



**IAS 100**

A Civil Services Chronicle Initiative

# **DECISION MAKING & INTERPERSONAL SKILLS**

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2011 onwards, the CSAT or Civil Services Aptitude Test has been introduced in place of the hitherto CS (Preliminary) Examination in order to screen the candidates for the elite All-India Services.

The main reason behind this is that the 21st century's challenges before the bureaucracy are much different from the last century. This shift has brought about a greater emphasis on the 'aptitude' of candidates rather than their subject knowledge or domain area. It is argued that specialists or experts in any particular subject might not necessarily be good civil servants. As a result, we now have CSAT which is more inclined towards assessing one's aptitude rather than knowledge alone.

A decision is often referred to as the act of making up your mind about something, or a position or opinion or judgment reached after consideration. And when people ordinarily consider their own definition of decision making, it is typical that they consider that somehow it is a thinking process, with lots of mental activity involved in choosing between alternatives. But this doesn't include the way some people make decisions. You may have heard people saying: I have a gut feeling; I know in my heart, I can say it because of some common sense. So how do we explain this? Some people use their intuition, others prefer a rational model, and of course, they will have lots of reasons as to why this is better. There are decision trees, decision maps, a variety of decision matrix and so on. There are so many, in fact, it would be easy to be indecisive about which one to choose!. And then of course there is the search for the best decision. This quest is often a major factor for people being indecisive and not making any decision at all.

It is recommended by many that while making decisions you should list all the options as well as your criteria in order to sort out the best path to take. And there are many decision making tools and techniques designed for this purpose, decision trees, decision matrix, decision risk matrices, spreadsheet and database analysis programs and so on. This is the idea behind rational decision making.

And basically the idea here is to make sure that you're making the best choice and avoiding negative consequences. At the same time, it is often where people waste a lot of time, worrying about what will happen and trying to predict the future.

### **Evaluate Different Criteria**

Few people consider all the available information all-at-once in a "whole form" way. This is considered in relation to the outcome they want. Based on the experiences they have had, they choose a course of action. If they think it will get the intended outcome, they go ahead.

If they don't think it will achieve the outcome (or if they try it and it seems that it won't succeed), they discard it and choose a second course of action. If they believe this will achieve the outcome, they go with it.

Of interest is the fact that there is no comparison of options or weighing up of the pros and cons. These people know how to evaluate a decision in a different way, using different criteria than is currently being taught in most institutions.

## **Making Decision Efficient and Effective**

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Now, what if you took this kind of decision making and applied in the personal aspect so that your whole decision making process is based on who you are, and the results of your decisions become a manifestation of yourself outwards into the world.

What happens is that who you are determines what you do, and what you do strengthens your sense of being yourself. This then creates a feed-forward loop that is self-reinforcing over time. Decision making becomes easy and evident given three case studies or situations by UPSC.

## **Rational Decision Making**

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Rational decision making models involve a cognitive process where each step follows in a logical order from the one before. Hence, it is based on thinking through and weighing up the alternatives to come up with the best potential result.

There are different types of rational models and the number of steps involved, and even the steps themselves, will differ in different models.

Some people assume that decision making is equivalent to problem solving. Some decisions however are not problem oriented and we have taken this into consideration when describing the general outline of a rational model below.

## **Steps in a Rational Decision Making Model**

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- Define the situation/decision to be made.
- Identify the important criteria for the process and the result.
- Consider all possible solutions.
- Calculate the consequences of these solutions versus the likelihood of satisfying the criteria.
- Choose the best option.

## **Pros & Cons**

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A rational decision model presupposes that there is one best outcome. Because of this it is sometimes called an optimizing decision making model. The search for perfection is frequently a factor in actually delaying making a decision. Such a model also presupposes that it is possible to consider every option and also to know the future consequences of each. While many would like to think they know what will happen, the universe often has other plans.

It is also limited by the cognitive abilities of the person making the decision; how good is his memory, how good is his imagination. The criteria themselves, of course, will be subjective and may be difficult to compare. These models require a great deal of time and a great deal of information. And, of course, a rational decision making model attempts to negate the role of emotions in decision making.

## **Sound Decisions- or Not**

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Suppose you've decided something, but are they good, sound decisions? Because in IAS exam every decision making question has four options, all of them are correct, how do you evaluate them, what's important. Well, the most obvious thing is whether the choice you made actually had the desired effect. This aspect is sometimes overlooked. And it can be overlooked when there are consequences or effects, that may not have been considered before the decision, that are now significant. And sometimes because of these it is considered to be a bad decision. Any decision will have consequences. Many of these can be anticipated. Some consequences would never be anticipated 'in a million years'.

But people expect to be able to predict the future and know what is going to happen. Where did they learn that, is it a wonder?

These unexpected consequences may take up so much time and attention, the fact that the decision actually achieved the outcome is often forgotten. With new information to hand, attempts are often made to rework, revise or remake the old decision. But of course it's a different decision at this stage. The time is different, the information is different and the choices are different.

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### **What is the Intention?**

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To know if you're making sound decisions, you simply check if the desired outcome has been satisfied. This, of course, means knowing what the desired outcome is. It may sound obvious, but frequently people are making choices based only on their perceived outcomes. They may pay scant attention to what they are actually trying to achieve. And this means there is little, if any, sense of satisfaction or completion for them.

For example, someone has a certain amount of money to spend. They can afford brand x or brand y of Mp3 players and they have been indecisive for some time about which one to go for. What they actually want is music in their home and a home stereo system would be much more appropriate for that. If they considered what they actually wanted, they would be making a different decision, namely, the sound decision would be to save the money now instead of spending it.

So to sum up, in order to know how to evaluate a decision, first you need to know what you wanted to achieve. To know if you have made a sound decision, you simply ask if you have actually achieved it. If you have, then you have made an effective, good decision. You may not have liked the consequences and may choose not to repeat it, but nevertheless, the decision was effective. Of course, the more explicit your outcome, the more effective you can make your decisions. Better decision making skills will allow you to improve your own ability to make sound decisions.

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### **Do the Right Thing**

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All IAS aspirants want to do the things right. In fact, it is one of the major reasons for delaying decisions. They want to get them right.

Many experts insist that it is much more important to do the right thing. Most people really do know what the right thing is. But because it's difficult, disagreeable or uncomfortable, they choose not to make that decision. They choose something different. The consequence is misery. Only the amount and duration varies.

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### **The Best**

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Here's another great barrier in decision making to help you delay some more: The desire to make the best decision. In truth, there really is no way to know which is the best decision. Every decision will have consequences, so what people end up doing is comparing the consequences. This is all well and good, but it makes for an unclear decision. It doesn't actually get anything done.

It's much more useful to consider whether a particular decision will be effective or not, within the frame you choose. People in critical situations quickly learn this decision making skill, what is the demand of UPSC.

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### **I Need to be 100% Sure**

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Again, this is a great one for delaying making that decision. And, of course, it's a myth that

you can be 100% sure with people. Humans are complex, dynamic creatures. Life itself is messy and unpredictable. And the future, well, that's an unknown quantity.

### **Give it Lots of Thought - Not**

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Most of the decision making models and processes available are organised around assessing and understanding the issues at hand. The idea is to build your decision making skills so that you are not engaged in decision making without critical thinking, but rather you reason and think your way to making good decisions. Occasionally, it is suggested that you actually use your intuition. But not, however, at the expense of logic and rationality.

To develop your decision making skills, this concept is one to pay attention to. There is an idea that we actually make our decisions emotionally, and then justify it with reasons and explanations, even excuses. An example would be making a decision to buy something that you cannot really afford, but somehow you find a reason that it would be useful to you.

### **Not Making a Decision**

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It is sometimes thought that by not making a decision, you cannot go wrong. The difficulty here, of course, is that not making a decision is often a very poor decision. And not making a decision may actually be a decision to not take action. A classic example is where all the evidence is that there's a career change needed, but nothing happens. Another example might be not making those decisions that are needed to keep yourself organized. Delayed decisions are a primary cause of disorganization.

It's usually much more effective and useful to make a decision, act, assess as you go along, and change the decision later if indicated. This is obviously easier if the other tips and decision making skills mentioned above are in place.

### **What Reduces Uncertainty in Decision-Making Situations?**

#### **The Answer is Information**

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Knowledge about the past and the present can be used to help make projections about the future. A modern executive's access to the data needed to make important decisions may be as close as the nearest computer terminal. Indeed, computer technology has aided greatly to managers ability to make decisions quickly, using the most accurate and thorough information available.

Many decisions also are based on the decision maker's past experiences and intuition. This is not to say that top managers rely on subjective information in making decisions (although they might), but the organisation's history of past decisions-both successes and failures-is often given great weightage in the decision making process. In other words, when it comes to making decisions, people often rely on what has worked in the past.

Part of the reason this strategy is often successful is because experienced decision makers tend to make better use of information relevant to the decisions they are making. Individuals who have expertise in certain subjects know what information is most relevant and also how to interpret it to make the best decisions. It is, therefore, not surprising that people seek experienced professionals, with high levels of expertise comes information relevant to assessing the riskiness of decision alternatives and how to reduce them.

### **Top-Down Versus Empowered Decisions**

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Traditionally, in organizations the job of making all but the most menial decisions belonged to managers. In fact, organizational scientist Herbert Simon, who won a Nobel prize for his work on the economics of decision making, has gone so far as to describe decision making as synonymous

with managing. Subordinates collected information and gave it to superiors, who used it to make decisions. This approach, known as top-down decision making, puts decision making power in the hands of managers, leaving lower-level workers little or no opportunities to make decisions.

Today, however, a new idea and practise has been developed. The idea of empowered decision making allows employees to make the decisions required to do their jobs without first seeking supervisory approval. As the name implies, it gives them the power to decide what they need to do in order to do their jobs effectively.

The rationale for this philosophy of decision making is that the people who do the jobs know what's best, so having someone else make the decision may not make the most sense. In addition, when people are empowered to make their own decisions they are more likely to accept the consequences of those decisions. If the decision was a good one, they can feel good about it. If not, then they have learned a valuable lesson for the next time. In either case, people are more committed to courses of action based on decisions that others have made.

And such commitment can be important in keeping the organisation functioning effectively. Many different companies today are empowering their employees to make a wide variety of decisions.

### **Factors Affecting Decisions in Organizations**

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Given how fundamental the decision making process is in organizations, it makes sense that it is influenced by a wide variety of factors. In fact, as we will see, organizational decisions are affected by all three levels studied in the field of OB-individuals, groups and organizations-as well as by an even broader consideration, national culture. We will consider each of these factors here.

### **Decision Style: Personality Variations in Decision Making**

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Do all individuals go about making decisions the same way, or are their differences in the general approaches people take? In general, research has shown that there are meaningful differences between people with respect to their orientation toward decisions-that is, their decision style.

Whereas some people are concerned primarily with achieving success at any cost, others are more concerned about the effects of their decisions on others. Furthermore, some individuals tend to be more logical and analytical in their approach to problems, whereas others are more intuitive and creative. Clearly, important differences exist in the approaches decision makers take to problems.

**The decision-style model identifies four major decision styles :**

#### **Directive Style**

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It is characterized by individuals who prefer simple, clear solutions to problems. Individuals with this style tend to make decisions rapidly because they use little information and do not consider many alternatives. They tend to rely on existing rules to make their decisions and aggressively use their status to achieve results.

Such is the management style in bureaucracy at higher levels, where bureaucrats tend to rely more on their position to achieve results.

#### **Analytical Style**

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By contrast, individuals with the analytical style tend to be more willing to consider complex solutions based on ambiguous information. People with this style tend to analyze their decisions

carefully using as much data as possible. Such individuals tend to enjoy solving problems and love the process of brain storming. They want the best possible answers and are willing to use innovative methods to achieve them.

### **Conceptual Style**

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People with the conceptual style tend to be more socially oriented in their approach to problems. Their approach is humanistic and artistic. Such individuals tend to consider many broad alternatives when dealing with problems and to solve them creatively. They have a strong future orientation and enjoy initiating new ideas.

### **Behavioural Style**

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Individuals with the behavioural style may be characterized as having a deep concern for the organizations in which they work and the personal development of their co-workers. They are highly supportive of others and very concerned about others achievements, frequently helping them meet their goals. Such individuals tend to be open to suggestions from others and therefore, tend to rely on meetings for making decisions.

However most individuals in senior management tend to adopt all methods or styles as situation may require them to adopt despite having one dominant style. In fact, those who can shift between styles-that is, those who are most flexible in their approach to decision making-have highly complex, individualistic styles of their own and it is essentially that ability to adapt which makes them successful.

In conclusion, research on decision styles suggests that people tend to take very different approaches to the decisions they make. Their personalities, coupled with their interpersonal skills, lead them to approach decisions in consistently different ways- that is, using different decision styles. Although research on decision styles is relatively new, it is already clear that understanding such stylistic differences is a key factor in appreciating potential conflicts likely to arise between decision makers.

### **How are Individual Decisions Made?**

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Now that we have identified the types of decisions people make in organizations, we are prepared to consider the matter of how people go about making them. Perhaps you are thinking, "What do you mean? You just think things over and do what you think is best." Although this may be true, you will see that there's a lot more to decision making than meets the eye. In fact, scientists have considered several different approaches to how individuals make decisions. Here we will review three of the most important ones.

We all like to think that we are "rational" people who make the best possible decisions. But what exactly does it mean to make a rational decision? Organizational scientists view rational decisions as ones that maximize the attainment of goals, whether they are the goals of a person, a group, or an entire organization.

### **What Makes your Approach Effective**

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Decision making is a process of first diverging to explore the possibilities and then converging on a solution. One of the touchstones of a decision making is its successful implementation. "Nothing succeeds like success," sums up the essence of a practical formula or theory. Between decision and implementation, theory and practice, law and enforcement, a proper bridge is both a psychological as well as a practical necessity. In the ultimate analysis, a lot depends upon the quality of leadership, the degree of commitment and the inspiration it provides in social interaction. There is nothing like programme neutrality or political neutrality.



It really means a commitment to the socio-economic objectives of the State. Faith in the people, faith in the programme and faith in the future are ultimately the foundation for a course of action. This robust attitude enables one to find the positive traits in our society. There is no virtue in merely taking quick decisions. What matters is whether the decision is implemented or not. It is also necessary to weigh the costs and risks entailed in not making a decision as against taking a wrong decision. The work of a good leader is not only to take good decisions but to ensure that good decisions are taken. A decision is correct if it works, and is not likely to result in problems for tomorrow. Further, somebody must implement it and, therefore, it has to be participative; and in this the citizen cannot be left out as a bystander. Behind a paper in our offices there is a man and the decisions that we take affect him. If the full potential of the people is to be unleashed, the goals of decision-making on the one hand and the quality of life of our citizen on the other will have to be covered.

**Decision maker should take the following steps to make effective decisions. They are as follows:**

**Determine whether a decision is necessary:** There are necessary and unnecessary decisions. The former are crucial for the ongoing success of the organisation and require close monitoring, and in some instances, some adjustments. The latter only waste time, money and other resources. Before making any decision, look at the opportunity cost of each decision you're about to make and weigh the risk.

**Classify the problem:** This involves establishing whether the events are common within the organisation and throughout the industry, are unique to your organisation but uncommon throughout the industry or they are unique and first having appearance problems. Classifying the problem will help you identify which approach to use to formulate the solutions. Generic problems require a generic approach, one which is based on standard rules and principles. Unique problems require a different approach to the norms.

**Define the problem:** This involves asking questions like, "What is this all about, what is key about this situation and what is pertinent?" Defining the problem will help you get to the root of the problem and find the right diagnosis.

**Decide on what is right:** This stage involves making compromises. Not every individual within the organisation is going to like and benefit from the new decisions. For example, let us imagine you have decided to invest in a piece of machinery that will boost productivity and quality, at the same time reduce the number and cost of manual labour hours. It is possible that some people are going to lose their jobs. Therefore, this group is more likely to oppose the decision. As a manager, are you going to give in or not? Giving in, will be an indication of wrong compromise, as this does not provide the solution to the problem's definition.

**Get others to buy the decision:** At the start of the decision making process, long before the final decision is made, you should solicit the opinions and recommendations of those who are going to be affected by the decision. Their input is very invaluable and will later help you keep the ship on course.

**Build action into the decision:** A decision will only become effective once implemented. There is a difference between planning and implementation. So many organisations continue to hope for the best but never put their plans into action. At this stage, someone capable should be assigned the responsibility and given a deadline to carry out the action.

**Test the decision against actual results:** Feedback is very necessary for continuous learning. By comparing the expected results against the actual results, it allows you to identify new and problem areas and take corrective action.

An effective decision is one which mobilizes the vision, energies and resources of the organisation thereby helping the organization to achieve the desired outcomes.

A decision occurs when a solution to a problem is selected for implementation.

**Decisions can be made either formally or informally:**

- Formal decisions are relatively complex, non-routine, and generally non-repetitive. Policies, procedures, criteria, and methods for making such decisions may not always exist since the problem faced may lack precedent. Creativity may play a key role in such decisions.
- Informal decisions are more repetitive and routine in nature. Policies, procedures, criteria, and methods often exist to assist managers in making such decisions.

Decision-making is the process of identifying and selecting from among possible solutions to a problem according to the demands of the situation. For example, decision-making in the area of vendor contracting might address how to deliver a service, which bidder gets a contract, how to ensure that a contractor meets his obligations, or whether to pay the contractor in large or small bills.

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## PRACTICE PAPER - I

1. As a policy decision, Govt. of India wants to introduce e-governance in phases. Of the following which one is most difficult to achieve?
  - (a) Computerisation
  - (b) Creation of websites
  - (c) To make the employee computer friendly
  - (d) Online interactivity
2. A state govt. has decided upon implementing poverty alleviation programmes through extensive social mobilization. Women have been placed in the forefront of the development agenda through formation of women self-help groups. It has resulted into:
  - (a) Qualitative change in poverty eradication programmes.
  - (b) Reduction of corruption.
  - (c) Participation of women in development.
  - (d) Substantial increase in women leadership.
3. As a policy decision, Govt. of India has been endeavouring to tackle the problems of J&K through a multipronged strategy. Of the following which one is most difficult to achieve?
  - (a) Uniting separated families from both sides of the border by opening the Srinagar-Muzaffarabad bus route.
  - (b) Facilitating people to people contact between residents of J&K and those of POK.
  - (c) Holding periodic dialogues with groups representing different shades of opinion, including the separatists.
  - (d) Holding periodic one day cricket matches between J&K and POK at Srinagar and Muzaffarabad alternately.
4. To tackle the menace of terrorism, the state of J&K has adopted a multi-pronged strategy. Of the following, which, one had been the most neglected since the beginning of terrorism in J&K?
  - (a) Administration, particularly the service delivery mechanisms need to be responsive so that long standing grievance of people are redressed promptly.
  - (b) Socio-economic development, so that vulnerable population of society do not fall prey to the propaganda of terrorists promising them wealth and equity.
  - (c) Strong measures, to deal with criminal elements but with respect for human rights.
  - (d) Absence of legal framework, adequate training, infrastructure equipment and intelligence for law enforcement agencies.

5. It is being felt that for meeting the threat of left extremes, it is necessary to build the capacity of security forces as was done in Andhra Pradesh by:
  - (a) Temporarily entrusting some development work to the security forces.
  - (b) Laying down standard operational procedures and protocol.
  - (c) Formation of especially trained special task forces.
  - (d) Sensitising police and para military personnel to the root causes of disturbance.
6. Govt. of India wants to bring comprehensive civil services reforms and a code to promote good governance by:
  - (a) Setting right the asymmetry of power.
  - (b) Insulating civil servants from undue political interference.
  - (c) Professionalisation with stability of tenure and competition.
  - (d) Promoting public service values and ethics.
7. With the 73rd and 74th Constitutional Amendments, it is being argued that devolution of financial resources should be effective and must meet the obligation of:
  - (a) Launching of as many centrally sponsored schemes as possible.
  - (b) Allowing Panchayats to borrow funds from markets using standard practices.
  - (c) Flexibility through united resources.
  - (d) Use of funds of local bodies by MPs/MLAs through their discretionary quota.
8. While considering the reforms in Police, it is proposed to have a State Police Complaint Authority in every state to look into the cases of serious misconduct by the police personnel. It should look into complaints against officers of the rank of S.P. and above. The Authority should be headed by:
  - (a) D.G. of the State.
  - (b) (Retd.) Chief Justice of the State.
  - (c) (Retd.) Judge of Supreme Court.
  - (d) Judge of a High Court.
9. Corruption in Civil Services could be brought down significantly by:
  - (a) Tightening the anti corruption laws.
  - (b) Abolishing Article 311 of the Constitution.
  - (c) Controlling criminalisation of politics.
  - (d) Eliminating politicisation of civil services.
10. Lokpal should be immediately appointed and should deal with allegations of corruption against Ministers and Members of Parliament, but Prime Minister and his office should be kept out of it because:
  - (a) Prime Minister is the leader of executive branch of the government.
  - (b) Prime Minister's unchallenged authority and leadership is critical to ensure cohesion.

- (c) Prime Minister is accountable to Parliament and hence it is unnecessary that his conduct is made open to formal screening by an extra parliamentary authority.
  - (d) Once there is a formal enquiry by a Lokpal, the Prime Minister's authority will be severely eroded and the government will be paralysed.
11. The District Magistrate has the responsibility of the overall management of disasters in the district. An Air Force plane of an enemy country crashes in the jurisdiction of the D.M. He will:
- (a) Summon police, fire services and PWD and direct them to go in for relief and rescue operations.
  - (b) Request for assistance from the armed forces.
  - (c) Inform the state govt. and solicit instructions.
  - (d) Inform the Ministry of Defence and ask for suitable assistance.
12. Payment of wages to the workers could be made through post offices and banks. Such a system would eliminate leakage in transfer of funds from the Panchayat to the workers. This could be done by:
- (a) Approving opening of zero balance accounts of workers in various post offices and opening of institutional accounts.
  - (b) Approving opening of zero balance accounts of workers in various banks and opening of institutional accounts.
  - (c) Payments through post offices without opening of institutional accounts.
  - (d) Payments through bank without opening of institutional accounts.
13. Under Right to Information Act, 2005, the state government will develop and organize educational programmes to advance the understanding of the public, in particular, of disadvantaged community as to how to exercise the rights, contemplated under this Act. Pursuant to this provision, a state govt. will:
- (a) Organise workshops in every distt. headquarters utilizing the services of eminent NGOs and civil society members.
  - (b) Use the mobile networks by sending SMS for use of provisions of RTI.
  - (c) Hold RTI camps in every Panchayat to make the people aware of the value of RTI.
  - (d) Encourage educational institutions to hold debate competitions.
14. Several safeguards have been made to ensure that in NREGS, leakage of funds could be prevented. In a particular distt., leakage has been very successfully prevented by ensuring that:
- (a) Any person must be able to access muster rolls on demand on the worksite for all days during working hours.
  - (b) The social audit shall be held at least once in every six months.
  - (c) Provisions for regular inspection and supervision of workers.
  - (d) Payments to workers is only made through account-payee cheques.
15. Kashmir represents a fundamental political challenge to the democratic functioning of the post-colonial India. The problem can be solved to the satisfaction of all concerned by:

- (a) Massive display of police powers against those who believe that India can be forced for a settlement of their choice.
- (b) Making central funds available in an effort to demonstrate the benefits of affiliation with India.
- (c) Punishing those responsible for human rights violation and starting developmental activities on a massive scale.
- (d) Reaching a political consensus involving major political parties.

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## PRACTICE PAPER - 2

1. The sharing of the Indus water stands settled by the Indus Water Treaty 1960 and the nature of the sharing is such that no dispute can arise on this matter. However if any problem arises in future this can be settled by:
  - (a) Joint meeting of the two govts. specially empowered for the same.
  - (b) Referring the matter to International Court of Justice.
  - (c) Holding discussion between officials of the two sides in light of Indus Water Treaty, 1960.
  - (d) Involving the arbitration clause.
2. India now educates about 10% of its age groups in higher education less than half of China's 20%. In order to increase the percentage from 10%, upwards dramatically the country will :
  - (a) Open more central universities and centres of excellence like IITs and IIMs.
  - (b) Opening up of the branch campus of foreign universities.
  - (c) Allowing private Institutions to come from domestic places and overseas.
  - (d) Increasing the seats in present institutions.
3. RTE Act, 2009 has already been enacted and the decision of Government of India has already been appreciated in every part of the country. But the decision is not legally enforceable because :
  - (a) Ambiguity that United Nations Conventions on Rights of the Child, Juvenile Justice Act, RTE Act define child as below 18 years, below 14 years and between 6-14 years respectively.
  - (b) Government yet to set the accountability standards of unaided educational institutions.
  - (c) There is no clarity on who will take the lead in financing the Act, Centre or State.
  - (d) There is no indicative benchmarks for teachers salary.
4. The Indian judiciary is insulated from vibrant checks and balances. Its democratic insulation arises from its use of contempt law to restrict criticisms whereas its prohibitive insulation arises from its ability to determine its own composition. Indian Judicial system can be made accountable by:
  - (a) Making suitable amendments in contempt of Court Act, 1971 and bringing a law on comprehensive judicial reforms.
  - (b) Asking the apex Court to lay down objectively norms for initiating contempt of Court proceedings and bringing a law for judicial accountability, including judicial appointment.

- (c) Restricting the contempt powers only with Supreme Court and bringing the judges under the ambit of the proposed Lok Pal.
  - (d) Abolishing Contempt of Court Act, 1971 and ensuring the judicial appointments by a Committee consisting of High Court Judges, eminent Jurists, etc. Also simplifying the procedure of impeachment proceeding.
5. A progressive farmer of Punjab notices that harvesting is very slow in his field. The farmer neither wants to increase the workforce nor is interested to make substantial additional expenditure.
- (a) Tell the labourers that if they do not work hard, he will have no option but to replace some of them.
  - (b) Advise the labourers that if they work fast, they will be suitably rewarded.
  - (c) Enhance supervision and reduce the period of their rest.
  - (d) Join them working alongside and providing them with refreshments at regular intervals.
6. A poor young man from a remote village has decided to join the Indian Army as a soldier. He has been motivated by:
- (a) Glorious traditions of Indian Army and position it is occupying in the world.
  - (b) Peacekeeping operations it has carried out under U.N.O.
  - (c) Heroic work it has performed against China and Pakistan as told by his soldier friend.
  - (d) Salary and allowances which have been increased after Sixth Pay Revision Commission recommendations.
7. There is a big village where there is a social tension between people of upper and lower caste. A civil officer wants to defuse the situation. He will...
- (a) Call upon the prominent people from both sides and make them understand that if some thing goes wrong, they will be taken to task.
  - (b) Take help of community leaders of the two sides, take them into confidence and use them to defuse the situation.
  - (c) Make both groups understand that strict legal action will be taken if anything goes wrong.
  - (d) Use the good offices of village headman who has considerable influence in both the communities.
8. A Revenue Officer who is the Officer incharge of the district got information that in a remote village, huts of about 100 families of weaker section have caught fire. Members of suffering families have no hut to live, no food to eat and no fodder for animals. This is the most challenging responsibility in the administrative career of the concerned officer. Concerned officer should:
- (a) Immediately convene a meeting of his subordinates and send them in the affected area. Thereafter, he will request for grant from the government.
  - (b) Convert this challenge into an opportunity, will proceed to the affected area and appeal for donation from people.
  - (c) Intimate non-government organisations about the gravity of the situation and will expect help from nearby villagers of the affected area.
  - (d) Immediately contact Red Cross Headquarters in Delhi and National Disaster Management authority and request for immediate assistance.



9. A four member relay race team is facing tough challenge in the last round race. Five rivals of the teams are finalising their strategy. What type of message should be given by the seniormost player of the team to other players.
- (a) Every one of us will have to give our life's best performance, a victory in the race will not be of any individual but of the whole team.
  - (b) If we win we will be entitled to gold medal and would be cheered but if we lose we will get frustration.
  - (c) We have to maintain unity in this critical time because in unity we have strength. Athlete whose performance will not be good among us will never be forgiven by the crowd.
  - (d) Those team members who will perform well will be remembered forever, whereas those who do not, will not get a place in the team.
10. A brilliant student's economic condition is very pathetic. Due to poverty he will not be able to continue his higher education. The student has decided to meet the Principal of the College personally to request to bear the expenses of his higher education.
- (a) He will request for waiving his fee and free stay and food at the hostel.
  - (b) He will request for scholarship and free study facility in the library.
  - (c) He will tell that he is from weaker section of society and should receive liberal assistance.
  - (d) He will tell that he should be allowed to ask for donation from students so that he can manage his education properly.
11. A Village level officer has decided to increase agriculture yield by establishing better coordination. He will:
- (a) Ensure that land gets water for irrigation at the right time. After that he should try for seeds, fertilizers.
  - (b) Make a proper arrangement for seeds. After that he should make arrangement for fertilizers and water for irrigation.
  - (c) Firstly he has to make arrangement for fertilizers. Then he should arrange seeds and water for irrigation.
  - (d) Make contact with the farmers to assess their priorities and needs. After that he should take follow up action.
12. What should be done by the teacher to raise the morale of his students who are preparing for civil services when their examination date has approached :
- (a) He should explain to them that this is not the last examination of their life and students should take current examination in easy way.
  - (b) Tell them not to read anything new at the last stage and he is confident that the preparation of students is satisfactory.
  - (c) Tell them that he has full confidence in the hard work done by the students and he wishes them success.
  - (d) They should be convinced that they should have confidence in themselves and they will get results according to their hardwork.

13. A school building at a district headquarter level school has collapsed under which it is anticipated that 40 children are buried alive. Teachers are shocked and afraid and there is absolute chaos all around. The school Principal will:
- (a) Call upon the teachers, students and the neighbours to unite and face the crisis.
  - (b) Immediately call the local police and civil administration to rush and undertake rescue operations.
  - (c) Contact the voluntary agencies to render all possible assistance in this hour of crisis.
  - (d) Inform the guardians of children and request them to reach the accident site and help in rescue operation.
14. Members of civil society want to submit a petition before the Municipal Commissioner offering their cooperation and advice in maintaining cleanliness in the city. They should:
- (a) Request the Municipal Commissioner to involve them in formulating policy guidelines.
  - (b) Suggest the Municipal Commissioner to tighten the supervisory staff in order to bring better results.
  - (c) Offer their services for maintaining, and evaluating monitoring cleaning, including sanitation.
  - (d) Tell the Municipal Commissioner that salary to concerned employees be only paid after a certificate from the civil society.
15. A Traffic Constable spots two well-known criminals on a motorcycle for whom the police was looking since long. He will:
- (a) Immediately block the road and force the criminals to stop and be interrogated.
  - (b) Inform the mobile unit about the criminals on wireless system and ask them to apprehend them.
  - (c) Inform the senior and will solicit his instructions.
  - (d) Shout at the criminals to stop and ask the onlookers to surround and apprehend them.

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## PRACTICE PAPER - 3

1. In response to a pointed question from UPSC Board, why one should join a civil service, the candidate will :
  - (a) Reply that civil services are prestigious apart from being a good job.
  - (b) Tell that civil services will provide him job satisfaction.
  - (c) Say that it was his childhood dream to become a civil servant.
  - (d) Tell that civil services offer a challenging career with suitable authority.
2. A very high dignitary has come to a school on the occasion of "Annual Sports Day". In his inaugural speech he will :
  - (a) Call upon the students to develop sportsman spirit and spread the spirit in every sector of society.
  - (b) Remind the students of the position India is occupying in the field of sports and improve the position substantially.
  - (c) Make a call to young students to take sports in the right spirit and make the country proud by winning the championship.
  - (d) Impress upon the importance sports is occupying in modern days, and call upon the students to excel in different disciplines.
3. A college Principal has observed serious cases of ragging in the college campus. He has taken an initiative to abolish it from the next academic session. He will :
  - (a) Make it very clear in the beginning of the session that, those who are in favour of ragging have no place in his college.
  - (b) Take into confidence some teachers and senior students and make a strategy so that ragging may not get favour with majority of the senior students.
  - (c) Try to impress upon the senior students and new entrants that ragging will spoil the academic atmosphere of the campus.
  - (d) Divide the senior and junior students on the point of ragging and back up juniors who are against ragging.
4. A civil servant is the chief guest in a function of small kids sports competition organized by a school. One of the children of 5 years age starts crying when he does not get a prize. The civil servant will handle the situation by :
  - (a) Calling the parents of the child and making them understand that they should handle the child so that he does not get upset.
  - (b) Convincing the child that he should make effort next time so that his performance gets improved.

- (c) Asking the school management to provide the crying child with a consolation prize.
- (d) Ignoring the crying child as if nothing has happened.
5. A police officer is leading an armed police party against some criminals hiding in a densely populated locality. Suddenly the criminals start unprovoked firing on the police party. The ratio between criminals and police is 1:10 and the police has encircled the criminals. The police officer will:
- (a) Direct the police contingent to return the fire effectively to kill the criminals.
- (b) Make the police party understand that they should take a safe cover and thereafter react keeping in view the safety of the civilian population.
- (c) Shout at criminals that they have been surrounded and should surrender or otherwise they will be killed.
- (d) Lead the firing squad and should personally enter into the place where criminals are hiding.
6. A civil officer at the time of general election wants that every contesting candidate should have complete faith in his neutrality. He should :
- (a) Call a meeting of contesting candidates to impress upon them that election process will be fair and no favour will be given to any candidate irrespective of party, caste, etc.
- (b) Call a meeting of contesting candidates to tell them that entire election exercise will be free, fair, and neutral.
- (c) Also bring a newspaper advertisement to impress upon the people that conduct of election will be free, fair and neutral.
- (d) Apart from calling a meeting, take some steps that could convince every candidate that he is not only neutral, but fair and impartial too.
7. A Senior officer of foreign service has been entrusted with the task of developing a congenial atmosphere on the eve of Foreign Minister's talk between India and Pakistan. The officer will :
- (a) Make a courtesy call at Pakistani delegation to ensure that they are comfortable.
- (b) Enter into a back channel diplomacy with his Pakistani counterpart to prepare a structure of the dialogue.
- (c) Brief the Indian Foreign Minister of his assessment about the intention and mood of the Pakistani delegation.
- (d) Make a positive briefing to Indian and Pakistani media about the proposed outcome of the dialogue.
8. An audit team makes a routine audit of the accounts of a Government office. It has found that documents and records are not properly maintained and kept. However, there is no misappropriation of Government funds. In addition, it has been observed by them that the office have taken some measures which have resulted in a good saving. The officer in charge of the audit party will :
- (a) Not take cognizance of the good work done but will make strong observation about maintenance of records.
- (b) Make a passing reference of good work done but will request that responsibility be fixed for negligence of records.

- (c) Not make any reference of good work and instead make an adverse observation.
  - (d) Appreciate the good work done and allow some time for completion of documents and records.
9. There are claims and counterclaims about a piece of land between two people of two different religious communities. There is an apprehension of breach of peace. The SHO will:
- (a) Ask the rival parties to bring their documents and records before him so that he could take a decision.
  - (b) Convince them that they should approach the competent authority to get an order and till then maintain peace and order otherwise he will take strong preventive measures.
  - (c) Advise the two parties to approach the court of local sub divisional magistrate and place their claim before him.
  - (d) Tell them that, they should approach the local Panchayat and get the issue resolved because once they approach a court, they will have to bear additional expenditure.
10. A SHO wants to make his police station women-friendly and to achieve that he wants to take certain initiatives that will facilitate his desire. He will :
- (a) Approach a local NGO which is working for the cause of women and solicit cooperation.
  - (b) Adopt certain good practices like improving the condition of women lock up, etc.
  - (c) Ensure that women do not hesitate to approach the Police Station and feel secure while in Police Station.
  - (d) Make the constables and others understand that women are like mothers and sisters and should be treated likewise.
11. There is a junior level Government official who is alleged to have misbehaved with a respected person in the market. The people have surrounded the office and are demanding that the concerned official be handed over to them for ensuring instant justice. The officer in-charge will defuse the situation by:
- (a) Assuring the people that the matter will be enquired into and suitable action will be taken as soon as possible in accordance with legal provisions.
  - (b) Telling the people that what they are doing is against law and he will ask the police to disperse them.
  - (c) Asking the official to appear before the people and seek an apology .
  - (d) Starting an on the spot enquiry by recording the statements of both the aggrieved person and the concerned official.
12. A delegation of local traders have decided to meet a senior official of commercial tax department regarding abolition of a check post. It will argue before the official that :
- (a) The check post has become a source of exploitation of traders and hence should be abolished.
  - (b) It is neither in the interest of department nor in the interest of traders to have this check post.
  - (c) If the check post is abolished, commercial activities will be increased, tax will multiply and govt. could also reduce its establishment expenditure.

- (d) There are various alternatives available which are both corruption free and business friendly.
13. A civil servant could not get promotion whereas majority of his batchmates have got promoted. The concerned officer was very upright and honest. Denial of promotion has demoralised him. His senior officers will :
- (a) Allot him additional important responsibility signalling thereby that they rate him better than the rest.
  - (b) Take up his case with higher authorities and argue that grave injustice has been done to him.
  - (c) Call a meeting of the officials and praise him and convey to everyone that his contributions should be remembered.
  - (d) Console him that he should not get upset and denial of promotion should be taken in the right spirit.
14. A Chief Minister wants to make an appeal to maintain peace at a time when there is a serious communal problem in the state. He should :
- (a) Call upon the people to maintain peace and brotherhood in the best traditions of the state. Authorities have been instructed to act tough against Mischief Makers.
  - (b) Request the people for peace and order at the time of crisis and should help the authorities to maintain law and order. People who violate the instructions will be taken to task .
  - (c) Tell the people that it is a part of their duty to help each other and maintain peace at the time of crisis and failure to do so will invite strict action.
  - (d) Advise the people to maintain utmost restraint and should not go after rumours, Security forces have been told to deal with the anti-social elements irrespective of their status and affiliations.
15. There is a general election and 10 members of the police force have been killed in a land mine blast planted by the ultras. There is great demoralisation in the police force on account of the incident. The Distt Police chief will :
- (a) Personally lead some anti-ultras operations to restore confidence in the police forces.
  - (b) Advise the police personnel to change some of the strategy and strengthen intelligence gathering.
  - (c) Equip the police force with additional anti-mining equipment and will direct the police officials to ensure combing operations.
  - (d) Ask the police force to shoot wherever they find ultras are creating trouble and thus take a sweet revenge.



## PRACTICE PAPER - 4

1. A civil officer has called a meeting of field functionaries where issues of law and order, civil supply, revenue issues, etc. are to be discussed. How will he make the meeting purposeful and effective?
  - (a) Allowing each official to make his point clear in respect of each agenda item.
  - (b) The presiding officer should take note of good performance and bad performance and accordingly officers should be praised or reprimanded.
  - (c) Those whose performance had been satisfactory should be served with letter of commendation and those whose performance had been bad with a letter of explanation in the review meeting itself.
  - (d) Advance information and details be tabulated before the start of the meeting so that sufficient time is available to cover a large number of agenda items, so that micro level detailed discussion could be carried out,
2. There is a river embankment which is flooded. There are two groups of people having contrary interest. Whereas one group wants to strengthen the embankment, the other group wants to cut it. A senior irrigation deptt. engineer will:
  - (a) Form a committee having representations of the two groups and will hold daily meetings to reach to an acceptable solution, and in the meantime maintain status quo.
  - (b) Request the local police to take preventive legal action against leading people of both the sides.
  - (c) Try to make the two groups ready for an arbitration to be done by a retired engineer of irrigation department.
  - (d) Contact the local MLA and request him to ensure that both groups maintain peace.
3. During summers, some parts of the country feel difficulty in having adequate drinking water. A senior officer in charge of water supply want to draw attention of his subordinates for taking some preventive measures. He will:
  - (a) Tell them to be vigilant and take advance steps so that people may not face difficulty in having adequate drinking water.
  - (b) Ask them to ensure that water sources do not get dry and they should be in constant touch with civil administration. They should also ensure necessary feedback.
  - (c) Ensure that field officers hold regular meetings with urban local bodies and village panchayat so that crisis could be effectively met.
  - (d) Advise them to procure enough water tankers, so that they could be utilized in case of emergency.
4. There is an earthquake of high intensity in a town, which has rendered the people homeless and people are in constant fear. A civil officer will:

- (a) Ask the people not to lose confidence and should help each other.
  - (b) Tell them to remain vigilant because there may be further tremors.
  - (c) Suggest the people to pray to God because under difficult circumstances, only God can save.
  - (d) Expect young people to come forward to help the old, woman and children.
5. A Senior officer of Agriculture department has called a meeting before the officers leave for field assessment of drought like situation. While briefing, he should:
- (a) Tell the officers for field assessment of percentage of damage of standing crop and other important issues regarding agriculture.
  - (b) Ask the officers to assess the requirement of seeds, fertilizers and loans along with the extent of damage.
  - (c) Allow the officers to make their own assessment of drought and remedial measures required.
  - (d) Impress upon the officers that they should meet personally as many people as they can and apart from their own assessment, could also have feedback from affected people.
6. There is an important cricket match in the local stadium, the capacity of which is 20,000. A crowd of 50,000 spectators is expected to reach the venue. The organizers should:
- (a) Increase abnormally the entry fee to discourage the people to come and watch the cricket match.
  - (b) Ask local law enforcement machinery to help in sale of tickets.
  - (c) Tickets should be sent to schools and colleges and some selected outlets for sale.
  - (d) Start sale of tickets two days in advance to have a smooth sale.
7. A senior health official wants to know the impact of Rural Health Mission in a particular Panchayat. He should:
- (a) Appoint a professional person and ask him to make a study in a stipulated time period.
  - (b) Take help of a NGO which can be asked to make an assessment of the impact of the programme.
  - (c) Tour some of the villages, meet the people and cross check with the local health officials.
  - (d) Call a meeting of elected members of the concerned panchayat and form the opinion.
8. A senior municipal official wants that image of his office should improve. He should:
- (a) Start a practice of keeping a complaint and suggestion box which should be opened everyday and feedback should be given to the complainants.
  - (b) Give a huge advertisement in the newspaper highlighting the various steps he has taken to improve the working of his office.
  - (c) Take some drastic action against a few corrupt and inefficient staff members.
  - (d) Hold regular meetings with the public and solicit their cooperation.
9. There had been erratic power supply in a village for the last two months. The villagers have



blocked the state highway and the traffic has come to a complete halt. They should be persuaded to vacate the road by an Electricity Executive Engineer by :

- (a) Assuring the villagers that he will get the enquiry done immediately and will ensure that uninterrupted power supply is ensured for at least 10 hours daily.
  - (b) Writing to senior officers of Electricity Board to take appropriate steps so that situation might improve.
  - (c) Suspending the junior in-charge for the poor supply of electric power to the village and posting a new J.E. who will ensure regular power supply.
  - (d) Making the villagers agree to change the present distribution line by a new one for which the villagers will bear the cost .
10. A civil officer is on tour to a remote village. People are making complaints against a village level functionary. The official should:
- (a) Make the people understand that it is very difficult to serve in the rural area, and they should develop some tolerance.
  - (b) Tell the people that he is going to take some measures that will ensure accountability in the said official.
  - (c) Assure the villagers that he is going to take some strict action against the official.
  - (d) Ensure that the official be produced before the people and reprimanded.
11. A senior railway official wants to increase the passenger amenities at a railway platform. His approach should be:
- (a) To study the problems first and get the study done through an expert.
  - (b) He should ask for suggestions from passengers and then discuss the matter with his subordinates, and try to implement few of the suggestions.
  - (c) Replicate some of the measures that have taken place on some other railway stations.
  - (d) Start from sanitation, drinking water, etc. without wasting any time.
12. There has been a bank dacoity where the entire currency has been looted at gun point by criminals. The bank employees of the distt. town are demoralized because of the unfortunate incident. In order to restore confidence, the Distt. Police chief will:
- (a) Appeal to bank officials not to be demoralized and he will see that criminals are brought to justice within a very short period.
  - (b) Ask the bank officials to make foolproof security arrangements at the main gate where every outsider is screened properly.
  - (c) Suggest the bank officials to have adequate insurance cover so that in case of any such incident, loss could be suitably compensated.
  - (d) Announce that this is the question of his prestige and criminals will be caught and exemplary punishment will be provided in a very short time period.
13. A state level minister is taking a review meeting of progress of SSA in a distt. The field functionaries who are implementing this scheme want to raise a common issue to the Minister. They should:
- (a) Politely tell the Minister that under the present circumstances, it is very difficult to implement the scheme.

- (b) Draw the attention of Minister towards shortage of teachers and tell him that unless adequate number of teachers are provided, the progress will be very slow.
  - (c) Request the Minister to get certain instructions clarified from state headquarters and some minor changes in the process of implementation may kindly be agreed.
  - (d) Tell the Minister that targets are unrealistic and unimplementable and drastic change in the scheme is required.
14. Elections have been ordered in a particular state in which major political parties are expected to participate. The chief of the party in power has to communicate with his field workers in a meeting called for the purpose. He will:
- (a) Request the party workers to forget personal differences and reach to the people with the achievements of the government.
  - (b) Tell them that this is a do or die battle and should effectively counter allegations of opposition parties.
  - (c) Assure party workers that adequate resources will be provided to them so that they could make the election process smooth and successful for the party in power.
  - (d) Make them understand that united we stand, divided we fall; hence they should maintain party unity.
15. An important foreign dignitary from a friendly country is visiting a district where there is a place of historical importance. The D.M. of the concerned district will exclusively:
- (a) Talk to tourism people to make the campus clean and will devote only on security aspects, because he will have overall responsibility of security.
  - (b) Call a meeting of district heads, will brief them the importance of the visit and will very closely monitor all preparations.
  - (c) Ask every official to do his/her work honestly and truthfully and will warn them that in case if anything goes wrong, responsibility will be fixed.
  - (d) Request every official individually to put their best and apprise him the development. They should also let him know if they are facing any difficulty.



1. A Municipal Commissioner has taken upon himself the task of making the people living in a slum understand the importance of hygiene and sanitation. He will...
  - (a) Try to make them understand that if they take proper care of sanitation and hygiene, their health will be improved.
  - (b) Impress them that if they will not undertake proper care of sanitation and hygiene, they will fall ill more frequently and will have to bear the cost of treatment which will make them poorer.
  - (c) Tell them that if they adopt sanitation and hygiene measures properly, child mortality rate will be reduced and they will be happier.
  - (d) Advise them to adopt sanitation and hygiene which will make their life happy.
2. A bodyguard has been attached with an important dignitary to protect his life from any attempt made by someone. He is sitting behind him in a vehicle which has come under sudden firing. He will:
  - (a) Ask the driver to speed up the vehicle and while doing so will return the fire.
  - (b) Tell the driver to stop the vehicle, and will come out of vehicle to open fire on the attackers.
  - (c) Advise the VIP to lie down on the seat of the vehicle and will provide him, with fire cover while vehicle moves.
  - (d) Hold his firearm, pray to God for the safety of the VIP and wait for right opportunity to fire.
3. Under Indira Awas Yojana (IAY), the beneficiaries are supposed to construct their own houses. The concerned Panchayat has to motivate them regarding quality of construction and provision of basic necessities. The Panchayat will....
  - (a) Tell the beneficiaries to take help of contractors and consultants so that quality of houses being constructed should be of high standard.
  - (b) Advise the beneficiaries to reduce the area of construction so that they could save some money.
  - (c) Ask the beneficiaries for some value addition in the houses for which they should bear the additional expenditure.
  - (d) Request the beneficiaries to paint the name of male house owner after construction is over.
4. There is a river embankment which is being strengthened in view of ensuing floods. There are 100 labourers working day and night to protect the embankment. In order to motivate them, the site engineer should...

- (a) Increase the wages of labourers by four times so that they do their work honestly.
  - (b) Tell them that their efforts could save the crop, the houses and the lives of thousands of residents the nearby villages.
  - (c) Assure them that if they do their work with dedication, they could be considered for permanent employment.
  - (d) Warn them that if the embankment is breached then responsibility will be fixed and follow up action will be taken.
5. You have boarded a train and after an hour noticed that there is a fire in the train. By pulling the chain, the train has come to a halt. There is a commotion in the train. You will:
- (a) Request the passengers to get out quietly and will help them in getting out.
  - (b) Help the women, old, children to get out in order of priority.
  - (c) Help the women, children, old to get out in order of priority.
  - (d) Help the old, women, children to get out in order of priority.
6. A Civil servant incharge of NREGA notices that a scheme does not have the desired impact on the quality of work. What additional effort he/she should make to improve the quality of outcome.
- (a) He/She should personally monitor the inspections made by his subordinates and take tough decisions wherever required.
  - (b) Should go for third party inspection and take follow up action.
  - (c) Should cross check everything from other senior officers posted in the Distt.
  - (d) Should take help from Indian Institute of Quality Management, to ensure quality.
7. A Senior engineer wants to construct good roads under Pradhan Mantri Gram Sadak Yojna (PMGSY). He has called a meeting of his subordinates. Best way of conveying his point is:
- (a) Every officer has to ensure that quality of roads under the scheme are made excellent.
  - (b) The scheme is prestigious one, hence should be excellent in quality.
  - (c) Scheme has to ensure good quality because it is in the name of Prime Minister.
  - (d) Scheme has to secure all weather rural connectivity, hence quality cannot be compromised.
8. You are a trainee officer and have been asked by your trainer to have a first hand experience of an urban slum. You will:
- (a) Visit the nearest slum and try to get first hand experience by interacting with the people living in the slum.
  - (b) Take the help of a suitable NGO to know about the details of slum before making a visit.
  - (c) Approach a local officer who will accompany you to the slum.
  - (d) Request your trainer to let you know in details before you undertake a journey.
9. The Public relation officer (PRO) of Metro-rail has been entrusted with the responsibility of educating the citizens of making them understand that they should prefer metro rail over their individual conveyance because:

- (a) Metro-rail system is a good public transport system and is cheap also.
  - (b) Metro-rail is environmental friendly, cost effective and user friendly.
  - (c) Metro-rail is very regular, comfortable, cheap and well spreadover.
  - (d) Large investment has been made in Metro-rail and will be wasted if not properly utilized.
10. For efficiently running public distribution system in rural area, an officer in-charge of civil supply deptt. should:
- (a) Make efforts to see that entire allotted quota of food grain is lifted regularly, physically verified and distributed under the supervision of local people.
  - (b) Try to be personally present at the distribution point and ensure that distribution takes place under his supervision only.
  - (c) Issue instructions to PDS dealers to provide commodities regularly, failing which stringent action will be taken.
  - (d) Encourage innovations on the part of PDS dealers if any one of them could start a better system.
11. A very Senior Officer of the govt. has transferred one of your subordinates, who is a hard working person. Because of the action, the entire workforce is demoralised. You will:
- (a) Call a meeting of the subordinates and will tell them that this is an arbitrary action and you will protest and make it a prestige issue.
  - (b) Make the workforce calm and informally approach the Senior Officer if the transfer order could be cancelled.
  - (c) Ask the transferred employee to file a representation and write strongly for cancellation of transfer .
  - (d) Tell the transferred employee to meet the Senior Officer and put his point before him.
12. A Distt Police Chief has called a monthly crime review meeting of Station House Officers of the Distt. In the meeting he should:
- (a) Tell the officers that he believes in results and those who fail must be ready for the consequences.
  - (b) Make the officers clear that law and order and security is their principal duty and they should take the work seriously.
  - (c) Clear that those who will be performing well will be rewarded while those whose performance will be poor, will be punished.
  - (d) Listen to their views patiently before making clear that law enforcement will be never compromised
13. A govt. office having a good public dealing has recently opened a public enquiry counter. A Junior level officer has been made in charge of the counter. While attending to public complaint he should:
- (a) Listen to public grievance, reducing them in writing and telling the complainant, that his work will be done.
  - (b) Insist the people to file their grievance petitions in writing, should issue receipt and fix up a date by which a suitable reply should be sent.

- (c) Try to settle the grievances on the spot in majority of cases and for those pending, a date be given on the spot.
  - (d) Send the grievance petitions to concerned officials and tell them that they should apprise the petitioner themselves.
14. There is a big office where approximately 200 employees, including certain females work. There is a fire in the office due to short circuit. The Head of office should:
- (a) Shout that employees should run for protection so that they are not burnt to death.
  - (b) Tell that females should be allowed to escape first, thereafter valuable records should be brought out.
  - (c) Say that along with females, senior officers should be allowed to escape first.
  - (d) Ensure that after females escape, internal fire fighting system should be started to contain the fire.
15. A big mela is going to be organised in a village. A Distt level senior civil officer wants to address the officers responsible for organising the mela. He should:
- (a) Ask the officials to maintain law and order and sanitation for the successful conduct of Mela.
  - (b) Tell the officials to work in perfect harmony and to ensure order during the Mela period.
  - (c) Emphasize that those whose performance will not be up to the mark might be punished.
  - (d) Tell each official to look into his work carefully.



1. Running a Metro Rail Services in a city is a challenging work which requires a coordinated effort of security personnel, sanitary staff, Metro officials, including drivers, etc. A senior Metro official should :
  - (a) Hold a weekly review meeting and should tell all concerned to do their work properly and sincerely.
  - (b) Develop a system through which all concerned take their work seriously.
  - (c) Except security and operational work all other activities should be outsourced to reputed organizations.
  - (d) All important work should be done departmentally.
2. An officer in charge of a Revenue Check Post has decided to make aware his workforce stationed at that check post that he is receiving a number of complaints regarding corrupt practices being adopted at the check post. He should:
  - a) Make the subordinates clear that he proposes to take some drastic steps once he gets some confirmed reports.
  - (b) Try to convey to the subordinates that their personal honesty is very important and corrupt practices will not be tolerated.
  - (c) Tell the subordinates that some people from intelligence have been asked to make a report, and they should be cautious.
  - (d) Make them clear that a system of reward and punishment has been thought, and those whose conduct will be in doubt, will be shifted.
3. A senior govt. official has called an yearly review meeting of the field level functionaries. A junior officer has decided to bring to the notice of senior officer, the difficulty, the field level officials are facing. He should:
  - (a) Bring into notice some of the genuine difficulties the field level functionaries are facing while discharging their duties.
  - (b) Tell that it is very difficult to work in the field because in field one has to show result.
  - (c) Say that senior officers should frequently visit the field to experience the difficulties.
  - (d) Request that field level functions deserve better facilities and resources.
4. In order to motivate employees of a production unit to work more one should:
  - (a) Announce a cash prize of small amount.
  - (b) Announce that employee who will perform well, will be issued commendation letter.
  - (c) Announce that entry will be made in their service book if they perform extremely well.
  - (d) Employees who will perform exceptionally well will be assigned additional higher responsibility.

5. An organization has failed in its objectives and the entire workforce is demoralised on account of this. The CEO should:
  - (a) Try to make the workforce understand that it is not an individual failure and hence, nobody should feel guilty.
  - (b) Tell his people that they should collectively take up the challenge and do something exceptional that could bring glory to the organization.
  - (c) Tell the entire workforce that they all collectively share the failure and should convert this failure into opportunity.
  - (d) Tell the subordinates that guilty among them would be identified and held accountable.
6. An organization has succeeded in something that it was not expecting. How the organizational chief will share this news with the employees?
  - (a) The success is on account of your hard labour and team effort .
  - (b) The success is because of the organization's best records.
  - (c) The success is due to exemplary leadership displayed.
  - (d) The success is the result of mutual trust, hard-work and dedicated labour and excellent coordination.
7. MPs/MLAs are public representatives and they should be treated with courtesy and respect when they visit govt. offices. A district level official has to make this point understood to his subordinates. He will:
  - (a) Explain the repercussions of not treating MPs/MLAs well and warn his workforce for severe consequences.
  - (b) Tell clearly that there is no option but to extend courtesy and failure will be seriously viewed.
  - (c) Make them clear that in democratic setup, people are sovereign and their representatives occupy some special position and hence deserve respect .
  - (d) Govt. has issued instructions that MPs/MLAs should be respected and treated well.
8. You have been asked by your senior Police Officer to prepare a draft appeal to people for maintaining peace because of some communal tension. You will:
  - (a) Appeal to people to maintain peace and order, not to go for rumour mongering and be assured that law enforcement agencies are fully equipped to deal with any situation.
  - (b) Request the people for ensuring vigilance and maintaining peace and they should understand that any lawlessness will be severely dealt with.
  - (c) Tell the people that they should avoid clash and maintain brotherhood so that peace and order could be ensured.
  - (d) Solicit people's cooperation to face unprecedented crisis and will also warn the people that failure will be seriously dealt with.
9. A Senior Minister during the course of his visit of the district has instructed you to send him a proposal for suspension of two of your subordinate officers. As a senior Civil Servant, you will:



- (a) Immediately send the proposal and in turn the Minister will praise your action.
  - (b) Ask for the explanations of your subordinates and will send along with your own comments.
  - (c) Strongly oppose the direction of Minister and take up the matter with Chief Secretary of the state.
  - (d) Ask the two subordinates to make a 'pairvi' and watch the outcome.
10. You are Head of an educational institution and in a league match, your team has lost two successive matches and the third match is going to be crucial. You will:
- (a) Ensure that the team is not under undue pressure, and to play the next match with confidence and right technique.
  - (b) Make the team understand that it is the situation of do or die and the team should make every effort to win the next match.
  - (c) Explain the team that in case of a win, they will be suitably rewarded and if failed they will be accounted for.
  - (d) Tell the team that you will not tolerate a defeat and will replace the entire team by selecting a new one.
11. There is a lack of coordination among medical, water supply, and sanitation wing of a municipality. As a Chief of Municipal Administration, you will:
- (a) Have a system of weekly meetings where the heads of three wings will be present.
  - (b) Have field inspections and in the process solve the problem of coordination then and there.
  - (c) Ask the field functionaries of the three wings to sort out the issue of coordination by mutual consultation.
  - (d) Designate one of the three wings senior officers as chief coordinator and ask him to coordinate effectively.
12. A chief executive of a tax collecting deptt. wants to motivate his subordinates so that they should surpass all previous records of tax collection. He should:
- (a) Tell his subordinates that it will be their individual responsibility to collect more.
  - (b) Those, whose collection will exceed the previous year's collection, will be suitably rewarded with cash incentives.
  - (c) Those who will exceed their individual targets will be appreciated and a suitable entry will be made in their service records.
  - (d) Those whose performance will be exceptional might be considered for out of turn promotion.
13. There had been a report of large scale corruption in the recently concluded Commonwealth games. Poor communication had been one of the reasons for various irregularities. Sports Ministry should have made a better communication with the organizing committee. The emphasis ought to have been on:
- (a) All purchases should be made as per govt guidelines.
  - (b) Accountability must be ensured in each matter and at each level.

- (c) Daily media briefing should be ensured to clear any misunderstanding.
  - (d) People associated with purchase must submit details of their assets at the beginning and after the closure of the event.
14. On Armed Forces Day, Chief of Army Staff should send a message to his officers and jawans by reiterating:
- (a) The glorious traditions of Indian Army and the role played by the Army in both war and peace.
  - (b) The strength and capability of Indian Army and that is capable and confident of facing the external and internal threats.
  - (c) The Indian Army is in possession of very sophisticated weapons that could be very effectively used against the enemy.
  - (d) The Indian Army always remains in a state of readiness and can repulse any evil design of enemy.
15. While addressing the census enumerators, the district census officer should tell his workforce:
- (a) Census is a very important function and must receive the topmost priority of enumerators.
  - (b) The aim of census operators is to create a reliable databank.
  - (c) The vital data generated through census operations could help the govt. to launch useful socio-economic initiatives.
  - (d) Those who will neglect the census could face disciplinary proceedings.



## PRACTICE PAPER - 7

1. You are a senior civil officer in-charge of a big organization and have decided that daily between 10 A.M. to 2 P.M. you will be meeting common people to listen to their grievances. What adverse effect it could bring to the organization?
  - (a) Over centralization of work in you and you will be taking majority of the decisions.
  - (b) Your subordinates will become complacent, thinking that they have very little to do.
  - (c) You will be overburdened and will be busy in disposing pending issues brought to your notice by the people.
  - (d) Policy matters, coordination and other issues will be neglected which a senior civil servant may not afford to neglect.
2. A State Govt. has taken a policy decision to sell essential commodities like wheat, rice, kerosene oil, etc. through PDS only. Due to this decision, these commodities are not available in open markets. This decision may create a problem like.....
  - (a) Some PDS shops may not lift food grains, kerosene, etc. in time, which may result into serious shortage of essential commodities in some of the pockets.
  - (b) PDS shopkeepers may enter into black marketing in connivance with local rationing officials.
  - (c) PDS dealers may supply substandard commodities and the people in absence of any option may have to consume, the substandard commodities.
  - (d) Entire food grain-trade might be monopolized by PDS dealers and they might exploit the people.
3. Private bus operators are charging exorbitant rates from passengers who are travelling between district town and a small town having a population of approx. 20,000. As a District Transport Officer you will....
  - (a) Call a meeting of bus operators and try to fix the rate by consensus.
  - (b) Issue additional permits to other bus operators to increase competition.
  - (c) Convince the people to use their own conveyance, like bicycles, etc.
  - (d) Ask the people to unite and force the bus operators to come to negotiation.
4. A Police officer starts searching each and every vehicle after getting a reliable information that some armed criminals are about to enter into a particular area through a busy road using a private vehicle. The decision of the police officer may.....
  - (a) Cause a traffic jam on the main road.
  - (b) Criminals may come to know about the checking of vehicles and may abandon the vehicle and sneak into the town using other modes.

- (c) Criminals may change their plan and look for other safe options.
  - (d) Target some other town, where the police is not sufficiently alert.
5. A rationing official wants to grant PDS License to 5 people on first come first serve basis in a big village, having a population of approx. 10,000 people. This decision may result into.....
    - (a) Some of the people who get license may be antisocial elements having a criminal record.
    - (b) Some of the people may belong to a single family and thus PDS shops will not be evenly distributed throughout the village.
    - (c) Some of the license holders may not have a good business experience and they may not supply essential commodities to people on time.
    - (d) Some of the P.D.S dealers may not have sound financial background and may not lift the entire quota timely.
  6. A common man approaches a Municipal Commissioner and brings to his notice that officer in charge of the Corporation is asking a bribe of Rs. 2000/- for clearing his Plan and estimate for construction of his building . The Municipal Commissioner will.....
    - (a) Ask the person to give his complaint in writing before initiating any action.
    - (b) Ask the concerned official, why the matter is pending and take effective steps for disposal of the matter.
    - (c) Get the enquiry done regarding the allegation and ensure that pending issues be resolved immediately .
    - (d) Take some remedial measures, including the present case, so that people need not run from pillar to post for this type of work.
  7. Chief Medical Officer of a District level hospital wants to introduce some radical measures that will ensure hygiene and sanitation in the hospital premises. The CMO should.....
    - (a) Take help of NGO's, Civil Society, Hospital Management Committee for valuable suggestions before adopting some best practices.
    - (b) Consult senior doctors and para-medical personnel of the hospital before adopting some radical practices.
    - (c) Tighten the existing arrangements and fix up responsibilities by taking drastic action wherever needed.
    - (d) Outsource both hygiene and sanitation work.
  8. A Principal of a school wants a notable improvement in the examination results. However very ordinary students only seek admission in that school. He will.....
    - (a) Insist that every student should have a system of private tuitions.
    - (b) Introduce the system of subject-wise monthly tests and a feedback system involving the teachers and guardians.
    - (c) Announce that prizes and medals will be given to those who will stand 1st , 2nd and 3rd in the annual examination.
    - (d) Ensure that prizes are provided to those who perform well in annual examination.

9. District Education Officer has found that, there is no improvement in literacy in a particular village and enrollment has not improved considerably. He will...
- (a) Call a meeting of important persons of that village and impress upon them to improve literacy with the help of teachers.
  - (b) Transfer all the teachers of the school situated in the village and replace them with better ones.
  - (c) Improve Mid-day meal scheme along with making functional the School Management Committee.
  - (d) Provide free text books to every child as per provision and encourage them for a quality education.
10. Local villagers have approached the Station Director of Doordarshan with a complaint that there are not enough programmes that educate them for improving their agriculture. He will....
- (a) Take help of ICAR and Krishi Vigyan Kendra to redesign and upgrade the programmes.
  - (b) Approach local State Govt. Department of Agriculture for upgrading the programmes.
  - (c) Take help of local agriculture college for upgrading and updating the programmes.
  - (d) Associate progressive farmers of the locality and agriculture scientists in developing some good programmes.
11. A Railway Official notices a very bad sanitation condition in toilets of trains. In order to improve the condition, he will....
- (a) Educate the people and will try to impress upon them that keeping toilets clean is in their own interest.
  - (b) Ensure that cleaning by Railway employees be done regularly.
  - (c) Tell supervisory staff to take stringent action against those who do not clean the toilets as laid down.
  - (d) Hold regular meetings with the Passengers Association for ensuring sanitation.
12. There are conflicting reports reaching a District Headquarter that people are dying by consuming a special brand of liquor. The District Excise Official should....
- (a) Ban the use of Alcohol till an enquiry is conducted and guilty brought to book.
  - (b) Ensure intensive checking of liquor shops, sample collection and testing.
  - (c) Appeal to people not to consume spurious liquor, failing which administration will not be held responsible.
  - (d) Advise the people to provide the administration with necessary intelligence so that guilty be brought to justice.
13. A river is passing through a small town. In order to ensure that the river is not polluted, the local municipal authorities would .....
- (a) Advise the people to ensure that the river remains clean.
  - (b) Tell the people that they should not use the river for cleaning their utensils and clothes.
  - (c) Take appropriate measures so that wastes of the town do not go to the river.

- (d) Make a law that should act like deterrent to those who pollute.
14. In order to ensure that poverty eradication programmes succeed effectively, a Gram Sabha should.....
- (a) Select the beneficiaries meticulously in the bi-annual meetings.
  - (b) Keep a close watch over the poverty eradication programmes, currently under execution.
  - (c) Tell the Panchayat officials to make available to the Gram Sabha all the records and documents.
  - (d) Make a small committee of villagers, who should undertake inspection of poverty eradication schemes.
15. A Principal of a School has taken a decision with the aid and advice of the teachers to make the small children of age group 7-10 yrs to develop a good understanding of sanitation and hygiene. He will .....
- (a) Organise a seminar on sanitation and hygiene and ask the children to participate.
  - (b) Ensure that sanitation and hygiene become a part of the school curriculum.
  - (c) Involve the parents so that impact may be meaningful.
  - (d) Select some teachers for specific purpose of specialized training in sanitation and hygiene.

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## PRACTICE PAPER - 8

1. It is being felt that MP/MLAs should be made more accountable to the people whom they represent in legislatures. This could be achieved by .....
  - (a) Asking the people to provide a feedback to both electronic and print media about the performance of their elected representatives.
  - (b) Making it mandatory for elected representatives to appear before the media periodically and account for their performance.
  - (c) Making a law with provision of 'Right to Recall' for those who do not perform satisfactorily.
  - (d) Asking the political parties to evaluate their MP/MLA's performance and come out with a white paper periodically.
2. There is a general concern being raised against the criminalization of politics and use of muscle power during elections. In order to curb it .....
  - (a) A comprehensive electoral reform law should be made and hands of the Election Commission should be strengthened.
  - (b) There should be a total ban on entry of people having criminal records.
  - (c) Electorates should be made educated enough so that they should not vote for candidates having criminal records.
  - (d) Political parties should be requested that they should not grant tickets to people having criminal records.
3. The Parikh Committee report talks of limiting LPG subsidies to below poverty line BPL households. If central govt. has decided upon to implement it, it will .....
  - (a) Issue Cash Coupons to BPL Card holders in order to subsidize their LPG expenditure
  - (b) Discuss with state govts. and will give them free hand in the distribution of subsidies.
  - (c) Advise state govt. to issue special LPG Cards to those BPL families who use LPG.
  - (d) Involve urban local bodies and PRI in distribution of subsidies.
4. Both men and women feel the strains of begging as a livelihood, a strain aggravated by ageing, declining physical stamina as well as persistent economic hardship. Fully aware of the fact that begging has not to be encouraged a top civil official in the distt. decided to bring reforms in this age old trade. He will .....
  - (a) Ensure a survey is done through a well known NGO and identify the most deserving for govt. help.
  - (b) Make a call to religious heads of different communities to identify their people and help them.

- (c) Try to make a survey done through his own officials and segregate those who could be trained and be provided with some gainful employment.
  - (d) Convince the beggars to leave his distt. and those who do not comply could be forced to go out.
5. Tamil Nadu has experienced fairly stable economic growth and social development in the past 25 years. It has resulted into doubling of average real income. This could be possible only as state government decided upon:
- (a) Diversifying economic activities into a number of non-agricultural activities.
  - (b) Helping S.H.G.s to achieve spectacular growth by assisting them.
  - (c) Ensuring timely availability of rural credit by taking help of commercial banks.
  - (d) Checking corruption in rural development schemes and to see that benefits of schemes reach the needy.
6. You are speeding to a Railway Station to catch a train and you notice that a person has been knocked by a truck. You will :
- (a) Get the person admitted in the hospital and cancel your journey.
  - (b) Stop to know the type of injury that has taken place and request the people to do the needful and you will resume your journey.
  - (c) Stop and will talk to injured person who will let you know telephone numbers of his near ones, so that you could contact them.
  - (d) Ignore the injured person and continue your journey as if nothing has happened.
7. You are the team leader of a civil society that has taken up the work of eradication of corruption in govt offices. Majority of the members are impressing upon that some of the corrupt officials should be caught red handed. Sometimes this type of action creates a peculiar situation. You want to convince them about a balanced approach. You will :
- (a) Impress upon the members to restrain themselves and have a comprehensive discussion before resorting to direct action.
  - (b) Tell the members to identify the most corrupt one and target him.
  - (c) Advise the members to wait for the people's response before resorting to direct action.
  - (d) Understand first of all the working defects of the organization in detail before resorting to direct action.
8. A Senior Secretary level officer has four govt. secretaries. He wants to delegate some of the functions to them. To whom he should delegate important functions?
- (a) Someone who is senior among the four.
  - (b) Someone whose integrity is beyond doubt.
  - (c) Someone on whom the secretary has high confidence.
  - (d) Someone whose reputation is very high and is intelligent.
9. A traffic constable regularly performs his duty on a busy crossing from 9 AM to 5 P.M. Looking into stress factor, his Controlling Officer should motivate him by:
- (a) Praising him occasionally before other traffic constables.



- (b) Recommending for a award to higher police authorities.
  - (c) Making an entry in his service book regarding his outstanding performance.
  - (d) Projecting him as a role model for others.
10. A strong earthquake has hit a town leaving the citizens in a state of panic. Consider the following statements regarding instructions given by seniormost officer.
- (a) Senior officers should tour extensively to restore confidence in people.
  - (b) Relief materials should be distributed and thereafter debris should be cleared.
  - (c) Assessment of damage to properties should be given top priority.
- Which of the above is/are correct?
- (a) a, b, are incorrect, but c is correct
  - (b) b, c, are incorrect, but a is correct
  - (c) c, a, are incorrect, but b is correct
  - (d) All a, b, c, are correct
11. Residential hostel scheme has been conceived as an incentive for better education for S.C. students. Though the scheme is potentially beneficial for poor S.C. students, it has not adequately reached the eligible beneficiaries. In order to rectify the mistakes, the state govts. should:
- (a) Take extreme care to see that only poorest among poor should get a place in these hostels.
  - (b) Admit the students only on the basis of competitive examination to determine the merit.
  - (c) Hostels should be located in those areas where the concentration of S.C. population is 20% or more.
  - (d) Hostel should be located in areas having low female literacy.
12. In a particular village, 10 villagers have become landless because their land has been acquired for a public purpose. All the ten families are very poor and were dependent on the land which they have lost. They approach a senior revenue officer of the distt. for help. The officer will:
- (a) Allot some govt. land which is available in a nearby village and at present being used as a grazing ground for the cattles.
  - (b) Advise the affected people to look for other options and will direct concerned officials and bank to render all possible assistance.
  - (c) Ask the village Panchayat, if the 10 families could be provided with any assistance.
  - (d) Request some NGO if they could help the 10 families with any alternative job.
13. A poor class Xth student who is studying in a public school has lost both of his parents. He has approached the school Principal for some assistance and concession, so that he could continue his study. The Principal will:
- (a) Advise the student to contact his relatives for financial assistance.
  - (b) Provide him fee concession and some benefits like books and stationery.

- (c) Tell him that he should meet his friends and teachers and ask for assistance.
  - (d) Bring to the notice of school management his case for suitable assistance.
14. There are four roundabouts in a city which could be developed as good spots. The municipal authorities do not have adequate funds that could be utilized to develop these spots. It will:
- (a) Contact the local ruling party MLA to see whether some statues could be built up on these roundabouts and in the process, light and water fountains could be installed.
  - (b) Ask some big business houses to beautify these roundabouts and have some advertisement rights.
  - (c) Request city people for generous contributions so as to develop these roundabouts.
  - (d) Seek assistance from the state govt. for development of these roundabouts.
15. There is a large scale encroachment on a municipal land mostly by small shopkeepers. The encroachment is in practice for the last 10yrs. and the municipal authorities have decided upon to remove them with the assistance of civil and police administration. They will:
- (a) Ask the affected shopkeepers to voluntarily vacate the land otherwise they will be forcefully evicted.
  - (b) Construct some shops and give preference to those in allotment who will voluntarily vacate the municipal land.
  - (c) Forcefully get the municipal land vacated and ask the encroachers to bear the cost of removal.
  - (d) Enter into a dialogue with encroachers and try to reach a settlement.



## PRACTICE PAPER - 9

1. A poor family of 8 has lost its land, house and cattle in the devastating floods. In order to rehabilitate the family a revenue officer will:
  - (a) Provide him some cash as per prescribed rules as compensation and ask him to take care of the family.
  - (b) Coordinate with financial institutions to help the family.
  - (c) Request a big business house of the distt to take care of the rehabilitation.
  - (d) Ask the local chambers of commerce and industry to take care of the family.
2. A senior education deptt. official wants to develop and maintain public libraries in rural areas. He will:
  - (a) Ask field level education deptt. officials to prepare a plan and estimate for development and maintenance of public libraries, and provide financial assistance.
  - (b) Advise field level official to involve educational institutions for development of libraries.
  - (c) Expect educational institutions in rural areas to come forward and help in developing and maintaining libraries.
  - (d) Request the PRI to prepare a plan for development and maintenance of libraries.
3. A panchayat has good water bodies under its jurisdiction. It wants to make its optimum utilization by:
  - (a) Ensuring that sufficient water is always made available in water bodies so that irrigation should not suffer.
  - (b) Providing few boats in these water bodies so that it could attract tourists from different places.
  - (c) Using these water bodies for fishing activities as a business.
  - (d) Training the rural youth in swimming so that they could participate in national level meets.
4. For containing corruption it is very important to provide security to whistleblowers. In an incident, a person was beaten mercilessly when he exposed various irregularities in implementation of development scheme in a particular distt. The Police Chief of the distt. will:
  - (a) Personally investigate the matter and identify the culprits and ensure that they are brought to justice.
  - (b) Get the investigation done by a professionally competent police officer and take initiative for speedy trial, by requesting for setting up of a special court.
  - (c) Start a massive manhunt for the accused and apprehend them and ensure that guilty get an exemplary punishment.
  - (d) Ensure the protection of other whistleblowers and take up the present case as a test case so as to create people's confidence.

5. It has been reported from various quarters in urban areas that prices of onions have increased too much within a period of 15 days. A senior officer of civil supply deptt. will:
  - (a) Monitor and review the arrival and sale of the commodity daily and will ask the wholesalers to bring as much as possible the commodity in the market.
  - (b) Tighten the supply network by organising raids on hoarders and black marketeers.
  - (c) Fixup the price of commodity both for wholesale and retail and ask his subordinates to ensure intensive inspections.
  - (d) Ensure sale of onions through urban retail outlets which are under govt control.
6. There is sufficient and surplus milk available in a state. However, the concerned people are not getting remunerative price for the milk and its products. The seniormost dairy development officer of the state will:
  - (a) Open a chain of chilling plants where surplus milk is stored, and processed before being sent for sale.
  - (b) Encourage opening of the Milk-Cooperative societies and will ensure that govt. provides infrastructural support.
  - (c) Fix up the price of milk product and milk so that they are sold only on fixed price.
  - (d) Involve his deptt for purchase and sale of surplus milk so that producers get the remunerative price.
7. There are good number of defaulters of loans who have taken loans from the bank but have not paid back. A branch manager of the bank will:
  - (a) Prepare a list of big loanees and concentrate on them by taking necessary assistance from Distt Administration.
  - (b) Stop distribution of loan till collection of outstanding dues.
  - (c) Take use of police force and will go for coercive measures to ensure collection of outstanding dues.
  - (d) Sanction new loans to defaulters and adjust the outstanding dues out of sanctioned amount.
8. A river boat has sunk in a river which had a capacity of 50 people and there were 80 people sitting in it. What decision a Sub Divisional Officer will take so that such incidents do not take place again?
  - (a) He will put a signboard on the river bank specifying the capacity of boat.
  - (b) He will enter into an agreement with the boatman that he will not carry people in excess of the capacity of the boat.
  - (c) He will depute an official of the revenue deptt. to ensure that the boat never carries extra passengers.
  - (d) He will specify the responsibility to village panchayat to oversee the safety aspect.
9. There is a bus stand in a small town which is in a very bad condition. There are no proper facilities for the people whereas there is good potential for the generation of revenue. Situation could be improved by:
  - (a) Contracting out the revenue collection, maintenance, etc. to a private individual.

- (b) Constructing commercial shops by taking assistance from financial institutions and providing utilities on "pay and use system".
  - (c) Tightening the existing machinery to generate extra resources and constructing toilets, drinking water facilities, etc.
  - (d) Handing over the management of Bus Stands in the hands of Transport Owner Association and expecting good outcome.
10. A Civil Officer in rural area who has recently joined has decided to make his office corruption free. He will:
- (a) Computerise the whole system and expect the people to avail online facilities.
  - (b) Use the provisions of Section 4 of the RTI Act and take measures for as much suo motu disclosures as possible.
  - (c) Make the existing system accountable by fixing time limits for every service that the people expect.
  - (d) Remove some of the corrupt officials from his establishment and thus send a right signal.
11. A bank officer wants to increase banking activities in a remote village which falls under his service area. He will:
- (a) Organise an Orientation Camp in the village where senior officers of the bank will participate.
  - (b) Hold a loan distribution camp in the village, where on the spot distribution will be ensured.
  - (c) Ensure a workshop where members of women self-help groups will be invited and asked to share their experiences.
  - (d) Be present in the local gram-sabha meeting and make a call to the people to avail banking facility.
12. A tribal Gram-Sabha has to hold its annual general meeting to select a scheme which could provide durable social assets favoured by the villagers.  
The Gram-Sabha will select:
- (a) A Community centre
  - (b) A Primary school
  - (c) A Panchayat Bhawan
  - (d) A Primary health centre
13. A municipal town has recently witnessed unprecedented traffic jam due to large scale encroachment on roads. People in general are facing a lot of difficulty on account of this problem. The SP of the District will :
- (a) Make a tough law against encroachment to send a clear message against the guilty.
  - (b) Appeal to the people to voluntarily remove the encroachments and after a few days get the encroachment removed by force as seen in other towns.
  - (c) Selectively identify some structures and remove them first using the police armed force.
  - (d) None of the above.
14. A lady is facing a problem of insurance claims when her husband has expired. She has approached a middle rank officer who insists that unless all papers are deposited, he may

not be able to send the claim proposal to his headquarters.

The officer is sympathetic and will.....

- (a) Send the insurance claims to headquarter with an understanding that other documents will be arranged before final payments.
  - (b) Refuse the lady and will insist that his hands are tied and he is not in a position to help her.
  - (c) Check up with headquarter if any relaxation is possible, and if so, follow the same route to help the woman.
  - (d) Call the lady and be convinced that there is no mala fide intention in the insurance claims and will sanction himself in anticipation of approval of headquarter.
15. A Civil Service aspirant is in a fix of choosing correct optional for his civil services main examination. The candidate has a science background and has a brilliant record. Apart from one science optional what should be his second optional?
- (a) He should opt for public administration because many candidates like him have scored well in the past.
  - (b) He should opt for sociology because it has a small syllabus and the candidate has been advised for this optional by his friends.
  - (c) He should opt for geography because the candidate has interest in it, though in recent years, candidates have not scored well in this optional.
  - (d) He should go for Pali because he has access to a good teacher, who has assured him that he will give guarantee that he will score well.

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1. A tenant is paying regular rent to house owner and is not vacating the house. The house owner is in problem and desires that the occupant vacates the house so that he gets a better rent by letting out to a new tenant. The house owner will.....
  - (a) Approach the local police station and request that his house should get vacated by force.
  - (b) Approach a civil court to get vacation order passed in his favour in three months time.
  - (c) Use the services of antisocial elements to get the house vacated.
  - (d) Wait for a period of one year because the tenant has informed him in writing that he will vacate the house till then.
2. A civil officer has to grant a license for a fair price shop in a rural area where a large number of people from weaker sections of society live. The officer desires that through fair price shop, food grains and other essential commodity should reach the most needy ones. He will.....
  - (a) Grant the license on the recommendation of the village headman who has assured proper distribution will be made by dealer.
  - (b) Grant the license to a woman self help group which is represented by every cross section of the village and is doing an excellent work for the last five years.
  - (c) Grant license on the recommendation of local supply official who has certified that the candidate has a good business experience and is a respectable person.
  - (d) Grant license to the brother of local MLA who has a humble past and belongs to schedule caste category.
3. A minister wants to take a policy decision of making the Govt schools functioning like public schools so that Govt schools could become centre of excellence. He will.....
  - (a) Make the management of schools autonomous, vesting enough powers in principals in matters of finances, administration, infrastructure, etc.
  - (b) Handover Govt Schools to private sector to run in their own way with some simple and minor obligations.
  - (c) Enforce discipline in administration, teaching, etc. and make target oriented approach in results.
  - (d) Adopt the policy of reward and punishment so that it could work as incentive and disincentive for principal, teachers, etc.
4. A senior railway official has noticed that there is abnormal rush of passengers on the occasion of marriage festival resulting into a mad rush on railway platforms. Sometime this rush has led to commotion on railway platforms and several people have died. He will.....

- (a) Ban the use of railway platform tickets so that except for passengers nobody else should come on railway platforms.
  - (b) Stop the sale of fruits and eatables by railway vendors to reduce the rush.
  - (c) Introduce the practice of departure of some of the trains from other stations to decongest the platforms.
  - (d) Allow the passengers to come to platforms only 30 minutes before departure of trains.
5. There is a reputed school in a rural area, where one seat is available for admission in class XI under sports quota. The school principal will allow this seat to be filled by....
- (a) A student who had represented his school in inter-school cricket tournament and the team had been adjudged first in the tournament.
  - (b) A student who is a good tennis player and has potential of being a state level player, however the school does not have a tennis court.
  - (c) A student who is an athlete and has come 1st in district level 100 meter race.
  - (d) A student who is an outstanding swimmer and if properly trained can definitely get a state level award.
6. A passport officer wants to take some measures that could reduce the difficulties of people in getting their passports. He should.....
- (a) Hold regular consultations with police officials so that delays in police verifications could be avoided.
  - (b) Outsource some of the functions like counter management, receptions, etc, while coordinating well with the police functionaries.
  - (c) Put some experienced people on the counters and coordinating well with the security officials.
  - (d) Depute some officials to oversee the processing of passport making while coordinating with police.
7. There is an office in a rural area where there is a huge rush of people regularly. The officer in-charge wants to take certain citizen-centric steps. He will....
- (a) Open a cafeteria where tea, coffee and some eatables are provided at reasonable prices.
  - (b) Construct a waiting hall where some basic facilities of drinking water and sanitation are available.
  - (c) Issue licenses to vendors with an understanding that they will sell the eatables and other things at cheaper rates.
  - (d) Take the help of local panchayat for having some comfortable arrangement for people, including waiting shed, drinking water and basic sanitation.
8. A senior police official wants to improve the traffic system in a town. He has already taken several steps including excellent automated signalling system. In addition, he should.....
- (a) Go for removal of encroachment on roads and to make roads wide enough.
  - (b) Take strict actions on illegal parking of vehicles, etc.
  - (c) Go for intensive checking of vehicles so that unauthorized vehicles could go off the roads.



- (d) Coordinate with transport officials to make public transport more convenient.
9. As per Article 243(A) of the Constitution, the Gram Sabha had been made an integral part of Panchayati Raj System. A state govt has taken a policy decision to strengthen the Gram Sabha by.....
- (a) Making it compulsory the Panchayat level functionaries to attend the Gram Sabha meetings.
  - (b) Wide publicity given to the 'Gram Sabha' with regard to place, date, time of holding the meeting.
  - (c) Priority list of beneficiaries prepared in the Gram Sabha should be read and should be generally approved by those present.
  - (d) Gram Sabha procedures should become transparent and generally acceptable.
10. A rural branch manager of a public sector bank wants to take good governance initiative in his branch by.....
- (a) Holding regular consultations with his account holders and taking suitable measures based on consultations.
  - (b) Upgrading the banking facilities by taking help of IT.
  - (c) Providing easy credit facilities by relaxing some of the banking regulations.
  - (d) Delegating most of his functions to fellow officers so that he could get enough time to interact with the customers.
11. A remote village has scarcity of safe water supply. As a short term measure, a departmental officer should.....
- (a) Educate the people to make them aware of the importance of safe drinking water.
  - (b) Use local technology, including use of alum for purification of surface water before it is pumped for use.
  - (c) Insist that villagers should boil the water before they use it for drinking purposes.
  - (d) Advise the villagers to purchase packed safe drinking water which is available in the local village market.
12. A city is a badly polluted place. A forest department official has decided upon to make the city green in next 10 years. He will....
- (a) Use his power to impose a complete ban on the cutting of trees and branches.
  - (b) Go for plantations and maintenance with the help of manpower available with him.
  - (c) Take help of some of the NGOs in massive plantations and maintenance.
  - (d) Coordinate with local municipal authorities, including elected one to increase forest cover.
13. A state govt wants to make the decision making and problem solving process more transparent and accountable. It will.....
- (a) Bring a 'Right to Service Act' into practice by allowing as many services as possible under its ambit.
  - (b) Fix time limit for every decision to be taken and solution to problems failing which suitable action will follow.

- (c) Use and comply the provisions of Right to Information Act 2005 in letter and spirit.
  - (d) Outsource majority of functions of govt leaving only maintenance of law and order and coordination with it.
14. A D.M. has visited a dalit family which has lost 50% of the members and only small children are left behind. Thus has happened because some anti-social elements have assassinated most of the family members. The officer will console the bereaved family by .....
- (a) Telling that, guilty will be identified and will meet exemplary punishment. Govt. will also compensate the family adequately.
  - (b) Assuring the children that they should not feel insecure because administration has decided to take care and also to ensure that accused are brought to justice.
  - (c) Declaring that law enforcement agencies are competent enough to teach a lesson to criminals and also provide safety cover to children.
  - (d) Calling upon the village people to unite against criminal elements and also to see that children are well taken care of.
15. On the eve of the general election, the Election Commission's spokesperson while addressing the media, will make it clear that .....
- (a) Commission will ensure free and fair election and voters must exercise their franchise freely and fearlessly.
  - (b) Political parties should observe model code of conduct and any violation will be seriously viewed.
  - (c) Commission with the active cooperation of centre and state govts. has made all arrangement to stop misuse of muscle and money power in the election.
  - (d) Officials connected with election related work have been directed to be fair and neutral during election process.

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## PRACTICE PAPER - 11

1. A criminal is fleeing after committing a crime and is in face to face with a young student. The student will .....
  - (a) Ask the criminal to stop fleeing which he will ensure that he is caught and handed over to police.
  - (b) Shout for helping him in apprehending the criminal and will apprehend the moment he gets the help.
  - (c) Follow the criminal to some distance and will wait till law enforcement agencies reach so as to guide them to right destination.
  - (d) Put some obstacle in his path so that he could fall down and could be easily apprehended.
2. Some members of ruling party have entered into a govt. office, destroyed some of the records and manhandled some of the workforce. The officer in-charge of the office wants to make a report to his senior officer. He will .....
  - (a) Give a full account of the incident and will request his senior officer to take up the matter at the highest level.
  - (b) Report about the incident. However, he is in the process of knowing the full facts that led to this ugly incident.
  - (c) Tell his senior officer that he is in the process of rapprochement between members of ruling party and his employees and will ensure that matter is resolved.
  - (d) Give a description of the incident enclosing a copy of FIR which he has lodged with the local P.S. He will request the senior officer to take up issue at the highest level.
3. Some criminal elements having support of ruling party seek certain concession from a Thana level police officer. The officer concerned makes an informal reference to Distt Police Chief. The police chief will .....
  - (a) Advise the officer to work fearlessly and should not worry for consequences.
  - (b) Tell the officer to accommodate the feelings of the criminals because they have support of ruling party.
  - (c) Advise the officer to handover the case to another officer so as to get rid of the problem.
  - (d) Informally take into confidence some local press people and request them expose the ruling party people to make them defensive.
4. In an interview board, one of the members makes a point on which the candidate is not in agreement. The candidate will .....
  - (a) Agree to what the members says and will express thanks for enriching his knowledge.
  - (b) Be in disagreement till the end by using his body language.

- (c) Tell him that what he considers is absolutely right. However the view of member may also be correct.
- (d) Describe why he is right. However he is not convinced with the facts brought before him.
5. Four friends are having a group discussion on some political issue. Three are actively participating in the discussion while fourth one is not getting an opportunity to express his point of view. He will .....
- (a) Tell his three friends in a loud voice that it is unfair on their part not to listen to his point of view.
- (b) Make his point by thumping of desk and telling that he will not take more than two minutes to make his stand clear.
- (c) Change his posture to attract the attention of other three and to tell that he will be very brief in his submission.
- (d) Threaten to withdraw from discussion if he is not being provided the opportunity to make his point clear.
6. There had been several fatal accidents on a particular railway route which has shattered the confidence of the passengers on the route. As a confidence building measure, the railway will .....
- (a) Make a newspaper advertisement to tell that they have taken adequate safety measures and passengers need not worry.
- (b) Discontinue movements of trains for few days on that route and will enquire into the matter that has led into accidents.
- (c) Invite suggestions from passengers and implement those where there is no operational problems.
- (d) Make a detailed enquiry and punish those who are responsible for accidents and assure the passengers for better safety.
7. In a football match a team is trailing by 4 goal over its rivals. In the breather, the captain will .....
- (a) Blame some of the players, due to whom rivals team could succeed. However, they should correct themselves to come out victorious.
- (b) Consult the team members, to prepare a new strategy of playing attacking football so that rival team could be out played.
- (c) Take up the responsibility of failure on himself and call upon his teammates to cooperate with him in this hour of crisis.
- (d) Replace certain players, will prefer playing attacking football and ask his teammates to go for a decisive charge on the opponent.
8. Under your leadership a team has been constituted to raid a residential premise for a possible tax evasion. As a precautionary measure, you will .....
- (a) Give a free hand to your colleagues to search and seize whatever incriminating they find.
- (b) Ask the team members to be extremely polite with the people occupying the residential premises and seek their cooperation in scrutinising the records and articles.

- (c) Make your team members understand that they should ensure the dignity of the people occupying residential premises and seek their assistance in scrutinising the records and articles.
  - (d) Brief your team members to take utmost precautions so that allegations may not be levelled against the raiding party and take into confidence the occupants before scrutinising records and articles.
9. A custom officer has been posted on a busy airport and has been entrusted with the responsibility of giving custom clearance. Your team consists of 4 people with whom you want to distribute the work. You will .....
- (a) Change the work of your team members every day confining yourself with the work of supervision.
  - (b) Allot some work to yourself leaving other major work to be divided on the basis of seniority.
  - (c) Keep with yourself supervision and grievance redressal dividing other work on the basis of integrity.
  - (d) Retain with yourself supervision and grievance redressal, dividing other work on the basis of confidence.
10. There is a Chief Executive officer who wants to delegate some of his financial powers to his subordinates. He has confidence in 4 people to whom he wants to delegate. He will .....
- (a) Delegate to the person in favour of whom, he has got a document which suggests that he is very sound in financial matters.
  - (b) Delegate to the person who has a Master's degree in Financial Management which no other person have.
  - (c) Delegate to the person who is seniormost among the four.
  - (d) Delegate to the person who is of unquestionable integrity.
11. A senior civil officer is on the tour and has been compelled to make a night halt in a remote rural area. He will .....
- (a) Prefer to make a night halt in an abandoned school building.
  - (b) Prefer to stay in the house of the local village headman on payment.
  - (c) Prefer to stay in the house of a contractor on payment.
  - (d) Prefer to stay in the vehicle itself parked in some convenient place.
12. A police party is on a regular patrolling duty and notice that son of a very senior police official is openly misbehaving on the road with people. He is in a drunken state. The police party will .....
- (a) Immediately arrest the young man and institute a case against him.
  - (b) Inform the senior police officer to take care otherwise he might land into problem.
  - (c) Ignore the matter and will try to escape as if the patrolling party has not seen the young person.
  - (d) Detain him till the senior police officer arrives and guide the patrolling party what to do.

13. There is a long queue of people waiting to meet a civil servant. There is an adverse weather condition and it may take a whole day to dispose off the people. The officer should .....
- (a) Meet only with senior citizens and women and call some other senior officers to meet the rest and dispose off.
  - (b) Ask his senior officers to screen some cases which should be disposed off by him only and rest of the cases could be looked by them.
  - (c) Meet those people who are from for flung areas and other people could meet with designated senior officers.
  - (d) Meet with few people who have come quite early on first come first serve basis and rest could meet the designated senior officers.
14. There is a delegation of freedom fighters who have come to meet the D.M. to impress upon that they be allowed to meet the PM who is about to reach the district in the next two hours. The stay of PM is very short in the distt. The DM. will .....
- (a) Request the delegation to prepare a memorandum and allow one person to meet PM with the memorandum.
  - (b) Take the memorandum with him and handover it to PM and also explaining him that freedom fighters wanted to meet him.
  - (c) Take the memorandum and handover to PS to PM with a request that contents of memorandum should be brought into notice of PM.
  - (d) Refuse the freedom fighters that due to pre-engagement of PM it is not possible to accommodate then and he feels sorry for this.
15. A municipal authority wants to see that all outstanding municipal dues are paid by the people by the end of current financial year. He wants to make an appeal to the people. He will .....
- (a) Impress upon the people to clear their outstanding dues otherwise they will have to bear additional penalty.
  - (b) Tell them that it is in their own interest to clear the dues by stipulated dates otherwise municipal authorities will collect due by making survey of the holding.
  - (c) Request them to clear the dues by the date fixed which will enable the municipal authority to provide better municipal services.
  - (d) Warn the people that they should be ready for penal action, including attachment of their properties if they do not clear the dues, within time.



## PRACTICE PAPER - 12

1. A Gram Sabha has noticed that people from weaker section of society do not like to attend and participate in biannual meetings as they feel marginalised and neglected. It will .....
  - (a) Make a general announcement on the eve of the meeting to members of weaker section of society to attend the meeting and bring out their grievances.
  - (b) Convene a special meeting of Gram Sabha with a role agenda of matters relating to weaker section of society.
  - (c) Get some of the decisions implemented which concern the life of weaker sections of society and are pending since long.
  - (d) Wait and see that with the passage of time, participation and attendance in the Gram Sabha meeting is increasing.
2. A senior postal dept. official has visited a remote village and wants to explain the benefits and importance of small savings. He will .....
  - (a) Tell the villagers that money deposited in small savings will be utilised for socio economic development of the people.
  - (b) Cite some of the success stories from the village itself that have brought out dramatic change in economic position of the concerned families.
  - (c) the services of women Self Help Group, who have brought out a positive change in the life of many families by making use of small savings.
  - (d) Use the services of village Panchayat which has got good number of elected and non-elected members and who are well convinced of the benefits of small savings.
3. There had been a big daylight dacoity in a town and one of the dacoits while fleeing has been caught by the police and has been in Thana lockup. A strong crowd of 10,000 (Ten Thousand) people have surrounded the police station and is demanding that dacoit be handed over to them. Distt police chief reaches the police station to defuse the situation. He will .....
  - (a) Make an announcement that he can allow 5 people to come near the lock up and interrogate the criminal on the condition that rest of the people will disperse peacefully.
  - (b) Announce that people should vacate the Thane premises failing which they will be dispersed with the help of police force.
  - (c) Declare that he is making a special investigating team of 3 police officers who will ensure that criminals are brought to justice.
  - (d) Tell the crowd that after hearing the incident he has visited the place of occurrence and has himself come for the specific purpose of ensuring that guilty are brought to justice.
4. A VIP ruling party leader has landed into a Jail and is insisting upon the Jail administration that he should be provided with some of the amenities for which he is not legally entitled. The officer in-charge of the Jail will .....

- (a) Request the VIP to strictly go by the rules which do not provide any special treatment.
  - (b) Advise the VIP to approach the competent court for any special treatment and he will be happy to comply.
  - (c) Tell the VIP that it is beyond his power to provide extra facilities and that he could contact his senior officer for any concession.
  - (d) Convince that if Jail administration give any concession to him, others will also ask for the same and it will be a huge embarrassment for the ruling party government.
5. In a Chief Minister's press conference, pressmen are asking about the specific measures, the govt. contemplates to improve law and order which has deteriorated beyond imagination. The Chief Minister will .....
- (a) Tell the pressmen that it will not be fair to divulge the details at this stage but they should expect some good results in near future.
  - (b) Announce that he has already setup a committee of senior civil and police officials to suggest the ways and means for improvement of law and order.
  - (c) Declare that he has already given a free hand to law enforcement agency to deal with anti social and criminal elements firmly and fearlessly.
  - (d) Assure that police and civil administration has been told to deal firmly with the criminals whether they are having support from ruling or opposition parties.
6. A civil officer while on tour to a village having a sizeable population of dalits wants to make the people aware not to go for child marriage. He will .....
- (a) Tell the dalits that marrying the male and female child before they attain the age of 21 yrs and 18 yrs has been made illegal.
  - (b) Advise them that going for child marriage will increase the population and it will also lead towards poverty.
  - (c) Give certain examples from the village itself where late marriages have brought prosperity in the some families.
  - (d) Warn them recently govt. has taken decision that those who will go for child marriage will forfeit every right of govt. assistance.
7. There is a village which has been badly influenced by Naxalite ideology. During tour of rural area, a senior police officer will .....
- (a) Tell the villagers that they are poor people and they should keep a distance from Naxalites, otherwise they too will become targets of police.
  - (b) Remind them that in Naxalite violence, it is the innocent who have suffered and as such they should keep away from the controversy.
  - (c) Warn them that they will not be able to challenge the authority and power of the state and it is high time they should distance themselves.
  - (d) Advise that nowhere in the country, naxalism has succeeded and as such they should not support it.
8. At the time of general, election opposition parties are leveling allegations against an officer that he is acting as an agent of ruling party. Election Commission has directed a senior officer to hold an enquiry. The enquiring officer will .....



- (a) Ask from the concerned officer if he has done anything that could help ruling party to win the election.
  - (b) Ask from representatives of political parties what their allegation is and ask the concerned officer to furnish his comments.
  - (c) Take help of observers of Election Commission to know about the truth of the allegations on these feedbacks.
  - (d) Call the intelligence people to know about the truth of the allegations and make his report based upon these information.
9. In a Panchayat level meeting, some members keep on disturbing the proceedings. The head of the Panchayat will .....
- (a) Ask the members to bring their points before the house for a wider debate and thereafter be ready for a voting.
  - (b) Tell his supporters to make a suitable reply by counter shouting.
  - (c) Direct the members to leave the house if they continue to disturb the meeting.
  - (d) Adjourn the meeting for another date and meanwhile continue to settle the issue by informal consultation.
10. A boy of 12 years who is very sincere and laborious has scored very poorly in his annual school examination. He is demoralised and is not in a position to explain the reasons. His guardians will .....
- (a) Appreciate his sincere efforts and assure him that he will succeed in next examination.
  - (b) Tell him that they are confident that their son will do very well in his next examination.
  - (c) Call his friends and show their faith and confidence in their son, fully assuring him that he will do extremely well in his next examination.
  - (d) Meet his teachers and tell them that they are satisfied with the efforts of his son and they are hopeful that he will do very well in his next examination.
11. There is a Mela in which approximately 1 lac people have assembled. Suddenly there is a commotion because an elephant has gone unruly and out of control. A police officer in-charge of maintaining security and law and order will .....
- (a) Go to the public address system appealing to the people that they should not go in panic because elephant will be soon tamed.
  - (b) Make a fire in the air to tame the elephant and ask the people to run for cover.
  - (c) Shout at the person who is incharge of the elephant to control otherwise be ready for the consequence.
  - (d) Arrange for few camels to encircle the elephant and tell the people to maintain peace and calm.
12. There is an urban market where a daylight dacoity is going on accompanied by firing. There is a nursery school very close to the building where firing is going on. The children are scared. The principal will .....
- (a) Close the main gate of school and individual class rooms and will ask teachers to ensure safety and security of children.
  - (b) Close the main gate and ask children to assemble in the central hall so that children feel more secured.

- (c) Close the main gate and ask the children to lie down on the ground so that they could not be hit by a flying bullet.
- (d) Close the main gate and ask the elder ones to take care of the younger ones and display the right spirit.
13. Education minister of a state has to address teachers on the occasion of 'Teachers Day'. He will .....
- (a) Remind the teachers that they had a glorious past and they should continue to maintain the tradition.
- (b) Express his anxiety over the falling standard of 'values' in youths and urge the teachers to dedicate themselves to restore it.
- (c) Request the teachers to upgrade and update their knowledge to maintain their relevance in 21st century.
- (d) Say that, teaching is a noble profession as such they should ensure that it continue to receive respect from every cross section of the society.
14. An old poor widow has approached a senior civil officer with a complaint that his two sons have expelled her from the house and she does not have a place to live in. The civil officer will .....
- (a) Contact an NGO to tell her part of the story and request that her case be pursued and her rehabilitation ensured.
- (b) Tell the old lady to give her complaint in writing, thereafter assuring her that he will get the matter enquired and follow up action taken.
- (c) Depute an officer to accompany the lady and instruct the officer to tell her two sons that if they did not permit her entry, there will be serious consequences.
- (d) Ask a lawyer to take up her case with a request that he will not charge any fee from the lady.
15. In a revenue officer's court there is a case pending for the last 6 years. The petitioner, who is a poor man from a remote village is fed up with the repeated adjournments. He has lost his patience in the court and starts crying. The officer will .....
- (a) Tell him that he is sympathetic to him but his hands are tied and he cannot shorten the process.
- (b) Tell the opposite party that on the next day he will decide the case and may not permit any further adjournment.
- (c) Tell the petitioner to enter into a settlement with the opposite party and withdraw the case.
- (d) Assure the petitioner that he has a strong case and should have patience if he wants a favourable order.



1. There is a serious flood in a district because of a breach in the river embankment. The people have caught hold of the site engineer whom they think is responsible for the breach. The engineer will .....
  - (a) Tell the people with folded hands that he is not responsible. In fact, the contractor has used substandard material that has resulted into the breach.
  - (b) Make the people understand that it is unprecedented flood because in the past 10 years the level of river has never risen so high and let us work together to mitigate the sufferings of the people.
  - (c) Convince the people that there is a fundamental fault with the design of the embankment that has led into the breach.
  - (d) Blame his senior officers that they have failed to make available necessary resources due to which he could not carry out necessary repair and maintenance work.
2. In a general election, corruption has become a major agenda where opposition parties are making it a poll issue. The opposition parties will .....
  - (a) Call upon the people to defeat the ruling party because it is absolutely neck-deep in corruption.
  - (b) Make a call to vote against the ruling party because it is indulged in various corrupt practices and financial scams.
  - (c) Tell the people that if this corrupt govt. is again brought into power, it will make people's life hell and as such people should go for alternative.
  - (d) Address joint rallies against ruling party exposing its corrupt practices and promising to provide a clean government.
3. A group of people have jammed the National Highway protesting against the killing of a boy by a speeding truck in a district town. The people are demanding immediate arrest of the truck driver who is absconding after the incident and payment of a huge compensation to the victim's family. The DM of the district should- - -
  - (a) Depute a senior officer along with sufficient police force to make people understand that what they are doing is illegal and if they will not remove the jam, the administration will have no option but to take legal course of action, including using force.
  - (b) Ask the local sub-divisional magistrate to visit the place of occurrence along with the necessary police force and to announce ex-gratia payment of Rs 5000=00. The SDM will also announce that necessary follow up action is being taken to apprehend the driver and the truck.
  - (c) Seek instructions from state govt. and in the mean time should visit the spot along with a senior police official and assure the crowd that he has already sought instructions from govt. regarding extent of compensation.
  - (d) Ask the police to use force to remove the jam so that traffic may become normal.

4. An old man goes to a Police station with a complaint that after repeated notices the tenants are not vacating his premises. As the SHO what first action you would take?
  - (a) Suggest the old man to talk to the tenants and try to come to a compromise.
  - (b) Express your inability in the matter and advise the old man that he should approach the appropriate authority/court for redressal.
  - (c) Advise him to approach a property dealer for appropriate action.
  - (d) Send a police team to get the premises vacated as the owner is an old man.
5. A group of people have approached the District Excise Supdt. with a complaint that the local liquor shop in their region is a source of nuisance, in the sense that it has become a meeting point of several anti-social elements and hence should be removed from the area. Excise Supdt. will.....
  - (a) Get a written complaint from the people and forward it to local P.S. for appropriate action.
  - (b) Seek a show cause from shop owner why action should not be taken against him.
  - (c) Depute a Subordinate excise official to investigate the matter.
  - (d) Advise the people to live in peace with people whom they are calling anti-social elements.
6. A group of farmers with a representation visits the office of the Director (Animal Husbandry) with a complaint that despite repeated requests their area is not visited by the Veterinary doctors for conducting health survey of the animals. As a Director what action you will take-
  - (a) Forward their representation to Distt. Animal Husbandry officer with a direction that suitable necessary action be taken and a report be sent to him.
  - (b) Depute a set of veterinary doctors from the headquarters to have health survey done.
  - (c) Ask the people to approach the Distt. Animal husbandry officer and tell their problem.
  - (d) Tell the people that they should wait, because survey is time taking and veterinary doctors will definitely do their job.
7. A person calls up the Police headquarters asking for police protection under an apprehension that a local goon who has threatened him for his life may cause damage to him and his family. Deputy Commissioner of Police in-charge of that area should....
  - (a) Talk to the goon and threaten him of the dire consequences in case he dares to touch the person or his family.
  - (b) Immediately send two Police constables to the person's residence for his protection.
  - (c) Forward his message to the concerned police station to take appropriate action in accordance with law.
  - (d) Ask the person to lodge a complaint against the goons in the concerned P.S.
8. There is a primary school in a remote village operating from a single room in which about 120 children are enrolled. The school has two teachers. What will be the best way to run it smoothly and efficiently
  - (a) Children have to be called on alternate days.
  - (b) The school has to function in two shifts, morning and the afternoon shift.

- (c) Additional space of a private house located next to the school should be utilized, if it is available rent free.
  - (d) Classes should be held under a tree located in the school premises.
9. In a small town a temple and a mosque are located side by side. At the time of namaz bells of the temple start ringing and when the time of prayer comes in the temple people start performing namaz by sitting on the road. Because of this sometimes the road is blocked. Due to this, bitterness among the two communities increases and problems of law and order arise. In this case what should be done by a civil officer?
- (a) Entry into the temple and the mosque should be banned.
  - (b) Five key persons of both the communities should be detained and both sides should be compelled to reach an agreement.
  - (c) The Muslim community should be prevented from performing namaz on the road.
  - (d) The Hindus should be prevented from ringing the bell at the time of namaz.
10. The staff of the Municipal Corporation are on strike since one month because of arrears of pay. Due to this city's cleanliness system is adversely affected. What should the chief executive of the corporation do?
- (a) Undertake cleanliness drive employing temporary workers immediately.
  - (b) Try to break the strike by creating rift among employees of the corporation.
  - (c) Take the course of repressive action by suspending leaders who are indulging in strike.
  - (d) Guidelines should be sought from the State Government to deal with the situation.
11. The State Government has to take a policy decision to overcome corruption. Under this action relating to the attachment of the property of corrupt government servants has to be taken. On this matter of policy decision how a senior civil servant should advise the govt.
- (a) Drastic action should be recommended to make a law under which illegal property should be attached without trial because precious time is lost in the process of trial and public servants remain unpunished.
  - (b) Advise for making strict laws under which there is a system of trial before people's court, and people and civil society take decision together.
  - (c) Without delay enacting an ordinance to attach illegal property and making a system of Lok-Adalat under which cases should be decided within six months.
  - (d) By enacting special laws which should have the approval of the President in which hearing the cases should be made promptly and for quick decision special courts should be established.
12. People have to face many difficulties in transport department in the process of taking their driving license. It takes a lot of their time and they have to take the help of middlemen also. What option should be selected by a transport officer for simplification of this process?
- (a) Online service should be started by computerization of the whole system so that people have no difficulty.
  - (b) After submitting the application a certain period should be fixed by which date license must be issued.
  - (c) After submitting application a certain period should be fixed by which date decision must be taken regarding grant of license.

- (d) On the very day of submitting the application, license should be issued.
13. You are working as civilian officer in a Distt. where there is a land dispute before you. Local M.P. makes a telephonic request to solve the dispute in a particular way. You will...
- (a) Consult your subordinate officers and try to accommodate the views of the M.P. while resolving the dispute.
  - (b) Go strictly by merit of dispute and try to make an order which could make the local M.P. angry.
  - (c) Try to make the M.P. understand that he should not get himself involved in the sub-judice matters, and resolve the issue on merit.
  - (d) Report the conduct of M.P. to your Senior Officer and solicit his advice.
14. You are working in central secretariat at a relatively junior position. You have to process a matter that may go up to the Minister of the deptt. The P.S. to Minister tells you to deal the subject in a particular way. You will.....
- (a) Ignore the views of Private Secretary and bring the entire matter on records without fear or favour.
  - (b) Meet the Senior Officer, narrate the incident and go by his advice.
  - (c) Mention in the official records what the P.S. has told but going strictly by the rules and procedures.
  - (d) Accommodate the views of P.S. and in bargain win the confidence of the Minister.
15. You are head of a law enforcement work in a subdivision. Under your jurisdiction it is alleged that a Police constable has beaten a student, upon which the students are agitated and have come to meet you in a delegation before resorting to some violent protest. You will.....
- (a) Assure them that you will send a report to Distt Police Chief for taking stern action against police constable.
  - (b) Assure the delegation that you will look and enquire the matter personally and that they should again come after three days to know the outcome.
  - (c) Tell the delegation that Police constable must have taken some strict action, which has been construed as beating. However you will look into the matter on priority and students need not resort to violent protests.
  - (d) Tell the delegation that you are aware of the facts and the contention of students is baseless and they should go to their respective institutions, or otherwise strict action will be taken.



## PRACTICE PAPER - 14

1. You are head of an office which consists of good number of workforce. You have decided to make your subordinates understand the importance of honesty. You will....
  - (a) Set high standard of yourself and tell your subordinates to follow.
  - (b) You will tell them some of the success stories prevalent in similar organizations where officers have resorted to the practice of honesty.
  - (c) Bring into their notice the problems people are facing because of the rampant corruption prevalent in the organization.
  - (d) While displaying high personal standards, you will convince the subordinates to start best practices that could reduce corruption.
2. You have instructed your subordinate to prepare an office order for bringing economy in office expenditure. He has prepared four sets of office orders and wants you to select one. You will....
  - (a) Select one that gives emphasis to prevent wasteful expenditure.
  - (b) Select one which emphasises upon austerity measures in procurement.
  - (c) Select one which emphasises that expenditure on tour and travels should be reduced to the bare minimum.
  - (d) Select one which emphasises that utmost economy should be exercised and weekly progress reviewed.
3. There is a serious communal disturbance leading to burning of shops of the two rival communities in a Distt town. The civil administration in consultation with local police has imposed curfew in the town. In order to make restrictions effective police must:
  - (a) make loud announcements to advise people to remain indoors.
  - (b) make indiscriminate arrests of those who violate curfew restrictions.
  - (c) make lathicharge on those who come out in open during curfew hours.
  - (d) call a meeting of the rival communities and advise them to respect curfew restrictions.
4. There is a general problem among people in a municipal town about difficulty in getting water supply connection. A senior municipal authority has decided to streamline the process so that people could get connection easily. He will:
  - (a) Study the process carefully and make the process simple and ensure time bound disposal.
  - (b) Form a committee of people's representatives and municipal employees for quick disposal.
  - (c) Delegate the power to ensure decentralisation of decision making process.
  - (d) Take action against some of the employees who keep the work pending with them.

5. A Gram Panchayat has decided to sanction 10 hand pumps to most poor people in a particular village. In order to select suitable sites, the local Gram Sabha:
  - (a) should delegate the work of identification to 5 village elders.
  - (b) should go by process of first come-first serve.
  - (c) should call a special meeting for the purpose and decide.
  - (d) should go by earlier selected sites decided by Gram Sabha in which village panchayat members and officials were also present.
6. In a remote village PDS is full of Corruption and villagers are not getting their due quota of food grains, kerosene oil, etc. They have decided to make use of RTI. They should:
  - (a) File a RTI petition to local gram Panchayat asking about the details of the particulars of the PDS shop.
  - (b) Ask from Area Supply Officer through RTI what is the allotted quota and who has lifted their quota.
  - (c) Ask from concerned PDS dealer why he has not suo motu declared all the relevant details.
  - (d) Tell village headman to enquire from civil supply officer why the allotted quota is not made available.
7. An old person was knocked down by a speeding vehicle. The nearby people got assembled. They wanted to help the injured. They should:
  - (a) Carry him to nearest Police station and should ask for registration of a case and treatment of the injury.
  - (b) Run after the speeding vehicle to catch it and ask the driver to compensate.
  - (c) Rush the injured person to nearby medical shop and ask the owner to help him with some medicines.
  - (d) Rush the injured to nearest govt hospital and request the doctor to take appropriate necessary steps.
8. In an urban area members of RWA have noticed that there is a rampant power theft by some small scale industries with the active connivance of some junior level officials of electricity board. RWA should:
  - (a) Meet the people who are running industries and tell them that they are indulging in unlawful acts.
  - (b) Tell the junior officials of electricity board that if they continue to connive RWA will be left with no alternative except to take legal course of action.
  - (c) File a case in the local Thana alleging the involvement of officials and industry people.
  - (d) Meet the local MLA and tell him that he should take up the matter at the highest level so that govt. should not be put to loss.
9. There is a huge arrear of taxes in a municipal body. The Chief Executive Officer has decided to realize substantial amount lying with the tax payers. He will:
  - (a) Prepare a list of 100 big defaulters and will concentrate on them, including taking some coercive measures.



- (b) Make a general appeal for depositing the municipal dues. Better collection will help him to provide better municipal services.
  - (c) Tell the Ward Commissioners to make the people understand that without adequate financial resources, it will not be possible to provide better services.
  - (d) Call a meeting of collecting agencies and fix up weekly targets for each collecting agency.
10. In course of review a Gram Panchayat has noticed that there is poor response of enrollment in the local primary school. Drop out percentage is also substantial. Gram Panchayat will:
- (a) Call a meeting of school teachers and tell them that whereas enrollment has to be promoted, drop out should be reduced.
  - (b) Call a meeting of guardians and request them to send their children to school regularly and should not discontinue the children education.
  - (c) Supervise and monitor Midday meal scheme and attendance of teachers, including quality of their teaching.
  - (d) Impose penalty on those children who are absent from their school.
11. There is a general election and a particular distt is prone to election related irregularities and poll violence. The D.M. has issued 'shoot at sight' Orders in cases where poll related violence is a regular feature. The police party should:
- (a) Fire indiscriminately when they see that two rival groups are in a stage of show of strength.
  - (b) Call a meeting of rival groups and tell them formally that they will be fired upon if they take law into their hands.
  - (c) Before making any effective firing, few shots should be fired in the air so that rival groups run for cover.
  - (d) Measured firing could be made, hitting below the waist, to disperse the two rival groups.
12. A local gram Panchayat has taken a decision to start development work under NREGA which has a potential of large employment opportunity and the created asset will enhance village economy. The scheme should be:
- (a) A village road which will improve transportation.
  - (b) A social forestry scheme which will provide fuel, fodder and fruit to villages.
  - (c) Digging a pond which will be useful for irrigation and other purposes.
  - (d) Primary school, which will improve education of children.
13. You are working in Railways and have got a discretionary quota of a Railway berth. You will.....
- (a) Allot it to a defence personnel who has to report to his headquarters.
  - (b) Allot it to a childhood friend who has approached you with a very high hope.
  - (c) Allot it to a foreigner who has come from a friendly country.
  - (d) Allot it to a disabled person.

14. You have to decide about the sanction of a road that could benefit the needy most. You will.....
- (a) Sanction the road that will facilitate the aged to approach the primary health centre.
  - (b) Sanction the road that will facilitate the children to approach their schools.
  - (c) Sanction the road that will facilitate transportation of vegetables to the nearby market.
  - (d) Sanction the road that will take care of security needs of the village.
15. National Commission for Women inspects a jail where women are kept as prisoners. The Commission can direct jail authorities to.....
- (a) Shift women prisoners from one jail to another jail.
  - (b) Take up a case with concerned court and ask for some specific relief.
  - (c) Change a guard and depute a particular guard to look after the security of the prisoners.
  - (d) Allow the daughter (10 yrs old) of the prisoner to live with her mother.
- ❖❖❖

## PRACTICE PAPER - 15

1. You are working in vigilance department and are entrusted with the work of investigation of cases. Your controlling officer has entrusted you with a responsibility of making an enquiry against a senior politician who is a member of the ruling party and occupies a key position in the government. You will:
  - (a) Make a surprise visit to his residence and ask him to explain the points in the complaint.
  - (b) Issue a date and time on which, the Minister will get himself available for interrogation.
  - (c) Request the competent authority to allow you to get the minister interrogated.
  - (d) Meet Private Secretary to the Minister and show the necessary papers regarding enquiry.
2. A poor man approaches you with a request that his son is seriously ill and he does not have money to treat him. He belongs to a remote village and is a member of 'Dalit' class. You are a senior officer working with the district administration. You will:
  - (a) Endorse his application to concerned medical official for a favourable consideration.
  - (b) Ask him to approach the civil surgeon of the district for consideration.
  - (c) Provide him with some money from your pocket considering his case.
  - (d) Ignore the request telling him that you are not a doctor.
3. A civil servant has a poor salary structure in comparison to private sector. Even then, a good number of promising youth prefer to work in government. You are a very talented person and working in a fairly reasonably high position in the private sector. What could be your reason of joining civil services?
  - (a) Civil Services offer power due to which people around respect and obey.
  - (b) Civil Services provide you job-satisfaction while private services do not.
  - (c) It was a childhood dream of joining the civil services.
  - (d) Civil Services are more challenging with authority to deliver.
4. You have gone to a local restaurant for a dinner along with your wife. It is very crowded and with great difficulty you could get a proper seat. You are a senior police officer and expect special favour from hotel management. After a long wait dinner was served which was not as per your expectations. You will:
  - (a) Eat whatever you like and leave the restaurant because still a good number of people are waiting for accommodation.
  - (b) Call the owner and rebuke him why hotel management has neglected you.
  - (c) Not pay the bill because it is a usual custom.
  - (d) Make an oral complaint to seniormost person of hotel management.

5. A polling official wants a better polling percentage on his polling booth. What extra personal efforts he should make?
  - (a) Call a meeting of important voters and solicit their cooperation.
  - (b) Tell representatives of all candidates to facilitate better polling percentage.
  - (c) Ensure that security arrangements are visible and voter friendly steps have been taken.
  - (d) Ensure that separate lines for male and female voters are made and adequate arrangement for drinking water is made at the polling station.
6. After assuming charge of a district, the top most priority of a civil servant in a district should be:
  - (a) Looking into and disposal of public grievances.
  - (b) Taking action against corruption related issues.
  - (c) Enforcing discipline and attendance in the offices.
  - (d) Touring the whole district to inspect developmental schemes.
7. For a civil servant to brief the Chief Minister about the flood situation in particular district, what is important?
  - (a) He should apprise the CM about the history of floods in a particular district and the present state of affairs.
  - (b) He should tell the CM how many people have been affected and what measures have been adopted to fight the floods.
  - (c) Apart from what actions have been taken, what extra steps are required should also be conveyed to the CM.
  - (d) He should tell the CM what has been the number of casualties and how much extra money is required.
8. In order to have a better public transport system in a town, a municipal commissioner has taken upon himself the role of coordinating the various activities. He should:
  - (a) Allow the bus operators, taxi drivers and auto drivers to have a meeting among them and decide the various routes of their operations and fares.
  - (b) Decide the various routes/fares for buses, taxis and autos and ask the public to strictly follow them.
  - (c) Call a meeting of public representatives and transport operators and facilitate the agreement.
  - (d) Form a committee of public and representatives of transport operators which should not only decide and oversee present routes/fares but also look into future problems.
9. A rural family has to be rehabilitated as close as possible to the place of displacement because of compulsory land acquisition. The family should be allotted a homestead land:
  - (a) Near to the agricultural land for running the livelihood of the family.
  - (b) Near a shop owned by Gram Panchayat.
  - (c) Near a shopping complex.
  - (d) Near a village pond.

10. In case of en-masse resettlement, some basic amenities and infrastructural facilities should be provided to the new settlers. Of the following which is the most important infrastructure to be provided?
- (a) Health centre, as appropriate, should be established.
  - (b) A reasonable number of fair price shops should be set up.
  - (c) Community hall should be set up.
  - (d) Appropriate seed-cum-fertilizer stores should be set up.
11. There was a poor and backward region in a state comprising of four districts. The region was mostly dependent on agriculture. Farmers had a very poor holding and the region was densely populated. State govt asked a proposal from four districts for removal of poverty and unemployment. The four District Magistrates sent the following proposals. Which is the most appropriate?
- (a) First proposal was regarding industrialisation of district by opening of a couple of industries for removing poverty and creating employment.
  - (b) Second proposal was regarding opening up of an employment exchange to register unemployed youth.
  - (c) Third proposal was regarding opening of agro business activities along with food processing units.
  - (d) Fourth proposal was regarding consolidation of land so that small land holding could be converted into bigger ones.
12. You are a senior municipal authority in charge of a municipal corporation where a good number of foreign tourists come. Your city has good number of beggars who give a very bad name to your city and the tourists also get disturbed by the activities of beggars. You will....
- (a) Make a rehabilitation plan and shift all the beggars to a far distant place.
  - (b) Select some of the beggars who are quite young and talented and provide them with skill to help them get self employed.
  - (c) With the help of Municipal Corporation, enact a law banning beggary.
  - (d) Physically remove all the beggars from city area.
13. You are a civil officer and going to your office and your driver indicates to a nearby bush where an infant baby of roughly one month is weeping bitterly. The female baby appears to have been abandoned. You will .....
- (a) Pick up the baby in your car and look for someone to whom you can hand her over for proper care.
  - (b) Go to police station and lodge a FIR.
  - (c) Ask the driver to take care of the baby and will drive the vehicle yourself to inform the police for taking up follow up action.
  - (d) Ask the driver to go to police station for informing the police and till your vehicle returns, stay and take care of the baby.
14. You are a middle level police officer and have been posted in the field. Your district police chief has called a special meeting for some urgent matter. While other officers are attending the meeting, you get an urgent call from your house. You will .....

- (a) Interrupt the meeting and tell the district police chief that you want to leave.
  - (b) Simply walk out of the meeting leaving a self explanatory note for your superior.
  - (c) Ignore the call and continue to attend the meeting.
  - (d) Brief the officer sitting beside you about the situation and leave the meeting.
15. You are head of the polling party in a general election. There is a huge rush of people on the polling booth. There is an old man who has lost his voter identity card and wants to cast his vote. He has nothing to prove his identity except that he has an old ration card in his name. You will .....
- (a) Allow him to cast his vote because none of the polling agents made any protest.
  - (b) Refuse him to cast his vote because voter identity card is compulsory.
  - (c) Ask the village headman to identify the voter.
  - (d) Solicit instruction from sector magistrate who is available near the polling station.

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**PRACTICE PAPER-I  
(ANSWERS)**

1. (d)

2. (d)

3. (a)

4. (b)

5. (c)

6. (d)

7. (c)

8. (d)

9. (b)

10. (c)

11. (b)

12. (a)

13. (c)

14. (d)

15. (c)



**PRACTICE PAPER-2**  
**(ANSWERS)**

1. (d)

2. (c)

3. (c)

4. (b)

5. (d)

6. (d)

7. (b)

8. (c)

9. (a)

10. (b)

11. (d)

12. (d)

13. (b)

14. (c)

15. (b)





**PRACTICE PAPER-3**  
**(ANSWERS)**

1. (d)

2. (a)

3. (b)

4. (c)

5. (c)

6. (d)

7. (b)

8. (d)

9. (b)

10. (c)

11. (a)

12. (d)

13. (a)

14. (d)

15. (a)



**PRACTICE PAPER-4  
(ANSWERS)**

1. (d)

2. (a)

3. (b)

4. (d)

5. (d)

6. (c)

7. (c)

8. (d)

9. (a)

10. (b)

11. (b)

12. (a)

13. (c)

14. (a)

15. (d)



**PRACTICE PAPER-5  
(ANSWERS)**

1. (b)

2. (c)

3. (c)

4. (b)

5. (c)

6. (b)

7. (d)

8. (b)

9. (b)

10. (a)

11. (c)

12. (d)

13. (d)

14. (d)

15. (b)



**PRACTICE PAPER-6  
(ANSWERS)**

1. (c)

2. (d)

3. (a)

4. (d)

5. (c)

6. (d)

7. (c)

8. (a)

9. (b)

10. (a)

11. (a)

12. (c)

13. (b)

14. (a)

15. (c)



**PRACTICE PAPER-7  
(ANSWERS)**

1. (d)

2. (a)

3. (b)

4. (d)

5. (d)

6. (d)

7. (d)

8. (b)

9. (c)

10. (d)

11. (b)

12. (b)

13. (c)

14. (a)

15. (c)



**PRACTICE PAPER-8**  
**(ANSWERS)**

1. (a)

2. (a)

3. (b)

4. (c)

5. (a)

6. (b)

7. (d)

8. (c)

9. (d)

10. (c)

11. (c)

12. (b)

13. (d)

14. (b)

15. (b)



**PRACTICE PAPER-9**  
**(ANSWERS)**

1. (c)

2. (d)

3. (a)

4. (d)

5. (d)

6. (b)

7. (a)

8. (b)

9. (b)

10. (c)

11. (d)

12. (a)

13. (d)

14. (c)

15. (c)



**PRACTICE PAPER-10**  
**(ANSWERS)**

1. (d)

2. (b)

3. (a)

4. (a)

5. (c)

6. (b)

7. (d)

8. (b)

9. (c)

10. (a)

11. (b)

12. (d)

13. (c)

14. (b)

15. (c)





**PRACTICE PAPER-11**  
**(ANSWERS)**

1. (c)

2. (d)

3. (a)

4. (d)

5. (a)

6. (d)

7. (d)

8. (c)

9. (d)

10. (a)

11. (d)

12. (d)

13. (b)

14. (c)

15. (b)



**PRACTICE PAPER-12**  
**(ANSWERS)**

1. (c)

2. (c)

3. (d)

4. (b)

5. (c)

6. (d)

7. (b)

8. (c)

9. (d)

10. (c)

11. (d)

12. (c)

13. (c)

14. (a)

15. (b)



**PRACTICE PAPER-13**  
**(ANSWERS)**

1. (b)

2. (d)

3. (b)

4. (b)

5. (a)

6. (a)

7. (c)

8. (c)

9. (b)

10. (a)

11. (d)

12. (c)

13. (c)

14. (c)

15. (c)



**PRACTICE PAPER-I4  
(ANSWERS)**

1. (c)

2. (d)

3. (b)

4. (a)

5. (d)

6. (b)

7. (d)

8. (c)

9. (a)

10. (c)

11. (d)

12. (c)

13. (d)

14. (a)

15. (b)



**PRACTICE PAPER-15**  
**(ANSWERS)**

1. (c)

2. (b)

3. (d)

4. (a)

5. (c)

6. (a)

7. (c)

8. (c)

9. (a)

10. (a)

11. (c)

12. (b)

13. (d)

14. (c)

15. (d)

