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GENERAL STUDIES (TEST CODE : 764)

Name of Candidate	Benson	Registration Number	#011995
Medium Hindi/Eng.	English	Date	17/01/16
Center	Jamia Millia Islamia		

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

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EVALUATION INDICATORS

1. 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 in not more than 150 words each:

1. (a) Cultural diversity has made emotional intelligence crucial for Indian administration. Comment. 10

सांस्कृतिक विविधता ने भारतीय प्रशासन के लिए भावनात्मक बुद्धिमत्ता को महत्वपूर्ण बना दिया है। टिप्पणी कीजिए।

• India is a salad bowl of cultures (Shashi Tharoor).

• Its components are caste, tribe language, religion, and region.

• Indian constitution recognises this and hence it gives special provisions to protect linguistic and religious minorities.

This is to prevent tyranny of majority.

• Even tribals under 5th and 6th Schedules have special provisions.

An administrator has to deal with variety of people of various background. For this he must be politically neutral, put

self interest below public interest,
have compassion for down trodden
and marginalized.

Emotional intelligence is a state
of being aware of one's own
emotions and that of others
and acting as duty demands.

Benefits of being emotionally intelligent

- Can provide custom solutions
to people not one size fits all
- Being able to detach from own
affiliations of caste, religion etc
and doing one's Dharma.
- Concerns of lack of it
- Biasness and prejudice
- Nexus and self interest slower
duty.

ex: Upper Caste DM neglecting lower
caste issues or Minority religion officer
showing favour to own kind.

Thus being emotionally intelligent
is key to good delivery of services.

1. (b) Family and school are important agents of socialization in a child's life. Comment on the role of family and school as a source of values. Give an example of a situation where these acquired values guided you in a situation of dilemma. 10

परिवार एवं विद्यालय बच्चे के जीवन में समाजीकरण के महत्वपूर्ण कारक हैं। मूल्यों के स्रोत के रूप में परिवार एवं विद्यालय की भूमिका पर टिप्पणी कीजिए। एक ऐसी परिस्थिति का उदाहरण दीजिए जहाँ इन अर्जित मूल्यों ने दुविधा की स्थिति में आपका मार्गदर्शन किया हो।

Every individual is born in a family, this helps shape the child's initial outlook towards society.

The family teaches us our mother tongue, religion and cultural way of life. It also shows how to be good.
ex: Giving Zakat to poor and needy.

Yet family also can have negative influence as seen in divorced or broken, orphaned homes, foster homes sometimes.

Child learns by observing elders
ex: Spit on Road as father does it,
Shout and treat women badly as
patriarchy begins at home.
Similarly school brings

us values of and knowledge of world around us.

It builds or connects the values we learn at home.

Ex: honesty, not cheat in exams, work hard etc.

- As a child I was indoctrinated into values of love, compassion and service. But during the communal riots of 1992 in Mumbai, I saw society divided on religious lines.

There I faced a conflict of my family values and societal demands of violence and hate.

Yet I continued to play with my Muslim and Hindu friends and share my tiffin box with them.

The value of humanity is above all as my father told which I put into practice.

2. Given below are two quotations. Bring out what they mean to you in the present context:

नीचे दो उद्धरण दिए गए हैं। स्पष्ट कीजिए कि वर्तमान संदर्भ में वे आपके लिए क्या अर्थ रखते हैं:

(a) "We are what our thoughts have made us; so take care about what you think. Words are secondary. Thoughts live; they travel far." 10

"हम वो हैं जो हमें हमारी सोच ने बनाया है, इसलिए इस बात का ध्यान रखिये कि आप क्या सोचते हैं। शब्द गौण हैं। विचार जीवित रहते हैं, वे दूर तक यात्रा करते हैं।"

The above quote indicates that a man's thoughts make and shape him.

If he has violence and hate in his mind, it will reflect in his action ex: Bugbadi of ISIS

If he has love and compassion inside, he will live so.

ex: Gandhi for secularism and equality of all-minority, dalits, women, majority, tribes etc.

We may be constrained in our words to be politically correct but our actions shall always betray our inner self.

Therefore it is necessary to be pure from inside first as we see example of Buddha who did not react when a person ~~at~~ abused him but said with a smile 'I refuse to accept your words'.

This becomes relevant for us as citizens and administrators that we develop right thinking so as to promote equality, compassion and service.

Our thoughts hence must be shaped. This can be done via reading books on great thinkers, public campaigns on constitutional values and inculcation at home and school.

Violence in Punjab (1980s) stopped as people reject Khalistan movement, this is an example of how people's ideas shaped actions.

2. (b) "A man's conscience and his judgement is the same thing and as the judgement, so also the conscience, may be erroneous." 10

"मनुष्य का अंतःकरण एवं उसका निर्णय एक ही चीज़ है, इसलिए निर्णय के समान ही मनुष्य का अंतःकरण भी गलत हो सकता है।"

A man's conscience is his inner state ^{moral and} ~~and~~ value system that guides, connects and makes him self accountable.

His judgement however may not always be an outcome of his conscience, may converge or diverge from it.

Factors that shape them

- family value
- upbringing and school system
- religion
- society
- access to knowledge and understanding of life.
- personal experience.

Quite often a person goes in line with his conscience

ex: Help poor and so he does not judge them harshly but helps them.

In this state, a man is at peace as his moral system and value system or demand of situation converge. It brings happiness and content and meaning to life.

ex: Bill Gates donating billions as charity.

When judgement and conscience diverge, dissonance causes internal grief based on situation.

ex: ISIS ideology to take females as slaves

Therefore as an administrator it is important we decipher where our source of dissonance occurs, so that we do our duty first and address the divergence at conscience level or judgement level.

3. (a) "The love of one's country is a splendid thing. But why should love stop at the border?" What do you understand by nationalism? What significance does it hold in your life? 10

"अपने राष्ट्र के प्रति प्रेम एक उत्कृष्ट विचार है, किन्तु यह प्रेम एक सीमा पर समाप्त क्यों हो जाना चाहिए?" राष्ट्रवाद से आप क्या समझते हैं? आपके जीवन में इसका क्या महत्व है?

The love for humanity
is above all race, creed,
religion or nation — Martin Luther King.

Nationalism to me is an
emotional and psychological
term that binds me to the
place I live (India) and cement
bonds of with my fellow brothers
and sisters (citizens).

It is true that nationalism
is a concept of 17 century Europe
and India is a nation in
making or land of many nations
(Bipan Chandra).

~~It is~~ This is an outcome of
familiarity with one's own social

cultural and political setup.

Therefore man seeks to protect his interest against outsiders especially in face of globalisation.

This is visible in Sons of Soil movement (Assam, Maharashtra) and even Kashmir issue.

It is significant ~~as~~ to me as it helps me

- build bonds of love and compassion
- sense my own kind first
- help to rationalise organisation in forms of state and constitution.

Yet its misuse for political gains, to cause hatred and violence upsets me, as humanity is above all.

India is one nation but we do not have one identity - we have tribe, region, religious identities and are enjoined together by values of constitution, history and tolerance

3. (b) A 'Good Samaritan' legal protection is vital to encourage people to offer assistance without the fear of any criminal or civil liability. Discuss the statement in the context of India's unacceptably high rate of road accident fatalities due to the inability of victims to get timely medical treatment. 10

लोगों को किसी आपराधिक या नागरिक दायित्व के भय से मुक्त होकर सहायता प्रस्तुत करने हेतु प्रोत्साहित करने के लिए 'दयावान व्यक्ति' का विधिक संरक्षण महत्वपूर्ण है। भारत में पीड़ितों द्वारा समय पर चिकित्सा उपचार प्राप्त करने में विफल रहने के कारण, सड़क दुर्घटनाओं में बढ़ती मृत्यु दर अत्यधिक रूप से उच्च है, के संदर्भ में इस कथन की चर्चा कीजिए।

India has ^{among} highest rates of road accident fatalities due to:

- poor construction of roads
- inadequate training of drivers
- drunk driving and work stress
- poor signalling on roads

This is compounded by fear of law when a person helps a victim of road accident.

Quite often, the doctor refuses to treat victim as he does not want to take responsibility of other.

The good samaritan is
tricked or harassed by law
enforcers and right decision

Poor investigation and delay
in cases makes the situation
never ending to samaritan.

In this light, the Supreme
Court gave guidelines to
protect good samaritan. This
will help

- ensure many victims
are saved as they reach hospital
on time
- encourage citizens to
help and not worry of repercussions
- provide confidentiality,
privacy to helper who can go
peacefully and help in investigation
as needed.

Yet more needs to be done
to develop attitude of selfless
among people and courage to do
what is right.

4. (a) "There may be times when we are powerless to prevent injustice, but there must never be a time when we fail to protest." Discuss the significance of this statement in present day India. 10

"ऐसा समय हो सकता है कि जब हम अन्याय को रोकने के लिए शक्तिहीन हों, किन्तु ऐसा समय कभी नहीं होना चाहिए कि हम विरोध करने में विफल हो जाएँ।" वर्तमान भारत में इस कथन के महत्व की चर्चा कीजिए।

Being a silent spectator to crime is as hard as doing the crime - Barack Obama.

This is a situation we face today due to socioeconomic disparities, mobocracy and abuse of office by people.

ex: Dalits faced caste oppression for many centuries but occasionally we had Phule, Ambedkar, Ambedkar who came up and spoke against the system.

Injustice occurs due to lack of values, lack of basic necessity and misuse of one's

position.

This is evident in Jessica Lal Case where people came out to protest against the high and mighty. The ~~common~~ family was not well off to ensure justice due to political police rescues but by supporting her people were able to push for a ~~cas~~ fair trial.

India is a young country and youth have primary stake in its well being.

As a result we are witnessing protest against women harassment, against caste bias and against corruption.

It is hence symbolic and ideological of people to fight for downtrodden and ensure they get justice.

In this light, Court has suggested Police Reforms (Prakash Singh) and decriminalizing of politics.

4. (b) Around the world, more than 125 million people need humanitarian aid. With special reference to financial assistance, discuss the various ethical issues involved in addressing the needs of those in dire circumstances. What measures can be undertaken to ensure that donations and aids for such purposes are thoroughly channelled to meet their targets. 10

- विश्वभर में 125 मिलियन से अधिक लोगों को मानवीय सहायता की आवश्यकता है। वित्तीय सहायता के विशिष्ट संदर्भ में, कठिन परिस्थितियों में फंसे हुए लोगों की आवश्यकताओं का समाधान करने से संबंधित नैतिक मुद्दों की चर्चा कीजिए। यह सुनिश्चित करने के लिए क्या उपाय किए जा सकते हैं कि इस प्रकार के उद्देश्यों के लिए दिए जाने वाले दान एवं सहायता लक्षित लोगों तक उचित रूप से पहुँचे।

The world is facing humanitarian crisis of poverty, migration and refugees.

The ethical issues involved in helping these in dire straits are:

- selfishness versus generosity
ex: AIDS programme by Bill Clinton

- spending on weapons rather than schools, hospitals etc.
ex: India, China, Saudi Arabia

- no nuclear disarmament
ex: Russia, USA

- Not yet ratified Paris many countries
 - Mobilising funds and technology to third world as part of climate change.
 - Rigid IPR laws of West against India for medicines affecting access and cost.
- To deal with these issues
- humanity must be viewed as above religion, nation, colour etc hence new attitudes and values are needed among people and nations
 - Joint regional groupings must work together to address local issues
 - Resist pressure of corporations to change IPR laws, uphold WTO norms
 - Ask corporates to fund social initiatives not parties, let parties be crowd source

This can help improve lives.

5. (a) While discretion is necessary for effective discharge of duties, it is also a major factor responsible for corruption in administration at all levels. Comment. In this context, suggest some ways in which smooth execution of responsibilities can be ascertained while minimising corruption. 10

यद्यपि कर्तव्यों के प्रभावी निर्वहन के लिए विवेकाधिकार आवश्यक है, किंतु यह प्रशासन के सभी स्तरों में भ्रष्टाचार का भी एक प्रमुख कारक है। चर्चा कीजिए। इस प्रसंग में कुछ ऐसे उपाय सुझाएं जिनके माध्यम से भ्रष्टाचार में अधिकतम कमी करते हुए उत्तरदायित्वों का सुचारु कार्यान्वयन सुनिश्चित किया जा सके।

The 2nd ARC has defined corruption = monopoly + discretion - accountability.

Therefore it enables

- concentration of power
- abuse of office
- misuse of resources
- arbitrary use of power.

It is compounded due to colonial legacy of placing too much power on bureaucracy, not fine disclosures (RTI-suo moto) and culture of secrecy where it is the norm and

disclosure the exception.

The Official Secrets Act ¹⁹²⁴ and
Civil Service Conduct Rules 1964
hence need to be amended.

Smooth ways to execute and
minimise corruption

- proactive and periodic disclosures under RTI
- proper record keeping
- shift to e-governance (transparency)
- everything must be uploaded on website
- grievance redressal and citizens charter
- Right to Services Bill
- Inculcate values of openness and accountability as done in Nolan Report.

It is also responsibility of us
citizens to refuse to pay bribe

and punish both collusive/coercive bribe
givers.

5. (b) What do you understand by corporate ethics? Giving examples, highlight the ethical issues faced by CEOs in the current competitive environment, with special reference to government owned enterprises. 10
- कॉर्पोरेट नैतिकता से आप क्या समझते हैं? सरकार के स्वामित्व वाले उद्यमों के विशेष संदर्भ में, वर्तमान प्रतिस्पर्धात्मक वातावरण में CEOs द्वारा सामना किए जाने वाले नैतिक मुद्दों पर उदाहरण सहित प्रकाश डालिए।

Corporate ethics deals with values associated in running an organisation. It keeps ~~the~~ all stakeholders - employees, shareholders, board and society in mind while doing business.

SEBI governs it based on Companies Act 2013 and protection of investor especially minority ones.

ex: Satyam Scam by Ramalingam Raju who got carried away by lure of money.

② Hamsahal Mehite Scam

③ Jignesh Shah of Futures (FTIL)

CEO face following challenges

- pressure from board to increase profit

- pressure from shareholders

This puts their job in tight spot as performance is rewarded, else punished due to loss of job.

The CEOs face issues like

- Please Board or employees

- use fake accounting methods

- search for lowest price for workers to keep profits high

- Sense government interest or public interest (in loan disbursement) hence high NPAs today.

In this light, AJ Nayak Committee suggestion is welcome

6. Government employees are often considered by many as being unresponsive, insensitive and corrupt. What, according to you, are the factors that cultivate such a negative attitude towards civil servants? As a young civil servant, what would be your approach to change this attitude?

10

सरकारी कर्मचारियों को अधिकांश लोगों द्वारा प्रायः अनुत्तरदायी, असंवेदनशील एवं भ्रष्ट माना जाता है। आपके अनुसार, वे कौन-से कारक हैं जो सिविल सेवकों के प्रति इस प्रकार की नकारात्मक अभिवृत्ति को विकसित करते हैं? एक युवा सिविल सेवक के रूप में इस अभिवृत्ति को परिवर्तित करने के लिए आपका दृष्टिकोण क्या होगा?

The apathy towards government servants is colonial and historical.

This has been compounded due to

- Failure to address local issues
- lack of public relations campaign to win peoples trust
- job is seen as source of power rather than service
- feudal mindset of misuse of position

- no transparency, lack of effective grievance redressal
- delay in getting service
- no quality standards
- culture of indifference among bureaucrats.

This can be addressed by

- Training programmes to inculcate new spirit and energy
- Having a mission and vision statement of each department
- Reward good performers, penalise those who are indifferent
- Create a good work culture via frequent meetings
- Promote technology to ensure transparency (2nd ARC)
- Strengthen local government and repeal 311 (2nd ARC)

7. Many of the present social conflicts arise due to prejudices and discrimination. Illustrate. What can be done to curb discrimination and handle prejudices? 10

कई वर्तमान सामाजिक संघर्ष पूर्वाग्रहों एवं भेदभावों के कारण उत्पन्न होते हैं। व्याख्या कीजिए। भेदभाव पर अंकुश लगाने एवं पूर्वाग्रहों को नियंत्रित करने के लिए क्या किया जा सकता है?

Prejudice is a bias or pre-conceived notion towards a person or community which has no basis.

① Viewing all Muslims as terrorist due to ISIS - which is wrong. They face difficulty in getting houses

② Dalits are associated with so called unclean jobs and Manusmriti condemns them.

Hence we still witness their humiliation and violence by upper castes against them as seen in recent Unni (Kujarat) incident when they refused to pick carcasses.

~~The~~ Similarly Tribals face alienation and loss of land in Central India - and are seen as uncivilised.

To curb this

- we need strict law so as punish wrongdoers
- ex: Prevention of Atrocities Act
- Uphold Article 14, 15 equality and educate people of them
- focus on attitudinal change by intermixing and cross community dialogue
- prevent ghettoisation of schools, residences etc
- Promote dignity of labour and tolerance of differences
- Socioeconomic schemes like USTAD Nai Manzil, Stand Up India

8. Adhering to high standards of transparency is often in conflict with the duty towards maintaining confidentiality. With examples, elaborate on the problems faced by public servants in effective discharge of duties during such situations. Also, discuss the ethical framework that should guide the decisions in these circumstances. 10

पारदर्शिता के उच्च मानकों का पालन प्रायः गोपनीयता बनाए रखने के कर्तव्यों के प्रति विरोध उत्पन्न करता है। ऐसी स्थितियों के दौरान कर्तव्यों के प्रभावी निर्वहन में लोक सेवकों द्वारा सामना की जाने वाली समस्याओं को उदाहरणों सहित विस्तार से बताइए। साथ ही, इन परिस्थितियों में निर्णय संबंधी मार्गदर्शन प्रदान करने वाले नैतिक ढांचे की चर्चा कीजिए।

An officer must hold highest standards of integrity (2nd ARC)
— there is no conflict between transparency and confidentiality (2nd ARC).

It must be clearly specified in Official Secrets Act 1924 and Civil Services Rules 1964

Problems faced

- ① Lack of proper standards of documentation and record keeping
- ② Multiple RTI requests

which affect work.

③ Whether to expose wrong doing to public or promote self with political executive

④ Corporate knavery to favour them.

⑤ Ex ① The ~~2G~~ 2G Scam was well known but only exposed via RTI and AL

② Similarly - political pressure to ~~underreport~~ overreport bank account openings and minimum balance in Jan Dhan as shown by Indian Express

Ethical framework

① Public Interest above all

② Allegiance to constitution

③ Courage to expose wrong

(We need Fake Claims Act of DS-2nd ARC)

④ Discuss with team or senior whether to label secret or not.

⑤ Proper record keeping and

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

9. You get your first posting as a District Collector in a predominantly rural area. Recently, the office of Registrar General of Births, Deaths and Marriages registered an inter-caste marriage of a young couple. On hearing the news, villagers and family members of the married couple attacked the Registrar's office and are holding their respective children in captivity. One group also enjoys immense political power in the state and have warned you against taking any action. 20

Based on the above information, answer the following questions.

- (a) What is/are the ethical dilemma(s) that an administrator faces in such situations?
- (b) Enumerate your priorities and steps that you will take to handle the situation.
- (c) What are the social and attitudinal factors at play? What will be your role in bringing about a change in these?

एक जिलाधीश के तौर पर आपकी पहली नियुक्ति एक प्रमुख ग्रामीण क्षेत्र में होती है। हाल ही में जन्म, मृत्यु और विवाह के रजिस्ट्रार जनरल के कार्यालय (ऑफिस ऑफ़ रजिस्ट्रार जनरल ऑफ़ बर्थ्स, डेथ्स एंड मैरिज) ने एक युवा जोड़े के अंतर्जातीय विवाह को पंजीकृत किया है। यह समाचार सुनकर, ग्रामीणों एवं विवाहित जोड़े के परिवार के सदस्यों ने रजिस्ट्रार के कार्यालय पर हमला किया और अपने-अपने बच्चों को बंधक बना लिया है। इनमें से एक समूह का राज्य में अत्यधिक राजनीतिक वर्चस्व भी है और उसने आपको कोई कार्रवाई न करने की चेतावनी दी है।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) ऐसी परिस्थितियों में एक प्रशासक को किस प्रकार की नैतिक दुविधा(ओं) का सामना करना पड़ता है?
- (b) इस परिस्थिति को संभालने के लिए अपनी प्राथमिकताओं एवं आपके द्वारा उठाए जाने वाले कदमों का एक-एक करके वर्णन कीजिए।
- (c) यहां कौन-से सामाजिक एवं अभिवृत्ति संबंधी कारक कार्य कर रहे हैं? इनमें परिवर्तन लाने में आपकी भूमिका क्या होगी?

- The situation is frequent in India and a case of protesting caste honour and family name.
- It is violative of Articles 14, 15, 19 and 21 - equality - freedom of line and liberty.

Stakeholders

- Married Couple
- Parents of Couple, relatives
- Villagers
- Registrar General, District Collector
- Society at large.

② Ethical dilemmas or issues

- Uphold Constitutional values or local tradition (modern vs custom)
- Personal attack or public service
- Communal sensitivities

- Political pressure and media
- Save life of couple, Registrar and prevent clashes
- maintain peace and harmony in village.

⑥ Steps/Priorities

- ① Secure the Registrar General's office, keep up its security and provide other medical assistance if needed. (safety).
- ② Ask Police to arrest those who resorted to violence temporarily. (preventive detention also.)
- ③ Maintain Curfew Section 344 in village (security, law and order)
- ④ Release couple and keep them in safe house away from village (NGO help)
- ⑤ Maintain peace and calm

In village, when tensions cool initiate discussion and dialogue.

⑥

⑦ Social and attitudes at play are
and religious

- caste honour, endogamy as prescribed by tradition
- view other group (religious) as hostile
- prejudice and disdain for religion of other group
- Patriarchy and social control of couple especially girl who seen as family honour
- illiteracy, uneducated or abuse of one's position due to threat of political contest
- incomplete modernisation and lack of modern values of

dignity, self respect, equality,
liberty etc.

My role

- ① To ensure change in attitude, I would seek help of some NGO or NHRC/SHRC to create awareness of law.
- ② Promote group contacts in long run so as to minimise prejudice, distrust and hostility among religious communities
- ③ State law and no compromise on punishment
- ④ Ask community leaders to initiate dialogue.
- ⑤ Promote ~~other~~ schemes like Sansad Adarsh Grams Yojana to improve harmony.

10. A group of educated young men is caught trying to leave the country to fight for a terrorist organization overseas. It was found that they were radicalized online through social media by the handlers of that terrorist organization. These boys have not committed any act of terror till now and have no criminal background. 20

- (a) What could be the reasons for radicalization of educated youth?
(b) As a senior intelligence official, what approach would you follow to deal with such cases? Give arguments in support of your stand.
(c) Suggest a feasible strategy to prevent further radicalization of youth in the country.

शिक्षित युवा व्यक्तियों का एक समूह एक विदेशी आतंकवादी संगठन हेतु संघर्ष करने के लिए देश छोड़ने का प्रयास करते हुए पकड़ा जाता है। ज्ञात हुआ था कि उन्हें उस आतंकवादी संगठन के कर्तव्यताओं द्वारा ऑनलाइन तरीके से सोशल मीडिया के माध्यम से कट्टरपंथी विचारधारा अपनाने के लिए प्रेरित किया गया था। इन लड़कों ने अभी तक कोई आतंकवादी कृत्य नहीं किया है और न ही उनकी कोई आपराधिक पृष्ठभूमि है।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) शिक्षित युवाओं का कट्टरपंथ के प्रति के प्रेरित होने के क्या कारण हो सकते हैं?
(b) वरिष्ठ खुफिया अधिकारी होने के नाते इस प्रकार के मामलों से निपटने के लिए आप क्या दृष्टिकोण अपनाएँगे? अपने पक्ष के समर्थन में तर्क दीजिए।
(c) देश में युवाओं को कट्टरपंथ के प्रति और अधिक प्रेरित होने से रोकने के लिए व्यवहार्य रणनीति सुझाइए।

The case study is of recent origin and a situation/dilemma we as a society face. It deals with ~~lakes~~ own's social, religious and political values and attitudes.

Stakeholders

- ① The young group of men
- ② Enforcement agencies
- ③ Their families
- ④ Society.

Ethical Issues

- ① Conflict or dilemma between one's religious values and modern values
- ② Lack of sound support system of men
- ③ Vulnerability to radical ideas due to ignorance
- ④ Easy prey to radical ideas due to internet spread.

Reasons for radicalisation

- ① Fake clips or videos showing fellow brothers being treated unjustly.

- ② Lack of knowledge of true situation
 - ③ Inadequate interaction with other communities
 - ④ Victim mentality, fear of majority
 - ⑤ The feeling to correct wrong and set justice.
 - ⑥ Disbelief in democracy and laws.
 - ⑦ Need for better meaning in life after education.
 - ⑧ Otherworldly desire and loss of faith in present world
 - ⑨ Misguided notion of God's work
- ~~10~~
- ⑥ As an intelligence officer, it ^{is} ~~must~~ my duty to track such cases and prevent them.

- I would arrest these youth but not place them in jail.
- They would be treated well and parents informed
- It is necessary to dispell their false notion and hence they need counselling sessions
- A prominent community leader would help in dissuading these men. (attitude change expert)
- Together they must be shown truth of what the terrorist organization really does, stands for and what are consequences of their action on them and family.
- ~~As~~ They
- Rational, Reason, emotional

and religious arguments would be used to deradicalise them.

They could then be used as citizen eyes for any further such cases.

~~That~~ By learning how they were radicalised, necessary counter measures like Mock sites, ~~can be taken~~ enlist them as temporary spies and launch counter websites

③ To deradicalise

① Community partnership is essential. This must be done at local level periodically, awareness and misgiving highlighted

② Reward for those who

expose such sites and
privacy guaranteed.

③ Counter content online
and improve online monitoring
use CMS or CCTWS.

④ Promote medium education
together with religious education

⑤ Use community warriors
to fight online hate.

⑥ Show role models and
how good work can benefit
community, family and self.

⑦ Interfaith dialogue.

Thus it will be holistic
at individual, community
social and technical
approach.

11. You are the CEO of a pharmaceutical company that has monopolized the manufacture of an anti-allergen device, which is used by millions who suffer from different kinds of allergic reactions: life threatening as well as non-threatening. Your company that was initially facing significant losses has increased the price of the device and since then has been witnessing huge profit margins. While the stakeholders of the company are pleased with your decision, there is a public backlash against the price rise. Politicians too have begun criticizing the policies of the company. 20

- (a) What are the ethical issues involved?
- (b) Enumerate the values that are under question in the mentioned scenario?
- (c) As the CEO of the company, would you retrospectively change your decision in light of the public backlash?

आप एक ऐसी औषधि निर्माता कम्पनी के CEO हैं जिसका एलर्जी प्रतिरोधी उपकरण के विनिर्माण क्षेत्र में एकाधिकार है। इस उपकरण का प्रयोग जीवन को संकट में डालने वाले एवं साथ ही सामान्य प्रकार के विभिन्न एलर्जी प्रतिक्रियाओं से पीड़ित कई मिलियन लोगों द्वारा किया जाता है। आपकी कम्पनी, जो आरंभिक रूप से अत्यधिक हानि का सामना कर रही थी, उसने इस उपकरण के मूल्य को बढ़ा दिया है और तबसे इसे अत्यधिक लाभ प्राप्त हो रहा है। यद्यपि कंपनी के हितधारक आपके निर्णय से प्रसन्न हैं, वहीं जनता द्वारा मूल्यवृद्धि का विरोध किया जा रहा है। राजनीतिक नेताओं ने भी कंपनी की नीतियों की आलोचना आरंभ कर दी है।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) इसमें निहित नैतिक मुद्दे कौन-से हैं?
- (b) उल्लिखित परिदृश्य में किन मूल्यों पर प्रश्नचिह्न खड़ा होता है, एक-एक करके बताईए।
- (c) कम्पनी के CEO के रूप में, क्या आप जनता द्वारा किए जा रहे विरोध को देखते हुए भूतलक्षी रूप से अपने निर्णय को परिवर्तित करेंगे।

Stakeholders

- CEO and company stakeholders
- patients
- politicians
- society

a) Ethical Issues

① Company profit versus societal benefit

② Company stakeholders vs public - who to please

③ Corporate Social Responsibility

④ Human Dignity and lives

⑤ Morality of rising prices.

⑥ Attitude of greed vs social service.

⑦ Abuse of market position

b) The values are

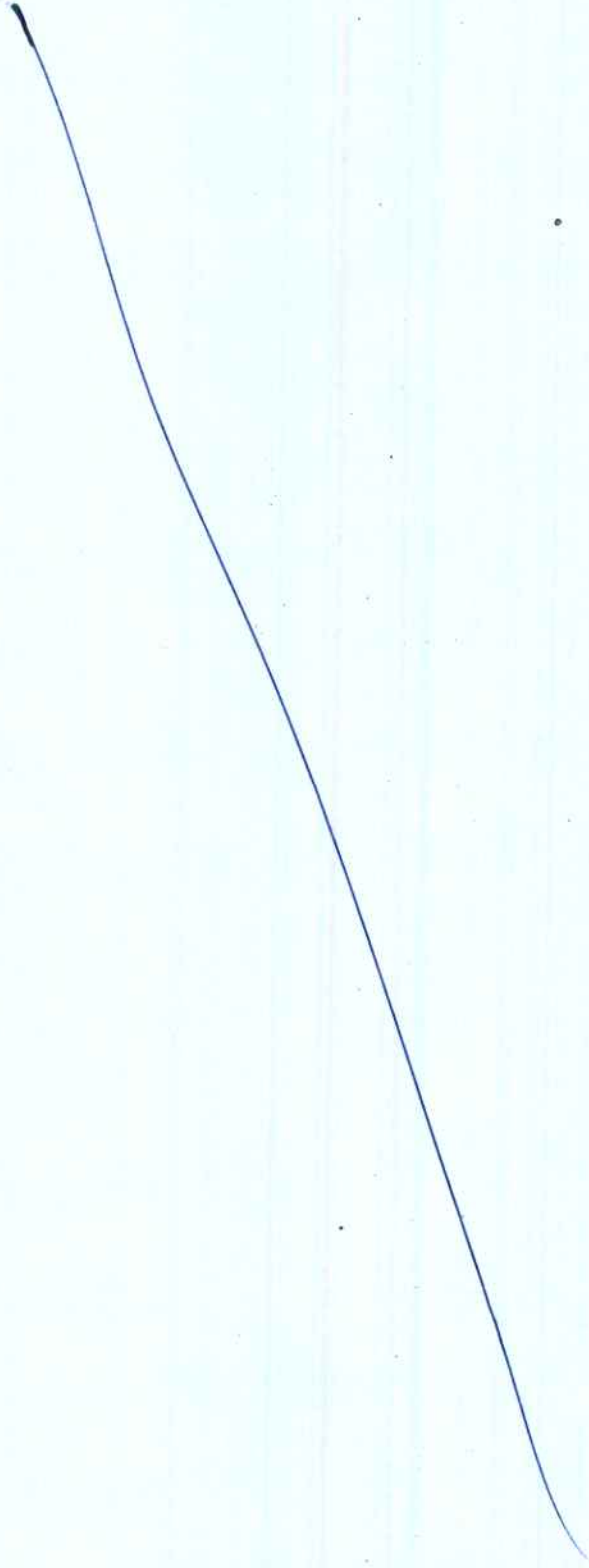
- ~~Selfless~~ • Corporate Greed
- Private profit or social benefit
- ~~Selfishness~~ ~~and Greed~~
- Monopoly and abuse of it
- Dignity of human life
- ~~Abuse of~~
- Generosity
- Contempt for human suffering

- Indifference and apathy
- My conscience would want to change my decision, as it is beyond humanity to see people suffer when you hold the solution
- Yet I have constraints of stakeholders in company and my position as CEO to improve profits and satisfy my role as CEO.
- I have loyalty and responsibility to my own organisation and work ethics.
- Hence I need to balance the two competing interests

• If I do not lower prices, the government under Patents Act can issue compulsory licensing and this would affect the product itself and affect profits.

• Moreover it is important to have a good public company image to ensure sale.

• Therefore I would call for a meeting and discuss possible lower price range so as ensure profits and social benefits.



12. You are a Public Information Officer (PIO) in Public Works Department. An RTI is filed to know about the allotment of tender to a company for construction of a bridge. While collecting information about the allotment process you came to know that the tender was under-priced. However, you also came to know that it was unintentional and was due to a calculation error which could not be detected during the scrutiny.

The under-secretary of the department who is an honest official with an impeccable record and is the final authority for passing the tender has requested you to iron out the deficiencies in your response. His argument is that elections are to be held soon and the company which has got the tender belongs to a relative of senior minister. He fears that his reputation and job as well as of others involved in the process of allotment is at risk. You sympathise with your colleagues and understand that such consequences are possible.

20

(a) What are the options available to you?

(b) Evaluate each of these options and choose the option you would adopt, giving reasons.

आप लोक निर्माण विभाग में एक जन सूचना अधिकारी (PIO) हैं। एक पुल का निर्माण करने के लिए एक कम्पनी को निविदा के आवंटन के संबंध में जानकारी प्राप्त करने हेतु, एक RTI आवेदन दायर किया गया है। आवंटन के संबंध में जानकारी एकत्रित करते समय आपको ज्ञात होता है कि निविदा वाजिब/बाजार मूल्य से कम मूल्य पर जारी की गई थी, हालांकि आपको यह जानकारी भी प्राप्त होती है कि यह अनभिप्रेत (अनजाने में हुआ) था एवं इसका कारण गणना में हुई एक त्रुटि थी जिसका पता जांच के दौरान नहीं लगाया जा सका था।

निविदा जारी करने का अंतिम प्राधिकारी, विभाग का अवर सचिव, निर्दोष रिकॉर्ड वाला एक ईमानदार अधिकारी है। उसने आपसे अपनी अनुक्रिया में लक्षित की गयी कमियों को हटा देने का अनुरोध किया है। उसका तर्क है कि शीघ्र ही चुनाव होने वाले हैं एवं निविदा प्राप्त करने वाली कम्पनी एक वरिष्ठ मंत्री के संबंधी की है। उसे भय है कि उसकी एवं इस प्रक्रिया में सम्मिलित अन्य लोगों की प्रतिष्ठा एवं पद संकट में हैं। आप अपने सहयोगियों के प्रति सहानुभूति रखते हैं और समझते हैं कि इस प्रकार के परिणाम संभव हैं।

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) आपके पास उपलब्ध विकल्प क्या हैं?

(b) इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए एवं कारण बताते हुए स्वयं द्वारा अपनाए जाने वाले विकल्प का चयन कीजिए।

Stakeholders

- ① PIO
- ② Under Secretary and organisation
- ③ Tendering company
- ④ Society
- ⑤ Minister and Party.

~~② Options available~~
Ethical issues

- ① Duty vs Compromise
- ② Honesty vs Dishonesty
- ③ Transparency
- ④ Accountability.

② Options

- ① Proceed with RTI and publish truth

This will create mayhem
to concerned party affect

undersecretary job and
end tender process.

However public interest must
come first and hence it
is right way.

② Modify RTI

This will save the undersecretary
and people involved in it.
I may be rewarded also.
However it is violation
of public trust and loss
of integrity on my part.

③ Talk to senior and discuss issue

This can help find mid
ground but will only
delay process and complicate

it

④ The RTI must be rejected

. This is violation of law and
can lead to appeal.

. It will go against transparency
and integrity of office.

The way forward would
be ① and ③.

I ~~se~~ hold allegiance to
constitution and not to
any party or colleague.

While I empathise, I cannot
allow misuse of funds
and violation of public
trust.

Hence I could to tell
the underscretary

that he would have to
come clean and be
courageous and accept
mistake. Reissue tender.

As per my job is limited
to scrutinise requests and
nothing more. Therefore I
need to perform it without
favour and selflessly
as suggested by Nolan
Committee and 2nd ARC.

13. You are a government official supervising the maintenance and upkeep of juvenile rehabilitation centres all over country. You are a strong advocate for preventive services such as counselling and parenting skill education as an alternative to the placement of neglected children in rehabilitation homes. You have convinced your minister about the stand and he has taken a public position on the same and declared that he will scrap the scheme of rehabilitation homes altogether. Believing that a reputable study of the cost-effectiveness of preventive services would bolster your position, your department enters into a contract with a top university to conduct a series of evaluation studies. The first study involves a controlled experimental evaluation of government sponsored preventive services. To your dismay, the findings show no evidence that preventive service is a cost effective alternative to placing children in rehabilitation homes. You are worried that the results, if published, would not only compromise the position of the minister but also yours. What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and suggest what course of action you would like to take, giving reasons. 20

- (a) Keep silent on the report and continue advocating your stand with the minister.
- (b) Cancel the contract with the university and conduct a fresh study with a new agency.
- (c) Report the results to the minister and follow his orders.
- (d) Conduct further research and be prepared to accept the results and declare them publicly.

आप देश भर में किशोर पुनर्वास केंद्रों के अनुरक्षण और रखरखाव का पर्यवेक्षण करने वाले सरकारी अधिकारी हैं। आप उपेक्षित बच्चों को पुनर्वास गृहों में रखे जाने के स्थान पर परामर्श और पालन-पोषण कौशल शिक्षा जैसी निवारक सेवाओं के प्रबल पक्षधर हैं। आपने अपने मंत्री को अपने दृष्टिकोण से सहमत कर लिया है एवं उसने इस विषय पर सार्वजनिक रूप से अपनी स्थिति निर्धारित कर ली है और यह घोषित किया है कि वह पुनर्वास गृहों की योजना को सम्पूर्ण रूप से समाप्त कर देगा। आपका विभाग, एक शीर्ष विश्वविद्यालय के साथ मूल्यांकन अध्ययनों की एक श्रृंखला का संचालन करने के लिए यह विश्वास करते हुए अनुबंध करता है कि निवारक सेवाओं की लागत प्रभावशीलता का विख्यात अध्ययन आपकी स्थिति को और भी अधिक सुदृढ़ करेगा। प्रथम अध्ययन में सरकार द्वारा प्रायोजित निवारक सेवाओं का नियंत्रित प्रयोगात्मक मूल्यांकन सम्मिलित है। आपको निराश करते हुए, प्राप्त परिणाम इस अवधारणा का समर्थन करने वाला कोई प्रमाण प्रदर्शित नहीं करते कि निवारक सेवा बच्चों को पुनर्वास गृहों में रखने का लागत प्रभावी विकल्प है। आप चिंतित हैं कि यदि परिणाम प्रकाशित हो जाते हैं तो इससे न केवल मंत्री की स्थिति बल्कि आपकी स्थिति भी संकटग्रस्त हो

जाएगी। ऐसी स्थिति में आप क्या करेंगे? कुछ विकल्प नीचे दिए गए हैं। इनमें से प्रत्येक विकल्प के गुणों एवं अवगुणों का मूल्यांकन कीजिए एवं कारण बताते हुए सुझाव दीजिए कि आप कौन-सी क्रियाविधि अपनाना पसंद करेंगे। 20

- (a) रिपोर्ट के विषय पर मौन रहना एवं मंत्री के साथ अपने दृष्टिकोण का पक्ष समर्थन करते रहना।
- (b) विश्वविद्यालय के साथ अपने अनुबंध को निरस्त कर देना एवं नयी एजेंसी के साथ नए सिरे से अध्ययन संचालित करना।
- (c) परिणामों की रिपोर्ट मंत्री को प्रस्तुत करना एवं उसके आदेशों का पालन करना।
- (d) शोध को आगे बढ़ाना एवं परिणामों को स्वीकार करने के लिए तैयार रहना एवं उन्हें सार्वजनिक रूप से घोषित करना।

Stakeholders

- Me
- Minister
- ~~Secret~~
- Children
- Society

Ethical Issues

- Honesty to accept mistake
- Courage to take responsibility of one's action
- Abuse of office to judge results
- Child rights vs self promotion

. I have to be honest and report the hindings to my minister, apologise for same.

. Without his confidence (Minister) Parliamentary System of accountability of Civil Servant fails.

Therefore even though there is no evidence, a new stunt can be made and policy modified & later based on what

minister says.

Dement

② This is morally and ethically wrong. It shows me as dishonest and ready to bend rules, abuse position for self need.

It is also unbecoming of me to not accept my mistake

but resort to deceit.

It can be exposed later also.
which will be worse.

- Children will suffer.

Merit

• Saves my position

• Prevents hostile reaction by
minister.

① Merit

- It may lead to needed results
- Face saving measure
- My ~~job is~~ position is safe.

Demerit

- Delay process for child.
- Waste of resources
- New \$ contract takes time
and children affected.

② Merit

- Shows honesty and trust
in minister.

- Prevent any future fallout
- Possible course connection.

Demerit

- Backlash from minister
- Transfer to new post.

(B) Merit

- ① Widens ambit of research.
- ② Possible that first research was error prone.
- ③ Process continues

Demerit

- ① Time consuming
- ② May lead to same result.

Final Solution

I would go with (C)
as my job is to implement
and not manipulate

data.

- I owe accountability to minister and hence even if I'm wrong must accept it.

- I can find midway by discussing issue with minister rather than lie and hurt children.

The issue is not about me but my job role, integrity, selflessness and transparency of my service.

The people must come first as public interest is more important (2nd ARC)

14. You are a young IAS officer posted as SDM of a flood prone sub-division. There is an old dam in your area which protects about 2 dozen villages from floods. Though the dam is weak, it is expected to hold up as repair works are being carried upon by the villagers. One day you receive a call that the villagers in the area had abandoned repairs and were running away from the work site because the dam was about to collapse as the force of water was building up. You quickly reach the site and see the fear and panic induced villagers. Systematised evacuation will take 2 days and if the dam collapses now, there will be great loss of life and property. You noticed several geo-bags (synthetic bags which are used to protect hydraulic structures and river banks from severe erosion) lying at a construction site near the dam which could hold the dam for some time. You realized that all you needed now was manpower to place these bags on the dam in such a way as to prevent water from entering the village. But the people are fear stricken and are preparing to flee. 20

Based on above information, answer the following questions:

- (a) Elaborate on the qualities of a civil servant that are essential in such circumstances.
- (b) What options do you have to handle this situation? Evaluate each of them with their merits and demerits.

आप एक बाढ़-प्रवण अनुमंडल के SDM के रूप में पद-स्थापित एक युवा IAS अधिकारी हैं। आपके क्षेत्र में एक पुराना बांध है जो लगभग 2 दर्जन गांवों की बाढ़ से सुरक्षा करता है। हालांकि बांध कमजोर है, किन्तु इससे बाढ़ की स्थिति में खड़े रहने की अपेक्षा है क्योंकि ग्रामीणों द्वारा इसकी मरम्मत का कार्य किया जा रहा है। एक दिन आपको फोन आता है कि क्षेत्र के ग्रामीणों ने मरम्मत का काम छोड़ दिया है और वे कार्य स्थल से भाग रहे हैं क्योंकि जल का दबाव बनने के कारण बांध टूटने वाला था। आप शीघ्रतापूर्वक घटनास्थल पर पहुँचते हैं एवं ग्रामीणों को भय और आतंक से ग्रसित देखते हैं। लोगों को नियंत्रित रूप से क्षेत्र से निकालने में दो दिन का समय लगेगा और यदि बांध अभी टूट जाता है तो जीवन एवं सम्पत्ति की अत्यधिक हानि होगी। आपका ध्यान बांध के समीप निर्माण स्थल पर पड़े हुए अनेक जियो-बैग (द्रवचालित संरचनाओं एवं नदी तटों को गंभीर कटाव से रोकने के लिए प्रयोग किए जाने वाले सिंथेटिक बैग) पर जाता है। ये कुछ समय तक बांध को रोके रह सकते हैं। आपको भान होता है कि जल को गांव में घुसने से रोकने के लिए इन बैगों को बांध पर उपयुक्त रूप से रखवाने के लिए केवल जनशक्ति की आवश्यकता है, लेकिन लोग भय से ग्रसित हैं एवं क्षेत्र से भागने की तैयारी कर रहे हैं।

उपर्युक्त सूचना के आधार पर, निम्नलिखित प्रश्नों के उत्तर दीजिए:

20

(a) ऐसी परिस्थितियों में एक सिविल सेवक के लिए आवश्यक गुणों का विस्तार पूर्वक वर्णन कीजिए।

(b) इस परिस्थिति को संभालने के लिए आपके पास क्या विकल्प हैं। उनमें से प्रत्येक विकल्प का उसके गुण एवं दोष सहित मूल्यांकन कीजिए।

Stakeholder

- ① Me - SDM
- ② Villagers
- ③ Workers
- ④ Society.

Issues

- Prevent loss of life
- take leadership role

Qualities essential

- ① Lead from front
- ② Take full control and responsibility
- ③ Courage and fortitude.
- ④ Calm mind to plan

evacuate and rescue people

⑤ Not Panic

⑥ Be team player as
it will help work faster;

⑦ Problem Solving Skills

⑧ Willingness to innovate.

⑨ Creativity.

⑩ Service at all costs.

⑥ ① Evacuate people
immediately and simultaneously
ask police, military or nearby
district for help

M: This will ~~delay~~ outflow
of water

- ~~Prevent~~ Reduce Panic

D: Can cause confusion
as to ~~ex~~ how many to deploy
to work / evacuate.

② Take some locals and colleagues

M: Deal with shortage of person, use of existing resources

D: May not agree.

③ Ignore Dam, evacuate

M: Some will be saved

D: Panic will make it worse.

~~④~~

The final way would be combination ① and ② since all measures are needed to minimise loss of life and delay leakages

