



# VISION IAS

www.visionias.in



## GENERAL STUDIES (TEST CODE : 622)

Name of Candidate	TINA		
Medium Hindi/Eng.	ENGLISH	Registration Number	13773
Center	R.N.	Date	17.11.15

### 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:

Signature of Examiner

### 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 HINDI and ENGLISH. इसमें चौदह प्रश्न हैं तथा हिन्दी और अंग्रेजी दोनों 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।

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

Advertising Industry and the Entertainment Industry are increasingly showing women as 'objects'. 'This OBJECTIFICATION' of women reinforces negative attitude towards women in society such as the belief that women are subordinate to men and exist for the pleasure of men.

The increasing materialism showed in the age of globalization is sometimes also associated with women. Advertising industries often target women more as customers.

However, advertising industry also contributes sometimes to positive image of women. There are more and more advertisements

showing women in positions of authority, as independent and assertive. All of this <sup>is</sup> will have a positive impact on social attitudes towards women. It is helping break the 'glass ceiling' and acceptance of women in ~~an~~ ~~equal~~ authority and decision making structures, no longer subordinate to men.

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 ways by which social actors engage with service providers and hold the service providers accountable for the quality of the services delivered. Social accountability is thus considered to be a central tenet of good governance as it makes the administration responsive and sensitive to the needs of the citizens.

Social accountability is a more effective mechanism than conventional methods of extracting accountability which rely just on 'answerability' (justification for actions or decisions taken by public officials) but no 'responsibility'. Social Accountability comes loaded with 'responsibility' as well as 'answerability' for public officials since public officials have to engage with the citizenry and thus

come under the scrutiny of society. This not only leads to pressure from society but can also end in publically shaming of errant officials and a loss of their social standing. Hence, Social Accountability adds an ethical dimension to the concept of accountability.

A civil servant can promote social accountability by promoting CITIZEN ENGAGEMENT with administration. This can be done in two ways :

(i) ENABLING VOICE

Empowering citizens to voice their concerns to those in power. This can be achieved by:

- > INFORMATION DISSEMINATION
- > COMMUNITY MOBILIZATION
- > CAPACITY BUILDING

(ii) ESTABLISHING COMPACT

Ensuring that those in power act as representatives of the people and exert pressure on service providers to perform well. This can be done by ensuring there is NO COLLUSION (nexus) between public officials and service providers to cheat the public.

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 कार्यमें 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 refers to the shared understanding of values, practices and objectives of an organization among its employees. Therefore, though work culture is by nature informal and abstract, it exerts a powerful influence over the conduct of its employees towards their superiors, peers, subordinates and the public.

Indian Administrative work culture is ridden with the following problems :

- (i) Rigid Hierarchy and excessive red tapism.
- (ii) Resistance to change and desire to continue with existing procedures.
- (iii) Less emphasis on timeliness and thus improper time management.
- (iv) Lack of belief in one's own work and in the value of hard work itself.
- (v) Preference to personal aspirations over public

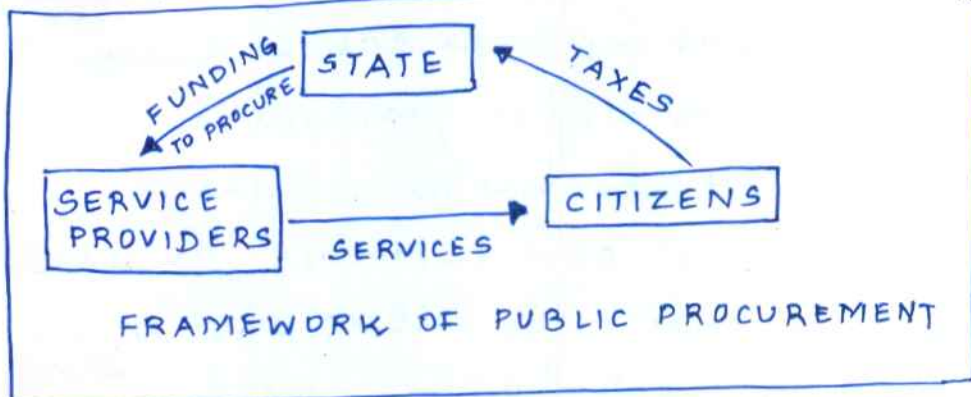
interest .

- (vi) Absence of group effort .
- (vii) Acceptance to and toleration of corruption

Therefore, biometric attendance & punctuality and cleanliness can only be a good start towards improving the work culture. What is actually needed to improve Indian Administrative work culture is systemic propagation of ethical values. Only a massive overhaul of the present work culture and its replacement with an ethical and responsible work culture can solve the problem. This can be achieved by :

1. Reforming Recruitment process :  
Selection process should assess not only intellectual capacity but temperance qualities too .
2. Training :  
Training in required values at induction level as well as at regular intervals .
3. Performance Appraisal which rewards performance and de-incentivizes non performance .
4. Instituting a Code of Ethics and a Code of Conduct for public officials .

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?



since citizens have a complex and indirect relationship with service providers who procure for the public on behalf on the state, public procurement is vulnerable to fraud and corruption. citizens' control over such procurement is very weak and thus there is lack of accountability and transparency. This leads to collusion (nexus) between public officials and agencies procuring on behalf of the state for their mutual gain against public interest (CRONY CAPITALISM). For instance, recently there was a massive scam unearthed in which public officials were involved with jute <sup>bag</sup> exporters manufacturers to

replace good quality jute bags with cheap quality and already used jute bags for packaging of food grains in FCI godowns. This directly hurt public interest and caused a massive loss to the exchequer.

The following steps can be taken to improve probity in governance.

- (i) Treat the citizen not as a mere 'beneficiary' but as a 'customer'. Increase citizen control over public procurement by greater information dissemination about their entitlements, how to assess the quality of service and how to seek redressal if quality is unsatisfactory.
- (ii) Introduce 'Responsibility' along with accountability to reinforce the ethical dimension in accountability so that dedication to duty is self imposed.
- (iii) Transparency in government functioning by simplification and standardization of processes and keeping information as openly as possible.
- (iv) Avoid 'CONFLICT OF INTEREST' in public officials
- (v) Enforce social Accountability and social Audit mechanism.

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

Political Attitudes refer to mental positions about political objects like political parties and leaders, policies and processes, political institutions and groupings. They are relatively enduring predispositions. In India, Political Attitudes revolve around religion, so much so that political attitudes become "communal <sup>political</sup> attitudes". Despite 68 years of independence, people still vote for leaders belonging to their own religion. Religious Vote Bank, in particular, MINORITY VOTE BANK, is one of the most dependable element in Indian elections.

In fact, religious or communal identity is one of the most important basis for mobilization in Indian democracy. In fact, many believe that democracy survived in India because it had 'religion' as a strong base for democratic mobilization as

compared to other third world countries where democracy collapsed.

Though, the unfortunate aspects associated with communal politics such as communal riots, communal mud-slinging etc. cannot be ignored, but it is clear that religion most profoundly shapes political attitudes in India.

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, according to Daniel Goleman, refers to the "capability to perceive and express emotions, assimilate emotions in thoughts, reason with emotions and manage them in oneself and in relations with others."

Thus, emotions if managed intelligently can lead to :

- (i) building trust
- (ii) motivating ones
- (iii) creative expressions
- (iv) enhance self understanding
- (v) bring goal commitment .

Emotional Intelligence, therefore can result in a public official making good judgement . Relationships are the DNA of Governance . Hence, if a public official cannot build trusting relations at his workplace as well as with the public, there will be end of governance .

According to Mayer and Salovey,

the success and failure in Public Administration is now determined by the effectiveness with which public officials use their emotional intelligence to manage their relationships with their superiors, subordinates and the public.

A civil servant can make prudent decisions using his emotional intelligence because :

1. By using emotional intelligence, the civil servant can create a friendly and amiable working culture.
2. Use of emotional intelligence will facilitate better communication within the organization.
3. Use of emotional intelligence will reduce role ambiguity and role conflicts within the organization and raise 'SOCIAL CAPITAL'.
4. It will help bring worker satisfaction and work commitment.
5. It will improve productivity and performance of the organization.
6. Emotional Intelligence will enable the public servant to deal with stress properly, take holistic decision by looking at all perspectives and enable him/her to multi task.

Hence, it will enable prudent 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

The above statement points out how moral attitudes at the personal level have a direct impact on our attitudes at the professional level.

Honesty begins at home. Those who have not been honest at the micro level will ~~have it~~ find it very hard to be honest at the macro level. Therefore, I believe that if honesty is not inculcated during childhood an individual would face conflict of values if later he is forced to be honest in dealings and face cognitive dissonance and discomfort.

This statement also holds relevance for public interest at large. Hiring dishonest people to positions of power and trust, expecting them to behave professionally, is self-defeating.

Therefore, I believe that value education should begin at an early age so that the attitude of honesty gets embedded in an individual that he/she is honest in all his/her dealings, be it at the micro or macro level.

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 recently was observed in the following cases :

- (i) Young men and women celebrating Valentine's Day, which was considered as against Indian culture and symbol of western materialism by the 'moral police'.
- (ii) Women dressing in western clothes, which was seen by the moral police as against modesty and social norms prescribed for Indian Women.
- (iii) Banning beef eating in communities for which beef is part of daily diet by the Hindu Extremist elements.

Thus, all the above examples raise the serious issue of intolerance towards people showing independence and choice, if considered deviant by a few extremist elements.

Measures to improve the situation ;

- (i) The state should take strict action against such fringe elements to give a strong message to society that such acts will not be tolerated.
- (ii) Mass awareness about the harmful effects of intolerance on the social fabric of the country must be initiated.

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 refers to a situation where an individual is not able to take an ideal decision because he is himself likely to be affected by it. Conflict of Interest is often manifested in the form of CONFLICT OF DUTIES whereby multiple duties are assigned to one authority fulfilment of which are contradictory.

In the context of public service, Conflict of Interest often arises when a public official awards the tender to provide a public service to a provider with whom he/she has an intimate or familial relation.

The norms prescribed for Civil Services in India to deal with Conflict of Interest are:

- (i) Declare before assuming office if there is a conflict of interest in discharging of duties.
- (ii) Penalty provisions if conflict of interest

is later discovered in the discharge  
of duties .

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 are specific guidelines prescribing the forms of behaviour desired, tolerated or prohibited in particular situations. Since the code is objective in nature, it is easy to enforce penalty provisions if the code is violated.

However, problem arises when the code of conduct is silent or ambiguous in emerging situations. The problem is also compounded when the code of conduct becomes rigid in face of changing circumstances. This gives employees discretion to act in accordance to what pleases them. Sometimes the law is followed in letter but violated with impunity in its spirit.

Therefore, the code of conduct has to be improved. This can be achieved by :

- (i) The Code of Conduct should be regularly updated according to changing situations so that there is no ambiguity and there are specific guidelines for employees to follow.
- (ii) The provisions regarding behaviour discouraging corruption need to be strengthened and penalties for the same to be increased.
- (iii) Code of conduct needs to be substituted by a 'Code of Ethics'. Code of Ethics would lay general moral and social principles to be followed in all situations, especially where the Code of Conduct is silent or ambiguous, eliminating any possibility to act on their own personal whims and fancies.

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 charter is considered a landmark shift in public service delivery. It is a demand side strengthening of public service delivery mechanism. It transforms the citizen from a mere beneficiary to the status of a customer. In the words of Prime Minister John Major of United Kingdom who introduced citizen charter — "citizen charter is means of looking at public service from the eyes of those who use it." It enforces citizen-centric governance since it emphasizes on Quality, Standards, choices, Value, Accountability and Transparency, as expected by the people from a public service delivery.

constraints faced by India in the implementation of citizen charter are as follows:

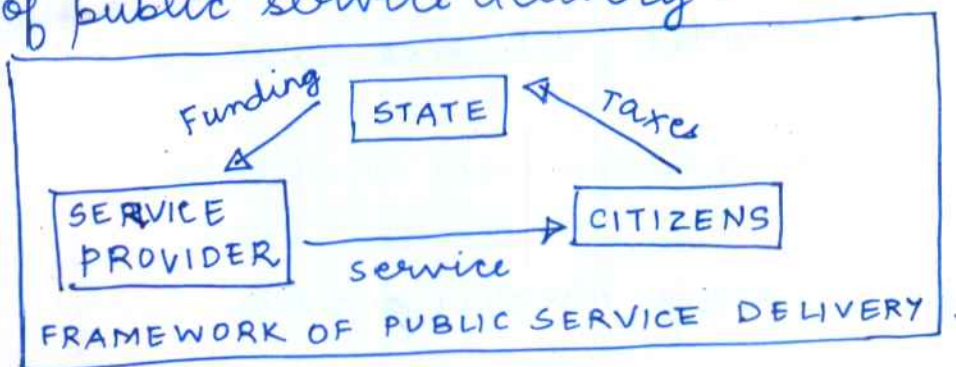
- (i) Improper design and content of the citizen charter.
- (ii) critical information needed by end users to hold the administration accountable is missing.
- (iii) Lack of consultation in formulation of citizen charters. Thus, they are called "Managerial charters" as a criticism.
- (iv) Lack of Publicizing of citizen charters. In UK, special funds are allocated for making people aware of citizen charters. No such provision in India.
- (v) No Revision or updation.  
Second ARC states that less than 5% of total citizen charters have gone for a revision.
- (vi) No Ground work  
citizen charters are mostly a copy of the model charter with no efforts to improve it to reflect the organization's value and services.
- (vii) No legal status  
citizen charters in India are moral obligations and not legal obligations.

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। 10

The biggest challenges being faced in efficient delivery of public services are as follows:

- (i) Indirect and complex relationship between citizens and public service providers which leads to weakening of citizen control over the quality of public service delivery.



- (ii) Public service as no competition. The service providers feel no need to incite the citizens to take their services and citizens have no alternate option.
- (iii) Funding from the state to service providers happens in a time bound manner, leaving no time to address

the mismatch between demand of the service and supply of the service.

- (iv) citizens are treated as mere beneficiaries and not as customers.

Measures to improve public service delivery:

- (i) Greater open-ness and transparency in public service delivery. Proper computerization of relevant records and information sharing.
- (ii) Ensuring that administration is not only accountable to the state but also responsible to the citizens by tools like Social Audit, citizens charters etc.
- (iii) Promoting e-Governance to reduce the middlemen and need for human interface thereby checking even corruption.

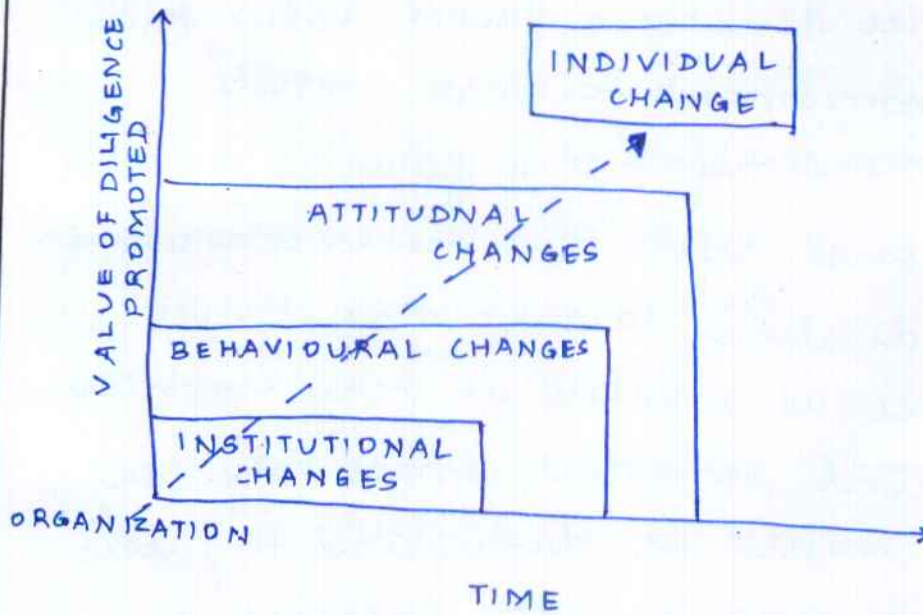
8. Explain the importance of diligence as a value for a civil servant. How can it be inculcated among civil servants? 10

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

Diligence refers to dedication and consistency towards one's work. Diligence denotes a deeper value than just commitment to work. While commitment refers to a formal obligation, diligence refers to a deeper commitment and dedication to one's work. Hence, diligence as a value is very important for a civil servant since only then he/she would be dedicated to public interest over private interest; practice neutrality, objectivity and impartiality in his work.

It can be inculcated among civil servants by Training techniques at induction level as well as regular intervals. Institutional changes can be made as such which promote and reward diligence and punish non performance, this

would bring behavioural changes which would then enforce attitudinal changes. Leaders in top position can also lead by example.



## 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

*Options available in this case :*

- (a) DO NOT REPORT THE POOR FARMER
- (b) MAKE REPORT AGAINST THE POOR FARMER
- (c) APPEAL TO LESSEN THE PRESCRIBED PUNISHMENT AFTER MAKING THE REPORT

AGAINST THE FARMER AND ALSO REFER THE FARMER TO FAMILY COUNSELLING TO IMPROVE HIS PARENTING .

Evaluation of the above options :

(a) DO NOT REPORT THE FARMER

This option has to be ruled out as not report the farmer would set a bad precedent. The farmer and his peers could continue with such gruesome parenting tactics which are not conducive for the mental well being and holistic development of the child .

(b) REPORTING STRICTLY AGAINST THE FARMER

This option can also be ruled out as it would be an excessive measure . It might be counter productive as feelings of animosity would develop in the family not conducive to the well being of the child . Moreover, his absence for three months would be a severe strain on the economic condition

of his family which would further create an atmosphere not healthy for the child's education or mental well being.

- (C) APPEAL TO LESSEN THE PRESCRIBED PUNISHMENT REVEALING ALL FACETS OF THE CASE .

This seems as the best course of action. It would be legal as well as ethical and most prudent. This would send the right message home and without being too much of a burden economically to the farmer's family. During the punishment, the farmer can also be referred to Family Counselling so that he learns better parenting tactics which does not jeopardize the child's mental well being and at the same time ensures her education.





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। आप 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 जाता 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

(i) The first option is ethically the most strong as it would prevent breaching of confidentiality. However, it ~~would cost~~ the may cost the individual his job with the company if he refuses the assignment outrightly. It would be an excessive measure and hence can be rejected.

(ii) The second option sounds reasonable as well as ethical. By not leading the assignment and only guiding them from the outside, there would be no pressure on the individual to reveal any confidential information to win the bidding. At the same time, he would be able to provide his expertise in the market which might make the company win fairly and squarely. He might also be able to save his job.

(iii) The third option can be rejected as it would breach the confidentiality of his previous office of trust. It would be an act against public interest to which he had pledged allegiance during his service.

(iv) The fourth option is again an excessive measure whereby the individual runs away from the situation rather than tackling it.

Another option could be if the individual pleads to the management about how this assignment would lead to a "CONFLICT OF INTEREST" and request them to give him another assignment where he could prove his mettle.





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 दिक्कतपरिवर्तन 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. चूंकि 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 अंतर्गत 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

- (3) The third option is legally not permissible. It is using wrong means to obtain noble ends. As Gandhiji said, ends can never justify the means and purity of means have to be maintained. Such an action would amount to duping the public authorities. It would set a bad precedent of dishonesty and ignoring correct legal procedures.
- (2) The second option can also be ruled out as if funds come later it would be of no use to the students. This may not only jeopardize the situation but discourage them as their good performance would be of no use. It might even create resentment in the minds of the students.
- (1) The first option is the best course of action. By requesting senior officials for diversion of funds by revealing all the facets of the case would

be legal as well as prevent any harm to the future of the students. It would set a good example for the future if such cases happen. It would create a good image of the state as responsive and efficient in the minds of students and their parents. It would also encourage better performance of students in the coming future as well.

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

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 में 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

(1) The first option can be ruled out as it would be excessively harsh with respect to two things. First, he was treated well during his captivity. Second, punishing the extremists would be counter productive. It might send the wrong image of the state to the local people as being unresponsive to their needs. It might also provoke further induction of the locals to extremism as capture of the extremists by the police will not address their development concerns. Requesting for a transfer is like fleeing away from a difficult situation.

(2) The second option seems reasonable. The captivity should be treated as a wake up call to address the local peoples' genuine development concerns. A review of the status of the work would be a step in the right direction. Using innovative strategies to further combat the menace of under-development would also help the situation. If the state is seen as responsive to the needs of the people, extremism could end.

(3) The third option seems excessive. Resigning from the service will not <sup>solve</sup> ~~serve~~ any problem, though informing his experience to the higher authorities is a positive step.

An alternative option could be informing the state of his experience along with being more proactive towards the development concerns of people by review of the works. Lone action would not be sufficient as advocated by option (2)

till it is supplanted by the state's  
action as well .

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

13. Developing countries are often very vulnerable to exploitation by multinational 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.

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

20

Economic development and social concerns have to go hand in hand. Economic development at the expense of environment, safety and security of the people cannot be long lasting or enduring.

(i) Labour safety standards have to be maintained at all costs. MNCs exploit the labour due to lack of any rules and regulations. Thus, the state has to ensure that proper labour laws

are in place .

- (ii) Corporate Social Responsibility (CSR) has to be strictly enforced so that MNCs can contribute some of their profits towards social welfare .
- (iii) Environmental clearances should not be given in haste . ~~To promote~~ If environmental permit cannot be given for a particular project, the MNC should be duly be allocated another site so as to not discourage them away.
- (iv) Focus on building infrastructure in backward areas so that MNCs start their operations in such areas and thus bring about development of the backward region as well .

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



14. You are a middle ranked MCD employee, overseeing an anti-encroachment drive in New De hi 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 बुलडोजर 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 में 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 ntelligence 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.

नीतिपरक दृष्टिकोण से उपर्युक्त प्रश्नों के उत्तर दें। 20

20

- (a) Psycho-emotional and attitudinal factors behind religious competitiveness are as follows :
- (i) enduring predispositions that believe that a person can be a true religious follower only if he/she is hostile to the other religion.
  - (ii) reinforcement of such predispositions by leaders of the religious community for maintaining their own popularity or for gaining <sup>in</sup> political mileage out of such situation.
  - (iii) group identities which thrive on exclusivist tendencies "US AGAINST THEM."
- (b) Emotional Intelligence can tactfully handle this situation since the public officials will be able to perceive the emotions of the two religious groups and thereby arrive at a decision which assimilates and addresses the concerns of both the sides. The act of pacifying the crowd to the satisfaction

of both communities is due to the use of emotional intelligence by the official. The act of understanding feelings of others, addressing and managing those feelings in relationships is due to SOCIAL COMPETENCY brought out by emotional intelligence.

- (c) Religion can also be used as a uniting force instead of a dividing one if positive values of love, compassion, tolerance, honesty, courage are systemically promoted by the religious leaders, state as well as society at large. Thus, the onus is on religious leaders who have to be individuals having highest ethical and moral standards.

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

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