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GENERAL STUDIES (TEST CODE : 1073)

Name of Candidate	Vidyaanshu Shekhar Jha.		
Medium Hindi/Eng.	Eng.	Registration Number	84658
Center	ORN	Date	9/9/18

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
2. There are **FOURTEEN** questions printed in **ENGLISH**.
3. All questions are compulsory.
4. The number of marks carried by a question/part is indicated against it.
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.
6. Word limit in questions, if specified, should be adhered to.
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.

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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.

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All the Best

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

1. (a) Discuss the ethical issues involved in the recent refugee crisis and immigration as a global phenomenon from a broad perspective of globalisation and rights of citizens and aliens. (10)

Refugees are those people who have entered a foreign territory, to avoid prosecution at home.

Immigration is when people leave for foreign territory in search of better future prospects.

Ethical issues involved

Globalisation:

* Globalisation has greatly increased movement of goods, services and people.

↳ However, such movements are based on clearly defined agreements

↳ while on the other hand refugee crisis

* It involves ethical issue of responsibility of other nations towards those in crisis.

Rights of citizens and alien:

* Refugees become an excess burden on limited resources of a nation.

* Refugees often are involved in crime activities

eg → RAW and IB have repeatedly said Rohingya as threat to internal security.

* Immigrants

↳ take away job opportunities from people of that nation.

eg → Indian-Americans are richest community in US.

* Immigrants, while exercising their values and tradition, often affect local values and tradition.

* However,

↳ Refugees also enjoy universal human right, and are obliged to be protected.

↳ Immigrants come at their own merit, taking risks, leaving back everything they had. They also come to a nation within its legal immigration policy.

1. (b) Corruption distorts not only functioning of the Government in India but business and corporate activities as well. Explain and discuss how the state can effectively deal with deficit of ethics in the private sector. (10)

Corruption is defined as an act of dishonesty particularly by those in power.

Today the problem of corruption exists not only in functioning of government, but also in business and corporates.
eg - Satyam Computers scam of 2006.

Distorting the functioning
Business & corporates
* It involves decision making with ulterior motives

↳ Hence normal course of

- quick
- rational

decision making is affected.

* ~~the~~ A corrupt individual tries to safeguard his act from anyone's eye

↳ The act of safeguarding reduces proper communication between workers.

* A small act of crime, if brought into light, tarnishes the entire image of that specific private firm

Government

- * Any act of government is usually for public.
- * corruption either collusive or coercive
 - slows down decision making.
 - reduces transparency in working.

Deficit of Ethics in Private Sector:

- * Delicensing and deregulation has allowed private sector to work with freehand
- * However, it has also created issue of lack of ethics.
- * state to deal with deficit
 - ↳ help corporate in training their staff on need and values of ethics.
 - ↳ make corporates answerable to public for their public activity.
eg - in PPP projects.
 - ↳ Take steps for promoting in corporate governance
 - values
 - transparency
 - whistleblowers
 - guidelines
 - protection.

2. Given below are two quotations of moral thinkers/ philosophers. For each of these, bring out what it means to you in the present context.

(a) "Silence becomes cowardice when occasion demands speaking out the whole truth and acting accordingly" - Mahatma Gandhi. (10)

Gandhiji practised and preached truth
and non-violence

However, at times we confuse non-violence
with inaction.

Silence

silence is when we refuse to participate
or even acknowledge happening of an
event.

demand of occasion

sometimes the event in front of us
demand's action and be honest.

eg - an event where weak and poor
is being assaulted by powerful.

silence becomes cowardice.

hence, an activity, which demands
immediate and active response, is
sometimes met with silence or in-
activity from our side.

This silence is actually our lack

Of courage to stand up for a
right cause.

So Gandhiji compared this silence
to cowardice.

eg- Sexual assault against women,
at home, at workplace is widely
known.

But while accepting it, we become
silent. This can be correctly
compared to cowardice against
an occasion which demands
truth and action.

Events like #MeToo, our initiative
to name, shame and act against
preparators of sexual assault is
what "speaking whole truth and
acting accordingly" stands for.

2. (b) "We must not only tolerate others, but positively embrace them" - Swami Vivekananda. (10)

Tolerance means maintaining relations, despite of differences existing.

Sources of differences

- * These differences can happen due to
- different ideology.
 - religious, caste identity.
 - social values, norms, etc.
 - customs, cultures; etc.

Why to positively embrace

The society around us is made up of people coming with all these differences.

So many differences make it difficult to find almost everything common.

Moreover, the whole idea of India lies in its diversity. This diversity is what defines India, makes it beautiful.

eg - A traditional Bengali festival - Durga Puja, is celebrated with equal zeal in even non-Bengali

areas of many eastern states.
Such events multiply the beauty of
India.

Hence Swami Vivekanand asked not
only to tolerate others, but also
embrace them positively.

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3. (a) Emotional Intelligence is part nature and part nurture. Explaining the statement, discuss how emotional intelligence of civil servants can be enhanced. (10)

Emotion is our attachment to some-thing, which hinders our ability to make rational decisions.

Emotional Intelligence is the ability to identify and segregate emotions, enabling a person to be rational in decision making.

Part nature

* Some emotional intelligence comes to us from within.

eg - An infant child will still feel affectionate towards mother, while will consider a stranger as hostile.

Part nurture

* Some grooming is also required to enhance EI.

* Training to act with rationality ensures better decision making.

eg - A medical student might feel

distressed at condition of a patient. But as a doctor, they are expected to set emotions aside and take good decisions.

Enhancing Emotional Intelligence of Civil Servants

* An emotionally intelligent civil servant will be able to take more logical decisions in emotionally distressing situations.

* How to enhance

↳ defining what emotional intelligence is

↳ more training about such situation which may they encounter

↳ providing real life examples of dealing with such situations.

↳ identifying their vulnerable emotional areas on an individual basis and strengthening them.

3. (b) What do you understand by Probity in Governance? Examine whether the recent amendments to Prevention of Corruption Act and the proposed ones in Whistleblower Protection Act undermine it. (10)

Probity means having qualities of highest order.

Probity in governance means having qualities like honesty, integrity, strong moral values, etc.



Proposed amendments

- * In Prevention to Corruption Act (1983)
 - ↳ Sec (13)(d) of PCA is amended.
 - ↳ Courts can't take action without approval of department.
 - ↳ Need to establish intention to prove charges.

↳ Similar immunity to retired bureaucrats also

* In whistleblower protection act

↳ The amendment puts many information in restrictive category.

↳ Issues like national security, de-harmonising foreign relations can't be leaked.

↳ Further, institutions like military aren't in its ambit.

effect on probity.

* Dishonest government servants would be protected.

* An act to bring out something wrong inside the organization, could be punished with severe consequences.

* However, protection from "prosecution without establishing intention" will allow them to serve with more free hand and taking better decisions.

4. (a) Ensuring that civil service values are recognised during the recruitment process and ensured through a code of ethics after appointment is a necessary condition of making the civil services an effective instrument of citizen centric governance. Comment (10)

Values are one's judgement of what is important in life, and must not be compromised.

Values in civil services are made of elements like:-

- Compassion for weak
- Honesty.
- Objectivity.
- Integrity, etc.
- Situational values → where rules are silent

Ensuring civil services values during recruitment

* It is to ensure that aspirants understand nature of job is to serve people.

* could be checked through.

↳ bringing and judging ideas and concepts of ethicality, morality, values of bureaucrats, during the course of preparation

↳ at interview stage.

- * A strong commitment to value would mean affinity towards what is right, compassion and empathy for weak, being upright.
- * If such values are present at recruitment, it means person after appointment
- * Code of ethics is set of guidelines that an employee of an organization is expected to follow.
- * A civil servant is imparted these values during theoretical and practical training.
- * These could be ensured through.
 - code of conduct
 - And also through.
 - citizen's charter, - social audit
 - Proper vigilance, etc.
- * An unwavering commitment to civil service values ensures that bureaucrats remain devoted to providing better governance and isn't influenced by deviations.

4. (b) What do you understand by cognitive dissonance? Giving examples, discuss how it influences one's behavior and attitude. (10)

Cognitive dissonance means a person having multiple ideas and understanding ~~of~~ on a single issue at one time.

This usually happens when a person has a belief in something, and that belief is shaken due to some event.

This leads a person having multiple ideas at same time, on same issue.

eg → Founder of Arya Samaj, Swami Dayanand had immense faith on God as a child. But one night he saw a mouse eating offering ~~of~~ made to God. He felt that how could God defend him, when he can't defend himself. His faith in idol worship was initially shaken, and later over.

Influence on behavior:

- * It hence changes a person's behavior away from normal.
- * While initial behavior is based on one set of belief about something, a new idea changes that belief,

hence affecting behaviour.

change in attitude

- * change in belief causes change in approach of looking at a thing.
- * This changed approach changes their attitude.

eg → from a firm believer in God, Swami Dayanand started full campaign against idol worship.

5. (a) What do you understand by Amartya Sen's 'capability approach'? Analyse its significance in understanding social realities and in making a poor development strategy. (10)

Capability approach of Amartya Sen is a new ~~poor~~ approach in "welfare economics".

It shifts the focus from what state is delivering to citizen, to what capabilities a citizen enjoys, after being empowered by state efforts.

This approach was basic idea behind development of Human Development Index (HDI).

Significance in understanding
Social realities

* eg- A woman, as a member of an affluent family can be considered as rich, developed, empowered, etc.

However, she might have been denied education, under pretext of social stigma.

So under capabilities approach she's still under disadvantaged sections.

* Hence it shifts development and welfare approach, such that from only economical dimensions, now overall capability enhancement is also measured.

Pro-poor development strategies

⇒ Government may deliver resources and facilities to a poor.

↳ But if the capability is not developed, those resources won't be sustainable.

eg - A PDS can distribute food grains at low cost, reservation system can attempt to try giving level playing to historically disadvantaged.

But, if poverty doesn't reduce, they approaches can't do justice for all, be sustainable.

* Hence government brought many skill development, MSME development, democratic decentralization steps to develop capability.

5. (b) While in principle most nations claim commitment to universal values, in practice these values are honoured more in breach than in the observance. In context of this statement, comment on the relevance of values in foreign policy. (10)

Values represents faith, belief and importance given to any practice or belief.

eg- Indian social value of touching elder's feet.

Universal values among nations mean commitment to values such as:-

- cooperation
- peace
- equal and fair treatment to all nations
- mutual respect, etc.
- respect to nature

Honoured in breach.

* However, often nations are involved in breach of such values, despite claiming to be "a responsible country".

* eg- A large and powerful country, interfering in internal issues of other nations
eg- alleged Russian hacking in US elections.

- Provocative firing by Pakistan at LoC despite agreeing to ceasefire.

Relevance of values in foreign policy.

- * Values in foreign policy are broad contours of a nation, which it is expected to follow.
- * Values signify its commitment to those principles or contours.
eg- Indian policy of "no first use" of nuclear weapons.

* Relevance of values

- ↳ The more we honour our value, more respect we get internationally.
eg- India got NSG waiver, despite being a non-signatory, because of its history of non-aggression.
- ↳ Similarly, departure from value lowers respect.
- ↳ Values often provide a soft power status to a country.
- ↳ It makes foreign relations more ~~trust~~ strong, as the other side believes in our values.

6. While some ethical approaches consider an action to be ethical based on results, other focus on means. Taking the example of Indian bureaucracy compare and examine how these approaches have played out for the benefit of citizens.

(10)

Essence of ethics says that the ethicality of an action can't be considered before the act has been committed.

However, once committed, the ethicality can be judged either based on results, or based on means.

* Utilitarian approach considers an act as ethical once results are satisfactory.

eg- If you have to kill one person to save ten others, then killing that one person serves best utility.

* While Kant's categorical imperative judges ethicality of an action based on how it was done.

eg- Driving, by breaking traffic, to take a person to hospital, is still unethical, as rash driving is categorically imperative.

Comparing on Indian BureaucracyBased on means

- * means that steps taken must be ethical.
- * eg- proper departmental procedures, citizen friendly governance,

Based on results

- * means that results achieved must be ethical.
- * eg- social audit, department ombudsman, etc.

Benefit to citizens

- * It has provided
 - Better approach to government
 - participative democracy.
 - citizen charter

- * It has provided
 - easy auditing.
 - Right to information
 - Grievance redressal mechanism.

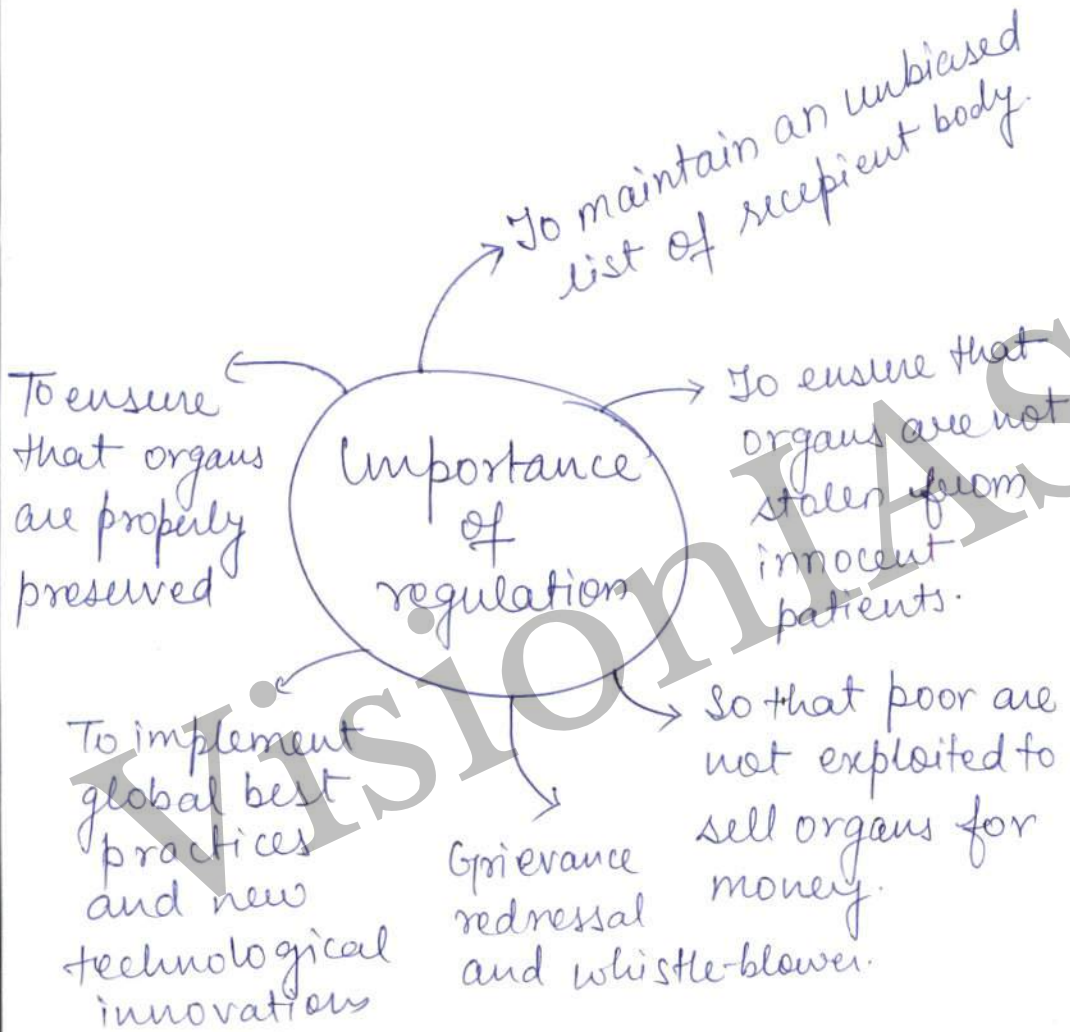
7. What are the ethical principles that should form the basis of the system permitting organ donation and allocation? Also discuss the importance of regulation for the success of any organ transplant program. (10)

While organ donation is a noble concept, where someone's organs could be used to give life to some needy, an ethical, fair and transparent system is even more necessary.

Ethical principles forming basis of system

- * Organ donation should be on voluntary basis.
↳ However, keep generating awareness of organ donation.
- * Ensuring that medical infrastructure isn't used for unauthorised, illegal organ stealing mafia.
- * Donated organs are checked for their fitness for the recipient body.
- * Most needy, and most promising cases should be dealt first.
- * A clean, transparent, unbiased system to decide priority list of recipient body.

↳ eg. Recent Chennai hospital case, where foreigners were allegedly getting priority over Indians.



8. Where as some argue that leaks constitute an affront to democracy, others are of the opinion that leaks are a part of democracy. Examine the merits of both the arguments in the context of information attributed to leaks from government offices and whistleblowers. (10)

Leak means passing of an information, which was meant to ~~remain~~ remain between limited ends, to outsiders.

In context of government leaks, it is usually done by insiders, connected people, whistleblowers to outsiders such as public, police, media etc.

affront to democracy.

- ~~Merit~~
- * Ministers and other executives take an oath of secrecy.
 - * Confidentiality is needed to be maintained for proper functioning.
 - * Official Secrets Act, 1923.
 - ↳ Also prohibits leakage of information
 - * Leaks could have negative consequences
 - Foreign relations
 - National integrity.
 - National Security.
 - * It lowers confidence in government.
 - * It tends to ignore other remedial measures.

* Leaks threatens neutrality towards citizen.

eg - A leak of an upcoming government highway, could selectively benefit a few.

Part of democracy.

* Official Secrets Act, 1923

↳ was a colonial act.

↳ aim was uninterrupted and unquestionable colonial rule.

Hence we must shed such mindset now.

* People have right to know, when government does something wrong.

* It provides remedial measures when formal remedial channels are denied.

eg - IES officer Satyendra Dubey wrote anonymous letter to PM Vajpayee about corruption, when no senior listen to him.

epilogue

Leaks, if made, should be made with correct intentions, and shouldn't threaten nation.

Development of a proper remedial channel and protection to whistleblower is also needed.

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

9. You are a young recruit to the IAS. Upon the completion of your training you have been posted in a subdivision of a district where industrial development has been lagging. The area has large reserves of minerals and a significant tribal population. The government has identified the area for a large thermal power plant and also adequate expansion of mining. This announcement has seen a rise in land prices in the area as well as unrest among the local population about possible land acquisition. As part of routine examination of records you observe large land purchases in recent years that are linked with the family of the local politician, who is also a member of the state cabinet. You also recognise that much of this land is around the site of the proposed industrial area. Further, one of your staff members also informs you that the family has been buying in the name of drivers, cleaners as well as domestic helps. You feel that having been aware of the policy decision the politician has played a role in these purchases. Incidentally your relations with the politician have been cordial and he is a popular figure in the area.

(a) As the official responsible for acquisition of land and payment of compensation for the land acquired, what are the ethical issues that you face in the given situation?

(b) What will be your response to a suggestion that in view of these benami land transfers a freeze on land sale in the area should be enforced?

(c) What is the course of action that you would take? Justify with reasons.

(20)

The given case study, where a young IAS has to deal with a case, where a politician is allegedly and apparently using his authority as public office holder for personal gains.

The various stake holders are:-

- * district administration
- * politician, apparently involved
- * local people around industrial area
- * public of the district.

(a) ethical issues involved

- * Locals are in unrest about possible land acquisition.
- * Rise in land prices should benefit locals
 - ↳ not the politician.
- * Land must be acquired from locals, at correct price.
 - ↳ not from politician, who gets undue advantage.
- * Taking action against politician is not so simple
 - ↳ he is popular in the area.
 - ↳ I've good relations with him.

(b) Freeze on land salePros

- * Politician won't be able to purchase more land, by misusing his information.
- * It will give proper time to investigate the matter.

Cous

- * can't undo the damage, as politician has already purchased lot of land,

directly or indirectly under his name.

* It will stall development activities of the region

↳ stopped developement, because of someone's apparant corruption is not in national interest

(c) Course of action

Step 1

* Talk to the Politician

↳ since I've cordial relations, I can talk in detail

↳ If he accepts truth, I'll ask him to surrender to Police.

↳ If he reject any corruption.
- I'll conduct proper investigation of my own.

↳ If $\left\{ \begin{array}{l} \rightarrow \text{he is willing to surrender} \\ \rightarrow \text{he is innocent} \end{array} \right.$

I'll stop there.

step 2: If politician is refusing to surrender (OR) he's guilty upon investigation

* I'll carry out actions against him legally myself.

reason: can't let someone break law.

* If I'm able to do on my own then fine.

step 3 * Otherwise I'll take help from my seniors and staff of the department.

* That should be sufficient to take action.

step 4 * However, if seniors and department are also involved in corruption, or are under pressure of politician.

* Handover a complaint to CVC and anti-corruption bureau.

Step 5 If cvc, AEB also fails for
some reason

* Be a whistle blower.

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10. According to the WHO suicide is the second leading cause of death in the age group of 15-29 years globally. In India also, instances of young people committing suicide have been reported widely in recent times. It is all the more disturbing that such a phenomenon is increasingly visible in urban and prosperous areas.

(a) What are the reasons that render people vulnerable to taking such drastic steps as suicide?

(b) Also, discuss the role that you as an individual, the society and the government can play in addressing this issue. (20)

(a) Reasons for increasing suicides in urban and vulnerable areas.

* Social reasons

↳ rising expectations from society

↳ pressure to do well

↳ fulfilling obligations and demands of family.

↳ pressure to manage

• personal life

• professional life

- Job

- Academics.

* Economic reasons

↳ expensive urban lifestyle.

↳ inability to

• pay loans

• meet expenses.

* Personal reasons

- ↳ Troubled relationship.
- ↳ Loneliness.
- ↳ Misguidance of wonders

eg - Burari suicide case in Delhi, where 11 members committed suicide due to misguide by fraud Baba.

(b.) Addressing the issue* Individual

- ↳ Talk to my friends and family about this problem.
- ↳ ensure they don't have issue of
 - social pressure
 - loneliness
 - broken relationship.
 - financial obligation.
- ↳ If such issues exist, talk to them.
- ↳ Even if we can't help directly, talking about a problem gives relief.
- ↳ ensuring that I'm myself not vulnerable to such issues.

* Society

↳ Organising:-

- social media awareness
- awareness camp.
- distribution of posters
- motivating talks
- counselling sessions

↳ creating special dialogue session for parents and children.

↳ Mapping of all such vulnerable people in the locality.

↳ lending social assistance to such people who are vulnerable.

↳ engaging with NGOs, voluntary groups to further handle the problem.

* Government

↳ Awareness through:-

- TV
- Radio
- social media.
- News paper

↳ special emphasis on:-

- ↳ Youth.
- ↳ Abused women.
- ↳ counselling sessions for
 - Parents
 - children.
- ↳ create a helpline.
- ↳ celebrate suicide prevention awareness day.
- ↳ Partnership with:
 - Civil society
 - NGOs
 - Academic institutions

11. You are posted as a District Magistrate of a primarily rural district. Excess agricultural production has led to a continuous fall in market prices of crops in the last three years. With elections approaching soon, the opposition has decided to make this a political issue and has mobilised farmers to protest against falling prices. The protests turned violent at some point and police had to fire in self-defence, killing two people. Violence has increased since then and you yourself were attacked when you tried to pacify the protestors. The protestors have also blocked the main roads as well as railways to prevent movement of goods and people. Given the situation, answer the following questions:

- (a) Identify the key concerns that need to be addressed on a priority basis.
(b) What steps will you take to address them? (20)

The current case study presents an issue, where distressed farmers are protesting, and in due process things have gone violent.

The key stakeholders are:-

- * Agitating farmers.
- * Opposition politicians
- * District administration and Police.
- * Innocent public of district.

(a) key concerns to be addressed

- * Restoration of movement of goods and public.
- * Safety of public and property.
- * End of violent protest
↳ Through non-violent protest

is alright

- * Addressing grievances of farmers.
- * Bringing life back to normalcy is district

(b) Steps to address them.

- * First, talk to agitating farmers.
 - ↳ If they refuse, and instead attack
 - ↳ Find a pacifist group among them, who's willing to talk.

* If talks are fruitful, assure farmers for adequate relief by government, in return of calling-off violence.

* If there is no conclusive talks, engage with opposition party members

- ↳ Ask them to counsel farmers
- ↳ Engage ruling party, if necessary.
- ↳ If defiant, threaten use of legal means, because they

have created law and order issue.

* If still violence continues

↳ Ask higher government for deployment of :-

- extra Police
- Central Police Forces (if needed)
- Army flag march (if needed) further

to get situation in control.

↳ However, caution must be taken to ensure no/minimum use of force by Police or Forces.

* Once violence has settled, make long-term solution to handle farmer-distress.

↳ establishment of cold storage.

- To prevent distress sale.

↳ Proper and transparent MSP declaration

↳ Market-farmer sync.

- To avoid over production

- ↳ Training and capacity building
of farmers
- to maximise production
and minimise losses.

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12. You have recently been promoted as a Branch Manager in a Public Sector Bank. The bank is battling high NPAs and mounting losses. You have been assigned a very high target of loans by the higher management for the current quarter. Your career prospects also depend on your performance in critical times. Few days back you rejected a loan application for a huge sum based on detailed analysis. Today you got a call from the Regional Manager to approve the loan quickly. On your reluctance to approve, he hints that the loan is sought by a person well connected in the finance ministry and that a refusal will have consequences for everyone in the approval chain. You are now in a tough spot.

Based on the given information, answer the following questions:

(a) Bring out the ethical issues in the case above.

(b) What are the consequences of agreeing to the demands of the senior in the given case. Assess which of them are meritorious and which are not.

(c) Suggest institutional reforms that can result in non-punishment of honest feedback. (20)

The given case study deals with a situation where a newly promoted manager has to meet ambitious targets of a struggling bank. However, a rejection of application can have serious consequences on entire approval chain.

(a) ethical issues

- * Bank has been struggling with NPAs.
 - ↳ distribution of quality loans could ease the burden.
 - ↳ but target is very high.
- * If I distribute large amount of loans
 - ↳ good career prospect
 - ↳ but ^{they} might become more NPAs for ~~NPA~~ bank in future.

* Loan application

- ↳ On acceptance, it might have good chances on becoming NPA.
- ↳ As hinted by Regional Manager, rejection can have approval chain under consequences.

(b) Regional manager wants the loan to be approved quickly.

Case 1

Action: I approve loan quickly.

Consequences: I had already rejected the application

- Quick approval without scrutiny means it could become further NPA for bank.

Case 2

Action: I directly reject application, again.

Consequences:

- The person is well connected
- The bank is already struggling.
- It could have consequences to all.

Case 3 (Preferred Choice)

Action: I call my manager of region, analyse the project with deep scrutiny, explain him my initial reasons of rejection, and together exploring new options with applicant.

New options exploration:

* If a reduced amount of loan can be given
↳ which is feasible to be paid.

* If loan could be given for some other requirement of applicant
↳ which appears feasible.

* accessing the mortgage value of applicant's properties, and then extending a loan, with mortgage as security

↳ the loan will remain secure in case of any default.

Consequences

- * The applicant won't be unsatisfied.
- * The merits were properly scrutinized
- * The decision was taken with concensus of regional manager.
- * The loan, if extended, would be feasible to be repaid.

(c) Institutional reform.

- * Give complete authority and autonomy to managers or other designated persons to decide on loan.
- * Other members are open to suggestions
 - ↳ discussion with other members in open meeting.
 - ↳ if seniors have any contradictory opinion
 - they must give it in written.
- * No coercive action against manager, if
 - ↳ The loan became NPA due to

approval ~~of~~ pressure of seniors.

- * All loan approval process be transparent.
↳ proper responsibility fixing
mechanism

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13. You, the chairperson of a State Public Service Commission (SPSC), come to know that there were instances of rampant cheating in a competitive exam conducted recently by the SPSC. Your daughter, who also appeared in this exam and is confident of clearing it corroborates the same. However, she denies engaging in any such activity herself. Whatever decision the Commission takes is bound to affect the career of a large number of candidates who appeared in the exam, including your own daughter.

(a) Identify the different stakeholders and their interests in the case above.

(b) Enumerate the options you have to handle the current situation. What will be your choice and why?

(c) Suggest measures that you would take to make sure that a similar situation does not arise in future. (20)

The given case study provides a situation where an apparent rampant cheating took place in state PSC.

(a.) Stakeholders

* Honest, meritorious students

↳ They worked hard to clear exam.

↳ If no decision is taken, cheaters might clear the exam.

* Cheater students

↳ Relied on ulterior means to write exam.

↳ No action by chairman might give them a chance of clearing it.

* SPSC

↳ duty to conduct free and fair exams

↳ apparently rampant cheating took place.

* General public, media

- ↳ SPSC being a constitutional body, they expect it to function in a fair manner.
- ↳ failure of SPSC in doing justice would mean failure of governance and constitutional machinery.
- ↳ would send negative signal.

(b) Options for chairmanOption 1:* Do nothing.

- ↳ Hard working students might be disappointed.
- ↳ cheaters could get successful
- ↳ Bad example for public.

Option 2: Immediate re-exam

- ↳ Scale of cheating is yet not gauged.
- ↳ culprits are yet not identified.
- ↳ cheaters might cheat again.

Option 3: Detailed scrutiny (My choice)

- * Take complaints from all parties.
- * Conduct detailed scrutiny.
- * special focus on

- ↳ internal members of SPSC
- ↳ exam centre coordination.
- ↳ inputs ~~from~~ from ~~daughters~~ ^{students}, especially those like chairman's daughter.



- * If unsatisfied with internal scrutiny,
 - ↳ call for police investigation

- * Ensure that

- ↳ all cheaters are caught
- ↳ internal involved members, if any, are caught
- ↳ any other involved group is caught

- * If satisfied with cleansing of exam, go ahead with same exam

- ↳ or else, do. re-examination.
- ↳ ensure further exams are free and fair.

(C.) No repeat in future.

- * Ensure that all cheaters are caught.
- * Any internally involved member is caught.
- * Find reasons for detailed lapses in exam.
- * Conduct future exams under:-
 - ↳ computer encrypted question papers, dispatched at last minute.
 - ↳ Adequate police availability at exam centres.
 - ↳ Monitoring of exam centre and exam halls by.
 - Drones
 - CCTV
- * Open complaints channel open
 - ↳ for any alleged fraud taking place.

VisionIAS

14. You are waiting in your car for your turn at a toll tax booth. You suddenly witness some men heckling and manhandling the toll booth operator and vandalising the property at the toll booth. They are accompanying a local politician who was passing through. Disgruntled with the fact that they were asked to pay the toll, they began to argue that the toll is too high and the public is being exploited by charging an unreasonable toll fee. At the same time they are also warning others against paying the toll fee. However, the other people around you are keeping with themselves, without anyone coming forward to intervene. While you also felt that the toll was quite high, you believe that this is not the right thing to do.

(a) Bring out the ethical issues in the case above.

(b) What accounts for such an overt display of hooliganism in our country.

(c) What is the course of action that you would take? Justify with appropriate reasons. (20)

The given case study presents act of hooliganism by some men at toll booth, along with demand of high costs of toll.

(a) ethical issues

* Manhandling of innocent toll operators, who are only doing their duty.

* Vandalising of toll property.

* Silent support of local politician.

↳ should have intervened.

↳ prevent damage to:-

- innocent operators
- toll property.

* The fare of toll seems reasonably high.

- * The public at the toll has kept themselves aloof of the hooliganism.
- * Any direct action by me, could also threaten my personal safety.

(b) Overt display of hooliganism.

- * The toll operators and powerless and perhaps overwhelmed in muscle strength.

↳ Hence few men could easily manhandle them and damage property.

- * The surrounding public refuses to intervene

↳ they are not united

↳ they also feel toll charges are high, and those men are right, to an extent

↳ they fear of their own safety while intervening.

This boosts morale of those hooligans.

* The presence of politicians.

↳ Politicians are public representatives.

↳ Hooligans want their action to be seen in public interest.
- i.e. against high cost of toll

↳ Silence of nearby public means that public also approves complaint of high toll fee.

Silence of politician means public approval.

* So hooliganism in our country comes from :-

- Vested political interests
- Unreasonable and non-transparent functioning of public projects in the country.
- Lack of unified public response against such hooligans.

(c) Course of Action* Option 1: Do nothing.

- ↳ But innocent toll operators would be hurt
- ↳ Damage to property.
- ↳ Silent approval of public to acts of hooliganism.

* Option 2: Protest against violence.

- ↳ OR even talking to them.
- ↳ They won't listen to me, most likely.
- ↳ even my personal safety could be threatened.

* Option 3: (Preferred choice)

- ↳ Talk to other people around.
- ↳ But a unified response is difficult in such short time.
- ↳ So I'll secretly video record the violence by hooligans.
- ↳ would also record presence of politician accompanying them.

↳ Against hoaligans

- Release video on social media.
- Provide detailed summary so that it isn't considered as fake news.
- Remain anonymous while posting, for personal safety.
- let such acts be exposed to country.

↳ Against toll operating company.

- The toll charges are apparently too high.

• In my video and post, I would also request a proper and transparent audit for toll fee.