

VISION IAS

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R N 20 OCT 2015
SUBMITTED IN 3 HOURS
RECEIVED

GENERAL STUDIES (TEST CODE : 622)

Name of Candidate	Ravindaa Khatole		
Medium Hindi/Eng.	english	Registration Number	19 772
Center	Rajinder Nagar	Date	20/10/2015

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	4.5
1(b)	10	4.5
2(a)	10	3
2(b)	10	4
3(a)	10	
3(b)	10	4.5
4(a)	10	4
4(b)	10	4.5
5(a)	10	4.5
5(b)	10	4
6	10	4.5
7	10	5
8	10	4.5
9	20	10
10	20	9
11	20	9
12	20	10
13	20	8
14	20	10

Total Marks Obtained:

Remarks:

Signature of Examiner

108.5

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:

Dear Ravindra,

1. (1) There is nothing to suggest - Everything is just fabulous.
2. (2) Your answers are beautifully structured, presented with lucid thought flow, amazingly articulated.
3. (3) Very effective usage of language.
4. (4) Case studies are structured and diversified!

6.

All the Best

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

4.5

→ In this age of information and consumerism, the attitudes, mindsets of people are affected by what they see, in media, movies, press, etc. The media can play both roles of projecting women as empowered, independent or just as a thing to be enjoyed.

Good Answer

Women projected as a means to others end:

- Many media advertisements, movies, item songs project women as a means of enjoyment.
- They are projected as a means and not an end in themselves. Thus dehumanizing women.
- Many magazines, channels focus excessively on woman sexuality to enhance their viewers.

Thus this has a negative impact on the society as a whole.

use a Better Term
Commodification
time..

Balanced Answer

Women projected as an end in themselves:

- On the other hand, we see so many programmes, news focussing on the achievement of woman in their fields.
- Programmes like 'Sabyameva Jayate' which highlighted the issues of female foeticide in sensitive way can go a long way in changing the biases, mindsets of society.
- Many channels interview successful women, which acts as a motivation to young generation.

Thus media is a potent weapon which can either make or unmake the attitude of society, but it needs to wake up to the larger goal of women empowerment rather than focussing on cheap, temporary gains.

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 is the auditing, evaluation of programmes, works by the society at large. It involves social impact assessment, social audit conducted by Gram Sabha, civil society organisations, NGOs.

→ It is more effective than conventional methods as:

- (a) Many times the agency which is doing the audit is government agency and hence it can be biased towards the government.
- (b) As people are the best judges of the programmes, policies implemented for them, social accountability provides true feedback to government.
- (c) It also puts positive pressure on the officials, so that they do not deviate from

4.5

Very Good Illustration

their roles and responsibilities.

Steps that can be taken to improve the effectiveness:

- (a) Social accountability can be made more effective by capacity building of civil society, Gramsabha. NGOs can be roped in to do it.
- (b) By using e-technologies, so that it becomes easy for people to lodge their complaints with government.
- (c) Strengthening the RTI, introducing citizen's charter, Grievance redressal in all the government offices will ensure the accountability by empowering the citizens.

2. (a) Biometric attendance, punctuality and cleanliness provide only a good start towards the improvement of work culture. A lot more is required to improve the work culture of the Indian bureaucracy and make it more responsive and citizen centric. Comment. 10

बायोमेट्रिक उपस्थिति प्रणाली, समय-बद्धता और स्वच्छता कार्य में सुधार की दिशा में संस्कृति-संस्कृति में सुधार लाने-केवल एक अच्छा आरंभ प्रदान करते हैं। भारतीय नौकरशाही की कार्य केंद्रित बनाने हेतु अभी-तथा इसे अधिक उत्तरदायी व नागरिक बहुत कुछ किए जाने की आवश्यकता है। टिप्पणी करें। 10

→ Biometric attendance, punctuality and cleanliness though provide a good start in improving the work culture, but it is just a formal start, we need substantive change in the attitude, aptitude and behaviour of bureaucracy to truly improve work culture.

To make bureaucracy more responsive and citizen centric, we first need to free the bureaucracy from 'bureaucratic behaviour', which has become synonymous with delays, arrogance, insensitivity, laxity.

Some of the concrete steps can be.

- (1) We need emotionally intelligent bureaucrats who can have empathy, compassion for the public and their problems.

3

Answers
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- (2) The feeling of teamwork needs to be fostered in government departments. It will require breaking of the silos, which have made each department an island in itself.
- (3) e-technology can go a long way in this direction. e-files will reduce the red-tapism, it will lead to better file management, better scrutiny.
- (4) Citizen charter, RTI, Grievance Redressal will make bureaucracy accountable, thus improving the overall work culture.

Thus we need to go beyond the cosmetic change of biometric attendance, cleanliness to make bureaucracy really empathetic, compassionate, responsive to improve the work culture.

Not App

Discuss
Inter
Personal
Relation
→ General
Happiness
of Employees
→ Improving
work conditions
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ie Good offices
→ Rewards
&
Recognition

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 involves buying of the goods, services by government through bidding, contracts, etc. But it is among the most vulnerable to fraud and corruption, as.

- (1) Many times the bidding process is opaque, which favours corruption, nepotism.

We can see the example of Commonwealth Games held in Delhi, where things like toilet paper were procured at 10 times the market rate.

- (2) Quality of services, goods provided are also substandard on many occasions which not only leads to wastage of money but also poses challenge to safety, health of citizens.

Good
Illustration

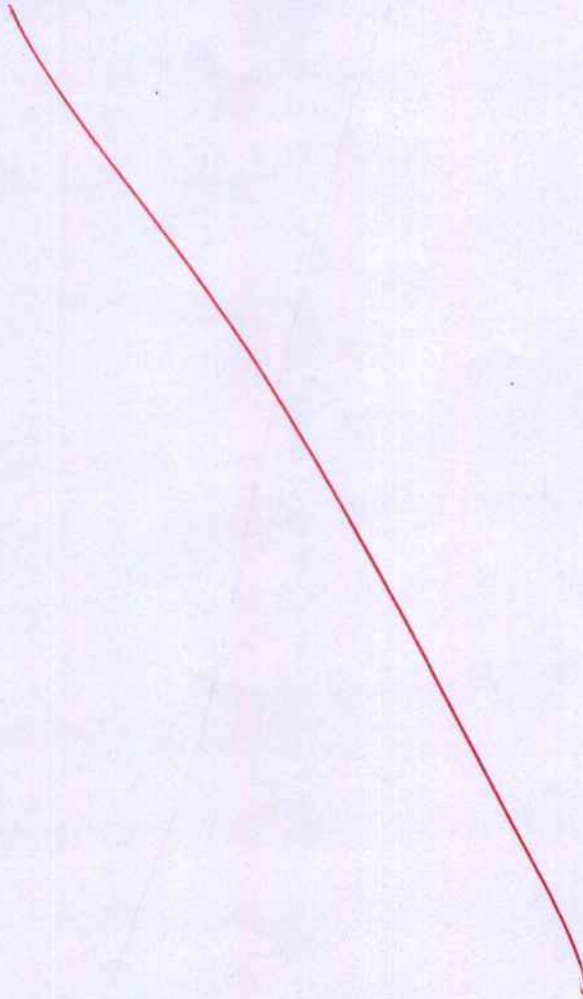
We can also see the example of our PDS system, where 45% of the leakage is reported by recent ASSO survey.

Steps that can be taken to improve probity:

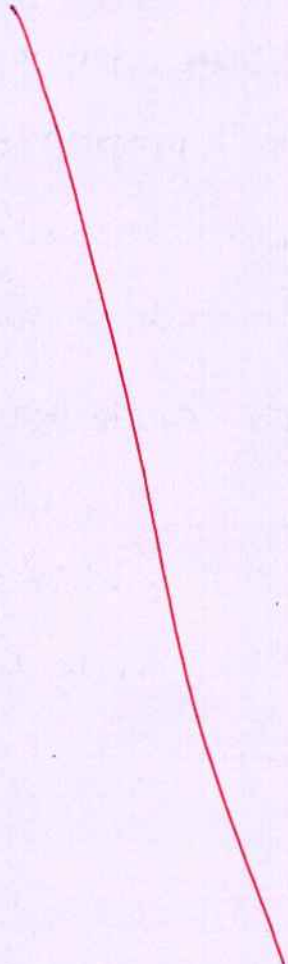
- (1) Making the bidding, procurement online and transparent. All the details of applicants, their past history should be put to scrutiny online.
- (2) We need a public procurement Bill, which will specify the norms such as open bidding fast come fast served depending on the goods, services, urgency.
- (3) Strengthening of social accountability, RTI. to ensure that things are transparent.

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



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कुछ ना लिखें)



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 plays an important role in the decision making. It is knowing one's emotions, being able to control, leverage them as per the situation. EI also involve being able to perceive, identify the emotions of others, predicting their behaviours.

That's why EI becomes critically important as.

- (1) EI person is better able to control his emotions. It helps him to come out of distress, stress early.

EI people are good at motivating themselves.

- (2) EI people have greater empathy and compassion, hence they can understand the situation, problems of people better.

However
Explains
the statement
Pursue

Q's

Very
Good
Answer

Which helps in sensitive, responsive decision making.

(3) The civil servant with better EI can connect with his team better, he can understand the societal problems in an empathetic manner.

For example in a communally sensitive case, the civil servant should be able to predict the response of communities to issues beforehand. This provides him the benefit of proactive measures.

At the same time if he lacks the empathy, touch with people, he may turn out to be insensitive, arrogant thus flaring up the communal riots.

Thus EI plays a critical role in the sensitive situations.

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 statement talks about the attitude of people ~~to differ~~ towards different situations. There is a tendency among people to allow laxity in ethical principles in small matters.

For example someone who is close to us is telling us about ~~our~~ some deficiency in our conduct, there is a tendency to ignore such small truths considering them trivial. But this tendency creates the attitude of carelessness in our behaviour which can be dangerous in crisis situations.

Because when we start ignoring the minute, smaller details in public life, we in or way become lax, careless.

Good
Illumination

Good
Reasoning

So next time when someone tells about some major issue in our department, he will think twice, due to our lax behaviour. The result will be complete lack of trust in us.

Thus Aristotle wants to say that, we should be ethical not only in small bigger matters, but in all our dealings however small they may be.

Cite
an
Example

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 is an act of imposing someone's views on the others, through threats, violence,
Some of the recent incidents are.

(1) Love Jihad Campaign:

Some of the organisations were targeting the muslim boys, who were having an affair with Hindu girls. The fringe groups thought that it is the attack on Hindu traditions and went on to the moral policing by beating such muslim youths.

(2) Opposition to Valentines day:

Some of the political groups, consider Valentines day against our culture and try to impose their morals on the other people. They even resort to attacking couples.

4.5

Good

Good Illustration

(3) Dadai: Lynching of a man for eating eating meat;

A mob of 50-100 people attacked a Muslim person on the allegation that he has eaten beef.

These kind of incidences disturb the moral fabric of the society, steps that can be taken to arrest these tendencies.

- (1) Government should take strict actions against these moral polices, so that it sends a deterrence to other groups.
- (2) We need to promote the feeling of tolerance, respect for other's religion, culture through our school, family, society.
- (3) We need to educate people about the inclusiveness, multiculturalism, of Indian Society.

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 is a situation where the civil servant is caught between the two conflicting ~~views~~ situations of personal benefit or Societal benefit. For example a civil servant is conducting an interview for a post in his department. But he comes to know that one of the candidate is his relative. In such situation he faces the ethical dilemma, as if he recommends the relative for post, there will be allegations of nepotism. and if he turns down the relative just to avoid the allegation, it is like doing an injustice to the relative candidate.

The norms prescribed to deal with such situations are:

(1) civil servants should not be a member of any

4.5

Good Illustration

Good Point

Political party.

- (2) He and his family members should avoid involving them with such organisations which are dealing some business with government.
- (3) He should not accept any gift from any company.
- (4) He should recuse himself if faced with conflict situations during bidding process, selection of candidates.
- (5) He should disclose his assets and that of his families to avoid any conflict of interest.

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 deals with the formal rules of do's and don'ts in civil services.

They have not been satisfactory in curbing corruption, as,

- (1) Code of conduct rules are very vague and ambiguous such as 'civil servant should not do any behaviour which is unbecoming of a government servant'. Now what is unbecoming of civil servant is not specified.

- (2) They mostly deal with the official matters of communication, and hence don't focus much on ethical issues.

Steps that can be taken to make it more comprehensive:

- (1) We need to bring a 'code of ethics' specifying

4

Good
Illustration

the values, ethics that civil servant should uphold.

(2) The 'code of ethics' should carry with it sanctions for violation, competent authority to decide the matters of violation.

(3) The 'code of ethics' should be designed in a comprehensive manner, avoiding ambiguity so that it will act as a guide, vision, motivation to civil servant.

(4) We also need to strengthen whistle-blowing, RTI to unearth the cases of violation so that it will act as a deterrent in future.

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 सुदृढता 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 voluntary, written declaration by an organisation about the quality of service, duration and the penal provision for non-compliance. It is a major step towards citizen centric governance.

As any government in the country strives to reach citizens in most efficient ways. Citizens have to interact with government agencies on regular basis, but in many cases it is found that their experience is bitter. Many departments are known for their insensitivity, delay, lack of transparency.

Thus citizen charter offers a ray of hope to citizens as it

- (1) Mentions the quality of service
- (2) Duration
- (3) Fixes the accountability with penal provisions.

4.5

Very Good Illustration

But the experience of implementing citizen charters have been far from satisfactory, reasons are many,

- (1) Many departments went for unrealistic targets which they could not achieve.
- (2) The internal process reengineering, cooperation with other departments was neglected.
- (3) Lack of awareness among citizens. Many departments did not publish their charters.
- (4) The accountability was not fixed in many cases for non-compliance.
- (5) Lack of stakeholders involvement in preparing. Ideally citizens, other departments should be involved in formulation of charters.

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

→ As government is the biggest service provider to the citizens in the form of different goods, services, forms, certificates, etc. The efficiency in this stage is the key in winning the public trust.

Challenges faced in efficient delivery:

- (1) Our departments are infested by red-tapism, slow moving bureaucracy.
- (2) Lack of transparency, accountability.
- (3) Many government offices do not follow efficient file management, which end up delaying services.
- (4) Corruption, bribe, speed money.

Some of the steps that can be taken are

- (1) We need to improve the accountability of departments so that they become sensitive

5

Very Good
Illustration

and responsible. This can be achieved by implementing citizens charter in true letter and spirit

(2) RTI, Citizen Grievance Redressal mechanism can be leveraged to improve the transparency and accountability.

(3) Government department needs to become more technology friendly, such as using e-files for better file management, providing many services electronically such as e-passport, e-filing of IT returns, e-ration card.

Aadhar card can be utilised to great effect along with JDR to achieve this.

(4) We need to strengthen our vigilance mechanism through whistle-blowing, Lokpal, Social audit to reduce corruption, graft

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 is focussed efforts towards a particular problem. It is one of the most important feature because civil services require lot of patience as results are not always quick fixes. Many problems are multidimensional and thus require efforts on many fronts which may not give quick results.

It keeps the civil servant motivated even after earlier failures. It improves the subject knowledge due to continuous efforts and focus.

Inculcating diligence among civil servants:

- (1) Civil servants should be given training in spirituality, meditation, which keeps the mind focussed even after failures.
- (2) ~~The efforts~~ should be made to keep civil servant neutral away from political.

4.5

Very Good Illustration

influence, so they ~~do not~~ give up their efforts for ~~some~~ political gain of politicians.

(3) Mid-career training, on the job training should focus on ~~imparting~~ skill enhancement, knowledge upgradation so that civil servant remains focussed on his efforts without losing the interest.

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

→ The above issue involves a conflict between implementing a law in its letter or showing empathy for the situation of the poor farmer, at the same time ensuring education to his daughter.

The stakeholders involved are the daughter, poor farmer, school, me and society at large.

To solve this tricky dilemma I have following options:

- (1) Arrest the farmer for giving corporal punishment to his daughter and send him to Jail:

Merits of this option are

- (a) It will send a deterrent message to others who are giving corporal punishment to children
- (b) It will save the daughter from mental trauma of attending the exam.

But Demerits of this option are:

- (a) It will be showing insensitivity towards the feelings of farmer. He is doing all this for the bright future of the daughter
- (b) As he is poor person, his children will face more problems in his absence for three months.

Proper
Structure
Perfect
Reasoning

(2) Do nothing and allow the daughter to appear for exam:

Merit of this option is, that it will ensure that the daughter writes her exam and thus her schooling continues.

But ethically this is a bad option, as it is like showing no disregard for the feelings of the daughter and also violating the law and abdicating my duty.

(3) I will convene a meeting with school-teacher, farmer, daughter and also a psychologist and try to determine, why the daughter is afraid of exam?

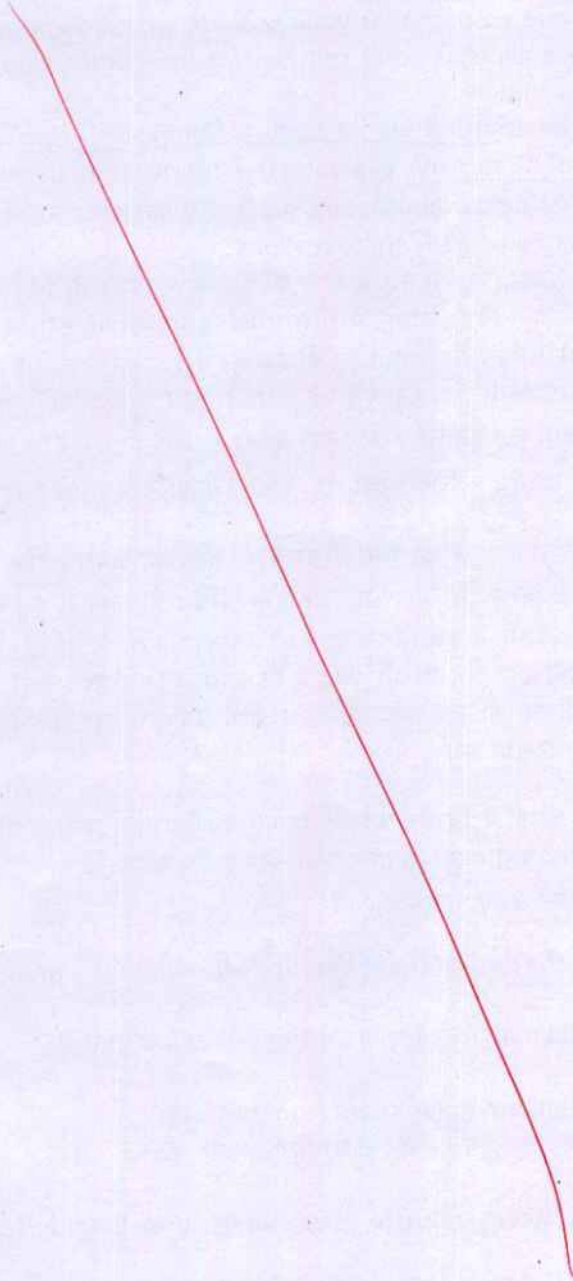
Merit -

It will go into the details of the problem. The psychologist will help in relaxing the girl and will try to understand her reasons. Also school teacher will be asked to give some relaxation to girl to write the paper later if she is afraid or

Under some mental trauma.

The father will also be counselled. We will assure him that, we are with you in this mission of educating your daughter, but we will ask him to talk to the daughter for her fears, motivate her and ~~then~~ rather than beating her.

This option will ensure that the daughter comes out of her trauma, Also I will fine the father for violating the law, but considering his situation and his urge for his daughters education, I will not send him to jail. Also as school teacher is involved, she will be able to show greater empathy towards the daughter of farmer and pay more attention.



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

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

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

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

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

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

- Do not accept the assignment as it will lead to breach of confidentiality.
इस नियत कार्य को स्वीकार नहीं करेंगे चूंकि इससे गोपनीयता भंग होती है।
- Do not lead the team but guide them from outside.
टीम का नेतृत्व नहीं करेंगे किन्तु इसे बाहर से मार्गदर्शन प्रदान करेंगे।
- Accept to lead the team and use your expertise in bidding for the contract.
टीम का नेतृत्व स्वीकार करेंगे और बोली लगाने हेतु अपनी विशेषज्ञता का उपयोग करेंगे।

- iv. Resign from the job.
नौकरी से त्यागपत्र दे देंगे।

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it. 20

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

The issue at hand involves a conflict of interest on my part.

The options available are

- (1) Not accepting the assignment:

Merits of this option is that I will avoid, the conflict of interest on my part, it will also save the company from using wrong methods to get contract.

~~But it also involves a risk of abdicating my responsibility, as company hired me to~~
~~But~~ It deprives me of using my knowledge, expertise and work after retirement. It is like not entering in the playground due to fear of rules.

- (2) Do not lead the team but guide from outside:

Good Evaluation
Proper Structure

The merits of this option are:

- (1) I will be able to avoid the conflict of interest as I am not directly involved in bidding.
- (2) Also my expertise in finance, procurement will be utilised as I am guiding from outside.

The demerit of this option is that, there still will be some allegations of quid pro quo as I am still guiding the team

- (3) Accepting to lead the team and bid for Contract:

The merit of this option is that I will be able to use my expertise for the benefit of company.

But it again involves the conflict of interest which is detrimental to both me and company.

(4) Resign from the job:

The only merit with this option is that it avoids the conflict of interest completely.

But the biggest demerit is to show my weakness in resolving conflict of interest and taking ethical decisions.

My option:

I will accept the assignment (job), but I will recuse myself from this whole process of bidding and ~~even~~ infact I won't guide the team from outside. I will discuss the conflict of interest issue to top management

Merit:

- This will avoid the conflict of interest without me having to ~~quit~~ the job.
- As company has previously had the contract with PSU, it means they know the bidding process and can secure it without my assistance as well.

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

The issue at hand involves the ethical dilemma between following the conduct rules, guidelines and helping the ~~poor~~ needy students who need ~~help~~ urgently.

The options available are

- (1) Sending the request for fund diversion and pursue the case with senior officials:

Merits:

- (a) It will ensure that no laws, rules are violated
- (b) It will also involve the senior officials, and as they will also be aware of the urgency, they can help in dealing the issue in better way.

Demerits:

- (a) It may delay the release of funds for the students and some of them will not be able to arrange for their admissions.
- (2) Promise to deliver the awards next month.

Good Evaluation

Merits:

- (a) It will avoid the problem of illegality of diversion.
- (b) As students will be aware of the delay, they can arrange for the admission by borrowing from someone for a month or so.

Demerits:

If the permission is denied by higher authorities, then it will be like breaking the promise made to deserving candidates.

(3) Prepare some fictitious names for housing Schemes and give it to deserving students

Merits:

- (a) It will take into account the urgency of situation and thus will make their admission procedure simple
- (b) The funds will be released on time without going for approval to higher authorities.

Demerits:

It involves gross violation of rules on my side. 'However noble may be the end, the use of unethical means is not justified' (Gandhiji, Kant)

My option:

- (a) First I will send an urgent request to the higher officials and will request them to expedite the process considering the urgency.
- (b) Also I will convene the meeting with deserving students and college authorities and will apprise them of possible delay.
- (c) In the meantime, I will ensure that available funds are distributed equally among the students and remaining money will be paid later.

(d) I will

What about the shortage of fund?

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

एक जिला मजिस्ट्रेट, जो वामपंथी अतिवाद से प्रभावित जिले में नियुक्त हैं, उनका अतिवादियों द्वारा तब अपहरण कर लिया गया जब वे एक गाँव से विकास कार्यों की प्रगति का मूल्यांकन संबंधी एक नियमित निरीक्षण दौरे से लौट रहे थे। अपहरण के पश्चात, अतिवादियों ने कुछ माह पूर्व एक पुलिस काफिले पर हिंसक आक्रमण में संलग्न होने के आरोपी अपने दो नेताओं की रिहाई की शर्त रखी। सतत मध्यस्थताओं के कुछ दिनों के पश्चात, केंद्र और राज्य सरकारें जिला मजिस्ट्रेट की रिहाई के बदले उन अतिवादियों की मांग स्वीकार करने को सहमत हो गयीं। जिला मजिस्ट्रेट के बंदी रहने के दौरान, अतिवादियों द्वारा उनसे अच्छा व्यवहार किया गया और बहुत-से अतिवादी और स्थानीय जनता भी सेवा वितरण में व्याप्त समस्याओं, पुलिस और अर्द्ध-सैनिक बलों की ज्यादतियों को उजागर करने हेतु उनसे मिलने आये। रिहा किए जाने के पश्चात, जिला मजिस्ट्रेट इस मुद्दे पर आपसे विचार-विमर्श करने के लिए आपके पास आ रहे हैं कि उन मुद्दों से कैसे निपटा जाए जो उनके अपहरण के दौरान उठे थे। कुछ सुझाव निम्न हैं:

1. The District Magistrate should file a criminal case against the extremists for his abduction and help the security forces in whatever way he can to catch the culprits and also request for a transfer.
जिला मजिस्ट्रेट को अपने अपहरण के लिए अतिवादियों के विरुद्ध एक आपराधिक मुकद्दमा दायर करना चाहिए और अपराधियों को पकड़ने के लिए सुरक्षा बलों की यथासंभव सहायता करना चाहिए और साथ ही उन्हें स्थानान्तरण के लिए आग्रह करना चाहिए।
2. The District Magistrate should take up a review of status of developmental work in that region while leading the audit himself; but at the same time work on new innovative strategies so that locals can be made free from the control of extremists, treating the incidence as a wakeup call.
जिला मजिस्ट्रेट को उस क्षेत्र में विकास कार्यों की स्थिति का पुनर्मूल्यांकन करना चाहिए तथा स्वयं लेखा परीक्षण का नेतृत्व करना चाहिए; किन्तु साथ-साथ उन्हें इस घटना को चेतावनी के रूप में प्रयोग करते हुए नबोन्मेपी 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

→ The above issue involves an ethical dilemma between performing my duty as per law or taking moral responsibility for the failure till now.

The stakeholders involved are extremists, myself, tribal population, government and society at large.

options available are

- (1) Filing a criminal case, helping security forces and requesting for posting:

Merits:

- (a) It will help to tackle the issue of extremism and can help the police in further actions.

10

Very
Good
Evaluation

Demerits:

- (a) It will be like abdicating ~~my~~ responsibility of the moment, when DM can perform even better, as ~~he~~ have known the ground realities.
- (b) It will amount to breaking the trust of tribals who believed that, DM will be able to improve their condition.

(2) DM should take the review of all pending works, working on innovative solutions:

Merit:

- (a) This will be very helpful, as DM has just known the ground realities, he has come to know the deficiencies of the government machinery.
- (b) He can also win the support of local population through innovative solutions and improving their lot.
- (c) It will reduce the animosity of tribals for government and in a way influence of extremists on them will come down.

Demerit:

It may put the life of DM and other people in risk as ~~extremists~~ may retaliate.

(3) Taking moral responsibility of failure and tendering resignation.

Merit:

(a) The merit of this option is that DM is taking moral high ground and is accepting his inability to deliver and which led to ~~release~~ of ~~too~~ or Extremist leaders.

Demerit:

It is like giving up at a time when he could have made greater impact. Cause now he knows the ground reality and tackle the situation in better way.
- It is like abdicating the duty due to complex problems.

Solution:

(a) I will suggest DM to stay in the job and focus more on the constructive work so that the grievances of tribal population are addressed.

(b) He should also give the information about extremist to police and paramilitary forces, so they can arrest the extremists.

This will ensure that DM is not only focussing on the constructive work, but he is also working towards improving law and order. This two-pronged approach will help to tackle the situation in better way.

Suggested
Course
Appropriate

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.

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

9

Good
Illustration

→ Developing countries all over the world are trying to attract multinational corporations (MNCs) so that as they bring new capital, technology, management practices to these countries. They can be helpful in eradicating poverty, providing employment.

But suitable laws, regulations it is observed that MNCs exploit the cheap labour.

environment in their efforts to make more and more profit. These situations can lead to disasters in the long term.

Therefore we need to balance the economic development and environmental protection, security, safety of people through inclusive growth & sustainable growth.

Some of the strategies can be:

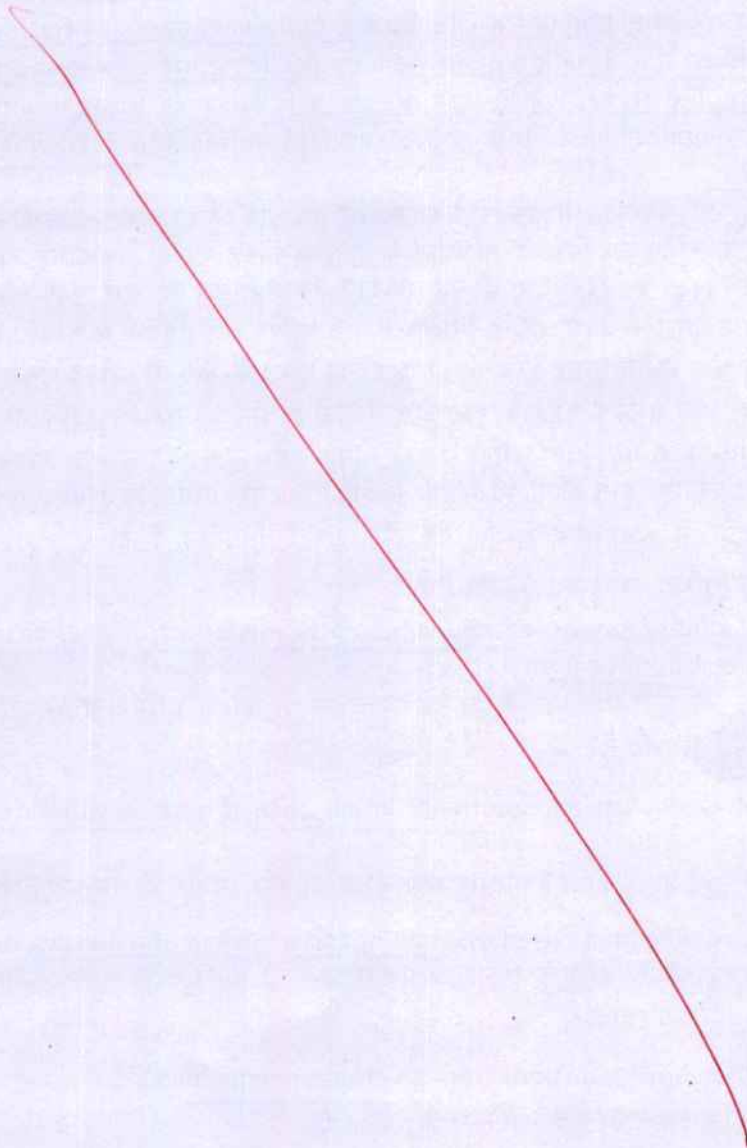
- (a) In the bid to attract more and more MNCs, we should also focus on strengthening our rules, regulations, as simplified rules will improve the Ease of doing business for MNCs.
- (b) We need to plug the loopholes in our environmental laws, safety norms to avoid the tragedies like 'Bhopal gas leak'.
- (c) We can learn from the best practices elsewhere, civil society organisation can also be roped into do social impact audit, safety audits. so that credibility of these

measures will be ensured.

(d) We need to innovate more and more, as world is going toward green technologies. Thus a country as big as India cannot rely on fossil fuels.

(e) We can put some built in clauses in our legislation for civil torts, liability of suppliers as we have done in civilian Nuclear liability Act.

This will ensure compliance to safety norms by suppliers. It will also ensure the accountability of operators.



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

10

Very Good
Illustration

→

The above issue involves managing the emotions of people, at the same time ensuring that they do not become hindrance

to the development and progress.

The issue ~~raises~~ some of the serious questions.

(g) What gives rise to this ~~em~~ Religious Competitiveness.

→ We have to understand that, even though human being is a rational animal, he does not behave ~~rationally~~ in all the situations.

Emotions play an important role in their lives. When people have faith in something, then reason cannot come in. People believe in religious entities to seek help in adverse situations, to feel optimistic when all the doors are closed. But sometimes this faith takes them in the direction of dogma and they start considering their faith to be superior than that of others. This feeling of superiority or some time feeling of insecurity in minorities gives rise to religious competitiveness.

(b) Use of Emotional Intelligence (EI) in such Situation:

Emotionally intelligent person understands his own emotions and that of others in a much better way. This helps him in identifying when people are angry, nervous; Thus by anticipating how people will respond in a particular case, he can prepare well in advance. Like this MCD engineer has prepared well in advance. Thus it prevents the future clashes between people.

(c) Religion as an uniting force:

The meaning of religion comes from the word 'Religare', which means to bind or bring people together. But over the years due to multiplicity of religions, it is acting as a dividing force.

If we follow the ideal of Sarvadharmasamabhava, give by Gandhiji

Where he emphasized on equality of all religions, tolerance, we can use religion as uniting force. What we need is to ask people to focus more on the internal features of religions such as non violence, truth, morality, rather than focussing on externalities such as clothes, place of worship.

This can be promoted through community leaders, writers, value education in schools. We need to improve the emotional intelligence of whole society, that it becomes more open, tolerant, appreciative of diversity

Thus by focussing on the above ideals we can strive to be a real secular, tolerant democracy as enshrined in the preamble of our constitution.

