



GENERAL STUDIES (Test Code : 305)

Name of Candidate Registration No.

Schedule Module

Place Time Date

Classroom Distance Learning Classroom & Distance Learning

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1.(a)	16	
1.(b)	16	
1.(c)	16	
1.(d)	16	
1.(e)	16	
2.(a)	12	
2.(b)	12	
2.(c)	12	
2.(d)	12	
3.(a)	8	
3.(b)	8	
3.(c)	8	
3.(d)	8	
4.(a)	20	
4.(b)	20	
4.(c)	20	
5.(a)	15	
5.(b)	15	

Maximum Marks : 250

/250

Remarks:

Signature of Examiner

EVALUATION INDICATORS

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

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
2. Candidates should attempt answer to the part/sub-part of a question strictly within the pre-defined space. Any attempt outside the pre-defined space shall not be evaluated.
3. The candidate need not write anything in his/her answer that derogates the dignity of an individual or an organization.
4. Candidates should attempt all questions strictly in accordance with the instruction given under each question.
5. The candidate should respect the instructions, given by the invigilator.

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28/10/13

GENERAL STUDIES (Test Code : 305)

Overall Macro comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

All The Best

8801/30

1. Answer all five questions:

16 x 5 = 80

(a) Explain the differences between: (i) Ethics and Morality (ii) Values and Beliefs (iii) Opinion and Attitude (iv) Obligation and Accountability.

(1) Ethics & Morality

Morality is establishing ones beliefs, rights & wrongs on the basis of self assessment, community & societal norms, religion etc.

Ethics is 'morality in actions'. Action based i.e. use of ones morals in everyday action both at a personal & organizational level.

(2) Values & Beliefs

Values are the concepts of correctness, right and moral action which affect your decision making. eg - values like loyalty, honesty, integrity etc.

Beliefs are ~~the~~ ones understanding of the environment. Beliefs ~~help~~ attribute ~~to~~ acceptance or rejection of values but are also determiners of non-value based judgement. eg - one may believe that there are ~~creations on~~ ~~the~~ extra terrestrial creations.

Opinion & Attitude

Attitude is ~~one~~ how one approaches various life's questions & challenges. It is a determinant of behaviour. eg - someone who is optimistic has a positive attitude towards life.

Opinion is a specific judgment about an issue. Opinion is based on one's attitude but not vice-versa. eg - one might be of the opinion that gender discrimination is detrimental to society.

Obligation & Accountability -

Obligation is one's imperative to perform an action. There is no choice or ~~moral judgment~~ usually and an obligation may ~~be~~ have to be performed against one's wishes. eg - the principal may be obligated to punish her favourite student because of school rules.

Accountability is performing one's actions effectively to meet aspirations of others.

1. (b) "Indian philosophy elucidates in detail about the ethical character of man". Give a brief account of the basic principles found in Indian Philosophy regarding individual ethics. 16

(i) Most Indian Philosophical schools (except Chārvāk) provide a path for man to get out of the cycle of birth and death and become spiritual beings alone. This pure spiritual existence is has been called many different names Nirvāna (Buddhism), Kaivalya (Jainism), Moksha (Vedānta), Spṛṅga (Sāṅkhya, Yoga, Nyāya) etc. The basis of this is knowledge which can only be obtained by having an ~~an~~ ethical existence in this empirical world.

(ii) Buddhism - The Aṣṭāṅga mārg (eight-fold path) to achieving Nirvāna forms the basis of individual ethics. It is composed of ideas such as Right conduct, Right thought, Right speech, Right faith etc.

(iii) Jainism - The Triratna is the Jainas action based method to gain Kaivalya. It includes Right Faith, Right knowledge & Right conduct. This is in order to lead a life according to the Panchamahāvṛta -

Ahimsā, satya, Asteya, Brahmacharya, (Non-violence) (Truth) (Non-stealing) (celibacy) Asaṅgraha (non accumulation). This was also incorporated later by Gandhi.

(iv) Vedānta / Gītā - In order to attain Brahman it asks followers to perform Nishkāma Karma or Unaffuted Action. In the Gita duty-bound ethics is primary where it expounds that 'one must perform their duties without hoping for returns.

(v) The Sāṅkhya - Yoga school has laid down the basic features of yoga so as to lead an ethical existence.

(vi) Later thinkers like Anandindo have incorporated the ethical principles of both the east & the west in his Integrated yoga

(vii) Though the materialistic school Chārvāka is often described as unethical, some historians have talked about susankhite charvak or cultured charvaka who lay emphasis on the principles of justice & equality.

1. (c) "The basic problem with administrative ethics is: how can officials be granted scope for dissent without undermining the capacity of the organization to accomplish its goals". Evaluate this statement and suggest measures in the context of Indian administration. 16

Implications of the Statement

- (i) Administrative functioning especially in a ~~basic~~ bureaucratic setup is based on the foundation that instructions, policies and procedures established at the top must be effectively administered by lower/field offices.
 - (ii) In such a situation, an official act as the implementer of the goals being set.
 - (iii) Because a large number of actions and duties that need to be performed, efficient implementation is essential to accomplish all goals.
 - (iv) However, it undermines an official's capacity to dissent against prescribed goals. He might be incapable of raising serious objections to the means & ends given to him.
- (v) Indian Context - The Indian bureaucracy is an extensive system & providing opportunities for dissent become difficult. Often whistleblowers

and dissenters face troubles & banishment by others. eg - Ashoka Khemka & Durga Shakti Nagpale recent cases.

This can often be counterproductive as dissent & discussion can contribute significantly in improving admin efficiency

Measures that could be taken :-

- (i) Appoint authorities at different levels to take in suggestions for improvement & to record dissent against policies. These authorities must respond to the issues raised and pass on the suggestions to appropriate institution.
- (ii) Proper implementation of citizen charter can help assess whether a particular policy helps attain the goals set in the charter.
- (iii) Sufficient protection to dissenters. They should not be treated as wrongdoers.

Conclusion - The dialectic method can help improve administrative efficiency by identifying loopholes & inadequacies.

1. (d) What are the obstacles and common biases that influence our decision-making process and result in unethical conclusions? 16

(i) Decision Making process by an individual involves both a factual objective component and an emotional subjective component. It is often the belief system, values, morals that lead to ~~an~~ unethical decision making.

(ii) Major Obstacles :-

(a) Conflict of Interest - If a particular decision tends to favour or harm an individual directly it might lead to loss of objectivity.

(b) Individual Gains - Corruption is a product of the decision ~~making~~ ^{placing} ones own interest over organisational interest.

(c) Social Relation - When families and friends ~~are~~ are ~~componants~~ stakeholders then decision making becomes subjective & often unethical.

(iii) Major Biases :-

(a) Religion - often social-religious interest & ones disapproval of other religious practices.

affect decisions where ^{stakeholders of} multiple faiths are involved.

- (b) Caste - Caste is now becoming an important factor in DM esp with the rise of caste based political parties.
- (c) Political leanings - Though an administrator ~~to~~ must function in an unbiased manner, the Indian system has a political executive which can affect DM.
- (d) Gender - The patriarchal outlook of Indian society often ~~to~~ leads to an unfavourable outlook towards women employees.

Conclusion

Objective decision making can only take place if the individual himself is selfless and has qualities like honesty, integrity, objectivity ~~at~~ etc. Only a duty-bound official ~~with~~ ~~with~~ who has developed high emotional intelligence can overcome obstacles & biases to take ethical decisions.

1. (e) The more direct challenge to administrative ethics comes from those who admit that morality is perfectly possible in private life but deny that it is possible in organizational life." Evaluate. 16

(i) Morality helps a person in identifying right from wrong. A moral person, takes into account what he/she considers morally right irrespective of place or circumstance. Thus, an individual claiming that a moral organizational life is not possible is by-passing his own moral standards.

(ii) Why would some one deny perfect morality in organisational life?

(a) Multiplicity of persons involved - All these people may not follow ethical principles.

(b) Biases of stakeholders - Individual biases & individual interests might be contrary to organisational interest.

(c) Individuals often claim that for efficient functioning & achievement of goal one has to resort to bribery & corruption.

(d) lack of an ethical work-culture.

~~Ques~~ Means one often discounted for ends.

Why would morality in private life be possible:-

- (i) Few stakeholders.
- (ii) The decision do not have far reaching consequences.
- (iii) Direct personal relations are involved.
- (iv) Judgements & punishments from immoral decisions are almost immediate & direct.

Should such a bias be accepted

Moral functioning and ethical decision making is essential in all walks of life. Though organizational ethics and moral governance may be difficult initially, establishing moral norms and ethical practices is always beneficial in the long run. In Indian administration where public service is the aim, disorienting of morality for efficiency & immediate results cannot be acceptable.

In a cultured ~~society~~ society, ~~an~~ immoral means can never justify moral ends.

2. Answer all four questions:

12 x 4 = 48

(a) "We not only stand up for what we believe in, we also believe in what we have stood up for." Comment.

(i) The above statement demonstrates that ones actions (based on ~~the~~ beliefs) ultimately leads to strengthening of ones values & beliefs.

eg:- If one believes that child labour is wrong and immoral, one going about hiring a child would be ~~hyper~~ ~~hypoc~~ hypocrisy. However, if one strongly opposes such actions by ones friends & family (even at the cost of social misgiving) ones belief in the same one reaffirmed and strengthened.

(ii) often moral stands ~~the~~ lead to issues at work and in our personal life. But only if we stand up for ~~the~~ our belief even at the cost of ostracization can one influence society and bring about a change in social wrongs.

(iii) A person is judged not only on his thoughts and beliefs but also on his actions. Actions speak louder than words. Actions thus, actions based on ones belief only go about strengthening our value system.

2. (b) Comment on the utility of emotional intelligence in public service. 12

(i) Emotional Intelligence entails an individuals capacity to self-assess ones emotional state and at the same time understand the emotions of others around them.

(ii) In public service, one interact with a lot of people, this maybe ones employees, ones superiors, contractors & private players and the general public.

(iii) EI to understand self—

(a) Only that person, who can identify the basis on which one takes a decision or formulate a strategy can ensure objectivity in public service.

(b) Understanding ones own emotions is necessary for proper interaction with others.

(iv) EI to understand others

(a) By being able to understand the aspirations & fears of others, one can make their interaction more productive.

(b) As a leader, some times one needs to be more authoritative & while with others more participation for organization success. Similarly, identifying the motivation factors is also necessary.

(v) Conclusion - Qualities such as self-assessment, empathy, leadership are stronger in an individual with higher EI. Studies have shown that such individuals are often more productive & efficient.

2. (c) Merely announcing Citizen's Charter will not change the way we function. It is important to create conditions for generating a responsive climate". Discuss the statement in the context of Indian administration. 12

(i) Good governance in a democracy requires an action-oriented participative approach.

(ii) ~~the~~ Citizen Charters list the aims and objectives of an organisation. It also elaborates on organisational policy and the value system that is ~~to~~ to be followed.

(iii) Citizen charters help the public in assessing an institutions work policy. By clearly defined aims and goal it charts out the end that need to be achieved.

(iv) However, for citizen (public) participation in ensuring accountability and transparency in organisational functioning, ~~being~~ a citizen interaction platform is essential.

(v) Conditions for responsive climate :-

(a) Information gathering - the RTI platform allows citizens to find out govt action. bringing in transparency

(b) Grievance Redressal - ~~to~~ Information alone does not ~~fulfill~~ ensure efficient functioning. Grievance Redressal is necessary to ensure ~~act~~ accountability. This may be the form of ~~a~~ a time bound judicial system, proper complaint channels, tribunals etc.

(vi) For effectiveness of citizen charters, ~~part~~ citizen participation platforms need to be generated for a responsive climate.

2. (d) "Refugees are not identified as participants in the ethical debates concerning their own fortunes". Illustrate. 12

(i) Refugees often face the brunt of being state-less as all decisions regarding them are taken by the country providing refuge or multilateral organizations such as the UN.

(ii) State Rights - ~~of~~ Apart from basic human rights, ~~the~~ which signatories of the UN must provide, refugees do not have right of their home nation or their refuge nation. eg - In India Fundamental

rights related to religion, against discrimination, freedom of speech and association etc are not available to refugees.

This prevents them from voicing their own opinions.

(iii) Economic Vulnerability of most refugees severely restrict their ability to participate in decision making regarding their own welfare. eg - lack of livelihood opportunities to Somali refugees leave them totally dependent on UN, ~~which~~ ^{which} takes all the decisions

(iv) International Relation - Often IR between nations prevent refugees from taking part in ethical debates. eg - Edward Snowden was given refuge in Russia on the condition that he would not release any more information about the US. Now, Snowden cannot participate in the ethical debate in ~~the~~ cyber space that he started.

3. Answer all four questions:

8 x 4 = 32

(a) What are the reasons behind the deteriorating standards in the work culture of Indian administrators?

Major Reasons for deteriorating standards:-

- (a) Personal good is given primary over organisational good leading to corruption, nepotism, cronyism etc.
- (b) Little accountability has led to a 'chalta hai' attitude and lax decision making.
- (c) 'Jugaad' system of working leads to preference to short term solutions rather than long term solutions.
- (d) Little emphasis on meritocracy - An official knows that his promotions & rise are not dependent on work alone but time. This contrasted with rise in the corporate world leads to dissatisfaction & lack of incentive taking.
- (e) There are few rewards for incentives. It is often commented that a 'yes-sir' attitude leads to better prospects than taking initiatives.
- (f) One does not get to enjoy fruits of labour with frequent transfers.

3. (b) Should values and ethics be imparted through education or is it a task that is best left to the family alone? 8

(i) Values and ethics should be imparted both through education and by the family.

(ii) Family

(a) child has a lot of interaction with his/her family & incorporates the values given to him.

(b) Essential to impart social & community values.

(c) However, family values might be contrary to general human rights/values eg - gender discrimination, casteism, communalism are usually imparted by family & community -

(iii) Education

(a) To remove myths & unfair beliefs of communities.

(b) To teach morals of liberty, equality & justice.

(c) Schools allow non-family/community interactions which become very important later.

3. (c) Discuss the recommendations of Narayana Murthy Committee on Corporate Governance? 8

3. (d) Which Indian administrator has inspired you the most and what moral lessons have you learned from his/her life?

8

(a) ~~J P Narayan~~

a) Jay Prakash Narayan an ex IAS officer & present head of the Lok Satta party in Andhra Pradesh is an inspirational administrator.

(b) When he was in the services, his work was highly commended and he brought about positive change in the communities he worked with.

(c) He formed the Lok Satta party to remove the vote bank politics becoming increasingly rampant and show a path to fact based policy making.

(d) Both as an administrator & a politician, he is inspiring as he promotes ethical work in India's governance.

4. Answer all three questions:

20 x 3 = 60

(a) Tarun, a data analyst for a major casino, is working after normal business hours to finish an important project. He realizes that he has some data missing that had been sent to his coworker Robin. Tarun had inadvertently observed Robin typing his password several days ago and decides to log into Robin's computer and resend the data to himself. Upon doing so, Tarun sees an open email regarding gambling bets Robin has placed over the last several days with a local sports book. All employees of the casino are forbidden to engage in gambling activities to avoid any hint of conflict of interest.

Tarun knows he should report this but would have to admit to violating the company's information technology regulations by logging into Robin's computer. If he warns Robin to stop his betting, he would also have to reveal the source of his information. What should Tarun do in this situation?

Major Ethical dilemmas:-

- (a) Tarun logged onto his co-workers email, without his knowledge which is ethically and legally incorrect.
- (b) Tarun's knowledge about Robin's bets is which one illegal in the situation.
- (c) Should Tarun inform his employers/casino.
- (d) Should ~~Robin~~ he tell Robin.

Steps that Tarun should take:-

- (a) Tarun should own up to his mistake, that he had illegally opened Robin's email to access information.

This is because only a self-aware moral individual can own up to his mistakes. Though Tarun has committed a

wrong and he may have to pay for the same, his actions are necessary for a clean self conscious.

(b) He should also inform his employers about Robin's illegal gambling. But he should tell them as the information has been a product of previous illegal activity, they ~~cannot~~ cannot take direct action against Robin as per the 'Fruit of the poisonous tree' doctrine.

(c) He should however, persuade his employers to issue universal warnings asking employees to refrain from gambling & maybe conduct surprise checks on individuals after a certain amount of time has passed.

(d) He should also tell Robin about his actions and apologise for the same.

Reasons for Tanun's actions :-

- (a) Taking personal responsibility for his wrong actions would prevent/deter him from doing the same again (Tanun)
- (b) He does his duty by ~~warns~~ warning ~~the~~ the ~~employer~~ casino about illegal gambling. However, as he does not know who else might be doing similar activities he does not make Robin a scape goat.
- (c) By suggesting warnings & imputations to the ~~casino~~ casino he also provides a methodology to prevent such illegal activities in the future.

4. (b) The mood at Gramin Sarvoday High School is tense with anticipation. For the first time in many years, their basketball team has made it to the state semifinals. The community is excited too, and everyone is making plans to attend the big event next Saturday night. Jayendra, the varsity coach, has been waiting for years to field such a team. Speed, teamwork, balance: they've got it all. Only one more week to practice, he tells his team, and not a rule can be broken. Everyone must be at practice each night at the regularly scheduled time: No Exceptions. Bishan and Mohan are two of the team's starters. From their perspective, they're indispensable to the team, the guys who will bring victory to Sarvoday. They decide—why, no one will ever know—to show up an hour late to the next day's practice.

Jayendra is furious. They have deliberately disobeyed his orders. The rule says they should be suspended for one full week. If he follows the rule, Bishan and Mohan will not play in the semifinals. But the whole team is depending on them. What should he do? 20

Major Issues in the case:-

- (a) Community & school anticipation
- (b) Wrong doing by key players in the team, which merits punishment.
- (c) Small amount of time left before the semi-finals.

Ethical dilemmas

- (a) Choosing team interest vs personal wrongs.
- (b) Managing community pressures.

Actions that he must take -

- (a) Because there is a very short time before the semi-finals Jayendra cannot sacrifice his team good, however Bishan & Mohan must be punished.
- (b) Mohan & Bishan should be allowed to play in the semi-finals but not allowed to play in the finals if it takes place.

Reasons -

- (a) Allows Jayendra. ~~the~~ time to prepare his team to play without Bishan and Mohan.
- (b) By allowing Bishan & Mohan to play in semi-finals he does not let the team or the community down.
- (c) He sends a strong message to the team & the community that insubordination and disobedience will not be tolerated.
- (d) It will help build moral character among his students.

Conclusion -

Though the actions are not objectively correct, Jayendra is responsible not only to the team but also the community. By balancing his punishment, he does not let the entire team suffer.

4. (c) You head the public relations department of the state's largest bank. The department is responsible for putting together a quality service recognition program. Your bank's public relations agency is designing the advertising specialty components for the program targeting the bank's 10,000 employees. Your spouse owns X Promotions, the largest advertising specialty firm in the state. The company offers the best prices for large orders. X Promotions has supplied products for a number of other accounts of the public relations firm. This is the first time, however, that the public relations firm has used X Promotions for a bank project. The public relations firm does not know that your spouse owns X Promotions. You have not suggested the use of X Promotions. The public relations firm has made its recommendations to you, including using X Promotions as the vendor for the quality service recognition program. What should be your next course of action - with the public relations agency, your management team and your spouse? Also, answer the following:
1. The ethical issue and/or conflict involved.
 2. Internal/external factors that may influence the decision.
 3. Identify key values.
 4. Identify the parties who will be affected and define the public relations professional's obligation to each.
 5. Select ethical principles to help the decision making process
 6. Make a decision and justify.

20

In order to ensure transparency, it is one's duty to tell the PR firm that your wife owns X promotions. Thus, exposing the conflict of interest.

1) Key ethical issue -

Conflict of interest as one would want to get longest possible contract to be given to X Promotions.

2) Internal Factors

Your spouse may want you to influence decision making.

External Factors

Perception of nepotism by others.

3) Key Values

(a) Objectivity of Decision Making.

(b) Biases by both self & PR firm.

4) Parties Involved

(a) Bank & self

(b) PR Firm

(c) Spouse & Promotions.

(d) Public / Employees.
(Perception)

(5) Decision

- (a) Inform PR Firm about conflict of interest.
- (b) Appoint another ~~coordinator~~ member of your team to ~~co~~ coordinate this project. ~~in case~~
- (c) Do not interfere in the project or try to influence the coordinator you have selected. Also, instruct him to take decision without bias.
- (d) Do not discuss the project with your spouse.

(6) Ethical Principles

- (a) Minimising conflict of interest
- (b) Ensuring objectivity

5. Answer the following two questions:

15 x 2 = 30

(a) In an unexpected turn of events, you find a bag full of money. You somehow come to know that this is black money, earned through unethical acts. Due to all pervasive corruption, you are facing a dilemma on handing over the money to the administration. You have a very close and honest friend who runs an orphanage. The orphanage is in a very petty situation due lack of finance. To whom would you give the money and why?

(i) The ~~is~~ right dutiful thing to do in this case is to give the bag of money to the authorities. When doing this one could petition the authorities to donate the money to the orphanage.

(ii) Why should ~~it~~ this be done?

Black money is an all pervasive crime. By giving the money to the authorities

it allows the law & order machinery to track down the original wrong doers and maybe catch actual criminals & identifying the black money route in the area.

(iii) one may write to the local newspapers, talking about your story to ensure public accountability of the money you found.

(iv) By petitioning the authorities to donate the money to the orphanage after investigations, it also could allow ~~at~~ the much observed trust deficit between the public & authorities to decrease.

(v) It would also lead to greater awareness among people about corruption - black money linkages.

5. (b) You are the public relations professional for a housing developer. Your company's next project is a multi-family housing complex for middle-income families. While gathering information related to the project, you find that land for the housing complex was the site of a landfill. A government agency's report shows very low levels of contaminants that are not life threatening. You discuss this information with your supervising boss, who is not a public relations professional, and request him to recommend ways to explain the landfill history in promotional materials. Your boss tells you that the landfill information is not to be included in the materials. He does not want this issue to be proactively discussed. What would you do in this situation?

15

(i) In the above case the ethical dilemma lies between performance of ones duties towards ones organisation versus ones moral views against inadequate information to consumers.

(ii) As your boss ~~is~~ has categorically rejected your proposition, you can prepare a formal assessment of why such information must be provided:-

(a) Consumer Redressal Forums

(Consumer courts can heavily fine the company if such a disclosure has not been made earlier)

(b) Hard regulations like Real Estate Authority Bill calls for transparency.

(c) With increased e-governance reforms, land records are easily available to public.

(d) High cost of litigation

(e) As the contamination level is very low, no serious PR damage would be done.

(iii) If your boss still disagrees, then you must do as you are told. Because, the health repercussions are minimal

whistleblowing would be inconsequential.
one must perform ones duties objectively
and accept dissent.

