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GENERAL STUDIES (TEST CODE : 622)

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Medium Hindi/Eng.	English	Registration Number	15633
Center	Rajinder Nagar.	Date	22/11/15

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।

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Section A

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

1. (a) In this age of information and consumerism, the image of women portrayed by mass media greatly influences our social attitude towards them. Critically evaluate. 10

सूचना और उपभोक्तावाद के इस युग में, मास मीडिया द्वारा चित्रित महिलाओं की छवि उनके प्रति हमारे सामाजिक अभिवृत्ति को वृहत रूप में प्रभावित करती है। आलोचनात्मक मूल्यांकन करें। 10

— In this age of access to information and cut-throat competition between various groups, women are being used for effective awareness campaign and at the same time being commodified.

for example—

Recently a campaign was started by vogue foundation, Reg regarding "my voice, my choice", which was highlighting the women freedom and empowerment, it invited mixed response, whereby some lauded it for powerful message it carried but some ~~for~~ criticized it for wrong purpose.

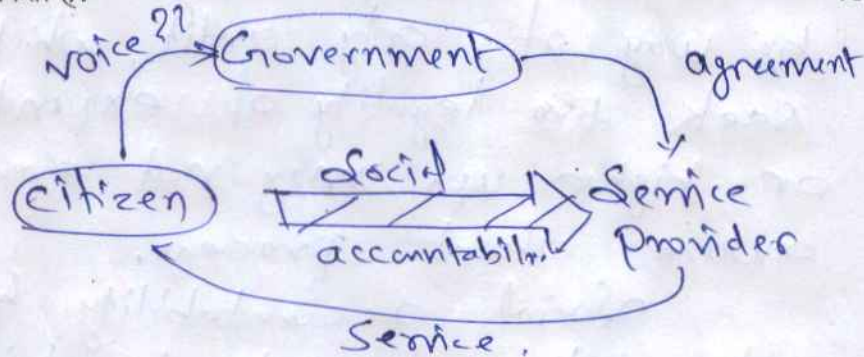
Almost all advertisements involve & depict women as a

Campaigner which has effect on our social attitude towards women by way of -

- ① women's inherent weaknesses in form of a Patriarchal society are being weakened. for ex. - women are present almost everywhere, on a packet of noodle to a government Campaign, thus sensitivity is being generated.
- ② their depiction as Commodity is inculcating a wrong feeling in younger generation, whereby they are being seen as an object and it causes frustration and resentment in youth, leading to increasing violence against woman.
- ③ women are being used as official Campaigner in various bodies such as UN environment agency, where Kareena Kapoor is a brand ambassador, this brings a deep impact by inculcating feminist values such as love, care, compassion in our minds.

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 means being responsible to the society or the persons, whom are actually affected by services/action of service providers. for example - Social audit is conducted by beneficiaries themselves in MNREGA works,

when Government officials can have collusion with panchayat functionaries and thus can siphon away the benefits, Social audit / accountability eliminates this by empowering

Citizens directly to question the motives of governments.

When muster rolls, wage distribution can be manipulated in traditional accountability mechanism by way of only audit, which will seek ~~pro~~ legality of expenditure or higher ups may not even be aware about process.

Social accountability ~~is~~ reduces these loopholes by bringing a platform for face to face interaction.

Civil servant can improve the accountability by -

- ① Providing avenues for enforcement in form of Gram Sabha, Complaint receipt etc.
- ② By empowering people by awareness campaign to participate in the process.
- ③ By enforcing the provision of accountability by accepting a recommendation of auditee.

(even 2nd ARC recommended for binding advice of social auditing MNRGN)

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

Indian Bureaucracy's work culture is affected by following factors-

- ① Political process.
- ② Clearcut & well laid responsibility.
- ③ Societal values & their inculcation.
- ④ Judicial action in form of elaborating various conducts.
- ⑤ Citizen-centric administration by making administration responsive to demands.
- ⑥ Stringent punishment to corrupt officials.

These factors bring the Indian Bureaucracy that sense of informal working environment, which is often criticized. Recently a Singapore group rated Indian

bureaucracy as most corrupt & inefficient in whole of south Asia, thus highlighting poor work culture.

As, Biometric attendance, punctuality & cleanliness can only affect the basic attire & perhaps discipline among bureaucrats, but an ethical work culture, requires ~~inlet~~ inculcation of societal as well as professional conducts into one's life.

Since, civil servants are professional citizens of country, therefore they must imbibe a culture that fosters development, inclusion.

for example - An officer may come on time in office due to biometric system attire, but he may not do anything or indulge in corrupt practice at office, thus, a good work culture ~~in~~ shall reform all ① to ⑥ Parameters.

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? 10

Public procurement is that process, where maximum interaction with outside agency is maintained and also the interaction is largely in monetary terms, whereby the benefits run into crores of rupees, thus offering great incentive to corrupt practices.

for example - In Indian Railways, say fans are to be replaced in all coaches, then material procurement division will put a contract and if slight tweaking can be done by collusion of officials & suppliers and a small quality defect alone can turn profit into millions, because volume is high.

So, Both ~~restrict~~ degrading of quality parameter

∴ evaluation criteria can bring windfall to contractors, on the other hand in other wings such as operation & maintenance only limiting scope is there, as vendor is already selected.

Steps to maintain probity:

- ① More objective evaluation criteria viz. financial requirements, technical requirements should be laid out, so as to remove discretion while evaluating.
- ② Committee must be nominated for evaluation & opening of bids.
- ③ electronic procurement must be done and a good step in form of a centralized portal for all govt. & psu is done in form of e-procure.gov.in.
- ④ Collusive bribery, which involves voluntary collusion must be brought under prevention of Corruption Act, 1989 (2nd Act)

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

→ The statement was given by Mahatma Gandhi, while debate on Indian Secularism was going on in Constituent assembly.

Indian people are too religious for ages and it is suddenly not possible for them to shed their religious identity at one go. they can not be expected to leave their important source of identity, rather their identification on basis of religion is going to act as a mobilization force.

Since, Politics is all about mobilizing people on the basis of common purpose and in this context, religion serves as most important purpose. thus politics acts as a mobilizer.

It is evident even in contemporary Indian politics, where political parties are being seen as identified with a particular religion or secular, or even at time of Gandhi, it was Jinnah, who mobilized Muslims politically & laid a demand for separate nation, thus proving linkage between Religion & Politics.

Role of Religion :

- ① It helps us align basic tenets of religion with manifesto of a political party.
- ② minorities often align to specific party, which seeks to prevent majoritarian rule.

Thus, Religion & Politics have a strong link.

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

→ Emotions are our long formed predisposition, which guides our reaction in a certain context, understanding someone's behaviour & using it for management of relations in environment is facilitated by emotional intelligence.

for example - A village is protesting against religious desecration of religious text and in such situation, if a civil servant orders action, then it will only aggravate problem. thus, emotional intelligence, will ensure understanding their religious decision or feelings, pacifying them and thus help them identify the problem thus ending the protest.

In this context, ~~religion~~ EI helped in making a single decision work well.

For civil servants, since modern day Governance era is all about participatory approach & networking, thus Relationship Management becomes an important norm and in this context, Emotional intelligence helps facilitate smoother relations.

for example -

A civil society is demanding a separate avenue and reform in governance, then administrator has to understand their problem, co-ordinate with other departments and by leadership address the problem. This is possible by emotional Intelligence. Also leadership is fostered by an emotionally intelligent person.

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

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 means vigilantism pursued by certain elements to uphold the tenets, which they consider moral and are being violated by a group. In such situation, the group prohibits the events, thus acting as moral guardian of society.

for example - valentine's day is opposed by many proponents of Indian culture on accusation that it is against Indian culture. Since, India is a democracy, and thus it demands freedom of speech, action, if they are not illegal, thus a tolerant society & democracy demands a ban on such policy.

for example - A group wants to promote gay rights in

front of public by holding hands & showing solidarity but moral police will ensure that such events don't happen or they will force government to ban such gathering in pretext of law & order situation,

Measures to address :

- ① democracy in India needs to be strengthened by highlighting that it is their legal right to protest & propagate.
 - ② By providing governmental support to such events, so that moral policing is discouraged.
- Thus, following a balanced approach of awareness & protection can eliminate moral policing.

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' means that a civil servant has some interest in a work, which may be affected by his action.

For example - A civil servant may be owning land in an area and he is deputed as revenue Commissioner of the area, then converting the area for commercial activities from residential activity will lead to surge in price of land, then the decision, if lies, with that civil servant, which can affect his own interest by virtue of his position, then conflict of interest takes place.

Norms prescribed are -

- ① All India (Civil Service) Conduct rules, 1964 maintain that a civil servant has to

declare ~~an~~ his/her antecedent,
property held before joining
service.

- ② he should recuse from such
action.
- ③ He should not receive any
Gift ammounting more than
Rs. 5000, to prevent any
conflict of interest.
- ④ He should not take part in
gambling, speculation which
may affect his decision.

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
prescribes a set of do's &
don'ts for civil servants mostly
don'ts about their conduct.
but their effect has been
minimal because -

- ① they are limited in scope & very few in number.
- ② they are not able to capture growing complexities of modern day corruption.
- ③ They are objective in nature thus entail only compliance only in terms of letter & not spirit.

for example, - A civil servant shall not accept gifts more than ₹. 5000 in a year.

but he can byepass it by accepting many gifts less than 5000 ru, thus code of conduct have limited impact.

Suggestions-

- ① enforce a code of ethics on well which can provide a wider framework for actions (2nd ARC) by not limiting choices.
- ② false claim Act can be enforced to increase the pro-activeness of citizens by exposing corruption.
- ③ Serious fraud offence office must be empowered.
- ④ Strict Grievance Redressal mechanism must be employed for citizens exposing corruption.

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 (सिटिज़न 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 a step towards ~~major~~ improvement in service delivery by demand-side strengthening of service by treating citizens as customer.

It is a set of commitment made by an organisation/department, along with standards, time limits and Grievance Redressal mechanism, which seeks to ensure citizen centric governance by ushering in transparency.

Limitation in Indian context:

- ① they are not legally enforceable.
- ② they are set with unrealistic targets, thus can not be met.
- ③ Periodic updation is not being done,

④ Effective consultation with citizens as well as lower functionaries is done not done, thus reducing their effectiveness.

for example -

if Police department claims to ~~have~~ file an charge sheet in 10 days, but they have not consulted SHO or constable, who has to do the investigation, thus setting unrealistic target.

⑤ Capacity building is not done to meet the standards & requirements in form of manpower, technology etc.

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

Governance is that legitimacy which citizens put by way of a Social Contract, where they delegate their rights to a body. & demands in turn accountability & efficient service delivery.

So, service delivery needs to be enhanced for a sense of participation.

Challenges facing:

- ① Corruption of officials, which deviates officials from their intended targets.
- ② Lack of Capacity building, whereby municipality does not have enough ~~map~~ manpower & machinery to mobilize work generated.

- ③ A sense of service needs to be inculcated in public servants.

Suggestions:

- ① Public servants need to understand that they are Trustees of public purse. As Gandhiji preached and this trusteeship model needs to be followed.
- ② Better Resource allocation.
- ③ Inculcation of values of public service in servants, which can guide them in service delivery.
- ④ A code of ethics along with ethics commitment can provide a wider framework to public servants.
- ⑤ Regular motivation training, Sensitivity training to them.

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 means a sense of motivation among civil servants, where they strive hard for the attainment of organizational goals.

Importance :

- Diligence ensures effective implementation of ~~the~~ objectives.
- effective policy making is ensured.
- time band service delivery is ensured by following objective criteria & non-partisanship.
- it ensures development of leadership in civil servants by seeing diligent person as a role model.

for ex. - Riot affected Area requires that DM give attention all the time, if it is ~~at~~ not done and DM

leaves his responsibility, then whole framework may be affected & law & order situation may get deteriorated,

Ways to improve:

- ① Role models must be established.
- ② Effective Remuneration must be given.
- ③ Objective performance evaluation must be followed to keep them motivated.
- ④ A sense of Participation must be inculcated among civil servants, which can make them feel as part of decision making.

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

This case presents ethical dilemma, whereby, where farmer is following one law and trying to work for benefit of her ward for better future but his means do not justify the end, he is

trying to achieve. Beating a child is not only immoral but also illegal, punishable upto 3 months jail. Since I am responsible for matters of violation of RTE Act, thus, it becomes my responsibility to act objectively, so as to further the progress of RTE.

In such situation, various options available to me are —

- ① lauding efforts of poor farmer for his dedication in implementing RTE by enforcing & propagating it.

Merit:

- will further cause of RTE.
- will better career prospect of child.

Demerit:

- activities against children will increase.
- Such ~~educating~~ education will ~~only~~ will not lead to overall development of child.

② Enforcing & requesting police to file a complaint and immediately ensure jail of farmer -

Merit: - Vito

- Corporal punishment will be deterred.
- rule of law will prevail.

Dement:

- family's condition will be deteriorated, as poor farmer is economically weak & even child will not sustain his/her education.

③ Calling family for consultation & leave them with warning and also send a report to National Commission for protection of child Rights (NCPER) to look into matter.

Merit: - Since I am not in a legal position to ensure the conviction of farmer and

also my empathy is with family but since such acts needs to be eliminated, thus I will call farmer and give him stern warning for such actions and thus take the child for health checkup, also I will organize an awareness workshop for the locality, whereby I will highlight the sole purpose of RTE, which is to develop the child overall in all fields, and such punishment not only kills the free spirit but also leads to brain trap of children.

Such education can not ensure purpose of education i.e. to develop children holistically.

At the same time, I will send a Report to NCPER, regarding such practice, so that

they can take appropriate action
on this matter and spread
awareness ~~campaign~~ campaign
~~highlighting~~ highlighting purpose
of RTE.

10. You retired as a finance manager from a Public Sector Undertaking (PSU). After retirement you are offered a job in a private company as its finance head and you have accepted it. The company has a procurement contract with the PSU which you worked for. Now that contract is up for renewal through competitive bidding. You have been asked to lead the team responsible for bidding of this contract.

While working in the PSU, you had an opportunity to work on areas relating to financial accounting, procurement, contracts and bids. You are concerned that you might breach the confidentiality if you accept the assignment in the present company. You also suspect that your knowledge and experience of working in the PSU were seen as good reasons for appointing you to the position in the present company.

The loss of such a major contract would have a significant effect on the financial performance of Company. Evaluate the merits and demerits of each of the options given below and finally suggest what course of action you would like to take, providing adequate reasons.

आप सार्वजनिक क्षेत्र के एक उपक्रम (पी.एस.यू.) से वित्त प्रबंधक के रूप में सेवा निवृत्त हुए हैं। सेवा निवृत्ति के पश्चात् आपको एक निजी कंपनी में वित्त प्रमुख के पद पर नौकरी का प्रस्ताव आता है और आपने इसे स्वीकार भी कर लिया है। जिस पी.एस.यू. में आप कार्यरत थे उसके साथ इस कंपनी का सरकारी अधिप्राप्ति/खरीद हेतु एक अनुबंध है। अब चूंकि उस अनुबंध का प्रतिस्पर्धात्मक रूप से बोली लगा कर पुनर्नवीकरण किया जाना है, आपको उस टीम का नेतृत्व करने को कहा गया है जिसे इस अनुबंध के लिए बोली लगाने का उत्तरदायित्व सौंपा गया है।

पी.एस.यू. में काम करने के दौरान आपको उन विषयों पर काम करने का अवसर प्राप्त हुआ था जो वित्तीय लेखा कार्य, सरकारी अधिप्राप्ति और अनुबंधों से सम्बंधित है। आपको इस बात की चिंता है कि यदि आप वर्तमान कंपनी में इस नियत कार्य को स्वीकार करते हैं तो हो सकता है आप गोपनीयता भंग करें। आपको इस बात का भी संदेह है कि सार्वजनिक क्षेत्र में कार्य करने के संबंध में आपके ज्ञान एवं अनुभव को वर्तमान कंपनी में उक्त पद पर आपकी नियुक्ति के सकारात्मक कारण के रूप में लिया गया था।

इतने बड़े अनुबंध का न मिलना कंपनी के वित्तीय प्रदर्शन पर महत्वपूर्ण प्रभाव डालेगा। नीचे दिए गए विकल्पों में से प्रत्येक के गुण एवं दोष का मूल्यांकन करें और पर्याप्त कारण बताते हुए अंततः सुझाएँ कि आप कौन-से विकल्प का चयन करेंगे?

i. 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।

ii. Do not lead the team but guide them from outside.

टीम का नेतृत्व नहीं करेंगे किन्तु इसे बाहर से मार्गदर्शन प्रदान करेंगे।

iii. 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

The situation highlights possible role conflict that may arise on leading the team responsible for the contract bidding, since I have previously worked for the PSU in similar position that is required for the job, also it poses me an opportunity to prove my mettle for the new assignment owing to my experience in similar domain.

Evaluation of options:

- (i) Merit: Not accepting the assignment will relieve me from possible role conflict and at the same time, I will be able to keep myself away from possible conflict of interest and it will also ensure my integrity in current organisation as they will be certain about my integrity, if I join any other organisation after this job.

Demerits - It will not only be seen as me abrogating my responsibilities from my current organization but also will be detrimental to my future career prospects in present organization, I will be setting a wrong precedent.

(ii)

Merit: By not leading the team but guiding from outside will enable the organization benefit from my part exposure and at the same time, I will be possibly ~~relieve~~ relieved from possible guilt that may arise out of the assignment.

Demerit: This option will not show my commitment towards work and also it does not serve any purpose, as I can still pass on the information that I have acquired out of my tenure in PSU as finance manager working exactly in same field.

(iii) Merit: By accepting the job and leading the team, I will fulfill my responsibility as a finance head in new organisation and at the same time will help for the benefit of private organisation, because, they hired me for my experience and it may be because of my current profile, that they want me to lead the time.

Demerit: In the meanwhile, by leading the team, I may compromise the confidentiality of PSU in similar contractual agreement, which will be against my ethical standards and people may see me as using the past experience to get the leadership of team.

(iv) Merit: By Resigning, I can be free from such conflict and thus hold my Integrity absolutely.

Demerit: But Resignation will not fulfill the purpose as my current assignment needs me.

After evaluation of all these options, I will go ahead with option (iii) i.e. by accepting the leadership of team, because the Confidentiality clauses and Conduct rules of PSU do not bind me to ~~reveal the~~ not do so, it is not against any law and at the same time, as Kant stated that duty needs to be performed, because it ought to be and one should not work for consequences, and at the same time, it will bring ~~an~~ fulfillment of my duty towards new organisation by bringing good financial performance to private Company.

Also, PSU might have changed their clauses, working methods, which I may not be aware of, just on pretext of vague role conflict, I can not abrogate my present duty, therefore, I will lead the team.

11. You are the district officer responsible for implementing the government schemes in the district. One of the schemes is to provide financial assistance to poor students completing their Class XII so that they can join college comfortably. But, due to unexpectedly good results there arises a shortage of funds for the scheme. However, the funds are available in another scheme of housing which are unutilized, but need approval from senior officials and may take more than a month and by that time the admissions will be over.

आप एक जिले में सरकारी योजनाओं के कार्यान्वयन के लिए उत्तरदायी एक जिला अधिकारी हैं। योजनाओं में से एक 12वीं कक्षा उत्तीर्ण कर रहे निर्धन छात्रों को वित्तीय सहायता प्रदान करने की योजना है ताकि वे सुविधाजनक ढंग से महाविद्यालयों में नामांकन करा सकें। किन्तु, अनापेक्षित अच्छे परीक्षा परिणामों के कारण इस योजना के लिए निधि की कमी हो जाती है। यद्यपि, एक अन्य गृह निर्माण योजना में निधि उपलब्ध है जिसका उपयोग अब तक नहीं किया गया है, किन्तु उस निधि के उपयोग के लिए वरीय अधिकारियों से स्वीकृति लिए जाने की आवश्यकता है जिसमें एक महीने से अधिक समय लग सकता है, और तब तक नामांकन का समय निकल जाएगा।

Given below are few options that you can take:

नीचे कुछ विकल्प दिए गए हैं जिन्हें आप अपना सकते हैं:

1. Send the request for funds diversion and pursue the case with the senior officials to get it done quickly.

निधि के दिक्कपरिवर्तन हेतु आग्रह भेजें और इसे शीघ्रता पूर्वक संपन्न करने हेतु वरीय अधिकारियों के पास मामले को आगे बढ़ायें।

2. Promise to deliver the rewards next month as you cannot do anything now. 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 अंतरित कर दें।

किसी और संभव विकल्प/विकल्पों का सुझाव दें। उनमें से सभी का मूल्यांकन करें तथा कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दें। 20

In above mentioned case, my duty to provide assistance to poor children is backed by a governmental scheme and thus needs to be fulfilled, and since such measures are absolutely essential for future of poor children, therefore, to better their future, ~~as~~ I need to pursue the case objectively & Impartially.

Evaluation of options:

(i) Merit: By ~~divesting~~ ^{requesting to divert} the funds from housing scheme, which are unutilised, I can ensure timely admission to children and thus ensure their future.

Demerit: Other housing scheme, may not get replenished funds and beneficiaries under that scheme may suffer because of my action. Also, Senior officials ~~(ii)~~ may not accept the request, thereby wasting precious time for admission.

(ii) Merit: By promising to deliver rewards next month, I will keep the morale of students high and thus bringing good image to government.

Demerit: Some students may not be able to afford the expenditure for college and once admissions are over, nothing can be done for them, thus ruining their career.

(iii) Merit: It will although ensure the admission of poor children and Governmental support will be continued for them.

Demerit: such ~~fiction~~ fraud is not expected from a civil servant and it will go against my integrity and will nurture future diversion of funds and thus corruption.

In this situation, I will pursue the request to my Senior officials to provide

additional funds at the earliest, so that the admission of students is ensured, at the same time, I will talk to parents and address them about current situation, so that they can keep their words motivated in the meantime, also for the students, who want to take admission in government college of my district, I will talk to principals of such colleges and seek exemption of fee for temporary period, as once funds are available, assistance will be provided to students.

My actions will be driven in such a way that good result of students is not discouraged and at the same time immediate relief possible can be provided by pursuing the matter with senior officials, although it might delay the process, but this is the best possible option available.

12. A District Magistrate, posted in a district affected by left wing extremism, was abducted by the extremists while he was on a routine inspection tour to assess the progress of the development work in one of the villages. After abduction, extremists demanded the release of two of their leaders who are accused of involvement in the violent attack on the police convoy few months back. After few days of continued negotiations, the centre and state governments agreed to accept the demands of extremists in return for release of the District Magistrate. During the time when District Magistrate was held captive, he was treated well by the extremists and many extremists and even locals came to visit him in order to point out the problems in the service delivery, excesses of the police and paramilitary forces in a very convincing manner. After being released, the District Magistrate comes to you to seek advice on how to deal with the issues, which arose out of his abduction. Some of the suggestions are as follows:

एक जिला मजिस्ट्रेट, जो वामपंथी अतिवाद से प्रभावित जिले में नियुक्त हैं, उनका अतिवादियों द्वारा तब अपहरण कर लिया गया जब वे एक गाँव से विकास कार्यों की प्रगति का मूल्यांकन संबंधी एक नियमित निरीक्षण दौरे से लौट रहे थे। अपहरण के पश्चात, अतिवादियों ने कुछ माह पूर्व एक पुलिस काफिले पर हिंसक आक्रमण में संलग्न होने के आरोपी अपने दो नेताओं की रिहाई की शर्त रखी। सतत मध्यस्थताओं के कुछ दिनों के पश्चात, केंद्र और राज्य सरकारें जिला मजिस्ट्रेट की रिहाई के बदले उन अतिवादियों की मांग स्वीकार करने को सहमत हो गयीं। जिला मजिस्ट्रेट के बंदी रहने के दौरान, अतिवादियों द्वारा उनसे अच्छा व्यवहार किया गया और बहुत-से अतिवादी और स्थानीय जनता भी सेवा वितरण में व्याप्त समस्याओं, पुलिस और अर्द्ध-सैनिक बलों की ज्यादातियों 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

Such situations are often prevalent in our left wing extremist affected areas, where governmental officials are kidnapped and various illegitimate demands are put forward. But exceptionally, this case also provides an opportunity to understand and modify the developmental processes, so as to minimize alienation of locals from mainstream of development, as now DM is aware of some grassroots problems of his district.

Merits of (i) option:

By filing a criminal case, the police

will get a chance to further their effort in combating the LWE and by providing ground level intelligence to security forces, I can help in success of combat operation of Security force, also my resignation will ensure my safety and help me overcome trauma of such event.

Demerit:

- Criminal case will not help, as already many cases are pending & filed before police regarding such case.
- Helping security personnel is not sure, as it is not clear, whether I ~~was~~ could capture any information in the hideout.
- Resignation will be against my values, as I can not ~~be~~ run away from my duty on pretext of personal trauma. being a civil servant, I need to set an example, which can help overcome the fear of LWEs.

(2) Merit:

- By taking Review of status of developmental work, I will be doing my work effectively on the feedback, I have received from villagers during my abduction period, also since present mechanisms of service delivery are either not effective or are being siphoned off, thus, innovative strategies for service delivery of various governmental schemes such as Roshini scheme, unified development will help eliminate the root cause of problem.

Demerit:

- By Reviewing of developmental scheme and doing audit, will distract me from maintaining law & order in the district, which is prime requirement for any developmental strategy to work.

(3) Merit:

- Informing senior officials will help formulation of an objective strategy to tackle the problem.
- By taking moral responsibility, resignation will help be stand higher on ethical ground and thus set a precedent.

Demerit:

- Resigning from job for taking moral responsibility will not solve the issue, rather it will create a crisis for government, to depute other officer in my assignment to cater to developmental need and my resignation will create a fear & awe of failing law & order problem in district.

Based on all this, I will take following course of Action—

- ① I will brief my seniors about situation, so that they can develop a comprehensive strategy for eliminating root cause based on my Intelligence, &

will follow developmental strategy to eliminate root cause.

13. Developing countries are often very vulnerable to exploitation by multi-national corporations. They support industrialization but lack of infrastructure is a major limiting factor. Further, without suitable laws and regulations, developing nations are ill prepared for such endeavours. In their efforts to attract business, these nations often overlook the health and safety violations by the corporations doing business within their borders. Drawn by low-cost labour, new markets, and lower operation costs, corporations have little incentive to address environmental and human risks once they are entrenched. In this situation there is imminent threat of disaster.

Discuss some feasible strategies to balance economic development and safety and security of people at large in developing countries with special emphasis on India. 20

विकासशील देश प्रायः बहु-राष्ट्रीय निगमों के शोषण के प्रति बहुत असुरक्षित होते हैं। वे औद्योगीकरण के समर्थक होते हैं किन्तु अवसंरचना का अभाव एक बड़ी बाधा बन कर प्रस्तुत होती है। इसके अतिरिक्त, उपयुक्त कानूनों और विनियामकों के अभाव के कारण विकासशील देश ऐसे उद्यमों के लिए सही प्रकार से तैयार नहीं होते। व्यावसाय को आकर्षित करने के अपने प्रयासों में ऐसे देश अपनी सीमाओं के भीतर व्यापार कर रहे निगमों के द्वारा स्वास्थ्य और सुरक्षा संबंधी उल्लंघनों की अनदेखी कर देते हैं। निम्न श्रम लागत, नए बाजारों और अपेक्षाकृत निम्न संचालन संबंधी लागतों के द्वारा आकर्षित ये निगम एक बार भलीभांति स्थापित हो जाने के बाद वातावरण और मानवीय खतरों की कदाचित ही परवाह करते हैं। इस स्थिति में, आपदाओं का खतरा आसन्न होता है।

भारत पर विशेष बल देते हुए विकासशील देशों में आर्थिक विकास एवं जनता की सुरक्षा व संरक्षा को संतुलित करने हेतु कुछ व्यवहार्य रणनीतियों पर चर्चा करें। 20

To bridge the developmental deficit, arising out of lack of funds and Infrastructure Infrastructure problem, developing countries often look for foreign players, be in form of FDI/FPI or in form of direct participation in economy by establishing direct industries, cheap labors, rising market often attract MNCs to participate

in local economy, added to that stringent rules pertaining to environmental, safety & labour laws are often missing, either because of lack of expertise on part of government or deliberate intention of relaxing processes to attract foreign companies.

In order to tackle such situation, following strategies can be taken up -

- ① Economic development requires the participation of foreign players without causing any permanent harm to local population, in this context, various comprehensive & integrated policies with regard to vulnerable sector such as National Manufacturing Policy, 2007, a policy on unorganised sector may be formulated and be embedded in their Registration documents, while they apply to Registrar of Companies for start of business.

- ② Capacity building at local level,
such as strengthening of
Regulatory body viz. FSSAI or
PESO or Industrial Inspector,
which can understand, observe
and take remedial nature for
violation of safety & environmental
law.
- ③ Since Human Capital and
environment are prerequisite for
any development and life, thus
stringent laws with clearcut
objectives shall be formulated,
which can provide framework
for risks and at the same time
by being objective, can reduce
discretion to local level official
to avoid exploitation of
labour or environment.
- ④ Collaborating with other industrial
& developing nations and
setting up various regulation
on lines of UN Conventions of
human rights, to provide

uniform provisions for laws & rules.

Globalization and Industrial development requires that markets be opened and to attract private players, we provide incentives, but they can not come at the cost of our loss of sovereignty by exploiting our labor or environment, thus a necessary, participative regulatory framework needs to be derived on lines of RBI, which can protect ultimate purpose of a welfare state by balancing both aspects of development and protection.

14. You are a middle ranked MCD employee, overseeing an anti-encroachment drive in New Delhi in order to broaden a very busy road. Many illegal constructions on the road have been demolished. It was all happening without much protest but when the bulldozer reached near an illegal religious construction, some people belonging to that particular community came out and formed a human chain to stop the demolition. At the same time some people from another religious group came out insisting the immediate demolition of the site. Both groups were about to clash violently. You handled the situation quite well, by pacifying the crowd and calling in enough police force, which was prepared in advance to deal with such a situation, nonetheless, the above incident raises the following serious questions:

आप दिल्ली नगर निगम के मध्य स्तरीय कर्मचारी हैं तथा एक अत्यंत व्यस्त सड़क को चौड़ा करने के लिए एक अतिक्रमण विरोधी अभियान का निरीक्षण कर रहे हैं। सड़क पर बहुतेरे अवैध निर्माणों को ध्वस्त कर दिया गया है। यह सब बिना किसी विशेष प्रतिरोध के हो रहा था किन्तु जैसे ही बुलडोज़र एक अवैध धार्मिक निर्माण के पास पहुंचा, उस समुदाय से सम्बंधित कुछ लोग बाहर आये और उन्होंने ध्वस्त करने की कार्यवाही को रोकने के लिए एक मानव श्रृंखला बना ली। उसी समय, अन्य धार्मिक समूह के कुछ लोग भी उस निर्माण को तत्काल हटाये जाने की मांग करते हुए सामने आ गए। दोनों समूहों के बीच हिंसक झड़प होने ही वाली थी। आपने लोगों को शांत करवा कर एवं ऐसी किसी भी स्थिति से निपटने के लिए तैयार किए गए पुलिस बल को पर्याप्त संख्या में बुला कर स्थिति को ठीक प्रकार नियंत्रित किया, तथापि उपर्युक्त घटना निम्नलिखित गंभीर प्रश्न खड़े करती है:

(a) What kind of Psycho-emotional and attitudinal factors give birth to this religious competitiveness?

किस प्रकार की मनो-भावनात्मक और अभिवृत्ति संबंधी कारक धार्मिक प्रतिस्पर्धा की ऐसी भावनाओं को जन्म देते हैं?

(b) What is the use of emotional intelligence if such a situation arises? Discuss.

यदि ऐसी स्थिति उत्पन्न होती है तो भावात्मक समझ का क्या उपयोग हो सकता है? चर्चा करें।

(c) How can religion be used as a uniting force instead of a dividing one?

धर्म को विभाजनकारी शक्ति के स्थान पर एकताबद्ध करने वाली शक्ति के रूप में किस प्रकार उपयोग किया जा सकता है?

Answer the above questions from an ethical perspective.

20

नीतिपरक दृष्टिकोण से उपर्युक्त प्रश्नों के उत्तर दें। 20

In such situations, a well laid out strategy will work to demolish an illegal construction and also to protect communal clashes on part of people at large.

Although the incident was handled well, yet ethical questions arise.

① In developing country like India, Religion is often given sacrosanct provision about humans, for example, in this case, people are not worried about benefits that will come with demolition and widening of roads, but because, we are nurtured in such a way that anything religious can not be hurt & we seem to follow divine command theory, whereby religion is above everything.

At the same time, since the situation also involves the antagonising views of different religions, this highlight the

weaknesses in our feeling of Sarva-dharma Sambhar, whereby we are only trying to perpetuate our religion, even at cost of other's right to do same.

Family, society, workplace all put humanity & welfare at lower end of pyramid and thus giving religion a top precedence even at cost of human welfare, which could be achieved by widening of Road.

② Emotional Intelligence helps us perceive other's emotion and at the same time evaluate and manage our emotion and thereby taking a decision meeting demand of situation.

In this case the emotional Intelligence provided me a platform to see that people are high powered in their religion temper and thus a solution can only be reached by a mix of

dialogue and prevention by Police force, Had I not used Emotional Intelligence, I could have gone on demolishing without police, which could have led to violence & law & order problem. Thus, objective assessment of situation is facilitated by emotional Intelligence.

(c) we need to understand that since humans are there, then to facilitate this life, Religion has come out as a way of life. Rather than going on rituals, ^{worship place} temples of religion, one should try to value the tenets of Religion, every religion has some great values, which if propagated by liberals, can bring unity & prosperity. All Religions preach humanity, non-violence & compassion. they need to be promoted

thus using Religion as a uniting force.

Basic moral tenets needs to be highlighted and tolerance needs to be nurtured to use religion as a uniting force and. In this context, Socratic technique of questioning, which unites in best answers can be used.