



VISION IAS

www.visionias.in

VISION IAS

26 AUG 2019

NO.
03

GENERAL STUDIES (TEST CODE: 1245)

Name of Candidate	Karishma Nair		
Medium Eng./Hindi	English	Registration Number	514134
Center	ORN	Date	22/08/19

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

Answer the following questions in not more than 150 words each:

1. (a) Highlighting the attributes of leadership, analyse why it is important for a civil servant. (10)

नेतृत्व (लीडरशिप) के गुणों पर प्रकाश डालते हुए, विश्लेषण कीजिए कि यह एक सिविल सेवक के लिए महत्वपूर्ण क्यों है।

Nolan Committee highlights leadership as a foundational civil service value. It entails acting in an exemplary manner to motivate, persuade others towards a goal.

Attributes of leadership

- Integrity & commitment to work.
- area specific knowledge.
- High emotional intelligence.
- High motivation & persuasion skills.
- Dynamism to assess situations and act accordingly.
- Transformation & holistic upliftment of followers
- Makes more leaders, than followers.

Importance in civil servants

- Need to motivate and persuade subordinates for effective work culture

- Needs to take responsibility for actions in era of accountability.
- In development administration needs to act as change manager for people.
- Effects bureaucratic & political culture.
- Leadership needed during crisis management to reduce chaos, maintain coordination.
- Civil servants act as hands of Govt., thus must exude leadership to the citizens.

Vitality of leadership remains in civil services where it acts as the epitome of responsibility & knowledge in the society guided to development.

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 entails unbiased decision-making based on rationality, facts, which is not compromised by value considerations.

Objectivity is vital in civil services

because:

- ① Maintains equity, equality, fairness, ^{ness} justice of decisions
- ② Reduces uncertainty & arbitrariness.
- ③ Helps in maintaining neutrality & integrity.

Relation with Empathy

• Empathy is the quality of understanding what others are going through from their own perspective, and trying to ameliorate the problems.

• Prima facie empathy & objectivity are antithetical because empathy demands getting into value consideration, while objectivity urges us to shun

the same.

eg. If a needy person who is not an eligible beneficiary in a scheme enters, objectivity would demand clear refusal, whereas empathy would demand looking for alternatives & mechanisms to help the needy.

However, while being empathetic one can follow the unbiasness aspect of objectivity, where all the needy are treated on the merit of their need and not on arena factors like Caste, religion, etc.

Thus, one can be both objective & empathetic provided one realises the fine balance between the two.

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 is expanding fast into domains of social life, science and even governance.

In this light, there is a need for ethics in cyber space because:

- ① Rise in cyber crimes - child porn, etc.
- ② Instances of cyber bullying.
- ③ Code of conduct should transcend to cyber space.

eg. recently Election Commission tied up with Google to check for violation of MCC in cyber space.

Role of Ethics in Cyber Space

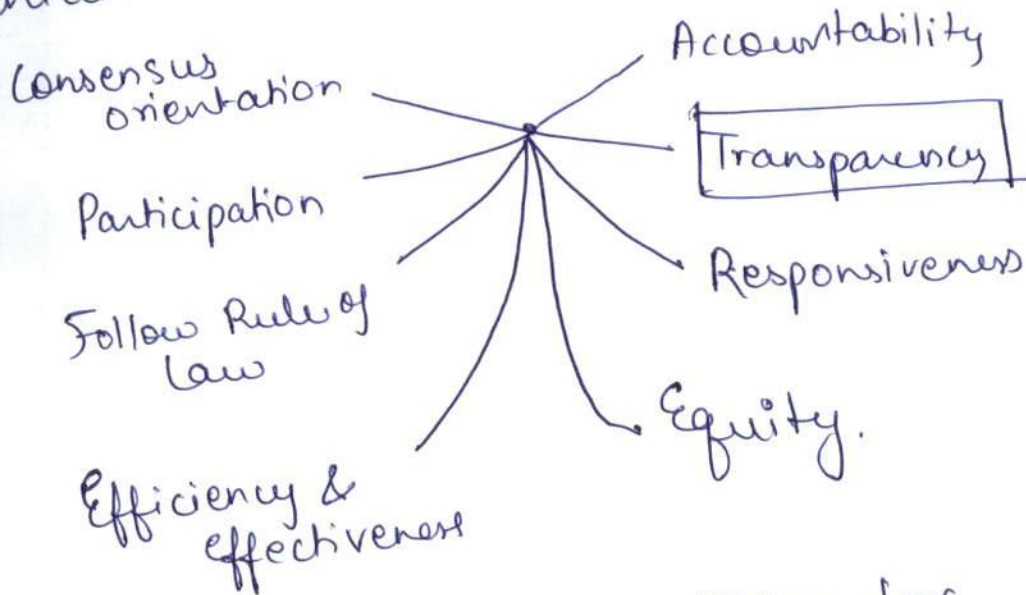
- Create a broad consensus and awareness about acceptable & unacceptable behaviour in cyber space.
- Protects the most vulnerable eg. women, children, digitally illiterate.

- Creates self-regulation amongst users of cyber space as otherwise regulation becomes tough due to anonymity.
 - Enhances vigilance amongst citizens.
 - Reduces crimes in cyber space.
 - Ensures inclusiveness, equity and tolerance in cyber space.
 - Maintains accountability & resp transparency in cyber space where there isn't any.
- ⇒ It is upon the big giant players, governments and users of cyber space to build the narrative for ethics in cyber space to fulfill its role.

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

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

According to 2nd ARC, good governance entails.



Transparency is a pre-condition for all other dimensions because:

- ① Consensus orientation
Decisions of govt. should be openly available for consensus to be built around it.
- ② Accountability
Answerability & its enforcement will only enter discourse when expectations, etc. are transparently communicated.
- ③ Responsiveness & Participation
A transparent governance will have

nothing to hide & the availability of information will make people more participative, demanding better responsiveness & governance.

④ Rule of law & Equity

The procedure followed in decision making will be seen to follow Rule of law & equity only when reasons for the same are known through transparency.

⑤ Efficiency & Effectiveness

Transparency reduces corruption & enhances accountability that has a bearing on productivity & achievement orientation of governance.

Thus, for achieving every node of good-governance a common thread of transparency is needed which is now guaranteed by RTI Act, 2005.

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 Nelson Mandela highlights the principle of equity & justice that nations must follow.

Why treatment of highest citizens is a bad judge?

- Highest citizens are mostly privileged & protected. eg. President, etc.
- High representation of such people within governments, thus cannot afford to mistreat them.
- Highest citizens like industrialist etc. bring in requisite revenue for Nations, thus nations are bound to treat them better.

Why treatment of lowest citizens is a better judge

- The gains ~~at~~ nation receives from them are minimal, thus treatment will not be based on reciprocity.
- These people are more in need ~~for~~ active & positive state action.
- They have poor representation & bargaining power in the state.
- Thus, nations will treat them purely based on ethics and response to their needs.

Gandhiji's Talisman thus very rightly urges us to think of the lowest citizen while taking any action, as it will be a truly ethical action if it benefits them.

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 is broadly misunderstood for degrees, knowledge and information. Education is a much deeper understanding. Tagore's quote mentions about the value of tolerance and harmony that a good education circulates in us.

How does education make our life in harmony with all existence?

1. Making us aware about counter opinions, cultures, ideologies.
2. Showcasing the harms caused to humanity by intolerance eg. Holocaust, WWI & II, etc.
3. Making us cognisant of the environment, flora, fauna & how we impact them.

4. Education improves the search for truth & one does not get swayed by myths, rumours, etc.
5. Our own ideas get exposed to criticism which then helps us adapt better.
eg. academic paper reviews.
6. Education reduces the time & absence of opportunity that leads to rise in miscreant activities.
eg. Malala's call to fight against ^{power.} terrorism through books & pens

⇒ Thus, education has a much stronger emancipatory value than mere information collection which should make us focus more on not letting any child behind from education.

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।

Success is determined by many aspects, ability being the most evident one.
eg. to be a successful dancer, one has to have ability to dance.

However, an equally or more important aspect to success is attitude:

- ① A positive attitude helps one grab opportunities much easily.
eg. attitude for success in passion, encourages people to quit day jobs & pursue passion.
- ② Helps us overcome failure.
eg. Clearing civil services exam requires ability, but it also requires right attitude when one fails in first attempt, to then succeed later.
- ③ Attitude looks for opportunities in distress.
eg. Usage of travel time & traffic in

a positive way, to learn a new language.

④ Attitude affects cognition & behavior too, thus what we believe we become.

eg. Usage of the power of visualization to fulfill my goals.

Thus, ability can be easily built up provided one has the right attitude to achieve success through right thoughts & actions

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-जागरुकता 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।

Self-awareness entails properly identifying one's emotions, thoughts, behaviours and assessing its causes & consequences.

Understanding own motivation & behaviour becomes crucial to develop and understanding of others because:

① One needs to understand own emotional condition to assess if unbiased assessment of others takes place.

eg. Anger will make one wrongly understand others.

② Humans look for own behaviour & reasoning while explaining others' behaviour, thus one needs to understand own ~~but~~ causes of reaction to gauge others.

eg. If I myself see merit in using violence for self-defence I will be more accepting & empathic of such use by others.

③ Others will open up to people who they trust & that is possible only when they consider the person to have the right motivation & self-awareness.

eg. Psychiatrist have to control own emotions, so that clients feel comfortable opening up.

④ Empathy comes when one's principles are aware to oneself.

eg. Civil servant will be empathic to needy when he is aware of public service acting as his motivator.

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 prior pacts undertaken before contracts are signed to ensure that no corrupt practices will be used by either party of the contract.

eg: ONGC became the first Indian company to sign Integrity Pact.

2nd ARC mentions Integrity Pacts (in 4th report) as a means to curb corruption

Role in transparency in allotment of public contract & ensuring proper utilization of fund

1. Corruption is now a prior contract for renegeing on contract.
2. Double enforcement of transparency from both the parties involved.
3. Self-regulation & monitoring conducted.

4. Creates a moral & legal obligation on contracting parties.
5. Acts as a ~~light~~ moral lighthouse for all officials involved in the deal.
6. Pact will include provisions of financial propriety & undertakings for efficient utilisation of funds.

⇒ Thus, Integrity pacts can act as a novel mechanism that should be a part of every govt. ~~of~~ contract to uphold propriety & transparency

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

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

The rise in technology leads to wide exposure to students which is slowly eroding the morals & ethos of students.

In this light, moral & spiritual values inculcation in edu. institutions will have a major role.

Moral values

1. It will help students assess right & wrong usage of technology.
2. Mere emulation of western values will be prevented, as Indian values promoted.
3. Students will learn the art of moral reasoning thus have a strong moral compass.
4. Such values can be shared easily amongst peers once they have learnt it, thus impact will be widespread beyond institutions in the society.

Spiritual values

1. Reduce stress levels amongst students.
2. Inculcate positive thinking, self-awareness.
3. Makes students overcome being slaves to technology by connecting with inner-self.
4. Realisation about the virtuality & transiency of technological life-

⇒ The Draft Education Policy, 2019 should take cognisance of such values if inculcated in education can lead to a more peaceful & harmonious society in the era of disruptive technology.

6. Explain the main elements of integral humanism as propounded by Deen Dayal Upadhyay and highlight its contemporary relevance. **(10)**

दीनदयाल उपाध्याय द्वारा प्रतिपादित एकात्म मानववाद के मुख्य तत्वों की व्याख्या कीजिए और इसकी समकालीन प्रासंगिकता पर प्रकाश डालिए।

7. It is imperative for a country like India, that code of ethics should be implemented for civil servants on social media platforms as well. Discuss.

(10)

भारत जैसे राष्ट्र में, सोशल मीडिया प्लेटफॉर्म पर भी सिविल सेवकों हेतु आचार संहिता लागू किया जाना अत्यावश्यक है। चर्चा कीजिए।

Social media platforms now influence voters, citizens, societies in ^{powerful} ways that were earlier unimaginable.

Civil servants follow a code of ethics when interacting with citizens, undertaking duty, interacting with media. It is now time for code of ethics to expand to social media for civil servants because:

- ① Civil servants have followers on social media who are influenced by posts of civil servants.
- ② Posts of civil servants are used to prove dereliction of duty.
eg. Recent videos of police officers on Tik Tok.
- ③ Use of social media by civil servants to address grievances erodes public trust in governments & offices.

(4) Social media activity forms a part of Ethics in Private life,
(5) Civil servants should uphold values of transparency, accountability & leadership on social media as well.

(6) Citizens are increasingly using social media for grievance redressal which civil servants must be ready to tackle.
g. tweets to min. of External Affairs

However, such a code must strike the right balance & also be cognisant of a civil servant's personal life & views.

Thus, any code of ethics for social media should take wide stakeholder consultation before implementation

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।

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)**

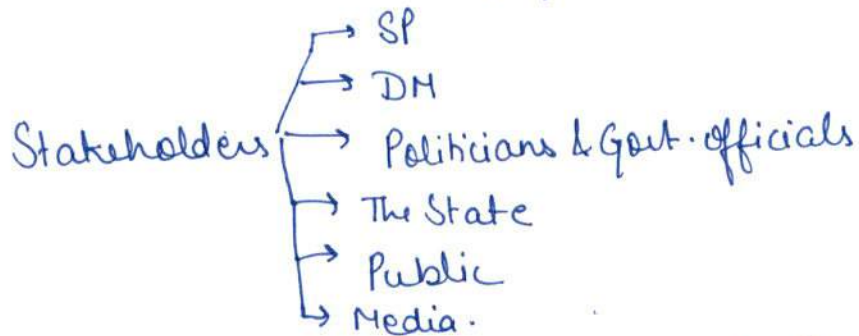
आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध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

Ans. According to Article 47 of the Constitution, the State is committed to work for health of citizens and illicit liquor is a social menace that as a SP I'm obligated to curb in a region where prohibition laws are in place.



⊗ A detailed analysis of my options to deal with the case includes:

① Reporting findings to DM, seek instructions for further actions

- As the DM is the overall incharge of the district it seems like the logical step.
- The duty was assigned to me by the DM, thus information should be given.
- Ethical concern that whether DM could himself be involved in the nexus or may try to protect colleagues & politicians.
- However, as SP, it is my duty to report to the DM, after taking due considerations

of any involvement in the nexus.

- Curbing law & order problems is primarily my duty, with only overall supervision of DM, thus I need not wait for further actions to be taken.

② Charge all accused under legal provisions let law take course

- As the SP, it is my duty to file charges against accused & let law take own course.
- However, it may lead to poor SP-DM relations & cooperation, as DM was not kept in the loop.
- The option upholds the principle of Rule of Law.
- To curb the nexus, as an SP, I might need more support from the DM.

③ Discretely put detailed investigation report in public domain

- It is not a part of ~~my~~ my duty to take part in public exposures.

- It does not follow principle of procedure established by law & due process, as accused' crimes are not yet proved.
- Attrition of public's trust in politicians & govt. officials.
- Poor DM-SP relations.
- ~~Whistleblower~~ Such exposure will be unethical from Deontological perspective.
- Will lead to media trial, harassment of witnesses, suppression of investigation etc

Final Course of Action

- * The preliminary investigation can be further corroborated by coordinating with other state police (inter-state smuggling) & gathering more evidence.
- * DM should be informed about the evidences garnered.
- * Charges must be filed against the accused, & free & fair trial must take course of action.

- * Complaints against officials sent to required departments for disciplinary action.
 - * Better coordination with District Excise Dept., DM to prevent creation & spread of illicit liquor
 - * Create public awareness about the harms of illicit liquor.
 - * Periodic inspection & pro-active vigilance to be followed.
- ⇒ The case thus involves a balance between duty & inter-agency coordination without falling into the trap of media attention & heroism.

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।

Ans.

Exercising their democratic rights to participate in elections by citizens should not be marred by threats to their lives.
As a ~~Ret~~ Public Servant, I am committed to the principle of Democracy enshrined in the Constitution, & as an RO it is

duty to ensure that the principle through free & fair elections is upheld.

Ethical dilemma

- Right to vote v/s threats by Naxals.
- Prevention of further alienation of such areas.
- Safeguarding elections from violence.
- Motivating electoral officers to do duty fearlessly.

(a) The case demands a commitment to the following civil service values:

① Fortitude & Courage of Conviction

- The situation is such that anyone would be afraid and compromise on voting of a few people.
- These values will provide me the strength to continue fulfilling my duty no matter what the consequences as long as I act righteously.

② Compassion

- Towards the plight of the Naxal affected area residents who want

to exercise their right, but are also cognisant of the naxal hold.

③ Leadership

The course that I take will effect the conduct of the electoral officers, thus my actions need to be exemplary
(Nolan Committee)

④ Initiative taking ability

To think out of the box and chart out a viable solution for the situation.

(b) ③ Upholding constitutional values of equality (of voting opportunities), social equity and justice

(b) Plan of Action

- I shall first ask for extra CRPF troops and other trained professionals to be prepared for any law & order problems.
- Electoral officers must be guided about the safety measures in place & they

must be persuaded & motivated to fulfill their official duty on democratic principles.

- Pro-active citizen outreach programme must be undertaken wherein they are assured of their safety, through drills, etc.
- Involving local youth in the outreach programme to gain credibility.
- Involving PRIs in the awareness drive such that people feel that their protection is a matter of grave concern.
- True ~~talks~~ ^{messages} to be sent to Naxalites warning about dire consequences if elections are targetted.
- Ensure that polling booth is accessible, safe and open for the entire stipulated time.
- A proactive effort by me, will motivate my co-workers, and a concerted effort by the Govt. will help instill confidence of people.

• Arrange for transport facilities with security personnel for people in groups.

⇒ The success of elections in such areas will be a direct threat to the Naxal ideology, thus, the responsibility transcends just conducting one elections, it will boost overall morale of such neglected districts

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।

The above case is one of professional duty and ethics being pitted against personal relations and interest.

Such cases are to be tackled using Nolan Committee's principles of Integrity, Honesty, Objectivity, etc.

(a) Stake holders

- ① District Magistrate
- ② factory owner / friend.
- ③ Labour officer.
- ④ Labourers
- ⑤ Other factory owners
- ⑥ General public.

Public Cause

- Upholding healthy & safe labour conditions is a vital constitutional & legal principle.
- Reduction in unrest & entropy in factories, social harmony.
- Honest & unbiased public servants needed by the people.

Ethical issues involved

- ① Personal relation with friend, sabotaged by official actions needed.
- ② Personal relations may affect my official decisions.
- ③ Labour officer already assumed my biasness thus question on my integrity.

- (4) Dereliction of duty by labour officer owing to frivolous reasons. (a/c to law)
- (5) Need to improve working conditions for labourers, reduce labour unrest.

However, on closer examination, following official duty may not hamper personal relations as it will enhance labour productivity in friend's industry & curb losses due to labour unrest.

(b) Course of Action

* I will ensure that the law is upheld and proper working conditions established because:

- (1) Work on objectivity & honesty, maintaining integrity.
- (2) Poor working conditions will lead to future greater harm eg. accidents.
- (3) Enhance labour productivity & reduce labour unrest.
- (4) Acts as example for other factories to follow suit.

- * I will further take action against the labour officers for not fulfilling duty on whatever grounds, such that the labour office also becomes pro-active.
- * I would order random unannounced inspections in other factories to ensure that working conditions are up to the mark, such that labour norms are not flouted due to bureaucratic laxity.
- * I would order punishment if any for anyone who flouts the law. ^{/fine}
- * As my close friend, he would know my values & principles of integrity and would not be surprised by my actions.
- * I will ensure that labour norms are widely publicised so that there is better awareness for the same.

→ Thus, the case though prima facie

- I would motivate & persuade factory owners to be more cognisant of labour conditions & have periodic meetings to prevent unrest.

→ Thus, the case provides an opportunity to set an example to handle an apparent conflict of interest in a responsible manner.

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।

As a civil service aspirant & resident I am aware of the issues of malnutrition, agricultural pricing & the importance to uphold traditional practices.

The challenges & issues in the case

are multifold :

- ① Issue of feeling of interference in tribal culture, food habits and agri-practices by the DM.
- ② Challenge of DM to tackle malnutrition.
- ③ Presence of information asymmetry where tribals are not aware of how their food habits lead to malnutrition, and of the benefits of millets.
- ④ Need to create competitive agricultural practices as an incentive to grow millets.
- ⑤ ~~##~~ Effective utilisation of fallow land will also help the remote district.
- ⑥ Communication & coordination gap between DM & tribals.
- ⑦ Benefits of traditional agri-practices not studied or analysed.
- ⑧ Need to build consensus for the decision in the spirit of good governance.

(b) Key stakeholders & interests① Tribal population

- To safeguard traditional food & agricultural practices.
- To attain remunerative prices for agri produce.
- To reduce malnutrition & have a healthy populace.

② DM

- To reduce malnutrition incidence.
- To reconcile decision with tribal interests.
- To promote millets as an innovative solution to the problems & encourage production.
- To incentivise millet production, and effective use of fallow land.

③ Me as tribal civil service aspirant

- To act as a bridge between my people & the DM.
- To assist DM in tribal outreach as I am cognisant of the problem.

④ The State

- Reduce malnutrition.
- Promote millet production due to its many advantages.

Course of Action

I would advice DM to:

- ① Create awareness drive amongst tribals showing correlation between food habits & malnutrition.
- ② Spread awareness about the ^{health} benefits of millets consumption.
- ③ Send proposal to Govt. to authorise procurement of millets at MSP, such that remunerative prices are received.
- ④ Involve agricultural universities to study traditional agri-practices and how millets production could be incorporated with the same.
eg. scheme like Mera Gaav Mera Gaurav.
- ⑤ Involve aware tribal youth in the course of action to reduce resistance.
- ⑥ Incentivise PPP models for ~~providing~~ ^{creating} market for millets through contract farming according to Model Act, safeguarding tribals at the same time.

→ Thus, the role of the DM will be challenging, but change management ~~to~~ can be brought about by right nudges & involving more stakeholders

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।

The above case involves flouting of Minimum Wages Act, 1948 and using of power to subdue the course of law.

As the labour officer it will take immense fortitude & courage of conviction to act in this case.

(a) Issues involved

- Flouting of law - Min. Wages Act, 1948 by big hotel.
- Usage of power & contacts with officials to perpetuate the offence.
- Violation of basic human rights of workers with a threat of loss of livelihood if legal recourse is to be taken.
- Professional pressure by higher officials to suppress duty & fall in line according to demands of hotel owner.

- Action to be taken against the offenders as well as the complicit officers should be brought to justice.

(b) Analysis of options :

(1) follow informal advise of higher authorities

- Merits :
- Reduce stress with higher officials & local leader.
 - As it is, there is no complainant, thus no need to provide justice.

- Demerits :
- Against duty as labour officer.
 - Duty is also to act suo-moto even without complainants.
 - Against conscience & spirit of public service & upholding fundamental rights.

(2) Convince owner to take note & take appropriate remedial actions

- Merits :
- Livelihood of workers safeguarded.
 - No conflict with owner or higher officials.

- Demerits :
- Violation of law has requisite punishment mentioned.
 - Owner may not be convinced.
 - Loss of conscience & reputation as officer upholding law.

③ Submit detailed report, seek formal directions from competent authority

Merits :

- follows chain of command & respects competence.
- Will remove me from position of direct conflict with higher officials & owner.

Demerits :

- Diversion of own duty according to Min. Wages Act.
- Civil Services Rules demands me to do duty ~~at~~ according to best of my own ability.
- The act would be viewed as submissive by owner & officials, thus moral standing compromised.

④ Service notice & initiate action as per powers under Act

Demerits :

- May lead to conflict with higher ups & hotel owner.
- Disciplinary action - transfers, etc against me.
- May lead to job losses.

- Merits :
- upholding duty according to the Act.
 - upholding right of workers
 - Showcases uncompromising integrity, enhances work culture.

Course of Action

- I would definitely serve a notice to hotel owner & take requisite action.
 - further, as labour officer I would conduct sessions, programmes, skill development, etc. for workers so that they can ^{get} gainful, unexploitative employment.
 - I would also file a complaint against
- ~~This, the case provides~~ complicit officials through proper grievance redressal routes.
- Conduct more such labour related audits in other organisations.

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।

Ans. Providing quality education is the sine qua non for empowerment & development of the people.

(a) Role of Govt. in education sector : 1^o & 2^o schools.

Need

- Education is expensive & unaffordable for many in private schools
- To reduce regional disparities in availability of schools.

- To provide education to socially & economically backward.
- To set a minimum standard of education.
- Also fulfills secondary objectives of nutrition through mid-day meal scheme.

Positives

- Implementation of RTE
- Availability of schools increased.
- High quality schools like KV & JV are also present.
- Easy to implement education related policy

Negatives

- Poor quality of infrastructure.
- Poor learning outcomes
- Poor remuneration thus poor quality of teachers.
- Poor competitive atmosphere in schools.

(b) Principles & values guiding my recommendations :

- ① No child is left behind - to enhance inclusiveness of schools.
- ② Ensuring better learning outcomes & competitiveness in public schools to maintain equity & fairness in

competitive exams.

- ③ Motivation of teachers to be enhanced through values of commitment, empathy, leadership, towards children.
- ④ Ensuring reservation policy to uphold social equity and justice
- ⑤ Promoting moral education to uphold peace, tolerance & fraternity.
- ⑥ Enhancing scientific wherewithal ^(temperance) of public schools according to article 51-A of the constitution.
- ⑦ Ensure safety & security of the students.
- ⑧ Tackle gender discrimination in schooling.

(c) Ways in which quality of public schools can be improved:

- ① focus on quality rather than quantity.
- ② Investment on teacher training & maintaining healthy teacher-student ratio.
- ③ Syllabus should be periodically reviewed & upgraded.
- ④ Enhance accountability of teachers.
- ⑤ Invest in infrastructure — structures, toilets, transports, etc.
- ⑥ Engage with civil society institutions & HEIs to tie-up & enhance education in such schools.
eg. Teach for India.
- ⑦ Honest inspections in schools that are random & professional.
- ⑧ Social audit by parents in schools.

Thus, the quality in public schools can & should be enhanced to ensure

parity in education levels & bridge
gaps flagged in ASER reports.