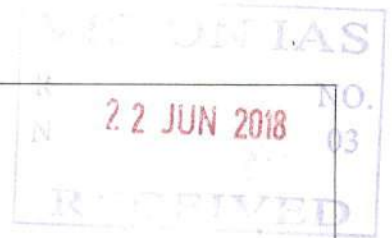




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GENERAL STUDIES (TEST CODE : 1057)

Name of Candidate	AKSHAT JAIN		
Medium Hindi/Eng.	ENG	Registration Number	101322
Center	ORN	Date	22/6/18

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	1. 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)। 2. There are FOURTEEN questions printed in ENGLISH & HINDI इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं। 3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं। 4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं। 5. 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। 6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए। 7. 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।
1(a)	10		
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11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

75, 3rd Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1st Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

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) Self doubt can both help and hinder leadership. Discuss with examples. 10

आत्म सन्देह नेतृत्व में सहयोग तथा बाधा दोनों उत्पन्न कर सकता है। उदाहरण सहित चर्चा कीजिए।

Self-doubt is an inherent part of our humanity, and refers to the situation when a person begins to question his own actions, beliefs and abilities.

Help leadership

1. Ponder upon one's mistakes and gaps in leadership, and thus address them
 e.g. A manager can understand that his team-management skills need to be enhanced
2. Help accept other perspectives and suggestions
3. Increase our willingness to approach seniors / friends for advice, or learn from their experiences

Hinder leadership

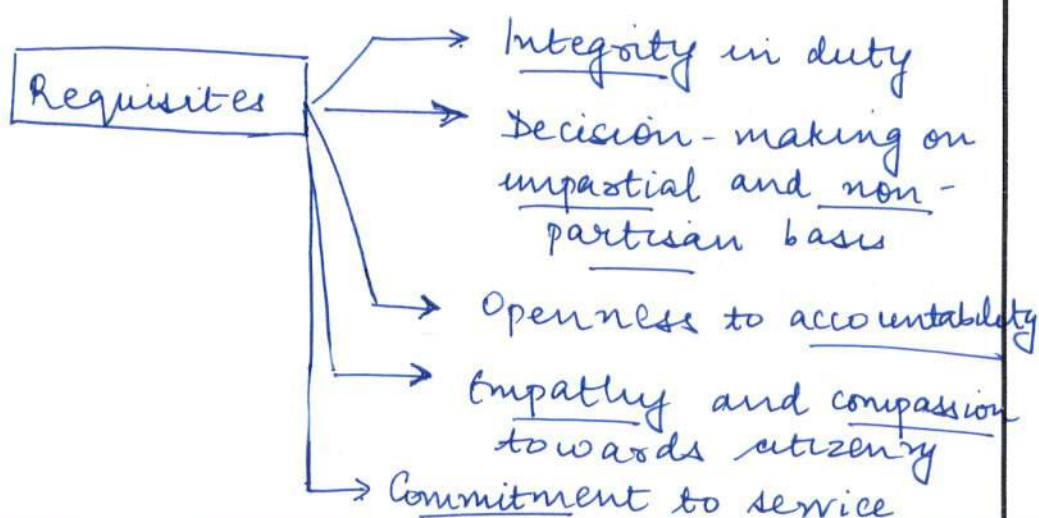
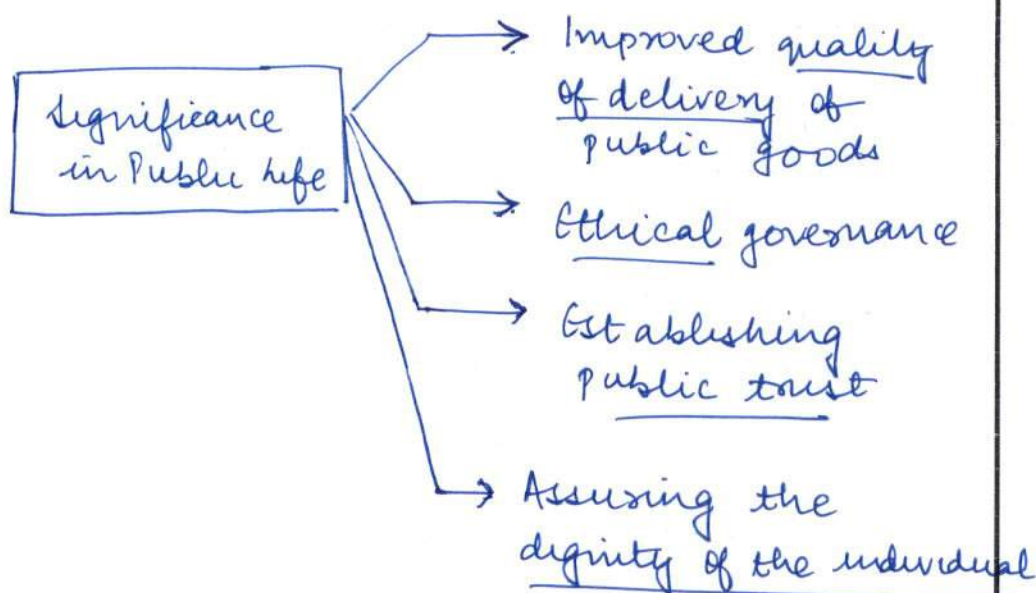
1. lead to delayed decision-making
2. Compromise on your own principles and work ethics
e.g. Once E. Sreedharan stood up to a politician and prevented him compromising a metro project. If he would have self-doubts, he would never show the moral courage to stand for the right thing
3. Lower the confidence of your peers and juniors
4. A self-doubtful person will always fear innovation, and proceed with time-tested and copied ideas
e.g. If Steve Jobs would have self-doubts over himself, he would never have thought of a personal computer

Thus it is important to balance the above.

1. (b) Bring out the significance of probity in public life. What are the requisites for ensuring probity in governance? Pointing out the key concerns in India in this context, suggest certain remedial measures. 10

सार्वजनिक जीवन में ईमानदारी (probity) का महत्व दर्शाइए। शासन में ईमानदारी सुनिश्चित करने की क्या अपेक्षाएं हैं? इस संदर्भ में भारत में प्रमुख चिंताओं का उल्लेख करते हुए, कुछ उपचारात्मक उपायों का सुझाव दीजिए।

Probity refers to the quality of following moral principles.

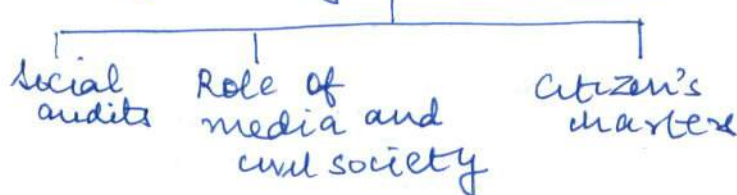


The key concerns in India include -

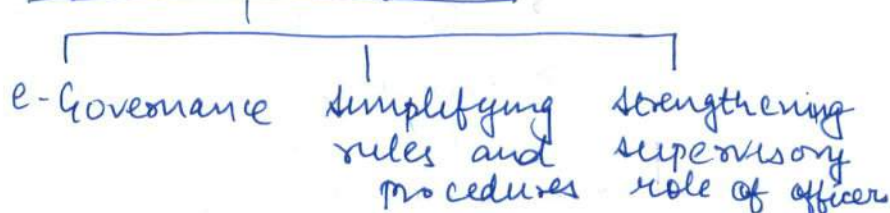
1. Corruption and red-tapism in bureaucracy
2. Political interference
3. Monopoly of government over key services and increased scope of discretion
4. Unempathetic bureaucracy
5. Uninformed and inactive citizenry

As per 2nd ARC, remedial measures are -

1. Code of ethics for civil servants, politicians, judiciary
2. Enhancing legal framework like RTI and Prevention of Corruption Act
3. Strengthening social infra



4. Systematic reforms



2. (a) While the corrupt and dishonest should be punished swiftly, honest public servants need to be protected against malicious and motivated complaints to enhance efficiency and effectiveness of an organisation. Discuss. How can the two objectives be reconciled? 10

जहाँ भ्रष्ट और बेईमान को तत्काल दंडित किया जाना चाहिए, वहीं किसी संगठन की दक्षता और प्रभावशीलता बढ़ाने हेतु दुर्भावनापूर्ण और अभिप्रेरित शिकायतों से ईमानदार लोक सेवकों की सुरक्षा की जानी चाहिए। चर्चा कीजिए। इन दो उद्देश्यों के बीच किस प्रकार सामंजस्य स्थापित किया जा सकता है?

Corruption and dishonesty has become a routine part of our organisations.

However, honest and ethical public servants do exist, and must be protected.

As per the 2nd ARC and Law Commission of India, following steps are needed -

1. Existing legal frameworks like Prevention of Corruption Act and whistleblowers Act must be strengthened in scope and provisions.
2. Grabbing provisions must be put to provide opportunity of appeal to the officer. This should be done only in front of a

due court of law, or specially established
personnel bodies for this purpose.

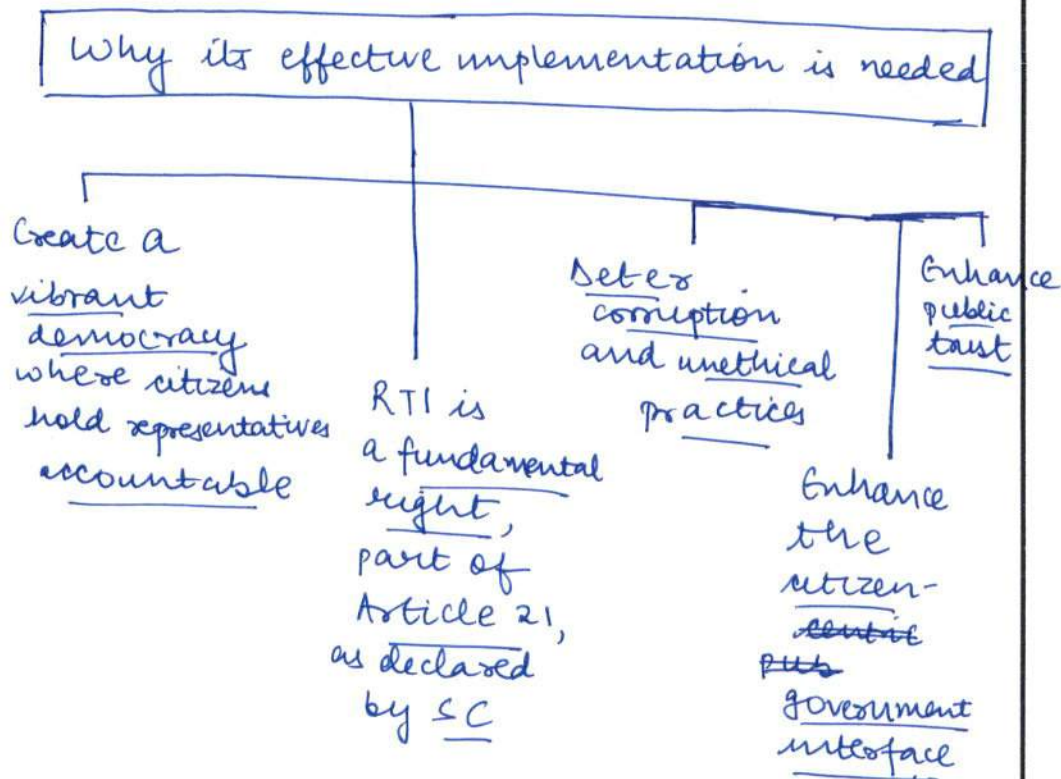
3. The need for getting approval for
inquiry from senior officer or
~~minister~~
~~politician~~, must be done
away with
4. The investigative agencies must
remain neutral, and inspect
each perspective
5. The constitutional provisions already
provide adequate protection to
honest servants. Thus unnecessary
provisions should be avoided

Thus both objectives can be reconciled.

2. (b) The effective implementation of the Right to Information Act will create an environment of vigilance which will help in functioning of a more participatory democracy. Elaborate. 10

सूचना के अधिकार अधिनियम का प्रभावी कार्यान्वयन एक सतर्कता का माहौल तैयार करेगा जिससे अधिक सहभागी लोकतंत्र के कार्यशील होने में सहायता मिलेगी। सविस्तर वर्णन कीजिए।

As per the 2nd ARC, the Right to Information Act (RTI) is like a MASTER KEY TO GOVERNANCE.



Steps needed

1. Repeal or modify pre-RTI acts like Official Secrets Act, that go against its spirit

2. Enhance the scope of RTI
3. Strengthen ~~and~~ ^{and} simplify the information retrieval process
4. Empower the CIC - Chief Information Commission - to hold negligent public organisations responsible

If the above is achieved, RTI will help us achieve a true democracy.

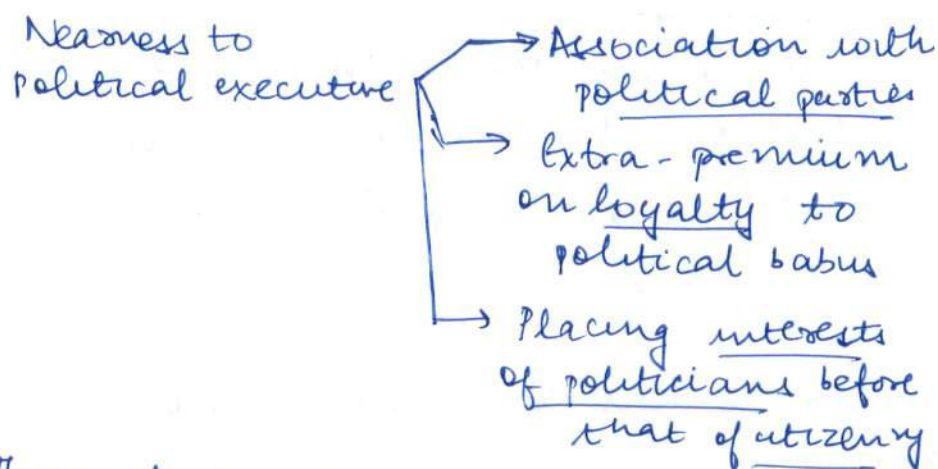
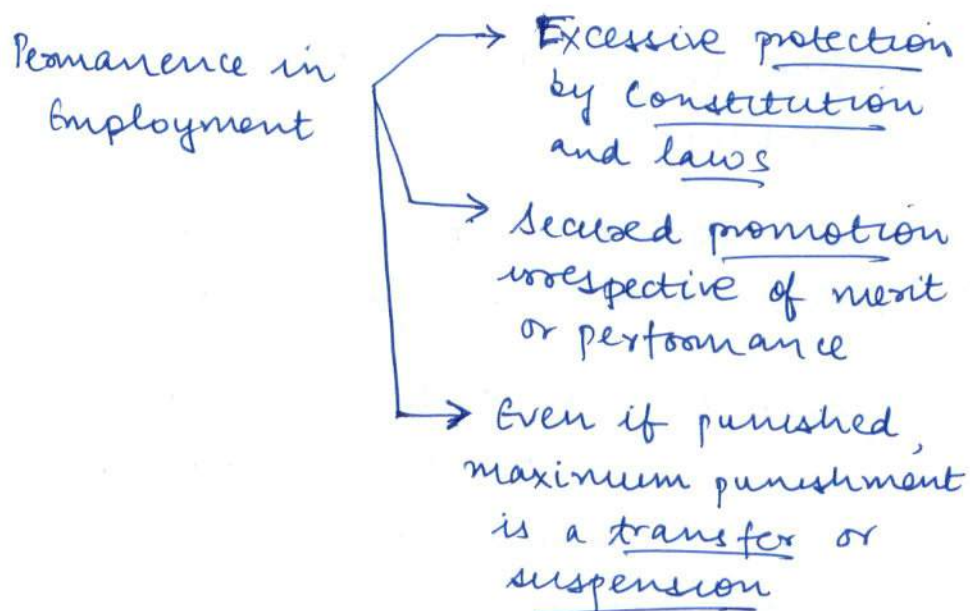
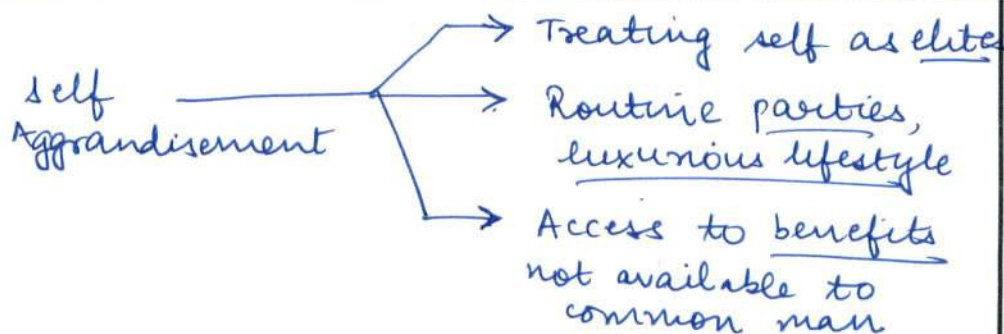
3. (a) The bureaucracy technically has been an efficient form of organisation but is seen to have exceeded its administrative powers due to its tendency towards self aggrandisement, permanence in employment, and nearness to the political executive. Discuss. 10

तकनीकी रूप से नौकरशाही संगठन का एक कुशल रूप रही है, लेकिन आत्म-उन्नयन, रोजगार में स्थायित्व और राजनीतिक कार्यकारी से निकटता की प्रवृत्ति के कारण यह अपनी प्रशासनिक शक्तियों का अतिक्रमण करता है। चर्चा कीजिए।

The bureaucracy has been called the steel frame of our democracy.
This is because —

1. Has successfully implemented programmes like Green Revolution
2. Has helped India perform well on developmental targets — reduced poverty, increased literacy and life expectancy
3. Several officers like E. Sreedharan, T. Seshan have shown spirit of service and worked for welfare of people.

However it has been criticized on the grounds of —



Thus it is necessary for our public servants to reform themselves, and uphold their spirit of service.

3. (b) Social media has played a key role in influencing political opinions and social attitudes in India. Comment. 10

भारत में सोशल मीडिया ने राजनीतिक मतों और सामाजिक अभिवृत्तियों को प्रभावित करने में महत्वपूर्ण भूमिका का निर्वाह किया है। टिप्पणी कीजिए।

Social media provides a digital platform for people to interact with each other. e.g. social networking sites like Facebook. It has become extremely popular among youth, and is their premium source of consuming and sharing information.

Influencing Political Opinions

1. Most political parties are quite active on social media
2. Media houses rapidly share political news ~~on~~ instantaneously
3. Debates and live discussion

Influencing Social Attitudes

1. MMS or pornography shared develops wrong attitudes towards women
2. Online hate and trolling develop hatred towards communities
3. Invoking patrotism and nationalism
4. Exposing us to the plight of people and enabling us to help them
e.g. several fund-raising groups on social media help generate awareness and money for good cause
5. Attitude towards privacy of others

Thus responsible use and self-regulation are required to make best use of social media.

4. (a) "Nonviolence is not servile passivity but a powerful moral force which makes for social transformation". Comment. 10

"अहिंसा दासत्व जैसी निष्क्रियता नहीं है बल्कि एक शक्तिशाली नैतिक बल है जो सामाजिक परिवर्तन में मदद करता है"। टिप्पणी कीजिए।

Non-violence has been a principle endowed in the moral fabric of India.

Not a servile passivity

1. Violence only spreads hatred and worrens issue
2. Does not mean remaining non-responsive or passive towards issues

As a moral force

1. Gandhi ji, with its help, led the freedom movement
2. Helps respect other's dignity and life
3. Helps us take decisions calmly

4. Inspires others to follow the path of peace
5. Takes moral courage to be non-violent

The biggest testimony is the fact that even ~~extrem~~ radicals like Bhagat Singh accepted its need and importance for social transformation

4. (b) It is at the interface of public action and private interest that the need arises for establishing not just a code of ethics but a code of conduct. In this context, highlight the need for drafting a code of ethics as well as a code of conduct. 10

यह सार्वजनिक कार्रवाई और निजी हित के अंतरफलक (इंटरफ़ेस) पर है, जिससे न केवल नैतिक संहिता बल्कि आचार संहिता तैयार करने की आवश्यकता उत्पन्न होती है। इस संदर्भ में, नैतिक संहिता के साथ-साथ आचार संहिता का प्रारूप तैयार करने की आवश्यकता पर प्रकाश डालिए।

The need for a code of ethics and conduct arises due to these issues -

1. Conflict of interests resulting from clash of public - personal duty
2. Political interference in functioning
3. Increased discretion and lack of disclosure to citizens
4. Citizens' right to know how the administration is functioning.

Thus the 2nd ARC has recommended such a code built on the values of -

- 1) Integrity
- 2) Impartiality and non-partisanship

- 3) Objectivity
- 4) Impartiality
- 5) Dedication to public duty

Further, it was said that conflict of interests should be comprehensively covered in such a code.

5. (a) Income inequality is a matter of grave concern for the Indian society. In this context, examine the relevance of Gandhiji's concepts of 'Sarvodaya' and 'Trusteeship'. 10

भारतीय समाज के लिए आय असमानता एक गंभीर चिंता का विषय है। इस संदर्भ में, गांधीजी की 'सर्वोदय' और 'न्यासिता' (ट्रस्टीशिप) की अवधारणाओं की प्रासंगिकता का परीक्षण कीजिए।

As per a recent report, top 1% of Indians
acquire more than 20% of the
total income.

Sarvodaya

Refers to the principle that good
of the individual is in the
good of all. It thus promotes
the values of altruism, public
service, charity and distributing
wealth to the needy, which is
beyond our requirement.

Trusteeship

Gandhi believed that every resource
and thing on the Earth belong

to God. Thus we as people and his
creation, are guardians of his
property.

It is thus our duty to equitably
share it. The rich and affluent
must see themselves as trustees
of God's will, and thus
share their wealth with
the needy.

5. (b) It does not take long for conflict to turn violent when deep seeded prejudices and discriminatory attitudes are not addressed. Discuss in the context of communal and caste-based violence in India. What role should the state play in this context? 10

गहरे पूर्वाग्रहों और भेदभावपूर्ण अभिवृत्तियों के दूर नहीं होने की स्थिति में टकराव को हिंसात्मक होने में लंबा समय नहीं लगता है। भारत में सांप्रदायिक और जाति आधारित हिंसा के संदर्भ में चर्चा कीजिए। इस संदर्भ में राज्य को क्या भूमिका निभानी चाहिए?

The Indian society has been plagued by prejudices and discriminatory attitudes like -

1. Intolerance towards other beliefs, way of life
e.g. Towards tribals
2. Religious fragmentation
e.g. Hindu-Muslim issues
3. Casteism and untouchability

This has led to incidents like Sabri lynching, communal holocausts (partition), caste-based politics etc.

The state should not remain clueless to such issues. Neither

should it encroach upon the freedom
of the minorities in the name
of majoritarianism.

It must provide a conducive
legal, socio-economic and
political environment that
protects the rights, dignity
and freedom of all, especially
the weaker sections.

It is also the duty of responsible
and educated citizens to protect
fellow citizens, and promote
a culture of tolerance and
respect.

6. Explain with examples how emotional intelligence increases the effectiveness of leadership skills in a civil servant. **10**

उदाहरण सहित व्याख्या कीजिए कि किस प्रकार भावनात्मक समझ (बुद्धि) एक सिविल सेवक में नेतृत्व कौशल की प्रभावशीलता में वृद्धि करती है।

Emotional intelligence refers to the capacity to understand and manage one's own emotions and that of others.

Use in leadership

1. Performance management

e.g. A leader can understand the reasons for poor performance of his colleagues, and help him

2. Building peer relationships

e.g. Understanding emotional distress of your peers

3. Enhanced conflict resolution

e.g. Solving problems like citizen protests, bandhs etc by better empathising with their cause

4. Work-family life balance

5. Conducive work culture and
thereby better team spirit
and productivity

Thus it is of immense significance
in public duty.

7. A Citizens' Charter sees public services through the eyes of those who use them. In this context, analyze the importance of citizen charter in making public services citizen centric. **10**

सिटीजन चार्टर उन लोगों की दृष्टि से सार्वजनिक सेवाओं को देखता है जो इनका उपयोग करते हैं। इस संदर्भ में, सार्वजनिक सेवाओं को नागरिक केंद्रित बनाने में सिटीजन चार्टर के महत्व का विश्लेषण कीजिए।

Citizens' charter is an instrument that lists the services provided by an organisation to the public.

Importance

1. Makes citizens' aware of their entitlements
2. Help citizens' hold organisation responsible for quality of service delivery
3. Makes the organisation better understand its mandate
4. Inculcates in the organisation the need for having a more responsive citizen centric interface

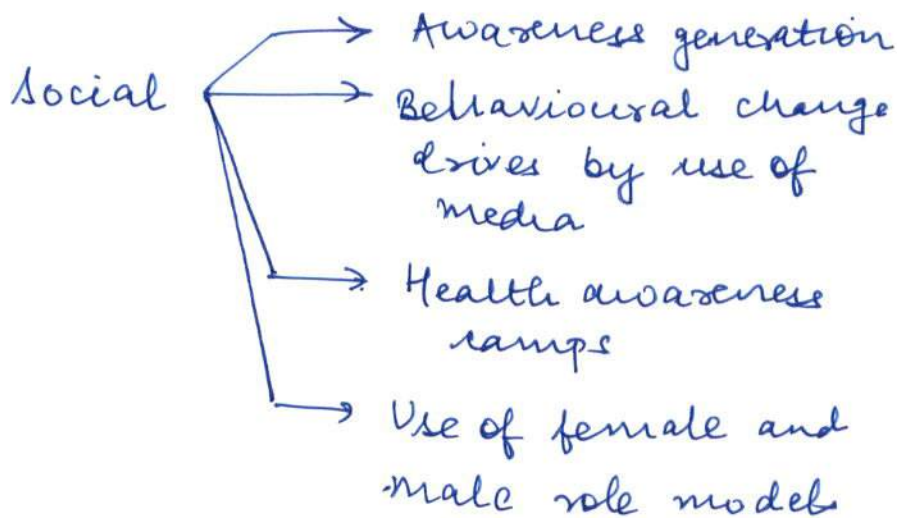
Thus the need is to rationalize
the citizens' ~~charter~~ of organisations
and make it justifiable to
increase accountability -

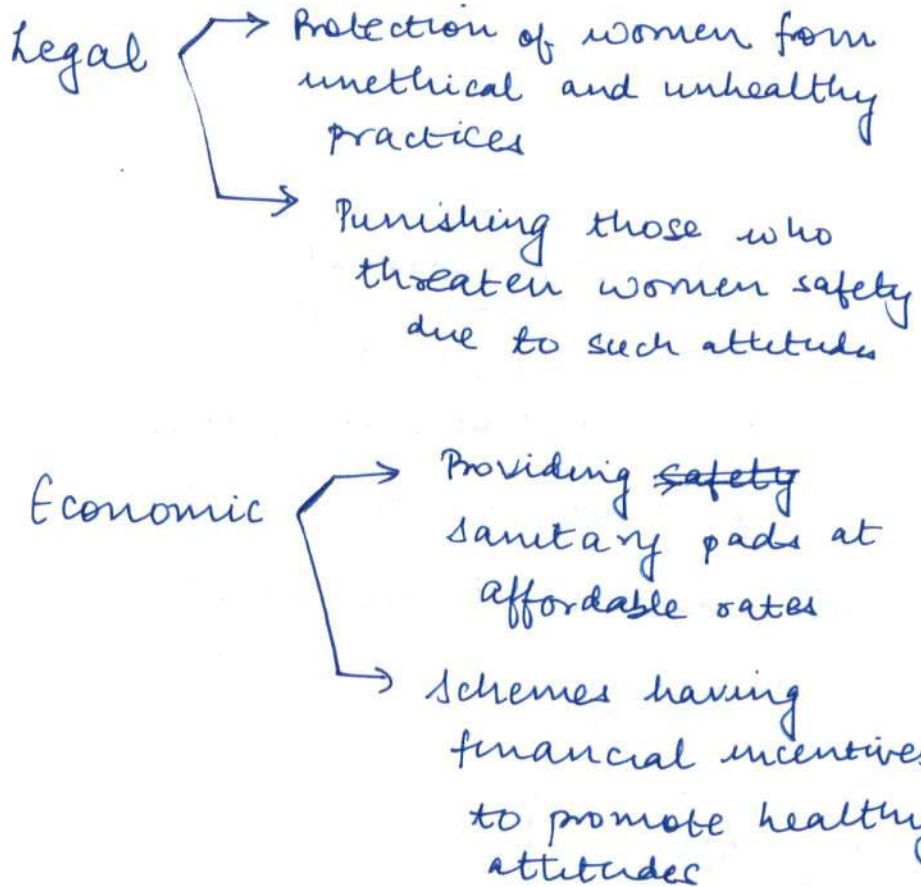
8. Given the effects that cultural attitudes about menstruation have on women, there is need to follow a strategic approach in combating these. Discuss. 10

महिलाओं पर पड़ने वाले रजोधर्म के सांस्कृतिक अभिवृत्तियों के प्रभावों को देखते हुए, इनसे निपटने में रणनीतिक दृष्टिकोण का अनुसरण करने की आवश्यकता है। चर्चा कीजिए।

Menstruation is a natural act of the female body, over which she has no control. It is thus surprising that our culture has always treated it as unhealthy and polluting act.

Strategic Approach





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

9. As the District Magistrate you are posted in a district that had been infamous for girl-child marriages. The government introduced a contributory scheme two decades ago, where the government contributed the same amount as the parents, into an account, for their girl child of age 0 to 7 years. The total sum could be withdrawn only when the girl turns eighteen and is unmarried. Due to this scheme, a new pattern has emerged. All girls are married as soon as they turn eighteen and incidents of dowry have increased substantially – because the community customs require paying the sum commensurate to the age of the girl. Further, parents now tend to save money for the scheme instead of investing in girl's education. As the local administration tries to tackle the current situation it looks up to you for ideas and leadership:

(a) Identify the factors which have led to such outcomes.

20

(b) Devise a strategy, keeping in mind the multiple aspects of the situation.

जिला मजिस्ट्रेट के रूप में आप एक ऐसे जिले में तैनात हैं जो बालिका-बाल विवाह के लिए बदनाम रहा था। सरकार ने दो दशक पहले एक अंशदायी योजना आरंभ की थी, जिसके अंतर्गत 0 से 7 वर्ष की बालिका के लिए खोले गए खाते में, सरकार उनके माता-पिता जितनी राशि का योगदान देती थी। बालिका के 18 वर्ष की आयु के हो जाने और अविवाहित रहने पर ही कुल राशि निकाली जा सकती थी। इस योजना के कारण, एक नया पैटर्न उभरा है। सभी बालिकाओं की 18 वर्ष के होते ही शादी कर दी जाती है और दहेज की घटनाएं काफी बढ़ गई हैं- क्योंकि समुदाय की प्रथाएं बालिका की आयु के अनुरूप राशि का भुगतान करने की मांग करती हैं। इसके अतिरिक्त, अब माता-पिता बालिका की शिक्षा में निवेश करने के स्थान पर योजना के लिए पैसा बचाने लगे हैं। चूंकि स्थानीय प्रशासन वर्तमान स्थिति से निपटने का प्रयास कर रहा है, अतः वह आपसे आपके विचारों और नेतृत्वशीलता की अपेक्षा कर रहा है:

(a) उन कारकों की पहचान कीजिए जिसके कारण ऐसी परिस्थितियां उत्पन्न हुई हैं।

(b) इस स्थिति के बहु-आयामों को ध्यान में रखते हुए, एक रणनीति तैयार कीजिए।

The issue of girl-child marriages has been a historic problem in our society.

a) Factors responsible

1. Tradition - Girls are considered as burden on the family, who need to be married off as soon as possible.
2. Economic -
 - a) The income received from the government scheme is being used for marriage, not productively
 - b) Marrying the girl early results in a lower dowry
3. Social - The community customs and social environment add a pressure on families to marry their girls quickly

- b) As an administrator, the values I need to exhibit here are -
- Empathy and compassion
 - Concern for dignity of individual
 - Respect for women and gender equality

Plan of Action

1. The scheme needs to be reformed.
A provision must be introduced which first mandates the use of the money for girl education upto class XIIth.
2. Instead of releasing the full sum in one go, the release should be linked to certain criteria.
e.g. Full sum to be released only if girl is opting for higher education
for other purposes, it could be linked to defined time periods.
3. To facilitate the above, proper reasons for withdrawal should be asked. If the reason is Marriage, then

the family must be advised about the value of higher education for girls, and how it is beneficial. That being said, nothing should be forced upon them, as it is legal to marry girls at 18 years.

4. Awareness campaigns, use of mass media, and behavioural economics must be used to bring a change in the customs.
5. Dowry is a crime, and thus the law should be strictly enforced.
6. Women role models and success stories will be used to encourage a long-term change.

The above will help girls prosper in the district.

10. While on the one hand, some state governments have implemented alcohol consumption prohibition laws, it is permitted in other states. Debates around this issue often involves aspects such as individual rights, cultural attitudes and social welfare. As a teacher you need to explain the key issues involved to a young audience. What are these? How would you conclude the lecture? 20

एक और जहां कुछ राज्य सरकारों ने मद्यपान निषेध कानून लागू किए हैं, वहीं अन्य राज्यों में इसकी अनुमति है। इस मुद्दे पर बहस में प्रायः व्यक्तिगत अधिकार, सांस्कृतिक अभिवृत्ति और सामाजिक कल्याण जैसे पहलु सम्मिलित होते हैं। एक शिक्षक के रूप में आपको युवा श्रोताओं को इसमें सम्मिलित महत्वपूर्ण मुद्दों को समझाना है। ये मुद्दे क्या हैं? आप आपने व्याख्यान के निष्कर्ष में क्या कहेंगे?

Alcohol prohibition is a sensitive issue that has again come to the forefront following prohibition laws like imposed in states like Bihar, Gujarat etc.

As a teacher, I will look to present both sides of the coin to the audience, and enable them to take a rational and informed decision on the issue.

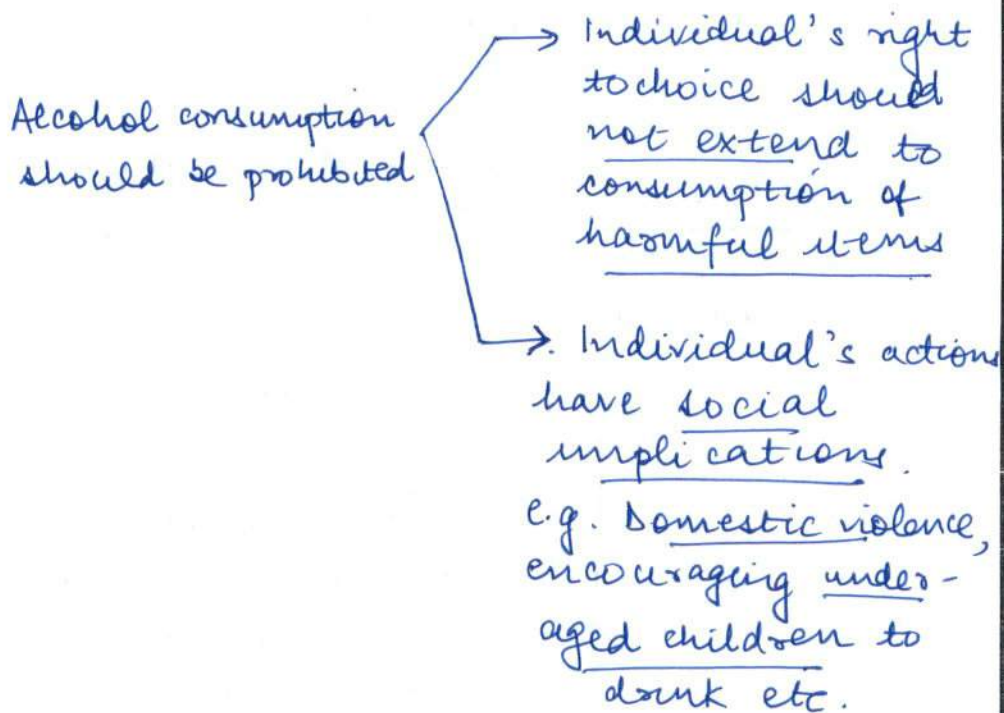
Issues about individual rights

Alcohol consumption
should be allowed

→ Right to choice
is an important
part of our
liberty and
freedom

→ It is unethical
to ban consumption
in personal
places, as state
should not
interfere in
individual's privacy

→ Such bans only
promote individuals
to purchase alcohol
illegally, or go
outside the state

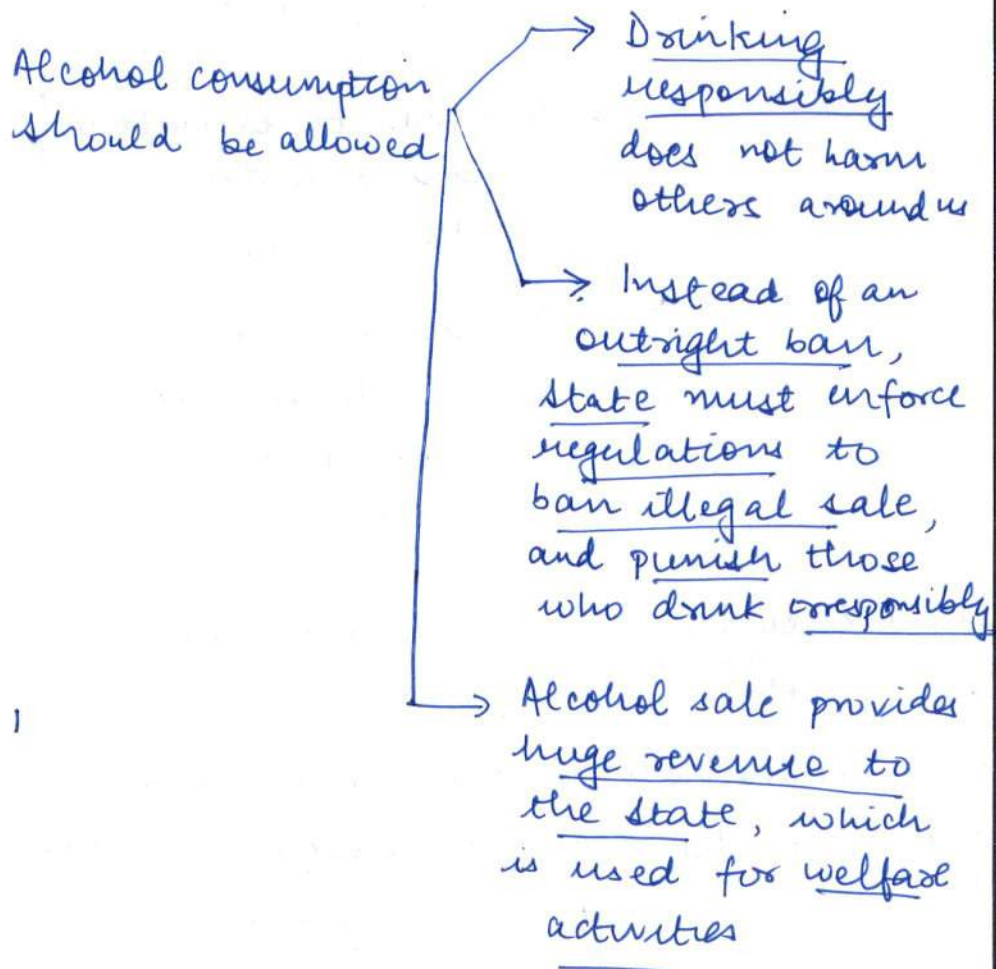


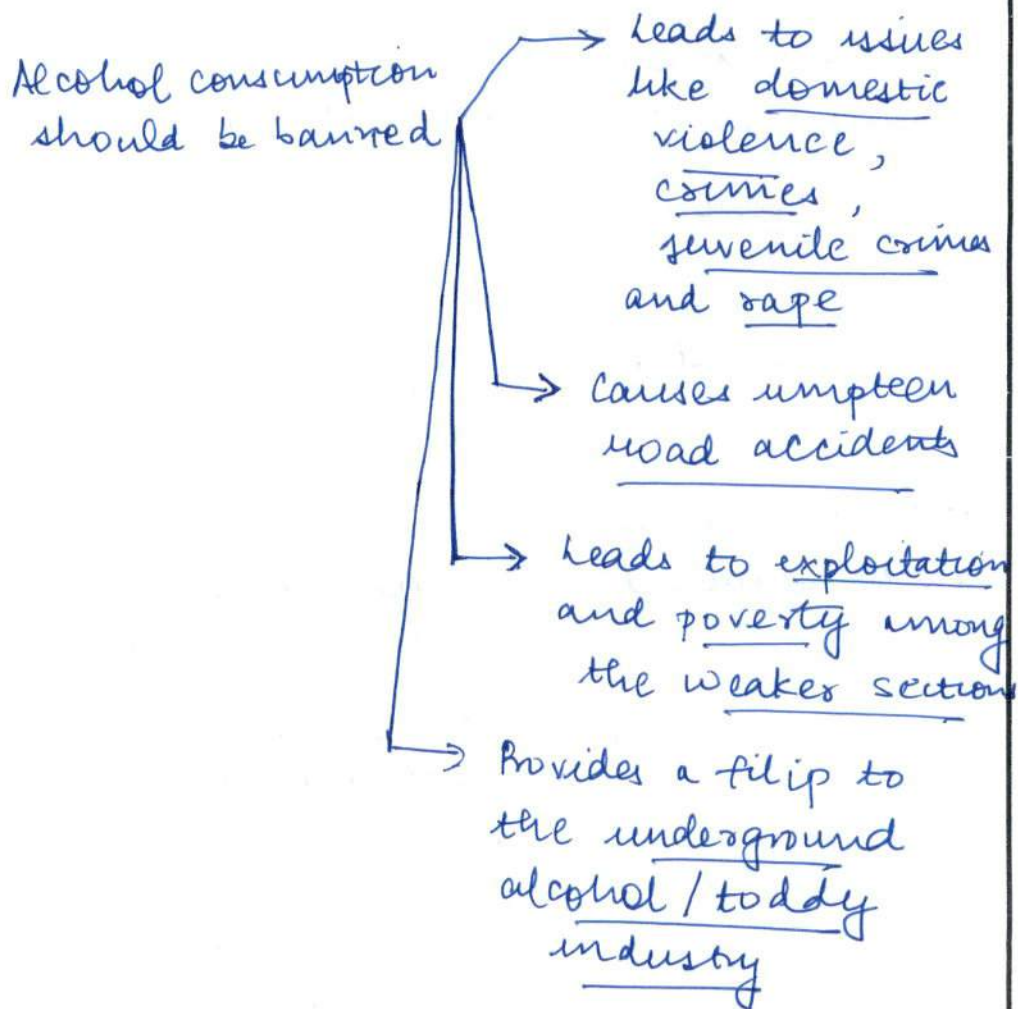
Issues around cultural attitudes

1. Indian culture has always treated alcohol consumption as a vice, and against our spiritual values
2. The above is also reflected in DPSP in our constitution, where the state is mandated to ensure an alcohol-free society

3. However, on the opposite side, alcohol consumption is an integral part of the culture of our indigenous people.

Issues around social welfare





I would conclude the lecture by saying that the state must not force its will upon the people, as it only leads to negative outcomes. Instead the change must come voluntarily. For this, mass awareness campaigns, behavioural change drives, nudge economics and such innovative means must be utilized.

11. As a concerned citizen you have been engaged with the issue of persons employed in manual scavenging. You notice that despite laws and strictures from the highest court of the land the practice of employing human labour to clean sewers continues. While the administration has to ensure the cleanliness of the urban localities, those who are employed also have to earn to sustain themselves and their families. The death of few workers recently due to asphyxiation while cleaning a septic tank has caused much consternation in your locality. You would like to engage with the situation by writing to the administration, for which you need to find an answer to the following:

(a) Identify the stakeholders involved and state their conflicting interests.

(b) What challenges does the administration face in curbing this social evil?

(c) Enumerate the steps to deal with the problem.

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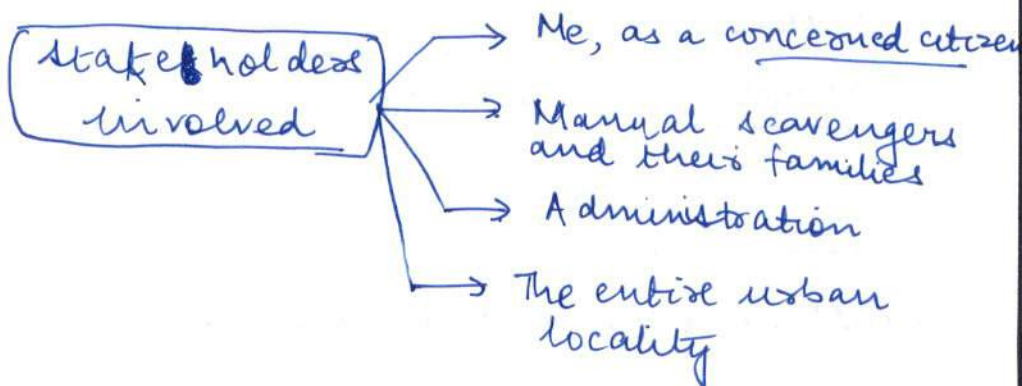
एक चिंतित नागरिक के रूप में आप हाथ से मैला उठाने (मैन्युअल स्कैवेंजिंग) में नियोजित लोगों के मुद्दे से जुड़े हुए हैं। आप पाते हैं कि देश के कानून और उच्चतम न्यायालय की कटु आलोचना के बावजूद सीवर साफ करने हेतु मानव श्रम नियोजित करने की प्रथा जारी है। जहां प्रशासन को शहरी क्षेत्रों की सफाई सुनिश्चित करनी है, वहीं जो लोग नियोजित हैं उन्हें अपना और अपने परिवारों का भरण-पोषण करने के लिए रोजी-रोटी भी कमाना है। हाल ही में सेप्टिक टैंक की सफाई करते समय श्वासावरोधन के कारण कुछ कर्मचारियों की मृत्यु ने आपके क्षेत्र में अत्यधिक संताप पैदा किया है। आप प्रशासन को लिखकर इस स्थिति से जुड़ना चाहते हैं, जिसके लिए आपको निम्नलिखित का उत्तर ढूँढना होगा:

(a) इसमें सम्मिलित हितधारकों की पहचान कीजिए और उनके परस्पर-विरोधी हितों का वर्णन कीजिए।

(b) इस सामाजिक बुराई पर अंकुश लगाने में प्रशासन को किन चुनौतियों का सामना करना पड़ रहा है?

(c) इस समस्या से निपटने के उपायों को सूचीबद्ध कीजिए।

a)



Conflicting interests1. for myself

Stopping manual scavenging despite knowing its importance as a means of sustenance for the poor

2. for manual scavengers

Feeding their families, or raising their voices against manual scavenging, which is illegal

3. for administration

a) Enforcing outright ban, or allowing the practice as it provides sustenance

b) Stopping manual scavenging, or using it to achieve cleanliness targets at low costs

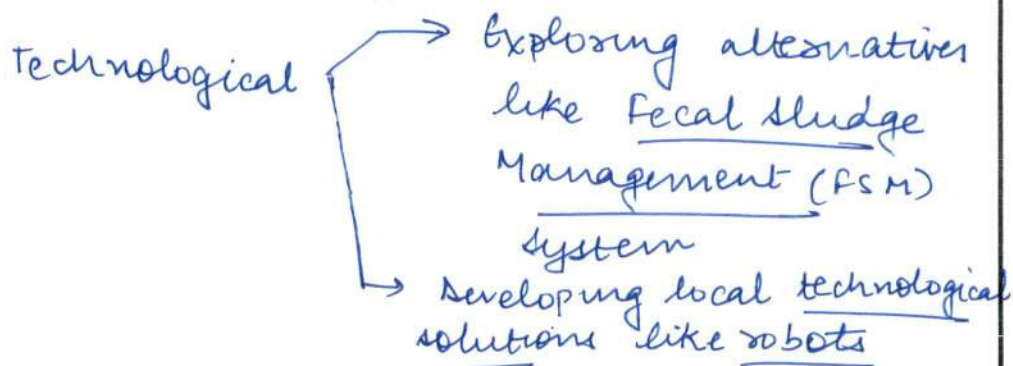
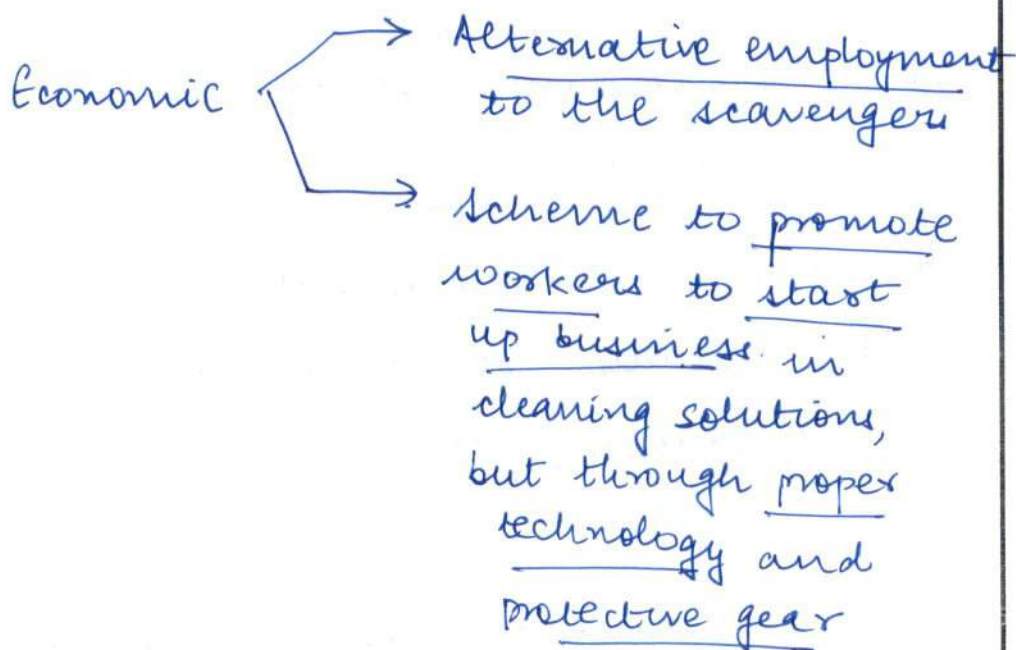
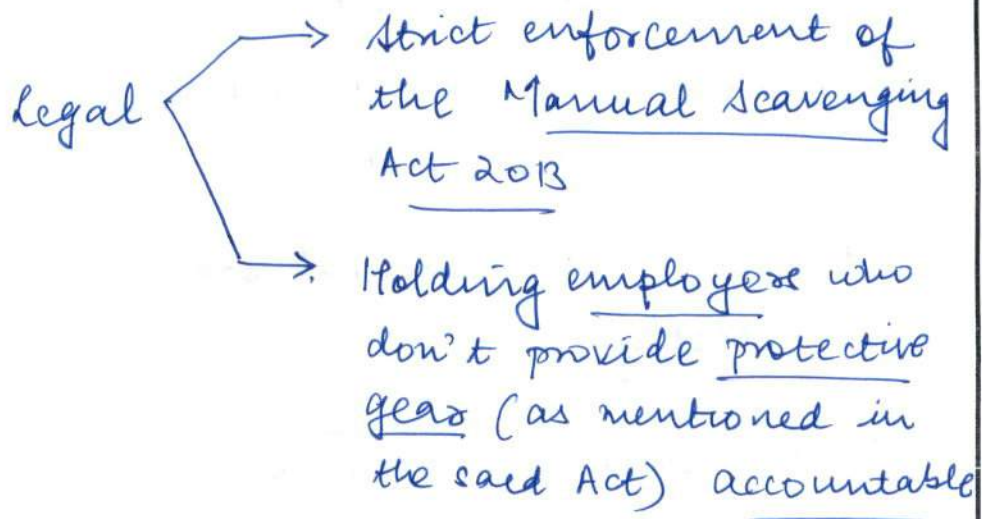
4. for locality

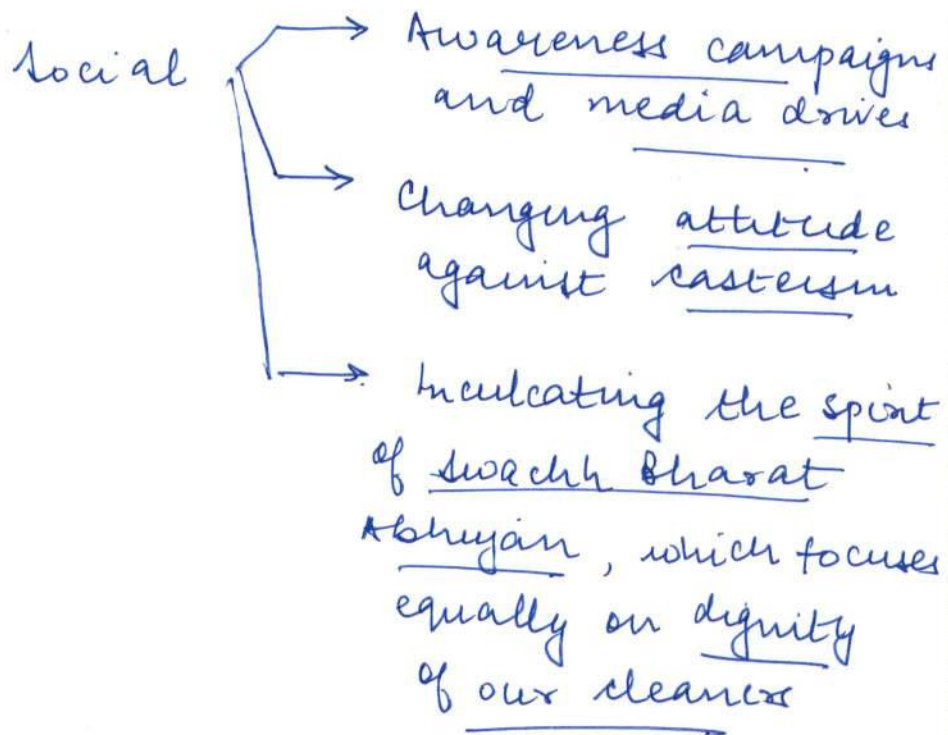
Empathising with the workers, or ignore the issue as it provides them livelihood, and keeps the locality clean

b) Challenges faced include -

1. It provides employment and livelihood to the weaker sections
2. Alternatives to manual scavenging are costly
3. It is rooted in social evils of casteism
4. It is a necessary evil to keep the streets clean
5. Government's own departments like railways are involved in recruiting them

c) The steps needed can be divided into the following categories -





The change must come from the citizens, who must raise their voice against this inhumane practice.

12. You are a teacher in the Science department of a reputed college. Your HoD (Head of Department) has been a good mentor to you and has guided your career progress. You get to know from one of your students that the HoD gives private tuitions at his residence, which is disliked by many others in the department. There are also rumours that he might be giving extra marks to the students taking his tuitions. When enquired, his reply is that he is not alone and a few other teachers are giving private tuitions as well. He assures you that it is beneficial for the students as some of them need extra attention. He advises you not to make a fuss about it and indirectly reminds you about the assessment rating, which is due this week. You are aware that a good rating will definitely get you the due promotion. The HoD is due to retire in 4 months.

(a) What are the dilemmas that you face in this situation?

(b) Highlight the course of action that you would adopt and give reasons for the same.

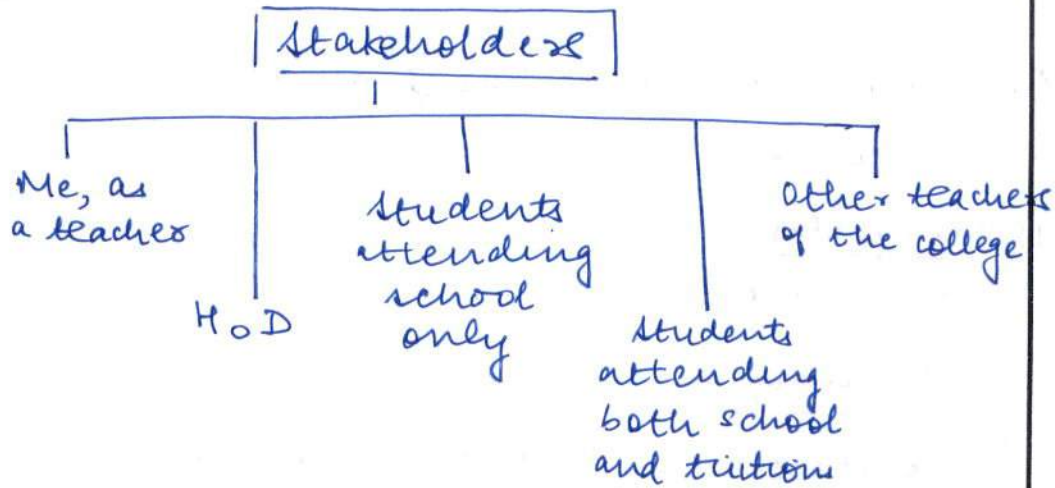
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आप एक प्रतिष्ठित कॉलेज के विज्ञान विभाग में एक शिक्षक हैं। आपके विभागाध्यक्ष आपके अच्छे परामर्शदाता रहे हैं और आपके करियर की प्रगति में उन्होंने आपका मार्गदर्शन किया है। आपको अपने एक छात्र से पता चलता है कि विभागाध्यक्ष अपने निवास पर निजी ट्यूशन प्रदान करते हैं, जिसे विभाग में कई अन्य लोगों द्वारा नापसंद किया जाता है। इस बात की भी अफवाहें हैं कि वह अपना ट्यूशन लेने वाले छात्रों को अतिरिक्त अंक दे रहे हैं। पूछे जाने पर उनका उत्तर है कि वह अकेले नहीं हैं और साथ ही कुछ अन्य शिक्षक भी निजी ट्यूशन दे रहे हैं। वह आपको आश्चस्त करते हैं कि यह छात्रों के लिए लाभदायक है क्योंकि उनमें से कुछ पर अतिरिक्त ध्यान देने की आवश्यकता है। वह आपको इस संबंध में हंगामा न मचाने का परामर्श देते हैं और अप्रत्यक्ष रूप से आपको मूल्यांकन रेटिंग के संबंध में याद दिलाते हैं, जो इसी सप्ताह नियत है। आप जानते हैं कि अच्छी रेटिंग से निश्चित रूप से आपको उचित पदोन्नति मिलेगी। विभागाध्यक्ष चार महीने में रिटायर होने वाले हैं।

(a) इस स्थिति में आप किन दुविधाओं का सामना कर रहे हैं?

(b) उस कार्यवाही पर प्रकाश डालिए जिसे आप अपनाएंगे और इसके कारण बताइए।

*An ethical education system can
do wonders for the development
of the country.*



a) Dilemmas

1. Own promotion v/s stopping the practice of private tuition
2. Private tuition may indeed be beneficial to the needful students
3. My fellow teachers (colleagues) would get into trouble and lose their jobs
4. Injustice towards the students attending school only
5. My affection towards HOD (my mentor) v/s doing the right thing and stopping his wrongdoings

b) My action would be based on the values of -

- 1) Integrity
- 2) Dedication to duty
- 3) Spirit of service
- 4) Compassion towards students

Plan of Action

The first task is to ascertain that private tuitions are allowed by the college policy, or not. If they are, the sole issue becomes awarding extra-marks. If they are not (most probable), then it amounts to violating the rules.

Therefore the plan can be divided in two cases -

Case 1 - Private Tuitions is not allowed

1. As a teacher who is committed

to the college, I will inform the HOD and teachers about the college policy, and ask them to stop this practice. This will give them an opportunity to do the right thing.

2. If they do not listen, then I will inform the higher management. Before that, I will collect necessary proof.

3. I will further request the management to arrange for special classes for the tuition-going students in the college itself. I will volunteer to take these classes in my free time. I am sure other teachers will do the same. The college, if wants, can pay extra to such the teachers. This will be open to all students, and thus help them cope up.

4. I am positive that the higher management will ensure my rating is now out of the HOD's hands. In-fact

I can even receive extra-credit for doing the right thing.

Case 2 - Private Tuition is allowed

1. First, I will collect solid evidence that marks are being awarded partially. This can be done by analysing the answer copies.
2. Again, I will first give the opportunity to the teachers to stop this. Otherwise I will approach the authorities with proof.
3. I will request the authorities to forgive the students, if they were aware of this act of teachers.

The above plan helps me serve my role as a teacher, considered to be at par with parents in our society.

13. While stampedes and mishaps due to overcrowding have led to loss of lives on multiple occasions, it remains an issue discussed only when there is a tragedy. Recently you were assigned the responsibility of conducting a mela around a revered religious place, which attracts millions of devotees. Every year the numbers have been increasing and this year due to certain celestial alignments the crowd is expected to be unprecedented. In the previous year the officer in charge was criticised and transferred over allegations of hurting religious sensitivities by restricting access to the religious place. You have three months to prepare for the mela.

(a) Identify the key areas you would focus on?

(b) What are the challenges that you foresee?

(c) How do you propose to overcome them?

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यद्यपि भीड़-भाड़ की वजह से होने वाली भगदड़ और दुर्घटनाओं के कारण कई अवसरों पर जीवन की क्षति हुई है, तथापि यह केवल किसी त्रासदी के घटित होने के उपरांत ही चर्चा किया जाने वाला एक मुद्दा बनकर रह गया है। हाल ही में आपको लाखों श्रद्धालुओं को आकर्षित करने वाले एक पूजनीय धार्मिक स्थल के निकट एक मेला के संचालन का उत्तरदायित्व सौंपा गया है। मेले में प्रति वर्ष संख्या बढ़ती रही है और इस वर्ष कुछ विशेष खगोलीय संरेखण के कारण अभूतपूर्व भीड़ होने की आशा है। पिछले वर्ष प्रभारी अधिकारी की आलोचना हुई थी और धार्मिक स्थल पर पहुंच को प्रतिबंधित करके धार्मिक संवेदनाओं को आघात पहुंचाने के आरोप में उनका स्थानांतरण कर दिया गया था। मेला की तैयारी करने हेतु आपके पास तीन महीने हैं।

(a) उन महत्वपूर्ण क्षेत्रों की पहचान कीजिए जिन पर आप ध्यान केंद्रित करेंगे?

(b) आप कौन-सी भावी चुनौतियां देख पा रहे हैं?

(c) उन पर काबू पाने हेतु आपका क्या प्रस्ताव है?

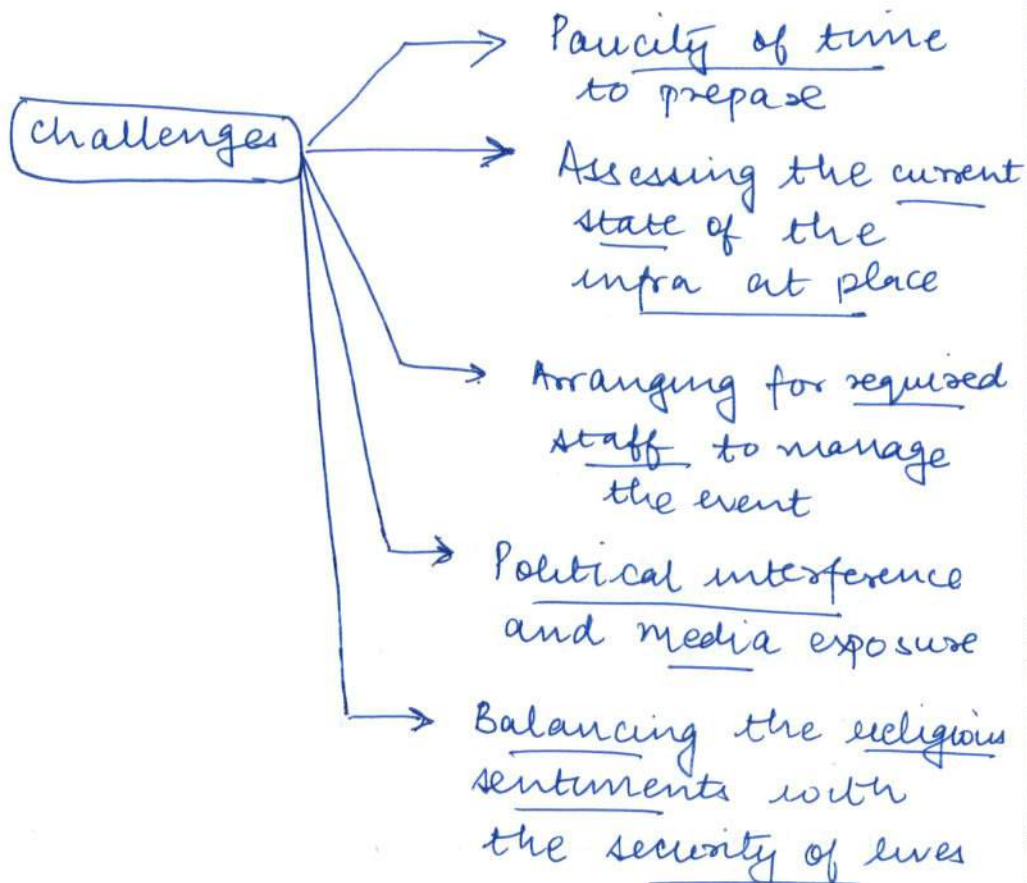
Recent cases like the collapse of
Alphinstone Bridge in Mumbai,
have shown how overcrowding has
become a serious issue in India.

a) The key areas to be focused upon -

1. Security of the people and the religious place

2. Balancing Organised, yet unrestricted access to the place
3. Crowd management
4. Infrastructure like roads, bridges etc
5. Respecting religious sentiments of the devotees

b)



c) Plan of Action

1. I will first look into the previous records and how it has been conducted. Then I would assess the current state of the place.
2. Conduct a full gap^{analysis} and vulnerability mapping of the sensitive infra and potential places of stampede / mishaps
3. Identify the requirements — technical and personnel — and arrange for the same
4. Organise the main access route by barricading, employing speakers, and upgrading the road / bridge etc.
5. Grass provision for first-aid at the venue itself.

6. Enlist the help of local volunteers and crowd management agencies
7. Ensure that all staff are inter-connected by walky-talkies, and in case of any mishap, immediate response teams can be deployed
8. Enlist help of NDRF and their crowd management practices

Thus a successful and secure event can be organised.

14. You are a senior official at a government agency that is responsible for collection, storage and protection of biometric data of citizens. Due to the expanse of operations, the agency employs third parties for collection of data. There have been reports of security breach and leakage of data by third parties in exchange of money. A journalist from a prominent newspaper carries a sting operation and releases some data in the public to show the ongoing corruption and highlighting the inability of the agency in protecting public data. You are asked by the chairperson of the agency to file an FIR against the journalist and pursue criminal proceedings against him considering it an act of unauthorized access.

(a) Do you agree with the action sought by the chairperson against the journalist? Give appropriate reasons for your answer.

(b) If you disagree, what would be your course of action?

(c) Do you think the action of the journalist is justified?

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आप नागरिकों के बायोमेट्रिक आंकड़ों के संग्रहण, भंडारण और संरक्षण हेतु उत्तरदायी एक सरकारी एजेंसी के एक वरिष्ठ अधिकारी हैं। परिचालन विस्तार के कारण एजेंसी, आंकड़ा संग्रहण हेतु तृतीय पक्ष को नियोजित करता है। तृतीय पक्ष द्वारा पैसा के बदले सुरक्षा उल्लंघनों और आंकड़ों के लीकेज की सूचनाएं मिली हैं। एक प्रमुख समाचार पत्र के एक पत्रकार द्वारा एक स्टिंग ऑपरेशन किया जाता है और चल रहे भ्रष्टाचार को प्रदर्शित करने वाले एवं सार्वजनिक आंकड़े सुरक्षित रखने में एजेंसी की अक्षमता उजागर करने वाले कुछ आंकड़े आम जनता के सम्मुख जारी किए जाते हैं। आपको एजेंसी के अध्यक्ष द्वारा इसे अनधिकृत पहुंच वाला का एक कार्य मानते हुए पत्रकार के विरुद्ध एक FIR दर्ज कराने और उसके खिलाफ आपराधिक कार्रवाई करने के लिए कहा जाता है।

(a) क्या आप पत्रकार के विरुद्ध अध्यक्ष द्वारा चाही गई कार्रवाई से सहमत हैं? अपने उत्तर के लिए उचित कारण बताइए।

(b) यदि आप असहमत है, तो आपकी क्या कार्यवाही होगी?

(c) क्या आप मानते हैं कि पत्रकार का कार्य उचित है?

c)

The chairperson's actions has
its merits and demerits -

- Merits →
- Journalist has illegally obtained access to public data, and might have even used it for unethical purposes
 - Will deter other news agencies to use illegal means

- Demerits →
- The purpose was to expose corruption and security issues
 - Hides the agency's own negligence and unethical acts
 - lead to over-blown coverage by the media

I disagree with his actions due to the above de-merits. The fact that the journalist was able to obtain data shows the agency's faulty security architecture. Also,

corruption and sale of public data is highly unethical and illegal. Thus the agency must accept the onus, rather than shifting it on others.

b) My course of action —

1. I will collect due evidence to establish the unethical and illegal acts of the agency, and those involved, including third parties
2. I will myself act as a whistle-blower, and expose the wrongdoings of the agency
3. Regarding the journalist, I will pursue a FIR, but for different reasons. The fact remains that he did an

illegal act. He could have used the agency's grievance channels, or file a RTI. It is equally important to make other media houses aware of this as well, as a culture of sting operations will create only mistrust and inhibit agency's functioning.

c)

The journalist's purpose is justified as it has public utility. The public has every right to know how their data is being protected and used.

However his mode of action cannot be justified. When proper legal channels are available, there is no need for him to take the law in his own hands. The fact that he has

released the data makes it further
worse.

That being said, ~~it~~ it is equally
necessary for the agency to
establish such grievance and
monitoring channels that infuse
trust in the citizens.