



GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	ENG.	Registration Number	95820
Center		Date	

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

Total Marks Obtained:

Remarks:

INSTRUCTIONS

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

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

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

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

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

Hersey Blanchard, defines, Leadership as the ability to affect / influence group behavior towards achieving goals. It has following attributes:-

(1) Transformational effect on followers. ex - Gandhiji's followers Harijans, transformed few of their unhygienic practices.

(2) inspirational and idealized motivation on subordinates.

(3) can be formal based on positional power or informal, based on personal power.

(4) tool of influence.

(5) Leaders need to be high on conscientiousness and empathy - high Emotional Intelligence.

Importance for Civil Servants :-

- (1) Respect among subordinates motivates them to improve style of working.
- (2) Depersonalized handling of conflicts.
- (3) Civil servants are ROLE MODELS for the society.
- (4) ~~will~~ will enable handling of resistance and Introducing CHANGE in the society.
- (5) Leadership improves Communication ABILITY of Civil servants.
- (6) a leader is able to ENROLL, others in his vision.
Inspiration can be taken from Civil servants like TN Seshan and ESreedharan, who have displayed exemplary leadership.

1. (b) A civil servant needs to be objective as well as empathetic. What do you understand by objectivity? Discuss its relationship with empathy. (10)

सिविल सेवक को वस्तुनिष्ठ होने के साथ-साथ समानुभूति रखने वाला भी होना चाहिए। वस्तुनिष्ठता से आप क्या समझते हैं? समानुभूति के साथ इसके संबंधों की विवेचना कीजिए।

Objectivity is the value of applied reasoning in a fair manner, devoid of individual biases and prejudices.

ex → data driven decision making.

Empathy refers to the ability to understand the suffering of others by imagining oneself in their situation.

A good civil servant needs to have both.

Relationship between Objectivity & Empathy

- (1) Helps in unbiased and balanced decision making.

(2) applying test of empathy in
discharging discretionary powers.

ex → giving foodgrains from surplus
fund to poor elders, when they
do not meet legal norms (EMPATHY)
but, meet other specified
conditions (OBJECTIVITY)

(3) objectivity and empathy in
decision making provides
CONTINUITY in decisions.

(4) Reduces scope of biases and
prejudices inherent in every human
being.

(5) not basing all decisions on
EMOTIONS only.

⇒ A Code of ethics detailing
values such as OBJECTIVITY and
empathy needs to be laid down for civil
servants.

2. (a) With rapidly increasing use of information technology, what according to you is the role of ethics in cyber space? (10)

सूचना प्रौद्योगिकी के तेजी से बढ़ते उपयोग के साथ, आपके अनुसार साइबर जगत में नीतिशास्त्र की क्या भूमिका है?

The use and scope of use of IT has increased manifold. New applications like Artificial Intelligence and Machine Learning (ex - Amazon Alexa) are being developed.

The role of ethics in cyber space has increased! -

(1) SOCIAL MEDIA! -

(a) adhering to cyber etiquette and responsibly browsing on the internet.

(b) community guidelines have to be based on ethical considerations.

(c) not engaging in unethical cyber behavior such as cyber bullying.

(2) BIG DATA and AI :-

(1) Robots need to be taught using UNBIASED data sets.

(2) AI based apps should have adequate ethical filters against racism, gender biases etc.

(3) Other considerations :-

(1) not reinforcing negative attitudes by Social media platforms or the 'ECHO Chamber effect'

(2) Using pervasiveness of social media, ~~so~~ media houses should not 'Manufacture Consent' says NOAM Chomsky.

(3) Respecting PRIVACY of fellow cyber space users.

Therefore, a consultation driven ethical guidelines for social media should be adopted.

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

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

Transparency is defined as giving the required information that the receiver is demanding and not just that which the sender is willing to share. It is about putting all facts on the table, even if some of them are uncomfortable.

TRANSPARENCY & GOOD GOVERNANCE :-

- (1) ~~no~~ Transparency is the cornerstone of good governance - provides needed information for SOCIAL AUDITS.
- (2) provides information on progress of government schemes and utilisation of public funds.

This makes government Accountable and free from corruption.

(3) gives data needed for evidence based policy making.

(4) Ethics Rating of contract can be done by Civil Society (2nd ARC) only when there is transparency.

(5) makes working of RTI Act effective

(6) enables impartial performance appraisals of government functionaries.

Transparency can be ensured using proactive disclosure templates under the RTI Act, as has been done by Uttarakhand government.

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

नीचे नैतिक विचारकों/दार्शनिकों के उद्धरण दिए गए हैं। स्पष्ट कीजिए कि वर्तमान संदर्भ में आपके लिए इनके क्या निहितार्थ हैं:

(a) A nation should not be judged by how it treats its highest citizens, but its lowest ones. Nelson Mandela (10)

राष्ट्र का आंकलन इस बात से नहीं किया जाना चाहिए कि वह अपने श्रेष्ठतर नागरिकों के साथ कैसा व्यवहार करता है, बल्कि इस बात से किया जाना चाहिए कि वह अपने निम्नतर नागरिकों के साथ कैसा व्यवहार करता है। - नेल्सन मंडेला।

Nelson Mandela said this statement in the context of the anti-apartheid struggle in South Africa. He wanted to build EQUITY and TRUST in the society.

A nation's greatness does not lie in how it treats the highest and most powerful citizens. They are already equipt to take care of themselves.

Values like building Equality and giving rights to the

lowest ones ensures greatness of any society.

India is called a democratic wonder because of equality in fundamental rights between all its citizens. In this manner, the dignity of man is ensured and NATURAL JUSTICE built in the society.

Advocating a PROGRESSIVE taxation system, which taxes the rich and poor differently is also modelled on this statement of Mandela.

Recently, it has been reported that people from marginalized sections are being lynched or are subjects of mob violence. The powerful cannot take law into their own hands and it should be stopped for an EQUAL SOCIETY.

3. (b) The highest education is that which does not merely give us information but makes our life in harmony with all existence. Rabindranath Tagore (10)

श्रेष्ठतम शिक्षा वह है जो न केवल हमें जानकारी प्रदान करती है, अपितु सभी के अस्तित्व के साथ हमारे जीवन का सामंजस्य भी स्थापित करती है। - रवींद्रनाथ टैगोर

Rabindranath Tagore preached a holistic and humane form of education in Shantiniketan that he set up. He advocated, informing the mind as well as building a more humane heart;

In short, he advocated that the goal of education was building Emotional Intelligence.

Contemporary Relevance :-

Give us information - (1) makes us aware of our Fundamental Rights and duties as good citizens.

(2) informs us against

superstitious practices.

At the same time, it should develop values such as religious tolerance and empathy towards all. We need to be taught against contemporary evils like Bullying, harassment, gender violence etc.

Curriculum could contain sex education, to increase sensitivity among children and reduce instances of minors partaking in rapes.

It should also teach us values of sustainable development so that our lives are in harmony with the Environment and the Planet.

In this manner, more holistic personalities can be built.

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

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

Attitude is the ~~natural~~ ^{High Ability} yet learned pre-disposition to evaluate people, objects and situations in a certain manner. ^{Problem Child} ^{Champion ex-Lelo Messi}

FAILURE ^{Low Ability} RESILIENT, likely success in long run.

Negative Attitude Positive

Ability is the natural competence of a person to perform a task.

For success of any person, both are important.

(1) One of my friends, Siddhant, currently working at a Fortunes 500 Company, was not good at Maths, having scored a meagre 43 in Class XI exam. But with a right attitude towards his

potential, he was able to score 97 percentile in CAT exam in Quant.

(2) A UPSC topper, I once heard was able to write and perform extremely well in UPSC mains, despite dengue during the period. Her attitude towards herself was positive.

(3) One of my friends despite having high ability as a Badminton player, lost out on the State Championship because of OVERCONFIDENT attitude.

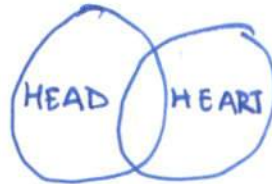
Therefore, it is imperative that schools and parents, apart from giving abilities to their children, also facilitate building of the RIGHT set of attitudes.

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

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

Emotional intelligence ^(EI) is the ability of a person to manage his as well as emotions of others even in critical times. It

involves COMBINING at the same time.



According to Goldstein, self-awareness is the core of high (EI).

It is imperative that we develop an understanding of our behaviours.

(1) helps in DEPERSONALIZING issues → ex → a police officer is able to act against torture.

when he understands why he wants to use violence against the other.

(2) effective handling of disputes →

A mediator is able to discharge justice effectively when he knows he is impartial towards the parties.

(3) aids effective communication.

ex → A professor can teach effectively if he is himself interested in what he is teaching. Only then will his students be interested.

(4) MS Dhoni - widely regarded as Captain Cool and high on EI can only motivate the team, when he himself is motivated to win.

(5) A manager can understand his subordinates' behavior when he has been in a similar situation before.

In this way, EI is composed of both self awareness & regulation.

5. (a) What do you understand by Integrity Pacts? Highlight the role they can play in bringing transparency in allotment of public contracts and ensuring proper utilization of public funds in India. (10)

सत्यनिष्ठा समझौता (इंटीग्रिटी पैक्ट्स) से आप क्या समझते हैं? भारत में सार्वजनिक अनुबंधों के आवंटन में पारदर्शिता लाने और सार्वजनिक निधि के समुचित उपयोग को सुनिश्चित करने में इसके द्वारा निभाई जा सकने वाली भूमिका पर प्रकाश डालिए।

Integrity pact is a contract that between a public authority and private individual delivering public good or service that the contract has been negotiated and drafted, adhering to the highest standards of PROBITY. It was recommended by the 2nd ARC also.

Role in ensuring transparency:-

(1) contract establishes that no bribes were exchanged.

(2) the highest bidder, compliant with quality norms is

given the contract .

(3) lays down terms and conditions followed in giving the contract.

PROPER UTILIZATION OF PUBLIC FUNDS:

(1) ensures that public assets are not short sold.

(2) highest principle of propriety in contract administration.

(3) no squandering of public resources.

(4) transparency in contract administration reduces funds held up in LITIGATION later.

Alongwith Integrity pacts, a US like False claims act, Social Audit and Citizen's Score cards can be used for reducing corruption in administration.

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

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

Rapid technological changes like extensive use of smartphones, use of social media and immersion in games like PUBG, has made students more ISOLATED and prone to aggressive behavior.

In this light, inculcating moral values like empathy for other people, sensitivity to the other sex as well as promotion of honesty and integrity are very important.

It is also important that spiritual values like, contentment and peace are taught in

educational institutions .

Yoga and counseling camps can be organized in schools to cater to a child's spiritual development .

Students should be taught to connect with their parents and community elders , who will further integrate good moral values in children .

This will :-

- (1) reduce vitability and aggression in children .
- (2) sensitivity will be built against cyber bullying and harassment .
- (3) innocence of child will be restored .

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

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

Deen Dayal Upadhyay was an Indian reformer, philosopher and Social scientist.

He gave the concept of Integral humanism → which seeks to build a more inclusive and empathetic culture.

Key elements :-

- (1) Compassion and empathy for the ~~lesser~~ privileged.
- (2) No scope for ego-centrism.
- (3) Tolerance towards others.
- (4) Welfare of the poor and marginalized.
- (5) Non-violence in society.

CONTEMPORARY relevance :-

- (1) will reduce widening inequalities in society.
- (2) will aid the fight against poverty.
- (3) will reduce polarisation and violence like cow vigilantism and mob violence associated with it.
- (4) will help in seeking inspiration from the rich culture and history of India.

Contemporary governance in India is heavily influenced from the teaching of Integral Humanism.

7. It is imperative for a country like India, that code of ethics should be implemented for civil servants on social media platforms as well. Discuss. (10)

भारत जैसे राष्ट्र में, सोशल मीडिया प्लेटफॉर्म पर भी सिविल सेवकों हेतु आचार संहिता लागू किया जाना अत्यावश्यक है। चर्चा कीजिए।

Code of ethics refers to a WRITTEN SET of VALUES, guiding RIGHT or WRONG behavior, by employees in an organisation.
ex - Hippocratic oath for doctors.

Currently, there is no binding Code of ethics for civil servants on social media.

This goes against values such as ANONYMITY and IMPARTIALITY that are foundational for civil services.

Many a times, it is found that civil servants take to social media, and in

their political views and grievances.
This goes against the spirit of
POLITICAL NON-PARTISANSHIP.

Social media is also used
to advertise the work done
by ~~some~~ civil servants - going
against principle of ANONYMITY.

It is also found that
civil servants spend, unreasonable
time on SOCIAL MEDIA,
undermining the values of
RESPONSIBILITY and ACCOUNTABILITY.


Social media, being used in a
POPULIST manner to amass
public support is unbecoming of
a civil servant, and not a healthy
trend. A Code of ethics should be
laid down expeditiously.

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

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

Corporate governance is the way of running affairs of a Company to reconcile divergent interests of multiple stakeholders :-

NR Murthy, says failure of Corporate governance can be disastrous for the Economy.



Corporate Governance.

Equitable treatment of all stakeholders is ensured as there is accountability, integrity and transparency with which affairs of a Company are directed.

In detail :-

- (1) Shareholders → Profit is maximised, as no

scope for fraud and corruption .

(2) Employees - Increases remuneration and motivation due to democratic participation in decision making .

(3) GOVERNMENT - Transparency in filing taxes and other financial returns .

(4) SOCIETY - (1) Externalities, especially negative ones like polluting surroundings minimized
(2) Effective CSR policy .

(5) Competitors → (1) Fair Business practices like non-predatory pricing
Effective Corporate governance can increase market capitalisation of business, by making it more TRUSTWORTHY .

SECTION – B

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

9. You are posted as the Superintendent of Police (SP) in a district of a state where alcohol prohibition has been imposed recently. The District Excise department has conducted many raids and seized liquor in large quantities, for which it has received state-wide public appreciation. A few months later reports surface in the media that in this district, hundreds of seized bottles of illicit liquor are missing from the government malkhanas or stores. As a result, the government is left red-faced. You are asked by the DM, who is the overall in-charge of the district excise setup, to investigate the matter. Upon investigation, you unearth a nexus of politicians and government officials who smuggled seized liquor and sold it through spurious means both inside and outside the state.

In this context, evaluate these options:

1. Report your findings to the DM and seek instructions for further actions, stating clearly the criminal offences committed *prima facie*.
2. Charge all accused under legal provisions and let the law take its own course.
3. Being aware of the seriousness of the matter, discretely put the detailed investigation report in the public domain and expose the nexus.

Also, suggest, without restricting yourself to the given options, the final course of action that you would prefer. (20)

आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध शराब की बोतलें सरकारी मलखाने या स्टोर से गायब हैं। फलस्वरूप, सरकार को शर्मिंदा होना पड़ा। जिला आबकारी ढांचे के समग्र प्रभारी DM द्वारा आपको इस प्रकरण की जाँच का कार्य सौंपा गया है। जाँच करने पर, आपको उन राजनेताओं और सरकारी अधिकारियों के बीच साठगांठ का पता चलता है, जो जब्त की गई शराब की तस्करी करते थे और अवैध माध्यमों से उसे राज्य में तथा राज्य के बाहर बेचते थे।

इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

1. अपनी जाँच के परिणाम DM के समाने रखेंगे और स्पष्ट रूप से यह बात बताते हुए कि प्रथम दृष्टया आपराधिक कृत्य किये गए हैं, आगे की कार्यवाही के लिए निर्देश मांगेंगे।
2. सभी अभियुक्तों को कानूनी प्रावधानों के अंतर्गत आरोपित बनाएंगे और कानून को अपना काम करने देंगे।
3. इस प्रकरण की गंभीरता से अवगत होने के नाते, विस्तृत जाँच रिपोर्ट को अलग से सार्वजनिक डोमेन में रखेंगे और साठगांठ का खुलासा करेंगे।

साथ ही, दिए गए विकल्पों तक अपने आपको सीमित न रखते हुए, अंतिम कार्यवाही का सुझाव दीजिए जिसे आप वरीयता देंगे।

values that need to be displayed
in this case are :-

- 1) moral fortitude
- 2) transparency in investigation
- 3) courage to speak truth to power.
- 4) impartiality in investigation.

Evaluation of options :-

1. Report findings to DM.

PROS → (1) impartial investigation
duty discharged.

(2) balances personal safety from
politicians and professional duty
of investigation.

(3) most rational approach.

CONS (1) overburden DM for
decision making.

(2) shows lack of courage and resilience in decision making by asking DM for instructions.

② Charge all accused

PROS - (1) courage and moral fortitude displayed.

(2) DM is not overburdened with decisions.

CONS (1) the powerful nexus, may allow politicians to escape.

(2) alcohol demand will not be curbed in the district.

(3) may damage personal interests because of the powerful involved.

(4) DM not taken into confidence.

(3) Discretely expose the nexus.

PROS → (1) powerful nexus may be broken.

(2) ends of bringing guilty to task realized, without harm to my personal reputation.

CONS → (1) transparency in decision making undermined!

(2) accused will be subjected to social media trial and their right to Free trial is undermined.

(3) not taking DM into confidence.

My approach :-

(1) Keep proceedings of investigation impartial, without leaking to media. In this way, the powerful will not circumvent the

law .

(2) Explain to the DM, involving senior officials of Excise department, the entire investigation and proceed with filing chargesheet.

(3) Organize with the DM, a press briefing, explaining the entire episode.

(4) Facilitate work of prosecution in the trial so that the accused do not get away.

(5) Organize alcohol demand reduction campaigns in the district.

In this way, the interests of Govt. DM

faintial for
accused



Society will be

reconciled.

10. You are posted as a District Magistrate in a Left Wing Extremism (LWE) affected district. The district has witnessed many instances of violence by the naxalites in the past. It has been observed that instances of violence increase as the elections approach. You, as a Returning Officer, are responsible for the smooth conduct of elections. Soon after the announcement of elections, the naxalites gave a call for their boycott and have been ^{Security & PM} threatening people to stay away from them. The people of the district are eager to exercise their voting rights but are scared of the impending acts of violence. Further, with threat to their lives and a low expected turnout, the other electoral officers are also reluctant to go to these areas.

In this context, answer the following:

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

आप वामपंथी उग्रवाद (LWE) से प्रभावित एक जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं। अतीत में यह जिला नक्सलियों द्वारा हिंसा की कई घटनाओं का साक्षी रहा है। यह देखा गया है कि चुनावों के निकट आने पर हिंसा की घटनाएं बढ़ जाती हैं। एक रिटर्निंग ऑफिसर के रूप में, आप चुनावों के सुचारु संचालन के लिए उत्तरदायी हैं। चुनावों की घोषणा के शीघ्र बाद, नक्सलियों ने चुनाव के बहिष्कार का आह्वान किया है और लोगों को मतदान से दूर रहने की धमकी दे रहे हैं। जिले के लोग अपने मताधिकार का प्रयोग करने के लिए उत्सुक हैं, लेकिन हिंसा द्वारा रोड़े अटकाने के कार्यों से भयान्क्रांत हैं। इसके अतिरिक्त, अपने जीवन के लिए खतरा और कम अपेक्षित मतदान के कारण, अन्य निर्वाचन अधिकारी भी इन क्षेत्रों में जाने के लिए अनिच्छुक हैं।

इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) सिविल सेवा के उन मूल्यों की पहचान कीजिए, जो इस तरह की प्रतिकूलताओं में कार्य करने हेतु महत्वपूर्ण हैं।
(b) ऐसी स्थिति में स्वतंत्र और निष्पक्ष चुनाव का संचालन सुनिश्चित करने हेतु एक कार्य योजना का सुझाव दीजिए।

(a) Civil service values are broad guiding principles that provide a benchmark for taking difficult decisions.

Values that need to be displayed :-

- (1) Courage of conviction that elections are important for the democratic fabric of a country.
- (2) Courage and MORAL CONVICTION to stand FIRM against fringe elements. (2nd ARC).
- (3) Leadership - to build morale of voters as well as polling officials. (Nolan committee foundational value).
- (4) Accountability - for the lives and safety of voters as well as poll officials.

(5) Selflessness → not thinking
of own safety for the larger
cause of conduct of free and
fair elections (Nalan
Committee).

(6) Empathy for the people's right
to vote.

(b)

ACTION PLAN

(1) Organize a meeting involving
the District police Chief to
take stock of existing security
situation.

(2) Send request for additional
battalions of CRPF and send
heavy number of forces, involving
District police officials.

(3) Motivate the troops for the

cause of free & fair elections.

(4) Build morale of polling officials and tell them that I would myself be stationed in naxalite hot beds during elections.

(5) Meet with representatives of the people and apprise them of the security measures undertaken.

(6) Camp personally in some of the areas and spread awareness against the boycott of elections.

(7) Organize FLAG MARCHES in the district displaying strength

of security forces.

(8) In heavily infested pockets, voting booths can be built near security camps and also shifted outside, with transport facility for voters.

(9) Post elections, developmental efforts will be beefed up, to curb the naxal menace.

In this manner, divergent interests can be reconciled.

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

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

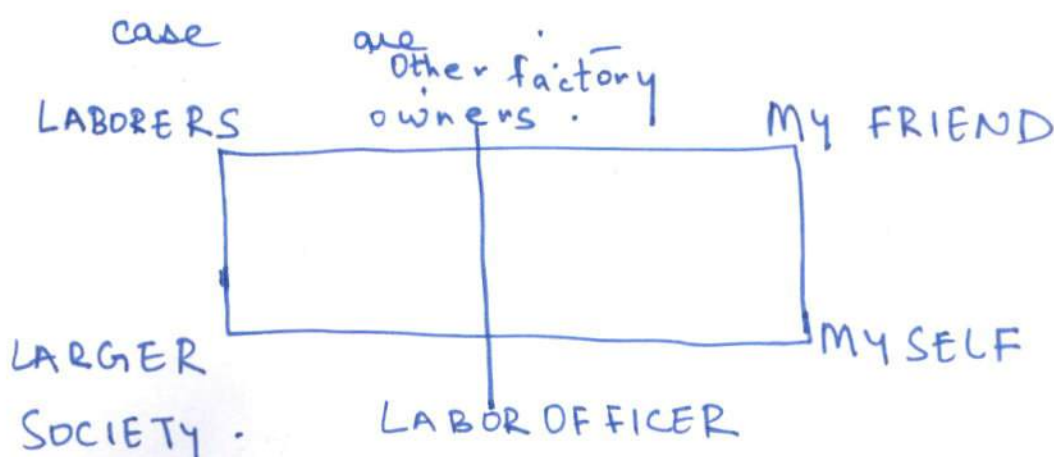
- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
 (b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. (20)

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

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

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

(a) Stakeholders involved in this



Public cause → (1) interest of public welfare.

(2) interests of honest factory owners who might become uncompetitive due to concessions being given to my friend.

Ethical issues involved in the case :-

(1) Duty towards larger public welfare v/s personal relations with friends.

(2) Friend taking undue advantage due to proximity with DM.

(3) Social justice and dignity of labor.

(4) Interests of other factory

owners not close to DM
affected.

(b) Appropriate cause of action:-

(1) For apprising myself of the situation, an Impartial 3rd party investigation will be ordered.

(2) During the investigation I will publicly and privately disassociate myself from my friend to prevent any conflict of authority.

(3) Based on, contents of the investigation, I will proceed against my friend legally.

(4) He will be charged under relevant sections of the

law and ordered to set up Welfare measures for the labours. Additionally, welfare schemes for the labours from Distint fund will be started.

(5) Meeting with the Representatives of Labor and will explain to them of the impartial investigation and prosecution.

(6) A permanent channel of communication will be opened to hear labor grievances.

(7) Meeting with factory owners and apprising them of the action taken, as well as requesting them to follow the law in letter and spirit.

(8) Labor officers should be reprimanded for not bringing the matter to my notice.

(9) Finally, snapping ties with my friend as he abused our friendship.

Reasons :-

(1) As a Civil servant, impartiality and non-partisanship are foundational values.

(2) Public welfare trumps personal relations.

(3) In this way, justice will be done as well as seen to be done.

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

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

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

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

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

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

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

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

Millets are called 'WONDER CROPS' because of their climatic resilience and better nutritional profile vis-a-vis conventional crops.

(a) Key issues :-

(1) Well intentioned efforts of district administration undermined.

(2) Customs coming in conflict with the greater good.

(3) Unremunerative prices of beneficial things, because of their perceived status in society. (Millets are perceived as the poor man's crop).

(4) Challenges :- tribals.

(1) Challenge for the district administration to deliver public service in presence of widespread ignorance and illiteracy.

(2) Unremunerative price of highly beneficial crops.

- (3) How to help citizens when they resent such help.
- (4) Trust deficit with administration.
(b)

Key STAKEHOLDERS	RESPECTIVE INTERESTS
(1) Malnutrition in <u>children</u>	(1) access to affordable and nutritious food.
(2) Tribals of remote district.	(1) preserving age old customs. (2) remunerative prices for crops (3) getting them rid of malnutrition.
(3) Government	(1) service delivery in remote areas.
(4) DM	(1) service delivery (2) acceptance of well intentioned moves.

DM (3) preventing malnutrition
in district.

Cause of action :-

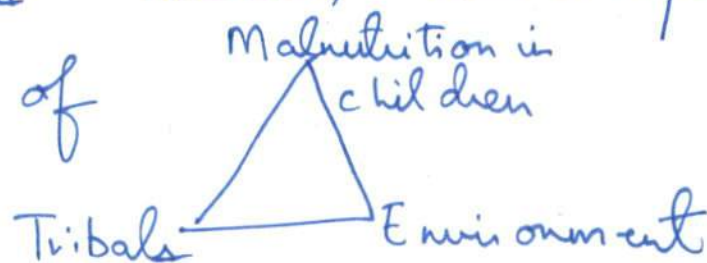
- (1) Identifying educated and respected tribal elders and explaining to them, why cultivation of millets is necessary.
- (2) Confidence Building measures for tribals such as organizing camps against malnutrition.
- (3) When tribals start trusting the administration, apprise them of the importance of millets. To answer their queries with respect to

food customs, explain to them how millets are older and were used by their forefathers.

(4) Organize a direct selling channel for tribals selling millets directly at Organic Food markets in the city. This will give higher returns.

(5) Organize eco-tourism / picnics in tribal areas where millet based food can be served. This is currently being organized in Delhi.

In this manner, the diverging interests of



can be reconciled.

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

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

(b) Consider the options given below:

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

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

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

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

(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

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

4. होटल स्वामी को नोटिस जारी करेंगे और न्यूनतम मजदूरी अधिनियम के अंतर्गत अपनी शक्तियों के अनुसार कार्यवाही करेंगे।
इनमें से प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन कीजिए तथा कारण प्रस्तुत करते हुए अपनी पसंद की कार्यवाही का सुझाव दीजिए।

Values that need to be displayed
in this case :-

- (1) Moral certitude .
- (2) Equanimity .
- (3) Courage .

(a) Issues involved in the case :-

- (1) Employment security in conflict with basic human rights of workers .
- (2) Impunity on violating laws by the rich and powerful .
- (3) Government officials turning a blind eye towards misuse of law by the powerful .

(4) No regard for rule of law and dignity of fellow human beings.

(b) EVALUATING OPTIONS: -

1. Follow informal advice.

PROS (1) employment security of workers ensured.

(2) good personal relations with the powerful hotel owner.

CONS (1) violation of human rights. (2) no display of courage.

(3) rule of law and principles of natural justice undermined.

(4) will embolden other wrongdoers.

This is the WORST OPTION.

(2) Convince the owner of the hotel.

PROS (1) employment security of workers maintained. (2) shows emotional intelligence if owner is convinced. (3) no power struggle involved.

CONS (1) not setting an example against future wrong-doing.

(2) owner may not be convinced.

(3) Submit a detailed report.

PROS (1) my personal position has been safeguarded.

(2) principles of natural justice maintained. (3) most rational approach.

CONS (1) waiting for guidance shows lack of moral conviction (especially when powers are available)

(2) Higher authorities may side with

powerful local leader.

4. Serve notice and initiate action.

PROS (1) shows moral courage
and equanimity.

(2) justice for the workers.

CONS (1) loss of employment.

(2) personal damages.

(3) time taking.

My course of action :- Convince
the owner to give minimum
wages. Using emotional intelligence,
explain to him that not giving
the same, will lead to labor
attrition and fall of brand
value in the long run. If
he does not agree, I will
proceed against him legally, and
help workers find employment in alternate hotels.

14. You are the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality of education in state-run schools. In view of the increasing dropout rate and the widening gap between students' learning ability in state-run and private schools, answer the following questions:

- Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- Identify the principles and values that would guide your recommendations in this regard.
- Suggest some ways in which quality of education in state-run schools can be improved. **(20)**

आप राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार लाने हेतु उपाय सुझाने के लिए सरकार द्वारा गठित एक समिति के अध्यक्ष हैं। ड्रॉपआउट (बच्चों द्वारा विद्यालय छोड़ने) की बढ़ती दर और राज्य द्वारा संचालित विद्यालयों तथा निजी विद्यालयों के विद्यार्थियों के मध्य सीखने की क्षमता के बीच बढ़ते अंतर को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- शिक्षा क्षेत्र, विशेष रूप से राज्य द्वारा संचालित विद्यालयों के माध्यम से प्राथमिक और माध्यमिक शिक्षा प्रदान करने में सरकार की भूमिका का परीक्षण कीजिए।
- इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।
- कुछ ऐसे उपाय सुझाइए जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

Enrolment rates in education taper from almost 100% at the primary level to 25% at the tertiary level / higher level.

(a) Role of government in education sector :-

(1) Providing cost effective education.

(2) Delivery of high quality education as a right under the Right to Education act.

(3) Building Inclusive schools for differentially abled, females etc.

(4) Providing education in ISOLATED and Backward areas.

(5) Equitable standards of education in the entire country.

(b) Linkage between secondary-vocational education.

(b) Principles behind recommendation

(1) Increasing Relevance and Quality of education being given.

(2) Inclusive schools.

- (3) Gender justice in designing schools.
- (4) Linking education with Vocational education to reduce drop-outs.
- (5) Locally relevant education.
- (b) Values that would guide :-
- (1) Empathy and compassion for the poor.
 - (2) Accountability for making education remunerative.
 - (3) Responsibility for the future of the children.
 - (4) Equity in access for all genders, differentially abled etc.
 - (5) Impartiality between government-private schools.
- (c) Ways in which education in public schools can be improved :-

- (1) Improve quality of teacher's training. Provide performance based bonus contracts for teachers.
- (2) Mandate teacher attendance by unburdening teachers from administrative and non-teaching work.
- (3) Improve curriculum to excite and interest students. One can be taken from the Delhi Government's Happiness and Entrepreneurship Development curriculum.
- (4) Linking school education with VOCATIONAL education after Secondary level.
- (5) Organizing frequent parent-teacher meetings like in Delhi schools to improve participation.

of parents in education of their children.

(6) Improve infrastructure in public schools. Construction of girls toilets and preventing dropouts of girls due to menstruation.

Operational DIGITAL BOARD

of the HRD Ministry seeks to make education a smart-learning experience. More funding should be given to such schemes.