

SECTION - A

Q1. What is the difference between management and administration? What do you mean by a formalized administrative structure? How does it help in administrative-management? (150 Words) (10 Marks)

Management deals with smart handling of various things at work place but

administration is about handling of various issues along along with exercise of power.

management is more concerned with private sector but administration is more concerned about public sector. formalised administrative structure has following —

- ① A well developed rule based decision making.

~~Not necessary~~

Remarks

- ② hierarchy
- ③ merit based ~~recruitment~~ recruitment
- ④ checks and balances
- ⑤ absence of discretion

If helps in exercise of power
and decisions with adequate
checks and balances, Law
rules, regulations avoid abuse
of power. ②

Remarks

**Q2. What is essentialism? Do you agree that men and women are suitable only for certain kind of administrative assignments and so assignments should be gender sensitive?
(150 Words) (10 Marks)**

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Remarks

Q3. It is rightly said that governance has to be ethic-conscious since its entails efforts towards ensuring public well-being however, the hierarchial system and lack of accountability creates more ethical problems than it solves. Why? Enlist the instruments required for making the citizens an integral part of the governance. (150 Words) (10 Marks)

Hierarchy and lack of accountability create conditions for misuse of power and authority. Lack of accountability enables easy escape for corrupt officials. Falling level of ethics is further aggravating this situation.

Instruments for making citizens an integral part of governance

(1) citizen seeking information
- RTI

(2) citizens giving suggestion

Remarks

(3) citizens making service
providers accountable -

eg. social audit

(4) citizens participating in
decision making process -

functioning of gram sabha.

(5) citizens charters

(6) feedback

(7) grievance redressal mechanism

Analysis could
have been better

27

Remarks

Q4. Regular elections ensure that the citizens are not stuck with bad leadership but this phenomenon of regular election is the biggest reason for decrement in the ethical conduct of leaders. How can you justify the importance of free and fair election in the democratic system?
(150 Words) (10 Marks)

Free and fair election can be justified -

① It enables people to replace corrupt and unethical leadership

② It reduces role of muscle and money power

③ It enable weaker sections to exercise their right to vote and elect representative

without being influenced by love of money.

The Recent trend of declining ethical practices in election

Remarks

are being attributed to
conduction of regular election
and intense competition in these
elections.

However, the problem is not
regular election, problem is
falling level of ethics and
values in political system.

There is need to strengthened
~~ethical~~ values in political
system by code of ethics.

long term solution will be
value based education.

4 1/2

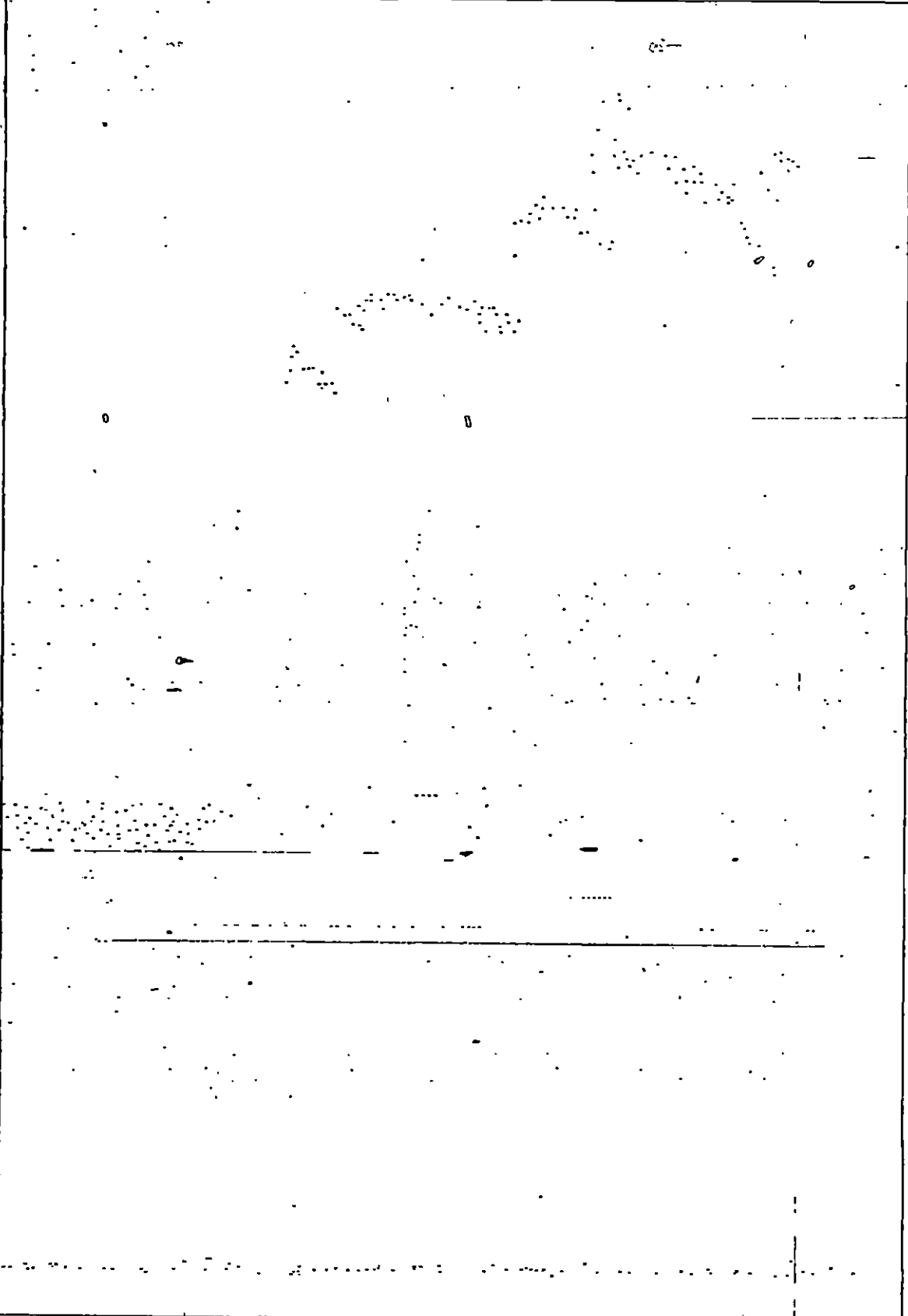
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Remarks

Q5. How does epistemology help a judge in the court of justice in making judgments in case of social and religious beliefs (jalikattu or triple talaq)? Explain role of epistemology in administrative decisions through an example. (150 Words) (10 Marks)

Remarks

GIS SCORE



Remarks

Q6. Which should guide a police officer deciding to fire or not to fire on a protesting mob - 'deontology or consequentialism'? Give reasons. (150 Words) (10 Marks)

Consequentialism should be guiding a police officer deciding to fire.

Utilitarianism upholds greatest happiness of greatest number of people. A police officer will have to fire on protesting mob to uphold larger interest of society.

For example →

Recently in Haryana, mob protestor attacked public property and general public after conviction of a spiritual leader, in

Remarks

Such situations, police officers
have to act by keeping
utilitarianism in mind,

↓
But maintaining
law & order is their duty.

3

Remarks

Q7. What is the relation between vision and mission? How does building camaraderie help in achieving vision and mission in an administrative set up? How can camaraderie be developed? (150 Words) (10 Marks)

Vision is a statement about goals to be achieved by an organization in time span of some 10 or 15 years or even more.

Mission is means and methods to achieve vision.

Camaraderie brings participatory approach and gives a sense of stakeholders concern to all employees of an organization.

Participation and stakeholders concern ~~being~~ help achieve vision and mission in better way.

Remarks

Comraderie can be developed -

(1) Participatory decision making should be encouraged

(2) Grievances of ~~the~~ individual employees can be addressed promptly.

(3) Discrimination at work place should be avoided.

(4) Organisation of cultural functions in the organisation.

Comraderie should be developed

for effective and more

efficient result:-

4 1/2

Remarks

Q8. One of the foundational value of public service is 'Selfless Service'. But life is not so black and white. There are grey areas that pushes to compromise with situation to survive. In this context critically analyze and illustrate whether a civil servant can serve 'selflessly'.
(150 Words) (10 Marks)

Selfless Service - demands putting public interest over self-interest.

civil servants can serve selflessly -

- ① By avoiding conflict of interest
- ② By avoiding misuse of power and privileges.
- ③ By giving preference to public interest when personal cost are involved.
- ④ By expressing self-accountability

However, a fully selfless service is not possible. As civil servants, too have some basic needs, they

Remarks

~~need some basic salary
to fulfil these needs.~~

3 1/2

while attempting
such as, always
needs illustration at the
core of analysis.

Remarks

Q9. What do you mean by Trust? How this value will help you in becoming a good Civil Servant? How a Civil Servant can sustain trust in his entire career? What are the challenges in doing so?
(150 Words) (10 Marks)

Trust is, faith that someone will not do wrong or any injustice.

This value help

- (1) Trust result in good work culture and conducive environment.
- (2) It encourages confidence of people.
- (3) people respond robustly with trustworthy civil servants. e.g. It can be very use in appealing people to participate in swachh Bharat Abhiyan.

~~Sustenance~~
sustenance of trust

- (1) avoiding intellectual hypocrisy
- (2) practising what a civil servant preaches to others
- (3) Honesty, integrity.

Remarks

Challenges

① rising expectations of people

② challenges of Corruption

③ personal cost versus public
interest dilemma

④ ~~political~~ interference

civil servants should have

trustworthy relationship both in

private as well as personal life

4/2 ✓

Remarks

Q10. "Where law ends, discretion begins, and the exercise of discretion may mean either beneficence or tyranny, either justice or injustice, either reasonableness or arbitrariness". Discuss with reference to the need of ethics in administration.

(150 Words)-(10 Marks)

Laws act as guidance to civil servants. But, still, many situations are test, where there is no law, civil servants have to exercise his/her individual discretion. Use of discretion may result in misuse of power wielded by civil servants.
 Hence, role of ethics come into play in administration. Ethics and values prevent public servants from misusing power and authorities.

Remarks

Ethics guide during
discretionary situation. It
 helps in resolving dilemmas

Even law is void.

one example — ~~case~~ addressing

grievance of widow, who

is demanding ration card, without

having any document.

In this case, only ethics can guide
public servants to address this.

There is a need for strengthening
ethical values in administration.

Keep focus on
 principles that guide
 Discretion.

3

Remarks

Q11. Despite his charity, his integrity and his loyalty, Karna, one of the mightiest characters of Mahabharata suffers all his life. What a public servant can learn from the life of Karna? (150 Words) (10 Marks)

Despite ^{having} a charity, integrity, loyalty, Karna failed to uphold justice and greatest interest of humanity.

He sided with Duryodhana who was epitome of evil.

One of the best thing that a civil servant should learn from

life of Karna is to stand for justice and for upholding

public interest. Civil servants

servants serve under various political masters, who can

try to use civil servants

by offering political patronage.

Remarks

Here civil servants should
~~should~~ avoid such patronage
 and always try to uphold
public interest

3

Better objectivity
 required in
 this area

Remarks

Q12. Do you agree that one major step for reducing malpractices in organisation is providing accessibility of complainants to people? As a head of the government organisation what steps will you take to provide access to grievance redressal properly?

(150 Words) (10 Marks)

Accessibility of complaints to
people

Access to grievance redressal mechanism brings accountability and fixes responsibility. Thereby reduces malpractices in the organization.

Steps to provide grievance
redressal

- (1) A grievance redressal cell will be created.
- (2) All employees in this cell will be trained for handling of grievance.
- (3) There will be a single-window

Remarks

mechanism for access to this cell.

(4) Analysis of grievances cell be done to identify vulnerable areas and address challenges in them.

(5) A mechanism of tracking of grievance cell be created.

(6) grievances cell be addressed in time bound manner.

(7) Evaluation and feedback cell be done by involving citizens for continuous improvement.

Grievance redressal enable people participation and bring people at the centre of delivery of services it should be strengthened.

Remarks

4 1/2

Q13. Temperance and Prudence fetch respect from colleagues rather than the high intellectual level. Do you agree? Illustrate with example. (150 Words) (10 Marks)

Temperance and prudence are
Cardinal virtues, Other virtues
depend on them.

Temperance and prudence determine
 one's character. prudence will enable
 some one to make distinction between
 right and wrong. prudence will
 bring honesty, integrity, probity,
 and these values are considered
superior values than intellectual
intelligence.

examples → former C.A.G.
vinod rai fetch
respect across the country -
 for prudence he had

Remarks

Shown during audit of
2G spectrum allocation and coal
allocation.

There is a need for synthesis
of temperance and prudence
M depth intellectual ~~at~~ intelligence
for upholding ethics and morality.

Remarks

SECTION - B

In the following questions carefully study the cases presented and then answer the question that follows:

Q14. Ragging usually begin as an innocent tradition to get new students acquainted with each other but has gradually become a method by which anti-social elements of the institute assert their dominance on the campus.

You are Vice Chancellor of a university where 20000 students are enrolled. Every year the cases regarding ragging of fresher students by the seniors are reported. Recently a fresher student became victim of frequent ragging and sometimes violence when apparently he defied irrational and vulgar demands of the insensitive seniors. He complained to you related to that next day. Answer the following based on the above case:

- What would you do to restore the loss of self-esteem, to the victim?
- How will you remove the feeling of helplessness and being let down in freshers, for no fault on their part?
- If the students involved in ragging are identified, what will you do?

(250 Words) (20 Marks)

This case is about ragging

Stakeholders
 vice chancellor
 students
 victim
 senior students

values
 human values of
 justice
 care
 love

- (a) Restoration of self-esteem will be done by—
- Assuring him that culprits will be punished
 - constitution of inquiry committee to investigation into the case

Remarks

(3) facilitating him as he spoke
and stood against ragging.

(4) roping him as a poster boy
of anti-ragging drive on
the university campus.

(b) removal of helplessness can be
done by-

(1) constitution of mentors for
a group of freshers
students, freshers students can
face their problems with their
respective mentors.

(2) creation of a grievance
redressal mechanism and
robust response of such
mechanism.

Remarks

③ organizing regular interaction ceremonies between senior and juniors

④ for culprits

(i) Action will be taken as per anti-ragging law.

(2) - At the same focus will be on their rehabilitation, and rectifying their behaviours, so that they will be brought in mainstream again.

Ragging is inhuman act and it should be countered at all level.

In longer term, there is need to build awareness to speak against it.

Remarks

8

Q15. Consider this latest trend in the Indian society. Girls are coming out, that is new India. They work in late and night shifts. They travel desolate and lonely places alone or with their team mates and bosses for work. The mindset of a major chunk of educated and uneducated males both in India, however, has not changed as fast and girls remain vulnerable on bus stands, metros, roads, subways and offices. This is evident in almost all the metro cities and even in some small towns and villages. Answer the following questions:

- (a) : Suppose you are the police head of one such place where working girls are assaulted very often, what will you do to stop such a menace?
- (b) If you have to have an interaction with Chief Minister and Home Minister of the state, what would be your suggestions for improvement of such situations in the metro cities of your state and small towns or villages?
- (c) Will there be any difference in your approach with regard to metros and small towns/villages in this regard?
- (d) Is there any need to meet people in this regard on the available forums in the area? What will you convey?

(250 Words) (20 Marks)

This case is about violence against women and mindset of males

Issues involved are -

attitude of male

rights of women

duty of police

(a) following will be done

(i) Identification of vulnerable points, installation of CCTV cameras and strengthening of

Remarks

Security presence their

(2) Toll free number for registering complaint ✓

(3) Gender sensitization of police officers, so that they will respond with more sensitivity. ✓

(4) Launching of drive for safety.

(1) Launching of awareness generation drive having theme Mahilaon

ka Samman mera man by involving

— civil society.

(6) suggestion of metro cities

(i) Installation of CCTV at vulnerable points.

(2) civil defence for girls ✓

(3) Gender sensitization of police ✓

(4) Value based education in schools ✓

Remarks

Suggestion for small town or village

(1) Awareness generation drive among women to speak out.

(2) gender sensitization of police.

(3) value based education

(4) roping elderly members of society to impart good values in children.

(3) The approach will be slightly different as women in village and small towns do not speak against crime because of loss of prestige. They need to be encouraged to speak.

(d) There is need to meet people, following can be conveyed -

(1) Let the women enjoy their rights

(2) women are not weaker section.

Crime against them are manifestation of weaker mentality.

(3) A society can not progress, where women are denied equal rights.

Remarks

9

Q16. A young civil servant, after completing his training schedule, joined an assignment in a government department. He as a young and zealous officer tried to implement the ideas for change and improvement in the existing system by adopting innovative ideas and out-of-the box thinking, but found hierarchical set up too feudal in mindset to allow new thinking and experiment. He was very frustrated to find that he was just a small cog in the system with no say at all in the decision making. He also found that there was no mechanism to raise the issue without attracting the ire of his seniors. He decides to quit the job, which is too monotonous, onerous and lacking in space for new things and liberty to make things better. Answer following questions:

- (a) What are the issues that a new entrant into the service face?
 (b) Examine those issues and find possible solution. (250 Words) (20 Marks)

This case is about poor work culture

Issues involved are hierarchical set up, lack of scope for new Ideas, wooden and inflexible seniors.

(a) Issues faced by new entrants in the service -

(1) - Hierarchy of decision making which prohibits individual initiative

(2) Stag status - quoist approach of seniors

(3) values conflicts - between personal and organisational values

Remarks

(4) Discrimination at work place

(5) honest and hard working "employees" are persecuted but corrupt and inefficients are promoted.

(6) These issues cropping ~~up~~ into service have origin in bureaucratic and administrative culture along with political social environment in the country. political interference, secret difference and others crop up at work place.

In fact feudalistic mindset at work place is reflection of societal mindset.

Solutions

(7) At bureaucratic, administrative, level
(8) Innovation of new officers.

Remarks

Should be encouraged.

(2) changes in the laws can be brought to enable new officers to take initiatives.

(3) merit based recognition and promotion should be encouraged.

(4) hierarchy should be minimized and junior level officers should be involved in decision making.

At Societal level:

(1) value based education with

focus on equality, fraternity brotherhood.

(2) Interaction between different groups so that caste and class feeling will dissolve.

(4) Promotion of Scientific temper

Remarks

Q17. Consumer Oriented growth combined with rapid product obsolescence and technological advances are new environmental challenge - the growing threat of "Electronics Waste" or "E-waste" that consists of obsolete electronic devices. Though the government has designed E-waste management rules but the implementation of it are poor. As a head of NGO what steps can be initiated to provide skill to the informal workers which are handling the e-waste and suffering from diseases arising due to it. Further how you may bring different stakeholders at one platform to initiate implementation of E-waste Management Rules.
(250 Words) (20 Marks)

This case is about e-waste and its handling

Stakeholders

- (1) producers
- (2) consumer
- (3) workers
- (4) retailers
- (5) local bodies
- (6) NGOs
- (7) Government

Steps to provide skills

- (1) Self-help groups of informal workers will be formed.
- (2) NGO to organize workshop on ways to handle e-waste, skill related to various aspects of e-waste will be imparted at workshop.
- (3) Doctors and Health workers can be roped in to sensitize

Remarks

Informal workers on various disease
caused by e-waste.

- (4) protective gears can be provide
to workers.
- (5) few workers can be facilitated
at workshop who have performed
well in workshop, this will also
encourage other workers.

One platform

~~(4) Also can itself act as interface
for different stakeholders such~~

This can be done by-

- (a) producer who have extended
producer responsibility can
be connected with workers
who collect e-waste.

Remarks

- (2) workers will be reimbursed by the producer for collection
- (3) NGO and producer will launch drive of awareness generation among people about menace of e-waste and need for fair segregation.
- (4) A website can be developed having all information related to e-waste, which can be accessed by general people, NGO, worker and producer.
- (5) Government to provide assistance to NGO and workers when needed.

8

Remarks

Q18. You are a head of the IT department in government office. Due to the launch of Digital India programme, the work pressure has increased tremendously but you have poor manpower to handle the situation so you can either reduce the level of challenges to something more manageable or increase level of skill. But reducing the level of challenges is infeasible as you can't mould the outer circumstances. Hence, how can you improve the level of skill? How will you make sure that your colleagues accept the changes wholeheartedly? (250 Words) (20 Marks)

This case is about increased work pressure.

Stakeholders —

Head of IT department, colleague, government

Issue

need for increasing level of skill

Attitude of colleague to change work pressure

Steps to improve level of skill

(1) Skill drive will be launched during weekends

(2) Head of IT cell will be personally involved in this drive

(3) outside skill trainer can be roped in if needed

(4) Assessment of skill will be done before launching the drive as

Remarks

this will help in identifying skills, which are needed.

- ⑤ Personal attention to those colleagues who are poor in skills.

Acceptance of changes

- ① A meeting of all colleagues to discuss increased work pressure will be arranged.
- ② All ~~colleg~~ colleagues will be enabled to express their opinion.
- ③ Intention to improve level of skill to meet challenge will be conveyed at the meeting.
- ④ Doubts of colleagues will be addressed.
- ⑤ performance to be facilitated.

Remarks

g
T
g no

after still drive will be
conveyed.

- (6) goal of organization will
be connected with larger
goal of country and masses
that will enthuse ~~keep~~ employees
with new energy and vigour.

The approach to handle increased
work pressure should be participatory.

Remarks

Q19. Due to the contemporary developments in the information technology and convergence, the accesses of adults and children to media including variety of entertainment have increased. The children have impressionable minds and the quality of entertainment would have a bearing on them even when they grow adults. One moderately rich family has two children who have given mobile phones to their children with internet connection so that they can complement their studies with huge amount of information and aids available on the internet. Father encourage children to 'grow with the technology of their times' and rather than 'forcing discipline' on them. However, there is also misuse of information technology: The students are engaging in many undesirable activities outside the school, especially their exposure to many computer games (Blue Whale Challenge, Dead Space 2, Mortal Kombat, Medal of Honour, Call of Duty Black OPS, New Vegas etc.), which are known to be fatal and addictive, impinging on their education and value systems.

Answer the following questions:-

- What steps parents can take to stop such new and pervasive kind of menace due to the unrestricted use of the computers and mobile phones?
 - What is the importance of "forced discipline" in this case?
 - How can discipline be sustained for a long time without discontent of the subjects?
- (250 Words) (20 Marks)

This case is about use of information technology and its positives and negatives.

Stakeholders — students, parents, society, government, IT giants

- Steps to be taken by parents
- making children aware about ~~computer games~~ negative impact of games

Remarks

- (2) monitoring activities of children during internet surfing
- (3) installation of firewalls in devices which block access to computer games and inappropriate content
- (4) daily friendly talk about activities done by them on internet.
- (b) forced discipline in this case —
- (1) It may prevent ~~access~~ access to undesirable content
- (2) will help children to make responsible use of information technology and develop understanding of negative impact of IT on children

Remarks

(C) Discipline can be sustained for long without discontent of subjects if —

(1) discipline is brought through persuasion

(2) subjects are given opportunities to express their voices

(3) through inculcation of values and ethics, which are self inhibition.

In this case too, negatives of it should be openly talked with children. They can be made aware of some recent incidents in which many children has lost life. This along with inculcation of value bring self-discipline.

Remarks

