



# VISION IAS

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## GENERAL STUDIES (TEST CODE : 622)

Name of Candidate	GANDHARVA		
Medium Hindi/Eng.	English	Registration Number	14614
Center	Jaipur	Date	18 <sup>th</sup> Oct 2015

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	
1.(a)	10		<ol style="list-style-type: none"><li>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)।</li><li>There are TWENTY questions printed in HINDI and ENGLISH. इसमें बीस प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों में छपे हैं।</li><li>All questions are compulsory. सभी प्रश्न अनिवार्य हैं।</li><li>The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</li><li>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।</li><li>Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</li><li>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।</li></ol>
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			

75, 3<sup>rd</sup> Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

103, 1<sup>st</sup> Floor, B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi – 110009

## 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

\* In today's age of internet, social media & consumerism every aspect of our thinking is influenced by the rapid information we take from the environment.

\* Social attitudes which refer to the collective thinking of the society are also shaped by what we watch, read, view & hear. In such a flux, attitude towards women are also constantly being shaped.

\* Positive attitude shaped:

1. Increased acceptance of women to shape their opinion, we see many women coming forward to voice a concern.

2. The issue related to women gets highlighted in the media. The earlier incidence of crime used to be under trap, now increased awareness brings women to forefront.

3. with mass dissemination, women themselves feel confident and important.

4. women are no longer seen by the society as confined to house, but as equal partner in progress.

\* Negative attitude shaped.

1. Portray of women in skimpy clothes in ads related to deodorant liquid, men as objects of lust which men should aspire.
2. Portray of women in all household related advertisements show the societal attitude towards women confined to washing clothes, kitchen & care for children eg. Ads related to washing powder, kitchen ware etc.
3. Women in <sup>majority</sup> soaps are shown as submissive and protected beings which conveys view of conservative individuals to control them in real life.

While positive developments are forthcoming, for instance in NDTV news channel one notices majority of women journalists, social forums have women columnists that notes opinions and shape right attitude of society, a few such niches need to be tackled the right way.

The ads related to household items should figure men as equal responsible partners that will shun societal taboo that women control case economy, soaps can portray men in unconventional jobs such as a nurse so that societal attitude change for good.

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

- Work culture essentially means the shared value, notions and norms held by people in an organisation that is revealed in their common way of behaving, shared things etc.
- In government-organisation values such as discipline & timelessness have been emerged through biometric attendance, cleanliness also brings about a start towards a good culture.
- The Bureaucratic organisations most often are averse of being insensitive towards people, unresponsive to their genuine demands, corrupt, caught in procedures & secrecy.
- These values need to be improved via a concerted effort which holistically address the problem inherent in organisational structure of a bureaucracy

This can be done via 4 as has been in process: -

- ① Listing of grievance of people and having a proper redressal mechanism that is responsive and timely.
- ② The workers need to be sensitized and wherever necessary by effective means of rewards made more responsive to people need and complaints.
- ③ wherever possible a form or procedure should be computerized to reduce time and red tape. Eg Delhi Police's initiative of e-FIR in case of violence & e-Tickets in Railways
- ④ There should be an approach of zero tolerance towards corruption & the heads and supervisors should lead by setting examples.
- ⑤ All departments should have their citizens charter in place.

The bureaucratic organisations cannot work like private organisation because of large structure and form, but simple procedure improvements can go a long way in changing people's perception.

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 answerability to the society in ~~public~~ works directed towards them.

\* conventional method relate to individual accountability whereby one individual is answerable only to his immediate superior. This method suffers from a lacuna of favouritism & ignorance on part of superior. Social accountability ensures that the decision maker is ultimately responsible to those whom he serves.

The people if given the power will also take genuine interest in ensuring answerability as it will lead to greater common benefit.

\* Steps to improve effectiveness of social accountability by CS :-

- ① Public needs to be aware of various programmes run for them.
- ② A Grievance Redressal mechanism

needs to be in place to ensure people can  
make their grievance count.

- ② There should be a time-bound reply to the grievance.
- ④ The various departments should enlist their litmus charters to disseminate information to people about services they offer, at what price & alternatives if any.
- ⑤ Action must immediately be taken against ~~the~~ person caught in not delivering service properly.

In a democracy, the ultimate responsibility lies towards the people, therefore effective steps must be taken to ensure people are given best-service in most-efficient way so that they enjoy value for money.

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?

• Public procurement involves maximum amount of funds and dealing with public which immensely increase the opportunity for fraud and corruption by deceiving unsuspecting public.

• Example<sub>1</sub> - Road projects involve massive investments and PPP model whereby the private companies can indulge in collusion corruption by setting padded tender price meaning tender having inbuilt bribery amount and further using substandard material to reduce cost. They blatantly ignoring public safety.

• Example<sub>2</sub> Review-case of 2G scam in Telecom sector with regard to allotment of spectrum, Coalgate scam with regard to allotment of coal mine and CWG scam all substantiate the point.

The vulnerability is essentially more because:

- ① brevity in allotment of projects.
- ② collusion corruption
- ③ windfall gain to corrupt individuals.
- ④ no means to fix responsibility in such a case as both parties would not complain.

Steps to improve:

1. Computerisation in auction to gain public resources like spectrum, coal mines etc.

Eg. Auction for coal mines recently was a good start.

2. Risk profiling of individuals for posts and allotment of sensitive people.

Certain posts like Income tax officer are "high vulnerability" posts that need to be matched with "low risk" person. Such a profiling must be done by independent committee via integrity test.

3. Integrity pact must be signed by Government & private individual.

4. Public must be encouraged to report crime, whistle blower protection be ensured.

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

In context of India, which is a diverse country with multiple religions, politics has more or less evolved around religions. The statement elucidate the point that religion besides being one's personal conviction to god also entails common belief of a group of people who are tied together under one umbrella.

It makes easily get swayed in name of religion and want to stand up front to protect their belief whenever they feel harm is being done. ~~By~~ Religious sensitivities have been explored many a times to influence political behaviour as has been evident in Muzaffarpur riots, Godra riots to instil fear that the religion of people is in danger. This organises them together to influence politics of a country in their favour.

• The construction of India lay down secularism

- as one of the basic principle of our constitution.
- In India 70% of the population live in village, whereby majority poor, uneducated and caught with obscurantist ideas that easily get swayed. While majority of educated citizens hold secularist ideas but its more of pseudo-secularism and people quickly hunch back to <sup>their</sup> religion in case of conflicts.
  - With increasing development and education, one looks forward that a ~~some~~ country looking forward to being super power would show such ideas.

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

• Emotional intelligence entails not being overwhelmed and by emotions & guided by rational thoughts. It is most critical in decision making as a clogged mind cannot think rationally.

• Decision making involves examination of various angles and inspiring multiple perspectives in the decision so that it does not favour anyone and is just. In such time if one is surrounded by any upheaval of emotions it could prove to be disastrous to his decision.

• One needs not be guided by ~~preceptions~~ preceptions and stereotypes while making decisions. Example A judge needs to be impartial & consider facts of case otherwise it will lead to gross injustice.

- Human are emotional beings and many a times a person may be in a bad mood, has undergone a grave tragedy, understandable as it is, but the decisions he has to take involve lives of many people. They have to be made keeping a neutral mind, by overlooking personal problems to viz. positively being immune of external influence.
- These decisions often involve poor & vulnerable groups towards whom the individual does not have familial tie, one must show great enthusiasm in serving the people as his own and wipe as many tears as possible. Qualities such as empathy, justice and good character form the bedrock of good decision making.

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

\* Truth is the base of any conversation, without ~~truth~~ the whole conversation becomes meaningless.

\* ~~True~~ Truth is hence a valued virtue in all sorts of human transactions - in communication, economics & commerce, treaties & till. A person must hence forth observe truth ~~and~~ from himself & others.

\* In present context "white lie" have become very common. People often say seemingly harmless lies to establish a false image, to be liked by others → to hide their own vulnerability → to save oneself or inconvenience etc. ~~These~~ All such instances may not cause major harm to both parties and is often taken casually by both.

\* But such small lie for eventually form a part of one character, they put one

at a stage of dual identity - real & perceived  
and often erodes one's moral standard.

They show how an individual is vulnerable to societal pressure of being "recognized", superfuous ideas of identity, coward  
to not face even small failings. Most often  
we see people saying simple lies on the  
phone about not being at the precise  
place they are to their parents to avoid  
reprimand.

- How can such individuals then be  
killed with larger issues that affect so  
many people? how can we ~~be~~ ever  
responsibility from them? They will  
want to shift the blame whenever  
we commit. Small matters may not  
have caused much harm, large matters  
can affect relationships, affect economies  
and bring large malaise.

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

- \* Moral policing involves ideas on a particular group about moral standards being enforced upon others often violently.
- \* Newspapers are abound with such incidences as - close down of bars, banning young couples sitting in gardens, against women wearing short-skirts criticism of rationalists & leftist writers etc.
- \* All this illustrates the growing vulnerability felt by such fringe groups about the loss of Indian culture & their dire need to protect the culture from moral lapses.
- \* But ~~per~~ these people are often mistaken about the idea of India's culture - India is a diverse country & oldest civilisation that has always shown tolerance, love & respect. The scriptures speak about harmony. Freedom of expression & thought are

existed for thousands of years before it got  
listed in the constitution. The temple &  
cave paintings & sculpture embedded  
on them speak volumes of tolerance and  
liberty. India has also respected women  
traditionally and upheld ~~values~~ <sup>fair in law.</sup>  
Lord Krishna's law for Radha is sung  
and celebrated, why do we then need  
to draw lines from religion & scripture  
for such policing?

Steps to measure issue:

1. Punish those groups, zero tolerance towards  
violent methods to police people.
2. Switch them towards law & constitution.
3. Inculcate ideas and not make it a  
taboo in our education system in the  
long run change of attitude.
4. Take help of NGOs, media & civil society  
to disseminate right ideas.  
by HePERSHe campaign of UN.

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 in public service means dealing in any matter of public or public welfare that also has individual's own personal interest. ~~these~~

\* Many a times situations may arise whereby the matter a civil servant is dealing with involves his own family, friends or organisations/NGOs he is connected with.

\* The Civil Services Conduct Rules 1964, prescribe that the civil servant must always disassociate himself from such decisions where there are chances of conflict of interest.

\* He should not take decisions even in those case where the friends are involved as chances of biasness may exist and this could ~~disturb~~ <sup>defeat</sup> his image even when he has exercised

Impartiality.

\* In matter that involve grant to NGOs, he must not participate in any NGO to which he is linked is participating.

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 lays down the professional conduct rules of how one must behave at work place. These are made to ensure professional behaviours and high ethical standards.

\* These include matters as timelines, openness, efficiency, responsibility, decent language, dress code, impartiality etc.

\* The effectiveness of such code of conduct often lag a legal backing or strict penalties such that they are ignored with impunity by a few bad hats.

\* Often public news is meagre & happens after detailed inquiries, that emboldens employees to continue the corrupt acts.

Suggestions

1. Code of conduct must be simply written & made known to everyone with concomitant penalties prescribed
2. A zero tolerance towards corruption, swift action against no individual to set example for others.

~~It should also be a reporting mechanism by public~~

2. It must contain a mechanism of whistleblowing ~~mechanism~~ reporting corruption within the organisation.

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 (सिटीज़न 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 statements that prescribe duties of government departments as service providers & rights of public as consumers.

Drawing cue from their private counterparts, the Indian Admin departments started the practice of making citizens charter. Eg. Railways now prescribe the services provided, cost, who provide, reporting structure etc.

It is an innovative tool that now place citizens at the centre of governance & not at the periphery. They now know what they can expect of government and also make the government departments conscious of their duties.

In spite of the tool being a good measure, certain lacuna exists.

- ① These charter are not updated regularly
- ② ~~The~~ Many organisations still do not have their charter.
- ③ The most people are unaware of such a provision
- ④ ~~where the provision~~  
The grievance redressal mechanism is often non-existent or slow & irresponsible
- ⑤ charter set very high & unrealistic goals.

In order to ensure overcoming these charter must be made compulsory, be set in simple language, timely delivery must be ensured & a proper redressal mechanism must be ensured.

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।

③ → suggestion

10

• Efficient service ~~and~~ delivery would ensure our tax payers value for money and timely delivery of services.

• So challenges being faced in efficient delivery of public service:

① Processing large applications ~~is~~ in the manual form system.

③ → computerize the forms of application of e- HR in Delhi.

② Caught in procedures & rules.

③ → simplify rules by automation & self-compliance eg. e-filing of returns  
inter-upt

① Lack of trained manpower to act responsibly.

- ③ → Arrange for training sessions eg. MOCK  
drills of Disaster Disaster Mgt focus
- ④ → Apathetic attitude of employees of ~~use~~ Government  
because of ~~excess~~ extreme job security.
- ⑤ → Bring about outcome based rewards to  
change attitude.
- ⑥ → Number of incentives for decision making  
→ open speed money paid
- ⑦ → public be encouraged to complain,  
speedy action.
- ⑧ → less discretion at many places.
- ⑨ → system of checks & balances be ensured  
by audit.
- PUBLIC SERVICE IS PUBLIC TRUST &  
hence all measures should be taken  
to ensure rapport between the two.

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

Ans. Diligence refers to applying rigor measures & due care in decision making by seeing all alternatives.

Importance for civil servants

- ① The public matters they deal in involve time of many poor & vulnerable groups. one holds responsibility towards them being a public servant.
- ② often huge amount of public money is involved and hence care is important to see that no amount of money is lost due to one's fault.
- ③ often one might have personal stereotypes and opinions which can overshadow decision making, one has to ensure such personal bias does not affect decision making by consciously

exercising care.

- ④ The constitution of the country have entrusted in them power to make important decisions. With power comes responsibility and hence one must respect it.

Measures to inculcate :

- ① Fear of punishment - & <sup>reprimand</sup> ~~reprimand~~ can be one way.
- ② positively, one can be honoured after two years of service for outstanding service.
- ③ A ~~system~~ system of values of ~~these~~ countries be inculcated in them by instilling & arousing ideas of country & nationalism

## 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

(c) Problem:

Poor farmer → did not comply with Act →  
unaware of punishment → violated with  
good intention for child.

(b) The poor farmer was not aware of Act & hence to punish him with jail would be wrong.

option ①

① let the farmer know of the Act & punish him to not repeat it.

② understand the genuine grievance of farmer, he wants to ensure better future for his daughter. Being poor, he is unbiased to a girl is a good reflects his good intentions. Therefore he can be persuaded by promoting his love for daughter to not beat her that way as it would cause great psychological harm that can affect her performance at school, for dip her performance & hence loss of job. He will understand this.

(1) As for the girl, try to know why is she disliking exam & school. whether she is facing any harassment or lack of <sup>teacher</sup> attention & even school authorities are questioned to her problem.

(2) Some options

option 2: punish the poor farmer & take him to jail.

~~option 1~~

- option 1 is clearly better as, who so ever is entrusted with a post of public service has to ensure that he serve the people in the right way & mere mechanical compliance of law is not the purpose.
- Right mind and attitude must be applied to ensure such findings do not happen.
- For this one needs to empathise & sympathise with genuine concern &

Case of poor features & not apply rule line  
a robot.

- One must show <sup>a</sup> human face.

Don't write anything this margin  
(इस भाग में कुछ ना लिखें)

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

options :

- (i) do not accept the assignment

Merits

- (a) No breach of confidentiality.  
b) No guilt.  
c) Upheld responsibility & integrity of past job.

Demerits

- (a) Loss to present company to which responsible.  
b) Possible dismissal.

- (ii) do not lead the team, but guide

Merits

- (a) still working on assignment job also secured.

- (b) neither breaching confidentiality nor responsibility towards present organisation.
- (c) sending a clear message to private company, that loyalty to PSU will not be initiated so that ~~reference~~ they do not expect any such things as favour.

### Demerits

- (i) Team may not perform well & lose contracts.
- (ii) Lead the team.

### Merits

- (a) Job secured.
- (b) handsomely rewarded afterwards.

### Demerits

- (a) loss of public trust & misuser of loyalty of old organisation.
- (b) personal failing and ethically wrong.
- (c) May invite punishment from PSU on account of ~~loss~~ <sup>breach</sup> of confidentiality.

(iv) Resign from job

Merit

- (i) No breach.
- (ii) No personal failing.

Demerit

- (i) Lost job.
- (ii) Don't show responsibility towards present organisation.

Clearly option ② is the best option to guide the team from outside. One is ensuring that he does not fail on the trust in both part of present organisation.

~~However~~ He is also building expertise in present company. But if his job has been merely allotted on his connection with PSU & not on merit & experience then he must resign.



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

Ⓐ send request & pursue with senior.

### Merits

- ① Official duty & permission followed
- ② Senior involved, no stand alone decision, consultation @ seniors, merit examined.
- ③ future students motivated.
- ④ ~~A meritorious~~ meritorious students rewarded as promised, so that future secured.

### Demerits

- ① The request may take time in being processed.
  - ② Promise may not be completed in time.
- Ⓑ Promise next month.

### Merits

1. Genuine lack of funds, duty not detailed.
2. No tension to take permission.

### Demerits

1. ~~Good~~ Students demotivated & may look out on college.
2. ~~5~~ Future students may get demotivated.

① Mechanical following of rule with no human face.

②

③ Fictitious names, transfer of funds.

merits

1. Timely funds ensured, future secured.
2. Show extreme enthusiasm for doing good.
3. Hero in ~~the~~ eye of students.

demerits

1. Duty ignored, rule ignored.
2. Such dimension amount to fraud.

The correction option is ① <sup>slight</sup> <sup>with modification</sup> whereby one secures one ~~process~~ duty and enthusiasm to public service in pursuant to the duties and official conduct one is bound by.

The urgency and importance ~~is~~ are well balanced in that option. one modification would be to secure

admission in college, will fee ~~sign~~ the  
fee to be paid in installment as funds  
come

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

### Evaluation

① The criminal case + transfer + help police.

#### Merits

1. Criminal Act was done & hence following normal course.
2. Transfer would ensure secure place, life saved.
3. Police can be helped to crush militants as they are dangerous.

#### Demerits

1. The trust and genuine concern of people ignored.
2. ~~Blatant~~ Unmindful following of rule

not helpful.

① The problem will continue as extremists and villages will see inhuman jail and their ignorance. Villagers may well side with the extremists.

② Treating incidence as a wake up call.

Merits

1. Responsive action assured.
2. Shows responsible behaviour & genuine concern for people.
3. People will be more forthcoming.

No major demerits

③ Reign

only ~~demerits~~ demerits

1. Failing of duty by course collection.
2. Ignoring trust people showed him.
3. Problem may continue ignoring responsibility.

- The right action clearly is to take the review of developmental work, as people had confided him of the problems of public service that was breeding them against police, also police needs to be reoriented towards not using force police against citizens.
- We must use the opportunity whereby people have trusted him, to win their trust and take proactive measures with innovative employment & education scheme to show genuine concern.
- Extremists will ~~lose~~<sup>lose</sup> hold of people in these areas, they may well give up as they are against power due to lack of development & apathy.
- Audit would ensure timely completion of work.

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13. Developing countries are often very vulnerable to exploitation by multi-national 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. 20

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। 20

Today, developing countries are caught in a quagmire of attracting MNCs, FDI, ensuring employment and the fallouts of these in terms of blatant disregard of laws be it human rights, labour laws or environment law.

Developing countries ~~are~~ inherently ~~are~~ have a large population, poverty & illiteracy and need funds to build infrastructure.

- to secure jobs, so the welcome MNCs at their own peril.
- A balancing between economic needs and laws needs to be ensured, as the MNCs have far exceeded limits as we can see from what happened in a cloth factory at Bangladesh, where Walmart refused to even accept responsibility.
  - Bhopal gas Tragedy in India in 1984, is a grim reminder of how disastrous can it be to leave MNCs unchecked.
  - A well balanced strategy should involve:
    - ① Though laws with regard to hiring and firing can be subsidised, a strict adherence to safety at workplace should be ensured by ensuring the workplace is healthy.
    - ② Tie ups should be preferred in extraction of natural resources than giving a

free hand to the MNCs. NGOs can be  
tried to ensure that MNCs do not leave  
a place polluted after leaving, takes measures  
to clean up the mess.

④ Laws should be laxer as funds would be  
needed to support large population but  
with adequate safety measures of  
ensuring health & environment are not  
derailed. These cannot be as harsh as  
what these MNCs comply at their  
home country & hence they will  
follow ultimately as developing countries  
provide good market.

⑤ In the negotiation process developing countries  
have to ensure a positive-sum game  
by putting a list of non-negotiable  
rules, with certain flexible rules  
prescribed & it should not be a  
zero-sum game.

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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.

20

नीतिपरक दृष्टिकोण से उपर्युक्त प्रश्नों के उत्तर दें। 20

(a) *Psycho-emotional & attitudinal factors are!*

① *Extreme of single minded pursuit of one's own religious freedom rights.*

- (2) Disregard or hatred towards other religions often due to personal reasons or societal opinion.
- (3) An attitude of disregard for other human and lack of history feeling evident.
- (4) Emotional detachment and common interest absent.
- (5) Taken over by feeling of vengeance & repression of some historical reason.
- (b) Emotional intelligence ensures that <sup>in</sup> such high & impulsive situations, one's allegiance to a particular religion and love for it does not over ~~power~~ practical situations of physical being.
- Spirituality and Religion form personal matter to an emotionally intelligent person, and he does not get swayed by emotions to disregard other religions.

The community members should have stood together as before being aligned to any religion they are aligned to humanity.

One must keep in mind empathy & justice as what if it was a reverse situation?

Golden Rule of 'treat others the way you want them to treat you must be followed'.

Ans 2)

All religions teach harmony and peaceful co-existence. They carry common message of brotherhood. As illustrated by Swami Ramkrishna when he said "Religions are like streams of water" Christian draws water & calls it water Hindu draws water & say Jal while muslims call it Faan.

Common elements of religion must be recognised and people be educated towards it.

Also politics must focus on developmental issues, equity & justice instead of religious polarity.

Full ledge pledged celebration of all religions must become a work culture at organisations to celebrate diversity.

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