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GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	English	Registration Number	87661
Center	ORN	Date	

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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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।

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 the ability to take decision based on merit and facts.

for example: for an interview shortlisting process, firms need an objective criteria like qualifications, skills, etc.

Objectivity and empathy are both desired in a civil servant as

↳ they help in fair policy formulation

- based on expert advice
- based on facts

↳ at the same time, empathy helps in understanding the problems faced by people and hence

- addressing the problems

↳ objectivity also helps in upholding impartiality and equality.

Relationship with empathy

- ↳ a logical sequence in thoughts help in understanding the problem/issue better ∴ creates empathy.
- ↳ Being empathetic, means being able to understand the non-verbal cues as well
∴ it supplements the value of objectivity in a civil servant's sphere
- ↳ empathy takes care of the 'emos' component whereas objectivity takes care of the 'logos' component.
∴ → efficient public service
→ ensure that fabric of Trust between people and Government is strengthened

Both objectivity and empathy, helps a civil servant achieve the ideals of equality, fraternity mentioned in our constitution.

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 usage has penetrated every sphere of human life like social, political, personal and therefore it bounds to shape the

- morals of the individual
- ethics of the society.

Role of IT ethics in cyber space

1) Individual

↳ a self constraint when subjected to peer pressure and temptations.

↳ distinguishing from right and wrong
eg: instead of storing objectionable content of a girl being defamed, one can report the same to cyber cell.

- 2) Society → preventing spread of fake news
→ can create awareness as it is

one of the fastest mediums for information dissemination

↳ gathering funds for relief work
eg. during Kerala floods, whatsapp was widely used to gather funds.

• Government

↳ protecting the privacy of the individual while aiming National security

↳ Awareness campaigns being used by the Government about ethical conduct
eg. against corruption

• about Good Samaritans
'Delhi ke farishtay'
by Delhi Government

Therefore, ethics has an important role to play in cyber space

→ to prevent cyber crimes as well as making people more aware about the conduct, hence achieving the values laid down by Gandhiji

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

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

Transparency in Government is ensured by the rights like Right to information where citizen is empowered to actively seek information about government functionaries and the outcomes of various schemes.

Transparency as pre condition in good

Governance

citizens

- empowers them
- make Government citizen centric
- increased participation
- set accountability

Government

- increased efficiency
- achieving goals of Democracy
- better quality



Therefore, transparency is a precondition to Good Governance and it is ensured in the present system through various laws and acts like RTI, POCA etc. which helps in achieving ideals of the constitution like empowerment of citizen and Government - 'of the people, by the people, for the people'.

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।

In the present quote by Nelson Mandela, he has emphasized on the need for upliftment of the downtrodden.

* In the Government, above quote can guide the officials during policy formulation

→ to take care of those who are lying below the poverty line.

* In a multi cultural Nation as India,

above quote also reinforces the equal treatment that every minority section ~~be~~ needs.

This has upheld the value of equality, fraternity & secularism in India.

- * In the pursuit of this principle only, our constitution framers had framed the Art 17 - i.e. prohibition to untouchability.
- * In the Individual sphere as well, a character of a person can be judged by the way he treats the disadvantaged.

This principle is very important for Nations as it

- helps in achieving equality in long term
- provides sense of security to the vulnerable sections
- safeguard the fabric of society from getting eroded
- provides impetus in the economic growth as well.
- acts as check against domination of majority in a pluralistic society and hence forms the core of our preamble of constitution.

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

In the above quote, Rabindranath Tagore has given an outlook on the conventional meaning of education and the true meaning of it.

In the conventional meaning, one with many degrees, titled is considered as the most educated one.

But according to him, education also teaches to accept multiplicity of views of people on a particular issue which is congruent with the principle of Syadvada in Jainism as well.

It means being in harmony with the existing differences and similarities.

Relevance:

- ethics and morals in education system
draw a parallel with the above
quote
- right to dissent given to people
- holding a diverse society together
and preventing factionalism.
- important for individual growth as
it makes one more realistic
- inculcates a value of Mutual Respect
among the people
- essential for maintaining peace and
harmony in the society.

therefore, the education must never
be limited to classrooms only. Idea of
being educated should be pushed
slowly towards being enlightened
for human salvation.

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 decides your Altitude

- Ability to do a particular task creates a probability of the accomplishment of that task, but
- it is the attitude, which encompasses determination and dedication, which ~~great~~ increases that probability to one.

eg. Human always had the ability to invent fire, wheel and now complex scientific tools, but it was due to his attitude of finding a solution to given problem, that determined the results.

Examples from daily life

- (1) During Master's project, I faced a serious problem with my health. I had the

ability to work upon it and strengthening myself but I didnot exercise until I had the right attitude - to get my health back on track and till today, I never miss my exercise routine and therefore I have successfull overcome the health issue.

- During preparation of exams, my attitude kept me going irrespective of the 'intermediary failures' which eventually helped me in excelling in academics.
- Ability to walk is there but environmental attitude make me opt for walking whenever possible to do my bit towards environment [instead of using 2-wheeler]

Therefore, Both Ability and Attitude complement each other and one without the other makes the success a distant dream.

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 is the management of emotion of one's own and others as well, for getting favourable outcome.

In personal competence, emotional intelligence comprises of

- Self Awareness
 - ↳ About strengths, weakness
 - ↳ about motivations etc.
- Self Management
 - ↳ self-control
 - ↳ discipline

Only once one is fully aware of the personal competence he has, then only he can do well in social competence that is managing emotions of others, understanding their situations.

- ⊛ Gandhiji had great emotional intelligence. He was self aware and hence was able to pull out masses during the Indian freedom struggle.
- ⊛ Mother Teresa was aware of her motivation, i.e., service of mankind and she is considered to have a 'healing touch' as she could understand the pain of others very well.
- ⊛ Armstrong Pame - civil servant was aware of the sufferings of the people of Manipur; he could understand the pain / suffering that daily commuters have and therefore he could build a road from public funding.
- ⊛ Emotional intelligence of Meerza Bhanot helped her to act promptly and intelligently in the grave danger. She successfully saved many lives.

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 pact is the expectation from public servants and the contracting firms as well as they are allotted a good amount of public funds.

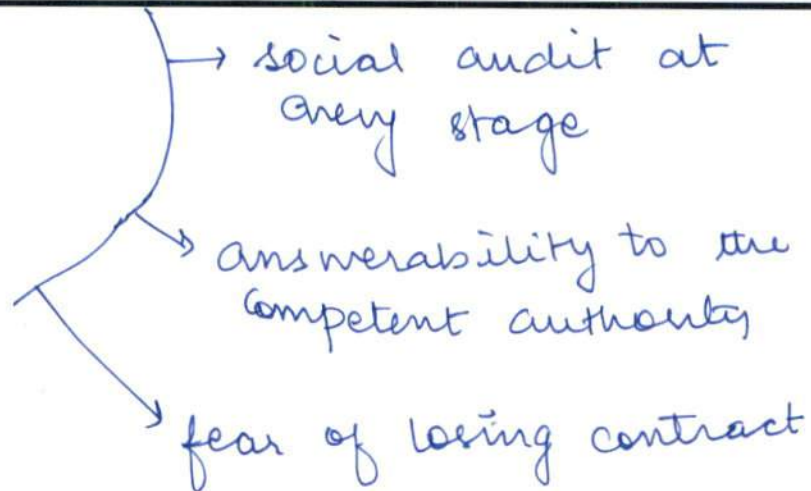
Role of Integrity Pact

Bringing transparency in allotment of contracts

- moral appeal to contractors
- an obligation to follow rules properly
- integrity is followed in every step
- readily disclose information about the allotment since the rules are followed.

ensuring proper utilization of funds

- sets Accountability → misdeeds to be punished
- Transparent system implies vigilant public



Therefore, integrity pact is an important instrument to ensure transparency and accountability and is a step towards
Good Governance

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

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

Rapid technological change with

- increased access to internet
- increased exposure to information
- social media presence
- increased connectivity

has also created some issues like

- privacy deprivation
- Fake news menace and issue of hate speech
- exposure to adult content
 - moral hazard for children
- Increased cyber crimes
- dangerous challenges like Blue Whale Challenge.

Therefore it becomes very important to inculcate moral and spiritual values in educational institutions

- Significance
- ① protect children / making them aware about the presence of obscene material
help them in distinguishing good from bad.
- ② make young minds more goal oriented with due importance to ethical & moral conduct
- ③ moral & ethical conduct can also helps to some extent in preventing spread of forwarded fake messages.
↳ can prevent mob lynching like situations
- ④ child when taught right, also tends to discuss same in their homes & peer groups.
→ moral social awakening through schools | Educational institutions.

therefore, while the Government is working of laws like data privacy to protect citizens, the updation in syllabus can shape a child's mind in the right way at a tender age.

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।

Deen Dayal upadhyay's integral humanism has encouraged many present Government initiatives.

The essence of his integral humanism revolved around antyoodaya that is seeing all.

Relevance

- Various Government schemes like
 - universal health coverage
 - National food security scheme
 - electrification mission
 - Awas yojana.

→ for an individual, it inclines one's ideology towards - helping others and hence effective upliftment of the poor & disadvantaged.

- for society - it creates harmony and peace among the people
- respecting each other for the reason of humanity
- for Nation - strengthens the social fabric
- enhances the image of the country at international platforms.

Therefore, the integral humanism emphasises on the human first principle which is the need of the hour.

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।

India is a land of diversity and as rightly said time and again Indian culture has displayed the strength of 'unity in diversity'.

In Indian context, the social media, whose penetration is very high due to cheap data and communication services, has a greater role to play.

Code of ethics — need

- ↳ to maintain anonymity culture among civil servants
- ↳ to ensure that platforms like facebook are not being used for personal Gains.
eg. → endorsing some products / schemes or party.
→ or for publicity

- ↳ social media regulations for public servants as they have important confidential information at times.
- ↳ ~~do due~~ to large base - one small mistake poses great threat to law and order situation in the area.
- ↳ difficult to restrain oneself over such platforms of dissent
 - ↳ against Art 309, 311 of the constitution.

Therefore, the code of ethics should be there for civil servants as they can help in containing volatile situations

- acts as set of guidelines which induce objectivity while using the platform.
- increasing use of technological outreach for betterment of the public.

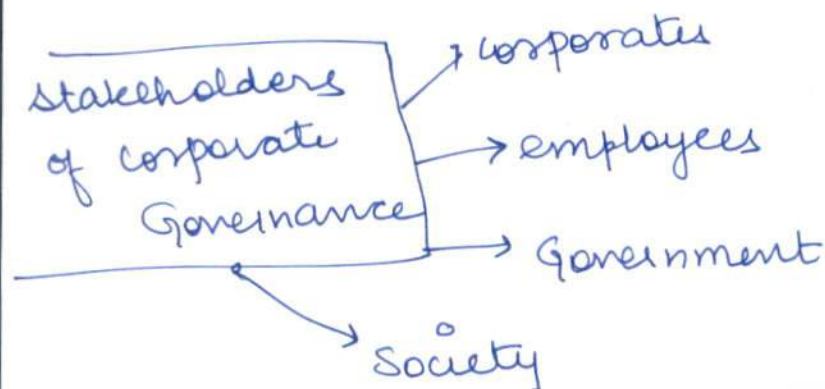
8. Discuss how effective corporate governance can ensure the equitable treatment of all stakeholders. (10)

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

Corporate Governance plays an important role for social initiatives as well as in lives of those employed.

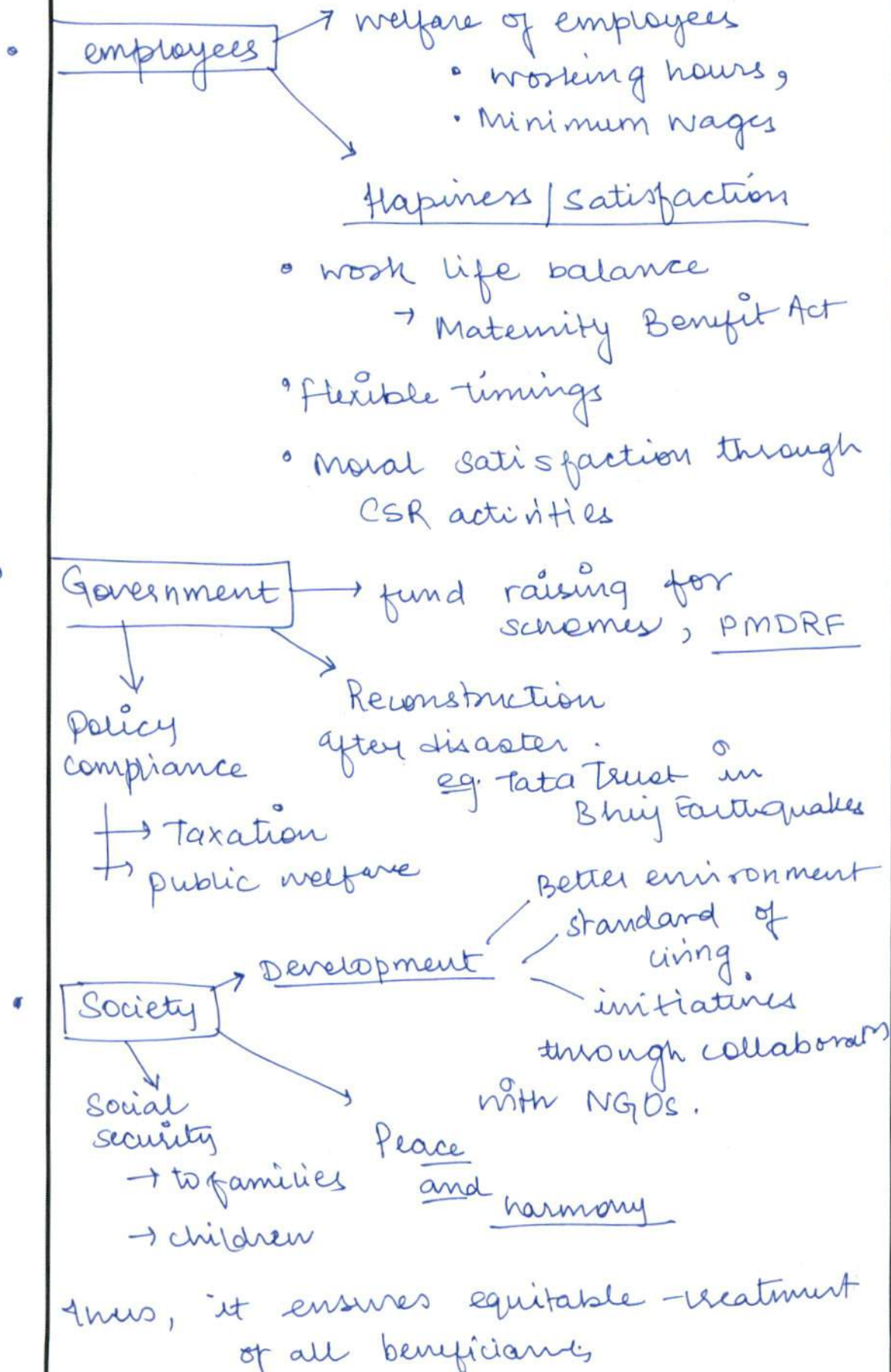
eg. Corporate social responsibility norms (CSR)

- inculcate a culture of giving it back to the society
- helps Government in raising fund eg. PMDRF is largest recipient



How effective governance helps?

Corporates → create brand value
→ increase reach } eg. CSR
→ this increases profit



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)

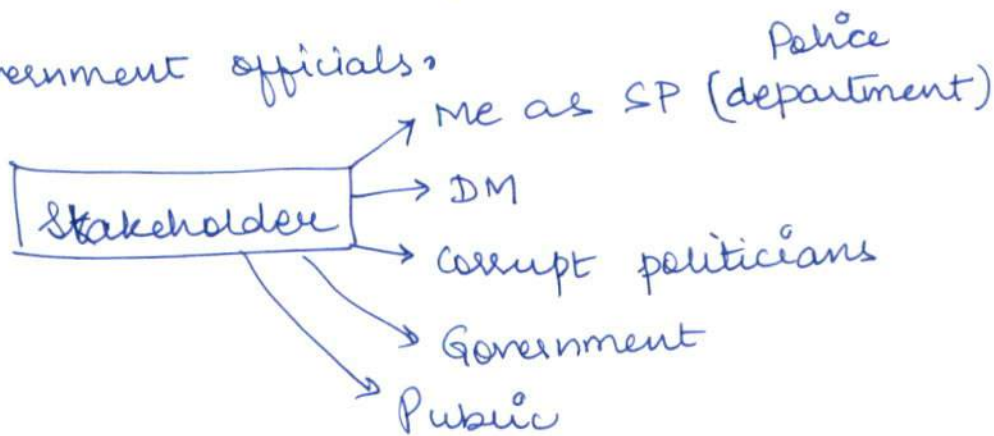
आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध 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।

In the present context, I am SP in a district of a state. I have recently unearthed the nexus between the politicians and Government officials which is hampering the public welfare actions taken by the Government and is also eroding the fabric of trust between public and the Government officials.



Course of Action

∴ Finding Report to the DM

As per investigation conducted under my supervision, I have come to know about the following offences regarding the recent liquor ban :

- Government officials have played a role in missing illicit liquor from the stores violating the rules of all India services and have not followed the values of
- honesty and integrity
 - public welfare
 - anonymity - as they have
- joined hands with some of the corrupt politicians namely x, y and z.
- The findings and proofs of the criminal conduct are attached herewith.
- Both the parties have acted against the prevention of corruption act and hence needs immediate addressal.
- kindly provide me further in the present matter after analysing the findings as well as attached documents

2. If the DM provides me instructions (written) to charge all the accused, I shall follow the order.

3. In case, DM orally asks me to leave the issue status quo, I shall ask for written orders.

Why such course of action was chosen

- 1) It needs to be addressed as the such nexus can cause
 - trust deficit
 - harm image of the department
- 2) Since DM is the in-charge of the present case [~~excise~~ set up], he needs to be reported by about the wrong conducts
- 3) Both - being a politician or a Government official - needs to have a passion for public service which seems missing.

- 4) In order to bring transparency in the system, the legal course needs to be taken.
- ↳ Conviction in such cases act as deterrent for future as well.
- 5) It also sets accountability and hence one is responsible for such act of corruption shall face the consequences.
- 6) Ensures that public faith in the system is restored.
- 7) For better enforcement of the law - that is alcohol prohibition.
- 8) DM can get the required sanction from the authority to persecute the public servants under the law.

Therefore, such acts of nexus can harm the ideals of democracy in long run undermining the principle of 'welfare state'.

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)

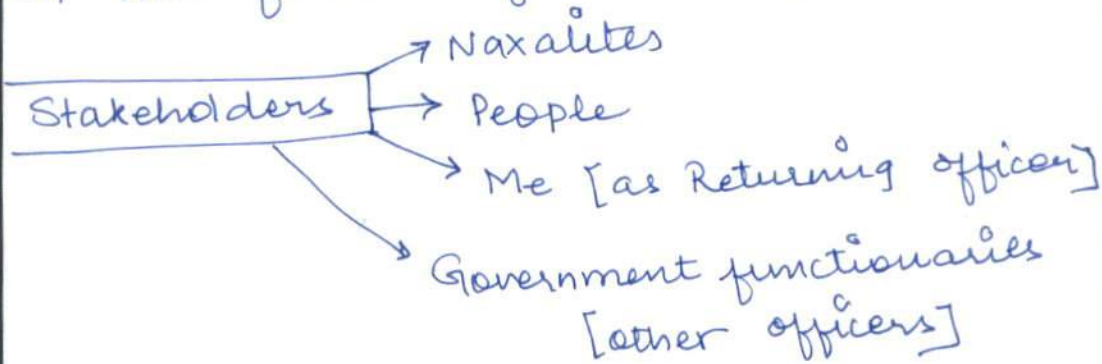
आप वामपंथी उग्रवाद (LWE) से प्रभावित एक जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं। अतीत में यह जिला नक्सलियों द्वारा हिंसा की कई घटनाओं का साक्षी रहा है। यह देखा गया है कि चुनावों के निकट आने पर हिंसा की घटनाएं बढ़ जाती हैं। एक रिटर्निंग ऑफिसर के रूप में, आप चुनावों के सुचारु संचालन के लिए उत्तरदायी 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 भयान्कान्त 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।

Civil servants in naxalite affected areas need to work in difficult circumstances, often putting their own life in danger. In present cases the people are being threatened by the

Naxalites to boycott elections, depriving them of their rights [Right to vote].
Also, my colleagues are scared to work in such scenarios. I need to ensure that both colleagues and people participate in this festival of Democracy i.e., elections.



(a) Civil services values that are crucial for such scenarios:

- ↳ upholding the main value that is dedication to public service
- through their empowerment
 - ensuring their safety
 - ensuring that they are not deprived of their rights
eg: Right to vote in this case.

- ↳ one needs to have determination to ~~just~~ perform his/her duties, even in the worst of situations
- ↳ one needs to have courage during such circumstances where life is under threat
- ↳ one needs to know about persuasion so that taxaites can be convinced
- ↳ one needs to have empathy and compassion to understand people's fear and pain
- ↳ one also needs to have emotional intelligence to manage his own and other's emotions
- ↳ aptitude to utilize resources for welfare of public
- ↳ integrity and abiding by the values of constitution.

(b) Plan of Action

→ for objective decision making, I need to listen to the maximalites as well.

↳ I shall call their leader for meeting, listen to his demands.

↳ If his demands are legit, I shall utilize machinery to assure him

↳ If the demands are not legit, I shall persuade him by:

≡ telling him about the right to vote - as a tool of democracy

≡ warning him about the actions that might need to be taken which can harm him as well. [self-interest]

≡ about people of the locality who are their own people. (on grounds of morality)

≡ also about the advantages of streamlining with the civil society, like Government schemes of

- NFSA
- MGNREGA
- RTE.

- If he is not persuaded, I shall ask home ministry to provide safety to people who want to exercise their right.
- I need to encourage people and my colleagues as well.
 - by assuring them of their safety
 - by citing examples of the values one needs to have.
 - I can also involve NGOs and heads of villages to encourage people.
- Polling booths must be set up in such a way that people need to travel minimum.
 - Also, location should be such that it can be guarded from all the sides
- Timing for polling can be made flexible
- tight security even at entry of station so that booth capturing doesn't take place.

In the above manner, I can ensure holistic resolution to the problem.

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:

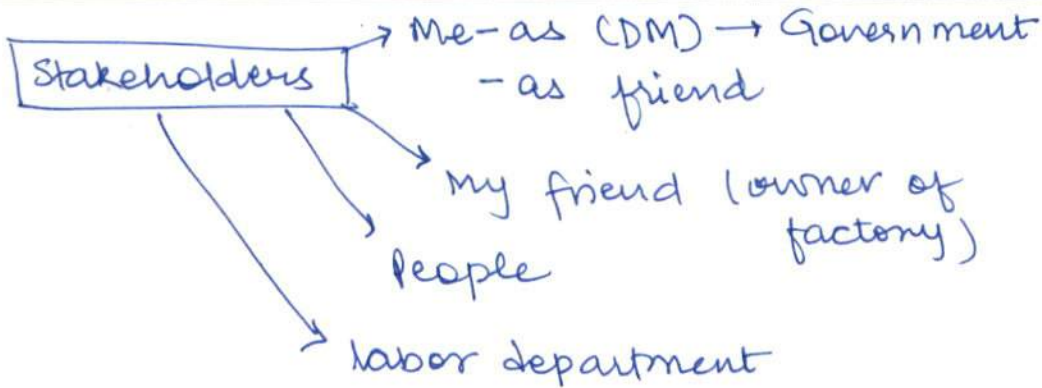
- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
- (b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. (20)

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 हेतुक 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।

In the present case, I am DM in a district and it has been reported that in a factory of one of my friends, poor working conditions are there. The labor department didnot take action due to my proximity/closeness with the owner of the factory.



Public cause

- 1) My proximity with an owner has deterred the labor department to take action
∴ delaying justice to the workers (public)
- 2) Poor working conditions is also against the directive principles of state policy which places responsibility on the state.
- 3) Inaction against owner can create
→ trust deficit among various stakeholders
→ can harm my image in the public as well which in turn can stain the image of

whole machinery.

4)

ethical issues

- Need to ensure better working conditions. [as under DPSP]
- the culprit be charged for exploitation of the labor
- Need to ensure that in future such things do not happen.
i.e working conditions are safe and healthy
- Also, ensuring that there is no inaction ~~action~~ against the culprit, whosoever he may be.
[Courage in labor department]
- Also, my personal relations with anyone should not affect the public perception about the department or machinery.
[Anonymity]
- Action against the owner will jeopardise my personal relations with him creating a possibility of conflict of interest.

(b) Course of Action in this case :

- I shall instruct the labor department to proceed in accordance with the law
- Also, I need to clarify it to all the departments that my personal relations or for that matter anyone's personal equation with an accused shall not create hinderance to the law abiding officers and to delivery of justice to the people.
 - ↳ This will prevent such inaction in future cases.
- Due to possibility of conflict of interests, I shall ask someone else to supervise the issue, clearly stating the reason.
- In case no one else is available, I shall follow objective approach and in this matter my emotional intelligence can help me.

- ensuring that labor laws are followed in future as well
 - regular / periodic monitoring
 - surprise raids shall be conducted.
- monthly report of the findings shall be discussed for improvising the policy further.
- I also need to make the people aware of their rights so that they themselves can seek legal course in future.
- Use of ICT can be encouraged like an app based Grievance redressal mechanism where labor can upload a picture of the poor condition and that can be used as an evidence.

Therefore, strengthening the laws works only with empowered and participative public.

A civil servant shall always keep his personal equations limited to personal space only. If brought in public space, such interaction is bound to

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)

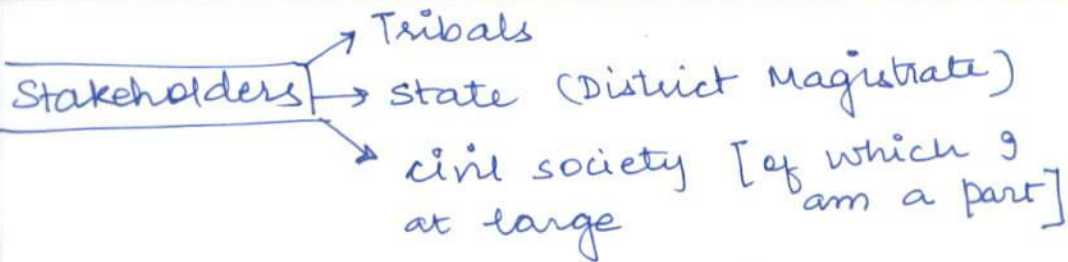
आप एक ऐसे दूरस्थ जनजातीय जिले के निवासी हैं, जहाँ कुपोषण व्यापक रूप से विद्यमान है। उपचारात्मक उपाय के रूप में, जिला मजिस्ट्रेट ने विशेषकर वर्तमान में जिले में परती पड़ी भूमि पर बाजरा की खेती प्रोत्साहित करने का कार्यक्रम आरंभ किया है।

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।

In the present scenario, the well-intended move of government is not being accepted due to the short term interest of the population being compromised (ego economic).



(9) key issues and challenges

- (1) Reluctance by tribals to move to other food habits
↳ perceived as threat to their traditional system.
- (2) High incidence of malnutrition in the area impacting
→ health [ensured by state under Art 21]
→ productivity and therefore not being able to contribute effectively to the Nation which is a fundamental duty.
- (3) The lower remunerative prices also deterring tribals to adopt new healthier food habits.
- (4) There seems a lack of communication between the state and tribals.

(b) Stakeholders and their interests• Tribals

- better remuneration for their crops (i.e. livelihood)
- preserving their tradition and cultural identity
- Raising their Nutritional level

• State (District Magistrate)

- better nutritional status implying better health
- effective utilization of the fallow land
- need to effectively communicate the good intention
- filling the gaps of trust deficit by tribal welfare

• Civil society

- can raise awareness among tribals
- NGOs can persuade tribals as they have better acceptance generally.

(C) Course of Action of DM

- (1) Effective communication for conveying the intention and assuring them that their tradition will not be harmed. For this,
 - this leader can be contacted
 - NGOs, those who work in the area, can be used for message delivery. - About Benefits
- (2) To bring a balance between tradition and need, inter-cropping can be done.
- (3) Fallow land can be cropped by Government on their expense and the millet can then be given to tribals.
- (4) To ensure better remuneration,
 - Minimum support price can be raised after consulting with the state
 - funds under the millet year program can be used.
- (5) Persuasion is the key here
 - telling them about the nutritional benefits
 - and how millets can be incorporated

- along with their regular diet.
- awareness about their nutritional status by the civil society participation.
- stating examples for effective transfer of message.

(b) Alternate livelihood methods like livestock farming.

Reasons

(1) Reluctance is due to

- Lack of Awareness
- Threat to tradition
- low remuneration

→ all the reasons have been targeted in the solution

(2) case also displays lack of trust and effective communication and therefore role of civil society becomes important to bridge the gap.

While dealing with such issues, one needs to follow Pdt. Nehru's Tribal Panchshala in both letter and spirit for effective resolution.

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।

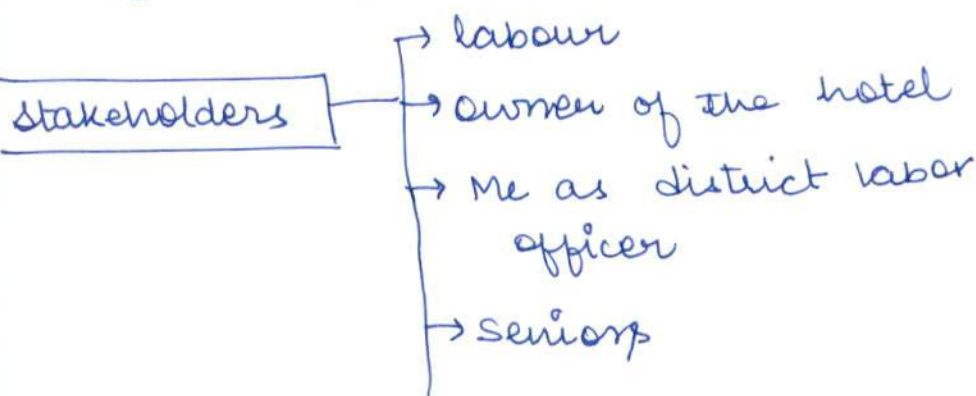
(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

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।

I am district labor officer in the given case and I face the issue of pressure from my seniors due to my action against owner of the hotel who has been violating the law such as Minimum labor wages Act. The labor is ready to lodge a complaint due to fear.



Issues involved

- (1) labor are being denied basic human rights which form the core of our constitution
- (2) Fearful living among labor deprives them of their right under Act 21

(3) Illegal act - against minimum wages
Act being done by the
owner.

(4) Seniors pressuring me to drop case.
In case of following my duty, I
may stain my professional relations
with them.

(5) My personal value system does not
permit me to follow the advice of
my seniors.

(6) Not do ~~my~~ conduct of civil servants rules
expect me to ~~add~~ abdicate my duties.

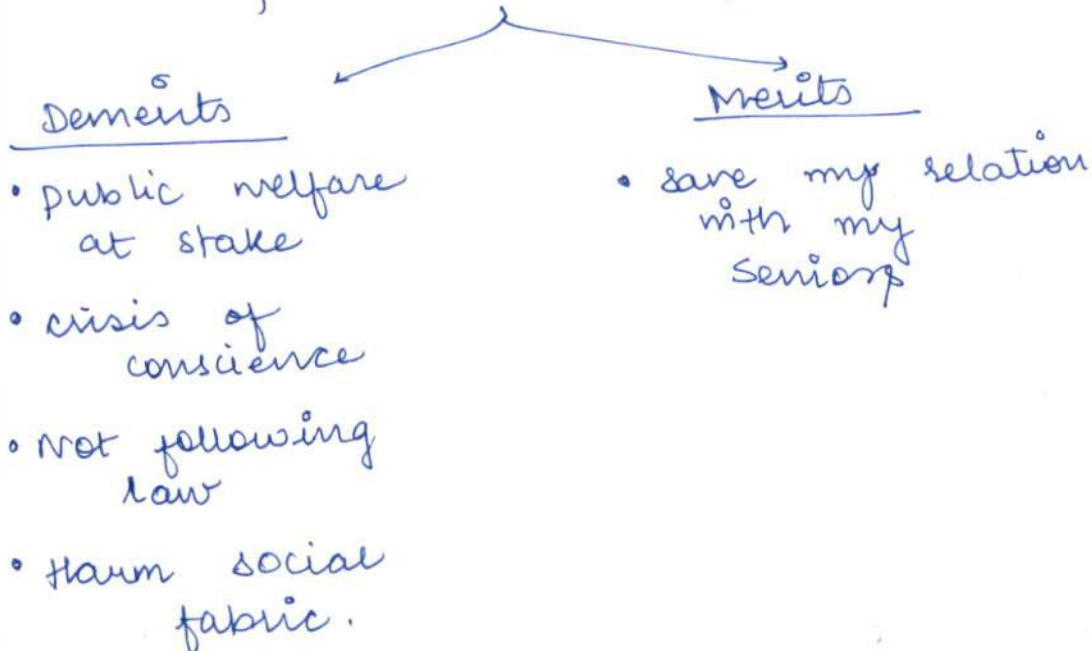
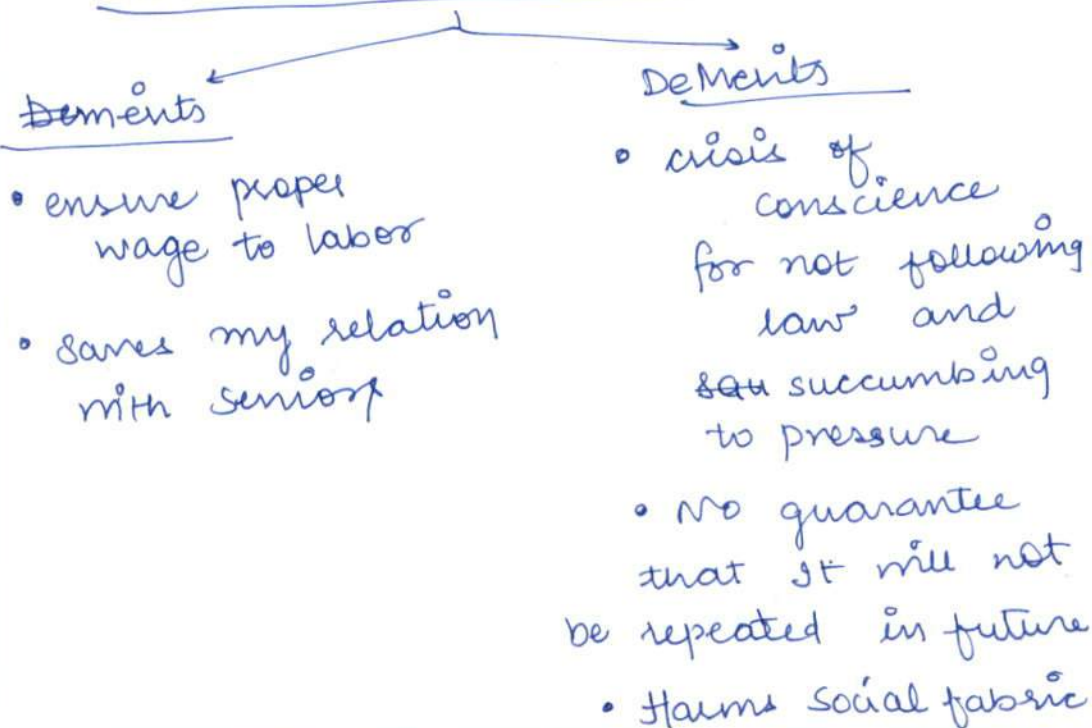
(7) People are being used as MEANS.
involves

ethical dilemmas of

⊙ Personal cost v/s public welfare

⊙ Means v/s end dilemma

Therefore, values such as honesty,
integrity, courage, dedication to
public welfare shall guide my
course of action.

(b) options evaluation(1) Following the advise of seniors(2) Convincing the owner and taking remedial measures

(3) Submitting detailed report to competent authority

Demerits

- Strains my relation with my seniors
- Delegation of Responsibilities

Merits

- labor welfare
- humanity principle followed
- proper channel followed as per law
- moral satisfaction

(4) servicing a notice to owner and taking actions as per powers.

Demerits

- strains my relations

Merits

- speedy action on the complaint / issue
- labor welfare, humanity principle
- Moral satisfaction

Course of Action

1) I shall ask for written orders from seniors
In case they deny, I shall follow steps (3) and (4)

as : option 4 - assures quick / short term resolution

and option 3 - needs to be taken for long-term surety about the implementation of law, even in my absence.

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:

(a) Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.

(b) Identify the principles and values that would guide your recommendations in this regard.

(c) 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:

(a) 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।

(b) इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।

(c) कुछ ऐसे उपाय सुझाएँ जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

The present case is a reflection of present Indian education system as reflected in the ASER report. I am the chairman of committee who needs to provide recommendations to the ruling education sector in the state run schools.

(a) Role of Government

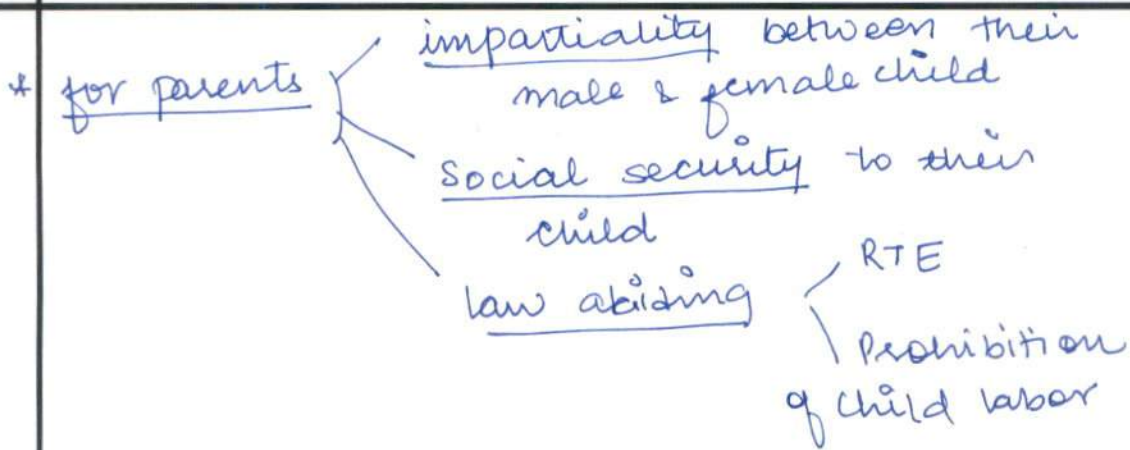
- **Funding** — proper devolution of funds to states as education is a state subject
- **Enrollment** — by tackling the obstacles which impede the penetration of this sector, like
 - working children :
 - financial assistance, RTE
 - social barriers :
 - impetus to girl education
 - scholarships
 - improving hygiene
- **assessment** —
 - periodic assessment
 - stress-free environment
 - ~~as~~ accessibility to teachers for doubt clearance
- **Teacher** —
 - ensure attendance
 - proper training
 - decrease non-teaching activities by teachers
 - attract talent

(b) principles and values that would guide recommendations

- * For Schools
- need certain level of autonomy in administration
 - ensuring right of every child through RTE
 - Accountability - for fund management
 - Transparency - in selection process of teacher
 - Probity - in every aspect

- * For Teachers
- Being honest to their work
 - Teaching with dedication
 - Integrity - so that attendance is there
 - Responsibility
 - for inculcating moral values
 - for being accessible

- * For students
- stress free environment
 - proportionate penalty, i.e. not repeating whole course work for failing in one subject
 - Healthy mind, healthy body → focus on sports.



10) Ways to improve Education quality

(1) better infrastructure

- increases enrollment
- works as incentive for both children & teacher

(2) Regulation in Teacher training programs

- • mandatory & centrally conducted exam for recruitment
- • use of innovative ways by teachers to communicate the concept

(3) Promoting girls education

- better competition among students
- give scholarships, incentives like BADLAV scheme, Beti Bachao, Beti Padhao initiative

(4) State level Board exam after every

(3-4) grades,

eg. one at Grade 1, then Grades 5, 8, 10 and 12

(5) Reducing burden of syllabus
→ Revising the content

(6) use of ICT - teaching through
infographics
→ Digital Board prog. of
the Government.

(7) Promoting sports - for healthy growth
of mind
- learning teamwork

(8) Health counselling every month
→ for better health care
→ adolescent girls can be made
more aware about their
nutritional needs.

Therefore, such a major issue like
educational reform needs participation
of every stakeholder along with
policy reforms like National Education
policy to develop the sector
more holistically