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GENERAL STUDIES (Test Code : 418)

Name of Candidate	<u>Subarsha Bhagat</u>	Registration No.	<u>4707</u>
Schedule	<u>11:00</u>	Module	
Place	<u>ORN.</u>	Time	
Classroom	<input type="checkbox"/>	Date	<u>8/11/14</u>
Distance Learning	<input type="checkbox"/>	Classroom & Distance Learning	<input type="checkbox"/>

INDEX TABLE		
Q. No.	Maximum Marks	Marks Obtained
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20	10	

- | INSTRUCTIONS |
|--|
| <p>1. Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
 उत्तर-पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक नम्बर आदि।</p> <p>2. There are TWENTY-FIVE questions printed both in HINDI and in ENGLISH.
 इसमें पच्चीस प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों में छपे हैं।</p> <p>3. All questions are compulsory.
 सभी प्रश्न अनिवार्य हैं।</p> <p>4. The number of marks carried by a question/part is indicated against it.
 प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।</p> <p>5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
 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 (क्यू.सी.ए.) पुस्तिका के मुख-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।</p> <p>6. Word limit in questions, if specified, should be adhered to.
 प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।</p> <p>7. 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।</p> |

Total Marks Obtained

Remarks:

Signature of Examiner

GENERAL STUDIES (Test Code : 418)

Overall Macro comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

All The Best

Section A

Answer the following questions in not more than the word limit specified for each in the parenthesis:

निम्नलिखित प्रश्नों के उत्तर उनके सम्मुख कोष्ठक में निर्दिष्ट शब्द-सीमा से अधिक शब्दों में ना लिखें;

1. Even years after its introduction, the ability of Citizen's Charters in improving the efficiency of public services and making governments more accountable, is found wanting in many areas. In context of this statement, mention the various lacunae in the formulation and implementation of citizen's charters in India and suggest how they can be addressed in light of the Sevottam model. (150 words) 10

इसकी शुरुआत के कई वर्षों के बाद भी, लोक सेवाओं की दक्षता में सुधार और सरकार को अधिक उत्तरदायी बनाने में नागरिक अधिकार-पत्र की क्षमता में कमियां पायी गयी हैं। इस कथन के सन्दर्भ में, भारत में नागरिक अधिकार-पत्र के निर्माण और क्रियान्वयन में विभिन्न कमियों का उल्लेख कीजिये और सेवोत्तम मॉडल के द्वारा उन्हें कैसे दूर किया जा सकता है, सुझाव दीजिये।

Citizen Charter is a novel initiative to improve the quality of public service delivery. It consists of vision and mission statement which details out :-

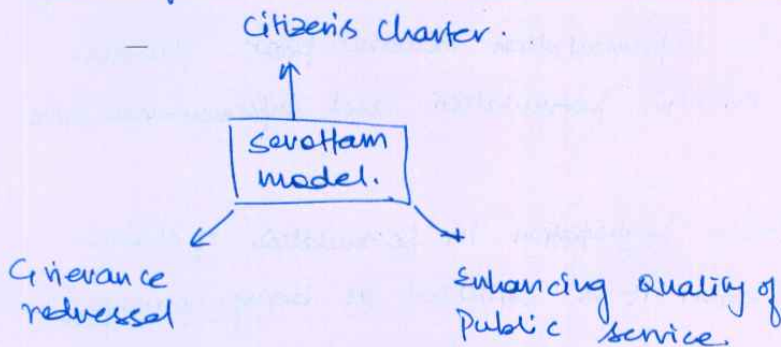
- (i) The services delivered by the organisation.
- (ii) expected time and standards expected.
- (iii) mechanism of grievance redressal
- (iv) enhance helpfulness and courteous service delivery

However the implementation remains poor. Various lacunae exist in formulation and implementation, such as :-

- (i) Poor public participation in formulation of charter. Hence often it is criticized as being manager's charter.
- (ii) The charter is often vague and abstract. It is not concise and brief.
- (iii) Many organisations have not come out with a charter.

- (iv) corresponding capacity building and process re-engineering is not carried out to reflect the expectations of the citizen.
- (v) since, charter is not legally binding and merely a promise, many organisations do not take the initiative seriously.
- (vi) charter once formed is not revised and becomes outdated after a while.
- (vii) corresponding work culture in most of the organisations has not changed.

Given the weakness, servotam model offers a better solution. It seeks to overhaul the organisation to meet the expectations of the citizen.



Components of eitr Servotam model.

Thus citizen Servotam model focuses on life-cycle

of service delivery by focussing on citizen-centric administration. It ensures people's participation and enhancing capacity building of the organisation. Thus it is a step in the right direction to ensure good-governance and enhancing public trust.

2. For the success of Right to Information (RTI), a major challenge is to develop capacities for access to information. Discuss. How can the capacities of both public authorities and citizens be enhanced? (150 words) 10

सूचना के अधिकार (RTI) की सफलता के लिए, एक बड़ी चुनौती सूचना की प्राप्ति के लिए क्षमता का विकास करना है चर्चा कीजिये। सरकारी अधिकारियों और नागरिकों दोनों की क्षमता को कैसे बढ़ाया जा सकता है?

Right to Information (RTI) is a revolutionary step to enhance Transparency and Accountability in the public authorities and its functioning. It contains provisions such as:-

- (i) Section 2 - deals with information sharing in various forms - such as electronic, xerox copy, and so on.
- (ii) Section 4 - it puts an obligation on the organisation for proactively sharing of information
- (iii) Section 8 - it only prohibits few information necessary to protect integrity of nation, maintaining law and order, public order etc.

However, experience shows that implementation is not upto expected standards due to weak organisational capacity and citizens ability to extract information.

For this, both demand side (citizens) and supply side (organisational capacity) needs to be strengthened.

organisational reforms:-

- (i) Better data management needs to be done.
- (ii) using e-governance for computerising data handling and processing, like suissa model.
- (iii) Behavioural and attitudinal change in organisation for pro-active data sharing.
- (iv) Providing simple formats of application form to make query easy.
- (v) using call centres for telephonic filing of query. such as project Toankari of Bihar.

citizen empowerment :-

- (i) increasing awareness among people through information and education campaigns
- (ii) NGOs should be involved to educate people on how to use RTI.
- (iii) People should be involved in social audit to gain experience on how to use RTI.
a notable state is Andhra Pradesh where use of RTI has revolutionised Transparency movement.

Thus, focus on both citizen and organisation will ensure effectiveness of RTI.

3. Code of Conduct has been criticized as a "coercive, quick-fix strategy" that "reduces ethics to legalism by focusing on both the lowest common denominator and penalties for deviations". Discuss (150 words) 10
- आचार संहिता की एक "आक्रामक, फौरी रणनीति" के रूप में आलोचना की गयी है जो "न्यूनतम मापदंड और विचलन के लिए दंड, इन दोनों पर ध्यान केंद्रित कर नैतिकता को विधिपरायणता के स्तर तक कम कर देती है" चर्चा कीजिये।

Code of Conduct is codification of expected behaviour in the organisation. It is only a necessary and ^{not} sufficient condition to guide behaviour. Certain limitations are:-

- (i) all Values and moral standards can't be codified.
- (ii) In a diverse and dynamic environment, codification can't guide behaviour.
- (iii) In backdrop of soft challenges such as

absence of precedence, code of conduct doesn't foresee all the emerging situations.

(iv) merely putting dout's and making certain conduct punishable is not sufficient to check misfeasance i.e. wrongs done within limits of law.

(v) what is legally permissible may not be always morally defensible.

Given the limitations on part of code of conduct, code of ethics is formulated which guides administrative conduct. however both these are external guides for an ethical conduct.

But internal sources such as values, belief, emotions and attitude are more effective in guiding good behaviour.

Thus conscience as a moral compass should be the guide in case of dilemmas, hence the focus should be on moral re-orientation and

strengthening ethical infrastructure for morally sound behaviour

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(इस भाग में कुछ ना लिखें)

4. Define Work Culture. Suggest how an efficient work culture could be developed in the Indian scenario. (150 words) 10

कार्य संस्कृति को परिभाषित कीजिये। भारतीय परिदृश्य में एक कुशल कार्य संस्कृति कैसे विकसित की जा सकती है, सुझाव दीजिये।

work culture can be defined as personal and collectively accepted meaning of work in a given context and time frame.

work culture is critical in ensuring organisational efficiency; quality of service delivery; legitimacy of organisation, public trust and good governance. Thus, it needs to be continuously evolved so that work ethics (current work culture) moves towards work ethics.

steps needed in India are:-

- (i) Changing organisational structure - rigid and high level of hierarchy has resulted in delays and red tapism. Hierarchical Police organisation makes it less effective.
- (ii) focus on outcome - poor outcome orientation and more focus on processes and details. needs to change.
- (iii) People orientation - is needed to enhance public trust and legitimacy.

(iv) Recognition of merit:- ⁱⁿ India, undue importance is given to seniority and positions. merit is compromised, hence it should be given due importance.

(v) closed organisation:- organisation models in India are closed thus insulated from reality and resist change. open model will ensure organic linkages and respond to changing needs.

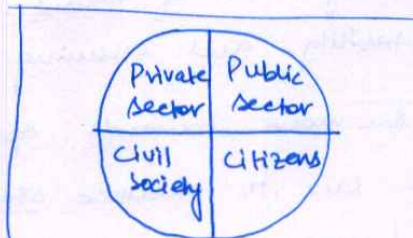
(vi) self worth:- often importance is given to self and undermining of organisational goals and societal expectations. this needs to change.

In achieving this, there will be considerable change in values and thus following ethical guidelines and conscience as a moral compass is needed to guide the transformation process.

5. Open government is an even more comprehensive concept than transparency and freedom of information. Elaborate. (150 words) 10
खुली सरकार, पारदर्शिता और सूचना की स्वतंत्रता से भी अधिक व्यापक अवधारणा है। विस्तार से बताएं।

Open govern^{ment} is based on the fabric of society which has trust, inclusivity, understanding and reciprocity. This goes deeper than mere information sharing and transparency movement.

Open government is a networked approach of stakeholders as shown in the diagram. To ensure effective functioning, need is to develop mutual interaction and trust among open government.



them. Participative approach will only be able to solve various problems.

It is more like a decent-ralized approach with focus on grass-roots. Learning process approach will empower all the stakeholders and ensure good-governance and rapid socio-economic development.

Now, a perceptible shift is being observed towards open government. such as:-

- (i) Beyond implementation of Right to Information, new focus is on Right to Service.
- (ii) more responsibilities given to private Organisation in finding of plan and developmental outcomes
- (iii) Increasing involvement of NGOs in implementation of programmes
- (iv) In holding accountability, moving away from traditional measures to new innovative measures such as social audit.
- (v) increasing role of media in holding accountability and ensuring desired outcomes

Thus, the move towards opening up is a desirable one to enhance state Capacity, societal harmony and citizens empowerment.

6. If corruption exists even in rich, economically successful countries, why should developing countries like India be worried about it? (150 words) 10
यदि भ्रष्टाचार धनी, आर्थिक रूप से सफल देशों में भी व्याप्त है, तब भारत जैसे विकासशील देश को इसे लेकर चिंतित होने की आवश्यकता क्यों है?

Corruption is misuse of entrusted power for personal gains. It is a dysfunctional phenomena with grave consequences for nation, society and common citizens.

The reasons to worry are immense:-

- (i) leads to bad governance which undermines state capacity for effective delivery of service.
- (ii) loss of public money, wastefully thus ~~impact~~ poor implementation of welfare needs.
- (iii) corruption is morally hazardous and corrupts the social fabric.
- (iv) lowers business activity and thus private players are reluctant to invest thus lowering growth.
- (v) Enhances greed:- seen as a shortcut to match perceived deprivation.
- (vi) leakage of funds - as seen in poor functioning of PDS.
- (vii) welfare measures such as employment schemes suffer badly.

Hence corruption is an evil that needs to be

tackled by all possible means.

According to Transparency International, need is to enhance transparency and accountability and checking discretion.

India has taken several legislative measures such as Prevention of Corruption Act and other measures to enhance transparency and check corruption. but such steps need effective implementation.

7. "There are many causes I would die for. There is not a single cause I would kill for." In context of this statement by Mahatma Gandhi, explore the relevance of his concept of non-violence in dealing with the menace of Naxalism. (150 words) 10

"ऐसे कई कारण हैं जिनके लिए मैं बलिदान दे सकता हूँ। ऐसा एक भी कारण नहीं जिसके लिए मैं किसी की हत्या कर सकूँ।" महात्मा गांधी के इस कथन के सन्दर्भ में, नक्सलवाद की समस्या से निवटने में उनकी अहिंसा की इस अवधारणा की प्रासंगिकता की जांच करें।

The statement reflects that to Gaudhiji accords highest value to human beings and is strictly against using human beings as a means to achieve any goal. human beings are an end in themselves.

This is close to Kantian Categorical Imperative which outlines duty, obligation and responsibilities of a person. It also states that every one should be treated as an end in themselves.

In the case of Naxalism, following comparison can be made.

Problem.

Naxalism.

Means. → End.

Violence → ending
Naxalism.

Thus using violence as a means to solve Naxalism is not acceptable and other humane approaches needs to be evolved.

The solution can be seen again in Gandhiji's ceer Talisman for a holistic and humane response.

Naxalism has emerged due to continued oppression of the weakest and most marginalised. State's response should be guided by empathetic understanding and prompt action for ensuring their welfare.

The paradigm of governance and development should not just be guided by maximum happiness for maximum number (utilitarian) but by Justice and Right based approach as outlined by John Rawls. focus should be on strengthening the weakest chain such that a harmonious society can emerge.

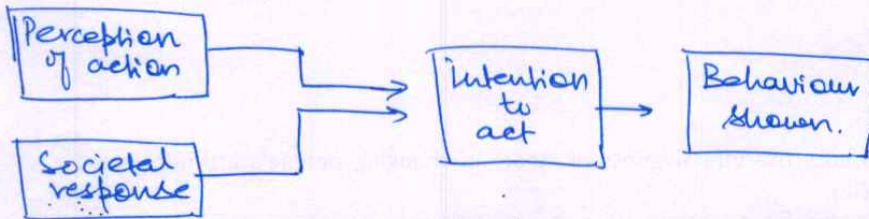
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8. (a) Is behaviour always a reflection of one's attitude? Explain with relevant examples. (100 words) 5

क्या किसी का व्यवहार सदैव उसकी अभिवृत्ति का प्रतिबिम्ब होता है? प्रासंगिक उदाहरणों सहित स्पष्ट कीजिए।

Though Attitude is a strong determinant of behaviour, behaviour depends upon other factors too such as biological and environmental factors. However, following analysis can be made.

- (i) Reasoned action - this balances the perceived reward and societal expectations.



This reaction can be observed when despite one's impulse, one controls his behaviour to common accepted norms.

- (ii) Planned action. In this, one gives more attention to perceived behavioural control.

which means, considering own perception in accomplishment of tasks.

thus, while deciding on anything, despite own inclination and societal support, if one feels that one can't do the task, he will refrain from doing it.

(iii) Based on heuristics - it is based on own personal belief and values.

Thus these 3 cases determine role of attitude in determining behaviour.

8. (b) Discuss the effectiveness of "fear" in changing people's attitudes and behavior. 5

लोगों के अभिवृत्ति और व्यवहार को बदलने में "भय" की प्रभावशीलता पर चर्चा कीजिये।

Fear is important in changing attitude and behaviour. However mild fear resulting in arousal and effective arousal management is key to ensure desired attitudinal and behavioural change.

Fear is most effective when:-

- (i) Fear appeal is made against near and dear ones. e.g. - In campaign for safe driving.
- (ii) when impact of action is immediate and fear is issued against that. e.g. - in anti-smoking campaign since the

fear shown is not immediate, smokers don't take the warning seriously.

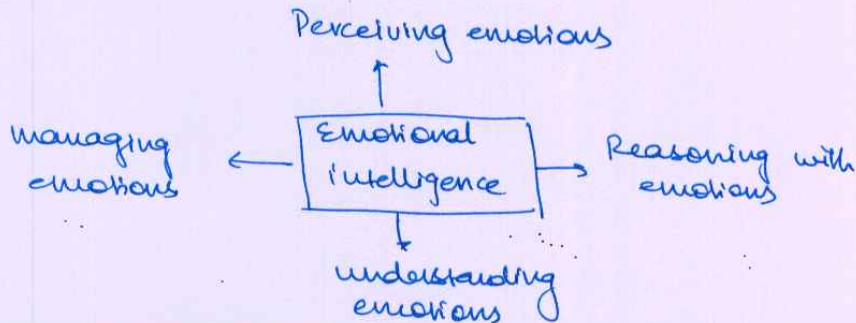
(iii) when fear appeal is coming from an expert and trustworthy person. e.g. doctor people fear doctors warning and comply.

(iv) If fear issue is too strong, one may shield oneself from the message and the desired result may not be achieved.

9. Empathy is not only an important ingredient but also an indicator of one's emotional intelligence. Elaborate. (150 words) 10

समानुभूति, किसी भी भावनात्मक बुद्धि (EQ) का महत्वपूर्ण घटक ही नहीं, बल्कि यह उसका एक सूचक भी है। विस्तार से बताएं।

Empathy is an intense emotional state in which one has careous experience towards person in distress. It is directly linked to Emotional Intelligence as shown in the diagram.



Conditions leading to development of empathy

Thus empathy is a conditioning breaker and it enhances the ability to awareness to diverse emotions.

Change in emotions and belief is thus critical in changing values and attitudes, resulting in desired behaviour.

If empathetic understanding is linked to action tendency, it results into compassionate behaviour.

Thus empathy is a key indicator of emotional intelligence.

10. (a) IQ helps you getting selected, EQ helps in getting promoted. Discuss. (100 words) 5
बुद्धिलब्धि (IQ) आपके चयन में मदद करता है, भावनात्मक बुद्धिमत्ता (EQ) आपकी पदोन्नति में मदद करता है। चर्चा कीजिये।

IQ: helps in getting selected as it is based merely on Scholastic achievements.

According to Coleman, EQ is key determinant of success in a job because.

- (i) Job environment is more complex.
- (ii) Need to establish diverse relationships.
relationship management is key to success in life job.
- (iii) EQ enhances awareness about environment,
- (iv) enables a person to manage own emotion, understand emotions of others and effectively

regulate own emotions.

Study conducted by Coleman reflected that only 6% of success in jobs is attributed to IQ and 94% is due to EQ.

Thus IQ can get on selected by success depends on EQ.

10. (b) Why do people obey orders, which they know are ethically wrong? (100 words)

5

लोग ऐसे आदेशों का पालन क्यों करते हैं, जिसके विषय में वे जानते हैं कि यह अनैतिक हैं?

People may obey ethically wrong orders knowingly due to :-

- (i) Situational constraints - Cost of disobeying the order may be high in their perception.
- (ii) Weak conscience - Thus poor moral compass to guide the action.
- (iii) Peer pressure - can result in such tendency.
- (iv) Personal gains - may result in short-term gains
- (v) Fear or threat issued for compliance.
- (vi) Weak enforcement measures in case of not following ethically wrong actions.

thus these factors are responsible for doing ethically wrong actions.

11. List down some of the characteristics of an emotionally intelligent administrator. How can emotional intelligence help civil servants? (150 words) 10

एक भावनात्मक रूप से बुद्धिमान प्रशासक की कुछ विशेषताओं को सूचीबद्ध कीजिये। भावनात्मक बुद्धिमत्ता लोक सेवकों की मदद कैसे कर सकती है?

Emotionally intelligent administrator shows following traits:-

- (i) Empathy - Showing care for others
- (ii) Awareness of the surrounding
- (iii) Responsive to the needs of colleagues, subordinate and superior.
- (iv) focus on Task of organisation as well as management of Relationships
- (v) compassionate - acting effectively to the needs of others.
- (vi) motivating others and boosting organisational morale.

- (vii) Aligning organisational endeavour towards desired goals
- (ix) Empowering the personnel
- (x) ethically sound decisions and ensuring moral rearmament.
- (xi) respecting diverse and contradictory views.
- (xii) encouraging bottom up communication.
- (xiii) effective conflict management.

thus emotional intelligence is an asset to a civil servant as it helps him in following ways:-

- (i) Empathy and compassion - is a key trait of civil servants for ensuring maximum welfare.
- (ii) dedication to duty.
- (iii) sense of service.
- (iv) empowering team and leading to effective governance.

thus emotional intelligence is very important for a civil servant and good and ethical governance.

12. Bring out what this statement means to you in the present context:
"There comes a time when one must take a position that is neither safe, nor
politic, nor popular, but he must take it because conscience tells him it is
right." - Martin Luther King (150 words) 10

वर्तमान सन्दर्भ में निम्नलिखित कथन का आपके लिए क्या निहितार्थ हैं, दर्शाएं:

"एक ऐसा समय आता है जब व्यक्ति को ऐसा स्थान ग्रहण करना चाहिए जो न तो सुरक्षित हो, न ही राजनीतिक हो, और न ही लोकप्रिय हो, लेकिन उसे इसे इसलिए स्वीकार करना चाहिए क्योंकि उसकी अंतरात्मा उसे कहती है कि यह सही है।" - मार्टिन लूथर किंग

This statement of Martin Luther holds very true in the present context. Its relevance has further re-inforced with time in background of current challenges such as:-

- (i) empowerment of weak and marginalised. - This may involve change in existing relationships among various groups in society and may face tremendous opposition, nevertheless, it needs to be done.
- (ii) Ensuring social justice and ending discrimination. vast social inequality and hierarchy has led to exclusion and discrimination such as gender discrimination, racial, caste based, regional and religious discrimination. It has serious consequences for the society and nation. further disability is further compounded due to societal discrimination.
- (iii) Social movements needs to be assisted with a pure and clear conscience. for real and effective change.
- (iv) Conscience is a special act of mind ⁱⁿ which

~~pass~~ Intellect passes a judgement on the rightness of the act

(v) If action is guided by conscience, only then these barriers which are Inhumane and artificial, perpetuate inequality, are unjust can be broken.

Thus the statement holds greater relevance with passing time.

13. Your friend eats too much junk food, how would you be able to bring about a change in her/his attitude about food? (100 words) 5

आपका मित्र अत्यधिक अस्वास्थ्यकर खाद्य पदार्थों का सेवन करता/करती है | आप इस खाद्य को लेकर उसके दृष्टिकोण में बदलाव कैसे ला सकते हैं?

to change the attitude, the need is to focus on :-

- (i) the belief which he has regarding eating Junk food.
- (ii) Good emotions he derives by eating food.
- (iii) to regulate his action tendency after ~~is~~ restructuring his belief and emotions.

Intervention needs to be done to change his belief, by making him aware about side effects. It gives him ^{intense} pleasure but for a short duration. need is to communicate

effectively that this may undermine his health in the long run. Instrumental conditioning, i.e. rewarding him for giving up the junk food should be done.

Besides it, the need is to manage his emotions effectively.

- Pricking his conscience, so as to ensure he sticks to his new found belief that junk food is bad.
- when in ^{Peer} group, going on outing, it should be ensured that the group is not going for junk food.

thus after attitudinal change, constant enforcement should be done to maintain the new attitude.

Section B

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

निम्नलिखित प्रश्नों में, दिए गए मामलों का ध्यान से अध्ययन करें और उसके बाद दिए गए प्रश्नों का उत्तर दें (लगभग 250 शब्दों में) :

14. You are a young DM in a district, which is seeing rapid mushrooming of private Drug de-addiction centres. The centres are known to function in an unethical manner and their business model involves a specific consideration for cases of relapse victims. Although these centres charge at high rates, they are known to give families of addicts hope and institutionalisation of addicts has ensured maintenance of law and order, not seen in neighbouring districts.
- Analyse the following options for their positive and negative impact on the various stakeholders of the society.
- (a) Shutting down of the private rehab centres altogether
- (b) Petitioning the higher authorities to deploy funds for opening up of government centres
- (c) Setting up a medical team to delve into the matter more deeply and acting only after their report
- (d) Letting the centres function in the same manner as earlier 20

आप एक ज़िले में युवा जिलाधिकारी हैं जहाँ पर निजी नशा मुक्ति केन्द्रों की तेज़ी से वृद्धि हो रही है। ये केंद्र अनैतिक तरीकों से चलाये जाने के लिए जाने जाते हैं और उनके व्यापार के मॉडल में पुनः नशे के शिकार होने वाले पीड़ितों के लिए विशेष प्रावधान शामिल हैं। यद्यपि ये केंद्र अत्यधिक शुल्क लेते हैं, फिर भी ये पीड़ितों के परिवारों को एक आशा देने हेतु जाने जाते हैं और नशे में लिस लोगों के संस्थानीकरण से कानून व्यवस्था सुनिश्चित हुई है, जो कि पड़ोसी ज़िलों में नहीं दिखती है।

निम्नलिखित विकल्पों द्वारा समाज के विभिन्न हितधारकों पर पड़ने वाले सकारात्मक और नकारात्मक प्रभाव का विश्लेषण कीजिये:

- (a) निजी पुनर्वास केन्द्रों को पूर्णतया बंद किया जाना
- (b) सरकारी केन्द्रों के खोलने हेतु धन की उपलब्धता के लिए उच्च अधिकारियों को प्रार्थना किया जाना
- (c) अधिक गहराई से इस मामले में छानबीन करने के लिए एक चिकित्सा दल की स्थापना और उनकी रिपोर्ट के बाद ही कार्यवाही करना
- (d) केन्द्रों को पहले की ही भांति कार्य करने देना

Let option (a)-

Positives:-

- (i) Since operation is unethical, it should be closed down.
- (ii) Centres are charging exorbitant rates hence needs to control them.

(iii) effectiveness of such centres is questionable as cases of relapse is high. so there can be an issue of fraud involved.

negatives:-

- (i) Private de-addiction centres are ~~doing~~ trying to maximize happiness for maximum and hence their utility is high.
- (ii) law and order situation is better and it is enhancing common good for the community.
- (iii) By closing down such centres will not be Just for drug victims and will violate their right to live with dignity.

option b)

Positives:-

- (i) Government Institution will be helpful in curbing unethical practices by private centres.
- (ii) will enhance government's image and its public trust.
- (iii) over dependance on private centres will be reduced and thus their unethical money making can be checked.

negatives:-

- (i) Quantum of funds needed may not be sufficient.
- (ii) Hve delays in disbursing fund can result in delay in operationalisation of centres.
- (iii) victims interest will not be served and and they will be rendered helpless.

option c:-

Positives.

- (i) will result in holistic understanding of matter
- (ii) result in more appropriate response.
- (iii) regulation of private centres and their role in de-addiction can be defined more effectively.

negatives :-

- (i) waiting for report can lead to loss of time.
- (ii) more addicts will be there and lead to tremendous pressure later.
- (iii) further deterioration of law and order.
- (iv) can result in public disorder.

option(d):-

positives:-

- (i) as centres are functioning and catering to the needs, it should not be disturbed.
- (ii) until law and order is in control, there is no problem.

negatives:-

- (i) inaction by the DM will cause serious problems.
- (ii) ~~increase~~ unethically operating priv centres due to ~~tax~~ is not acceptable.
- (iii) ~~is~~ no government response will be deviation from sense of duty and conduct unbecoming

of a civil servant.

- (iv) ignoring the problem will cause serious bricking of conscious and disgust.
- (v) ignoring the oath of upholding welfare of public is not acceptable.

Hence the need for quick and effective intervention by the DM.

15. Surbhi had a job at the local mall as an employee at Play-Around. The Play-Around has different Play equipment and a little kid section. Her job included working the front desk, making sure that people paid as they entered, also informing them of the rules of Play-Around, hosting birthday parties, and watching the children. ✓

One rainy Saturday when Play-Around was particularly crowded, a mother and her mentally disabled son came to Play-Around. Play-Around does not discriminate and all children are allowed on as long as they meet the height requirements. However, adults are not allowed on the Plays because they are not covered by Play-Around's insurance. The mother was informed about the rules verbally by Surbhi as well as by the posted lists of rules.

This woman disregarded the rules and chose to follow her son onto the Plays. This is dangerous and against the rules because there is the possibility that an adult could slip and fall, and if either she or another child got hurt due to her actions the insurance would not cover it. This woman believed that her son needed special attention and constant supervision.

When it came to Surbhi's attention that the woman was on the inflatable, Surbhi told the mother that she would have to get off, however, her child could stay. The woman responded by yelling at Surbhi, telling her that her child had every right to be on the inflatable as any other child. Surbhi agreed and reminded the woman that she had not told the child to get off but only the mother herself. The woman then responded by saying that she had to stay with her son in order to help him.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. Surbhi should refer the matter to the manager of the Play-Around.
2. Surbhi should make it clear to the woman that either she should move out or she has to force her son out as well.
3. Surbhi should make an exception considering the special needs of the child in question.

Also please indicate (without necessarily restricting to above options), what you would like to advise, giving proper reasons. 20

सुरभि एक मॉल में बच्चों के क्रीडा स्थल में कर्मचारी के रूप में कार्यरत थी। क्रीडा क्षेत्र में विभिन्न खेलों के उपकरण हैं और छोटे बच्चों का एक अनुभाग है। उसकी जिम्मेदारियों में, स्वागत कक्ष का कार्य, सभी लोग प्रवेश के समय भुगतान करें ऐसा सुनिश्चित करना, इसके अलावा क्रीडा क्षेत्र के नियम समझाना, जन्मदिन के समारोह आयोजित करना, और बच्चों की देखरेख करना शामिल हैं। एक बार शनिवार के दिन जब वर्षा हो रही थी तब क्रीडा स्थल में विशेषतः भीड़ थी, एक माँ और उसका मानसिक रूप से विकलांग पुत्र क्रीडा क्षेत्र के पास आ गए। क्रीडा स्थल में भेदभाव नहीं होता और सभी बच्चे यदि ऊंचाई के मापदंड को पूरा करते हैं तो उन्हें अंदर जाने की अनुमति होती है। हालाँकि, वयस्कों को क्रीडा स्थल में जाने की अनुमति नहीं होती क्योंकि वो क्रीडा स्थल के वीमा के अंतर्गत नहीं आते। बच्चे की माँ को सुरभि ने मौखिक तथा सूचना पट्ट पर चिपकी हुई सूची से नियमों की जानकारी दे दी थी।

उस महिला ने नियमों का उल्लंघन किया और अपने बेटे के साथ क्रीडा स्थल में पीछे- पीछे चली गयी। यह खतरनाक है और नियमों के खिलाफ भी है क्योंकि ऐसी सम्भावना है कि कोई बयस्क उसमें फिसल सकता है और गिर सकता है और यदि उसके इस कार्य से वह या कोई बच्चा घायल होता है तो यह बीमा के अंतर्गत नहीं आएगा। इस महिला का ऐसा मानना है कि उसके बेटे को विशेष ध्यान और लगातार निगरानी की ज़रूरत है।

जब सुरभि को इस बात की जानकारी हुई कि वह महिला हवा भरे हुए गद्देदार स्थान पर थी, तो सुरभि ने उस महिला से कहा कि उन्हें बाहर आना होगा, यद्यपि उनका बेटा वहां पर रह सकता है। उस महिला ने सुरभि से चिल्ला कर जवाब दिया और कहा कि उसके बेटे को भी अन्य बच्चों कि तरह उस हवा से भरे हुए स्थान पर रहने का हक है। सुरभि ने सहमति प्रकट की और उस महिला को याद दिलाया कि उसने बच्चे को बाहर जाने के लिए नहीं कहा बल्कि, सिर्फ उन्हें ही बाहर जाने के लिए कहा है। उस महिला ने फिर यह कहते हुए जवाब दिया कि उन्हें अपने बेटे की मदद हेतु वहां रहना होगा।

निम्नलिखित कुछ सुझाव दिए गए हैं। विकल्पों में से प्रत्येक के गुण और दोषों का मूल्यांकन करें:

1. सुरभि को इस मामले की जानकारी क्रीडा स्थल के प्रबंधक को देनी चाहिए।
2. सुरभि को उस महिला से साफ शब्दों में कहना चाहिए कि या तो उसे बाहर आना होगा या फिर उसके साथ उसके पुत्र को भी बाहर मजबूरन निकलना पड़ेगा।
3. सुरभि को उस बच्चे की विशिष्ट ज़रूरतों के लिहाज़ से एक अपवाद के रूप में इसे स्वीकार करना चाहिए।

इसके अतिरिक्त, कृपया उचित कारण देते हुए बताएं कि आप क्या सलाह देना चाहते हैं (ऊपर दिए गए विकल्पों तक सीमित हुए बिना)

option 1.

merits:-

- (i) despite Surbhi's best attempt, mother is not listening to her, so she should intimate higher authorities. she should do the duty responsibly.
- (ii) taking actions is not ~~on~~ the job of Surbhi so proper authority should be referred to.

demerit

- (i) delay in responding can cause danger to playing children.
- (ii) Surbhi should have responded at the time when the mother was entering.
- (iii) In case of any accident, she will be held responsible.

option 2 :-

merits.

- (i) Issuing clear guidelines is a part of her duty.
- (ii) it is in best interest of all the children and the mother and her child. it thus ensures common good.
- (iii) Rule is same for every one, hence surbhi is rule bound to follow instructions.

demerits:-

- (i) removal of the child will be like being inconsiderate to him.
- (ii) removing mother will expose the child to danger and hence unable to enjoy the inflatable.
- (iii) Special needs of the child will not be taken care of as there is no person appointed on the part of park authorities.

option 3.

merits:-

- (i) making exception for the child will be Just and will be a pleasurable experience for him and will enhance his happiness.
- (ii) special child too has a right to enjoy the park and that will be given to him.

(ii) Surbhi should intimate manager about need to be appoint an expert for children in need of special attention.

detracts.

- (i) ~~at~~ this step will expose other children's to possible danger.
- (ii) on this decision of surbhi, insurance companies will not pay for damages
- (iii) management may find surbhi guilty of such neglect and she may be fired.

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

16. Sandhya recently completed her B.Com and was extremely excited to be hired for her dream job working for a Public Sector Bank. During her initial days, she began to notice that funds from grants were being mismanaged and misallocated. Some of her co-workers were also using bank property materials, including cars, for personal business.

However, Sandhya was most shocked by the hiring practices she witnessed at the office. Applicants to the jobs were supposed to take exams that were invigilated by bank employees. Sandhya began to notice that the invigilators were allowing applicants to cheat on the tests because the applicants had already been chosen for the job. Many of these pre-chosen applicants were friends of current employees.

Sandhya reported what she witnessed to Mahesh, the Branch Assistant Manager, who was second-in-command to the Branch Manager. Mahesh told her, "You heard nothing, you saw nothing, and you say nothing." Sandhya was absolutely shocked; not only by the corruption, but that it was deliberately being swept under the rug.

Sandhya was in a dilemma. She really needed the job to pay off loans, and she loved the actual content of the work she was doing. She was also concerned that it would look bad to leave her first job out in less than a year, as well as tarnish future chances to work in a government organization. On the other hand, she felt extremely uncomfortable in her work environment due to the culture of corruption.

1. What are the options available to Sandhya?
2. Evaluate each of these options and choose the option you would adopt; giving reasons. 20

संध्या ने हाल ही में अपना बी.कॉम पूरा किया था और अपनी कल्पना के अनुसार एक सार्वजनिक क्षेत्र के बैंक में कार्य करने हेतु अपनी नियुक्ति को लेकर अत्यंत उत्साहित थी। अपने शुरुआती दिनों में उसने यह देखा कि अनुदान के धन का कुप्रबंधन और त्रुटिपूर्ण आवंटन किया जा रहा था। उसके कुछ सहकर्मी भी अपने व्यक्तिगत कार्यों हेतु कारों सहित, बैंक की संपत्ति सामग्रियों, का प्रयोग कर रहे थे।

हालाँकि, संध्या को सबसे ज्यादा हैरानी कार्यालय में होने वाली भर्ती के तरीकों को देख कर हुई। नौकरियों के आवेदकों को परीक्षा में बैठना होता था जिसकी निगरानी बैंक के कर्मचारी करते थे। संध्या ने देखा कि परीक्षा नियंत्रक ही स्वयं आवेदकों को नकल करवा रहे थे क्योंकि इन आवेदकों को पहले से ही चुन लिया गया था। पूर्व चयनित बहुत से इन आवेदकों में से कई बैंक के कार्यरत कर्मचारियों के मित्र थे।

संध्या ने जो देखा था वह महेश को बताया जो कि शाखा का सहायक प्रबंधक हैं और जो शाखा प्रबंधक के बाद द्वितीय स्थान के पद पर हैं। महेश ने संध्या से कहा, "आपने कुछ नहीं सुना, आपने कुछ नहीं देखा और आप कुछ नहीं कहेंगी।" संध्या एक दम हैरान थी; केवल भ्रष्टाचार के कारण से ही नहीं बल्कि इस कारण से भी कि इसे जानबूझकर दबाया जा रहा था।

संध्या दुविधा की स्थिति में थी। उसे अपने ऋणों की भरपाई के लिए नौकरी की अत्यंत जरूरत थी और उसे यह कार्य पसंद भी आ रहा था। उसे इस बात की भी चिंता थी कि एक वर्ष से भी कम समय के अंदर ही नौकरी छोड़ना गलत होगा, साथ ही भविष्य में किसी सरकारी संस्थान में नौकरी की सम्भावना को भी धूमिल कर देगा। वहीं दूसरी तरफ, वह भ्रष्टाचार के इस माहौल में अत्यंत ही असहज महसूस कर रही थी।

1. संध्या के पास में कौन-कौन से विकल्प उपलब्ध हैं?
2. इन विकल्पों में से सभी का मूल्यांकन करें और उचित कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार्य हो।

Sandhya is stuck in an ethical dilemma such as :-

- (i) Honesty and integrity vs Corruption.
- (ii) Personal interest vs organisational ethics
- (iii) Quitting the job vs ignoring malpractices.

Options available to Sandhya are:-

(A) Leaving the job.

This option is not acceptable because :-

- (i) it will be like running away from difficult situations and shirking responsibility.
- (ii) this practice will continue to be followed even after she leaves
- (iii) she may not get another similarly good job.
- (iv) opportunity to cleanse the organisation will be lost.

(B) Confronting the manager and telling him about what she witnessed.

- (i) this will take courage and may have other implications
- (ii) she may earn wrath of colleagues and seniors.
- (iii) If manager too is involved, it will be very

difficult for Sandhya to continue in the job.

(iv) She can be victimised and ~~framed~~ in harassed in other ways.

(c) whistle blowing

(i) It should be the last resort. as it will negatively impact the image of organisation.

(ii) She may not find the desired support from the organisation and shunted to some insignificant posting.

(D) Following organisational rules and regulations and approaching higher authorities, by documenting whatever evidence she has and requesting for a probe.

This should be the desired course of action.

(i) Sandhya should follow her conscience in deciding her conduct.

(ii) will enable in setting up of inquiry committee which will probe the matter as it is too serious to be ignored.

(iii) tolerating corruption is as dangerous as committing it.

(iv) She is duty bound to report the incident to higher authorities.

(v) This will strengthen the work culture of

organisation. and improve the functioning in the long run.

(vi) values of honesty and integrity shown by Sandhya will encourage other members to come out in support of her and may unearth other wrong doings.

(vii) will be in organisation's long term interest.

Hence, Sandhya should follow this course.

17. You have been appointed as a General Manager in a Public Sector Undertaking, a new chemical plant for which is to be designed and then constructed. Your responsibilities included hiring the staff for this new plant, ensuring a safe design and then starting the plant up after construction.

During your previous experience you had noted that a new type of technology could be used in the plant in place of conventional technology employed in public sector plants till now. The new technology is less expensive and has more safety features. You have convinced the project designer to employ this new technology.

This is a unique technology and only one manufacturer provides it. After this technology has been specified by the designer and purchased, the salesman of concerned company visits you and invites you to a lavish party in a foreign land with air tickets. You have not known the salesman, Jayesh, prior to the visit. You had also no direct purchasing responsibilities; you had just wanted the new technology for better safety in the plant.

1. What are the options available to you?
2. Evaluate each of these options and choose the option you would adopt, giving reasons.

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आपको एक सार्वजनिक क्षेत्र के उपक्रम का महाप्रबंधक नियुक्त किया गया है, जिसके लिए एक नए रासायनिक संयंत्र का प्रारूप तैयार करना है और उसे निर्मित करना है। आपकी जिम्मेदारियों में इस नए संयंत्र के लिए कर्मचारियों की भर्ती करना, एक सुरक्षित प्रारूप सुनिश्चित करना और उसके निर्माण के पश्चात उसे प्रारंभ करना शामिल हैं।

अपने पूर्व अनुभव से आपने ऐसा देखा है कि अब तक सार्वजनिक उपक्रमों में प्रयुक्त की जाने वाली पारम्परिक तकनीक की जगह संयंत्र में एक नयी तकनीक का प्रयोग किया जा सकता है। इस नयी तकनीक का दाम भी कम है और इसमें सुरक्षा की अधिक विशेषतायें भी हैं। आपने इस तकनीक के इस्तेमाल हेतु परियोजना के डिजाइनर को आश्चस्त कर लिया है।

यह एक तरह की अनूठी तकनीक है जिसे सिर्फ एक ही निर्माता प्रदान करता है। जब इस तकनीक को डिजाइनर द्वारा निर्दिष्ट कर दिया गया और खरीद लिया गया, तब उस कंपनी का विक्रेता आपके पास आता है और आपको विदेश में हवाई यात्रा के टिकट के साथ एक शानदार समारोह में शामिल होने के लिए आमंत्रित करता है। आप उस विक्रेता, जयेश को इस मुलाकात से पहले नहीं जानते थे। सीधे तौर पर खरीद फरोखत में आपकी कोई जिम्मेदारी नहीं थी; बल्कि आप तो संयंत्र की बेहतर सुरक्षा की दृष्टि से नयी तकनीक का इस्तेमाल करना चाहते थे।

1. आपके पास में कौन-कौन से विकल्प उपलब्ध हैं?
2. इन विकल्पों में से सभी का मूल्यांकन करें और कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार्य हो।

Situation seems harmless, but deep issues are involved viz:-

- (i) Personal Interest vs organisational values.
- (ii) Honesty and integrity should also appear to be followed.
- (iii) Legitimate needs vs unethical greed.

(iv) personal favours or organizational interest

Course of action considered :-

option 1 : accepting the invitation of Jayesh

This course of action is unacceptable because-

- (i) Personal gains are accruing from organizational work.
- (ii) unethical to attend a lavish private party for doing organisational task.
- (iii) it will question my honesty and integrity even if the offer was made after due consideration.

option 2 : rejecting the offer and keeping quiet

- (i) rejecting outrightly the offer is the right thing to do.
- (ii) keeping silent about the issue is dangerous as same Jayesh can offer others the same offer.
- (iii) He may try to establish unethical and moral links with others which may jeopardise the interest of the company in future.
- (iv) Company may try to use the technique to get further tenders.

option 3: reporting incident to Jayesh's company and own company and certain other actions needs to be taken as outlined below. This is the desired course of action.

- (i) reporting Jayesh's offer to his company officially through my organisation. as it will prevent future such offers
- (ii) In preparing my report while recommending the said technology, outlining objectively in detail about the benefits of the said technology.
- (iii) Highlighting the merits and need to choose the technology. if
- (iv) following diligently the procurement such that allegations of bribery and kickbacks are not made, as there is only one supplier.
- (v) Strengthening code of conduct and ethics in my organisation and making it mandatory to disclose such offers if any made to employees.
- (vi) issuing a threat to the co. company of blacklisting it if such tactics are used again.
- (vii) signing integrity pacts with other organisations

with whom business can be done in future

18. You have been studying for the past two weeks for your final exam in the college. Your grade in the class is much lower than it should be, and your father has warned you to improve it or there will be consequences. So declining invitations for parties, restricting your time with friends, and spending hours in the library, you have done a lot to prepare for this exam. On the exam day you sit next to a mutual friend of yours that lives on the same floor in the hostel. Talking with him before the test begins, you notice that this friend has hidden a cheat sheet at the top of his backpack. Ordinarily, you wouldn't be concerned about it; however, the professor has already announced that only limited students would pass the exam. Even if everyone does really well, the professor will divide up the grades to make sure there's a limited amount of A's and B's.

1. What are the options available to you?

2. Evaluate each of these options and choose the option you would adopt, giving reasons.

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आप कॉलेज में अपनी अंतिम परीक्षा के लिए पिछले दो हफ्तों से अध्ययन कर रहे हैं। कक्षा में आपकी श्रेणी जो होनी चाहिए उससे अत्यंत निम्न है और आपके पिता ने इसके सुधार हेतु चेतावनी दी है अन्यथा इसके दुष्परिणाम होंगे। अतः समारोहों में शामिल होने से मना करके, दोस्तों के संग बिताये जाने वाले वक़्त में कमी करके और पुस्तकालय में अपना समय व्यतीत करके आपने परीक्षा के लिए काफी तैयारी कर ली है।

परीक्षा वाले दिन, आप छात्रावास में आपके ही तल पर रहने वाले एक आपसी दोस्त के बगल में बैठते हैं। उस दोस्त से परीक्षापूर्व बातचीत से पता चलता है कि उसने अपने बैग के ऊपरी हिस्से में नक़ल छुपा रखी है। सामान्यतः आप इससे परेशान नहीं होते, लेकिन, प्रोफेसर ने पहले ही घोषणा कर दी है कि कुछ सीमित संख्या में बच्चे ही उत्तीर्ण होंगे। भले ही सभी अच्छा प्रदर्शन करते हैं, फिर भी प्रोफेसर, यह सुनिश्चित करने के लिए कि सिमित संख्या को ही "A" और "B" श्रेणी प्राप्त हो, श्रेणियों को बाँट देंगे।

1. आपके पास में कौन-कौन से विकल्प उपलब्ध हैं?

2. इन विकल्पों में से सभी का मूल्यांकन करें और कारण सहित ऐसे विकल्प का चुनाव करें जो आपको स्वीकार हो।

19. Richa and Ankit are two employees of Kathi's organisation. One day the two were talking in the hallway about the employee benefits program. Ankit, who has had some recent financial trouble, explains to Richa how the benefits program has a loophole that will allow him to receive some financial assistance that he really needs to help pay health care costs for his mother. Kathi overhears the conversation. Later, Kathi is approached by her supervisor who says he heard a rumor that some people were taking advantage of the company benefits program.

1. What are the options available to Kathi?
2. Evaluate each of these options and choose the option, which you recommend Kathi to adopt giving reasons. 15

ऋचा और अंकित, काठी के संस्थान के दो कर्मचारी हैं। एक दिन दोनों दालान में कर्मचारी लाभ कार्यक्रम के बारे में बात कर रहे थे। अंकित, जिसे हाल ही में कुछ वित्तीय समस्याएं हुई थी, ऋचा को बताता है कि कैसे लाभ कार्यक्रम में एक कमी के चलते उसे वित्तीय सहायता प्राप्त हो जाएगी जो उसे अपनी माँ के स्वास्थ्य कि देखभाल में आने वाले खर्चों के भुगतान हेतु चाहिए। संयोगवश, काठी इस बातचीत को सुन लेती है बाद में काठी का पर्यवेक्षक उससे संपर्क करता है जो कहता है कि उसने कुछ ऐसी अफवाह सुनी है कि कुछ लोग कंपनी के कर्मचारी लाभ कार्यक्रम का गलत लाभ उठा रहे हैं।

1. काठी के पास क्या विकल्प हैं?
2. इन सभी विकल्पों का मूल्यांकन करें और कारण सहित ऐसा विकल्प चुने जिसे आप काठी को अपनाने हेतु सलाह देंगे।

20. You are a young reporter who has unearthed the case of the government secretly pledging gold to a foreign country. Reporting of the said activity would trigger a downward spiral for the economy as trust in the government would decrease, domestic and foreign investors will pull out investments from the country. The reporting of the incident would definitely improve your career prospects. You are still to share this information with anybody.

What will you do and why?

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