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GENERAL STUDIES (TEST CODE : 622)

Name of Candidate	P PRAVINYA	Registration Number	12594
Medium Hindi/Eng.	ENGLISH	Date	30/10/15
Center	ORN		

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

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

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Section A

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

1. (a) In this age of information and consumerism, the image of women portrayed by mass media greatly influences our social attitude towards them. Critically evaluate. 10

सूचना और उपभोक्तावाद के इस युग में, मास मीडिया द्वारा चित्रित महिलाओं की छवि उनके प्रति हमारे सामाजिक अभिवृत्ति को वृहत रूप में प्रभावित करती है। आलोचनात्मक मूल्यांकन करें। 10

Formation of social attitudes is dependent on many factors like family, peer, social institutions and also mass media.

In this age of consumerism, globalisation and information technology driven atmosphere the portrayal of women in mass media affects formation of attitudes in two ways:

1) Generation of negative attitudes:

→ This basically involves entrenching gender roles and gender stereotypes, thus preventing empowerment of women. Ex: Portrayal of woman as housewives and mothers only.

→ Repeated incidents of violence against women in movies and serials display the false attitude of women as weak, submissive and powerless.

This form of negative portrayal subconsciously undermines gender equality in the society.

2) Generation of Positive attitudes :

Recent instances of portraying women in lead roles as independent, dynamic characters have helped enhance dignity and respect for the gender.

Frequent display of gender neutral and gender equal ads and movies help develop positive attitudes because the process of attitude development is influenced by vicarious learning and normative standards as accepted by the society.

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

10

सामाजिक उत्तरदायित्व से आप क्या समझते हैं? उत्तरदायित्व की सुनिश्चितता के परम्परागत तरीके की अपेक्षा यह एक अधिक प्रभावी व्यवस्था के रूप में किस प्रकार कार्य कर सकता है? भारत में सामाजिक उत्तरदायित्व की प्रभाविता में अभिवृद्धि हेतु एक सिविल सेवक कौनसे - कदम उठा सकता है?

10

Social accountability refers to the mechanism of a person in authority being responsive and answerable to the society. It is enforced through the social capital in the society and societal sanctions which influence a moral responsibility in the officer.

The conventional methods of accountability through RTI, citizen charters and legal methodologies have various shortcomings like

- Time taken to bring results
- The complicated mechanisms deter many from utilising the methods. Ex: legal rules.

Social accountability can do a better job because :

- Social capital is more powerful in invoking a moral conscience.
- This form of accountability is more longterm

and ensures effective citizen participation and two way communication.

The steps a civil servant can take are :

- i) conducting regular meetings in an informal setup to bring various stakeholders together.
- ii) Facilitating easier access to authority for grievance redressal.
- iii) Taking steps to enhance awareness and vigilance in the society and thus inculcating participative governance.
- iv) Personally a civil servant must build characteristics like trustworthiness, compassion and discipline to enhance social accountability and responsibility.

2. (a) Biometric attendance, punctuality and cleanliness provide only a good start towards the improvement of work culture. A lot more is required to improve the work culture of the Indian bureaucracy and make it more responsive and citizen centric. Comment. 10

बायोमेट्रिक उपस्थिति प्रणाली, समय-बद्धता और स्वच्छता कार्य में सुधार की दिशा में संस्कृति-संस्कृति में सुधार लाने-केवल एक अच्छा आरंभ प्रदान करते हैं। भारतीय नौकरशाही की कार्य केंद्रित बनाने हेतु अभी-तथा इसे अधिक उत्तरदायी व नागरिक बहुत कुछ किए जाने की आवश्यकता है। टिप्पणी करें। 10

The steps like biometric attendance, punctuality and cleanliness are a start towards improving the work culture, but these are externally enforced and need stringent force for sustenance

Thus there is a need for a more holistic approach towards improving the work culture of the Indian bureaucracy:

- i) work culture sums up the individual attitudes of the employees, thus the change must begin at the personal level
 - i) Punctuality, Self discipline, Efficiency are of utmost importance
 - ii) It is also necessary to develop empathy, compassion and service orientation at an individual level.
- ii) The comprehensive organizational culture

too plays a role in the responsiveness and citizen centrality:

- i) Simplifying procedures and easing up the process for the common man.
- ii) Putting out citizen charters, code of conduct for employees and code of ethics to enhance wholesome performance.

These steps when internalized and also enforced from external sources through transparency and accountability can make the Indian bureaucracy more responsive and oriented towards public service.

2. (b) Of all government activities, public procurement is amongst the one most vulnerable to fraud and corruption. Explain with examples. Further, what steps would you suggest to maintain probity in public procurement. 10
- सभी सरकारी गतिविधियों में सार्वजनिक अधिप्राप्ति/खरीद प्रणाली, धोखाधड़ी और भ्रष्टाचार के प्रति सर्वाधिक सुभेद्य है। उदाहरण सहित व्याख्या करें। इसके अतिरिक्त, सरकारी अधिप्राप्ति/खरीद में ईमानदारी को बनाए रखने के लिए आप किन उपायों को अपनाने के बारे में परामर्श देंगे?

10

Public procurement refers to the procurement of various goods and components by the government for its own projects from outside sources.

This activity is most prone to fraud and corruption because:

- 1) It involves the discretion of the person in authority. If the officer lacks Integrity and objectivity, the procurement can be misused for private profit.
- 2) The activity involves government money and hence a situation of moral hazard prevails as the decision maker may not face the consequences of the decision: principle-agent problem.

Ex: Procurement of construction materials for a bridge in a remote village requires discretion of the District officer. If the officer lacks integrity, he may offer the contract to a relative and gain personally, or offer the contract

to a contractor who provides the maximum personal monetary gratification. The quality of the materials and the consequences that could be faced by the villagers may not be considered.

There are many steps that can be taken to encourage probity in public procurement:

- i) Enacting a clear public procurement act with guidelines on the criteria for selection.
- ii) Enhancing accountability and transparency through RTI, thus making reasons for awarding contract scrutinizable by public.
- iii) Adopting a code of Ethics.
- iv) Stringent laws against corruption. PCA 1988, which punishes even the bribe giver.
- v) Motivating public servants to work for the public and avoid the moral hazard.

3. (a) "Those who say religion has nothing to do with politics do not know what religion is". Explain. Further examine the role of religion in formation of political attitude in the Indian context. 10

"जो यह कहते हैं कि धर्म का राजनीति से कोई संबंध नहीं है, वे नहीं जानते कि धर्म होता क्या है।" इस कथन की व्याख्या करें। साथ ही, भारतीय संदर्भ में राजनीतिक अभिवृत्ति के निर्माण में धर्म की भूमिका की जांच करें। 10

There is a strong link between religion and politics in this country. This can be seen from :

- i) Politicisation of religion : use of religion for vote bank politics and mobilization of masses for sensitive issues.
- ii) Use of religious symbols like temples and dietary preferences to create political consciousness in the country.

The reason why religion is deeply associated with politics is because of the emotional response it drives in people. Religion blinds us from rationality when superstitions take centre stage.

While ideally religion ought to be personal, spiritual and devoid of political influence, in India, it has unfortunately become the heart of politics and political agenda.

Religion has been playing a major role in creating political attitudes in the following manner:

- 1) Parties espousing conservative and reactionary political attitudes have preached majoritarianism and dominance of hinduism. Thus ~~this~~ staunch hindutva groups have been associated with these right wing parties.
- 2) Parties which adopt a more liberal moderate approach have called for secularism and tolerance thus driving their vote bank from various religions.
- 3) The radical parties of the left wing have avoided all forms of religion from influencing their agenda.

Thus the political attitudes of the citizens are driven by the attitudes of the parties towards religion to certain extent, but other factors of economics and society cannot be denied.

3. (b) "Emotion can lead to our worst decisions or our best ones: The difference is emotional intelligence." In light of the given statement, illustrate how emotional intelligence is critical in decision making. How can it help a civil servant in taking prudent decisions? 10

"भावनाएं हमारे सर्वश्रेष्ठ अथवा सर्वाधिक बुरे निर्णयों के लिए उत्तरदायी होती हैं, अंतर सिर्फ भावात्मक समझ का है।" दिए गए कथन के आलोक में इस बात की दृष्टांत सहित व्याख्या करें कि भावात्मक समझ किस प्रकार निर्णय प्रक्रिया में महत्वपूर्ण स्थान रखती है? इससे एक सिविल सेवक को किस प्रकार विवेकपूर्ण निर्णय लेने में सहायता मिल सकती है? 10

Emotions are deep feelings which are outwardly expressed and play a role in decision making.

While positive emotions like happiness, and empathy / sympathy help in taking the best decisions, negative emotions like anger, frustration etc lead to attributional errors and excitation transfer, thus resulting in bad decisions.

The key here is emotional intelligence which helps us understand our emotions through self awareness and accurate self assessment. It not only helps us attribute our emotions to decisions appropriately but also aids in understanding the emotions of others and building better relations in the society.

Emotional Intelligence can help a civil

servant in taking prudent decisions in the following manner:

- 1) EI can help one be aware of one's emotions in situations of stress and adversity and still maintain clarity of thought and objectivity while taking decisions.
- 2) EI helps in empathising with the needy and thus allocate resources efficiently.
- 3) EI helps in understanding the relationship dynamics in the society and thus take decisions to ensure peace and harmony.

Thus EI is ^{an} extremely important attribute for any civil servant.

4. (a) "Anyone who doesn't take truth seriously in small matters cannot be trusted in large ones either." - Albert Einstein. Bring out what this statement means to you in the present context. 10

"कोई व्यक्ति जो छोटे मामलों में सत्य को गंभीरता से नहीं लेता, उससे बड़े मामलों में भी ऐसा करने की अपेक्षा नहीं की जा सकती।" - अलबर्ट आइन्स्टाइन। वर्तमान परिप्रेक्ष्य में आपके लिए इस कथन का क्या तात्पर्य है? 10

The importance of truth has been recognized time and again by leaders like Mahatma Gandhi, Albert Einstein etc.

Truth is objective and unconditional. It is equated to self realisation and critical assessment. Truth, however small or big is important and must be heeded to.

As Gandhi said, truth is the soul of our conscience and thus however small the truth is, a person must pay heed to it. Ignoring truth in a small matter leads to accumulation of errors and a dishonest living.

Ex: A person who is not truthful in a matter of filling an application form, will not be truthful while conducting surveys which have a major impact on a society.

Importance given to truth must be un-
conditional and non-negotiable. Truth must
be respected. This is the only way to ensure
integrity in other aspects of life. Respecting
the truth in small matters indicates a
persons ability to be rational, diligent and
persevere, Hence can be trusted with major
issues too. Thus Albert Einsteins statement
is justified.

4. (b) Recent incidents of moral policing is symptomatic of the growing intolerance in Indian society. Analyse with examples. Suggest some measures to address this issue. 10

मॉरल पुलिसिंग की वर्तमान घटनाएं भारतीय समाज में बढ़ रही असहिष्णुता का लक्षण है। उदाहरण के साथ कथन का विश्लेषण करें। इस मुद्दे के समाधान हेतु कुछ उपाय सुझाएं। 10

The incidents of moral policing involve intolerant groups taking law into their own hands and also imposing their own moral standards on the society.

Moral policing is symptomatic of an intolerant society because:

- Moral policing is based on the moral attitudes of the groups which believe their morality is supreme, universal and unaccountable.
- They are autonomous and strongly enduring attitudes which have no respect and space for alternatives.

Ex: The belief that Dalits must not enter temples is a moral belief resulting in atrocities towards those who break the order. This purely indicates intolerance towards the changing socio-economic

relations in the society.

The steps that needs to be taken include:

- 1) Heuristic and systemic methods of attitudinal change must be employed in schools, colleges to emphasize on rationality, tolerance and respect towards other cultures.
- 2) Emphasizing rule of law and stringently punishing moral policing detrimental to the fundamental rights of the citizens.
Ex: Right to freedom of religion.

5. (a) What do you understand by the term 'Conflict of Interest' in the context of public service? What are the norms prescribed for Civil Services in India to deal with this issue? 10

लोक सेवा के परिप्रेक्ष्य में आप 'हितों का टकराव' शब्द से क्या समझते हैं? इस मुद्दे से निपटने हेतु भारत में सिविल सेवा के लिए क्या मानदण्ड निर्धारित किये गए हैं? 10

Conflict of Interest refers to a situation where a person's involvement in one activity creates a direct impact on his/her other duties / responsibilities resulting in inefficiency and moral hazards in performance of one's duties.

In the context of civil services, a conflict of interest occurs in the following situations:

- A civil servant ought to award a contract from amongst companies, some of which he has a shareholding in.
- Decision making in projects where his/her friends / relatives are the benefactors etc.

The norms prescribed for civil servants to deal with conflict of interest are:

- 1) Code of conduct for civil services 1968: The

code prescribes the standard behaviour for a civil servant to avoid having interests in companies one ought to deal with in official capacity.

- 2) Code of Ethics: Helps one make ethical decisions in situations of conflict of interest
- 3) Guidelines exist to seek the advice of superiors and recuse oneself from the process to avoid the conflict of interest.
- 4) Code of conduct also prescribes norms for awaiting employment for relatives/sons/daughters in organizations the government deals with etc.

Thus various norms are prescribed formally and informally to help civil servants avoid conflict of interest and thus work towards the benefit of the society and public at large.

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

10

यद्यपि अधिकांश सार्वजनिक संस्थाओं में अपने कर्मचारियों के लिए एक आचार संहिता होती है, तथापि लोक सेवकों द्वारा पद के दुरुपयोग को रोकने में इसका प्रभाव असंतोषजनक रहा है। व्याख्या करें। सार्वजनिक कार्यालयों में भ्रष्टाचार से निपटने हेतु आचार संहिता को और अधिक व्यापक यंत्र के तौर पर प्रयोग हेतु कुछ आवश्यक सुझाव प्रस्तुत करें।

10

Code of conduct prescribes the ideal behaviour that is expected from an employee in an organization. But the code of conduct has been ineffective in realising its objectives because:

- 1) It is not strictly followed even by the officials in higher positions.
- 2) It is not enforced through stringent punishments.
- 3) The loopholes in the guidelines are often used to depart from integral conduct and indulge in misuse of public office.

Corruption is a direct result of departure from code of conduct, thus utilising public office for private gains. The steps that need to be taken for making code of conduct a comprehensive tool are:

- 1) strict enforcement of the rules and reprimand
of officials found guilty of misuse of office.
- 2) Detailed and comprehensive guidelines to block
the loopholes in current system.
- 3) Legalising certain procedures that ought to
be followed in interaction with private
organizations, thus enabling more transparency
in the system through RTI.
- 4) Putting out citizen charter so that citizens
can demand services as a matter of right
from public officers thus avoiding corruption.
- 5) Clear timelines for delivery of services must
be made a part of code of conduct. It results
in responsiveness on the part of the officer.

6. Citizen charter has recently emerged as an innovative tool for reinforcing citizen centric governance. Explain the statement and analyse the various constraints faced during the implementation of the citizen charter in the Indian administrative system. 10

नागरिक अधिकार-पत्र (सिटिज़न चार्टर), नागरिक केंद्रित सरकार की सुदृढ़ता हेतु हाल में एक नवोन्मेषी माध्यम के रूप में उभरा है। इस कथन की व्याख्या करें और भारतीय प्रशासनिक व्यवस्था में नागरिक अधिकार-पत्र के क्रियान्वयन के दौरान आने वाली विविध बाधाओं का विश्लेषण करें। 10

Citizen charters are the guidelines that an organization promises to follow and self enforces for the benefit of the public.

It is an innovative tool for citizen centric governance because :

- It helps the citizen know what he is entitled to and in what timeframe.
- It provides the mechanism for grievance redressal and thus enforces accountability.
- All these steps empower a citizen to demand for efficient delivery of services instead of the conventional way where delivery of services is a mere responsibility of the organization.
- It also provides for compensation and dispute resolutions, thus ensuring a

creation of longterm relationship with the consumer and development of social capital.

Constraints faced in implementation of cc

- i) Inadequate steps to generate awareness of citizen charter.
- ii) Lack of clear hierarchical structure and burden of responsibility which defeats the accountability.
- iii) Excessive time delays in grievance redressal due to lack of resources which discourages the citizens from utilizing the citizen charter as a tool.

Steps must be taken to create charter more comprehensively and enforce grievance redressal, more time bound manner to ensure that charter are a successful tool.

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

10

सरकार के लिए जन विश्वास प्राप्त करने हेतु कुशल सेवा वितरण महत्वपूर्ण है। लोक सेवाओं के कुशल वितरण में किस प्रकार की चुनौतियाँ सामने आ रही हैं? लोक सेवाओं के वितरण में सुधार हेतु कुछ उपाय सुझाएं।

10

Efficient service delivery brings in a new level of trust in government services

- It implies discipline and timebound processes which generate loyalty and trust.
- It helps generate greater confidence and interaction between the government and the public.

Challenges faced in efficient delivery of services:

- 1) Lack of resources: Shortage of physical, human and financial resources hinders speedy delivery of services.
- 2) Non integration of technology: This has led to time and process delays increasing the cost for the consumer. This is also the cause for red-tapism.

and opaqueness in delivery of services.

Measures that ought to be adopted for efficient delivery of services:

- i) Increasing the standard of services by allocating more resources where there is a shortage. Ex: Financial aid & human resource recruits.
- ii) Adoption of e-Governance and technology to simplify procedures and red-tapism.
- iii) Increasing transparency and accountability to improve consciousness in public servants thus enhancing overall efficiency.

8. Explain the importance of diligence as a value for a civil servant. How can it be inculcated among civil servants? 10

एक लोक सेवक के लिए मूल्य के रूप में कर्मठता के महत्व की व्याख्या करें। सिविल सेवकों के बीच इसे किस प्रकार से अंतर्निविष्ट किया जा सकता है? 10

Diligence refers to the quality of giving a task the due importance it requires and carefully analysis the requirements and consequences. It also implies paying attention to detail and implementing in it with utmost care.

Diligence is important because:

- civil servants deal with public funds of enormous magnitude. Hence they must be careful and diligent.
- They are dealing with delivery of public services which impact a large section of population and their activities must ensure organised, and planned approach.

The steps that can be taken to inculcate

diligence are :

- i) Training of civil servants with the help of case studies and other tools.
- ii) Imparting qualities like meticulous work, organization and planning through training and probation.
- iii) Reprimanding erring officials.

Section B

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

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

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

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

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

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

आपके पास कौन-से विकल्प उपलब्ध हैं?

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

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

The facts presented by the case are :

- i) I am a public servant responsible for matters of violation of RTE.
- ii) The farmer has resorted to corporal punishment which is illegal and punishable.
- iii) The farmer is poor and the children are

dependent on him.

The ethical dilemma that I face:

- 1) Punishing someone for breaking the law while the intent may be good/pure.
- 2) Being a law abiding citizen but at the same time preventing a family from becoming extremely poor.

a) The options available to me are:

- 1) Do nothing about the incident.

Merits:

- This will ensure that the children continue to receive their education and the family is not deprived of the bread earner.

Demerits:

- It would imply breaking the moral code as the child is being subjected to corporal punishment which is illegal and demands punishment.
- 2) Registering a complain with the child welfare authorities and ensuring that the father is punished:

Merits :

- This would imply that I am a law abiding citizen concerned about the welfare of the children.
- It would also imply doing justice to my duties.

Demerits :

- I am posted as the officer for matters of violation of RTE. Thus taking up this case is beyond my jurisdiction and uncalled for.
- In the long run, punishing a person who is in poverty will only deprive the children of education.

b) Course of action that I would adopt:

I would talk to the poor farmer and let him know that while his intention to educate his children is commendable, the method of corporal punishment is illegal and punishable by law.

I would give him a strict warning and let him know that if the incident repeats

you would personally complain to the child protection authorities.

I believe this is the right move because, the poor illiterate farmer may not have been aware that corporal punishment is illegal. It would be my duty as a citizen to educate him.

Besides this move will ensure that I am performing my duties effectively by making sure the children receive an education that in the long term will benefit the whole family.

10. You retired as a finance manager from a Public Sector Undertaking (PSU). After retirement you are offered a job in a private company as its finance head and you have accepted it. The company has a procurement contract with the PSU which you worked for. Now that contract is up for renewal through competitive bidding. You have been asked to lead the team responsible for bidding of this contract. While working in the PSU, you had an opportunity to work on areas relating to financial accounting, procurement, contracts and bids. You are concerned that you might breach the confidentiality if you accept the assignment in the present company. You also suspect that your knowledge and experience of working in the PSU were seen as good reasons for appointing you to the position in the present company.

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

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

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

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

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

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

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

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

The facts of the case are :

- 1) The contract of the company is up for renewal through competitive bidding.
- 2) You have experience in the matters of finance and bidding.
- 3) Loss of major contract can effect the financial performance of the company.

The situation presents a crisis of conscience involving the duties towards one's current position and the oath of confidentiality of the previous work position.

The options available and the merits and demerits are as follows :

- 1) Do not accept the assignment :

Merits :

- It will help resolve the crisis of conscience by preventing the breach of confidentiality.

Demerits :

- It is unfair to the company which recruited you for your experience in these matters.
- It is a direct evasion of duties.

2) Do not lead the team but guide them from outside :Merits :

- It will ensure your expertise is being put to use for the benefit of the company.
- It will also help prevent a direct breach of confidentiality.

Demerits :

- The thin line between being on the inside and providing outside help is difficult to establish.

3) Accept to lead the team and use your expertise in bidding for the contract.Merits :

- Ensures the company is in a better position to win the bid with your skills.
- You would be doing justice to your job.

Demerits

- The worry of breaching confidentiality will continue to bother you and put you in a moral dilemma which might subconsciously affect the quality of your work.

4) Resign

Merit: Easy way out of the whole situation

Demerit: It may cause harm to the company as they have spent resources for recruiting you and trusting your skills.

The best course of action:

I believe that one must perform one's duties wherever they are while keeping in mind other obligations and responsibilities.

The fact here is that, the company is trying to renew a contract that it already has, and the process is through competitive bidding.

Hence your expertise will only add to the quality of the bid and help the company

provide the best offer for the government.
Accepting the lead of the team and making
the bid can be done without breaching
the confidentiality clauses.

Your expertise in finance matters is what
you have been recruited for, hence it is
the right way out of the situation.

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

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

Given below are few options that you can take:

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

1. Send the request for funds diversion and pursue the case with the senior officials to get it done quickly.
निधि के दिक्कपरिवर्तन हेतु आग्रह भेजें और इसे शीघ्रता पूर्वक संपन्न करने हेतु वरीय अधिकारियों के पास मामले को आगे बढ़ायें।

2. Promise to deliver the rewards next month as you cannot do anything now.
चूँकि आप अभी कुछ और नहीं कर सकते इसलिए पारितोषिक अगले महीने देने का वचन दें।

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

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

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

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

The facts of the case are :

- 1) I am a district officer for implementing schemes in the district.
- 2) Financial assistance is for poor students to pursue higher education.
- 3) Approval for transferring funds takes more than a month which defeats the purpose of transfer.

The situation creates a need for a comprehensive longterm approach through legal and ethical means. The options available are :

- 1) Request fund diversion + pursue case :

Merits :

- Helps obtain the required funds.

Demerits : The time lag involved would result in a failure of the whole process as admissions would be over by then.

- 2) Promise to deliver awards next month

Merits : It is an easy way out, but it is a dereliction of moral duty to help those in need in a timely manner.

Demerits : Timelag defeating the whole purpose.

3) Fictitious names and transfer of funds.

This is the least conducive method. As it not only involves illegal and unethical means, it also indicates lack of integrity in performing one's duty.

Though the urgency demands the unethical act, it must never be adopted since the means are as important as the ends.

The course of action that is best suited includes:

- Prioritise the list of students who require financial assistance immediately based on their economic backgrounds. Funds can be dispersed to these students first while simultaneously:

- * Request for transfer of funds and pursue to proposal with senior officials to obtain the required funds as quickly as possible.
- * Consult senior officials and devise a methodology to ensure that students

obtain admission and the government provides guarantee to the university for payment of fee within a month since the funds will be available by then.

This would be an appropriate step as it would ensure that the methods followed are ethical and efficient while keeping in mind the economic background of the students and their educational needs.

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

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

1. The District Magistrate should file a criminal case against the extremists for his abduction and help the security forces in whatever way he can to catch the culprits and also request for a transfer.
जिला मजिस्ट्रेट को अपने अपहरण के लिए अतिवादियों के विरुद्ध एक आपराधिक मुकद्दमा दायर करना चाहिए और अपराधियों को पकड़ने के लिए सुरक्षा बलों की यथासंभव सहायता करना चाहिए और साथ ही उन्हें स्थानान्तरण के लिए आग्रह करना चाहिए।
2. The District Magistrate should take up a review of status of developmental work in that region while leading the audit himself; but at the same time work on new innovative strategies so that locals can be made free from the control of extremists, treating the incidence as a wakeup call.
जिला मजिस्ट्रेट को उस क्षेत्र में विकास कार्यों की स्थिति का पुनर्मूल्यांकन करना चाहिए तथा स्वयं लेखा परीक्षण का नेतृत्व करना चाहिए; किन्तु साथ-साथ उन्हें इस घटना को चेतावनी के रूप में प्रयोग करते हुए नवोन्मेषी रणनीतियों पर भी कार्य करना चाहिए ताकि स्थानीय जनता को अतिवादियों के चंगुल से मुक्त किया जा सके।

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

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

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

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

The facts of the case are :

- 1) DM was abducted while performing his duties and the government conceded to releasing two extremists for his release.
- 2) DM was treated well by the extremists and has learnt their problems on a first hand basis.

The possible course of action and outcome options available are :

- 1) DM should file a criminal case, help security forces, request for transfer.

Merits :

- It would be the right move because it

helps in criminal prosecution for illegal abduction of a public servant. It would help deter future events like these.

- The DM having gained knowledge of the extremists location etc can help security officials and serve a utilitarian purpose of eliminating extremism in the district.

Demerits:

- Seeking a transfer defeats the purpose of one's duty. It shows lack of perseverance, the ability to carry on the duty towards public in face of adversity.
- The extremists were nice to the DM and explained their issues to him, hence the DM may not be morally inclined towards this step.

2) Taking up lead in reviewing development work:

Merits: It would help one and all in the society and have a long term impact through real change. The locals will be satisfied to and the extremism will be

defeated at roots.

- Being well aware of the problems, DM can now perform his duties better.

Demerits:

- The threat of abduction and threat to life continues to linger.

3) Informing authorities and resignation:

Merits:

- Ensures information is transmitted
- Means taking moral responsibility for one's failures.

Demerits

- It is a situation of giving up in crisis and adversity.
- The two extremists were released for the DM's release. The government thus loses a honest public officer too in the process.

The best course of action would be path

(2). This would involve taking the incident as a wake up call and being more determined to use the new information to perform

duties to develop the whole region and solve the issues. The DM must also convey the information to higher authorities to rectify policy paralysis and excesses of police and paramilitary forces.

In the long run, development and good governance can weed out extremists and automatically help catch the criminals through local assistance.

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

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

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

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

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

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

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

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

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

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

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

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

Answer the above questions from an ethical perspective.

नीतिपरक दृष्टिकोण से उपर्युक्त प्रश्नों के उत्तर दें। 20

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Religion is one of the most sensitive social phenomena which can result in massive conflicts in the society.

a) The psycho-emotional and attitudinal factors which give birth to religious competitiveness are :

- i) Strong moral attitudes based on religion, leading to ethnocentrism and intolerance.
- ii) Religion invokes an emotional response thus magnifying any sensitive issue
- iii) Fear psychosis generated by religious elements creates a religious competitiveness of being undecided by the majority.

b) Emotional Intelligence helps understand the emotions of others and also the dynamics of social relations. In these situations where conflict resolution is necessary EI plays an important role:

- EI helps understand the psychological and

emotional aspects of religions.

- EI helps in conflict resolution
- EI aids in decision making to prevent escalation of the situations at hand.

c) Religion can be used as an uniting force in the following manner:

- All religions have space for rationality, hence utilising the common principles preached by all religions like empathy, compassion, all groups can be united towards development goals.
- Many religions provide categorical imperatives regarding one's duties towards society and towards the poor. These can be utilised to generate philanthropy.
- Religion evokes emotional response and commitment amongst individuals, thus it can be channeled towards constructive purposes.

Thus when viewed from an ethical
perspective religion must be dealt with,
with sensitivities and religious
competitiveness in mind. Communal
harmony is the essence which can be
achieved through coordination and
cooperation.

