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Module No. 226

GENERAL STUDIES (TEST CODE : 622)

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Medium Hindi/Eng.	ENGLISH	Registration Number	13402
Center	DELHI	Date	3/11/2015

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

- 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 HINDI and ENGLISH.
इसमें चौदह प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों 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

- ④ (a) In this age of information and consumerism, the image of women portrayed by mass media greatly influences our social attitudes towards them. Critically evaluate. [150 words]

A. Mass media such as newspapers, radio, TV and ~~movies~~ cinema has an incredible propensity to influence people. This arises from its wide reach, attractive programming and presentation techniques and its ability to create 'peer pressure' on an individual.

NEGATIVE PORTRAYAL OF WOMEN

- Many TV serials glorify the docile and obedient women who is expected to serve her husband. This engenders the social roles of women in society.
- Films portray romantic gestures in a way that border on sexual harassment.

Chasing a girl and making improper advances is considered benign. This gives the wrong message to all, especially adolescents.

- Depiction of women's behaviour which is different from that in real life may create conflicts in attitude and behaviour.

POSITIVE PORTRAYAL

- Often, radio programmes and news channels depict independent and strong women who influence the younger generation and inspire them. ~~them~~

Thus, while mass media can play a positive role in gender sensitization, the image of women portrayed by it is harmful.

(147)

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Q.1(b) What is "social accountability"? How can it act as a more effective mechanism than the conventional methods of extracting accountability? What steps can a civil servant take to improve the effectiveness of social accountability in India?

A. "Social Accountability" implies:-
(SA)

- (i) answerability regarding effectiveness, economy and efficiency of governmental action to the public (i.e. intended beneficiaries)
- (ii) transparency and citizen-centric approach in planning and implementing government programmes.

WHY IS SA MORE EFFECTIVE?

- SA involves the beneficiaries in the accountability mechanisms. They are more concerned about their rights/privileges and ensure transparent/correct functioning.
- The citizens are aware of 'local problems'.

and 'line-agents' and can help in innovative solutions to local problems.

- Since public programmes are implemented using 'public money', citizens are more conscious about such expenditure.
- Top-down accountability is often lost in bureaucratic procedures and is often ineffective. SA forces the civil servant to act proactively.

HOW TO IMPROVE SA EFFECTIVENESS?

- Involve citizens in planning of local welfare schemes and targeting of beneficiaries.
- Make 'social audits' compulsory.
- Ensure citizen participation during evaluation of govt. tenders.
- Citizen feedback and grievance redressal mechanisms strengthening.
- Proactive citizen engagement with local governments. (popularise RTI).

(147)

Q.2(a) Biometric attendance, punctuality and cleanliness provide only a good start towards the improvement of work culture. A lot more is required to improve the work culture of the Indian bureaucracy and make it more responsive and citizen centric. Comment.

A Work culture of an organisation is extremely important for increasing employee efficiency, effectiveness and morale.

ROLE OF ATTENDANCE^(A), PUNCTUALITY^(P) AND CLEANLINESS^(C)

(A):- Biometric (A) ensures ^{fool-proof} accountability. Publishing the records online increases transparency. This enables corrective action against truants.

(P):- (P) increases efficiency, target completion while demonstrating professionalism and dedication. It inspires others.

(C) :- (C) leads to a happy workplace. A cluttered, dirty and disorganized workplace is antithetical to a good work environment.

OTHER FACETS TO IMPROVE WORK CULTURE (WC)

- ① Inspirational leadership which displays professionalism, integrity and helpfulness.
- ② Healthy competition between similar employees.
- ③ Rewarding innovation, excellence and initiative.
- ④ Regular employee-employee interaction regarding work-related issues.
- ⑤ Confidence building and stress building exercises like corporate retreats which enhance teamwork and camaraderie.
- ⑥ Quick grievance redressal and employee friendly human resource policies.

(119)

Q.2(b) Of all government activities, public procurement is amongst the one most vulnerable to fraud and corruption. Explain with examples. Further, what steps would you suggest to maintain probity in public procurement.

A. ^(PP) Public Procurement involves spending public money on goods for governmental use.

WHY PP is vulnerable to corruption?

- Use of Discretion in awarding contracts increases the power of civil servants and increases chances of fraud and nepotism. Eg:-

→ A bidder may bribe a civil servant (CS) to award a tender to him despite shortcomings in the bid.

→ The bid conditions may be designed in a manner to unduly favour a particular contractor.

- Lack of transparency and low levels of citizen involvement

Ex: → The selection process for a procurement contract is kept out of the public sphere.

→ Lack of transparency may allow tainted/convicted bidders to enter the auction.

- Huge sums of money involved

→ Public procurement especially for defence projects run into lakhs of crores.

- Lack of domain knowledge/expertise

→ A procurement order for a mass spectrometer for a biology lab may be used by the contractor to commit fraud in the absence of expertise.

STEPS TO MAINTAIN PROBITY

- Compulsory online auction of public procurement bids
- Clear SOPs to be followed while selecting.
- Involvement of citizens in designing and evaluating tenders.

- Necessary post-facto auditing
- Encouraging contractors to sign integrity pacts as a part of the procurement procedure.
- Blacklisting corrupt contractors.
-

(180)

Q.3(a) "Those who say religion has nothing to do with politics do not know what religion is".

Explain. Further, examine the role of religion in formation of political attitudes in the Indian context.

A. Both religion and politics draw their power from committed people and aim to mobilise individuals through ideologies. This provides avenues for synergy between them.

RELATIONSHIP B/W RELIGION AND POLITICS

- Religious sentiments influence candidate preferences, voting pattern and political campaigns.
[e.g. Republican Party of US appeals to devout Christians]
- Religion used to justify political agendas and decisions
[e.g. decisions to ban abortion in US explained through Christianity]

- Religious events and leaders play an important role in determining political fortunes
[e.g. many 'deras' in India aligned to a particular political party]
- Religion used to polarise people and create votebanks
[e.g. Muslim League in 1946 elections]

ROLE OF RELIGION IN POLITICAL ATTITUDES IN INDIA

- Identification with the policies and ideology of a particular party on the basis of religion.
(PP)
- PP: use religion to connect with masses
[e.g. Iftar parties etc.]
- Communal feelings create votebanks, especially prior to elections
[frequent riots before 2014 elections]
- Peer pressure exerted by religious leaders and community members on political attitudes.

(156)

Q.3(b) Emotion can lead to our worst decisions or our best ones: the difference is emotional intelligence." In light of the given statement, illustrate how emotional intelligence is critical in our decision making. How can it help a civil servant in taking prudent decisions?

A. Emotions are a unique 'human' feature and make us distinct from other living beings. Emotional intelligence, or the capability to use emotions in decision making helps us to :-

- (i) Perceive our and others' emotions.
- (ii) Use emotions as a tool.
- (iii) Analyse the reasons for emotions
- (iv) Manage emotions.

Example

- A good leader can emotionally appeal to employees and inspire them to meet stringent deadlines.

- An empathetic civil servant puts the needs of the marginalised and vulnerable first.
- By managing personal emotions such as fear, anxiety and amplifying self-belief, a civil servant can counter crises.

EMOTIONAL INTELLIGENCE AND CIVIL SERVANTS

- Empathy towards weaker sections
(eg. A civil servant who follows Gandhi's Tolismam will be conscientious)
- Demonstrate commitment through personal example
[Mr. Sreedharan's probity inspired DMRC]
- Motivate and inspire workers to improve and change.
[An active minister inspires the bureaucracy]
- Analyse strengths and weaknesses of policies, persons and decisions

(131)

Q. (a) "Anyone who doesn't take truth seriously in small matters cannot be trusted in large ones either". - Albert Einstein.
Bring out what this statement means to you in the present context.

A. Truth and Honesty are universally admired and respected values. However, the practice of always telling the truth has to be cultivated into a habit and does not come naturally to all men. Thus, a person who doesn't practise honesty in small matters will undoubtedly deceive both himself and others in issues of consequence too.

• MK Gandhi stresses the importance of dispassionate truth telling in his autobiography. He says that deception in all matters should be avoided.

- Civil Servants who don't fill out their 'property/income details' properly cannot be expected to be transparent in their public functions.
- An employee who lies about being sick to take leave will undoubtedly be inefficient in his professional work also.
- Lying is a form of escapism. A person who lies will ~~be~~ shirk responsibility.
- To me, honesty in all things, personal or professional, small or big is absolutely essential.

→ Dishonesty is always discovered and raises questions on one's character.

→ 'Small Lies' easily convert into 'big lies' since we have to lie again and again to support the initial 'small lie'.

Q.4(b) Recent incidents of moral policing are symptomatic of the growing intolerance in Indian society. Analyse with examples. Suggest some measures to address this issue.

A Moral policing is a situation where the society, or some elements in the society, try to impose their moral convictions and ideology and restrict individual choices and liberties.

EXAMPLES

- Attack on 'pubs' and 'women who drink' and terming them as 'immoral'.
- Violence against people who 'eat beef'
- Attacking couples who walk together or hold hands
- Blaming women's apparel choices for sexual violence.

REASONS

Reactions against

- Increased rate of social change due to globalisation and cultural influences
- Diminishing of role of traditional patriarchal ~~roles~~ ^{institutions} leads to their forceful reassertion. (eg. Khap panchayats are a reaction against declining role of societal influence in marriage etc.)
- Conflict between religious and ~~moral~~ 'cultural' values and practices.

SUGGESTIONS

- Increased literacy is essential. Illiterate and inward-looking people are more susceptible to such 'moral policing'.
- Intergenerational contact ~~and~~
- Effective political will against moral policing is removal of tacit support to such elements
- Effective police action against criminal activities.
- Ethical education to highlight the importance of seeing other viewpoints.

Q. 5(a)

What do you understand by the term 'conflict' of interest? What are the norms prescribed for Civil Services in India to deal with this issue?

A.

'Conflict of interest' refers to a situation where two ^{sets of} ethical principles may be at odds. This may be a conflict between private and professional lives/interests or a conflict between 'accountability' or 'efficiency'.

~~Example~~ In public service, it refers to a situation where the personal interests of the civil servant (such as pecuniary motives, professional advancement, feelings for relatives) take precedence over his professional goals (welfare of the community).

EXAMPLE

• When a civil servant awards a procurement

contract to his friend/relative, the decision may be biased

- An official of the Education Department may be inclined to provide more funding to the school where her daughter studies.

NORMS IN INDIA

(A) 'Conflict of Interest' is countered through the relevant provisions of the Central Services (Code of Conduct) Rules and the All-India (Code of Conduct) Rules

- ① Mandatory for public officials to file ^(PO) disclosure statements regarding income and source of wealth.
- ② POs should disclose when they receive a gift in their capacity as a govt. official.
- ③ Restrictions on POs to join a political party
- ④ POs are expected to withdraw from auction/decisions that involve their relatives/dependents.

⑧ Apart from these rules, the Prevention of Corruption Act acts as a barrier to civil servants who seek to abuse their office ~~for~~. (186)

Q.5(b) Although most public organisations have a code of conduct for their employees, the impact has been less than satisfactory in combating the misuse of office by public servants. Explain. Provide some suggestions to make the code of conduct a more comprehensive tool in dealing with corruption in public offices.

A. (Coc)
 'Codes of Conduct' i.e., documents prescribing do's and don'ts for employees and managers have become ubiquitous in all organisations today. However, their impact on employee performance and ensuring probity has been minimal, especially in public servants.

REASONS

- Cod CoC are often not backed by punitive

and accountability mechanism.

- 'CoC's are unnecessary detailed and can not be put into practise and are therefore ignored in public service.
- Lack of emphasis on adherence to CoC in organisation's work culture.

HOW TO MAKE CoC's MORE EFFECTIVE TO DEAL WITH CORRUPTION?

- Adding strong disincentives and punishments for employees who flout CoCs.
- Emphasis by leadership through inspiration and example to achieve CoC adherence.
- Rationalisation of CoCs and employee participation while drafting.
- Linking adherence of CoC to career advancement.
- A 'Code of Ethics' detailing 'values of public service' to supplement CoCs.
- Frequent workshops and trainings to revive CoC's importance.
- Awareness among citizens about CoCs so they can hold employees to account.

Q-6

'Citizen charter' has recently emerged as an innovative tool for reinforcing citizen-centric governance. Explain the statement and analyse the various constraints faced during the implementation of the Citizen Charter in the Indian Administrative System.

A. A 'citizen charter' is a set of document which:-

- (i) details the services offered by the organisation and the time taken to provide them
- (ii) quality standards provided by the organisation
- (iii) aim and objectives of org.
- (iv) grievance redressal and accountability mechanism.

Started in 1990s, it is now an irreproachable means to ensure that governance is transparent, citizen-friendly and transparent.

CONSTRAINTS FACED DURING IMPLEMENTATION

- Low awareness among consumers (citizens) regarding citizen charters (CCs)
- Lack of enthusiasm amongst employees regarding CCs.
- Employees ^{and citizens} not involved in framing of CCs defeats the purpose of responsive govt.
- CCs often set unachievable targets regarding service delivery.
- CCs are very rarely updated or reviewed.
- CCs are often put in place without process reengineering needed to provide better services
- Accountability mechanisms in CCs are rarely enforced.

(119)

Q-7

An efficient service delivery is the key to winning the public trust in government. What are the challenges being faced in efficient delivery of public services? Suggest some measures to improve the delivery of public services.

A. Proper and good governance is the efficient, economic and quick delivery of public services. It satisfies the citizenry and is an essential component of development.

CHALLENGES FACED IN SERVICE DELIVERY (SD)

- * Lack of motivation, professionalism and competence in the executive agencies and personnel at the line.
- * Poorly designed policies, schemes and statutes lead to leakages, corruption and nepotism.

- * Lack of ethical guidance to solve 'conflicts of interest' and professional dilemmas.
- * Low transparency measures and dysfunctional accountability mechanisms.
- * Ineffective citizen participation in policy design, ~~the~~ execution and assessment.
- * Distinction needed between essential and non-essential services.
- * No emphasis on the principle of subsidiarity and instead overcentralizing.

MEASURES TO IMPROVE

- * Outsourcing of non-essential public functions to a more effective organisation which is properly regulated.
- * Citizen participation - citizen's charters, RTI, pre-policy discussions, public hearings.
- * Mandatory social/citizen audits.
- * Weeding out corrupt employees.

- * Motivated/Trained leadership
- * Regular seminars to refresh ethical issues.
- * Delegating power to PRIs/ULBs.

Q-8 Explain the importance of diligence as a value for a civil servant. How can it be inculcated among civil servants?

A. Diligence implies carefulness and perseverance.

The work of a civil servant is quite varied and error-prone. However, errors, especially in public service may ^{have} a deleterious effect and hence carefulness is important.

Example :- Diligent inspection of highway designs by a PWD engineer can reduce accidents.

Perseverance is important in light of the difficult working conditions, centrifugal challenges and crises that a public servant has to encounter in his work.

Example :- To improve literacy rates, a sustained campaign to provide ~~not~~ infra.

and change social norms is needed. It requires diligence.

HOW TO INCUCLCATE DILIGENCE

- Recruiting motivated and ~~braind~~ inspired officials is essential.
- Proper training which emphasises professionalism
- A work culture which promotes innovation and rewards the hard-working and motivated.
- Incentives (such as differentiated pay structures) and disincentives (such as staggered promotions) to inspire diligence.
- Leadership which can exhort employees to be diligent.
- Allowing autonomy and flexibility to employees.

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 in a district as a public servant responsible for looking into the matters of violation of Right to Education Act. You came across a case in which a poor farmer had beaten his daughter for not going to take her fifth class annual exams. Eventually, he tied her up with his motorbike and took her to the examination hall. Corporal punishment to the children by parents or teachers is a punishable offence with three month jail term.

When you enquired about it the poor farmer explained that he had done so for ensuring a better future for her daughter as he does not want his children to live in poverty in which he is living. He also says that his economic condition is poor and if he is taken to jail his children will face severe hardships.

आप एक जिले में लोक सेवक के रूप में नियुक्त हैं जिस पर शिक्षा का अधिकार अधिनियम के उल्लंघन से सम्बंधित प्रकरणों पर दृष्टि बनाए रखने का उत्तरदायित्व है। एक प्रकरण आपके संज्ञान में आया जिसमें एक निर्धन किसान ने अपनी पुत्री की पांचवी कक्षा की परीक्षा न देने जाने पर पिटाई कर दी। अंततः, उसने उसे अपनी मोटरसाइकिल से बांधा और परीक्षा भवन ले गया। माता-पिता या शिक्षक के द्वारा किसी बच्चे को शारीरिक दण्ड दिया जाना एक दण्डनीय अपराध है जिसके लिए तीन महीने की कैद हो सकती है।

आपने जब उक्त प्रकरण की जांच की तो निर्धन किसान ने बताया कि उसने अपनी पुत्री का बेहतर भविष्य सुनिश्चित करने हेतु ऐसा किया। वह नहीं चाहता कि उसके बच्चे भी उसी के समान निर्धनता में जीवन जीयें। उसका यह भी कहना है कि उसकी आर्थिक दशा अत्यंत दुर्बल है और यदि उसे कारागार भेजा गया तो उसके बच्चों को घोर कठिनाइयों का सामना करना पड़ेगा।

- (a) What are the options available to you?

आपके पास कौन-से विकल्प उपलब्ध हैं?

- (b) Evaluate each of these options and choose the option which you would adopt, giving reasons. 20

इन विकल्पों में से प्रत्येक का मूल्यांकन करें और आप जिस विकल्प को चुनेंगे, उसका कारण बताएं। 20

The ethical issues involved in this case are:—

- (i) Empathy for the weaker sections
- (ii) Conflict between law and values.
- (iii) Obligation as a public servant to follow law.

(iv) Ability to be flexible while implementing laws.

OPTIONS AVAILABLE

- ① → Take farmer to jail for violating RTE
- ② → Ignore provisions of RTE as farmer did the right thing and is very poor
- ③ → Considering the farmer's position, commute his punishment (if possible) while impressing upon him the evils of corporal punishment and ensuring that he doesn't repeat the act
- ④ → If commuting the ^{punishment} ~~act~~ is not possible, making provisions for the girl and her siblings by coordinating with other departments and their relatives.

COURSE OF ACTION SUGGESTED

- (i) ① is unreasonable and will be a very cruel treatment to a poor citizen.
~~the~~ Jail will reduce economic opportunities

and ultimately cause greater burden on the girl itself which may reduce her attendance.

(ii) ② → is not suggested as it involves the violating a law as a public official and implicitly condoning corporal punishment.

(iii) The correct approach may be as follows

① Firstly, find the reasons why the girl was reluctant to appear in the exams. Involve the teachers, classmates, principals. Find out the best solutions to interest the girl in Education.

② For the father, a condemned punishment should suffice. A jail term for a week or two will impress upon him the severity of the act. Further, his family members, the girl's teachers and other neighbours must be involved to explain why corporal punishment is an offence and how it ultimately harms the child.

③ It must be ensured that there is no repetition of such an act. The girl must be encouraged to approach us or the teachers directly in case of recurrence.

④ In case, the penalty cannot be commuted, adequate arrangements must be made for the girl and her siblings.

Coordination with the Anganwadi centres, provisions may be made for meals and shelter for 3 months. Further, her regular counselling through AWW and teachers is essential. ~~See may be~~

~~If any Girls' Hostels~~

10. You retired as a finance manager from a Public Sector Undertaking (PSU). After retirement you are offered a job in a private company as its finance head and you have accepted it. The company has a procurement contract with the PSU which you worked for. Now that contract is up for renewal through competitive bidding. You have been asked to lead the team responsible for bidding of this contract.

While working in the PSU, you had an opportunity to work on areas relating to financial accounting, procurement, contracts and bids. You are concerned that you might breach the confidentiality if you accept the assignment in the present company. You also suspect that your knowledge and experience of working in the PSU were seen as good reasons for appointing you to the position in the present company.

The loss of such a major contract would have a significant effect on the financial performance of Company. Evaluate the merits and demerits of each of the options given below and finally suggest what course of action you would like to take, providing adequate reasons.

आप सार्वजनिक क्षेत्र के एक उपक्रम (पी.एस.यू.) से वित्त प्रबंधक के रूप में सेवा निवृत्त हुए हैं। सेवा निवृत्ति के पश्चात् आपको एक निजी कंपनी में वित्त प्रमुख के पद पर नौकरी का प्रस्ताव आता है और आपने इसे स्वीकार भी कर लिया है। जिस पी.एस.यू. में आप कार्यरत थे उसके साथ इस कंपनी का सरकारी अधिप्राप्ति/खरीद हेतु एक अनुबंध है। अब चूंकि उस अनुबंध का प्रतिस्पर्धात्मक रूप से बोली लगा कर पुनर्नवीकरण किया जाना है, आपको उस टीम का नेतृत्व करने को कहा गया है जिसे इस अनुबंध के लिए बोली लगाने का उत्तरदायित्व सौंपा गया है।

पी.एस.यू. में काम करने के दौरान आपको उन विषयों पर काम करने का अवसर प्राप्त हुआ था जो वित्तीय लेखा कार्य, सरकारी अधिप्राप्ति और अनुबंधों से सम्बंधित है। आपको इस बात की चिंता है कि यदि आप वर्तमान कंपनी में इस नियत कार्य को स्वीकार करते हैं तो हो सकता है आप गोपनीयता भंग करें। आपको इस बात का भी संदेह है कि सार्वजनिक क्षेत्र में कार्य करने के संबंध में आपके ज्ञान एवं अनुभव को वर्तमान कंपनी में उक्त पद पर आपकी नियुक्ति के सकारात्मक कारण के रूप में लिया गया था।

इतने बड़े अनुबंध का न मिलना कंपनी के वित्तीय प्रदर्शन पर महत्वपूर्ण प्रभाव डालेगा। नीचे दिए गए विकल्पों में से प्रत्येक के गुण एवं दोष का मूल्यांकन करें और पर्याप्त कारण बताते हुए अंततः सुझाएँ कि आप कौन-से विकल्प का चयन करेंगे?

- Do not accept the assignment as it will lead to breach of confidentiality.
इस नियत कार्य को स्वीकार नहीं करेंगे चूंकि इससे गोपनीयता भंग होती है।
- Do not lead the team but guide them from outside.
टीम का नेतृत्व नहीं करेंगे किन्तु इसे बाहर से मार्गदर्शन प्रदान करेंगे।
- Accept to lead the team and use your expertise in bidding for the contract.
टीम का नेतृत्व स्वीकार करेंगे और बोली लगाने हेतु अपनी विशेषज्ञता का उपयोग करेंगे।

- iv. Resign from the job.
नौकरी से त्यागपत्र दे देंगे।

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it. 20

किसी और संभव विकल्प/विकल्पों का सुझाव दें। उनमें से सभी का मूल्यांकन करें और कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दें। 20

The ethical issues involved are:-

- (i) conflict of interest regarding previous and current employment.
- (ii) improper use of 'inside information' to gain an advantage in a fair bid.
- (iii) subversion of public interest.

EVALUATING COURSES OF ACTION

OPTION ①

MERITS

- ① The breach of confidentiality will be avoided
- ② Fiduciary knowledge related to the PSU will be secure
- ③ The sanctity of the bidding process shall be maintained.

DEMERITS

- ① Interests of the current employer will not be

VISION IAS

be fulfilled

- ② Our position at the company may be in danger and the company may even suffer loss.

(B) OPTION ②

MERITS

- ① Direct intervention which may have ~~made the~~ been unethical has been avoided while maintaining some semblance of integrity.
- ② The interest of the company are fulfilled.

DEMERITS

- ① 'Guiding from outside' is still a subversion of the competitive bidding process.
- ② In fact, such 'outside intervention' may be perceived even more unethical.

(C) OPTION ③

MERITS

- ① The likelihood of the company getting the contract will increase tremendously with ostensible private gains to us.

DEMERITS

- ① Such an acceptance without informing the PSU.

will be an attack ~~of~~ on the integrity of public services and should be avoided.

- ② In fact, in many situations, such an involvement of retired personnel is expressly prohibited. [The Code of Conduct Rules prohibit a civil servant from joining a private company within 2 yrs of retirement)

SUGGESTED COURSE OF ACTION

- ① Transparency is essential. Considering our previous acquaintance with the PSU, the bid manager should be fully informed of our predicament. If possible, the same issue may be conveyed to other participants at the pre bid meeting. In case of any objections, we must desist from participating.
- ② Even when no objections are raised, we must listen to our conscience. Even if we do not try to use our expertise, allegations of the same may very well be raised.
- ③ ~~Also~~, Also, we must clarify with our manager whether our familiarity with the bidding process was the only reason for appointment.

11. You are the district officer responsible for implementing the government schemes in the district. One of the schemes is to provide financial assistance to poor students completing their Class XII so that they can join college comfortably. But, due to unexpectedly good results there arises a shortage of funds for the scheme. However, the funds are available in another scheme of housing which are unutilized, but need approval from senior officials and may take more than a month and by that time the admissions will be over.

आप एक जिले में सरकारी योजनाओं के कार्यान्वयन के लिए उत्तरदायी एक जिला अधिकारी हैं। योजनाओं में से एक 12वीं कक्षा उत्तीर्ण कर रहे निर्धन छात्रों को वित्तीय सहायता प्रदान करने की योजना है ताकि वे सुविधाजनक ढंग से महाविद्यालयों में नामांकन करा सकें। किन्तु, अनापेक्षित अच्छे परीक्षा परिणामों के कारण इस योजना के लिए निधि की कमी हो जाती है। यद्यपि, एक अन्य गृह निर्माण योजना में निधि उपलब्ध है जिसका उपयोग अब तक नहीं किया गया है, किन्तु उस निधि के उपयोग के लिए वरीय अधिकारियों से स्वीकृति लिए जाने की आवश्यकता है जिसमें एक महीने से अधिक समय लग सकता है, और तब तक नामांकन का समय निकल जाएगा।

Given below are few options that you can take:

नीचे कुछ विकल्प दिए गए हैं जिन्हें आप अपना सकते हैं:

1. Send the request for funds diversion and pursue the case with the senior officials to get it done quickly.

निधि के दिक्कपरिवर्तन हेतु आग्रह भेजें और इसे शीघ्रता पूर्वक संपन्न करने हेतु वरीय अधिकारियों के पास मामले को आगे बढ़ायें।

2. Promise to deliver the rewards next month as you cannot do anything now.

चूँकि आप अभी कुछ और नहीं कर सकते इसलिए पारितोषिक अगले महीने देने का वचन दें।

3. Prepare some fictitious names that need a house & transfer the funds from housing scheme to this scheme considering the urgency of case and future of children.

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it. 20

कुछ काल्पनिक नाम तैयार करें जिन्हें घर की आवश्यकता हो, और निधि को गृह-निर्माण योजना से निकाल कर प्रकरण की अत्यावश्यकता एवं बच्चों के भविष्य को ध्यान में रखते हुए उसे इस योजना में अंतर्गत कर दें।

किसी और संभव विकल्प/विकल्पों का सुझाव दें। उनमें से सभी का मूल्यांकन करें तथा कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दें। 20

A

The situation involves the following ethical issues :-

- (i) Dedication towards work
- (ii) Conflict between law/rule/procedure and conscience
- (iii) Empathy towards the weaker sections
- (iv) Professionalism
- (v) Integrity, especially wrt public funds

EVALUATION OPTIONS

OPTION ① : MERITS

- (A) Proper procedure has been followed.
- (B) No allegations of integrity violation / misuse of funds can be made

DEMERITS

- (A) Shortage of funds will remain affecting the career of many poor students
- (B) This option does not show employee dedication, innovation or flexibility.

OPTION ② : MERITS

- (A) Adopted the 'official procedure'.

DEMERITS

- (A) 'Escapist approach'. No extra efforts have

been made to fulfill the requests of the citizen.

(B) No empathy towards the poor student

(C) Not recommended.

OPTION 3

MERITS

(A) The problem of the poor student has been solved.

DEMERITS

(A) Misuse of public funds and misappropriation.

(B) Despite our best intentions, this method is illegal and should be not carried out. ↙

SUGGESTED COURSE OF ACTION

① Requests for fund diversion should be sent as quickly as possible and the case personally pursued at the appropriate level.

② In the meantime, following steps may be taken.

(i) District officers have a substantial amount as 'discretionary fund' or 'special service fund' which may be used in this situation.

(ii) Use of local bodies, zila panchayat to raise funds for the children. Excess funds parked in the account of the ZP may be appropriated after its approval.

(iii) Since non-availability of funds is in effect, the mistake of the govt, a letter/certificate/undertaking should be provided to the students which will enable them to gain admission to a college pending fee payment (for 2 months). The concerned education officer may be involved in this procedure.

③ ~~iii~~ Future feedback and scheme appraisal should include suggestions for increasing the funds available in the scheme especially ~~for~~ during the period after results.

12. A District Magistrate, posted in a district affected by left wing extremism, was abducted by the extremists while he was on a routine inspection tour to assess the progress of the development work in one of the villages. After abduction, extremists demanded the release of two of their leaders who are accused of involvement in the violent attack on the police convoy few months back. After few days of continued negotiations, the centre and state governments agreed to accept the demands of extremists in return for release of the District Magistrate. During the time when District Magistrate was held captive, he was treated well by the extremists and many extremists and even locals came to visit him in order to point out the problems in the service delivery, excesses of the police and paramilitary forces in a very convincing manner. After being released, the District Magistrate comes to you to seek advice on how to deal with the issues, which arose out of his abduction. Some of the suggestions are as follows:

एक जिला मजिस्ट्रेट, जो वामपंथी अतिवाद से प्रभावित जिले में नियुक्त हैं, उनका अतिवादियों द्वारा तब अपहरण कर लिया गया जब वे एक गाँव से विकास कार्यों की प्रगति का मूल्यांकन संबंधी एक नियमित निरीक्षण दौरे से लौट रहे थे। अपहरण के पश्चात, अतिवादियों ने कुछ माह पूर्व एक पुलिस काफिले पर हिंसक आक्रमण में संलग्न होने के आरोपी अपने दो नेताओं की रिहाई की शर्त रखी। सतत मध्यस्थताओं के कुछ दिनों के पश्चात, केंद्र और राज्य सरकारें जिला मजिस्ट्रेट की रिहाई के बदले उन अतिवादियों को मांग स्वीकार करने को सहमत हो गयीं। जिला मजिस्ट्रेट के बंदी रहने के दौरान, अतिवादियों द्वारा उनसे अच्छा व्यवहार किया गया और बहुत-से अतिवादी और स्थानीय जनता भी सेवा वितरण में व्याप्त समस्याओं, पुलिस और अर्द्ध-सैनिक बलों की ज्यादतियों को उजागर करने हेतु उनसे मिलने आये। रिहा किए जाने के पश्चात, जिला मजिस्ट्रेट इस मुद्दे पर आपसे विचार-विमर्श करने के लिए आपके पास आ रहे हैं कि उन मुद्दों से कैसे निपटा जाए जो उनके अपहरण के दौरान उठे थे। कुछ सुझाव निम्न हैं:

1. The District Magistrate should file a criminal case against the extremists for his abduction and help the security forces in whatever way he can to catch the culprits and also request for a transfer.

जिला मजिस्ट्रेट को अपने अपहरण के लिए अतिवादियों के विरुद्ध एक आपराधिक मुकदमा दायर करना चाहिए और अपराधियों को पकड़ने के लिए सुरक्षा बलों की यथासंभव सहायता करना चाहिए और साथ ही उन्हें स्थानान्तरण के लिए आग्रह करना चाहिए।

2. The District Magistrate should take up a review of status of developmental work in that region while leading the audit himself; but at the same time work on new innovative strategies so that locals can be made free from the control of extremists, treating the incidence as a wakeup call.

जिला मजिस्ट्रेट को उस क्षेत्र में विकास कार्यों की स्थिति का पुनर्मूल्यांकन करना चाहिए तथा स्वयं लेखा परीक्षण का नेतृत्व करना चाहिए; किन्तु साथ-साथ उन्हें इस घटना को चेतावनी के रूप में प्रयोग करते हुए नवोन्मेषी रणनीतियों पर भी कार्य करना चाहिए ताकि स्थानीय जनता को अतिवादियों के चंगुल से मुक्त किया जा सके।

3. The District Magistrate should inform about his experience to higher authorities and take the moral responsibility by tendering his resignation as he has not only failed to streamline the public service delivery in the district but also because of him two extremists are free.

जिला मजिस्ट्रेट को अपने अनुभवों के बारे में उच्चतर अधिकारियों को बताना चाहिए और नैतिक उत्तरदायित्व स्वीकार करते हुए अपना त्यागपत्र सौंप देना चाहिए क्योंकि वह न सिर्फ सार्वजनिक सेवा वितरण को कारगर बना पाने में असफल रहे हैं बल्कि उनके कारण दो अतिवादियों को भी मुक्त करना पड़ा।

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it. 20

किसी और संभव विकल्प/विकल्पों का सुझाव दें। उन सभी का मूल्यांकन करें और कारण बताते हुए सबसे अच्छी कार्यवाही का सुझाव दें। 20

A The ^{situation} ~~issue~~ involve the following issues:-

- (i) Qualities of courage, perseverance and compassion.
- (ii) Understanding that LWE is not merely a security problem but a consequence of development and governance deficit.
- (iii) Being a community professional.
- (iv) Learning from experiences.

EVALUATING COURSES OF ACTION

OPTION ①

- MERITS : ① Send the clear message that violence and crime will not be tolerated.
- ② Attack left wing extremists.

- DEMERITS : ① A security-led approach will never provide a long-term solution (given harsh excesses of paramilitary)
- ② Despite good treatment, our response is excessively harsh
- ③ Requesting for a transfer demonstrates escapism and weakness

OPTION ②

- MERITS : ① Personal experience and feedback of the locals will be incorporated into the audit
- ② Personal leadership may convince the locals of your ~~honest~~ eagerness to solve their problems and they may renounce the extremists.
- ③ Development will ensure that LWE problems are quickly solved

DEMERITS: ① No reference is made to the people/extremists who indulged in kidnapping. Failure to act against them can further violence.

OPTION ③

MERITS : ① Responsibility of the mistakes in service delivery has been accepted but the will to learn from them and rededicate yourself

to public service is missing. This is again an escapist approach and does not help in solving the problems of the citizen.

SUGGESTED COURSE OF ACTION { POSSIBLE OPTION }

- ① The steps of option ② have to be taken as quickly as possible. They may further include:-
 - (i) involvement of locals in designing schemes, identification of schemes and service delivery
 - (ii) removing corrupt officials
 - (iii) Enhancing access of locals to your office
 - (iv) IEC campaign to enhance positive image of the government and providing employment opportunities to the locals in govt
- ② An appropriate 'surveillance and rehabilitation' policy needs to be designed with proper monetary incentives.
- ③ Coordination with the officers of the armed forces to sort out problems of police excesses.
- ④ Time bound projects and infrastructure construction should be started.
- ⑤ Seniors should be convinced that given your current experience, you are the best possible choice to lead the development effort in the area.

13. Developing countries are often very vulnerable to exploitation by multi-national corporations. They support industrialization but lack of infrastructure is a major limiting factor. Further, without suitable laws and regulations, developing nations are ill prepared for such endeavours. In their efforts to attract business, these nations often overlook the health and safety violations by the corporations doing business within their borders. Drawn by low-cost labour, new markets, and lower operation costs, corporations have little incentive to address environmental and human risks once they are entrenched. In this situation there is imminent threat of disaster.

Discuss some feasible strategies to balance economic development and safety and security of people at large in developing countries with special emphasis on India. 20

विकासशील देश प्रायः बहु-राष्ट्रीय निगमों के शोषण के प्रति बहुत असुरक्षित होते हैं। वे औद्योगीकरण के समर्थक होते हैं किन्तु अवसंरचना का अभाव एक बड़ी बाधा बन कर प्रस्तुत होती है। इसके अतिरिक्त, उपयुक्त कानूनों और विनियामकों के अभाव के कारण विकासशील देश ऐसे उद्यमों के लिए सही प्रकार से तैयार नहीं होते। व्यावसाय को आकर्षित करने के अपने प्रयासों में ऐसे देश अपनी सीमाओं के भीतर व्यापार कर रहे निगमों के द्वारा स्वास्थ्य और सुरक्षा संबंधी उल्लंघनों की अनदेखी कर देते हैं। निम्न श्रम लागत, नए बाजारों और अपेक्षाकृत निम्न संचालन संबंधी लागतों के द्वारा आकर्षित ये निगम एक बार भलीभांति स्थापित हो जाने के बाद वातावरण और मानवीय खतरों की कदाचित ही परवाह करते हैं। इस स्थिति में, आपदाओं का खतरा आसन्न होता है।

भारत पर विशेष बल देते हुए विकासशील देशों में आर्थिक विकास एवं जनता की सुरक्षा व संरक्षा को संतुलित करने हेतु कुछ व्यवहार्य रणनीतियों पर चर्चा करें। 20

A. Developing countries are seen as a source of cheap labour by many MNCs who are also attracted by the weak regulatory environment in the country. However, their business practices are quite often unethical and carry huge social, economic and even -

physical costs to the employees.

EXAMPLE

- Apparel manufacturers such as Nike have unsafe factories in B'desh where fires kill many people -
- Employment of child labour in many contractors of MNCs.

STRATEGIES

- ① A stable, coherent and efficient regulatory environment with the capacity to monitor and implement labour standards. In India, this would require rationalising the role of 'labour inspectors'.
- ② Information, Education and Communication among the employers regarding statutory mandated ^{minimum} working conditions.
- ③ Promoting formation of unions and self-help groups to increase their collective bargaining power.
- ④ Increasing the access of local self governments and PRI to the factories so that they can

monitor compliance with laws.

- ⑤ Ensuring that the main company is also responsible for the activities of its ~~employees~~ 'contractors' since most of the human and environmental hazards are 'outsourced'.
- ⑥ Adding accidental liability clause to the investment agreements on the line of the Civil Nuclear Liability Act.
- ⑦ Skill development of the population in an accelerated manner to ensure access to productive employments with safer working conditions.
- ⑧ Comprehensive and Strict laws against Childlabour and prohibiting All child labour below the age of 14 years.
- ⑨ Providing funds and expertise to the civil society organisations who work with the people employed in such MNCs.
- ⑩ Reducing the cost of compliance, i.e. many MNCs do not follow regulations and are not transparent because their interaction with govt is not good.
- ⑪ Rehabilitation and Alternate Employment for those who suffer.

14. You are a middle ranked MCD employee, overseeing an anti-encroachment drive in New Delhi in order to broaden a very busy road. Many illegal constructions on the road have been demolished. It was all happening without much protest but when the bulldozer reached near an illegal religious construction, some people belonging to that particular community came out and formed a human chain to stop the demolition. At the same time some people from another religious group came out insisting the immediate demolition of the site. Both groups were about to clash violently. You handled the situation quite well, by pacifying the crowd and calling in enough police force, which was prepared in advance to deal with such a situation, nonetheless, the above incident raises the following serious questions:

आप दिल्ली नगर निगम के मध्य स्तरीय कर्मचारी हैं तथा एक अत्यंत व्यस्त सड़क को चौड़ा करने के लिए एक अतिक्रमण विरोधी अभियान का निरीक्षण कर रहे हैं। सड़क पर बहुतेरे अवैध निर्माणों को ध्वस्त कर दिया गया है। यह सब बिना किसी विशेष प्रतिरोध के हो रहा था किन्तु जैसे ही बुलडोज़र एक अवैध धार्मिक निर्माण के पास पहुंचा, उस समुदाय से सम्बंधित कुछ लोग बाहर आये और उन्होंने ध्वस्त करने की कार्यवाही को रोकने के लिए एक मानव श्रृंखला बना ली। उसी समय, अन्य धार्मिक समूह के कुछ लोग भी उस निर्माण को तत्काल हटाये जाने की मांग करते हुए सामने आ गए। दोनों समूहों के बीच हिंसक झड़प होने ही वाली थी। आपने लोगों को शांत करवा कर एवं ऐसी किसी भी स्थिति से निपटने के लिए तैयार किए गए पुलिस बल को पर्याप्त संख्या में बुला कर स्थिति को ठीक प्रकार नियंत्रित किया, तथापि उपर्युक्त घटना निम्नलिखित गंभीर प्रश्न खड़े करती है:

(a) What kind of Psycho-emotional and attitudinal factors give birth to this religious competitiveness?

किस प्रकार की मनो-भावनात्मक और अभिवृत्ति संबंधी कारक धार्मिक प्रतिस्पर्धा की ऐसी भावनाओं को जन्म देते हैं?

(b) What is the use of emotional intelligence if such a situation arises? Discuss.

यदि ऐसी स्थिति उत्पन्न होती है तो भावात्मक समझ का क्या उपयोग हो सकता है? चर्चा करें।

(c) How can religion be used as a uniting force instead of a dividing one?

धर्म को विभाजनकारी शक्ति के स्थान पर एकताबद्ध करने वाली शक्ति के रूप में किस प्रकार उपयोग किया जा सकता है?

Answer the above questions from an ethical perspective.

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नीतिपरक दृष्टिकोण से उपर्युक्त प्रश्नों के उत्तर दें। 20

A = (a) Religious competitiveness is a form of 'soft communalism' stoked by the following

psycho-social and attitudinal factors.

- (i) Fear psychosis amongst minorities regarding the intentions of majorities
- (ii) Perception of 'Us' vs 'Them' and intense animosity across religious lines
- (iii) Members of other religious community are painted in a negative light by parents, teachers and social leaders
- (iv) Equating religion with honour increases chances of clash.
- (v) Permeability of religion in almost every facet of life further enhances the probability of conflict
- (vi) Lack of reasoned arguments and belief in superstitions and rumours

~~(iii)~~ (b) 'Emotional Intelligence' grants us the ability to understand the other person's emotions and viewpoints.

USE OF EIQ HERE

- Quickly anticipate others' religious feelings are hurt and make appropriate arrangements
- Empathize with other peoples and make an emotional connection. EI will enable.

a community leader or a public servant to convince the public that his action is not directed towards any other religion.

- Further, EI abilities allow a person to bring about emotional changes in other persons. Thus a volatile situation may be managed.

(c) Religion, if used as a positive force, can help to cement the ties within a society.

USE RELIGION AS A UNITING FORCE

- Separation of politics from religion through laws, conventions and emotional appeals
- Promoting inter-religious participation in each others festivals
- Enhancing knowledge about other religions
- Involving community leaders and members of peace committees to enhance cross-religious contact
- Emphasising that the basic tenets and messages of all religions are the same.