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GENERAL STUDIES (TEST CODE : 634)

Name of Candidate	ARTIKA SHUKLA		
Medium Hindi/Eng.	English	Registration Number	9582
Center	ORN	Date	6/10/15

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
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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.

75, 3rd Floor, Old Rajinder Nagar Market, Near Axis Bank, New Delhi – 110060

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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

SECTION - A

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

1. (a) Even though women may have equal skills, qualifications and commitment as men, they face much more difficulty in rising up the leadership hierarchy. Discuss the reasons for the same. Also, explain the importance of having gender parity in positions of leadership. 10

1 (a) About 50% of India's population consists of women. However, their representation in the workforce does not match well with this statistic. Despite having similar skills and qualifications, women often face difficulties in remaining or rising up the leadership ladder.

Reasons for the above could be -

1. Patriarchal mindset : Society entrenched with the centuries old prejudices that do not allow women to be seen as leaders, merely as obedient housewives, daughters or sisters.
2. Unequal opportunities : Despite having similar skills, commitment, women sometimes cannot

act on these opportunities due to social roles of mother, wife... cannot spend a lot of their time at work.

(3). Lack of safety: Many women feel the need to resign from jobs simply due to unsafe and unfriendly environment, sexual harassment.

(4) Lack of Role Models: Even though women like Indra Nooyi, Sana Mirza and Sana Nehwal are known faces, still there is a dearth of female role models in every field as compared to men.

Benefits of gender parity in leadership:

1.) Better, balanced decisions: Women bring the caring attitude as opposed to sticking to principles of justice and autonomy blindly. Acc. to ethics of care, women ~~take~~ complement men.

2.) Women issues highlighted:

3.) Women may be more competent in handling sound issues like appointments in banking. International studies have shown more women leaders serve better. India has recently mandated presence of one woman in every board of directors of a company.

1. (b) All correct decisions are honest and all incorrect decisions are dishonest. Do you agree? How should the correctness and incorrectness of a decision be decided? 10

1(b)

Decisions are taken ~~in~~ everyday ~~decisions~~ in a maze of conditions like timing, place, reason, morals, values. Most decisions are based on a combination of one's own values and an ethical understanding of the present situation. Hence, to judge decisions simply on the basis of their 'correctness' may be oversimplifying the process.

I do not agree to the above statement. The correctness and incorrectness of a decision could be decided on the basis of:

- 1) Ethics: According to this, the ~~of value~~ virtue decision is right if it is guided by the morality of a good person. However, it leaves a lot of space for misinterpretation as in 'what is moral'; 'who is a good person?'

2. Consequentialism : According to this, a decision is right if its end (or consequences) are right. However the consequences of a decision are not entirely known at the time of making a decision.

3. Deontological : This says that if a principles person is performing his duty, his decision is right, irrespective of the nature of the decision.

4. In addition, ~~from~~ the value of motive is also emphasised in certain schools of ethics.

I think, in the present circumstances, decisions must be interpreted in a wider socio-political scenario. The motive as well as consequences of a decision hold importance. In addition, public policy decision-making could be guided by the maxim of 'greatest good to greatest number.'

2. (a) Should birth control be a voluntary exercise or a government policy in a country? In this regard, examine the ethical dimensions of having a One Child Policy in India. 10

A2:-

Birth control is an extremely personal decision for any couple to make. The couple must be satisfied that they would never again long for another child. Hence, it should be a voluntary exercise rather than a forced government policy.

Having a one child policy in India (emulating China) may control population and, hence, bode well for our economic growth in future.

However, having such a policy erodes the fundamental power of decision-making of parents in the area of family -

1). A top down, mandated approach

may ~~so~~ have psychological effects on couples who wish to have a bigger family.

2) Individual circumstances direct decisions of family expansion or reduction.

By having a government rule, ~~the~~ the inherent idea of viewing each man as an end in himself and not as a means to an end is violated.

3) One Child policy could erode family values as both parents might be working and the child left alone or with the maid. An elder sibling could have provided the care and protection that no outsider could.

4) Also, the single child could be left alone in his growing years leading to depression, easy susceptibility to ~~of~~ growing influences of the society. Thus, family planning should be a bottom up, decentralised policy.

2. (b) An organisation consists of a variety of individuals with varying values and degrees of motivation. What challenges do leaders face when forging a harmonious work culture in such an organisation? How can leaders engender a sense of inclusion in face of such diversity? 10

(b) An organisation is like a mini-ecosystem of different individuals with varying values, principles and motivation. It, then becomes the responsibility of the leader to make them feel included and create a harmonious work culture.

* Challenges faced include -

1. Diverse opinions : people from different backgrounds may have different opinions over similar things, ex: dressing codes for women.

2. feelings of hostility : Some communities may be historically wronged by others. They still bear feelings of hostility towards them - making it difficult to build an inclusive workplace.

3. Varying thresholds of breakdown :

Different individuals may have different limits as to withstand stress. Some may need more while others less of motivation.

Way forward :

In order to ~~engage~~ engender a sense of inclusion, ~~by leaders~~ following steps can be taken:

- 1). Spreading awareness about different cultures.
- 2). Having good oratory skills to infuse them with motivation.
- 3). Ability to motivate and gently coax towards a tolerant attitude.
- 4). Showing empathy and regard towards juniors.
- 5). Displaying emotional intelligence as well as teaching others how to effectively and productively use emotions.
- 6). Making a connection with the people working, understanding and motivating them, also being available and responsive.

3. (a) Notwithstanding compassion and morality, it is national interest that ultimately determines a country's decisions in international relations. Discuss this statement in the context of the current refugee crisis. 10

(a) The ~~world~~ world is currently witnessing the greatest ~~refugee~~ refugee crisis. Refugees fleeing persecution on the basis of religion as well as ~~the~~ ethnic minorities are steadily increasing in number ex- in Myanmar (Rohingya Muslims), Sri Lanka (Tamils) as well as refugees from Syria, Iraq and Lebanon.

Ethics in international relations have been a well discussed topic. Various ideologies like idealism, realism as well as ruthless pragmatism have been espoused by leaders. Our own national movement and subsequent foreign policy was imbued with principles of non-alignment and non-

violence in addition to Panchsheel (peaceful coexistence) and mutual non-interference.

However, it is rightly said that a country has no permanent foreign relations, only permanent national interests. Recently, it has been seen that European countries have denied entry to many refugees as it added to their national burden. However, Germany has come forward on this aspect, thus becoming an example to the rest of the world.

A humanitarian crisis like the current one involves principles of ethics, compassion as well as pragmatism. Providing asylum to citizens fleeing persecution is the ethical thing to do along with balancing national interests ^(increasing security) as well as upholding humanitarian values and helping your neighbours.

3. (b) What are the ethical issues involved in climate change negotiations? Suggest some strategies to address the divergence in ethical positions of different nations. 10

A 3 (b) Climate change negotiations are poised to take a new turn in December, 2015 with world leaders to decide on a new climate agenda post 2020.

Ethical issues involved in climate change:

1). Common but differentiated responsibility:
- Since it is the industrialised nations that contributed mainly to climate change, the burden of mitigating must also fall squarely on their shoulders. The less industrialised nations must have lesser responsibility.

2). historical responsibility: same as above.

3). A chance to grow for the third-world economies:

Third world nations have large populations living in poverty and hunger - they deserve a chance to pursue high carbon growth in order to bring prosperity to these millions in poverty.

Strategies to address the ethical divergence :

- 1). Industrialised nations must be made to adopt stringent, legally enforceable emission reduction targets.
- 2). The third-world countries as well as countries who industrialised after the industrial revolution must be given a chance to lift their millions out of poverty - they could adopt voluntary, self determined contributions (like INDCs).

Overall, the world must move towards a low carbon, green growth but not at the cost of the millions still in poverty.

4. (a) Why is there a need for Performance Management System in an outcome oriented government? Evaluate the feasibility of peer review in context of Indian civil services. 10

A4(a)

An outcome oriented government measures its progress based on the outcomes achieved. These outcomes could be specific objectives or large goals.

Need for Performance Management System:

④ Performance Management System implies managing the performances or activities of every unit of a system in order to enhance their overall productivity. It leads to:

- 1) Better delineation of responsibilities.
- 2) Better efficiency.
- 3) Better accountability and transparency.

in the system.

* Feasibility of peer review :

The Indian civil services is suffering from a lack of accountability and transparency alongwith decreased motivation and increased corruption. Peer review could act as an antidote to this as :

- 1). Peers can give an honest estimation as they know better than seniors.
- 2). Non official attributes like honesty, integrity and truthfulness are better assessed by peers.

However, care has to been to ensure peers are not made to review under external threats or pressures. If a free and fair review could be established, it might help in reformation of the civil services.

4. (b) Discretionary power in the hands of public servants is a necessary evil.
Discuss. 10

(b) Discretionary powers in the hands of public servants has been a highly contested ~~for~~ debate. Several committees as well as experts have opined deleting it altogether. However, that is not entirely feasible.

Discretionary powers include powers that involved a little bit of discretion or a choice in the hands of the public servant. In a democracy like ours, there are various decisions like appointing as head of a committee, deciding a contract, priority in development works which involve discretion. Negative fallouts of this include-

- 1) Biased decisions.
- 2) Favouritism.

- 3) Personal opinions overshadowing Rational decisions.
- 4) ~~Corrupt~~ Collusive corruption.
- 5) Lack of efficiency → loss to exchequer.

However, if discretions were to be altogether eliminated, it may lead to:

- 1) Decreased risk taking.
- 2) Increased adherence to redundant rules.
- 3) Lack of innovation and initiative.

Thus, discretionary powers are a necessary evil in the context of public services. There is a need to ~~follow~~ for public servants to be emotionally intelligent. While taking decisions, they must clearly record their thinking as well as reasons for thinking so in order to ensure transparency and accountability at a later date. This could lead to a better use of such discretionary powers.

5. (a) The landmark judgment by the Supreme Court of India recognized the transgender as a third sex. What attitudes do you notice towards the transgender people in India? Discuss some steps to facilitate a dignified life for the transgender people. 10

5@. Supreme Court has recently recognised the transgender as a third sex. The transgenders have been victims of a bias for long in the Indian society. Various attitudes related to them include:

- 1). Considered abnormal.
- 2). Considered to be impure, mentally deranged. → Since most people are unaware of the biological or psychological reasons behind this, they assume it is a deranged personal choice or deviation.
- 3). Sexually as well as physically abused
- 4). ~~Do~~ Are not given educational or employment opportunities.
- 5). Are denied housing. Any contact with

them is considered unfortunate and an embarrassment.

Steps to facilitate a dignified life for them:

- 1) Creating awareness about the physical (sexual hermaphroditism) as well as psychological (feeling of a girl trapped in a boy's body) reasons behind it.
- 2) Ensuring their admission to educational and professional courses.
- 3) Recognising them as the third sex as well as a backward community (as recently said by the SC) so as to enable them to use reservation policies ~~to them~~ effectively.
- 4) Removing the society wide entrenched notions about their impurity, deviance and abuse. A feeling of empathy and understanding has to be generated for the third sex in India.

5. (b) What key characteristics of a person conveying a message make it more persuasive? When celebrities endorse a product, they do so knowing that their endorsement will persuade people to buy it. What duty do they have towards the consumers? 10

A5 ⑥ Key characteristics ~~of~~ of a person making it more persuasive include -

1) Attractiveness and charming physical attributes.

2) An understanding attitude.

3) Displaying empathy effectively.

4) Credibility of message as well as of the person in his earlier life.

5) Ability to relate with the audience on a common level → ability to bring up an experience ~~something~~ from their own life that connects with the audiences at large.

In addition to the above, vivid visual imagery as well as

a credible message serves as a persuasive advertising strategy.

* Duty of celebrities towards consumers:

The recent Maggi controversy brought names of many celebrities through the dirt. Celebrities, often are only persuasive, thus they have the following duties:

- 1). To make sure the product is not detrimental to the consumer in any way.
- 2). Celebrities must also endorse a product only if they, themselves, have used it or like it.

This is essential because in a country like India, where 20% of the population is illiterate and cult worship is a phenomenon, many people buy products simply because of the ~~at~~ credibility of the person endorsing it.

6. It is said that child labor cannot be ethical at all. Do you agree? Discuss with respect to the proposed amendments to the Child Labour Act. 10

A 6-

Child labor is an evil that cannot be condoned. The implications and ramifications of this practice is worse than others because a child cannot fight on his behalf. He needs an adult for that. Therefore, it becomes the duty of the adult population to fight on behalf of the child to put an end to this unethical practise.

There have been recent amendments to the Child Labour Act - ~~the~~

1) Children less than 14 yrs old are prohibited to work in any occupation except help in household businesses, cinemas and entertainment industry.

2) Children 4-18 yrs are prohibited to work in hazardous occupations.

The above provisions have varied ramifications affecting children as -

- 1) Girls maybe stopped from going to school and made to ~~help~~ work as domestic help.
- 2) Bidi, carpet making industry would continue to employ children under the garb of 'household business' or family business.
- 3) Children maybe easily exploited - physically as well as emotionally in the entertainment industry.

* the children are given some vocational training purely of their choice. *child labor could be ethical if such things prevail, it would also be in contravention to the Right to Education Act. The way forward here (RTE) is to make sure provisions of RTE are adequately implemented and each child is given a chance to lead a socially productive and happy life when he grows up. In addition to this, child labour must be totally and comprehensively eradicated.*

7. Are emotions an inhibiting factor in effective decision-making? Discuss in the context of public services. 10

A7:- Our Emotions guide our decisions in more ways that we can understand. They act as our moral compass as well as guiding light.

In the context of public services which involves decision making at every level, emotions play a very crucial role. They can be an inhibiting factor at some points but can also be a facilitating one. Inhibiting role could be-

- 1) Emotions can make ~~the~~ the public servant biased.
- 2) ~~He/she~~ He/she may take radical decisions based on temporary outrages.
- 3) He/she may view a situation through a prism of his emotions which gives a coloured hue rather

than making an unbiased, well-informed, rational assumption.

However, emotions can also serve as facilitators of good decision-making by being emotionally intelligent. Emotional intelligence involves being aware of our own as well as others' emotions and managing them productively. for ex:-

1) When dealing with an ^{en}raged mob, we can realize their state of mind and deal with them rationally and peacefully.

2) In case we are afraid of some encounter, we can use that fear effectively to push us harder in our preparation.

3) For a public servant, the greatest use of being emotionally intelligent is in showing empathy and compassion to weaker sections of society.

8. What do you understand by the Sarvodaya philosophy of Gandhiji? Why is Sarvodaya relevant for civil servants in India? 10

SECTION – B

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

9. You are the leader of a 5 member team that has been assigned to carry out social impact assessment of a project proposed in a Naxal area. Members have been allotted a remote village each to conduct surveys and ascertain views of local people. You are under strict instructions not to disclose the identity of respondents outside the project. While compiling data, you are puzzled by the responses from one of the villages. You accompany the point-person for that village next day for verification. You randomly pick a person from the list of respondents and ask her for clarification of the response she had given earlier. She seems confused and denies any knowledge of the survey being conducted, let alone she being questioned. You try to verify this from other respondents and get similar replies. This raises serious doubts about the integrity and credibility of the survey process.
- What are the ethical issues involved in the situation?
 - As a team leader accountable for credibility of the survey and working on a hard timeline, what are the possible options before you? List their merits and demerits.
 - Giving reasons, state the course of action you would follow.

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Ag. - Facts of the above case include:

- I am the leader of a survey team responsible for the SIA of a project in Naxal affected area.

- One of my survey teams has been found with puzzling answers.

- On deep questioning, it is being

replies

shown clearly that respondents have been created. The original villagers have not been questioned at all.

(a) The ethical issues involved in the above case include -

1. Sanctity of the project : The project has a special clause related to Social Impact Assessment (SIA) → thus implying this has to be done impartially and objectively in order to fulfill the spirit behind the project.

2. Responsibility Towards Weaker Section

People living in naxal areas have a right to be heard in case of a project being

put up in their area. They are not well educated to hire lawyers and make impressive arguments. This could be (SIA) the only way their voices can be heard.

(3) RESPONSIBILITY AS A PROJECT LEADER:

As a leader of a team, it is my responsibility to stand up for them and ~~let~~ own their decisions. If someone in my service falters, it eventually falls on my shoulders.

(b) Possible options before me -

- (1) Convey the problem to the area manager of that village. Give him a warning for future dire consequences and redo the survey of that village.

- (2) Convey the problem to my superior explaining the rampant flouting of rules. Ask for a new team and an extension of the deadline to conduct the entire survey again.
- (3) ~~allow~~ Turn a blind eye towards the entire episode and continue as though nothing has happened.
- (4) File a FIR against the wrong officer, build up evidence including the villagers and send him to jail.
- (5) Resign from the post of team leader as I cannot work in this degraded culture with rampant corruption.

©. Keeping all options in mind,
I would go for either (1) or (2)
options from above.

These two options
serve dual purpose of making
my junior realise his folly and
giving him a first warning
alongwith completing the
project slightly ahead of the
deadline. Options (3) and (5)
are not indicated because
(3) means being a part of collusive
corruption whereas (5) implies
running away. The project may
be extremely beneficial to common
people and it should not be left
midway. Option (4) seems too
harsh as it would ruin the career
of my junior without even being
warned. This would be a failure on
my part, as a team leader.

10. Gajendra, once a struggling film actor, was accused and later exonerated of rape charges, which the jury found out to be motivated and fake. Not able to cope up with the situation, he changed profession and moved on. Thirty years later, while his closest friends know about the incident but his co-workers do not. One day, out of curiosity, he searches for his name on the internet, and to his surprise, finds that the third entry that comes up is an old report in a local newspaper about the rape charges he faced. Gajendra is upset; after all these years, he would like to be able to disclose the event only to whomever he wants. He has heard about the decision of European Court of Justice which allows individuals to submit requests to a search engine to remove certain results from searches on their names, and citing the same, requests the search engine and media outlet to remove the results. Valid arguments can be advanced for making the Right to be Forgotten a fundamental right? What those arguments could be? What limitations, if any, can it be subjected to? Should there be any obligations on the search engines regarding cases which are no longer relevant, as the one mentioned above?

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A10 :-

In the above case, Gajendra's charges were found to be fake and thus dropped. This proves that he was innocent. Even after 30 years, he is still reminded of the incident due to the search engine throwing up this event. This could amount to significant psychological and social trauma to him leading to a feeling of being victimised ~~to a~~ due to a crime he did not commit.

In such a case, it becomes essential to revisit the European Court of Justice's decision which allows the 'Right to be forgotten'. The arguments to make it a fundamental right could be -

(1). Every human being is considered capable of growth. To focus on his past ~~at~~ crimes (unproven) is to assume he is the same person today as he was 30 years ago.

(2). Right to live a dignified life is a fundamental right under Article 21 (according to Supreme Court); living with dignity requires that certain old mistakes be forgotten.

(3). In the age of internet, news of crimes are spread like fire

owing to its salacious nature (especially rape charges). Such news — unproved and biased — could be a source of psychological trauma both to the accused as well as his family.

- (4) Above all, there needs to be a timeline to such content. To allow it to perpetually mar the life of a person is to condemn him to a ~~life~~ prejudiced life.

Limitations to such a right:

1. In case of proven charges and conviction in a court of law, they can be allowed to remain as a warning.
2. Act like fostering terrorism should be out of the purview of

this act. As acts of terrorism cause mass casualties and widespread damage, people need to be aware.

- (3) Even if unproven or fake charges, they must remain in the cyberspace for a specified timeline depending on the crime. It may aid a later investigation into the crime.

Obligation on the part of
search engines:

- 1.) Search engines should develop a moral code of ethics for such instances.
- 2.) This code should clearly specify the meaning of 'RELEVANT'.

and 'IRRELEVANT' cases .. so that they can periodically remove the irrelevant cases.

- (3) Search engines should be obliged to hold review meetings at periodic intervals to weed out such cases. It is impossible to reduce such search results without active collaboration with the search engines.

Thus, the Right to 'Forgotten' can be advanced with suitable limitations. Life is a continuous journey and experience is the greatest teacher. It is ethically incorrect to hold a man ~~responsible~~ responsible even to unproven & irrelevant acts done long back. After all, every saint has a past and every sinner... a future.

11. You are the officer in charge of overseeing refugees' related issues in a multilateral humanitarian organisation. There is an ethnicity based civil war going on in a region and as a result, many people are being displaced. Hitherto, the economically better-off neighbouring countries have accommodated the streams of migrants with financial support from your organisation. The violence in the region has increased recently and the flux of people seeking refuge has grown substantially. With countries sealing their borders, the refugees are left in a vulnerable situation. You are sent to negotiate for humanitarian settlement of refugees with the neighbouring countries, who also happen to be a powerful economic bloc. However, they refuse any more accommodation on the following grounds:
- (a) Drainage of resources in face of subdued economic conditions.
 - (b) Domestic political repercussions.
 - (c) Rehabilitation will encourage more influx and indirectly fuel the persecutors.
 - (d) Permanency of settlement in face of better prospects than at home.
- What are the counter-arguments that can be cited to convince the countries for an immediate solution? Suggest some long term measures as well that should be followed to address the problem.

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Ans:- facts of the case have been mentioned above. I have been sent to negotiate for humanitarian settlements of refugees with a powerful economic bloc who have presented me with the above arguments. Counter arguments that could be cited by me to convince them of an immediate solution are-

MORALITY:

1.

Providing asylum to refugees could lead to their increased standing on moral grounds in the world. They

(a) could help stop the massacre of millions of innocent people.

(b) * Multinational organisations like UN were constructed to maintain international peace. This is the time to show commitment to those ideals.

(c) Refer to examples from their own past. Nazis persecuting Jews in WWII invited the wrath of the entire world. How could ethnic genocide be tolerated in the name of national security? Thus, I would try to apply to ^{their} feelings of empathy, compassion and love.

2. ECONOMIC Considerations :

- (1) The influx of refugees could be supplemented with financial resources pouring in from across the world. It would not drain natural resources.

- (2) ~~The affected refugees could be given vocational training and employed in the national workforce, thus supplementing the economy.~~ The refugees if returned back, may join as soldiers in the persecutors army.

- (3) Rehabilitation would prove to the persecutors they are up against a formidable bloc of nations. It may weaken their confidence and put an end to the massacre.

- (4) After the ethnic war gets controlled by a concerted global effort, refugees could be

rehabilitated to their original homes.

Some long term measures:

1. A world order based on principles of peace, harmony, tolerance, empathy and love of other human beings to be promoted.
2. Global 'no tolerance' for ethnic killings. Certain countries in each region to be made responsible for rehabilitation of ~~not~~ refugees alongwith developing required financial assistance to them. ex: Thailand in case of Rohingyas from Myanmar, India in case of Tamils from Sri Lanka.

4. Well-intentioned rules specifying the terms of rehabilitation to be formulated and followed by all countries.

5. Global rules on safety of sea lanes for refugees.

Thus, promoting a global social order entrenched in values of compassion and empathy backed by stringent laws and well-meaning implementation of such laws is the answer to the refugee crisis.

12. You are a Divisional Forest Officer (DFO) in an urban district. The forest cover in the district is as low as 11% and it needs to be increased as per government guidelines. By ecological and environmental perspective also it is imperative that more trees should be planted.

However, you find out that while there is a grant of Rs. 1.5 crore for your division to plant trees under the Hariyali Scheme, most of this fund is lying unused. Since, it is December and as per government rules all the unused grant should be returned to the government as the financial year closes, it seems you will have to return the money completely.

Also, there are strong indications from the ministry that government is mulling over a budgetary cut on Hariyali mission because most of the funds go unused. There is a strong possibility that if you return the money in this financial year you won't get it in the next financial year and even if you get, it will be a very insignificant amount.

Indicate various options that you think are available in this situation. Evaluate these options and choose the most appropriate path to be adopted?

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facts of the case:

412-

- 1) Money lying unutilised in the scheme.
- 2) March coming in, so, money has to be utilised or it will be returned.
- 3) Imminent budget cuts could lead to insignificant amount next year.

Various options available to me :

(1) Utilise the remaining money in appropriate way. Not to overspend the money on frivolous actions. Return the remaining amount at the end of financial year but ask for the additional funds next years → as the goal of increasing forest cover has not been realised.

(2) Utilise the money as much as I can on suitable alternatives. Try to use the entire fund even making unviable decisions on the way but not leave

anything to be returned.

(3) Continue to spend normally as is the trend. Try to find a way to work ^{with} the minimal funds as provided next year. Make some cuts. ~~is~~

(4) Do not spend even the remaining money in any useful way. Let the funds lapse and see next year what is to be done.

I would go ~~for~~ for the (1) option as mentioned above as it allows me to take rational decisions in the present without rushing up the expenditure alongwith making an evidence-backed, rational demand for more funds next year.

Option (2) → would ~~the~~ lead to unethical and superfluous spending decisions on my part. Option (3) → would lead to reduced efficiency plus a tendency to make cuts in various initiatives leading to compromise.

Option (4) is unviable as it

shows unconcerned and
apathetic behaviour of government
officials.

13. You, an anthropologist, have developed cordial relations with a tribal community which was hitherto isolated from rest of the humanity. Notwithstanding increased interest of researchers and media for the newly discovered tribe, you are the only person from outside whom they trust. They are ardent believers in their goddess and, trusting you, take you to her abode on a holy mountain. To your surprise, you find that the mountain is a reservoir of Uranium that can be used in your power-starved country's nuclear power plants. Besides, you are aware that Uranium being radioactive, it is highly risky to go near the mountain. You try to convince the people about harmful effects it can have and the utilitarian value that it possess for the country. However, they are in no mood to argue and politely ask you to leave. You fear that very soon the outside world will find about this and the vulnerable tribe would be displaced from their land.

(a) Evaluate the following courses of action which you can take for their ethical merits and demerits:

i. You would continue to convince the people yourself about the possible consequences and urge them to relocate.

ii. You would call in local and national NGOs for protecting the rights of the people against the State and file a PIL in Supreme Court if the State proceeds with dispossession.

iii. You would yourself tell the government and the scientific community about the reserves and let them proceed in their own way.

(b) Without restricting yourself to the above options, state the course of action that you would take and why?

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A13:- facts of the case have been presented above.

(a) (i) This option makes sense as I have gained the trust of the tribe. They believe me so they might consider what I am saying.

If I can convince them about the harmful consequences of Radium as well as its value in the country, they might consider it and decide to leave without the use of any force.

However, in this option, I am ignoring my duty as a citizen of India. I am not informing the State of a valuable energy resource that could be used to lift millions out of poverty.

(ii) This ^{step}~~option~~ seems right from the point of view of an anthropologist. I can ensure the protection of a vulnerable tribe against unlawful eviction.

by State.

However, it is an extreme step as I could have utilised my knowledge and social capital in the tribe by trying to convince the tribes of the harmful radiation effects of Uranium.

(ii) This step is beneficial to the state as it provides the government with a hitherto unexploited source of clean energy.

However, the public record of state apathy to tribes in areas of natural resources is well known. I would forfeit my right to

protect these tribes who
trust me, thus alienating
them from the entire process
if I take this step.

(b)

I would like to
go with playing my part in
trying to convince the
people myself of the harmful
effects of uranium and
relocate closer, if not far
away. They trust me and I
am aware of their traditions
so I believe I am best
suited for this purpose.
In addition, I

would tell the government about the preserves but ask for proper inclusion of these communities in every decision making process at every level. In addition, I will spread awareness about the traditions and uniqueness of this tribe in ~~the~~ both the media as well as civil society to avoid making them scapegoats in the developmental process.

14. A junior member of staff has just returned to work after taking special leave to care for her elderly mother. For financial reasons she needs to work full-time. She has been having difficulties with her mother's home care arrangements, causing her to miss a number of team meetings (which usually take place at the beginning of each day) and to leave work early. She is very competent in her work but her absences are putting pressure on her and her overworked colleagues. You are her manager, and you are aware that the flow of work through the practice is coming under pressure. One of her male colleagues is beginning to make comments such as "a woman's place is in the home", and is undermining her at every opportunity, putting her under even greater stress.

What possible steps can you take to ensure that the work of the team does not suffer while also taking other humanitarian considerations into account.

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A14- Steps to ensure that work
of team does not suffer
includes -

- (1) Talk to the erring staff
 (a) - I would call her
 to my office and talk to her
 privately. After listening to
 her concerns with empathy, I
 would advise her to take
 the rest of the ^{special} leave with

pay to take care of her mother full time.

(b) I would also ask her to try to attend team meetings through phone or video conferencing.

(c) Make her aware of the detrimental effects of her behaviour on other colleagues and ask her to be strong and understand that their anger arises from being overworked and not due to personal enmity.

(2) Talk to the rest of the staff -

(a) I would ask the male colleague to show empathy and stop making generalisations based on gender.

(b) Check if team meetings could be held at some other time in the day to suit everyone's convenience.

(c) Make the rest of staff aware of her ~~despicable~~ miserable situation at home.

Inculcate in them a feeling of empathy, compassion and sense of unity with her.

(d) Try to motivate them to cope up with the

increased work for a few days
as tragedy could befall
anyone.

They could be in
her place someday. The
work culture must cultivate
empathy as empathy breeds
connection.

