

# **G|SCORE**

**An Institute for Civil Services**

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## **IAS TOPPER'S**

## **TEST COPY**

## **SIDDHARTH ATTRI**

**AIR - 882  
(CSE 2022)**

## **GENERAL STUDIES**



**8448496262**



**iasscore.in**

ONLINE

**GS SCORE**

TEST - 08

## GENERAL STUDIES - PAPER IV

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
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88.8

1. Invigilator Signature \_\_\_\_\_  
2. Invigilator Signature \_\_\_\_\_

Name SIDDHARTH ATTA

Roll No. \_\_\_\_\_

Mobile No. \_\_\_\_\_

Date \_\_\_\_\_

Signature \_\_\_\_\_

## REMARKS

GS SCOR  
MOCK TEST SERIES

## SECTION - A

- Q1. What would be your preference at the time of making a decision and choosing from two sets of available options-one that is right or one that is easy? Why?

(150 Words) (10 Marks)

Everytime when faced with a dilemma we weigh higher satisfaction with immediate material pleasure.

If we know something is right, naturally its going to satisfy us in the longer run. Therefore, I prefer to go with what is right because :-

- It satisfies higher needs.
- Fulfils our conscience.
- Eventually it provides greater pleasure.

For example, I chose to leave a comfortable well paying job to prepare for civil services in order to fulfill my dreams of serving.

Remarks

the society, making tangible changes  
and serving the country at large.  
even though I let go of the financial  
security.

Better cite example from  
the administration.

Q2. What i  
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Remarks

- Q2. What is the importance of trust in administration, management and leadership? Has trust anything to do with consistency and coherence in our behaviour and action? What is the relation between trust and truth? Why is it said, "Trust takes years to build, seconds to break, and forever to repair." (150 Words) (10 Marks)

~~Trust is the belief in someone  
that he/she is expected to be loyal,  
be able to deliver at work and truthful.~~

Importance of trust :-

- In administration - One can be expected to keep the administrative machinery running without any malaise or corruption.
- In management - One can be trusted to hold responsibility in an organisation.
- In Leadership - People follow someone who is trustworthy, someone they expect can drive them out of dire straits.

~~Yes, coherence and consistency are essential to build up trust. Lack of~~

Remarks

Incoherence means that the person is at odds with his own beliefs. This is the reason political parties face defeat in spite of overwhelming support earlier. Consistency means one is expected to act and behave in a particular way. e.g. Hitler's generals lost trust in him by the end of the war due to his rash decisions, contrary to his earlier decisions which helped Germany consolidate her positions.

Cohherence & consistency are observed only in long run therefore trust takes time to build. Even a single deviation destroys others' faith.

Remarks

- Q3. What is success? Is success possible by remaining moral and ethical in the extant competitive world? What are the reasons for distraction from a moral and ethical path in life? Why it is important to lead a moral and ethical life while we pursue success and excellence? (150 Words) (10 Marks)

Success has personal & societal aspect. Personally it means achieving something that gives us contentment. Something that is deemed as achievement in the eyes of society can also be deemed as success. The two may or may not overlap.

Having personal compass of right & wrong is essential for our success to be unquestionable, with a solid foundation. Tata Sons' adherence to values in all its business is a testament to this. Compare this to cases of Niran Modia, Michael Chohfi. Thus Morality & ethics are indeed implied.

Remarks

Distractions from ethical path :-

- Corruption ridden society perverts the meaning of morality.
- Quick successes of competitors.
- Slow, hard to achieve success. where corruption can provide quick results

Importance of moral & ethical life in pursuit of success :-

- It provides us confidence in our own capability & achievements.
- It cultivates a sense of trust in our subordinates & influences them in emulating us, benefiting society at large.
- Competitors can't challenge our morality.
- Inner satisfaction.

Enron is an example of how deviation from ethical conduct destroys businesses.

Remarks

WZ

Very  
good

- Q4. What is neutrality and why is it considered a non-compromising trait of a Civil Servant? What are the factors that compel a public servant to give up neutrality and take biased decisions? What are the pre-requisites to maintain neutrality? (150 Words) (10 Marks)

Neutrality is absence of any preconceived notions and biasness in decision making.

Importance in Civil Services:-

- Rational decision making gets promoted
- A neutral person is one with Integrity
- A neutral person cannot be swayed with lure of personal gratification.
- It prevents association with political party or any particular sections of society
- Permanency of civil services or anonymity of civil servant is ensured only when he/she is neutral.

However, as a human being a civil servant may be subjected to situations where his neutrality is jeopardized like:

Remarks

- Belonging to a particular community
- Political threat of harasses.
- Lust of personal gratification.
- Overall environment where corruption is a norm.

Pre-requisites to maintain neutrality :-

On personal front

- High degree of Emotional Intelligence.
- Courage to stand by one's decisions.
- Rationality.

On External front

- Legal safeguards in form of tribunals, Conduct rules etc.
- An environment where neutrality is rewarded.

J M Lyngdoh set a great election as election commissioner during J&K elections at a time of insurgency. Anonymity & neutrality which is his best trait.

Remarks

Q5. What is moral crisis? Cite some examples from Indian society and polity. Explain the statement in right context- "The hottest places in hell are reserved for those who, in times of great moral crisis, maintain their neutrality." (150 Words) (10 Marks)

During Moral crisis, moral values & ethics face a breakdown. It's a kind of 'Dharan Sanskat'.

We are living in a time of moral crisis where:-

- Corruption is rampant and is accepted social norm.
- Inequality, poverty & hunger.
- Environmental degradation.

Example from politics. - INC, which led our freedom struggle & was in power for over 60 years was faced with test of morality when it was mixed in several scams.

From Indian society - Post Mauryan age when social evils rose. Slavery of women fell & casticism became rampant.

Need  
to explain  
these points  
in brief

Remarks

In a moral crisis, someone needs to rise up to the occasion and restore the balance. Neutrality in such a situation means turning a blind eye to the bad in the society. Conscience should demand favour of the good. in order to restore the balance.

3

Remarks

- Q6. What are the pre-requisites a leader must have for change and progress? Why resilience and endurance are considered as the greatest proof of strength and defining traits of a leader trying to bring progress, changes and reforms? Are these properties at conflict with adaptability and adjustment, which are hallmarks of pragmatic ethics? In which situations resilience and endurance become infirmity and rigidity and need to be shunned? (150 Words) (10 Marks)

Leaders need to cultivate certain traits if they are to inspire change.

These are :-

- Rhetoric - The ability to convince, sway emotion. Churchill displayed this when London was deeply demoralized by air raids.
- Cohherence - A leader needs ~~to~~ his actions to conform with his own attitudes.
- Trust - Essential to maintain one's following.
- Integrity - A person's actual self should be same as ~~as~~ her ideal self.  
Resilience & endurance indicate that the person is willing to wage

Remarks

a protracted struggle. He/she doesn't care about short term setbacks but inspires others to get up till the goal is achieved. Nelson Mandela's fight against apartheid lasted 30 years. His followers fought on even while he was in jail.

At times a leader might succumb to authoritarian tendencies, & gets blinded by his own vision.

He is closed to ideas & inflexible with his strategy. ~~the~~ such rigidity needs to be shunned. Eg. post 1905 Moderates didn't realise that methods to struggle needed change causing the movement to lose steam.

(V)

Good

Remarks

- Q7. In which situations there arises a conflict between majority rule/convention and a person's conscience? What should a wise individual or a good leader do while choosing a path-listen to her/his conscience or outside noises and popular voices? Why?

(150 Words) (10 Marks)

Often established conventions or the need to adhere to majoritarianism causes cognitive dissonance.

Situations when it happens:-

- Conventions are outdated and based on orthodoxy.
- Majority is clearly imposing its vision in order to appease the <sup>large</sup> votebank, thus acceding to populism.

In such a situation a leader needs to balance his own views with the need to make people follow him.

Blatant rejection of popular voices make him lose credibility. He can work towards bringing

Remarks

in attitudinal change by removing  
 the threat to people's ego & his vision.  
 poses. Positive proactive persuasion.  
 by using his social influence.

A recent example of this  
 how PM convinced everyone  
the long term benefits of Demonetization

Substantiate your view  
 with a suitable example

Remarks

Q8. Discuss ethical issues involved in clinical trials.

(150 Words) (10 Marks)

Clinical trials are done on animals or humans to assess efficacy of medical treatment.

Ethical Issues:-Humans

- Poor and illiterate are mostly exploited by certain MNCs while conducting trials in tribal areas of Odisha.
- Low remuneration.
- No compensation if they have adverse effect.

Need

to explain  
these  
brieflyAnimals

- Animals' perception of pain is not understood which allows companies to inflict great damage.
- Animal bred & kept in captivity for the sole purpose.

highlight  
more  
ethical  
issues

Remarks

Empathy is essential while  
conducting clinical trials. Strong  
legislations to conduct these trials  
under permissible limits should  
be enforced.

Q9.

Remarks

Re:

Q9. The real problems of the civil services are not with recruitment; they are with what happens after an officer joins the system. Do u agree? Analyse (150 Words) (10 Marks)

Nowhere there are aspirants who join services for personal gains or for thirst for power. The rigour of the process is itself enough to allow only those truly inspired to serve the country & society. So why Indian bureaucracy is considered a precursor of corruption & inefficiency.

Reasons :-

- Political pressure & 'transfer Industry'
- Kickbacks get distributed in a hierarchical fashion, where one cannot be expected to be the loose end.
- Hierarchical structure leads to creation of alibis for inactions.

Remarks

Highlight various other possible reasons & explain them.

- (2) 
- Comfortable living and protection of Article 311.
  - Power asymmetry leads to abuse of power.

The steel frame thus needs a thorough restructuring.

Remarks

R

Q10. Some situations you just can't control. For instance, someone you care about might betray your trust. Or, no matter what you do and how hard you try, you might not be able to win over that person you're trying to impress. There will be people who can't stand with you no matter what you do, and then there will be people that adore you no matter what. Situations like these - situations you can't control - will arise throughout life, and they may change your course. That's just life. It is what it is. In this light how emotional competence facilitates an individual to understand, manage and handle oneself and others positively in various settings? (150 Words) (10 Marks)

For Emotional Competence one needs a high degree of Emotional intelligence which is essential to deal with the unexpected.

How Emotional Competence helps:-

- Promotes self awareness.

- Makes us self confidence.
- ~~Makes~~ Makes us aware of our own emotional vulnerabilities.

- Promotes self regulation.

- Controlling emotion during extreme emotional upheavals.

- Social Awareness.

Makes us more understanding of others' situations. and also makes

Remarks

us rational.

\* Social relations

- Rebuilding damaged relations
- Building new relations
- Cultivating leadership qualities

Thus, a high degree of

*You have got the emotional competence is essential to face the unexpected.*

*Content  
but need elaborate  
to them*

Remarks

Q11. Analyse the characteristics of 'Corporate Excellence'?

(150 Words) (10 Marks)

To develop Corporate excellence requires a multipronged approach which is able to address all aspects of an organization.

Characteristics:

- Horizontal structure to make the organization more participatory.
- Inspiring, empathetic leadership.
- 360° review which highlight every contributions an employee has made to the organization.
- Reward work not position. A problem of Indian PSUs.
- Incentive for initiative.. e.g. Google's entrepreneurship culture

Remarks

- 3
- What about their social responsibility
- Respect for personal time and space.  
India's corporate work culture does not value this. Calling at odd hours is seen as assertion of authority
  - Loyalty to organisations by aligning personal interests with that of organisation.

These facts need to be incorporated in organisations to bring out the best in employees.

Remarks

SECTION - B

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

Q12. You are head of an ambitious road project and have been authorized by the government to make a 8 lane highway from the existing 4 lane. The widening of road includes acquiring small holdings of the poor people and cutting thousands of existing trees. Government justifies the project because of its utility, economic growth and overall development of the area.

There are thousands of poor people and environmentalist who are opposing the project. Ponder over the situation and answer the following questions.

- What actions and justification you have to address the concerns of those who oppose the project?
- What are the ethical/moral issues involved in your decision/action, and how you would justify your decision.
- What is the alternative course of action with merits and demerits which one can take so as to prevent the land acquisition and cutting of trees.

(250 Words) (20 Marks)

a) The project has been given a government go-ahead. It is my responsibility to implement it thus I can use existing statutory provisions

to allay the concerns:-

- Provide for Compensatory Afforestation in adjoining area

Remarks

- Rehabilitation of those uprooted via CSR funds of private sector player involved or request the Government on their behalf to provide fair above market rate compensations or alternate accommodations under NRHM or NHM.

b) As the head of the project I ~~am~~ am expected to ensure its timely completion, the collateral damage to environment & uprooting evictions of poor poses a dilemma between duty and conscience.

Remarks

Rational decision making by making use of existing statutory machinery mentioned above is the key here.

c) An alternative course could be.

diverting the whole project to bypass the rice cover c land holding

This would surely save them both time but because its an I lone, project, it will entail huge costs.

Need to explain every aspect properly

7½

Remarks

Q13. You are a middle ranked officer in the ministry and known for your honesty and integrity. You find that private secretary of the Minister suggests you to deal with certain matter in a particular way. When you tell him, that the suggestion is against Government rules, he confirms that this is the desire of Hon. Minister. Following options come in your mind to deal with the problem.

- Ask the private secretary (P.S.) to confirm in writing.
- Meet your senior officer and seek his suggestion and guidance.
- Refuse the Private Secretary and stick to rules only.
- Bring the matter into records and suggest that rules be changed to accommodate the views of Minister.

Examine the merits/demerits of each option and suggest the best options with justifications. (250 Words) (20 Marks)

- a). Merits - . Direction of Political cuzzenture will be followed  
 • Won't be held responsible as it would simply mean implementing Government direction (Legal & Constitutional safeguard)

Demerkit - Loss favour of the Minister

- b) Merkit  
 • May receive honest experienced opinion  
Demerkit  
 • It will mean I can't take decision independently.

Remarks

Opinion may be illegal

c) Merit

- Adherence to rules & spirit of civil services. hence clear conscience.

Will set an example for colleagues

Demerits -

- Political vendetta

d). Merit

- Minister's wish will be fulfilled.

Demerit

- Minister himself won't be wanting to bring it to records.

- No guarantee if it will be accommodated.

- Hence it'll lose the minister's favour and also lose personal credibility

Remarks

Asking the PS to give it in writing  
 is the best course. Clearly it  
 will show that I am willing to  
 do it ~~as~~ as Government servant  
 & not as a favour to the minister.

In reality it will deter the  
 Minister as his primary motive  
 was to make me accountable.

for his personal actions. Even  
 in T S Subramaniam case  
Supreme court has said that  
 all orders need to be in writing.

Remarks

Q14. There is an entrepreneur who has opened a factory in the rural areas for the manufacture of sanitary ware. His initiative has helped in providing good employment opportunity to rural people and in the production of affordable sanitary products which are being used in construction of rural toilets. However there are some cases of under payment of wages and few cases of employment of children below 14 yrs. You are labour enforcement officer of the area and in course of your routine inspection, you noticed these discrepancies. Answer the following.

- (a) What are the options available to you?  
(b) Discuss the merits/demerits of each option and finally choose the option which you consider best with suitable justifications.

(250 Words) (20 Marks)

a) Options available :-

- i) Inform the entrepreneur to cease look into the matter and take corrective actions. i.e. Warn him.
- ii) Without warning apprehend all those responsible for underpayment of wages and child labour.
- b) Informing & warning the entrepreneur first.

Merit - Clearly he came to the rural areas with noble intentions.

Remarks

The violation may have occurred at lower levels. Manual labour is often hired through local contractors. It is informal with no association with corporates whatsoever.

Demerits - As a labour inspector, I can verify the concave actions only during my next round.

ii) Appending company employees.

Merits - set an example for others who are violating

Demerit - Immediate halting of a social welfare based entrepreneurship based model. Other such entrepreneurs

will be determined. Moreover, as mentioned earlier it may be the contractors who ~~were~~ responsible.

Clearly, the Entrepreneur needs to be warned. In addition, he can be told to compensate for low wages. Meanwhile existing contractors can be penalised. This will prevent child labour & also encourage a budding entrepreneurial model.

(8½)

Remarks

Q15. This is a situation which pertain to Parliament elections. You are posted as District Magistrate in one of the notorious district. There were several officer to assist you in your work, i.e. Returning Officer, District Election Officer and Additional District Magistrate (ADM). Background duties of various officers were assigned as presiding officers were unwilling to take up election duties as it was very arduous work and a big responsibility. Presiding officers and polling officers were called four days before the poll for training and collection of material/stationary like voters list, manuals, ballot papers etc. In one such event, when the distribution of material was being made, one polling officer had a heated argument with ADM which resulted in a scuffle. There were around 300 polling personnel who formed a mob as most of them were unhappy because they had been put on election duty. ADM locked his room from inside to save himself from attack by this furious mob. This mob was not willing to cooperate in further duty. How would you handle the situation? What are the possible alternatives available? Explain and justify your action.

(250 Words) (20 Marks)

Infighting within Government machinery clearly sets a bad precedent. It erodes the credibility of election machinery.

Minor scuffles should never ~~lead~~ escalate let alone turn into M.b violence. The following are immediate objectives:-

- Saving the life of ADM.
- Dispersing the mob.

Remarks

Re:

- conducting the elections.

Firstly, I will ~~request the order~~ deployment of police to disperse the crowd. Tear gas, water cannon could be used.

Secondly, the ADM will be retrieved and sent to ~~th~~ a safe location along with his family.

Thirdly, the Election Commission will be requested to ~~not~~ defer the election. The whole situation needs to settle out. Clearly, new polling personnel need to be requested. They need to be ensured that adequate food & refreshment facilities will be available along with security as the district is

Remarks

In  
your  
authority  
to do  
actually

supposedly notorious

The EC should be requested to reprimand the polling personnel involved in mob so no one shuns their responsibility in the future.

Thorough investigation need to be conducted on the mob as well as ADM. to ~~fix~~ assign responsibility.

The credibility of government & EC should be preserved at all cost.

(8)

Remarks

Q18. A state government has set up an anti-corruption unit under your leadership to take decisive action against prevailing corruption in various departments. You have a clear cut vision and a perfect understanding about what to do with the help of the team. Some of the team members have a soft attitude towards corruption. You have decided to persuade the team so that the team could be very effective in anti-corruption measures.

- (a) What are the various options available to you to motivate your team?  
(b) Evaluate the merits and demerits of each option and choose the option which you consider best, giving reasons.

(250 Words) (20 Marks)

A) Leading a team which is not motivated is a great challenge. There can be two strategies - Persuasive, Concise.

Concise strategy.

- a) Issuing warning memo to every team member.  
b) Expelling them from the team.

Persuasive.

- a) Set targets for the team & incentives successful tackling of corruption cases and at the same time lead by example.

Remarks

## b) Evaluation

Coercive

a) Demerit Warning Memos. are considered.  
as more formality and may

not bring ~~any~~ attitudinal change.

Merit - May act as deterrent as  
it is reflected in one's record.

## b) Dismissal

Outright removal will set a bad  
precedent since its a new department.

It will reflect poorly on me as  
not being able to lead a team.

### Merit

Deter others from having a soft  
attitude.

Remarks

Persuasive strategy.

Motit - Will help bring about attitudinal change.

Demotit - The department will remain a talk shop in absence of tangible results.

But option.

A combination of all of above.  
Clearly lack of motivation ~~is~~ is natural in any department.  
~~assess~~ Persuasion or Leading by example is the key. However continuous soft attitude should be followed by warning or others removal.

82

Remarks

Q17. There is a busy railway station where the waiting rooms are unhygienic. There is no proper safe and clean drinking water facility. The enquiry system is dysfunctional and on reservation counter, the touts dictate everything. You are Station Superintendent and there is an advisory committee to look after the interest of railway passengers. You have decided to improve the work culture of the railway station. Your officials are willing to cooperate but reluctant to share responsibility.

- What are the options available to you?
- Examine the merits/demerits of each option and suggest the best course of action with reasons. (250 Words) (20 Marks)

A). Positive work attitude is often deterred by failure to shoulder responsibility. The ultimate suffer is the customer.

Options available:

- Allocate responsibilities unilaterally.  
reprimand those not willing to work.
- Participatory discussion, taking views of everyone & then allocation responsibility.

Remarks

c) simply outsource all the management functions

B). Merits/ Demerits

Option a).

Demerits - Authoritarianism can further demotivate the employees who are positively inclined.

Merits - Fear of action may produce immediate results

Option b).

Merits - Participatory approach will involve everyone coming forward with ideas and owning them up. which will help in better implementation.

Demerits - Vague discussions are often long drawn without any tangible targets.

Remarks

(Options).

Merits - Will make ~~of~~ everyone happy as all tasks will be performed privately & more efficiently.

Demerits - • Will entail greater costs  
• Will promote a culture of inactivity

Way Forward

- 82
- Participatory approach with clear cut KPIs and minutes of meetings to avoid vague discussions.
  - Encouraging performance
  - Timely perusal of a complaint box.
  - Privatise or outsource wherever required.

Remarks

Q18. There is a jam. The some at you are come to your fi resource

- (a) WI  
(b) DI  
yo

a)

cost

nod

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to

oft

G

V

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Remarks

Q18. There are four roundabouts in a city which are very crowded, resulting into a traffic jam. The city has a business potential, besides residents desire that there should be some attempts to beautify these places as is done in many other cities of the country. You are municipal commissioner of the city and a delegation of eminent people have come to meet you with a request to do something for the purpose. You checked up with your finance and accounts department, which expressed its reluctance to part with resources.

(a) What are various options before you?

(b) Discuss the merits/demerits of each options and finally suggest best option which you would choose giving justifications. (250 Words) (20 Marks)

a) Roundabouts often enhance urban aesthetics and at the same time become nodes of congestion. Often associated with leaders, they have symbolic value attached to them which leads to opposition when attempts are made to alter them. In light of this options available :-

Option 1

Accede to delegation's demand and beautify the roundabout.

Remarks

Option 2

Make the traffic situations viable by removing the roundabout altogether while promoting beautifications in form of parks, roadside plantation etc.

Option 3

Trim the circumference of roundabouts & provide for traffic lights. Funds can be used to beautify roadside parks.

Option 4

Build flyovers.

- b). Option 1 - Needs to demand.

Merit - Aesthetics improve.

Benefited citizenry.

Demerits - traffic congestion persists.  
Increased cost of beautification which may not have value for all.

Remarks

Option 2 - Remove roundabout.

Merit - • Seamless connectivity

• Business potential boosted

Demerit - • Loss of aesthetics at roundabout  
• Protests due to symbolic significance

Option 3 - Trim circumference.

Merit - Balance between traffic & beauty

Demerit - People might object

Option - Flyover

Merit - Seamless traffic

Demerit - Both aesthetics & business potential lost.

Option 3 is viable as it ease traffic, improve business potential and help beautify the city in other ways like footpaths & parks.



Remarks

From where would you fetch fund for all these?

