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GENERAL STUDIES (TEST CODE : 877)

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|-------------------|--------------|---------------------|----------|
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| Medium Hindi/Eng. | ENGLISH | Registration Number | 18943 |
| Center | NEW DELHI | Date | 10/10/17 |

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) The seeds of patriarchy and gender inequality are sown at home, which manifest as a weed at the societal level. Elucidate. Suggest an ethical framework to systematically address the issue of patriarchy in the Indian society. 10

पितृसत्ता और लैंगिक असमानता के बीज घर में बोए जाते हैं और यही सामाजिक स्तर पर निरंतर बढ़ने वाली अपतृण के रूप में प्रकट होते हैं। स्पष्ट कीजिए। भारतीय समाज में पितृसत्ता के मुद्दे का व्यवस्थित समाधान करने हेतु नैतिक ढांचे का सुझाव दीजिए।

Patriarchy or the practise of unequal treatment of people on the basis of their gender, favouring males is widely prevalent in our society.

Its seeds are sown at home :-

- ① Preference for male child, female foeticide
- ② Less focus on girl's education
- ③ Girls seen as a burden due to dowry practices leading to child marriages
- ④ Notion of girl as a 'paraya dhan'
- ⑤ Even in well-to-do families focus on girl education to enable her to find a suitable groom.

⑥ Restrictions on venturing out by females due to reasons of security, shame restricting employment.

All the above practices point to a need to address this issue in an ethical framework :-

- ① Raising awareness regarding the ill-effects of such practices in realms of economy, society.
 - ② Calling upon to ensure equality of treatment which is a basic human right.
 - ③ Call upon the families to act responsibly and not shy away from their responsibilities
 - ④ Cultivate empathy among male members to the plight of their female counterparts.
- Schemes like Beti Bachao, Beti Padhao among others are steps in the right direction

1. (b) What are the factors which drive people to take law in their own hands rather than following the due process of law? Discuss ways to address the problem of mob justice. 10

वे कौन-से कारक हैं जो लोगों को कानून की उचित प्रक्रिया का पालन करने के स्थान पर कानून अपने हाथ में लेने के लिए उत्प्रेरित करते हैं। भीड़ के न्याय की समस्या का समाधान करने के उपायों की चर्चा कीजिए।

The act of people taking law in their own hands is sometimes referred to as vigilantism. This may be due to:-

- ① Slow pace of justice delivery.
- ② High expenses in hiring lawyers, absence of legal aid schemes.
- ③ Lack of trust in judicial processes due to lack of transparency, accountability.
- ④ All-pervasive corruption in criminal justice system be it police, judiciary or prisons.

Instances of mob taking matters in their own hands have increased in recent times

Respect for due process of law is a sine-qua-non for efficient justice delivery and public trust in government.

Various measures to address mob justice:

- ① Address judicial backlog of 3 crore and hasten the clearance of such cases.
- ② Strengthen legal aid under NALSA via recent schemes like Tele-law, MIGS.
- ③ Finalise Memorandum of Procedure to instill transparency in functioning.
- ④ Address deficiencies of police force by SMART Policing.
- ⑤ Swift punishments in mob events like Akhlay killing to dissuade such occurrences.

2. (a) In a democracy, the purpose of the government should be to make it easy for people to do good and difficult to do wrong. Comment.

10

लोकतंत्र में, सरकार का उद्देश्य जनता के लिए अच्छा कार्य करना सरल बनाना एवं गलत कार्य करने को कठिन बनाना होता चाहिए। टिप्पणी कीजिए।

Democracy, being a system, of-for-by the people demands key roles to be played by them.

A positive environment for people to do good is essential for a thriving democracy.

① Making rules and procedures less cumbersome for compliant citizens

② Incentivise positive behaviours :-

- Helping Road Accident victims

↳ Recent guidelines by SC for good Samaritans

- GST - Inbuilt incentives for taxpayers.
GST compliance rating.

- Measures to encourage sanitation via Swachh Bharat, Renewable energy under JNNSM etc

At the same time, steps to dissuade people from doing wrong must also be in place :-

- Swift and efficient justice delivery system for wrong-doers.
- Stringent laws and regulations to eliminate loopholes.
- Transparency, Accountability measures like RTI, Social Audit in governance to curb corruption. (also Lokpal).
- Recent push to Digital India is a means to achieve both aspects
 - incentivise digitisation
 - punish black money hoarders.

A harmonious balance between the two is required to strengthen the fabric of Indian democracy

2. (b) Discuss John Stuart Mill's idea on freedom of thought and expression. Also, give reasons as to why, according to Mill, representative democracy is the best form of government despite its inherent weaknesses.

10

विचार और अभिव्यक्ति की स्वतंत्रता पर जॉन स्टुअर्ट मिल की अवधारणा पर चर्चा कीजिए। साथ ही, कारण बताइए कि मिल के अनुसार, अपनी निहित कमजोरियों के बावजूद भी प्रतिनिधिक लोकतंत्र सरकार की सबसे अच्छी पद्धति क्यों है?

3. (a) It is argued by some that nuclear weapons have acted more as a deterrent than leading to war and mass destruction. In this context, discuss whether it is ethically right to possess nuclear weapons to create nuclear deterrence. 10

कुछ लोगों द्वारा यह तर्क दिया जाता है कि परमाणु हथियारों ने युद्ध और सामूहिक विनाश की ओर अग्रसर करने के स्थान पर निवारक (प्रतिवारक) के रूप में अधिक कार्य किया है। इस संदर्भ में, चर्चा कीजिए कि क्या परमाणु निवारक स्थापित करने हेतु परमाणु हथियार रखना रखना नैतिकता की दृष्टि से सही है?

The idea of nuclear deterrence has persisted for quite some time, first under Eisenhower and J.F. Dulles.

Many proponents argue that:-

- ① *As use of nuclear weapons will be catastrophic, no nation would dare to use it first, for fear of retaliation.*
- ② *No war (major) occurred after WWII is seen by many as evidence of this policy's success*

However, many ethical concerns remain which point otherwise :-

- ① Massive resources are being spent on their development and upkeep which would have eliminated poverty instead.
- ② Many a times, world has narrowly escaped nuclear war - Cuban Crisis (1961).
- ③ Development of Tactical Nuclear Weapons has increased chances of their use in a war.
- ④ The fact that despite having nuclear weapons, countries are stockpiling and modernising point to possibility of their use.

By recent UN resolution on banning them, The time for elimination of nuclear weapons has ripened or else we shall forever live under an umbrella of fear.

3. (b) Differentiate between administration and leadership. Highlighting the traits which characterize an effective leader, discuss the importance of leadership in ensuring effective public service delivery in a bureaucratic setup. 10

प्रशासन और नेतृत्व के बीच विभेद कीजिए। प्रभावी नेतृत्वकर्ता के गुणों पर प्रकाश डालते हुए नौकरशाही व्यवस्था में प्रभावी लोक सेवा वितरण सुनिश्चित करने हेतु नेतृत्व के महत्व की चर्चा कीजिए।

Administration refers to carrying out of one's responsibilities to one's organisation for its smooth operation.

While leadership is a quality which causes one to rise above the mere minima and achieve more than what is required.

Leadership is not only about one's own performance but also about getting the best out of others in one's team.

The traits of an effective leader are:-

- ① Sense of Responsibility
- ② Emotional Intelligence
- ③ Receptive to ideas of others
- ④ Faith in one's and other's abilities

- | | |
|------------------|-------------------------------|
| ⑤ Integrity | ⑥ Empathy |
| ⑦ Accountability | ⑧ Openness |
| ⑨ Objectivity | ⑩ Ability to adapt and change |

In a bureaucratic setup leadership is essential for effective service delivery as :-

- ① Large number of people depend on these services
- ② The bureaucratic setup is very large and effective coordination is essential.
- ③ Low risk, low reward situations reduces morale, which must be kept high in an organisation.
- ④ Inertia to change is high and positive changes can be brought only by an able leader.
- ⑤ Ability to work in constraints (fiscal and manpower) is present only in a leader.

4. (a) Apart from functional knowledge and expertise, the efficacy of a civil servant also depends upon his emotional intelligence. How does emotional intelligence contribute to efficacy? How can civil servants enhance their emotional intelligence? 10

कार्यात्मक ज्ञान और विशेषज्ञता के अतिरिक्त एक सिविल सेवक की प्रभावकारिता उसकी भावनात्मक बुद्धि पर भी निर्भर करती है। भावनात्मक बुद्धि प्रभावकारिता में किस प्रकार योगदान करती है? सिविल सेवकों द्वारा अपनी भावनात्मक बुद्धि में किस प्रकार वृद्धि की जा सकती है?

Emotional Intelligence as a requirement in civil services has recently been recognised due to its following aspects:-

- ① High stress environment requiring one to keep emotions at check at all times
- ② Ability to comprehend the difficulties and demands of subordinates
- ③ Skill of convincing superiors of one's proposals.
- ④ Ability to communicate to the masses of govt. initiatives and their adoption.
- ⑤ Empathise with masses to understand their needs and challenges

As Emotional Intelligence is a bouquet of attributes comprising of attributes like Empathy, Self-control, motivator and effective communication, it is of great relevance in this domain.

Measures to enhance emotional intelligence of civil servants :-

- ① Meditative exercises like Yoga, Asanas
- ② Team-building exercises and field trips during training.
- ③ Public interaction at a frequent rate.
- ④ Openness to government subordinates and accessibility in informal settings.
- ⑤ Developing communication skills

Such measures are required to instill EI in every civil servant.

4. (b) Enumerate the mechanisms that promote accountability of public officials in discharging their functions and responsibilities in India. Also discuss why ensuring accountability for performance is not a simple task in government service. 10

भारत में, अपने कार्यों व जिम्मेदारियों का निर्वहन करने में लोक अधिकारियों की जवाबदेही को बढ़ावा देने वाले तंत्रों को सूचीबद्ध कीजिए। साथ ही चर्चा कीजिए कि सरकारी सेवा में कार्य-निष्पादन की जवाबदेही सुनिश्चित करना सरल कार्य क्यों नहीं है।

It is said that :-

*Responsibility - Accountability
= Corruption.*

*Therefore Accountability is of prime
essence in public officials.*

Various mechanisms in this regard are:-

- ① Citizen Charters
- ② Civil Services Code of Conduct Rules, 1961
- ③ RTI
- ④ Social Audits.
- ⑤ Lokpal and Lokayuktas.
- ⑥ Chief Vigilance Commission, CBI,
CAG
- ⑦ Annual Confidential Reports (ACR)

Despite this measures in place, performance of public officials is inefficient. This is due to the absence of performance accountability:-

- ① Measuring performance is very difficult.
- ② Set of objective criteria varies from service to service
- ③ Over-reliance on ACRs which are mostly favourable

A suitable framework for performance evaluation needs to be evolved :-

- ① Develop objective criteria specific to services
- ② Incorporate public opinion, subordinate
- ③ Remove dead-wood after 10, 20 years of service.

5. Given below are two quotations of moral thinkers/philosophers. For each of these, bring out what it means to you in the present context.

(a) "The greatness of a nation and its moral progress can be judged by the way its animals are treated." 10

नीचे नैतिक विचारकों/दार्शनिकों के दो उद्धरण दिए गए हैं। प्रकाश डालिए कि इनमें से प्रत्येक के, वर्तमान संदर्भ में, आपके लिए क्या मायने हैं:

(a) "किसी राष्ट्र की महानता और उसकी नैतिक प्रगति का मूल्यांकन पशुओं के प्रति किए जाने वाले व्यवहार से किया जा सकता है।"

Mahatma Gandhi said this to address the issue of cruelty to animals.

True morality can be said to exist only when a moral behaviour is shown to the defenceless, weak and those who are different from us.

The statement brings out the need for :-

- ① Compassion
- ② Empathy
- ③ Fair treatment
- ④ As an end in themselves

with regard to our attitudes to animals.

In current context, it demands abolition of practices like Jallikattu, Poaching of wildlife and measures for conservation of animals and environment.

This is also rightly enshrined in our Constitution in DPSPs, Fundamental Duties. SC has also enlisted certain freedoms for animals in furtherance of this cause.

5. (b) "Prejudices are what fools use for reason."

10

"पूर्वाग्रह वे हैं जिनको मूर्ख तर्क के लिए उपयोग करते हैं।"

Prejudices are part and parcel of our lives. But when used to give reasoning, they can be very dangerous :-

- ① Acts of racism towards Africans in recent times has generated much ills in Delhi
- ② Prejudices towards transgenders has led them to misery.
- ③ Gender-based prejudices have led to reduced female workforce participation (~27%).
- ④ Prejudices towards minorities led to killing of Mohammed Ashfaq recently on suspicion of killing beef.

⑤ Widespread Islamophobia is also as a result of prejudices.

⑥ Even the holocaust was a result of prejudiced attitude to Jews.

Therefore, a lot of acts of evils and foolishness can be said to have emerged from prejudice and measures like inclusive education, changing attitudes, raising awareness need to be undertaken to address this menace.

6. Ensuring that government decisions are not influenced by public officials' private interests is a growing concern. Discuss in the context of India. Also enumerate the core principles reflected by OECD guidelines for managing conflict of interest in the public sector. **10**

यह सुनिश्चित करना कि सरकारी निर्णय लोक अधिकारियों के निजी हितों से प्रभावित नहीं हों, बढ़ती चिंता का विषय है। भारत के संदर्भ में चर्चा कीजिए। साथ ही सार्वजनिक क्षेत्रों में हितों के टकराव का प्रबंधन करने हेतु OECD के दिशा-निर्देशों द्वारा परिलक्षित मूल सिद्धांतों को सूचीबद्ध कीजिए।

7. Discuss, with examples, the significance of principles of public life as recommended by Nolan committee. Why are these principles considered as an essential set of expectations from public servants? 10

नोलन समिति द्वारा अनुशंसित सार्वजनिक जीवन के सिद्धांतों के महत्व की सोदाहरण चर्चा कीजिए। इन सिद्धांतों को लोक सेवकों से की जाने वाली अपेक्षाओं का एक अनिवार्य समुच्चय (सेट) क्यों माना जाता है?

The Nolan Committee has recommended several principles for public life :-

① Accountability.

- An accountable civil servant will be less corrupt, more responsive to public needs.

② Integrity, Honesty, Objectivity

- Wide areas of discretion require decision-making based on these ideals

③ Selflessness.

- Ample scope for self-benefit exists which should be avoided.

④ Leadership

- Implementing decisions with a large machinery and bringing change in

governance necessitates leadership qualities

⑤ Openness

- As public is supreme in democracy, and public servants are custodians of faith of people they must be open to scrutiny

As mentioned, above they are thus considered an essential set of expectations from public servants.

- ① Enable rationality, absence of fear in decision-making
- ② Enhance public trust
- ③ Maximise public welfare
- ④ Ensure good governance.

8. A peculiar inhuman situation exists for the people fleeing from war zones - they cannot go back to their homeland for fear of being persecuted and no country is ready to bear their burden due to various reasons. Citing contemporary examples, discuss the ethical issues involved in such situations.

10

युद्ध-क्षेत्र से पलायन करने वाले लोगों के सम्मुख एक विचित्र अमानवीय स्थिति उपस्थित होती है - वे अत्याचारों के भय से अपने गृहदेश को वापस नहीं जा सकते और कोई भी देश विभिन्न कारणों से उनका भार वहन करने के लिए तैयार नहीं होता है। समकालीन उदाहरणों को उद्धृत करते हुए ऐसी स्थितियों में समाविष्ट नैतिक मुद्दों की चर्चा कीजिए।

The recent refugee crises include:-

- ① Syrian Crisis with Camps in Turkey and neighbouring states
- ② Rohingya Crisis in Bangladesh, India.

Ethical Issues involved here are:-

- ① Protection of Human Rights of persecuted
- ② Undue strain on resources of destination country
- ③ Security threats due to fears of radicalisation

- ④ Need to assist those in need within norms of humanity and Universal Declaration of Human Rights

India must adopt a reasonable approach in this regard:-

- ① Collaborate with regional powers to settle internal disputes
- ② Provide dignified shelter, assistance to those present here
- ③ Safe, dignified return upon resolution of disputes

9. As the administrator in-charge of your area, you are witness to the widespread food wastage in lavish parties as well as in restaurants and eateries, on one hand and people starving due to inability to ensure one square-meal a day, on the other. Realizing that it is not the scarcity of resources, but the habit of people that is causing paucity in availability of food, you decide that certain measures are needed to be taken in order to deal with the issue of starvation at the grassroot level. **20**

Given the situation, answer the following questions:

- (a) Identify the ethical issues involved in this case.
(b) What measures would you take to deal with wastage of food in your area?
(c) What explains this co-existence of affluence and hunger in developing countries like India?

अपने क्षेत्र के व्यवस्थापक प्रभारी के रूप में, आप देखते हैं कि एक ओर भव्य पार्टियों और साथ ही रेस्तरां व भोजनालयों में बड़े पैमाने पर खाद्य सामग्री का अपव्यय होता है, जबकि दूसरी ओर प्रतिदिन एक समय का पेटभर भोजन सुनिश्चित करने की अक्षमता के कारण लोग भूखों मर रहे हैं हैं। इस वास्तविकता को समझते हुए कि, भोजन की उपलब्धता में कमी का कारण संसाधनों की कमी नहीं अपितु लोगों की आदत है, आप निर्णय करते हैं कि जमीनी स्तर पर भूखमरी की समस्या से निपटने के लिए कुछ उपायों की आवश्यकता है।

दी गई स्थिति को देखते हुए, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) इस प्रकरण में समाविष्ट नैतिक मुद्दों की पहचान कीजिए।
(b) अपने क्षेत्र में भोजन के अपव्यय से निपटने के लिए आप क्या उपाय करेंगे?
(c) भारत जैसे विकासशील देशों में प्रचुरता और भूख का सह-अस्तित्व किस बात की व्याख्या करता है?

Case :

I am the administrator..

*Widespread food wastage prevails
People starving.*

Stakeholders :

① Me, the administrator

- Ensure food to hungry.
- Avoid wasting national resource.

② The affluent

- Lavish lifestyle, wasteful expenses
- No regard for poor

③ The poor

- Unable to arrange meals for a day

④ Nation

- Responsibility to ensure well-being of all.

The values guiding me in this case would be :-

- Empathy, Objectivity, Dedication to Public Service, Leadership.

(a) The ethical issues in this case are :-

- ① Ethics of Poverty.
- ② Wasteful lifestyle of the affluent
- ③ Inability of poor to even feed themselves.
- ④ Widespread Inequality.
- ⑤ Elimination of Hunger.
- ⑥ Channelizing surplus to those who need it the most.

(b) Various measures to tackle food wastage would include :-

- ① Raising awareness posters in the area, in restaurants, requesting local media to highlight the issue.

- ② Assist local NGOs to take up this issue and setup collection points where households can donate their excess food to the needy.
- ③ Institutional waste generators can also tie-up with NGOs or on own can be encouraged to provide extra food to the needy.
- ④ At the same time, system for food testing at random to ensure no spoilt food is being provided.
- ⑤ Further measures like bio-composting can also be encouraged to develop green manure.

(c). Various reasons for this co-existence of affluence and hunger in developing countries like India:-

- ① Widespread economic inequality
- ② Lack of empathy of affluent.
- ③ Absence of suitable mechanisms to provide excess food to needy.
- ④ Less awareness on this issue.

Various NGOs in cities like Bengaluru and Gurgaon have linked up with tech startups to work in this area, to address 'Hunger' as mentioned in SDG 2.

10. The excluded and marginalized section of society are worst hit by globalization. Take the case of Particularly Vulnerable Tribal Groups (PVTGs) like Sentinelese of Andaman & Nicobar islands; their population has reduced drastically and they are facing various other problems as well. In this context answer the following questions: 20

- (a) What are the challenges faced by PVTGs due to globalisation?
(b) If you are posted as a Development Officer in such an area, what will be your priorities to reduce their vulnerabilities and ensure welfare?

समाज के बहिष्कृत और सीमांत वर्ग वैश्वीकरण द्वारा सबसे बुरी तरह प्रभावित हैं। विशेष रूप से सुभेद्य जनजातीय समूहों (PVTGs) जैसे अंडमान और निकोबार द्वीप समूह के सेंटिनेली लोगों का प्रकरण लें; उनकी जनसंख्या अत्यधिक कम हो गई है और साथ ही वे अन्य विभिन्न समस्याओं का भी सामना कर रहे हैं। इस संदर्भ में निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) वैश्वीकरण के कारण, PVTGs द्वारा सामना की जाने वाली चुनौतियाँ क्या हैं?
(b) यदि आप ऐसे क्षेत्र में विकास अधिकारी के रूप में नियुक्त किए जाते हैं, तो उनकी सुभेद्यताओं को कम करने एवं कल्याण सुनिश्चित करने के लिए आपकी प्राथमिकताएं क्या होंगी?

(a)

The PVTGs face numerous challenges as a result of globalisation :-

- ① *Rising influx of outsiders, tourists disrupting their traditional ways of life*
- ② *Deforestation affecting their sources of livelihood and sustenance.*
- ③ *Mineral exploitation causing mass displacements.*

④ Island groups' PVTGs are threatened by rising Sea levels due to global warming.

⑤ Outsiders influx is exposing them to new diseases to which they have no resistance.

As a result, various ethical issues emerge :-

- Needs of development vs. Right to life and personal liberty.
- Right to privacy and be left alone
- Right to preserve one's own culture, customs, ways of life.

(b)

If I am posted as a Development Officer in the area,

- ① Ensure enforcement of laws related to Protected Areas and non-interference by outsiders.
- ② Crackdown on all activities of deforestation and forest encroachment
- ③ Sensitisation of nearby communities to their lifestyles and customs and need to respect them.
- ④ Provision of basic services like health and education in a consensual manner by training one of their own tribe members

⑤ Allowing them the right to develop at their own pace and of their own accord, merely playing the role of a facilitator.

In totality, a policy based on 'Tribal Panchsheel' as envisaged by Jawaharlal Nehru needs to be adopted to deal with this scenario.

11. Undercover journalism exposes injustices, negligence, corruption and wrongdoing and yet going undercover to expose wrongdoing remains controversial. But, undercover journalists contend that they are fulfilling a fundamental duty of finding truth through their journalism. They argue that public enlightenment is the forerunner of justice and the foundation of democracy and the duty of the journalist is to further those ends by seeking truth and providing a fair and comprehensive account of events and issues. So, there are some supporters of this kind of journalism, which sometimes infringe the privacy of individuals. However, some journalists also urge avoiding surreptitious methods of gathering information except when traditional open methods will not yield information vital to the public. In this context, answer the following questions: 20

(a) What are the ethical issues involved in the practice of undercover journalism?

(b) Do you support the practice of undercover investigation by journalists? Give reasons in support of your answer.

गुप्त पत्रकारिता (अंडरकवर जर्नलिज्म) अन्याय, लापरवाही, भ्रष्टाचार और गलत कार्यों को उजागर करती है लेकिन फिर भी गलत कार्यों को उजागर करने के लिए गुप्त रूप से कार्य करना विवादास्पद बना हुआ है। हालांकि, गुप्त पत्रकारों का तर्क है कि वे अपनी पत्रकारिता के माध्यम से सच्चाई को उजागर करने का एक मौलिक कर्तव्य पूरा कर रहे हैं। उनका तर्क है कि सार्वजनिक प्रबोधन न्याय का अग्रदूत और लोकतंत्र की नींव है और पत्रकारों का कर्तव्य सत्य की खोज और घटनाओं एवं मुद्दों की निष्पक्ष व व्यापक जानकारी प्रदान करके इन ध्येयों को आगे बढ़ाना है। इसलिए, इस प्रकार की पत्रकारिता के कुछ ऐसे समर्थक हैं, जो कभी-कभी व्यक्तियों की निजता का भी उल्लंघन करते हैं। हालांकि, कुछ पत्रकार सूचना एकत्रित करने के निंदनीय तरीकों से बचने का आग्रह भी करते हैं, सिवाय जबकि पारंपरिक खुले तरीकों से जनता के लिए महत्वपूर्ण सूचना नहीं मिलती है। इस संदर्भ में, निम्नलिखित प्रश्नों का उत्तर दीजिए:

(a) गुप्त पत्रकारिता के आचरण में सम्मिलित नैतिक मुद्दे क्या हैं?

(b) क्या आप पत्रकारों द्वारा गुप्त जांच के आचरण का समर्थन करते हैं? अपने उत्तर के समर्थन में कारण बताइए।

We are witnessing a rising trend of undercover journalism to expose scams like Tehelka expose, Saradha scam etc.

(a) Various ethical issues involved in this practice are :-

- ① Invasion of privacy.
- ② Informed consent (or lack thereof)
- ③ Means justifying ends
- ④ Sensationalisation of facts or their misrepresentation.
- ⑤ Bias in reporting of issues - media trial may occur
- ⑥ Creating situations out of the ordinary to dig out 'manufactured truths' - like honey-trapping.

⑦ National security vs Right to Information.

⑧ Paid news is also a rising trends and investigative journalism can be used to target opponents.

⑨ Democratic ideals

(b)

In a democracy like India, transparency is essential for good governance.

I support investigative journalism because :-

① They help in creating a culture of transparency and instill accountability.

② They have helped blow covers off various scams in free India.

③ In a democracy, the public has a right to know and a free and fair media is essential for it.

④ Such reporting helps in checking corrupt and their activities.

However, at the same time this practise should not be free from checks and balances :-

① Any such report must be verified by editorial board before publishing.

② Avoidance of any possible bias / misrepresentation of facts

③ Present as 'news' and not 'views'.

④ Use of legitimate means to legitimate ends.

⑤ Care to ensure no national security implications of expose.

After incorporating above safeguards such acts shall truly achieve the desired ends without flouting the norms of correct means.

12. You are the chief executive of ABC Ltd., an automotive component manufacturing company. Until recently, all of your production plants were located in City X. However, the cost of production has risen, causing profits to decline. A number of factors have led to an increase in the production costs. First, the union representing the workers in your plant waged a successful strike resulting in increased salary and benefits. A second factor has been imposition of stringent environmental regulations. Shareholders are concerned about the declining fortunes of the company. Many of the competitors have moved their operations to less-developed cities, where the operating costs are less than in City X. ABC Ltd. is a major employer in the city where it is located, and you know that a plant closure will cause economic dislocation in the city.

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Given the situation, answer the following questions:

- (a) What are the ethical issues involved in this case?
(b) How can the interests of different stakeholders be reconciled in this case?

आप वाहनों के कलपुर्जे विनिर्मित करने वाली एक कंपनी ABC लिमिटेड के मुख्य कार्यकारी हैं। अभी हाल तक, आपके सभी उत्पादन संयंत्र शहर X में अवस्थित थे। हालांकि, उत्पादन की लागत बढ़ गई है, जिससे लाभ गिर गया है। उत्पादन लागत में कई कारकों से बढ़ोतरी हुई है। सबसे पहला, आपके संयंत्र में श्रमिकों का प्रतिनिधित्व करने वाली यूनियन ने सफलतापूर्वक हड़ताल की, जिससे वेतन और उनके लाभ बढ़ गए। एक दूसरा कारक कठोर पर्यावरणीय विनियमों का आरोपण रहा है। शेयरधारक, कंपनी के अंधकारमय भविष्य को लेकर चिंतित हैं। कई प्रतिस्पर्धियों ने अपना परिचालन कम-विकसित शहरों में स्थानांतरित कर दिया है, जहां शहर X की तुलना में परिचालन लागत कम है। ABC लिमिटेड जहां अवस्थित है, वहां वह एक प्रमुख नियोक्ता है। आप जानते हैं कि संयंत्र बंद होना शहर में आर्थिक अव्यवस्था का कारण बनेगा।

इस स्थिति को देखते हुए, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) इस प्रकरण में सम्मिलित नैतिक मुद्दे क्या हैं?
(b) इस प्रकरण में विभिन्न हितधारकों के हितों में सामंजस्य कैसे स्थापित किया जा सकता है?

Case :

- All plants in one city
- Rise in costs, profits decline
- Union strikes lead to high wages
- Environmental regulations tough.

- Competitors moved out - Lower costs.
- Concerns of shareholders

A being the Chief executive should be guided by following values :-

- Business Ethics, Stakeholders interest.
- Empathy to workers, Respect for law.
- Fortunes of Company.

(a) The ethical issues in this case are :-

- ① Turning around fortunes of the Company vs. ensuring well-being of workers and local community.
- ② Level-playing field between Companies.
- ③ Shareholders vs Stakeholders interest.

(b) The different stakeholders here are :-

- ① Me, the Chief Executive
- ② ABC Co. Ltd.
- ③ Workers and families.
- ④ Government
- ⑤ Shareholders of ABC Co Ltd.

• The high costs of operation here is hurting business and in long term may cause shut down of many plants.

• The current declining fortunes is undesirable for shareholders, Company and Me.

The re-conciliation can be done by:-

① Approaching govt to provide some tax breaks or regulatory easing to be able to raise competitiveness

② Addressing workers and asking them to refrain from further strikes which may result in shifting of factory causing joblessnesses.

③ Addressing the shareholders, informing them of measures being taken and to be patient.

④ Other cost-cutting measures

I believe, the govt would not desire relocation of factory away from State and help duly. If it is not possible, then only solution at hand would be to relocate one of the plants and provide generous retrenchment

bonuses to workers, so as to
avoid further damage threatening
jobs of many more factories

13. You are posted as a District Education Officer (DEO) in a Maoist affected district. You have been specifically given the responsibility to work on the literacy mission. After reading the education reports and doing field visits, you find that the number of out of school children has increased drastically and the motivation among students and teachers is also low. While certain basic infrastructure is already in place, the major hurdle in attracting students to these schools include the attitude of inhabitants towards education and the security risks involved in sending children to schools. Given the situation, answer the following questions:

(a) Analyse the reasons behind such an attitude.

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(b) As a DEO, what are the steps that you would take in order to increase the school attendance and change the prevalent attitude of inhabitants towards education?

आप एक माओवाद प्रभावित जिले में जिला शिक्षा अधिकारी (DEO) के रूप में तैनात हैं। आपको विशेष रूप से साक्षरता मिशन पर काम करने का उत्तरदायित्व सौंपा गया है। शिक्षा प्रतिवेदन (रिपोर्ट) पढ़ने और जमीनी स्तर पर दौरा करने के बाद, आप पाते हैं कि स्कूली शिक्षा से वंचित होने वाले बच्चों (आउट ऑफ स्कूल चिल्ड्रेन) की संख्या में काफी वृद्धि हुई है और छात्रों व शिक्षकों में प्रेरणा की भी कमी है। जहां कुछ आधारभूत अवसंरचना पहले से ही विद्यमान है, वहीं इन स्कूलों में छात्रों को आकर्षित करने में आड़े आने वाली प्रमुख बाधाओं में शिक्षा के प्रति स्थानीय निवासियों का दृष्टिकोण और बच्चों के स्कूल भेजने में सम्मिलित सुरक्षा जोखिम सम्मिलित हैं।

इस स्थिति को देखते हुए, निम्नलिखित प्रश्नों का उत्तर दीजिए:

(a) इस प्रकार की अभिवृत्ति के पीछे उत्तरदायी कारणों का विश्लेषण कीजिए।

(b) DEO के रूप में, स्कूल में उपस्थिति बढ़ाने और शिक्षा के प्रति स्थानीय निवासियों के प्रचलित अभिवृत्ति को बदलने के लिए आप क्या कदम उठाएंगे?

The ethical issues here are :-

- Right of education vs threat to life and liberty.*
- Low motivations of teachers, students.*
- Changing attitudes of people towards education*

I as DEO shall keep the following values in consideration :-

- Empathy, Compassion
- Emotional Intelligence
- Leadership, Objectivity, Security
- Social Influence, Persuasion

(a) Various reasons behind such an attitude could be :-

- ① Fear of life and security, threats by Naxals
- ② Absence of role-models who achieved success through education.
- ③ Futility of education due to 'jobless growth'
- ④ Lack of exposure to outside world
- ⑤ Poverty, illiteracy across generations

⑥ Gender-based discrimination towards educating girl child

(b) As a DEO, various measures need to be taken :-

① To increase school attendance

- Ensure security personnel in vicinity of school premises by coordinating with appropriate authorities
- Provide for safe transport systems to and fro
- Motivate teachers by acknowledging their contributions and bravery towards nation building activities.
- Provide remedial classes to allow students to learn effectively.
- Strict monitoring of education quality

② To change attitudes

- Motivate local leaders to send their kids for a start.
- Demonstrate ^{to} them, through examples of greats like Dr. Kalam, the power of education
- Assure them of safety of children
- Also demonstrate use of education in daily activities, agriculture, trade.
- roping in celebrities of the region may also help in this regard.
- Incentive schemes like free bicycles may also persuade parents.

Ensuring quality education for all is a priority listed as SDE 4 and in Art 21 of our Constitution and needs to be ensured at the earliest

14. Mr. Pradeep is a senior civil servant in the central government and is involved in the budgeting department. In the course of performing his duties, he comes to know about diversion of funds earmarked for SC/ST sub-plan for other purposes. While he is not directly responsible for this aspect of the budget, he raised his concerns to the department concerned. He also learns that the minister responsible as well as senior most civil servants are aware of the practice and have given tacit approval for it. Soon thereafter, Pradeep was summoned to talk on the issue and was told that since the matter is not within his jurisdiction, he should 'keep his nose out of it'. After much soul searching, Pradeep decided to obey his supervisors by leaving the matter alone. Based on the information given, answer the following questions:

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- (a) Elaborate on the internal dissonance that Pradeep faces in the given situation.
- (b) On what basis can the decision of Pradeep be justified?
- (c) Had you been in Pradeep's place, what would have been the course of action chosen by you? Recognise the merits and demerits, if any.

श्री प्रदीप केंद्र सरकार में एक वरिष्ठ सिविल सेवक हैं और बजट निर्माण विभाग से जुड़े हैं। अपने कर्तव्यों के निष्पादन के दौरान, उन्हें SC/ST उप-योजना के लिए निर्धारित फंड का अन्य प्रयोजनों के लिए प्रयोग करने (डायवर्जन) के संबंध में पता चलता है। जबकि, वह बजट के इस पहलू के लिए सीधे उत्तरदायी नहीं है, लेकिन वह संबंधित विभाग के समक्ष अपनी चिंताएं उठाते हैं। उन्हें यह भी पता चलता है कि उत्तरदायी मंत्री के साथ-साथ वरिष्ठतम सिविल सेवक इस परिपाटी से अवगत हैं और उन्होंने इसके लिए मौन स्वीकृति दी हुई है। इसके शीघ्र बाद, इस मुद्दे पर बात करने के लिए प्रदीप को बुलाया गया और उन्हें बताया गया कि चूंकि यह प्रकरण उनके अधिकार क्षेत्र में नहीं है, इसलिए उन्हें 'इसमें अपनी टांग नहीं अड़ानी' चाहिए। काफी आत्मविश्लेषण के बाद, प्रदीप ने इस प्रकरण को छोड़ अपने पर्यवेक्षकों के आदेश का पालन करने का निर्णय लिया।

दी गई जानकारी के आधार पर, निम्नलिखित प्रश्नों का उत्तर दीजिए:

- (a) दी गई स्थिति में प्रदीप द्वारा सामना किए जाने वाले आंतरिक असंगति (विरोधाभास) का सविस्तार वर्णन कीजिए।
- (b) किस आधार पर प्रदीप का निर्णय उचित ठहराया जा सकता है?
- (c) यदि आप प्रदीप के स्थान पर होते, आपके द्वारा चुनी जाने वाली कार्यवाही क्या होती? गुणों-अवगुणों की पहचान कीजिए, यदि कोई हो।

(a)

Pradeep in this situation faces an internal dissonance as he feels, the misappropriation of funds is both illegal and immoral and there is a sense of injustice in the acts of his department. However, he has been instructed to ignore the matter as it is beyond his jurisdiction.

This disturbs his peace of mind as being an honest individual, one cannot rest at the idea of dishonesty prevailing in his department and not being able to do anything about it. This helplessness of inaction is what leads to cognitive dissonance, when desires and actions do not coincide together.

b) While it can be seen as ignorance of injustice by Pradeep, it can at the same time be justified by:-

- Lack of Pradeep's authority over the matter
- He was instructed by his ^(superiors) organisation to leave the matter alone

However, this demonstrates a lack of integrity on part of Pradeep as any upright officers should have pursued the matter further.

(c) If I were in Pradeep's place, I would have drafted a memo or a letter to my superiors detailing the issue and calling for action in

this regard

① Merits

- A written memo would be hard to ignore and escape due to deniability would not be possible
- This would have surely led to some action to address the problem. If not, then other whistleblowing channels could be considered.
- SC/STs would have received their due.

② Demerits

- I could be reprimanded, transferred.
- My ACR could be distorted.

But, these would be nothing compared to widespread injustices caused due to denial funds to SC/STs which they were legitimately due to further social justice under Art 15, 16, 17, 46 so on.

