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GENERAL STUDIES (TEST CODE : 764)

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Medium Hindi/Eng.	ENGLISH	Registration Number	11056
Center	ORN	Date	18/11/2016

INDEX TABLE

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

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

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

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

Emotional intelligence means the ability

to :

1. understand and regulate one's own emotions
2. understand other's emotions and act accordingly.

Due to immense cultural diversity, what may be acceptable to one person may be offensive to someone else.

In such a situation, it is important to realise that ~~it~~ none of them is wrong, they are just different.

This requires emotional intelligence.

Thus, if the administration is to behave in a sensitive manner, making room for the immense diversity, it has to possess emotional intelligence.

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

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

Values are preferences that an individual attaches to objects, ideas, etc.

A child learns most of ~~its~~ its values through socialisation, i.e. by interacting and learning from other individuals in the society.

Family and school are the two most important sources of socialisation because:

1. The child goes to these places since it is very young and impressionable.
2. The child ~~knows~~ its parents/teachers.
3. In turn, parents and teachers are also likely to pay special attention to the child.

Values that a child is likely to learn ~~at~~ in family and school:

Tolerance, Selflessness, Leadership, Empathy, Courage, Determination.

Example:

Recently while travelling in the Metro Train, I was sitting at a place which was NOT reserved for ladies/senior citizens. I saw an old man standing. Since I was tired, I did not to give up my seat for him. But I also knew that it must be tough for the old man to keep standing. This was my dilemma.

I was helped by the values of selflessness and empathy that I had learned at my ~~home~~ family and school. So, I got up and gave my seat to the ~~to~~ elderly ~~gentleman~~ gentleman.

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

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

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

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

(1) Gandhiji said that even thinking something bad about someone is violence. Violence need not only be in action or words.

thoughts are the origin of words and actions

Even if thoughts are not articulated in words, they still remain in our heads. And because they remain in our heads, they influence our future thoughts, words and actions.

Therefore, the importance of thoughts is not diminished just because they were not said or written down.

This makes it necessary for our thoughts (and not only our words) to be noble.

We should uphold the most cherished

values like selflessness ~~objectivity~~ integrity,
empathy, courage, etc in our thoughts.

This is easy for an honest person.

Because the definition of honesty is
"concurrency between thoughts, words,
and actions."

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

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

Conscience is the moral compass that
tells us right from wrong.

Judgement makes use of facts, logic, etc
to find the most appropriate solution.

They are similar concepts: Conscience leans
a little towards morality and judgement
leans a little towards rationality.

When we use our conscience to make
decisions, we are essentially ~~not~~ relying
upon our values, morals, ~~ethics~~ ethics,
experiences, etc.

For judgement, we rely upon facts, logic,
experiences, etc

It is important to know that both
can fail. What may seem conscientious
may turn out to be wrong. What we

think is our judgement can also be false.

In such a case, it is the duty of the upright individual to accept mistake, and make amends so that such mistakes do not happen in the future.

Example: One man's conscience says that capital punishment is wrong. Another man's conscience says otherwise. ~~At least one~~ Both of them cannot be right.

Similarly for judgement

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

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

Nationalism is the feeling of one-ness and belonging in the people of ~~one~~ from a single nation-state.

Nationalism is one of the strongest ^{feelings} ~~feelings~~ that one can feel, including me. Nationalism has guided most of the freedom struggles around ~~the~~ the world. Soldiers sacrifice their lives for their nations, with a smile on their lips. People want their nation, which is an abstract entity in itself, to progress and be the greatest.

However, we have come across certain worrying trends lately:

1. Putting nationalism above everything else

like tolerance, human rights.

2. Asking people to prove their nationalism.
3. Renouncing anyone who differs in opinion by calling them an anti-national.

We should realise that nationalism is a cherished value. But it is not the ~~the~~ only ~~is~~ or the most noble value.

The most noble values are those which are enshrined in our constitution — Democracy, Secularism, Justice, Equality, Fraternity, Freedom, etc.

It is these values to protect which is our foremost responsibility.

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

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

We often come across news that a ^{victim} ~~person~~ of road accident kept lying in a pool of blood by the roadside and no one came to his help. This leads to death in most cases as the first few minutes are the most crucial. People do not come forward for help because:

1. They are afraid of harassment by the police.
2. The judicial procedure is a punishment in itself.

To solve these issues, sometime ago the Supreme Court recommended a "Good Samaritan Law" to give legal protection

to those who come forward to help accident victims.

Such a law is of utmost importance.

1. It guarantees that the person who come forward for help will be ^{able} ~~able~~ to leave after getting the victim admitted to a hospital.
2. ~~It~~ Guarantees no harassment by the police.

This is a commendable step and will definitely help in reducing accident-deaths.

We need to raise awareness about this Good Samaritan Law.

Also, monetary rewards can be thought of as an incentive to bring accident victims to hospitals.

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

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

Gandhiji said that those who do not protest against a crime are as guilty as the perpetrators of the crime.

There are situations when we know that an injustice is happening. But because of the situation, we may be unable to prevent the injustice from happening.

Example: If ~~we~~ I see a group of young men molesting a young woman, ~~and we~~ and I am ~~we are~~ alone. We know that the group of men can ~~we~~ easily overpower me. So, it is unlikely that I will be able to stop the injustice.

However, this does not mean that I do not do anything. In the above

situation, it is my duty to protest.

~~Failure to protest~~

Protesting entails its own risk. But it is highly likely that hearing my protest, other people will also come forward for help. Or at least, the same group of men will be more afraid in doing similar acts in the future.

So, failure to protest against injustice is unforgivable.

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

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

Humanitarian aid is very essential to save lives and ~~also~~ provide healthcare in many regions like: Syria, Afghanistan, Africa, etc.

However there are some ethical issues with financial assistance:

1. Financial assistance is used as an excuse to excessively interfere in a country's internal affairs.
2. Financial assistance makes countries too dependent. E.g. Pakistan.
3. Financial assistance can fall in the hands of despots which use it to oppress their own people. Eg. So many warlords in Africa.

Measures:

1. Increased transparency ~~in~~ as to whom and for what purpose financial aid is being given.
2. Proper Auditing.
3. Strict prohibition on giving financial aid to despots and autocrats. They should only be given aid in food, medicines, etc (i.e. in kind, not in cash).
4. Financial aid should not be allowed to become an excuse to control a financially weaker country.
5. Financial aid should preferably be channelled through the United Nations.

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

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

Discretion means the power of an authority to use his/her own judgement (and not any written rule) to take a decision.

~~Since~~ ^{Not} ~~not~~ all situations can be codified. And administration is such a dynamic field that new and unique situations keep cropping. ~~to~~ Without any discretion officials will always be waiting for the appropriate rules, laws, etc which may take too much time. And by that time it may be too late. Therefore, a little discretion is necessary.

However, discretion can be misused to give undue favours to a particular

party and receive kick-backs later.
This is why discretion is said to be
the source of corruption

Measures:

1. Whenever there is an element of discretion, there should be an underlying framework on which decisions should be based.
2. Code of Ethics.
3. Bonafide mistakes should be pardoned.
4. Malafide ~~and~~ decisions should attract punishment.

5. (b) What do you understand by corporate ethics? Giving examples, highlight the ethical issues faced by CEOs in the current competitive environment, with special reference to government owned enterprises. 10

कॉर्पोरेट नैतिकता से आप क्या समझते हैं? सरकार के स्वामित्व वाले उद्यमों के विशेष संदर्भ में, वर्तमान प्रतिस्पर्धात्मक वातावरण में CEOs द्वारा सामना किए जाने वाले नैतिक मुद्दों पर उदाहरण सहित प्रकाश डालिए।

Corporate ethics are the set of standards that have to be upheld in corporate life. Elements of corporate ethics could be: gender equality, making profit for shareholders, no racism, upholding human rights of all, etc.

Ethical issues faced by CEOs in current competitive environment:

I. Government owned enterprises:

1. Balancing profit motive with public welfare motive: Example, the railways could increase its passenger fares to rake in profits. But this would ~~reduce~~ be bad for public welfare.
2. Balancing business decisions with political decisions: Example, public

sector banks have to carry out many public welfare functions. These are political decisions and do not bring in much profits for the banks.

II Other enterprises

1. Remaining ethical in the face of cut-throat competition. Example, every company tries to reduce costs and increase profits. It is difficult to remain unethical when your competitors are employing unethical means and may throw you out of business.

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

10

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

We often hear ~~about~~ complaints against the work of government employees. Seldom do people realise that government employees are almost often overburdened, paid less and are working for service motive.

Factors that cultivate a negative attitude towards civil servants:

1. People remember one bad experience and forget 99 good experiences.
2. Government offices are overburdened. It is difficult to provide the quality of private sector when the operating costs are so less.
3. A handful of bad employees spoil everyone's image.

4. Public enterprises work for welfare motive and not profit motive. So it is more difficult to define and measure performance.
5. Government employees are not rewarded enough for good work or penalised enough for bad work.

Approach to change attitude:

1. Employee sensitisation
2. Encouraging employees to speak respectfully.
3. Using more e-governance so that government offices are less burdened.
4. Talking to employees who have a lackadaisical attitude towards work, motivating them to work better. Warning them that poor work will invite action.
5. Deputing special employees to help out people in government offices. Banks already have 'Grahak Mitras' for this purpose.

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

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

Social conflicts due to prejudices and discrimination.

1. Prejudice: Members of a certain community are ~~modern~~ *unclean*

Conflict: Members of that community are not offered residence in many housing colonies.

2. Prejudice: Members of certain community want to marry and convert girls of the majority community.

Conflict: Communal riots.

3. Prejudice: Certain people are untouchable and should not be let ~~into~~ near temples.

Conflict: Caste violence.

4. Prejudice: Women become ~~for~~ *impure* due to menstruation.

Conflict: Women are not allowed in some religious places.

To ^{curb} ~~handle~~ discrimination and handle prejudices

1. Demonstration of how prejudices are wrong.
2. Use of socially influential persons like religious leaders, political leaders, celebrities.
3. Using culture and religious texts to denounce discrimination and prejudices.
4. Legal: Informing the legal repercussions of discrimination.
5. Promoting dialogue in the society.
6. Using the youth to take forward the message because the youth is often more progressive.

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

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

Transparency dictates that all (or most) information should be made public.

Confidentiality says that some information has to be withheld.

Problems faced by civil servants:

1. A person cannot be completely transparent and uphold confidentiality at the same time.
2. Acts like Right to Information (RTI) come in conflict with oath to Secrecy, Official Secrets Act, etc.
3. Information sought may be crucial for national security.

Ethical framework that should ~~be~~ guide such decisions:

1. Anything ^{that may endanger} ~~related to~~ ~~national~~ national security should not be divulged.
2. It should always be remembered that public interest is foremost.
3. One should try to divulge as much information as permissible.
4. Information is Power. Access to information will empower the public, which is a noble goal.

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

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

Based on the above information, answer the following questions.

(a) What is/are the ethical dilemma(s) that an administrator faces in such situations?

(b) Enumerate your priorities and steps that you will take to handle the situation.

(c) What are the social and attitudinal factors at play? What will be your role in bringing about a change in these?

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

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) ऐसी परिस्थितियों में एक प्रशासक को किस प्रकार की नैतिक दुविधा(ओं) का सामना करना पड़ता है?

(b) इस परिस्थिति को संभालने के लिए अपनी प्राथमिकताओं एवं आपके द्वारा उठाए जाने वाले कदमों का एक-एक करके वर्णन कीजिए।

(c) यहां कौन-से सामाजिक एवं अभिवृत्ति संबंधी कारक कार्य कर रहे हैं? इनमें परिवर्तन लाने में आपकी भूमिका क्या होगी?

Facts of the case:

1. Intercaste marriage in a predominantly rural area has caused tensions.
2. Registrar's Office has been attacked and ~~the~~ the couple is being held hostage.
3. One group has political power and has warned me against action.

Stakeholders: I, government, married couple, their respective families and villagers.

a) Ethical dilemmas:

1. Taking action may ~~flame up~~ cause the violence to flare up. Not taking action will lead to violation of right to freedom of the married couple.
2. Which should be given precedence: Culture or Laws? It is the culture/custom not to engage in intercaste marriage. But ~~eng~~ indulging in violence against caste lines is illegal.

3. Duty vs Personal interests: It is my duty to uphold the law. But doing my duty can go against my personal interests as the politically powerful group has warned me against taking action.

6) Priorities:

1. The married couple should remain safe.
2. Rights of the married couple should not be violated.
3. Violence has to be stopped.
4. Tension, if any, along caste lines has to be defused.

Steps:

1. Give stern warning to both groups that violence should stop immediately. Anyone found indulging in violence will be punished.
2. ~~Give~~ Provide police protection to Registrar's office.
3. Take custody of the married couple so that they are not harmed. Provide them police protection.

4. Engage in dialogue with the community, pointing out the illegal and ~~not~~ unethical dimensions of caste violence.

5. Encourage media coverage so that the politically powerful elements do not dare to cause more trouble. They will be afraid that they might be caught on camera.

c) Social factors at play:

1. Caste discrimination
2. Feeling of hatred towards other castes, considering one's own caste the best.
3. Strict endogamy.
4. Considering women as pride of the family. Marrying outside one's own caste is considered a disgrace.

Attitudinal factors:

1. Conservatism.
2. Negative attitude towards other castes.

My role in bringing about a change:

1. Raise awareness about caste issues and laws.
2. Take help of village elders and leaders.
3. If elders and leaders are too rigid, the youth usually understands better. The youth can be mobilized to bring about a change.
4. Inter-caste dialogue.
5. Any case of caste-discrimination should be strictly dealt with.
6. Inter-caste couples should be given special protection.

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

(a) What could be the reasons for radicalization of educated youth?

(b) As a senior intelligence official, what approach would you follow to deal with such cases? Give arguments in support of your stand.

(c) Suggest a feasible strategy to prevent further radicalization of youth in the country.

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

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) शिक्षित युवाओं का कट्टरपंथ के प्रति के प्रेरित होने के क्या कारण हो सकते हैं?

(b) वरिष्ठ खुफिया अधिकारी होने के नाते इस प्रकार के मामलों से निपटने के लिए आप क्या दृष्टिकोण अपनाएँगे? अपने पक्ष के समर्थन में तर्क दीजिए।

(c) देश में युवाओं को कट्टरपंथ के प्रति और अधिक प्रेरित होने से रोकने के लिए व्यवहार्य रणनीति सुझाइए।

Facts of the case :

1. A group of young educated men are caught trying to leave the country to fight for a terrorist organisation.
2. They were radicalised online.
3. They have not committed any act of terror till now and have no criminal background.

- a) Reasons of radicalisation of educated youth:
1. Lack of opportunities to spend time productively, unemployment.
 2. Sense of alienation from society.
 3. ~~Half~~ Half-baked understanding of religion.
 4. Being misled by others on social media.
 5. Frequent news of communal violence also furthers the feeling of being a ~~victim~~ victim.
 6. People of certain communities are suspected as traitors and are always asked to prove their patriotism.
 7. Deeper penetration of the internet has given most youth ~~an~~ access to incendiary content on the Internet.
- b) Guiding values: Objectivity, Openness, Leadership, Neutrality, Empathy, Trust

Approach:

1. The men have to be arrested.
2. Their families have to be informed.
3. Gauge what level of radicalisation they have

undergone.

4. Take help of family, community, counsellors to de-radicalise them.
5. Because they have not committed ~~that~~ a ~~the~~ crime, they have to be released at some point of time.
6. They should be kept on a watch for some time after release.
7. Their families should be encouraged to come forward if they notice something unusual in their activities.

Arguments:

1. Although they have not yet committed a crime, they ~~will~~ are on their way to commit crimes. So, they have to be apprehended.
2. Since they are educated young men with no criminal record, there is a ~~change~~ chance that they can be reformed.
3. Family and community should be involved as they can keep an eye on them 24x7.

4. The punishment should not be so severe that the families feel afraid to report aberrant behaviour in the future.

c) Strategy:

1. Keeping an eye on radicalising material on the internet.
2. Providing a platform for progressive intellectuals from all religions to share their views
3. Inter-faith dialogue.
4. Focus on reforming radicalised youth rather than just ~~punishing~~ ^{punishing} them.
5. Curb communalist elements in the society.
6. Assure every community that their rights shall be protected.

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

(a) What are the ethical issues involved?

(b) Enumerate the values that are under question in the mentioned scenario?

(c) As the CEO of the company, would you retrospectively change your decision in light of the public backlash?

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

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) इसमें निहित नैतिक मुद्दे कौन-से हैं?

(b) उल्लिखित परिदृश्य में किन मूल्यों पर प्रश्नचिन्ह खड़ा होता है, एक-एक करके बताईए।

(c) कम्पनी के CEO के रूप में, क्या आप जनता द्वारा किए जा रहे विरोध को देखते हुए भूतलक्षी रूप से अपने निर्णय को परिवर्तित करेंगे।

Facts of the case:

1. A pharmaceutical company has increased the price of an anti-allergy device.
2. It was earlier facing losses, now huge profits.
3. Company has a monopoly ~~in~~ on the device.
4. Shareholders are pleased. But public ~~is~~ backlash, and political criticism.

a) Ethical issues:

1. As the company enjoys a monopoly, the people will be forced to buy the costly device.
2. As a pharmaceutical company, the ~~foremost~~ foremost goal should have been to alleviate the suffering of the people and not huge profit margins.

b) Values under question:

- * Selflessness: Profit motive has been given excessive focus.
- * Empathy: People's suffering has not been given due focus.
- * Far-sightedness: As the backlash will be bad for company's image.

* ~~Public~~ Service motive

c) Merits of changing decision

1. Device will become more affordable.
2. Greater public good.
3. Shows empathy.
4. Public backlash and political criticism will die out.
5. Good for company's image in the long run.

Demerits of changing decision :

1. Shareholders will be angry.
2. I may be removed from my position.
3. Company may face losses.
4. There may not be enough funds for further research.

As a CEO, it is my responsibility to earn profits for the shareholders. But, at the same time, it is also my responsibility to keep my decisions ethical. Such high prices are causing hardships for the

people. They are also bad for the image of the company.

Keeping these things in mind.

I will change my decision.

However, ~~the~~ the new price will not be so low that it causes losses.

The new price should be such that we get decent profits. At the same time public good is also served and ~~companies~~ company's image is maintained.

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

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

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(a) What are the options available to you?

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

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

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

उपर्युक्त जानकारी के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) आपके पास उपलब्ध विकल्प क्या हैं?

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

Facts of the case:

1. An RTI was brought to light the fact that a tender was under-priced.
2. Error was unintentional.
3. Under-secretary responsible has impeccable record.
4. company which has got the tender is politically connected.
5. If the information comes to light, reputation and jobs of many are at risk.

Guiding values: Honesty, Objectivity, Accountability, Integrity, Neutrality, Empathy, Courage, Determination.

Ethical issues:

1. Giving information will endanger the reputation and jobs of many. Not giving information will be dereliction of duty.
2. Error was unintentional, but punishment can be serious.

3. A person with impeccable record may be punished.
4. I may make many enemies if I give out information.

④ options available :

1. Give out information, as it is merits :

1. Performed my duty.
2. Did not show bias.
3. If it was clear to me that error was unintentional, it should also be demonstrable to others. The Under Secretary will not get into much trouble.
4. Guilty shall be punished.
5. ~~Fact~~ Truth prevails.

Demerits :

1. The under secretary may get punished.
2. Since those who have got the tender are politically powerful, they may victimize me and others ~~was~~ involved.
3. Shows lack of empathy.

2. Iron out the deficiencies, as asked by the Under Secretary.

Merits:

1. Shows empathy.
2. Under Secretary has an impeccable record, he will be saved.

Demerits:

1. dereliction of duty.
2. If this is found out later, I will be held accountable.
3. shows lack of honesty, objectivity, accountability, integrity, courage and determination.

Option that I would adopt

I will give out the whole information without any changes. However, I will ~~also~~ make sure that the information that proves that the error was unintentional also becomes public.

Reasons:

1. As the PIO, it is my duty to give information that is sought.
2. Any kind of ~~at~~ tampering of information will be dereliction of duty and dishonest. It will also lead to disempowerment of the public.
3. As the error was unintentional, it is likely that the Under Secretary will not get a tough punishment. Therefore this option shows empathy as well.
4. This will ~~be~~ show objectivity, ~~and~~ integrity, courage, determination, accountability.

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

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

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

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

(a) रिपोर्ट के विषय पर मौन रहना एवं मंत्री के साथ अपने दृष्टिकोण का पक्ष समर्थन करते रहना।

(b) विश्वविद्यालय के साथ अपने अनुबंध को निरस्त कर देना एवं नयी एजेंसी के साथ नए सिरे से अध्ययन संचालित करना।

(c) परिणामों की रिपोर्ट मंत्री को प्रस्तुत करना एवं उसके आदेशों का पालन करना।

(d) शोध को आगे बढ़ाना एवं परिणामों को स्वीकार करने के लिए तैयार रहना एवं उन्हें सार्वजनिक रूप से घोषित करना।

Facts of the case:

1. I have convinced my minister that preventive services are better than putting children in juvenile homes.
2. The minister has taken a public stand and declared that rehabilitation homes will be scrapped.
3. A study ~~is~~ shows that preventive services are not as cost effective as putting children in ~~the~~ rehabilitation homes.
4. These results could compromise the position of the minister and also my own.

Guiding values: Selflessness, Objectivity, Openness, Accountability, Integrity, Empathy, courage.

a) Merits:

1. Mine as well as the minister's position will not be compromised.
2. We can go ahead with the project unhindered.

Demerits

1. I will be held accountable if the information becomes public later.
2. It ~~will~~ shows dishonesty, ~~it~~ selfishness, lack of courage.

b) Merits

1. New study may be in agreement with my stand.

Demerits

1. New study may ~~be~~ say the same facts as the older one.
2. Time waste, money waste.

c) Merits

1. Avoids conflict of interest : It is against my interest as an individual to make the information public. But as a government official, I should make the info-

information public. This is a conflict of interest.

2. The minister may know what is best.

Demerits:

1. shows running away from responsibility.
2. Dereliction of duty.
3. Orders of the minister may not be ethical.

d) merits:

1. shows selflessness, objectivity, openness, accountability, integrity, courage.
2. This is in the best public interest because I may have ~~not~~ missed certain aspects while forming my opinion. Only studies can consider all factors holistically.

Demerits:

1. May cause embarrassment to ~~the~~ me as well as the minister.
2. Takes time and money.

Course of action

I would follow the fourth option largely.

that the study has said that preventive services is ~~a~~ expensive is not entirely against my stance. Preventive services could be expensive, but they may be better for the children. To prove this, we need further studies.

As far as embarrassment to me and my ministers ~~and to~~ is concerned, it is too less a price to pay for the welfare of children.

Also, people may actually appreciate the openness and transparency that we have displayed.

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

Based on above information, answer the following questions:

(a) Elaborate on the qualities of a civil servant that are essential in such circumstances.

(b) What options do you have to handle this situation? Evaluate each of them with their merits and demerits.

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

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

20

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

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

Facts of the case:

1. I am posted as SDM of a flood prone sub-division.
2. A dam which is weak is about to burst. People are fleeing in fear.
3. Bursting of the dam is preventable using geo-bags. All I need is manpower.
4. Systematised evacuation will take too much time.

Guiding values: Selflessness, Objectivity, Leadership, Empathy, Courage, Determination

a) Qualities of a civil servant that are essential:

1. Leadership: He/she should be able to lead the people to repair the dam.

2. Objectivity: He/she should be able to objectively analyse whether disaster is preventable. If yes, go ahead with dam repair. If no, try to minimise the damage to life ~~and~~ and property.

3. Selflessness: ~~At~~^{In} such a situation, the civil servant should not be excessively concerned about his/her own prestige, comfort or even life.

4. Empathy: To understand that breakage of the dam can cause untold misery to the people.

5. Courage and Determination: courage to take a decision which is right but risky. Determination to follow through ~~with~~ with the decision.

- b) I) As the dam is likely to burst, flee from the site and try to minimise damages from district headquarters.

Merits:

1. minimisation of loss of life and property.
2. Less risk to own life.

Demerits

1. shows lack of courage, selflessness, leadership, empathy.
2. A preventable disaster will take place.
3. Thousands of people may die.
4. Dereliction of duty.

II) Order in stern terms that no one will leave their duties and that the dam repair must continue.

Merits:

- 1) Dam repair work may start again.

Demerits:

- 1) People may not listen to me when

they see the imminent danger to their lives.

- III) Appeal to emotions of the people. Remind them that bursting of the dam will cause untold miseries. Tell ~~them~~ them that this is preventable. Show leadership by starting to carry the job-bags ~~myself~~ myself.

Merits

- 1) When people see an "outsider" doing so much for them, they are likely to be moved and start ~~with~~ with the repair work. This actually happened in reality recently.
2. Shows: courage of conviction,
selflessness, objectivity, Leadership,
Empathy, courage and determination.

Dement

- 1) Risk to my own life and others' lives.

I will follow the third option .
Because although there is risk
involved, this option upholds the
finest traditions of civil services