

# VISION IAS

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## GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	ENGLISH	Registration Number	371859
Center	BENGALURU	Date	10/9/2019

### 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

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

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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

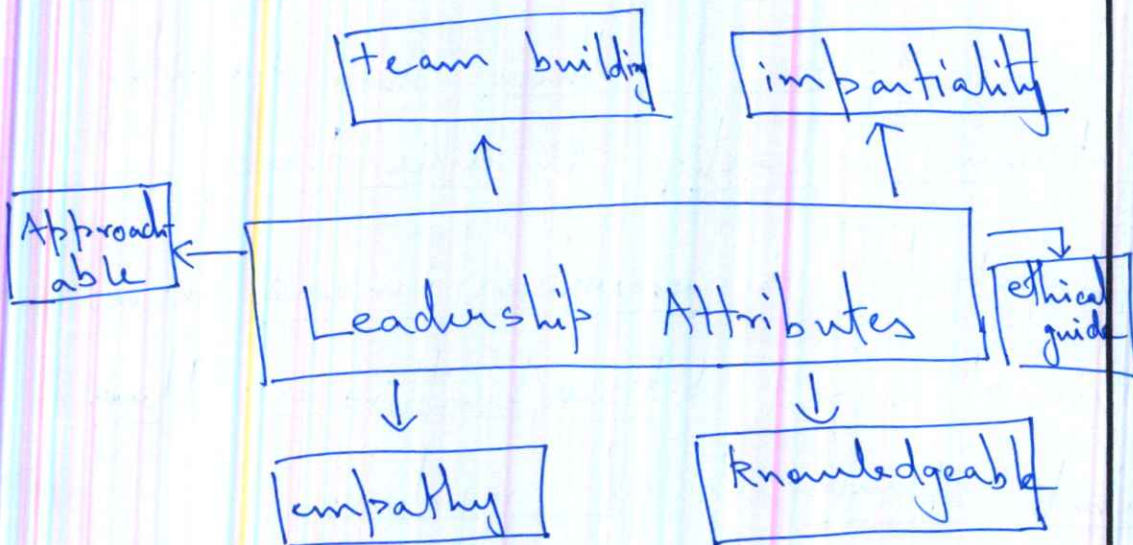
## SECTION - A

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।

Leadership simply means the possession of qualities of a leader.



It is extremely important for a civil servant to have these qualities

because:

- ① being knowledgeable enables her/him to take wise decisions while ensuring commanding of respect of juniors.

② Team building helps ensure smooth conduct of team tasks & coordination between branches

③ Impartiality to ensure no culture of patronising & ensure a motivated team

④ Ethical guide who takes tough decisions with a sense of ethics thus providing righteous leadership in crisis times

⑤ Empathetic to colleagues/juniors enhances culture of respect & team building ex → allowing diabetic juniors to eat regularly

⑥ Approachable to ensure discussion & debate leading to well considered actions

Thus in this changing paradigm, it is crucial for a civil servant to be a leader in the true sense of the word.

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।

A common occurring civil service dilemma is objectivity vs empathy. Thus a civil servant needs to maintain the right balance of these values.

Objectivity: - means seeing things as they are desid of emotions or other considerations.

"Objectivity is seeing things as they are, subjectivity is seeing things as we are"

Objectivity & empathy are intricately related.

Empathy (ability to experience others' experiences) can often interfere in an

objective decision.

For instance, a scheme for vulnerable sections may list technical requirements that some needy individual may not fulfil. Objectivity here would imply not conferring the benefits on individual but empathy dictates us to understand their position, the insignificant technical requirement & thus confer the benefits.

Thus in this new age of public management where flexibility is preferred to procedural rigidity a civil servant needs to delicately balance these virtues.

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?

Industrial Revolution 4.0 promises to integrate our physical lines with the digital world through AI, IOT, cyberphysical systems, etc.

In such a scenario, it is crucial that ethics is treated as a cornerstone particularly in cyberspace:

(i) ensuring ethics of privacy of individual rather than data intrusion (as in Cambridge Analytica scandal)

(ii) cyberspace often causes automation which might cause job losses; ethics dictates ensuring respect for right to livelihood

(ii) Ethical cyberspace would focus on empowering people through tech:

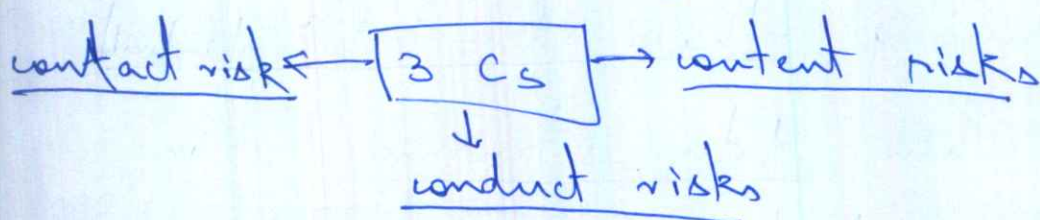
(a) increase access to quality education

(Swayam MOOC, Ed X, Coursera)

(b) creating equitable platforms to democratise society

(c) use of cyberspace in governance to increase transparency

(iv) ethical cyberspace would ~~prevent~~ <sup>protect</sup> individuals (particularly children) from



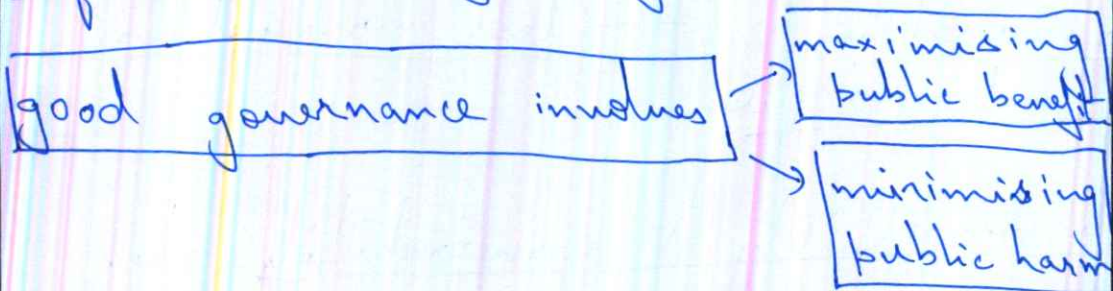
Thus it is truly necessary that the next cyber revolution be a "revolution of values"

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

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

Right to Transparency 2005 is an extremely empowering legislation ensuring transparency in governance.

Transparency in governance is a pre-requisite to good governance because



Transparency ensures these by:

① Maximising public benefit

② transparency ensures greater openness & thus greater scrutiny to take better decisions in public welfare

③ paves way for accountability

which helps in good governance  
 ① higher transparency implies higher partici-  
pation of public in decisions, ensuring  
 A multi-stakeholder benefitting decisions

② Minimising public harm

① greater transparency → greater scrutiny  
 ↓  
less corruption, ← less wrongdoings  
less quid pro quo

② accountability & answerability which  
 follow transparency ensure high deterrence  
 for wrongdoings

Thus transparency forms a basis  
 of good governance & thus the in-  
spirited implementation of RTI 2005  
 is a necessity.

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।

This quote by the late great Nelson Mandela is an apt summary of an ideal governance metric.

A nation, to ensure societal good, must ensure that its most vulnerable citizens are sharing in the fruits of socio-economic development without having their rights abrogated.

The highest citizens, by virtue of money or power, are always treated well by the nation - its government.

its people.

However, it is the lowest citizens, that need the assistance & respect of the nation, the most. This is done through participative policy making, functioning social welfare schemes & ensuring the SDG principle of 'no one left behind'.

In the present context however, quid pro quo, excessive lobbying & unholy politico-business nexus hampers this ex → relaxed gun laws in US despite > 250 mass shootings this year, due to National Rifle Assoc. donation Government & its citizens should ensure they pass this test of Nelson Mandela with flaring whistles.

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

"Education should focus, not on perfect scores but on building perfect humans"

Education which only gives us information is worthless for total character building. Instead, the focus should be on ensuring respect & harmony for all creation.

① Humans: ethical education that teaches ~~treats~~ us respect, compassion & love for  fellow humans. Such education will help us build fulfilling relations ensuring a harmonious ~~personal~~ ~~private~~ & public life.

② Animals "A society is judged by how it treats its animals" - handiji

Compassion for animals & ensuring harmonious coexistence with them should also be a component of character building education.

② Environment: environmental education that raises environmental awareness &

recognising need for sustainability in our actions is important for not only intragenerational but also intergenerational harmony.

Thus, such an education can be considered the highest education as the great Nobel laureate has remarked.

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।

"It is not your aptitude, but your attitude that determines your attitude"

To achieve success in one's life, one needs to possess the right attitude. This is more important than one's ability since ability determines our potential but attitude determines our action & direction.

Correct attitude helps me ~~one~~ build more fulfilling relationships, with which I can seek guidance, support & affection. Such relations are crucial for success.

have nothing / very little to do with ability.

Correct attitude also helps me deal with inevitable failures in life  
ex → underperforming in exams. A right 'never say die' attitude helps one get back up & try harder.

Attitude also helps in ensuring adaptability to our surroundings.

For example, when I first moved to a new city with different cultures & languages it was my attitude that guided me through the initial hiccups, not ability.

Thus, it is true that it is attitude that is the true 'rate determining factor' of our success rather than ability.

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 involves the appropriate usage of states of mind to produce beneficial results.

As per Goleman, it involves

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graph TD
    A[As per Goleman, it involves] --> B[Self awareness]
    A --> C[Self Regulation]
    A --> D[Social Skills]
    A --> E[Empathy Motivation]
  
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Foremost among these is Self awareness, which involves:

- (i) understanding one's current emotion
- (ii) understanding one's emotional response to specific triggers

This is particularly important as self awareness of one's emotions

helps one stay calm & understand emotions of others. For instance, if one gets angry ~~without~~ & ~~take~~ in a situation, ~~the~~ it is impossible for him to make an unbiased assessment of others emotions & thus motivate/regulate them.

Similarly, if one does not understand their own triggers, they lose the ability to stay calm in crisis situations & understand others' emotions

ex → civil servant confronted by angry mob needs to stay calm even if disrespectful shouting triggers her/him.

Thus, self awareness forms the basis for all other attributes of emotional intelligence & thus should be adequately developed.

5. (a) What do you understand by Integrity Pacts? Highlight the role they can play in bringing transparency in allotment of public contracts and ensuring proper utilization of public funds in India. (10)

सत्यनिष्ठा समझौता (इंटीग्रिटी पैक्ट्स) से आप क्या समझते हैं? भारत में सार्वजनिक अनुबंधों के आवंटन में पारदर्शिता लाने और सार्वजनिक निधि के समुचित उपयोग को सुनिश्चित करने में इसके द्वारा निभाई जा सकने वाली भूमिका पर प्रकाश डालिए।

Integrity Pacts are bond-like-instruments mandating maintenance of integrity in all actions of the individual/group with which the pact is signed.

Bring transparency in contract Allotment:

- (i) since integrity pacts mandate honesty in all dealings
- (ii) all contracts are allotted as per rules & in public interest
- (iii) transparent procedure followed

ensures faith of public in  
allotments

### Utilization of Funds

① integrity in public fund management

by all stakeholders

② curbs siphoning/corruption as  
it violates integrity pact

③ pact mandate utilisation of  
funds for stated actions only

Thus, a more formal, clearly  
defined & legally backed integrity  
pact system will go a long  
way in ensuring integrity.

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

द्वत 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 tech changes is increasingly causing our lives to be dominated & integrated with tech.

In light of this, inculcation of moral & spiritual values become extremely important in education.

① Moral:

① ensuring ethics of privacy in tech development

② ensuring participative development of tech addressing concerns of all stakeholders

③ ensuring 'red lines' to be

drawn in the desire for  
profits

① ensuring building of morally  
upright leaders of tomorrow

Spiritual:

① respect for culture in tech  
changes

② ensuring spiritual values of  
righteousness, minimalism dominate

" Philosophy of the classroom of  
today becomes philosophy of the  
nation tomorrow" - Lincoln

Thus, building morally & spiritually  
sound tech leaders should be  
the goal of institutions.

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~~ Pandit Deen Dayal Upadhyay propagated integral humanism with the following elements:

- ① humanity at core of all actions
- ② love & respect for fellows  
humans
- ③ spirit of social service among  
humans
- ④ focus on collectivised solutions  
to individual problems
- ⑤ harmony among humans is  
paramount

This concept is particularly relevant in today's times of:

- ① social & communal tension
- ② loss of spirit of social service
- ③ increasing tech growth without humanism at its core

Thus, implementation of this principle as a cornerstone in social actions is sine qua non for a better tomorrow.

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।

Recent resignations & actions of civil servants via social media platforms

has started a debate about their code of conduct & its extension.

① Need for extension:

① will ensure in spirit following of CoC

② increasing usage of social media by civil servants calls for regulation

③ open & large platform of social media means regulation is necessary

② Civil servants influence people  
via social media thus their  
actions should be responsible

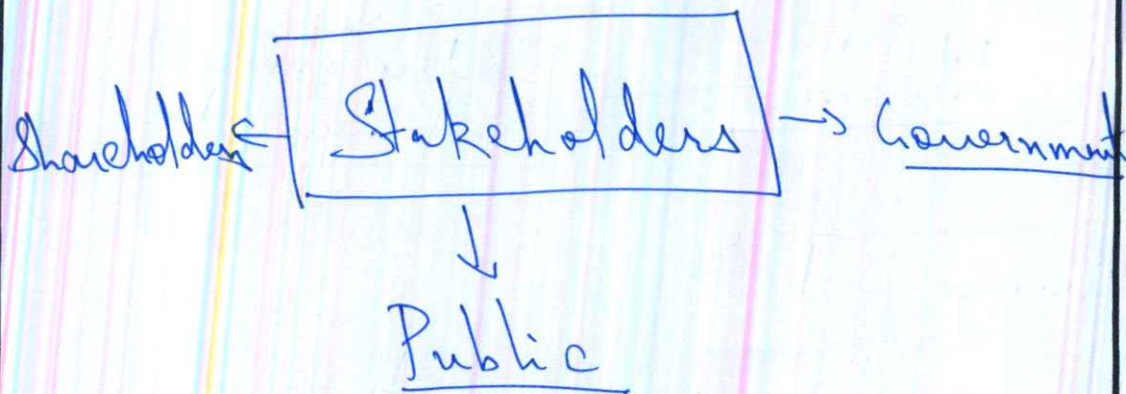
③ a public servant once, is a  
public servant of for life & in all  
his interactions including social  
media

However, any such regulation  
must ensure respect of Fundam-  
ental Rights of civil servants  
while balancing state interests.

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 means the conduct of corporate business in a manner that is beneficial for all stakeholders in general & shareholders in particular.



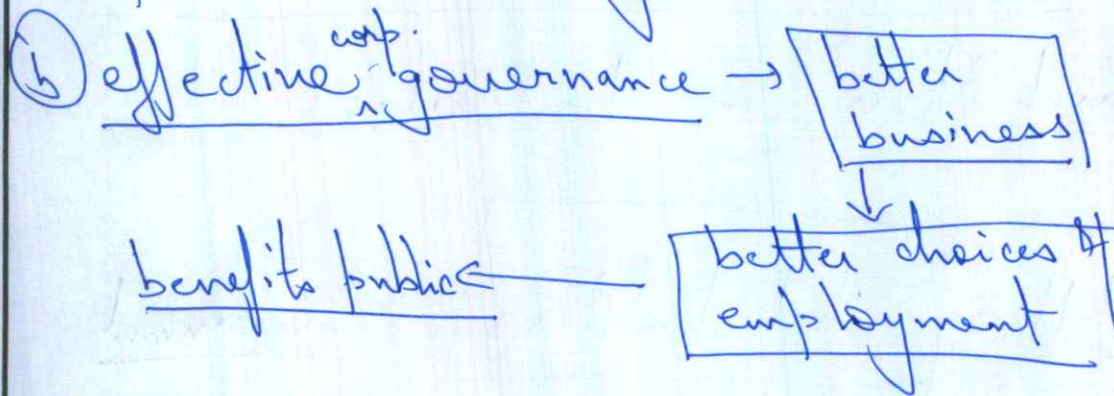
① Shareholders.

② effective corporate governance ensures equal treatment of minority as well as majority stakeholders.

⑥ done through Independent Directors (Clause 49) & no insiders trading of UPSI

② Public

① no actions with negative impact on society



③ Government

① fewer skirmishes with Government

② through CSR, Government & corporate cooperate

Thus, effective corporate governance aids all stakeholders.

## SECTION – B

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

9. You are posted as the Superintendent of Police (SP) in a district of a state where alcohol prohibition has been imposed recently. The District Excise department has conducted many raids and seized liquor in large quantities, for which it has received state-wide public appreciation. A few months later reports surface in the media that in this district, hundreds of seized bottles of illicit liquor are missing from the government malkhanas or stores. As a result, the government is left red-faced. You are asked by the DM, who is the overall in-charge of the district excise setup, to investigate the matter. Upon investigation, you unearth a nexus of politicians and government officials who smuggled seized liquor and sold it through spurious means both inside and outside the state.

In this context, evaluate these options:

1. Report your findings to the DM and seek instructions for further actions, stating clearly the criminal offences committed prima facie.
2. Charge all accused under legal provisions and let the law take its own course.
3. Being aware of the seriousness of the matter, discretely put the detailed investigation report in the public domain and expose the nexus.

Also, suggest, without restricting yourself to the given options, the final course of action that you would prefer. (20)

आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध शराब की बोतलें सरकारी मलखाने या स्टोर से गायब हैं। फलस्वरूप, सरकार को शर्मिंदा होना पड़ा। जिला आबकारी ढांचे के समग्र प्रभारी DM द्वारा आपको इस प्रकरण की जाँच का कार्य सौंपा गया है। जाँच करने पर, आपको उन राजनेताओं और सरकारी अधिकारियों के बीच सांठगांठ का पता चलता है, जो जब्त की गई शराब की तस्करी करते थे और अवैध माध्यमों से उसे राज्य में तथा राज्य के बाहर बेचते थे।

इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

1. अपनी जाँच के परिणाम DM के समाने रखेंगे और स्पष्ट रूप से यह बात बताते हुए कि प्रथम दृष्टया आपराधिक कृत्य किये गए हैं, आगे की कार्यवाही के लिए निर्देश मांगेंगे।
2. सभी अभियुक्तों को कानूनी प्रावधानों के अंतर्गत आरोपित बनाएंगे और कानून को अपना काम करने देंगे।
3. इस प्रकरण की गंभीरता से अवगत होने के नाते, विस्तृत जाँच रिपोर्ट को अलग से सार्वजनिक डोमेन में रखेंगे और सांठगांठ का खुलासा करेंगे।

साथ ही, दिए गए विकल्पों तक अपने आपको सीमित न रखते हुए, अंतिम कार्यवाही का सुझाव दीजिए जिसे आप वरीयता देंगे।

The case study deals with the issue of corruption & the politico-bureaucratic ~~business~~ nexus exploiting their official positions for personal gains.

### Ethical Issues Involved:

- (i) ~~is~~ abuse of public office for personal gains by politicians, officials
- (ii) hierarchy in bureaucracy vs rule of law
- (iii) transparency vs ~~is~~ internal issue

### Options available:

1. Report to DM

- ② Merits:
- (i) following hierarchy
  - (ii) no wrongdoing in actions
  - (iii) since 'asked by the DM', report should rightly go to him

(b) Demerit: (i) DM may choose not to take action & press charges

(ii) since transparency is important, public should be in the know-how

(2) Charging the accused

Merit: (i) ensuring wrongdoers are brought to justice

(ii) since legal provisions will be public, transparency insured

Demerit: (i) violates hierarchy, a dislike Weberian value

(ii) DM may take action for bypassing him

(iii) powerful politicians may harm career advancement

(3) Public Domain

Merit: (i) highest level of transparency

(ii) public outcry will ensure justice

(b) Demerit: (i) violates hierarchy

(ii) sensationalises incident & harms

further procedural actions

(iii) career may take a hit

Course of Action & Justification:

I would:

(i) ensure detailed & thorough investigation without any public pressures or political pressures;

Ensures: ~~ensure~~ rule of law as all get right to defend themselves without any partiality

(2) submit report to DM stating the procedural actions that should be taken

(as recommendations)

Reason: since I was asked to invest  
igate by him/her, I shall answer to him/  
her. Also, I shall trust the DM to  
take the right decision

③ Regularly <sup>request for</sup> ~~monitor~~ the progress  
of actions taken

Justification: to ensure accused are  
brought to justice & my written  
requests will further push the DM  
to do the right thing

Thus, while ensuring hierarchy, I  
would through my actions, take  
a tempered & upright decision.

10. You are posted as a District Magistrate in a Left Wing Extremism (LWE) affected district. The district has witnessed many instances of violence by the naxalites in the past. It has been observed that instances of violence increase as the elections approach. You, as a Returning Officer, are responsible for the smooth conduct of elections. Soon after the announcement of elections, the naxalites gave a call for their boycott and have been threatening people to stay away from them. The people of the district are eager to exercise their voting rights but are scared of the impending acts of violence. Further, with threat to their lives and a low expected turnout, the other electoral officers are also reluctant to go to these areas.

In this context, answer the following:

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

आप वामपंथी उग्रवाद (LWE) से प्रभावित एक जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं। अतीत में यह जिला नक्सलियों द्वारा हिंसा की कई घटनाओं का साक्षी रहा है। यह देखा गया है कि चुनावों के निकट आने पर हिंसा की घटनाएं बढ़ जाती हैं। एक रिटर्निंग ऑफिसर के रूप में, आप चुनावों के सुचारु संचालन के लिए उत्तरदायी हैं। चुनावों की घोषणा के शीघ्र बाद, नक्सलियों ने चुनाव के बहिष्कार का आह्वान किया है और लोगों को मतदान से दूर रहने की धमकी दे रहे हैं। जिले के लोग अपने मताधिकार का प्रयोग करने के लिए उत्सुक हैं, लेकिन हिंसा द्वारा रोड़े अटकाने के कार्यों से भयाक्रांत हैं। इसके अतिरिक्त, अपने जीवन के लिए खतरा और कम अपेक्षित मतदान के कारण, अन्य निर्वाचन अधिकारी भी इन क्षेत्रों में जाने के लिए अनिच्छुक हैं।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) सिविल सेवा के उन मूल्यों की पहचान कीजिए, जो इस तरह की प्रतिकूलताओं में कार्य करने हेतु महत्वपूर्ण हैं।  
(b) ऐसी स्थिति में स्वतंत्र और निष्पक्ष चुनाव का संचालन सुनिश्चित करने हेतु एक कार्य योजना का सुझाव दीजिए।

In India, where 30 districts are extremely LWE affected, this case presents a challenge that several civil servants face.

(a) Civil Service Values guiding actions:

(i) value of empathy towards villagers  
desires & their fears & also  
understanding the electoral officers fear

(ii) value of integrity in ensuring  
unwavering adherence to the principle  
of democracy & thus ensuring success  
of elections

(iii) value of leadership to fearlessly  
lead by example in the conduct  
of elections, thus motivating villagers  
& subordinates

(iv) value of relationship building <sup>Δ persuasion</sup> to  
raise awareness of importance of elections  
communicate States' measures to ensure  
safety of elections

① value of warage to ensure  
foiling of any sinister naxal plans

(b) Plan of Action

My plan of actions & reasons for  
the same are:

(i) ensuring robust security at polling  
stations, intelligence network &  
effective crisis management SOPs

→ This would give me the belief  
to persuade ~~my~~ the residents &  
electoral officers of states' preparations

(ii) awareness campaigns in villages  
with help of NGOs under SVEEP

→ to increase voter awareness &  
also use the campaigns to demonstrate

States' preparedness against violence

(iii) ensure a participative polling process with inputs & decision-making along with electoral officers

→ would make them stakeholders in the process, thus motivating them to go the extra mile without fear

(iv) impeccable security & inclusive processes on election day by arranging to & fro transport for disabled or commutation in groups

→ group mobility will provide the extra nudge to villagers to participate

⑤ ensure good security measures  
are in place, even post elections  
→ naxals will want to make  
retributive strikes post elections,  
this measure ensures safety of  
all stakeholders in this scenario

Thus through a combination of  
courage, leadership, teambuilding &  
persuasion, I as a DRO will  
fulfil my duty.

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।

This case presents a dilemma between the personal relationships of a civil servant & his public duty.

- (a) Stakeholders: (a) labours of the factory  
(b) Myself as DM  
(c) my factoring evening friend

- ① public of the district
- ② my subordinates - labour officer in particular

Public Cause: the interests of labour as their rights have been abrogated along with the perception of the public regarding impartiality of public service.

Ethical Issues:

- ① personal relationship vs public duty
- ② profits of company vs employee welfare
- ③ impartiality culture vs culture of sycophancy
- ④ public perception regarding bureaucratic business nexus

## (b) Course of Action & Reasons:

(i) ask labour officers to conduct independent investigation without partiality

→ ensures rule of law for all,  
protection of rights of labours &  
set up example for other factories

(ii) make report public

→ 'Justice must not only be done,  
it must seem to be done'

(iii) pursue charges against factory owner & his subordinates/contractors

under relevant Factory Act, Minimum Wages Act, etc. provisions

→ ensuring perpetrators are brought to justice

(iv) based on report, award  
compensation to labour from  
factory's profits

(v) stern warning to labour officer  
along with a showcause notice  
to explain ~~justify~~ failure on his part  
→ ensures other subordinates perform  
their duty impartially independent  
of other considerations

(vi) undertake strict review of  
the other factories to ensure  
proper working conditions  
→ ensures no spreading of this  
ill culture

(vii) communicate to my friend  
through a mutual friend of me  
simply fulfilling my duty towards  
the public

→ attempt to balance personal  
life

Thus, through a mix of official  
steps, transparent procedures,  
I believe I will be fulfilling  
my duty while trying to  
maintain my relationships.

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:

- (a) What according to you are the key issues and challenges involved in the above situation?  
 (b) Identify the key stakeholders and their respective interests.  
 (c) 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:

- (a) आपके अनुसार उपर्युक्त परिस्थिति में सम्मिलित प्रमुख मुद्दे और चुनौतियाँ क्या हैं?  
 (b) प्रमुख हितधारकों और उनके संबंधित हितों की पहचान कीजिए।  
 (c) आदिवासियों के व्यापक हितों को ध्यान में रखते हुए, जिला मजिस्ट्रेट द्वारा की जा सकने वाली कार्यवाही का सुझाव दीजिए।

This case presents the challenges that civil servants face in tribal areas where even well intentioned ideas are misinterpreted.

(a) Key Issues :

- (i) challenge of malnutrition particularly in tribal areas
- (ii) perception among tribals of officials overtly interfering in their practices
- (iii) inertia to change practices of tribals

Challenges :

- (i) lack of awareness of benefits of millet among people
- (ii) lack of government support for millet / nutri-cereals
- (iii) inertia displayed by tribals to change agri & food systems

## ⑤ Stakeholders & Interests

DM:

- (i) ensuring reduction of malnutrition in district
- (ii) ensuring taking up of millet production in otherwise fallow lands to ensure food security & economic benefits
- (iii) attempting behavioural change in tribals

Tribals:

- (i) preventing external interference of bureaucracy in their lives
- (ii) preventing loss of health due to malnutrition
- (iii) economic interests in growing high paying crops

(c) Course of Action:

(i) ensure awareness of among  
tribals of millet's benefits

(ii) start with a piecemeal approach  
by only attempting millet cultivation  
in marginal lands

(iii) ensure consumption & utilisation  
of these millets in MDM schemes,  
etc.

(iv) to holistically tackle malnutrition  
work on improving PHCs in the  
area under Ayushman Bharat

(v) using schools in area as a  
medium to generate demand for  
millets & thus ensure production

(vi) all such steps to be taken  
with all tribals' participation &  
as important stakeholders

(vii) implement government schemes on  
millets to incentivise production

Thus, through this course, tribals  
will benefit in a participative  
manner & their economic &  
health interests will be fulfilled.

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 sou-moto cognizance of such violations and accordingly you initiate a preliminary enquiry into the matter. However, no worker is willing to come forward to lodge a formal complaint because they fear loss of employment. Meanwhile, your action has attracted notice of the higher authorities, and you are advised to drop the matter altogether. You are deeply concerned about the situation as it involves not only violation of the Minimum Wages Act but also denial of basic human rights of the worker.

(a) Identify the issues involved in the given case.

(b) Consider the options given below:

1. Follow the informal advise of the higher authorities.
2. Convince the owner of the hotel to take note of these violations and take appropriate remedial measures.
3. Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from the competent authority.
4. Serve a notice to the hotel owner and initiate action as per your powers under the Minimum Wages Act.

Evaluate the merits and demerits of each of these options and suggest your preferred course of action, giving reasons. (20)

आपको हाल ही में पर्यटन से अच्छी मात्रा में राजस्व प्राप्त करने वाले एक राज्य में जिला श्रम अधिकारी के रूप में पदस्थापित किया गया है। आपको पता चलता है कि क्षेत्र का एक बड़ा होटल न्यूनतम मजदूरी अधिनियम के अनुसार वेतन का भुगतान नहीं कर रहा है। होटल स्वामी राज्य के कई प्रभावशाली अधिकारियों से संपर्क रखने वाला एक शक्तिशाली स्थानीय नेता है। आपके पास ऐसे उल्लंघनों का स्वतः संज्ञान लेने की शक्ति है और तदनुसार आप प्रकरण की प्रारंभिक जाँच आरंभ करते हैं। हालांकि, कोई भी श्रमिक औपचारिक तौर पर शिकायत दर्ज कराने के लिए आगे आने को तैयार नहीं है क्योंकि उन्हें अपने रोजगार से हाथ धोने का डर है। इस बीच, आपकी कार्यवाही ने उच्च अधिकारियों का ध्यान आकर्षित किया और आपको इस प्रकरण को पूर्णतया छोड़ देने का परामर्श दिया गया। आप इस स्थिति को लेकर गंभीर रूप से चिंतित हैं क्योंकि इससे न केवल न्यूनतम मजदूरी अधिनियम का उल्लंघन हो रहा है, बल्कि यह श्रमिकों के मूलभूत मानवाधिकारों का हनन भी है।

(a) दिए गए प्रकरण में सम्मिलित मुद्दों की पहचान कीजिए।

(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

1. उच्च अधिकारियों की अनौपचारिक परामर्श का पालन करेंगे।
2. होटल स्वामी को इन उल्लंघनों पर ध्यान देने के लिए मनाएंगे और उचित उपचारात्मक उपाय करेंगे।
3. श्रमिकों के अधिकारों के उल्लंघन पर प्रकाश डालते हुए इस विषय पर विस्तृत रिपोर्ट प्रस्तुत करेंगे और सक्षम प्राधिकारी से औपचारिक निर्देश मांगेंगे।

4. होटल स्वामी को नोटिस जारी करेंगे और न्यूनतम मजदूरी अधिनियम के अंतर्गत अपनी शक्तियों के अनुसार कार्यवाही करेंगे।  
इनमें से प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन कीजिए तथा कारण प्रस्तुत करते हुए अपनी पसंद की कार्यवाही का सुझाव दीजिए।

### (a) Issues Involved:

- (i) economic & livelihood rights of workers
- (ii) business profits vs employee welfare
- (iii) pressures faced by civil servant in discharge of duty
- (iv) unholy politics-business nexus
- (v) desperation of workers for any livelihood means whatsoever
- (vi) public duty vs career advancement

### Options Available:

1. Follow informal advice

(a) Merits: (i) career not harmed

(ii) higher ups pleased with action

- (b) Demerits: (i) unbearable continue to suffer
- (ii) failure of rule of law
- (iii) failure to do my duty

## 2. Convince Owner:

- (a) Merits: (i) no harm to career  
through owner's powerful contacts
- (ii) middle path between <sup>extreme</sup>
- (iii) ~~but~~ the owner might introduce a semblance of reforms (unlikely)

- (b) Demerit: (i) failure to do duty
- (ii) application of rules as per status  
so not rule of law
- (iii) unlikely that workers get any relief

## 3. Report to higher up

Ⓐ Merits:

- Ⓚ hierarchy principle followed
- Ⓛ directions of higher ups will be well considered

Ⓑ Demerits:

- Ⓚ considering influence of owner, unlikely to have independent actions taken

- Ⓛ duty not followed in spirit

- ⓁⓁ career might suffer mildly

- ⓁⓁⓁ labours still suffer

#### 4. Notice & Action

Merit:

- Ⓚ duty done as per mandate

- Ⓛ compensation for workers on case completion

- ⓁⓁ integrity prevails over fear, thus personal satisfaction

- ④ Demerits: (i) temporary loss of job  
for workers possible
- (ii) tourism <sup>reputation</sup> may also suffer
- (iii) career impacted due to influence

My course of action would be  
option 4, while ensuring I  
use my contacts to ensure  
decent labour for the retrenched  
employees. Although my career  
might suffer, this option gives  
me maximum satisfaction & is  
the ethical thing to do to ensure  
rights of workers to be respected &  
rule of law.

14. You are the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality of education in state-run schools. In view of the increasing dropout rate and the widening gap between students' learning ability in state-run and private schools, answer the following questions:

- Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- Identify the principles and values that would guide your recommendations in this regard.
- Suggest some ways in which quality of education in state-run schools can be improved. (20)

आप राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार लाने हेतु उपाय सुझाने के लिए सरकार द्वारा गठित एक समिति के अध्यक्ष हैं। ड्रॉपआउट (बच्चों द्वारा विद्यालय छोड़ने) की बढ़ती दर और राज्य द्वारा संचालित विद्यालयों तथा निजी विद्यालयों के विद्यार्थियों के मध्य सीखने की क्षमता के बीच बढ़ते अंतर को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- शिक्षा क्षेत्र, विशेष रूप से राज्य द्वारा संचालित विद्यालयों के माध्यम से प्राथमिक और माध्यमिक शिक्षा प्रदान करने में सरकार की भूमिका का परीक्षण कीजिए।
- इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।
- कुछ ऐसे उपाय सुझाइए जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

In light of the scathing ASER report  
the quality of public education  
at state-run schools & the high  
drop-out rate (17%) at secondary level  
this case presents a realistic  
scenario.

## ② Role of Government:

- ① providing quality & affordable education in State-run schools
- ② implement RTE to ensure right to learning
- ③ address female specific issues ex: toilets, safety to ensure higher female literacy
- ④ regular teacher training
- ⑤ quality infrastructure in school through ICT

## ③ Principles guiding recommendations:

- ① principle of child's right to a decent education

(ii) principle of equity ensuring  
quality education for all stratas

(iii) principle of social justice in  
fulfilling social rights

(iv) principle of accessibility to quality  
education irrespective of  
gender, wealth, ~~etc.~~ disability, etc

(c) Ways to improve education  
quality:

(i) raising awareness of importance  
of education

(ii) teacher training & reskilling

(iii) adequate infrastructure  
to be provided in schools.

(iv) leveraging ICT to ensure accessibility to quality education  
ex → smart classrooms, etc.

(v) vocationalisation of education  
for skill-development

(vi) equity by making education  
accessible (vii) PPP in schooling

(viii) utilising Development Impact Bonds

Thus, through recommendations  
on these lines, I would do  
my best to ensure right  
to learning for all.

*[Faint handwritten notes in Hindi, mostly illegible due to fading and bleed-through.]*