### GENERAL STUDIES (TEST CODE : 748)

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<tr>
<th>Name of Candidate</th>
<th>English</th>
<th>Registration Number</th>
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<td>X. Varun Reddy</td>
<td>Registration Number</td>
<td>11704</td>
<td>10/10/16</td>
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<td>Old Rajender Nagar</td>
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Total Marks Obtained: 

Remarks: 

Signature of Examiner

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### 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 HINDI and ENGLISH. These are followed by marks. These are in both Hindi and English. Each question contains multiple parts, each of which is to be answered individually.
   
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
1. (a) The crux of ethical behavior lies not only in standards, but in their adoption in action and issuing sanctions against their violation. Illustrate.

- Ethical behaviour implies acting in accordance with established principles of conduct.
- Public service oriented work culture in a public office.

- Acting in accordance with ethical behaviour, for example in an organisation/society is not just adoption of standards/code of conduct but its adoption in action.

- E.g., society norms put restrictions on cheating, fraud yet they happen.

- Civil Services code of conduct prohibit corruption, yet it is prevalent.

- There central to ethical behaviour is issuing sanctions against their violations. Sanctions will compel individuals to act ethically.
in accordance with code of conduct/standards

e.g. quick prevention if engaged in corrupt activities will deter public servants from corruption.

Therefore for enforcing ethical behaviour, there should be standards established, all must be made aware of the standards and should be punished for violation of standards.
1. (b) Ethical qualities of a civil servant come handy in times of a crisis. Elucidate using the example of a natural disaster.

Ethical qualities of a civil servant

like integrity, objectivity, honesty, perseverance,
courage, ability to handle pressure, sense of justice,
compassion come very handy in dealing with

crisis situations like drought, disaster, riots, etc.

To illustrate take a flood situation

(i) Civil servant has to be calm, not to panic to

objectively assess the relief and rehabilitation

effort needed

(ii) He has to instill faith, confidence among people

that government is there to protect them

credibility of government servant matters here,

for public to re acquire faith

(iii) Perseverance is most crucial due to various

challenges like resource constraints, logistic problem,

inter-department coordination, issues of post-response
maybe from civil society.

(2) Compassion, is required to promote rescue, relief operations especially focusing on vulnerable like poor, women, disabled, elderly etc.

(3) Quality of service in relief and rehabilitation depends on the quality of efficiency and effectiveness of administrator, integrity to let funds siphoned off.

(4) Long-term futuristic thinking and vision to prevent such disasters in future, taking up flood mitigation programmes, its effective implementation depends on the commitment of the public servant.

Therefore, ethical qualities of the civil servant play a crucial role in the way crisis situation is dealt and public interest is safeguarded.
2. (a) The bailout package offered to large financial corporations in response to global financial crisis raised important ethical questions. Discuss the ethical issues involved in giving bailout packages to financial corporations using taxpayers' money.

Financial corporations like AIG were given bailout package from taxpayers' money by U.S.A during 2008- Financial crisis. Similarly recently by Greece. While bailout packages are given to protect financial stability and provide money to investors - it does raise many ethical questions.

(i) Giving immunity to reckless behaviour:

- By giving bailout, banks will not have incentives to be prudent in lending, financial operations.

- Thus, vicious cycle continues, at the end of the day with taxpayers losing.

(ii) Rational of investing hard earned taxpayer money to save "greedy" bankers, financial investment operators instead in education, health sectors.
(iii) Ethicality of the behaviour of financial institutions like Morgan Stanley to pay fat pay checks to their executive from bail out package → i.e. to the people responsible for financial crisis

(iv) Capitalist principles demand that it is natural process of evolution, for inefficient firms to fail to be replaced by better.

Therefore, there is certain "total deficit in bailing out failed and reckless, unethical firms". They must be allowed to fail, to be replaced by better institutions. Also steps should be taken to protect interests of innocent investors.
2. (b) There is an entrenched perception in our country that the police is biased against the minority community. Why does such a perception exist? Suggest steps to bridge the police community gap.

हमारे देश में एक मजबूत धारणा है कि पुलिस अन्तरराष्ट्रीय समुदाय के विरुद्ध प्रकट होती है। ऐसी धारणा क्यों बिखरी नहीं हुई? पुलिस और समुदाय के बीच की खाई पाटने हेतु उठाए जा सकने वाले विभिन्न कदमों को सुझाव दें।

There is entrenched social perception that police is biased against the minority community.

Reasons:

(i) Social attitudes are prevalent in the society towards minorities are violent, uncultured etc. and also exists among personnel of police.

(ii) How representation of minorities in police?

- 17th: Muslim population by 37. representation in police.

- This reinforces fear of majority, insecurities of minority.

(iii) Many extremist activities, group owe their origin to minority religious groups.

- There is a tendency to suspect minority individuals when tested acts occur.
Steps to bridge the police community gap

c) Increase representation of minorities in the police force

d) Sensitisation, value training of the police force to inculcate equality, respecting diversity, promotion of harmony

e) Police force as an active social change agent, to narrow the social prejudices against minorities

- Taking up community participation programmes to build confidence/trust in the community.

f) Show through action that they are not biased towards any community

- Objectivity, evidence guides their action

Thus minorities feel secure and safe to approach police force for justice.
3. (a) India's abysmal record in sex ratio and gender violence reflects the general attitude of the society towards women. Discuss. In this context, how could an attitudinal change be brought about?

India has low sex ratio of 950 females/1000 males and huge prevalence of gender violence like domestic violence, rape, etc.

It is a reflection of general patriarchal attitudes towards women.

(i) Women is a burden to a family, huge dowry to get her married.

- pref son over female -> female infanticide, female foeticide
- low sex ratio (child sex ratio = 914/1000 < national average of 940)

(ii) Neglect towards women in education, health, etc. leading to high child mortality of women -> low sex ratio

Poor education, health -> women becomes dependent financially on men, subordinate status, subject to gender violence.
(ii) Patriarchal dominance, men are superior to women. Stereotyping women's work, behaviour -
asserting rights, wearing jeans, is seen as deviation from norms - subjected to gender violence

Being Attitudinal change
efforts to

G. Women Empowerment:
- educationally (free education under RTE)
- skill development (self-reliance)
- financially (SGDS, employment)
- politically (reservation of seats)

is crucial and first step for attitudinal change.

women should lead the campaign, assert themselves as equals.
- promote women role models - purseindhu, charidha vohra

(iii) Information, education and Behavioural change

campaigns (IEBC) - counter prevailing prejudices, stereotypes

- through radio, television ads.
- role plays in the villages

- revitalising N40s, civil society for door-to-door campaigns
- curricular changes in education to promote gender neutrality

(iv) Local Administration, bureaucracy, politicians should
Take leading role as change agent to bring attitudinal change.

Therefore all round sustained efforts are needed to bring in attitudinal change and establish a gender neutral society.
3. (b) In the parlance of governance, probity is often used in conjunction with integrity. How do you differentiate between the two? What is their importance in public life? What measures can help promote these values in governance?

"Integrity" is the quality of adhering to highest moral standards like honesty, companionship, equality etc.

Whereas, "Probity" is not just integrity, honesty in governance but also positive values like transparency, accountability, absence of corruption. Therefore, probity is bigger than integrity which is necessary for efficient public service delivery and socio-economic development.

Importance of Integrity and Probity

(i) Probity in governance ensures public interest

is required given probity over personal interests

(ii) Ensures better quality of service, efficiency in
public service delivery
so that it can  
be spent on education, 
health

(iii) Integrity in conduct ensures absence of corruption, 
reputation in contracts awarding

(iv) Public faith and trust will be safeguarded

(v) Paves way for inclusive, sustainable, faster socio-economic 
development

Measures to promote these values

(a) value training during recruitment, regular 
in-service orientation camps to reinforce these values.

b) choosing right leaders to head organisations, departments;
leaders should promote and embody these values.

c) Accountability mechanisms in case of deviation
   - citizen charters, RTI - to public
   - CVC, CBI, judiciary - institutional methods

(d) Action, grievance redressal should be swift to 
act as deterrent.

Thus ethical governance will be
established in public offices
4. (a) How does the use of social media influence political participation and civic engagement? Discuss with examples.

सोशल मीडिया का प्रयोग राजनीतिक भागीदारी और नागरिक-संलग्नता को कैसे प्रभावित करता है? उदाहरण सहित चर्चा कीजिए।

Social media websites twitter, facebook and apps like whatsapp has profoundly changed political participation and Civic Engagement.

Political Participation

(i) Debates on policies, manifestos, ideologies of political parties are happening over social media.

(ii) Government policy discussions deliberations

• TRAI net neutrality debate on facebook Twitter
• change.org petitions to reverse section 377, trans gender bill

(iii) Huge outrage against ur attacks by Pakistan based terrorists on social media

- put pressure on government to respond

Civic Engagement

(i) not just citizen to government but social media.
helped government reach to citizens

- Ministry of External Affairs resuing [underline]suggested [crossed out] conflict trapped Indians based on Twitter messages
- Bengaluru police actively engage, respond to citizen queries on Twitter

(iii) Therefore it is promoting good governance, reaching out information to citizens

On the contrary, we have incidents of abuse of social media. For e.g.: Daadis lynching

incident based on WhatsApp message; radicalization by ISIS via social media et al.

Therefore we have to effectively leverage social media potential for political participation and civic engagement through establishing certain code of conduct on social media for netizens and effective regulation.
4. (b) What are the objectives behind the creation of Citizens' Charter? How does a Citizens' Charter ensure transparency and accountability in governance? What are the impediments in its effective implementation?

'Sītījītan chārtar' के निर्माण के पीछे क्या उद्देश्य हैं? सिटीजन चार्टर किस प्रकार शासन में परामर्शित और जनवादिता सुनिश्चित करता हैं? इसके प्रभावी कार्यान्वयन में कौन-सी बाधाएं हैं?

Citizen charter is the document of promise

containing various services, including their quality

being provided to customers, also obligations on

the employees to meet the time deadlines, quality of

service

objectives

(a) Customer oriented delivery of service

(b) Empower citizen to demand services from the

government organisation

(c) Accountability of the employees to deliver

services, grievance redressal mechanism is key

(d) Transparency in the dealings of the organisation

(e) Gives clarity to civil servants, organisational

goals and aims

Thus paving way for quality, efficient
delivery of services
Transparency and accountability

Because citizen charters enlist both sources provided:

- Quality, time deadlines - citizen can hold public accountable official for non-delivery, refusing to act without bribe.

- Grievance redressal mechanism with time bound replies will ensure copies on the part of employees are regulated and checked.

Impediments in effective implementation

(a) Poor drafting of citizen charters

- Without consultation with citizens, middle level employees.
- Time lines/deadlines promised are often unrealistic.

(b) Citizen awareness about citizen charters is very low. Therefore cannot demand services or hold public officials responsible in case of non-delivery.

(c) Grievance redressal mechanisms are not constituted, not functioning efficiently, delays in response.
(d) lack of stringent punishment if target mentioned in citizen charter are not met

a callous attitude towards citizen charter among public officials.

Citizen charter has huge potential for institutionalise citizen-centric governance. It has to be drafted in consultation, put in place effective grievance redressal mechanism to check lapses.
5. (a) RTI is termed as a master key to good governance. Highlight the role of RTI in making the administration and governance of our country more ethical and responsive.

आर.टी.आई. को सुधारक की मास्टर कुंजी करार दिया गया है। हमारे देश के प्रशासन और शासन की अधिक नैतिक तथा उत्तरदायी बनाने में आर.टी.आई. की भूमिका पर प्रकाश डालिए।

**RTI (Right to Information Act)**

has empowered citizens to seek information regarding
government operations thus ushering in an era of transparency and accountability in the governance.

**RTI and role in ethical, responsive governance**

(i) Government actions are actively monitored by
citizens → if not acted ethically and responsive,
will be questioned

- e.g. telecom scam: common wealth
- e.g. - water crisis: government responsiveness come under heavy criticism

(ii) Through information, efficiency, propriety of government decisions can be questioned

- e.g. - drought management: water tanker vs developing local resources

(iii) Protection of human rights - by compelling government to act by seeking information
East: Need to awarding of forests rights to tribals under Forests Rights Act (FRA)

(v) checks corruption, abuse of power

(vi) leading to efficient delivery of public services, better targeting

- MGNREGA in Andhra Pradesh via RTI

Therefore RTI is a key to good governance by acting as an instrument to promote transparency and accountability in governance.
5. (b) Differentiate between persuasion and social influence. How can persuasion be made effective to bring about an attitudinal change? Give two examples where you brought about a positive attitudinal change through persuasion.

अनुप्रयोग (समशास्त्रा-वृद्धोग) और सामाजिक प्रभाव के बीच अंतर बताए। किसी की अभिवृत्ति में परिवर्तन लाने हेतु अनुप्रयोग को कैसे प्रभावी बनाया जा सकता है? ऐसे दो उदाहरण दीजिए जहां आप अनुप्रयोग द्वारा अभिवृत्ति में सकारात्मक परिवर्तन लाने में सफल रहे हों।

(i) Differentiation between Persuasion and social influence

Persuasion

- is a conscious activity
- undertaken by an outside message
- in a community/group to bring about a attitudinal/behavioural change
- reasons persuading effect of the message delivered
- relatively tougher to change for attitude towards women via Beti Bachao Beti Padhao Yojana

Social Influence

- is a conscious activity
- undertaken by individual to bring about attitudinal/behavioural change
- reason to conform, acceptance into the group
- easier compared to persuasion
- easier social influence to send children to school

(ii) Making Persuasion effective

(a) message characteristics

- someone who is more trustworthy, credible, expert, attractive.
ex- regarding sanitation - a local well known trust
worthy person will be more effective for behavioural change

(b) Message articulation

- Make it more engaging than a serious lecture
- Outline clearly benefits, countering each of
  the existing belief

  ex- women as a burden attitude - counter
  by showing how women can achieve fame,
  income, prosperity, happiness to family

- Role play, drama more effective

(c) Social setup/venue of organisation - should be
   comfortable for the participants to be receiving
   mode.

(d) Reinforcing the message - at regular intervals for
   retaining the message (say every week one - a
   roleplay, public meeting)

(iii) Personal Examples

(a) Attitude towards copying - my friend resorted
   to copying to pass fetch good marks in exam - it is
   a necessary way to gain marks for him
made his realisation of the unethicality of unfair advantage over others through copying.

his long term interest like future employment grades will be affected if caught copying

This made him about copying in exams.

(b) Attitude towards Transgenders

. Transgenders were viewed with negative attitude like disgust, hatred, thieves etc. by a friend.

. This made him realise the difficulties, discrimination and exploitation they go through since their childhood which made them outcaste, pursue occupations like begging, prostitution.

. This brought about attitudinal change from disgust to compassion, sympathy for transgenders.
6. In spite of the existence of a Code of Conduct for public servants, its implementation has been tardy and of limited success. Discuss. Further, suggest steps which could be taken to improve the efficacy of the Code of Conduct. What role can Code of Ethics play in reinforcing the Code of Conduct in public life.

लोक सेवक के लिए आचार संहिता के अंतर्गत में होने के बावजूद इसका कार्यान्वयन धीमा रहा है और इसमें सीमित सफलता ही पायी हुई है। चर्चा कीजिए। साथ ही, ऐसे कदम सुझाएं जो आचार संहिता की प्रभावशीलता को बढ़ाने हेतु उठाए जा सकते हैं। सार्वजनिक जीवन में आचार संहिता को लागू करने हेतु नैतिक संहिता क्या मूल्यिक स्तर बना कर सकती है।

**Code of conduct is the standards of behaviour expected from public servants for ethical governance in administration.**

2.31 Central Civil Services (Conduct) Rules 1961

However, despite public service being bounded

as corrupt, slow, delay, low public service orientation,

repetitive etc.

reasons for tardy implementation is
(a) list of don'ts rather than do's
(b) lack of strong penal provisions if violated

(c) lack effective monitoring and regulation for enforcing code of conduct

(d) delay in judicial process, to get conviction in cases of gross misuse/abuse of power

(e) Low awareness about code of conduct among officials,
Steps to improve efficiency

(a) Make it comprehensive

- Add values, code of ethical values, more of dos than don’ts, which public servants should abide by

- Compass, integrity, objectivity, transparency

(b) Effective penal provisions if violated

(c) Strong monitoring and regulation of code of conduct

- Ethics commissions in parliament for MPs as suggested by ARC

(d) Improving transparency, accountability, RTI, citizen charters and grievance redressal mechanism to report awareness about code of conduct

(e) Judicial reforms to get quick conviction

code of ethics

code of conduct concept

Public servant life is very complex and challenging. All the situations like disaster management, acts, etc. and expected behaviors cannot be codified in the code of
In such situations, code of ethics reinforces code of conduct for ethical governance. Acting on the ethical values of compassion, responsibility, integrity, perseverance etc. will achieve great results in dealing with situations like disasters.

Therefore, code of ethics act as a guide to public servants during unpredictable, challenging situations.
7. Given below is a quotation. Bring out what it means to you in present context.

"The intellect has sharp eye for methods and tools, but is blind to ends and values." — Einstein.

Einstein brings about the classic debate on the utility of training intellect and brain without training the heart i.e. total values of the person.

According to Einstein, intellect is good at identifying methods and tools to solve problems such as drought situation but blind to ends and values.

It is highly relevant in present context, to illustrate:

(i) For example in drought situation → River linking project is proposed by intellectuals. Great idea theoretically to solve drought but its ends and values like submergence of lives, displacement...
of tribal violations, human rights, weigh highly compared to ends achieved in present situation.

Similarly, preparing nuclear weapons as a deterrent to war without emphasizing disastrous consequence if misused, using proxy war by Pakistan to sustain fight against India are all absent in real values.

Therefore, it is important that intellect is trained in values, weighing in all consequences to arrive at ethically correct and better methods and tools.
8. Your 16 year old cousin, Leena, loves to play basketball but her peers mock her short height, so much so that Leena has developed a negative attitude towards all sports. As a responsible elder cousin, how will you convince Leena to take up sports once again?

आपकी 16 वर्षीय चचेरी बहन, लीना, बास्केटबॉल खेलना पसंद करती है लेकिन उसके साथी उसकी कम लंबाई की इतनी अधिक हसी उड़ाते हैं कि लीना ने सभी खेलों के प्रति नकारात्मक दृष्टिकोण बना लिया है। एक जिम्मेदार बड़े भाई के रूप में, आप लीना की एक बार फिर से खेलों में भागीदारी करने के लिए कैसे मनाएंगे?

Peer pressure and receding, negative comments on her short height has made Leena develop a negative attitude towards basketball. Has made her doubt her self-confidence and ability to excel at the game.

As a responsible cousin:

(i) I'll patiently listen to all the reasons why she doesn't want to play sports.

(ii) Then in a calm and composed manner will teach her that

- for success in any sport or activity in life - self-confidence and belief that "I can do it" is the most important.
It is not height, I A eh that is needed but belief.

(iii) Give examples of blind
- Helen Keller - deaf and blind yet great
  inspirational story to millions as an author, activist
  physically disabled - in spite of physical disabilities
  pursue their interests like football, swimming
  and excel

(iv) Your friends bully you because they are afraid
  that you might overtake them, because they
  know you are very hardworking and dedicated
  
  To boost her self-confidence

Therefore, by infusing belief that

She can play and excel and raising her self-confidence
through motivation, they make her pick up

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

9. You are the dean of an engineering college. You have received a complaint regarding prejudice against students from lower castes by some senior professors. These professors have contributed a lot academically to the university. However, this particular instance has disturbed peace and harmony in the campus.

(a) Discuss the immediate steps you would take to contain growing discontent among some students.

(b) Discuss the action to be taken if the professors are found to be guilty and also evaluate the steps if it comes out to be a false case against the professors.

(c) What should be the responsibilities of professors and students to create positive social ambience in the campus?

---

**Case:** Prejudice against students from lower castes by some senior professors, which is against university values of tolerance and harmony respecting diversity and also against constitutional values.

(a) Immediate steps to contain discontent.
(i) Have a meeting with student leaders, students who have faced discrimination, know the first-hand information.

(ii) Assure students of swift and strict action if found guilty.

- Launch an enquiry committee, with representation from all sections (including lower castes).

(iii) On the basis of enquiry committee, take action.

(4) 

(a) If professors are found guilty, assess the gravity of the act, i.e. deviation from organisational principles, constitutional ethics.

(b) If it is unexcusable, a deliberate mistake then irrespective of their contribution to university academia, dismissing them is in the way forward to protect what university stands for and its reputation in the eyes of people.
(5) If it is a minor act, punishment can be lenient like suspension for a month etc.

(caxx2) If professors are found not guilty

(a) Based on the report of the enquiry committee, if the students falsely tried to dispute professors then consult with student bodies regarding the punishment to be meted out and arrive at a decision like suspension for a semester or monetary penalty depending upon the case.

(b) It is important to take student bodies into confidence before acting so that peace prevails in the campus.

(c) Responsibilities of

(i) Professors: To create a positive social ambiance.
   - Is to be beacon of the promissory values of respecting diversity, tolerance, compassion,

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humanity along with excellence, hardwork etc.

- They should be role models for students to emulate
- They should actively strive to bridge prejudices among students and shape them as "good citizens"

(ii) Students

- To respect each other, appreciate diversity and be tolerant.
- Equality should be basis of relationships between students.
- They should strive to abide by university principles and that of constitutional ethos.

In the long run, to prevent such incidents, orientation classes on university principles, code of conduct should be held for all students, professors and regularly promoted through seminars, debates.
10. You are working in the Ministry of Social Justice and Empowerment and posted in a rural area. There are many government programs being run by your Ministry under which people are given financial help after verification of the required documents. Every day you encounter some cases, in which people from weaker section are not able to avail the benefits due to faulty or insufficient documents. However, there are also some instances of people trying to forge documents, which makes verification important. What will be your approach towards cases wherein those from the weaker section are not able to avail the benefits due to insufficient documents - will you go by the rule book or exercise discretion in selected cases based on your experience. Discuss both options available to you and evaluate them.

आप सामाजिक न्याय और आदिकारिक कार्यालय में कार्य कर रहे हैं एवं शामिल होते हैं में निरुक्त हैं। आपके मंडल द्वारा कई तरह की मांग संस्थापित किए जा रहे हैं जिनके अंतर्गत लोगों को वाचित दस्तावेजों के संस्थापन के बाद दूसरे दृष्टियों सहायता दी जाती है। आपके पास अग्रिम कुछ ऐसे मामले आते हैं जिनमें कामीय, तबके के लोक दोपूराहरू या आवास दस्तावेजों के कारण लाभ प्राप्त नहीं कर पाते हैं। हालांकि, कुछ ऐसे मामलों में भी सामने आती हैं कि लोग जल्दी दस्तावेजों का प्रयोग करने का प्रयास करते हैं, इस कारण संस्थापन महत्त्वपूर्ण हो जाता है। उन मामलों के प्रति आपका इकट्ठाधिकृत कल्याण होगा जिनमें कामीय, तबके के लोक अपनी मांग दस्तावेजों के कारण लाभ नहीं प्राप्त कर पाते हैं - क्या आप नियम पुस्तिका के अनुसार चलते या चुनिन्दा मामलों में अपने अनुपम के आधार पर अपने विचार का प्रयोग करेंगे। अपने लिए उपलब्ध दोनों विकल्पों पर चर्चा कीजिए और उनका मूल्यांकन कीजिए।

Case: To do justice to weaker sections, by acting with in accordance with public service ethos to make sure they get financial help.

Option (a) - Going by rule book.

Ethical issue: It again strengthens the public attitude about bureaucracy as apathy, low public service commitment, government only for rich etc.
Also weaker sections require compassionate
treatment, even constitution allows affirmative action

merits of going by rule book

I will not be violating law, thus can hold myself
accountable to superiors, courts against allegations
of abuse of power

I should arrest incidents of fake beneficiaries trying
to avail services with insufficient documents

However, it doesn't meet the
organisational aims to do justice to weaker section,

option (b) discretion in selected cases based on
experience

merits

Ensures weaker sections can avail financial help.

shows that government stands committed to help
poor and empower them

demerits

lot of subjectivity if discretion is used based on
experience
This may lead to allegations of abuse of power, take beneficiaries benefiting due to oversight or mistakes etc which cannot be justified before public or courts or department.

Therefore not the way forward, it might reinforce public attitudes of abuse or discretion by government officials.

**Option (c) is way forward**

(i) Assist the weaker sections with insufficient documents, either by providing information regarding how they can meet the eligibility, where to get other required documents.

(ii) Organise special camps in coordination with revenue department to provide these documents in a swift manner to weaker sections.

(iii) These enroll them on to the financial help scheme.
Merit

(a) Measures are taken to provide documents to the weaker sections with much comfort to them.

(b) Show compassion, commitment towards empowerment of poor.

(c) Also in line with organizational duty of "Public Service".

Demerit

(a) Its success depends on the active participation of other departments like Revenue etc. Therefore there might be delays.

But it is the best way forward, so that while enrollment to the scheme is made objectively according to government eligibility criteria and also weaker sections are provided additional special assistance to avail benefits meeting scheme goals.
11. You have been recently posted as Superintendent of Police of a district which has a famous temple. Shortly thereafter you found that there is considerable tension in your district on the issue of allowing entry of women in the temple. The women were trying to break the allegedly 400-year-old tradition of the temple, which banned women from entering its inner sanctum. Recently a 350-strong group of women was stopped by the the temple administration from entering the temple. This led to a scuffle wherein few women participating in the protest were manhandled. There is a pressure on you from local politicians who want you to prevent any such forced entry as elections are approaching.

(a) Do you think there is a dichotomy between progress values guaranteed to women by the Constitution and regressive traditions which continue in the garb of religion? How can this dichotomy be resolved?

(b) How would you manage the law and order situation created by the forced entry?

(c) How would you manage and mould patriarchal attitude of the temple administrators and male elders to ensure harmony.

आपको हाल ही में एक ऐसे जिले का पुलिस अधीक्षक नियुक्त किया गया है जहां एक प्रमुख मंदिर है। नियुक्ति के कुछ दिनों बाद ही आपको जान होता है कि आपके जिले के मंदिर में महिलाओं का प्रवेश की अनुमति देने के मुद्दे पर काफी तनाव व्यक्त है। कबिर रूप से महिलाएं, मंदिर की उस 400 वर्ष पुरानी परंपरा को तोड़ने का प्रयास कर रहीं थीं जो महिलाओं को इसके गर्व में प्रवेश करने से रोकतीं है। हाल ही में 350 महिलाओं के विशाल समूह को मंदिर प्रवेशान्वित द्वारा मंदिर में प्रवेश करने से रोका गया था। जिसके कारण राहत हुई, जहां विरोध में शामिल हुए महिलाओं के साथ मारपीट हुई। आप पर ऐसे स्थानीय तत्त्वों द्वारा दबाव बनाया जा रहा है जो आपसे चाहते हैं, कि आप इस प्रकार के बलवृत्त प्रवेश को रोकें।

(a) क्या आप समझते हैं कि यहां महिलाओं की संविधान द्वारा प्राप्त प्रतिभाशील मूल्यों तथा धर्म की आड़ में जारी रहने वाली प्रतिभागी परंपराओं के दौरान एक विरोध आया है? इस विरोध आया का समाधान किस प्रकार किया जा सकता है?

(b) बलवृत्त प्रवेश से उत्पन्न हुई कानून और व्यवस्था की स्थिति को आप किस प्रकार प्रबंधित करें?

(c) केंद्र में सुझाव सुनिश्चित करने हेतु आप मंदिर प्रबंधन और पुरुष दुश्मनों की पीड़ता सत्तामक अभिवृत्त को किस प्रकार प्रबंधित एवं परिवर्तित करेंगे?

*Prevalence of inequality and prejudices in the society where by women are banned from entering the temple where only section of women are allowed.*

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constitutional rights to break 400 year old tradition

(a) Dichotomy between progressive values like equality, human rights, gender justice and regressive tradition of banning entry to women, subordination and patriarchal attitudes towards women.

These regressive traditions are not in consonance with constitutional values of the country.

Resolution : Therefore should be adoption of modern progressive values by overcoming traditional regressive values in the garb of religion.

Or EKRA is a long drawn battle to conquer attitudes. Sati, sanctioned by religion, is the example of how tough it is fight these prejudices

(b) Managing law and order situation

(c) Bring two parties i.e. women group and temple
administration into negotiation

(iii) try to establish calmness, negotiations in place

of forceful entry, scuffles.

(iii) the temple administration also politicians have

vested interests in preventing entry, local

administration may also have these prejudices –

unilateral decision of allowing women on the

basis of Article 14, 15 of constitution might be

practically nugatory.

Now if temple administration is adamant in allowing women,

since it is the conflict between traditional religious

beliefs under Article 25, 26 and Article 14, 15 of equality

of Indian constitution.

Resolution through a Apex Court litigation

on the constitutionality of the religious traditions,

is the way forward.

It will also compel politicians, local

administration, temple administration to act in accordance

with the orders of the court.
(c) Patriarchal attitude change for long-term harmony

(i) Countering the beliefs of male superiority, prejudices held against women through

-何 awareness campaigns via television sets,
- radio programs on modern women, how progressive and equal to their counterparts
- promote role models like P.V. Sindhu, Chanda Kochhar

(ii) Examples of how religious across the world are moving progressively, removing long-held prejudices

- Catholics are increasingly adopting abortions

(iii) Through education, promote gender equality among youth who are the future society

Thus women will enjoy equal weight, as men in the society and bringing in equality of women in religious sphere is very important step towards women empowerment.
12. You are a manager in a sales firm. Mr. A and Mr. B are two juniors working under you. Mr. A is a hardworking person who completes his work before time and hardly takes a leave. His work is meticulous and you have never received any complaint about his work. However, in your personal meetings with Mr. A, you realized that he kept himself and spoke only when required. You received similar feedbacks from his colleagues as well. Mr. B is not as hard-working and completes his work at the very last moment. You also come to know that using his rapport with his colleagues he gets his work done by them. In your meetings with him, he comes across as a confident person but lacking in sincerity. Both are expecting promotion this year, but you can promote only one of them as you have only one vacant position. In this context, answer the following questions:

(a) Discuss the merits and demerits of choosing one amongst the two for promotion.

(b) Based on your evaluation, whom will you choose for the job?

(c) What steps will you take to keep all the employees motivated who did not get promotion on expected lines?

आप एक बिक्री फर्म में प्रबंधक हैं। श्री A और श्री B आप के अधीन कार्य करने वाले दो कर्मचारी हैं। श्री A एक मेहनती व्यक्ति है जो समय से पहले अपने काम पूरा करता है और आप का आकर्षण ही कमी छोटी लेता है। उसका कार्य दक्षतापूर्वक किया गया होता है और आपको उसके कार्य के संबंध में कभी कोई विकार नहीं हुई है। हालांकि, श्री A के साथ आपकी निजी वातावरण में, आपकी मात्र हुआ कि वह अपने को स्वयं तक समर्थ रखता है और केवल आवश्यकता पड़ने पर बोलता है। आपको उसके सहयोगियों से भी इसी प्रकार का फीडबैक प्राप्त हुआ है। श्री B उनका मेहनती व्यक्ति नहीं है और अपने कार्य बिन्दुत्र अनियमित क्रम में ही पूरा करता है। आपको यह भी जानते हैं कि अपने सहयोगियों के साथ आपने ताल्लुक का उपयोग करके वह उनमें आपका कार्य कर लेता है। जब आप उसके साथ बात करते हैं तब आपको वह एक आत्मविश्वासी व्यक्ति तो प्रतिकूल होता है कितने उसके संबंध में समर्पित गंभीरता की कमी नजर आती है। दोनों ही इस वर्ष प्रोफेशनलिटी की अपेक्षा कर रहे हैं, लेकिन आप उनमें से केवल एक को प्रोफेशनलिटी दे सकते हैं क्योंकि आपके पास वाला एक ही पद रिक है। इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

(a) प्रोफेशनलिटी देने के लिए दोनों के बीच से एक को चुनने के पुरूष और दोस्त की चर्चा कीजिए।

(b) अपने मूल्यांकन के आधार पर आप उसके पद के लिए किसका चयन करेंगे?

(c) जिन कर्मचारियों को आपके अनुरूप प्रोफेशनलिटी प्राप्त नहीं हुई, उन्हें प्रेरित करने के लिए आप कौन-में कदम उठाएंगे?

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There are two people expecting promotion, but there is only one post implies one is bound to get disappointed for not promoted. Also dilemma of who
to promote between competent but self-centered, quiet
personality other confident but lacks security.

(a) choosing one amongst two for promotion

merits
- It will induce competition between the two to
  compete for better performance
- healthy competition
- it will benefit the organisation, due to greater
  productivity from both.

demerits
- It has potential for unhealthy competition, to downplay
  the competitor, thus ultimately organisation will lose
- It will leave one person dissatisfied, therefore can
  obstruct the functioning of the one promoted (directly &
  indirectly)
- chances that the person not promoted might
  feel let down, not rewarded for his hard
  work and choose to leave the company for
  being unfair.
(b) Whom to choose? Mr. A for being sincere, competent

(i) Sincerity is the biggest moral trait which cannot be
taught easily, Mr. B lacks at it

higher the position one holds, greater the need of
ethical values like sincerity

(ii) Competence, through this Mr. A can achieve

greater benefits to the organisation

"Competence + Sincerity" will act as role
model for his subordinates.

(iii) Mr. B is more confident compared to Mr. A but

saw through greater socialisation these skills can be
developed unlike moral values like sincerity.

(c) To motivate the workforce

Objectivity and

Fairness! - the message has to be sent that

clearly the criteria on the basis of which a person is
chosen for promotion

so that entire process seems fair and objective.
(ii) Hardwork is recognized.

Even though only one is rewarded, appreciate the efforts of the others for working hard to earn promotion.

- can award bonus for their contribution

(iii) This is not the last promotion.

- In future as the organization expands its operation, more posts will open up in future.
- Inspire people to working harder to take organisation forward.

Thus establish a fair working environment which treats all equally and rewards competence, sincerity, hardwork among its employees.
13. Mr. A is an honest senior bureaucrat who retired some time back. He has worked across many positions and wields immense influence in the corridors of power. His wife was working in a consulting firm. She has now quit her job and started her own consulting firm that will bid for government contracts also. Mr. A himself intends to contribute his experience and insider knowledge about the government operations to prepare for the bid. When prodded about any conflict of interest, Mrs. A argued that she always wanted to own her own consulting firm and bid for government projects so that she could improve the quality of government operations through her services. But earlier she could not since her husband was a bureaucrat in the same city and various government rules prevented her from doing so. As he has now retired she can take up this job.

(a) What are the ethical issues involved in this case?
(b) What are steps that can be taken by Mr. A to resolve these ethical issues?
(c) What is the best option for Mr. A? Support your answer with appropriate reasons.

Mrs. A argued that she always wanted to own her own consulting firm and bid for government projects so that she could improve the quality of government operations through her services. But earlier she could not since her husband was a bureaucrat in the same city and various government rules prevented her from doing so. As he has now retired she can take up this job.

(a) What are the ethical issues involved in this case?
(b) What are steps that can be taken by Mr. A to resolve these ethical issues?
(c) What is the best option for Mr. A? Support your answer with appropriate reasons.
(a) Ethical issues involved

(i) Unfair advantage Mrs. A consulting firm has over
due to access to insider knowledge through Mr. A?

(ii) Is it ethical on the part of Mr. A to share insider
knowledge?

Does it breach trust and confidentiality of the
Government organisation.

(iii) Mrs. A consulting firm, winning the contract, might
attract allegations of favouritism, nepotism, abuse of
power and influence.

Will question government's probity.

(iv) Should Mrs. A consulting firm be allowed to bid for government
services? Given there is issue of conflict of interest.

(b) Steps that can be taken by Mrs. A

(i) Request Mrs. A to consider applying for
government contracts, as public will see there is
chances of public see this as abuse of power, influence,
for personal benefits by a retired bureaucrat.
(ii) If Mrs. A wishes to apply, 
communicate clearly that no insider information
will be revealed that fetches unfair advantage
over other competitors.

(iii) In the interests of maintaining integrity and probity,
it is better for Mrs. A to not be associated with the
consulting firm.

(iv) Also he can consult with department’s head
regarding disclosing what information might be
regarded breach of trust and confidentiality.

(v) Best option for Mrs. A
is to detach himself from the consulting firm,
as it is interested in government project.

Detaching himself will protect his integrity
in the eyes of people, appreciate the high
ethical standards of retired bureaucrats.
Also since there is chance of allegations of abuse of power, influence which might bring government to disrepute and also mis-consulting firm—staying away from the consulting firm is the better option.

Thus by choosing to opting out of consulting firm he promotes not only his integrity but also fairness in the government's contracting.
14. You are an undergraduate student in a leading law University. You go with your college friend Surender to his village to attend his sister’s marriage. Surender’s parents are farmers and are financially very poor. They have somehow managed to send him to the university by selling their land. After interaction with the family relatives attending the marriage, you find out that the bride is not marriagable age which makes it a case of child marriage. The family wants early marriage of the daughter to avoid huge demands of dowry in the future. You are well aware that child marriage is illegal in India. So, you discuss the issue with your friend who says that he is helpless and can’t do anything. Your friend feels that his family is already doing too much for him and he cannot argue and change his parents’ decision. In this situation, what are the possible actions you can take? Evaluate the merits and demerits of each of them.

आप एक प्रसिद्ध विश्वविद्यालय में छात्र हैं। आप अपने कॉलेज के मित्र सुरेंद्र के साथ उनकी बहन के विवाह समारोह में भाग लेने के लिए उसके गांव जाते हैं। सुरेंद्र के माता-पिता किसान हैं और वित्तीय तौर पर बहुत गरीब हैं। उन्होंने अपनी जमीन बेच कर किसी प्रकार उसे विवाहित करने के लिए दिलाया है। विवाह समारोह में आप विवाह के अन्य संबंधियों के साथ, आपको पता चलता है कि बाल-विवाह योग्य आप की नहीं है, किससे यह एक बाल-विवाह का मामला हो जाता है। यह परिवार भी आपकी अवचित रहेगा की मां की संभावना से बचने के लिए अपनी बेटी का श्रीमती ही विवाह करा दे दे आप्पे है। आप इस तरह से माता-पिता अवस्था है कि भारत में बाल-विवाह गैर-कानूनी है। फलता: आप इस मुद्दे पर अपने मित्र से चर्चा करते हैं जो कहता है कि वह लाजवाब है और कुछ नहीं कर सकता। अपना मित्र अनुमस्त करता है उसका परिवार पहले से ही उसके लिए बहुत अधिक करता रहा है और बहुत उनसे टकरा कर अपने माता-पिता के निर्देश को बदल नहीं सकता। इस परिस्थिति में आप कौन-सी संभावित कार्यवाहिकता कर सकते है? उनमें से प्रत्येक के गुण और दोषों का भी स्पष्टीकरण कीजिए।
Ethical Issues

(a) Future, right to education, right to independent life of her choice - to girl child

(b) Financially help less condition of the farmer, to counter social evils like dowry prevalent in the society

(c) Obligation to parent, has made persuade compliant in the illegal act.

Possible Course of Actions

(a) Let the marriage continue, to as it is a friend's family personal affair

(b) Marriages will happen; friend and his parents will be relieved that marriage has taken place

(c) It will maintain continuation of good friendly relations with parents

Dangers

(i) It is a social evil, illegal act compromising right, rights career of a girl

(ii) Letting the marriage happen, make me complicit in the crime. My conscience will not allow it neither I will be doing justice to my profession "law"
(b) Call the police to stop the illegal act

(c) **marriage will be stopped**, it will bring into limelight the prevalence of dowry, child marriage evils in the region

(ii) may motivate civil society groups to take up fight against these issues

(iii) girl might be rehabilitated, may have chance of education, better career.

**Benefits**

(i) Parents of my friend surrender will be acquitted, for a punishment of once two year.

(ii) It will permanently break the friendship

(iii) Also heavy punishment is injustice to their already poor financial condition (dead double jeopardy) and poverty dowry which has driven them for child marriage

(c) way forwards

(i) **talk to parents of surrender to stop** the illegal activity for they may face jail of 2 years and for spoiling career of the girl child.
(i) Try to convince them, how child marriage is evil, harmful to girl child.

(ii) As a law student, can explain dowry need not decide the fate of the girl child - for she can avail various benefits under Government schemes and laws to have better career and future.

(iii) Kasturbabai Balika Vidyalaya

(iv) Skill training under NREGA (Najeeba) etc.

(v) Along with suede, she can actively contribute to improve her financial condition, free from being a burden to the family.

(vi) If the family is adamant to go ahead with child marriage, then call administration to stop the marriage.

And the issue is not to arrest the poor farmers but to attack the social evils like poverty, dowry which is compelling the people to take decision like child marriage. Therefore it is important to ensure right/bJones of the administration in these issues and treat poor farmers leniently because circumstances drove them towards such unethical decision.