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GENERAL STUDIES (TEST CODE : 877)

Name of Candidate	PRATEEK JAIN		
Medium Hindi/Eng.	ENGLISH	Registration Number	28133
Center	ORN	Date	24/09/2017

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
2. There are FOURTEEN questions printed in ENGLISH.
3. All questions are compulsory.
4. The number of marks carried by a question/part is indicated against it.
5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
6. Word limit in questions, if specified, should be adhered to.
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.

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EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

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

1. (a) The seeds of patriarchy and gender inequality are sown at home, which manifest as a weed at the societal level. Elucidate. Suggest an ethical framework to systematically address the issue of patriarchy in the Indian society. 10

Family plays a key role in inculcating values in a child.

It is said that "Home is the first school". So, if at home, a child sees women being discriminated, then he also develops a similar notion about their position in the society vis-a-vis men.

Examples

- ① Not sending girl/daughter to school
- ② Daughters & other women (like mother) involved in household chores & men going out for work
- ③ Women not allowed to get out from home late at night (less freedom to women)
- ④ men dominating decision-making at home

~~These~~ Such behavior of other family members sow the seed of male dominance & superiority in a child also. Later they manifest as a weed at the societal level when women ~~to~~ feel incompetent and inferior to men in all social spheres. Also men & boys do not value other girls & women in society leading to rapes, domestic violence, sexual harassment etc. Ethical framework to address it

- ① Value education at schools and efforts to change attitude of families through Mukhad natale, advertisement campaigns
- ② Successful women should act as role models to change attitude
- ③ Help of experts & famous sportsmen, bollywood stars should be taken to persuade people to treat men & women equally.

Gender equality is a must to have a society that values equality of all.

1. (b) What are the factors which drive people to take law in their own hands rather than following the due process of law? Discuss ways to address the problem of mob justice. 10

~~Recently~~ We are witnessing ~~us~~ rising intolerance in the society where men act as the legal guardian of the society by taking law in their own hands

eg: lynching of Junaid Khan & Muhammad Akhlag

Factors that drive people.

- ① less faith on the rule of law due to which they do not approach police but they themselves take action
- ② poor functioning of law & order institutions
eg: delay in justice delivery
- ③ Lack of value education where people are not taught democratic values
- ④ Law Vs ethics : People take law in their own hands when they ~~are~~ feel the act is very unethical and that it deserves a bigger punishment.

- ⑤ Lack of emotional intelligence due to which people are unable to control their anger.

Ways to address mob justice

- ① Inculcating values of equality, fraternity & democracy at school level
- ② Reforming the law & order institutes like police department with better investigative machinery to increase public faith in the system
- ③ Making people emotionally intelligent so that they can deal with their stress in a calm & patient way. This can be done by training people and making them aware of their emotions.
- ④ Strict action against people who ~~do~~ indulge in such mob justice acts.

Thus, Rule of Law should be improved to avoid instances of mob justice.

2. (a) In a democracy, the purpose of the government should be to make it easy for people to do good and difficult to do wrong. Comment.

10

Democracy is the form of government which is by the people, of the people & for the people. Modern democracies are usually representative democracies where the government (elected representatives) are entrusted to make society a better place for living.

Government should make easy for people to do the right thing

by :

- ① effective governance : Minimum government, maximum governance
- ② increasing public participation, transparency & accountability to make people more honest, impartial, free of bias and more accountable & responsible to others.

- (3) Government should have a system to teach all people constitutional values so that by practicing values like equality, fraternity, everyone indulge in right behavior.

Also, government should make difficult to do the wrong thing

- (1) by using the Rule of law to create deterrence by punishing those violating the rights of others or when indulging in illegal & criminal activities

- (2) By making people aware of their rights so that they do not allow others to indulge in wrong acts like corruption & other malpractices.

Thus a democratic government must teach people ~~to~~ to do the right things in an easy manner.

2. (b) Discuss John Stuart Mill's idea on freedom of thought and expression. Also, give reasons as to why, according to Mill, representative democracy is the best form of government despite its inherent weaknesses. 10

Mill treated liberty as a very sacred value and his idea of freedom of thought and expression suggests that everyone should have the right to freely express what they are thinking so that they can fulfil their wishes and desires, and so that they can learn the views of others as well. He believed that freedom of expression would allow healthy criticism of the government & will enable the citizens to make power-holders accountable.

Representative democracy was the best form of government for Mill because :

- ① People can hold their representatives ~~res~~ accountable to the responsibility entrusted upon him.
- ② It allows all sections of people from all regions convey their wants through their representatives
- ③ Unlike direct democracy, it increases efficiency of democracy by decreasing delays & increasing public service delivery & as well as decision making

However, he also believed that there are some weaknesses of representative democracy like lack of direct involvement of public, representatives becoming corrupt after getting power and more confusion among representatives due to lack of clarity about the wishes of people.

Yet he weighed the benefits more as thus he considered it as best form of government

3. (a) It is argued by some that nuclear weapons have acted more as a deterrent than leading to war and mass destruction. In this context, discuss whether it is ethically right to possess nuclear weapons to create nuclear deterrence. 10

The theory of Nuclear Deterrence suggests that no two nuclear powers would launch any military offensive against each other due to fear of it escalating to a nuclear war. Even other countries will not wage a war against any nuclear power due to harmful consequences & a threat of the use of nuclear weapon.

Although nuclear weapon was used by America (USA) on Japan & it led to mass destruction of Hiroshima & Nagasaki but after ~~the~~ World War II, nuclear deterrence has helped in containing wars.

during the times of cold war
between USA & USSR. ~~seen~~

However, in India we saw
Kargil war between India & Pakistan
even after both countries were
nuclear powers.

Possessing nuclear weapons & to
create nuclear deterrence may
be ethically right in international
relations as :

- ① it helps balancing the dominance
of a few countries over others
- ② it brings peace by thwarting
aggressive countries to launch
any attack on a weak country

However, using threat to stop wars
is not very ethical in long term
as it increases animosity. Thus
long term strategy should be to
bring peace by increasing friendly
relations & improving

mutual understanding.

3. (b) Differentiate between administration and leadership. Highlighting the traits which characterize an effective leader, discuss the importance of leadership in ensuring effective public service delivery in a bureaucratic setup. 10

An administrator is a person who executes his ~~resp~~ assigned responsibility and completes his duty properly within the prescribed time limits, whereas a leader leads from the front, has a vision for the progress of entire ~~the~~ team or organization and ~~is~~ a leader sets goals for the ~~org~~ entire organization to achieve.

Administrators usually work to complete / fulfil the vision of a leader. For eg: If a country needs a leader in the form of Prime Minister to create a vision for development whereas administrators like IAS officers work relentlessly

to do the work assigned to them.
However, sometimes administrators
can also become good leaders.

Traits of a leader

- ① high emotional intelligence (EI)
- ② has risk-taking abilities
- ③ self-motivated
- ④ always work with high spirits.

Using these traits, a leader can
ensure effective public service
delivery as he would be able to:

- ① make his team work diligently.
- ② would be always optimistic in
fulfilling public service demands.
- ③ will be self motivated to complete
his targets of public service delivery.

Thus an effective leader is
very essential for good public
service delivery.

4. (a) Apart from functional knowledge and expertise, the efficacy of a civil servant also depends upon his emotional intelligence. How does emotional intelligence contribute to efficacy? How can civil servants enhance their emotional intelligence? 10

To have efficacy in work, a civil servant must use both his IQ (intelligence quotient) and EQ (emotional quotient). Use of both IQ & EQ helps in good and balanced decision making.

Contribution of EI to efficacy

- ① Makes civil servants aware about ~~their~~ the emotions of their colleagues as well as public which makes them good leaders
- ② Keeps them motivated which increases their efficiency
- ③ It brings self awareness & self regulation abilities. This helps civil servants in keeping calm and having high focus on work

- ④ improves their inter-personal skills and makes them understand the social problems in a holistic manner.

Thus EI improves the overall working of civil servants & thus improves efficacy. *

To enhance EI :

- ① Active listening & observing the problems of others.
- ② by keeping themselves in others' shoes.
- ③ Psychological training to understand emotions of others.
- ④ Training & group assignments to ~~also~~ improve inter-personal skills.

This way, by increasing EI among civil servants, we can make them better administrators.

4. (b) Enumerate the mechanisms that promote accountability of public officials in discharging their functions and responsibilities in India. Also discuss why ensuring accountability for performance is not a simple task in government service. 10

In India, there are many ways to ensure accountability of public officials.

* Traditional Accountability mechanisms

- ① Legislative and administrative scrutiny
- ② Audits by CAGs
- ③ Departmental hierarchies & reporting to seniors
- ④ Vigilance organisations like CVC, CBI & Lokpal
- ⑤ Judicial scrutiny & judicial review

* Social Accountability mechanisms

- ① Citizen Charters
- ② Right to Information under RTI Act 2009
- ③ Social Audits
- ④ E-governance to increase Transparency

⑤ Public grievance redressal mechanism

Although, we have many mechanisms to ensure accountability, yet it is difficult to ensure it. Reasons:

- ① Ambiguity of the tasks assigned.
- ② No clear measure of the efficiency and effectiveness of task performed.
- ③ Many subjective decisions & discretions have to be taken and it is difficult to gauge their performance.
- ④ Corruption within the system makes it complicated for people to ensure accountability.

However, if the existing tools are used properly, & if citizen awareness is increased, it will become easier to ensure accountability.

5. Given below are two quotations of moral thinkers/philosophers. For each of these, bring out what it means to you in the present context. 10

(a) "The greatness of a nation and its moral progress can be judged by the way its animals are treated."

Animals are weak organisms and human beings can always overpower these weak & weak creatures using the available machines & technology.

Humans ~~to~~ may ~~go~~ go to any extent to fulfil their self-interest. However, a nation would be considered great when even these weak & silent creatures are treated with respect & dignity. Healthy treatment of animals show that :

① Compassion levels in the human society towards animals is high

- (2) Humans are not exploitative but takes care of all organisms.
- (3) Animal rights, their right to live with dignity is considered important by the country.

These traits of compassion, empathy, respect towards animals show the moral progress of the nation.

However, if animals are treated brutally and are not respected equally, then it just shows that people of these countries do not have soft hearts and are thus lacking in moral progress.

5. (b) "Prejudices are what fools use for reason."

10

Prejudices towards other people, caste, religion, class or race are stereotypes against ~~o~~ that do not let people have healthy relationships with others. ~~But~~

Without even understanding any base for these prejudices, those practicing them keep justifying them as right to enjoy their moral superiority over others.

For eg:

① In India, prejudices against Dalits and untouchables were very prevalent.

And the so called "upper caste" used to use these historic discriminating tendencies to 'prove' their superiority in the society.

② Prejudices against women that they are inferior to men is the way patriarchal societies justify the unequal position of women in the society.

③ Black Vs White : Whites were considered a higher race & only due to a white skin, they developed a prejudice that they can enslave the Blacks.

Clearly, prejudices are used by fools to justify their immoral actions. They are fools because they are unaware of the fundamental rights of equality of all human beings on this earth & because they do not know the inherent strength that is possessed by people belonging

to these prejudiced sections like women, Blacks, & Dalits etc

6. Ensuring that government decisions are not influenced by public officials' private interests is a growing concern. Discuss in the context of India. Also enumerate the core principles reflected by OECD guidelines for managing conflict of interest in the public sector. 10

Balancing personal duty ~~with~~ and professional duty is very important for public officials. Sometimes, private interests may create a Conflict of interest with professional interests. It is becoming a great concern in India because:

- ① Indian society values social relationships a lot. Value of friends, family & even acquaintances is very high in India.
- ② Methods to check public officials getting influences have not been effective
- ③ High level of corruption is there in India that highlight officials working for their personal gains.

Core principles (by OECD)

- ① In situations of conflict of interest, declare the conflict of interest to colleagues, seniors or other responsible people
- ② As far as possible, avoid getting into a position where you may face conflict of interest
- ③ Treat professional duty ~~higher~~ separate than public interest and take decisions objectively in a neutral and fair manner.
- ④ View professional responsibility as more important while at work or official position.

Thus, It is important to deal with conflict of interest. Public officials must use these guidelines for good behavior & work.

7. Discuss, with examples, the significance of principles of public life as recommended by Nolan committee. Why are these principles considered as an essential set of expectations from public servants? 10

Nolan committee recommended 7 principles of public life.

- | | |
|----------------|------------------|
| ① Objectivity | ⑤ Leadership |
| ② Selflessness | ⑥ Integrity |
| ③ Honesty | ⑦ Accountability |
| ④ Openness | |

Significance of these principles

- ① Objectivity in decision making will help officials take decisions based on merit.

eg: while appointing a person to any post, an interviewer must see the merit & qualities of interviewee the candidate. This will help meritorious people to enter into administration & makes governance more effective & transparent.

- ② Openness (eg: through RTI) will increase public trust in system
- ③ Accountability (eg: through Audits, Social Audit) will enhance public power over the officials.
- ④ Honesty (eg: self reporting of conflict of interest) will improve impartiality & fairness of governance.

These principles are essential sets of principles because :

- ① If all these are followed, then it helps to ensure Rule of law & good governance
- ② It helps contain corruption, nepotism, favouritism & enhance public trust & confidence in government.

Thus for public servants to do their duty properly, these are essential values.

8. A peculiar inhuman situation exists for the people fleeing from war zones - they cannot go back to their homeland for fear of being persecuted and no country is ready to bear their burden due to various reasons. Citing contemporary examples, discuss the ethical issues involved in such situations. 10

Many people of various religious groups, sect, community are persecuted by the majority in their home country. Currently, Refugees migrating to Europe faced problems as countries like Hungary banned their entry.

- ② Rohingyas face similar issue, they are persecuted by Buddhist majority in Myanmar and are considered illegal immigrants in India & Bangladesh.

Countries do not accept such migrants by citing reasons like

- ① Financial burden
② May disturb the ethnicity & culture of region

③ They may act as criminals, thieves.

However, many ethical issues are there in such situations

① Human Rights Vs National Rights

as countries consider the safety of their people more important than these persecuted people.

② Compassion Vs Security: Security interests of a nation overrules compassion towards weak & needy.

③ International cooperation Vs doing away with the responsibility: as other countries are not willing to share the burden equally.

However, countries like Germany have shown the world by the right way by helping refugees. Other countries must step in, because

human rights should be considered a priority by all.

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. As the administrator in-charge of your area, you are witness to the widespread food wastage in lavish parties as well as in restaurants and eateries, on one hand and people starving due to inability to ensure one square-meal a day, on the other. Realizing that it is not the scarcity of resources, but the habit of people that is causing paucity in availability of food, you decide that certain measures are needed to be taken in order to deal with the issue of starvation at the grassroot level. 20

Given the situation, answer the following questions:

- Identify the ethical issues involved in this case.
- What measures would you take to deal with wastage of food in your area?
- What explains this co-existence of affluence and hunger in developing countries like India?

Facts of the Case

- I am the administrator - in-charge
- There is food wastage by rich & poor are unable to get adequate food, showing that income inequality is leading to starvation ~~despite~~ though scarcity of resources is not there.
- Habit of people to waste food is decreasing availability of food.

Stakeholders :

- I, as the administrator

- ② Rich people
- ③ Poor people
- ④ Entire humanity

(a)

Ethical issues involved :

- ① Habit of wastage V/s Compassion
towards needy whose life
might be saved by saving food
for them
- ② State's responsibility for the
welfare of poor people
- ③ Management of resources in a
proper way so that all
people receive benefits equally
- ④ Income inequality leading to
further inequalities in access
to food & health.

(b) Measures that I will take

① Awareness among people through television advertisements, public hoardings on the streets, messages through social media, radio & newspaper pamphlets. I will try to educate people about saving food for the needy & to reduce food wastage through these programmes.

② Regulation of the supply of food towards poor people. I will enroll poor people in program welfare schemes like PDS, Antyodaya to ensure that they get food on low prices.

- ③ Creating employment opportunities for the meal so that they can earn money and secure a good livelihood.
- ④ I will conduct a meeting with all caterers, restaurant managers and hotel staff to ensure that left-over food could be used to feed the starving poor. I may arrange for a public vehicle to carry left-over food from these restaurants to poor people.
- ⑤ I will take help of NGOs to increase awareness among people & to help me in redistributing food to the poor.

(C) Clearly, affluence & hunger coexist in India & other developing countries. Reasons:

- ① High income inequalities
- ② Inequalities & lack of access to opportunities
- ③ Poor implementation of government welfare programmes
- ④ Poor efforts ~~of~~ on capacity & capability building of poor & less employment opportunities

As an administrator-in-charge of the region, I am responsible to deal with all problems and I will thus ~~can~~ use a multidimensional approach to address the roots of the problem.

10. The excluded and marginalized section of society are worst hit by globalization. Take the case of Particularly Vulnerable Tribal Groups (PVTGs) like Sentinelese of Andaman & Nicobar islands; their population has reduced drastically and they are facing various other problems as well. In this context answer the following questions: 20

- (a) What are the challenges faced by PVTGs due to globalisation?
(b) If you are posted as a Development Officer in such an area, what will be your priorities to reduce their vulnerabilities and ensure welfare?

The case talks about the problems of marginalized sections like PVTGs due to globalization.

Stakeholders

- ① Vulnerable groups (like PVTGs)
- ② All nations and people as globalization is harming some and benefiting others.

(a) Challenges faced by PVTGs :

- ① More exploitation of their region due to increased tourism which decreases their freedom to

manage their assets and leads to alienation of land & resources.

- ② Globalization is driving many MNCs to invest in other countries. Forests are being cleared for development use at a rapid pace.
- ③ Government often forgets human rights of domestic people as due to globalization, nations ~~like~~ tend to have an outward looking approach and efforts towards our own people & rights decrease as economic growth becomes more important.
- ④ Language, culture & traditions of PVTs are threatened due

to increased homogenization of culture as a result of globalization

- ⑤ Globalization has also brought newer diseases that affect PVTGs very badly decreasing their overall population.

(b) My role & priorities as as a Development officer

- ① Ensuring human rights, equality, compassion in my work towards these weaker sections will be my priority because my role as a human being is more important than my duty as a development officer.
- ② Sustainable Development of the

area so that resources are not over-exploited

③ cooperation with PVTGs by
employing them in the proj development
projects & giving them adequate
compensation & rehabilitation
facilities, if at all they are
displaced.

④ I will take their social consent
as per the Land Acquisition
Act 2013 before using their land for
development purpose and will ensure
that they enjoy all rights under
Forest Rights Act 2006.

⑤ I will work to balance their
rights and development of region
and will ensure that development
takes care of their needs &

Wants .

- ⑥ Further, to reduce their vulnerability, I will improve the social infrastructure of the area so that they can avail good education & health facilities.
- ⑦ For more welfare, I will enroll them in all government schemes for Tribal & welfare & PVTG programmes.

At the same time, I will carry on my development work properly as it is my professional duty. By reducing vulnerabilities of PVTGs, I will ensure that any development in the area does not threaten the survival of PVTGs.

11. Undercover journalism exposes injustices, negligence, corruption and wrongdoing and yet going undercover to expose wrongdoing remains controversial. But, undercover journalists contend that they are fulfilling a fundamental duty of finding truth through their journalism. They argue that public enlightenment is the forerunner of justice and the foundation of democracy and the duty of the journalist is to further those ends by seeking truth and providing a fair and comprehensive account of events and issues. So, there are some supporters of this kind of journalism, which sometimes infringe the privacy of individuals. However, some journalists also urge avoiding surreptitious methods of gathering information except when traditional open methods will not yield information vital to the public. In this context, answer the following questions: 20

(a) What are the ethical issues involved in the practice of undercover journalism?

(b) Do you support the practice of undercover investigation by journalists? Give reasons in support of your answer.

The case talks about undercover journalism where journalists themselves use their expertise in investigating cases of fraud, crime, injustice etc. Although, it helps in bringing justice sometimes but in other cases it may result in violation of privacy & journalists taking law in their own hands

Stakeholders involved

① Journalists & media houses.

- (2) Corrupt, unjust people
- (3) All the people as justice is important for all.

(a)

Ethical issues

- (1) Concerns of privacy issues as undercover journalists ~~have~~ often carry on surveillance & investigation by tracking a few individuals and all their actions.
- (2) Law & order : as these journalists have no legal authority to conduct such investigations while formal machinery is already working.
- (3) Media trial : This may lead to harassment of ~~is~~ the individual

involved. Moreover, it can affect his dignity, lead to double jeopardy by courts as well as media or can even defame the person.

Moreover, journalism may not bring out all the facts of the case & may pronounce judgements based on limited information available.

④ Duty of journalists to find out truth v/s their moral responsibility as citizens to allow law take its due course.

⑤ Responsibility of the state to carry out investigation quickly & fairly so that such undercover journalism is not needed at all.

(b) Lets study the merits & demerits of undercover journalism to analyze whether it is right or not.

Merits

- ① Supplements the efforts of the state to bring justice to the needy / victim or to the entire state.
- ② Journalists have a wide network and have good contacts throughout the country. As responsible citizens, they must use their strengths to find out the culprits.
- ③ Sometimes, they can bring out information that even other vigilante organisations like CBI cannot bring out.
- ④ As journalists, it is their duty to

show truth to the public

Demerits

- ① May result in media trial, unfair decisions & verdicts, defamation etc.
- ② violates privacy
- ③ Against rule of law ~~where law~~

Seeing the merits & demerits, I do not support the practice of investigative journalism as investigation does not traditionally belong to journalism's domain. Also it can have many negative consequences (discussed in demerits & earlier). Rather we should take steps to empower the legal investigation machinery & police to carry out better work. It is the responsibility of the state to bring justice at a speedy & effective manner. Journalists should focus more on their traditional & rightful work of

the activities around the world.
or At most, journalists may give information to police if they find any sensitive information.

12. You are the chief executive of ABC Ltd., an automotive component manufacturing company. Until recently, all of your production plants were located in City X. However, the cost of production has risen, causing profits to decline. A number of factors have led to an increase in the production costs. First, the union representing the workers in your plant waged a successful strike resulting in increased salary and benefits. A second factor has been imposition of stringent environmental regulations. Shareholders are concerned about the declining fortunes of the company. Many of the competitors have moved their operations to less-developed cities, where the operating costs are less than in City X. ABC Ltd. is a major employer in the city where it is located, and you know that a plant closure will cause economic dislocation in the city. 20

Given the situation, answer the following questions:

- (a) What are the ethical issues involved in this case?
(b) How can the interests of different stakeholders be reconciled in this case?

The case ~~the~~ shows that ~~the~~ production costs has increased due to increased salary to employees & environment regulations and profits have declined. Declining profits are worrying the shareholders. Other companies have moved to other cities to decrease costs. If my company also moves away, it can lead to economic dislocation of city X due to more unemployment.

Stakeholders involved

- ① I, as the CEO of ABC Ltd.
- ② All employees of my company & their families
- ③ ~~Share~~ Shareholders of my company as they wish to see more profits.
- ④ People of city X - as my decision of shifting my company to other city can lead to economic disturbance in City X.

(a) Ethical Issues involved

- ① Shareholders profits v/s my duty towards my employees for their job security.

- ② Profits of the company V/s
future of the people of city X
- ③ My professional duty as CEO to
increase profits or my responsibility
as a human being to be
compassionate towards my employees
who have already striked earlier
to increase salary, which shows
their economic misery.
- ④ My responsibility to fulfil government
environment regulations or moving
to other city to subvert
government's regulations.

Clearly, there are many issues
and I need to balance the
interests of all.

(b) I will take following steps to reconcile the interests of all:

(1) As a good leader, I will first of all clearly convey the financial issues faced by company to all the employees

(2) This will help my employees realize that increasing production costs is harming the interests of the company!

(3) I will call a meeting of Board of Directors to take decisions mutually ~~as to~~ and to create a committee that can analyze all ~~pros & cons~~ of shifting the location of the company.

- ④ By addressing my concerns to both employees & shareholders, I will ask them to work together in a cooperative manner so that interests of all can be taken care of.
- ⑤ I will ask workers to not demand any bonus / salary increments in near future.
- ⑥ As other companies have already left, I will use it as an opportunity to strengthen my hold in city X, & may invest in other ventures to generate other profits to supplement my companies needs.

Thus, by staying in the same city, I will try to enhance the production capacity of the firm & will call my employees to do overtime so that company may become profitable again.

13. You are posted as a District Education Officer (DEO) in a Maoist affected district. You have been specifically given the responsibility to work on the literacy mission. After reading the education reports and doing field visits, you find that the number of out of school children has increased drastically and the motivation among students and teachers is also low. While certain basic infrastructure is already in place, the major hurdle in attracting students to these schools include the attitude of inhabitants towards education and the security risks involved in sending children to schools. Given the situation, answer the following questions:

- (a) Analyse the reasons behind such an attitude. 20
(b) As a DEO, what are the steps that you would take in order to increase the school attendance and change the prevalent attitude of inhabitants towards education?

Facts of the case

I am posted as DEO in Maoist district & working on a literacy mission.

Students have low motivation
Teachers & parents also have low
motivation. Attitude towards
education is negative among the
inhabitants.

Stakeholders involved

- ① I, as the DEO who is responsible to increase literacy.

- ② Children & all people of the district
- ③ The government who wishes to educate people to reduce Maoist violence.

(a)

Reasons behind such attitude

- ① They do not consider education important as they have not seen any immediate benefits coming out of it.
- ② As other families are also not sending children to school, this re-inforces the attitude of others not to educate the children.
- ③ Opportunities to use their education is low in the region as the district is affected by Maoism &

Due to poor development in the district, there are not many employment opportunities at formal level. Hence, education is not considered important.

④ They have got ~~a~~ such attitude as a legacy from earlier generations & they have developed their behavior accordingly.

(b) My responsibility is to increase school attendance. Steps:

① I will incentivize students to come to school by using existing government programmes like Mid Day Meals, free books & education.

- ② I will start recreational & co-curricular activities at school like dance & singing competitions, sports to attract students & increase their motivation.
- ③ I will decrease burden of students by giving less home-work.
- ④ I will enhance bonding between teachers & students by encouraging common festivals, discussions etc. This will help students to follow their teachers' advice & come to students regularly.

To change the attitude

- ① I will tell people the benefit of getting educated like better social security in future, good livelihood opportunities.
- ② I will call experts like doctors, Bollywood actors to persuade people in changing attitude.
- ③ Immediate incentives may be extended in development work & activities in the area so that they get motivated to send children to schools.
- ④ Nukkad Natak may be conducted to socially influence the district people.

Thus, constant & intense pressure ~~no~~ will help in changing the existing attitude

14. Mr. Pradeep is a senior civil servant in the central government and is involved in the budgeting department. In the course of performing his duties, he comes to know about diversion of funds earmarked for SC/ST sub-plan for other purposes. While he is not directly responsible for this aspect of the budget, he raised his concerns to the department concerned. He also learns that the minister responsible as well as senior most civil servants are aware of the practice and have given tacit approval for it. Soon thereafter, Pradeep was summoned to talk on the issue and was told that since the matter is not within his jurisdiction, he should 'keep his nose out of it'. After much soul searching, Pradeep decided to obey his supervisors by leaving the matter alone. Based on the information given, answer the following questions: 20

- (a) Elaborate on the internal dissonance that Pradeep faces in the given situation.
- (b) On what basis can the decision of Pradeep be justified?
- (c) Had you been in Pradeep's place, what would have been the course of action chosen by you? Recognise the merits and demerits, if any

Facts of the case

Pradeep has found diversion of funds earmarked for SC/ST sub plan.

He is the senior most civil servant & minister have given approval despite knowing that the funds are being diverted. Although Pradeep reported the case, he has been told to keep quiet about it.

Pradeep has ~~taken~~ it left the matter alone.

Stakeholders involved

- ① Pradeep
- ② Minister & senior civil servant
- ③ Government department responsible for SC/ST sub plan
- ④ Entire country as such frauds at the top harms the interests of all.

(a) Pradeep is facing internal dissonance because his conscience does not support ~~his~~ the diversion of funds & he feels morally responsible to report any misallocation. However, ~~as~~ he is ~~aware~~ has got a cold response from the department.

and he feels reluctant to take further action as it involves even the minister and the senior most civil servant. Whistleblowing by him may threaten his career progress. Also, he has been told that the matter is not under his jurisdiction. But still he feels internal dissonance because as a responsible citizen & an honest civil servant, he feels obliged to take some action, yet he is unable to do anything.

(b) Pradeep has pacified himself for not taking any further action.

Merits

- ① ~~Although~~ the matter is not under his jurisdiction.
- ② will not disturb his relations with minister & senior most civil servants
- ③ will not hamper his career progress

Despite these favorable arguments, his decision cannot be justified because as a responsible citizen & civil servant, it is his duty to report any corrupt case to the public. If he ~~is~~ himself is a senior civil servant. If he also stays silent, then it will create bad precedent to others as well. And it will legitimize these corrupt acts as no deterrence will be

created for those who indulge in such activities. Thus it is against public interest & he must whistleblow the case if he is not getting any help from within the department.

(C) My course of action would be to whistleblow the case in public

Merits → Aligned with public interest

→ will create deterrence for corrupt individuals

→ Aligned with my conscience & will help me to deal with my internal dissonance by doing the right thing

Demerits → career progress may stop

→ Relations with department, senior civil servant & minister will destroy.

However, public interest is a bigger

priority & I will
therefore, whistleblow.