

# VISION IAS

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## GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	English	Registration Number	654693
Center	Delhi	Date	14/9/2019

### INDEX TABLE

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

Total Marks Obtained:

Remarks:

### INSTRUCTIONS

- 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।

# EVALUATION INDICATORS

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

*Introduction Introduction Introduction*

Overall Macro Comments / feedback / suggestions on Answer Booklet;

*11/11*

*11/11*

1.

2.

3.

4.

5.

6.

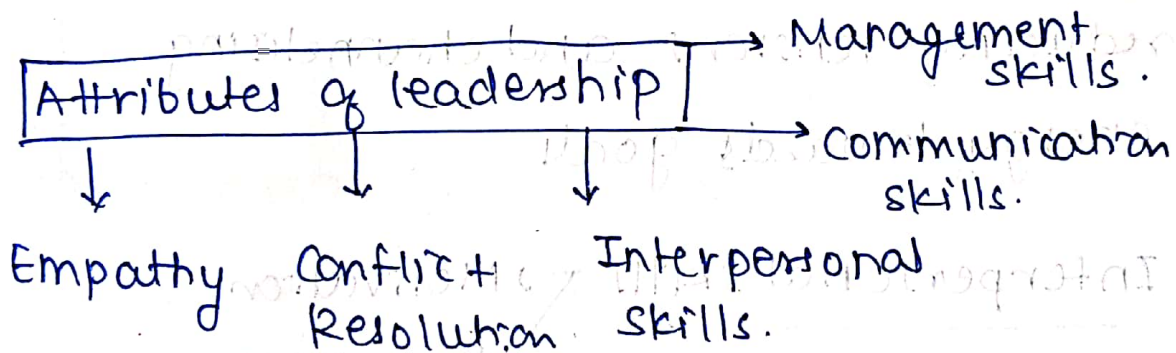
## SECTION - A

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

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

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

Leadership is a quality by virtue of which a team player ~~is~~ heads his team, manages responsibility allocation, and leads to desired outcomes.



"A leader does the ~~w~~ right thing whereas an administrator does the thing right".

Importance of for civil services -

- i) Responsibility allocation on basis of competence - Helps prevent

diffusion of accountability.

2) Empathy towards colleagues helps build a rapport.

Ex. APJ Abdul Kalam once took his colleagues children out for fun when he was engrossed in work and had lost a track of time.

3) Management of conflicts - help in reducing tensions and channelising energy towards goals

4) Interpersonal skills → Motivation  
→ Persuasion

help in keeping the team spirit high.

5) Communication skills help in negotiating win win situations.

Thus a <sup>good</sup> leadership is a manifestation of varied skillsets which help achieve desired objectives.

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 deals with taking decisions based on rationale and evidences.

Empathy is feeling the pain of others by imagining to be in their shoes.

Objectivity and empathy at times can present a dilemma for a civil servant.

For Ex. A civil servant hiring for AASHA workers receives an application of a woman who is a widow of a martyred soldier. If she doesn't possess required qualifications, by objective view - she should not be selected. However if she does ~~present~~ <sup>possess</sup>

the required skillsets, the civil servant on the basis of administrative justice can make provisions for reservation on basis of empathy & compassion. Thus empathy can help in understanding the situation and bringing socio-economic changes in peoples lives.

Mere objectivity or mere empathy can result in ~~im~~partial behaviour or negligence of vulnerable.

"If a civil servant has empathy and objectivity, nothing else ~~is required~~ matters,

If a civil servant ~~does~~ not have empathy and objectivity, nothing else matters".

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 leading to diversified use of cyberspace for multiple activities ranging from online coaching to spread of terrorism.

As such ethics has an important role to play as follows:-

1) Maintaining dignity of individual

Ex. Instances of cyberbullying, pornography defame individuals.

2) Use of platform for moral purposes

Ex. MOOCs & Swayam (online courses) and use of same platform for radicalisation of youth

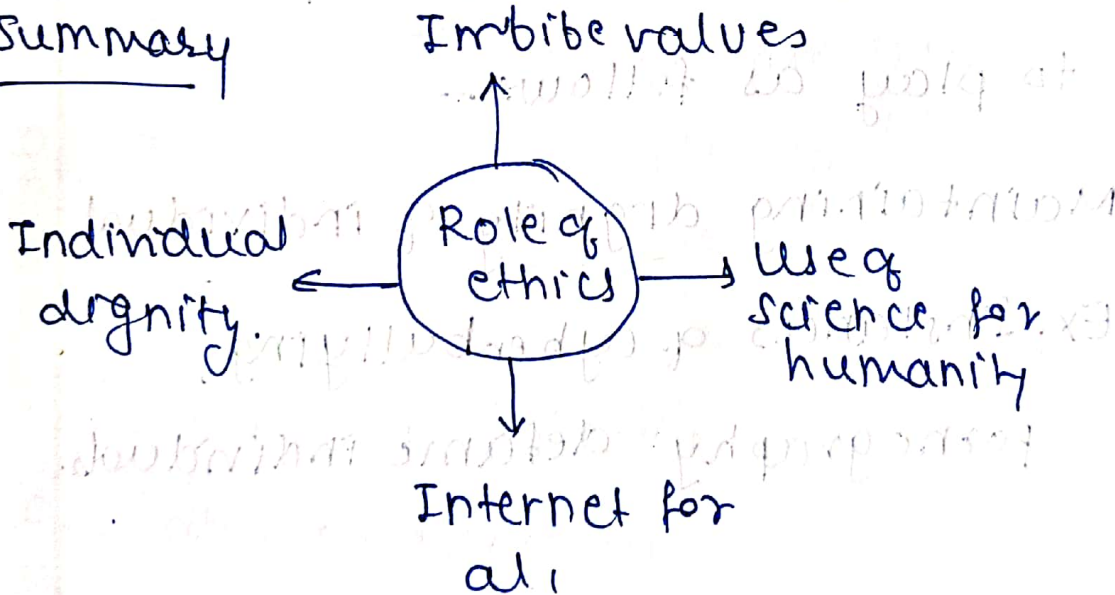
3) science for humanity -

This will ensure use of IT for greater public good.

4) Increasing instances of frauds using digital transactions will undermine use of IT.

5) vulnerability of youth, elders to use of IT.

## Summary



Thus ethics can play the role of creating an enabling environment for all.

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

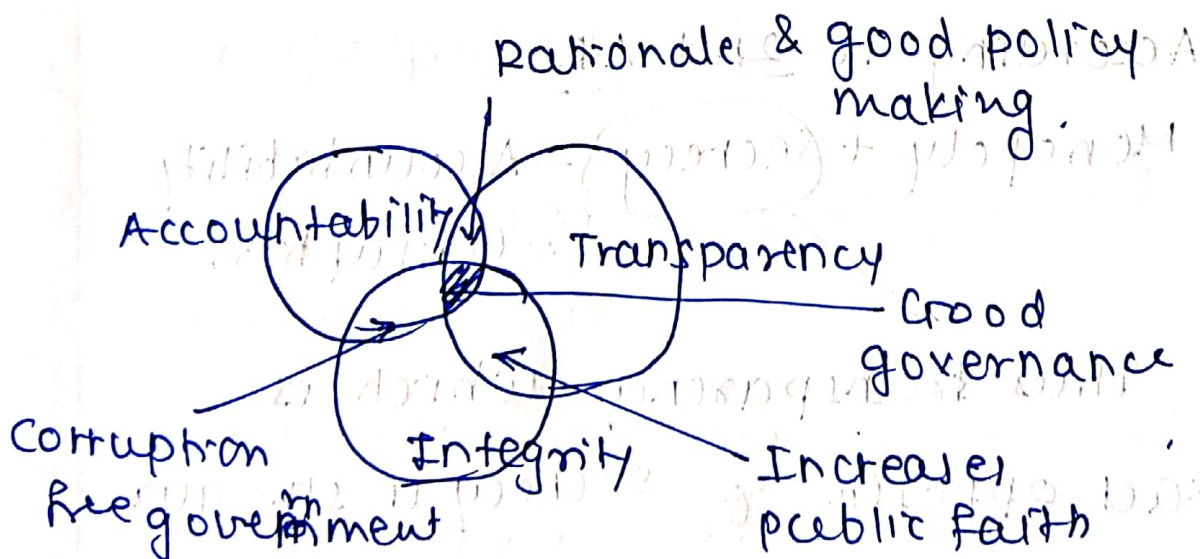
सरकारी संगठनों में पारदर्शिता सुशासन की आवश्यक पूर्वपेक्षा है। स्पष्ट कीजिए।

Transparency is the opening up of government institutions for scrutiny of public.

"Sunlight is the best disinfectant, Transparency is the best remedy"

Transparency helps in -

- i) Legitimate use of resources
- ii) Holding government accountable
- iii) Understanding rationale of decisions taken.



For example.

i) The use of RTI has helped the judicious use of government resource on one hand and also unearthed scams like 2G, etc common wealth games.

ii) The use of citizen charters by enterprises provide a benchmark for citizens to judge quality of public service. This helps in upholding accountability.

According to 2nd ARC:

Monopoly + Secrecy - Accountability  
= Corruption

Thus transparency which is exact opposite of secrecy is sine qua non for good governance.

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।

The quote emphasises the need for equal treatment to all the humans. Nelson Mandela led his life ~~against~~ in fighting against atrocities of apartheid government.

According to ~~existentialism~~ existentialism theory by Jean Paul Sartre - existence precedes essence - As such every one should be be treated equally.

This is highly important in context of civil services -

Ex. A civil servant must not only work for the elite but also for the vulnerable. This will be by practising empathy and principles of administrative justice.

A nation which treats its vulnerable in an unfair manner is bound to face rebellion.

Increasing instances of refugee crisis (Ex Rohingyas from Myanmar) indicate the partial treatment to the citizens. (similar ex. Uighurs of China).

Humans should not be treated as a means to an end but as an end in themselves.

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

"The heart of education lies in educating the hearts and not only the mind".

Rabindranath Tagore was a pioneer of modern education who adopted a holistic view and outcome of education.

The purpose of education must not be to means to an end i.e. job opportunities but an overall development of individual in that he it understands the sync with nature.

Grandhiiji proposed a model of education called 'Nayi Talim' which

focused on complete development by ensuring vocational skills, vernacular education and welfare of people.

In today's world this is important with increasing threat of global warming and climate change when most developed countries like USA are abdicating their responsibility and going against nature.

Similarly in civil services, knowledge alone is not important. It has to be blended with ethics to ensure greater public welfare.

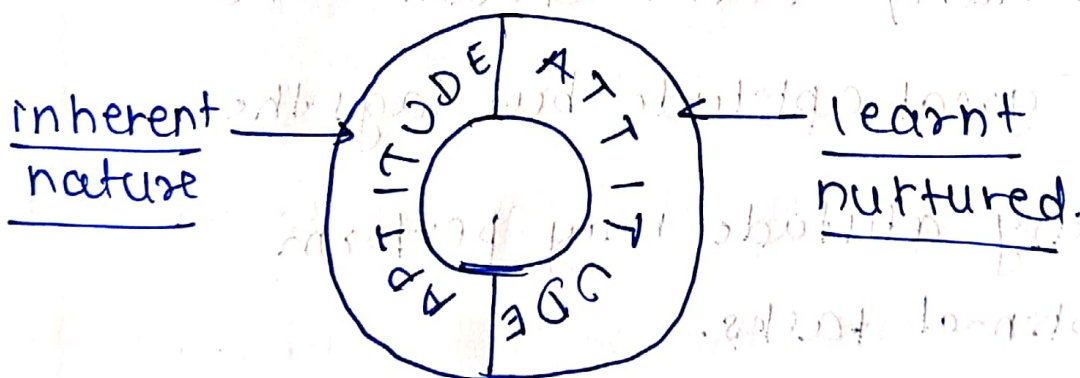
For "knowledge without ethics makes man a clever devil"

4. (a) For achieving success, attitude is equally, if not more important than ability. Discuss with the help of examples from your daily life. (10)

सफल होने के लिए, अभिवृत्ति क्षमता से अधिक नहीं तो, क्षमता जितनी ही महत्वपूर्ण है। अपने दैनिक जीवन के उदाहरणों की सहायता से विवेचना कीजिए।

Attitude is a learnt and relatively enduring predisposition to act towards a particular thing/person in a particular manner.

Aptitude on the other hand is competence/ability of a person to perform a given task.



Attitude and aptitude are equally important for success.

For example - I have a friend who

possesses excellent aptitude to do  
matters, but his procrastinating  
attitude towards things and studies  
resulted in a failure in his MBA  
entrance exams.

The same person in his second  
attempt diligently ~~was~~ put in efforts  
and secured admission to the best  
MBA institute in the country.

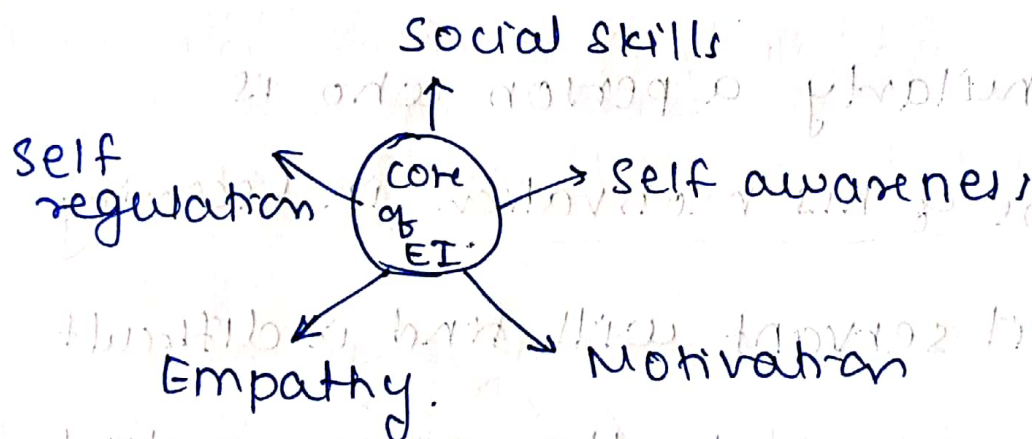
Similarly a civil servant who  
has a great aptitude but lacks the  
necessary attitude may perform  
suboptimal tasks.

~~Aptitude~~ Aptitude and attitude  
need to be balanced for positive  
outcomes and success.

4. (b) The core of high Emotional Intelligence is self-awareness. If you don't understand your own motivations and behaviours, it is nearly impossible to develop an understanding of others. Discuss with the help of appropriate examples. (10)

उच्च भावनात्मक समझ का मूल आत्म-जागरूकता है। यदि आप स्वयं की अभिप्रेरणाओं और व्यवहार को नहीं समझते हैं, तो दूसरों की अभिप्रेरणाओं और व्यवहारों की समझ विकसित करना लगभग असंभव है। उपयुक्त उदाहरणों की सहायता से विवेचना कीजिए।

Emotional Intelligence is the ability to identify, assess and manage <sup>emotions</sup> information of oneself and that of others.



Self awareness is an important aspect - its meaning been able to understand one's strengths, weaknesses, motivations and behaviours. A person who cannot predict his own behaviour will find it impossible to predict the

behaviour of another person in certain instances.

For example a leader who is not sure of his ability of responsibility allocation will find it difficult to delegate that responsibility and trust the decision of that person.

Similarly a person who is unsure of his motivation in becoming a civil servant will find it difficult to understand other persons motivation in doing the same.

A person who is self-aware will be able to predict and hence regulate his self behaviour to empathise and motivate social skills in the right direction.

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 contracts which ensure the delivery of minimum quality services and enlist all the details for a transparent functioning.

Integrity pacts have been highly successful in Brazil and the UN has even recommended them to be accepted worldwide.

Integrity pacts are important because

- clear definition of responsibilities
- clarity in commitments
- Ensure accountability

Integrity pacts can be used for public contracting when a transparent bidding mechanism is used to avoid conflict of interests and ensure ~~no~~ impartiality.

The 2nd ARC has recommended use of Integrity pacts <sup>in</sup> ~~as~~ administrative reforms to reduce corruption.

Integrity pacts thus can provide for transparency & reduce secrecy in enabling to tackle corruption.

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

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

Use of technology is prevalent in almost all spheres of lives. With increasing technology, penetration there are increasing cases of violations of human rights and ethical norms.

There is need for moral education in schools.

Its significance

- 1) Teaching them young - helps moulding their mindset
- 2) Inbibed values build character and are influential in their behaviour.

3) Childhood helps confirm those  
values and develop positive  
experience in school and thus  
concrete the same.

4) Ethical education at later  
stages is difficult due to developed  
prejudices. (Ex. Hatred towards women or  
gender inequality can be  
difficult to deal with)

5) There are relatively greater  
chances of instrumental conditioning  
working in tender age. (Ex. Teachers  
punishment is more feared than breach of  
law)

Thus school education should  
be stressed for enduring morality

For <sup>Knowledge</sup> ~~Science~~ without humanities

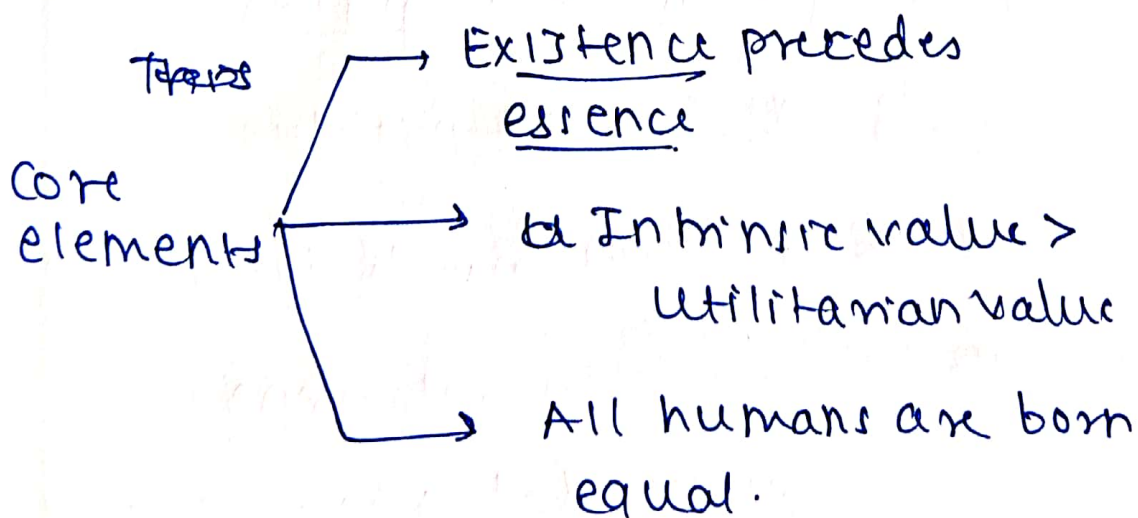
is a crime.

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

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

Deen Dayal Upadhyay is a major figure who worked for poverty alleviation and inclusion of down trodden in to society.

Integral humanism is a philosophy where humans irrespective of their utilitarian value are respected for their ~~interest~~ intrinsic value

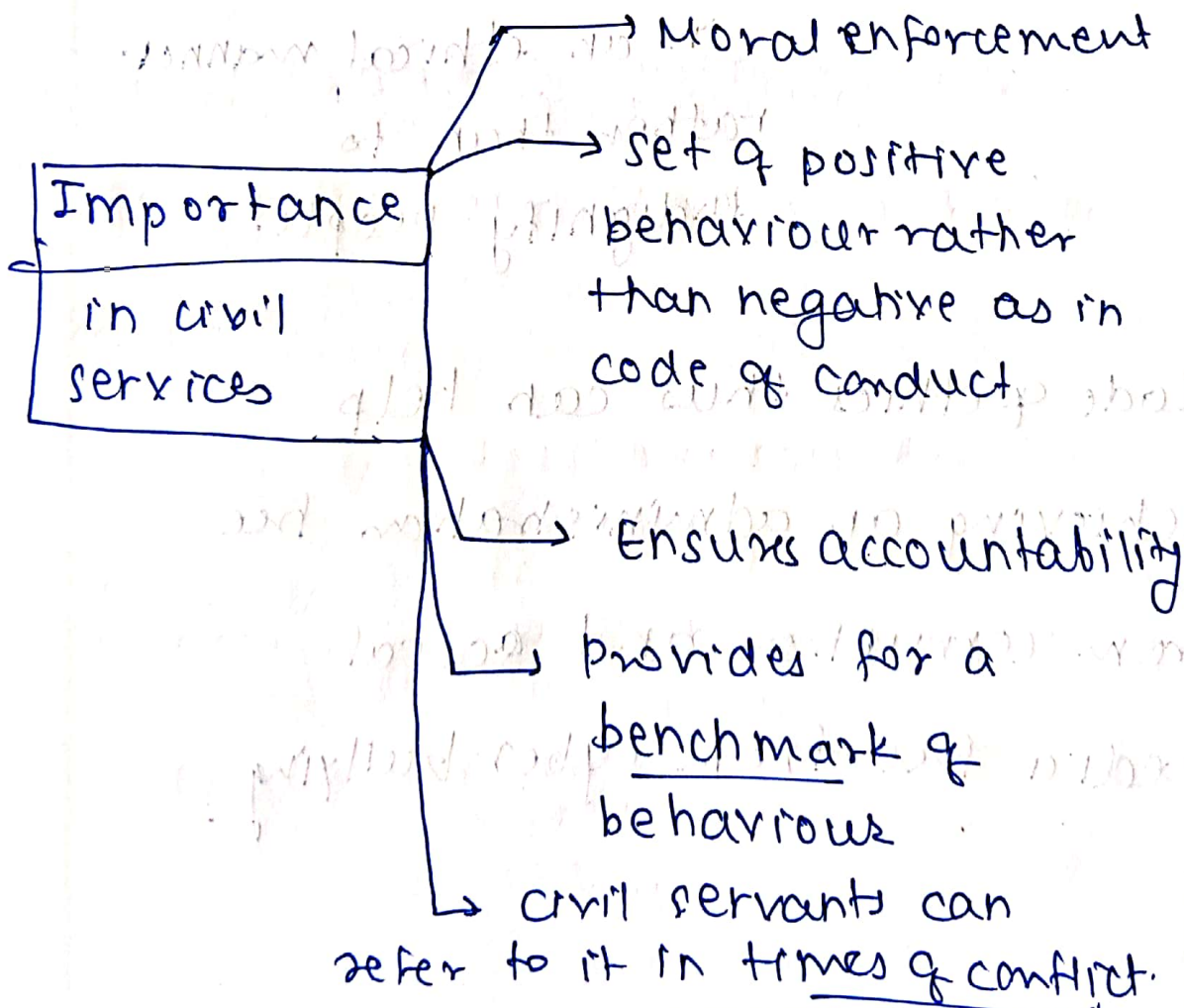


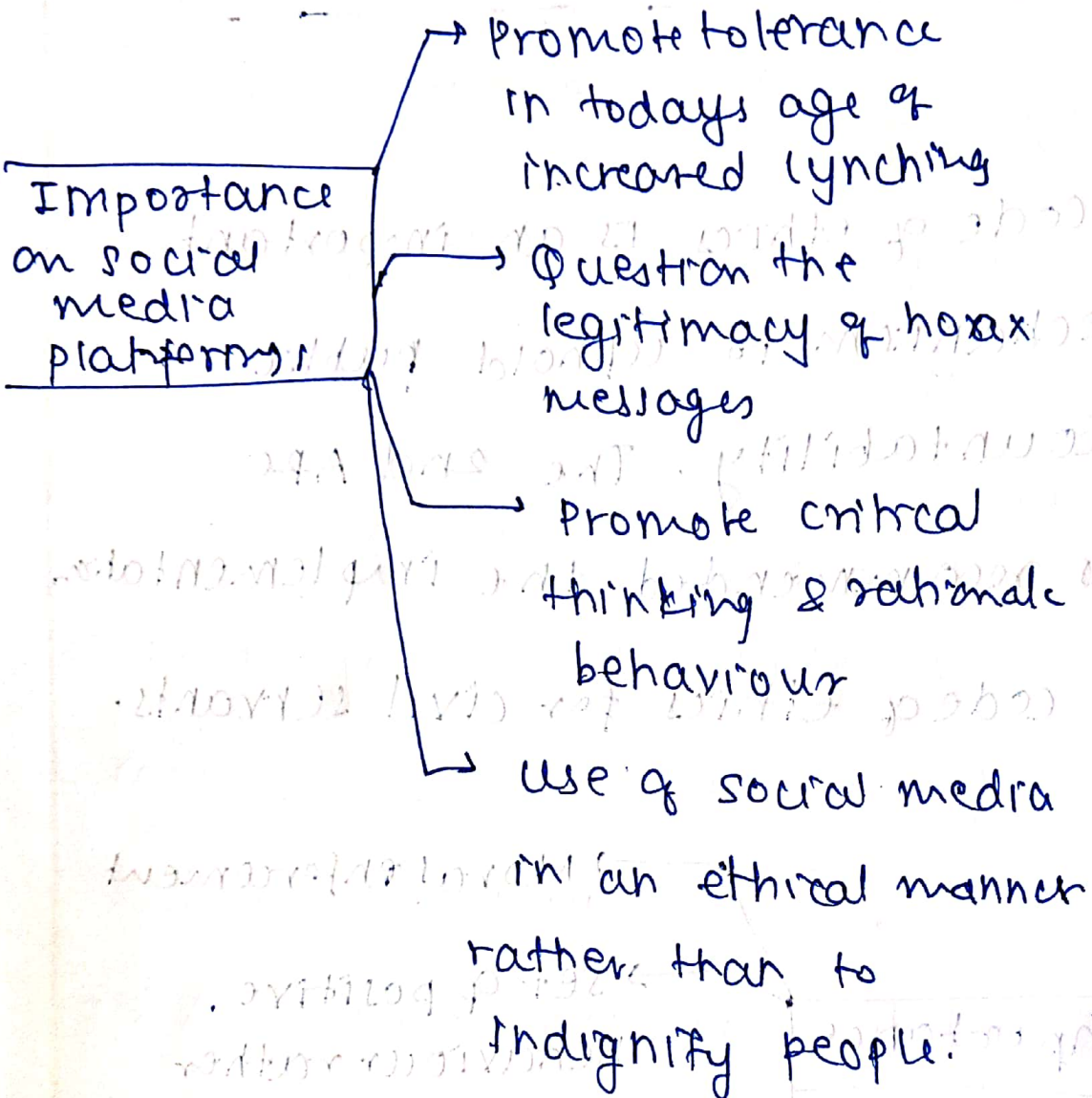
This enables affirmative action  
for upliftment of the lower strata  
and integrating them with society.

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।

Code of ethics is an important mechanism to uphold public accountability. The 2nd APC has recommended the implementation of code of ethics for civil servants.



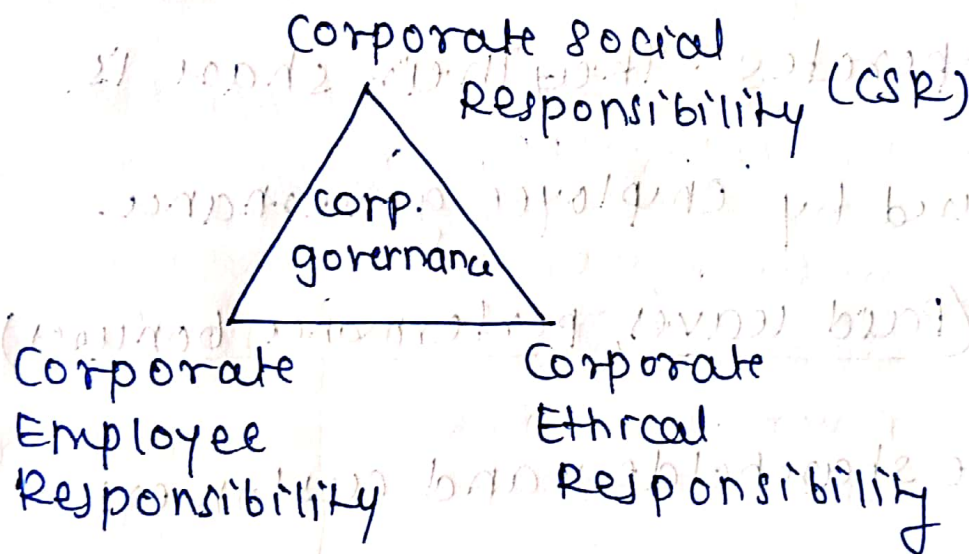


Code of ethics thus can help achieving an administration free from corruption and social media free from cyber bullying.

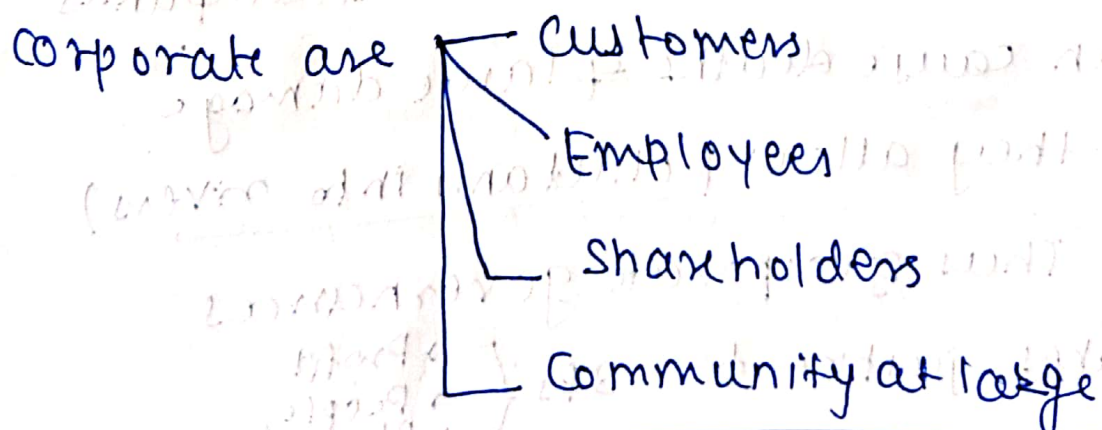
8. Discuss how effective corporate governance can ensure the equitable treatment of all stakeholders. (10)

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

Corporate governance is a set of rules, processes, systems that guide the governance of companies to benefit all its stakeholders.



The main stake holders of a corporate are



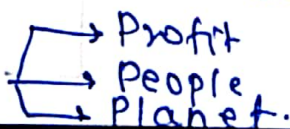
## Equitable treatment

1) CSR ensures responsibility of corporate towards society and helping in create a positive impact. Ex. (ITC launched e-choupal for benefits of citizens)

2) Employees are the pillars of corporates. Their share is ensured by employee governance. Ex. (Paid leaves, performance bonuses)

3) The shareholders and customers benefit from ethical approach of ~~corporate~~ corporate. (Ex. Pharma companies can cause ~~death~~ large damage if they allow pollutants into rivers)

Thus corporate governances makes justice to 3Ps



## 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।

This case study present an example of politics without principles & lack of integrity of the politicians and government officials.

## Stakeholders

- 1) Me as a responsible SP who is incharge of investigation.
- 2) Corrupt politicians and government officials charged for breach of law.
- 3) Public - who might have developed a trust deficit towards government
- 4) Media - who can play a role in upholding governments stature and accountability of corrupt

Ethical issues

- 1.) Lack of integrity - on account of government officials.
- 2.) Politics without principle - use of positions for self-benefits.
- 3.) Trust deficit of public over government

Options available

- a) Report findings to DM and seek instructions for same.

Merits - Displays my team working

ability since he was

one who put me in charge.

- will help develop a good

rapport between him and me

for future collaborations.

Demerits - Objectivity states I should go ahead with filing FIR since

I have the authority.

- I might be asked to suppress the findings.

b) Charge all accused and let law take its course -

Merits - ~~Most~~ objective step.

- will uphold accountability and rule of law.

Demerits - Build trust of public

Demerit - Will may question my team spirit by not informing

DM

c.) Discretely put the findings in public domain

Merits - Will help build public trust

- Ensures rule of law

Demerits - Due procedures not followed

As a responsible SP - I will

i) inform the DM @ about the criminal charges and take steps to file charges simultaneously

ii) In the meanwhile, I will ensure protection of evidence, witnesses and stakeholders to prevent hostility.

iii) The investigation will continue to unearth any other mishaps.

iv) After talking to the ~~manag.~~ administration, I will put the matter in public domain to build trust

This will help in upholding rule of law, integrity, accountability & pro corrupt towards public and bridge people government gap.

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।

The case study is an example  
 of a conflict between personal protection  
 and public service values.

## Stakeholders

- 1) district authorities - who fear for life
- 2) People in the district - whose fundamental right to vote stands to be violated.
- 3) extremists - who are proving to be a hurdle in law and order.
- 4) Me as a responsible PM.
- 5) Country at large - which is affected by low voter turnout.

## a) Civil service values

- 1) Fortitude - i.e. courage in the event of adversity - Officials need to show courage to perform duties.
- 2) Leadership - Me as a leader can help motivate and persuade

my team.

3) Justice - towards people who  
want to vote

4) Accountability - ~~My~~ <sup>Our</sup> responsibility  
towards my duties

5) Adherence to public service

(b) Plan of action

1) First and foremost will be  
provision of protection to the  
candidates who want to stand for  
elections and their rallies.

2) Awareness camps in the district  
will be held to sensitize people  
to exercise right to vote without  
fear.

3) As a DM, I will ask the Home  
ministry to send a troop of CRPF

personnel to help conduct elections.

4) strict vigilance will be maintained by coordination of local police and enforcements from Home ministry.

~~5) Elections Day will~~

5) I will motivate and persuade my team to perform their duties and myself go out on the field with them.

6) On the election day, I will ensure the polling stations are tightly secured by having a team to report at a periodic intervals.

These steps will ensure moral obligations to fulfill duties and enable citizens to exercise their rights in a democratic setup.



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:

- Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
- 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:

- हितधारकों और सार्वजनिक हेतुक की पहचान करते हुए, इस प्रकरण में सम्मिलित नैतिक मुद्दों की विवेचना कीजिए।
- जिला मजिस्ट्रेट के रूप में, आप क्या उचित कार्यवाही करेंगे? उनका कारण बताइए।

This case study is an example of fear of retribution from senior officials which prevent employees from acting in objective matter. It is also a conflict of personal relations v/s professional duty

Stakeholders

1) My friend - who is charged of poor working conditions for his employees.

2) Employees of his factory - who are oppressed and their rights affected.

3) Labour officer - who is fearful of reaction due to my ~~case~~ personal relations.

4) Me, as a responsible PM, who ~~she~~ thinks about public welfare.

5) Media and public at large to ensure accountability.

## Ethical Issues

- 1) Conflict of interest - personal relations with friend vs professional duties.
- 2) Lack of objectivity - from the labour officer. Also lack of courage.
- 3) Infringement of labour rights.

by my friend's factory.

## ④ Ethical values

- 1) Impartiality - towards my friend
- 2) Rule of law
- 3) Justice to the workers
- 4) Courage & adherence to professional duty - to take legal action.

## Course of action

1) Conduct a thorough investigation by keeping myself out of the team

Merits - Helps avoid conflict of interest

Ensures rule of law and non-partisan impartial behaviour

2) Collect evidence and ask the team to interview the workers in his office/factory

Merits - Will help understand the

exact nature of right

infringement:

- Empathy towards workers.

3) After successful investigation, I will go through the results and take legal action against my friend by

starting proceedings.

Merits - upholds rule of law and  
impartiality.

4) I will ~~try~~ talk to the labour  
officer and call a meeting of all  
personel to ensure that no one fears  
in using their powers in an objective  
way.

Merits. This will ensure objective  
behaviour and display leadership  
qualities.

The course of action will uphold  
leadership skills, objective behaviour  
and justice to workers. Even

Gandhiji ~~sto~~ had a hunger strike

against his friend's factory to

raise wages which proves public

service is above all.

12. You are a resident of a remote tribal district, where there is high incidence of malnutrition. As a remedial measure, the District Magistrate has initiated a programme to promote millet cultivation, especially on the lands currently lying fallow in the district.

However, this well-intentioned move of the officer receives flak from the local tribals as this may not only change their age-old food habits, but also alter their traditional agricultural practices. They further cite lower remunerative prices of millets as another reason for continuing with their existing crop production pattern.

As a civil servant aspirant, who has a keen interest in development of tribal areas, answer the following questions:

- (a) What according to you are the key issues and challenges involved in the above situation?
- (b) Identify the key stakeholders and their respective interests.
- (c) Suggest a course of action that the District Magistrate can take keeping in mind the larger tribal interests. (20)

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

हालाँकि, अधिकारी का यह सुविचारित कदम स्थानीय आदिवासियों की ओर से कठोर आलोचना का विषय बन गया है, क्योंकि इससे न केवल उनकी युगों पुरानी खान-पान की आदतें परिवर्तित हो सकती हैं, बल्कि उनकी पारंपरिक कृषि पद्धतियाँ भी बदल सकती हैं। वे अपने वर्तमान फसल उत्पादन पैटर्न को जारी रखने के लिए एक और कारण के रूप में बाजरा की कम लाभप्रद कीमतों का भी उद्धरण देते हैं।

एक सिविल सेवक अभ्यर्थी के रूप में, जिसकी जनजातीय क्षेत्रों के विकास में गहरी रुचि है, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

This case study is an example of  
modern non overlap of ideologies  
between administration and the  
public.

a) The area is facing high incidences of malnutrition.

This may be due to traditional practices or lack of availability of variety in food plate.

## Ethical issues and challenges.

1) Social good vs Economic interests -

The tribals are worried about profits for cultivation even from fallow land.

2) Modern technology vs traditional practices -

The tribals may be difficult to persuade to adopt modern practices.

3) Alteration of food-habits - may

not be socially and culturally acceptable to the tribals.

## Values involved

- 1) Leadership - To use motivation & persuasion to do right thing.
- 2) Scientific temper & objectivity - for recommending millet production based on evidences.

## Stakeholders

- 1) Tribals - who are worried about interference with their food habits and traditional practices
- 2) Malnourished - in the district whose ~~are their~~ right to live with dignity stays infringed
- 3) Me as a responsible PM
- 4) NGOs, civil societies and community at large

Course of Action

1) I will first held a meeting with the tribals along with a agricultural officer. This will be to understand their exact concerns and look for alternatives.

2) I will try to show them the positive results with the help of documentaries in local language.

3) If the tribals are still worried me along with agricultural officer will scope a new plan for them.

In this scenario, funds from state government will be requested for food fortification.

4) If the tribals are convinced for millets

I will organise awareness camps  
to convey benefits of millets.

~~No voluntary~~ workers from  
village or will be made available  
to work in fallow land with  
remuneration.

Modern seeds and equipment  
will be provided only if the tribals  
request for it.

This will ensure preservation  
of traditional customs and help  
eradicate malnutrition.

13. You have recently been posted as a District Labour Officer in a state, which derives a substantial revenue from tourism. You come to know that a big hotel in the area has not been paying wages as per the Minimum Wages Act. The hotel owner is a powerful local leader having contacts with many influential officials of the state. You have the power to take sou-moto cognizance of such violations and accordingly you initiate a preliminary enquiry into the matter. However, no worker is willing to come forward to lodge a formal complaint because they fear loss of employment. Meanwhile, your action has attracted notice of the higher authorities, and you are advised to drop the matter altogether. You are deeply concerned about the situation as it involves not only violation of the Minimum Wages Act but also denial of basic human rights of the worker.

- Identify the issues involved in the given case.
- Consider the options given below:
  - Follow the informal advise of the higher authorities.
  - Convince the owner of the hotel to take note of these violations and take appropriate remedial measures.
  - Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from the competent authority.
  - 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:

- उच्च अधिकारियों की अनौपचारिक परामर्श का पालन करेंगे।
- होटल स्वामी को इन उल्लंघनों पर ध्यान देने के लिए मनाएंगे और उचित उपचारात्मक उपाय करेंगे।
- 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।

इतमें से प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन कीजिए तथा कारण प्रस्तुत करते हुए अपनी पसंद की कार्यवाही का सुझाव दीजिए।

The case is an example of political interference and also use of authoritative power for greater public good.

### Stakeholders

- 1) workers of the hotel whose rights are violated.
- 2) Hotel owner - who is guilty of immoral behaviour
- 3) Politicians & higher authorities who are interfering in my jurisdiction.
- 4) Me as a responsible ~~and~~ labour officer.
- 5) Worker community at large.

## Ethical issues.

- 1) Commerce with morality - that violates rights of workers
- 2) Political / Administrative interference - using public position for private benefits.
- 3) Breach of law by the ~~factory~~ hotel owner.
- 4) Fear of retribution - to the workers

## Opinion

1) Follow the informal advice.

Merits - will promote my career prospect  
- convey allegiance to seniority.

Demerits - Against rule of law

- will be escapist tendency.

- will promote further violations.

- set a bad precedent for juniors.

2) convince the owner of the hotel

Merits - Use of Emotional Intelligence techniques.

- Will help workers get justice.

Demerits - He may not bind to my advice.

- Extra official measures for a problem that requires legal action.

3) submit a report & seek directions

Merits - In conformity with integrity.

- Helps me get a written order and prove accountability.

- Upholds pro due procedure followed principle.

Demerits - ~~Left~~ the Questions my allegiance to performance & duties.

4) serve a notice

Merits - Rule of law is upheld.

- Ensures compliance with  
procedure

Demerits

- Can have negative impacts  
on my career  
- Workers not willing to provide  
evidence - will be of no use.

Course of action

I will first try to persuade the  
workers and guarantee them protection  
for telling the truth. I will also  
involve a team to conduct thorough  
investigation to find evidences.

~~write~~ After having enough evidence,  
I will write to a competent authority  
and initiate charges simultaneously.

This will uphold rule of law  
and guarantee rights to workers.

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।

Education is a basic necessity for a human to pursue a purposeful life and live with dignity. As a chairman of committee it will be my responsibility to conduct a thorough literature review & best practices.

## (a) Role of government

1) Article 2

### Stake holders

- 1) Me as a chairman of committee and the committee overall who will make recommendations.
- 2) Government who will implement those.
- 3) Students who will be impacted
- 4) Community at large.

## a) Role of Government

- 1) Article 21A provides for right to Education & so does Right to Education Act for 6-14 years of children.
- 2) Governments responsibility to make education  $\left\{ \begin{array}{l} \text{accessible} \\ \text{equity} \\ \text{quality} \end{array} \right.$

3) Empathise towards vulnerable sections i.e. poor who can't afford private schools.

4) Ensuring sustainable livelihoods through skills provided by education.

5) Rationalise the pricing structure of private schools.

6) Reduce gender gap by providing for free education.

### (b) Principles and values

1) Scientific temper - is the important ~~most important~~ outcome of education.

2) Learning outcomes and ability to apply theoretical knowledge for practical purposes.

3) Balance of study and extra-curricular activities

4) Ensuring vocational skilling integrated within schools for children seeking employability

5) Education as an end in itself rather than means to jobs.

c) Measures

1) Rationalisation and consolidation of schools and providing transport

facilities. - This will prevent

pan-teacher (one teacher-per institute)

institutes.

2) Emphasis on collective activities

to ensure learning rather than

reproducing content in exam.

3) strict teacher hiring policy depending on competence to teach rather than just degrees.

4) use of Technology (Ex. Digital Boards by HRD ministry that promote flipped learning).

5) Regular surveys to ensure learning outcomes are on rise

6) Integration of vocational education to improve employability & remove its stigmatisation.

These steps will ~~ensure~~ <sup>prevent</sup> from using education as a means to an end and <sup>instead</sup> promote holistic development of children.