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GENERAL STUDIES (TEST CODE : 748)

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Medium Hindi/Eng.	ENGLISH	Registration Number	23061
Center	R.N.	Date	16/9/2016

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:

Signature of Examiner

INSTRUCTIONS

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

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 is not more than 150 words each.

1. (a) The crux of ethical behavior lies not only in standards, but in their adoption in action and issuing sanctions against their violation. Illustrate. 10

नैतिक व्यवहार का मूल आधार/निचोड़ न केवल मानडंडों में निहित है, बल्कि उन्हें अपने व्यवहार में अंगीकार करने और उनके उल्लंघन को प्रतिबंधित करने में निहित है। उदाहरण सहित व्याख्या कीजिए।

Ethical behaviour dictates the principles upon which your attitude, behaviour to other depends. Ethical principles means certain socially constructed norms which guides your decisions

The core of ethical behaviour is not only about theory, standards or preaching thing. It is more about inculcation in daily life and its adoption in practice. It is simply negation of hippocracy. The thing is one should practice while preaching. For example, leaders preach about helping others, not indulging in corruption, etc. But in actuality what we see is criminalisation of politics and politicisation of criminals.

The external force to make someone follow ethical behaviour also involves censoring / sanctioning

him. If one does not adopt a good conduct. behave indecently and corruptly, he needs to be penalised accordingly. To ensure probity in governance, behaviour external guiding compulsion is also important. For example, extention of protection to corrupt bureaucrats has led to the downfall of public trust in the office and hope with the judiciary.

Hence, sanctions against violations is must to improve governance, but before penalising violations, circumstances must be analyzed suitably.

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1. (b) Ethical qualities of a civil servant come handy in times of a crisis. Elucidate using the example of a natural disaster. 10

किसी लोक सेवक के नैतिक गुण संकट के समय काम आते हैं। किसी प्राकृतिक आपदा का उदाहरण देते हुए इसे स्पष्ट कीजिए।

A civil servant is a government servant and possess various powers and have responsibilities. For example law and order management, developmental duties, etc. He is also responsible for management of crisis, such as natural calamities ie earthquakes, cyclones, etc.

In order to handle crisis situations, a civil servant must possess certain qualities like:-

a) moral responsibility – to believe that he is responsible for solving the problem.
b) integrity of office, expenditure, etc.
c) compassion, empathy.
d) emotional intelligence.
e) prioritization qualities
f) objectivity towards end
g) honesty and altruistic service mentality.

During disastrous situations, a civil servant has to handle pressures from elected leaders, wrath of social activists, civil society organizations, affected peoples pain and distraction etc. During these situation, one needs to be calm with proactiveness.

His qualities will guide him to solve the crisis and overcome it. Integrity will help in rational expenditure and prevents misuse of official authority, his empathy and emotion will help in prioritising who to save first [through subjective], his morility will tell him that he needs to take care of everybody.

Through such qualities a civil servant can overcome crisis situations.

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2. (a) The bailout package offered to large financial corporations in response to global financial crisis raised important ethical questions. Discuss the ethical issues involved in giving bailout packages to financial corporations using taxpayers' money 10

वैश्विक वित्तीय संकट की अनुक्रिया में बड़े वित्तीय संस्थानों को दिया गया बेल आउट पैकेज महत्वपूर्ण नैतिक प्रश्न खड़े करता है। करदाताओं के धन से वित्तीय संस्थानों को दिए जाने वाले बेल आउट पैकेजों से जुड़े नैतिक मुद्दों पर चर्चा कीजिए।

During 2008, global world witnessed a financial crisis which produced economic recession, crippled demand and productivity as well as employment.

It is being argued that providing bailout packages to large financial corporations, government raised ethical questions. The ethical questions raised are:-

i) wasting taxpayer's money on big corporations.

ii) corporations were generally of private nature and profit seeking, then why government support.

iii) question of at one side companies demand de-governmentisation while during crisis they demand government support since market recession and boom is a cyclic process.

iv) question of private interest vs public interest. As government on providing bailout package compromised its developmental and welfaristic activities.

One has to keep in mind that there is no black and white situations. Things are more subjective than objective. The bailout package is also necessary because:-

a) private players are the biggest employment generators.

b) they help government to improve economic activity through promotion of production and consumption.

c) without economic activity, government itself cannot raise revenue without undergoing debt.

Therefore, bailout package was also important to save the economy from falling into deep depression. Thus, during these situations government has to balance

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between its developmental responsibilities and responsibilities towards corporate sector.

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2. (b) There is an entrenched perception in our country that the police is biased against the minority community. Why does such a perception exist? Suggest steps to bridge the police community gap. 10

हमारे देश में एक मजबूत धारणा है कि पुलिस अल्पसंख्यक समुदाय के विरुद्ध पक्षपाती होती है। ऐसी धारणा क्यों विद्यमान है? पुलिस और समुदाय के बीच की खाई पाटने हेतु उठाए जा सकने वाले विभिन्न कदमों को सुझाइए।

Police administration in our country still have colonial mindset with elitism characteristic. The report of the National Crime Records Bureau (NCRB) and Bar Council shows that majority of the undertrials are poor with a bias towards minority community.

Reason for the existance of such perception :-

a] minority communities voice get suppressed when raised against majority community.

b] the involvement of few individuals from a particular community in illegal activities like terrorism, organised crime etc have maligned whole community. Hence, they become priority target.

c] Police personnels are recruited from the society itself, hence carries societal biasness and prejudice.

d] pressure to produce result also makes police to arrest someone without any sufficient evidence.

e] minorities are poor hence generally cannot avail good legal machinary.

steps needed to bridge the community gap:-

a] develop sense of compassion, empathy and respect among police.

b] impart adequate training.

c] create mix-community police working environment.

d] establish external supervision and inquiry mechanism that every arrest should be based on sufficient evidence.

e] sensitise the community about good conduct and involve them in productive activities.

f] provide code of conduct and code of ethics.

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Thus, it is important to develop a good conduct among police to bridge police-community gap. This is the symbol of progressive society.

3. (a) India's abysmal record in sex ratio and gender violence reflects the general attitude of the society towards women. Discuss. In this context, how could an attitudinal change be brought about? 10

लिंग अनुपात और लैंगिक हिंसा के मामले में भारत का बेहद ख़राब रिकॉर्ड महिलाओं के प्रति समाज की सामान्य अभिवृत्ति प्रदर्शित करता है। चर्चा कीजिए। इस संदर्भ में, लोगों की अभिवृत्ति में कैसे परिवर्तन लाया जा सकता है?

Census 2011 provides that the sex ratio in India is 940. There is a societal biasness towards females. They increasingly face sexual violence, discrimination, etc. This manifests the general attitude of society.

Reasons for adverse sex-ratio

a] dowry practice
b] after marriage, a girl has to go to boy's house.
c] excessive work load on females at house manifests in poor health conditions.

Reasons for gender violence

a] sexual attitude of some males which makes them to see females from object of lust & commodity perspective.

b] non-filing of cases due to involvement of relatives in committing crimes, honour conservation, etc further promotes violence.

c] lackaidal attitude of law-enforcement agencies, delayed judicial procedure, etc.

Steps to bring an attitudinal change:-

a] sensitising community that guardian attitude is important but not patriarchical attitude.

b] creating a proper vigilance in the society, public places, etc so that violence against women be contained.

c] increasing participation of women in law enforcement agencies, employment and providing property rights. Eg Bihar, Delhi, Gujarat

d] sensitising police towards responsiveness to women.

e] carry out nudging / behavioural change campaigns. Eg Girl for selfie, Beti Bachao Beti Padhao, etc.

Thus, for the proper development of society, gender

empowerment and women's emancipation is must.

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3. (b) In the parlance of governance, probity is often usec in conjunction with integrity. How do you differentiate between the two? What is their importance n public life? What measures can help promote these values in governance? 10

शासकीय भाषा में, ईमानदारी (प्रोबिटी) को प्रायः सत्यनिष्ठा के संयोजक के रूप में उपयोग किया जाता है। आप इन दोनों के बीच कैसे भेद करते हैं? सार्वजनिक जीवन में इनका क्या महत्व है? शासन में इन मूल्यों को बढ़ावा देने में कौन-से उपाय सहयोग कर सकते हैं?

Governance means the style of managing the resources to improve the given circumstances. Probity is important to improve governance.

Probity means uprightness, morality, integrity, etc. It ensures good conduct and decent behaviour. Integrity is often used in conjunction with probity. Infact, integrity is a subset of probity. Integrity means maintaining a distinction between public and private interest and prioritising public interest in official capacity.

Importance :-

a] impacts a sense of altruistic service to society.

b] prevents misuse of official position for some private gains, nepotism, etc.

c] scientific utilization of resources and commitment to egalitarian development.

Measures needed to promote these values :-

a] ensure accountability and transparency in institutional functioning.

b] sensitise community towards greater participation in governance.

c] impart community orientation programme training to officials.

d] strictly enforce code of conduct and code of ethics to check moral violations.

e] balance legal regidity with discretional flexibility in operations.

f] implement seven Nolan principles.

Probity and integrity is important to promote honest and rational utilization of resources.

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4. (a) How does the use cf social media influence political participation and civic engagement? Discuss with examples. 10

सोशल मीडिया का प्रयोग राजनीतिक भागीदारी और नागरिक-संलग्नता को कैसे प्रभावित करता है? उदाहरण सहित चर्चा कीजिए।

Social media is regarded as the fourth branch of government, other being executive, legislative and judiciary. Social media has profound impact on society, individual, civil servants, political leaders, etc. They play an important role in influencing political participation and civic engagement.

Political Participation

Social media gives voice to every body at every corner of space. It provides a platform to establish a two way direct communication between government and citizens. Political parties are encashing the platform to promote political participation of citizens through sensitising about voting and democratic rights, creating awareness about duties and obligations of the people, etc. The 2014

Lok Sabha elections witnessed the prominent usage of social media in mobilisation of people especially youths.

Civic engagement

social media act as peer-to-peer information exchange mechanism. This promotes interactive contact between two sides. Example, Government has developed mygov.in to provide a platform to the people of India to give their suggestion on various issues and be a participant in country's development. states also provide online grievance redressal platform to solve the dissatisfactory issues of the people.

Thus, social media has promoted participation in governance process and virtually reduced the need for physicall access. Though it is also prone to misuse, but it needs to be utilized judiciously.

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4. (b) What are the objectives behind the creation of Citizens' Charter? How does a Citizens' Charter ensure transparency and accountability in governance? What are the impediments in its effective implementation? 10

'सिटीजन चार्टर' के निर्माण के पीछे क्या उद्देश्य हैं? सिटीजन चार्टर किस प्रकार शासन में पारदर्शिता और जवाबदेहिता सुनिश्चित करता है? इसके प्रभावी कार्यान्वयन में कौन-सी बाधाएँ हैं?

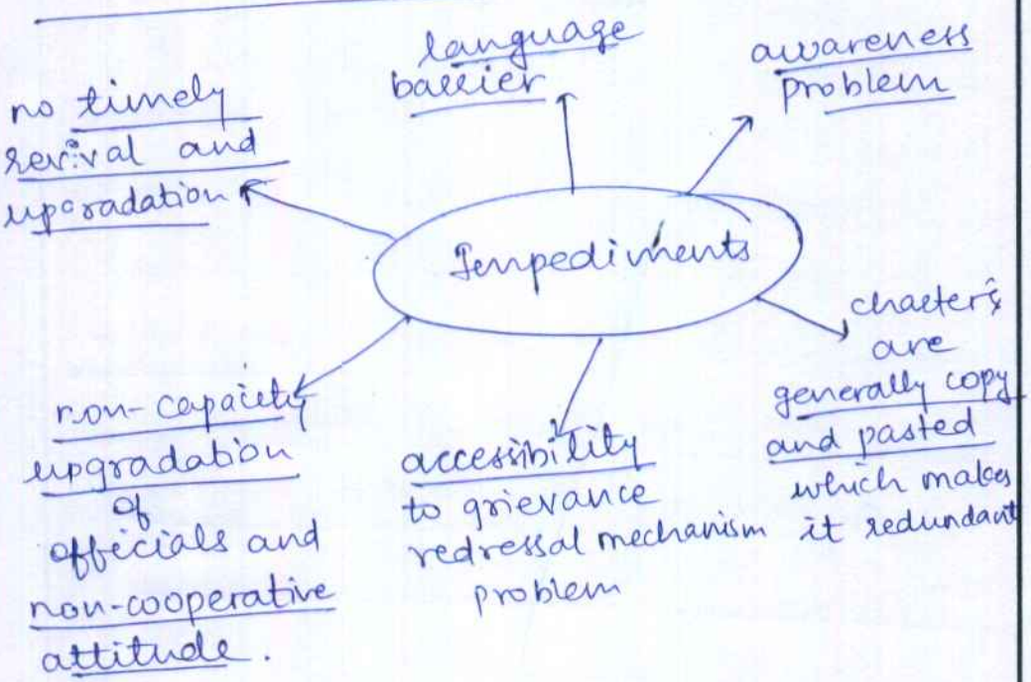
Citizen's Charter is a set of promised standards of services which an institution seeks to provide to its customers. ~~It has three components:-~~

The objective of citizen's charter is to deliver pre-defined services of pre-defined quality within predefined time period without causing any unnecessary trouble to customers. It ensures transparency and accountability in functioning.

Citizen's charter ensures transparency and accountability through giving voice and choice to the citizens. Information is the power and failure to deliver timely and quality services will cost the company. It creates dissatisfaction, hence loss.

Citizen's charter facilitate grievance redressal also so that failed institution can be held ~~by~~ responsible by higher authority.

Impediments in effective implementation of citizen's charter :-



The deficiencies needs to be eliminated to promote effective implementation of citizen's charters.

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5. (a) RTI is termed as a master key to good governance. Highlight the role of RTI in making the administration and governance of our country more ethical and responsive. 10

आर.टी.आई. को सुशासन की मास्टर कुंजी करार दिया गया है। हमारे देश के प्रशासन और शासन को अधिक नैतिक तथा उत्तरदायी बनाने में आर.टी.आई. की भूमिका पर प्रकाश डालिए।

Right to Information Act (RTI) was enacted in 2005 to provide information to the people as a matter of right even without citing the reason for seeking information. It has promoted transparency and good governance in our administration.

Role of RTI

a] provided information to citizens about institutional performance.

b] made citizens a participant in governance process.

c] improved programmes effective implementation as citizens will have information about resource expenditure, beneficiaries, etc.

d] helped in disclosing various corruption scams in the government institutions.

e] information is a way to promote conduction of social audit.

Since, whatever the government does is public's business as it runs on public money. Hence, RTI is an handy medium to promote transparency, accountability and effective performance while ensuring responsibility of officials.

But RTI has witness many problems also. Lack of record management effort, non-cooperative attitude, vacancies, denial of information in the name of national and public interest, threat to social activists, etc caused many troubles. Thus these problems needs to be sorted out to promote effective governance.

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5. (b) Differertiate between persuation and social influence. How can persuasion be made effective to bring about an attitudinal change? Give two examples where you brought about a positive attitudina change through persuation. 10

अनुनय (समझाना-बुझाना) और सामाजिक प्रभाव के बीच अंतर बताइए। किसी की अभिवृत्ति में परिवर्तन लाने हेतु अनुनय को कैसे प्रभावी बनाया जा सकता है? ऐसे दो उदाहरण दीजिए जहां आप अनुनय द्वारा अभिवृत्ति में सकारात्मक परिवर्तन लाने में सफल रहे हों।

Persuation means directly influencing; changing the behaviour, attitude of someone. While influence is more indirect and it involves change of mindset through affection, attachment and attraction of personality. Eg. the personality of Mahatma Gandhi influenced Indian people to take mass paeticipasion in our freedom struggle.

How to make persuation effective :-

a) promote ethical behaviour in the person.
b) remove hippocracy element and practice what you preach.
c) inculcate sense of commitment, determination, honesty, rationality, effective communication skills, etc

d) provide logical backing to your argument.

Examples :-

[a] During my graduation period, I persuaded my friend who was weak in education and indulged in cheating, etc to aknowledge his characteristics, drawbacks, short-comings, etc. This made him to realise that without improving himself, he would not be able to achieve what he aspires. This made him to work hard.

[b] Once a person met with a road accident in Uknow. I with my friend happened to be travelling through the region. I noticed it and persuaded my friend to lend me a hand to take the victim to the hospital.

Thus, persuation is an important element where you can bring direct change in someone's behaviour and attitude.

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6. In spite of the existence of a Code of Conduct for public servants, its implementation has been tardy and of limited success. Discuss. Further, suggest steps which could be taken to improve the efficacy of the Code of Conduct. What role can Code of Ethics play in reinforcing the Code of Conduct in public life. 10

लोक सेवकों के लिए आचार संहिता के अस्तित्व में होने के बावजूद इसका कार्यान्वयन धीमा रहा है और इसमें सीमित सफलता ही प्राप्त हुई है। चर्चा कीजिए। साथ ही, ऐसे कदम सुझाइए जो आचार संहिता की प्रभावशीलता को बढ़ाने हेतु उठाए जा सकते हैं। सार्वजनिक जीवन में आचार संहिता को लागू करने हेतु नैतिक संहिता क्या भूमिका अदा कर सकती है।

Public servants have a code of conduct which they have to follow while discharging their duties. But its implementation is limited because :-

a] political patronage, interference, nepotism, etc.

b] delayed penalisation in case of violations as well as prolonged litigation.

c] non-awareness about the existance of code of conduct itself.

d] bureaucratic ivory-tower mentality, red-tapism, inward attitude, etc resist them to change and bring change.

e] fear of loss of grip over power.

f) ineffective supervision and accountability.

Steps needed to improve efficacy of code of conduct

a) provide that political leaders will not cause public servants to compromise their integrity.

b) ensure probity in governance.

c) protect the rights and penalise the wrong actions.

d) amend the legal provisions and implement the reforms recommended by various committees like 2nd ARC, Hota Committee, etc.

e) promote e-governance, transparency, civic engagement, etc.

Code of conduct is generally negatively worded. Hence, code of ethics can provide for how to do. It can promote integrity, honesty, objectivity, values and neutrality balance, etc. Ethics will guide

civil servants in their working especially during discretion. Hence, code of ethics can supplement code of conduct.

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7. Given below is a quotation. Bring out what it means to you in present context.
"The intellect has sharp eye for methods and tools, but is blind tc ends and values." –Einstein. 10

नीचे एक उद्धरण दिया गया है। बताएं कि वर्तमान संदर्भ में यह आपके लिए क्या महत्व रखता है?
"बुद्धि (प्रज्ञा) की दृष्टि विधियों और उपकरणों के लिए तीक्ष्ण होती है, लेकिन प्रयोजनों और मूल्यों के लिए अंधी होती है।" – आइंस्टीन।

Einstein comments that the intellectuals, scientists have profound knowledge of facts, materials and methodological tools. They know what nuclear materials can do. ie create energy or destroy world (nuclear bomb). They are rational in their approach and ~~to~~ study cause and effect.

They have sharp eye for methods and tools to know how to put use of something. But they generally lack values and knowledge of ends. They failed to interpret the various possible combinations of consequentions which their intellectuality may lead to. For example, Einstein regretted that his principle of $E = mc^2$ being utilised to

develop nuclear bombs to maintain one's domination and power. An intellect does not accord feelings to human emotions. For him, the world is simple a creations of matter.

Thus, Einstein quoted, "intellect has sharp eye for methods and tools, but is blind to ends and values".

8. Your 16 year old cousin. Leena, loves to play basketball but her peers mock her short height, so much so that Leena has developed a negative attitude towards all sports. As a responsible elder cousin, how will you convince Leena to take up sports once again? 10

आपकी 16 वर्षीय चचेरी बहन, लीना, बास्केटबॉल खेलना पसंद करती है लेकिन उसके साथी उसकी कम लंबाई की इतनी अधिक हंसी उड़ाते हैं कि लीना ने सभी खेलों के प्रति नकारात्मक दृष्टिकोण बना लिया है। एक जिम्मेदार बड़े भाई के रूप में, आप लीना को एक बार फिर से खेलों में भागीदारी करने के लिए कैसे मनाएँगे?

World is full of complexities which also exhibit negative and positive attitudes and behaviours. But everything can be changed by detecting the right problem and profound thinking.

The problem of Leena can be solved through :-

a] putting examples of different differently abled, not so called physically qualified personalities before her and their lifetime achievements. For example, Jonty Rodes, Einstein, Edison, etc.

b] prescribing the suitable games to increase her initial interest.

c] counselling her about the complexities of the world. Physical ability is not the only means to play sports.

sports requires talent, skills, etc which are not the hallmark of height, muscles, etc.

d] accompanying her to the playground to motivate her to play and protect her from distractions.

e) counselling her to go for meditation to achieve focus and concentration and calmness of mind.

f) providing her favourable environment in home or nearby areas to practice.

This way her love for sports can be further reinvigorated and redeveloped.

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

9. You are the dean of an engineering college. You have received a complaint regarding prejudice against students from lower castes by some senior professors. These professors have contributed a lot academically to the university. However, this particular instance has disturbed peace and harmony in the campus.

(a) Discuss the immediate steps you would take to contain growing discontent among some students.

(b) Discuss the action to be taken if the professors are found to be guilty and also evaluate the steps if it comes out to be a false case against the professors.

(c) What should be the responsibilities of professors and students to create positive social ambience in the campus? 20

आप एक इंजीनियरिंग कॉलेज के डीन हैं। आपको निचली जातियों के छात्रों के विरुद्ध कुछ वरिष्ठ प्रोफेसरों के पूर्वाग्रह के संबंध में एक शिकायत प्राप्त हुई है। इन प्रोफेसरों ने विश्वविद्यालय में शैक्षणिक दृष्टि से काफी योगदान दिया है। हालांकि, इस विशेष घटना ने परिसर में शांति और सद्भाव के वातावरण को अशांत कर दिया है।

(a) कुछ छात्रों के बीच बढ़ते असंतोष को शांत करने के लिए आप तत्काल क्या कदम उठाएंगे, चर्चा कीजिए।

(b) प्रोफेसरों को दोषी पाए जाने की स्थिति में उठाए जाने वाले कदमों की चर्चा कीजिए। साथ ही, यदि प्रोफेसरों के विरुद्ध एक झूठा मामला निकलता है तो उसके बाद उठाए जाने वाले कदमों का भी मूल्यांकन कीजिए।

(c) परिसर में सकारात्मक सामाजिक वातावरण निर्मित करने हेतु प्रोफ़ेसरों और छात्रों की क्या जिम्मेदारियाँ होनी चाहिए?

a] Immediate step to contain the growing discontent would be setup an impartial third party inquiry committee to inquire the situation and report accordingly. Meanwhile, everybody would be advised to behave properly and decently.

Action against professor is imminent as charges are not concrete. Meanwhile, professor can be asked to take leave till the committee submits its report.

[b] action to be taken if professor is found to be guilty

During this situation, the profession can be :-

(i) expelled
(ii) suspended
(iii) given a stern warning

The things needs to be understood that if it is first crime of professor than in this situation stern warning or suspension is necessary. If it is repeated issue, then he needs to be expelled to ensure a congenial environment in the campus.

if allegations are false

During this situation, the student needs to be punished for false allegation, disturbing the institutional harmony, etc.

student needs to be either suspended or given stern warning.

Thus, whomsoever guilty needs to be punished accordingly.

[c] positive social environment in campus:

Responsibility of student	Responsibility of professors
a) behave decently and do not create rumours, false allegations, etc.	a) professors should not discriminate among students.
b) respect the professors and if some problem is encountered, approach Director or Dean.	b) promote mixed sittings in the class so that students themselves do not show biased attitude.
c) understand the perspectives of teachers whether they are scolding you for your bad performance / behaviour or due to caste bias	c) behave decently with backward students and assist them in their performance.

Our constitution prohibits discrimination (Art 15, 16, 17 & 14) and aims to achieve an egalitarian respectful society. Therefore, universities should sensitise their students and teachers about ethical principles, constitution obligations and personal attitude.

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10. You are working in the Ministry of Social Justice and Empowerment and posted in a rural area. There are many government programs being run by your Ministry under which people are given financial help after verification of the required documents. Every day you encounter some cases, in which people from weaker section are not able to avail the benefits due to faulty or insufficient documents. However, there are also some instances of people trying to forge documents, which makes verification important. What will be your approach towards cases wherein those from the weaker section are not able to avail the benefits due to insufficient documents - will you go by the rule book or exercise discretion in selected cases based on your experience. Discuss both options available to you and evaluate them. 20

आप सामाजिक न्याय और अधिकारिता मंत्रालय में कार्य कर रहे हैं एवं ग्रामीण क्षेत्र में नियुक्त हैं। आपके मंत्रालय द्वारा कई सरकारी कार्यक्रम संचालित किए जा रहे हैं जिनके अंतर्गत लोगों को वांछित दस्तावेजों के सत्यापन के बाद वित्तीय सहायता दी जाती है। आपके पास प्रतिदिन कुछ ऐसे मामले आते हैं जिनमें कमज़ोर तबके के लोग दोषपूर्ण या अपर्याप्त दस्तावेजों के कारण लाभ प्राप्त नहीं कर पाते हैं। हालांकि, कुछ ऐसी घटनाएं भी सामने आती हैं जहां लोग जाली दस्तावेजों का प्रयोग करने का प्रयास करते हैं, इस कारण सत्यापन महत्वपूर्ण हो जाता है। उन मामलों के प्रति आपका दृष्टिकोण क्या होगा जिनमें कमज़ोर तबके के लोग अपर्याप्त दस्तावेजों के कारण लाभ नहीं प्राप्त कर पाते हैं पाते हैं - क्या आप नियम पुस्तिका के अनुसार चलेंगे या चुनिंदा मामलों में अपने अनुभव के आधार पर अपने विवेक का प्रयोग करेंगे। अपने लिए उपलब्ध दोनों विकल्पों पर चर्चा कीजिए और उनका मूल्यांकन कीजिए।

Issues involved

a] provision of financial help to the poor.

b] unability to verify documents or insufficient documents.

c] forging of documents

Approach

[a] will go by rule book

Positive	Negative
only those with requisite document	may be possible that someone deserving

will get benefit.	do not get due benefit
maintain procedural compliance and process compliance	violates work ethics and values
signifies neutrality and equality of treatment.	signifies lack of commitment towards impoverished welfare and attachment
upholds law.	violates flexibilities provided under constitution
efficiency will be documented	create dissatisfaction and trust deficit.

Thus going by rule book negates the purpose of providing assistance as someone deserving will not be able to take their due benefit. This will prevent some leakages as those with faulty / forged documents will not be able to take the benefit.

[b] exercise discretion in selected cases

Some circumstances needs discretionary action. Discretion by exception principle is valid because:-

i) in rural areas it is generally not possible that people have all the documents as per prescribed format.

ii) sometimes it is possible that there is administrative delay in issuance of documents.

iii) it is also a possibility that information mismatch occurs due to lackadaical approach of officials responsible for collecting data. Eg voter-ids.

iv) it is also uncertain that financial assistance will be regular phenomena.

v) there are some people who are totally dependent on assistance

But there would be no blatant disregard for verification. verification will happen to match the names of beneficiaries, to

certify some of the documents available on whose basis their inclusion was possible, visiting the candidates homes who didn't get benefits to verify their claims, etc.

Thus, it would be better to exercise some exceptional discretion to help the needy. The people with forged documents will be eliminated due to verification as they have all the documents but will not match with the ~~submitted~~ available information with government official. Though, exercising discretion would be violation of law but situation demands discretion.

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11. You have beer recently posted as Superintendent of Pclice of a district which has a famous temple. Shortly thereafter you found that there is considerable tension in your district on the issue of allowing entry of women in the temple. The women were trying to break the allegedly 400-year-old tradition of the temple, which banned women from entering ts inner sanctum. Recently a 350-strong group of women was stopped by the the temple administration from entering the temple. This led to a scuffle wherein few women participating in the protest were manhandled. There is a pressure on you from local politicians who want you to prevent any such forced entry as elections are approaching.

(a) Do you think there is a dichotomy between progressive va ues guaranteed to women by the Constitution and regressive traditions which continue in the garb of religion? How can this dichotomy be resolved?

(b) How would you manage the law and order situation created by the forced entry?

(c) How would ycu manage and mould patriarchal attitude of the temple administrators and male elders to ensure harmony. 20

आपको हाल ही में एक ऐसे जिले का पुलिस अधीक्षक नियुक्त किया गया है जहां एक प्रसिद्ध मंदिर है। नियुक्ति के कुछ दिनों बाद ही आपको ज्ञात होता है कि आपके जिले के मंदिर में महिलाओं को प्रवेश की अनुमति देने के मुद्दे पर काफी तनाव व्याप्त है। कथित रूप से महिलाएं, मंदिर की उस 400 वर्ष पुरानी परंपरा को तोड़ने का प्रयास कर रही थीं जो महिलाओं को इसके गर्भगृह में प्रवेश करने से रोकती है। हाल ही में 350 महिलाओं के विशाल समूह को मंदिर प्रशासन द्वारा मंदिर में प्रवेश करने से रोका गया था। जिसके कारण हाथापाई की घटना हुई, जहां विरोध में शामिल कुछ महिलाओं के साथ मारपीट हुई। आप पर ऐसे स्थानीय नेताओं द्वारा दबाव बनाया जा रहा है जो आपसे चाहते हैं, कि आप इस प्रकार के बलपूर्वक प्रवेश को रोकें क्योंकि चुनाव निकट आ रहे हैं।

(a) क्या आप समझते हैं कि यहां महिलाओं को संविधान द्वारा प्राप्त प्रगतिशील मूल्यों तथा धर्म की आड़ में जारी रहने वाली प्रतिगामी परंपराओं के बीच एक विरोधाभास है? इस विरोधाभास का समाधान किस प्रकार किया जा सकता है?

(b) बलपूर्वक प्रवेश से उत्पन्न हुई कानून और व्यवस्था की स्थिति को आप किस प्रकार प्रबंधित करेंगे?

(c) क्षेत्र में सद्भाव सुनिश्चित करने हेतु आप मंदिर प्रबंधन और पुरुष बुजुर्गों की पितृ सत्तात्मक अभिवृत्ति को किस प्रकार प्रबंधित एवं परिवर्तित करेंगे।

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12. You are a manager in a sales firm. Mr. A and Mr. B are two juniors working under you. Mr. A is a hardworking person who completes his work before time and hardly takes a leave. His work is meticulous and you have never received any complaint about his work. However, in your personal meetings with Mr. A, you realized that he kept to himself and spoke only when required. You received similar feedbacks from his colleagues as well. Mr. B is not as hard working and completes his work at the very last moment. You also come to know that using his rapport with his colleagues he gets his work done by them. In your meetings with him, he comes across as a confident person but lacking in sincerity. Both are expecting promotion this year, but you can promote only one of them as you have only one vacant position. In this context, answer the following questions:

(a) Discuss the merits and demerits of choosing one amongst the two for promotion.

(b) Based on your evaluation, whom will you choose for the job?

(c) What steps will you take to keep all the employees motivated who did not get promotion on expected lines? 20

आप एक बिक्री फर्म में प्रबंधक हैं। श्री A और श्री B आप के अधीन कार्य करने वाले दो कनिष्ठ कर्मचारी हैं। श्री A एक मेहनती व्यक्ति है जो समय से पहले अपने काम पूरा करता है और शायद ही कभी छुट्टी लेता है । उसका कार्य दक्षतापूर्वक किया गया होता है और आपको उसके कार्य के संबंध में कभी कोई शिकायत प्राप्त नहीं हुई है। हालाँकि, श्री A के साथ आपकी निजी वार्ताओं में, आपको मालूम हुआ कि वह अपने को स्वयं तक सीमित रखता है और केवल आवश्यकता पड़ने पर बोलता है। आपको उसके सहयोगियों से भी इसी प्रकार का फीडबैक प्राप्त हुआ है। श्री B उतना मेहनती व्यक्ति नहीं है और अपना कार्य बिल्कुल अंतिम क्षणों में ही पूरा करता है। आपको यह भी ज्ञात होता है कि अपने साथियों के साथ अपने तालमेल का उपयोग करके वह उनसे अपना कार्य करा लेता है। जब आप उसके साथ वार्ता करते हैं तब आपको वह एक आत्मविश्वासी व्यक्ति तो प्रतीत होता है किन्तु उसमें सत्यतायुक्त गंभीरता की कमी नज़र आती है। दोनों ही इस वर्ष प्रोन्नति की अपेक्षा कर रहे हैं, लेकिन आप उनमें से केवल एक को प्रोन्नति दे सकते हैं क्योंकि आपके पास मात्र एक ही पद रिक्त है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) प्रोन्नति देने के लिए दोनों के बीच से एक को चुनने के गुणों और दोषों की चर्चा कीजिए।

(b) अपने मूल्यांकन के आधार पर आप उक्त पद के लिए किसका चयन करेंगे?

(c) जिन कर्मचारियों को आशा के अनुरूप प्रोन्नति प्राप्त नहीं हुई, उन्हें प्रेरित करने के लिए आप कौन-से कदम उठाएँगे ?

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13. Mr. A is an honest senior bureaucrat who retired some time back. He has worked across many positions and wields immense influence in the corridors of power. His wife was working in a consulting firm. She has now quit her job and started her own consulting firm that will bid for government contracts also. Mr. A himself intends to contribute his experience and insider knowledge about the government operations to prepare for the bid. When prodded about any conflict of interest, Mrs. A argued that she always wanted to own her own consulting firm and bid for government projects so that she could improve the quality of government operations through her services. But earlier she could not since her husband was a bureaucrat in the same city and various government rules prevented her from doing so. As he has now retired she can take up this job.

(a) What are the ethical issues involved in this case?

(b) What are steps that can be taken by Mr. A to resolve these ethical issues?

(c) What is the best option for Mr. A? Support your answer with appropriate reasons.

20

श्री A एक ईमानदार वरिष्ठ नौकरशाह हैं । वह कुछ समय पहले ही सेवानिवृत्त हुए हैं। उन्होंने कई पदों पर कार्य किया है और सत्ता के गलियारे में असीम प्रभाव रखते हैं। उनकी पत्नी एक कंसलटेंसी फर्म में कार्य कर रही थीं। उन्होंने अब अपनी नौकरी छोड़ दी है और अपनी स्वयं की कंसलटेंसी फर्म आरम्भ कर दी है। वह फर्म सरकारी निविदाओं के लिए भी बोली लगाएगी। श्री A, निविदाओं में बोली लगाने की तैयारी हेतु सरकार की कार्यवाहियों के बारे में अपने अनुभव और अंदरूनी जानकारी का योगदान करना चाहते हैं। जब हितों के टकराव के बारे में पूछा गया तो श्रीमति A ने तर्क दिया कि वह हमेशा से अपना कंसलटेंसी फर्म खोलना चाहती थीं और सरकारी परियोजनाओं की निविदाओं के लिए बोली लगाना चाहती थीं जिससे वह अपनी सेवाओं के माध्यम से सरकारी कार्य-प्रणाली की गुणवत्ता में सुधार कर सकें। किंतु पहले वह ऐसा नहीं कर सकती थीं क्योंकि उनके पति उसी शहर में नौकरशाह थे और कई सरकारी नियम उन्हें ऐसा करने से वर्जित करते थे। चूंकि अब वह सेवानिवृत्त हो गए हैं, इसलिए वह यह काम कर सकती हैं।

(a) इस मामले में सम्मिलित नैतिक मुद्दे क्या हैं?

(b) इन नैतिक मुद्दों का समाधान करने के लिए श्री A द्वारा क्या कदम उठाए जा सकते हैं?

(c) श्री A के लिए सर्वोत्तम विकल्प क्या है? उचित कारणों सहित अपने उत्तर का समर्थन कीजिए।

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14. You are an undergraduate student in a leading Law University. You go with your college friend Surender to his village to attend his sister's marriage. Surender's parents are farmers and are financially very poor. They have somehow managed to send him to the university by selling their land. After interaction with the family relatives attending the marriage, you find out that the bride is not of marriagable age, which makes it a case of child marraige. The family wants early marriage of the daughter to avoid huge demands of dowry in the future. You are well aware that child marriage is illegal in India. So, you discuss the issue with your friend who says that he is helpless and can't do anything. Your friend feels that his family is already doing too much for him and he cannot argue and change his parents' decision. In this situation, what are the possible actions you can take? Evaluate the merits and demerits of each of them. 20

आप एक प्रसिद्ध विधि विश्वविद्यालय में स्नातक छात्र हैं। आप अपने कॉलेज के मित्र सुरेंद्र के साथ उसकी बहन के विवाह समारोह में भाग लेने के लिए उसके गांव जाते हैं। सुरेंद्र के माता-पिता किसान हैं और वित्तीय तौर पर बहुत गरीब हैं। उन्होंने अपनी जमीन बेच कर किसी प्रकार उसे विश्वविद्यालय में प्रवेश दिलाया है। विवाह समारोह में आये परिवार के अन्य संबंधियों से मिलने के बाद, आपको पता चलता है कि वधू विवाह योग्य आयु की नहीं है, जिससे यह एक बाल-विवाह का मामला हो जाता है। यह परिवार भविष्य में अत्यधिक दहेज की मांगों की संभावना से बचने के लिए अपनी बेटी का शीघ्र ही विवाह करा देना चाहता है। आप इस तथ्य से भली-भांति अवगत हैं कि भारत में बाल-विवाह गैर-कानूनी है। फलतः, आप इस मुद्दे पर अपने मित्र से चर्चा करते हैं जो कहता है कि वह लाचार है और कुछ नहीं कर सकता। आपका मित्र अनुभव करता है उसका परिवार पहले से ही उसके लिए बहुत अधिक करता रहा है और वह उनसे तर्क कर अपने माता-पिता के निर्णय को बदल नहीं सकता। इस परिस्थिति में आप कौन-सी संभावित कार्रवाईयाँ कर सकते हैं? उनमें से प्रत्येक के गुण और दोषों का मूल्यांकन कीजिए।

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