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GENERAL STUDIES (TEST CODE: 1245)

Name of Candidate	Sanjela Mohapala		
Medium Eng./Hindi	English	Registration Number	60279
Center	ORN	Date	13.08.19

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 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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Delhi- 110009

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

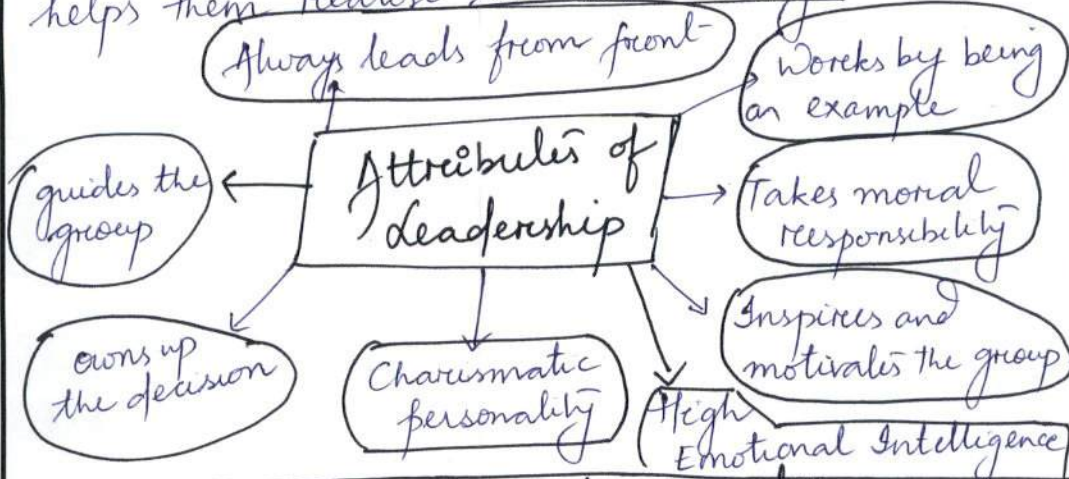
SECTION - A

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 the trait by virtue of which an individual leads a group, takes responsibility, motivates his/her followers and helps them realise the collective goals.



Importance for a civil servant:

- i) A civil servant has to implement various welfare programmes - hence has to lead by an example.
- ii) has to keep the team motivated to get the best desired result.
- iii) have empathy for the subordinates and peers - in order to properly plan the job and assign it.

- iv) Manage the group as well as keep them focused on realising the collective goal.
- v) takes responsibility for his actions - gains respect of the team.
- vi) Gains trust of the public as well as that of team because of his accountability.
- vii) acts as a moral booster for the team.

Hence showcasing leadership attribute by a civil servant is of importance in order to drive the team in a motivated way to realise the desired goals of public welfare.

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।

Objectivity is an attribute by virtue of which an individual evaluates a situation, event, object based on facts rather than subjective predispositions, values, beliefs or personal ideologies. The subject is evaluated on the basis of merit. This results in
 ↳ ensuring non-partisanship, neutrality and impartiality in performance of duty by a civil servant.

Empathy on the other hand refers to the ability of an individual to be able to understand and evaluate the situation of others by looking through the eyes of the other person. It's like being in the shoe of others. This enables one to understand the pain, suffering of the other and have a better understanding of the situation.

Objectivity and empathy :

For a civil servant having cold objectivity can be detrimental. A civil servant is a public officer who is required to act for the

public interest. Hence he is constantly in touch with the masses. If one do not- empathize with the pain of the masses and displays cold objectivity in evaluating any situation, the basic duty of the civil servant i.e. to serve the masses is lost.

Hence a case in point is the death of 11 year old tribal girl from Thakhand due to starvation, as the Aadhar data did not match with that of ration card. On the balancing wheel of objectivity, one is correct to focus on rules, facts, but at the same time one also needs to focus on empathy - feel the pain of the others. And one needs to act as per it. Hence a civil servant has to provide display a balanced view of objectivity and empathy. This can also be achieved by inculcating high emotional intelligence.

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 today has become an all pervasive instrument encompassing the whole life of people. From mobile phones, to mass media, social media like facebook and twitter, information technology is exploding.

There is an information explosion. Big data has now become the buzz word. But among all this hum-drum what is being lost is the vulnerability of people in the cyber space. Ignorant, digitally illiterate people are most-exposed.

Role of ethics in cyb cyber space:

- i) Ensure basic moral standards and principles to be adhered to for respecting the rights of users.
- ii) Regulate the unethical behaviour of unscrupulous elements in cyber space like hackers, cryptojackers.

iii) Ensure the rights, privacy of unsuspecting people are not violated and misused.

iv) Provide a moral guide to media moguls to design their structure in such a way to ensure people privacy

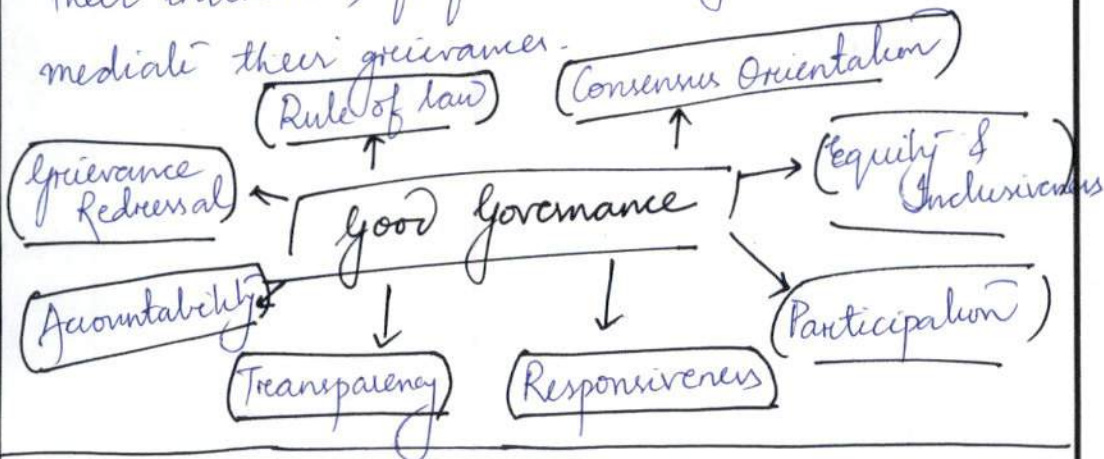
• In today's inter-connected world ethics play a huge role in regulating actions and ensuring well being of all. But the need is internalizing of the moral values, not mere super imposition of them.

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।

Governance is the manner by which a country's social and economic resources are utilized and managed for developmental activities - 'World Bank'.

Good governance refers to the presence of efficient mechanisms, processes and institutions for a citizen enabling him/her to articulate their interests, fulfill their obligations and mediate their grievances.



Transparency and good governance:

Transparency is one of the primary attributes to ensure good governance because:

- i) It provides the other stakeholders in governance (society and market) to have a clear picture of the ongoing processes.
- ii) It reposes public trust in the system and process.

- iii) It results in accountability of the system.
- iv) the above leads to better and informed participation of citizens in the governance process - makes it more participative - democratic decentralization -
- v) It makes system more responsive.
- vi) It leads to course correction because of the feedback received because of its openness.
- vii) Better informed citizens are a pre-requisite for proper functioning of democracy.

Hence transparency is of paramount importance to ensure good governance. At the same time there must be a balance maintained that the transparency is not misutilized by unscrupulous elements to create chaos and delays. Right to Information Act is a great example to ensure transparency in governance and should be strengthened.

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।

Nelson Mandela referred to this as to highlight the nature of a nation. A nation is not the territory but the sum total of the people who live in that territory. It's the people who make up the nation. Hence the treatment of the people of the nation reveals about the true nature of a nation.

Highest citizens are those who are endowed with one or more societal rewards, like wealth, power, prestige. But lowest ones are those who are usually deprived of all above.

Highest citizens in lieu of their rewards, are placed at highest pedestal in the nation. They can access all facilities and are privileged.

The lowest ones are the one who are denied of all privileges and luxury. They are the disadvantaged group. They are dependent.

And it is here that the nation's role comes into play to hold their hands and lift them up. To provide them with the necessary basic survival needs to ensure they get their legitimate rights. If they are ill-treated, ignored, the nation fails. A welfare state is one which looks after the lowest ones.

If they are overlooked, they will develop resentment because of social exclusion. This will lead to chaos and conflict in society. Hence to ensure stable, happy, prosperous nation, inclusive growth is the best model.

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। - रबींद्रनाथ टैगोर

Education is not just schooling but gaining knowledge. As rightly pointed out - educating a child without values, is educating a menace to the society.

Highest education imparts not mere information about the everyday happening, about history, geography, polity, economy etc. It is about imparting an all encompassing knowledge. It teaches us the presence of vast universe around us. It makes us aware of the presence of it.

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 refers to the psychological tendency to evaluate an object or event with a varying degree of favour or disfavour. Ability refers to the capacity of an individual to do a thing or execute an act.

One may have the ability to do any thing, but if one doesnot have a right-attitude to do it, one may fail.

I have the ability to study for like 10-12 hours a day may be. But if I adopt a dismissive attitude, that I donot need to study so hard, or I donot require it, then may be I will not be able to do it.

I may ^{not} have the ability to stand up against the boys standing and passing lewd comments while I walk. But if I have the attitude that they are wrong, and I must stand up for myself, I may develop the

ability and snap at them. Thus it will stop them from ~~make~~ passing such comments.

Attitude is a mental construct. It augments or diminishes ability. It depends on the attitude than how far does it influence ability. If one has an ability, developing the right-attitude can help in overcoming all obstacles. But at the same time, environmental or situational factors also need to be taken into consideration for the attitude to act.

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 concept was first developed by John Mayer and Peter Salovey. It was further refined by David Goleman. As per Goleman, Emotional Intelligence refers to:

- i) Self awareness
- ii) Self control
- iii) Self motivation
- iv) Empathy
- v) Handling relations

Self awareness among all is one of the most important requirement. If one fails to understand his/her own emotions, he/she may not be able to control or regulate it. For instance if a public servant fails to apprehend his displeasure on a religious issue, he may go against the dictate of State. ~~In fact~~ He may hold very religious ideologies, but while performing his duty, he needs to keep his thoughts away. That he can only achieve if he is able to

discover that his underlying belief in hindering his efficient performance of his on here duty.

In my own case if I am angry at a particular behaviour or have disliking towards it, I need to first know about it. In a professional setting, I cannot explicitly express my displeasure. It is my personal opinion, may not be always correct. Hence ⁱⁿ at this scenario, I need to be aware of my own emotions, channelize them in proper way and then articulate. This will lead in ensuring professional behaviour.

Hence being self aware is of paramount importance to display high Emotional ~~Quotient~~ Intelligence.

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।

Integrity pacts refer to official documents which is a contract entered between the public service organization and the bidder. Here the public service organization who purchases goods or services from the bidder ensures that the bidder will not pay any bribe to corner the contract neither at the present date or in future.

Role in bringing transparency:

- i) help in reducing crony capitalism.
- ii) reduce corruption at all levels.
- iii) bidders will now be legally accountable to public service organization.
- iv) all the stakeholders will now be answerable and responsible.

Proper utilization of public funds:

- i) lack of presence of any kickbacks will ensure proper pricing of goods and services.

- ii) adequate pricing will make it competitive - best price wins - lowest bid - hence efficient resource allocation.
- iii) no pilferage, wastage of funds as none is used in greasing palms of politicians or bureaucrats -
- iv) rise in faith in system, more investment.

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

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

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।

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 refer to the ^{standard} moral values and principles which may guide the behaviour of an individual or group in all situations alike. They are idealistic and non-enforceable. But they act like guiding lights to standardize a person's behaviour.

Need for code of ethics for civil servant on social media platforms:

Social media has become a rage among all whereby there is constant information explosion. At times fake, at times informational. For a civil servant the need of ethics is:

- i) To ensure maintenance of high degree of civil service values of integrity, impartiality, value-neutrality, non-partisanship.
- ii) Endorsing the view of any party, any ideology may affect his objective execution of duty - if also one do not do so, he may be suspected of being biased.

(ii) Civil servants are highly followed. Any such activity on social media can create a wrong precedent.

But at the same time, a civil servant must be and should be allowed to articulate his views in a free and open way. But not to the extent of criticising the government.

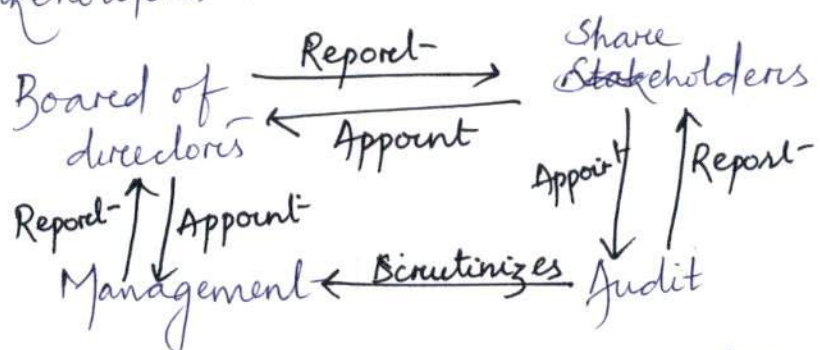
They are part of the system, they have to strive to change it, not crib about it.

Hence it's their moral duty to take up ethical stance but without jeopardizing the core service values.

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 the set of rules and guidelines for effective functioning of the organization in the interest of all stakeholders.



Stakeholders of corporate governance.

Effective corporate governance and equitable treatment of all stakeholders:

- i) effective corporate governance will lead to establishment of a proper mechanism of reporting and information passing.
- ii) it will ensure transparency in system, accountability and responsiveness.
- iii) It will also lead to proper verification

of facts, data and prevent any insider trading.

- iv) Specific Code of Conduct and Code of ethics can regulate the behaviour of all stakeholders.
- v) It will ensure all communication between stakeholders is two-way and responsive.
- vi) the system will become more ethical-responsive - leading to gaining trust of public as well.

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।

The case reflects the problem of illegal liquor smuggling and political-criminal nexus in perpetuating such crimes.

Stakeholders:

- District Excise Department
- DM
- Myself, SP
- Politicians and govt. officials
- Government (Govt.)
- Society

Ethical issues:

- i) Proper execution of my duty
- ii) Misuse of power and position by politicians and government officials.
- iii) To keep society free of liquor menaces.

The options available:

1. Report findings to DM, seek instructions for further actions, stating clearly criminal offences committed *prima facie*.

Merits

- i) I will have performed my stated duty effectively.
- ii) Unearthing of crimes committed by the politicians-government-official nexus

Demerits

- i) DM may shield certain officials as he is head of the department because of personal rapport

iii) Bringing perpetrators of crime to justice

iv) Eradication of menace from society

ii) Undue pressure on me, threatening to my life by politicians and officials.

iii) DM's instructions may not be inline with the required actions that need to be taken to curb the menace.

2) Charge all accused under legal provisions and let the law take its own course.

Merit

i) Bringing criminals to justice

ii) Eradication of menace from society

iii) Proper execution of my duty

iv) Creating a deterrence in society against such acts

v) Faithful execution of duty, being law-abiding.

Demerit

i) Not reporting to the appointing authority of the committee will be like side-stepping it, which is unprofessional.

ii) Cause major embarrassment to government and officials involved.

iii) May receive life threatening pressures.

iv) Not taking DM into confidence may result in issues afterwards.

ii) Being aware of the seriousness of matter discretely put the report in public domain.

Merit :

- i) No threatening to my life.
- ii) Public pressure will result in proper execution of law and perpetrators will be punished.
- iii) I will be not harmed but at the same time the nexus will be exposed.

Demerits : As per All India Service Conduct Rules, a public servant cannot leak such vetal information.

First I need to exhaust all available options for redressal and in the last refuge take help of Sec 4 of Whistle Blowers Act to let the misdeed out in open.

i) may result in dereliction of my duty

ii) not upholding the ethical values of professionalism.

iii) betrayal of trust of peers, colleagues.

iv) the report may be used in a negative way to cause more harm and may be distorted.

My course of action would be - a judicious mix of option 1 and 2:

- i) I would ~~not~~ inform the DM about the findings.
- ii) I would then suggest to start investigation on the officials by imposing relevant IPC sections.
- iii) I would take DM into confidence as well as ensure the law take its legitimate course.
- iv) In case DM resists, I can forewarn him of the consequences of the report being accused by public or senior officials, which may cause further problems. Hence I will use persuasion as well as my conviction to ensure the criminals are brought to justice.

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:

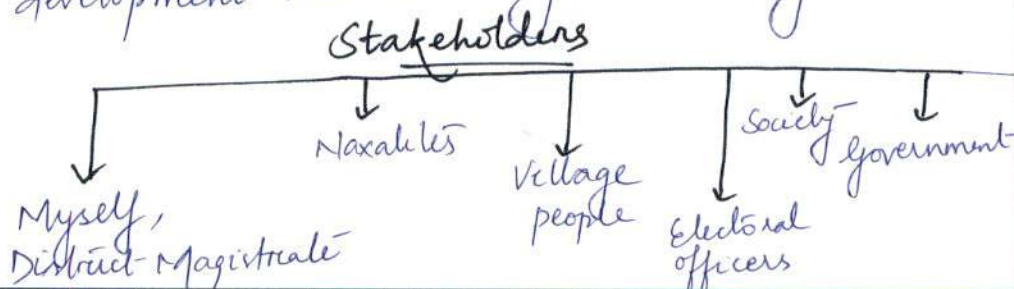
- (a) Identify the civil service values that are crucial for working in such adversities.
(b) Suggest a plan of action to ensure the conduct of free and fair elections in such a situation. (20)

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।

The Naxalite problem has remained a perpetual issue being as a roadblock to nation's development and ensuring democracy.



- a) The civil service values crucial for working in such adversities are :
- i) Fortitude - the strength to work against any adverse situation.
 - ii) Integrity - strength of character, moral principles and consistency in following those morals.
 - iii) Selflessness - to work for the betterment of the village people and ensure they exercise their rights.
 - iv) Empathy - for the villagers to be able to understand their dilemma and help them make a good decision.
 - v) Leadership - to lead the other electoral officers and boost their morale to be able to work in such adverse situation.
 - vi) Dedication to duty - when I am dedicated completely for faithful execution of my delegated duty ~~can I be~~ ^{I can} then be able to do the work without fear.
 - vii) Strength of character and Fearlessness - will help me stand by my principles and execute my responsibility.

viii) Responsible - If I will be responsible for my duty, then only I can properly execute my job.

b) My plan of action would be :

Immediate measures: To ensure free & fair election.

- i) Motivate electoral officers and ensure they go upto the designated poll booths for elections to take place.
- ii) Co-ordinate with security forces, to put up additional CRPF officers and soldiers in the areas of particular concern.
- iii) Engage with civil society leaders, NGOs to educate the villagers and alleviate their fears.
- iv) Personally visit the village to encourage and instill faith in villagers to ensure free elections.
- v) Take help from local political parties to encourage the villagers for voting.
- vi) Ensure the villagers of full proof safety in the village.
- vii) Provide electoral officers with enhanced security cover.

viii) Engage with Panchayat leaders to make villagers more aware and dispel their fear.

Intermediate measures:

Adopt the carrot 'development' and stick 'deterrence' policy to lessen the Naxalite problem.

- i) Implement various government schemes for the development of the district.
e.g - Aspirational Districts Program by NITI Aayog.
- ii) Ensure education and health sector improvement
- iii) Seek active participation of NGOs, panchayats
to educate villagers of the ill-effects of Naxalism.
- iv) Modernize police forces and enhance capacity.
- v) Proper rehabilitation policy for surrendered Naxalites.

Long terms:

Address the root causes for the continuation of Naxalite problems.

- i) & try to establish parity with Naxalite
leaders to understand the grievances by help of villagers and NGOs.
- ii) Bring about development (holistic) in
district, employment for youths to wean away from Naxalism.

- iii) Set up proper transportation, communication of the village to ensure its connectivity to outworld - more exposure.
- iv) Empowering villagers so that they can resist the Naxalites.
- v) Sensitizing police to deal with issues with more empathy.

-X-

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।

Maintaining a clear separation of personal and professional life is a pre-requisite for proper and faithful execution of duty by a civil servant. The above case clearly reflects its importance.

Stakeholders :

- i) Factories and establishments
- ii) My close friend.
- iii) Media
- iv) Labour office (Government)
- v) Working people of factory/labourers
- vi) Myself, District Magistrate
- vii) Society

Public cause: ^{Poor} ~~Violation~~ of labour working conditions. This in turn ~~is~~ is a violation of fundamental right guaranteed under Art 21 of Indian Constitution. It also violates Directive Principles of State Policy (Art-28)

Ethical issues involved :

- i) Faithful execution of duty vs friendship
- ii) Conflict of interest - Personal friend vs violation of laws in his factory.
- iii) Taking stand for my friend vs taking an objective, impartial professional stand.
- iv) Saving my friend vs fighting for the rights of the labourers.

b) My course of action would be :

i) I would first of all ask the labour officer the reason for not conducting any action inspite of such frequent strikes.

ii) I would then ask him to conduct immediate inspection of the factory to find any discrepancies. Simply relying on media reports clouds objectivity. Because the reports may be biased.

iii) I would ask him to follow due procedure in the inspection and ensure the procedure is objective and clearly defined.

iv) ~~I would~~ Based on the finding of the report, I would take further necessary steps to ensure that justice is done.

I would not want unnecessary harassment of factory owners which would deter investment and create a bad name for the district.

But at the same time I would ensure that no labour rights are violated and they have recieved their dues in proper manner.

v) I would not let my personal connect to my friend cloud my judgment because of my integrity and strength of my

character.

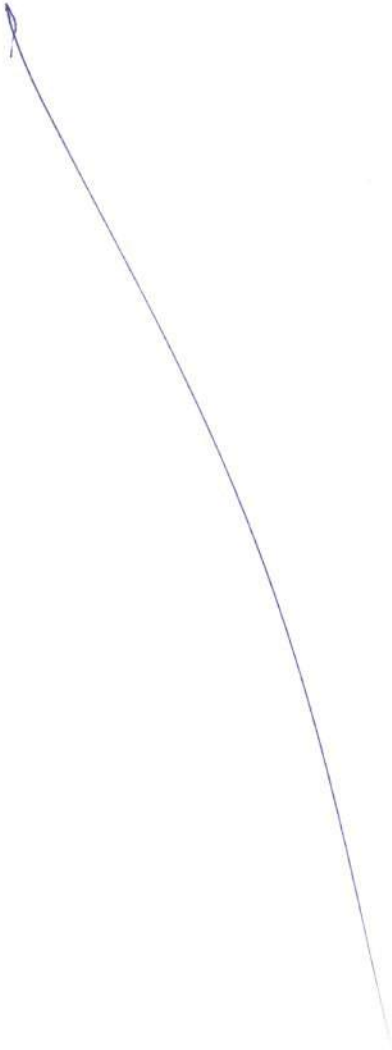
vi) In case of unearthing of any wrongdoings, I will ensure proper lawful procedure is followed to redress the grievances of all stakeholders including the owner, my friend.

vii) I would ensure complete neutrality and impartiality in execution of my duty.

viii) I will ensure the labourers are not exploited and proper working conditions are ensured.

ix) I would even talk to my friend and make him aware of my position and the responsibilities attached to it. Hence the need for such actions. Being my good friend, he will be able to understand my situation.

I would ensure maintenance of complete secrecy, objectivity, impartiality and neutrality in bringing justice to all.



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।

Backwardness of tribal districts coupled with lack of literacy and health facilities has exacerbated the problems in this areas. The clinging on of tribal people to age old beliefs even further hampers developmental activities

a) Key issues and challenges in the situation:

- i) the lack of awareness among the tribals of the benefits of millets to fight malnutrition
- ii) the tribal beliefs, customs, norms are strongly held on to by tribals. Any attempt to bring any change, creates suspicion and faces backlash from tribals.
- iii) the tribals being aloof from the world and still steeped in their darkness and fail to accept the new changes.
- iv) the above is because of the exploitative policies since British era which have made tribals highly suspicious of the motives of outsiders.
- v) tribals lack trust on the government activities. They fear losing their food habits and livelihood, traditional agricultural practices.

b) Key stakeholders and their interests:

- i) District Magistrate - fight malnutrition in the tribal district.
- ii) local tribes - safeguard their age-old food habits, their traditional agricultural practices and livelihood loss concerns.

- iii) Myself - development and progress of my district in particular and tribal areas in general.
- iv) Society and Government - progress of backward areas, fight malnutrition, healthy workforce - economic and social development.
- c) The course of action District Magistrate can take is :
- 1) Have a detailed discussion the 'tribal elders' to make them aware of the problems of malnutrition - how it affects children's productivity. And also tell them how millets can help.
 - 2) The Panchayat can be used to ~~bring~~ ^{persuade} the tribal people about the benefits of millet cultivation.
 - 3) To assuage the fear of tribal people that their food-habits or agricultural practices will not be drastically changed.
 - 4) Take help from local NGOs, civil society organizations, influential educated people from the tribes to disseminate the

merits of the action.

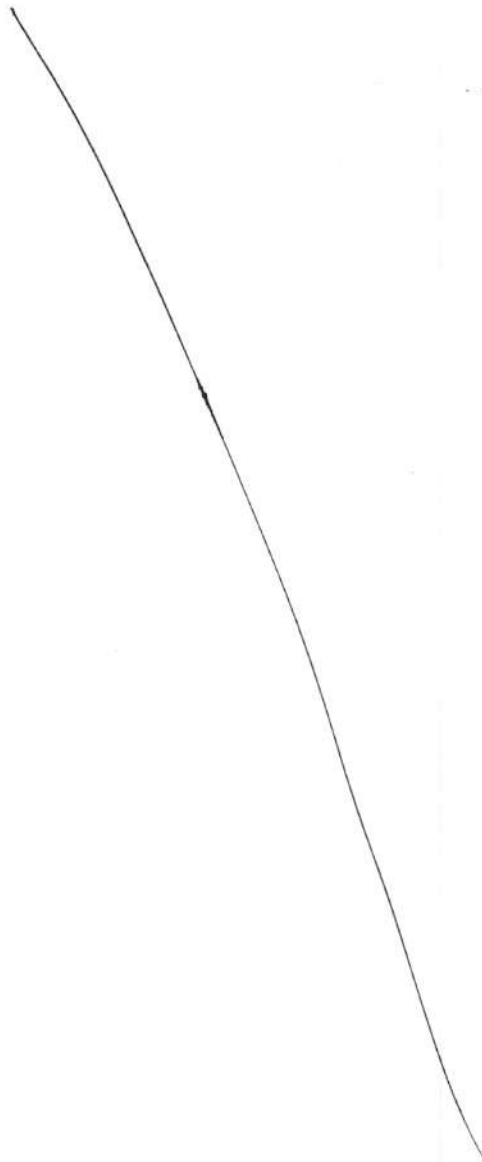
5) Make an arrangement with local godowns, Midday Meal Scheme to procure millets from tribals at fixed price to ensure proper remuneration to tribals.

9) The most important part is gaining the trust of the tribal people before any such changes can be implemented. Else the plan would fail. If the change is not internalized by them, the plan will not work. Hence making them aware by cultural programs can help in taking them into confidence.

6) Educating the tribal children about its benefits can also help in changing their parents' viewpoint.

7) Aanganwadi, ASHA workers can also be used to make people aware.

Hence by using all the above measures DM can try to make his plan work.



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 advise 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।

A)

Violation of basic rights of the working people coupled with fear in them to speak against the powerful leader is hampering the progress of the case.

Stakeholders:

- i) Hotel in question and general hotels.
- ii) Hotel owner
- iii) Workers.
- iv) Higher authorities
- v) Myself, District Labour Officer.
- vi) Society at large.

Issues involved:

- i) Violation of basic rights of workers by the hotel owner.
- ii) Usage of political clout by hotel owner to evade any wrongdoing.
- iii) Pressure from higher authorities to sweep the case under (crony-capitalism)
- iv) My personal ethical and moral values to faithfully execute my assigned duty.

v) Intimidation of workers who resist complaining against the wrongdoing.

vi) Presence of such a situation in other hotels of the area. If the misdeed is not brought to justice, it may embolden other hotel operators to take an illegal recourse and flout laws.

b) i) Follow the informal advice of higher authorities:

Merit

- i) Save myself from any harm that may occur
- ii) Not be at cross with my superiors.
- iii) Good rapport with them to help me in my future prospects.

Demerit

- i) Dereliction of my assigned duty.
- ii) Belying the basic foundational values of a civil servant - honesty, integrity, fortitude.
- iii) Not bring justice to the workers.
- iv) Other hotel operators may flout law as well.

2) Convince the owner of hotel to take note of violations and take appropriate remedial measures:

Merit

- i) No legal actions, hence the owner and higher authorities are pacified
- ii) the workers may get their wages.
- iii) I will be not at a wrongfooted position with my seniors.

Demerits

- i) The owner may simply ignore my advice and the workers still face the problem.
- ii) all the demerits as mentioned in option (i)

- 3) Submit detailed report and seek formal directions from competent authority.

Merit

- i) Faithful execution of my duty.
- ii) Proper adoption of official procedure.
- iii) Brung the hotel owner to justice.
- iv) Ensure the workers get their wages.
- v) Deter other hotel owners from any wrongdoings.

Demerit

- i) Because of the clout of the hotel owner, he may fudge the report and prevent any action to take place. This in turn will again lead to the workers not getting justice.
- ii) My higher authorities may further pressurize me.

4) Serve a notice to hotel owner and initiate action.

Merit

- i) Immediate action for remedy - leading to justice for the workers.
- ii) Deterrence creation for other hotel owners.
- iii) Hotel owner is booked for his misdeed.
- iv) I am myself satisfied for having executed my ethical and moral values.

Demerit

- i) Threatening to me from higher authorities and hotel owner.
- ii) They may try to obstruct my proper functioning.
- iii) As no worker has come forward to complain, there may be lack of objectivity in my claims.

My preferred course of action:

- i) I would exercise option (4) and along with exercise option (3). But before going for both the options, I would first issue a warning option through option (2).

Assuming that the hotel owner would not comply is not proper. Hence I would first send a warning letter to comply in a stipulated time. Failing this, I would take up the next course of action.

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।

Education is one of the primary factors to ensure the development of a society and a nation as a whole. An educated and healthy workforce is the biggest asset for a nation aspiring to be the front-runner in the globalised world.

a) Role of government :

Education is primarily a public good. Private sector participation in education has led to the commercialization. It has led to decline of accessibility of education to ~~the~~ a vast section of population.

With nearly 70% of population in rural areas, and high percentage of middle income group families, presence of affordable, accessible education is of paramount importance.

Especially in primary and secondary education sector which builds the foundation of a child, it assumes even higher importance.

State-run schools are affordable and public-service oriented rather than profit-oriented.

b) Principles and values that would guide my recommendation :

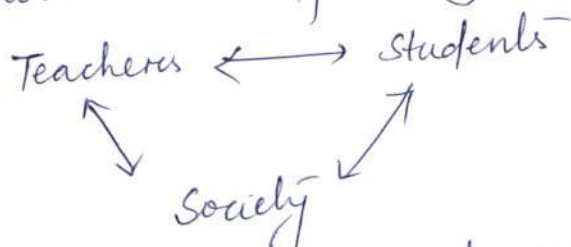
The basic pillars of my recommendation would rest on :

- i) Affordability of education
- ii) Accessibility of education
- iii) Utility of education.

- ↳ Education should be such that it is esoteric, secular, utilitarian and holistic.
- ↳ It should not just create a machine but a 'humane' person - with moral values.
- ↳ Education should be able to provide the person with vocational skills to pursue any decent profession/trade.
- ↳ Education should not be biased, partisan, respect the diversity of nation.
- ↳ Education should promote innovation, creation, creativity, inquisitiveness among children and not rote learning.
- ↳ It should test their life skills, not rotting by heart memorizing skills.

c) Ways to enhance quality of education in State run - schools :

A school has the following stakeholders :



If all the members work actively, in coherence, quality can be enhanced.

- i) Teachers need to be adequately incentivized, ensure proper infrastructural arrangements, provided with adequate resources to impart basic education.
- ii) Proper infrastructure such as good school buildings, segregated toilets, playground, books, copies, stationery items need to be in place.
- iii) Syllabus has to be such that promotes child's curiosity, not overburden it with rote learning. Examinations should be to test a child's ability not rote learning.
- iv) Society plays a very important role in motivating both teachers and children to go to school and ~~learn~~ and teach and learn. Awareness in society can lead to better outcomes.
- v) Training of teachers adequately. Government's holistic scheme Samagra Shiksha Abhiyan is a right step. Along with the Draft National Education Policy 2019 need to be finalized.

sooner to ensure proper curriculum and
revamping of the system.

