



# VISION IAS

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## GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	ENGLISH	Registration Number	76172
Center	ORN DELHI	Date	09 August '19

### INDEX TABLE

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

Total Marks Obtained:

Remarks:

### INSTRUCTIONS

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

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## EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

**All the Best**

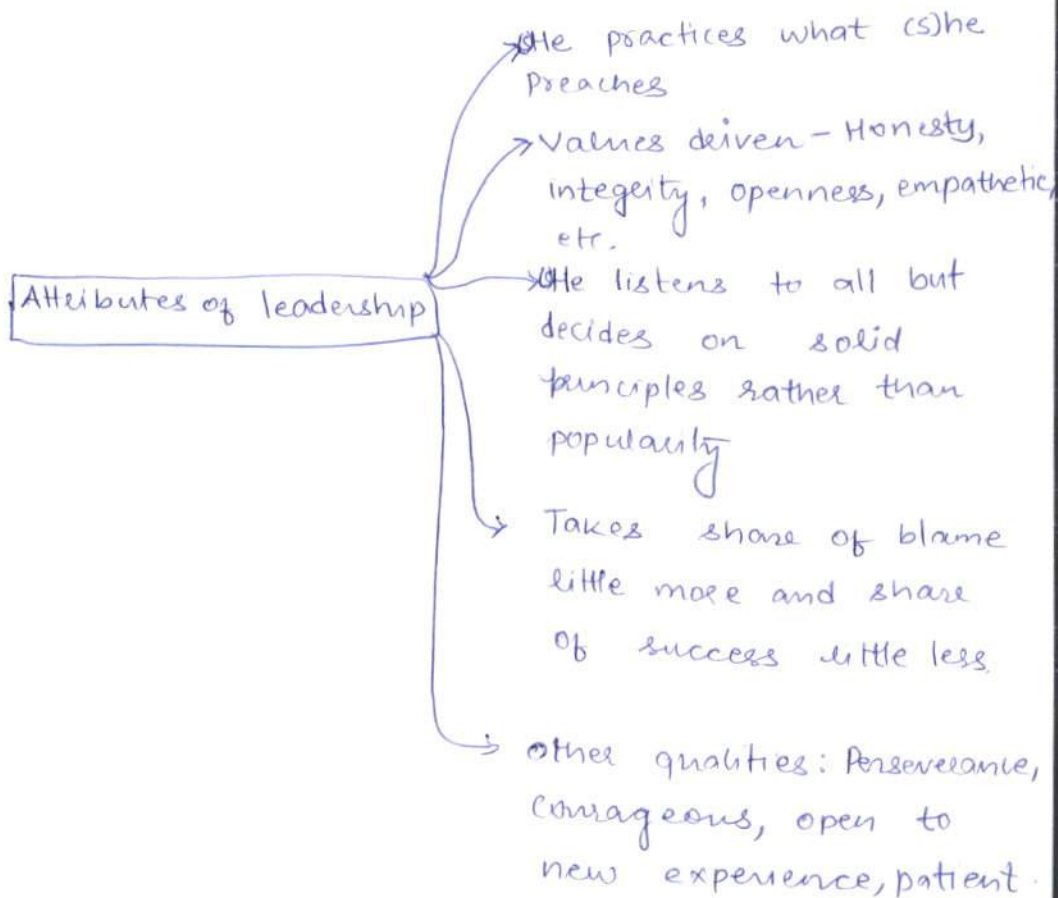
## SECTION - A

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

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

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

Leader is a person who inspires others towards a particular cause through her/his work and speech.



leaders like Mahatma Gandhi, Abraham Lincoln and in present era, likes of Barack Obama, Angela Merkel have shown illustrious leadership qualities.

Importance of leadership for a civil servant:

1. Civil servants occupies critical office in government which requires to lead large number of personnels towards the organisational purposes.

Example - District Magistrate coordinates the work in the district, manages huge resources - both material and human. To effectively manage and perform requires leadership.

2. It is the leadership qualities that enabled T.N. Seshan to bring electoral reform (to check booth capturing), or O.P. Chaudhary to create educational facilities for tribal students in Dantewada district, or Ashok khemka to uphold the values of integrity and to stand upto powerful and expose corruption and fraud.

3. Without leadership, civil servants would become prisoner of fear and inaction that would be detrimental to public interest.

Leadership therefore sine-qua-non for civil servants to uphold the public values and take forward the interest of people.

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।

Nolan committee recommended 'objectivity' as one of the attributes of public administrator. Objectivity means to take decision based on facts, figures and evidence. Example - allocation of fund to MGNREGS is done based on demand.

To check corruption, nepotism and other vices of governance.

Need of objectivity

Predictability in decision making  
→ key to good governance

Ensure fairness and avoid arbitrariness in decision making

civil servants have to recommend rewards, recruit people, allocate resources, check the execution of contracts with private players, etc.  
⇒ these all require objectivity.

Laws, rules and regulation lays down the broad guidelines to ensure objectivity. Moreover, acts like Right to Information act 2005 has helped in the objectivity of decision making in governance.

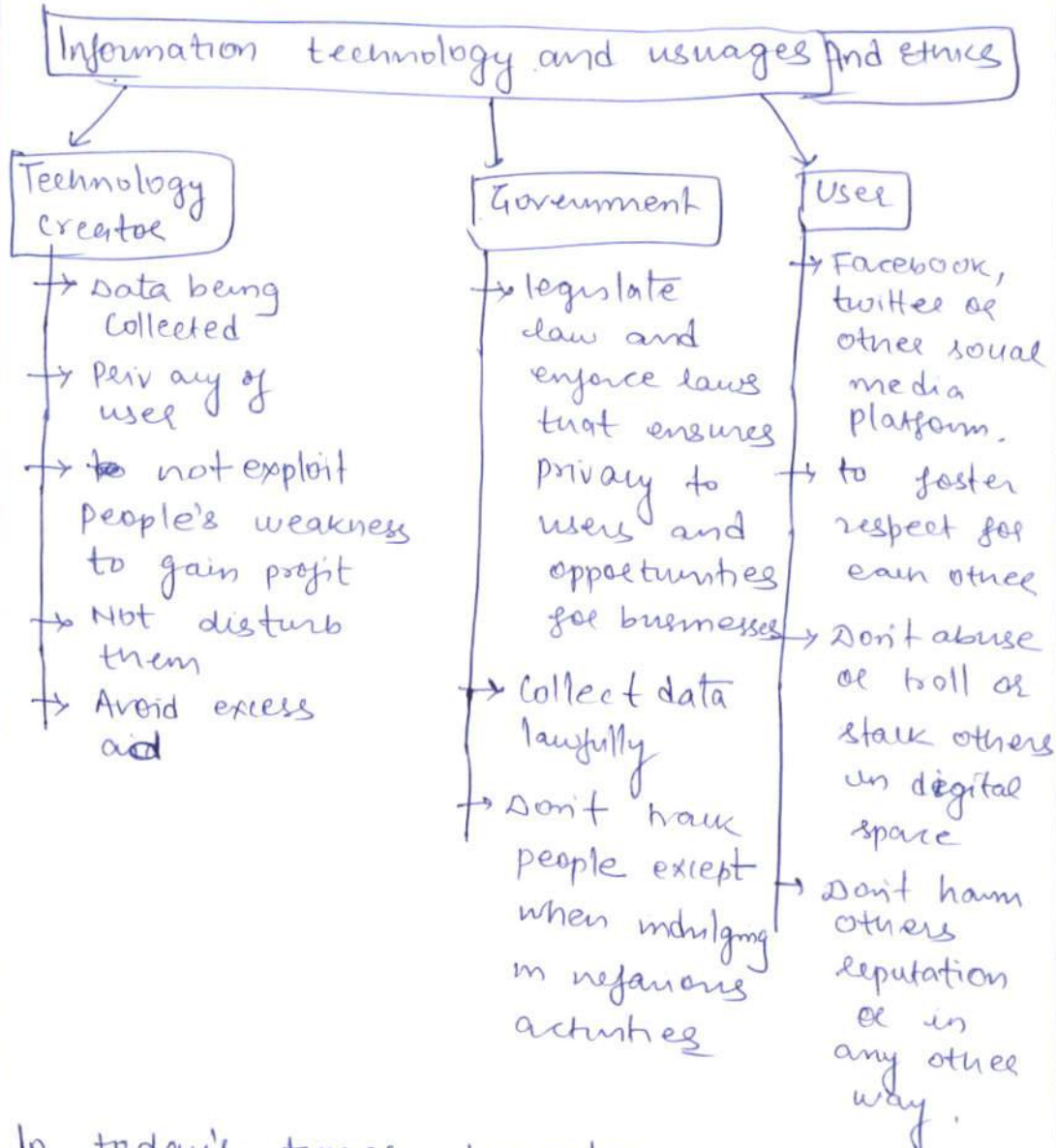
Empathy helps individual to feel what other is feeling by putting ownself into their shoes. It is the foundational in India's governance system because of diverse culture and socio-economic condition of people.

Objectivity is intricately related to empathy. Objectivity without empathy is equivalent to heartless and empathy without objectivity paves the slippery slope of irrational decision making. Thus both are necessary together to take effective decision. Example - if a lady doesn't have documents to avail government's scheme and she belongs to extremely backward economic community. Civil servants have to show empathy by helping her to get document and maintain objectivity in distributing resources (scheme).

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?

Ethics help us to decipher what is right and wrong and take decision accordingly.



In today's times, technology has brought superficial modernisation because people's thought process and actions have not refined; in fact, have gone for worse.

Example - twitter trolling, cyber stalking, cyber crime and fraud (financial particularly), sharing others' private photo, etc.

way forward

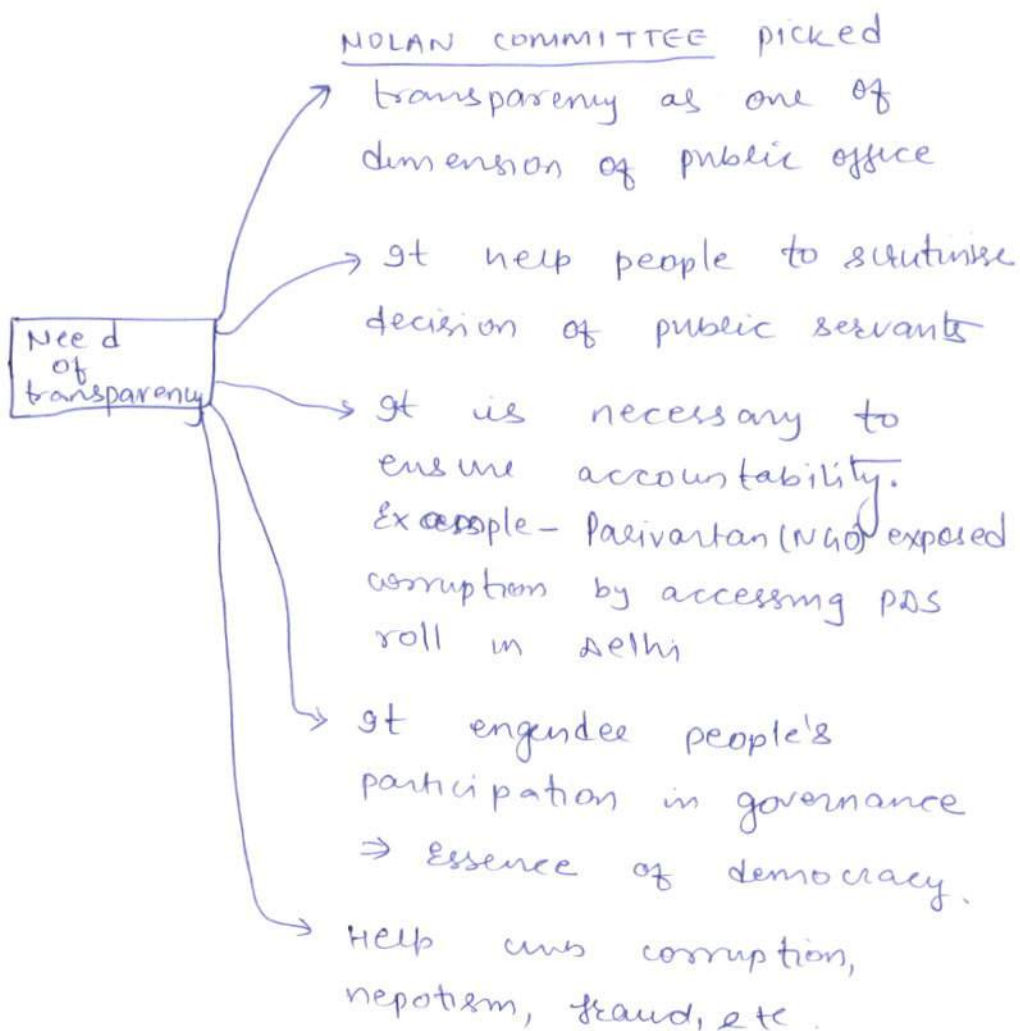
- ↳ Justice (Retired) Pithaswamy Case judgement of Supreme Court should provide the basis for legislative and executive action.
- ↳ Implement Justice B.S. Sheikrishna committee recommendation.
- ↳ Passing (enacting) Data Privacy Protection Bill
- ↳ Cyber education through social media, school textbook, etc. should be promoted.

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

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

Good governance encompasses several practices such as transparency, accountability, equity and inclusion, efficiency and effectiveness, etc. Its purpose is to make governance simple, moral, inclusive and transparent.

Transparency means disclosure of all informations to public except when wider public interests demand otherwise.



The good governance values such as accountability, people's participation, consensus building, rule of law, etc. can't be ensured without transparency.

In our country, initiatives such as Right to Information Act 2005, Digital India (Open government data portal), etc. ensures transparency.

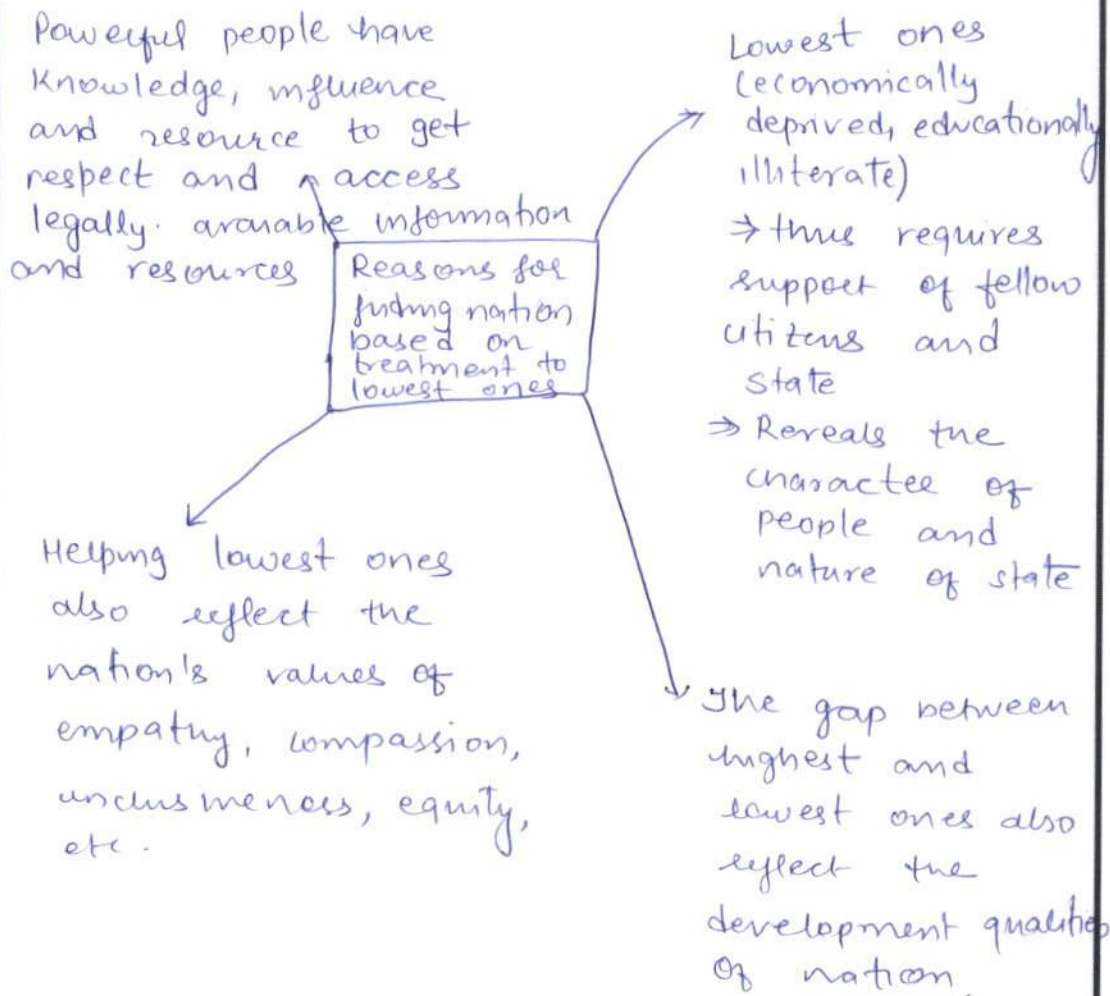
3. Given below are quotations of moral thinkers/philosophers. Bring out what they mean to you in the present context:

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।

Nelson Mandela statement illustrates the essence of democratic nation, welfare state, egalitarian society and values driven people.



### • Indian state/nation

- Before independence
  - ⇒ Police state
- Post independence
  - ⇒ Developmental state
- Characterised by poverty, illiteracy and disease
- Poverty alienated, mass illiteracy and major disease contained.
- Condition of Yemen, Syria, etc. where lowest ones are dying out of starvation

Today India's is known for accommodating diversities (language, tribes, religion) and treating all with dignities and respect. However challenges such as uncreaming inequalities, mob justice, etc. have to be dealt with to protect the nation's image.

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

Rabindranath Tagore in the above statement sums up the essence of education and differentiates ~~the~~ literacy from the education.

### Importance of statement

↳ Education which gives only information make human beings narrow minded. This is tantamount to commercialisation of education, which is not equivalent to education.

↳ After industrial revolution till recently, the nature of education (information based) have created problems such as moral degradation, environmental pollution, nature's exploitation, increased conflicts and wars.

↳ Education that includes

- moral → preserve culture
- physical → to remain healthy
- Environmental → protect nature
- spiritual → contentment
- social → respect for all communities
- Political → exercise vote properly

↳ One existence ~~with~~ in harmony with all can only be ensured through comprehensive education.

↳ Today man is in conflict with

- Animal e.g. Man-Animal conflict
- Nature e.g. deforestation
- Air/water e.g. polluted.
- Sky e.g. ozone hole.
- Ocean e.g. plastic waste
- man e.g. violence and conflict

↳ This needs correction and above mentioned quote of Tagore is unproductive in this regard

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 our predisposition to act in response to certain stimulus (persons, events or circumstances).

Attitude or ability is reflection of one skill and capacity to perform certain task.

### Importance of attitude

↳ Provides direction of one work

E.g. One may be technically apt in using technology. But what (s)he does with technology is crucial? To help others or to harm others.

↳ Attitude is derived from multitude of factors (values, experience, observational learning, etc) thus help us to do right things and to utilize the ability for noble purposes.

↳ I know how to retrieve passwords that are saved in mobile for all the websites that have been visited.

I often have access to my friends' phone. But I never used or even checked their passwords. Simply because it would be breach of trust. Rather, I often use it in my mobile to access the websites via my computer.

↳ Attitude is ~~far~~ more important than ability because ability can be learned in short time period while gaining right attitude takes time.

APJ Kalam used his knowledge to make India nuclear power while a Pakistani scientist used it to spread nuclear proliferation. Thus highlights the importance of attitude.

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 about recognising one own emotion and emotion of others, and understanding it appropriately to facilitate one thought process.

### Importance of self-awareness

1. Self-awareness comes when one mind is attentive to one own emotions and behavioural motivation.
2. When one mind is attentive  $\Rightarrow$  It would be attentive to environment and surrounding  $\Rightarrow$  Active to recognise the emotion of others.
3. Moreover, self aware mind is also a mind of calmness and marked by inner resilience and receptivity to external stimulus. That makes us to understand and respond appropriately to others.

Furthermore, if we don't understand our own motivation and behaviors, it reflects sense of confusion, muddled thinking or state of inactivity. In these conditions, our understanding and response would be dull and inappropriate.

Thus self awareness, as Aristotle said, is the beginning of intelligent person (emotionally).

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 refers to agreement when different stakeholders agree to conduct among themselves on the basis of transparency, corruption-free and fairness.

It may also involve neutral third party oversight that ensures the integrity of the process.

Integrity pact can be useful between government and private players to carry out transaction based on publicly recognised values.

### Role of integrity pact

- ↳ Recognition of certain values and principles among stakeholders. So, everyone would know the rule and trust the process.
- ↳ Engendered public confidence.
- ↳ Third party oversight help to validate the integrity pact

↳ with increasing private participation in public services and issues of corruption, crony capitalism, and nepotism; integrity pacts hold key to clean up the mess.

Second Administrative Reform Commission recommended integrity pacts for increasing transparency and reducing corruption in government.

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

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

Technological changes are occurring at rapid pace as reflected from social media proliferation and emergence of new fields such as Big data, Artificial intelligence, etc.

Significance of moral and spiritual values in educational institutions :-

↳ Develop technology to serve multiple benefit and not only for profit.

- Protect citizens' privacy
- Don't abuse citizens' openness
- Don't exploit them emotionally (social media → addiction)

Moral purpose of developing better society should remain central to our endeavour in any field.

↳ Use technology for right purpose.

- Don't commit fraud
- Don't collect money illegally

Contentment (spiritual values) should inform our decision making.

↳ In any of our technology endeavours, societal condition (need of jobs), national requirement, etc. should guide.

↳ Rugged values of individualism, profit at any cost, etc. should be discouraged.

Presently, in our educational institutions, these values are not provided in systematic manner. Thus there is need of inclusion of ethical sensitisation programme in educational institutions.

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

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

Integral humanism is a concept that aims to ensure our living based on Indian values system. Integral humanism encompasses social, economic and political aspect of our existence.

### Relevance

#### 1. Economy

- advocated decentralised industry
- will help in mass job creation, broad based development of all regions and ensures <sup>controlled</sup> migration

#### 2. Political

- Local level government
- People's role prominent.
- 73rd and 74th amendment ensures it
- Recommended by various committees to devolve power to local level to check diversion of funds.

### 3. Social

- Harmony among different religious groups.
- Alienation of lower caste
- Crucial for egalitarian society.

Integral humanism draws attraction because it is rooted in India's traditional values but is helpful in solving modern problems.

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 set of values and principles that guides individual in his/her activity.

Need of code of ethics

- Absence of decision making tools for civil servants
- Code of ethics - set the values that have to be respected by civil servants in order to uphold cardinal values such as anonymity, neutrality, etc.
- Civil servants often comment or blog on social media platform. Sometimes, they display lack of respect for foundational values of civil servants (i.e. ~~any~~ anonymity).  
E.g. Shah Faesal, former IAS officer, comment on rape issues.
- It would help in striking the balance with freedom expression

Issues

- ↳ Difficult in monitoring social media sites due to its proliferation.
- ↳ Absence of any code of ethics
- ↳ May harm freedom of expression
- ↳ Right as citizen would be affected.

However, many organisations have removed key people on the basis of social media comment because it influences people. Hence, code of ethics for civil servants would help in checking the deviation among civil servants.

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 includes process of decision making by corporate stakeholders among themselves and with respect to society.

Effective corporate governance entails

- ↳ transparency
- ↳ representation of all stakeholders (women, societal member, etc)
- ↳ ethical behaviour on part of top management, auditor, etc.
- ↳ compliance with laws in letter and spirit.
- ↳ Undertake corporate social responsibility.
- ↳ fair financial practices.

This would lead to

1. Increased trust of all stakeholders
  - Enhanced investment
  - Increased cooperation
  - Better brand image
  - More sale ⇒ Profit

2. Enhance the value of society
- Protect environment by complying with laws.
  - Inclusive development by CSR
3. Protection of shareholder value
- Transparency
    - ↓
    - market scrutiny
    - ↓
    - Comments ⇒ better decision making
  - Better financial practices
    - long term benefit
    - Enhanced investment

### Issues in present corporate governance

- ↳ secrecy instead of transparency in release of financial data
- ↳ Enhanced pollution is reflection of violation of corporate governance
- ↳ CSR - not undertaken properly.

### way forward

- ↳ Provide incentive and award to corporate leaders.
- ↳ Media scrutiny.
- ↳ Punishment for violation
- ↳ Activate citizens' knowledge through NAO, Civil society

## 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)**

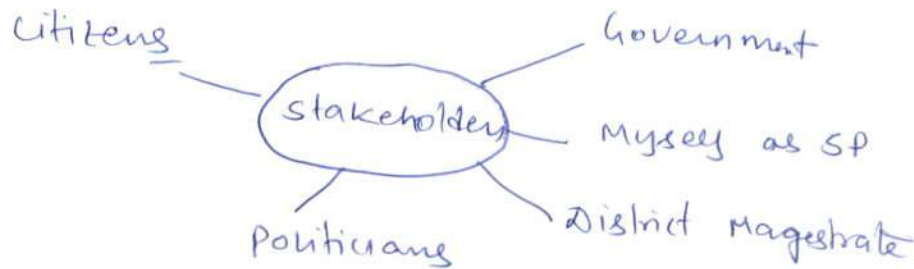
आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध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

Above case highlights the abdication of responsibilities on part of government officials, violation of rule of law and instigation of corruption.



### options and evaluation

1. Report findings to DM

#### Pros

- ↳ support of DM to carry out prosecution
- ↳ It would be a right step since DM is overall incharge of the district.

#### Cons

- ↳ DM may not support justice investigation and prosecution because of involvement of politicians and government officials.
- ↳ DM may ask to drop all the charges and provide escape route for all accused.

2. charge all accusedPros

- ↳ legally correct step.
- ↳ it would help to clean up the system.
- ↳ Helpful in effective prohibition.

Cons

- ↳ Absence of support from fellow government officials and political parties (politicians).

3. Expose the nexusPros

- ↳ Public support and demand for action
- ↳ Government may be forced to carry out prosecution due to public opinion
- ↳ Help in establishing rule of law - punishment to wrong doer and implementation of prohibition law.

Cons

- ↳ Government may become angry and investigate who revealed information to press

↳ Disciplinary action can be initiated against me.

4. I would take decision in following sequence:-

1. share the report with district magistrate. If he is helpful then carry out prosecution accordingly. If not, then step 2.
2. Leak information to media while carrying out prosecution simultaneously. It would help in forcing and nudging the behaviour of resistant politicians (in power) and government officials due to public support.
3. It would help in carrying out prosecution to logically end.

Reasons behind the action

- ↳ Respect the hierarchy in government system by informing District magistrate.
- ↳ Need to uphold rule of law, clean up corruption, punish officials engaging in wrong doing

and thereby engendering faith of public in government institutions.

↳ In order to withstand pressures and nudging right behaviours in public officials, leak would help to embarrass them.

Primary responsibility of government is to uphold the highest values, and this help to establish good governance.

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:

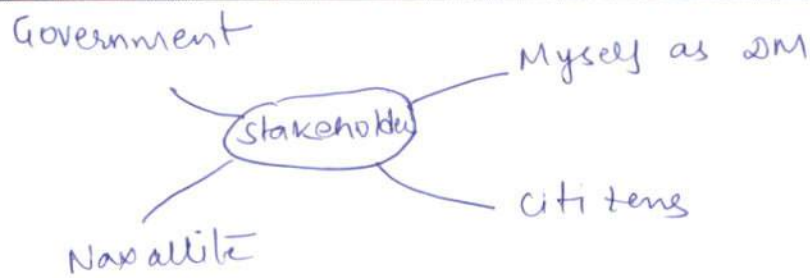
- (a) Identify the civil service values that are crucial for working in such adversities.  
(b) Suggest a plan of action to ensure the conduct of free and fair elections in such a situation. (20)

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 highlights the challenges faced by public servants in India particularly in violence affected regions and various impediments that voters face in exercising their rights.



(a) Civil service values required here:-

1. Courage: Civil servants have to be courageous and undaunted by the call of Naxalite to boycott election and must exude confidence among stakeholders to carry out the election smoothly.
2. Leadership: Civil servants have to lead the organisation of election by visiting different parts of district to augment confidence among government officials and to plan the election effectively.
3. Emotional Intelligence: Civil servants have to measure threats appropriately and take actions accordingly. Moreover, (S)he has to inspire colleagues and subordinate.

(b) Plan of action to ensure free and fair election :-

↳ security measures :-

↳ Paramilitary forces would be deployed based on the assessment of threat level to carry out the whole exercise from voter registration to campaign to voting.

↳ Request adequate availability to CRPF to carry out operations against Naxalite threatening local population.

↳ Ensure smooth communication with state police for vigilance as well as actions if required.

↳ Public Confidence Building Measures

↳ Continuous interaction with officials would help to build confidence.

↳ Assure them about their safety

↳ Carry out public campaigns to encourage voting.

- ↳ Engage influential local- people, organisation, media to encourage voting in large amount.
- ↳ would ensure additional protection on the day of voting so that people are encouraged to vote

### ↳ Among officials

- ↳ Encourage confidence and motivate them towards idealism and duty.
- ↳ I would lead first so that they easily follow through.
- ↳ Recognise and praise the officials who have done good work in meeting of officials - this will help others to do go work

This will help to carry out election in free and fair manners where violence chances would be reduced and voting percentage would be higher than expected.



11. You are posted as a District Magistrate in a district, where many large factories and commercial establishments are located. One such factory is owned by one of your close friends. You visit each other's home frequently and are often seen in public together.

Recently, media reported about poor working conditions in your friend's factory. Upon enquiry with the labor office, you come to know that the factory has witnessed frequent labour unrests in the past as well. However, the labour officer told you that he was hesitating to take any action due to your proximity with the owner of the factory. With reference to the facts of the case, answer the following questions:

- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
- (b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. **(20)**

आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं, जहाँ कई बड़े-बड़े कारखाने और व्यावसायिक प्रतिष्ठान स्थित हैं। आपका एक घनिष्ठ मित्र ऐसे ही एक कारखाने का स्वामी है। आप प्रायः एक-दूसरे के घर आते-जाते हैं और अक्सर एक साथ सार्वजनिक रूप से भी देखे जाते हैं।

हाल ही में, मीडिया में आपके मित्र के कारखाने में कार्य की खराब स्थितियों के संबंध में खबरें आई हैं। श्रम कार्यालय से पूछताछ करने पर, आपको पता चलता है कि इस कारखाने में अतीत में बार-बार श्रमिक अशांति देखी गई है। हालांकि, श्रम अधिकारी द्वारा आपको बताया जाता है कि कारखाना मालिक के साथ आपकी निकटता के कारण वह कोई कार्यवाही करने में संकोच कर रहा था। इस प्रकरण के तथ्यों के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

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

Above case highlights the general condition of majority of factories in our country where workers' rights are neglected for the purposes of profit. This has to be changed for the good of all stakeholders.

(a) stakeholders:-

1. owner of factory
2. District Magistrate and labour office
3. Media
4. workers
5. Citizens
6. government

Public Cause

- ↳ Poor condition of factory
- ↳ Violation of law.
- ↳ Lack of enforcement of laws
- ↳ Media rightly highlighting the condition of factory.

Ethical issues

- ↳ To run the business profitably
- ↳ To provide better working condition (Article 43, Article 47)
- ↳ To ensure rule of law.
- ↳ To appropriately resolve issues to the benefit of all stakeholders.

(b)

Course of action

I will fully acquaint myself with respect to condition of factory.

Along with it, the various laws that are associated with it.

Till now, since there has not been single warning to factory owner with regard to violation of laws. So, first warning would be delivered. Directly taking actions such as closure or heavy penalisation may neither be good for owner nor for workers (as they may loose job). Moreover, it would be bad for district to shutdown industry as many people would be dependent on it for livelihood.

On personal level, I would encourage him to correct the state as it would help him to comply with laws and to

protect this industry. Moreover, I would make him aware that media is already highlighting the condition of factory so it would bring bad name to him and his factory as well.

If there would be financial issues then I would acquaint him with various government initiatives that he can avail.

As a professional (public servants), I would ensure check via labour office. If action is taken then it okay. If not, I would encourage labour office to take actions against the owner of factory.

Workers ~~have~~ would be rehabilitated through various skill training programmes, and attracting the business by facilitation by district institutions.

India, being a welfare state, it is incumbent on officials to uphold the values of welfare state. without

getting biased by personal connection.

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।

The above case highlights the issues of malnutrition that is acutely faced by tribals, resistance to change due to perceived cultural difference and challenges before administration to overcome it.

a) Key issues

- malnutrition condition is rampant.
- presence of large vacant land.
- cultural differences.
- Need to build trust and enhance understanding about initiative.
- Need to enable them access higher ~~price~~ price for their produce.

Challenges

- ↳ Nudging the behaviour towards adopting millet crop.
- ↳ counter the view that it would change their food habit
- ↳ Ensure access to market.
- ↳ Deal with malnutrition.

b) Key stakeholders and respective interests↳ District magistrate

- ↳ to eliminate malnutrition
- ↳ to ensure higher price for their produce.
- ↳ to counter the views of changing the culture

↳ Tribals

- ↳ to get appropriate price for their produce
- ↳ to preserve their food habits

↳ Tribal children

- ↳ to get rid of malnutrition

## (c) Following course of action:-

- I would encourage them to adopt millet on just small portion of land and that too on fallow land. Also, highlight the benefits of it

Benefit

- ↳ small amount of millet intake  
⇒ to deal with malnutrition
- ↳ preservation of local food culture
- ↳ consumption amount of production  
⇒ NO loss or issues of remunerative price

If they agree

- ↳ I would help them in market facilitation by attracting private players or government agencies through laying down proper infrastructure.
- ↳ I would write to chief Minister, Prime Minister and Agricultural Minister

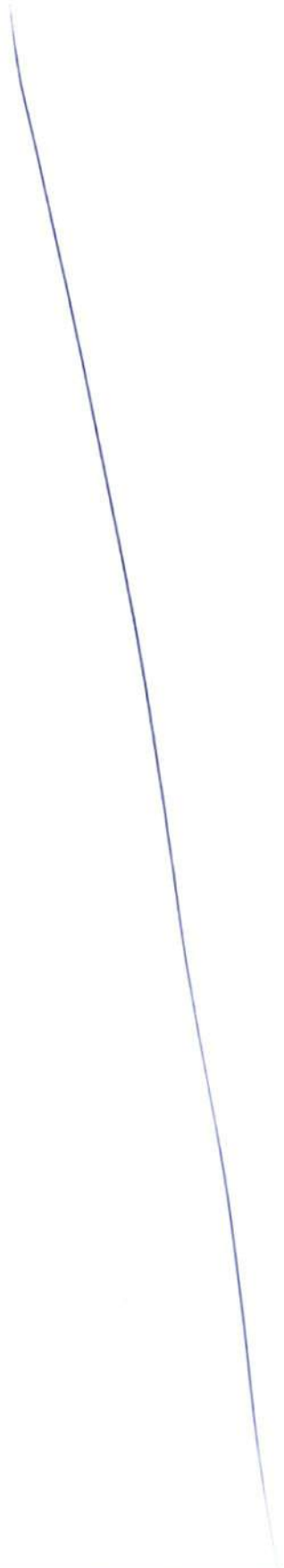
regarding the low price (MSP) for millet and request them to increase.

↳ Moreover, I would encourage people to preserve their good habits but utilise millet in just small quantity. This will help to build trust.

If they don't agree,

1. I would contact with local agricultural institutions and medical institutions to find out ways that would be helpful in checking malnutrition.
2. Implement accordingly.

It is important to preserve culture while developing the communities. Uprooting culture from community would be like growing a tree without root. It is well known that it would not be sustainable.



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

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

(b) Consider the options given below:

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

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

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

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

(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

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

4. होटल स्वामी को नोटिस जारी करेंगे और न्यूनतम मजदूरी अधिनियम के अंतर्गत अपनी शक्तियों के अनुसार कार्यवाही करेंगे।

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

(a) Issues in the above case

↳ violation of law (Minimum wage Act)

↳ violation of basic human rights (Article 42)

↳ Workers are fearful due to loss of job

↳ Owner is powerful and well connected.

(b)

1. Follow the informal advise of the higher authorities

Pros

1. NO wrath of senior officials

Cons

1. Abdication of duty

2. Perpetuation of inequality

3. workers' right would be violated continually

2. Convince the owner to take actions

Pros

1. He may take after realisation of mistake.

2. Amicable resolution of issues

Cons

1. He may threaten me.
2. He may threaten worker or fire them from jobs.
3. Submit report to higher authority

Pros

- ↳ Enable him to act because of formal complaint lodged.
- ↳ Ensure coordination among government agencies

Cons

- ↳ He may neglect the report
4. Serve notice to hotel owner

Pros

- ↳ He would be obliged act
- ↳ Help to enforce laws.

Cons

- ↳ He may fire workers.
- ↳ He may threaten me

Course of action

1. I would convince him to follow the law as it would be good for his own business (brand image based on quality/standard of employees) and for the welfare of workers who are not well off. I would appeal to his higher consciousness about his fortune and his generosity towards officials and people (as illustrated from connections).

If he agree then it's okay. If not, I would submit detailed report and seek direction from competent authority. It would be done with ~~the~~ hierarchy in the government. Moreover, magnitude of problem would ~~may~~ cause them to act.

If not then I would serve notice to hotel owner. It is crucial to enforce the law

of land and particularly protect  
the interest of vulnerable  
section as mandated by  
Directive principle of state policy

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:

- (a) Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- (b) Identify the principles and values that would guide your recommendations in this regard.
- (c) 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:

- (a) 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।
- (b) इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।
- (c) कुछ ऐसे उपाय सुझाइए जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।







