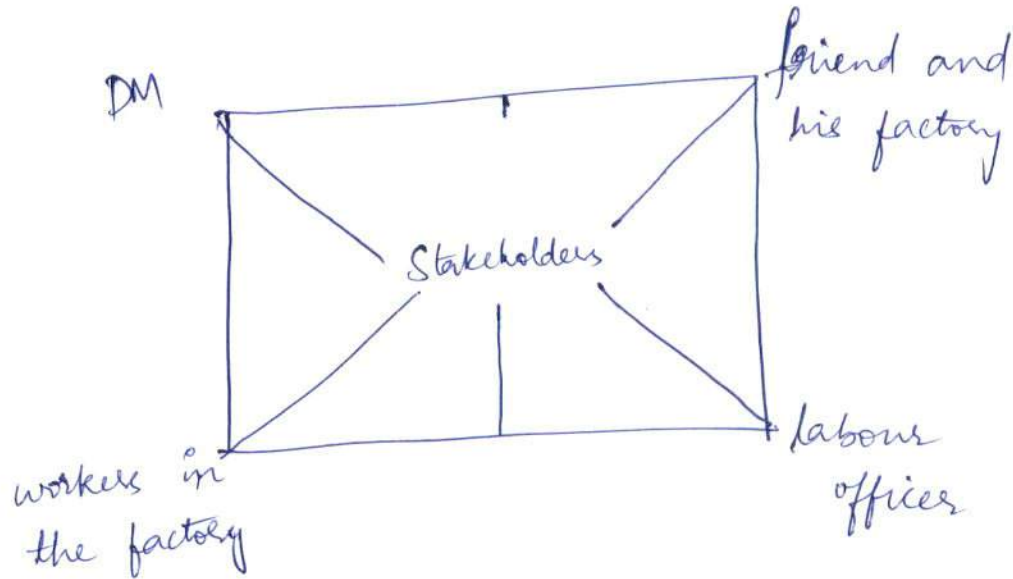
आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं, जहाँ कई बड़े-बड़े कारखाने और व्यावसायिक प्रतिष्ठान स्थित हैं। आपका एक घनिष्ठ मित्र ऐसे ही एक कारखाने का स्वामी है। आप प्रायः एक-दूसरे के घर आते-जाते हैं और अक्सर एक साथ सार्वजनिक रूप से भी देखे जाते हैं।

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

The case study reflects about the personal and public relations of a civil servant.

Stakeholders involved :-



Ethical Issues :

- Personal relations v/s public relations
- Impartiality, objectivity of the civil servant
- Duty and responsibility of labour officers to take action
- compassionate capitalism and Business Ethics of my friend
- Dignity of the workers v/s profit motive of my friend.

— Ignorance on part of DM to
assess the behaviour of friend
— Rights of other factory owners
— Right to dignified work as
guaranteed by our constitution
Firstly, as a DM you should
gives orders to labor office to
take action as per law and
should not worry about my
proximity towards the friend. This
will uphold civil service value of
Integrity, Impartiality and dutyful-
ness.

If any lacunae are found
in establishment, then it should be

dealt accordingly even if it involves penalty (or) stringent action.

Then as he is also my friend, I should talk informally outside my office and not as a DM but as a friend to enlighten him about Rights of human being and how there is dignity for everyone. He should be reminded about Bhagwad Gita's 6 vices in which ~~of~~ lust for money leads to downfall of a person. He should be told about Kantian philosophy of "Universal Maxim" and reminded him about "Do unto others, what you want others to do to you".

He should be convinced to change his attitude and bring in compassionate capitalism in his working. I will tell him to open channels for grievance redressal mechanisms for workers to express their grievances. I will tell him that when workers are happy, their Emotional quotient will be high which boosts the productivity of the factory and in the long run leads to development of all.

As a civil servant, there should always be a line of separation between public and private relations and Empathy and compassion should guide the actions.

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

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

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

- What according to you are the key issues and challenges involved in the above situation?
- Identify the key stakeholders and their respective interests.
- Suggest a course of action that the District Magistrate can take keeping in mind the larger tribal interests. (20)

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

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

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

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

a) Key Issues and challenges

→ High incidence of malnutrition in the district.

- Age-old food habits and traditional agricultural practices which are difficult to change
- lower remunerative prices of millets
- fallow lands in the district
- persuasion v/s Enforcement.
- Sensitivity of tribals towards malnutrition, lack of awareness
- Intention v/s challenges in implementation
- Tribal lands under Forest Rights act, 2006.
- Sensitivity towards tribals issues

b) Key Stakeholders and their respective interests:-

- DM — Health as common good and to decrease incidence of mal-

nutrition and ensure welfare of the tribal people

Tribal people :- Their livelihood should not be affected and their traditional practice should not be affected.

State :- welfare of people including vulnerable sections like Tribals as mandated by our constitution.

Civil Servant Aspirant :- Rational analysis of the issue and development of tribal areas.

c) As a DM before taking any action should remind himself of the distinct position that tribals hold in our society and any adverse action will further alienate them. So keeping this in mind,

It should make use of Emotional Intelligence, persuasion techniques to change their attitude gradually, as it is for their overall benefit.

Firstly a gram Sabha meeting should be convened, where NGOs, CSOs will also be called ~~in~~^{to} explain them about the implications of malnutrition on their children, etc.

In the district, there will be Burden mapping of all villages to find out where the incidences of malnutrition are high and changes should be brought from those ~~dist~~ villages.

Tribals can be told to grow millets on certain part of their land rather than on whole land to

diversify their diet.

As the initiative is ~~targetted~~ for fallow land they should also be told not to ~~wary~~ much about their traditional agricultural practices. At the same time they should also be showcased about modern agri practices which could boost productivity.

In the end, report should also be made to govt. about the low remunerative prices for millets which is discouraging its production and request government to release region specific remunerative prices as per agro-climatic zones.

In this way tribals should be taken into confidence and scheme should be initiated.

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।

The case study reflects the unhealthy
nexus between the Business houses
and Bureaucracy.

a) Ethical Issues

- Violation of Minimum wages act
- Rights of workers to earn with dignity
- Lack of compassion towards workers
- Business Ethics vs Ethics in Business
- Nexus between hotel owner and government officials
- Responsibility of higher authorities to uphold justice
- Lack of courage among workers to file formal complaint.

b) Options	Merit	Demerit
1)	• Prevents rift with higher authorities • May get favoured in future postings, transfers • Big hotel owner will be happily continuing his business	• Lack of courage of conviction • Basic human rights of workers affected • Illegal as per Minimum wages act and failed to perform duty.
2)	• Resolve issue in amicable manner • Temporary relief to the workers	• owner may not get convinced and may not take any remedial measures • Not a permanent solution.
3)	• Acting as per rules and following hierarchy • Gains the confidence of Superiors • Avoids direct confrontation	• Running away from responsibility • No directions may be issued • Problem is not solved.

- | | |
|--|--|
| <p>A></p> <ul style="list-style-type: none"> • Shows courage of conviction • Acts as deterrent for other hotel owners • Hotel owner will be punished | <ul style="list-style-type: none"> • May appear in bad light in front of higher authorities • Didn't solve the problem of denial of basic human rights |
|--|--|

course of action should be mixture of option 2, 3, and 4 along with certain course corrections;

→ firstly, higher authorities should be enlightened with the facts on the violations of minimum wage act and also persuade them to perform their duties diligently.

→ Then as I have Suo-Moto powers I need to send a show cause

notice to hotel owner and hear his viewpoint. As any stringent action like closure of hotel may affect tourism revenue and affects employment of workers.

He should be told about the violations and hefty fine should be imposed on hotel, and he should also be told that if it gets repeated in future it will lead to closure of hotel.

Workers should be made aware of their rights and channels through which they could communicate. Helpline numbers should be pasted in the hotel for the workers to complain.

Hotel owner should also be asked to spend a part of profits on workers welfare.

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

- (a) Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- (b) Identify the principles and values that would guide your recommendations in this regard.
- (c) Suggest some ways in which quality of education in state-run schools can be improved. (20)

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

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

c) ~~Role of~~ ^{How} government in Education Sector can improve quality :-

[Infrastructure]

- provide separate functional toilets for boys and girls
- Increase % GDP spent on Education
- Ensure strict compliance of Schools

with respect to RTE Act

- Merge the schools having very low strength within close localities to form a big, good public school.
- Enable digital connectivity of schools with best schools in the district

Teachers

- Increase teacher - student ratio
- Ensure accountability and responsibility of teachers
- Teachers training to improve their pedagogy and impart creative teaching
- Teachers skills should be evaluated regularly.

Curriculum

- Best practices in the world needs to be replicated.
- Should provide for thinking, innovation rather than rote learning
- Soft skills also needed to be imparted

- There should be provision for e-lectures.
- Tinkering labs needs to be provided.

a) Role of government

- Enforcement of RTE in letter and spirit
 - 25% norm for reservation in private schools is violated in many schools.
- Enhancing the % GDP spend on Education.
- Ensure minimum level of learning outcomes.
- Promote Education as a common good

b) Values that should guide.

- Education should never be imparted for profit motive
- Equity and Equality

- Empathy and compassion towards weaker sections of the society so that full talent pool of country is utilised.
- Efficiency, Innovation, creativity
- Outcome oriented.

Education is the tool which could liberate the shackles of the people.

It is important for a country to strengthen its human and social capital.

Thus utmost focus is needed to ensure free and compulsory education for all.

