



VISION IAS

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GENERAL STUDIES (TEST CODE: 1245)

Name of Candidate	ANSHUMAN RAS		
Medium Eng./Hindi	English	Registration Number	22419
Center	ONLINE	Date	06-Aug

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 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		
1(b)	10		
2(a)	10		
2(b)	10		
3(a)	10		
3(b)	10		
4(a)	10		
4(b)	10		
5(a)	10		
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6	10		
7	10		
8	10		
9	20		
10	20		
11	20		
12	20		
13	20		
14	20		
Total Marks Obtained:			
Remarks:			

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

Answer the following questions in not more than 150 words each:

1. (a) Highlighting the attributes of leadership, analyse why it is important for a civil servant. (10)

नेतृत्व (लीडरशिप) के गुणों पर प्रकाश डालते हुए, विश्लेषण कीजिए कि यह एक सिविल सेवक के लिए महत्वपूर्ण क्यों है।

Leadership is an exercise in high level
conceptual skill and decisiveness. According
to Dr. A.P.J. Kalam a leader
plays most important part in inspiring
youth.

Attributes	Importance for Civil Servants
1.) <u>Envisioning mission</u>	A leader analyses the society and plans a vision. For eg. Dr. Homi Bhabha planned for 'electricity' for all through <u>cheap, clean</u> nuclear energy.
2. <u>Planning strategy</u>	A leader skillfully plans strategies to achieve goal. For eg. Gandhiji carefully built 'Satyagraha' movement for Independence.

3.) InspiringPeople

A leaders inspire others to 'want to do' and be the change agent
for eg - S.P. Narayan inspired People for freedom

4.) EmotionalIntelligence

Leader understands emotions of others and his own & helps channel it for national development

5.) Compassion

It brings motivation and provide personal counsel between leaders & public
for eg - Dr. Kalam was compassionate for education and looked for it.

These are but few of attributes of leadership by help of which a civil servant can become an 'agent of change' in society.

1. (b) A civil servant needs to be objective as well as empathetic. What do you understand by objectivity? Discuss its relationship with empathy. (10)

सिविल सेवक को वस्तुनिष्ठ होने के साथ-साथ, समानुभूति रखने वाला भी होना चाहिए। वस्तुनिष्ठता से आप क्या समझते हैं? समानुभूति के साथ इसके संबंधों की विवेचना कीजिए।

A - Objectivity refers to decision making process based on facts and merit as against biases or emotions.
Objectivity brings efficiency and transparency in decision making & implementing process leading to better social capital & trust.

However objectivity must be coupled with empathy to bring 'qualitative' good governance.

'empathy' refers to an exercise or emotion where we put ourselves in shoes of others and re-experience their pain.

A civil servant having both

objectivity and empathy will be
able to make better decision due
to following relationship between two

$$\boxed{\text{Empathy}} + \boxed{\text{Objectivity}} = \boxed{\text{Good governance}}$$

* Poor are
hungry

Distribution of
Food grains

A Civil servant
will ensure
timely availability
and access
to all poor.

* Rehabilitation
~~from~~ of people
from ~~disaster~~
or Dam project

Dam has to be
built even
if few people
are displaced
for general good.

A C.S. will
ensure 'justice'
and proper
rehabilitation
of displaced
& Poor

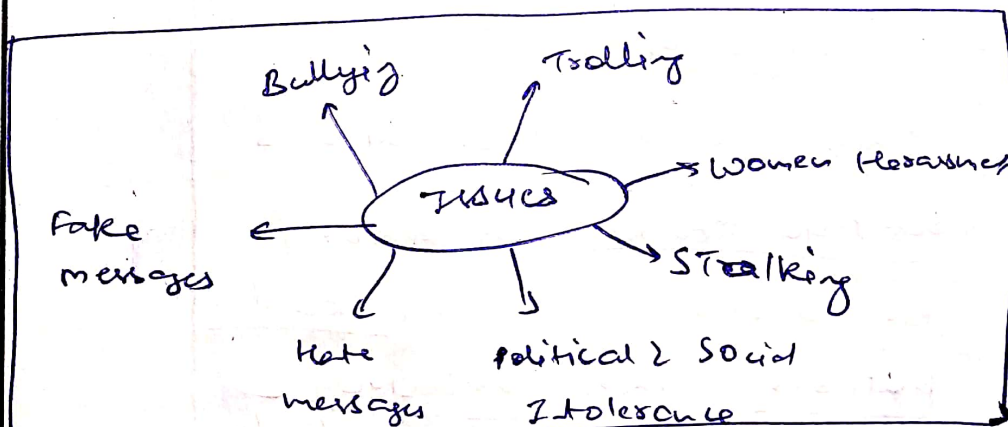
Thus we see that
empathy introduce a concept of
'SARVODAYA' and 'ANTYODAYA' when
combined with objectivity.

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

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

Information technology tools are quickly
changing the way we interact and
socialise. cyber space in itself
has become a 'new society' albeit
a 'larger' & 'global one'

It brings us to the question of
'Right' and 'wrong behaviours' on
cyber domain which is tackled
by 'ETHICS'
Pocet issues on cyber space



Faced with these problems and
given anonymous nature of persons
on Internet we need to
evolve a good ethical framework
to play following role

- (i) Respect & Tolerance of others, their
views.
- (ii) Freedom of speech & expression
- (iii) Compassion Towards weaker section
- (iv) Constitutional morality including
 - (a) Respect for women, elderly-
 - (b) Casteless & classless society.
 - (c) Rights of minorities including
Sexual minorities

These good ethics such as
Tolerance, Scientific Temper, Compassion,
Respect for others will make social
& Internet platforms more Inclusive &
meaningful.

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

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

Ans. 2nd ARC defines Transparency as
'availability of information' on decisions
made by governance & civil servants
along with information on how it
functions.

It further states Transparency
as key to good governance
because of following reasons —

- (i) Transparency redefines accountability
as public servants now have to
be accountable / answerable to public
- (ii) Objectivity in decision making
- (iii) Quality of services can now
be questioned.

(iv) External Control through transparency

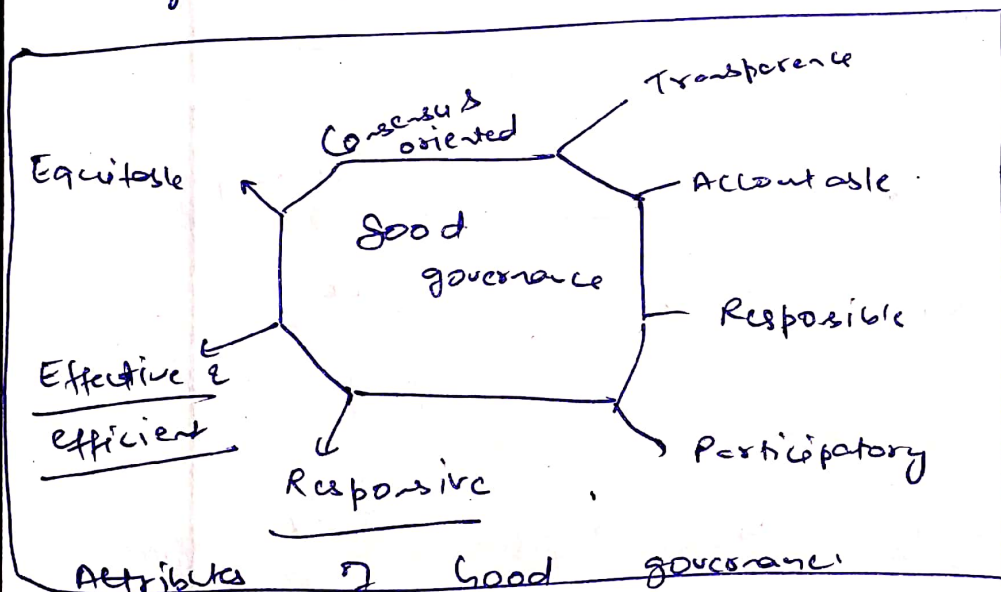
via RTI, social audits etc.

(v) Transparency fulfills promises

of Art '19' as stated by

Hon. Supreme Court.

(vi) Openness in governance is promoted as citizen gets a chance to participate in decision making.



Transparency promotes all the above mentioned attributes of good governance thus a 'Pre-Condition'

3. Given below are quotations of moral thinkers/philosophers. Bring out what they mean to you in the present context:

नीचे नैतिक विचारकों/दार्शनिकों के उद्धरण दिए गए हैं। स्पष्ट कीजिए कि वर्तमान संदर्भ में आपके लिए इनके क्या निहितार्थ हैं:

(a) A nation should not be judged by how it treats its highest citizens, but its lowest ones. Nelson Mandela (10)

राष्ट्र का आंकलन इस बात से नहीं किया जाना चाहिए कि वह अपने श्रेष्ठतर नागरिकों के साथ कैसा व्यवहार करता है, बल्कि इस बात से किया जाना चाहिए कि वह अपने निम्नतर नागरिकों के साथ कैसा व्यवहार करता है। - नेल्सन मंडेला

A Nation is born out of
'social contract' between 'ALL' the
people, who then decides to choose
a form of government.

This 'state' is believed to
protect & preserve 'Rights' of all
citizens and not just few.

When we say that a 'Nation'
should be judged by its treatment
to weaker section we essentially
speak about the promises of

'social contract' - Take example of
USA in pre-1950's era when

discrimination against coloured people
prevailed. Would one call the
nation great only because of
its military & economic capability.

Rethinking this part our
Constitution evokes the principle
of 'Socialism' for 'Just distribution'
of wealth. It aims to protect
& empower weaker sections such
as women, SC, ST, OBC, minorities,
Transgenders, children and elderly.

A True 'New India'
will reflect these values by
achieving 'SABKA SAATH' for
'SABKA VIKAS' in spirit of
Mohatma's dream.

3. (b) The highest education is that which does not merely give us information but makes our life in harmony with all existence. Rabindranath Tagore (10)
- श्रेष्ठतम शिक्षा वह है जो न केवल हमें जानकारी प्रदान करती है, अपितु सभी के अस्तित्व के साथ हमारे जीवन का सामंजस्य भी स्थापित करती है। - रवींद्रनाथ टैगोर

Rabindra Nath Tagore the poet-saint, voice of India's conscience was very much interested in 'educational' reforms. For him education should not have a 'closed door' limited policy & application.

Education should prepare one to lead a happy meaning full life. Such life is only possible when we learn to live in harmony with all of 'god's creature' - 'Co-existence' is not limited to 'religion', 'Nationalism' or 'ethnicity'. It encompasses in broader sense a larger

Harmony with nature for 'Sustainability'.

In present condition we find see
a rise →

- (a) materialism and consumerism
- (b) Parochial nationalism
- (c) Refugee crisis
- (d) crimes against women, minorities,
SC / ST & others.
- (e) militarism and environmental
degradation.

These problems arise because
our education has narrowly focused
on 'Individualism'. What 'Shri Tagore'

meant was a focus on

'Humanism'. Education must re-design

itself to bring about goal of
greater happiness, sustainable &

Harmony. Curriculum of Delhi govt is laudable
step.

4. (a) For achieving success, attitude is equally, if not more important than ability. Discuss with the help of examples from your daily life. (10)

सफल होने के लिए, अभिवृत्ति क्षमता से अधिक नहीं तो, क्षमता जितनी ही महत्वपूर्ण है। अपने दैनिक जीवन के उदाहरणों की सहायता से विवेचना कीजिए।

Attitude are learned enduring predisposition

They are psychological constructs which

are expressed by evaluating an

object with degree of favour or

disfavour.

For success ability and attitude

both play an equal role.

→ Ability provides skill for competition
or performance.

- For eg when I was preparing for entry into school cricket team, I tried to built on my ability as batsman through practice to impress selectors.

→ Attitude - However ability was not

enough. On certain day I got
discouraged & felt de-motivated
questioning my decision. However
a positive attitude helped me
move on.

→ Further when I became captain
of team an attitude of Sportsman
ship helped me cope with defeats
and Teamwork helped build &
motivate good team.

Thus we see that while
~~ath~~ ability provides requisite
skill, Attitude provides the
veed for continuous excellence,
perseverance and motivation.

4. (b) The core of high Emotional Intelligence is self-awareness. If you don't understand your own motivations and behaviours, it is nearly impossible to develop an understanding of others. Discuss with the help of appropriate examples. (10)

उच्च भावनात्मक समझ का मूल आत्म-जागरूकता है। यदि आप स्वयं की अभिप्रेरणाओं और व्यवहार को नहीं समझते हैं, तो दूसरों की अभिप्रेरणाओं और व्यवहारों की समझ विकसित करना लगभग असंभव है। उपयुक्त उदाहरणों की सहायता से विवेचना कीजिए।

Emotional Intelligence (EI) refers to an
exercise in understanding & managing

one's own emotion as well as
emotions of others.

Among other Component Self-
awareness is considered as core
of EI.

⇒ Self awareness refers to one's
ability to understand and reason
with one's own emotion.

consider example of Mahatma
Gandhi, whose serinal experiment
of changing 'Indian Society' &

freedom began with an 'experiment
with Truth' which he performed

on himself. Only because he
understand his own emotions of

Confusion, Service, Joy, Sorrow

and like was he able to

Understand and change those of
other's.

→ Understanding and managing emotions

of other an essential component

of EI thus becomes easy

for a 'self-aware' person as

he precisely know what's going

on, on someone else's mind as

did 'Indhatna'. Same is true of

Dr. Babasaheb whose self-awareness

on Caste issues led to a gigantic

movement of reformation & attitude

change in Indian society.

5. (a) What do you understand by Integrity Pacts? Highlight the role they can play in bringing transparency in allotment of public contracts and ensuring proper utilization of public funds in India. (10)

सत्यनिष्ठा समझौता (इंटीग्रिटी पैक्ट्स) से आप क्या समझते हैं? भारत में सार्वजनिक अनुबंधों के आवंटन में पारदर्शिता लाने और सार्वजनिक निधि के समुचित उपयोग को सुनिश्चित करने में इसके द्वारा निभाई जा सकने वाली भूमिका पर प्रकाश डालिए।

2nd ARC defined Integrity pacts as formal contracts signed by private bidders and govt. agency where both pledged

→ Private bidders pledge to not to give bribes for favours

→ Public entities make pledge to consider & reward contracts on merit.

& objectivity -

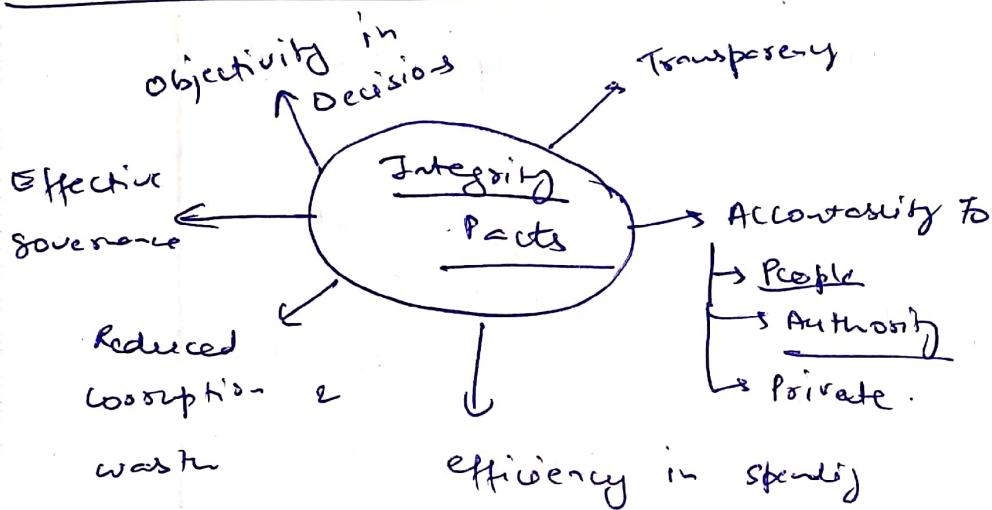
Role they can play in bringing Transparency

(i) Reduction in Corruption and rational decision making as decisions will be made in open manner.

(ii) "Commerce with MORALITY" will extend concept of transparency to private sector, since it pledges

to show 'integrity' by not
devulging into corrupt practices

(iii) A culture of Ethics will help
ensure following



'Integrity Pacts' aims to
institutionalise ethics & morality
in Public-private dealings where
integrity is intentionally imposed.

5. (b) In the context of rapid technological change, discuss the significance of inculcating moral and spiritual values in educational institutions. (10)

द्वुत गति से हो रहे तकनीकी परिवर्तनों के संदर्भ में, शैक्षणिक संस्थानों में नैतिक और आध्यात्मिक मूल्यों को अंतर्निविष्ट करने के महत्व की विवेचना कीजिए।

We are living in a fast changing world where every day some new 'technological marvel' is being invented leading to changing lives & affecting culture.

In this light issues of inculcating moral & spiritual values in educational institutions become important for follow reasons:-

(A) In school education (why?)

(i) To remove false impression or notion of consumerism leading to happiness

(ii) 'Community service' to balance rising 'individualism'

(iii) Incubate Temperance, Tolerance
'moderation' and 'ethics'

(iv) To teach values of Constitutional
morality & 'general equality'

B. In Higher education

(i) Students will evolve into
'inventors'. They should be
motivated with 'sense of duty'
with right 'moods' & 'spirituality'

(ii) To achieve India of our
'Father's' dream which has equality,
non-discrimination and respect for
women.

moral and spiritual values will
help students realise 'Purpose of life'
and 'Dharma' (duty). A ~~future~~ generation
grown on these will ensure Peace
and sustainability in society.

6. Explain the main elements of integral humanism as propounded by Deen Dayal Upadhyay and highlight its contemporary relevance. (10)

दीनदयाल उपाध्याय द्वारा प्रतिपादित एकात्म मानववाद के मुख्य तत्वों की व्याख्या कीजिए और इसकी समकालीन प्रासंगिकता पर प्रकाश डालिए।

Dr. Deen Dayal Upadhyay is
realising or basic upanishadic
philosophy of 'Oneness' or
unity of 'Soul' & 'Brahme' gave
philosophy of Integral humanism.
main elements are —

(i) Just like unity or oneness
in 'Vedanta', various race,
religion, nationalism underlies a
basic unity a form of Integrated
or wholesome unity.

(ii) This unity transcends national,
international boundaries. It includes
land, animal, trees and all
created.

Contemporary relevance(i) Reconciling Nationalism & Internationalism

— while protecting one's country
it seeks to integrate &
develop international outlook.

(ii) Environmentalism & protection of
nature -(iii) Sustainable development goals

through cooperation

(iv) Fighting modern issues of

Narrow nationalism, ParochialCommunalism and regionalism(v) Healthcare - Relistic Health & Age,
Integrated humanism finds

basic relationship thread which binds
all lifeform on earth & promotes
peace & prosperity for all.

7. It is imperative for a country like India, that code of ethics should be implemented for civil servants on social media platforms as well. Discuss. (10)

भारत जैसे राष्ट्र में, सोशल मीडिया प्लेटफॉर्म पर भी सिविल सेवकों हेतु आचार संहिता लागू किया जाना अत्यावश्यक है। चर्चा कीजिए।

Code of ethics provide ethical
guidelines to choose between
'right & wrong' this guiding
'behaviours' & decisions of civil servants
As technology is changing
New mediums such as 'social media'
platform has evolved. This makes it
imperative for a code of ethics as —

(i) wider reach

(ii) Civil servants are social influencers -
poorly worded or negative sentiments
may lead to unrest.

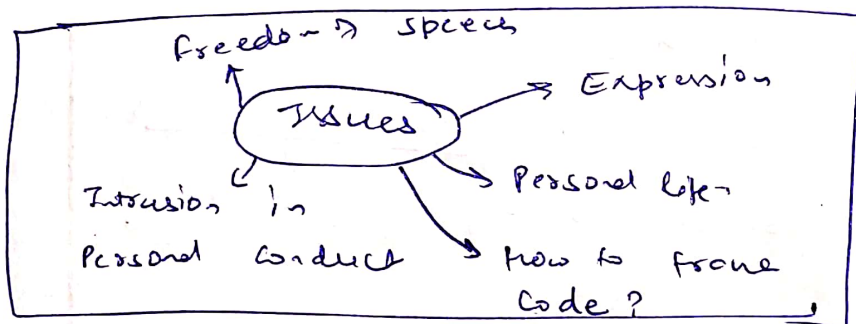
(iii) To preserve basic civil service
values of objectivity, non-partisanship
and impartiality, neutrality and

Anonymity-

(iv) Civil servants being face of
state are required to present
themselves in dignified manner.

(v) 'Good behaviour' guided by
'Code of Conduct' will lead to
'Effective governance'. For eg famous

DC of Kerala known as 'Collector Bro'
is praised for pro-active grievance
redressal & response.



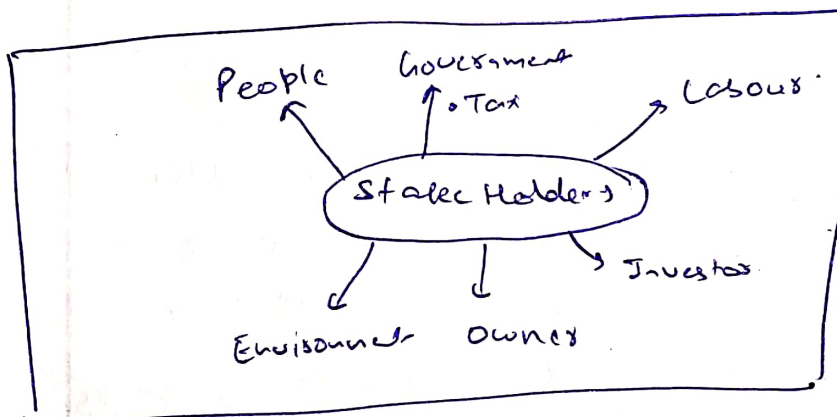
Despite few issues a
code of conduct is much needed
to bring concept of G2P in
dignified & effective manner.

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

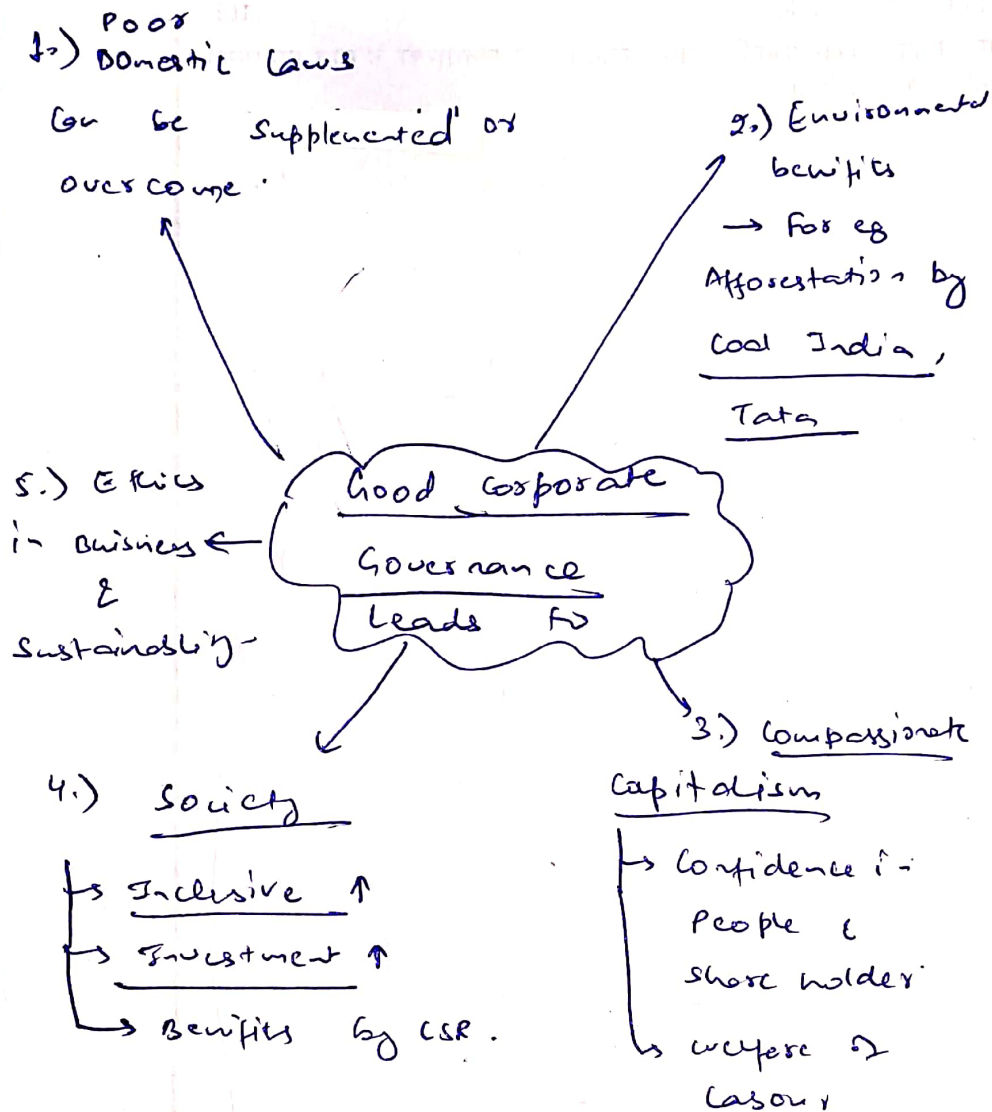
चर्चा कीजिए कि किस प्रकार प्रभावी कॉर्पोरेट गवर्नेंस सभी हितधारकों के साथ न्यायसंगत व्यवहार सुनिश्चित कर सकती है।

Corporate governance refers to sets of principles & rules through which a corporate is 'governed' which ensures that well-being of all stake-holders are taken care of.

Various stakeholders in Corporate governance are —



An effective governance ensures that Independent directors work for long term sustainability and greater good of stakeholder not just promoters.



Thus Good Corporate Governance
Can avoid failures like 'SATYAM'
leading to better profit, investment
and participation in national
development.

SECTION – B

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

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

In this context, evaluate these options:

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

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

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

इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

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

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

Case represents example of
Criminal - Politician - Bureaucratic nexus
 which undermines good work
 done by another state department
 leading to 'violation of law'

Facts of case

(1) Law - prohibition is imposed

(2) offence - A Nexus smuggling liquor.

As an SP I am
 supposed to follow fundamental
 public services values of
Non-partisanship & Impartiality, objectivity,
neutrality, Accountability and Transparency.
 along with police services manuals
 in a way to diligently follow
'orders given to me'. My

actions would be based on these values.

(1) I will carry a comprehensive examination, prepare detailed report and present it to DM.

- I will clearly state in the report the provisions of law which has been broken along with associated punishment.

- It will also be mentioned as to number of options that he can follow or choose from to ease decision making.

- I will recommend 'strict action' in 'timely' & 'quickly' manner to avoid weakening of law.

or since Nexus is involved
tempering of evidence.

- I will offer my unconditional support
to preserve 'Rule of Law' & to
make case an example for such
violation.

(2.) Charging all accused under
the legal provisions is next
logical step.

- However one should not let
matters rest here as nexus
may try to influence & change
evidences.
- my job should not be limited
to 'Accountability' alone but
rather to 'Responsibility'
- I should formulate plan with
help of DM in a way that

guilty is pursued till justice is served

- Placing honest officers on case & securing evidence should be done pro-actively to make case strong.

(3.) Since the case is serious one may be tempted to report or leak it to public via media.

- merit is that public pressure will be mounted & justice can be fastened.

- however it carries number of demerits & is against civil service

Code of Conduct

- Further some honest person may get dragged into 'media trial' and opposition may 'politicise' the issue.

Such crimes must be effectively dealt with as per law & values of services. The maxim of 'Justice' should be ultimate motivation.

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

In this context, answer the following:

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

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

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

'Democracy' survives on People's
participation which in this case
seems to be impacted by
threat of naxal violence.

Factors of Case -

- (i) As a Returning officer I have to insure effective election
- (ii) wards threaten violence
- (iii) people are eager but afraid to vote
- (iv) de-motivate bureaucracy

(a) Civil Services values that are crucial for working in adversaries like this are -

- (i) objectivity - my decision should be base on rational inputs & not emotional one to safeguard lives & motivate people.
- (ii) Spirit of service - where welfare of people comes ahead of personal benefits.
- (iii) Courage & conviction
- (iv) Perseverance - To fight against

adversaries.

(v) Compassion - To provide voice
to voiceless. In democracy people
speak through votes.

(vi) Rule of Law

(vii) Emotional Intelligence - To motivate
(b) my co-workers & people.

(viii) Leadership - leading by example.

(b) Plan of action

(i) Providing security - I will
make a detailed study of
threats present -

- Ask for additional troops,
intelligence officer's from state
machinery
- use of modern Technology for
surveillance

(ii) Builds Trust - I will insure that
people feel a sense of trust that
I as representative of state will
help provide safety & security.

- Support to other Boocroods so
that there safety can be assured,

(iii) Planning for vote - Boocroods should
be created at locations such that
people should not have to walk
long from there home.

- Effective infrastructure such as toilets,
women friendly Boocroods should
be created for additional trust.

(iv) Outreach to Naxals - I will
try Naxals to give up arms
struggle. The idea of motto that
"BALLOT NOT BULLET" should

be used to judge new joiners
to seek both a reform
- special arrangements with help
of state govt can be made
to incentivise these actions

(v) Turning Election into Cultural Festival which will invoke local tradition & fairs. - By creating a tribal / local identity to election process, voters will think twice before attack since it will alienate local support for them. Thus by a series of steps I will ensure that maximum people come to participate in election. Ballot should forever silent the bullet.

11. You are posted as a District Magistrate in a district, where many large factories and commercial establishments are located. One such factory is owned by one of your close friends. You visit each other's home frequently and are often seen in public together.

Recently, media reported about poor working conditions in your friend's factory. Upon enquiry with the labor office, you come to know that the factory has witnessed frequent labour unrests in the past as well. However, the labour officer told you that he was hesitating to take any action due to your proximity with the owner of the factory. With reference to the facts of the case, answer the following questions:

- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
(b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. (20)

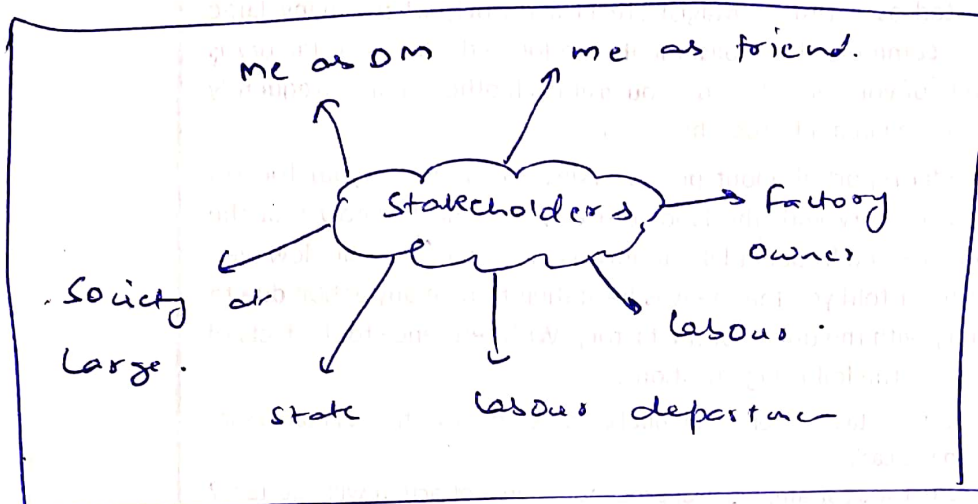
आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं, जहाँ कई बड़े-बड़े कारखाने और व्यावसायिक प्रतिष्ठान स्थित हैं। आपका एक घनिष्ठ मित्र ऐसे ही एक कारखाने का स्वामी है। आप प्रायः एक-दूसरे के घर आते-जाते हैं और अक्सर एक साथ सार्वजनिक रूप से भी देखे जाते हैं।

हाल ही में, मीडिया में आपके मित्र के कारखाने में कार्य की खराब स्थितियों के संबंध में खबरें आई हैं। श्रम कार्यालय से पूछताछ करने पर, आपको पता चलता है कि इस कारखाने में अतीत में बार-बार श्रमिक अशांति देखी गई है। हालांकि, श्रम अधिकारी द्वारा आपको बताया जाता है कि कारखाना मालिक के साथ आपकी निकटता के कारण वह कोई कार्यवाही करने में संकोच कर रहा था। इस प्रकरण के तथ्यों के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

The case represent an example
of 'conflict of interest', and real
and potential.

(a) Stakeholders in this case are —



Public Cause -

(a) conflict of interest

(b) perception of bureaucratic - industrial
favouritism

(c) labour condition

(d) Indirect influence on govt. agencies

Ethical issues

(i) Public vs private relationship

(ii) Indirect influence

(iii) labour issue vs. Poor corporate
work practices

(iv) lack of courage of convictions

in labour department due to my
indirect or perceived proximity.

- Ideally CBOs department should have worked with 'Probity' even if someone is involved.

(v) District magistrate as a public servant should learn to understand input as his private & public relationship.

(b) my action as DM -

(i) my immediate action would be to issue a public notice to all departments citing essentials to follow 'Probity in Governance'

- I will tell them that Only 'Public Service values' and work ethics should guide there action and not someone's (indeedly mine) influence.

- This will insure that any other agencies which would be feeling hesitation in pursuing action will not do so.

(ii) To Public I will render an apology with arguments that they should not feel intimidated by 'any public servants' and should demand 'Justice' fearlessly.

(iii) - This will help mend the 'SOCIAL CAPITAL' reducing 'POWER GAP' leading to effective governance.

(iii) I will issue instructions to maintain a 'Register of Conflict of interest' as recommended by ARC-2

- This will bring transparency and accountability in governance.

(10) Finally I will ask all my personal friends to be more careful as not to give false impression and maintain personal vs professional boundaries.

- As a DM I will learn to be more careful in my public dealings.

A Public Servant has to maintain high standards in both personal & professional life. His 'Work History', Perception of 'Integrity', 'Probity', 'openness' and 'Transparency' gets reflected in how people around him treat him. Example of poor life is Bapu where his dealings with industrialists like 'Birla' never come into debate on favour or disfavour should serve as example.

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

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

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

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

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

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

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

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

(a) Key issues in situation

- Malnutrition in Tribal district
— Health of People.
- Tribals see new initiative as an
with insensitivity.

- (iv) Reaction against excessive Δ
Attitude change (growing millet)
- (v) Low government support for prices
of millets leading to economic
loss & further resistance.

Challenges

- (i) Bringing Attitude change through
effective persuasion
- (ii) Providing better remuneration
- (iii) Changing Food habit which is
associated with traditional culture

(b) Key stakeholders

- (i) ~~the~~ District magistrates.
- (ii) State - For better Rural development
- (iii) People as their health is involved
- (iv) Tribal ministry.
- (v) Agriculture ministry for providing
fair prices.

(vi) me as a resident and
civil servant - It provides me
an experience & study to
participate in leadership exercise
which will help me during my
service.

(c) Course of Action that I am
should take —

(i) Persuasion exercise to bring
attitudinal change should be
based on following plan —

(a) Message relevance should be
stressed —

- 'malnutrition' free kids will
live longer, healthy life.
- Better educational capabilities will
be developed.

- Tribal development -
- Introduce some catchy lines like 'Kapashan mukta zila'

(b) Message language - simple local language, preferably songs should be used. local influencers, Artists should be asked for help.

(c) New Attitudes benefits should be stressed —

- Healthy kids.
- millets can withstand drought & flood.
- Use of TRIFED for better remuneration.

(ii) Ally their fear-

(a) Central change due to food habits & associated fear could be allied with city examples showing

how use of other technology like
'mobile' has made their life easy.

(B) 'multi departmental' effort to
ensure better prices atleast for
initial few years if not regularly.

(iv) make the mission a 'Jan Andolan'

— Supporters (Facilitators) & fence
sitter's should be persuaded to
change opinion of resistors

(v) Finally the whole incidence
shows a lack of 'social
capital' which is reflected in
lack of trust shown by
tribals on DM's move. This should
be built on premise of Trust,
honesty, openness and Transparency.
— 'SANKALP' of 'People' is most
effective way for 'SADAK' of 'Scheme'.

13. You have recently been posted as a District Labour Officer in a state, which derives a substantial revenue from tourism. You come to know that a big hotel in the area has not been paying wages as per the Minimum Wages Act. The hotel owner is a powerful local leader having contacts with many influential officials of the state. You have the power to take suo-moto cognizance of such violations and accordingly you initiate a preliminary enquiry into the matter. However, no worker is willing to come forward to lodge a formal complaint because they fear loss of employment. Meanwhile, your action has attracted notice of the higher authorities, and you are advised to drop the matter altogether. You are deeply concerned about the situation as it involves not only violation of the Minimum Wages Act but also denial of basic human rights of the worker.

(a) Identify the issues involved in the given case.

(b) Consider the options given below:

1. Follow the informal advice of the higher authorities.
2. Convince the owner of the hotel to take note of these violations and take appropriate remedial measures.
3. Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from the competent authority.
4. Serve a notice to the hotel owner and initiate action as per your powers under the Minimum Wages Act.

Evaluate the merits and demerits of each of these options and suggest your preferred course of action, giving reasons. (20)

आपको हाल ही में पर्यटन से अच्छी मात्रा में राजस्व प्राप्त करने वाले एक राज्य में जिला श्रम अधिकारी के रूप में पदस्थापित किया गया है। आपको पता चलता है कि क्षेत्र का एक बड़ा होटल न्यूनतम मजदूरी अधिनियम के अनुसार वेतन का भुगतान नहीं कर रहा है। होटल स्वामी राज्य के कई प्रभावशाली अधिकारियों से संपर्क रखने वाला एक शक्तिशाली स्थानीय नेता है। आपके पास ऐसे उल्लंघनों का स्वतः संज्ञान लेने की शक्ति है और तदनुसार आप प्रकरण की प्रारंभिक जाँच आरंभ करते हैं। हालांकि, कोई भी श्रमिक औपचारिक तौर पर शिकायत दर्ज कराने के लिए आगे आने को तैयार नहीं है क्योंकि उन्हें अपने रोजगार से हाथ धोने का डर है। इस बीच, आपकी कार्यवाही ने उच्च अधिकारियों का ध्यान आकर्षित किया और आपको इस प्रकरण को पूर्णतया छोड़ देने का परामर्श दिया गया। आप इस स्थिति को लेकर गंभीर रूप से चिंतित हैं क्योंकि इससे न केवल न्यूनतम मजदूरी अधिनियम का उल्लंघन हो रहा है, बल्कि यह श्रमिकों के मूलभूत मानवाधिकारों का हनन भी है।

(a) दिए गए प्रकरण में सम्मिलित मुद्दों की पहचान कीजिए।

(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

1. उच्च अधिकारियों की अनौपचारिक परामर्श का पालन करेंगे।
2. होटल स्वामी को इन उल्लंघनों पर ध्यान देने के लिए मनाएंगे और उचित उपचारात्मक उपाय करेंगे।
3. श्रमिकों के अधिकारों के उल्लंघन पर प्रकाश डालते हुए इस विषय पर विस्तृत रिपोर्ट प्रस्तुत करेंगे और सक्षम प्राधिकारी से औपचारिक निर्देश मांगेंगे।

4. होटल स्वामी को नोटिस जारी करेंगे और न्यूनतम मजदूरी अधिनियम के अंतर्गत अपनी शक्तियों के अनुसार कार्यवाही करेंगे।
इनमें से प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन कीजिए तथा कारण प्रस्तुत करते हुए अपनी पसंद की कार्यवाही का सुझाव दीजिए।

Facts of the case: —

- (i) violation of labour code
- (ii) Reluctance of labour to Testify
- (iii) Pressure on Senior officers to drop investigation

(ii) Issues involved in the case —

- (i) lack of integrity shown by senior officer's leading to violation of rights of labour, denial of minimum wages, violation of law and basic human rights
- (ii) Fear in labour due to lack of alternate employment issues.
- (iii) 'ethical dilemma' for me as to follow unofficial

dictum of do the right thing.

- First may lead to 'crisis of conscience' while second may lead to harassment by seniors in future & other difficulties.

b

Option	<u>Merit</u>	<u>Demerit</u>
1.)	- Good relationship with seniors - <u>'Quid pro quo'</u> in future.	- Shows poor <u>'Probity'</u> - violation of <u>Law & 'duties'</u> - Shows lack of <u>courage & conviction</u>
2.)	- Owner may realise his mistake - win-win situation for all stakeholders - I should try to persuade him	- exercise may take time. - Relief may not be enough or <u>taken</u>

	Citing law & encourage his ethical side with use of <u>EI</u>.	- He may try to influence officers & workers directly since he knows my motive.
<u>3.</u>	- Difficult to deny action once presented in writing. - Fulfills requirement of my official duty specially accountability. - evidence based decision making.	- Since workers are not willing to come forward case may be weakened. - Time taking. - my immediate seniors may take offence.
<u>4.</u>	- Reflects 'Coverage of Conviction' and <u>probability in Governance</u> - may motivate labourers to come out of <u>Free</u>.	- In absence of official cooperation case might weaken.

Proposed course of action would be
a combination of these options:—

- (i) I will begin by giving a chance
to hotel owner to rectify his mistakes
- (ii) I will prepare
& send a comprehensive report to
higher authorities
- (iii) I will try to politely persuade
my seniors citing grave violation
and using emotional intelligence for
co-operation.
- (iv) Notice should be served and
action taken as per law. Case
should be pursued diligently till 'justice served'
A civil servant has to
face many pressures & difficulties.
However the motive of 'Probity in
Governance' and 'sense of Public Service'
should always be kept in mind
while taking actions or inaction.

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

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

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

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

Future of a nation is decided
in its 'Schools'.

(a) Role of government in education sector

(i) Equality & opportunity - Govt provide
equal opportunity specially for
weaker sections to develop
'capabilities'.

(ii) Standards - Government schools & colleges sets standards in education through quality, textbook and teachers training for private sectors to emulate.

(iv) Affirmative action - To give a boost to weaker sections such as girls, SC, ST, OBC & others.

(iv) Talent promotion - Through special schools such as 'Jawahar Navodaya vidyalaya', 'Kasturba bai' vidyalaya and 'Tribal Gurukul' - Providing scholarship.

(b) Principles and values guiding us -

(i) Constitutional values or equality of opportunity, Justice, Secularism, Affirmative

action, Humanism & Fraternity

(ii) Future requirement of nation for
eg TCT based education, vocational
education etc.

(iii) Allowing child develop according
to their own skill - for eg
promoting all liberal arts like
Painting, music etc.

(iv) Special care for weaker
sections, specially abled etc.

(v) Any international obligation such
as UN convention on specially
abled people, women, SDG goals etc.

(c) How qualities in state run
institutes can be improved

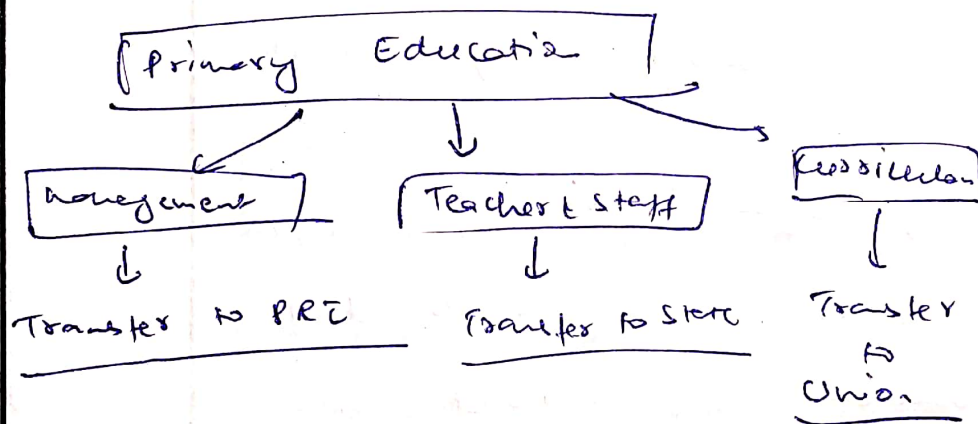
(i) Perception about govt
schools needs to be changed.
- Instead of focusing on poorly

run school, focus & highlight various schools as done in 'Delhi'.

For eg J.N.V.'s have best passing score in 10th & 12th exam. JIT's are top higher educational institutions run by government.

(11) Institutions need to be overhauled

- Colonial structure needs to be replaced by modern structure
- Decentralise education as ARC 2 recommended for eg



This is in line with

subsidiarity approach.

(iii) Involve Public - form Teacher-Parent
association to look for solutions
not problems alone.

(iv) Involve CSR, eg role of 'PRATHAM'

(v) Use of ICT, digital board should
be promoted. Ex of 'BoKa'
model of education using ICT led
to comprehensive change in
outcome.

(vi) Behaviour of Teachers as
'providers' & not 'owners' needs to
be changed ~~for~~ to making education
for exercise.

(vii) value education.
As a Chairman I will ensure
that educational policy is based on
above values after interacting with
all stakeholders so that dream of
'New India' & 'Sikshit India' can
be realised.